Publisher's Note:

This PNP Fundamental Doctrine contains the use of masculine pronouns and terms which refers to both male and female. The generic uses of these words in this publication are not intended to disregard social equality or promote gender biases.

The information contained in this doctrine shall be communicated either directly or indirectly to the internal public for their information and adherence.
ACKNOWLEDGMENT

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As the Director who had overseen the manual's completion, I am proud to note the efforts and achievements made by our research team, headed by PCSUPT LYNDEL A. DESQUITADO, Deputy Director and PCSUPT MANUEL CESAR A. PRIETO, Executive Officer, together with the Division Chiefs, PSSUPT JEROME S. BAXINELA, PSSUPT RANULFO I. DEMIAR, and PSSUPT AGUSTIN E. SENOT. The HRDD Manual aims to provide the underlying principles for the Human Resource and Doctrine Development Programs of the PNP. It does not aim to supersede nor replace any official HRDD program currently being used, although it may be cited as a certified and authorized publication of the DHRDD as needed. Generally, it should be seen as a handy and highly informative reference material and guidebook for all HRDD practitioners of the PNP for all HRDD-related functions.

Finally, all the documented materials, figures, illustrations, and exercises found in this Manual were the product of careful research and were reproduced with permission from the original authors in accordance with copyright regulations. Any request to reproduce or cite material from this Manual should be formally coursed through the Office of the Director, Directorate for Human Resource and Doctrine Development.

ALEX PAUL INTO MONTEAGUDO
Police Director
TDHRDD
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CHAPTER 1

INTRODUCTION

Section 1-1 Definition

1.1 **Definition.** Human Resource Development is a holistic approach that aims to improve individual, group and organizational effectiveness through the integration of training and development, organizational development and career development.

1.2 **Functions of Human Resource Development.** Human Resource Development or HRD has two main functions: Personnel Management and Training and Development:

   a. **Personnel Management.** This involves the management of human resources to optimize organizational performance through proper staffing and resourcing, training and development, and the establishment of a cohesive and productive workforce.

   b. **Training and Development.** Training and Development is a strategic system aimed to develop and improve staff performance and skills through an organized, innovative, and well-focused program. It is composed of two main parts: training which focuses on short-term targets; and development which focuses on long-term goals.

1.3 **Definition of Training.** Training involves the acquisition of new knowledge, skills and competencies to improve the suitability of the members of the organization in performing day to day tasks.

1.4 **Definition of Development.** Development refers to the improvement of current knowledge, skills and competencies to maximize productivity and increase the efficiency and effectiveness of the organizational members.

1.5 **Training and Development Processes.** The PNP subscribes to the Instructional Systems Design following the ADDIE Model as shown in figure 1.1 below.
1.6 **Major Processes.** The three major processes that support effective Training and Development are coaching, counseling, and mentoring.

   a. **Coaching.** David Megginson and Tom Boydell defined coaching, in their 1979 book entitled *A Manager’s Guide to Coaching*, as “a process in which a manager, through direct discussion and guided activity, helps a colleague to learn to solve a problem or to do a task, better than would otherwise have been the case.”

   b. **Counseling.** Counseling is “a supportive process by a manager to help an employee define and work through personal problems that affect job performance.” This is according to Marianne Minor, author of *Coaching and Counseling*.

   c. **Mentoring.** Mentoring is a process that increases a person’s competence through guided support sustained through a period of time to facilitate learning and development, mainly, through the transfer of knowledge from a person perceived to be more experienced and has greater expertise to someone who is perceived to have less.

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### Section 1-2 PNP Training and Education System

1.7 **PNP Training and Education System.** The PNP is committed to institutionalize training and education. But the fact is that the PNP has no control over the conduct of career courses, which is being handled by the Philippine Public Safety College (PPSC). Thus, the focus instead is on the enhancement of competency and specialized courses.
1.8 Two-Pronged Training Approach. The PNP is adopting a two-pronged approach in training and development. This is done through the vertical training of uniformed personnel by rank; and the horizontal approach that is applied to all PNP personnel whether uniformed or non-uniformed based on competencies and specialization.

Figure 1.2 Training System Chart

Figure 1.3 Two-Pronged Approach
1.9 Categories of PNP Training. Under the two-pronged approach, PNP Training is categorized into two: Specialized Training which covers the administrative, technical, and operational aspects of the organization; and Mandatory Career Courses, being offered by the Philippine Public Safety College (PPSC), composed of different courses required to be undertaken by all PNP uniformed personnel based on their rank.

a. **Specialized Training.** The PNP has programmed training courses and seminars to support the PNP P.A.T.R.O.L. Plan 2030 and the Policy Focus of the Chief, PNP. The main objective of these training programs is to provide all members of the PNP with essential knowledge and specialized skills in the administrative, technical, and operational fields of police service. The goal is to ensure the effective and efficient discharge of their duties and responsibilities as members of the organization. These programs will also help instill discipline, integrity, and proper work ethics required to be professional police public servants. The training programs are primarily designed for all PNP uniformed personnel of the different National Support Units (NSUs) and Police Regional Offices (PROs) from the Headquarters down to the precinct levels.

b. **Mandatory Career Courses.** The Master Education and Training Program (METP) is designed by the PPSC which contains the mandatory training programs and other specialized courses offered by the PPSC to all PNP uniformed personnel. It serves as a guide to all PNP uniformed personnel to who are scheduled to undergo mandatory training.

In 2014, the Mandatory Career Courses are:

- Public Safety Officers Advance Course
- Public Safety Officers Basic Course
- Public Safety Officers Candidate Course
- Public Safety Senior Leadership Course
- Public Safety Junior Leadership Course

And the Specialized Courses to be conducted are:

- Public Safety Investigation and Detection Course
- Public Safety Traffic Investigation Course
- Public Safety Narcotic Investigation Course

1.10 Roles. In furtherance of the PNP’s thrust in providing a highly responsive and dynamic training and education system, the following agencies and offices play a supportive role:

a. The National Police Commission (NAPOLCOM) is the agency that administers and controls the Philippine National Police. It was mandated by the Constitution and the major police reform laws, Republic Act Nos. 6975 and 8551. Under RA 8551 otherwise known as the “PNP Reform and Reorganization Act of 1998”, the NAPOLCOM exercises administrative control and operational supervision over the PNP which include the power to:
1) Develop policies and promulgate a police manual prescribing rules and regulations for efficient organization, administration, and operation, including criteria for manpower allocation distribution and deployment, recruitment, selection, promotion, and retirement of personnel and the conduct of qualifying entrance and promotional examinations for uniformed members;

2) Conduct an annual self-report surveys and compile statistical data for accurate assessment of the crime situation and the proper evaluation of the efficiency and effectiveness of all police units in the country;

3) Approve or modify plans and programs on education and training, logistical requirements, communications, records, information systems, crime laboratory, crime prevention and crime reporting;

b. The Philippine Public Safety College (PPSC) provides comprehensive education and training for all uniformed personnel of the PNP anchored in the principles of accountability and transparency. The promulgation of Republic Act 6975, otherwise known as the Department of the Interior and Local Government (DILG) Act of 1990, operationalized and initiated the call for a tangible reform in the country’s public safety services particularly for the uniformed bureaus under DILG. The same Act factually complied with the constitutional mandate for a unified single national police force, which is civilian in character under the administration of the NAPOLCOM. Likewise, the same law upgraded the fire and jail services as new and separate bureaus under the DILG stewardship.

The implementation of Republic Act 6975 brought to fore the significance of the establishment of the PPSC. Section 66 of RA 6975 established and constituted the PPSC as the premier educational institution for the training, human resource development and continuing education of all personnel of the PNP.

The PPSC is the umbrella organization that oversees the various education and training programs offered by the following component training units: National Police College (NPC), Philippine National Police Academy (PNPA), Police National Training Institute (PNTI), and its 18 Regional Training Schools (RTS) nationwide, Fire National Training Institute (FNTI), Jail National Training Institute (JNTI) and the National Criminalistics Research and Training Institute (NCRTI).

c. The PNP Training Service (PNPTS) was created to accelerate professionalism among PNP personnel, compose four (4) functional schools namely: School for Specialized Courses, School for Values and Leadership, School for Field Training and Technical Services, and
the School for Sports and Skills Development. The PNPTS, even during its early days as a fledgling community, drew inspiration and remained true to its mission to conduct training courses and implement all PNP specialized training programs geared towards skills enhancement, intellectual advancement, and moral transformation of the PNP Personnel.
CHAPTER 2

THE DIRECTORATE

Section 2-1 Legal Bases

2.1 Activation. The Directorate for Human Resource and Doctrine Development (DHRDD) was formally activated on November 1, 1993 by virtue of the Chief, PNP’s Letter Directive dated October 28, 1993.

2.2 Structure and Staffing. On August 29, 1997, the organizational structure and staffing pattern of the PNP was created by virtue of DPL Memorandum Circular 97-01 which was subsequently confirmed by the National Police Commission thru NAPOLCOM Resolution Nr. 92-36 and approved by the Department of Budget and Management (DBM). This paved the way for the identification of the PNP’s National Headquarters, ten Directorial Staff, 11 National Operational Support Units, nine National Administrative Support Units and 17 Police Regional Offices.

With the same DPL issuance, the DHRDD’s three divisions were identified, namely Individual Training Program Development Division (ITPDD); Unit Training Program Development Division (UTPDD); and the General Doctrine Development Division (GDDD).

Figure 2.1 DHRDD Organizational Structure
Section 2-2 Vision, Mission, and Functions

2.3 Vision. In the process of adopting the PNP Performance Governance System in 2010, the DHRDD adopted the following vision:

“A responsive and dynamic training and education system towards a highly capable, effective, and values-oriented police service by 2030.”

2.4 Mission. The DHRDD’s mission is to assist the Chief, PNP in formulating policies and managing all matters pertaining to human resource and doctrine development (PNP Letter Order dated October 28, 1993).

2.5 Specific Functions. The DHRDD is committed to perform the following functions as delegated authority of the Chief, PNP (PNP Letter Order dated October 28, 1993):

a. Advise the Chief, PNP on all matters pertaining to human resource and doctrine development, like education and training of PNP uniformed and non-
uniformed personnel and doctrines pertaining to the organization, administration and operations of the PNP.

b. Formulate training programs and directives necessary to attain professionalization of PNP personnel and operational readiness of PNP units.

c. Determine the requirements and allocate training slots for foreign and local service schools and civilian universities as authorized under existing regulations.

d. Prepare, review and evaluate the PNP scholarship programs in coordination with other Directorial Staff.

e. Formulate plans, policies and directives for the conduct, supervision, control, administration and monitoring of police training in public and private schools.

2.6 Functional Relationships with Training Units. The DHRDD was granted functional supervision over the PNP Training Service, the Regional Training Units/Groups and the PNP National Support Training Units/Groups. It was also tasked to jointly assess with the Philippine Public Safety College (PPSC) the training programs of PNP personnel.

2.7 Divisions of DHRDD. The Directorate has three (3) divisions that shall pursue the vision and mission of professionalizing PNP personnel through training and education. They are:

a. Unit Training Program Development Division (UTPDD)
b. Individual Training Program Development Division (ITPDD)
c. General Doctrine Development Division (GDDD)

2.8 DHRDD Logo. The DHRDD Logo and its symbolism is approved and registered at the National Historical Commission of the Philippines. The following are the description of the DHRDD Logo:

Figure 2.1 DHRDD Logo

a. Two concentric circle. Perpetual cycle of seeking knowledge and self-improvement that keep the organization and its human resource proficient and competent in their respective functions. They also mean
keeping abreast of knowledge on policing to adapt to the ever-changing environment.

b. **Laurel.** From the PNP seal, symbolizes attainment of the Directorate’s mandate to train and educate PNP personnel with utmost honor, dignity and integrity.

c. **Flame and the Torch.** Eliminating ignorance (darkness) through knowledge (light) flame torch. The flame always burns upwards; similarly the PNP personnel should acquire such knowledge to take us towards the higher ideals.

d. **The Book.** Quest for knowledge and excellence.

e. **Calligraphy Nib Pen.** An Instrument of writing that symbolizes the Directorate’s mandate in crafting doctrines and policies of the organization.

f. **Light Rays.** Zenith or the point above the observer, the Directorate as the overseer in the PNP’s pursuit for competency and proficiency through training and education.
CHAPTER 3

INDIVIDUAL TRAINING PROGRAM DEVELOPMENT DIVISION

Section 3-1 Organization and Functions

3.1 Functions of ITPDD. The Individual Training Program Development Division (ITPDD) of the DHRDD is responsible for the performance of the following functions:

a. Prepare and review PNP education and training programs and supervise its implementation.

b. Oversee and monitor the conduct of foreign-sponsored training of PNP personnel, both local and foreign, to include all foreign training pertaining to sports development and gender awareness.

c. Prepare, review and evaluate the PNP foreign scholarship programs, both in-country and abroad, for active PNP personnel in coordination with other Directorial Staff.

d. Allocate training space in foreign and local service school and civilian university as authorized under existing regulations.

3.2 ITPDD Organizational Structure. The ITPDD Structure is headed by the Division Chief with a rank of Police Senior Superintendent (PSSUPT). It has a total manpower of fifteen PNP personnel composed of four PCOs, five PNCOs and six NUP.

Figure 3.1 ITPDD Organizational Structure
3.3 Job Description

a. Chief, Individual Training Program Development Division

1) Reviews and prepares the PNP educational and training programs and supervises its implementation.
2) Reviews, prepares, and publishes training directives for implementation of offices/units/individuals concerned.
3) Oversees and monitors the conduct of foreign-sponsored training of PNP personnel, both local and foreign, to include all foreign training pertaining to sports development and gender awareness.
4) Reviews and prepares the foreign scholarship programs for active PNP personnel sponsored by local and foreign counterparts, in coordination with concerned staff/offices/agencies and supervises the implementation of the same.
5) Prepares, reviews, and evaluates local and foreign scholarship programs for active PNP personnel, in coordination with the D-Staff concerned.
6) Allocates training spaces in foreign and local service schools and in civilian colleges/universities as authorized under existing regulations.
7) Liaises/coordinates with training education/training institutions for the grant of scholarship/study programs to PNP personnel.
8) Prepares and recommends goals and objectives of both local and foreign training programs.
9) Prepares periodic accomplishment reports.
10) Acts as Secretariat/recorder of the PNP Evaluation Board on Foreign Training/Travel.
11) Conducts Training Needs Assessment for mandatory courses.
12) Supervises the conduct of HRDD distributed courses.
13) Consolidates and submits the annual budgetary requirement of the Division.
14) Performs other tasks as maybe directed.

b. Assistant Chief, Individual Training Program Development Division/Training Specialist IV

1) Prepares and reviews the PNP Education and Training Program and supervises its implementation.
2) Prepares, reviews, finalizes, and publishes training directives for the implementation of offices/units/individual concerned.
3) Oversees and monitors the conduct of training of personnel both local and foreign.
4) Prepares and reviews the Scholarship Programs, both local and foreign, for active PNP personnel in coordination with concerned staffs and supervise the implementation of the same.
5) Prepares, reviews, and evaluates foreign training or competition related to sports development and gender awareness, in coordination with concerned Directorates;

6) Allocates training spaces in foreign and local service schools and in civilian universities as maybe authorized under existing regulations.

7) Conducts, coordinates, and monitors visits of both foreign and local police and civilian officials/individuals to PNP training institution.

8) Prepares and consolidates local and foreign training programs for the entire PNP and effect its widest dissemination and implementation.

9) Establishes goals and objectives of the foreign training program.

10) Collates and finalizes the PNP consolidated local and foreign training programs for approval of higher headquarters.

11) Evaluates foreign courses offered by other countries and allocate same to office/units which will benefit most from such training.

12) Records the deliberation of PNP Foreign Scholarship Board.

13) Processes and evaluates courses for equivalent career accreditation with the PPSC.

14) Performs other duties as may be directed.

c. **Chief, Local Training Section**

1) Assists the C, ITPD in the formulation and preparation of PNP training/educational programs, supervises its implementation, and monitors the conduct of various local trainings.

2) Assists the C, ITPD in the conduct of regular visits/inspections of training schools/facilities and submit assessment reports thereon.

3) Coordinates with various educational and training institutions for the conduct of specialization courses to PNP personnel.

4) Acts as panel member in the PPSC Admission Committee in screening, evaluating, and interviewing applicants for mandatory career training.

5) Assists the Chief, ITPD in the visits/tours of students/faculty of local military and police schools to the PNP.

6) Coordinates with the PPSC for the continuing review of the Programs of Instructions (POI) of the various career programs.

7) Assists the C, ITPD in the conduct of HRDD initiated mandatory courses.

8) Prepares the annual budgetary requirements of the Section.

9) Performs other duties as may be directed.

d. **Chief, Foreign Training Section**

1) Assists the C, ITPD in the review and preparation of foreign scholarship program for active PNP personnel in coordination
with foreign embassies, police counterparts, TESDA, other agencies and concerned D-Staff.

2) Recommends the allocation of training spaces of PNP personnel/offices in foreign service schools.

3) Assists the C, ITPD in visits/tours of students/faculty of foreign military and police schools to the PNP institution.

4) Coordinates and liaises with foreign counterparts for the conduct of foreign-in country training for PNP personnel.

5) Assists foreign counterparts in the conduct of foreign-in country training such as, but not limited to, the screening of students.

6) Liaises/coordinates with foreign embassies, NEDA and other agencies for the availability of foreign training slots for PNP personnel.

7) Processes travel abroad of PNP personnel which are training related, to include study/observation tours, short trainings or seminars, consultations, doctrinal research matters, expertise exchange programs, sports development, and gender awareness.

8) Assists in evaluating, screening, processing, and assessing candidates/participants to foreign training, seminar, study abroad, research, observation tour, and other related missions include participation in international sports, cultural, and religious activities.

9) Prepares the annual budgetary requirements of the Section including the commitments of the PNP for the airfare of personnel on selected foreign courses and the financial counterparts of the PNP in co-hosting foreign in-country training.

