

PGS

REDEFINING THE PHILIPPINE NATIONAL POLICE

To Better Serve and Protect the Community with emphasis
in Crime Solution and the Arrest of More Criminals

By enhancing the **Competence** of each and every Policeman,
redefining and reforming the **Organization**, instilling **Discipline**,
realizing Excellence and instituting **Professionalism**
at all levels of the organization



PNP STRATEGIC FOCUS

"CODE-P: 2013 and Beyond,"

towards the realization of the PNP

P.A.T.R.O.L. Plan-2030

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The **PNP STRATEGIC FOCUS** termed as **"CODE-P: 2013 and Beyond,"** towards the realization of the **PNP P.A.T.R.O.L. Plan 2030**, clearly defines the PNP's direction - where we are now, what resources we have, where we want to go and how we will face the challenges ahead. It takes off from the success realized at the National Capital Region Police Office (NCRPO) where service to the people, the community and the police organization above self was methodically implemented and greatly experienced. Results of previous visits and briefing conducted from the various PNP Directorial Staff and National Support Units also contributed to the development of this Strategic Focus. This PNP Strategic Focus shall serve as a guide to get the job done, including the simplification of the systems and processes and removing of unnecessary functions inside the organization. In furtherance of this Strategic Focus, redefining the fundamental role of a policeman shall be set forth - focusing on its performance in attaining higher crime solution and by arresting more criminals.

The successes attained by the NCRPO were made substantially possible by redefining the goals of the organization and the fundamental role of every policeman in the attainment of said goals. The NCRPO leadership painstakingly analyzed its operational functions, identified its weaknesses, and integrated systems and processes that hamper its performance. Its goals were clearly defined - **"TO BETTER SERVE AND PROTECT THE COMMUNITY."** As such, the NCRPO had to reach out to the rank and file to solicit the commitment necessary to do a better job or simply knowing his/her job well in attaining the set goals. Before that, it redefined the role of the policeman according to the most popular perception of the majority of the people or citizens; i.e. a policeman who solves crimes and catches criminals and put them behind bars.

Research and studies (UNDP, Pulse Asia, ACRES, ISA, SWS, etc) were even conducted on the way the people and the community view the quality of police service they expect on a 24/7 basis; on how the police contributes for a better quality of life to live, work and do business in the country; on the way the police deliver results through its anti-crime strategies to enhance crime solution efficiency and improve crime convictions in courts. All of these studies provide the basis for a better perception of the policeman as a professional public servant.

Having clarified the goals of the NCRPO and the roles of its policemen, the concept of **"My IP (Individual Performance) is the Key"** was born. **"My IP is the Key"** is both an internal campaign and a system that aimed to extract the best from the policeman on a 24/7 basis. It instilled in the policeman a pride in his/her craftsmanship. The concept and system also called for every policeman to know by heart his job and the activities he/she is required to undertake and achieve his/her target. The system thus has a built in challenge for one to excel and contribute better to the organization's success. On the other hand, the system also reflected the complacency of those who were merely contented with what they had achieved.

Having created and put into place the internal system of **"My IP is the Key,"** it was then necessary to implement a strategy that would bring the community and the NCRPO together as partners in crime fighting. We always believed that our success in fighting crime can only go as far as the extent of cooperation that the public will accord us giving importance to: **Service to the Community, Service to the People, and Service to the Organization.**



With this in mind, we launched the "*Subukan N'yo Po Kami*" campaign as a way of drawing active support from the people. This campaign platform is a 24/7 short messaging system (SMS) action and complaint center that served as the main facility of the NCRPO to receive notification from the public and for NCRPO to provide immediate police response and assistance. The campaign is a manifestation of NCRPO's strong commitment to serve the public. It also served as a stern warning to criminals and would-be criminals to stop their nefarious activities or face the consequences of intensified police actions and interventions.

The 60% increase of crime incidents in Metro Manila is a result of the NCRPO's noble intention to reflect the true crime situation coupled with the active reporting of the community. In the eyes of an ordinary citizen, it meant that more police actions are needed to solve crimes and arrest more criminals. However, in our points of view, the increased crime rate depicted the true crime situation and served as a strategic management tool to guide our police commanders in the proper deployment of personnel and utilization of resources. Hence, it clearly defined the **PNP's Serbisyon Makatotohanan** to better serve and protect the community.

