PERCEIVED EFFECTIVENESS OF THE

RECRUITMENT AND SELECTION PROCESS

FOR UNIFORMED PERSONNEL OF THE

PHILIPPINE NATIONAL POLICE

by

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LIST OF ABBREVIATIONS

ACG – Anti-Cybercrime Group

AKG – Anti-Kidnapping Group

AMCR – Average Monthly Crime Rate

ASG – Aviation Security Group

CES – Communications and Electronic Service

CHS – Chaplain Service

CIDG – Criminal Investigation and Detection Group

CL – Crime Laboratory

CPI – Corruption Perceptions Index

CPNP – Chief, Philippine National Police

CPSM – Center for Police Strategy Management

CSC – Civil Service Commission

CSG – Civil Security Group

DC – Directorate for Comptrollership

DHRDD – Directorate for Human Resource and Doctrine Development

DI – Directorate for Intelligence

DICTM – Directorate for Information and Communication Technology Management

DIDM – Directorate for Investigation and Detective Management

DILG – Department of Interior and Local Government

DIPO – Directorate for Integrated Police Operations

DL – Directorate for Logistics

DO – Directorate for Operations

DPCR – Directorate for Police Community Relations

DPL – Directorate for Plans

DPRM – Directorate for Personnel and Records Management

DRD – Directorate for Research and Development

EPD – Eastern Police District

ES – Engineering Service

FS – Finance Service

FTP – Field Training Program

FTX – Field Training Exercise

HPG – Highway Patrol Group

HS – Health Service

HSS – Headquarters Support Service

IAS – Internal Affairs Service

IG – Intelligence Group

INP – Integrated National Police

ITMS – Information Technology Management Service

ITP – Integrated Transformation Program

LS – Legal Service

LSS – Logistics Support Service

MG – Maritime Group

MPD – Manila Police District

MTC – Municipal Trial Court

NAPOLCOM – National Police Commission

NASU – National Administrative Support Unit

NBI – National Bureau of Investigation

NCRPO – National Capital Regional Police Office

NHQ – National Headquarters

NOSU – National Operational Support Unit

NPD – Northern Police District

NSCB – National Statistical Coordination Board

NUP – Non – Uniformed Personnel

PATROL – Peace and Order Agenda for Transformation and upholding of the Rule

of Law

PC – Philippine Constabulary

PCOs – Police Commissioned Officers

PCRG – Police Community Relations Group

PGS – Performance Governance System

PMA – Philippine Military Academy

PNCOs – Police Non-Commissioned Officers

PNP – Philippine National Police

PNPA – Philippine National Police Academy

PPSC – Philippine Public Safety College

PRBS – Personnel and Retirement Benefits

PSBRC – Public Safety Basic Recruit Course

PSPG – Police Security and Protection Group

QCPD – Quezon City Police District

RSP – Recruitment and Selection Process

RTC – Regional Trial Court

SAF – Special Action Force

SPD – Southern Police District

SPSS – Statistical Package for Social Science

TS – Training Service

UP – Uniformed Personnel

ABSTRACT

This study was undertaken to: examine the relationship between the perceived effectiveness of the Philippine National Police (PNP) Recruitment and Selection Process (RSP) for Uniformed Personnel (UP) and the individual performance of police officers as perceived by the PNP personnel; describe the level of effectiveness of the PNP RSP for UP in terms of its implementation; identify the factors affecting its effective implementation; explore the important factors to produce responsible, competent and effective police officers as perceived by the PNP personnel; and to examine if there is significant difference between the individual police performance as perceived by the PNP personnel and as perceived by the public. A model of evaluation on effectiveness of the PNP RSP for UP has been developed following an examination of current literature and integrating job experience and observations of the researcher and her colleagues.

This model was tested via a survey of 625 PNP personnel and 625 residents of Metro Manila, Philippines, drawn through stratified random sampling. Quantitative-descriptive research approach was used.

The cross sectional survey method involved a personally distributed self-completion questionnaires designed to measure the responses of the PNP personnel and the public in the sample.

This questionnaire captured information reflecting the perceptions of PNP personnel assigned in the National Headquarters (NHQ) and National Capital Regional Police Office (NCRPO) about the level of effectiveness of the PNP RSP for UP in terms of its implementation, the factors affecting its effective implementation as well as the important factors to produce responsible, competent and effective police officers and the individual performance of police officers. Likewise, it captured the perceptions of the public in Metro Manila on the individual performance of the police officers assigned in NHQ and NCRPO.

Data analysis was made using descriptive statistics, T-test and Pearson correlations aided by SPSS to determine the relationships between the variables.

The findings of this study suggest that the individual performance of the police officers as perceived by the PNP personnel is significantly influenced by the effectiveness of the implementation of the PNP RSP for UP. Further, the PNP RSP for UP is generally implemented effectively but there are factors affecting its effective implementation. There are four facilitating factors as perceived by the PNP personnel, which promote the effective implementation of the PNP RSP for UP, which are: Effective PNP leadership or supervision; Effective external oversight; Establishment of effective grievance committee on recruitment and selection process for uniformed personnel and penalty system for violators; and Honesty, competency and commitment of the personnel implementing the RSP for UP.

On the other hand, there are six hindering factors which interfere with the effective implementation of PNP RSP for UP, which are: Existence of patronage system; Inconsistent, excessive or unnecessary rules and regulations on PNP RSP for UP; Absence of "check and balance" or effective independent anti-corruption committee; Lack of personnel/budget/technology (database or computers or other up-to-date facilities); Presence of political, powerful (rich and famous) or privileged group's influence; and Lack of political will among policy implementers. Moreover, there is significant difference between the individual police performance as perceived by the PNP personnel and the individual police performance as perceived by the public, which implies that better performance is still expected from the police officers. Lastly, the PNP personnel perceive that the PNP needs better RSP for UP in order to produce more responsible, competent, and effective police officers.

CHAPTER 1

INTRODUCTION

1.1 Background of the Study

The attempt of the Philippine National Police (PNP) management to eliminate corruption and misconduct within the organization and render true public service ("Serbisyong Makatotohanan") is in line with its newly revised vision, "Imploring the aid of the Almighty, by 2030," which envisions that it shall be a highly capable, effective and credible police service, working in partnership with a responsive community towards the attainment of a safer place to live, work and do business (PNP, 2012).

In the Corruption Perceptions Index (CPI) 2011, the Philippines ranked 129th out of 182 countries. Eradicating such corruption within the bureaucracy, local governments and private enterprises will not be easy due to weak law enforcement. Corruption varies from minor bribes demanded by an ordinary traffic police to multi-million dollar proposals allegedly done at the highest seats of power, which is widespread in public as well as in private sectors in the Philippines (Philippines: Anti-corruption drive faces tough tests, 2011).

Further, according to Prenzler (2002), the word "corruption" can be used broadly – along with common terms such as "misconduct" and "deviance" – to cover any behavior by police that is considered illegal or unethical. However, aforementioned author also defined corruption as soliciting or accepting a bribe. An

example would be a police officer accepting money from a drug dealer in return for not charging the dealer with trafficking (Prenzler, 2002). Misconduct may also be as simple as drinking on duty and sleeping on duty according to Barker (1983).

The Department of the Interior and Local Government (DILG), including the PNP and various local governments, is the number 1 among the top 10 most corrupt departments in the Philippines from 1990 to 1995 (Batalla, 2000). In fact, the former President of the Philippines, Mrs. Gloria Macapagal-Arroyo, acknowledged the severe problem of corruption in the police organization on July 17, 2003 when she was interviewed about the escape of an Indonesian bomber, Fathur Rohman al-Ghozi who was under the custody of the PNP, allegedly in exchange for a huge amount of money (Robles, 2003). Additionally, the government's failure to deal with crimes, specifically the increasing rates of kidnapping, killing and bank robberies in Manila, capital city of the Philippines, caused so much frustration among the rich and middle classes (Cumming-Bruce, 1996).

As published in a magazine news article, "As a policeman ineffectually sledge-hammered the windows of a hijacked bus, in a desperate effort to reach 15 hostages trapped inside, it became sickeningly clear that a rescue operation had gone dreadfully wrong. More than an hour later the police got in by opening the emergency exit, and found proof of their bungling: eight of the 15 hostages, all Hong Kong tourists, had been shot dead, as had the hostage-taker, a former policeman. August 23rd thereby became a shameful day for the PNP. Battered by criticism at home and

abroad, the police admitted "defects" in their handling of the hijack" (Asia: Manila showdown; The police in the Philippines, 2010).

The PNP Internal Affairs Service (IAS) records as of November, 2013, show that there are 19,348 administrative cases filed against PNP personnel from 1999 to 2013, which are categorized from simple neglect of duty to serious neglect of duty, from simple misconduct to gross misconduct, from incompetency to gross incompetency and conduct unbecoming of an officer, dishonesty, oppression and irregularity in the performance of duty. Moreover, based on the records of the PNP Directorate for Investigation and Detective Management (DIDM) as of January 2014, there are 174 PNP personnel charged with criminal cases which are categorized as Kidnapping with Murder, Grave Threat, Rape, Acts of Lasciviousness, Torture, Drugs, Robbery Extortion, Illegal Possession of Firearms, Murder, Homicide, Carnapping, Physical Injury, Obstruction of Justice, Alarm and Scandal, and Illegal Gambling.

In this connection, the researcher finds it imperative to conduct a study in the light of correlating the recruitment and selection process with the quality of police officers in terms of their individual performance. As stated by Karas (2002) in her article, Predicting Misconduct Before Hiring Police, the ability to make accurate predictions of misconduct is crucial in the area of corruption prevention and police officer recruitment (Prenzler & Ransley, 2002).

Dantzker (1999) also stated, "the emphasis for improving policing has been on the improvement in the quality of personnel and the recruitment of the most qualified applicants, which continues to be a challenge."

The researcher, being the former Training Officer of the PNP Crime Laboratory, has personally observed that some of the police trainees and even some of the police personnel do not have the necessary vital police professional conduct to adhere to the rules and regulations of the organization and the commitment, integrity and discipline required of every police officer in order to carry out his/her duties effectively and efficiently. These attributes are innate and cannot be learned within a certain period of training no matter how rigorous it is. So, from the very moment that they apply for a job as police officers, they should possess such character or virtue that shall only be enhanced as they perform their job with the provision of well-equipped and effective trainings, seminars or lectures.

Likewise, in the achievement of good organizational performance, recruitment and selection of future employees have an enormously important contribution not only in manufacturing organizations but also in service organizations, such as law enforcement agencies, though they differ in terms of the abilities and traits they are looking for in employees. Some hiring agencies give more emphasis on the applicants' "hard" technical skills rather than on their "soft" behavioral skills, not knowing that employees can generally be quickly trained in tools and techniques but developing their "soft" skills can take a long time or may even be impossible, depending on the employees' personality traits. Thus, employers should assess the

applicants' work values, attitudes and their problem-solving aptitudes (Ahmad & Schroeder, 2002).

Similarly, different generations have different expectations in careers and so hiring organizations must adopt new and appropriate recruitment strategies to attract an applicant pool qualified enough to achieve their organizational needs. "Putting the right person in the right position" is one of the prerequisites to a successful organization. Making the wrong decision with regard to recruiting future police officers could prove to be a costly mistake because they will be dealing with protection of lives and properties. Thus, police agencies must not risk attracting a lower skilled applicant pool, which could have a severe negative impact on their organizations as a whole (Gordon, 2004).

Moreover, there is almost no question that the quality of policing services is linked directly to the individual behaviour of police officers and to the organizational philosophy that supports their behaviour. However, when the organizational philosophy shifts, it calls into question whether the traditional models that have been used to recruit and hire are sufficient to support the requirements of the new community policing model but this can be answered by exploring different selection models. Also, sufficient resources must be applied to marketing in police agencies in order to highlight the service aspects of policing or the courage and bravery of police officers rather than the common adventure side of the job such as engaging in hot pursuits or chasing and catching bad guys, which typically come along with incidents of brutality, corruption, ineptness, or notorious actions described as abuse of the

innocent. Progressive changes must be adopted focusing on hiring police officers who are service-oriented. Police officers who have the orientation of balancing the enforcement activities and good police work with humane caring for the community and values formation and trusting relationships as means to solve security problems and control crimes. In this way, the public, whom they swore to serve and protect, will see them as trustworthy police officers committed to their job (Scrivner, 2006).

Lastly, police corruption in Singapore was prevented and controlled by improving Singapore Police recruitment and selection procedures including its members' salaries and working conditions, training programmes and socialization (Quah, 2006).

Thus, from the perspective of good governance, the recognition of the potential impact of the problems of the PNP – particularly the increasing incidences of police transgressions – should be realized. Equally important is the effective and efficient performance of police officers, which must always be encouraged especially within the PNP system. In this regard, solutions and/or improvements are badly needed to address these problems in relation to recruitment and selection process. It is therefore imperative to evaluate and analyze existing process concerning the PNP's recruitment and selection of uniformed personnel through the perceptions of the PNP personnel assigned in National Headquarters (NHQ) and National Capital Region Police Office (NCRPO) as well as its impact by taking into consideration, the perceptions of the public (residents of Metro Manila, Philippines) on the individual performance of the police officers.

1.2   Research Problem

This study sought to answer the question "Does the perceived effectiveness of the PNP Recruitment and Selection Process (RSP) for Uniformed Personnel (UP) influence the perceived individual performance of the police officers?

1.3   Specific Objectives

This study was conducted to achieve the following objectives:

1.   To describe the level of effectiveness of the PNP RSP for UP in terms of its implementation as perceived by the PNP personnel assigned in NHQ and NCRPO;

2.   To identify the facilitating factors significantly enhancing the implementation of the PNP RSP for UP as perceived by the PNP personnel;

3.   To identify the hindering factors significantly obstructing the effective implementation of the PNP RSP for UP as perceived by the PNP personnel;

4.   To examine if the individual police performance as perceived by the PNP personnel significantly differs from the individual police performance as perceived by the public; and

5.   To explore the important factors to produce responsible, competent and effective police officers.

1.4 Significance of the Study

The results or findings of this study contribute significantly to the PNP as regards recruitment and selection policy formulation and its effective implementation, institution-building and capability enhancement. By evaluating the level of effectiveness of the PNP RSP for UP in terms of its implementation and determining the factors affecting or influencing its effective implementation, the PNP has a concrete data to form part of their basis in making the necessary and appropriate revisions or improvements in the policy and procedural guidelines as well as qualifications and standards, and selection and evaluation procedures of its current recruitment and selection process for uniformed personnel. Aside from that, the PNP management, specifically high-ranking officials can make use of this study to address the malpractices, such as corruption and patronage system being practiced by some implementers of the recruitment and selection process. Furthermore, by determining the relationship of the perceived effectiveness of the recruitment and selection process and the individual performance of police officers, it can be a significant basis for the PNP to seriously or effectively implement a well-crafted and comprehensive recruitment and selection process for uniformed personnel, considering that the performance of its workforce is influenced by the effectiveness of its recruitment and selection process. Consequently, the quality of police officers who will be hired into the PNP will be better and the performance of the PNP will also improve in such a way that every police officer shall be motivated and committed to render true public service. Thus, restoration of the PNP's integrity and honor shall be achieved

gradually through public trust, which shall be of great help in the establishment of public safety and maintenance of peace and order in the researcher's country and would considerably promote good image of it to the world. Such good image would attract foreign investors to invest in the Philippines as well as invite more tourists, which eventually would gradually uplift the Philippine's economic and social development.

1.5   Scope and Limitations

This study focuses only on the PNP RSP for UP starting from the rank of Police Officer 1 (PO1), considering that approximately 82% of the total number of uniformed personnel of the PNP is hired through regular or attrition recruitment quota which is covered by aforementioned recruitment and selection process. Attrition recruitment quota is the number of police officers needed to be hired to cover the vacancies left by those who have retired, died, have been dropped from the rolls (DFR), separated, dismissed and resigned from the police service (NAPOLCOM, 2012). The remaining 18% of the current total number of uniformed personnel is hired using other recruitment and selection process such as that of the Philippine Military Academy (PMA), Philippine National Police Academy (PNPA), Lateral Entry (LE), etc. which are not included in this study (PNP DPRM-RMD, 2013).

The level of effectiveness of the PNP RSP for UP in terms of its implementation was described based on the perceptions of the PNP personnel assigned in NHQ and NCRPO only. It does not include the perceptions of the PNP

personnel assigned in other regional police offices in the Philippines. Further, the evaluation of the performance of the police officers of their duties and responsibilities was described based on the perceptions of PNP personnel assigned in NHQ and NCRPO only and to balance such evaluation, perceptions of teachers and students who are residing in Metro Manila were included. This is because teachers and students are basically moving from their houses to schools and vice versa everyday, which make them more vulnerable to crimes or more exposed to witnessing crimes on the streets. The perceptions of people residing in other regions of the Philippines were not included in this study.

The PNP respondents with the ranks of PO1 to Police Senior Superintendent (PSSUPT) and Non-Uniformed Personnel (NUP) who were employed with the PNP for at least two (2) years evaluated the individual performance of their colleagues (Police Officers). On the other hand, the public respondents represented by teachers and students (18 years old and above) who are residing in Metro Manila for at least one (1) year, evaluated the performance of the police officers assigned in the barangay (village) or town where they are residing, teaching (for teachers), or studying (for students).

Focused group discussion or face-to-face interviews were no longer possible due to the hectic schedule of the concerned PNP high ranking officers who are members of the policy-making body and implementers of the PNP RSP for UP.

Access to written official documents of the PNP is limited and that is why most of the documents and data about the PNP which are relevant to this study were

retrieved from the PNP and the Center for Police Strategy Management (CPSM) official websites.

Books and other published materials about law enforcement's recruitment and selection process were also limited in the APU Library and thus the researcher made use only of what is available, either printed or online.

CHAPTER 2

THE PHILIPPINE NATIONAL POLICE

2.1   Introduction

This chapter discusses about the PNP organization, its history, vision, mission, functions, organizational structure, personnel profile, organizational performance in relation to recruitment, training, anti-corruption initiatives, crime prevention and law enforcement for Calendar Year (CY) 2013 as well as its current programs and activities being conducted towards the attainment of its vision by 2030. It also includes discussions about the NCRPO, its area of responsibility, personnel profile and crime statistics for CY 2013.

2.2   The Philippine National Police Organization

In January 29, 1991, the PNP, which is the primary law enforcement agency of the Philippines was activated under Republic Act No. 6975, entitled "An Act Establishing the PNP Under a Reorganized DILG". It is currently led by the 18th Chief, PNP (CPNP), Police Director General ALAN LA MADRID PURISIMA (CPSM, 2012).

2.2.1 Historical Background

Source: CPSM official website, retrieved March 2014

In June 23, 1898, the PNP and Policing in the Philippines began when the Constitution of the Revolutionary Government under General Emilio Aguinaldo established the Department of Police and Internal Order. This paved the way for the earliest accounts of Policing in the Philippines. In August 8, 1901 the Insular Constabulary was established which was created by Commission Act No. 175 with Capt. Henry T. Allen as its first Chief.

In December 1902, the Insular Constabulary was renamed as the Philippine Constabulary (PC). Then in 1950, the PC became a Major Command of the Armed Forces of the Philippines (AFP) by virtue of Executive Order No. 389.

In August 8, 1975, Presidential Decree No. 765 was issued authorizing the merging of the PC and Integrated National Police (INP) into a new organization, the PC/INP. This was necessary in addressing the need for integrating the peace and order and anti-criminality efforts of the diverse and fragmented local or municipal police units into the national peace and development program.

In 1986, after the People Power Revolution (EDSA 1), a new Constitution was promulgated, providing for a police force, which is "national in scope and civilian in character". In January 29, 1991, Republic Act No. 6975 mandated the abolition of the PC/INP and the creation of the PNP with the members of the PC/INP as its nucleus and the absorption of selected members from the major service units of the AFP like the Philippine Air Force Security Command (PAFSECOM), the

Philippine Coast Guard (PCG), Philippine Navy (PN) and the Philippine Army (PA) to be the national police force.

In February 17, 1998, Republic Act (RA) No. 8551 known as the "PNP Reform and Reorganization Act of 1998" was enacted, which allowed the reorganization of the PNP to effectively perform its mission (CPSM, 2012).

