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Research Article

Gearing Towards Excellence: Empowering the Philippine Coast Guard Non-Uniformed Personnel

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ABSTRACT

NUPs in the Philippine Coast Guard are unsung heroes in each unit. Most of the NUPs are tasked with document maintenance for their respective offices. As such, they fulfill the organization's institutional memory. Their uniformed colleagues are sent to the field. Without the NUPs, the PCG would be severely limited in the operations they are able to conduct. The PCG is unique in that uniformed personnel rotate in and out of each office, NUPs remain constant. This study is entitled "Gearing Towards Excellence: Empowering the Philippine Coast Guard Non-Uniformed Personnel." The objective is to research the demographic information on respondents, assess the current and desired qualifications of PCG NUPs, determine the degree of NUP participation in the functions of POSDCORB, and understand the relationship between NUPs and PCG, as well as the current practices of PCG in the areas of deployment, training, promotion, and maintaining a personnel establishment. This study identifies the lack of training and career progression as the primary issues faced by the Personal Non-Uniformed Personnel of the Philippine Coast Guard. Lastly, this work offers suggestions on how to better improve the working conditions of PCG NUPs. The PCG relies on the support of its NUPs as the foundation of their organization. NUPs support the PCG by allowing focused and uninterrupted services. The NUPs help keep track of documents and continuity in the office because they know the history of the unit as part of its regular staff. This makes for more efficient office work. The aim of this research is to encourage the making of policies that advance the career progress of Philippine Coast Guard NUPs so they become better established and that NUP meets the goals of PCG.

Keywords: *Civilian Personnel Empowerment, PCG Non-Uniformed Personnel, POSDCORB*

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Background of the Study

The civilian workforce is the institutional memory of military organizations. They keep the office documents, and there's a continuity of files, and also, they know the history in their respective units since the uniformed personnel come and go.

This paper titled, "Gearing Towards Excellence: Empowering the Philippine Coast Guard Non-Uniformed Personnel," highlights the part these personnel play in the PCG. The paper demonstrates how the Philippine Coast Guard's non-uniformed personnel are strengthened and made more effective through learning and job advancement. The reinforcement of the Philippine Coast Guard's ability to serve and protect their citizens and accomplish the missions of maritime safety, environmental protection, and security is the outcome of the empowerment of the non-uniformed personnel. The result is increased strength and resilience. The United Nations (n.d.) states that the Sustainable Development Goals comprise fostering decent work and economic development (SDG 8), establishing strong and just institutions (SDG 16), and providing quality education for all (SDG 4); the work of non-uniformed personnel advances these goals. Pushing for and supporting the non-uniformed personnel in the organization strengthens their morale and confidence in enhancing the organization in all missions.

In the United States, the US Coast Guard relies on a civilian workforce to carry out their operations. Specialists in engineering, logistics, finance, human resources, legal services, and information technology provide stability to the organization as uniformed personnel turnover regularly, and they become the institutional memory.

Based on the Taylorism theory of Scientific Management, this research examines efficiency, scientific selection, standardization, supervision, and skill-based division of labor. It also considers the POSDCORB framework to show how involved the NUPs are in the PCG.

Vergun (2019) says that civilian workforces form the base of military entities because of the changes in uniformed personnel in each sector. In the PCG, the NUPs hold administrative posi-

tions, work as clerical staff, act as supply keepers, work as medical personnel, and serve as technicians in various fields.

Miller (2022) indicates that training workers improves their competitiveness in all sectors and enhances the success of the organization. For the PCG, empowering the NUPS boosts efficiency and resilience in public service delivery. Thompson and Wenzel (2024) demonstrate that the training of the civilian workforce enhances organizational resilience. Kang (2022) shows that the right blend of the civilian workforce increases institutional efficiency. consistent training and career growth in the government service improves service delivery (Hosen et al, 2023). In maritime institutions, Moros-Daza and Jubiz-Diaz (2024) indicate that strong human resources translate to better service quality.

By March 2025, the PCG had employed 417 NUPs around the country. The PCG's NUPs include plantillas in admin, finance, accountants, medical workers, engineers, supply accountable officers, maritime professions, techs, and lighthouse keepers.

Using these findings as a foundation, this research examines the demographic make-up of the respondents, the necessary and existing qualifications of PCG NUP, the extent of engagement of the PCG NUP in terms of Planning, Organizing, Staffing, Directing, Coordinating, Reporting and Budgeting (POSDCORB), the key connection between POSDCORB involvement of the PCG NUP and their demographic profile, the current management practices of the PCG NUP on utilization, training, promotion and plantilla.

Methods

Research Design

The researcher employed a concurrent triangulation mixed-method design to collect and analyze quantitative and qualitative data simultaneously, boosting consistence and interpreting it into strategies to empower Philippine Coast Guard Non-Uniformed Personnel.

To see the demographic make-up of the respondents and how much they participate in POSDCORB, the researcher uses the quantitative method.

Meanwhile, to find out about PCG's current practices in managing NUPs for usage, training, promotion, and plantilla, a qualitative method was used through interviews with Subject Matter Experts (SMEs). Plus, in the document review, qualitative was also used to assess the required and current qualifications of PCG NUP.

The demographic information of respondents, amount of PCG NUP involvement in the POSDCORB aspects, the necessary and present qualifications of PCG NUP, and finally, how PCG NUP is managed in terms of use, training, promotion, and Plantilla are the variables used in this research.

Respondents of the Study

This study used Raosoft to calculate that 201 respondents represent 417 PCG Non-Uniformed Personnel (NUPs) (Table 1). In the actual data collection, 216 NUPs took part in the survey. The respondents were purposely selected based on their employment status and unit assignment in the PCG.

