

Intelligence Police Training and Deployment: Alignment, Policies, and Organizational Practices in the Philippine National Police (PNP)

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Abstract. This study examined the alignment between intelligence police training and deployment practices within the Philippine National Police (PNP). It assessed deployment policies and procedures, the extent to which officers' training backgrounds, skills, and expertise were considered in assignments, and the organizational factors associated with deployment misalignment. A descriptive mixed-methods research design involved eighty-five (85) intelligence-trained police officers—thirty (30) Police Commissioned Officers and fifty-five (55) Police Non-Commissioned Officers—together with semi-structured interviews with selected intelligence-trained personnel and documentary analysis of relevant PNP policies. Survey data were summarized using weighted means, while interview and policy data were examined through thematic and content analysis and integrated during interpretation. Participants rated training background (WM = 3.40), skills (WM = 3.29), and expertise (WM = 3.36) as "Considered to Some Extent" in deployment decisions. Participants also reported organizational culture, resource constraints, bureaucratic processes, and leadership processes as factors that may hinder consistent competency-based deployment. The findings support clearer competency-based assignment criteria, stronger personnel profiling, periodic review of deployment policies, adequate organizational support, and transparent leadership practices. The author discusses potential implications for morale, job satisfaction, professional development, and organizational performance as outcomes of deployment alignment rather than as standalone outcomes directly measured in the reported results.

Keywords: *intelligence training, police deployment, competency-based deployment, organizational practices, Philippine National Police, human capital theory*

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Introduction

Police organizations worldwide continue to invest substantial resources in education, specialized training, and professional development to strengthen organizational capability and improve law enforcement service delivery. Among these initiatives, intelligence training has become increasingly important because it equips police personnel with the competencies required for intelligence collection, analysis, threat assessment, operational planning, and strategic decision-making. As criminal activities become more sophisticated and technologically driven, intelligence-led policing has emerged as a fundamental strategy for preventing crime, disrupting criminal organizations, and enhancing public safety. Consequently, the effectiveness of intelligence training depends not only on the quality of instruction provided but also on whether intelligence-trained personnel are deployed to assignments that effectively utilize their specialized competencies (Bottema et al., 2022; United Nations Office on Drugs and Crime [UNODC], 2011a).

The increasing complexity of organized crime, terrorism, cybercrime, financial crimes, and transnational criminal networks has significantly expanded the responsibilities of police intelligence units. In response, law enforcement agencies have strengthened investments in specialized intelligence education to prepare officers for increasingly complex operational environments. Contemporary research, however, indicates that specialized training alone does not guarantee improved organizational performance. Rather, training produces its greatest value when organizational policies and deployment practices intentionally align personnel competencies with operational responsibilities. Effective workforce utilization therefore requires organizational systems that align personnel competencies with operational responsibilities, thereby enhancing organizational performance and employee development (Kleygrewe et al., 2022; Noe, 2020).

Human Capital Theory provides the theoretical foundation for this study. Becker (1993) argues that investments in education, training, and professional development improve employee productivity and organizational performance by increasing the workforce's knowledge and competencies. Similarly, Noe (2020) emphasizes that organizations realize the full benefits of training only when employees are provided opportunities to apply newly acquired knowledge and skills in their actual work assignments. Within police organizations, this principle suggests that intelligence-trained personnel should, whenever operationally feasible, be assigned to functions that match their specialized preparation to maximize organizational effectiveness, improve employee satisfaction, and optimize institutional investments in training.

Recent studies further demonstrate that intelligence-led policing depends not only on individual officer capability but also on organizational structures that support the practical application of specialized competencies. Bottema et al. (2022) examined a patrol-driven intelligence officer program and reported positive responses to intelligence training and indications of benefits in applying intelligence to police work. Likewise, Gundhus et al. (2022) observed that organizational policies, leadership decisions, and administrative structures substantially influence whether policing organizations fully utilize specialized competencies. These findings highlight the importance of aligning personnel deployment with organizational objectives and specialized expertise.

Within the Philippine National Police (PNP), PNP Memorandum Circular No. 2021-107 primarily governs personnel assignment and deployment by setting policies on the assignment, reassignment, placement, and detail of uniformed personnel (Philippine

National Police, 2021). In addition, the PNP Master Training Action Plan for CY 2024 (In-Service Programmed Training), issued as Training Directive No. 2024-01, guides comprehensive in-service training, covers intelligence operations, and includes the Intelligence Basic Course to strengthen personnel competence and operational readiness (Philippine National Police, 2024). These policies demonstrate the organization's commitment to professional development and competency enhancement. However, operational demands, manpower shortages, administrative discretion, and organizational priorities may influence actual deployment decisions, potentially resulting in situations where intelligence-trained officers are assigned to positions that do not fully utilize their acquired competencies.

Despite the growing body of international literature on intelligence-led policing, police training, and organizational effectiveness, there remains limited empirical evidence regarding the alignment between specialized intelligence training and the actual deployment of intelligence-trained personnel within police organizations. Existing studies have primarily examined training effectiveness, intelligence systems, and organizational reforms, while relatively few have investigated whether officers who complete specialized intelligence training are consistently assigned to positions that maximize their competencies, particularly within the Philippine National Police. This gap in the literature justifies the present study.

Accordingly, this study examined the alignment between intelligence police training and deployment practices within the Philippine National Police by assessing existing deployment policies and procedures, determining the extent to which deployment decisions consider officers' intelligence training, skills, and expertise, and identifying organizational factors that participants perceived as contributing to misalignment between training and deployment. The study also considered the possible implications of deployment alignment for personnel and organizational outcomes, while recognizing that morale, job satisfaction, and job performance were not presented as standalone measured outcomes in the reported results. The findings are intended to inform competency-based deployment practices and organizational effectiveness.

