

Unlocking Potential: Assessing The Feasibility of Employing Persons Deprived of Liberty for Local Government Projects

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ABSTRACT: This study assessed the feasibility of employing Persons Deprived of Liberty (PDL) in local government projects by examining their skill proficiency, labor market demand, stakeholder acceptance, and perceived impacts on rehabilitation. Results indicated that PDL achieved "Proficient" competency across five key livelihood programs: Therapeutic Massage, Baking, Barista Training, Masonry, and Tile Setting, demonstrating a strong alignment with industry standards. Labor market analysis classified these competencies from "In Demand" to "Highly in Demand," with Masonry ranking highest, thereby confirming the direct relevance of jail-based vocational training to contemporary employment opportunities.

Statistical analyses revealed significant positive correlations: higher PDL skill proficiency strongly correlated with increased demand for specific livelihood programs ($p = 0.651$, $p < 0.001$), while greater stakeholder acceptance significantly corresponded to a stronger perceived program impact ($R_s = 0.531$, $p < 0.01$). Furthermore, overall stakeholder acceptance regarding PDL participation in local public initiatives was highly favorable across key dimensions, including rehabilitation attitudes, advocacy involvement, institutional policy change, and community reintegration support.

These findings highlight the potential of structured, skills-based initiatives to promote rehabilitation, reduce recidivism, and enhance community reintegration. Consequently, this study proposes a multi-agency implementation model led by local government units and the Bureau of Jail Management and Penology (BJMP) to systematize vocational training, employment pathways, and comprehensive aftercare services. Ultimately, the empirical results confirm that employing PDL in government infrastructure projects is both operationally feasible and socially beneficial, provided it is supported by clear legal policies, active inter-agency collaboration, and sustained community engagement.

KEYWORDS: Persons Deprived of Liberty (PDL), Vocational Training, Community Reintegration, Labor Market Demand, Stakeholder Acceptance

I. INTRODUCTION

The rehabilitation of Persons Deprived of Liberty (PDL) has become a fundamental component of modern correctional administration, shifting the emphasis from punitive confinement toward restorative justice, human development, and successful reintegration into society. International human rights instruments, particularly the United Nations Standard Minimum Rules for the Treatment of Prisoners (Nelson Mandela Rules), recognize that incarceration should prepare individuals for their eventual return to the community through education, vocational training, and meaningful employment opportunities. Likewise, the 1987 Philippine Constitution upholds the dignity of every human person and mandates the State to promote social justice and protect the rights of all citizens, including those deprived of liberty.

In the Philippines, the Bureau of Jail Management and Penology (BJMP) is mandated under Republic Act No. 6975, as amended by Republic Act No. 9263 and strengthened through Republic Act No. 10575, to ensure not only the safekeeping of PDLs but also their rehabilitation and reintegration into society. To fulfill this mandate, the BJMP continuously implements the Inmates' Welfare and Development Program (IWDP), which provides educational, vocational, spiritual, therapeutic, psychosocial, and livelihood interventions designed to prepare PDLs for productive lives after release.

Among the most significant components of rehabilitation are livelihood and technical skills development programs conducted in partnership with the Technical Education and Skills Development Authority (TESDA) and various government and private institutions. These initiatives provide PDLs with nationally recognized competencies in areas such as therapeutic massage, baking, masonry, tile setting, barista services, carpentry, welding, and other technical occupations. These programs seek not only

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to improve employability but also to restore self-confidence, discipline, responsibility, and social responsibility among incarcerated individuals.

Despite these rehabilitation efforts, one of the greatest barriers confronting former PDLs after release remains employment discrimination and social stigma. Many employers remain reluctant to hire individuals with previous incarceration records regardless of their acquired competencies and rehabilitation achievements. Consequently, unemployment and economic instability frequently contribute to recidivism, undermining the gains achieved during incarceration. Addressing this concern requires innovative strategies that bridge institutional rehabilitation with actual employment opportunities.

Local Government Units (LGUs) present an important opportunity in this regard. Through infrastructure development, environmental management, disaster preparedness, public facility maintenance, livelihood initiatives, and community development projects, LGUs continuously require skilled labor that may correspond with the competencies acquired by qualified PDLs during incarceration. Integrating eligible and properly supervised PDLs into selected LGU projects could simultaneously address workforce requirements while promoting restorative justice, social inclusion, rehabilitation, and public safety.

International experiences have demonstrated the effectiveness of structured correctional employment programs in reducing recidivism, improving post-release employment, strengthening community acceptance, and promoting sustainable reintegration. Countries such as Norway, Canada, Australia, and several European nations have successfully implemented work-release and community-based rehabilitation programs that emphasize skills development, restorative justice, and community participation. Similar principles are gradually being adopted within Philippine correctional institutions through partnerships among BJMP, TESDA, DSWD, Local Government Units, civil society organizations, and private sector stakeholders.

Existing literature consistently supports the importance of vocational education and employment in correctional rehabilitation. Studies indicate that structured work opportunities enhance technical competence, improve psychological well-being, strengthen self-esteem, reduce institutional idleness, and significantly lower the likelihood of reoffending after release. Likewise, Philippine studies emphasize that rehabilitation programs become more sustainable when supported by government agencies, local communities, employers, and other development partners committed to social reintegration.

However, despite the growing implementation of vocational and livelihood programs inside jail facilities, limited empirical studies have examined whether employing Persons Deprived of Liberty in Local Government Unit projects is practically feasible within the Philippine correctional setting. There remains insufficient evidence regarding the alignment between PDL competencies and labor market requirements, the willingness of stakeholders to support such initiatives, and the potential benefits and challenges associated with institutionalizing PDL employment within government projects.

Recognizing these gaps, this study assessed the feasibility of employing Persons Deprived of Liberty for Local Government Unit projects by examining four major dimensions: vocational competency, labor market demand, stakeholder acceptance, and perceived rehabilitation outcomes. Specifically, the study sought to determine whether the competencies developed through BJMP livelihood programs meet current labor market requirements, evaluate the level of stakeholder support for PDL employment initiatives, and examine the relationship among these variables in determining the viability of implementing such programs.