Three (3) Subject Matter Experts (SME) were interviewed besides the Acting Head of PCG NUP, the Commander of Coast Guard Human Resource Management Command, and the Commander of the Office of the Deputy Chief of Coast Guard Staff of Human Resource Management (CG1). They were chosen based on their expertise in their unit assignment.

Table 1. Breakdown of Survey Respondents and Interview Participants

Respondents	Total Population	Sample Population
PCG Non-Uniformed Personnel	417	201
Subject Matter Experts	-	3
Total		204

The table shows the total population of PCGNUP is 407. Using Raosoft, the sample population will be 201. The total number of SMEs

is 3, making the total 204. The survey has 216 respondents from different units within the PCG and having different grades.

Table 2. Interview Participants and Their Organizational Affiliations

Unit	Designation	Number	Interview Code
Coast Guard Human Resource Management Command	Director, Non-Officer Training School OIC, Registrar	1	Participant 1
Office of Deputy Chief of Coast Guard Staff for Human Resource Management, CG-1	Deputy, CG-1	2	Participant 2
Non-Uniformed Personnel Affairs Office (NUPAO)	Acting Head, Non-Uniformed Personnel Affairs	3	Participant 3

The table shows that three (3) Subject Matter Experts will be the main sources of information in the three main divisions of PCG responsible for NUP.

Result and Discussion

Profile of Respondents

The survey was answered online by 216 respondents through Google Forms. They gave

their demographic data and gave their views on the level of involvement of PCGNUPs in terms of planning, organizing, staffing, directing, coordinating and staffing (POSDCORB). According to Table 3, most respondents are permanent (94%) while very few are employed in temporary and contract of service status.

Table 3. NUPs' Employment Status

Employment Status	f	%
Permanent	202	94%
Temporary	5	2%
Casual	1	0%
Contract Of Service (COS)	8	4%
Total	216	100%

In the PCG NUPs population, lighthouse keepers hold the most current positions (22.7%), and administration positions come next (13%), according to the data.

Table 4. NUP's Current Position

Position	f	%
Accountant I-III	13	6.0%
Accounting Clerk I-III	5	2.3%
Administrative Aide I-VI	28	13.0%
Administrative Assistant I-III	19	8.8%
Administrative Officer I-V	24	11.1%
Architect III	1	0.5%
Assistant Statistician	1	0.5%
Budgeting Assistant	1	0.5%
Carpentry III	2	0.9%
Clerk III	2	0.9%
Communication Equipment Operator II	4	1.9%
Computer Maintenance Technologist	1	0.5%
Coxswain	1	0.5%
Data Controller II	1	0.5%
Development Management Officer II	4	1.9%
Draftsman II	1	0.5%
Electrician I	1	0.5%
Electronics and Communications Equipment Technician I-III	7	3.2%
Engine Man I	1	0.5%
Engineer I-II	5	2.3%
Legal Assistant I	1	0.5%
Legislative Staff Officer	1	0.5%
Lighthouse Inspector	1	0.5%
Lighthouse Keeper I-II	49	22.7%
Management and Audit Analyst	1	0.5%
Marine Engineman I	5	2.3%
Mechanical Plant Operator II	3	1.4%
Medical Officer II	1	0.5%
Medical Technologist I	3	1.4%
Nurse II	1	0.5%
Psychologist II	1	0.5%
Quarter Master	2	0.9%
Radioman	2	0.9%
Records Officer I	1	0.5%
Seaman	7	3.2%
Storekeeper III	1	0.5%

Position	f	%
Supply Accountable Officer I-III	7	3.2%
Supply Officer I-III	6	2.8%
Utility Worker II	1	0.5%
Total	216	100%

About 60.6% of PCGNUP's highest educational achievements are college degrees.

Table 5. NUP's Highest Educational Attainment

Highest Educational Attainment	f	%
Law Education	1	0.5%
Master's Degree	16	7.4%
College Graduate	131	60.6%
College Level	27	12.5%
Vocational/Technical Education	22	10.2%
Secondary Education (High School)	18	8.3%
Primary Education (Elementary)	1	0.5%
Total	216	100%

The table shows the number of years NUPs have been operational; 43.5% of them have been there for 6 to 10 years.

Table 6. NUP's Number of Years in the PCG

Number of Years in the PCG	f	%
less than a year	7	3.2%
1-5	81	37.5%
6-10	94	43.5%
11-15	10	4.6%
16-20	2	0.9%
21-25	9	4.2%
26-30	3	1.4%
31-35	1	0.5%
36-40	8	3.7%
40 years and above	1	0.5%
Total	216	100%

In the NUPs age breakdown, 60% are between 31 and 45 per the survey.

Table 7. NUP's Age Distribution

Age	F	%
26-30	29	13%
31-35	42	19%
36-40	40	19%
41-45	44	20%
46-50	27	13%
51-55	18	8%
56-60	9	4%
61 and above	7	3%
Total	216	100%

In the table of NUPs who attended trainings, lighthouse keepers participated in the most relevant programs. 90% because once they join the service and take up their duties and

responsibilities as lighthouse keepers, they have to go through training before they will be sent to their assigned light stations or MSSU (Maritime Safety Service Units) units.

Table 8. NUP's Attended Trainings

Did you attend relevant training/s?	f	%
Yes	194	90%
No	22	10%
Total	216	100%

Table 9. Most Attended Trainings by the Respondents

Trainings Attended	f*	%
Lighthouse Keeper Training	57	26%
Logistics and Procurement Training	49	23%
Management and Leadership Training	27	13%
First Aid and Disaster Response Training	25	12%
Information and Communication Technology (ICT) Training	23	11%
Records and Archives Management Training	22	10%
Ethics and Accountability in Public Service	22	10%
Government Budgeting and Financial Management	22	10%
Maritime Safety and Security Training	22	10%
Procurement Law Training	21	10%
Human Resource Management Training	18	8%
Data Privacy Act Compliance Training	17	8%
Auditing and Internal Controls	12	6%
Basic Occupational Safety and Health (BOSH)	11	5%
Supervisory Development Course	10	5%

**Multiple responses (out of 194)*

In the table, NUPs' job experience in the last three years with tasks related to POSDCORB is

at 60%; they said in the survey that they are active on their side of administrative duties.