2.2.2 PNP Vision
Source: PNP official website, retrieved August 2012

The PNP, "Imploring the aid of the Almighty," by 2030, envisions that it shall be a highly capable, effective and credible police service working in partnership with a responsive community towards the attainment of a safer place to live, work and do business" (PNP, 2012).

2.2.3 PNP Mission
Source: PNP official website, retrieved August 2012

The PNP's mission is to enforce the law, prevent and control crimes, maintain peace and order, and ensure public safety and internal security with the active support of the community (PNP, 2012).

2.2.4 PNP Functions:
Source: PNP official website, retrieved August 2012

The PNP is tasked to: enforce the law; maintain peace and order; prevent and investigate crimes and bring offenders to justice; exercise the vested powers from

the Philippine Constitution and pertinent laws; detain an arrested person for a period not beyond what is prescribed by law; implement pertinent laws and regulations on firearms and explosives control; and supervise and control the training and operations of security agencies (PNP, 2012).
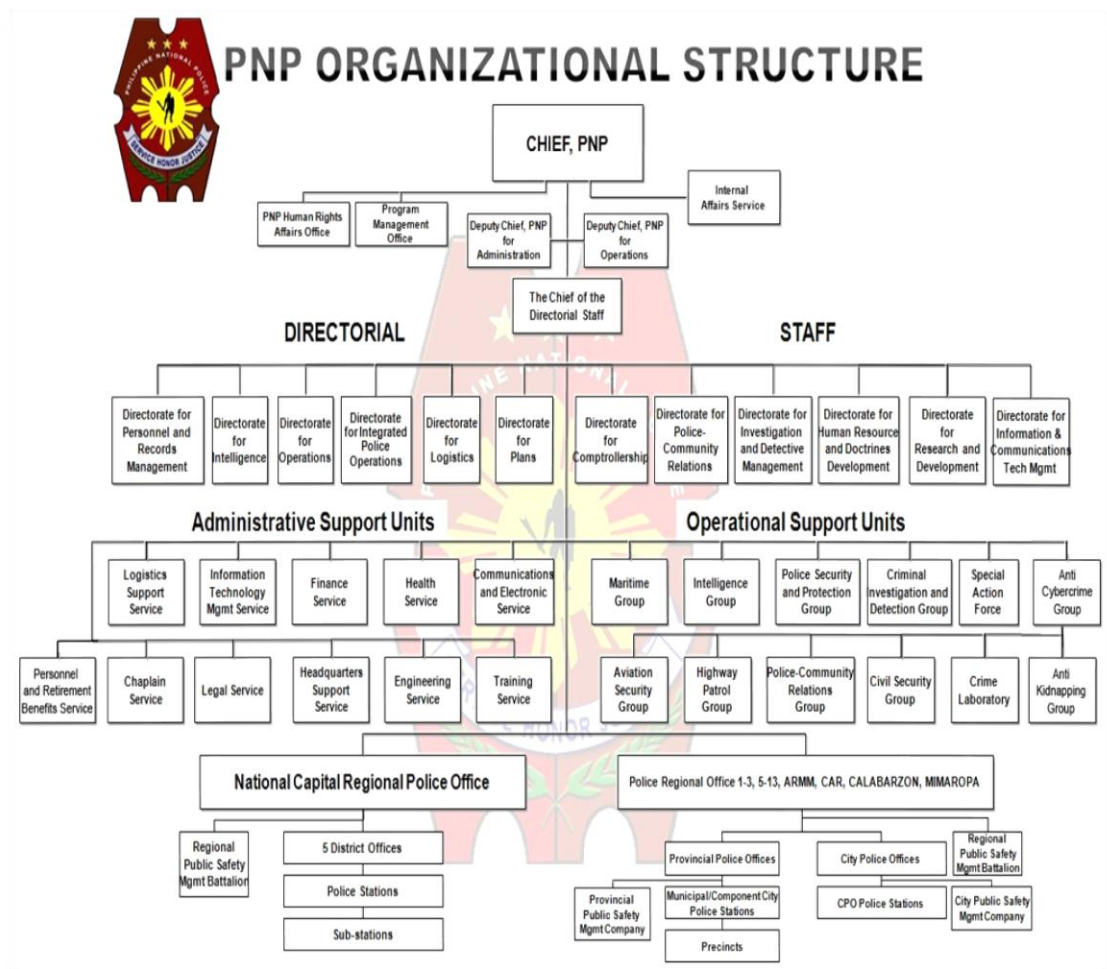
Figure 2.1 PNP Organizational Structure
Source: PNP official website, retrieved March 2014

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2.2.5 PNP Offices/Units
Source: PNP Directorate for Plans, retrieved August 2013

As shown in preceding Figure 2.1, the PNP is headed by the CPNP whose powers and functions are: to direct and control tactical as well as strategic movements, deployment, placement, utilization of the PNP or any of its units and personnel, including its equipment facilities and other resources; and to issue detailed implementing policies and instructions regarding personnel funds, properties, records, correspondence and such other matters as may be necessary to effectively carry out the functions, powers and duties of the PNP.

Additionally, the CPNP is being assisted by two deputies, the Deputy Chief, PNP for Administration and the Deputy Chief, PNP for Operations. The Deputy CPNP for Administration assists the CPNP in the exercise of responsibilities relative to the PNP personnel, human resource (training) and doctrine development, logistics, comptrollership, technical research and materiel development activities. The Deputy CPNP for Operations assists the CPNP in the exercise of responsibilities relative to PNP operations, intelligence, plans, police-community relations and investigation activities.

There are three offices directly under the CPNP's supervision which are: PNP Human Rights Affairs Office (HRAO), Program Management Office (PMO) and the IAS. Further, the CPNP is also being assisted by the Chief of the Directorial Staff whose function is to coordinate, supervise, direct and issue detailed implementing policies and instructions concerning the twelve Directorial Staff,

namely, DPRM, DI, DO, DIPO, DL, DPL, DC, DPCR, DIDM, DHRDD, DRD and DICTM (*see list of Abbreviations*).

Among these PNP offices mentioned above, the Directorate for Personnel and Records Management (DPRM) is the one concerned on recruitment and selection of the PNP. Its mission is to assist the CPNP in the exercise of responsibilities pertaining to management of PNP uniformed and non-uniformed personnel as individuals, manpower procurement and control, personnel records and reports, discipline, law and order, personnel services and personnel procedures, the internal organization of the Headquarters and its administrative functions.

Under these Directorial Staff, are the Administrative Support Units (NASUs) which include LSS, ITMS, FS, HS, CES, PRBS, CHS, LS, HSS, ES, TS, and the Operational Support Units (NOSUs) which include MG, IG, PSPG, CIDG, SAF, ACG, ASG, HPG, PCRG, CSG, CL, AKG (*see list of Abbreviations*).

There are seventeen Regional Police Offices, which supervises their respective District/Provincial Police Offices, Police Stations and Sub-stations/Precincts, strategically positioned in the entire Philippines (PNP DPL, 2012).

2.2.6. PNP Ranks
Source: CPSM official website, retrieved March 2014

The PNP Commissioned Officers have the ranks starting from Police Inspector (PINSP), Police Senior Inspector (PSINSP), Police Chief Inspector (PCINSP), Police Superintendent (PSUPT), Police Senior Superintendent (PSSUPT),

Police Chief Superintendent (PCSUPT), Police Director (PDIR), Police Deputy Director General (PDDGEN), to Police Director General (PDGEN).

On the other hand, the PNP Non-Commissioned Officers have the ranks starting from Police Officer I (PO1), Police Officer II (PO2), Police Officer III (PO3), Senior Police Officer I (SPO1), Senior Police Officer II (SPO2), Senior Police Officer III (SPO3), Senior Police Officer IV (SPO4) (CPSM, 2012).

2.2.7 PNP Rank Profile
Source: PNP DPRM-RMD, retrieved February 2014

Table 2.1 PNP Rank Profile

Police Commissioned Officer (PCO)	Rank Distribution	Actual Strength	Variance
Police Director General	1	1	0
Police Deputy Director General	3	2	-1
Police Director	11	17	6
Police Chief Superintendent	86	102	16
Police Senior Superintendent	624	577	-47
Police Superintendent	2,000	1,838	-162
Police Chief Inspector	2,291	2,043	-248
Police Senior Inspector	3,512	3,629	117
Police Inspector	**4,501**	**4,100**	**-401**
Total PCOs	13,029	12,309	-720
Police Non-Commissioned Officer (PNCO)			
Senior Police Officer 4	11,025	3,893	-7,132
Senior Police Officer 3	12,491	5,032	-7,459
Senior Police Officer 2	13,526	4,508	-9,018
Senior Police Officer 1	14,662	15,543	881
Police Officer 3	15,213	23,253	8,040
Police Officer 2	16,538	30,116	13,578
Police Officer 1	**54,926**	**49,369**	**-5,557**
Total PNCOs	138,381	131,714	-6,667
Total Uniformed Personnel	151,410	144,023	-7,387
Non-Uniformed Personnel (NUP)			
Permanent Status	5,596	5,240	-356
Grand Total	157,006	149,263	-7,743

As shown in preceding Table 2.1, the PNP should have 54,926 Police Officers 1 but their actual strength is only 49,369, and so the PNP needs to hire approximately 5,557 more police officers starting from the rank of PO1. Likewise, the PNP should have 4,501 Police Inspectors but it only have 4,100 and so approximately 401 starting from the rank of PINSP are also needed to be hired by the PNP. This data is updated as of January 2014 (PNP DPRM, 2013).

2.3   The PNP Strategic Focus ("CODE-P: 2013 and Beyond")
Source: PNP official website, retrieved March 2014

This information is vital to be part of this chapter because it presents that this research study is in line with the current programs, strategies and activities undertaken by the PNP organization in order to have the best quality of police force who will gradually achieve the PNP's vision by 2030.

The PNP Strategic Focus termed as "CODE-P: 2013 and Beyond," clearly defines the PNP's direction – where they are now, what resources they have, where they want to go and how they will face the challenges ahead. It shall serve as a guide to get the job done, including the simplification of the systems and processes and removing of unnecessary functions inside the organization. In furtherance of this Strategic Focus, redefining the fundamental role of a policeman shall be set forth-focusing on its performance in attaining higher crime solution and by arresting more criminals (PNP, 2012).

Further, according to the PNP, it has developed this Strategic Focus in order to effectively meet its goals of better serving and protecting the public and in order to implement this, the following main objectives shall be accomplished by them:

- To enhance the knowledge, skills and attitudes (KSAs) of policemen through constant quality training and education to achieve the desired **Competence** levels;

- To institute **Organizational Development** in the execution of the PNP Program Thrust;

- To instill **Discipline** and inspire unwavering commitment in the execution of its mandated core functions without fear or favor;

- To ensure **Excellence** in the performance of mandated tasks through the optimum use of resources; and

- To cultivate personal commitment for **Professional** policing services. (PNP, 2012).

These objectives serve as a guide for the PNP organization towards the realization of the succeeding topic, the PNP PATROL Plan 2030.

2.4 PATROL Plan 2030 Overview
Source: PNP official website, retrieved February 2014

The PNP P.A.T.R.O.L. Plan 2030 otherwise known as, **P**eace and Order **A**genda for **T**ransformation and upholding of the **R**ule **o**f **L**aw serves as the roadmap of the PNP towards a capable, effective and credible police service (PNP, 2012).

According to the PNP, it is indeed aware that various national perception surveys showed that the organization is among the most corrupt government agencies in the country. This became a serious national concern resulting in the conduct of in-depth studies of the main causes of dysfunctions as a basis for the development of real and lasting solutions. The findings and recommendations of three intensive studies notably the PNP Reform Commission Study; the Joint United Nations Development Program and Government of the Philippines (UNDP-GRP) Study on Transforming the PNP into a More Capable, Effective and Credible Force; and the Transformation Plan crafted by the PNP, became the basis for the development in 2005 of the 10-year PNP Integrated Transformation Program (PNP-ITP) as the PNP's roadmap for lasting reforms. The PNP-ITP has three paramount objectives: first, to address organizational dysfunctions identified by the different studies and improve the quality of the delivery of police services in our country; second, to strengthen law enforcement capabilities; and third, to enhance the welfare and benefits of PNP personnel and their dependents (PNP, 2012).

In December 2008, the Millennium Challenge Corporation (MCC) reselected the Philippines as Compact Eligible for Fiscal Year 2009. In order for the Philippines

to be considered into the Compact Agreement that will provide the 'anti-poverty' financial grant, it should meet the MCC eligibility criteria in areas of ruling justly, investing in people and economic freedom. Moreover, it should adopt the Performance Governance System (PGS) (PNP, 2012).

In July 9, 2009, former Executive Secretary Eduardo Ermita issued a memorandum mandating the PNP together with other five national government agencies to participate in the MCC program requiring the institutionalization of PGS. Since then, the PNP has undertaken various activities to cascade PGS in all its offices and units nationwide (PNP, 2012).

2.5 PNP's Accomplishments for 2013
Source: PNP Directorate for Operations (DO), retrieved March 2014

In line with the PNP P.A.T.R.O.L. Plan 2030, the PNP exerted so much efforts and resources to accomplish the following in relation to recruitment, training, anti-corruption initiatives, crime prevention and law enforcement during the Calendar Year 2013:

The PNP's program on "Learning and Growth" intends to develop competent, motivated, values-oriented and disciplined police personnel, and develop a responsive and highly professional police organization. Complementing relentless efforts on improving the PNP recruitment system, enhanced specialized training programs focused on investigation, intelligence, and disaster preparedness and response were conducted (PNP DO, 2013).

According to the PNP, critical to any organization is the recruitment and selection of people who can deliver desired results and meet the standards set by the organization in order to fulfill its mandate. As such, the PNP believes that new members of the police force must fit with the principles of transformation program of the PNP. In this connection, the PNP's recruitment and selection process has been revolutionized such that only the most qualified with desirable competencies are accepted in the organization. Years back, the recruitment system was focused on measuring first the physical ability of applicants. To capture the best and the brightest, the focus of the recruitment system has been shifted from measuring the physical ability of the applicant to intellectual capacity wherein the first step is to test the applicants mentally through rigorous examination process. The shift in the recruitment process is anchored on the premise that physical agility can be easily developed than intellectual prowess (PNP DO, 2013).

As shown in succeeding Table 2.2, the total recruitment quota is 9,973 but there were only 7,615 police officers who were hired into the PNP. Thus, as of January 2014, the PNP needs to hire approximately 2,358 police officers. The PNP is recruiting 15,000 new NUP to replace uniformed police officers performing administrative duties so they can be deployed to perform the core functions of the PNP, which is the maintenance of peace and order through effective crime prevention and crime solution (PNP DPRM, 2013).

Table 2.2   PNP Recruitment Data for CY 2012-2013
Source: PNP DPRM-RMD, retrieved February 2014

OFFICE/UNIT	CY 2012 SUPPLEMENTAL		CY 2013 RECRUITMENT PROGRAM		TOTAL QUOTA	TOTAL FILLED-UP
	QUOTA	FILLED-UP	QUOTA	FILLED-UP		
PRO1	30	30	390	387	420	417
PRO2	30	30	189	189	219	219
PRO3	40	40	1244	848	1284	888
PRO4A	40	40	1399	649	1439	689
PRO4B	30	30	183	183	213	213
PRO5	15	15	501	339	516	354
PRO6	95	95	675	605	770	700
PRO7	79	79	690	374	769	453
PRO8	75	75	282	274	357	349
PRO9	15	15	138	103	153	118
PRO10	30	30	306	306	336	336
PRO11	100	100	363	363	463	463
PRO12	25	25	372	372	397	397
PRO13	20	20	137	137	157	157
PRO COR	10	10	125	125	135	135
ARMM	15	15	75	33	90	48
NCRPO	224	224	1031	1030	1255	1254
SAF	100	100	550	109	650	209
MG	-	-	300	166	300	166
AVSEG	-	-	50	50	50	50
TOTAL	973	973	9000	6642	**9973**	**7615**

Likewise, competency is being given emphasis by training the PNP personnel on the various aspects of policing. Crucial to the accomplishment of the PNP's mission is the development of personnel capable of performing individual tasks. Hence, the PNP is developing individual competencies of their personnel (PNP DHRDD, 2013).

Twenty-one trainings for Field Training Officers (FTOs) were conducted, producing 1,126 uniformed personnel graduates to ensure that there are enough FTOs who will supervise the recruits who are undergoing Field Training Program (FTP)

wherein recruits are being exposed to investigation, traffic and patrol in the Police Stations. Four investigation courses attended by 341 participants were conducted in coordination with Philippine Public Safety College (PPSC); two Public Safety Investigation and Detection Course (PSIDC) with 260 participants; one Public Safety Traffic Investigation Course (PSTIC) with 44 participants; and one Public Safety Narcotics Investigation Course (PSNIC) with 37 participants. A total of 39 Criminal Investigation Course (CIC) Classes were conducted in Police Regional Offices (PROs) nationwide producing 2,467 Police Non-Commissioned Officer (PNCO) graduates of said CIC class. Four hundred fifty Police Commissioned Officers (PCOs) have undergone Investigation Officers Basic Course (IOBC). Training of Trainers-Police Detective Course (TOT-PDC) was undertaken by 51 graduates. Three classes of Crime Scene First Responders Workshop (CSFRW) were conducted with 137 participants nationwide (PNP DHRDD, 2013).

Moreover, in order to uplift the performance of PNP units, unit training programs were likewise conducted such as: Human Resource Management Course, Intelligence Course, Logistics Management Course, Comptrollership Course, Criminal Investigation Course, Disaster Preparedness, Rescue and Relief Operations Training, Tactical Commander's Course, Specialized Planning Course and Police Community Relations Course (PNP DHRDD, 2013).

Furthermore, Trainers' Training on Disaster Preparedness, Search, Rescue and Relief Operations, Urban Counter Revolutionary Warfare Course, Patrol Planners

Training, Patrol Supervisors Training, and Police Patrollers Training were also conducted (PNP DHRDD, 2013).

Moreover, the second batch of Hostage Negotiation Team Training was participated by 45 uniformed personnel, which was designed to develop their skills in handling crisis situations particularly hostage negotiation (PNP DHRDD, 2013).

Through the PNP's continued partnership with its foreign counterparts and its conscious effort to intensify foreign relations, various training programs were completed, which aimed to develop our personnel to be at par with international standards in terms of policing. For 2013, a total of 3,033 PNP personnel benefited from the 244 different training programs sponsored by our foreign counterparts, both abroad and in-country. These training programs include, among others: Southeast Asia Regional Counter Terrorism Investigations Management Course; Chemical Control/Clandestine Laboratory Investigation Course; Comprehensive Security Responses to Terrorism Course; Leadership for Women in Law Enforcement; Crisis Response Team Course (Assistant Instructors); International Police (INTERPOL) Capacity Building Programme on Criminal Intelligence Analysis to Enhance the Fight Against Terrorism in Southeast Asia; Advanced Explosive Incident Countermeasure Course; Asia Regional Law Enforcement Management Program; Basic Investigations of Computer and Electronic Crimes Program; Capacity Building for Collaborative Investigation and Prosecution of Terrorism Related Cases; Quality Control in Civil Aviation Security Course; Instructor's Development Course; Chemical, Biological, Radiological, Nuclear and Explosives Course; and First

Response to Terrorist Incident/First Response Medical Stabilization Course (PNP DHRDD, 2013).

Furthermore, the PNP crafted its Integrity Development Review Action Plan (IDRAP) to integrate and collaborate efforts to ensure optimal use of its resources gaining headway in its fight against corruption and this was intended to assist the Office of the Ombudsman in the corruption prevention program of the government. Institutionalization and operationalization of the PNP citizen's charter by NHQ PNP frontline offices helped eliminate/prevent incidents of graft and corruption, which come with the bureaucratic system of providing services, because the charter standardized the processes, requirements, time and cost of delivery of PNP frontline services (PNP DO, 2013).