10) Performs other tasks as maybe directed.

e. Chief, Training and Education Information System/Training Specialist III

1) Supervises the updating of training data of PNP personnel in the TEIS.

2) Monitors the submission of Declaration of Graduates and Orders of Merit from the PPSC, Training Service Detective School, Intelligence Group and other training institutions.

3) Ensures that all Declaration of Graduates and Orders of Merit has been scanned prior to encoding.

4) Ensures that all Declaration of Graduates and Orders of Merit scanned and encoded are stored in the Data Management System

5) Ensures that all database systems are working properly.

6) Acts on all communications pertaining to TEIS.

7) Coordinates with PAIS regarding TEIS concerns.

8) Informs and advises the IT Officer regarding technical problems of the system.

9) Perform other tasks as maybe directed.
f. **Assistant Chief, Local Training Section**

1) Assists the respective Section Chief in the accomplishment of respective tasks/functions.
2) Performs other functions as the Section Chief, the C, ITPD or other superior officers may direct.

g. **Action PNCO, LTS**

1) Acts on all communications pertaining to local training of PNP personnel.
2) Maintains records of these communications.
3) Process and initially screen all the required documents of PNP personnel for mandatory schooling.
4) Prepares the letter-endorsement for all qualified applicants of specialized courses offered by the PPSC.
5) Publishes and maintains records of all personnel who passed the qualifying examination.
6) Prepares endorsement to TDPRM for the issuance of orders of schooling and Training Subsistence Allowance (TSA) orders of qualified PNP personnel.
7) Maintains records of all personnel who are graduates of mandatory career courses.
8) Requests claims for Training Subsistence Allowance (TSA) of PNP personnel undergoing training and Instructors Duty Pay (IDP) for PNP personnel assigned to training institutions.
9) Follow-up all communications pertaining to local training of personnel in the offices of the National Headquarters, PNP and with PPSC.
10) Prepares endorsement to the AFP and other Military Institutions for the cross-training of PNP Personnel.
11) Coordinates with concerned D-Staff and other offices on the visit of students from local military/police service schools.
12) Performs other tasks as maybe directed.

h. **Action PNCO, FTS**

1) Acts on all communication pertaining to foreign training of PNP personnel.
2) Maintains records of these communications.
3) Follow-up requests for travel authority of PNP personnel who will undergo foreign schooling from the NAPOLCOM and the Office of the President.
4) Maintains records of all personnel who have gone schooling abroad or have participated in foreign-in-country training and prepares periodic report of the same.
5) Follow-up all communications pertaining to foreign training/schooling in the offices of the National Headquarters, PNP and other government agencies.
6) Assists the C, FTS in coordinating with concerned D-Staff and other offices of the PNP during visits of foreign counterparts and students to the PNP.
7) Performs other task as may be directed by his superior officers.

i. Liaison/Dispatcher

1) Dispatches requests for Foreign Travel Authority (FTA) of PNP personnel to NAPOLCOM, SILG and Malacañang.
2) Dispatches letters to Department of Foreign Affairs (DFA) and other embassies.
3) Follow-up status of communications to concerned units and agencies.
4) Reproduces memos and letters pertaining to foreign training.
5) Files records of dispatched memos and letters.
6) Performs other duties as may be directed

j. Training Specialist II

1) Prepares the annual individual training programs for specialized courses PNP wide.
2) Conducts continuous study on the Program of Instructions of certain specialized courses for possible modification of revision.
3) Monitors and evaluates the implementation of the Special Training Program PNP wide.
4) Maintains and updates the eligibility list of personnel who were able to satisfactorily complete certain specialized courses/trainings.
5) Performs other duties as may be directed.

k. Training Specialist I

1) Assists in the conduct of training in coordination with PNP units and other concerned agencies.
2) Prepares after activity report pertaining to PNP education and training.
3) Prepares letters and memoranda part of PNP education and training.
4) Performs other duties as may be directed.

l. Admin Assistant I

1) Undertakes encoding and printing of data, communications and reports assigned at the Individual Training Program Division.
2) Responsible in the operation and ordinary care of computer machine assigned to individual.
3) Reports malfunction of the computer machine to his immediate superior.
4) Checks error and re-encode corrected data/information.
5) Maintains index of floppy disk for easy retrieval and reproduction of information.
6) Performs other duties as may be directed.

m. **Clerk III**

1) Updates training data of PNP uniformed personnel in the Training & Education Information System (TEIS).
2) Encodes memo and letters pertaining to training and education of PNP personnel.
3) Follow-up communications at different offices.
4) Sends urgent communications to concerned units/offices.
5) Coordinates with D-Staff, NSUs and PROs regarding their compliance.
6) Files records and communication.
7) Performs other duties as may be directed.

**Section 3-2 Classification and Categories of Individual Training**

**3.4 Mandatory Training.** This is a requirement for promotion of PNP uniformed personnel for their professional growth and career advancement. It is composed of the following ladderized courses or progressive-type of training:

- a. Public Safety Officer Senior Executive Course (PSOSEC)
- b. Public Safety Senior Officer Advance Course (PSOAC)
- c. Public Safety Officer Basic Course (PSOBC)
- d. Field Training Program (FTP)

PCOs cannot be accepted to a higher level of training course without satisfactorily completing the mandatory training requirement. In other words, adjusted PSUPTs without PSOAC are not allowed to take the PSOSEC without satisfactorily completing the PSOAC, while adjusted PCINSP without PSOBC are not allowed to take the PSOAC, without satisfactorily completing the PSOBC.

On the other hand, PNP Circular No. 99-012 dated September 13, 1999, provides for the following mandatory courses/training for Police Non-Commissioned Officers (PNCO):

- a. Public Safety Field Training Program (PSFTP)
- b. Public Safety Junior Leadership Course (PSJLC)
- c. Public Safety Senior Leadership (PSSL)
- d. Public Safety Officer Candidate Course (PSOCC)

**3.5 Integrated Training Program for Non-Uniformed Personnel (ITP-NUP).** The ITP-NUP aims to facilitate the development of the individual NUP so they can function and operate in a skillful and professional manner. The ITP-NUP has a duration of 33 days divided into three major phases: Phase I Foundational Courses;
Phase II Specialized Skills Training for the 1st Level Employees; and the Phase III Specialized Skills Training for 2nd Level Employees.

a. **Phase I: Foundational Courses.** The Orientation Module and the skills based training are designed to develop the participants on the three major concerns: Knowledge, Skills, and Attitude. The set of training programs under this phase shall serve as mandatory courses for all NUP. The Foundational Courses has a duration of eight days which includes the following:

1) Orientation Module (Optional)
   - PNP Mission, Vision, Function and Organizational Structure
   - Civil Service Commission Laws & Rules
   - RA 6713 - Ethical Standards for Government Employees
   - Benefits
   - Administrative Affairs of the NUP

2) Team Building Workshop
3) Basic Customer Service Skills
4) Public Service Ethics and Accountability
5) Competency Enhancement Program on Personnel Mechanism

b. **Phase II: Specialized Skills Training for the 1st Level.** This phase deals with the conduct of specialized courses (skills based) for the 1st Level NUP. Participants have the option to proceed to specialization or advance course appropriate to their position classification. The following are the subjects/topics included in Phase II which will be conducted for nine days:

1) Personnel Policies
2) Budgeting and Planning
3) Supply Control and Management
4) Business Writing Correspondence
5) Seminar on Personnel Safety/Occupational Hazard in the Workplace

c. **Phase III: Specialized Skills Training for the 2nd Level.** The specialized courses are designed to develop the knowledge, skills, and attitude of the 2nd Level NUP. The following are the subject/topics included under Phase III which will be conducted for the duration of 16 days:

1) Supervisory Development Course Track I and/or Tracks II and III
2) Training Management Course/Trainer’s Training Course

3.6 **Foreign-Assisted Training.** Foreign training is designed to bring together a combination of participants from various countries to share expertise and impart knowledge. Foreign-Assisted Training offers both in-country and abroad training programs conducted by various sponsoring countries. These trainings aim to foster diplomatic relations between nations and seek to promote cooperation and
communication between foreign law enforcement personnel and foster capacity building development. It is classified into two categories:

a. **Abroad/Overseas Training Program.** Sponsors from different countries offers a wide variety of learning opportunities like training, seminar, study grant, research, observation tour and other related mission conducted at the host country. Invitation from other countries also includes the participation of PNP personnel in international sports, cultural, and religious activities.

b. **In-Country Training Program.** Various countries composed of different organizations and foreign counterparts are working in partnership with the PNP to create a variety of police training and capacity building development programs throughout the country. Most of the sponsoring countries focus their initiatives on building the PNP’s law enforcement capacity giving premium on terrorism, counter-intelligence, and Chemical, Biological, Radiological and Nuclear Defense (CBRN) related trainings.

### Section 3-4 General Policies

#### 3.32 Policies.** On foreign training, there are two (2) guiding memorandum circulars that serve as basis in undertaking foreign assisted trainings:**

a. PNP Memorandum Circular 2004-009 prescribing the amendments to PNP MC no. 99-002 dated January 29, 1999 which lays down the revised quantified criteria for selection of PNP personnel for foreign training/travel and in-country foreign assisted training. This policy seeks to establish a system of selection with the aim that the best qualified and most deserving PNP personnel are sent for schooling/training.

b. PNP Memorandum Circular 2008-018 is another guiding memorandum circular which prescribe the Policies, Guidelines and Procedures on Foreign travel of PNP personnel, amending PNP MC no. 2002-017 dated November 16, 2002, entitled: Foreign travel. The policy requires that the foreign travel of PNP personnel must conform to the process lay down by the Foreign Travel Screening Committee (FTSC) and Foreign Travel Evaluation Board (FTEB) anchored with the institutionalized system for foreign travel.

#### 3.33 Foreign Travel Evaluation Board (FTEB).** The FTEB was created under PNP Memorandum Circular 2008-018. It is designed to select and recommend to the approving authority the best qualified PNP personnel to be sent to participate in official mission abroad. The FTEB is chaired by The Chief Directorial Staff, The Directorate for Personnel and Records Management (DPRM) as Vice-Chairman and the Directors of the D-Staff, Legal Service and Health Service as members.
Further, the FTEB ensures that only the essential personnel shall be allowed to participate in any official mission involving foreign travel taking into consideration the qualifications, expertise, position, and future utilization of said personnel.

3.34 Master Education Training Program (METP). The policies, concepts, procedures and guidelines presently observed and implemented are the following:

a. PNP CIRCULAR No. 2006-009, entitled: Implementing Rules and Procedures in the Formulation, Maintenance of the PNP Training Lineal List (TLL) for Police Commissioned Officers pursuant to PNP MC 99-012 dated December 13, 1999; and

b. PNP CIRCULAR 99-012, subject: Guidelines and Procedure for PNP personnel in taking Mandatory Career Courses/Training and other related matters, to wit:

In the pursuit of its mission, The DHRDD is tasked to oversee the training program of the PNP in general and in the Individual police personnel in particular, in coordination with the Philippine Public Safety College (PPSC) or other training/educational institution. This being the case, the DHRDD shall maintain a lineal listing of PNP personnel by seniority to determine who would go on schooling, with this listing, the Directorate shall program the schooling of police personnel under their respective units/offices who are due for schooling. This will enable them to screen/select and train appropriate replacement in order to maintain continuity and smooth unit/office.

Currently, the PPSC provided to the DHRDD their annual PPSC METP of mandatory career courses for PNP personnel containing allotted number of classes per courses such as: PSOSEC, PSOAC, PSOBC, FTP and for PNCOs: PSOCC, PSSLRC, PSJLC and PSFTP while the DHRDD shall provide participants to the PPSC who will attend the said courses/classes by seniority based on the established Training Lineal listing (TLL).

In line with the Master Education Training Program (METP), the following policy, concept and procedure are being presently observed by virtue of the PNP CIRCULAR No. 2006-009, entitled: Implementing Rules and Procedures in the Formulation, Maintenance of the PNP Training Lineal List (TLL) for Police Commissioned Officers pursuant to PNP MC 99-012 dated December 13, 1999 and PNP CIRCULAR 99-012, subject: Guidelines and procedure for NP personnel in taking Mandatory Career Courses/Training and other related matters, to wit:

In the pursuit of its mission, The DHRDD is tasked to oversee the training program of the PNP in general and in the Individual police personnel in particular, in coordination with the Philippine Public Safety College (PPSC) or other training/educational institution. This being the case, the DHRDD shall maintain a lineal listing of PNP personnel by
seniority to determine who would go on schooling, with this listing, the Directorate shall program the schooling of police personnel under their respective units/offices who are due for schooling. This will enable them to screen/select and train appropriate replacement in order to maintain continuity and smooth unit/office.

Currently, the PPSC provided to the DHRDD their annual PPSC METP of mandatory career courses for PNP personnel containing allotted number of classes per courses such as: PSOSEC, PSOAC, PSOBC and FTP while on the part of the DHRDD will provide participants to the PPSC who will attend the said course/classes based on the established Training Lineal listing.

3.35 Individual Training Program Development.

a. Training Cycle. Is the recurring training deemed needed by police officers to develop their knowledge and skills.

b. Training Program Development. A research, analyze, evaluate and decision making process to determine the specific training needs and request of the personnel depending in their respective positions. This shall include the need to determine the goal of each training/course, training content, training aids/materials, target learners, resources, benefits, venue, timing issues, educators and others.

1) Training Needs Assessment/Analysis. A major tool in planning the major elements involve in crafting a training program. This is the first and main part of the training program development. The training needs assessment/analysis is made to determine the gap between what is required of a person to perform their duties competently and what they actually know. A needs analysis is a method of determining if a training need exists and, if it does, what training is required to fill the gap.

a) Conducting a training analysis is your first step in developing your training program. It consists of six elements:

- What training is needed?
- Why is the training needed?
- Who needs the training?
- What's the training content?
- When is the training needed?
- Where will the training be conducted?

By answering each of these questions you will learn about both the training need and about your potential course participants. This information will enable you to design a training program that will close the training gap.
b) Doing a Training Analysis:
   - Statement of the training that is being requested
   - Why is this training being requested?
   - Source of the request
   - Expected benefits
   - Negative consequences if the training is not delivered
   - The new or changed behavior that is desired:

c) Who are the learners?
   - Categories, job positions, ranks, etc.
   - Knowledge of the anticipated training content

d) What will the training content be:
   - Content
   - Available supportive resources

e) Issues/problems in formulating the content?

f) Anticipated reactions/problems with either the content or the training.

g) What are the timing issues?
   - Start date
   - Length of training
   - Frequency of training
   - Timing issues

h) Where will the training be conducted?
   - Physical location
   - Estimated training capacity
   - Adequacy of space and delivery resources needed.

2) Instructor Development. This is a competency to ensure that the trainer (educator/teacher/instructor) involved in the conduct of each training/course is equipped with the needed facilitation skills, capability to use the principles of adult learning technique and has the capacity to develop his/her own training plan.

   The trainer shall have the knowledge and skills stated above to ensure that he/she is able to communicate effectively that will maximize participants understanding and retention. He/she should have the capacity to manage the training environment, determine non-verbal communication of the participants, handle sudden change and/or difficult situations
and participants and have the capability to test and evaluate the participants learning.

An instructor/trainer shall also be capable to design and implement performance-based training objectives that will both meet the training need and simplify the instructional design process. The trainer shall be capable to use different methods of instruction to ensure that his/her participants achieve the course objectives.

3) **Curriculum Development.** Upon the completion of the training needs assessment/analysis and developing the entire training program, a development of the curriculum and or the content of each course shall be made with specific intention in achieving the goal/objective of the given course. Consideration of the trainer, training aids/materials and resources are vital for the said curriculum.

a) Curriculum development involves three domains of learning, such as:

- **Behavior/Skill Domain.** The actual performance of a physical skill such as firing a weapon, driving a motor vehicle, etc.

- **Cognitive Domain.** A mental process; knowing or retaining information; making judgments or evaluations. An adult may have the cognitive knowledge to do a task, but may lack the skill.

- **Affective Domain.** Behavior that involve attitudes, beliefs and values. Adults hold their values very strongly and will resist efforts to change them. This is the most difficult domain of learning for us to train in!

Even though a task may be predominantly in one domain of learning, tasks frequently overlap into the other two domains.

In constructing a curriculum in the PNP, the Law of Appropriateness says that we should train in the same manner that we perform in the work place.

Remember, before a participant can learn, they must be ready to learn. When a task has an affective component as well as a skill or cognitive component, the participant will not learn the skill or cognitive component until the affective domain is dealt with. It is necessary to deal with the affective issues before starting on the other domains.
c. Learning Goals and Training Objectives

1) Learning Goals. A learning goal consists of a task statement that is somewhat general in nature. It does not describe the circumstances under which the task is to be performed and it does not have the standard that will be used to evaluate performance.

A learning goal expresses in general and vague terms what it is the trainer wishes the participants to accomplish during the instructional period. On the other hand, a training objective not only tells the participants what it is they must do, but it also tells them how the task is to be performed and to what degree of success.

A learning goal states in broad and non-specific terms what the trainer wishes to accomplish and it gives the participant a general idea of what the course will cover.

The relationship of learning goals to training objectives is similar to that of a travel destination and a road map. The learning goal is the ultimate destination: the training objectives are the roads that will lead us there.

A well-written training objective can help you in three ways. They make you a better trainer by:

- Providing a focus of attention
- Serving as guides in selecting content and instructional methods, and
- Providing the standard by which we judge participant performance

d. Training objective. This serves as a focal point for both the participant and the trainer. It tells the participant both what they are expected to learn and how well they must learn it. This enables them to use their time as efficiently as possible. Since the participant knows exactly what you, the trainer, want them to learn they can devote their study time to the really important areas.

Additionally, since the training objective tells the participant the standard by which "acceptable" performance will be determined, the participant can judge when their proficiency reaches an acceptable level of performance. Once the participant reaches this point, they can either continue to practice so that they can exceed standards, or, if they are satisfied with their current level of performance, go on to other things.

