Digital S.H.I.F.T. (Switch, Harmonize, Improve, Formalize, Transform) Initiative towards a Digital Transformation Governance Framework of the Philippine Public Safety College

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ABSTRACT

This study investigates the Digital S.H.I.F.T. (Switch, Harmonize, Improve, Formalize, Transform) Initiative of the Philippine Public Safety College (PPSC) as a strategic pathway toward digital transformation and governance. The initiative rests on five pillars: transitioning from analog to digital documents, harmonizing these into a common digital repository, improving manual processes through automation, formalizing processes via institutionalization, and transforming organizational and technological structures. The primary objectives of this research were to assess stakeholder perceptions, identify gaps in implementation, and propose a comprehensive governance framework to guide sustainable digital transformation.

Adopting a quantitative-descriptive design, survey questionnaires were distributed to 105 randomly selected PPSC employees across various units. Data analysis revealed that stakeholders strongly recognize the importance of a governance framework ($\bar{x} = 3.57$), while moderate agreement was recorded in the areas of switching ($\bar{x} = 3.44$), improving ($\bar{x} = 3.27$), and formalizing processes ($\bar{x} = 3.38$). Harmonization of documents registered the lowest mean score ($\bar{x} = 3.22$), underscoring challenges in integration, collaboration, and standardization. Overall, findings emphasize the necessity of strengthening efficiency and accessibility of digital systems, optimizing document management, investing in automation, and reinforcing formalized processes through policies, training, and accountability mechanisms.

The study contributes by presenting a proposed Digital Transformation Governance Framework specifically designed for PPSC. This framework ensures structured leadership, risk management, compliance, and performance monitoring, thereby enabling institutionalization of digital practices. Ultimately, the initiative aims to enhance operational efficiency, promote accountability, and secure long-term sustainability of digital transformation within public safety education and training in the Philippines.

Keywords: Digital Transformation, Governance Framework, Digital S.H.I.F.T., Public Safety Education, Philippine Public Safety College

INTRODUCTION

In today's rapidly evolving digital environment, organizations across sectors are compelled to embrace digital transformation to remain competitive and relevant (Lee, 2018; Westerman et al., 2011). The Philippine Public Safety College (PPSC), as the premier institution for public safety education and training, has initiated the Digital S.H.I.F.T. (Switch, Harmonize, Improve, Formalize, Transform) program to modernize its operations and establish a governance framework for digital transformation. This initiative is designed to harness digital technologies, enhance operational efficiency, and strengthen accountability across its academic and administrative functions (Lee et al., 2020; Bughin et al., 2018). The Digital S.H.I.F.T. framework encompasses five interrelated components: (1) Switching from analog to digital documents to improve accessibility and reduce inefficiencies (Tan, 2019); (2) Harmonizing digital records through a Document Management System to streamline storage, retrieval, and collaboration while addressing integration and training challenges (Kim,

2020); (3) Improving operations by automating processes to reduce human error and enable data-driven decision-making (Hong, 2018); (4) Formalizing digital processes to ensure transparency, consistency, and compliance through standardized procedures (Nugraha et al., 2021); and (5) Transforming organizational and technological structures via a governance framework that integrates strategic planning, risk management, and accountability mechanisms (Almazan & Estoque, 2022).
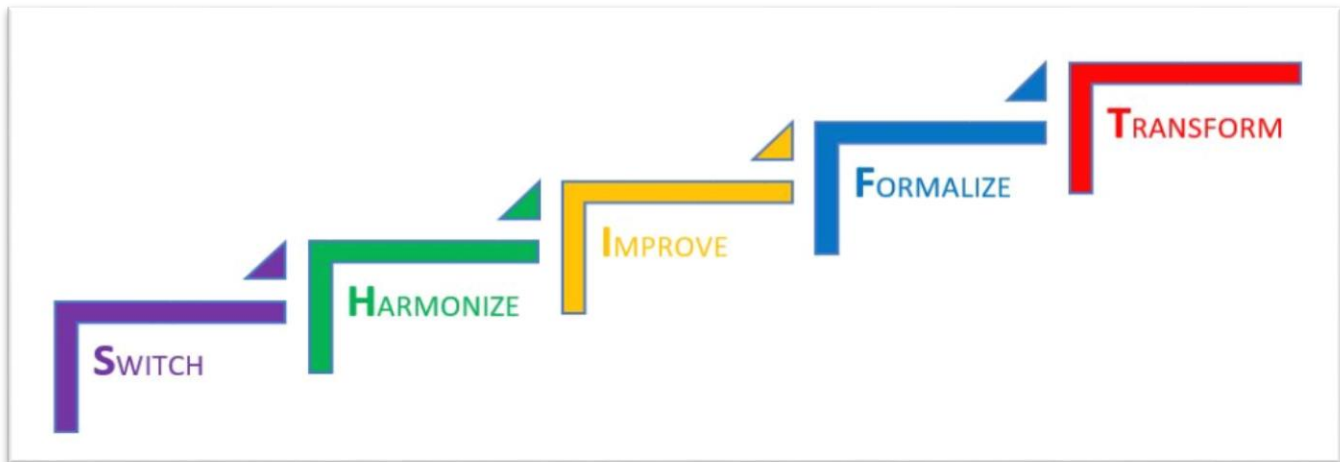