Believing that the job demands excellence and professionalism in thought, planning and execution, hence, there is a need to conduct series of training and refresher courses for the PNP personnel to enhance their skills and competence.

Premised on the NCRPO's success stories and result of the series of conferences and consultation with the different Directorial Staff and National Support Units, this PNP Strategic Focus will be fully implemented from the National Headquarters down to the lowest police stations.

The PNP has developed this Strategic Focus in order to effectively meet its goals of better serving and protecting the public. To implement this PNP Strategic Focus, the following main objectives shall be accomplished:

- To enhance the knowledge, skills, and attitude (KSAs) of policemen through constant quality training and education to achieve the desired **Competence** levels;
- To institute **Organizational Development** in the execution of the PNP Program Thrust;
- To instill **Discipline** and inspire unwavering commitment in the execution of its mandated core functions without fear or favor;
- To ensure **Excellence** in the performance of mandated tasks through the optimum use of resources; and
- To cultivate personal commitment for **Professional** policing services.

When everything is in place, this will bring into fore a new breed of policemen and organization – professionals that share one vision and one common goal; professionals that are resolutely bonded on the core values and principles of the organization. In short, the community shall experience excellent police performance from the new breed of police heroes travelling the right path- the "*Matuwid na Daan*." This will be a path of righteousness and a showcase of dedicated police service reflecting the **PNP's Serbisyon Makatotohanan**.



ALAN LA MADRID PURISIMA
Police Deputy Director General



This Strategic Focus was developed with the PNP's core mandate provided for under the law and its Mission and Vision Statement as a guiding document, as follows:

MANDATE

Republic Act 6975, as amended by RA 9551, and further amended by RA 9708.

MISSION

Enforce the law, prevent and control crimes, maintain peace and order, and ensure public safety and internal security with the active support of the community.

As we strive to accomplish our mission, we are further mandated to:

FUNCTIONS

- Enforce all laws and ordinances relative to the protection of lives and properties;
- Maintain peace and order and take all necessary steps to ensure public safety;
- Investigate and prevent crimes, effect the arrest of criminal offenders, bring offenders to justice and assist in their prosecution;
- Exercise the general powers to make arrest, search and seizure in accordance with the Constitution and pertinent laws;
- Detain an arrested person for a period not beyond what is prescribed by law, informing the person so detained of all his rights under the Constitution;
- Issue licenses for the possession of firearms and explosives in accordance with law;
- Supervise and control the training and operations of security agencies and issue licenses to operate security agencies, and to security guards and private detectives, for the practice of their professions; and
- Perform such other duties and exercise all other functions as may be provided by law.

PHILOSOPHY

Service, Honor and Justice

CORE VALUES

MakaDiyos
Makabayan
Makatao at
Makakalikasan

This Strategic Focus will serve as a guide for the men and women of the Philippine National Police in its effort to realize a common vision.

VISION

"Imploring the aid of the Almighty, by 2030, we shall be a highly capable, effective and credible police service working in partnership with a responsive community towards the attainment of a safer place to live, work, and do business."



**Redefining the Philippine National Police
To Better Serve and Protect the Community with emphasis in Crime Solution
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THE "CODE-P"

STRATEGIC FOCUS 1: COMPETENCE

The most important component of the PNP is human resource. Hence, upgrading and enhancing the competence (Knowledge, Skills and Attitude) of the police from basic to mandatory and specialized courses shall be a continuous process before they pursue their own field of expertise.

To improve crime solution efficiency, policemen are mandated to solve more crimes, arrest more criminals and ensure a higher conviction rate. There is a need to enhance the current training of police personnel to be more effective and efficient in performing their core function, that is, protecting lives and properties. This includes policy reform in training, particularly of the Field Training Program with emphasis on Field Training Exercise. There will also be emphasis in enhancing the investigative skills of current investigators and detectives in the organization.

Objective 1:

Intensify Policy Reform. The PNP shall strengthen its active role in the human resource development in terms of training and education with the active support of LGUs and other stakeholders vis-à-vis development of appropriate curricula while integrating internal policies and guidelines.

Objective 2:

Review and pursue legislative agenda. The transfer of the supervision of police training and education from PPSC to PNP shall be the focus of our efforts in amending the existing PNP laws, through Congress.