A training objective also helps to keep you focused by keeping your efforts directed toward accomplishing the learning goal. It
channels you, the trainer, while you are presenting the material and ensures that you devote class time to the predetermined objectives. This helps ensure that you do not get "off track" and spend time on areas that are not included in your lesson outline. By keeping to the established training objectives, you can use the allotted time in the most efficient manner possible.

Training objectives serve as a guide to help the trainer select both the content of the program and the instructional method that would best present that content.

We need to ensure that our training objective matches with the domain of learning in which the training tasks reside.

Our training objectives help us to select the proper method of instruction for our training.

A well-written instructional objective is very helpful to both the trainer and to the participant. Not only does it state what the participant is expected to do, but it also states how well the participant must do it.

It states, in clear and measurable terms, the standard we will use to judge the participant's performance.

A concise, complete, and understandable training objective is very useful when it comes time to design an instrument to evaluate performance. From the training objective, the trainer/evaluator can decide in which Domain of Learning they will evaluate the participant's performance. For example, if the trainer teaches the objective in the psychomotor domain, than they should also evaluate the performance in the same domain.
CHAPTER 4

UNIT TRAINING PROGRAM DEVELOPMENT DIVISION (UTPDD)

Section 4-1 Organization and Functions

4.1 Functions of the UTPDD. The Unit Training Program Development Division of the DHRDD is responsible for the performance of the following functions:

a. Supervise and control PNP training activities in coordination with PNP staffs/units and other agencies concerned.

b. Prepare, review, finalize and publish training directives for the implementation of offices/units/individual concerned.

c. Supervise, monitor and prepare directives/policies on the physical training and sports development program of the uniformed and non-uniformed personnel of the PNP.

d. Prepare plans and formulate directives and guidelines for the values formation education and orientation of PNP personnel.

e. Determine and compile all the available records needed to come up with the talent bank and professional expertise profile of uniformed and non-uniformed personnel.

4.2 UTPDD Organizational Structure. The UTPDD Structure is headed by the Division Chief with a rank of Police Senior Superintendent (PSSUPT). It has a total manpower of fifteen (15) PNP personnel composed of six (6) PCOs, four (4) PNCOs and five (5) NUP.

Figure 4.1 UTPDD Organizational Structure
4.3 Job Description

a. Chief, Unit Training Program Development Division

1) Formulates policies, programs and directives of the PNP In-service Training Program in coordination with other D-Staff, offices and other agencies, and monitors its implementation.

2) Prepares directives, policies on the physical fitness and sports development program of the uniformed and non-uniformed personnel of the PNP.

3) Prepares plans and formulate directives and guidelines for the value formations, education and reorientation of PNP.

4) Prepares plans and formulates directives and guidelines relating to Gender and Development Program.

5) Formulates policies, training program and directives in the implementation of the continuing education and leadership development of personnel through formation of speakers’ bureau/toastmasters club and other programs at all levels of command.

6) Conducts regular inspections of the facilities of Regional Special Training Units and validate their training accomplishments.

7) Reviews and updates in-service training curriculum.

8) Prepares Program of Instructions (POI) for in-service training courses.

9) Accredits lecturers and instructors qualified to conduct in-service trainings/seminars to PNP personnel.

10) Consolidates and submits the annual budgetary/logistical requirements of the division.

11) Prepares and submits unit training accomplishment reports.

12) Performs other duties as directed.

b. Assistant Chief, Unit Training Program Division

1) Assists the C, UTPD on all matters pertaining to the formulation of policies, training program and directives of the PNP In-service training program, physical fitness and sports development program, values formation and moral recovery program and gender development program.

2) Assists in the formulation of policies, training program and directives in the implementation of the continuing education and leadership development of personnel through formulation of speakers’ bureau/toastmaster club, and other programs at all levels of command.

3) Performs other duties as directed.

c. Chief, In-Service Training Section

1) Assists in the formulation of policies, training program and monitors its implementation.
2) Prepares and determine the training ammunition, explosives, POL products and other logistical requirements of the Annual Training Program of the PNP, in coordination with other concerned Directorates.

3) Prepares and determine the training subsistence allowance (TSA) of the Annual Training Program of the PNP, in coordination with other concerned Directorates.

4) Supervises the recording and updating of all local training accomplishment.

5) Conducts regular inspection of training facilities of Regional Special Training Units (RSTUs) of PROs and NSUs and validate their training accomplishments.

6) Continuously review the curriculum of in-service training courses.

7) Prepares and submits periodic training accomplishment reports.

8) Performs other duties as directed.

d. Chief, Physical Fitness and Sports Development Program Section

1) Assists in the preparation and issuance of directives, policies on the physical fitness and sports development program and monitor its implementation.

2) Coordinates with other government trends for the upliftment of physical fitness and sports development program of the PNP.

3) Prepares and submits periodic physical fitness and sports development program accomplishment reports.

4) Performs other duties as directed.

e. Chief, Gender and Development / Moral Recovery Section

1) Supervises and coordinates GAD and MRP programs.

2) Plans a training program and prepares training schedules.

3) Coordinates and determines training needs and requirements.

4) Supervises the preparation of training materials.

5) Evaluates training activities.

6) Prepares and submits reports on training activities.

7) Performs other duties as directed.

f. Division PNCO

1) Receives and records all incoming and outgoing communications for the Division.

2) Sorts all incoming communications and assign them to the appropriate Action PNCO or Clerk for them to act.

3) Sees to it that all PNCOs and Action Clerks finish their jobs on or before the target date.

4) Supervises/oversees the performance of all subordinate PNCOs and NUPs of the Division.

5) Sees to it that records are on file of both incoming and outgoing communications pertaining to the Division.
6) Sees to it that appropriate number of copies of communication due for distribution have been reproduced before turning it over to the DHRDD message center for dispatch.
7) Undertakes initial review of the output of subordinate PNCOs and Clerks before forwarding it to the concerned Section Chief.
8) Performs other duties as directed.

**g. Action Clerk, In-Service Training Section**

1) Acts on all communications pertaining to the unit in-service training of personnel.
2) Maintains records of these communications.
3) Analyzes and reviews the training program submitted by NSUs to include the Program of Instructions.
4) Prepares the Training Directive of NSUs.
5) Prepares the annual training programs, programs of instructions and training directives for common courses to be undertaken by PROs.
6) Analyzes and reviews the programs of instructions of proposed special and peculiar training activities to be undertaken by PROs and NSUs prepares the training directives thereto.
7) Analyzes and records the unit in-service training accomplishment vis-a-vis the program of PROs and NSUs.
8) Processes the claims for Training Subsistence Allowance (TSA) of personnel undergoing unit in-service training.
9) Consolidates all in-service training accomplishment reports of PROs and NSUs and prepare a periodic report of the same.
10) Prepares the Unit Performance Evaluation Ratings of PROs and NSUs.
11) Performs other duties as directed.

**h. Action Clerk, Physical Fitness and Sports Development Section**

1) Acts on all communications pertaining to the physical fitness and sports development activities of the PNP.
2) Maintains records of these communications.
3) Analyzes and records all PFDS accomplishments from PROs and NSUs and prepares periodic reports of the same.
4) Assists the Chief, Physical Fitness and Sports Development Section in the regular physical fitness test of the PNP.
5) Responsible in keeping the central file of all PFT Results.
6) Collects the attendance sheet of participants in the Tuesdays and Thursdays Physical Fitness Exercise of NHQ and NSU personnel.
7) Performs other duties as directed.

**i. Action Clerk, Gender and Development / Moral Recovery Section**

1) Acts on all communications pertaining to the gender and development and moral recovery training of personnel.
2) Maintains records of these communications.
3) Analyzes and records all gender and development and moral recovery accomplishments from PROs and NSUs and prepares periodic reports of the same.
4) Coordinates seminars/workshops on gender and development and moral recovery.
5) Performs other duties as directed.

j. Training Specialist II

1) Prepares the program of instructions for mandatory in-service training courses for the PNP.
2) Prepares the schedule of in-service training courses for implementation PNP-wide.
3) Monitors the implementation of these training programs PNP-wide.
4) Conducts periodic evaluation of these training programs for possible modification or revision.
5) Performs other duties as directed.

k. Training Specialist I

1) Prepares annual program on compulsory unit trainings and seminars.
2) Monitors compliance of PROs and NSUs on the Unit Training Program set by DHRDD.
3) Maintains records of training accomplishments of Regional Police Offices, National Support Units and other specials units.
4) Performs other duties as directed.

l. Computer Operator

1) Undertakes encoding and printing of data, communications and reports assigned at the Unit Training Program Division.
2) Responsible in the operation and ordinary care of computer machine assigned to individual.
3) Reports malfunction of the computer machine to his immediate superior.
4) Checks error and re-punch corrected data/information.
5) Maintains index of floppy disk for easy retrieval and reproduction of information.
6) Performs other duties as directed.

Section 4-2 In-Service Training Program

4.4 In-Service Training Program. The Annual Training Program is designed to serve as a guide to D-Staff, PROs and NSUs in the conduct of in-service training,
specialization and/or competency courses required for the year. The upgrading and enhancing of competence (knowledge, skills and attitude) of police from basic to mandatory and standardized courses shall be a continuous process. The training program involves the development of knowledge and skills essential to police work as well as those that address contemporary concern such as but not limited to enhancing the investigative skills of current investigators and detectives in the organization, improve the Field Training Program (FTP) and produce quality Field Training Officers to train and mold quality PO1s, and develop competent NUPs for administrative services. Likewise PROs and NSUs are encouraged to initiate other training activities that they may deem necessary.

The courses/seminars to be conducted by the D-Staff, PROs and NSUs shall be determined by the respective offices/units based on the training needs of their personnel. The schedule of the trainings including its frequency, duration, and number of students per class shall be submitted to DHRDD for proper monitoring.

Aside from the priority training programs identified by the different offices/units, the following courses/seminars shall also form part of their training program:

a. **PNP Standard Marksmanship Training**
   - PNP Standard Handgun Familiarization and Precision Training (Phase 1)
   - PNP Standard Handgun Qualification Marksmanship Test (Phase 2)
   - PNP Standard Handgun Classification Marksmanship Test (Phase 3)
   - PNP Rifle Marksmanship Standard

b. **Competency/Enhancement Training Programs**
   - PNP Special Counter-Insurgency Operations Unit Training (SCOUT)
   - Tactical Commanders Course
   - Urban Counter Revolutionary Warfare Course (UCRW) for Crisis Action Force

c. **Physical Fitness and Sports Development Program**
   - Physical Fitness Component
     - Labanang Pampalakasan (Combat Sports)
     - Weight Loss Management
     - Physical Fitness Test
   - Sports Supervision Training Component
   - Sports Competition Component
   - Crime Prevention Sports Component

d. **Moral Recovery Program**
   - Ethics Day Celebration
   - Seminar on PNP Code of Ethics and Professionalism Conduct of Ethical Standards and Anti-graft and Corrupt Practices
   - Other Initiated Moral Enrichment Programs/Seminars
• Character Aptitude Development Training
• S-Leadership: The Potter’s Way Seminar

e. **Gender and Development Program**

- Orientation Seminar on Laws for the Advancement of Women (OSLAW) putting in particular the Anti-Trafficking in Person Act
- Seminar on Anti-Sexual Harassment for Police Officers (SHAPO)
- Other GAD-related activities

f. Training programs for the PNP-NUP to professionalize and equip them with the necessary management tools and knowledge:

- ITP Foundation Course
- Personnel Orientation Course
- Supervisory Development Course (Track 1, 2 & 3)
- ITP Specialized Skills Training

g. Unprogrammed courses/seminar addressing specific policing concerns and issues prevalent within the region/area/office/unit which are not included in the Annual PNP In-Service Training Program shall be conducted based on the initiatives of concerned office/unit subject to the support to be extended by the LGUs and NGOs. The conduct of these seminars must at least be 16 training hours or more.

4.5 **Training Terminologies**

a. Training shall be defined as the process of bringing a person/unit to an agreed standard of proficiency through practice and instruction. It also refers to all schooling or service training undertaken to enhance professional advancement in the PNP.

b. Course shall be defined as a type of training which aims to develop a specific skill among the participants. The program contains several modules which deal with the different areas of the skills to be taught. A regular course usually contains at least 80 training hours or equivalent to 10 days. A particular training, in order to qualify as a course must have an assessment test or evaluation as part of the course requirement. A participant who successfully completes the program and meets the minimum requirement of the course shall be awarded with a Certificate of Completion. Otherwise, a Certificate of Attendance shall be given to those who failed to meet the minimum requirement. An Academic Award Certificate shall likewise be given to the participant who garners the highest rating in class.

c. Seminar/Orientation/Talk is a lecture-type of training which aims to impart knowledge to the participants and does not require any output from the participants. It usually lasts for one to two days at most. A participant with a complete attendance receives a Certificate of
Participation while a person who fails to do so will be given a Certificate of Attendance only.

d. Workshop is a type of training methodology wherein interactive activities are injected during the lecture/discussions and requires active participation from the participants. It requires problem-solving skills and aims to obtain output from the participants.

e. Seminar-Workshop is a combination of two methods of training wherein the program contains both lecture/discussion and interactive activities. This is usually implemented for two days or more. It does not contain modules as distinguished from a course and may or may not have the objective to develop skills among the participants but aims to impart knowledge to the participants through the execution of various activities related to the topic. A Certificate of Participation shall be awarded to the participants who meet the minimum requirement. Otherwise, a Certificate of Attendance shall be given.

4.6 Policies.

a. Director, PNPTS, through the Regional Special Training Unit (RSTU) Mangers, is designated Officer Primary Responsible (OPR) in the implementation of the priority training programs for PROs and NSUs, in coordination with the RDs, PROs and Dirs, NSUs, respectively, while concerned D-Staff shall be the OPR in the conduct of competency courses falling under their areas of specialization;

b. RDs, PROs/Dirs, NSUs through the C, RPHRDD/HRDD Officers, in coordination with the PNPTS RSTU Managers, shall provide the needed logistical and financial support and adopt a very active role and devote more time and effort in the implementation of these in-service training programs;

c. RDs, PROs shall refrain from directing police stations to conduct seminars and trainings contained in their respective training program. Only the regional and provincial level shall implement trainings and seminars with the police station personnel as the recipients of the program;

d. Director, PNPTS or his duly authorized representative shall monitor the implementation of these programs through reports and announced/unannounced inspections/visits;

e. Instructors shall maximize the use of training materials and hands-on demonstrations and encourage active student participation in all types of instructions;

f. The Program of Instruction (POI) and training schedules must be strictly followed and implemented for uniformity. Modifications, alterations and variations of the existing POI which are deemed
necessary and appropriate shall only be done after TDHRDD has been duly notified in writing of the proposed innovations and such has been approved; and

g. During the conduct of the training, the Training Director, and/or trainers shall exercise resourcefulness and flexibility to accomplish the objectives of the training program.

4.7 Training Administration

a. Training funds and logistical support shall be sourced from the regular Maintenance, Operating, and Other Expenditures (MOOE) quarterly allocations to PROs and NSUs.

b. Training Subsistence Allowance (TSA) for students shall be provided chargeable against the quarterly TSA Sinking Funds and Instructor’s Duty Pay (IDP) to instructors/training staff chargeable to 01 Funds, upon submission of appropriate request through TDHRDD; and

c. Respective PROs/NSUs shall issue appropriate orders to PNP personnel undergoing any of the listed training courses/seminars. TDHRDD must be provided a copy for record/reference.

d. Appropriate certificates and diplomas shall be awarded to personnel who shall successfully complete any course/seminar.

e. For courses/seminar with a duration of more than five (5) training days, the following reports shall be submitted:

1) Opening Report to be submitted one (1) day after the commencement of training shall contain a written memo with the following data/documents:

   a) Title of the Course/Seminar;
   b) Training Duration (date and number of days);
   c) Number of student/participants (PCO, PNCO and NUP);
   d) PNP Office/Unit conducting the training; and
   e) Order of Participants.

2) Closing Report to be submitted three (3) days after the culmination of training shall contain a written memorandum with the following data/documents:

   a) Title of the Course/Seminar;
   b) Training Duration (date and number of days);
   c) Number of students/participants (PCO, PNCO and NUP);
   d) PNP Office/Unit conducting the training;
   e) Declaration of Graduates;
   f) Final Order of Merit (if applicable); and
   g) Action pictures.
f. For courses/seminar with a duration of five (5) training days or less, the following report shall be submitted:

1) After Training Report to be submitted three (3) days after the culmination of the training shall contain a written memorandum with the following data/documents:

   a) Title of the Course/Seminar;
   b) Training Duration (date and number of days);
   c) Number of students/participants (PCO, PNCO and NUP);
   d) PNP Office/Unit conducting the training
   e) Declaration of Graduates;
   f) Final Order of Merit (if applicable); and
   g) Action pictures.

g. Updated training statistics of D-Staff, PROs and NSUs shall be submitted to this Directorate (Attn: Chief, UTPD) on a quarterly basis every 25th day of the last month of the quarter under review.

h. Only trainings/courses/seminars contained in the Annual Training Program including unprogrammed courses/seminars conducted to PNP personnel should be submitted to DHRDD.

4.8 **Do’s in the Preparation and Submission of Reports**

a. The conduct of seminars must have a minimum duration of two (2) days or 16 hours. After Activity Reports submitted to PNPTS should be 3 days after its conclusion.

b. After Opening/Closing/Activity reports should follow the required format with complete attachments.

c. Seminars should primarily be directed or catered to the unit's own personnel.

d. Pictorials should cover important activities (Opening/Closing Ceremonies; lectures; workshop; practical/field exercises) of the seminar/course to sufficiently justify its duration and veracity.

e. Programmed Courses with a training duration of 10 days and above must have an After Opening and Closing Reports. The After Opening Report ensures that the on-going course is included in the records for the month/quarter under review. The After Closing Report confirms the completion of the training.

f. Mandatory Seminar (MRP and GAD) should be strictly conducted on the specified frequency per quarter as reflected in the action plan.