Methodology

Research Design

This study employed a descriptive mixed-methods research design to examine the alignment of intelligence police training and deployment within the Philippine National Police (PNP). The study analyzed quantitative survey data, qualitative interview data, and documentary evidence as complementary sources addressing the same organizational problem (Creswell & Creswell, 2023).

The quantitative component utilized a structured survey questionnaire to determine respondents' perceptions of intelligence training, organizational policies, and deployment practices. The data were analyzed using the weighted mean to describe the respondents' assessments and identify prevailing patterns in the implementation of intelligence training and personnel deployment.

The qualitative component involved semi-structured interviews with selected intelligence-trained police personnel and review of relevant organizational policy documents. Interview data were analyzed thematically using familiarization, coding, theme development, review,

and interpretation, while policy documents were examined through content analysis (Braun & Clarke, 2006).

The quantitative and qualitative strands were analyzed separately and then compared during interpretation. Converging and complementary findings from the survey, interviews, and policy review were organized into an integrated synthesis, with Table 8 summarizing how competency ratings and organizational themes related to one another. This integration supported a more complete interpretation of deployment alignment rather than causal claims (Creswell & Creswell, 2023; Patton, 2015).

Research Locale and Participants

The study was conducted at the Philippine National Police Headquarters, Camp BGen Rafael T. Crame, Quezon City. Participants were intelligence-trained police personnel assigned to various units within the organization and with direct experience of deployment policies and practices.

A total of eighty-five (85) respondents participated in the study, comprising:

- Thirty (30) Police Commissioned Officers (PCOs); and
- Fifty-five (55) Police Non-Commissioned Officers (PNCOs).

The study records identify eighty-five (85) survey participants who met these criteria. The submitted manuscript did not specify whether the 85 constituted total enumeration or a sample drawn through a named sampling procedure, and it did not separately report the number of officers included in the interview component. These reporting constraints are considered when interpreting the representativeness and qualitative scope of the findings.

Research Instruments

The primary quantitative data collection instrument was a researcher-developed structured questionnaire designed to assess the alignment of intelligence police training and personnel deployment within the Philippine National Police. The instrument was developed after a comprehensive review of relevant literature, organizational policies, and previous studies related to police intelligence training, competency utilization, and personnel deployment.

The questionnaire consisted of three sections. The first section gathered participants' demographic and professional profiles. The second section assessed perceptions regarding intelligence training, organizational policies, and deployment practices using Likert-type items. The third section focused on organizational practices and factors influencing the alignment between intelligence training and personnel deployment. The study presents weighted means alongside the verbal interpretations recorded. The available study records did not consistently document the exact response-option count and numerical interpretation cutoffs; therefore, they are not restated here.

To ensure the instrument adequately represented the constructs under investigation, specialists in criminology, police administration, and research methodology validated it. Expert review is a commonly accepted procedure for establishing content validity by evaluating the relevance, clarity, and adequacy of questionnaire items before data collection (Creswell & Creswell, 2023).

To complement the survey data, the researchers developed a semi-structured interview guide to obtain in-depth information on organizational experiences, deployment practices,

and implementation challenges encountered by intelligence-trained police personnel. The interview guide provided enough flexibility for participants to elaborate on issues that emerged during the interviews while ensuring consistency across participants (Patton, 2015).

The researcher also examined relevant Philippine National Police policy documents on intelligence training and personnel deployment to corroborate survey and interview findings and strengthen interpretation through methodological triangulation (Patton, 2015).

Instrument Validation

The researcher-developed survey questionnaire and semi-structured interview guide were subjected to expert content validation before data collection. Subject matter experts in criminology, police administration, and research methodology assessed relevance, clarity, consistency, appropriateness of language, and alignment with the study objectives.

Based on the validators' comments and recommendations, revisions were made to improve the wording, organization, and clarity of selected questionnaire items and interview questions before administration. The manuscript documents content validation but does not report an internal-consistency coefficient; therefore, no quantitative reliability statistic is claimed in this article (Creswell & Creswell, 2023; Polit & Beck, 2006).

Data Gathering Procedures

Prior to data collection, the researcher secured the necessary approvals and permissions from the appropriate Philippine National Police (PNP) offices and other concerned authorities. Participants were informed of the purpose of the study, the voluntary nature of participation, and their right to withdraw at any stage without prejudice. Written informed consent was obtained before participation. The submitted study records did not identify a separate research-ethics approval code; accordingly, none is reported here.

The researcher reviewed Philippine National Police Memorandum Circular No. 2021-107 (Philippine National Police, 2021), issued on July 27, 2021, together with other organizational documents directly relevant to intelligence training and personnel deployment. The document review focused on provisions concerning assignment and reassignment, training and qualifications, competency utilization, and operational requirements, and was used to corroborate or contextualize survey and interview findings.

The researcher subsequently administered the researcher-developed structured questionnaire to intelligence-trained police officers who met the inclusion criteria of the study. The questionnaires were personally distributed and retrieved to ensure a high retrieval rate and to clarify respondents' questions whenever necessary. The collected quantitative data were checked for completeness, encoded, and prepared for statistical analysis.

To obtain deeper insight into organizational factors influencing training-deployment alignment, semi-structured interviews were conducted with selected intelligence-trained police officers. With participants' consent, interviews were documented through written notes and, when permitted, audio recordings. The accounts were transcribed and organized for thematic analysis. Because the available study records do not report the interview subsample size or a separate selection procedure, qualitative findings are presented as the reported perceptions of participating officers rather than as institution-wide factual determinations.

After data collection, the quantitative and qualitative data were systematically organized and prepared for analysis. The researcher analyzed survey responses using weighted means, while examining interview transcripts and policy documents using thematic and content analysis, respectively. Integrating these quantitative and qualitative findings enabled the researcher to develop a comprehensive understanding of the alignment between intelligence police training and personnel deployment within the Philippine National Police (Creswell & Creswell, 2023).

Data Analysis

The data collected from the survey questionnaire, semi-structured interviews, and documentary analysis were analyzed using appropriate quantitative and qualitative analytical techniques consistent with the mixed-methods research design.