Ultimately, the findings of this study aim to provide evidence-based recommendations for the Bureau of Jail Management and Penology, Local Government Units, TESDA, policymakers, and partner agencies in developing sustainable employment opportunities that promote rehabilitation, reduce recidivism, enhance community safety, and strengthen restorative justice initiatives. By transforming incarceration into an avenue for productive citizenship, the study contributes to the continuing evolution of the Philippine correctional system toward a more humane, rehabilitative, and socially responsive framework.

II. METHODOLOGY

Research Design

This study employed a quantitative research approach utilizing a descriptive-correlational research design to determine the feasibility of employing Persons Deprived of Liberty (PDL) in selected Local Government Unit (LGU) projects. The descriptive component was used to assess the level of vocational competencies acquired by PDLs through existing livelihood and skills development programs, determine the labor market demand for these competencies, evaluate stakeholder acceptance, and identify the perceived impacts of PDL employment on rehabilitation and reintegration. Meanwhile, the correlational component examined the significant relationships among vocational competency, labor market demand, stakeholder acceptance, and the perceived benefits of employing PDLs in local government projects.

Descriptive-correlational research is appropriate when the objective is to describe existing conditions while determining the degree of relationship among variables without manipulating them (Creswell & Creswell, 2023). Through this design, the study

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generated empirical evidence regarding the viability of integrating qualified PDLs into selected government projects while maintaining scientific rigor and objectivity.

Research Method

The study utilized a survey research method, employing a structured and validated questionnaire as the primary instrument for data collection. The questionnaire was designed to measure four major variables:

Vocational competency of Persons Deprived of Liberty;
Labor market demand for the identified vocational skills;
Stakeholder acceptance toward employing PDLs in LGU projects; and
Perceived impact of employment on rehabilitation and reintegration.

Responses were measured using a five-point Likert Scale, allowing respondents to express the extent of their agreement with each statement. The collected data were encoded, organized, and subjected to appropriate descriptive and inferential statistical analyses. The survey method was deemed appropriate because it enabled the researcher to gather standardized information from multiple respondents efficiently while facilitating quantitative analysis of the study variables.

Population of the Study

The respondents of the study consisted of selected stakeholders directly involved in rehabilitation, livelihood implementation, employment generation, and local governance. These included representatives from the Bureau of Jail Management and Penology (BJMP), Local Government Units (LGUs), Technical Education and Skills Development Authority (TESDA), partner agencies, community stakeholders, and qualified Persons Deprived of Liberty who had successfully completed vocational and livelihood programs.

Participants were selected using the appropriate sampling technique specified in the approved research design to ensure that only respondents possessing adequate knowledge and experience regarding rehabilitation programs and employment opportunities participated in the study.

The respondents represented individuals capable of evaluating both the competencies of PDLs and the practicality of integrating them into local government development projects.

Scope and Limitations of the Study

This study focused on assessing the feasibility of employing qualified Persons Deprived of Liberty (PDL) in selected Local Government Unit (LGU) projects. Specifically, the research examined the relationship between vocational competency, labor market demand, stakeholder acceptance, and the perceived effects of employment on rehabilitation and reintegration.

The vocational competencies evaluated included the following livelihood programs currently offered within the Bureau of Jail Management and Penology:

Therapeutic Massage
Baking
Barista Training
Masonry
Tile Setting

Likewise, the study evaluated stakeholders' perceptions regarding the acceptability of employing qualified PDLs in government projects and the potential contribution of such initiatives toward reducing recidivism and promoting successful reintegration.

The study was limited to the respondents covered by the research locale and did not include all correctional facilities nationwide. Furthermore, the findings relied on the perceptions of respondents at the time of data gathering and did not evaluate the long-term employment performance of PDLs after release. Consequently, the results may not be generalized to all correctional institutions in the Philippines but provide valuable baseline information for future policy development and program implementation.

Research Instrument

The primary instrument utilized in this study was a researcher-made questionnaire developed after an extensive review of related literature, existing correctional policies, and international best practices on prison rehabilitation and employment.

The instrument consisted of five major sections:

Part I

Demographic profile of the respondents.

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Part II

Assessment of the vocational competency of Persons Deprived of Liberty in terms of:

Therapeutic Massage

Baking

Barista Training

Masonry

Tile Setting

Part III

Assessment of labor market demand for the identified vocational competencies.

Part IV

Assessment of stakeholder acceptance regarding the employment of qualified PDLs in Local Government Unit projects.

Part V

Assessment of the perceived impacts of employing PDLs on:

Rehabilitation;

Employability;

Reduction of recidivism;

Community reintegration; and

Mental health and social well-being.

Prior to administration, the questionnaire underwent expert validation to establish content validity. Reliability testing was likewise conducted using Cronbach's Alpha, confirming that the instrument possessed acceptable internal consistency and was suitable for data collection.

Data Gathering Procedure

Prior to data collection, the researcher secured approval from the Graduate School of the Philippine College of Criminology and obtained the necessary authorization from the Bureau of Jail Management and Penology and concerned government agencies.

After obtaining the required approvals, the researcher coordinated with the management of the concerned jail facility and partner agencies regarding the schedule of questionnaire administration.

The respondents were informed of the objectives of the study and assured that participation was voluntary. Informed consent was secured before distributing the questionnaires. Confidentiality and anonymity were maintained throughout the conduct of the study, and respondents were assured that all information gathered would be used solely for academic purposes.

Upon retrieval of the completed questionnaires, responses were checked for completeness, encoded using appropriate statistical software, and analyzed according to the objectives of the study.

Statistical Treatment of Data

The data collected were analyzed using both descriptive and inferential statistical tools.

The following statistical treatments were employed:

Frequency and Percentage

These were used to describe the demographic characteristics of the respondents.