4.9 **Don’ts in the Preparation and Submission of Reports**
a. Meeting, Conferences, PICE, Rank Inspections, Eucharistic Mass, Celebrations, Birthdays, Product Demonstrations, Feast/Anniversaries, and other celebrated occasions are not classified as seminars, hence, they should not be submitted.

b. Reports found to be questionable will not be considered and TSA/IDP request for these reports will not be validated.

Examples:

1) No Letter/Office Order issued for participants;
2) Recycled pictures from previous seminars with patched or tampered dates;
3) Pictures taken at different angles are attached for (2) two or (3) three different seminars and only the dates are changed;
4) A 30-minute product demonstration in an office is reported as a 2-day seminar;
5) Attached pictures are not synchronized with the training reported; and
6) A meeting or conference is reported to be a course/seminar.

c. Refrain from submitting reports wherein PNP personnel are invited as lecturer/speakers and/or participant/audience in an activity initiated by other units and/or other entities.

4.10 Policy on the Issuance of Training Directives. Programmed courses refer to training courses covered by the Annual Training Directive issued by the Office of the Chief, Directorial Staff. These are mandatory training programs to be conducted by all PNP units on a particular period. The training funds for these courses are incorporated in the Monthly Operating Office Expenses (MOOE) of respective PNP units.

Unprogrammed courses are training courses addressing prevalent specific policing concerns and issues prevalent within the Region/Area/Unit/Office that are not programmed to be conducted on any particular period. Funds for these courses are not covered by the MOOE of respective PNP units but are dependent on the availability of the Agency Reserve Funds (ARF).

All PNP units shall refrain from seeking approval of training directive for specific programmed courses from DHRDD or the Office of the Chief Directorial Staff. Unit Commanders themselves can come up with their own training directive for the implementation of their respective subordinate offices and the same must be attached in the After Activity Report together with the Program of Instruction and other necessary attachments to be submitted to DHRDD.
For the unprogrammed courses, it is mandatory to any PNP unit to secure first a training directive from the Office of the Chief Directorial Staff with the concurrence of the concerned Directorates.

**Section 4-3 Gender and Development Program**

4.11 **Gender and Advocacy.** Philippine National Police Guidelines in the Implementation of Gender and Development (GAD) Program vis-à-vis Utilization of the GAD Funds Representing Five Percent (5%) of the Agency Budget.

The passage of Republic Act 7192, otherwise known as Women in Development and Nation-Building Act of 1991, has paved the way to several government measures geared toward empowering women and developing them as effective partners of men in national development. Thus, even in the Philippine National Police, despite its male-dominated structure, gender mainstreaming has become one of the major directions in policing derived from, among others, the formulation of action plans, improvement of client services, and enhancing the full capacities of women in policing.

However, while the PNP may have achieved milestones in gender mainstreaming, perhaps far better than other government agencies, there is still a need to carry out strategic measures in order to achieve a truly fair, sensitive, and responsive gender-based program within the PNP. It cannot be denied that while gender and development (GAD) may have been in everybody’s lips with years of orientation and guidelines issued to police personnel, the concepts and instrumentalities of GAD, including the fund allocation that goes with it, remain hazy and misunderstood in the minds of many.

Anchored on the provisions of RA 8551 which also mandates the establishment of GAD program in the PNP, the National Police Commission has created within the PNP a GAD Focal Point, out of the Directorate for Police Community Relations. This GAD Focal Point has been tasked to initiate policy directions and translate into action what works in gender mainstreaming. This mechanism, thus, recognizes the women, through a human development perspective, as an essential human in the administration and operations of the premier police agency.

4.12 **GAD Focal Points and other Enabling Mechanism.** The Memorandum Circular number 2004-002 applies to all personnel of the PNP, uniformed and non-uniformed alike, for the interest of human development, human rights and the time-honored principles of equality, justice and fairness among human beings.
a. The Directorate for Police Community Relations (DPCR) shall serve as the PNP GAD Focal Point tasked to manage change towards gender mainstreaming. It must be able to diagnose gender-related problems, develop a plan with these issues, and ensure the effective execution of the desired change. It shall provide GAD-related policies, monitor compliance, and submit the annual overall GAD accomplishment reports of the PNP.

b. All subsequent guidelines specific to the implementation of gender mainstreaming in the PNP shall be issued by the GAD Focal Point following the issuance of the memorandum circular nr 2004-002. Said guidelines must be disseminated through existing mechanisms such as during the Police Information and Education activities and/or Saturday Formation of police personnel.

c. A Technical Working Group (TWG), to be chaired by the Director for Police Community Relations (DPCR), and co-chaired by the Director for Plans, shall be formed to help the FAG Focal Point formulate the PNP GAD Plan. The vice-chairperson shall be the Deputy Director for Human Resource and Doctrine Development. The rest of the group shall be composed of planning officers representing the other Directorates.

d. The DPCR shall designate a secretariat from one of its divisions, the Family, Juvenile and Gender and Development Division (FJGADD), to organize the TWG meetings, take the minutes, and prepare plans and reports as may be appropriate. The secretariat shall be required to manage the PNP GAD Resource Center, which shall serve as repository of the PNP-wide information program on GAD, including a pool of GAD trainers, for the benefit of the agency’s internal and external clients.

e. The heads of the Regional Police Community Relations divisions of the Police Regional Offices shall complement the organization of GAD Focal Points at the national level. Similarly, each PRO must organize its own TWG composed of representatives of the regional staff, to perform according to the given functions.

f. Except for the other PROs, the NCR Police Office must have GAD Focal Points out of its PCR officers at the district levels. The districts must also organize their respective TWGs with similar functions.

g. Each Directorate as well as each regional staff must have a representation from the Non-Uniformed Personnel (NUP), preferably
but not exclusively women, who must not only be able to express and articulate the position of the NUP side on gender issues but to also establish continuity of group undertakings in anticipation of turnovers among the sitting TWG representatives belonging to the ranks of Police Commissioned Officers (PCOs and/or Police Non-Commissioned Officers (PNCOs).

4.13 Specific Guidelines in the Utilization of GAD Budget. The GAD Budget, which represents at least 5% of the maintenance and operating expenses of every police office/unit, has been defined by the GAA as the funds allocated solely for the GAD activities. It shall be project performance-based, which means to say that the budget cannot be obtained and used unless the user of the funds shall first submit a gender-responsive project/activity proposal in writing.

a. The project proposal must be gender-responsive, that is, it must be able to give flesh to the following:

1) Raising the consciousness of men and women in the PNP as partners in agency development.

2) Providing both men and women an equitable share in the distribution of privileges and benefits, without prejudice to the merit and fitness and the established standards for qualification of deserving personnel.

3) Advocating for the human rights of women particularly to protection against violence, exploitation, and discrimination.

4) Enhancing the manifest participation and empowerment of the men and women in the internal and external affairs of the organization.

5) Supporting self-determination and actualization of human potentials.

b. In no case shall the GAD project proposal be submitted for approval without using the GAD Plan as term of reference. For this purpose, the GAD Focal Point is tasked to formulate the annual GAD Plan and forward the same to the Chief, PNP for his approval.

c. Under no circumstances that the GAD Budget would be utilized for purposes other than what is provided for under the Annual GAD Plan. The management and disposition of GAD Budget should be done by the different PNP offices/units. However, disposition of the funds for gender-responsive projects should not in any way be done without prior evaluation and endorsement from the PNP GAD Focal Point.
d. Transparency in the utilization of GAD Budget must be ensured. Auditing procedures in accounting said budget must be taken in the strictest possible way.

e. A memorandum that spells out the proposed project must bear the concurring line of GAD Focal point prior to approval of the Chief, PNP, in the case of the National headquarters, PNP and National Support Units; the Regional Director, in the case of the regional office; and the provincial/district director, at the provincial/district level.

f. For purposes of creating impact to any gender-responsive project, provincial offices up to the national headquarters are more required to initiate gender-responsive projects and/or activities as they may see fit under the GAD Plan vis-à-vis GAD Budget allocation.

g. Police stations are not actually precluded from initiating projects or activities on GAD but they must take into consideration how much funds can be allocated for the said projects of activities given the limited budget allocation. Each offices/unit/station, or a section of the office/unit/station, however, needs to maintain reliance on the bulk of their respective MOOE so as to satisfy the budget requirements of their regular activities.

h. The provincial director and/or the regional director, through their respective focal points, may consider gender-responsive projects proposed by the police stations provided that, for purposes of priority implementation, any proposals must be weighed according to their relevance, impact, and necessity.

i. The focal officers, by the nature of their office under the PCR, may initiate GAD projects jointly with other partner from the government as well as non-government organization, in advancing programs for women, children, and families in and out of the PNP. This mechanism may lead to an increase in resources, human, financial and otherwise, which after all, is the essence of partnership between the police and the community.

j. All D-Staff, PROs and NSUs shall be reports on the implementation of GAD programs/projects/activities, to include the utilization of GAD Funds for the purpose. They are, likewise, required to come up with an annual GAD Plan to be required to submit to the DPCR (Attn: FJGADD/Secretariat, GAD Focal Point) their periodic accomplishment consolidated by responsive P/P/As and the monitoring of implementation thereof.

4.14 GAD Programs/Activities/Projects (PAPs). The following PAPs may be regarded as gender-responsive and women-focused:

a. Seminars/Symposia/Forums/Trainings on:

1) UN Treaties and other human rights-based international instruments on women
2) Gender sensitivity
3) Violence against women and children
4) Laws on women and children protection
5) Responsible/Effective Parenting
6) Sexual harassment prevention and protection mechanism
7) HIV/AIDS awareness and prevention
8) Skills-building for client-based services e.g. investigation, counseling, human relations, community organizing, effective communications, etc.
9) Other similar activities

b. Production and regular distribution of GAD-related Information, Education and Communication (IEC) materials. An article or a column about GAD implementation can be made part of every PNP publication such as magazines, newsletters and other literally materials so as to highlight the contribution of women in the PNP.

c. Women-focused conferences/meetings/conventions in the PNP.

d. Institution-building in support of the Women and Children Protection Desk.

e. Establishment of day care centers at the PNP national, regional, provincial, and district headquarters at least one for every headquarters, to include breastfeeding room to be similarly housed in the same building.

f. Crime prevention program concerning families, women and children.

g. Celebration of gender-based national events, e.g. National Women’s Month, Gender-Fair Treatment for Girl Child Week, National Children’s Month, Family Week, Child Sexual Abuse Awareness Week, etc.

h. Family-based sports and fitness development. The promotion of all-women sports events in the PNP may also be carried out in order to develop competitiveness, self-confidence and perseverance among women in individual or team games.

i. Gender-based data disaggregation and statistics development.

j. Role of women on awareness on environmental issues and protection.

k. Protection of women and children from armed conflict.

l. Protection of women police detention, including children in conflict with the law.

m. Role of women in the development of the Arts and other cultural environment.

n. Redesigning common working areas to prevent possible sexual harassment, i.e. transparent and/or low office partitions, glass doors, availment of comfort rooms exclusive for women, etc.
o. Other analogous PAPs.

4.15 Gender-Fair Police Terminologies. The PNP, through the Focal Persons, shall formulate and adopt gender-fair terminologies in its system of communications, particularly the written policies in the form of memoranda, circulars, letters of instruction, and other similar forms.

The TWG must provide a periodic review and assessment of all issued policies by the PNP since the time of its inception. The review and assessment must serve as basis for future policy direction in which the gender perspective shall have been mainstreamed into the administrative and operational functions of the agency.

4.16 Elimination of Discrimination Against Women in the PNP. Pursuant to the UN Convention on the Elimination of All Forms of Discrimination Against Women, the following shall be observed by PNP personnel, especially at the management level:

a. Take appropriate measures to modify or abolish existing administrative policies, rules and practices that have been anchored on stereotyped roles for men and women in the police agency and the idea of the inferiority or the superiority of either of the sexes.

b. Provide opportunity for women in recruitment, promotion, assignment, and other forms of career development. The ten percent (10%) minimum allocation for women recruits in the PNP must not, therefore, be violated, in pursuance of RA 8551. Suitability of personnel to every position, especially key positions, however, should not be affected by reason of gender. Qualification standards must remain as basis for PNP promotion, assignment and other career development program.

c. Provide opportunity for women representation in any committees formed by the PNP, including their participation as agency representatives at international level. Depending on the number of committee members, to include the level of work, rank requirements, and nature of committee undertakings, one-third (1/3) of committee representation must be composed of women. Otherwise, every committee formation must be composed of women. Otherwise, every committee formed in the PNP must have at least two women to sit as regular members.

d. Provide opportunity for women to benefit from scholarships and other study grants by and for the agency.

e. Accord women equal opportunities for training in the Philippine National Police in accordance with the standards required for men except for those minimum essential adjustments required by physiological differences between sexes.

f. Encourage and enhance the participation of women in the formulation of internal policies and the implementation thereof.

g. Provide women equal treatment in respect of work of equal value, as well as equality of treatment in the evaluation of the quality of work done.
h. Observe women’s rights to protection of health and to safety in working conditions. The PNP, for this purpose, must provide special protection to women during pregnancy in types of work which proved to be harmful to them. It must also provide mechanisms for the special protections of women personnel of the PNP against any form of sexual harassment in accordance with RA 7877 and related administrative policies.

i. No discrimination against women must be committed on the basis of pregnancy and marital status. Their own civil rights, including the function of their reproductive health, must not be violated, in pursuance of existing laws, including policies on women employees issued by the Department of Labor and Employment and the Civil Service Commission.

j. Allow female police personnel to wear pants as a matter of course in the performance of their official duties and functions. An appropriate design for maternity dress using the blue uniform must also be adopted by the PNP for women to maintain their identity as uniformed personnel. Other paraphernalia, including the kinds of shoes, service firearms, and field uniforms, also need to be “genderized” taking as a paramount consideration a more efficient and effective exercise of the functions of men and women in uniform. The uniform and Equipment Standardization Board shall provide appropriate policies for this purpose.

k. Encourage the participation of the necessary morale and welfare services to enable parents working as personnel in the PNP to combine family obligations with work responsibilities, in particular through promoting the establishment and development of a network of child-care facilities, e.g. day care centers pursuant to RA 8980.

l. Teach and propagate, through a PNP program on responsible parenthood and gender sensitivity, the common role of its personnel in gender socialization at home and the upbringing of children.

4.17 Monitoring and Evaluation. The Gender and Development (GAD) Focal Person shall establish a system of monitoring and evaluation on the compliance of all police office/units to the circular. Consistent with the GAA, the GAD Focal Point shall submit a periodic GAD accomplishment report of the PNP to the higher ups, including the NAPOLCOM, DILG, DBM and NCRFW. Said report shall indicate the Program/Activity/Project initiated, gender issue, GAD activities, result/s, cost and remarks (if any).

The Directorate for Plans shall include GAD-related programs as part of the Performance Evaluation Rating of all PROs and NSUs.

Likewise, the Directorate for Comptrollership, in coordination with the GAD Focal Point, shall include in the Program Review and Analysis the breakdown of activities vis-à-vis fund releases for Gender and Development Program.
The most active GAD implementer shall be entitled to appropriate awards and incentives as may be determined by GAD Focal Point, in coordination with the Directorate for Personnel and Records Management including the formulation of a clear, definite and well disseminated set of criteria for the awards.

Section 4-4 Physical Fitness and Sports Development Program

4.18 Physical Fitness and Sports Development Program. The Philippine National Police (PNP) subscribes to the principle that a “Sound Body Breeds a Sound Mind”. Toward this end, the PNP adopted the Physical Fitness and Sports Development Program which is geared towards the promotion and development of sports in the PNP and the implementation of a sound physical conditioning and physical fitness program for its personnel. The PNP PFSDP endeavors to help the government recruit, develop and support world-class athletes.

The concept of the program is to conduct physical fitness activities from the NHQ down to police station/precinct level, conduct year-round sports activities, and recruit/train prospective world caliber athletes for sports competitions.

4.19 Policies. All levels of offices shall assume a more active role and devote more time, effort and emphasis in the implementation of this program nationwide and on a year-round basis.

a. Sufficient number of PNP members shall be appointed, trained, developed and equipped to manage and administer this program.

b. Appropriate incentives and due recognition shall be accorded to athletes/teams who will excel in any activity under this program.

c. Maximum participation in local sports competitions and assistance to local athletics/sports organizations in all areas are encouraged to promote closer relationship between the police and the public to enhance the image and prestige of the PNP.

d. Three percent (3%) of all recruitment quotas shall be earmarked to accommodate potential world-class Filipino athletes.

e. Director, DHRDD is designated as the overall supervisor in the conduct of the Physical Fitness Test (PFT) for all PNP uniformed personnel and in the implementation of the PFSD program by all offices/units in the PNP.

4.20 Administration. The PNP PFSDP Special Committee shall supervise the PNP Physical Fitness and Sports Development Program (PFSDP). It shall be composed of the following at the National Level:

D, HRDD - Overall Supervisor
a. The PFSDP Special Committees shall, likewise, be created at the regional, provincial, city and municipal levels. In compliance to E.O No. 63, the Chairmen of this Special Committee shall represent the PNP in their respective local Physical Fitness and Sports Development Councils. The PNP Special Committee shall be composed of the following at the Regional Offices:

- RPHRDD - Supervisor
- C, Special Service - Secretary
- Dep., ARDL - Member
- Dep., RHS - Member
- ARDPCR - Member

At the Provincial Level:

- APDA - Supervisor
- Athletic Officer - Secretary
- PCRO - Member

At the City/Municipal Level:

- City Dir/COP - Supervisor
- Athletic Officer - Secretary
- PCRO - Member

4.21 Integrated Health and Physical Fitness Program (Physical Fitness Test).
The Physical Fitness Test (PFT) Standard was designed to complement the sports activities in the PNP and in developing as well as maintaining the physical fitness of every PNP personnel.

The PFT Standard is conducted according to age group every semester of the year which is scheduled in the first quarter and last quarter of the year. PNP personnel are expected to obtain a passing raw score equivalent to a grade of 70% in each event required in their age category, while the lowest grade that could be given is 50%. The PFT is conducted from PNP NHQ down to the police provincial offices nationwide.