Survey responses were analyzed descriptively using weighted means to summarize participants' assessments of how much training backgrounds, skills, and expertise influenced deployment decisions. Weighted means are presented with the verbal interpretations used in the study. The analysis reported in the manuscript does not provide a separate results table treating morale, job satisfaction, or work performance as standalone outcome scales; references to these outcomes are therefore framed as potential implications rather than direct measured effects.

Interview data were analyzed thematically following the procedures described by Braun and Clarke (2006): transcription and familiarization, initial coding, organization of related codes, theme development, review, and interpretation. The study records do not document independent second-coder review, member checking, or another formal trustworthiness procedure. For this reason, the qualitative themes are interpreted as structured summaries of participants' perceptions and experiences and not as verified institutional facts.

Documentary data, particularly PNP Memorandum Circular No. 2021-107 (Philippine National Police, 2021) and relevant intelligence-training documents, were analyzed through content analysis. Provisions related to personnel assignment, training and qualifications, competency matching, and operational requirements were categorized and compared with the survey and interview evidence.

Integration occurred during interpretation after the quantitative, interview, and documentary data had been analyzed separately. Areas of convergence and complementarity were compared, and Table 8 was used as a joint-display summary linking the weighted-mean findings with the organizational themes. This approach supported an integrated descriptive interpretation while preserving the distinct evidentiary roles of each data source.

Ethical Considerations

Voluntary informed consent was obtained from all adult participants after explaining the study's objectives and withdrawal rights. Data were used exclusively for the specified research purposes. To maintain anonymity, all identifying information was omitted from public reporting.



Results and Discussion

Quantitative Findings

Table 1

Extent to Which Deployment Policies Consider Intelligence Officers' Training Background and Individual Profile

Indicator	WM	VI
Deployment policies effectively take into account the intelligence training backgrounds of officers.	3.36	Considered to Some Extent
Intelligence officers are often deployed to roles that align with their specific training and educational qualifications.	3.42	Considered to Some Extent
Deployment decisions reflect a thorough understanding of intelligence officers' training backgrounds and areas of expertise.	3.32	Considered to Some Extent
Intelligence officers feel that their training backgrounds are adequately considered when assigned to different roles.	3.42	Considered to Some Extent
The deployment process includes mechanisms to ensure that intelligence officers' training backgrounds are appropriately matched with assigned tasks.	3.48	Considered to Some Extent
Overall Weighted Mean	3.40	Considered to Some Extent

Note. WM = weighted mean; VI = verbal interpretation.

Table 1 summarizes participants' assessments of how deployment policies consider training backgrounds and individual profiles. The overall weighted mean was 3.40, reported as "Considered to Some Extent." This is a descriptive summary of participants' ratings; it does not independently establish the consistency of deployment practices across the PNP.

Among the indicators, the highest-rated item was "The deployment process includes mechanisms to ensure that intelligence officers' training backgrounds are matched appropriately with assigned tasks" (WM = 3.48), while the lowest-rated item was "Deployment decisions reflect a thorough understanding of intelligence officers' training backgrounds and areas of expertise" (WM = 3.32).

Participants' ratings suggest that training backgrounds were perceived as relevant to deployment decisions. The overall weighted mean of 3.40 retains the verbal interpretation reported in the study. Because the response-option count and numerical cutoffs were not consistently documented, the category should be read cautiously. The survey does not establish how frequently formal matching procedures were implemented or whether they were applied uniformly across units.

Notably, the highest-rated indicator pertains to the existence of deployment mechanisms that seek to align intelligence officers' training backgrounds with assigned tasks. This finding reflects an organizational awareness of the value of competency-based

deployment. Nevertheless, the lowest-rated indicator—whether deployment decisions reflect a thorough understanding of officers' training backgrounds and areas of expertise—suggests that deployment decisions may still be influenced by operational exigencies, personnel shortages, or administrative priorities rather than by officers' specialized competencies alone.

These findings underscore the importance of strengthening competency-based personnel deployment within intelligence units. Effective alignment between specialized training and operational assignments enables organizations to maximize human resource capabilities, improve decision-making, and enhance operational effectiveness. Ensuring that intelligence officers are assigned to roles that correspond with their knowledge, skills, and expertise not only supports organizational efficiency but also contributes to professional development and improved job performance.

Furthermore, the findings highlight the need for continuous review and enhancement of deployment policies to ensure that intelligence training is systematically incorporated into assignment decisions. Strengthening policy implementation, improving personnel profiling systems, and promoting greater recognition of specialized competencies may help optimize the utilization of intelligence officers and reinforce the effectiveness of intelligence operations within the Philippine National Police.

Table 2

Extent to Which Deployment Policies Consider Intelligence Officers' Skills

Indicator	WM	VI
Deployment policies take into account the specific skills possessed by individual intelligence officers.	3.36	Considered to Some Extent
Intelligence officers are often deployed to roles that allow them to utilize their unique skill sets effectively.	3.12	Considered to Some Extent
Deployment decisions reflect an understanding of intelligence officers' skills and abilities required for different tasks.	3.48	Considered to Some Extent
Intelligence officers feel that their skills and competencies are considered adequately when they are assigned to various roles.	3.18	Considered to Some Extent
The deployment process includes mechanisms to ensure that intelligence officers' skills are matched appropriately with assigned duties.	3.32	Considered to Some Extent
Overall Weighted Mean	3.29	Considered to Some Extent

Note. WM = weighted mean; VI = verbal interpretation.

Table 2 summarizes participants' assessments of how deployment policies consider intelligence officers' skills. The overall weighted mean was 3.29, reported as "Considered to Some Extent." These ratings describe the participating officers' perceptions; they do not measure actual skill utilization in every assignment.