Table 10. NUP's Work Experience in the Last Three Years

With POSDCORB-related Work Experience?	f	%
Yes	130	60%
No	86	40%
Total	216	100%

Profile of the Interview Participants

Three (3) key informants are taking part in the interview to give us a better picture of how the NUPs in the PCG are being managed now. Since they work in the major units of the PCG, they have good understanding of managing and dealing with NUPs.

The profiles of the respondents look like this:

Representative from HR12 – Since the Coast Guard HR Command (CGHRMC) Commander is unavailable, he appointed one of HR12. The interviewee assigned has knowledge about dealing with NUPs or managing since HR12 conducted training for the PCG staff. Participant 1 highlighted that in terms of training or career progression for NUPs, it's quite limited as there are no policies and a tight

budget for NUPs' training. But they are now working on it.

Deputy of the Coast Guard Staff for Human Resource Management (CG1) – Since CG1 is unavailable for interview, the deputy of CG-1 is the stand-in for CG1. Participant 2 has knowledge on how to handle a NUP as participant 2 has experience with NUPs, and participant 2 said there is no policy on how the promotion process for NUPs is done as participant 2 said most of the PCGNUPs are stuck in their careers with no way to grow.

Acting Head of the Non-Uniformed Personnel Affairs – Participant 3 has a good understanding of NUP at the PCG level when it comes to administration and running. In the discussion, it also covers things like limited training programs, long promotion processes, and vacancy issues.

When choosing participants, we rely not only on their availability but also on listing down and considering those who have a lot of knowledge about the subject and strength and experience.

Required Qualifications of PCG NUP

There are certain rules and regulations governing the qualification standard for applicants to new government hiring and promotions based on the 2017 Omnibus Rules on Appointments and Other Human Resource Actions (ORAOHRA).

The CSC's qualification standards look at education from the undergraduate level up to postgraduate; eligibility for both sub-professional and professional routes; relevant training for the jobs being applied to; and relevant experience in the fields being applied to.

Key informants said the PCG has no internal policy for NUPs and mostly follows CSC rules. The PCG only has one policy dealing with the current Contract of Service (COS) guidelines alone.

There are no policies on NUP hiring, training, awards, and incentives. Per CSC policy, the recruitment process falls on the Merit Promotion Board.

Current Qualifications of PCG NUP

The Philippine Coast Guard has no specific qualifications for hiring and promotions for Non-Uniformed Personnel (NUPs) besides following the rules and guidelines from the Civil Service Commission and the Department of Budget and Management (DBM). When applying at the Non-Uniformed Personnel Affairs Office (NUPAO), applicants have to submit a Birth Certificate (PSA), an NBI Clearance, a Barangay Clearance, a Marriage Contract (if any), and a Personal History Statement (PHS).

Following the 2017 Omnibus Rules on Appointments and Other Human Resource Actions (ORAOHRA), candidates need an eligibility in the civil service exam, educational records and clearances, but training and experience are treated as more significant. Recruitments and promotions are carried out under the civil service standards, handled by the PCG Merit Promotion and Selection Board for NUP.

Extent of Involvement of PCGNUP in terms of POSDCORB

Based on an online survey to 216 members of the Philippine Coast Guard Non-Uniformed Personnel (PCGNUP), the level of the personnel participation in POSDCORB activities varied between the "Moderately Involved" and "Slightly Involved". It indicates that despite helping out in the administrative operations, the level of engagement of non-uniform personnel still falls short.

Planning

Planning (Table 11) results show a total weighted mean of 2.33 suggesting that NUPs are somewhat engaged in the planning function. Among the indicators, setting administrative goals (WM = 2.57) and identifying community concerns (WM = 2.53) recorded the highest levels of involvement. Their participation in the budgeting process (WM = 2.09) was lower, as it is the senior officers who essentially control major budgetary decisions. The results overall show that NUPs render valuable administrative support in planning, scheduling, logistics, and records management and in the coordination of activities, thereby enhancing coordination among PCG units.

Table 11. NUPs Extent of Involvement in terms of Planning

Indicators	WM	VI
1. Setting goals for planning activities like Administrative Support in your unit.	2.57	<i>Moderately Involved</i>
2. Identifying concerns that need to be addressed during planning activities in Community Engagement.	2.53	<i>Moderately Involved</i>
3. Planning efforts that entail coordination with other departments or units.	2.37	<i>Slightly Involved</i>
4. Recognizing the risks connected to planning activities like special events.	2.32	<i>Slightly Involved</i>
5. Suggesting for new projects in Community Engagement.	2.31	<i>Slightly Involved</i>
6. Making schedules in planning special events.	2.25	<i>Slightly Involved</i>
7. Creating the plans' implementation action steps in the policy making.	2.20	<i>Slightly Involved</i>
8. Budgeting process for scheduled activities.	2.09	<i>Slightly Involved</i>
OVERALL WEIGHTED MEAN	2.33	<i>Slightly Involved</i>

Organizing

As seen in Organizing (Table 12), the overall weighted mean was 2.16, demonstrating minimal levels of participation from NUPs regarding organizing activities. NUPs were the most involved with organizing activity workflows with a weighted mean of 2.48, as opposed to a weighted mean of 1.86 regarding resource allocation. It can be concluded that NUPs

participate in a majority of the tasks associated with activity implementation as a result of coordination and logistics and administration, but their participation regarding the decision-making process regarding resource allocation is minimal. Their participation helps the office demand and activities to function smoothly and efficiently.