Weighted Mean

Weighted mean was utilized to determine the level of:

Vocational competency;

Labor market demand;

Stakeholder acceptance; and

Perceived impacts of employing Persons Deprived of Liberty in LGU projects.

The following verbal interpretations were adopted:

Mean Range	Interpretation
4.21–5.00	Very High
3.41–4.20	High
2.61–3.40	Moderate
1.81–2.60	Low
1.00–1.80	Very Low

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Spearman Rank Correlation (ρ)

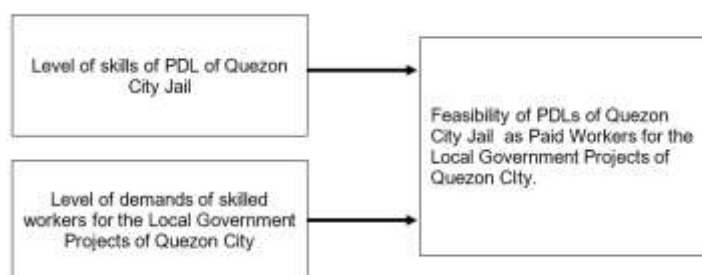
Spearman Rank Correlation was employed to determine the significant relationship between:

Vocational competency and labor market demand; and Stakeholder acceptance and perceived impact of employing Persons Deprived of Liberty.

The level of significance was set at 0.05.

Conceptual Framework

Conceptual Paradigm



The study adopted an Input–Process–Output (IPO) Model to illustrate the relationship among the variables investigated.

The inputs consisted of:

Vocational competencies acquired by Persons Deprived of Liberty;

Labor market demand; Stakeholder acceptance; Existing BJMP livelihood and rehabilitation programs; and Relevant laws, policies, and correctional frameworks.

The process involved:

Development and validation of the research instrument;

Distribution of questionnaires;

Data gathering;

Statistical analysis using descriptive and inferential statistics; and

Interpretation of findings.

Output: The expected output of the study was an evidence-based assessment of the feasibility of employing qualified Persons Deprived of Liberty in Local Government Unit projects, including policy recommendations and a proposed implementation framework that supports rehabilitation, employability, and community reintegration.

Feedback: The findings may serve as a basis for future enhancement of BJMP rehabilitation programs, inter-agency collaboration, and national policies promoting restorative justice and sustainable employment opportunities for rehabilitated Persons Deprived of Liberty.

Legal Bases of the Study

The study was anchored on national laws, international standards, and government policies that promote rehabilitation, human rights, and social reintegration of Persons Deprived of Liberty, including:

a. 1987 Philippine Constitution

Article II, Section 11 (Human Dignity)

Article XIII (Social Justice and Human Rights)

b. Republic Act No. 6975

Establishing the Bureau of Jail Management and Penology.

c. Republic Act No. 10575

The Bureau of Corrections Act of 2013, emphasizing rehabilitation and reintegration.

d. Republic Act No. 11230

Tulong Trabaho Act, promoting technical-vocational education and workforce development.

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e. Republic Act No. 7160

Local Government Code of 1991, empowering Local Government Units to implement employment and livelihood initiatives.

f. United Nations Standard Minimum Rules for the Treatment of Prisoners (Nelson Mandela Rules)

g. United Nations Sustainable Development Goals (SDGs), particularly:

Goal 8 – Decent Work and Economic Growth

Goal 10 – Reduced Inequalities

Goal 16 – Peace, Justice and Strong Institutions

h. Bureau of Jail Management and Penology Inmates' Welfare and Development Program (IWDP)

These legal and policy frameworks collectively support the development of rehabilitation initiatives that uphold human dignity, promote employability, facilitate social reintegration, and contribute to safer and more inclusive communities.

III. RESULTS AND DISCUSSION

This section presents the major findings of the study according to the Statement of the Problem. The results are organized into the following themes: (1) level of vocational skill proficiency of Persons Deprived of Liberty (PDL), (2) labor market demand for the acquired skills, (3) relationship between skill proficiency and labor market demand, (4) stakeholder acceptance of integrating PDL into Local Government Unit (LGU) projects, (5) perceived impact of PDL employment on rehabilitation and reintegration, and (6) the proposed strategic model for implementation. The presentation focuses on the salient findings appropriate for an IMRAD paper while preserving the essence of the complete thesis.

Level of Skill Proficiency of Persons Deprived of Liberty

One of the primary objectives of the study was to determine the level of skill proficiency of Persons Deprived of Liberty who completed the BJMP livelihood training programs. Five vocational areas were evaluated: Therapeutic Massage, Baking, Barista Training, Masonry, and Tile Setting. These programs were selected because they represent the major technical-vocational interventions currently implemented by the Bureau of Jail Management and Penology in partnership with government agencies and training institutions.

The findings revealed that respondents consistently rated the overall competency of the PDL as Proficient across all five livelihood programs. This indicates that the vocational interventions implemented inside the Quezon City Jail Male Dormitory have successfully developed practical competencies that meet the minimum standards expected in the labor market. The results further suggest that structured vocational education inside correctional institutions can effectively equip incarcerated individuals with employable skills despite the limitations of the correctional environment.

Among the evaluated programs, Masonry demonstrated the strongest level of competency, followed closely by Tile Setting, reflecting the effectiveness of construction-related training. These competencies are particularly valuable because they correspond to occupations that remain consistently needed in infrastructure development and public works projects. Likewise, the competency ratings for Therapeutic Massage, Baking, and Barista Training showed that participants acquired practical skills that may be utilized for both wage employment and entrepreneurial ventures after release.

The findings support the rehabilitative philosophy of the BJMP, which emphasizes the importance of developing productive skills that prepare PDL for successful reintegration into society. Rather than merely serving as occupational activities while incarcerated, livelihood programs become instruments for restoring confidence, improving work ethics, and developing employability.