Among the indicators, the highest-rated item was "Deployment decisions reflect an understanding of intelligence officers' skills and abilities required for different tasks" (WM = 3.48), whereas the lowest-rated item was "Intelligence officers are often deployed to roles that allow them to utilize their unique skill sets effectively" (WM = 3.12).

The overall weighted mean of 3.29 describes participants' perceptions of how their skills were considered in assignment decisions. The reported category, "Considered to Some Extent," is retained from the study records. It should not be interpreted as an objective measure of policy implementation or generalized to all PNP personnel.

Among the indicators, the highest-rated statement was "Deployment decisions reflect an understanding of intelligence officers' skills and abilities required for different tasks" (WM = 3.48). This finding suggests that decision-makers generally acknowledge the importance of matching officers' competencies with operational requirements. However, the lowest-rated indicator—"Intelligence officers are often deployed to roles that allow them to utilize their unique skill sets effectively" (WM = 3.12)—indicates that respondents perceive a gap between recognizing officers' competencies and fully utilizing those competencies in actual deployment assignments.

These findings suggest that although deployment policies recognize the value of specialized skills, operational realities may limit the consistent application of competency-based assignments. Factors such as personnel shortages, urgent operational requirements, organizational priorities, and administrative considerations may necessitate assigning intelligence officers to positions beyond their areas of specialization. While such practices may address immediate operational needs, they may also reduce opportunities for officers to fully apply their specialized intelligence skills, potentially affecting operational effectiveness and professional development.

The findings further emphasize the importance of strengthening deployment policies that systematically incorporate competency-based personnel management. Ensuring that intelligence officers are assigned to duties that correspond with their demonstrated skills and professional competencies can improve organizational efficiency, enhance intelligence operations, and promote greater job satisfaction among personnel. Strengthening personnel profiling systems and adopting more structured deployment guidelines may help ensure that specialized skills are consistently utilized in support of the Philippine National Police's operational objectives.

Table 3

Extent to Which Deployment Policies Consider Intelligence Officers' Expertise

Indicator	WM	VI
Deployment policies take into account the expertise and specialized knowledge of individual intelligence officers.	3.48	Considered to Some Extent
Intelligence officers are often deployed to roles that leverage their specific expertise and areas of specialization.	3.42	Considered to Some Extent
Deployment decisions reflect an understanding of intelligence officers' expertise and proficiency in relevant areas.	3.44	Considered to Some Extent

Indicator	WM	VI
Intelligence officers feel that their expertise and knowledge are considered adequately when they are assigned to different tasks.	3.32	Considered to Some Extent
The deployment process includes mechanisms to ensure that intelligence officers' expertise is matched appropriately with assigned responsibilities.	3.12	Considered to Some Extent
Overall Weighted Mean	3.36	Considered to Some Extent

Note. WM = weighted mean; VI = verbal interpretation.

Table 3 summarizes participants' assessments of how deployment policies consider intelligence officers' expertise. The overall weighted mean was 3.36, reported as "Considered to Some Extent." This summarizes perceived consideration of expertise and does not independently verify the extent of competency matching in actual assignments.

Among the indicators, the highest-rated item was "Deployment policies take into account the expertise and specialized knowledge of individual intelligence officers" (WM = 3.48), suggesting that respondents perceive organizational recognition of officers' expertise during deployment decisions. Conversely, the lowest-rated indicator was "The deployment process includes mechanisms to ensure that intelligence officers' expertise is matched appropriately with assigned responsibilities" (WM = 3.12), indicating that respondents perceive opportunities for improving the systematic utilization of specialized expertise in personnel deployment.

Participants' ratings suggest perceived recognition of specialized knowledge in deployment decisions. The overall weighted mean of 3.36 is reported using the study's verbal interpretation, "Considered to Some Extent." In the absence of consistently documented scale cutoffs and independent deployment records, these results should not be treated as an objective estimate of how consistently expertise was used across assignments.

The highest-rated indicator demonstrates that respondents perceive deployment policies to acknowledge the specialized knowledge possessed by intelligence officers. However, the lowest-rated indicator suggests that organizational mechanisms for consistently matching officers' expertise with assigned responsibilities may require further strengthening. This finding implies that although expertise is recognized as an important consideration, operational demands, staffing requirements, and administrative constraints may sometimes take precedence over specialization during deployment decisions.

These findings reinforce the importance of expertise-based personnel deployment within intelligence organizations. Assigning intelligence officers to positions that effectively utilize their specialized knowledge enhances operational efficiency, supports informed decision-making, and contributes to the overall effectiveness of intelligence operations. A more systematic approach to aligning expertise with operational responsibilities can also

promote professional growth, improve organizational performance, and maximize the value of specialized intelligence training.

Furthermore, the findings suggest that deployment policies may benefit from enhanced personnel profiling systems and clearer competency-based assignment guidelines. Institutionalizing mechanisms that consistently match officers' expertise with operational requirements may strengthen intelligence capabilities while ensuring that specialized knowledge is effectively utilized in achieving the mission and objectives of the Philippine National Police.

Qualitative Findings

Table 4

Emerging Themes on the Challenges Affecting the Alignment of Intelligence Police Training and Deployment: Organizational Culture

Verbatim Response	Response Categories	Emerging Theme
There is a lack of clear communication from higher-ups about the rationale behind deployment decisions.	Lack of Communication and Transparency	Organizational Culture
Transparency regarding deployment criteria and processes is often lacking, leading to confusion among officers.	Lack of Communication and Transparency	Organizational Culture
Decisions regarding deployment are made behind closed doors without input or feedback from frontline officers.	Lack of Communication and Transparency	Organizational Culture
Nepotism and favoritism play a significant role in deployment, with influential connections often trumping qualifications.	Nepotism and Favoritism	Organizational Culture
Deployment decisions are often influenced by personal relationships rather than merit or competence.	Nepotism and Favoritism	Organizational Culture
Officers perceive that those with political connections or affiliations receive preferential treatment in deployment assignments.	Nepotism and Favoritism	Organizational Culture
There is a resistance to change within the organizational culture, with traditional practices taking precedence over strategic alignment.	Resistance to Change and Tradition	Organizational Culture
Long-standing traditions and informal hierarchies within the PNP hinder efforts to modernize deployment practices.	Resistance to Change and Tradition	Organizational Culture
Efforts to introduce new deployment policies or procedures are met with skepticism and pushback from entrenched factions within the organization.	Resistance to Change and Tradition	Organizational Culture