Table 12. NUPs Extent of Involvement in terms of Organizing

Indicators	WM	VI
1. Contributing to the creation of activity work flows.	2.48	<i>Slightly Involved</i>
2. Consulting with uniformed personnel when establishing operational plans.	2.42	<i>Slightly Involved</i>
3. Providing feedback during planning meetings.	2.22	<i>Slightly Involved</i>
4. Organizing special events.	2.13	<i>Slightly Involved</i>
5. Establishing objectives for organizational activities.	2.13	<i>Slightly Involved</i>
6. Collaborating with different commands or units to organize events.	2.04	<i>Slightly Involved</i>
7. Managing activities during special events.	1.99	<i>Slightly Involved</i>
8. Allocating resource budget for organizing Trainings.	1.86	<i>Slightly Involved</i>
OVERALL WEIGHTED MEAN	2.16	<i>Slightly Involved</i>

Staffing

Staffing (Table 13) shows an overall weighted mean of 1.69. This indicates that NUPs perform some level of staffing, but they are slightly more active in training related activities/functions (WM = 1.95), while recruitment (WM = 1.51) shows the least level of NUP involvement. It can be inferred that NUPs do

not participate greatly in staffing, particularly in recruitment and selection. These activities are mainly the functions of the HR departments and staff delegated with the power to make such decisions. It can be concluded that compared to other functions of administrative management practices, the role of NUPs in staffing functions is least.

Table 13. NUPs Extent of Involvement in terms of Staffing

Indicators	WM	VI
1. Participating in the training and development of personnel.	1.95	<i>Slightly Involved</i>
2. Contributing to the assessment of personnel performance.	1.86	<i>Slightly Involved</i>
3. Assisting the orientation of new employees.	1.85	<i>Slightly Involved</i>
4. Deciding about personnel assignments are made.	1.65	<i>Slightly Involved</i>
5. Participating in hiring of personnel.	1.62	<i>Slightly Involved</i>
6. Developing of non-uniformed personnel hiring policies.	1.57	<i>Slightly Involved</i>
7. Setting hiring criteria for new personnel.	1.54	<i>Slightly Involved</i>
8. Participating in screening applicants.	1.51	<i>Slightly Involved</i>
OVERALL WEIGHTED MEAN	1.69	<i>Slightly Involved</i>

Directing

Table 14 shows that, on average, NUPs in Directing are moderately involved at a value of 2.56. In essence, this implies that while most NUPs are involved in communications and the day-to-day running of the business, they are less involved in decision-making activities or

recognition of achievements. Interview data shows that NUPs feel most excluded from participation in matters of corporate strategy and policy. It becomes even more frustrating for the NUPs, when they also have to contend with poor task alignment, weak feedback systems, and obsolete systems.

Table 14. NUPs Extent of Involvement in terms of Directing

Indicators	WM	VI
1. Discussing work-related concerns with your supervisor.	2.84	<i>Moderately Involved</i>
2. Following clear leadership direction in daily operations.	2.70	<i>Moderately Involved</i>
3. Being involved in solving work-related challenges.	2.63	<i>Moderately Involved</i>
4. Providing input in workplace policies and procedures.	2.59	<i>Moderately Involved</i>
5. Contributing to discussions about team strategies.	2.53	<i>Moderately Involved</i>
6. Receiving adequate guidance while maintaining autonomy in your tasks.	2.45	<i>Slightly Involved</i>
7. Receiving recognition for participating in team efforts.	2.39	<i>Slightly Involved</i>
8. Participating in decisions that affect work.	2.36	<i>Slightly Involved</i>
OVERALL WEIGHTED MEAN	2.56	<i>Moderately Involved</i>

Coordinating

Coordinating (Table 15) shows a weighted mean of 2.81. NUPs have a moderate level of coordinating participation. Collaboration and teamwork show a weighted mean of 2.91, which indicates their participation in sustaining the workflow and coordination of

personnel and units. The findings also point out the obstacles of role clarification, insufficient manpower, and timely communication. The NUPs play a vital supportive role in coordination especially in communication and collaboration as well as in the execution of coordination plans.

Table 15. NUPs Extent of Involvement in terms of Coordinating

Indicators	WM	VI
1. Collaborating with colleagues to ensure smooth workflow.	2.91	<i>Moderately Involved</i>
2. Following established processes to ensure proper coordination.	2.86	<i>Moderately Involved</i>
3. Clarifying roles to avoid misunderstanding.	2.85	<i>Moderately Involved</i>
4. Exchanging relevant information with team members for efficiency.	2.79	<i>Moderately Involved</i>

Indicators	WM	VI
5. Identifying coordination issues that affect work efficiency.	2.78	<i>Moderately Involved</i>
6. Engaging in team-building activities to strengthen coordination.	2.78	<i>Moderately Involved</i>
7. Participating in meetings to address coordination challenges.	2.76	<i>Moderately Involved</i>
8. Receiving timely updates about team objectives.	2.75	<i>Moderately Involved</i>
OVERALL WEIGHTED MEAN	2.81	<i>Moderately Involved</i>

Reporting

According to Reporting (Table 16), the weighted mean of 2.78 demonstrates that NUPs are mildly engaged with reporting. Their biggest level of engagement was observed when verifying reports (WM = 2.97), and when training was offered for reporting skills (WM =

2.56), their engagement with the training was lower. The results of this evaluation suggest that NUPs are engaged with the preparation and verification of reports. The results of this survey also suggested that to engage in reporting functions, measures may need to provide additional training.