Figure 1: The PPSC Digital S.H.I.F.T Initiative

Despite these efforts, a perceived gap may exist between the initiative's intended outcomes and its actual implementation. Understanding stakeholders' perceptions, experiences, and recommendations is critical to addressing this gap and strengthening the PPSC's digital transformation agenda (Gupta et al., 2021; Choudhury et al., 2019). This study therefore examines the perceived gaps in the Digital S.H.I.F.T. initiative and explores how governance mechanisms can better align the institution's strategic goals with its digital transformation journey.

Statement Of The Problem

The Digital S.H.I.F.T. Initiative Towards A Digital Transformation Governance Framework of the Philippine Public Safety College aims to address the following specific areas of concern:

1. What are the challenges and outcomes associated with switching from analog to digital documents in the Philippine Public Safety College?
2. What are the benefits and challenges of implementing a Document Management System for harmonizing digital documents in the Philippine Public Safety College?
3. How have the digital processes and automation of core operations in the Philippine Public Safety College improved efficiency and accountability?
4. What are the effects of formalizing digital processes and establishing quality procedures in the Philippine Public Safety College?
5. What are the key components and considerations in the development of a comprehensive digital transformation governance framework for the Philippine Public Safety College?

Hypothesis

1. The majority of stakeholders in the Philippine Public Safety College perceive the switch from analog to digital documents to have resulted in improved operational efficiency and enhanced accessibility of information.
2. Stakeholders in the Philippine Public Safety College perceive the implementation of a Document Management System to have standardized document management and facilitated easier access to digital documents.
3. The implementation of digital processes and automation in the core operations of the Philippine Public Safety College has led to increased efficiency and accountability.

4. Stakeholders in the Philippine Public Safety College perceive the formalization of digital processes and the establishment of quality procedures to have improved operational transparency and streamlined cross-functional processes.

5. Stakeholders in the Philippine Public Safety College recognize the need for the development and implementation of a digital transformation governance framework that encompasses essential components and considerations, which will effectively guide and govern the successful execution of digital transformation initiatives.

METHODOLOGY

Research Design

This study employed a quantitative descriptive research design, which enables the collection and analysis of numerical data to identify trends, patterns, and perceptions regarding the Digital S.H.I.F.T. initiative (Bloomfield & Fisher, 2019; Oberiri, 2017). A structured questionnaire was developed, pilot-tested, and validated for reliability, yielding an overall Cronbach's alpha of 0.962, indicating excellent internal consistency (George & Mallery, 2003).

Population And Sampling

The study population consisted of 140 organic employees of the Philippine Public Safety College (PPSC), distributed across its main campuses and training institutes. Using the Raosoft calculator with a 95% confidence level and 5% margin of error, a sample size of 103 respondents was determined. A random sampling technique was employed to ensure representativeness and minimize bias (Babbie, 2016). The final actual sample consisted of 105 respondents.