Elite forces such as the Special Action Force (SAF), the Aviation Security Group (AVSEG) and the Maritime Group (MG) have set their respective physical fitness activities/standards that suit the needs of their personnel in the performance of their mandated tasks.
The Directorate for Personnel and Records Management (DPRM) requires yearly update of the medical examination of all uniformed personnel to be incorporated in their personal data records.

4.22 General Guidelines for PFT. The PNP shall require all uniformed personnel with the age of 39 years and below to undergo the PFT at least once a year preferably on the first (1st) week of their birth month. PFT Performers who will be marked “NO GO” (pregnant, with temporary disability and other health conditions as determined by the PNP Medical Officer) shall be recommended to undergo the Annual Physical Exam (APE). Forty (40) years old and above shall be required to undergo the APE to be conducted/supervised by the PNP Health Service or by the Regional Health Service.

4.23 PFT Policies. All PNP uniformed personnel must strictly adhere to the following:

a. All PNP personnel with the age of 39 years and below shall be required to undergo the PFT following the standard set by the NHQ except for the elite forces such as SAF, MG and AVSEG which shall design the PFT Standard for their personnel.

b. PROs and NSUs shall conduct and supervise the PFT of their respective personnel. The PFT shall be conducted at the RHQ, PHQ, Headquarters of NSUs or at venues that maybe designated by respective commanders taking into consideration the safety of their personnel.

c. PFT for the Directorial and Personal Staff shall be at the NHQ and supervised by PNPTS.

d. The following tests/measurements are recommended for PNP personnel before taking the PFT:

1) Body Mass Index;
2) ECG (for 30 year old and above);
3) Tread Mill Stress Test (upon physician’s recommendation based on ECG results); and
4) Blood Pressure (BP).

4.24 Combat Sports Program (“Labanang Pampalakasan”). The human rights-based policing is a long-established principle being adopted by the PNP in the exercise of its duty as the primary law enforcement agency of the government. Basic police operational procedures call for the use of reasonable force when dealing with suspects and other recalcitrant members of the community. However, most police officers are dependent and instinctively turn to their issued firearms in situations even if it does not warrant its use. Human rights policing can be better achieved if law enforcers are confident that they can defend themselves alone and with the use of their bare hands.
Labanang Pampalakasan was designed to institutionalize the conduct of a year-round Combat Sports Training specifically on four different martial arts/combat sports disciplines, namely: Taekwondo, Boxing, Karatedo and Arnis; to craft a Program of Instructions on a progressive and ladderized type of combat sports training; to identify and establish a pool of instructors for each combat sports discipline and organize the same to be highly competent combat sports instructors; to develop a promotional and evaluation scheme (e.g. karatedo tournament and Belt Ranking Achievement System [BRAS] Performance Evaluation and Promotion) within the PNP to determine the level of proficiency and skills attained by the participants of the program; to have proficient and self-confident PNP personnel in terms of combat sports, hand-to-hand combat and in the field of self-defense that they can defend themselves and can likewise protect the community that they serve; and to provide more practical and customized hand-to-hand combat, unarmed combat or close quarter combat training with the use of a combination of defensive martial arts styles and techniques.

4.25 Policies on the Combat Sports Program. All levels of offices shall assume a more active role and devote more time, effort and emphasis in the implementation of this program nationwide and on a year-round basis;

a. Sufficient number of PNP members shall be appointed, trained, developed and equipped to manage this program; and

b. Appropriate incentives and due recognition shall be accorded to participants/students who will excel in any activity under this program and likewise with the instructor.

c. All PNP personnel shall choose one from among the four disciplines of combat sports namely: Taekwondo, Boxing, Karatedo and Arnis. They shall join the training on the chosen discipline at least once a week (two hours session) to be done every Tuesday and Thursday afternoon instead of joining the “Hataw” physical conditioning activities scheduled on the same day.

d. NUP who opt to join the combat sports program may do so, otherwise they shall join the “Hataw” physical conditioning activities.

e. The implementation of this shall be undertaken in three (3) phases:

1) **Phase I.** The first phase of the implementation shall be conducted at the NHQ and to be participated in by all personnel from Crame-based office/units. Competent PNP instructors shall be pooled to teach and implement the training plan. Administrative Officer of Crame-based offices/units shall identify and submit to the DHRDD copy furnished HSS the names of all their personnel who shall undergo the training of their chosen combat sports discipline. 50% of personnel strength of the offices/units are required to undergo the training every Tuesday and the other 50% shall undergo the training every Thursday.
2) **Phase II.** This program shall be replicated at the Police Regional Offices, Police Provincial Offices, City Police Offices and City/Municipal Police Station. The different offices/units shall identify qualified and competent PNP personnel as instructors within their respective areas or they may invite competent instructors outside the PNP. They shall also identify and maintain the list of personnel who shall undergo the training in their chosen combat sports discipline at least once a year (2-hour session) generally scheduled every Tuesday and Thursday afternoon. In some areas, however, the City/Municipal Police Station Commanders shall come up with realistic and doable schedule suited for their respective personnel so as not to hamper their duty schedule in the delivery of police services in the community, provided that the training shall be done at least once a week preferably during their off-duty period.

3) **Phase III.** In coordination with the Philippine Public Safety College and all the training institutions under it, this program shall be adopted, specifically the inclusion of the combat sports training, in the curriculum of the Public Safety Basic Recruit Course and other mandatory and specialized courses.

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**Section 4-5 Moral Recovery Program**

4.26 **Spiritual, Moral, Attitude and Renewal Training Moral Recovery Program.** Executive Order No. 319 institutionalizes the Moral Recovery Program (MRP) in all government departments, offices, agencies and government-owned and controlled corporations through the establishment of integrity circles.

The Preamble of the 1987 constitution ordains and promulgates that the sovereign Filipino people imploring the aid of Almighty God in order to build a just and humane society and establish a government that shall embody our ideals and aspirations, promote the common good, conserve and develop our patrimony and secure to ourselves and our posterity the blessing of independence and democracy under the rule of law and a regime of truth, justice, freedom, love, equality and peace. Therefore, it shall be the policy of the government to:

a. Strengthen the moral resources of the Filipino people rooted in the Filipino culture, values and ideals that are Maka-Diyos, Maka-Tao, Maka-Bayan and Maka-Kalikasan.

b. Pursue a vision of a Filipino nation that is Good-centered, people empowered, prosperous national community living in Unity, Justice, Freedom, Love and Peace and governed by a visionary government that is democratic, responsive and effective with a community of civil
and military servants who are professional, competent, disciplined and trustworthy.

4.27 **Character and Aptitude Development Training Program.** The influx of cases involving police personnel always been one of the major obstacles to the continuing drive of the PNP to regain public trust and confidence made possible under the PNP Integrated Transformation Program. Despite the past character-rebuilding initiatives that have for some time created a dent in the state of discipline among the men and women in uniform, misconduct of PNP personnel remains unabated and threatens to jeopardize the PNP gains in public acceptance. Thus, instituting a more effective training program, among others, for erring police officers who refuse to “toe the line” cannot be overemphasized.

Consistent with the existing policies of the past and present PNP leadership to deal more seriously the unabated involvement of police personnel in criminality, all PROs, with technical supervision from the PNP Training Service (PNPTS), shall implement a one-month “CADET” Program, fit for erring police officers who will referred by their unit commanders to the RSTUs, notwithstanding appropriate administrative sanctions that may be imposed by concerned authorities. The RSTUs, in this regard, shall be strengthened to serve as PNP focal points in the conduct of the said “CADET” Program for erring police personnel within the AOR. Support mechanisms are to be provided by groups or individuals catering on the spiritual and/or psychosocial dimensions of the character development of the target clients.
CHAPTER 5

GENERAL DOCTRINE DEVELOPMENT DIVISION

Section 5-1 Organization and Functions

5.1 Functions of the GDDD. The General Doctrine Development Division (GDDD) is responsible for the performance of the following functions:

a. Formulate doctrines pertaining to the organization, administration and operations of the PNP in coordination with the concerned Directorial Staff.

b. Formulate directives and policies for the enhancement of doctrines.

c. Collate, study, and research on operational and administrative reports of field officers and students for doctrine adoption.

d. Formulate, evaluate, review, modify and/or revise current training doctrines for the enhancement of individual and unit training on foreign and local trainings.

e. Formulate plans and policies regarding the acquisition and development of general doctrines to serve as guidance to all PNP personnel in the performance of their duties.

f. Formulate education and training philosophies for guidance and implementation of all training institutions on the professional development of the PNP personnel.

5.2 GDDD Organizational Structure. The GDDD Organizational Structure is headed by the Division Chief with a rank of Police Senior Superintendent (PSSUPT). It has a total manpower of nine PNP personnel composed of four PCOs, one PNCO and four NUP.

Figure 5.1 GDDD Organizational Structure
5.3 **Job Description**

a. **Chief, General Doctrine Development Division**

1) Formulates doctrines pertaining to the organization, administration and operations of the PNP in coordination with the Directorial Staff.

2) Formulates directives and policies for the enhancement of doctrines.

3) Collates, studies, and researches operational and administrative reports of field officers and students for doctrine adoption.

4) Formulates, evaluates, reviews, modifies, and/or revises current training doctrines for the enhancement of individual and unit training on foreign and local trainings.

5) Formulates plans and policies regarding the acquisition and development of general doctrines to serve as guidance to all PNP personnel in the performance of their duties.

6) Formulates education and training philosophies for guidance and implementation of all training institutions on the professional development of the PNP personnel.

7) Performs other duties as TDHRDD may direct.

b. **Assistant Chief, General Doctrine Development Division**

1) Assists in the formulation of doctrines pertaining to the organization, administration and operations of the PNP in coordination with the Directorial Staff.

2) Assists in the formulation of directives and policies for the enhancement of doctrines.

3) Assists in the formulation of education and training philosophies, in coordination with ITPD and UTPD, for guidance and implementation of all training institutions on the professional development of the PNP personnel.

4) Assists in the formulation, collation, conduct of studies, and researches on operational and administrative reports of field officers and students for doctrine adoption.

5) Assists in the formulation, evaluation, review, modification, and/or revision of current training doctrines for the enhancement of individual and unit training on foreign and local trainings.

6) Assists in the formulation of plans and policies regarding the acquisition and development of general doctrines to serve as guidance to all PNP personnel in the performance of their duties.

7) Acts as Chief of the Library Section.

8) Performs other duties as C, GDDD may direct.
c. **Chief, Operational Doctrine Section**

1) Assists in the formulation of doctrines pertaining to the organization and operation of the PNP in coordination with the Directorial Staff.
2) Assists in the formulation of directives and policies for the enhancement of operational doctrines and manuals.
3) Assists in the collation, study, and research on operational reports of field officers and students for doctrine adoption.
4) Assists in the evaluation, reviews, modifications, and/or revision of current operational doctrines and programs.
5) Assists in the formulation of operational doctrines for the enhancement of individual and/or unit trainings.
6) Assists in the formulation of plans and policies regarding the acquisition and development of operational doctrines to serve as guidance to all PNP personnel in the performance of their duties.
7) Conducts study of all operational reports and issuances of the PNP for possible conversion into a doctrine.
8) Reviews and validates existing operational doctrines and manuals.
9) Performs other duties as the C, GDDD may direct.

d. **Chief, Administrative Doctrine Section**

1) Assists in the formulation of doctrines pertaining to the organization and administration of the PNP in coordination with the Directorial Staff.
2) Assists in the formulation of directives and policies for the enhancement of administrative doctrines and manuals.
3) Assists in the collation, study, and research on administrative reports of field officers and students for doctrine adoption.
4) Assists in the evaluation, review, modification, and/or revision of current administrative doctrines and programs.
5) Assists in the formulation of administrative doctrines for the enhancement of individual and/or unit trainings.
6) Assists in the formulation of plans and policies regarding the acquisition and development of administrative doctrines to serve as guidance to all PNP personnel in the performance of their duties.
7) Conducts study of all administrative reports and issuances of the PNP for possible conversion into a doctrine.
8) Reviews and validates existing administrative doctrines and manuals.
9) Performs other duties as the C, GDDD may direct.
e. **Assistant Section Chief, Operational Doctrine**

1) Assists in the supervision and formulation of doctrines pertaining to the organization and operation of the PNP in coordination with the Directorial Staff.
2) Assists in the supervision and formulation of directives and policies for the enhancement of operational doctrines and manuals.
3) Assists in the supervision, collation, study, and research on operational reports of field officers and students for doctrine adoption.
4) Assists in the supervision, evaluation, reviews, modifications, and/or revision of current operational doctrines and programs.
5) Assists in the supervision and formulation of operational doctrines for the enhancement of individual and/or unit trainings.
6) Assists in the supervision and formulation of plans and policies regarding the acquisition and development of operational doctrines to serve as guidance to all PNP personnel in the performance of their duties.
7) Assists in the supervision and study of all operational reports and issuances of the PNP for possible conversion into a doctrine.
8) Assists in the supervision, review, and validation of existing operational doctrines and manuals.
9) Performs other duties as the C, GDDD may direct.

d. **Division PNCO**

1) Sorts all incoming and outgoing communications and assigns them to the concerned section for appropriate action.
2) Calendars all activities of the Division for proper monitoring.
3) Prepares and submits a weekly monitoring sheet of all the activities of the Division to the Assistant Chief and Division Chief.
4) Ensures that all outgoing communications are properly reproduced before turning them over to the DHRDD Message Center for dispatch.
5) Issues clearance in the uploading of documents in the Document Management System (DMS) and DHRDD website.
6) Monitors status of communications for compliance by the Division.
7) Maintains and monitors the official email address of the Division.
8) Performs other duties as the C, GDDD may direct.

e. **Librarian**

1) In-charge of the operations of the PNP Command Library.
2) Updates and compiles all documents, manuals, books, and other publications for reference purposes.
3) Performs other duties as the Chief, Library Section may direct.
f. **Action Clerk**

1) Manages all the records/documents of the Section for easy retrieval.
2) Maintains files of all documents, references, and resource materials used in the formulation of a doctrine/policy for archiving.
3) Scans copy of all communications concerning the Division prior to loading in the Document Management System.
4) Reports to the Action Officer status of all projects being formulated or implemented by the Section.
5) Follow-up communications from different offices.
6) Reproduces documents intended for filing and distribution/dispatch.
7) Performs other duties as the C, GDDD may direct.

g. **Administrative Assistant**

1) Receives and logs all incoming and outgoing communications of the Division.
2) Ensures that receiving copies of all outgoing communications are properly filed.
3) Performs other duties as the C, GDDD may direct.

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**Section 5-2 Doctrine Development**

**5.4 General Policy on Doctrine Development**

a. **Doctrine on PNP Issuances.** This Doctrine provides the guidelines in issuing, releasing, recording, and filing of the different issuances being used by the PNP in the exchange of information, both external and internal, as well as the classifications and types of issuances issued by this organization (Annex “A” – Table of PNP Issuances).

b. **Types of PNP Issuances**

1) **Administrative Issuance.** Issued by the Chief, PNP which is directory, advisory, or informative in nature, more or less permanent in duration, requiring compliance by, or information of, a majority or all of the PNP personnel, both in the field and in the National Headquarters, dealing with such matters as policies, rules and regulations, procedures promulgated pursuant to existing laws, standard operating procedures, and
implementing instructions from other government agencies and the like, shall be categorized or referred to as circulars.

2) **Letter or Message.** Type of issuance used to communicate information, whether outside or inside the organization.

3) **Administrative Order.** Issued for administrative purposes

4) **Operational Order.** Issued for operational purposes

5) **Manual or Bulletin.** Issued to provide information pertaining to the processes, accomplishments and other data from the organization used for the information of the general public.

5.5 **Doctrine Development.** One of the major factors in coming up with doctrine development is the merger of the different elements of law enforcement and non-law enforcement units during the advent of the PNP organization—all having different and distinct indoctrination, behavior and customs (Bumanglag, Amoguis & Gabuna, 1994, p.3).

Thus, doctrine development was incorporated as one of the DHRDD’s mandates which involves the formulation or creation of doctrines pertaining to the organization and administration of the PNP. PNP Doctrine is a body of officially sanctioned beliefs and fundamental principles that guides the organization in support of national objectives. It is authoritative but not directive in nature and provides guidance in the acquisition, utilization, and employment of human and materiel resources to achieve the plans and programs of applied strategies in the PNP. It is based on accumulated knowledge gained through time-honored culture and tradition, studies, tests and analyses. It is taught methodically and reviewed periodically. Unless changed or disproved, they remain standing for continuous application. They are largely based on knowledge gained through time-honored traditions, police experiences, studies, analyses and tests.

a. **Categories of PNP Doctrines and Manuals.** Different categories of PNP manuals are required due to the wide range of missions and responsibilities assigned to the PNP.

1) **Primary Doctrines**

   (a) **Fundamental Doctrine.** It states the basic principles, policies and bases in the planning, organization and management of the PNP in support of the PNP vision, mission and strategic action plan towards the attainment of national objectives. This manual shall be the primary manual of the PNP and shall therefore be indexed as PNPM-D-0-01.

   (b) **Ethical Doctrine.** It is a manual that defines the fundamental principles governing the rules of conduct, attitude, behavior and ethical norm of the PNP.
2) Categories of PNP Manuals

(a) **Operational Manual.** It comprises of principles and rules governing the planning, organization, direction and employment and deployment of PNP forces in the accomplishment of basic security operational mission in crime prevention and solution, law enforcement, public safety and security. PNP operational doctrines are published in separate manuals.

(b) **Administrative Manual.** Provide guidance on the accomplishment of general administrative functions or tasks of the PNP. They set guidelines, formats or general policies that must be followed in accomplishing periodic/iterative administrative tasks.

(c) **Functional Manual or Administrative and Operations Manual (AOM).** Provide guidance for routine operational and administrative functions of each unit in its field of interests. This combines the operational, administrative and technical fields that are functionally relevant to the PNP unit concerned.