Furthermore, the consistently favorable competency ratings indicate that vocational training has become an important mechanism for transforming correctional facilities into centers for rehabilitation rather than institutions solely focused on confinement. Similar findings have been reported in international correctional studies, where competency-based vocational education significantly improved employment opportunities and reduced the likelihood of recidivism among formerly incarcerated individuals. Accredited vocational education, particularly when linked with national certification systems, has been shown to improve employability and successful reintegration after release.

The results likewise reinforce the principles of the Human Capital Theory, which argues that investments in education and technical skills increase an individual's productivity and future employment potential. By acquiring marketable competencies while incarcerated, PDL become better prepared to participate in the formal labor force, thereby increasing their opportunities for lawful employment and reducing dependence on illegal sources of income.

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Overall, the findings demonstrate that the existing livelihood programs of the BJMP have achieved their immediate objective of developing competent and employable individuals who possess practical skills suitable for community-based employment and local government development initiatives.

Discussion

The proficiency demonstrated by the respondents suggests that correctional vocational education extends beyond technical instruction. It promotes discipline, responsibility, teamwork, and self-confidence—qualities that are equally important for long-term employability. These findings indicate that rehabilitation programs become more effective when vocational training is competency-based, aligned with labor market needs, and supported by nationally recognized certification.

Moreover, the findings highlight the importance of maintaining partnerships between the BJMP, TESDA, Local Government Units, and other stakeholders to ensure that training programs remain responsive to changing industry requirements. Such collaboration enables correctional institutions to produce graduates whose competencies match current employment opportunities, thereby increasing the likelihood of successful reintegration into society.

The positive competency ratings also strengthen the argument that Persons Deprived of Liberty should be viewed as potential contributors to local development rather than merely recipients of correctional services. Given appropriate supervision, legal safeguards, and institutional support, qualified PDL can meaningfully participate in selected government projects while continuing their rehabilitation.

Labor Market Demand for the Vocational Skills of Persons Deprived of Liberty

An essential objective of this study was to determine whether the vocational competencies acquired by Persons Deprived of Liberty (PDL) correspond with the current labor market requirements. Assessing labor market demand is critical in evaluating whether rehabilitation programs can effectively prepare incarcerated individuals for meaningful employment and successful reintegration after release. Vocational training is most effective when the competencies developed within correctional institutions are aligned with the workforce needs of both the public and private sectors.

The findings revealed that the five vocational competencies offered through the Bureau of Jail Management and Penology (BJMP) livelihood programs were generally assessed as "In Demand" to "Highly in Demand" in the current labor market. This indicates that the training programs implemented inside the Quezon City Jail Male Dormitory remain responsive to existing employment opportunities and industry requirements. The results demonstrate that the competencies acquired by PDL have practical value beyond incarceration and can contribute to productive employment in community-based projects.

Among the five vocational areas, Masonry obtained the highest demand rating. Respondents recognized that construction-related skills continue to be highly sought after because of ongoing government infrastructure projects, urban development initiatives, housing programs, and public facility maintenance undertaken by Local Government Units (LGUs). Likewise, Tile Setting received a high demand rating due to its complementary role in construction and infrastructure development.

Meanwhile, Therapeutic Massage, Baking, and Barista Training were likewise perceived as highly employable competencies. These skills correspond with expanding opportunities in the wellness industry, hospitality sector, food production, tourism, and entrepreneurship. Their versatility enables qualified PDL to pursue either wage employment or self-employment after release, thereby broadening their livelihood opportunities and enhancing their economic independence.

The overall findings indicate that the vocational programs currently implemented by the BJMP are aligned with the labor requirements of both government and private industries. Such alignment increases the likelihood that PDL who successfully complete these programs will secure gainful employment and sustain lawful means of livelihood upon reintegration into society.

Relationship Between Skill Proficiency and Labor Market Demand

To determine whether the competencies developed by PDL correspond with existing employment opportunities, the study employed Spearman Rank Correlation (ρ) to examine the relationship between vocational skill proficiency and labor market demand.

The statistical analysis revealed a significant positive relationship between the two variables ($\rho = 0.651$, $p < 0.001$). This finding indicates that higher levels of vocational competency are associated with greater labor market demand, suggesting that the technical skills acquired by PDL through BJMP livelihood programs meet the expectations of prospective employers and industry sectors.

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The computed correlation coefficient reflects a moderately strong positive association, implying that as PDL become more competent in their respective vocational fields, their employability correspondingly increases. This supports the premise that competency-based rehabilitation programs significantly enhance the employment potential of incarcerated individuals.

The statistical significance of the relationship led to the rejection of the null hypothesis, confirming that vocational competency is a significant predictor of labor market demand. Consequently, the findings provide empirical evidence supporting the feasibility of employing qualified PDL in selected Local Government Unit projects.

Discussion

The positive relationship between vocational competency and labor market demand highlights the effectiveness of correctional livelihood programs in preparing PDL for productive participation in the workforce. These findings affirm that rehabilitation initiatives should not only focus on skills acquisition but also ensure that training programs are continuously updated to reflect current labor market needs.

The results are consistent with the principles of Human Capital Theory, which emphasizes that investments in education, technical training, and workforce development increase productivity, employability, and economic opportunities. By equipping PDL with industry-relevant competencies, correctional institutions enhance their capacity to contribute meaningfully to society upon release.

The findings likewise support the objectives of the Technical Education and Skills Development Authority (TESDA) and the BJMP's Inmates' Welfare and Development Program (IWDP), both of which emphasize competency-based training as a means of preparing incarcerated individuals for reintegration into the labor force. When vocational education is linked to actual employment opportunities, rehabilitation becomes more sustainable and contributes to reduced recidivism.

From the perspective of local governance, the findings indicate that LGUs can benefit from a pool of trained and competent individuals capable of assisting in community development projects, infrastructure maintenance, environmental management, disaster response support, and other public service initiatives. This creates a mutually beneficial arrangement wherein LGUs address labor requirements while simultaneously supporting restorative justice and social reintegration.