Table 4 presents the emerging theme of Organizational Culture as one of the key challenges affecting the alignment of intelligence police training and deployment within the

Philippine National Police. The participants consistently identified three organizational concerns: lack of communication and transparency, nepotism and favoritism, and resistance to change and tradition. The interview responses indicate that deployment decisions are often perceived as lacking transparency, with limited opportunities for consultation or feedback from frontline personnel. Moreover, several participants expressed concerns that personal relationships and political affiliations may influence deployment assignments, while long-standing organizational traditions and resistance to change hinder the adoption of competency-based deployment practices.

These accounts identify organizational culture as a perceived influence on deployment.

Participants' accounts indicate that organizational culture is an important perceived factor in the alignment between intelligence police training and deployment within the Philippine National Police (PNP). They emphasized communication, transparency, favoritism, and resistance to organizational change, suggesting that informal norms and perceived organizational practices may influence how formal deployment policies are experienced in practice. According to Schein and Schein (2017), organizational culture comprises shared assumptions, values, and behavioral norms that shape decision-making processes and organizational practices. In this study, the qualitative evidence is treated as participants' perceptions and experiences rather than as verified institutional findings.

Another important finding relates to the participants' perceptions regarding communication and transparency in deployment decisions. Several respondents expressed concerns about limited communication from higher authorities and the absence of clear explanations regarding deployment assignments. Effective communication has been recognized as a critical component of organizational trust, employee commitment, and organizational effectiveness (Robbins & Judge, 2023). When personnel perceive that deployment decisions are not adequately communicated or explained, confidence in the fairness and credibility of organizational processes may be diminished. These findings underscore the importance of transparent communication in promoting competency-based deployment within law enforcement organizations.

Participants also reported perceptions of nepotism and favoritism as possible challenges affecting deployment decisions. These statements represent participant perceptions and experiences and should not be interpreted as verified institutional practices. Nevertheless, they point to the importance of merit-based human resource management, in which assignments are grounded on competence, qualifications, and organizational requirements to promote fairness, accountability, and effectiveness (Armstrong & Taylor, 2023).

The findings further suggest that resistance to change remains a challenge in aligning intelligence training with operational deployment. Participants noted that long-standing traditions, informal organizational hierarchies, and skepticism toward new deployment practices may hinder institutional reforms. This observation is consistent with Kötter (2012), who argued that organizational change initiatives often encounter resistance when established norms and traditional practices are deeply embedded within an institution. Law enforcement organizations, because of their hierarchical structures and established command systems, may experience additional challenges in implementing organizational reforms. Consequently, fostering a culture that values innovation, adaptability, and

continuous organizational learning is essential for ensuring that intelligence personnel are deployed according to their specialized competencies and operational readiness.

The qualitative findings complement the quantitative results of the present study. While the quantitative analysis revealed that training (WM = 3.40), skills (WM = 3.29), and expertise (WM = 3.36) were all considered only to some extent in deployment decisions, the interview findings provide valuable insights into the organizational factors that may explain this level of alignment reflected by the "Considered to Some Extent" ratings. Specifically, the participants' narratives suggest that organizational culture—including communication practices, perceptions of fairness, and openness to organizational change—may influence the extent to which intelligence officers' competencies are fully considered during deployment. Collectively, these findings indicate that strengthening organizational transparency, reinforcing merit-based personnel management, and cultivating a culture that supports innovation and accountability may enhance the alignment between intelligence police training and deployment within the Philippine National Police.

Table 5

Emerging Themes on the Challenges Affecting the Alignment of Intelligence Police Training and Deployment: Resource Constraints

Verbatim Response	Response Categories	Emerging Theme
Limited resources and infrastructure constraints sometimes dictate deployment decisions, regardless of officers' qualifications.	Lack of Resources and Infrastructure	Resource Constraints
Inadequate manpower and logistical support contribute to arbitrary deployment assignments that may not align with officers' training.	Lack of Resources and Infrastructure	Resource Constraints
Limited resources and budgetary constraints sometimes dictate deployment decisions despite officers' qualifications or training.	Budgetary Limitations	Resource Constraints

Table 5 presents Resource Constraints as an emerging theme in participants' accounts of training-deployment alignment within the Philippine National Police. Two response categories were identified: lack of resources and infrastructure, and budgetary limitations. Participants reported that shortages in manpower, logistical support, operational resources, and financial allocations could influence deployment decisions and, in some cases, lead immediate organizational needs to take precedence over competency-based placement.

Resource constraints emerged in participants' accounts as an organizational condition that may limit competency-based deployment. Officers described manpower, infrastructure, logistical support, and operational-resource limitations as factors that can constrain assignment decisions even when personnel possess relevant education, specialized training, and professional competencies. These accounts are interpreted as participant perceptions rather than as independently verified measures of institutional resource sufficiency. As emphasized by Robbins and Judge (2023), organizational effectiveness depends not only on employee competence but also on the availability of resources that enable managers to implement effective operational decisions.

Another important finding relates to the participants' perceptions regarding budgetary limitations. The interview responses indicate that financial constraints may restrict personnel deployment, operational mobility, procurement of specialized equipment, and continuous capability development. Such limitations may compel organizations to allocate personnel based on operational necessity rather than competency requirements. According to Armstrong and Taylor (2023), effective human resource management requires sufficient organizational investment to ensure that employees' knowledge, skills, and competencies are optimally utilized in achieving organizational objectives. Consequently, inadequate financial support may reduce the organization's ability to maximize the contributions of trained intelligence personnel.