(d) **Complementary Manual.** This manual is formulated jointly by two or more bureaus/agencies/organization in order to effect a certain operation. With regards to Public Safety and Peace and Order, this essentially involves inter-agency collaboration with: the Bureau of Jail Management and Penology (BJMP), the Bureau of Fire Protection (BFP), the Philippine Public Safety College (PPSC), the National Bureau of Investigation (NBI) and other law enforcement agencies other than the PNP.

b. **Numerical Designation of Doctrines.** During the creation of the PNP as the new law enforcement organization separate and distinct from the AFP, the Numerical Designations of the defunct PC/INP Manual/Publications was amended through the issuance of the new Numerical Designations of PNP Manuals dated December 26, 1994. However, over the years, major developments in the organization have taken place which resulted to the activation/deactivation of some PNP offices/units. With these changes, it is imperative to amend the 1994 numerical designation to meet the current organizational set-up and dynamics. Thus, the original numerical designation was rescinded through the issuance of Memorandum Circular No. 2013-012. This Memo Circular was issued purposely to provide and establish a standard for the numerical designation of approved PNP manuals published or issued by each office/unit concerned for proper identification and reference.

1) **Guidelines in the Assignment of Numerical Designation.** For purposes of identification, documentation, retrieval of
information and reference, published hereunder are the following Numerical Designations for PNP Manuals:

(a) For PNP Doctrines: (PNPM-D-0)

- Fundamental Doctrine PNPM-D-0-1
- Operational Doctrine PNPM-D-0-2
- Functional Doctrine PNPM-D-0-3
- Ethical Doctrine PNPM-D-0-4
- Complementary Doctrine PNPM-D-0-5
- Other Doctrines (i.e. Compendium) PNPM-D-0-6

(b) For the Directorial Staff:

- Directorate for Personnel and Records Management DPRM-DS-1
- Directorate for Intelligence DI-DS-2
- Directorate for Operations DO-DS-3
- Directorate for Logistics DL-DS-4
- Directorate for Plans DPL-DS-5
- Directorate for Comptrollership DC-DS-6
- Directorate for Police Community Relations DPCR-DS-7
- Directorate for Human Resource and Doctrine Development DHRDD-DS-8
- Directorate for Investigation and Detective Management DIDM-DS-9
- Directorate for Research and Development DRD-DS-10
- Directorate for Information and Communications Technology Management DICTM-DS-11
- Directorate for Integrated Police Operations-Southern Luzon DIPOSLS-12
- Directorate for Integrated Police Operations-Northern Luzon DIPONL-DS-13
- Directorate for Integrated Police Operations-Western Mindanao DIPOWM-DS-14
- Directorate for Integrated Police Operations-Eastern Mindanao DIPOEM-DS-15
- Directorate for Integrated Police Operations-Visayas DIPOVIS-DS-16

(c) For Personal Staff:

- PNP Internal Affairs Service PNPIAS-PS-1
- Public Information Office PNPPPO-PS-2
- Human Rights Affairs Office PNPHRAO-PS-3
- Center for Police Strategy Management PNPCPSM-PS-4
(d) For National Support Units (NSUs):

Communications and Electronics Service CES-NSU-1
Health Service HS-NSU-2
Legal Service LS-NSU-3
Chaplain Service CHS-NSU-4
Finance Service FS-NSU-5
Logistics Support Service LSS-NSU-6
Information Technology
  Management Service ITMS-NSU-7
Crime Laboratory Group CLG-NSU-8
Headquarters Support Service HSS-NSU-9
Engineering Service ES-NSU-10
Highway Patrol Group HPG-NSU-11
Criminal Investigation and
  Detection Group CIDG-NSU-12
Intelligence Group IG-NSU-13
Special Action Force SAF-NSU-14
Maritime Group MG-NSU-15
Civil Security Group CSG-NSU-16
Police Community Relations Group PCRG-NSU-17
Police Security and Protection Group PSPG-NSU-18
Aviation Security Group AVSEG-NSU-19
PNP Training Service PNPTS-NSU-20
Personnel and Retirement
  Benefit Service PRBS-NSU-21
Anti-Kidnapping Group AKG-NSU-22
Anti-Cyber Crime Group ACG-NSU-23

(e) For Police Regional Offices (PROs):

Police Regional Office 1 PRO1-1
Police Regional Office 2 PRO2-2
Police Regional Office 3 PRO3-3
Police Regional Office 4A PRO4A-4
Police Regional Office 4B PRO4B-5
Police Regional Office 5 PRO5-6
Police Regional Office 6 PRO 6-7
Police Regional Office 7 PRO 7-8
Police Regional Office 8 PRO 8-9
Police Regional Office 9 PRO 9-10
Police Regional Office 10 PRO10-11
Police Regional Office 11 PRO11-12
Police Regional Office 12 PRO12-13
Police Regional Office 13 PRO13-14
Police Regional Office Autonomous
  Region in Muslim Mindanao PROARMM-15
Police Regional Office Cordillera PROCOR-16
National Capital Region Police Office NCRPO-17
(f) **For Provincial/City/Police Station:**

Name of Unit (Provincial/City/Police Stations/Field Units/Maneuver Units) followed by the symbol PPO/CPO/PS/RPSB/PPSC as the case maybe, followed by the chronological number of publication, then the year of Publication, title of the publication and address.

Example: DAVAO CPO-CPO-1-13  
Administrative and Operations Manual (Davao City Police Office)

2) Numerical designation for all PNP Manuals issued/published by the office/unit concerned in relation to their respective functions will bear the following information:

(a) Philippine National Police Manual  
(b) Publishing Office/Unit  
(c) Level of Office/Unit (DS/NSU/PRO)  
(d) Assigned Numerical Designation  
(e) The chronological number of publication/issue  
(f) The year of the publication  
(g) Title of the Manual

Example:

PNPM-DHRDD-DS-8-1-13  
Drill and Ceremonies, Correspondence, Protocol and Social Graces, and Service Etiquette

PNPM-HSS-NSU-9-1-13  
Camp Security Management Manual

PNPM-PRO1-1-1-13  
Disaster Management Manual

3) The PNP Doctrine has the “0” numerical designation. Each type shall bear its assigned number, followed by year published, the office publishing the same and the Doctrine’s Title, as shown:

PNPM-D-0-1 Fundamental Doctrine  
PNPM-D-0-2 Operational Doctrine  
PNPM-D-0-3 Functional Doctrine  
PNPM-D-0-4 Ethical Doctrine  
PNPM-D-0-5 Complementary Doctrine  
PNPM-D-0-6 Other Publications or Doctrines

Example:
PNPM-D-0-1-13 (DHRDD)
Fundamental Doctrine

4) Functional Doctrines published by the respective Directorial Staff and National Support Units shall bear the assigned numerical designation of their office/unit after the code number “3” (refer to para. 5c above), then followed by year of publication, followed by its office/unit nomenclature-symbol (with open and close parenthesis), then followed by the title of the Doctrine.

Example:

PNPM-D-0-3-1-13 (DPRM)
Personnel and Records Management Functional Doctrine

PNPM-D-0-3-14-13 (SAF)
Special Action Force Functional Doctrine

PNPM-D-0-3-1-1-13 (PRO 1)
Administrative and Operations Manual

5) The year of the publication is necessary to identify properly the latest revision/amendment.

6) For monitoring and auditing purposes, the Numerical Designation of all manuals shall be issued by the DHRDD thru the General Doctrine Development Division and the same must be printed at the book’s spine and cover.

7) All major publications of PROs/NSUs and Provincial and City Police Offices, District Offices, Maneuver Units, and Police Stations requiring a centralized approval shall be cleared by the CPNP Attn: DHRDD with the prototype copy of the proposed publication.

8) In order to ensure proper indexing of all manuals, numerical designation issued to every PNP office/unit shall be permanent. Termination of this number shall take effect only upon deactivation of the office/unit.

9) In the event that a new PNP office/unit is activated, the succeeding numerical designation will be automatically assigned to the additional office/unit. However, in cases where an office/unit is deactivated, the assigned numerical designation shall not be transferred to the next unit.

c. **Guidelines and Procedures in Doctrine Development.** PNP Memorandum Circular No. 2014-020 provides for the following
standard procedures and guidelines in the preparation, publication, and distribution of PNP manuals and doctrines:

1) The distinction between a doctrine and a policy is that the former provides guidance of an enduring nature while the latter prescribes the rules for action or inaction.

2) PNP Doctrines and manuals shall be serialized based on their type and corresponding numerical designation as prescribed by PNPMC No. 2013-012 “Revised Numerical Designation of PNP Manuals.”

3) All PNP doctrines and manuals, prior to its adoption and implementation must be deliberated upon by the Board for Doctrine Development (BDD).

4) Proposals that fail to go through the process shall be considered unofficial.

5) Intention to formulate or revise a doctrine or manual must be approved by the BDD.

6) Manuals shall vary according to its planned use, such as, for office reference, issuance to field personnel, or for carrying purposes. It may either be in a form of a table manual, handbook, or pocket-size manual. These shall be serialized based on their corresponding numerical designation as prescribed by PNPMC No. 2013-012 “Revised Numerical Designation of PNP Manuals.”

7) Format of manuals shall conform to the existing standards prescribed by DHRDD.

8) Revised edition of manuals must carry the original title of the same with the word “REVISED” indicated together with the year in which it was printed except in circumstances where the office/unit has been renamed through a PNP General Orders or other related issuances, copy of which should be included as part of the annexes of the new manual. This will facilitate proper archiving of repealed or rescinded manuals.

9) Manuals sponsored by other organizations or agencies in partnership with the PNP must conform to the prescribed standard format for uniformity and consistency.

10) Doctrines and manuals must be developed by a local TWG created by the Proponent with formal Office/Unit or DPRM Order.

11) The BDD shall have the authority to act on any proposals pertaining to doctrine development and recommend approval of the same to the Chief, PNP. It also has the power to direct any
PNP office/unit to develop/review a doctrine or manual when it deems necessary.

12) In reprinting a doctrine or manual, concerned office/unit must seek clearance from the Board to ensure monitoring and submission of updated copies to the PNP Command Library.

13) Approved doctrine or manual shall only be uploaded to the PNP website upon clearance from the Directorate for Intelligence (DI).

14) The Proponent shall seek the assistance of the Website Administrator through the ITMS for posting or uploading of an approved doctrine or manual.

15) Approved doctrines and manuals must be disseminated to concerned PNP offices/units and must have a corresponding Acknowledgement Receipt of Equipment (ARE) signed by the Supply Accountable Officer (SAO), Responsible Supply PCO (RSPCO), Responsible Supply PNCO (RSPNCO), Administrative Officer and Chief Clerk as the case may be, to ensure the accountability of the office/unit for its maintenance, safekeeping, availability, and use by its personnel. Issued manuals will form part of the annual inventory of accountabilities by concerned office/unit to which it was originally issued.

16) The PNP Command Library shall serve as the repository of all drafted and approved PNP doctrines and manuals and, at all instances, be furnished at least five copies and a CD copy containing the .pdf and MS word formats of such for safekeeping and future reference.

17) Appropriate awards shall be given to the Proponent and members of TWG once a proposal has been approved and promulgated by the Chief, PNP.

d. Procedures in the Development of PNP Doctrines and Manuals.
   The following stages must be followed in the development of PNP doctrines and manuals:

1) Stage 1 – Initiation

   a) The BDD may initiate the formulation or revision of a doctrine or manual by directing the concerned Proponent;
   b) The Proponent Office/Unit shall submit a proposal to the BDD through the Secretariat. The proposal shall contain the following documents:

      (1) Letter Request
      (2) Project Timeline
3) Names of the local TWG members created by the Proponent

4) Project Budget

5) Proposed Distribution List

c) BDD Secretariat forwards the proposal to the Board;
d) In case the proposal is disapproved, Secretariat states the reason and Proponent must satisfy the requirements of the BDD. Revised proposal shall then be again forwarded to the BDD for approval; and
e) Once the proposal is approved, the Proponent shall commence with the development of the doctrine or manual.

2) Stage 2 – Research and Development

a) The Proponent shall prepare the initial draft and ensure that it abides with the existing format issued by the DHRDD;
b) The Proponent shall conduct research, field tests, or analysis to ensure validity of its contents; and
c) The initial draft shall be transmitted to the BDD Secretariat in soft and hard copies.

3) Stage 3 – Deliberation

a) The BDD Secretariat shall furnish the members of the Sub-board a copy of the draft for advance reading;
b) The Sub-board shall schedule the Proponent for the deliberation of its contents;
c) DI shall provide the security classification for proper disposition and records management while the Legal Service shall provide legal comments on the initial draft;
d) The Sub-board Secretariat, in turn, shall consolidate the inputs from the members of the Board and return the same to the Proponent for incorporation in the final draft; and
e) After the comments/inputs were incorporated, the final draft shall then be transmitted by the Proponent to the Sub-board Secretariat and the latter shall schedule the same for final deliberation.

4) Stage 4 – Approval and Promulgation

a) After the final deliberation, the Sub-Board shall forward the final draft together with its recommendation to the BDD for the issuance of a BDD resolution;
b) Once a resolution is issued, the final draft shall then be forwarded to the Chief, PNP through the Command
Group for approval and signature on the letter of promulgation; and

c) Upon signature of the CPNP, the approved draft shall be assigned with a numerical designation by the BDD Secretariat and forwarded to the Proponent for printing and distribution.

5) Stage 5 – Adoption and Distribution

a) All copies of approved doctrines and manuals must be disseminated to all PNP offices/units with a memo directive signed by the Chief, PNP and duly acknowledged by any responsible officer mentioned in this SOP; and

b) Printing and distribution shall be the responsibility of the Proponent. Copy of the distribution list shall be furnished to the Library for filing.

6) Stage 6 – Indoctrination

a) DHRDD, through the PNPTS, shall incorporate the salient provisions of approved doctrines and manuals as part of the Programs of Instruction of all training programs related to its adoption; and

b) All Administrative Officers shall cause the dissemination of approved doctrines and manuals through the conduct of regular PICE.

7) Stage 7 – Monitoring, Evaluation, and Review

a) Approved doctrines and manuals that are being implemented are subject to continuous monitoring and evaluation by the DHRDD, BDD or the Proponent itself; and

b) If upon evaluation, the DHRDD or BDD finds a need to review, revise or amend an existing doctrine or manual, it shall direct the Proponent, through a memo, to submit a proposal.

8) Stage 8 – Review and Update

Any office/unit/individual that finds a need to revise a doctrine or manual may send a memo/letter requesting or recommending the revision of the same to the BDD Secretariat. The Board shall evaluate the request and send the same to the Proponent for their appropriate action.
e. **Standard Format of Manuals.** To ensure uniformity and standard design for all PNP manuals, the following guidelines and formats shall be observed:
1) **Sizes of Manual.** The sizes shall vary according to the perceived/planned use of the manual such as for office reference, for issuance to field personnel or for carrying purposes. To establish a standard size, the following types of manual and their corresponding dimensions shall be observed:

(a) **Table size** – with dimensions 8.5” x 11”
(b) **Handbook size** – with dimensions 5.5” x 8.5”
(c) **Pocket-size** – with dimensions 3.5” x 5”

2) **Parts of the PNP Manual.** Parts of the PNP manual shall be arranged according to the following sequence:

a) **Cover Design** – contains the following information: the term “Philippine National Police Manual”, numerical designation, PNP logo, title of the manual, and the month and year of publication (See Annex “B”).

b) **Spine Title** - appears on the spine of the manual. It contains the title of the manual, year of publication, and initials of the publishing office/unit that initiated or was tasked to develop a manual (See Annex “B”).

c) **Title Page** – contains the title of the book, name of the publishing office/unit, place of publication, and year of publication (See Annex “B”).

d) **Preliminary Content** – manuals may contain the following preliminaries as arranged accordingly (See Annex “C” for Message Format):

   (1) Message of the Chairman, NAPOLCOM;
   (2) Message from the Chief, PNP;
   (3) Foreword from a subject matter expert in the field of interest (optional);
   (4) Preface by the Director of the publishing office/unit stating a brief explanation on why or how the manual was written; and
   (5) Acknowledgement by the Director of the publishing office/unit or Chairman of the local TWG. This is to recognize the efforts of the personnel who took part in the development or realization of a manual.

e) **Table of Contents** – contains the list of chapters and articles and the page number where they can be found.

f) **Main Body or Text** – the format for each individual chapter including the prescribed measurements, sectioning, and pagination is shown in Annex “D”.
For Table Manuals – Font size for main texts shall be Arial 12, chapter number and heading is Arial boldface size 16, and section title is Arial boldface size 14 only. All line spaces shall be in Arial font size 12.

For Handbook – Font size for main texts shall be Arial 11, chapter number and heading is Arial boldface size 14, and section title is Arial boldface size 12 only. All line spaces shall be in Arial font size 11.

For Pocket-Size Manuals – All font sizes shall be Arial 10 including chapter number, heading, section title and line spaces.

h) Summary of Changes (for revised edition) – one of the most important parts of a manual that contains all the changes incorporated in the revised edition (Annex “E”).

i) List of abbreviations (mandatory) – contains the meaning of all acronyms or abbreviations mentioned/used in the manual.

j) List of tables – contains the title of the table as it appeared in the manual.

k) List of figures – contains the title of the figure as it appeared in the manual.

l) Glossary of Terms (mandatory) – an alphabetical listing and definition of important terminologies mentioned/used in the manual.

m) Appendices (if any) – are documents attached to support or strengthen the data or information of a particular document. It cannot exist without the whole document from where it is attached. It cannot be included in the main body or text for it would result to the disruption of the sequence or proper flow of the document.

n) Annexes (if any) – are separate documents that can be considered as stand-alone documents. It can exist as an independent document and complete in form on its own.

o) Reference (mandatory) - contains the list of all the main sources cited directly in the document.

p) Bibliography (if any) - contains the list of other references or materials which may be useful to the readers as additional background reading materials.
q) **Recommendation for Changes** – sample format attached to a manual to be filled-up by any office/unit/individual who finds a need to recommend for a revision of such (Annex “F”).

r) **Letter of Promulgation** – a letter signed by the Chief, PNP approving and promulgating the use of a PNP manual.

s) **Board on Doctrine Development Resolution** – a resolution signed by the members of the Board endorsing the final draft for approval of the Chief, PNP.

t) **TWG Order (if applicable)** – an order issued to the members of the group who were tasked to initiate, plan, and develop a manual.