Furthermore, the strong alignment between competency and labor market demand underscores the need for continued collaboration among BJMP, LGUs, TESDA, the Department of Labor and Employment (DOLE), private industries, and civil society organizations. Such partnerships can facilitate skills certification, apprenticeship opportunities, supervised work programs, and eventual employment placement for qualified PDL.

Overall, the findings demonstrate that vocational rehabilitation is not merely a correctional intervention but also a practical workforce development strategy. By ensuring that the competencies developed inside correctional facilities remain responsive to labor market demands, the government can maximize rehabilitation outcomes while promoting inclusive economic growth and public safety.

Implications for Policy and Practice

The findings suggest several important policy implications:

BJMP should continuously update its livelihood programs based on labor market trends to maintain the employability of PDL.

LGUs may consider establishing supervised work programs that utilize qualified PDL in appropriate community development and infrastructure projects, subject to existing laws and regulations.

TESDA and partner agencies should expand competency assessment and national certification opportunities for PDL to strengthen their employment credentials.

Multi-sectoral partnerships should be institutionalized to create sustainable employment pathways that support rehabilitation and reduce recidivism.

These implications reinforce the central premise of the study that aligning vocational rehabilitation with actual workforce demands enhances both the effectiveness of correctional programs and the long-term reintegration of Persons Deprived of Liberty.

Stakeholder Acceptance Toward Employing Persons Deprived of Liberty in Local Government Unit Projects

The successful implementation of any correctional employment program depends not only on the competencies of Persons Deprived of Liberty (PDL) but also on the willingness of stakeholders to support their participation in community-based initiatives. Accordingly, this study assessed the level of stakeholder acceptance regarding the employment of qualified PDL in Local

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Government Unit (LGU) projects. Specifically, stakeholder acceptance was measured in terms of attitudes toward rehabilitation, support for policy development, willingness to participate in reintegration efforts, and advocacy for inclusive employment opportunities.

The findings revealed that respondents expressed a high level of acceptance toward employing qualified PDL in selected LGU projects. Overall, stakeholders recognized that individuals who have successfully completed rehabilitation and vocational training possess the capability to contribute meaningfully to government programs and community development initiatives. This favorable perception reflects an increasing recognition that correctional rehabilitation extends beyond incarceration and should include opportunities for productive employment and social reintegration.

Among the dimensions evaluated, respondents strongly agreed that employment serves as an effective rehabilitation strategy because it enables PDL to develop responsibility, improve self-esteem, and acquire practical work experience. Stakeholders also supported initiatives that promote equal employment opportunities for rehabilitated PDL, provided that appropriate legal safeguards, institutional supervision, and security measures are established. Likewise, respondents expressed willingness to support government policies that encourage collaboration among BJMP, LGUs, TESDA, and other partner agencies in implementing structured employment programs.

The favorable ratings demonstrate that respondents generally perceive employment as an essential component of rehabilitation rather than merely an economic intervention. These findings indicate that community stakeholders increasingly acknowledge the value of restorative justice by emphasizing reintegration, accountability, and social inclusion.

Perceived Impact of Employing Persons Deprived of Liberty

The study likewise assessed stakeholders' perceptions regarding the potential impact of employing qualified PDL in Local Government Unit projects. The findings indicated that respondents strongly agreed that participation in structured employment programs produces positive outcomes in multiple aspects of rehabilitation.

The highest-rated perceived impacts included:

- Improvement of post-release employment opportunities;
- Reduction of recidivism;
- Enhancement of self-confidence and self-worth;
- Improvement of mental health and emotional well-being;
- Development of work discipline and responsibility; and
- Strengthening of community reintegration and social acceptance.

These findings suggest that employment is viewed not only as a means of generating income but also as an effective intervention for promoting personal transformation and long-term behavioral change. Meaningful work enables individuals to develop a sense of purpose, restore personal dignity, and strengthen positive social relationships that contribute to successful reintegration into society.

Respondents likewise recognized that structured employment opportunities reduce institutional idleness and encourage productive behavior among PDL. Participation in supervised government projects provides opportunities to apply acquired vocational competencies in real-world settings while reinforcing accountability, teamwork, and commitment to lawful employment.

Furthermore, stakeholders agreed that community-based employment programs could reduce the stigma commonly experienced by formerly incarcerated individuals. Visible participation in public service initiatives demonstrates rehabilitation and allows communities to recognize the positive contributions of qualified PDL, thereby fostering greater public trust and acceptance.

Relationship Between Stakeholder Acceptance and the Perceived Impact of Employing Persons Deprived of Liberty

To determine whether stakeholder acceptance influences the perceived effectiveness of PDL employment initiatives, the study utilized Spearman Rank Correlation.

The statistical analysis revealed a significant positive relationship between stakeholder acceptance and the perceived impact of employing Persons Deprived of Liberty in Local Government Unit projects ($R_s = 0.531$, $p < 0.01$). The computed correlation coefficient indicates a moderate positive relationship, suggesting that greater stakeholder acceptance corresponds to stronger perceptions regarding the benefits of employment-based rehabilitation.

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The findings imply that public support plays a significant role in determining the success of correctional employment initiatives. As stakeholders become more accepting of rehabilitation-oriented employment programs, they are likewise more likely to recognize their positive effects on rehabilitation outcomes, public safety, and community development.

The statistical significance of the correlation resulted in the rejection of the null hypothesis, confirming that stakeholder acceptance is significantly associated with the perceived effectiveness of employing qualified PDL in LGU projects.

Discussion

The findings underscore the critical role of stakeholder participation in advancing correctional rehabilitation. Rehabilitation programs cannot succeed solely through institutional interventions; rather, they require active collaboration among government agencies, local communities, employers, civil society organizations, and policymakers.

The high level of stakeholder acceptance observed in this study demonstrates a growing appreciation for restorative justice principles, which emphasize rehabilitation, accountability, and reintegration instead of purely punitive approaches. When communities recognize the value of providing second chances to rehabilitated individuals, opportunities for employment, social inclusion, and community participation become more accessible.