Table 1 Sampling Distribution of Respondents

Stakeholders (Organic Personnel)	Population	Desired Sample	Actual sample
PPSC Head Office	64	46	46
NPC Main Campus	27	20	20
NFTI Main Campus	17	13	13
NJMPTI Main Campus	22	16	16
NFSTI	5	4	5
PPSA	5	4	5
Total	140	103	105

Instrument

The instrument consisted of five sections (75 items total) aligned with the dimensions of the Digital S.H.I.F.T. framework: (A) switching to digital processes, (B) harmonizing documents, (C) improving operations through automation, (D) formalizing processes, and (E) transforming governance. Responses were measured on a 4-point Likert scale (1 = Strongly Disagree to 4 = Strongly Agree) to quantify perceptions and attitudes (Sullivan & Artino, 2013).

Data were collected through both online (Google Forms) and physical questionnaires, distributed over a three-week period. Reminders were issued to maximize participation. Permissions were secured from PPSC leadership, and ethical protocols were followed, including informed consent, confidentiality, and secure data handling.

Data Analysis

For analysis, descriptive statistics were employed to summarize stakeholder perceptions, while ANOVA (two-factor without replication) was applied to identify significant variations across groups. These methods

provided a robust basis for evaluating operational efficiency, challenges, and governance considerations within the PPSC's digital transformation efforts.

RESULTS

Findings revealed varying levels of stakeholder agreement across the five dimensions. Results of statistical treatment and analysis are presented according to the order of the research problem

Table 2 Results and Interpretation for the Variable - Switching to Digital Documents

Dimensions	Mean	Interpretation	Rank
Efficiency and Accessibility	3.29	A	5
Collaboration and Communication	3.58	SA	1
Productivity and Security	3.36	A	4
Convenience and Sustainability	3.42	A	3
Information Management and Protection	3.53	SA	2
Composite Mean	**3.44**	**A**	

Legend: 3.50 – 4.00 = (SA) Strongly Agree; 2.50 – 3.49 = (A) Agree; 1.50 – 2.49 = (D) Disagree; 1.00 – 1.49 = (SD) Strongly Disagree

Table 3 Results and Interpretation for the Variable - Harmonizing Digital Documents

Dimensions	Mean	Interpretation	Rank
Standardization and Accessibility	3.16	A	4
Collaboration and Version Control	3.29	A	3
Accuracy and Efficiency	3.34	A	2
Compliance and Security	3.42	A	1
Collaboration and Workflow	2.98	A	5
Composite Mean	**3.22**	**A**	

Legend: 3.50 – 4.00 = (SA) Strongly Agree; 2.50 – 3.49 = (A) Agree; 1.50 – 2.49 = (D) Disagree; 1.00 – 1.49 = (SD) Strongly Disagree

Table 4 Results and Interpretation for the Variable - Improving Digital Processes and Operations

Dimensions	Mean	Interpretation	Rank
Error Reduction and Accuracy	3.51	SA	1
Efficiency and Productivity	3.20	A	4
Tracking and Monitoring	3.09	A	5
Coordination and Collaboration	3.27	A	3
Adaptability and Responsiveness	3.29	A	2
Composite Mean	**3.27**	**A**	

Legend: 3.50 – 4.00 = (SA) Strongly Agree; 2.50 – 3.49 = (A) Agree; 1.50 – 2.49 = (D) Disagree; 1.00 – 1.49 = (SD) Strongly Disagree

Table 5 Results and Interpretation for the Variable - Formalizing Digital Processes

Dimensions	Mean	Interpretation	Rank
Transparency and Clarity	3.56	SA	1
Communication and Coordination	3.44	A	2
Accountability and Performance	3.36	A	3
Process Optimization and Compliance	3.29	A	4
Adaptability and Efficiency	3.24	A	5
Composite Mean	**3.38**	**A**	

Legend: 3.50 – 4.00 = (SA) Strongly Agree; 2.50 – 3.49 = (A) Agree; 1.50 – 2.49 = (D) Disagree; 1.00 – 1.49 = (SD) Strongly Disagree

Table 6 Results and Interpretation for the Variable - Transforming the Organization

Dimensions	Mean	Interpretation	Rank
Importance and Purpose	3.78	SA	1
Roles and Responsibilities	3.62	SA	3
Risk Management and Compliance	3.73	SA	2
Transparency and Accountability	3.40	A	4
Change Management and Collaboration	3.33	A	5
Composite Mean	**3.57**	**SA**	