Table 16. NUPs Extent of Involvement in terms of Reporting

Indicators	WM	VI
1. Verifying reports before submitting it.	2.97	<i>Moderately Involved</i>
2. Discussing report contents with supervisors for better understanding.	2.91	<i>Moderately Involved</i>
3. Participating in the development of reports.	2.87	<i>Moderately Involved</i>
4. Identifying discrepancies in reports.	2.85	<i>Moderately Involved</i>
5. Guaranteeing the veracity of reports.	2.79	<i>Moderately Involved</i>
6. Helping in decision-making by providing well-documented reports.	2.69	<i>Moderately Involved</i>
7. Participating in drafting official reports.	2.62	<i>Moderately Involved</i>
8. Engaging in training to enhance reporting effectiveness.	2.56	<i>Moderately Involved</i>
OVERALL WEIGHTED MEAN	2.78	<i>Moderately Involved</i>

Budgeting

In Table 17 of Budgeting, NUPs are “Slightly Involved” and scored a mean of 1.90. They share financial issues (WM=2.01), but rarely

set priorities (WM=1.79). They are able to suggest training budgets and help design the budget, but major financial decisions are under the purview of uniformed officers.

Table 17. NUPs Extent of Involvement in terms of Budgeting

Indicators	WM	VI
1. Sharing financial concerns.	2.01	<i>Slightly Involved</i>
2. Following budget guidelines when making financial decisions.	1.99	<i>Slightly Involved</i>
3. Discussing budget-related challenges.	1.95	<i>Slightly Involved</i>
4. Helping in developing strategies to address budget constraints.	1.92	<i>Slightly Involved</i>
5. Participating in discussion about budget allocation.	1.85	<i>Slightly Involved</i>
6. Providing input on budget needs.	1.85	<i>Slightly Involved</i>
7. Participating in decision-making related to budget adjustment.	1.82	<i>Slightly Involved</i>
8. Assisting in setting financial priorities.	1.79	<i>Slightly Involved</i>
OVERALL WEIGHTED MEAN	1.90	<i>Slightly Involved</i>

Table 18 illustrates how involved the NUPs are in different management functions as a whole. Coordinating (WM = 2.81) and Reporting (WM = 2.78) functions count as Moderately Involved. The Staffing function had the lowest weighted mean (WM = 1.69), and hence was found to be Slightly Involved. Overall, the findings show that NUPs are more involved in

functions related to Coordinating and Reporting and other related support functions. However, the participation of NUPs is less in staffing and budget-related functions. These results show an opportunity to enhance the level of NUP participation in strategically selected management and administrative functions.

Table 18. Summary Table

AREAS	Overall WM	VI
Planning	2.33	<i>Slightly Involved</i>
Organizing	2.16	<i>Slightly Involved</i>
Staffing	1.69	<i>Slightly Involved</i>
Directing	2.56	<i>Moderately Involved</i>
Coordinating	2.81	<i>Moderately Involved</i>
Reporting	2.78	<i>Moderately Involved</i>
Budgeting	1.90	<i>Slightly Involved</i>

Significant Relationship Between the NUP's Involvement in POSDCORB and Their Demographic Profile

Using demographic data, this study investigates if participation of PCG Non-Uniformed Personnel in POSDCORB activities corresponds to their demographic profile. I used employment status, position, and educational attainment for Spearman's rho analysis, age and years in service for Pearson r, trainings and work experience for Point-Biserial correlation,

and only those results where p-values were less than .05 were interpreted as statistically significant.

Employment Status

Employment status showed a weak but significant link only to Reporting. In this case, employees who were regularly employed showed engagement, whereas all other functions showed negligible or non-significant correlation. This shows an overall minimal impact.

Table 19. Correlation Analysis of NUP's Involvement in POSDCORB with Their Employment Status

Extent of Involvement	Employment Status	
1. Planning:	Correlation Coefficient	-.034
	Sig. (2-tailed)	.622
	N	216
2. Organizing:	Correlation Coefficient	-.037
	Sig. (2-tailed)	.589
	N	216
3. Staffing:	Correlation Coefficient	-.074
	Sig. (2-tailed)	.277
	N	216
4. Directing:	Correlation Coefficient	-.003
	Sig. (2-tailed)	.962
	N	216
5. Coordinating:	Correlation Coefficient	.064
	Sig. (2-tailed)	.351
	N	216
6. Reporting:	Correlation Coefficient	.162*

Extent of Involvement	Employment Status
	Sig. (2-tailed)
	N
	Correlation Coefficient
7. Budgeting:	Sig. (2-tailed)
	N

Note. * $p < .05$, ** $p < .01$, *** $p < .001$

Current Position

No substantial correlations with any POSDCORB functions were found with current

position, which suggests that designation or rank of NUPs does not impact their administrative involvement in the position.

Table 20. Correlation Analysis of NUP's Involvement in POSDCORB with Their Current Position

Extent of Involvement	Current Position
	Correlation Coefficient
1. Planning:	Sig. (2-tailed)
	N
	Correlation Coefficient
2. Organizing:	Sig. (2-tailed)
	N
	Correlation Coefficient
3. Staffing:	Sig. (2-tailed)
	N
	Correlation Coefficient
4. Directing:	Sig. (2-tailed)
	N
	Correlation Coefficient
5. Coordinating:	Sig. (2-tailed)
	N
	Correlation Coefficient
6. Reporting:	Sig. (2-tailed)
	N
	Correlation Coefficient
7. Budgeting:	Sig. (2-tailed)
	N

Note. * $p < .05$, ** $p < .01$, *** $p < .001$

Highest Educational Attainment

Higher education exhibited a weak, but statistically significant, relationship to some

aspects of directing, coordinating and reporting, with no other statistically significant relationships with other POSDCORB functions.