The findings likewise emphasize the importance of institutional capacity in intelligence policing. Intelligence operations require not only competent personnel but also adequate logistical support, communication systems, transportation resources, technological infrastructure, and specialized operational equipment. UNODC (2011b) highlighted that effective law enforcement organizations depend upon sufficient institutional resources to support operational readiness, personnel deployment, and organizational effectiveness. Without adequate institutional support, the operational value of specialized intelligence training may not be fully realized despite the competence of individual officers.

The qualitative findings further reinforce the quantitative results of the present study. While the quantitative analysis indicated that training (WM = 3.40), skills (WM = 3.29), and expertise (WM = 3.36) were considered only to some extent in deployment decisions, the interview findings provide a plausible explanation for this level of alignment reflected by the "Considered to Some Extent" ratings. The participants' narratives suggest that shortages in manpower, infrastructure, logistical support, and budgetary resources may require deployment decisions to be driven primarily by operational demands rather than by competency-based considerations. Collectively, these findings indicate that strengthening institutional resources, improving logistical capacity, and ensuring adequate financial support are essential for enhancing the alignment between intelligence police training and deployment within the Philippine National Police.

Table 6

Emerging Themes on the Challenges Affecting the Alignment of Intelligence Police Training and Deployment: Bureaucratic Processes

Verbatim Response	Response Categories	Emerging Theme
Bureaucratic red tape often delays or complicates the process of reassigning officers to roles that better match their training.	Inflexible Policies and Procedures	Bureaucratic Processes
Rigid policies and procedures limit the flexibility of commanders to make deployment decisions based on officers' individual skills and qualifications.	Inflexible Policies and Procedures	Bureaucratic Processes
Deployment decisions are often made at higher administrative levels, leading to disconnects between officers' expertise and their assigned roles.	Centralized Decision-making	Bureaucratic Processes

Verbatim Response	Response Categories	Emerging Theme
Centralized decision-making processes limit the ability of frontline supervisors to tailor deployments to the specific needs of the unit.	Centralized Decision-making	Bureaucratic Processes
There is a lack of accountability for deployment decisions, with little transparency or oversight regarding the rationale behind the assignments.	Lack of Accountability and Oversight	Bureaucratic Processes
Bureaucratic inefficiencies contribute to a lack of coordination between different units, resulting in mismatched deployment assignments and wasted resources.	Lack of Accountability and Oversight	Bureaucratic Processes
Lengthy administrative procedures for requesting reassignments or transfers hinder officers' ability to be deployed according to their training.	Lengthy Administrative Procedures	Bureaucratic Processes
Officers often face bureaucratic hurdles when attempting to update their training records or qualifications, delaying potential reassignments.	Lengthy Administrative Procedures	Bureaucratic Processes
A lack of training and development opportunities within the bureaucratic system results in officers being assigned to roles that do not leverage their full skill set.	Lack of Training and Development Opportunities	Bureaucratic Processes
Bureaucratic hurdles often prevent officers from accessing specialized training or career advancement programs that could better align them with suitable deployment assignments.	Lack of Training and Development Opportunities	Bureaucratic Processes
Resistance to change within bureaucratic structures perpetuates outdated deployment practices that may not align personnel with suitable deployment assignments.	Resistance to Change	Bureaucratic Processes
Efforts to streamline bureaucratic processes and introduce reforms to improve deployment alignment face resistance from entrenched interests within the organization.	Resistance to Change	Bureaucratic Processes

Table 6 summarizes participants' accounts of bureaucratic processes and training-deployment alignment. The six response categories are inflexible policies and procedures, centralized decision-making, lack of accountability and oversight, lengthy administrative procedures, lack of training and development opportunities, and resistance to change. Officers described these conditions as possible constraints on competency-based assignments. These statements represent reported experiences and perceptions; the study did not independently audit deployment decisions or establish the frequency of these practices across the PNP.

The findings identified bureaucratic processes as one of the major organizational challenges affecting the alignment between intelligence police training and deployment. The participants consistently described how rigid administrative structures, complex procedures, and centralized decision-making influence personnel assignments. These findings suggest that while intelligence officers may possess specialized education, training, and operational competencies, bureaucratic requirements may delay or constrain management's ability to deploy personnel according to their qualifications. As noted by Robbins and Judge (2023), organizational structures and formal procedures are necessary to promote consistency and accountability; however, excessive bureaucracy may reduce organizational flexibility and responsiveness, particularly in dynamic operational environments.

Another significant finding relates to centralized decision-making and the participants' concerns regarding accountability and oversight. The interview responses indicate that deployment decisions are frequently concentrated at higher administrative levels, thereby limiting the ability of frontline supervisors to match officers' competencies with operational requirements. Moreover, participants expressed concerns regarding limited transparency and accountability in deployment decisions. According to Armstrong and Taylor (2023), effective human resource management requires decentralized communication, transparent decision-making, and accountability mechanisms that promote fairness and optimize employee performance. These principles are particularly relevant to intelligence policing, where timely and competency-based deployment contributes to operational effectiveness.

The findings likewise demonstrate that lengthy administrative procedures, limited opportunities for professional development, and resistance to organizational change may further impede competency-based deployment. Participants reported that bureaucratic requirements often delay reassignments, hinder access to specialized training, and slow the updating of personnel qualifications. These observations are consistent with Kotter (2012), who emphasized that organizational reforms frequently encounter resistance from established institutional structures and long-standing administrative practices. In highly structured organizations such as the Philippine National Police, bureaucratic processes are essential for maintaining order and accountability; however, excessive procedural rigidity may unintentionally reduce organizational adaptability and delay necessary personnel decisions.