Legend: 3.50 – 4.00 = (SA) Strongly Agree; 2.50 – 3.49 = (A) Agree; 1.50 – 2.49 = (D) Disagree; 1.00 – 1.49 = (SD) Strongly Disagree
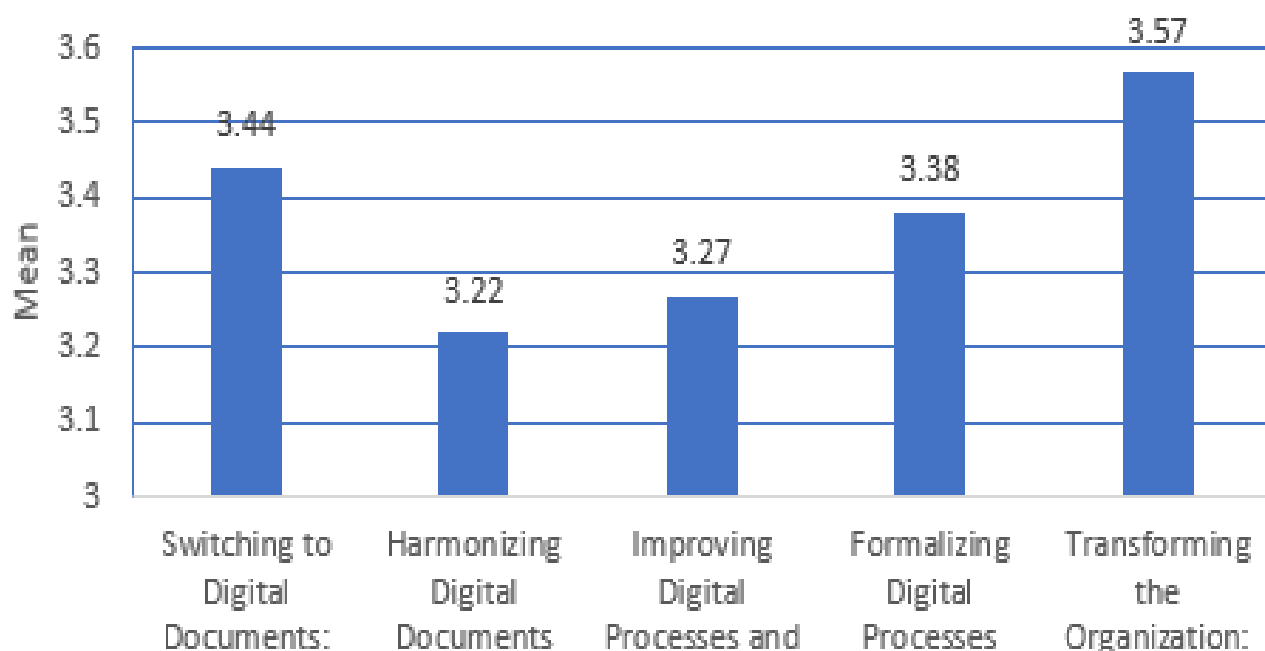

Figure 2: Graphical Representation of the Over-all Survey Result for All Five (5) Variables

Table 7 Over-all Survey Result for All Five (5) Variables

Variables	Mean	Interpretation	Rank
Switching to Digital Documents:	3.44	A	2
Harmonizing Digital Documents	3.22	A	5
Improving Digital Processes and Operations	3.27	A	4
Formalizing Digital Processes	3.38	A	3
Transforming the Organization: Development of a Digital Transformation Governance Framework	3.57	SA	1
Composite Mean	**3.38**	**A**	

Legend: 3.50 – 4.00 = (SA) Strongly Agree; 2.50 – 3.49 = (A) Agree; 1.50 – 2.49 = (D) Disagree; 1.00 – 1.49 = (SD) Strongly Disagree

DISCUSSIONS

The survey assessed stakeholder perceptions of the Digital S.H.I.F.T. initiative across five key dimensions: switching to digital documents, harmonizing digital documents, improving processes and operations, formalizing digital processes, and developing a digital transformation governance framework.

Switching to Digital Documents (TABLE 2), obtained a composite mean of **3.44 (Agree)**, with the highest rating for *Collaboration and Communication* (3.58) and lowest for *Efficiency and Accessibility* (3.29). This suggests that digitization has enhanced collaboration and information protection but requires further optimization to maximize accessibility and efficiency.