The significant relationship between stakeholder acceptance and perceived program effectiveness further highlights the importance of strengthening public awareness campaigns that educate communities about the objectives and benefits of correctional rehabilitation. Public misconceptions and social stigma remain among the most significant barriers to successful reintegration. Addressing these concerns through education and community engagement can foster a more supportive environment for rehabilitation initiatives.

The findings are likewise consistent with Restorative Justice Theory, which emphasizes repairing harm through accountability, reconciliation, and constructive participation in community life. Employment provides rehabilitated PDL with opportunities to demonstrate personal responsibility while simultaneously contributing to public welfare through productive work.

Similarly, Social Reintegration Theory suggests that successful reintegration depends on the availability of legitimate opportunities that enable formerly incarcerated individuals to resume socially acceptable roles. Employment functions as one of the most effective mechanisms for facilitating this transition by promoting financial independence, reducing social isolation, and strengthening community belonging.

From a policy perspective, these findings support the establishment of formal partnerships among the Bureau of Jail Management and Penology (BJMP), Local Government Units, TESDA, the Department of Labor and Employment (DOLE), the Department of Social Welfare and Development (DSWD), and private sector organizations. Such partnerships can provide structured employment pathways, competency certification, post-release placement services, and continuing psychosocial support for qualified PDL.

Implications for Correctional Rehabilitation

The findings have several important implications for correctional policy and practice:

Rehabilitation programs should integrate vocational training with supervised employment opportunities to maximize reintegration outcomes.

LGUs should consider developing pilot employment initiatives that allow qualified PDL to participate in selected community development projects under appropriate legal and security safeguards.

Community education and advocacy programs should be strengthened to reduce stigma and increase public confidence in correctional rehabilitation initiatives.

Multi-sectoral collaboration among government agencies, educational institutions, employers, and civil society organizations should be institutionalized to ensure sustainable employment opportunities for rehabilitated PDL.

Continuous monitoring and evaluation should be implemented to assess the long-term effectiveness of employment-based rehabilitation programs in reducing recidivism and promoting successful reintegration.

Overall, the findings demonstrate that stakeholder support significantly enhances the feasibility of employing qualified Persons Deprived of Liberty in Local Government Unit projects. The positive perceptions expressed by respondents reinforce the study's central argument that employment can serve as a transformative rehabilitation strategy benefiting not only PDL but also government institutions, local communities, and society as a whole.

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Integrated Discussion of the Major Findings

The primary objective of this study was to determine the feasibility of employing qualified Persons Deprived of Liberty (PDL) in selected Local Government Unit (LGU) projects by examining the relationships among vocational competency, labor market demand, stakeholder acceptance, and the perceived impact of employment on rehabilitation and reintegration. The findings collectively demonstrate that employment-based rehabilitation is both a practical and socially beneficial strategy that aligns with the rehabilitative mandate of the Bureau of Jail Management and Penology (BJMP).

The first major finding established that PDL who completed the BJMP livelihood programs exhibited an overall proficient level of vocational competency in Therapeutic Massage, Baking, Barista Training, Masonry, and Tile Setting. These findings indicate that the technical-vocational education programs implemented within correctional facilities have effectively equipped participants with practical and industry-relevant competencies. The proficiency demonstrated by the respondents reflects the effectiveness of competency-based training in preparing incarcerated individuals for productive employment and successful reintegration into society.

The second major finding revealed that these competencies correspond with current labor market demands, particularly in construction-related occupations where Masonry and Tile Setting were identified as the most highly demanded skills. Likewise, the hospitality, food service, and wellness industries continue to provide employment opportunities for individuals possessing competencies in Baking, Barista Training, and Therapeutic Massage. These findings suggest that the livelihood programs of the BJMP remain responsive to industry requirements and contribute directly to workforce development.

More importantly, the study established a statistically significant positive relationship ($p = 0.651$, $p < 0.001$) between vocational competency and labor market demand. This result confirms that the competencies developed through correctional rehabilitation are aligned with employment opportunities available within the labor market. Consequently, the employability of qualified PDL increases as their technical competency improves, strengthening the practical feasibility of integrating them into government and community-based projects.

The third major finding demonstrated a high level of stakeholder acceptance toward employing qualified PDL in Local Government Unit projects. Respondents recognized that rehabilitation extends beyond confinement and should include opportunities for productive employment, community participation, and social reintegration. Stakeholders likewise expressed support for collaborative programs involving BJMP, LGUs, TESDA, and other government agencies that promote lawful employment while ensuring public safety through appropriate supervision and institutional safeguards.

Furthermore, the study revealed that respondents strongly perceived employment as a powerful rehabilitation intervention capable of improving employability, reducing recidivism, strengthening mental health, restoring self-confidence, and facilitating successful reintegration into society. The significant positive relationship ($R_s = 0.531$, $p < 0.01$) between stakeholder acceptance and perceived program impact further emphasizes that community support is a critical factor in the successful implementation of correctional employment initiatives.

Collectively, these findings indicate that the successful implementation of PDL employment programs depends upon the interaction of four essential elements:

- Development of market-driven vocational competencies;
- Alignment of acquired skills with labor market requirements;
- Active support from government agencies and community stakeholders; and
- Institutional policies that safeguard both rehabilitation objectives and public welfare.

The convergence of these four factors provides strong empirical evidence supporting the operational feasibility of employing qualified PDL in selected Local Government Unit projects.

Proposed Framework for the Employment of Qualified Persons Deprived of Liberty in Local Government Unit Projects

Based on the findings of the study, the researcher proposes the PDL Employment and Community Reintegration Framework (PECRF) as a strategic model for implementing employment opportunities for qualified Persons Deprived of Liberty through collaborative partnerships among government agencies and community stakeholders.

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Phase 1: Competency Development

The first phase emphasizes the continuous enhancement of vocational competencies through competency-based education and training. The BJMP, in partnership with TESDA and accredited training institutions, should continue strengthening livelihood programs that respond to emerging labor market demands.