Table 21. Correlation Analysis of NUP's Involvement in POSDCORB with Their Highest Educational Attainment

Extent of Involvement	Highest Educational Attainment
	Correlation Coefficient
1. Planning:	Sig. (2-tailed)
	N
	Correlation Coefficient
2. Organizing:	Sig. (2-tailed)
	N

Extent of Involvement		Highest Educational Attainment
3. Staffing:	Correlation Coefficient	-.050
	Sig. (2-tailed)	.461
	N	216
4. Directing:	Correlation Coefficient	.178**
	Sig. (2-tailed)	.009
	N	216
5. Coordinating:	Correlation Coefficient	.216**
	Sig. (2-tailed)	.001
	N	216
6. Reporting:	Correlation Coefficient	.164*
	Sig. (2-tailed)	.016
	N	216
7. Budgeting:	Correlation Coefficient	.100
	Sig. (2-tailed)	.144
	N	216

Note. * $p < .05$, ** $p < .01$, *** $p < .001$

Number of Years in the PCG

Service years showed a weak negative correlation with reporting. No correlations were

found with the other functions. Tenure is not expected to have a high level of POSDCORB involvement.

Table 22. Correlation Analysis of NUP's Involvement in POSDCORB with Their Tenure in the PCG

Extent of Involvement		No. of Years in the PCG
1. Planning:	Correlation Coefficient	-.062
	Sig. (2-tailed)	.365
	N	216
2. Organizing:	Correlation Coefficient	-.074
	Sig. (2-tailed)	.280
	N	216
3. Staffing:	Correlation Coefficient	.065
	Sig. (2-tailed)	.338
	N	216
4. Directing:	Correlation Coefficient	-.026
	Sig. (2-tailed)	.701
	N	216
5. Coordinating:	Correlation Coefficient	.023
	Sig. (2-tailed)	.732
	N	216
6. Reporting:	Correlation Coefficient	-.135*
	Sig. (2-tailed)	.048
	N	216
7. Budgeting:	Correlation Coefficient	-.076
	Sig. (2-tailed)	.266
	N	216

Note. * $p < .05$, ** $p < .01$, *** $p < .001$

Trainings Attended

No relationship between training and any of the POSDCORB functions means that training

did not impact NUPs in the area of administrative involvement.

Table 23. Correlation Analysis of NUP's Involvement in POSDCORB with Their Training

Extent of Involvement		With/Without Relevant Training
1. Planning:	Correlation Coefficient	.084
	Sig. (2-tailed)	.219
	N	216
2. Organizing:	Correlation Coefficient	.076
	Sig. (2-tailed)	.267
	N	216
3. Staffing:	Correlation Coefficient	.070
	Sig. (2-tailed)	.309
	N	216
4. Directing:	Correlation Coefficient	.054
	Sig. (2-tailed)	.430
	N	216
5. Coordinating:	Correlation Coefficient	.045
	Sig. (2-tailed)	.507
	N	216
6. Reporting:	Correlation Coefficient	.048
	Sig. (2-tailed)	.479
	N	216
7. Budgeting:	Correlation Coefficient	.044
	Sig. (2-tailed)	.519
	N	216

Note. * $p < .05$, ** $p < .01$, *** $p < .001$

Age

In relation to POSDCORB involvement, age showed a slightly negative reporting correlation and budgeting correlation, while all other

functions were not significantly correlated. This indicates limited effect on function analysis.

Table 24. Correlation Analysis of NUP's Involvement in POSDCORB with Their Age

Extent of Involvement		Age
1. Planning:	Correlation Coefficient	-.081
	Sig. (2-tailed)	.234
	N	216
2. Organizing:	Correlation Coefficient	-.117
	Sig. (2-tailed)	.085
	N	216
3. Staffing:	Correlation Coefficient	.009
	Sig. (2-tailed)	.895
	N	216
4. Directing:	Correlation Coefficient	-.054
	Sig. (2-tailed)	.426
	N	216
5. Coordinating:	Correlation Coefficient	-.054
	Sig. (2-tailed)	.429
	N	216
6. Reporting:	Correlation Coefficient	-.152*
	Sig. (2-tailed)	.026
	N	216

Extent of Involvement	Correlation Coefficient	Age
7. Budgeting:	Sig. (2-tailed)	-.145*
	N	.033
		216

Note. * $p < .05$, ** $p < .01$, *** $p < .001$

Work Experience (in the last three years)

The lack of relevance between recent work experience and any POSDCORB functions

shows that NUPs' administrative involvement will not be affected.

Table 25. Correlation Analysis of NUP's Involvement in POSDCORB with Their Work Experience

Extent of Involvement	Correlation Coefficient	Work Experience
1. Planning:	Sig. (2-tailed)	.024
	N	.729
		216
2. Organizing:	Sig. (2-tailed)	-.003
	N	.970
		216
3. Staffing:	Sig. (2-tailed)	-.007
	N	.913
		216
4. Directing:	Sig. (2-tailed)	.034
	N	.616
		216
5. Coordinating:	Sig. (2-tailed)	-.022
	N	.744
		216
6. Reporting:	Sig. (2-tailed)	.045
	N	.512
		216
7. Budgeting:	Sig. (2-tailed)	.065
	N	.343
		216

Note. * $p < .05$, ** $p < .01$, *** $p < .001$

Current Practice of the Philippine Coast Guard Regarding the Management of Non-Uniformed Personnel

Non-Uniformed Personnel (NUP) take an active role in the administrative and operational support of the Philippine Coast Guard (PCG). The management and the workplace experience of NUP are often overlooked. One of the concerns of NUP is that they are not involved in the decision-making process and are unappreciated, which affects their morale and engagement. Part of productivity and collaboration is respect and appreciation of a person's work (Herrity, 2023). This study looks at the Philippine Coast Guard's NUP management on

how they have been used, trained, promoted, and placed in the plantilla.