Objective 3:

Improve the Field Training Program (FTP) with emphasis on Field Training Exercise (Patrol, Traffic and First Responder). As part of strengthening and professionalizing the FTP and since the recruitment of the PNP is a continuing activity, the possible establishment of the Field Training Officers (FTOs) School shall be developed which will eventually produce quality FTOs to train and mold quality PO1s.



Objective 4:

Standardize Specialized Courses for Operational Support Staff/Units/Teams. The enhancement of specialized courses shall be put forward to further improve the efficiency and skills of PNP personnel assigned in SWAT, SCOUTS, PSBs, SAF, SARs, WCPDs, EODs, CSFRs, among others, as frontline officers of the PNP. There will also be a strict implementation of the Firearm Proficiency Test for all PNP Officers. A Standard Training Package (STP) shall also be developed to ensure that training conducted at the National Headquarters is the same as the training conducted in each and every Police Regional Office.

Objective 5:

Improvement of existing NUP courses and development of competency courses for NUPs. Since the Non-Uniformed Personnel (NUPs) are essential components of the organization, there is a need for the development of ladderized courses to professionalize and equip them with the necessary management tools and knowledge. This will further improve agency performance and empower the NUPs in the delivery of basic administrative services.

Objective 6:

Enhance operational procedures and practices. There is a need to conduct inventory, review, determine relevance and revise existing MCs, SOPs, POPs and practices, Manuals and other issuances particularly on investigation, operation and PCR related activities. To further enhance the training regarding police operational procedures, all best practices shall be documented and institutionalized to be adopted in all police operations.

STRATEGIC FOCUS 2: ORGANIZATIONAL DEVELOPMENT

The basic focus to achieve organizational development is by looking at the current structure of the organization and its basic mandate. To further enhance the PNP's capability to solve more crimes and arrest more criminals, there is a need to create an organizational set-up that has the most efficient management team and staff to support its program thrust. The current structure of the PNP shows an intricate web of multiple tasks and functions (i.e. creation of DIPOs, Task Forces and Offices) which have resulted in the duplication of tasks of existing offices. Hence, identifying and eliminating unnecessary offices and task forces, beginning at the National Headquarters, shall be implemented.

The organization shall be principally guided by its mandate of solving more crimes and arrest more criminals. With this in mind, more human resources shall be utilized on the streets. The NUPs shall take over the basic administrative functions thereby allowing the employment and deployment of more uniformed personnel in the field.

This major adjustment includes eliminating unnecessary systems and functions; streamlining of processes into a well understood manner; and realignment of systems and structures. From a culture of military-type policing, a more defined departmental role of solving crimes shall be applied. In this way, the roles and responsibilities of each personnel are simplified and understood.

Objective 1:

Streamline the Organization. Realigning and streamlining of units and offices is a major move in intensifying efforts to achieve a more efficient, more capable and more effective police service. Specific tasks of each personnel and processes shall be redefined and streamlined. To realize these, the following shall be the three (3) key functional departments:



First, the **Administration Department**: This shall focus on addressing the needs of PNP units and personnel. It shall also manage the human, logistics and financial resources. It shall also address the problems that hamper the organization's performance (i.e. ICT assisted system in all its transactions);

Second, the **Operations Department**: This shall focus on the anti-criminality strategies, and enhance the intelligence and to improve crime solution efficiency and strengthen target hardening measures to prevent commission of crime; and

Third, the **Investigation Department**: This shall focus on solving more crime and arresting more criminals. In this way, more convictions in court shall be accomplished. Since crime is a human aberration that cannot be totally prevented, it is important for policemen to do their jobs well in partnership with the community.

Other offices such as Finance, Logistics and other units shall be realigned to the three (3) key functional departments for a more simplified and efficient management system thereby promoting communication, cooperation, unity, transparency and accountability.

Objective 2:

Implement the concept of "My IP is the Key", at all levels nationwide. With the current setting, aligning individual performance to strategic goals and turning strategy into action should be in place. Simply put, knowing the job and doing it well with passion each day, shall be the primary concern of each PNP personnel.

The **"Individual Performance"** of every policeman shall serve as the **"key"** in:
... unlocking one's potentials as an individual;
... successfully accomplishing the goals and objectives of the organization; and
... earning genuine respect from the community.