The qualitative findings further reinforce the quantitative results of the present study. While the quantitative analysis demonstrated that training (WM = 3.40), skills (WM = 3.29), and expertise (WM = 3.36) were considered only to some extent in deployment decisions, the interview findings provide important insights into the organizational mechanisms underlying this level of alignment reflected by the "Considered to Some Extent" ratings. The participants' narratives suggest that bureaucratic processes—including rigid policies, centralized authority, procedural delays, limited accountability, and resistance to organizational change—may prevent the consistent application of competency-based deployment practices. Collectively, these findings indicate that streamlining administrative procedures, strengthening organizational accountability, promoting continuous professional development, and encouraging adaptive governance may improve the alignment between intelligence police training and deployment within the Philippine National Police.

Table 7

Emerging Themes on the Challenges Affecting the Alignment of Intelligence Police Training and Deployment: Leadership Processes

Verbatim Response	Response Categories	Emerging Theme
Leadership decisions often lack long-term planning, leading to ad hoc deployment assignments that may not align with officers' training.	Strategic Planning and Coordination	Leadership Processes
Leadership decisions may prioritize short-term objectives over long-term strategic goals, leading to deployment mismatches.	Strategic Planning and Coordination	Leadership Processes
Political interference sometimes influences deployment decisions, with assignments based on connections rather than merit or qualifications.	Political Interference and Favoritism	Leadership Processes
Leadership decisions may prioritize the interests of certain individuals or factions within the organization, leading to favoritism in deployment assignments.	Political Interference and Favoritism	Leadership Processes
Limited training and development opportunities under leadership decisions result in officers being deployed to roles that do not maximize their skill sets.	Training and Development Opportunities	Leadership Processes
Leadership decisions may neglect to prioritize ongoing training and skill development, resulting in stagnation and mismatches in deployment assignments.	Training and Development Opportunities	Leadership Processes
There is a clear lack of communication from leadership regarding the rationale behind deployment decisions, leading to confusion among officers.	Communication and Transparency	Leadership Processes
Transparency regarding deployment criteria and processes is often lacking under leadership decisions, contributing to mistrust and dissatisfaction among officers.	Communication and Transparency	Leadership Processes
There may be a lack of accountability among leadership for deployment decisions, resulting in inconsistencies and arbitrary assignments.	Accountability and Stakeholder Consultation	Leadership Processes
Leadership may not adequately consult with relevant stakeholders or consider their input in deployment decisions.	Accountability and Stakeholder Consultation	Leadership Processes
Leadership decisions may prioritize traditional deployment practices over strategic alignment with officers' training, hindering progress and adaptability.	Resistance to Change and Policy Updating	Leadership Processes

Verbatim Response	Response Categories	Emerging Theme
Leadership may not prioritize updating deployment policies and procedures to adapt to changing organizational needs and realities.	Resistance to Change and Policy Updating	Leadership Processes

Table 7 presents Leadership Processes as the fourth emerging theme in participants' accounts of training-deployment alignment. The reported statements were organized into six response categories: strategic planning and coordination; political interference and favoritism; training and development opportunities; communication and transparency; accountability and stakeholder consultation; and resistance to change and policy updating. Participants described leadership decisions as influencing deployment through planning, coordination, communication, personnel development, consultation, and policy implementation. Statements involving political influence, favoritism, or accountability are reported as participant perceptions rather than verified institutional practices.

Leadership processes emerged as a prominent theme in participants' accounts of intelligence personnel deployment. The interviews described how strategic planning, coordination, communication, professional development, consultation, and personnel-management decisions can shape whether officers' competencies and specialized training are considered during deployment. According to Yukl and Gardner (2020), effective leadership provides strategic direction, coordinates organizational resources, and aligns human capital with institutional objectives. Within intelligence policing, these functions are relevant to matching personnel competencies with operational requirements.

The participants likewise emphasized concerns regarding strategic planning, political interference, and favoritism. Several interview responses indicated that deployment decisions may sometimes be influenced by short-term priorities, personal preferences, or external considerations rather than competency-based criteria. While these observations represent the perceptions of the participants rather than verified organizational practices, they underscore the importance of maintaining transparent, objective, and merit-based leadership decisions. Armstrong and Taylor (2023) emphasized that strategic human resource management requires leadership to ensure fairness, accountability, and alignment between employees' competencies and organizational needs. In intelligence organizations, leadership decisions grounded in merit and operational requirements strengthen organizational credibility and improve personnel effectiveness.

Another important finding relates to communication, professional development, and resistance to organizational change. Participants observed that limited communication regarding deployment decisions, inadequate opportunities for continuous professional development, and resistance to organizational reforms may reduce the effective utilization of officers' specialized knowledge and skills. These findings are consistent with Kotter (2012), who argued that successful organizational change depends upon leadership's ability to communicate a clear vision, encourage participation, and overcome institutional resistance. Likewise, Yukl and Gardner (2020) emphasized that leaders play a critical role in developing organizational capabilities by promoting continuous learning, innovation, and employee development. These leadership functions are particularly important within intelligence organizations, where operational environments continually evolve and require adaptive decision-making.

The qualitative findings further complement the quantitative results of the present study. Although the quantitative analysis demonstrated that training (WM = 3.40), skills (WM = 3.29), and expertise (WM = 3.36) were considered only to some extent in deployment decisions, the interview responses provide important insights into the leadership factors that may contribute to this level of alignment reflected by the "Considered to Some Extent" ratings. The participants' narratives suggest that strategic planning, communication, leadership accountability, professional development, and openness to organizational change all influence whether intelligence officers are assigned according to their specialized competencies. Collectively, these findings indicate that strengthening strategic leadership, promoting transparent decision-making, investing in continuous professional development, and reinforcing merit-based personnel management may substantially improve the alignment between intelligence police training and deployment within the Philippine National Police.

Integration of the Quantitative and Qualitative Findings

The integrated analysis brings together survey ratings and interview accounts about training-deployment alignment. Participants rated the consideration of training (WM = 3.40), skills (WM = 3.29), and expertise (WM = 3.36) using the verbal category "Considered to Some Extent." Interview accounts identified organizational culture, resource constraints, bureaucratic processes, and leadership processes as perceived influences on assignment decisions. The strands provide complementary descriptions of participants' experiences. They do not establish causation or measure institution-wide compliance with deployment policies.