3) **Margins.** The following margins shall be observed in the formulation of the manual. However, the proponent or the publishing house may modify the margins when it deems necessary:

(a) **For Table Manuals:**

(1) Upper and lower page margins – 1.5”
(2) Left and right margins – 1.0”
(3) Gutter Margin – 0.5”
(4) Header and footer margins – 0.5”

(b) **For Handbooks:**

(1) Upper and lower page margins – 1.0”
(2) Left and right margins – 1.0”
(3) Gutter Margin (left and right) – 0.5”
(4) Header and footer margins – 0.25”

(c) **For Pocket-Size Books:**

(1) Upper and lower page margins – 0.75”
(2) Left and right margins – 0.5”
(3) Gutter Margin (left and right) – 0.25”
(4) Header and footer margins – 0.15”

4) **Referencing.** Referencing of PNP manuals shall be guided by the American Psychological Association (APA) Style Guide using in-text citation and referencing.
Section 5-3 PNP Best Practice

5.6 Concept of Best Practice. Best Practice is a relatively new concept in the PNP. In many corporations and international public institutions however, best practices form part of their organizational development and knowledge management.

With the adoption of the PNP PATROL Plan 2030, the PNP has recognized the value and wisdom of developing and adopting best practices. All PNP Units and offices are now encouraged to develop their own best practices to enhance their overall operations and management and create better customer value. Such best practices, in many instances, have made police operations and the delivery of police service efficient, cost-effective, accessible and equitable.

5.7 Best Practice Defined. Best Practice refers to an “out-of-the-box” initiative, activity, technique, or method adopted, field tested and proven to deliver desired results and leads to the fulfillment of certain police objectives. It should be innovative, unique and relevant to the fulfillment of the PNP’s mandate.

5.8 Guidelines in the Development of PNP Best Practices. SOP No. 2014-001 sets the following guidelines, procedures, and standards in the development, documentation, approval, and adoption of PNP Best Practices:

a. It provides for the creation of the Best Practices Board (BPB) which shall perform the following functions:

1) Deliberate and evaluate the appropriateness and adaptability of a proposal through the creation of Technical Working Groups or sub-boards.
2) Direct any PNP Office/Unit to study, develop or revise a best practice proposal.
3) Provide security classification for all approved best practices.
4) Provide legal comments on all proposals through the Legal Service.
5) Assign a numerical designation or index on all approved best practices published thru the DHRDD.
6) Recommend approval of best practices proposals to the Chief, PNP.
7) Maintain an inventory of all approved best practices thru the PNP Command Library.
8) Ensure that all approved best practices are incorporated in the training and education programs of the PNP as applicable.

b. The BPB Secretariat shall be the Chief, General Doctrine Development Division, DHRRDD and shall have the following functions:

1) Assist in the administrative tasks of the Board;
2) Schedule meetings and deliberations and send out notices to concerned units/offices;
3) Prepare the venue for the deliberations;
4) Prepare the minutes of the meeting and cause the signing thereof by its members;
5) Consolidate all inputs/comments from the Board and send the same to the proponent for incorporation in the final proposal.

c. All units are encouraged to develop their own best practice proposal following these criteria/parameters:

1) Innovative, new and out-of-the box;
2) Feasible, Adaptable and sustainable;
3) Cost-effective;
4) Field-tested/Piloted; and
5) Proven positive impact/results.

d. Best Practice Reports shall follow a common report format (see attached format).

e. All PNP units/offices shall designate their own Best Practices Officer who shall be responsible in the documentation and preparation of proposals to the Board.

f. Approved PNP Best Practices must be compiled, indexed and published by the DHRDD thru the Board Secretariat;

5.9 Stages of Development of PNP Best Practice. The following stages must be followed in the development of a Best Practice:

a. Stage 1 – Initiation. A Best Practice can be initiated either by the: (a) Board; (b) PNP Office/Unit; or (b) individual Proponent/Author.

b. Stage 2 - Submission

1) Whether the initiation is BPB or Unit-led or by the author, the Proponent shall submit the Best Practice Report to the BPB, through the BPB Secretariat, in soft and hard copies.
2) The proposal shall contain the Letter of Intent and Best Practice Report.

c. Stage 3 - Presentation and Deliberation. The Proponent shall present their Best Practice Report before the BPB for deliberation.

d. Stage 4 – Decision. If the Proposal meets the criteria, the BPB will recommend through a resolution the approval and adoption of the Best Practice Proposal to the CPNP.

e. Stage 5 – Compilation, Publication, Distribution and Dissemination
1) The DHRDD shall compile, publish and distribute approved Best Practices.
2) Approved Best Practices shall be published in the PNP websites and other forms of publication, subject to security considerations.

f. **Stage 6 – Teaching.** Approved Best Practices shall be taught thru the different PNP training units through its incorporation in the Program of Instruction of related training programs and in the conduct of Police Information and Continuing Education down to the station level.
CHAPTER 6

ADMINISTRATION AND BUDGET

Section 6-1 Organization and Functions

6.1 Functions of the Administrative Section. The Administrative Section of the DHRDD is responsible for the performance of the following functions:

a. Supervise the receipt and disposition of all incoming and outgoing communications.

b. Responsible in the implementation of all command and office administrative policies, rules and regulations;

c. Formulate plans and policies for the morale and welfare of personnel and implement the same accordingly.

d. Responsible in the supervision of the general housekeeping activities of the office such as maintenance of cleanliness, minor repairs, of office facilities, furniture and fixtures, and equipment.

e. Responsible in the formulation and implementation of security measures of the office.

f. Supervise the preparation of the schedule of Daily Duty Detail.

g. Supervise the attendance of available personnel in command activities.

h. Supervise the preparation of all administrative reports for submission to concerned D-Staff or the Command Group, NHQ PNP.

i. Review all communications emanating from the Admin Section.

j. Attend conferences pertaining to administrative matters.

6.2 Functions of the Budget and Fiscal Section. The B & FS of the DHRDD is responsible for the performance of the following functions:

a. Prepare and submit, in coordination with Division/Section Chiefs of DHRDD and HRDD Officers of National Support Units, the Annual Budget Proposal for Human Resource and Doctrine Development (HRDD) Central Office of the PNP.

b. Consolidate and compile budget reference materials.

c. Prepare Annual Operating Plans and Budget (AOPB) of the HRDD-Central Office of the PNP.

d. Consolidate Annual Program of Activities of the Directorate and allocate funds for it.

e. Coordinate with the Directorate for Comptrollership for the release of funds.

f. Prepare statement of fund releases and balances regularly.

g. Prepare President’s Budget for the HRDD Central Office of the PNP.

h. Prepare and submit quarterly accomplishment of the HRDD Central Office based on the Operating Plans and Budget.
i. Prepare documents for Program Review and Analysis (PRA) periodically.

j. Prepare Annual Program of Expenditures of HRDD Funds Central Office of the PNP.

k. Act on all matters pertaining to the budgetary requirements of the Directorate and subordinate units.

6.3 Administrative Section and Budget and Fiscal Section Organizational Structure. The Administrative Section and the Budget and Fiscal Section are headed by the Section Chiefs with the rank of Police Superintendent (PSUPT). It has a total manpower of 12 PNP personnel composed of two PCOs, three PNCOs and seven NUP.

![Administrative and Budget & Finance Section Organizational Structure](image)

**Figure 6.1 Administrative and Budget & Finance Section Organizational Structure**

6.4 Job Description

a. **Chief, Administrative Section**

1) Supervises the receipt and disposition of all incoming and outgoing communications.

2) Responsible in the implementation of all command and office administrative policies, rules and regulations.

3) Formulates plans and policies for the morale and welfare of personnel and implement the same accordingly.

4) Responsible in the supervision of the general housekeeping activities of the office such as: maintenance of cleanliness,
minor repairs, of office facilities, furniture and fixtures and equipment.

5) Responsible in the formulation and implementation of security measures of the office.

6) Supervises the preparation of the schedule of daily Duty Detail.

7) Supervises the attendance of available personnel in command activities.

8) Supervises the preparation of all administrative reports for submission to cognizant D-Staff or the Command Group, NHQ PNP.

9) Reviews all communication emanating from the Admin Section.

10) Attends conferences pertaining to administrative matters.

11) Performs other duties as the Director may direct.

b. **Chief, Budget and Fiscal Section**

1) Prepares and submits, in coordination with Division/Section Chiefs of DHRDD and HRDD Officers of National Support Units, the Annual Budget Proposal for Human Resource and Doctrine Development (HRD) Central Office of the PNP.

2) Consolidates and compiles budget reference materials, in coordination with other Division/Section Chiefs of DHRDD.

3) Prepares Annual Operating Plans and Budget (AOPB) of the HRD-Central Office of the PNP.

4) Consolidates Annual Program of Activities of the Directorate and allocate funds for it.

5) Coordinates with the Directorate for Comptrollership for the release of funds.

6) Prepares statement of fund releases and balances regularly.

7) Prepares President’s Budget for the HRD Central Office of the PNP.

8) Prepares and submits quarterly accomplishment of the HRDD Central Office based on the Operating Plans and Budget.

9) Prepares documents for Program Review and Analysis (PRA) periodically.

10) Prepares Annual Program of Expenditures of HRD Funds Central Office of the PNP.

11) Acts on all matters pertaining to the budgetary requirements of the Directorate and subordinate units.

12) Performs other duties as the Director may direct.

c. **Chief Clerk**

1) Ensures that all incoming and outgoing communications are properly recorded at the DHRDD message center.

2) Ensures that all incoming and outgoing communications are promptly assigned for immediate action by concerned Section/Division.

3) Ensures that all outgoing communications are promptly dispatched to concerned office/units.
4) Maintains a bulletin board containing the aging of all incoming communications with target dates and constantly follow-up the compliance of the same with concerned sections/divisions.

5) Maintains a general file of all outgoing and incoming communications.

6) Maintains file of all documents of administrative value.

7) Prepares duty detail and list DHRDD personnel/participating in command activities.

8) Prepares the daily accounting report of personnel.

9) Maintains a ledger of leave of absences of personnel.

10) Supervises the cleanliness of the office and recommends minor repairs of facilities and equipment.

11) Implements the security measures of the office.

12) Laterally coordinates with Division and Action PNCOs of the Directorate on Administrative Matters.

13) Regularly checks the attendance of personnel during Flag Raising and Flag Lowering.

14) Ensures that the posting of publications and pictorials at the DHRDD Bulletin Board are regularly updated.

15) Performs other duties as may be directed.

d. **Supply PNCO**

1) Maintains an updated inventory of all unit properties.

2) Updates the memorandum receipts of all non-expendable properties to end-users.

3) Undertakes turn-in of all unserviceable and Beyond Economical Repair (BER) non-expendable properties to concerned Supply Accountable Officers (SAO).

4) Implements the repair of non-expendable properties which are still economically reparable.

5) Prepares request to DL for the issuance of Centrally Managed Items (CMI) such as POL products, tires and batteries, training ammunition, etc., and submit consumption report of the same.

6) Inspects and receives all supplies procured and delivered to the Directorate.

7) Checks and monitors supply directives at concerned offices/units.

8) Maintains a minimum level of inventory of consumable supplies to avoid stock outs.

9) Prepares request for the prompt replenishment of supplies.

10) Submits periodical reports to concerned office/unit.

11) Performs other duties as may be directed.

e. **Finance PNCO**

1) Prepares roster of personnel for submission to Finance Service.

2) Receives all Treasury Warrants from Finance Service representing pay and allowances of personnel and distribute them to respective payee.
3) Encashes Treasury warrants entrusted for encashment by concerned payees.
4) Prepares change report to Finance Service for newly assigned and transferred out personnel to and from this Directorate.
5) Prepares vouchers and payrolls for collateral allowances of personnel and receives the proceeds of which from concerned disbursing officers in behalf of the payees.
6) Submits acknowledgement receipts to Finance Service for cash items received by individual payees from the Finance PNCO.
7) Submits periodic report of salary and allowances to Finance Service copy furnished the Chief, Budget and Fiscal Officer.
8) Performs other duties as may be directed.

f. Admin PNCO
   1) Maintains records of all incoming and outgoing communications.
   2) Screens all visitors of the office.
   3) Acts as custodian of all administrative records.
   4) Prepares periodic reports.
   5) Updates publication and pictorials at the DHRDD Bulletin Board.
   6) Inspects the status of office facilities, furniture and fixtures and make a regular report on it.
   7) Receives communications intended for DHRDD.
   8) Assists the message clerk/dispatcher in the delivery of urgent communications to concerned unit/office.
   9) Supervises all utility personnel in their assigned job more particularly in the maintenance of cleanliness of the office.
10) Performs other duties as may be directed.

g. Message Clerk/Dispatcher
   1) Segregates all incoming and outgoing communication and prepare them for delivery to concerned Section/Division or Unit/Office.
   2) Dispatches all outgoing communications on time.
   3) Reproduces all outgoing administrative communications in the number of copies as may be necessary.
   4) Checks all outgoing administrative communications with D-Staff and the Command Group of NHQ PNP.
   5) Receives communications intended for DHRDD.
   6) Assists the Admin PNCO in the screening of all visitors of this Directorate.
   7) Ensures that all administrative forms, such as routing slip, message registry, PER forms and personnel accounting form are always available.
   8) Performs other duties as may be directed.

h. Clerk III (Administrative Aide VI)
   1) Follow up communications at different offices.
   2) Prepares the Weekly Accomplishment report of the office.
3) Monitors all incoming and outgoing communications of the office.
4) Files records and communication.
5) Prepares/types correspondence for the Deputy Director.
6) Performs other duties as may be directed.

i. **Clerk II (Administrative Aide IV)**

7) Acts/prepares the typing of weekly, monthly, accomplishment report of the Command.
8) Acts on the preparation of the referrals to other units.
9) Performs other duties as may be directed.

j. **Driver II (Administrative Aide IV)**

1) Delivers communications and other materials and other offices/units.
2) Serves as driver of the official vehicle of the office for general dispatched.
3) Serves as driver for the personnel of the Directorate attending conferences, seminars, gatherings, and other official engagements.
4) In-charge of the requisition of gasoline, parts, and other vehicle requirements for minor repair.
5) Performs other duties as may be directed.

k. **Reproduction Machine Operator (Administrative Aide IV)**

1) In-charge of reproduction of official documents.
2) Ensures that all reproduced copies are properly sorted.
3) Responsible in the care and maintenance of reproduction equipment.
4) Responsible for requisition of reproduction materials.
5) Performs other duties as may be directed.

l. **Utility Worker I (Administrative Aide I)**

1) Maintains cleanliness of the office, furniture and equipment.
2) Runs errands and does related work.
3) Helps in the reproduction of officials documents.
4) Helps in delivering officials documents.
5) Performs other duties as may be directed.

**Section 6-2 Internal Processes Administration**

6.5 **PNP HRDD Eligibility List.** The PNP Memorandum Circular Number 2007-007 entitled “PNP Human Resource and Doctrine Development Eligibility List and Police Human Resource and Doctrine Development Occupational Specialty” serves as management tool in upgrading the human resources and to organize governing
bodies to manage the preparation of the Human Resource and Doctrine Development Eligibility List.

6.6 DHRDD Internal Communication. The Directorate for Human Resource and Doctrine Development is the office directly responsible for the formulation, implementation, review and analysis of training programs and directives that are required to attain the professionalism of the uniformed and non-uniformed personnel, and operational readiness of the PNP.

In addition, the DHRDD acts as the supervisor and policy making body with regard to training and education. The Directorate is also the repository of all doctrines, manuals, policies and other documents related to the PNP. The bulk of documents are paper works and incoming and outgoing communications coming from the command group, directorial staff and lower offices of the organization.

The DHRDD needs to make a systematic flow of communications to ensure effective handling and management of documents either incoming or outgoing.

6.7 Guidelines and Procedures in the Flow of Communication. The following guidelines and procedures shall be implemented to prevent misplaced, misfiled or lost documents/communications during handling, recording, filing, or transit and to ensure traceability of documents:

a. All incoming communications/documents shall pass the DHRDD Message Center. This is the first stop of all communications that are delivered to the Directorate. The Message Center personnel are responsible for receiving, registering and assigning the control number on the Routing Slip Form. Routing Slip Control Number must be unique and easily identifiable. Erasures must be avoided and countersigned.

b. Determine nature or disposition of documents whether or not the communications fall under its jurisdiction. The following actions shall be made by the message center personnel:

1) The Action PNCO shall receive the incoming communications/documents and forward them to the Chief Clerk.

2) The Chief Clerk shall attach and fill-up the respective routing slips by indicating the subject, writes the subjects of all communications that require compliance on the bulletin board for monitoring and shall pass them to the Administrative Officer.

3) The Chief, Administrative Section shall process all the communications by classifying and determining the concerned division that will comply/act. The name of the Division Chief must be indicated on the routing slip and the action requested shall be forwarded to the Admin Clerk.
4) The Admin Clerk shall assign respective control numbers to the communications or documents, and then encodes/records them to the communication database. Encoding includes the important data of all the communications or documents such as: date of receipt, subject, control number, action requested, and the concern division that will act on the communication and forward them to the Action PNCO.

If in case of power interruption, the Admin Clerk will just assign respective control numbers to the communications or documents and forward them to the Action PNCO. However, as soon as the power resumes, the Admin Clerk will encode the communications based on the record book of the Action PNCO.

5) The Action PNCO shall also log into the record book the important data of the communications or documents as mentioned on the above paragraph and dispatch the communications/documents to concerned division/s for compliance or directly to the Command Group if these are intended or addressed to members of the Command Group and does not concern any division.