Each PNP personnel shall have an Individual Performance Card (IP Card) stating his/her individual tasks, from the moment he assumes his duty up to the time he retires from daily work. The work behavior of each personnel is the most important factor of organizational performance. Hence, standard work ethics and norms shall be set for maximum efficiency.

It is important to put in place a monitoring system that will reflect the individual accomplishments of tasks and targets on a daily basis.

Objective 3:

Standardize recruitment, selection and placement of police personnel. With the old adage, "putting the right person at the right job," enhancing the organization's effectiveness depends heavily on its capability to draw quality human resources. Hence, a stringent implementation of recruitment and selection shall be enforced. Hiring and selection of quality police recruits and fielding of well-trained police personnel, competent supervisors and professional non-uniformed personnel should be given equal importance. The assignment of personnel on a geographical basis should be considered for a more efficient and effective police service.

Objective 4:

Instill leadership down to the lowest level to communicate and implement change. In today's modern policing, the organization needs effective leaders who can positively motivate personnel to perform their individual tasks that contribute to the accomplishment of the organization's goals and objectives. All heads of offices shall synchronize efforts to communicate organizational reforms to the lowest level.



Objective 5:

Complement or support organizational development through efficient resource management. To ensure efficiency in the utilization of resources, the application of activity-based budgeting shall be implemented for all programmed activities. For unprogrammed activities, the support of the LGUs and other stakeholders shall be obtained. The PNP provident fund shall be managed efficiently.

All heads of offices shall ensure transparency and accountability in managing their resources.

STRATEGIC FOCUS 3: DISCIPLINE

Discipline for this purpose shall mean commitment to duty, law and order. Guided by the old principle of doing the right things for the right reasons at the right time, internal discipline shall be strictly instilled and practiced at all levels. All PNP personnel must have unwavering commitment in the execution of their mandated core functions, without fear or favor.

Objective 1:

Establish mechanism to determine the level of discipline of PNP personnel. To determine and measure the level of discipline of PNP personnel, a National Assessment Survey on public perception of the PNP's performance in enforcing discipline, law and order shall be periodically conducted alongside the conduct of an honest to goodness review and implementation of the PER system.

Objective 2:

Institutionalize reforms and mechanism to fast track the resolution of admin cases against PNP personnel. The PNP Internal Affairs Service (IAS) shall be empowered to aggressively identify and prosecute corrupt, abusive and erring police personnel to facilitate the immediate resolution of cases. Streamlining of processes through an ICT-assisted system, such as digital archiving among others, shall be developed.

Objective 3:

Enhance Counter-Intelligence efforts against erring PNP personnel. The counter-intelligence efforts in all units and offices shall be strengthened, to ensure that all PNP personnel who are involved or engaged in any illegal activities are identified, sanctioned and severely punished.

STRATEGIC FOCUS 4: EXCELLENCE

To achieve excellence in policing, a paradigm shift, from the traditional to a more scientific and ICT-assisted investigation of crimes and police operations, shall be adopted. With the successful implementation of the "*Subukan N'yo Po Kami*" SMS text facility in NCRPO, other PROs shall develop the same SMS campaign platform which shall bring the police closer to their respective communities.

Trends in policing services today are far different from the past. Criminals have become more sophisticated and organized with the use of advanced technology and even to the extent of using the PNP uniforms and paraphernalia.

Objective 1:

Integrate the 'Subukan N'yo Po Kami' SMS Center with the PNP TXT 2920. The existing PNP TXT 2920 and the "Subukan N'yo Po Kami" SMS shall be integrated. It shall be the sole gateway of the PNP nationwide, to serve as a vehicle to receive reports and complaints from the public and to provide immediate police response and assistance requested through text messaging.



Objective 2:

Establish an effective feedback mechanism as the basis for evaluation and assessment on the performance of field units. To monitor and assess the performance of field units, there is a need to conduct Public Perception Survey (PPS) in partnership with the Peace and Order Councils (POCs).