Moreover, the PNP believes that police presence serves as the backbone and heart of crime prevention. The presence of police officers sends a message of assurance and safety to law abiding citizens and serves as a deterrent to would-be violators. The PNP implemented "Patrulya ng Pulis" (Police Patrol), which directs all PNP units to deploy uniformed personnel assigned to administrative functions to perform beat patrol duties, in addition to their usual tasks, for maximum police presence as well as to intensify law enforcement operations, anti-criminality campaigns and public safety services. The deployment of administrative personnel for beat patrol duties increased police presence on the streets, which contributed to the decrease in crime incidents. The PNP also deployed one policeman in every barangay (village) nationwide through the "**P**ulis Nyo Po **S**a **B**arangay" (PSB)

Program. The PSB serves as a conduit between the community and the police officer's unit or office. Such program is a gesture of the PNP's commitment to pursue an effective police-community partnership in support of a sustained barangay-based anti-crime strategy (PNP DO, 2013).

Lastly, the PNP, through its intensified anti-criminality efforts, achieved the following law enforcement accomplishments:

The 10,307 anti-illegal drugs operations of the PNP in support of the Philippine Drug Enforcement Agency (PDEA) resulted in the arrest of 16,429 pushers and users and the filing of 12,433 cases in courts. Anti-carnapping operations resulted in the recovery of 1,882 vehicles out of 11,326 carnapping incidents reported, of which, 921 cases were filed in court for prosecution. On the campaign against highway robbery, 1096 incidents were reported of which 254 cases were solved. The 29,004 anti-illegal gambling operations conducted resulted in the arrest of 12,939 persons and the filing of 5,766 criminal cases in courts. On the campaign against child abuse/pedophilia, 13,502 operations were conducted that resulted in the arrest of 4,631 persons, and the filling of 5,980 criminal cases in courts. Thirty-two thousand six hundred thirty-five wanted persons were captured, 13 killed and 263 surrendered. Of these wanted persons, 75 have monetary rewards of their capture (PNP DO, 2013).

On the other hand, investigation of crimes was likewise given importance by the PNP considering that Crime Volume (CV) totaled 1,033,833 incidents, which were collated from blotters of PNP, barangay (village) and other law enforcement agencies

(OLEAs) nationwide for CY 2013. CV is the number of crime incidents committed in a given area over a period of time which include the index and non-index crimes.

Index crimes registered 457,944 or 44.30% of the Total CV. Index crimes are serious in nature and occur with sufficient frequency and regularity and can serve as an index to the crime situation. They are subdivided into physical injury (serious and less serious), theft, robbery, carnapping, murder rape, homicide and cattle rustling. On the other hand, Non-Index Crimes registered 575,889 or 55.70% of the Total CV. A total of 133,605 are Violations of Special Laws and 442,284 are classified as other non-index crime violations (PNP DIDM, 2013).

According to the PNP DIDM, the PNP Crime Clearance Efficiency (CCE) is 39.05% which is the percentage of cleared cases out of the total number of crime incidents handled by law enforcement agencies for a given period of time. Cleared case means that at least one of the offenders has been identified; there is sufficient evidence to charge him; and, he has been charged before the prosecutor's office or any other court of appropriate jurisdiction. Included in this category of cleared cases are solved cases. According to the National Police Commission (NAPOLCOM) Memorandum Circular (MC) No. 94-017, a crime is considered solved when: some elements beyond police control prevent the arrest of the offender, such as when the victim refuses to prosecute after the offender is identified or the offender dies or absconds; or the arrest of one offender can solve several crimes or several offenders may be arrested in the process of solving one crime.

Likewise, the Average Monthly Crime Rate (AMCR) for CY 2013 is 88.18. Crime Rate is the number of crime incidents in a given period of time for every 100,000 inhabitants of an area. This simply means that for every month in 2013, there were approximately 88 crime incidents recorded for every 100,000 inhabitants of the Philippines (PNP DIDM, 2013). This may not be as impressive as other countries' crime clearance efficiency and average monthly crime rate like Japan, Singapore and Australia but it is somehow a good start for the PNP as part of its transformation journey towards 2030.

Due to its relentless efforts to better serve and protect the community, the PNP garnered a +52 net satisfaction rating during the Social Weather Station (SWS) 3rd quarter 2013 survey. Notably, the PNP's vigorous implementation of its core operational processes of operations, investigation, intelligence and police community relations resulted to the improvement of the country's competitiveness and standing in the annual Global Peace Index (GPI), the world's leading measure of global peacefulness (PNP DO, 2013).

2.6   The National Capital Regional Police Office
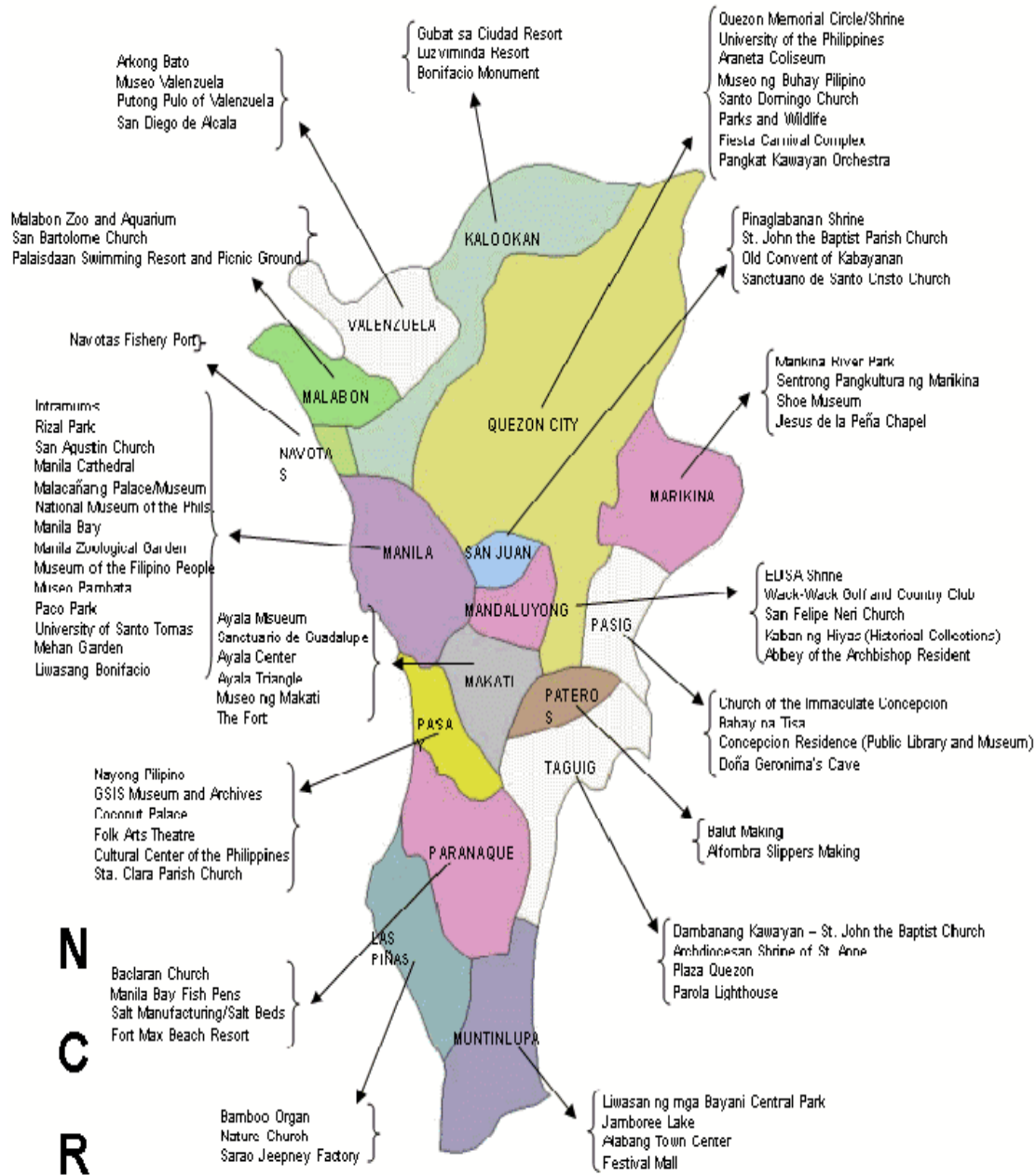
Figure 2.2 Map of National Capital Region Showing Major Establishments.
Source: NSCB official website, retrieved on March 2014

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Since the respondents in this study are the PNP personnel assigned in National Capital Region (NCR) and the public residing in NCR, then this information is relevant to be discussed in this chapter.

As shown in preceding Figure 2.2, NCR, otherwise known as Metro Manila comprises of towns or cities indicated in the map such as Quezon City, Marikina, Caloocan, etc. NCR is populated by around 11,855,975 million residents according to National Statistical Coordinating Board (NSCB, 2010). NCR is basically the area of responsibility of the NCRPO. It is manned by only 18,006 Police Officers according to the records of NCRPO Administrative Division as of February, 2014. Obviously, the police officers are outnumbered, considering that based on NAPOLCOM MC 2007 – 009, it states that "the distribution of quota is based on criteria such us police to population ratio as well as the peace and order condition in the area for PROs." Further, aforementioned circular stated that the ideal ratio is as follows: for highly urbanized cities (City Police Offices), 1:500 – 700; Component cities (City Police Stations), 1:650 – 800; Municipalities (Municipal Police Stations), 1:750 – 1,000. Accordingly, the ideal ratio for NCRPO is 1:500 because its area of responsibility comprises of highly urbanized cities (NAPOLCOM, 2012). It means that 1 police officer for every 500 residents but unfortunately, the actual situation as of this date is that there is 1 police officer for every 658 residents of Metro Manila. This is the reason why recruitment of highly qualified police officers is one of the priorities of the PNP in order to fully achieve its vision by 2030.

The NCRPO has 5 Police District Offices namely, Manila Police District (MPD) whose area of responsibility is Manila; Quezon City Police District (QCPD) for Quezon City; Southern Police District (SPD) for Makati, Pasay, Taguig, Paranaque, Las Piñas and Muntinlupa; Northern Police District (NPD) for Novaliches, Caloocan, Malabon, Valenzuela and Navotas; and Eastern Police District (EPD) for Marikina, Mandaluyong, Pasig, San Juan and Rizal (PNP, 2012).

As of March 2014, the NCRPO has a total CV of 241,644 for CY 2013. Out of this total CV, 174,144 crimes were cleared. Thus, there are still 67,500 crimes which were not yet cleared. Furthermore, the Average Monthly Crime Rate (AMCR) for CY 2013 is 2000, which means approximately for every month in 2013, there were 2000 recorded crime incidents for every 100,000 inhabitants in Metro Manila (PNP NCRPO, 2013).

CHAPTER 3

REVIEW OF LITERATURE

3.1   Introduction

This chapter includes the PNP Recruitment and Selection Policy and Procedural Guidelines for Uniformed Personnel which was assessed and scrutinized in this study. The "best practices" on recruitment and selection processes in the public system, which are currently adopted by developed nations such as United States, Western Europe as well as developing and less developing countries, were discussed in this chapter. Recruitment and selection procedures as well as techniques adopted by Singapore and Australia, which have been studied and proven to be effective in hiring and selecting qualified and best-performing law enforcers, were also discussed in this chapter.

Furthermore, as revealed by the findings and discussions in the succeeding Chapter 5 of this study, political or privileged groups' influence otherwise known as patronage system and corruption exists during the implementation of the PNP recruitment and selection process for uniformed personnel. In order to better understand such situation, information on organizational politics and police corruption and misconduct were discussed in this Chapter.

3.2   PNP Recruitment and Selection Policy for Uniformed Personnel
Source: NAPOLCOM official website, retrieved August 2012

Procedures and guidelines in the recruitment and selection of PNP uniformed personnel are decided by and implemented in accordance with NAPOLCOM Memorandum Circular No. 2007-009. The most salient parts of the policy and procedures are summarized as follows:

I.   Policies

1.   Recruitment of PNP Uniformed Personnel to the rank of PO1 shall be based on the principle of merit and fitness and shall be open to all qualified men and women, subject to limitations provided by law.

2.   The PNP shall reserve ten percent (10%) of its annual regional recruitment quota for qualified women-applicants.

3.   There shall be no discrimination on account of gender, religion, ethnic origin or political affiliation.

4.   There shall be established Screening Committees at the NHQ, PROs and National Support Units (NSUs) that shall be responsible for the widest dissemination of vacancies in their respective areas, the evaluation of applicants' qualification and the selection of the most qualified applicants to be recommended for appointment into the police service.

5.   To have a wider base for the selection process and for budgetary reasons, the number of applicants for initial screening shall not be more than 150% of

the recruitment quota allocated to the particular recruiting unit as approved by the Commission.

6.   Preference shall be accorded to the applicants who are residents of the city/municipality where the quota is allocated provided they meet the minimum qualification standards and officially endorsed by the city/municipal mayor in accordance with the procedures set in this Circular.

7.   The age, height and weight requirements for initial appointment in the PNP may be waived only when the number of qualified applicants falls below the approved quota after the final interview of the recruiting unit.

8.   As much as possible and practicable, recruitment shall be conducted by the PROs and NSUs simultaneously to prevent the applicants from applying in two or more recruiting units within the annual recruitment period.

9.   The whole recruitment process shall be transparent and conducted with the most reasonable cost on the part of the PNP and the individual applicant.

II.   General Qualifications and Standards

A.   General Qualifications:

1.   A citizen of the Philippines;

2.   A person of good moral character;

3.   Must have passed the psychiatric/psychological, physical, medical and dental, and drug tests to be administered by the PNP Health Service (HS) and Crime Laboratory (CL) or by any NAPOLCOM accredited government hospital for the purpose of determining the appointee's physical and mental health.

4. Must possess a formal baccalaureate degree from a recognized learning institution.

5. Must not have been dishonorably discharged from military employment or on AWOL (Absence without Leave) or Dropped from Rolls (DFR) from the PNP service or dismissed for cause from any civilian position in the Government.

6. Must have no pending criminal case in any court, including at the Office of the Ombudsman or administrative case if he/she is already an employee of the government.

7. Must not have been convicted by final judgment of an offense or crime involving moral turpitude.

8. Must be at least one meter and sixty-two centimeters (1.62m) in height for male and one meter and fifty-seven centimeters (1.57m) for female.

9. Must weigh not more or less than five kilograms (5.0kg) from the standard weight corresponding to his/her height, age and sex.

10. Must not be less than twenty-one (21) nor more than thirty (30) years of age. (An applicant shall be considered to be 21 years of age on his/her 21st birthdate and shall be considered more than thirty (30) years of age on his/her 31st birthdate.

B. The Appropriate Eligibilities for Police Officer 1 are those acquired from the following:

1. NAPOLCOM PNP Entrance Exam;

2.   RA No. 6506 (licensed criminologist).

III.   Selection and Evaluation Process by the PNP Screening Committee

The NSUs (SAF and HSS) and PROs Screening Committees shall be composed of the following:

Table 3.1 PNP Screening Committee

Position	PROs	NSUs
Chairman	Deputy Regional Director for Administration (DRDA)	Deputy Director/Deputy Director for Administration (DDA)
Vice-chairman	Senior NAPOLCOM Official with salary grade 24 or higher	Senior NAPOLCOM Official with salary grade 24 or higher
Member	Regional Peace and Order Council (RPOC) Member	National Peace and Order Council (NPOC) Member
Member	Senior Regional DILG Officer	Private Sector Representative
Member	Women's Representative from the private sector	Women's Representative from the private sector
Secretariat	Chief of Regional Personnel and Human Resource and Doctrine Development (RPHRDD)	Assistant Director for Personnel and Resource Management (ADPRM) or Human Resource Management Officer (HRMO)

a.   In the Police Regional Office Screening Committee, the Senior NAPOLCOM Official with SG 24 or higher shall be designated by the NAPOLCOM RD. The Regional Peace and Order Council (RPOC) member is one designated by the RPOC Chairman. The senior Regional DILG Officer shall be designated by DILG RD. Lastly, the women's representative shall be one of known probity and shall be designated by the PNP RD.

b.   In the NSU Screening Committee, the senior NAPOLCOM official with Salary Grade 24 or higher shall be designated by the

Vice-Chairperson and Executive Officer. The NPOC member shall be designated by the NPOC Chairman. The private citizen shall be designated by the NPOC Secretary General. Lastly, the women's representative shall be one of known probity and shall be designated by the NSU Director.

The PRO Screening Committee shall fill up the city/municipal quota with qualified applicants indorsed by their respective mayors regardless of their ranking in the final list. In case of no qualified or lack of applicants, the following order of priority shall be strictly observed in filling up the quota:

     a.   1st Priority- those coming from the adjacent cities/municipalities

     b.   2nd Priority – those coming from other cities/municipalities within the province or district;

     c.   3rd Priority – those coming from any part of the region; and

     d.   4th Priority – those coming from other regions.

3.3 Recruitment and Selection of Public Workers: An International Compendium of Modern Trends and Practices

The types of recruitment and selection schemes already established in various nations such as United States and Western Europe and incorporating some experiences from both developed and less developed countries (LDCs) which the

authors describe as recruitment and selection "best practices," which can help the world's governments attract and retain the best employees are provided in this article written by Lavigna & Hays (2004). Accordingly, good government hires good people in order to provide effective and efficient public service.

3.3.1 Precursors to Successful Recruitment and Selection

Lavigna & Hays (2004) stated that the success of any nation in recruiting the best qualified and committed applicants to public service depends not only on the many aspects of the Human Resource Management (HRM) system, but also on their economic, political and social situations. According to these authors, the following are the precursors to successful recruitment and selection program:

One of the precursors is reversing the erosion of the public service ethic. Aforementioned authors think that one difficulty faced by almost every nation is that trust and faith in government is usually low and this is basically because of the "public image" of government, although in reality, it is the extent of public service ethic prevailing in a society. Both of them then suggested a solution to this which is beyond HRM because they think that cooperation of many stakeholders, especially politicians and other officials are much needed in repairing the public service's tarnished image (Lavigna & Hays, 2004).

Some factors such as slow and bureaucratic recruitment processes, narrow job descriptions, the perception that seniority prevails over merit, and excessive rules

and regulations, discourage applicants to be interested in public jobs and accordingly, flexibility should be incorporated into HRM procedures (Langan, 2002).

Lavigna & Hays (2004) mentioned that the second precursor is that HRM must be viewed as partner to line management. Both authors also stated that Human Resource (HR) is often viewed as the problem, not the solution — an obstacle to be avoided, not a partner of line managers. Aforementioned authors explained that important modifications have taken place as HR functions have been decentralized to operating units, line managers have been authorized to make many HR decisions that once were only exercised by a central authority, and well-known initiatives have been carried out to "de-bureaucratize" HRM by eliminating rules and regulations which are unnecessary and this has taken place in Europe, North America and a growing number of LDCs.

The third precursor according to Lavigna & Hays (2004) is civic culture and tradition. Haque (1996) stated that most LDCs developed from a colonial tradition in which their administrative institutions were imposed by Western powers. Further, Haque (1996) mentioned that the all-too-common result is that the bureaucracy left behind has emerged as the dominant force in many LDCs.

Moreover, according to Haque (1996), Third World countries have a totally unique set of cultural values, such as ritualism, a caste structure, the extended family, seniority-based authority, and collective responsibility which explain why neutral, merit-based forms of recruitment and selection have been slow to take hold in LDCs. Further, Haque (1996) also mentioned that most of the time, merit, ability and

achievement are being trumped by traditional criteria such as family, ethnicity or caste. Hopkins (1991) also added to this, that concepts like merit systems and recruitment based on credentials and competition are prevented from taking hold because nepotism and friendship influence most HRM decisions.

Likewise, according to Lavigna & Hays (2004), even in highly developed countries, there is one more political-cultural consideration that may be an obstacle to HRM improvement which is, power is divided among many political parties in some parliamentary systems and so, in this pluralistic situation, HRM systems occasionally allot government jobs based on party representation.

Lastly, according to Lavigna & Hays (2004) managerial systems or complementary HRM systems significantly contribute to a comprehensive recruitment and selection practices and one good example is sufficient employee records system is required to track applicant status and progress. Moreover, these authors recommend that the recruiting system should be guided and driven by a human resource planning system because otherwise, vacancies arise as ''surprises'' rather than as foreseen events for which the organization is prepared.