The qualitative findings further reveal that competency-based deployment is not determined solely by the qualifications of individual officers but is also shaped by broader organizational conditions. Participants consistently identified limited communication and transparency, shortages in manpower and logistical resources, rigid administrative procedures, centralized decision-making, and leadership practices as factors that may hinder the effective utilization of specialized intelligence training. These findings support the view that human resource management within law enforcement organizations should be understood as a multidimensional organizational process in which personnel competencies, institutional capacity, organizational systems, and strategic leadership operate interdependently. As emphasized by Armstrong and Taylor (2023), effective human resource management requires the integration of organizational strategy, leadership, and competency development to achieve institutional effectiveness.

Together, the findings identify possible areas for administrative review: clearer deployment criteria, transparent communication, adequate resources, and attention to personnel competencies. Their effectiveness was not tested in this study. The integrated account is consistent with the relevance of supportive organizational systems to applying specialized training, but it does not demonstrate that a particular intervention improves organizational performance. Consequently, the recommendations offer a basis for further evaluation and an evidence-

informed approach to intelligence personnel deployment that simultaneously addresses individual competencies and organizational capacity within the Philippine National Police.

Table 8

Integrated Summary of the Study Findings and Their Implications

Major Finding	Key Evidence	Integrated Interpretation	Implication
Training	WM = 3.40	Training is rated "Considered to Some Extent" in deployment decisions.	Strengthen competency-based deployment.
Skills	WM = 3.29	Skills are recognized but are not consistently maximized across assignments.	Improve skills-based personnel matching.
Expertise	WM = 3.36	Expertise is recognized, while systematic competency matching remains uneven.	Enhance expertise-based deployment.
Organizational Culture	Participant accounts: communication, transparency, favoritism, resistance	Participants perceived cultural and fairness-related issues as influencing deployment practices.	Promote transparency, merit-based decisions, and organizational learning.
Resource Constraints	Participant accounts: manpower, logistics, infrastructure, budget	Participants perceived resource limitations as constraining competency-based deployment.	Improve institutional resource support and allocation.
Bureaucratic Processes	Participant accounts: rigid procedures, centralized decisions, delays	Participants perceived administrative structures as limiting deployment flexibility.	Streamline procedures and strengthen accountability.
Leadership Processes	Participant accounts: planning, communication, consultation, policy updating	Participants perceived leadership processes as shaping whether competencies are effectively utilized.	Strengthen strategic leadership, consultation, and governance.

Note. WM = weighted mean.

Practical Implications

The findings have practical implications for police administration and human resource management within the Philippine National Police. More consistent alignment of intelligence-trained personnel with assignments that correspond to their specialized competencies may support operational effectiveness, professional development, and more efficient use of training investments. It may also have implications for employee morale and job satisfaction; however, these outcomes were not analyzed as standalone measures in the reported results. Effective human resource management emphasizes that organizational performance is strengthened when employee competencies are supported by appropriate leadership, organizational systems, and resource allocation (Armstrong & Taylor, 2023).

Contribution of the Study

This study contributes descriptive evidence on how participating intelligence-trained officers perceived deployment alignment. By presenting survey ratings alongside interview themes and policy discussion, it identifies issues for further inquiry and administrative review. Its contribution is bounded by the reported sample and the methodological limitations described in this article.

Conclusion

Among the 85 participating officers, the consideration of training backgrounds, skills, and expertise in deployment received weighted means of 3.40, 3.29, and 3.36, respectively. These were reported as "Considered to Some Extent." Interview accounts identified perceived organizational constraints on competency matching. The findings describe participants' assessments and do not establish institution-wide implementation levels or causal effects.

The study further indicates that competency-based deployment is shaped not only by individual qualifications but also by participants' perceptions of organizational culture, resource availability, bureaucratic processes, and leadership. These conditions may influence the extent to which intelligence-trained personnel are assigned to positions that correspond with their specialized competencies. Potential implications for morale, professional development, job satisfaction, and organizational performance should be interpreted cautiously because these outcomes were not presented as standalone measured variables in the reported results.

Human Capital Theory provides an interpretive perspective. Missing sampling and interview details, inconsistent scale documentation, and unreported reliability and trustworthiness procedures limit replication and generalization. The results do not establish organizational effects.

Recommendations

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

1. The Philippine National Police should develop and institutionalize a competency-based deployment framework that systematically aligns intelligence-trained personnel with assignments requiring their specialized knowledge, skills, and expertise. Such a framework should establish clear competency standards, transparent deployment criteria, and periodic evaluation mechanisms to promote merit-based personnel placement.
2. A centralized database of intelligence-trained personnel should be established and regularly maintained to facilitate evidence-based deployment decisions, workforce planning, succession management, and the efficient utilization of specialized intelligence competencies.
3. Periodic reviews of intelligence personnel deployment policies and practices should be conducted to ensure that personnel assignments appropriately balance operational

requirements, manpower demands, competency-based placement, and career development objectives while minimizing unnecessary deployment misalignment.

4. Leadership development and human resource management programs should strengthen transparency, accountability, and competency utilization as guiding principles in personnel deployment. Leaders responsible for assignment decisions should be encouraged to consistently consider officers' specialized qualifications while balancing legitimate organizational and operational requirements.

5. The Philippine National Police should continue investing in professional development programs that enhance the specialized competencies of intelligence personnel while providing equitable opportunities for career advancement, leadership preparation, and continuous learning in response to evolving intelligence and security challenges.

6. Future studies should be conducted in other police units, regional offices, and law enforcement agencies to validate the present findings, compare competency-based deployment practices across organizations, and examine additional organizational factors that may influence the effective utilization of specialized personnel.

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