Objective 3:

Fully implement the adopted ICT-assisted based system to support administrative functions, investigation and police operations. With the advancement of modern technology, the PNP is now implementing the e-projects (e-Blotter, e-Warrant, e-Rouges Gallery Systems). These e-projects are very effective management tools that provide accurate and timely data needed to conceptualize and implement a comprehensive anti-crime strategy. These e-projects shall later on be integrated into a central database with the proposed creation of the National Police Clearance System (NPCS).

On the other hand, the optimization of scientific and digital tools for investigation such as AFIS, IBIS, DNA, Facial Composite and Digital Cyber Forensic Laboratories shall be fully instituted in all PROs. This will ensure that results taken from "Hits-match" shall be of utmost importance for the solution of crimes and arrest of criminals.

Objective 4:

Redesign the PNP uniforms and institute safeguards against unauthorized manufacture and use. The PNP must review and design distinct and appropriate uniforms and accoutrements for its personnel in line with LOI Tamang Bihis. The PNP uniform and accoutrements must be registered with the IPOPHIL for intellectual property rights to prevent illegal use. To further safeguard the uniform, the PNP must review and regulate all accredited suppliers.

Objective 5:

Provide quality service to the people and the community. The PNP shall provide quality service to the people to uplift its public image. Quality Service Lanes (QSLs) should be enhanced by seeking International Standard Operation (ISO) certification for its frontline services. The PNP shall establish Standard Police Stations nationwide.

STRATEGIC FOCUS 5: PROFESSIONALISM

To cultivate personal commitment for effective policing services, **the Police Officer must be professional - competent, disciplined, and an excellent public servant.** As such, he/she must perform his/her tasks that will earn the admiration, respect and cooperation of the community. Hence, the PNP shall continue to educate its personnel to develop professionalism. The top management and Chiefs of Police must be able to orient and steer the organization towards a culture of excellence and professionalism.

Objective 1:

Standardize Placement and Promotion System based on merit and fitness, at all levels. The establishment of a more efficient and responsive promotion system for uniformed and non-uniformed personnel shall be in place to ensure that the most qualified PNP personnel are promoted based on merit and fitness. This includes the elimination of unnecessary titles or positions (e.g. Action PNCO/Action PCO or Admin PNCO instead, Patrol Officer 1, Beat Patrol Officer 1, Traffic Officer 1, etc.).



Objective 2:

Develop various levels of expert professionals in the organization. The development and adoption of Certification Program or eligibility list and core competencies for PNP Field Investigators and Detectives, IT Forensic/Cyber Examiners, among others shall be pursued to enhance and upgrade the level of competence and qualifications of PNP personnel. This will also ensure continuous development and improvement of specialized training courses in different fields of expertise.

Objective 3:

Rationalize Rewards and Incentives System and Enhance Morale and Welfare Program. Since human resource is the very core of the PNP, improvement on the morale and welfare of its personnel shall be of utmost importance. Deserving PNP personnel shall be given priority to housing programs, scholarship grants and schooling (local and international). The creation of the PNP Morale and Welfare Center shall serve as a one-stop-shop for all transactions to better serve the PNP personnel.

Objective 4:

Continuously review and update police operational procedures and other policy manuals. In order to enhance best practices and avoid further dysfunctions and lapses in administering policies and guidance, continuous review and update of police operational procedures and other policy manuals shall be periodically undertaken. New policies and guidelines shall be developed to cope with the changing times.