Key interventions include:

- Technical-vocational education;
- National competency certification;
- Entrepreneurship development;
- Values formation;
- Life skills education; and
- Employability preparation.

Phase 2: Skills Validation and Assessment

Prior to deployment, qualified PDL should undergo competency assessment and certification to ensure that their skills satisfy national industry standards.

This phase includes:

- TESDA competency assessment;
- Practical skills evaluation;
- Character assessment;
- Behavioral evaluation;
- Security risk assessment; and
- Physical fitness evaluation.

Only qualified PDL who satisfy institutional and legal requirements should proceed to employment placement.

Phase 3: Multi-Agency Partnership

Successful implementation requires strong collaboration among various government agencies and partner organizations.

The framework identifies the following primary stakeholders:

- Bureau of Jail Management and Penology (BJMP);
- Local Government Units (LGUs);
- Technical Education and Skills Development Authority (TESDA);
- Department of Labor and Employment (DOLE);
- Department of Social Welfare and Development (DSWD);
- Department of the Interior and Local Government (DILG);
- Civil Society Organizations (CSOs);
- Private sector employers;
- Academic institutions; and
- Community organizations.

Each agency contributes specialized resources, technical expertise, employment opportunities, monitoring mechanisms, and reintegration services.

Phase 4: Supervised Employment

Qualified PDL may participate in selected Local Government Unit projects under carefully supervised conditions.

Potential employment areas include:

- Infrastructure maintenance;
- Public facility rehabilitation;
- Landscaping and environmental management;
- Community beautification;
- Disaster preparedness support;
- Livelihood production centers;

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Food production initiatives;

Public service support activities; and

Community-based livelihood enterprises.

Participation shall remain voluntary and subject to existing laws, institutional regulations, security protocols, and ethical standards.

Phase 5: Reintegration and Aftercare

Rehabilitation should continue beyond employment through comprehensive reintegration services designed to sustain long-term behavioral change.

Recommended aftercare interventions include:

Employment placement assistance;

Continuing livelihood support;

Financial literacy programs;

Entrepreneurship mentoring;

Family reunification programs;

Counseling services;

Mental health support;

Community mentoring; and

Periodic monitoring of post-release employment outcomes.

These interventions aim to ensure that the benefits of correctional rehabilitation continue after release and reduce the likelihood of reoffending.

Policy Implications

The findings provide important implications for correctional administration and local governance.

First, the Bureau of Jail Management and Penology may strengthen its rehabilitation programs by aligning vocational education with labor market requirements and expanding competency certification initiatives.

Second, Local Government Units may establish structured employment programs that utilize qualified PDL in appropriate public projects while ensuring compliance with existing legal and security requirements.

Third, policymakers may consider developing national guidelines governing supervised correctional employment, including eligibility criteria, compensation, occupational safety standards, security protocols, and mechanisms for protecting the rights and welfare of participating PDL.

Fourth, government agencies should institutionalize multi-sectoral partnerships that integrate vocational training, employment placement, psychosocial support, and post-release reintegration into a unified rehabilitation system.

Finally, continuous monitoring and evaluation should be conducted to assess the long-term effectiveness of employment-based rehabilitation programs in improving employment outcomes, strengthening community reintegration, and reducing recidivism.

Synthesis

The overall findings of the study provide compelling evidence that employing qualified Persons Deprived of Liberty in selected Local Government Unit projects is operationally feasible, socially acceptable, and consistent with the rehabilitative objectives of the Philippine correctional system. The significant relationships among vocational competency, labor market demand, stakeholder acceptance, and perceived rehabilitation outcomes demonstrate that employment can serve as a transformative intervention that benefits both the individual and society.

Rather than viewing incarceration solely as a period of confinement, the findings support a correctional philosophy that emphasizes human development, restorative justice, and productive citizenship. By investing in competency-based rehabilitation and creating structured employment pathways, the government can transform correctional institutions into centers of opportunity that promote public safety, reduce recidivism, strengthen local development, and restore the dignity of Persons Deprived of Liberty.

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IV. SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

Summary of Findings

This study assessed the feasibility of employing qualified Persons Deprived of Liberty (PDL) in selected Local Government Unit (LGU) projects by examining four major variables: vocational competency, labor market demand, stakeholder acceptance, and the perceived impact of employment on rehabilitation and reintegration. A descriptive-correlational research design was employed to determine the relationships among these variables and to evaluate the practicality of implementing employment-based rehabilitation programs.

Based on the statistical analyses, the following major findings were obtained:

1. Vocational Skill Proficiency of Persons Deprived of Liberty

The findings revealed that Persons Deprived of Liberty who participated in the Bureau of Jail Management and Penology (BJMP) livelihood programs demonstrated an overall Proficient level of competency in the five identified vocational areas:

Therapeutic Massage

Baking

Barista Training

Masonry

Tile Setting

Among these competencies, Masonry obtained the highest proficiency rating, followed by Tile Setting, indicating the effectiveness of construction-related vocational training. The findings demonstrate that the existing livelihood programs successfully develop practical competencies that prepare PDL for productive employment and self-reliance.

2. Labor Market Demand for Vocational Competencies

The study found that the vocational competencies acquired by PDL were generally assessed as "In Demand" to "Highly in Demand" within the current labor market.

Construction-related occupations, particularly Masonry and Tile Setting, were identified as having the greatest employment opportunities because of continuing infrastructure development and public works projects. Likewise, Therapeutic Massage, Baking, and Barista Training remained relevant because of sustained demand within the hospitality, wellness, tourism, and food service industries.

These findings indicate that BJMP livelihood programs are aligned with current workforce requirements and possess practical value for future employment.

3. Relationship Between Vocational Competency and Labor Market Demand

The Spearman Rank Correlation analysis revealed a significant positive relationship ($\rho = 0.651$, $p < 0.001$) between vocational competency and labor market demand.