3.3.2   Emerging Approaches to Recruitment and Selection

Lavigna & Hays (2004) stated that there is no organization with "perfect" staffing program but public organizations can build up their competitiveness by selecting whichever is applicable and appropriate to them from various recruitment techniques which are described below under three broad and overlapping

classifications which are procedural changes, process innovations and technological applications.

3.3.2.1 Procedural Changes

According to Lavigna & Hays (2004), procedural changes can be implemented more easily than process changes. Both authors mentioned that most procedural "innovations" are intended to streamline and set straight the application process to potential employees, which simply means that governments are trying to make their entry procedures more user-friendly and transparent. Aforementioned authors further discussed that other procedural changes are designed to improve government's appeal to applicants and its glamour to current employees considering that employee retention is a recruitment strategy because higher retention rates translate into lower recruitment needs.

Moreover, both of these types of changes are: arbitrary rules and regulations that restrict the choices of hiring managers and supervisors should be eliminated; flexible and appealing hiring procedures should be adopted; screening applicants should be quick; entry requirements and examinations should be validated; worker-friendly personnel policies should be instituted; and more flexible job descriptions should be created (Lavigna & Hays, 2004).

On the next page are examples mentioned by the authors of this article about the above-mentioned changes:

Lavigna & Hays (2004) stated that the United States recently eliminated arbitrary limits on the number of candidates from which hiring managers can select (e.g., from rule of five to rule of twenty). Further, aforementioned authors mentioned that another restrictive practice is a residency requirement that obligates workers to live in the jurisdiction where they are employed wherein the elimination of such restrictions is a simple way to expand applicant pools.

Lavigna (2002) stated that an even more streamlined approach is to automatically certify applicants as eligible for appointment if they meet certain conditions such as holding a professional license or credential. Hays & Sowa (2004) further claimed that some employers even permit immediate hiring of applicants whose college grades are sufficiently high.

Lavigna & Hays (2004) claimed that one of the most difficult problems in HRM is validating testing instruments and other pre-entry requirements because most of the time, once exposed to empirical scrutiny, screening tests are found to be ineffective predictors of job performance. According to these authors, because of this, it is important that any test protocol be validated for job-relevancy and discriminatory impact and so the burden to formulate valid exams has led to the growing adoption of performance-based tests. Hays & Sowa (2004) also stated other strategies highly regarded in the HRM literature and by practitioners, are: assessment centers for higher-level workers; the use of bio-data (a proven technique that examines past behavior as a predictor of future performance); and unassembled exams (the objective review of an application or resume, followed by an interview).

Also, according to Lavigna and Hays (2004), unassembled exams have lower validity than other approaches such as written exams and therefore, the job interview process becomes significantly more important and so because of this, much attention has focused on improving interview reliability by training interviewers, using group interviews and expanding the use of structured interviews. Another trend according to Sullivan (2002) is to de-emphasize experience and/or education as job requirements because a lot of candidates are simply over-qualified educationally, thereby contributing to credentialism which can artificially limit the applicant pool and can hinder efforts to diversify workforces. Moreover, Lavigna & Hays (2004) mentioned that using years of experience as a minimum requirement is increasingly viewed as a very poor way to screen applicants, and one that unnecessarily excludes candidates who might be excellent performers.

Lavigna & Hays (2004) stated that comparable approaches are being put into place in relatively unpleasant work settings in the United States, such as for Child abuse investigators, who deal with difficult situations and often find little intrinsic joy in their labors, are "rewarded" by supportive leadership; cooperative management styles; and non-monetary incentives such as recognition, small awards and plaques, open communications, and group activities (Center for Study of Social Policy, 2002).

Furthermore, according to Lavigna & Hays (2004), the promise of job rotation to enhance professional development, coupled with a clear and progressive career ladder, greatly boosts government's competitiveness in the labor marketplace.

Likewise, both authors stated that the opportunity to compete for salary increases (i.e., pay for performance) is likely to appeal to today's applicant far more than the seniority system that still dominates compensation and advancement in some public personnel systems.

3.3.2.2 Improvements to the Recruitment and Selection Process

According to Lavigna & Hays (2004), "New Public Management" is known in many quarters as devolution, often characterized by the decentralization of HR responsibility and so giving operating agencies and managers the flexibility to handle most HR decision-making accelerates the speed, flexibility and responsiveness of recruitment. Both authors also mentioned that among the many features of this movement are multiple points of entry (applicants are screened by agencies or other sub-units, rather than being required to wander through a maze of centrally-prescribed regulations); and delegated testing authority (which allows subunits to conduct their own examinations). Moreover, these authors claimed that operating managers have more control over job descriptions; public announcement of openings; recruiting; and terms of appointment (e.g., the salary level and/or rank that can be offered without central approval) (Lavigna & Hays, 2004).

Lavigna (2002) stated that aggressive outreach efforts must also be taken into consideration aside from decentralization and examples include the growing use of government recruiters (who pursue aggressive outreach strategies at job fairs, on college campuses, in local communities, etc.); aggressive advertising in

print and electronic media; distribution of marketing and recruitment material (e.g., brochures) that promote public service careers; use of toll-free automated telephone systems to publicize job openings; and much more aggressive efforts to stay in touch with job applicants during the screening process. Lavigna (2002) further mentioned that this last approach — often part of an *applicant tracking system* — ensures that no one "falls through the cracks" and/or misinterprets a lack of communication as a sign that the employer is no longer interested (Lavigna & Hays, 2004).

As emphasized above by Lavigna & Hays (2004), retention helps recruitment by reducing the number of vacancies to fill, and also signaling that the organization is a good place to work. The authors gave an example such as using temporary workers not only saves money but also gives the hiring organization an opportunity to assess a worker's talents before s/he is hired into a permanent position. Further both authors stated that internships are another variation on this theme. A final strategy is to aggressively use mentors to ease the entry of new workers, help socialize them to the organization's norms and expectations, and provide guidance and support (Lavigna & Hays, 2004).

Hays & Sowa (2004) mentioned that research has repeatedly demonstrated that mentoring cuts down on attrition and improves the morale of newly-hired workers and therefore, a large number of relatively low-cost techniques can not only improve recruitment efforts, but also trim attrition and enhance job satisfaction (Lavigna & Hays, 2004).

3.3.2.3 Use of Technology

Lavigna & Hays (2004) stated that almost all recruitment strategies can be enriched by different types of information technology (IT). Elliot & Tevavichulada (1999) stated that there is essentially a movement from traditional HRM to virtual HRM, characterized by developing a paperless environment that relies on electronic interactions, using intranets, the World Wide Web, and software packages that improve HR processes.

Lavigna & Hays (2004) mentioned that through automation, managers can have online access to applicants' test scores, qualifications and contact information and this provides a faster and more efficient way to screen and contact prospective employees. Further, both authors added that a variation on this theme — the resume database — is also creating a stir in public sector recruiting which involves creating national and international databases of professional credentials that can be used to pre-screen thousands of applications simultaneously.

Likewise, Hamman & Desai (1995) stated that computer-assisted testing (CAT) system, not only enhance test validity, but they also allow organizations to process large numbers of applicants quickly and painlessly and when linked with other databases (such as online application forms or resumes), it provides managers with an almost instant capability to access eligibility lists and other applicant tracking data (Lavigna & Hays, 2004).

Selden & Jacobson (2003) stated that automated systems are used to match resumes with skill sets for particular jobs. Aforementioned authors also

mentioned that software programs are already available to administer online examinations, track applicants, match resumes with skill sets, expedite background checks, and shepherd job candidates through a paperless staffing process (Lavigna & Hays, 2004).

3.3.3   The Future?

Farnham (1997) stated that first, the watchword of the new HR era is flexibility, but this can be costly, literally and figuratively. Notably, public personnel systems that are decentralized and deregulated can fall victim to manipulation and exploitation. Government and the private sector are not the same, and rushing to adopt private sector approaches without recognizing fundamental differences is a high-risk strategy (Lavigna &Hays, 2004).

On the other hand, West & Berman (2001) stated that technology adds efficiency, but also depersonalizes functions that were built on human interaction and individual judgment. Furthermore, according to Lavigna & Hays (2004) public organizations must adopt at least some of the recruitment and selection strategies described simply because to do otherwise would be self-defeating. Moreover, Lavigna & Hays (2004) believe that the primary challenge for HR professionals is to select the reforms most suitable to their own settings, and to adapt them to local needs.

3.4   Police Corruption and Misconduct

Prenzler (2002) in his article, "Corruption and Reform: Global Trends and Theoretical Perspectives", defined four types of police corruption and misconduct as follows:

The first type is Classic Corruption, which in the sense of bribery or graft involves an officer receiving a personal benefit for not doing their duty. According to Prenzler (2002), this may be organized as in a "protection racket" where police receives a regular fee from a brothel or gambling den for not raiding and prosecuting the premises. Alternatively, said author mentioned that it may also be opportunistic and irregular, such as a traffic officer accepting a bribe offered by a motorist stopped for speeding. Some critics describe gifts and discounts (gratuities) as "petty corruption" because they may involve an expectation of favorable treatment (Sigler & Dees, 1988). Classic corruption may also include police obtaining a benefit from theft of goods in custody, re-selling seized drugs or selling confidential information (Prenzler & Ransley, 2002).

According to Prenzler (2002), another type of corruption is Process Corruption, which involves the fabrication of evidence and other forms of perverting the course of justice. The victims of this type of corruption may be innocent or guilty of crimes, but police pursue a conviction in court through fraudulent means. Said author further discussed that Process Corruption is sometimes referred to as "bricking", "fitting up" or "verballing" (putting words in the mouths of the accused or of witnesses). Also, he mentioned that Process Corruption usually involves lying in

the witness box, withholding contrary evidence or coercing suspects into making confessions. It can also occur in the investigation phase, when intelligence is obtained by illegal searches or wiretaps, or when suspects are not informed of their rights or are denied legal advice (Prenzler & Ransley, 2002).

The third type of corruption as mentioned by Prenzler (2002) is Brutality or "excessive force," which covers the full range of forms of unjustified violence related to a police officer's work. This can extend from excessive frisking through serious assault to murder. Said author further discussed this type of corruption by stating that verbal abuse and threats of violence can also be included in this category. He also mentioned that normally, only the use of "reasonable" or "proportionate" force is permitted when police arrest suspects, stop fights, direct people, break into premises or act in defense. Most jurisdictions prohibit actions such as shooting, fleeing suspects or frisking people at random (Prenzler & Ransley, 2002).

The last type of corruption as discussed by Prenzler (2002) is miscellaneous misconduct, which covers remaining types of deviance – sometimes grouped together in typologies as "misconduct" or "disciplinary offences". According to said author, these can include harassment, discriminatory law enforcement, incivility, inaction, drug abuse and intoxication, abuse of sick leave, dangerous high-speed vehicle pursuits, misuse of confidential information, abuse of strip searching, racist or sexist slurs, and neglect of detainees. Prenzler (2002) further discussed this by stating that it also covers forms of internal corruption or misconduct such as sexual harassment, and discrimination in assignment and promotion. It could also include criminal

offences and unethical behavior committed off-duty but deemed to reflect adversely on the officer's work (such as drunk driving, assault and abusive language) (Prenzler & Ransley, 2002).

Furthermore, Prenzler (2002) believes that a more positive way of identifying corruption and misconduct is by measuring conduct against a formal ethical standard. According to said author, perhaps the best expression of this consensus is the Law Enforcement Code of Conduct, developed by the International Association of Chiefs of Police (IACP, 2001). He further explained that this code addresses specific ethical issues, enjoining such positions as protection of confidential information, rejection of bribes and gratuities, and cooperation with lawful agencies. The most significant and encompassing of these is the requirement to enforce the law and assist the public equitably, without discrimination (Prenzler & Ransley, 2002).

3.5   Predicting Misconduct Before Hiring Police

Karas (2002), in her article "Predicting Misconduct Before Hiring Police," mentioned that the prediction of future work performance of police officers is challenging because of the long time periods between recruitment and the emergence of the behavior. She discussed aforementioned topic comprehensively by taking into consideration the significance of the situation *versus* the person in determining individual action. The author further explained the interactionist theory as a basis of selection systems for police recruitment as well as the importance of screening the applicants for mental illness and psychological disorder before eventually hiring them

into the police force. She also discussed why personality testing is indispensable before hiring police officers and the relevance of enhancing the prediction of police performance through techniques such as biographical data (biodata), which has been adopted by the Australian Federal Police in their recruitment and selection process.

3.5.1   Role of the Situation

Karas (2002) stated that according to interactionist theory, equivalent roles are given to both the person and the situation. Behavior can be determined by either the person, the environment (situation), or by an interaction between the person and the situation. She mentioned that when situations are weak such as within the family home, stable and personal attributes play a relatively larger role in determining behavior. In contrast, she explained that when situations are strong such as in certain organizational cultures, the situation overrides characteristic tendencies and plays the relatively stronger, causal role (Prenzler & Ransley, 2002).

Additionally, Trevino & Youngblood (1990) found that in an assessment center, individuals completing an in-basket management task were more likely to report sexual harassment or whistle blowing if they expected to be rewarded for doing so. Individuals who expected to be punished were less likely to report such behavior. By extrapolating to police organizations, one might expect a strict command and control structure – that actively discourages the questioning of authority – creates a situation, which can facilitate the condoning and spread of low

integrity behavior, particularly where such behavior is systematically entrenched in many areas of the police organization (Prenzler & Ransley, 2002).

According to Karas (2002), a second challenging situation arises when personal gain (monetary or otherwise) can be obtained in exchange for destructive behavior. Forsyth and Nye (1990) found that personal gain can lead an individual to give damaging feedback to their peers. In police work the opportunity for ill-gotten, personal gain is prevalent (Prenzler & Ransley, 2002).

Karas (2002) further discussed that situations causing psychological distancing can also generate negative behavior. Psychological distancing can result from conditions leading to alienation (Fromm, 1973), exposure to a harsh environment (Staub, 1989) and bureaucratic depersonalizing structures (Diener et al., 1975). According to Karas (2002), each of these situations has the potential to arise in a policing context. For example, constantly dealing with injury, violence, and hostile offenders can lead to alienation. Harsh environments can be encountered in many of the outdoor activities and shiftwork conditions of police work, and bureaucratic structures are potentially a feature of large public sector organizations (Prenzler & Ransley, 2002).

The police organization therefore contains many situations that have the potential to elicit inappropriate behavior. The challenge in selecting police officers therefore is to assess those factors that are central to interaction theory: the person, the situation and the interaction between the person and the situation. In order to

perform this task effectively a number or tools and techniques are required (Prenzler & Ransley, 2002).

3.5.2 Selection Systems for Police Recruitment Based on Interactionist Theory

If a police organization wishes to screen out pre-existing "bad apples" or those who may easily succumb to pressures to engage in misconduct, then it must identify and assess those personal attributes that have been shown to predict low integrity behavior across a range of contexts. This is the person component of interactionist theory, and it acknowledges that in a small number of cases, individuals enter the police organization with personal attributes that predispose towards misconduct. Examples of such dispositions might be a tendency to betray trust or abuse power (Prenzler & Ransley, 2002).

A comprehensive selection system also includes an assessment of the situations to which an applicant has been exposed. Such an assessment should focus on those situations that are conceptually similar to the potentially negative situations that exist within the police environment. The rationale for this assessment is that if it is accepted that the police environment influences behavior, then it is reasonable to expect that other, similar environments can also affect behavior. An example of such an environment would be past membership of groups, which had strong expectations of individual group member's behavior and such groups applied sanctions to member's behavior that are outside the norm. The greater the exposure to such

environments, the greater the likelihood that semi-permanent behavior change has occurred. Such changes may be latent and may not be manifested until the individual enters a situation similar to the original one. It must be stressed, however, that exposure to situations alone, no matter how conceptually similar to the police culture, should not be the sole criterion for selecting police officers (Prenzler & Ransley, 2002).

The third component of interactionist theory is the role of the person-situation interaction. Accordingly, Karas (2002) explained aforementioned component of interactionist theory by stating that attention should be directed at those attributes, which, in themselves, do not directly cause misconduct but place the officer at risk when placed in a negative police environment. She further discussed that although such attributes may result in benign person-situation interactions in other occupational settings, they make the individual vulnerable to the potentially negative aspects of the police occupational context. Thus a high susceptibility to being influenced may not place a clerk in an insurance office at significant risk because the organizational culture and subcultures of the insurance company do not contain the same potentially negative elements as police organizations. The likelihood of misconduct is increased when the individual's vulnerabilities match the negative elements of the environment (Prenzler & Ransley, 2002).

According to Karas (2002), the following sections describe some of the traditional attempts to assess person related factors in police recruitment. These two related techniques – testing for psychological problems and personality testing – have

been used by numerous police organizations for some time (Prenzler & Ransley, 2002).

3.5.3   Screening for Mental Illness and Psychological Disorder

Prenzler & Ransley (2002) stated that because the consequences of police misconduct can be significant, many police organizations have implemented psychological testing to identify applicants with significant emotional instability or psychological disorders with a view to screening them out of the recruitment process. Both authors further discussed that mental illness and psychological disorders refer to a spectrum of conditions that are experienced as highly distressing and produce significant incapacity in one or more life domains. According to these authors, one of the better known forms of mental illness is schizophrenia, a condition characterized by having thoughts and beliefs divorced from reality, delusions and/or hallucinations and social withdrawal and a much more common disorder is clinical depression in which individuals experience profound sadness, hopelessness, withdrawal from activities and a heightened negativity towards themselves and the world. Moreover, Prenzler & Ransley (2002), claimed that the assumption underlying the use of screening for psychological disorders is that individuals with a mental illness or significant psychological problem may lack the capacity to effectively perform the more demanding and potentially dangerous aspects of the police role. According to these authors, in particular, many practitioners hold the implicit view that individuals

lacking in firm reality testing capacity should not be issued with a firearm or other device capable of inflicting harm to themselves or others.

The principal limitation of psychological screening is that the majority of individuals with psychological disorders are not inherently predisposed to police misconduct or corruption but suffer from feelings and thoughts that are distressing. For example depressed individuals suffer from severe sadness and a sense of worthlessness self- blame and guilt. Indeed such a state is quite in contrast to the anecdotal reports of over- confidence observed in some integrity violators (Prenzler & Ransley, 2002).

Karas (2002) further discussed that more likely then, psychological conditions will cause general performance problems because the individual manifests deficits across a wide range of behavior domains, including work. Still according to her, psychological impairment may also make an individual more prone to experiencing stress in the workplace. Policing has been recognized as an inherently high stress occupation (Farmer, 1990; Langworthy, Hughes & Saunders, 1994) and this high stress environment may exceed the self-monitoring and self-control capabilities of stress prone individuals (Prenzler & Ransley, 2002). Karas (2002) mentioned that the high levels of stress that such individuals experience may produce performance problems that, although manifesting as low integrity, may be more appropriately framed as performance or occupational health issues (Prenzler & Ransley, 2002).

Karas (2002) also stated that psychological screening also has a limited 'shelf life'. This is a shortcoming that it shares with numerous selection techniques and it is an issue that is rarely acknowledged by those involved in selection and recruitment. With regard specifically to psychological screening, significant emotional or psychological disorders represent short to medium term impairments and therefore a number of applicants who are free of problems at the time of recruitment may develop problems in the future. Clearly, some form of ongoing psychological testing may be required to ascertain the emotional and mental stability of officers or to screen internal applicants for highly demanding or sensitive positions (Prenzler & Ransley, 2002). Thus, personality testing is significantly needed to supplement the inadequacy of psychological screening in recruitment and selection.

3.5.4 Personality Testing

Karas (2002) stated that personality testing is a special category of psychological testing that aims to assess attitudes, feelings, values and preferences that are stable across time and contexts. These tests differ from assessments of psychological disorders in that their focus is on enduring and defining aspects of the person's disposition rather than temporary sets of illness-related symptoms. In addition, personality tests describe a person's characteristic way of behaving on various dimensions of interest. Often, these dimensions do not encompass notions of problem behavior. That is, they are descriptive, not implicitly evaluative. Examples of personality traits that may have relevance to policing and that are assessed through

commercially available tests are dominance, risk-taking and conformity. Thus, an individual may be high or low in dominance and whether this fact is a shortcoming or strength depends on the performance demands of the job. Furthermore, personality traits coexist with the individual's psychological problems and mental health status. Thus an individual suffering from clinical depression may also be extroverted, although he or she may not display extroverted behavior during periods of depression (Prenzler & Ransley, 2002).