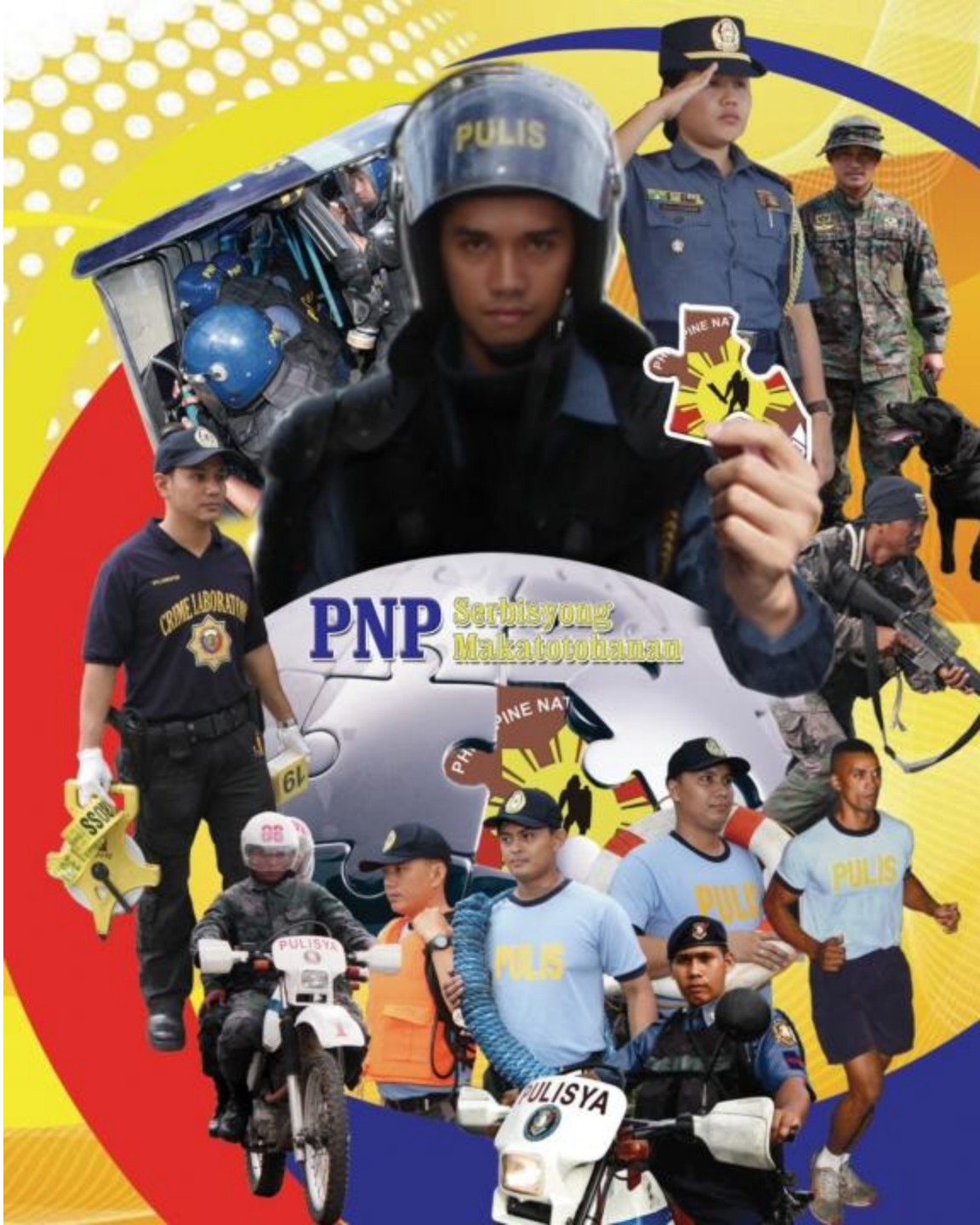
Objective 5:

Improve internal and external communications through proactive media program. The utilization of the tri-media and social networking sites in promoting police services closer to the community shall be prioritized to show the sincere commitment of the organization to better serve and protect the community.

COORDINATING INSTRUCTIONS:

1. This PNP STRATEGIC FOCUS "CODE-P: 2013 and Beyond," towards the realization of the PNP P.A.T.R.O.L. Plan 2030 will be supplemented by specific objectives, listing relevant programs/projects/activities (PPAs) and measures.
2. The Chief of the Directorial Staff shall take the lead in overseeing the implementation of this Strategic Focus and ensure its inclusion in the respective scorecards. He shall conduct audits to determine if the specific objectives are effectively communicated and met down to the lowest level.
3. All Heads of Offices shall adopt this PNP Strategic Focus and ensure that individual and unit performances contribute to the attainment of their respective operational targets and organizational objectives.
4. All offices shall submit Implementing Plans outlining the initiatives (PPAs) in their respective areas of concern.
5. A quarterly report on the execution of the PNP Strategic Focus shall be submitted by concerned Offices through the Office of TCDS prior to its submission to the Chief, Philippine National Police.
6. To ensure the successful implementation of this PNP Strategic Focus, appropriate resources shall be made available.
7. All Unit Commanders shall be responsible for the successful implementation of this PNP Strategic Focus in their respective areas.





PNP Serbisyo ng Makatotohanan