This finding indicates that higher levels of technical competency correspond with greater employment opportunities, demonstrating that the competencies acquired by PDL meet current industry requirements. Consequently, the null hypothesis was rejected.

4. Stakeholder Acceptance Toward Employing Persons Deprived of Liberty

Respondents expressed a high level of acceptance toward employing qualified Persons Deprived of Liberty in selected Local Government Unit projects.

Stakeholders strongly supported rehabilitation through employment and recognized that properly trained and supervised PDL can contribute positively to government projects and community development initiatives. Respondents likewise expressed support for policies promoting inclusive employment, rehabilitation, and social reintegration.

5. Perceived Impact of Employing Persons Deprived of Liberty

The respondents strongly agreed that employment would significantly contribute to:

Improved employability;

Reduced recidivism;

Enhanced mental health and emotional well-being;

Increased self-confidence and personal responsibility;

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Stronger family relationships;

Better community reintegration; and

Greater public safety through successful rehabilitation.

These findings reinforce the important role of employment as a rehabilitation strategy rather than merely an economic intervention.

6. Relationship Between Stakeholder Acceptance and Perceived Impact

The study established a significant positive relationship ($R_s = 0.531$, $p < 0.01$) between stakeholder acceptance and the perceived impact of employing Persons Deprived of Liberty.

This finding demonstrates that greater stakeholder support is associated with stronger confidence in the effectiveness of employment-based rehabilitation programs.

7. Overall Feasibility of Employing Persons Deprived of Liberty

Collectively, the findings demonstrate that employing qualified Persons Deprived of Liberty in selected Local Government Unit projects is operationally feasible, provided that implementation is supported by:

Competency-based vocational training;

Appropriate legal and institutional safeguards;

Effective supervision and monitoring;

Multi-sectoral collaboration;

Community participation; and

Sustainable rehabilitation and reintegration programs.

CONCLUSIONS

Based on the foregoing findings, the following conclusions were drawn:

The vocational livelihood programs implemented by the Bureau of Jail Management and Penology effectively develop industry-relevant competencies among Persons Deprived of Liberty, thereby enhancing their employability and readiness for community reintegration.

The vocational skills acquired by PDL correspond with current labor market requirements, particularly in construction, hospitality, food production, and wellness industries, making these competencies suitable for employment opportunities within Local Government Unit projects.

The significant positive relationship between vocational competency and labor market demand confirms that competency-based rehabilitation contributes directly to employment potential and workforce readiness.

Stakeholders demonstrate strong support for rehabilitation through employment, recognizing that qualified and properly supervised Persons Deprived of Liberty can contribute meaningfully to government development programs.

Employment serves as a transformative rehabilitation strategy that promotes dignity, responsibility, self-confidence, emotional well-being, and successful reintegration while reducing the likelihood of recidivism.

The significant relationship between stakeholder acceptance and perceived rehabilitation outcomes emphasizes the importance of community participation, public awareness, and inter-agency collaboration in ensuring the success of employment-based rehabilitation initiatives.

Overall, the study concludes that employing qualified Persons Deprived of Liberty in selected Local Government Unit projects is feasible and consistent with the rehabilitative objectives of the Philippine correctional system, provided that implementation is guided by appropriate legal frameworks, institutional safeguards, and comprehensive monitoring mechanisms.

RECOMMENDATIONS

In light of the findings and conclusions of the study, the following recommendations are proposed:

For the Bureau of Jail Management and Penology (BJMP)

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Continue strengthening competency-based vocational and livelihood programs by regularly updating training curricula according to labor market demands.

Expand partnerships with TESDA and accredited training institutions to increase opportunities for national competency certification among qualified Persons Deprived of Liberty.

Develop comprehensive employment preparation programs that integrate technical skills, values formation, financial literacy, entrepreneurship, and life skills education.

For Local Government Units (LGUs)

Establish pilot employment initiatives that allow qualified Persons Deprived of Liberty to participate in selected community development and infrastructure projects under appropriate supervision and legal safeguards.

Develop local ordinances and employment policies supporting rehabilitation through structured government work opportunities while ensuring public safety and accountability.

For National Government Agencies

Strengthen inter-agency collaboration among the BJMP, DILG, DOLE, DSWD, TESDA, CHED, and other partner institutions to create sustainable employment pathways for rehabilitated Persons Deprived of Liberty.

Formulate national guidelines governing supervised employment programs, including eligibility standards, occupational safety requirements, compensation mechanisms, security protocols, and monitoring procedures.

For Community Stakeholders and the Private Sector

Conduct advocacy and public awareness campaigns that promote restorative justice, reduce stigma against formerly incarcerated individuals, and encourage inclusive employment practices.

Encourage private sector organizations to collaborate with government agencies in providing apprenticeship opportunities, livelihood assistance, and post-release employment.

For Future Researchers

Conduct longitudinal studies examining the long-term effects of employment-based rehabilitation on recidivism, employment stability, community reintegration, and quality of life among formerly incarcerated individuals.

Replicate similar studies in other correctional institutions throughout the Philippines to validate the findings and strengthen the evidence base for policy formulation.

Explore additional variables such as employer perceptions, organizational readiness, legal implementation challenges, and cost-benefit analyses of correctional employment programs.

Final Statement

The findings of this study affirm that rehabilitation extends beyond confinement and must include meaningful opportunities that restore dignity, promote self-reliance, and facilitate successful reintegration into society. By aligning vocational competency with labor market demand and fostering collaboration among the BJMP, Local Government Units, TESDA, government agencies, private organizations, and communities, employment-based rehabilitation can become a sustainable mechanism for reducing recidivism, strengthening public safety, and advancing restorative justice.

The proposed framework offers a practical model for transforming correctional institutions into centers of human development where Persons Deprived of Liberty are prepared not only for release but also for productive and responsible citizenship. Its implementation has the potential to benefit the correctional system, local governments, employers, communities, and the PDL themselves by creating pathways toward lawful employment, social inclusion, and long-term rehabilitation.

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