Despite the broader focus of personality tests, their success in predicting police misconduct has been modest (O'Connor Boes, Chandler & Timm, 1998). In a review of the practice and research on personality testing in police selection, the National Police Research Unit (NPRU, 1995) pointed out that research has failed to consistently identify a distinct personality profile associated with higher *versus* lower performing officers. Nor has research identified a distinct profile of officers who engage in misconduct, compared to those who do not. Karas (2002) further discussed that this difficulty is not unique to policing and is found in other occupations, such as management where incumbents must perform a range of diverse tasks and where desirable performance outcomes are not rigidly defined. In such occupations, desirable outcomes can be achieved through a range of possible personality profiles. Furthermore, the presence of a potentially negative attribute can be compensated for by the presence of a positive attribute. For example, aforementioned author mentioned that police applicants often demonstrate high levels of risk taking and sensation seeking behavior. Whereas such tendencies enable police officers to enter

situations that threaten safety, they may also result in reckless behavior that unnecessarily compromises the safety of the officer or of others. Therefore, such police applicants are also expected to display high levels of self-discipline that inhibit inappropriate behavior in high- risk situations (Prenzler & Ransley, 2002).

Karas (2002) stated that despite the absence of a clear profile of the 'flawed' police officer, certain personal attributes, when considered on their own, have been found to be related to police misconduct in the workplace. She further discussed that the Psychopathic Deviate and Hypomania scales of the Minnesota Multiphasic Personality Inventory – Version 2 (MMPI-2) have been found to predict police misconduct in a number of studies (Azen, Snibbe & Montgomery, 1973; Bernstein, Schoenfeld & Costello, 1982; Hiatt & Hargrave, 1988; O' Connor, et al., 1998). Karas (2002) explained that in the MMPI-2, the Psychopatic Deviate scale assesses problems with accepting authority, and a tendency towards antisocial and unreliable behavior. The Hypomania scale assesses poor impulse control, sensation seeking and heightened activity levels. She further stated that recent internal research conducted in the Australian Federal Police (AFP) has also shown that the Agitation scale of the Clinical Analysis Questionnaire (CAQ), which is very similar to the MMPI-2 Hypomania scale, predicts the number of substantiated complaints in police officers with or less years of service. Officers obtaining higher scores on the Agitation scale at the time of recruitment obtained a higher number of substantiated complaints (Prenzler & Ransley, 2002).

Recent research has also shown that when personality tests are used to predict police misconduct, prediction is maximized when more specific attributes are employed, compared to the more general attributes commonly used by both researchers and practitioners (Cullen & Ones, 2001; Sarchione et al., 1998). Karas (2002) further explained that these more specific personality attributes include delinquency low responsibility, high conformity, inflexibility, conflict, proneness, intolerance, pessimism and impulsivity. She further stated that the relatively higher predictive power of these more specific behavioral tendencies may be due to the fact that they more readily interact with those features of the police environment. For example, Karas (2002) mentioned that conflict proneness or intolerance may place officers at risk when dealing with a hostile public or offender group. Inflexible officers may experience difficulties in performing the diverse nature of policing functions, the contradictory nature of these roles, and the speed at which the roles must be adopted. She also mentioned that high conformity officers may be susceptible to strong interpersonal pressures to engage in or condone inappropriate behavior. Karas (2002) claimed that it is not just the existence of such attributes that are problematic; it is also the potential of the police environment to engage with and activate the individual police officer's specific vulnerabilities to produce poor integrity outcomes. Further, she stated that where an officer is high on one or more of these above attributes, good supervision is required to counteract the effect of the environment. Similarly, ongoing training may help in developing attributes that serve

to 'inoculate' the officer from the potentially negative effects of the police environment (Prenzler & Ransley, 2002).

3.5.5   Increasing the Prediction of Police Performance

Karas (2002) stated that most of the problems with psychological testing (both personality testing and screening for psychological disorders) do not involve an inherent problem of the tests themselves, but in their application. Aforementioned author mentioned that it is the responsibility of test users to decide whether the attributes assessed by these tests are related to the job in question, and if so, at what levels. For example, the job of police officer may require moderate levels of risk-taking whereas a trader of derivatives may require high levels of this attribute (Prenzler & Ransley, 2002).

Karas (2002) also believes that recruiter needs to distinguish between the role of screening and selection. In screening, individuals who are deemed to be unsuitable to perform the job are excluded from subsequent stages of the selection process. This may be on integrity grounds or for another reason. Applicants remaining following the screening are indistinguishable in their predicted potential to perform the job well. In order to distinguish between remaining applicants in terms of their relative potential to perform the job, the recruitment process needs to employ a selection method such as interview or background check. In this way, remaining applicants can be rank ordered and selected from the top or the order of merit (Prenzler & Ransley, 2002).

In addition to the issue of screening and selection, Karas (2002) mentioned that police practitioners need to be clear about a related issue concerning distinctions between different types of performance. Most selection systems implicitly target work performance; that is they are looking for applicants who will be successful in the job. Recruiters need to be aware that the prediction of who will succeed (the positive aspect of performance) is a different process compared to predicting who will do harm to the organization (the negative aspect of performance). Police selection systems need to target both sets of factors, as the positive and negative aspects of performance may be predicted by different factors (Prenzler & Ransley, 2002).

According to the NPRU (1995), many police selection procedures have been 'based on intuition rather than comprehensive analysis of job requirements'. Karas (2002) stated that job analysis is a method for collecting targeted job information such as tasks performed, task difficulty and importance, context and tools used that assists in the specification of the knowledge, skills and personal attributes that determine job performance. The NPRU has conducted such an analysis with regard to the positive aspects of police performance; in other words, what does it take to do this job well? The prediction of police misconduct could be enhanced if job analysis techniques were applied to the darker side of police performance (Prenzler & Ransley, 2002).

Karas (2002) believes that the contribution of psychological testing to corruption prevention has been modest up to this date. What these procedures can do

is to provide a tool for researchers to identify those attributes that specifically predispose an individual towards misconduct. Police officers can then be periodically assessed against these attributes as a way of monitoring the effect of the police environment on the individual as manifested through personality change (Prenzler & Ransley, 2002).

3.5.6 Selection of New Recruits in the Australian Federal Police

Karas (2002) stated that assessment of integrity is a key component of the recruitment and selection procedures of the Australian Federal Police (AFP). Applicants for the position of new recruit undergo a range of assessment procedures aimed at determining their suitability for employment as a police officer. Employment suitability assessment consists of screening for the presence of psychological problems, and an interview based assessment against a range of competency-related and attitudinal factors. A security evaluation process- consisting of background checks, financial declaration, associations, applicant and referee interviews – determines whether or not an individual constitutes a security risk. Finally urinalysis is used to detect recent illicit drug use (Prenzler & Ransley, 2002).

Although comprehensive, Karas (2002) mentioned that the AFP selection processes places considerable emphasis on psychological well-being, maturity (as assessed through the selection interview), absence of security risks and recent drug use as being indicative of the applicant's present and potential integrity status. She also mentioned that these procedures, although valid and laudable, have limitations

on the medium to long-term prediction of counterproductive behavior. She further discussed that security assessment, with its emphasis on overt and significant events and lifestyles, does not adequately address the more subtle personal characteristics that can be masked by outward social conformity and stable lifestyle. According to Karas (2002) drug testing, in particular, is focused on very recent behavior in a specific behavioral domain, and the predictive links between recent illicit drug use and longer term counterproductive behavior are uncertain. Finally, aforementioned author claimed that none of these procedures target attributes that render the individual vulnerable to the potentially negative influence of the police environment. In order to address the inadequacy of these procedures as previously discussed by Karas (2002), an alternative technique can be used which is the biographical data (biodata) (Prenzler & Ransley, 2002).

3.5.7 Biodata

Karas (2002) discussed about the limitations of psychological testing and security screening and because of this, the AFP decided to consider use of alternative procedures for identifying applicants who might be at risk for engaging in misconduct following recruitment (Prenzler & Ransley, 2002). According to Karas (2002), the AFP commenced an ongoing research program to develop a method of predicting police integrity in 1998. Furthermore, she discussed that as part of this research, the AFP elected to trial a general technique known in the psychology literature as biodata. According to aforementioned author, biodata, which literally means

"biographical data," is a selection method relatively unknown in Australia that has been used overseas in its most basic form since the early 1900s. A biodata inquiry is typically made via a questionnaire that asks individuals about their past experience and behavior in situations. Such questionnaires are composed of items that describe the individual's view of his or her own history and canvass past behavior across a wide variety of situations and life domains (Prenzler & Ransley, 2002). Unlike typical questions on psychological tests, biodata items are usually specific to behavior and experiences from a person's past and are potentially verifiable through background checks (Mastrangelo, et al., 2000).

According to Karas (2002), a fundamental premise of the biodata technique is that the best predictor of future behavior is past behavior. She further discussed that this premise is linked to two measurement principles associated with biodata. The first principle is that past experiences lead to the development of personal attributes. According to this principle, an individual's attributes and present behavior are a product, in part, of his or her life history. The capture of information about the situations a person has experienced helps us understand how that individual has developed, and therefore facilitates the prediction of his or her subsequent behavior. According to Karas (2002), this principle incorporates the substance of interactionist theory: that experience in situations not only determines behavior in that situation but has a longer term effect on the individual's behavior, in particular when he or she enters the same or similar situation in the future (Prenzler & Ransley, 2002).

According to Karas (2002), the second measurement principle of biodata concerns the sign value of behavior. Where a person shows signs of similar behavior over time and across situations, this is regarded as evidence that he or she has acquired certain attributes. Where there is evidence of behavioral consistency, one may expect such consistency to generalize to future situations. Aforementioned author also stated that the assessment of stable personal attributes through the collection of behavioral information provides information on the likelihood that an individual has 'bad apple' tendencies or possesses vulnerabilities that may interact with the negative aspects of the police environment to produce misconduct (Prenzler & Ransley, 2002).

Biodata has proven itself to be a powerful technique for predicting a wide range of outcomes including work performance, honesty, theft and disloyalty (Strokes, Mumford & Owens, 1989). Biodata is suited for application to police selection because it involves measurement of an individual's past experience of situations and their behavioral responses to situations. In particular the verifiable accounts of past behavior make them open to verification through background vetting procedures (Prenzler & Ransley, 2002).

According to Karas (2002), the AFP has developed a biodata questionnaire, in collaboration with the University of Baltimore. The Survey of Life Experiences (SLE) asks police applicants 207 questions pertaining to past behavior and experience that are specifically related to negative behavior themes observed in police misconduct, the situations that are conceptually related to potentially negative

situations encountered in the police environment, and situations that have been empirically demonstrated to lead to misconduct. Intellectual property considerations prevent the AFP from disclosing SLE content or the hypotheses that underlie groups of questions. Nevertheless, according to Karas (2002), it is possible to discuss a trial question as an example to give the reader a better idea of the application of biodata. This example also demonstrates how the same behavior can have different implications when making predictions to different situations. The SLE contains a question that asks about the number of hours the individual usually sleeps each night. In a military selection context, individuals who require less sleep are regarded as potentially more resilient and vigorous and therefore better equipped to withstand the rigors of military demands (Mael & Hirsch, 1993). According to Karas (2002), in the context of selection to the AFP, where illegal substance abuse concerns are considerable, reports of less sleep are considered a risk factor for substance abuse because of the association between nocturnal lifestyle and substance abuse. Ongoing empirical research will determine the utility of this hypothesis for predicting substance abuse outcomes in police officers (Prenzler & Ransley, 2002).

Karas (2002) stated that all applicants for AFP police recruit positions between 1998 and 2000 completed the trial version of the SLE and each one of these applicants was allowed to proceed in the recruitment process, regardless of their SLE responses (although some applicants were screened out on other grounds). She further mentioned that in 2001 the integrity outcomes of applicants who joined the organization were examined. A number of SLE past behaviors were found to predict

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various outcomes including dishonesty in the recruitment process, undesirable training conduct, and number of complaints and allegations. Examples of these behaviors include applicants lying about past recreational drug use (the facts of which were later discovered) incidents of harassment and plagiarism during new recruit training. As the length of time in the organization examined in this research was between three and 22 months, conclusions can only be drawn about the ability of the SLE to predict medium term complaint outcomes (Prenzler & Ransley, 2002).

Karas (2002) claimed that the biodata method also offers potentially more to police organizations than selection method. For example, past experiences that demonstrate a capacity to protect officers against engaging in misconduct could be incorporated into training programs. Furthermore, if a set of pre- employment behaviors and experiences can be found that predict post-hire misconduct, a taxonomy of risks indicators can be constructed to guide practitioners working in the development early warning systems. Such taxonomy could apply to general work and non-work behavior and would supplement information on more obvious integrity flags such as complaints, and traditional risk factors such as financial stressors (Prenzler & Ransley, 2002).

3.6   Political Behavior and Organizational Politics

Bozeman et al (1996) stated that organizational politics represents a unique domain of interpersonal relations in the workplace. Its main characteristics are the readiness of people to use power in their efforts to influence others and secure their

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own interests or, alternatively, avoid negative outcomes within the organization. Vigoda (2003) stated that politics is sometimes mistakenly considered synonymous with power, perhaps because both are significant factors of human behavior that affect one's ability to accomplish and secure goals and interests in a social system. Russell (1938) stated that power expresses the capacity of individuals to produce intended and foreseen effects on others (Vigoda, 2003). According to Wrong (1979), politics depends on power, and power is distributed unequally among members of the organization (Vigoda, 2003). On the other hand, Vigoda (2003) stated that power is considered a special case of the exercise of influence so when the nature of political processes in organizations is studied it's more accurate to discuss influence. Peterson (1990) claimed that it is possible to find unique aspects of political behavior in the workplace. He maintains that the workplace serves as an agent of political socialization, and among the various aspects which influence, arise of political behavior in general he mentions:

1.   Job autonomy: the more independence the employee has in performing his duties, the more adept he will become at the employment of influence for the purpose of promoting his goals and the more responsible for the results of his activity he will be;

2.   Input into decisions: involvement and cooperation in decision making will give the employee a feeling of connection to the organization, a sense of responsibility for its proper functioning, and a willingness to invest in keeping the organization competitive. Therefore there is a better chance of enhancing the political

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behavior which attempts to maximize organizational and personal goals and to reach achievements through influencing others so that they will assist in the realization of the individual's and the organization's goals;

3.   Job satisfaction: the more satisfied an employee is, the more he trusts the organization and the processes in it, and the less alienated from his job he is. The satisfaction he feels at work leads him to maintain the status quo, while the lack of satisfaction may lead individuals to act in order to influence and change decisions in the organization;

4.   Occupational status and prestige: are connected with milder political opinions, a greater willingness to express opinions, protest and actively promote preferred ideas. When the employee has high professional status and prestige he is also in charge of assets that require support and protection. He does not seek any major changes in his environment and uses his highly developed political proficiency to maintain his personal assets;

5.   Work relations: close relations between the individual and others in the workplace lead to the permeation of views between these individuals with some of the members adopting the others' perceptions, political attitudes and behaviors; and

6.   Unionization: may lead to the spillover of ideas, behaviors and political activity habits from the workplace into the national political system and vise-versa. People who tend to be involved and active in employees' committees gain

proficiencies that are simple to use even outside the organization, and so a mutual interaction between politics in the work sphere and outside it is formed.

3.6.1 Sources and Directions of Organizational Politics

French & Raven (1959) and Kanter (1979) mentioned that for some years organizational politics was perceived as behavior largely confined to top executives or as processes by which managers influenced their subordinates (top-down influence) (Vigoda, 2003). According to Pettigrew (1973) it became clear rather quickly, however, that organizational politics also involves other organization members and can be executed in additional directions, such as employees influencing managers (upward influence), employees influencing each other, or mutual influence among interest groups, aimed at affecting the decision-making process (Vigoda, 2003). According to Vigoda (2003), the participants in the intra-organizational political game are categorized into several influence groups which include managers such as chief executive officers (CEOs) or line managers, and employees such as operators, analysts of the techo-structure, or administrative and support staff. An inter-organizational analysis of organizational politics involves even more players. Mintzberg (1983) stated that among them one can find clients of the organization, suppliers, other organizations, and even political, economic, and cultural systems in the extra-organizational environment (Vigoda, 2003).

Furthermore, Mintzberg (1983) stated that discussing organizational politics as a process of mutual influence among all the participants mentioned above

leads to the conclusion that organizational politics can be derived from formal as well as informal power or position (Vigoda, 2003). According to Vigoda, 2003, supervisors can use cohesive tactics (for example, sanctions, upward appeal, blocking) toward subordinates in order to force them to act in a certain way. They have some legitimate power and authority to do so, but they are not the only ones who can use influence at work. Subordinates as well can influence supervisors or co-workers by the same cohesive tactics. Those influence tactics are neither formal nor illegitimate, although they are part of the overall political game. However, still according to Vigoda (2003), both supervisors and subordinates can use other non-cohesive influence tactics that do not require any legitimacy or authority at all (for example, assertiveness, ingratiation, exchange). In fact, not everyone in the organization holds authority or formal power, but every member of the organization has some informal power that allows him to exert influence to further his interests.

3.6.2 Organizational Politics in Public Administration

Vigoda (2003) stated that the main difference between private organizations and public organizations stems from the latter's relationship with the state and the government and their dependence upon taxpayers' money and national assets that come from the state's budget. Therefore the nature of their dealings within the organizational environment is different from that of private organizations. It is easier to measure organizational efficiency in economic terms in bodies which are economically oriented and for whom profitability is the reason for existence. On the

other hand, according to Vigoda (2003), things are different in the public system because it is designed to spend money that has been collected from the public through various taxes and fees. Despite the change in trends over the last few years (exposure to competitive processes, privatization, and the examination of public services in the light of more stringent private sector criteria) the public service is not yet economically oriented to compete under "free market" conditions. Therefore it is more difficult to measure success or efficiency in public systems through profitability factors or through other economic indicators, and alternative criteria and analytical tools should be found. Perhaps these tools should be based on the examination of goal achievement in terms of policy implementation, the degree of support they gain from the public, their ability to cope with potential competitors, and the degree of attention is the study of the behavioral aspects of employees' performance within these systems (Vigoda, 2003).

According to Vigoda (2003) the two main reasons why examination of organizational politics and its influence on employee's performance within public systems was needed are the following:

1. By their very nature public organizations are intimately tied to political and governmental systems. Many are familiar with the problematic question of political nominations in public administration, the complexity of the internal rewards and promotion processes in such bureaucratic systems, and the tense relations at times between the politically appointed rank and file and the professional ranks of the public servants. Political issues of influence relations take on a special

character within public systems. The link between the political and the professional ranks potentially increases the degree of employees' friction with many kinds of influence processes. In addition, the public administration systems generally provide better job security for its employees than does the private sector. Organizations that provide a higher level of job security are expected to be characterized by a higher level of political activity both internally and externally, as a major part of the attention at work is directed to activities which are not directly related to manufacturing, production, or the supply of service but to less central activities such as the political power game (Vigoda, 2003).

2. Organizational performance in the public systems is very important as it has implications beyond the issue of organizational efficiency proper. The public systems are financed by the taxpayers who in many regards are equivalent to both the stockholders and the clients in the private sector. Complaints regarding the tremendous amount of internal politics that exist within public structures and impede their efficiency are often raised both by the public and by the public sector's employees themselves. Studies that have been conducted in the past show that managers estimated that organizational politics exist in such bodies to a much greater degree than in small organizations and have a more negative effect on them (Madison et al., 1980). The implications of malfunctions in public mechanisms are expressed both on the operative level of the service afforded to the public and on the ethical level of the improper manner of spending public money. The implication of organizational politics in the public sector is usually limited to the question of its

ability to perform duties that have an influence on the entire population (Vigoda, 2003).