Utilization

Non-Uniformed Personnel (NUPs) assist in logistics and technical support, as well as administration, all across the Philippine Coast Guard. Participants 1 and 3 signaled that NUPs, or the 'operational backbones,' have abilities and skills that set them apart from uniformed personnel. Participants 2 and 3 described a variety of problems that NUPs face. These include misaligned deployments, archaic plantilla positions that lead to the underutilization and stagnation of careers. Planning and training of the

workforce become more challenging due to limited budgets and poor structural frameworks, and the problems that come with the use of the Individual Performance Commitment and Review (IPCR) system (Lazaro, 2023). Limits on the potential of NUPs are due operational constraints.

Training

The Philippine Coast Guard provides Computer Literacy, HRMOBC, and Public Sector Values Training to improve skills and facilitate development (Participant 1). There are still gaps. One of the most important reasons is the absentee Training Needs Analysis. Also contributing to this gap are limited training slots, strict requirements, and unequal distribution based on the discretion of the unit. Participant 3 pointed out the absence of post training evaluation. Without evaluation, it is difficult to assess the value of the training. There is a high level of commitment to the institution. However, the rest of the plans and strategies are poor (CSC, 2023; PTV News, 2017).

Promotion

Promotion of NUPs in the PCG strictly follows the merit-based system implemented by CSC. Vacancies are reviewed to ensure no favoritism by the Human Resource Merit Promotion and Selection Board (HRMPSB). Participants 1 and 2 mentioned several challenges to advancement including unclear career paths, lack of plantilla positions, budget constraints, and lack of good fit assignments. Limited training opportunities may also be a hindrance to the preparation of members to qualify to higher positions. Mid-career NUPs are essential to the delivery of government services, yet aspirations for good career path, advancement, and service project opportunities remain unfulfilled. NUPs may be motivated to remain loyal to the organization and thereby enhance their satisfaction with the work. Weak systems result in the opposite effect.

Plantilla

The PCG manages NUPs through plantilla positions, but there is a disconnect between prescribed duties and actual assignments, resulting in overburdened employees

with unclear responsibilities (Participant 2; Participant 3). In addition, the recruitment process takes six to nine months, due to several DOTr approvals, lack of effective workforce planning, and declining workforce morale (Participant 3; Perez, 2023). There are no identifiable career paths resulting in career stagnation and turnover (Participant 2; Llorin & Tiu Sonco, 2018). Vacant positions are at risk of being abolished (Cu, 2018) which results in reactive hiring. Participant 3 included poor long-term planning by the agency coupled with insufficient budgets results in lack of sustainable growth of the workforce. Naturally, this makes NUPs feel overburdened and demotivated and uncertain about their future PCG careers (Participant 1; Participant 2; Participant 3).

Recommended Strategies to Empower the PCG NUP

Optimizing professional advancement, structural changes, and inclusive leadership approaches is necessary for the non-uniformed personnel (NUP) of the Philippine Coast Guard (PCG).

Professional Growth and Development

Training programs and career advancement opportunities must be created in alignment with the found gap between current NUP qualifications and the plantilla. This will help NUPs gain the necessary skills and continuous development for their career growth within the organization.

Inclusive Leadership

According to the interview, NUPs are usually not involved in major decisions and are treated as support staff. To consider NUPs as partners in the progress of the organization, involvement and interest in the decision-making process should be fostered.

Communication and Engagement

The survey in the Extent of involvement of NUP in terms of Coordination and Reporting highlighted a lack of communication between leadership and NUPs which leads to the unalignment of roles and responsibilities. To improve unity and coordination between the

leadership and the NUPs, open-door communication and collaboration should be established.

Inter-Agency Collaboration

Called attention to by key informants who noted that learning about best practices from other agencies would build NUP skills. Other agency partnerships help with learning, exposure, and career growth opportunities.

Recognition and Value

The Extent of involvement of NUP in terms of Staffing survey has shown that because of their non-uniformed status, activities of the NUP tend to be ignored.

In addition to the absence of uniform, recognizing the efforts of NUPs helps to create a feeling of great fulfillment and commitment.

Sustained Empowerment and Vision

The survey in the Extent of involvement of NUP in terms of Planning and interviews found the absence of policy for NUPs in UPS employment and training. The integration of NUPs in PCG requires long-term support and strong direction.

The best way to empower is to combine long term support and a commitment to ongoing partnership with a direct and clear path for the growth of NUPs in the UPS.

Conclusion

Several conclusions can be drawn from the report findings.

1. The demographic profile of Non-Uniformed Personnel of the PCG suggests that the majority of the personnel are in permanent and stable positions and are either administratively or technically classified as light-house keepers or administrative staff. A majority hold a college degree and are complemented by graduates of secondary school, post-graduate and/or vocational training, in accordance with CSC standards. The majority have served between 1-10 years, are between the ages of 31-45 years, are in the mid-career, and are in a continually developing workforce. They are actively involved in the training programs.
2. The PCG NUPs follow the CSC standards for qualifications and require eligible candidates to have education. They view training and experience as adding value, rather than rigidly requiring them. Recruitments and promotions are done by the Merit Promotion and Selection Board. PCG has no internal policy; therefore, they follow the CSC guidelines, and there is a definite need more specific policy.
3. These findings indicate PCG NUPs are moderately involved in the elements of coordinating, reporting and directing, showing their supportive role in communication, documentation, and teamwork. Their limited participation in the planning, organizing, staffing and budgeting processes indicates that strategic activities and decision-making authorities continue to reside with uniformed personnel. This shows that while the NUPs are crucial players in operational efficiency, they are constrained in other non-operational tasks. This shows that they would benefit from more empowerment in the direction of policy in order for them to make a positive influence in wider administrative and strategic arenas.
4. There are some associations found between the demographic profiles of NUPs and their POSDCORB participation, but these are still relatively minor. With respect to employment status, only reporting was weakly associated. With respect to educational level, there were weak positive associations with directing, coordinating, and reporting. There were weak negative associations with reporting and budgeting for age and tenure, with employees who were less tenured and / or younger participating more in reporting and budgeting. In contrast, current position, trainings, and recent work experience were not significant. In conclusion, certain demographic factors have some influence on participation in certain functions, but most of the administrative participation of NUPs is consistent regardless of the demographic profile.
5. The Philippine Coast Guard (PCG) has both utilized and promoted Non-Uniformed Personnel (NUPs) in a way that shows the