Harmonizing Digital Documents (TABLE 3), registered the lowest composite mean of **3.22 (Agree)**. While *Compliance and Security* (3.42) was highly valued, *Collaboration and Workflow* (2.98) was rated lowest, indicating challenges in streamlining processes and ensuring version control. This points to gaps in document management practices that require refinement.

Improving Digital Processes and Operations (TABLE 4), showed a composite mean of **3.27 (Agree)**. Respondents strongly agreed that digitalization reduced errors and improved accuracy (3.51), but perceived lower benefits in *Tracking and Monitoring* (3.09). This suggests automation is effective for accuracy but needs strengthening in oversight mechanisms.

Formalizing Digital Processes (TABLE 5), received a composite mean of **3.38 (Agree)**. *Transparency and Clarity* (3.56) was most emphasized, reflecting improved accountability through standardized procedures. However, *Adaptability and Efficiency* (3.24) ranked lowest, suggesting a need for greater flexibility in formalized systems.

Transforming the Organization through Governance (TABLE 6), emerged as the strongest dimension with a composite mean of **3.57 (Strongly Agree)**. Stakeholders recognized the importance of *Purpose and Roles* (3.78; 3.62) and *Risk Management* (3.73), underscoring the necessity of structured governance to guide digital transformation. Lower scores for *Transparency and Accountability* (3.40) and *Change Management and Collaboration* (3.33) highlight areas requiring further institutional support.

Overall (TABLE 7), the survey yielded a composite mean of **3.38 (Agree)**, reflecting generally positive perceptions of the Digital S.H.I.F.T. initiative. The highest-rated component was **digital transformation governance** (3.57), while the lowest was **harmonization of digital documents** (3.22). These results suggest that while digitization, automation, and process formalization have generated tangible benefits, the success of

transformation depends on establishing a comprehensive governance framework and addressing gaps in document harmonization and workflow integration. (Figure 2)

CONCLUSION

The study examined stakeholders' perceptions of the Philippine Public Safety College's Digital S.H.I.F.T. initiative, highlighting both achievements and areas for improvement.

Findings revealed that the switch from analog to digital documents enhanced collaboration, sustainability, and information protection, though efficiency and accessibility still require optimization. The implementation of a Document Management System (DMS) improved compliance and security, yet challenges remain in standardization and workflow integration. Digital processes and automation were found to reduce errors, improve accuracy, and strengthen accountability, though continuous optimization in monitoring and adaptability is needed. Formalization of digital processes enhanced transparency, clarity, and accountability, but must be complemented by sustained training and stakeholder coordination.

Finally, stakeholders strongly endorse the establishment of a Digital Transformation Governance Framework, which will provide structure, accountability, and sustainability.
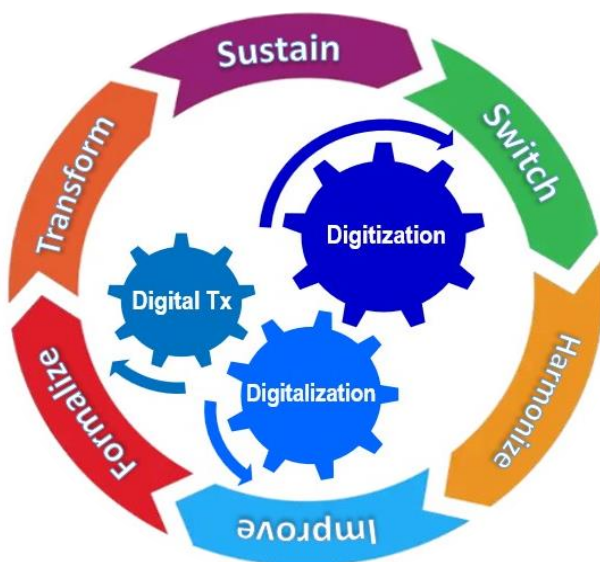

Figure 3: Proposed Digital Transformation Framework

RECOMMENDATIONS

1. Enhance efficiency and accessibility of digital document systems.
2. Optimize DMS for standardization, collaboration, and workflow integration.
3. Expand automation and monitoring tools to strengthen accountability.
4. Reinforce formalized processes via updated policies and continuous training.
5. Institutionalize a governance framework encompassing leadership roles, risk management, compliance, and change management.

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