Ferris et al. (1989) suggested the concept of perception of organizational politics (Perception of Organizational Politics Scale – POPS) as a good measure of organizational politics (Vigoda, 2003). Kacmar & Ferris (1991) and Ferris & Kacmar (1992) argued that the higher the perceptions of politics are in the eyes of an organization member, the lower in that person's eyes is justice, equity and fairness (Vigoda, 2003). According to Vigoda (2003) more recent studies (Ferris et al., 1996; Folger et al., 1992) have used the theory of procedural justice to argue that organizational politics is related to the efficiency of human resource systems and to decision-making processes. Lack of minimal justice and fairness in these systems was found as a main cause of higher perceptions of organizational politics and therefore of hampered organizational outcomes. All these studies relied on Kurt Lewin's (1936) argument that people respond to their perceptions of reality, not to reality itself (Vigoda, 2003). Likewise politics in organizations should be understood in terms of what people think of it rather than what it actually represents. Studies thus proposed that perceptions of justice and fairness reflect a political climate in the workplace and may also be related to a variety of work outcomes. According to Vigoda (2003), these ideas were extensively advocated by Ferris et al., 1996; Ferris et al., 1994; Ferris & Kacmar, 1992; Ferris et al., 1991; Kacmar & Ferris, 1991.

When actual politics contributes to the fulfillment of employees' expectations, perceptions of politics are reduced and the organization is perceived as

just and fair. However, when individuals' expectations are not met, feelings of indignation against the organization arise, perceptions of politics become higher, and the entire work setting is perceived as unjust, unfair, and "political" in nature (Vigoda, 2003).

3.7 Summary

PNP RSP for UP is based on: the principle of merit and fitness; non-discrimination on account of gender, religion, ethnic origin or political affiliation; and transparency. Applicants who are Filipino citizens with good moral character must: have passed the psychiatric/psychological, physical, medical and dental, and drug tests; be eligible; and have passed the panel interview conducted by the PNP Screening Committee before they shall be hired as police officers. It seems perfectly enough but there is no such thing as perfect staffing in any organization.

Based on an International Compendium of Modern Trends and Practices on Recruitment and Selection of Public Workers, there are four precursors to successful recruitment and selection, which are: reversing the erosion of the public service ethic; HRM as partner to line management; civic culture and tradition; and managerial systems or complementary HRM systems. There are also emerging approaches to recruitment and selection such as: procedural changes; process innovations; and technological applications. Examples of these changes are: arbitrary rules and regulations that restrict the choices of hiring managers and supervisors should be eliminated; flexible and appealing hiring procedures should be adopted; screening

applicants should be quick; entry requirements and examinations should be validated; worker-friendly personnel policies should be instituted; and more flexible job descriptions should be created. Additionally, the use of technology like computer-assisted testing (CAT) system may also be introduced because not only it enhances test validity, but it also allows organizations to process large numbers of applicants quickly and easily and when linked with other databases (such as online application forms or resumes), it provides managers with an almost instant capability to access eligibility lists and other applicant tracking data. But the primary challenge for HR professionals is to select the reforms most suitable to their own settings, and to adapt them to local needs.

Recruitment and selection have an enormously important contribution to the achievement of impressive organizational performance. In order to identify suitable recruitment and selection strategies/approaches to be adopted by police agencies, in-depth understanding of the misbehaviors currently committed by their personnel is needed. Police corruption and misconduct are classified as: Classic corruption (e.g. traffic officer accepting a bribe offered by a motorist stopped for speeding); Process corruption, which involves the fabrication of evidence and other forms of perverting the course of justice; Brutality or "excessive force," which covers the full range of forms of unjustified violence related to a police officer's work; and Miscellaneous misconduct, which includes harassment, discriminatory law enforcement, incivility, inaction, drug abuse and intoxication, abuse of sick leave, dangerous high-speed vehicle pursuits, misuse of confidential information, abuse of strip searching, racist or

sexist slurs, and neglect of detainees. In order to avoid these problems, necessary improvements or refinements must be incorporated into the recruitment and selection process.

The possible commission of misconduct of applicants can be predicted before eventually hiring them into the police force. This can be done by understanding the interactionist theory as a basis of selection systems for police recruitment as well as the importance of screening the applicants for mental illness and psychological disorder and the use of personality testing. Also, enhancing the prediction of police performance can be done through techniques such as biographical data (biodata), which has been adopted by the AFP in their recruitment and selection process and later on was validated through a study. Increasing the prediction of police performance can also be done through job analysis, which is a method for collecting targeted job information such as: tasks performed; task difficulty and importance; and context and tools used that assists in the specification of the knowledge, skills and personal attributes that determine job performance.

Organizational performance can either be positively or negatively affected by organizational politics. Organizational politics represents a unique domain of interpersonal relations in the workplace. Its main characteristics are the readiness of people to use power in their efforts to influence others and secure their own interests or, alternatively, avoid negative outcomes within the organization. Political behavior may arise from the following: Job autonomy; Input into decisions; Job satisfaction; Occupational status and prestige; Work relations; and Unionization.

Organizational politics also involves other organization members and can be executed in additional directions, such as employees influencing managers (upward influence), employees influencing each other, or mutual influence among interest groups, aimed at affecting the decision-making process. It may also come from clients of the organization, suppliers, other organizations, and even political, economic, and cultural systems in the extra-organizational environment.

Organizational politics in public administration are inseparable. By their very nature, public organizations are intimately tied to political and governmental systems. Many are familiar with the problematic question of political nominations in public administration, the complexity of the internal rewards and promotion processes in such bureaucratic systems, and the tense relations at times between the politically appointed rank and file and the professional ranks of the public servants. Complaints regarding the tremendous amount of internal politics that exist within public structures and impede their efficiency are often raised both by the public and by the public sector's employees themselves.

CHAPTER 4

RESEARCH METHODOLOGY

4.1   Introduction

This chapter discusses the research model, hypotheses, instrumentation and data collection, sample plan as well as data analysis.

4.2   The Research Model

Individual Police Performance as Perceived by the PNP Personnel	**H₃**	Individual Police Performance as Perceived by the Public

H₁

Perceived Effectiveness of the PNP Recruitment and Selection Process for Uniformed Personnel

H₂

Perceived Factors Affecting the Effective Implementation of the PNP Recruitment and Selection Process for Uniformed Personnel:

a. Corruption;
b. Political/ Privileged Group's Influence (Patronage System);
c. Lack of Budget/Personnel/Technology;
d. PNP Leadership/Bureaucracy/Image;
e. PNP R&S Personnel Commitment and Competency; and
f. External Oversight.

Figure 4.1 Model of Evaluation of Effectiveness of the PNP RSP for UP

Figure 4.1 illustrates a model of evaluation of effectiveness of the PNP RSP for UP developed from a number of established theories relating to recruitment and selection process (Dessler, 2013; More & Miller, 2011; Quah, 2006; Lavigna & Hays, 2004; Prenzler & Ransley, 2002; Dantzker, 1999).

The model of evaluation of effectiveness of the PNP RSP for UP presents that the perceived effectiveness of the PNP RSP for UP influence significantly the perceived individual performance of police officers as perceived by the PNP personnel, which is stated as Hypothesis 1 (H_1). The perceived factors affecting the effectiveness of the PNP RSP for UP in terms of its implementation include the following: a. Corruption; b. Political/Privileged Group's Influence; c. Lack of budget/personnel/technology; d. PNP Leadership/Bureaucracy/Image; e. PNP R&S personnel commitment and competency; and f. External Oversight (Quah, 2006; Lavigna & Hays, 2004), which is stated as Hypothesis 2 (H_2). Individual police performance as perceived by the PNP personnel significantly differs from the individual police performance as perceived by the public, which is stated as Hypothesis 3 (H_3).

The perceived factors affecting the effectiveness of the PNP RSP for UP in terms of its implementation were pre-determined based on the review of literature, job experience and observations of the researcher as well as other PNP Senior Officers, whom the researcher had informal discussions with.

The individual police performance is measured using performance criteria such as: Quality and Quantity of Work (Output), Knowledge on Law and Vision,

Mission and Objectives of the PNP Organization (Job Knowledge), Law Enforcement and Maintenance of Peace and Order (Work Management), Community Oriented Policing System (Interpersonal Relationship), and Discipline (Personality) (Dessler, 2013). These criteria indicate if the police officers have the right knowledge, skills, abilities, competencies, traits or attributes to do their jobs effectively in order to achieve the PNP organizational vision, mission, strategies and objectives, which depend on recruitment and selection.

The elements of the model can be briefly summarized as follows:

Quality and Quantity of Work – is one of the job's performance standards. The actual performance of police officers' duties and responsibilities are evaluated based on the organization's standards in order to achieve its vision, mission and goals. For police officers, one of their main duties and responsibilities is to prevent and investigate crimes and bring offenders to justice. Quality of work includes how, why and when the police officer performs his job or duties and responsibilities. Quantity of work includes the number of criminal cases s/he received, investigated and filed in court for prosecution (Dessler, 2013).

Knowledge on Law and Vision, Mission and Objectives of the PNP Organization – knowledge or skills (education, training, work experience) is one of the human requirements, a human resources specialist will look for in an employee in order for jobs to be effectively done (Dessler, 2013). In the case of police officers, their knowledge about the Philippine criminal law and all other pertinent laws as well as rules and regulations or ordinances which s/he must enforce is indispensable. This

is in line with the achievement of the PNP organization's vision, mission and objectives which basically includes: to enforce the law; prevent and control crimes; maintain peace and order; and ensure public safety and internal security with the active support of the community (PNP, 2012).

Law Enforcement and Maintenance of Peace and Order – these are basically the primary functions or duties and responsibilities of police officers and are usually indicated by the number of arrested persons violating any Philippine law or other pertinent laws and ordinances, crime rate as well as the number of crimes solved and cleared for a certain period of time (PNP, 2012).

Community Oriented Policing System – Community policing is viewed as a philosophy that promotes organizational strategies, which support the systematic use of partnerships and problem-solving techniques, to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime (More & Miller, 2011). Human Resources specialists also consider the human behavior of employees such as communicating and interacting with other people in order for jobs to be effectively done (Dessler, 2013). In the case of police officers, their job will be a lot more accomplished thru the help of the public especially the community they are serving. If they have good relationship with the community to which s/he has been addressing the peace and order problems, then the community cooperates with the police officer in performing his/her duties as law enforcer and in maintaining peace and order within his/her area of responsibility. Positive relationships with the community have evolved in the quest to improve the

quality of life, improve crime control, and engage in preventative activities (More &
Miller, 2011).

Discipline – One of the human requirements needed in order for jobs to be
effectively done is required personal attributes (aptitudes, personality, interests)
(Dessler, 2013). In the case of police officers, discipline is a personality trait or
attribute required of a police officer in performing his duties and responsibilities
effectively and efficiently (e.g. not sleeping while on duty, not drunk while on duty,
reports to duty on time, etc.), considering that they are being looked up to by the
public as authorities. The most positive form of discipline is the self-discipline built
on the human tendency to do what needs to be done, to do what is right in a given
situation, and to comply voluntarily with the reasonable standards of performance and
conduct that apply to all members of the workforce (More & Miller, 2011).

Corruption – police corruption ranges from accepting bribes or extorting
money or demanding other goods to using government funds or facilities for his
personal interest or benefit (e.g. manipulates the R&S results for his benefit or other
person's benefit or it can be in exchange of money and other goods; practice of
"nepotism"; and patronage system) (Prenzler & Ransley, 2002). Police corruption is
also defined as misbehaviors involving financial or material gains, while misconduct
does not involve such gains (Jiao, 2009).

Political/Privileged Group's Influence – examples of such are when the
mayor, as the chairman of the screening committee, is politically motivated in hiring
applicants to the PNP and also the rich and when famous businessmen/middle class

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elites influence the decisions of the PNP personnel in charge of the implementation of the PNP RSP for UP (More & Miller, 2011).

Lack of Budget/Personnel/Technology – an example of such is that the information dissemination on job openings/hiring of the PNP and other various recruitment strategies are not undertaken because of lack of financial resources. It can also be the lack of credible, honest and committed personnel who will conduct recruitment and selection process effectively and properly. Lastly, it can also be that the background investigation is not effectively conducted because of lack of technological capacity or database of reliable information about the applicants (Lavigna & Hays, 2004).

PNP Leadership/Bureaucracy/Image – either weak or strong supervision of the top management of the PNP affects the implementation of the RSP and also the slow or fast bureaucratic system as well as good or bad image of the PNP may cause the best applicants to be either interested or uninterested in applying to the PNP (Lavigna & Hays, 2004).

PNP R&S Personnel Commitment and Competency – include honest, skilled, knowledgeable, law-abiding, fair and just, accountable and transparent, and strict members of the policy-making body and implementers of PNP RSP for UP. These PNP R&S personnel's right decisions cannot be influenced by powerful politicians, wealthy and famous personalities or privileged groups (More & Miller, 2011).

External Oversight – an example is an independent anti-corruption committee which cannot be influenced by the PNP and which is responsible in overseeing if the

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recruitment and selection policies, procedural guidelines, evaluation and selection process are implemented properly and effectively. External or independent oversight bodies are considered as one of the external measures to control corruption in the police organization and should be created by institutions independent or semi-independent from the police. More specifically, Hong Kong's control mechanisms indicate three factors for achieving effective handling of police corruption: (1) an independent agency capable of conducting its own investigations, (2) a strong police culture against corruption, and (3) a strong partnership relationship between the police and an external investigative body. From a historical standpoint, successful control of corruption is unlikely without a strong external investigative body in Hong Kong. Largely because of the Independent Commission Against Corruption (ICAC), corruption cases involving the Hong Kong Police Force (HKPF) have consistently declined and syndicated corruption hardly exists today (Jiao, 2009).

4.3   Hypotheses:

The relationships that were tested in the model are identified in the following hypotheses:

H_1:   Effectiveness of the PNP R&S Process for Uniformed Personnel significantly influences the individual performance of police officers as perceived by the PNP personnel.

H$_2$: The following are the perceived factors affecting the effective implementation of the PNP R&S Process for Uniformed Personnel as perceived by the PNP personnel:

a. Corruption;

b. Political/Privileged Group's Influence (Patronage System);

c. Lack of Budget/Personnel/Technology;

d. PNP Leadership/Bureaucracy/Image;

e. PNP R&S Personnel Commitment and Competency; and

f. External Oversight.

H$_3$: Individual police performance as perceived by the PNP personnel significantly differs from the individual police performance as perceived by the public.

4.4 Instrumentation and Data Collection

The researcher adopted quantitative - descriptive research method, the cross-sectional survey as its main method. Data gathering through survey by means of self-completion questionnaires was conducted.

The findings of this study were supplemented by the retrieved data on crime rate, statistics on criminal and administrative cases of police officers and accomplishments of the PNP and all other available data indicating the performance of the police officers. Further, government and scholarly publications related to this research were also retrieved to supplement the data that were collected through

survey questionnaires. Data were collected in the following areas: PNP NHQ, Camp Crame, Quezon City; NCRPO, Taguig City; MPD, Manila; NPD, Caloocan City; EPD, Pasig City; SPD, Taguig City; and QCPD, Quezon City, Metro Manila, Philippines. Also, data were collected in University of Caloocan City (UCC), Manuel L. Quezon University (MLQU) in Manila, Samson College in Quezon City, and Pitogo High School and Pio Del Pilar High School in Makati City. Data were collected between August, 2013 and January, 2014. Individual self-completion questionnaires were personally distributed and eventually collected by the researcher. In order for the public respondents to easily understand the questionnaires, they were translated from English to Filipino by a teacher who has been teaching Filipino subject for more than 15 years before it was floated to the public respondents. Of the 625 questionnaires distributed to the PNP personnel respondents, three did not return the questionnaires. On the other hand, there were 625 questionnaires distributed to the public respondents and nine did not return the questionnaires. In total, 1,250 individual questionnaires were distributed to respondents, and 1,238 were collected, representing a response rate of 99%. It is expected that turn out rate for the PNP personnel respondents is high because the researcher is a member of the PNP organization and so she has a good access to the various offices of the PNP. On the other hand, the turn out rate for public respondents is also high because the researcher coordinated with the COPs assigned in the areas where the above-named universities are located and that is why the researcher was given good access to these universities.

4.5   Sampling and Respondents

There are 22,872 personnel assigned in PNP NHQ as of December, 2013 and 18,755 personnel assigned in NCRPO (PNP RMD, 2014). On the other hand, there are 11,855,975 million people in Metro Manila, Philippines as of August, 2010 (NSCB, 2014). Data were collected at two sectors: 1.a) information regarding implementation of PNP RSP for UP; 1.b) factors affecting its effective implementation; 1.c) factors most important in producing responsible, competent and effective police officers; and 1.d) individual performance of police officers, all as perceived by PNP personnel; and 2) information on individual performance of police officers as perceived by the public. The data were measured from each individual person.

Stratified random sampling was done classifying the population into PNP personnel and the public, which is represented by teachers and students (18 years old and above) residing in Metro Manila for at least 1 year. At 4.0% sampling error and 95% confidence level through simple random sampling, a sample of 625 PNP personnel and 625 residents of Metro Manila were asked to complete the questionnaires. One open-ended question each was also included in the questionnaires for PNP personnel and the public.

Regarding each individual sample, PNP personnel with at least two (2) years of tenure with the PNP organization were included in this study. On the other hand, the public which was represented by residents of Metro Manila and has been residents for at least one (1) year, were included in this study. This cut-off allows

time for PNP personnel to perceive effectiveness of the PNP RSP for UP in terms of implementation and individual performance of Police Officers. On the other hand, the public will be able to perceive the individual performance of the Police Officers in Metro Manila.

4.5.1   Profile of PNP Personnel Respondents

Table 4.1 Profile of PNP Personnel Respondents According to Rank

RANK	Samples	Percent (%)
PO3-PO1	345	55.47
SPO4-SPO1	113	18.17
NUP	59	9.48
Not Stated	52	9.48
PCI-PI	39	6.27
PSSUPT-PSUPT	7	1.12
PDG-PCSUPT	0	0
Total	622	99.99

As shown in Table 4.1 above, there were 345 PNP personnel respondents with the ranks of PO3, PO2 and PO1, which is 55.27% of the total sample (622). For the ranks of SPO4, SPO3, SPO2 and SPO1, there were 113 PNP personnel respondents, which are 18.17% of the total sample, while for the ranks of PCI, PSI and PI there were 39 PNP personnel respondents, which is 6.27% of the total sample. Further, the ranks of PSSUPT and PSUPT were only 7, which is 1.12% and there was no PNP personnel respondent with the ranks of PDG, PDDG, PDIR and PCSUPT, while there were 59 NUPs, which is 9.48% of the total sample. Lastly, 52 PNP personnel respondents did not reveal their ranks, which is 9.48% of the total sample.

Although they did not reveal their ranks, the researcher asked the PNP personnel

respondents to show their PNP Identification cards as a proof that they are members

of the PNP, prior to the distribution of questionnaires.

Table 4.2 Profile of PNP Personnel Respondents According to Unit Assignment

Unit assignment	Samples	Percent (%)
SPD	237	38.1
Not Stated	125	20.1
NCRPO	83	13.34
NHQ	66	10.61
NASU	42	6.75
QCPD	30	4.82
NPD	22	3.54
NOSU	8	1.29
MPD	6	0.96
EPD	3	0.48
TOTAL	622	99.99

As shown in Table 4.2 above, 38.1% of the total sample (622) of PNP

personnel respondents are assigned in SPD, while 13.34% are assigned in NCRPO.

Further, 10.61% are assigned in NHQ, 6.75% are assigned in NASU, 4.82% are

assigned in QCPD, 3.54% are assigned in NPD, 1.29% are assigned in NOSU, 0.96%

are assigned in MPD, and 0.48% are assigned in EPD. Although, 20.1% of the total

sample of PNP personnel respondents did not reveal their unit assignment, the

researcher asked the PNP personnel respondents whether they are assigned in

NCRPO or NHQ, prior to the distribution of questionnaires. It may imply that the

PNP personnel respondents do not want to reveal their unit assignment as well as

their ranks to protect their identities.