NUPs' important role within the PCG system but also creates challenges along the way. The use of NUPs is almost always successful, except in cases where certain NUPs are misplaced or policies are too antiquated. NUPs suffer from stagnation caused by the PCG's failure to provide civil service training. While the PCG conducts training and expands programs, the training remains unstructured because the PCG does not conduct a training needs assessment and because trainees have restricted access and little to no evaluation is made. Promotions that adhere to the Civil Service Commission's (CSC) guidelines provide NUPs with valid promotional opportunities. Insufficiently detailed job descriptions create a general lack of advancement, and demotivation is present along with bureaus that have excess personnel. There are challenges to growing personnel within the system. The PCG's policies show that they value the role that NUPs play in their daily operations, but because of insufficient policies, potential for growth, and career development is unmet for NUPs.

6. The results support that a holistic approach anchored on professional development and inclusive leadership is required to empower Non-Uniformed Personnel (NUPs) in the PCG. More training and improve opportunities for career development would enable them to gain technical skills, and increase their ability for self-initiative and involvement in decision-making would improve their skills on governance and collaboration. Finally, strong, sustained, and clear support and direction from the institutions involved are required for the PCG to gain more value from its NUPs.

Recommendations

Based on the findings and conclusions presented, here are my recommendations:

1. **Create Specific Assignment Guidelines.** Specifically, the PCG must identify the skill, education and experience needed to fulfill a duty to deploy NUPs. Assigning tasks based on skill and role alignment improves workplace efficiency and practice due to job satisfaction and a greater sense of purpose.

2. **To introduce a policy for qualifying staff internally.** The Philippine Coast Guard (PCG) will develop a policy that establishes internal qualification criteria for Non-Uniformed Personnel (NUPs), based on both operational and administrative requirements. The policy will take into account the educational background, employment experience, and personal skills of each NUP to provide appropriate qualification for the tasks assigned to them. The PCG will improve its ability to plan for a more efficient deployment of staff to fulfill its duties of the POSDCORB functions by developing a policy that integrates clear, transparent, and feasible criteria for qualifying staff for promotion.
3. **Improve participation across POSDCORB.** To enhance the role of Non-Uniformed Personnel (NUPs) within the Philippine Coast Guard (PCG), participation of NUPs across all POSDCORB functions should be expanded. Currently, NUPs are more active in the areas of planning and supervising. NUPs should be provided greater opportunities to be involved in the planning, organizing, staffing, leading, and budgeting processes through participatory and ownership building approaches. NUPs should be provided an opportunity to enhance operational efficiency and growth while ensuring that all NUPs have a sense of contribution to achieving desired goals of the Philippine Coast Guard.
4. **Prioritize Targeted Programs.** Programs made to fit specific demographic sections of the population should be the first programs the PCG makes when developing new programs. A program made for less experienced members of the staff to apply for job shadowing would be one example of a targeted program. Online and classroom training to ready staff whose jobs are primarily remote and/or are of low experience would be another example. For example, long-serving NUPs in active employment would be able to do additional administrative tasks to further develop themselves. It is possible that the PCG would see great gains in the improved performance and inclusion

of staff, as well as the potential of NUPs to deliver the PCG's administrative duties.

5. **Philippine Coast Guard (PCG) Comprehensive Management Approach.** Philippine Coast Guard (PCG) must have a comprehensive management approach to best manage non-uniformed personnel (NUPs). The management approach focuses on maximizing personnel deployment, on-the-job training, promotions, and plantilla adjustments. NUPs may be assigned to positions for which they have qualifications and experience by means of precise job assignments and updated job descriptions.
6. **Create A Centralized and Inclusive Training System.** A centralized and inclusive training system built on Training Needs Analysis (TNA) and Post Training Evaluation, should create Training Equity with staff in the remote locations.
7. **Promotions should be merit-based.** An employee's education, experience, training, and performance evaluate the employee equally to create a fair system to encourage growth.
8. **Updated Plantilla Positions.** Updating plantilla positions on a regular basis will help organizations align competencies to best serve the organization. It will enhance operational effectiveness and simplify procedures to enhance overall operational effectiveness. Incorporating the NUPs will improve operational effectiveness and administrative and strategic functions of PCG.
9. **Career Development.** The Philippine Coast Guard (PCG) must address the Non-Uniformed Personnel (NUPs) by offering training, resources for structured career growth, and the chance to participate in tasks of strategic planning and administration. Each personnel's skill development and motivation to improve service will increase depending on the opportunities presented. In line with this, personnel's service will be of greater value to the mission.
10. **Future Research.** This research will examine the longer-term impacts of training, career development, and mentoring programs for Non-Uniformed Personnel (NUPs) of the Philippine Coast Guard on their performance, engagement, and

POSDCORB participation. It will also examine the role of demographic variables on the effectiveness and equality of opportunities for advancement, and will provide information to inform better Equal Employment Opportunity techniques.

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