6) For communications that need compliance where the required data shall come from the Unit Training Program Development Division (UTPDD) and Individual Training Program Development Division (ITPDD), they shall be forwarded to the Chief, General Doctrine and Development Division and the data will be consolidated through its Operational Doctrine Section (ODS) for finalization.

For communications that are classified as Reference or For Information, documents are photocopied and forwarded to the concerned division for notation or information. Copies of documents received from the message center shall be forwarded thru the Message Center dispatcher. These documents are received by the secretary from the Office of the Executive Officer, passes through the Office of the Deputy Director and finally to the Office of the Director.

7) All communications regarding local trainings (mandatory courses), foreign trainings, and NUP trainings will be processed by the ITPDD and must be registered at the message center before they are forwarded to the DHRDD Command Group. The Director appends signature indicative that the document has been approved and returned to the Message Center for update of status prior to its dispatch.

For communications intended for the ITPDD that require no compliance except for notation/information, they will be
properly filed and the data will be collated for the purpose of updating the training statistics of the division.

8) All communications regarding compliance on in-service, sports and development, gender awareness development and moral recovery trainings will be processed by the UTPDD and must be registered at the message center before forwarding them to the DHRDD Command Group and finally the Office of the Director for signature and approval.

For communications that are intended for the UTPDD and require no compliance except for notation/information, they should be filed accordingly and appropriately. The data or document should be collated for the purpose of updating the training statistics of the division.

9) All communications for compliance regarding doctrine development, comments and inputs on manuals and legislative bills and DHRDD accomplishments will be processed by the General Doctrine Development Division (GDDD).

For communications intended for the GDDD that require no compliance but are classified as reference such as: books, doctrines, manuals, policies, reports on the best practices and documented lessons learned from the field and other documents related to PNP, they will be filed accordingly and appropriately at the PNP Command Library.

10) All processed communications from the ITPDD, UTPDD, and GDDD for signature of the Director shall be forwarded to the message center for updating action taken/disposition and for further dispatch to the Office of the Executive Officer that will consequently pass the Office of the Deputy Director and the Office of the Director for signature or approval.

All communications initiated by the different divisions without control number issued at the message center must be registered for the purpose of traceability and control and to prevent loss of documents, prior to their dispatch to the Command Group and signature or approval of the Director.

Record books must be free from any information or data other than the details indicated in the Routing Slip. All record books must be stored, filed and secured appropriately.

All communications received by the Command Group with corrections shall be forwarded back by the command group secretary to the concerned division for retyping/corrections.
However, in instances where immediate compliance/action is needed on a communication: Advance Copy of compliance or communication will be immediately dispatched. As soon as the Director affixed his signature, the document or communication will be dispatched to the office requiring compliance.

For purposes of tracking the location/disposition of communications: the message center action PNCO (recorder) and command group secretaries will compare records at the end of the day to close the entry of recorded or logged documents or communications.

11) All communications signed by the Director shall be forwarded back to the Deputy Director and to the Executive Officer as a mechanism to inform the channel of communication on the actions taken and will be returned to the concerned Divisions by the command group secretary. Respective Divisions will remove unnecessary attachments and shall forward all communications to Admin Clerk ready for dispatch.

12) All dispatched communications/documents shall have received copies with the name and signature of the receiving personnel and such copies shall be returned back by the dispatcher to the Admin Clerk for filing, indexing and for future reference as proof of receipt.

13) Original copies of the received copies of the communications that originate from the division shall be photocopied and will be forwarded to the concerned division, photocopy will remain at the Admin Section. Both copies are for filing, indexing and for future reference.

14) Communications that originate from this Directorate are crafted at the Division level. This will follow the usual flow of incoming communications.
Figure 6.2 DHRDD Flow of Communications/Documents (Incoming/Outgoing Messages)
CHAPTER 7

DHRDD Strategy Management

7.1 DHRDD Strategic Planning.

a. **Performance Governance System (PGS).** This refers to the Philippine adaptation of the Balanced Scorecard (BSC) framework administered by the Institute for Solidarity in Asia (ISA) and implemented by the PNP and other organizations as part of the Philippine Government’s commitment with its application for the Millennium Challenge Corporation Grant. The PGS has a four-stage governance pathway that must be complied with to institutionalize the system. These stages are as follows:

1) **Initiation.** The stage of initiation is for strategy formulation where the PNP has developed its Charter Statement, strategic change agenda, strategy map, the agency governance scorecard and portfolio of strategic initiatives.

2) **Compliance.** The stage of compliance is for alignment of organization and resources where the PNP has adopted a strategy-driven budget, second-level scorecards, a multi-sectoral governance council and a strategic Communications Plan.

3) **Proficiency.** The stage of proficiency is for integrating strategy into key management processes where the PNP has established the scorecard reports and performance analysis, operations strategy review by an Office of Strategy Management with the multi-sectoral governance council, strategy refresh with the multi-sectoral governance council and Third Party Performance Audit.

4) **Institutionalization.** The stage of institutionalization is for linking strategy to key management process where the PNP will implement a scorecard infrastructure linked to individual performance, performance-based rewards and incentives and the assessment of a third-party performance audit.

b. **DHRDD Charter Statement.** This refers to the DHRDD Roadmap which describes the vision, mission, mandate, philosophy and core values of the Directorate. Most importantly, it illustrates the role of resource management perspective, learning and growth perspective, process excellence perspective and community perspective together with the stakeholders’ support, in achieving the ultimate goal of developing a responsive and dynamic training and education system.
towards a highly capable, effective, and values-oriented police service by 2030. (See Annex “G” DHRDD Roadmap)

c. **DHRDD Scorecard.** The DHRDD’s contribution to the PNP Scorecard is found on the Learning and Growth Perspective under the objective of “Develop competent, highly motivated and values-oriented PNP personnel”. To this effect, the DHRDD scorecard reflects the measure of “percentage of trained personnel vs. training needs” as the primary measure-contribution to the agency scorecard. Training needs for the purpose of the scorecard means the priority trainings identified by the PNP as most crucial in the performance of its duties as a law enforcement agency. With the incorporation of CODE-P in the DHRDD Scorecard, the training and education system of the PNP has now achieved strategic focus on the things that must be addressed the soonest possible time in order to bring about the changes called for in achieving its objective. As part of the different core initiatives or programs on **Strategic Focus 1: “Competence”**, upgrading and enhancing the knowledge, skills and abilities of each police officer would be attained through constant quality training and education for better and efficient performance of their core function.

1) Initiative Profiles

a) **HRDD Eligibility Program.** Implement the Human Resource and Doctrine Development (HRDD) Eligibility List to improve the skills and competencies of DHRDD personnel through a comprehensive human resource development program that focuses on enhanced training and continuing education.

b) **Performance-based Incentives and Rewards System.** Develop an effective incentives and rewards system based on the performance of DHRDD personnel.

c) **DHRDD Management Information System (MIS).** Is a tool that would support productivity by automating document management and improve DHRDD’s operations.

d) **PNP Doctrine, Manual, Best Practice and Lessons Learned Development.** This project aims to standardize the development of doctrines, manuals, best practices, and lessons learned and ensure the prescribed formatting is being strictly followed in the process.

e) **Library Enhancement Project.** This project aims to modernize the PNP Command Library prevents out-dated reference materials.
f) **Training Program Development.** Focuses on capacity building of uniformed and non-uniformed personnel based on individual needs

g) **Training and Education Information System (TEIS) Database Project.** This project aims to develop an IT-based program that is designed to update training profiles of PNP personnel and directly link to the system of DPRM-PAIS. It has been designed as a tool for training plan development and career path management of PNP personnel, both uniformed and non-uniformed.
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REFERENCES

Legal References:

Republic Act Nos. 6975
RA 8551 otherwise known as the “PNP Reform and Reorganization Act of 1998”
NAPOLCOM Resolution No. 92-36 dated October 15, 1992 “Approving the Revised
Organizational Structure of the Philippine National Police”
Republic Act 67131 re A Code of Conduct and Ethical Standards for Public Officials and
Employees, to uphold the Time-Honored Principle of Public Office being a Public
Trust, Granting Incentives and rewards for Exemplary Service, Enumerating
Prohibited Acts and Transactions and Providing Penalties for Violations thereof
and for other purposes.
Executive Order No. 319 re Institutionalizing the Moral Recovery Program (MRP) in all
Government Departments, Offices, Agencies and Government-owned and
Controlled Corporations through the Establishment of Integrity Circles.
National Historical Commission of the Philippines Resolution dated May 9, 2014 re:
Approved Seal of the DHRDD

Published Manual:

PNP Fundamental Doctrine, 2013

PNP Issuances:

PNP Letter Order dated October 28, 1993
DPL Memorandum Circular No. 97-01 dated August 29, 1997
Circular Number 2001-004 “Revised PNP Physical Fitness and Sports Development
Program (2nd Revision)” dated April 11, 2001.
PNP Circular No. 2002-009 dated May 21, 2002 “Revised Guidelines in the Filing of
Leave of Absence for All PNP Personnel”
PNP Memorandum Circular Number 2007-007 dated July 2, 2007 “PNP Human
Resource and Doctrine Development Eligibility List and Police Human Resource
and Doctrine Development Occupational Specialty”
PNP Circular No. 09 dated September 4, 2007 Guidelines in the Conversion of PNP
Medals to Service Credit and Its Utilization as Service Leave
Letter of Instructions 20/09 re PNP Physical Fitness Test
Letter of Instruction re Character and Aptitude Development Training (CADET) Program
Memo dated February 9, 2010 re: Conduct of Training Programs of PROs and NSUs CY
2010
Letter of Instructions 26/2012 re “LABANANG PAMPALAKASAN” Combat Sports
Program) dated June 25, 2012
Memo dated January 29, 2013 re: Conduct of In-Service Training Program of PROs and
NSUs for CY 2013;
Training Directive No. 2014-01 “PNP In-Service Annual Training Program”
Memo dated March 26, 2014 re: 2014 Revised Standard Format for PNP Manuals
PNPMC No. 2014-020 “Guidelines and Procedures in the Development of PNP
Doctrines and Manuals
Memo dated March 26, 2014 re: Revised Standard Format of PNP Manuals
ANNEXES
Annex “B”

**Cover Design**

**Numerical Designation**
- Font Style: Arial (Bold)
- Font Size:
  - 20 points (for table manual)
  - 16 points (for handbook)
  - 14 points (for pocket-size book)

**PNP Logo**
- For Table Manual & Handbook: 2" x 1 ½"
- For Pocket-size book: 1.5" x .75"

**Page border**
- Color/Style: Red/Plain
- Thickness/Weight:
  - 4 ½ pts (for table manual & handbook)
  - 2 ¼ pts (for pocket-size book)

**Philippine National Police Manual**
- Font Style: Arial (Bold)
- Font Size:
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  - 16 points (for handbook)
  - 14 points (for pocket-size book)

**Cover Design**
- Color: Dark blue

**Title**
- Font Style: Arial (Bold)
- Font Size:
  - 32 points (for table manual)
  - 24 points (for handbook)
  - 18 points (for pocket-size book)

**Month and Year of Publication**
- Font Style: Arial (Bold)
- Font Size:
  - 20 points (for table manual)
  - 16 points (for handbook)
  - 14 points (for pocket-size book)

**Spine Title**
- Publishing Office/Unit
- Title
- Year of Publication

**Title Page**
- **Revised PNP Fundamental Doctrine (2013)**
- Font Style: Arial
- Font Size:
  - 14 points (for table manual)
  - 10 points (for handbook)
  - 8 points (for pocket-size book)
A responsive and dynamic training and education system towards a highly capable, effective, and values-oriented police service by 2030.

**MISSION**
Assist the Chief, PNP in formulating policies and managing all matters pertaining to human resource and doctrine development.

**PHILOSOPHY**
SERVICE, HONOR, JUSTICE.

**CORE VALUES**
RESPONSIVE, DYNAMIC, COMPETENT.
APPENDICES
Appendix “A”

Message Center Log Forms

1) Incoming Logbook

<table>
<thead>
<tr>
<th>MONTH</th>
<th>CONTROL NUMBER</th>
<th>TIME IN</th>
<th>ORIGINATING OFFICE</th>
<th>MEMORANDUM/SUBJECT</th>
<th>ACTION TAKEN BY</th>
<th>RECEIVED BY</th>
<th>REMARKS</th>
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2) Communication e-Monitoring Logsheet (Outgoing/Incoming)

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3) Daily Monitoring of Dispatched Communication

Directorate for Human Resource and Doctrine Development
DAILY MONITORING OF DISPATCHED COMMUNICATION

Control No. ____________

Date: ____________

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<th>Time of Dispatched</th>
<th>Office of Destination</th>
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Prepared by: NUP Laline R. Get
Admin Assist. III
Admin Section

Noted by: BYRON T. TABERNILLA
Police Superintendent
Administrative Officer

4) Routing Slip

DHRDD Control Number: _______________________

SUBJECT: ____________________________

<table>
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<td>C, ITPD</td>
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<td>2 Signature</td>
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<td>C, GDDD</td>
<td>C, B &amp; FS</td>
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<td>4 Comment/Recommendations</td>
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<td>6 Notation/Information</td>
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<td>11 Calendar/RemindMe</td>
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<td>13 Dissemination/Dispatch</td>
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5) Dispatch Form

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<td>DEPARTURE TIME:</td>
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<tr>
<td>PURPOSE:</td>
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<tr>
<td>PLACE ORIGIN:</td>
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<td>DESTINATION:</td>
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<td>COMMENT:</td>
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</table>

OTHER ITINERARY

<table>
<thead>
<tr>
<th>DESTINATION</th>
<th>PURPOSE</th>
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This FORM will be accomplished in two (2) copies, one copy will be for Admin Section Copy. In case the conveyer was instructed to wait in the Office or Agency of destination the secretary or contact person of the said office or agency will countersign on the comment portion and include his/her office contact number.

Noted by:

BYRON T. TABERNILLA
Police Superintendent
Administrative Officer

6) Trip Ticket

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<td>VEHICLE TYPE / CDR:</td>
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<tr>
<td>VEHICLE LIC. PLATE No.:</td>
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<td>Last Kilometer Reading:</td>
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Noted/Defects Before Use:

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<th>Origin</th>
<th>Destination</th>
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Kilometer Reading After the Trip: Date/Time
Noted/Defects After Use:

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<th>Requesting Officer:</th>
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<td>Drivers Name:</td>
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<td>Drivers Signature:</td>
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<th>Dispatch by:</th>
<th>Approved by:</th>
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<tr>
<td>SPO3 Engr. L. Baldesteros</td>
<td>PSUPT BYRON T. TABERNILLA</td>
</tr>
<tr>
<td>Supply PCOC</td>
<td>Administrative Officer</td>
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</tbody>
</table>

Date:
7) Visitor's Slip

![Visitor's Slip Form]

Please state your SPECIFIC PURPOSE,
next Person in Line is waiting to be served.
Thank you!
Appendix “B”

CSC Leave Form No. 6

Application For Leave

CSC Form No. 6
Revised 1984

1. OFFICE/AGENCY
2. NAME (LAST) (FIRST) (MIDDLE)
3. DATE OF FILING
4. POSITION (STATUS OF APPT.)
5. SALARY

6. a) TYPE OF LEAVE
   / / Vacation
   / / To seek employment
   / / SICK
   / / MATERNITY
   / / OTHER (Specify)

6. b) WHERE LEAVE WILL BE SPENT
   IN CASE OF VACATION LEAVE
   / / Within the Philippines
   / / Abroad (Specify)
   / / In Hospital (Specify)
   / / Out Patient (Specify)

6. c) NUMBER OF WORKING DAYS APPLIED FOR
6. d) COMMUTATION

   (INCLUSIVE DATE)

   (Signature of Applicant)

ADDRESS:

DETAILS OF ACTION ON APPLICATION

7. a) CERTIFICATION OF LEAVE CREDITS
As of

   VACATION  SICK  TOTAL

   / / APPROVAL

   / / DISAPPROVAL DUE TO

   (Personnel Officer)

   (Authorized Official)

7. c) APPROVED FOR:
   дней с pay
   дней без pay
   other(s) (specify)

   (Signature)

   (Authorized Official)
# Application for Service Leave

**PNP Form No: **
**Series 2007**

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<th>Office/Agency</th>
<th>Last Name</th>
<th>First Name</th>
<th>Middle Name</th>
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<table>
<thead>
<tr>
<th>Date of Filing</th>
<th>Rank and Designation</th>
<th>Present Address and Contact Number</th>
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</table>

## Number of Service Credit

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<th>Inclusive Dates</th>
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**Signature of Applicant**

**Details of Action on the Application**

**a)** Certification of service credits as of:

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<th>SO/GO No. of PNP Medal Applied for</th>
<th>Conferment Date</th>
<th>Current Service Credit Balance</th>
<th>Service Leave</th>
<th>New Balance</th>
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**Name & Signature of the Chief, Records Section**

**b)** Recommendation:

[ ] Approval  
[ ] Disapproval due to:

**Name & Signature of HRMO**

**c)** Approving Authority:

[ ] Approved  
[ ] Disapproved

**Signature**

**Name and Designation**
### Appendix "D"

**Outgoing Communications Receiving Forms**

#### Directorate for Human Resource and Doctrine Development

**Outgoing Communications Receiving Form**

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<th>Rank/Name</th>
<th>Date/Time Received</th>
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**COMMAND GROUP**

- SGPM
- STO
- STO (AUSTRAD)
- STO (DCA)

**DIRECTORIAL STAFF (M-STAFF)**

- OSIP
- OSIP (CSC)
- OSIP (CS)
- OSIP (CMC)
- OSIP (CSC)
- OSIP (CMC)
- OSIP (CMC)
- OSIP (CSC)

**PERSONNEL STAFF (P-STAFF)**

- OA
- OP
- CDO

**RELATED GOVERNMENT OFFICES (CGO)**

- DPR
- DMO

**POLICY REGIONAL OFFICES (PROs)**

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