4.5.2 Profile of Public Respondents

Table 4.3 Profile of Public Respondents According to Period of Residency

Period of Residency	Samples	Percent (%)
6 years and above	410	66.56
4 years and above	42	6.82
5 years and above	39	6.33
1 year and above	37	6.01
Not Stated	36	5.84
3 years and above	33	5.36
2 years and above	19	3.08
Total	616	99.99

As shown in Table 4.3 above, 66.56% of the total public respondents (616) have been living in Metro Manila for 6 years and above, 6.82% have been living in Metro Manila for 4 years and above, 6.33% have been living in Metro Manila for 5 years and above, 6.01% have been living in Metro Manila for 1 year and above, 5.36% have been living in Metro Manila for 3 years and above, and 3.08% have been living in Metro Manila for 2 years and above. Although 5.84% of the total public respondents did not reveal how many years they have been living in Metro Manila, the researcher asked the public respondents whether they have been living in Metro Manila for a year or more, prior to the distribution of questionnaires.

Table 4.4 Profile of Public Respondents According to Place of Residency

Place of Residence	Samples	Percent (%)
Caloocan	130	21.10
Makati	119	19.32
Manila	104	16.88
Quezon City	74	12.01
Not Stated	42	6.82
Mandaluyong	38	6.17
Pasig	36	5.84
Taguig	21	3.41
Marikina	9	1.46
Malabon	7	1.14
Paranaque	7	1.14
Pasay	7	1.14
San Juan	7	1.14
Valenzuela	6	0.97
Las Pinas	4	0.65
Muntinlupa	3	0.49
Navotas	1	0.16
Novaliches	1	0.16
Total	616	99.99

As shown in Table 4.4 above, 21.10% of the total public respondents (616) live in Caloocan, 19.32% live in Makati, 16.88% live in Manila, 12.01% live in Quezon City, 6.17% live in Mandaluyong, 5.84% live in Pasig, 3.41% live in Taguig, 1.46% live in Marikina, 1.14% live in Malabon, 1.14%live in Paranaque, 1.14% live in Pasay, 1.14% live in San Juan, 0.97% live in Valenzuela, 0.65% live in Las Pinas, 0.49% live in Muntinlupa, 0.16% live in Navotas, and 0.16% live in Novaliches. Although 6.82% did not reveal their place of residence, the researcher asked the public respondents whether they are residents of Metro Manila prior to the distribution of questionnaires.

4.6   Data Analysis

The gathered data were tallied, coded and analyzed. The effectiveness of the PNP RSP for UP in terms of implementation as perceived by the PNP personnel was examined as independent variable. On the other hand, the individual performance of police officers as perceived by the PNP personnel was examined as dependent variable.

The perceived effectiveness of the PNP RSP for UP was measured by 15 items and the perceived individual performance of police officers was measured by 5 items, while the perceived factors affecting the effective implementation of the PNP RSP for UP was divided into facilitating factors, measured by 7 items, and hindering factors measured by 11 items which were all classified under 6 main factors (*see Figure 4.1*). All the items were measured using a 4-point Likert scale which ranged from 1 (strongly disagree or very ineffectively) to 4 (strongly agree or very effectively) and then the average was taken among the multiple items.

Descriptive statistics, T-test and Pearson correlations through SPSS were used among the variables to determine the relationships between the variables.

CHAPTER 5

FINDINGS AND DISCUSSIONS

5.1   Introduction

This chapter discusses the findings of this study which includes: the effectiveness of the implementation of the recruitment and selection policies, qualifications and standards, procedural guidelines, and selection and evaluation procedure for uniformed personnel as perceived by the PNP personnel; the perceived factors affecting the effective implementation of the PNP RSP for UP as perceived by the PNP Personnel; the assessment of the PNP personnel and the public on the individual performance of the police officers; and the factors most important in producing more responsible, competent and effective police officers. Lastly, it discusses the relationship between individual performance of the police officers as perceived by the PNP personnel and selected variables such as: effectiveness of the recruitment and selection policies, qualifications and standards, procedural guidelines; and selection and evaluation procedure.

5.2 **Assessment of the PNP Personnel on the Effectiveness of the Implementation of the RSP for UP**

Table 5.1 **Effectiveness of the Implementation of the Recruitment and Selection Policy for Uniformed Personnel as Perceived by PNP Personnel Respondents**

Current Policy	Weighted Mean	Descriptive Equivalent
1. Recruitment of PNP Uniformed Personnel shall be based on the principle of merit and fitness and shall be open to all qualified men and women, subject to limitations provided by law.	3.48	Very effective
2. There shall be no discrimination on account of gender, religion, ethnic origin or political affiliation.	3.50	Very effective
3. The PNP shall reserve ten percent (10%) of its annual regional recruitment quota for qualified women-applicants.	3.36	Very effective
4. The age, height and weight requirements for initial appointment in the PNP may be waived only when the number of qualified applicants falls below the approved quota after the final interview of the recruiting unit.	3.24	Moderately effective
5. The whole recruitment process shall be transparent and conducted with the most reasonable cost on the part of the PNP and the individual applicant.	3.35	Very effective
Category Weighted Mean	3.39	Very effective

Legend: 1.00 – 1.75 Very ineffective
1.76 – 2.50 Moderately Ineffective
2.51 – 3.25 Moderately Effective
3.26 – 4.00 Very Effective

As shown in Table 5.1 above, the PNP personnel respondents consider the implementation of the recruitment and selection policy for uniformed personnel very

effective, as revealed by the category weighted mean of 3.39. Specifically, the PNP personnel respondents consider the practice of no discrimination on account of gender, religion, ethnic origin or political affiliation as very effective as revealed by the weighted mean of 3.50. The principle of merit and fitness is generally applied to all qualified men and women, subject to limitations provided by law as revealed by the weighted mean of 3.48. In consideration of the Philippine's gender and development program and the international mandate to foster gender equality in all aspects of the society, ten percent (10%) of the annual regional recruitment quota is reserved for qualified women-applicants, which is effectively implemented as revealed by the weighted mean of 3.36. Moreover, the whole recruitment process is seen as transparent and conducted with the most reasonable cost on the part of the PNP and the individual applicant as revealed by the weighted mean of 3.35.

Further, the finding suggests that there is equality during the implementation of the PNP RSP for UP which may inspire and encourage qualified applicants to pursue their intention to be members of the PNP organization as police officers.

Prenzler (2002) stated that as more indigenous people become police officers, it is envisaged that future generations of young indigenous people will aspire to follow in their footsteps and in that environment, indigenous people will be more an accepted part of police services throughout the country and not merely an object of curiosity or a "lesser" version of police.

He further stated that only very recently the connections between gender and corruption had begun to receive serious consideration in official reports. For example,

the New South Wales Wood Report made an explicit assessment of the issue in the following terms: "inquiries have found few women police involved in corrupt practices. Where it has emerged, it has largely related to process corruption or "secondary corruption" involving protection of other officers from internal investigations" (Prenzler & Ransley, 2002).

Wood (1997) and Christopher (1991) stated that there was a good deal of evidence to show that women are subject to fewer complaints from the public, especially for excessive force and rudeness (Prenzler & Ransley, 2002).

Wood (1997) further claimed that increasing the number of women is not of itself an answer to corruption but widening the recruitment base, however, may address some of the problems which result from the homogeneity of the police service which tends to reinforce the negative aspects of its culture and to lock out diversity of ideas (Prenzler & Ransley, 2002).

Lastly, the finding suggests that the PNP personnel respondents find the implementation of the recruitment and selection policy effectively followed as transparency is observed. It implies that the initial recruitment process is acceptable and well-implemented. Each applicant is given a chance to be taken into the PNP, if they meet the criteria and standards set.

Table 5.2   Effectiveness of the Implementation of the General Qualifications

and Standards as Perceived by the PNP Personnel Respondents

General Qualifications and Standards	Weighted Mean	Descriptive Equivalent
6. Must have passed the psychiatric/psychological test for the purpose of determining the appointee's physical and mental health.	3.54	Very effective
7. Must have passed the physical agility test for the purpose of determining the appointee's physical health.	3.47	Very effective
8. Must have passed the medical and dental for the purpose of determining the appointee's physical and mental health.	3.51	Very effective
9. Must have passed the drug test for the purpose of determining the appointee's physical and mental health.	3.58	Very effective
10. Must be eligible in accordance with the standards set by the Commission (NAPOLCOM)	3.59	Very effective
Category Weighted Mean	3.54	Very effective

As regards general qualifications and standards, the PNP personnel consider that the general qualifications and standards set as very effectively implemented as revealed by the category weighted mean of 3.54. The physical, psychological, medical and dental, and drug test are procedures to screen the personnel getting into the PNP. The PNP personnel respondents perceive that all these tests are effectively implemented as revealed by the respective weighted means. Passing all these tests gives an assurance that the police force personnel are fit for the job. Such procedures adhere to the mandates of National Police Commission (NAPOLCOM).

To support the significance of this general qualifications and standards Karas (2002) discussed in her article, "Predicting Misconduct Before Hiring Police," the

potential benefits of screening out individuals predisposed to misconduct by incorporating the influence of the situation into police recruitment procedures. By doing so, theories of police selection go beyond the polemic of bad apple versus bad barrel to inform procedures that have the potential to predict the longer term integrity outcomes of new recruits. The police organization contains many situations that have the potential to elicit in appropriate behavior. The challenge she mentioned is that assessment of integrity is a key component of the recruitment and selection procedures of the Australian Federal Police. It places considerable emphasis on psychological well-being, maturity assessed through the selection interview, absence of security risks and recent drug use as being indicative of the applicant's present and potential integrity status (Prenzler & Ransley, 2002).

According to Prenzler & Ransley (2002), the contribution of psychological testing to corruption prevention has been modest until today. What these procedures can do is to provide a tool for researchers to identify those attributes that specifically predispose an individual towards misconduct. Police officers can then be periodically assessed against these attributes as a way of monitoring the effect of the police environment on the individual as manifested through personality change (Prenzler & Ransley, 2002).

Therefore, psychological testing is a useful part of the police selection process because it assists in the identification of individuals whose emotional and cognitive impairments interfere with the competent execution of police duties. Personality testing that is targeted at assessing attributes that are specifically related to integrity

outcomes, as opposed to broad and general characteristics available in many commercial personality tests, provides modest success in the prediction of integrity outcomes. The choice of these attributes should be based on a sound job analysis of the problem behavior and the context in which it occurs (Prenzler & Ransley, 2002).

Relevantly, Scrivner (2006) presented in his paper the findings of the Hiring in the Spirit of Service (HSS) research conducted in the Police Departments in Sacramento, Burlington, Hillsborough, Detroit and King County that the commonly identified characteristics of police officers who are service-oriented are as follows: integrity, courage, teamwork, people-oriented interpersonal skills that reflect an interest in and an awareness of others, strong communication skills, and a work ethic that demonstrates dedication and responsibility. They also include a measure of emotional health that was variably described as temperament, frustration tolerance, or ability to manage stress. According to the research, all these traits appear to reflect a strong component of emotional intelligence (EQ) (Scrivner, 2006).

Further, according to Dessler (2013), in a study of firefighter trainees' performance over 23 years, the researchers found that testing consisting of a measure of general intellectual ability (IQ) and a physical ability assessment was highly predictive of firefighter trainee performance. Test of physical abilities include static strength (such as lifting weights), dynamic strength (like pull-ups), body coordination (as in jumping rope), and stamina. Thus, applicants for U.S. Marines must pass its initial strength test (2 pull ups, 35 sit-ups and a 1.5 mile run). Job Performance is also explained by motivation and interpersonal skills and therefore measuring personality

and interests of applicants are also important. In fact, personality traits do often correlate with job performance. Dessler (2013) also stated that in one study, extraversion, conscientiousness and openness to experience were strong predictors of leadership. He further mentioned that in another study, neuroticism was negatively related to motivation, while conscientiousness was positively related to it. And in personality research, conscientiousness has been the most consistent and universal predictor of job performance. The responsibility, socialization, and self-control scales of the California Psychological Inventory predicted dysfunctional job behaviors among law enforcement officers. The validity of assessment methods must also be considered by the employer, which means the user of the tests should be careful whether the test is really measuring what he is going to measure. He mentioned further that the cognitive ability tests, job knowledge test, structured interviews and work samples have high validity (Dessler, 2013).

Table 5.3   Effectiveness of the Implementation of the Procedural Guidelines

as Perceived by the PNP Personnel Respondents

Procedural Guidelines	Weighted Mean	Descriptive Equivalent
11. Various recruitment strategies are undertaken to attract the most number of qualified applicants through information drives in school campuses, villages (barangay) and housing subdivisions. Distribution of posters and leaflets posting of recruitment quota in conspicuous places.	3.18	Moderately effective
12. Information dissemination through tri-media and other recruitment information strategies.	3.16	Moderately effective
13. The City Director/Chief of Police, as the Secretariat shall publish the list of applicants in public places and through the local media, if any, to encourage the public to report any information relative to the worthiness of the applicant to become a law enforcer in their community.	3.13	Moderately effective
Category Weighted Mean	3.16	Moderately effective

Along procedural guidelines, the PNP personnel respondents generally perceive them as moderately effective as shown in Table 5.3 above. It suggests that the PNP personnel do not use all possible recruitment strategies as well as information dissemination through tri-media to attract the most number of qualified applicants. It can be because of budget constraint, considering that it takes a lot of money to use tri-media. It may also imply that even if announcements through tri-media and other forms of information drives were to be used, there may be instances that slots are given to protégées of politicians and other influential personalities which may be termed as "patronage system". The expectation that publishing the names of applicants would turn in information of their worthiness is not attained as this strategy is not very effective. This finding is further supplemented by the

comments of the 27.49% of the PNP personnel respondents, as shown in the succeeding Table 5.10, that patronage system exists during the implementation of the PNP RSP for UP. Additionally, the succeeding Table 5.6 revealed that the PNP personnel respondents moderately agree that the presence of political, powerful (rich and famous) or privileged group's influence hinders the effective implementation of the PNP RSP for UP.

Dessler (2013) mentioned that effective recruiting is very important because the more candidates will apply, techniques can be used like interviews and tests to screen out all but the best. In the case of the Philippines, even if there's high unemployment, it doesn't necessarily mean that it is easy to find good candidates. For example, a survey during an earlier slowdown (2003-2004) found that about half of respondents said they had difficulty finding qualified applicants. About 40% said it was hard to find good candidates (Dessler, 2013).

Table 5.4   Effectiveness of the Implementation of the Policy on Selection and Evaluation Procedure as Perceived by the PNP Personnel Respondents

Policy on Selection and Evaluation Procedure	Weighted Mean	Descriptive Equivalent
14. There shall be no retake of Physical Agility Test	2.92	Moderately effective
15. A report on who among of the applicants passed or failed the said test shall be submitted to the Screening Committee within three (3) working days from the conduct of said examination.	3.12	Moderately effective
Category Weighted Mean	3.02	Moderately effective

Generally, the PNP personnel respondents consider the selection and evaluation procedure moderately effective. Apparently, the submission of the list of those who failed and passed within three working days after the examination is not always followed. At times, the failure is attributed to the pressure or lobby groups who aim to include their protégées, to the disadvantage of the more qualified. Again, this is further supplemented by the comments of the 27.49% of the PNP personnel respondents that patronage system exists during the implementation of the PNP RSP for UP, while the comments of the remaining 14.95% of the PNP personnel respondents said that there should be transparency, and honest and credible recruitment personnel as well as external oversight committee should supervise the recruitment and selection process to make sure that it is properly implemented.

5.3   Assessment of the PNP Personnel on the Factors Affecting the Effective Implementation of the PNP Recruitment and Selection Process for Uniformed Personnel

Table 5.5   Factors Facilitating the Effective Implementation of the PNP Recruitment and Selection Process for Uniformed Personnel as Perceived by the PNP Personnel Respondents

Facilitating Factors	Weighted Mean	Descriptive Equivalent
18. Effective PNP Leadership or supervision will enhance implementation of PNP Recruitment and Selection Process for Uniformed Personnel	3.52	Strongly Agree
19. Effective External Oversight will enhance implementation of PNP Recruitment and Selection Process for Uniformed Personnel	3.42	Strongly Agree
17. Establishment of effective grievance committee on Recruitment and Selection Process for Uniformed personnel and Penalty system for violators will enhance implementation.	3.38	Strongly Agree
16. Personnel implementing Recruitment and Selection Process for Uniformed personnel are honest, competent and committed to their job.	3.37	Strongly Agree
21. Slow and bureaucratic recruitment and selection procedures cause the "best and the brightest applicants" to shy away and prefer other agencies or companies.	3.10	Moderately Agree
20. Lack of good public image of the PNP causes the "best and the brightest applicants" to shy away and prefer other agencies or companies.	3.08	Moderately Agree
Category Weighted Mean	3.31	Strongly Agree

Inquired about the factors they consider facilitating the implementation of the PNP RSP for UP, the PNP personnel respondents generally agree that effective

leadership or supervision will enhance the process as revealed by the weighted mean of 3.52. They also recognize that the political will of the PNP leadership will ensure that the most qualified are admitted into the police force if they will strictly implement the policies and guidelines. Moreover, the existence of an external oversight committee is believed to be another factor that will enhance the recruitment and selection process as revealed by the weighted mean of 3.42. Such scheme reveals those aspects missed or overlooked by the PNP recruitment and selection committee during the implementation of the process. The significant role of the grievance committee as revealed by the weighted mean of 3.38 is also being recognized by the PNP personnel respondents to enhance the recruitment and selection process if it does its functions well. The PNP RSP for UP will also be effectively implemented if the personnel implementing such process are honest, competent and committed to their job as revealed by the weighted mean of 3.37. Further, PNP personnel respondents moderately agree, that slow and bureaucratic recruitment and selection procedures as well as lack of good public image of the PNP cause the "best and the brightest applicants" to shy away and prefer other agencies or companies.

Table 5.6   Factors Hindering the Effective Implementation of the PNP Recruitment and Selection Process for Uniformed Personnel as Perceived by the PNP Personnel Respondents

Hindering Factors	Weighted Mean	Descriptive Equivalent
22. Existence of "Pakikisama" System (To get along smoothly with others) or Friendship system	3.25	Moderately Agree
23. Inconsistent Rules and Regulations and Excessive rules and regulations or presence of unnecessary rules and regulations on PNP Recruitment and Selection Process for Uniformed Personnel	3.18	Moderately Agree
26. Absence of "Check and Balance" or effective Independent Anti-corruption Committee	3.14	Moderately Agree
24. Lack of Personnel/ Budget/Technology (data base or computers or other up-to-date facilities)	3.11	Moderately Agree
29. Impartial (fair or just) implementation of rules/policies	3.08	Moderately Agree
27. Presence of Political, powerful (rich and famous) or privileged group's Influence	3.07	Moderately Agree
30. Selective (not full) implementation of policies	3.03	Moderately Agree
32. Lack of Accountability and transparency	3.01	Moderately Agree
25. Lack of Political will among policy implementers	3.00	Moderately Agree
31. Practice of Nepotism	2.91	Moderately Agree
28. Presence of Bribery	2.86	Moderately Agree
Category Weighted Mean	3.06	Moderately Agree

As shown in Table 5.6 above, Existence of "Pakikisama" System (To get along smoothly with others) or Friendship system was revealed with 3.25 weighted mean. Likewise, Inconsistent Rules and Regulations and Excessive rules and

regulations or presence of unnecessary rules and regulations on PNP RSP for UP was revealed with 3.18 weighted mean. Further, Absence of "Check and Balance" or effective Independent Anti-corruption Committee was revealed with 3.14 weighted mean. Moreover, Lack of Personnel/ Budget/Technology (data base or computers or other up-to-date facilities) was revealed with 3.11 weighted mean. These findings suggest that the PNP personnel recognize that there are times that the recruitment and selection process is not well-implemented. Policies and guidelines are not followed because some members of the recruitment and selection committee would like to please their friends and relatives in the recruitment and selection process. This actuation reflects the culture of smooth interpersonal relations, the people's desire to please somebody. In the process of giving in to pressures, the committee deviates from the rules and guidelines, thus, there is no more check and balance mechanism. Conformity prevails and in the process, bribery and nepotism come along. The process therefore is at times distorted because of selective implementation of the policies. Along the way, there are qualified applicants who are excluded from the final list, just to accommodate requests from lobby groups, including politicians as revealed on the above table that the presence of political, powerful (rich and famous) or privileged group's influence hinders the effective implementation of the PNP RSP for UP.

5.4   Assessment of the PNP Personnel and the Public on the Individual Performance of the Police Officers

Table 5.7   Individual Performance of the Police Officers as Perceived by the PNP Personnel Respondents and the Public

Performance Criteria	PNP Personnel		Public	
	Weighted Mean	Descriptive Equivalent	Weighted Mean	Descriptive Equivalent
Prevents and investigates crimes and bring offenders to justice	3.37	Outstanding	3.17	Very Satisfactory
Conducts community safety awareness through consultations and dialogue	3.38	Outstanding	3.10	Very Satisfactory
Detain an arrested person for a period not beyond what is prescribed by law	3.39	Outstanding	2.89	Very Satisfactory
Ensure public safety and internal security with the active support of the community	3.37	Outstanding	3.12	Very Satisfactory
Enforce laws	3.24	Very Satisfactory	2.82	Very Satisfactory
Maintain peace and order	3.42	Outstanding	3.12	Very Satisfactory
Not sleeping while on duty	3.20	Very Satisfactory	2.73	Very Satisfactory
Not drinking liquor while on duty	3.31	Outstanding	3.13	Very Satisfactory
Category Weighted Mean	3.33	Outstanding	3.01	Very Satisfactory

The PNP personnel and the public were asked to assess the individual performance of the police officers. As shown in Table 5.7 above, obviously, the officers' rate of themselves is more favorable than the public as revealed by the

category weighted mean of 3.33 and 3.01 respectively. Arranging the respective values of mean in descending order, two performance criteria at the bottom are: the police officers enforce the law; and the police officers are not sleeping while on duty. Notably, these are the only two performance criteria, which both PNP personnel and public perceive similarly as very satisfactory. It is somehow surprising that the PNP personnel did not rate aforementioned performance criteria as outstanding. This finding may imply that both sectors, PNP personnel and public, are aware that there are instances wherein laws are not fully enforced due to various reasons such as corruption and political or privileged groups' influence as cited on the background of this study in Chapter 1. Furthermore, both sectors perceive similarly the performance criterion that police officers do not sleep while on duty, as very satisfactory. This finding may imply that there are some instances wherein police officers take a nap while on duty. It may be because they are on duty for 24 hours without any break and so they take advantage of moments that there are no crimes to investigate by taking a nap even just for few minutes. This is done by police officers so that by the moment that they have to investigate crime or perform their duties and responsibilities as police officers, they can avoid lapses brought about by lack of sleep. This was personally experienced by the researcher when she was assigned in the police station as Women and Children Protection Desk Officer. Nevertheless, interesting to note is the fact that both sectors recognize efforts of the police officers in preventing and investigating crimes and bringing the offenders to justice, ensuring public safety and internal security, maintaining peace and order. These are the major functions of the

police officers. Considering that the public are very satisfied on these areas of police service, it is evident that the police have generally achieved their function of making people safe in their day-to-day activities. The people feel secure as they are aware there are police officers attending to the peace and order situation.

What is also interesting to note is the satisfaction the public share on the situation that there are very few instances wherein police officers are drinking liquor on duty as shown in the previous Table 5.7. Arranging the values of the mean of both sectors in descending order, the public revealed that the performance criterion, which is "not drinking liquor while on duty," is the second highest among the performance criteria as shown by the mean value 3.13. In fact, the PNP personnel rated aforementioned performance criterion as one of the least among all of the performance criteria as revealed by the mean of 3.31. This image is positive because it is seen by the public that police officers are generally serious on their jobs. Most importantly, they are still capable to perform their duties and functions especially in emergency situations. The finding also implies that there are only few isolated cases of police officers caught drinking liquor while on duty, and it definitely does not support a story like what the Philippine television or radio is broadcasting about police officers caught drunk while on duty. The Philippine media is sometimes too much sensationalizing about one or two police officers who were caught drunk while on duty, but it seems that the public do not think that there are a lot of police officers who are practicing such misbehavior. Most of the time, the media in the Philippines exaggerates news about one or two police officers who drank just one can of beer into

very drunk and not doing their jobs, which badly affects the image of the PNP organization.

Table 5.8   **Comparison Between the Assessment on the Performance of Police Officers as Perceived by the PNP Personnel and the Public**

Sector	Mean	Standard Deviation	Std. Error of Difference	t-value	Probability
PNP Personnel	26.56	5.381	0.309	8.027**	0.000
Public Sector	24.08	5.501			

** = significant at 0.01 level

In order to examine if there is a significant difference between the individual performances of the police officers as perceived by the PNP personnel and as perceived by the public, T-test was conducted. This is to show a clearer picture of the perceived individual performance of police officers in the perspective of the PNP personnel *versus* the public. As shown in Table 5.8 above, there is a significant difference between the individual performance of police officers as perceived by the PNP personnel and the individual performance of police officers as perceived by the public. The PNP personnel rated the performance of their colleagues more favorable than the public as revealed by the mean score of 26.56 and 24.08, respectively. This finding may imply that somehow there is bias on the part of the PNP personnel,

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considering that they are assessing the performance of their colleagues. Normally, this is expected because their sympathy is with their colleagues in the PNP organization. They belong to one organization and therefore the individual police performance rating that they have revealed may somehow reflect to their organization as a whole and so they have given a higher rating compared to the rating given by the public.

Table 5.9   Public's Assessment on the Individual Performance of the Police

Officers

What can you say about the Police Officers in your area?	Samples	Percent (%)
Only positive comments	309	50.16
Only negative comments	146	23.70
Both positive and negative comments	78	12.66
No comment	83	13.47
Total	616	99.99

As shown in Table 5.9 above, 50.16% of public respondents gave only positive comments about the PNP Officers in their area of residence. This finding is in consonance with the +52 rating of the PNP during the Social Weather Survey, 3rd quarter (July-August-September) of 2013 (PNP Annual Accomplishment Report, 2013). Although the public's rate of the individual performance of the police officers is not as favorable as that of the rate of the PNP personnel, it is still remarkable, considering that more than half of the public respondents recognize the effort of the

police officers in performing their duties and responsibilities to the best that they can. Nevertheless, the PNP organization must still exert more effort in performing their duties and responsibilities as police officers, considering that there is a significant difference between the performance of the police officers as perceived by the PNP personnel and the performance of the police officers as perceived by the public.

5.5   Assessment of the PNP Personnel on the Factors Most Important in Producing More Responsible, Competent, and Effective Police Officers to Achieve the PNP's Vision, Mission and Goals

Table 5.10   The Factors Most Important in Producing more Responsible, Competent, and Effective Police Officers to Achieve the PNP's Vision, Mission and Goals as Perceived by the PNP Personnel Respondents

Factors	Frequency of those who think the factor most important	Percent (%)
Better recruitment and selection process	536	85.1
Better training programs	534	84.8
Better salaries, benefits, and working conditions	495	78.6
Effective leadership/supervision	490	77.8
More effective external oversight	417	66.2
More accountability	405	64.3

The PNP personnel respondents were asked to determine the factors most significant in producing responsible, competent, and effective police officers to achieve the PNP's vision, mission, and goals. Primary response is better recruitment and selection process. As shown in the preceding Table 5.10, 85.1% of the PNP Personnel respondents have chosen that what is needed by the PNP organization is better recruitment and selection process in order to produce more responsible, competent and effective police officers to achieve the vision, mission and goals of the PNP. The PNP personnel respondents believe that when better recruitment and selection process are implemented, the most qualified and the best are taken. Likewise, 84.8% of the PNP personnel respondents perceive that better training programs are needed by the police officers in order to equip them with the needed competencies. They recognize that trainings are necessary to capacitate the police officers. If they are adequately trained on the needed skills, they are competent in executing them to the satisfaction of the people. These findings imply that hiring and training the best police force eliminates the tainted image of some police officers.

PNP personnel respondents also recognize money in the form of salary and other benefits or material rewards as powerful incentives because making their family financially secure gives them assurance that they can provide the basic needs of their family members, but according to More & Miller (2011), recognition based on sincere assessment of an employee's personal worth can have an even more dramatic impact on job-related behavior. It is amazing how hard police officers will work when the psychological payoff is feeling appreciated and important. LeBoeuf (1985)

likewise mentioned that police officers need both recognition and praise from those in a position to judge their on-the-job performance and exert a positive influence on their career (More & Miller, 2011). Additionally, providing the police personnel with good working conditions removes their fear of losing their lives, which adversely affect their families. Further, good working condition or environment will allow job and individual satisfaction. They will work and give their best efforts for a certain number of hours if they have a positive working environment (More & Miller, 2011).

The finding as shown in the previous Table 5.9 reveals that PNP personnel consider that effective supervision of the PNP leadership will continuously provide them guidance on their behavior and actions. Enforcing fairly the disciplinary policies will make them more disciplined and accountable of their actions, thus, they will be always guarding their behavior and actions to build a good image of the PNP. Furthermore, effective supervision or good supervisors help keep subordinates interested in their job and satisfied with working conditions (More & Miller, 2011).

5.5.1 Assessment of the PNP Personnel on How to Improve the Recruitment and Selection Process for Uniformed Personnel to Have the Best Police Officers

Table 5.11   Assessment of the PNP Personnel Respondents on How to Improve the Recruitment and Selection Process for Uniformed Personnel to Have the Best Police Officers

40. How can we improve the recruitment and selection process for uniformed personnel of the PNP to be able to have the "best" or most effective and efficient police officers?	Samples	Percent (%)
No comment	358	57.56
Select the best qualified applicants based on merit and fitness, there should be no "palakasan, bata-bata, ninong/ninang, padrino, backer, kumpadre" system, avoid nepotism, bribery and corruption.	171	27.49
There should be transparency, honest and credible recruitment personnel, external oversight to supervise and make sure recruitment and selection process is properly conducted, and better recruitment and selection policies and procedures.	93	14.95
TOTAL	622	99.99

As shown in Table 5.11 above, 57.56% of the 622 PNP personnel respondents have written "no comment" on the questionnaire but it does not mean that there is nothing to improve on the recruitment and selection process for uniformed personnel of the PNP. It suggests that PNP personnel prefer not to make any comment since they have already answered or checked the items on the questionnaire corresponding

to their perceptions on how the recruitment and selection process for uniformed personnel can be further improved to be able to hire the best or most effective and efficient police officers. On the researcher's point of view, this finding may also imply that 57.56% of the PNP personnel respondents still respect the military tradition of not maligning or discrediting the organization because they are part or member of the organization and, so they must be loyal to it, no matter what. On the other hand, 42.44% of the PNP respondents have written their comments and they revealed that patronage system as well as nepotism should be minimized, that bribery and corruption should be avoided and that the recruitment and selection process for uniformed personnel of the PNP needs some improvement especially on the aspects of transparency, honesty and credibility of the personnel conducting such process, presence of external oversight committee and better recruitment and selection policies and procedures in order to hire the best or most effective and efficient police officers.

5.6 **Relationship between Perceived Individual Performance of the Police Officers and Perceived Effectiveness of the Recruitment and Selection Process for Uniformed Personnel as Perceived by the PNP Personnel**

Table 5.12 **Relationship between Perceived Individual Performance of the Police Officers and Perceived Effectiveness of the Recruitment and Selection Process for Uniformed Personnel as Perceived by the PNP Personnel**

Variable	Correlation Coefficient (r)	Probability	Statistical Decision
Effectiveness of the recruitment and selection policy	.527	.0.000	Significant at 0.01
Effectiveness of the qualifications and standards	.454	0.000	Significant at 0.01
Effectiveness of the procedural guidelines	.381	0.000	Significant at 0.01
Effectiveness of the selection & evaluation procedure	.367	0.000	Significant at 0.01

As shown in Table 5.12 above, the police officers' individual performance as perceived by the PNP personnel is enhanced by effective recruitment and selection policy (r=0.527); effective qualifications and standards (r=0.454); effective procedural guidelines (r=0.381); and effective selection & evaluation procedure (r=0.367).

The findings provide support that when recruitment and selection policies as well as the qualifications and standards are effectively implemented, the procedural guidelines are followed, and the selection and evaluation procedure are performed properly, there is a greater likelihood that the police officers shall be more effective in performing their duties and responsibilities. The most qualified personnel hold prestige in thinking that s/he was eligible to be in the police force. Thus, s/he strives hard to live up to such concept of being good personnel and s/he will be motivated to perform her/his duties and responsibilities efficiently and effectively.

The findings indicate that the recruitment and selection process is a significant factor for the personnel to perform their job. Tess Newton Cain (2002) in her article, "Changing Police Relationships" stated that the greatest influence on the working ethos of junior police officers is the example shown to them by their (immediate) senior colleagues, but senior officers can hope to influence rank and file behavior only if they maintain their credibility with junior staff (Prenzler &Ransley, 2002).

When the selection and recruitment processes were implemented properly, police performance is enhanced.

As previously discussed, Table 5.6 revealed that the presence of political, powerful (rich and famous) or privileged group's influence hinders the effective implementation of the PNP RSP for UP. This further implies that when the recruitment and selection is not effectively implemented, the performance is likewise affected as Vigoda (2003) found out that there is relatively strong relationship between the perception of organizational politics and negligent behavior. It suggests

that reactions to politics in traditional public systems may be more passively than actively negative. One way of interpreting this finding is that employees in the public sector are less willing to give up job security and tenure even if they feel that their work environment is extremely political. Normally they choose to respond with more passive behavior (that is, neglect) that is less risky and does not endanger their career development and occupational status. Since most of the public sector does not compensate employees according to their performance at work, neglecting one's duties or job assignments is less dangerous than in the private sector but at the same time it represents dissatisfaction with the intra-organizational atmosphere. As a result of internal politics, the public sector may be comprised of more "unsatisfied-neglecting types" than "unsatisfied-leaving types" of employees. If internal politics breeds negligent behavior and obstructive organizational performance in public agencies, one should also consider the wider effect on all service recipients. When a public sector employee neglects his or her job, organizational outcomes are damaged and the general public is the most likely to suffer. Negligent behavior and negative job attitudes may thus yield low quality work outcomes and poor and ineffective public services. Inefficient public systems threaten large populations and can potentially damage the societies they are supposed to be serving. Such inefficiency also reflects the obstacles facing public organizations as they attempt to implement reforms in an effort to become more responsive and businesslike and to improve the vocational skills of public servants (Pollitt, 1988, 1990).

Thus, the correlations provide some support for the research model as shown in the previous Figure 4.1. The six significant perceived factors affecting the effective implementation of the PNP RSP for UP are the following: Corruption; Political/Privileged Group's Influence (patronage system); Lack of Budget/Personnel/Technology; PNP Leadership; PNP R&S Personnel Commitment and Competency; and External Oversight Committee. Furthermore, the perceived effectiveness of the PNP RSP for UP significantly influences the perceived individual performance of the police officers as perceived by the PNP personnel.

CHAPTER 6

CONCLUSIONS AND RECOMMENDATIONS

6.1   Introduction

This study attempted to describe the relationship of the perceived effectiveness of the PNP RSP for UP with the perceived individual performance of the police officers as perceived by the PNP personnel. Further, it described the perceived effectiveness of the PNP RSP for UP and examined the perceived facilitating and hindering factors affecting the effective implementation of the PNP RSP for UP. Moreover, it explored the factors most important in producing responsible, competent and effective police officers as perceived by the PNP personnel. Lastly, it determined if there is a significant difference between the individual performance of police officers as perceived by the PNP personnel and the individual performance of police officers as perceived by the public.

6.2   Conclusions

6.2.1   The Level of Effectiveness of the PNP R&S Process for Uniformed Personnel as Perceived by the PNP Personnel

The PNP RSP for UP is generally implemented very effectively in terms of its policies, and general qualifications and standards, while its procedural guidelines and evaluation and selection procedure are implemented moderately effectively. Thus, the overall PNP RSP for UP is implemented effectively.

On the other hand, although such PNP RSP for UP is implemented effectively, to some extent, political or privileged groups' influence (patronage system) and corruption exist, which is not really surprising because the mayor is involved in the recruitment and selection process by officially endorsing the applicants who are residents of the city/municipality where the quota is allocated, and otherwise preference will not be given to applicants. The mayor is also the authorized person in the submission of the official list of recommendees to the Regional Screening Committee. In this connection, Dantzker (1999) stated that patronage system usually occurs when the applicant has political clout. Additionally, such malpractice is occurring not only in the Philippines, specifically in the PNP. In fact, Dantzker (1999) mentioned that during the political era in 1840s to early 1900 in the USA, recruitment was strongly based on an individual's political associations. He further described it by stating that politicians would appoint family members or strong political allies to the position of chief of police, who in turn would provide jobs to family members and other supporters. Moreover, Dantzker (1999) mentioned that the need for recruitment appeared to be non-existent because there always were enough people interested in becoming police officer (primarily because it was one of the better paying jobs available) and so recruitment was a moot point during that time. Furthermore, McLaughlin & Bing (1989) also stated that jobs during that time were available based on political connections and affiliations or could be bought (Dantzker, 1999). Accordingly, high perceptions of organizational politics may be the result of negative work attitudes such as low job satisfaction and low organizational

commitment. The rationale for this relationship is based on the person-organization fit theory (Chatman,1989; Porter et al., 1974; Schein, 1978; Tosi, 1992, Vroom, 1964) applied by Papa and Canary (1995) and Cropanzano et al. (1997). According to these studies, highly satisfied employees are expected to be a strong fit with the organization and are also expected to have better chances of fulfilling their expectations at work. The authors also explained that when person-organization fit is strong and expectations are met, one feels that one has a fair chance of realizing one's essential interests in the workplace. Consequently, one will perceive the organization as a work setting offering equal opportunities and as sensitive and responsive to the needs of every member; this attitude will eventually result in a low perception of politics (Vigoda, 2003).

On the other hand, corruption means misbehaviours, involving financial or material gains (Jiao, 2009). But for the PNP organization, it may not be financial or material gain but rather, it may be in exchange of a favour or request. These are at times being practiced in favour of some applicants who were not able to pass all requirements set forth by the PNP Recruitment and Selection Policy and Procedures for Uniformed Personnel. Nevertheless, the PNP management must address these malpractices although it is not rampant, because according to Dantzker (1999), a sound selection process is vital to the long-term health of law enforcement. Also, considering that the PNP RSP for UP significantly influences the individual performance of police officers as perceived by the PNP personnel.

6.2.2   **Relationship of the Effectiveness of the PNP R&S Process for Uniformed Personnel and the Individual Performance of the Police Officers as Perceived by the PNP Personnel**

The individual performance of the police officers of the PNP is significantly influenced by the effective implementation of the PNP RSP for UP as perceived by the PNP personnel. Dessler (2013) stated that effective recruiting is very important because the more candidates will apply, and techniques can be used like interviews and tests to screen out all but the best. Likewise, aforementioned author mentioned that careful selection is important because of the employees' performance and that employees with the right skills will do a better job for the company. Employees without these skills or who are abrasive or obstructionist will not perform effectively, and the performance of the organization will suffer (Dessler, 2013).

Lastly, the police officers will perform their duties and responsibilities more effectively and efficiently, when there is more effective recruitment and selection process for uniformed personnel. In the same way, this was recognized by the Hong Kong Police Force (HKPF) which prompted them to adopt proactive strategies and policies to control police misconduct. The HKPF promotes values of integrity and honesty and a culture of service among its officers. It has adopted a proactive approach to its recruitment wherein the HKPF Recruitment Branch has increased its emphasis on prudence over daring, "marking a turnaround" from around 1994 and earlier, "when it tried to entice recruits with such swashbuckling images as marine-smuggling stings, gambling raids, and shoot-outs in the street" (Keenan,

1995). Likewise, the Singapore Police Force also adopted such proactive strategies and policies to prevent and minimize police corruption in its organization through recruitment (Quah, 2006). Dantzker (1999) stated that historically, emphasis for improving policing has been on the improvement in the quality of personnel. The recruitment of the most qualified and the selection of the best applicants will provide effective and efficient operation of the whole police organization. Aforementioned author further stated that the effectiveness, efficiency, and reputation of any organization often depend on the quality of its personnel. Therefore, the researcher's contention was confirmed through this study that the PNP organization needs better recruitment and selection process for uniformed personnel in order to produce more responsible, competent, and effective police officers to achieve the PNP's vision, mission and goals. It is noteworthy that the PNP personnel as well as the public perceive that the PNP is doing their job very satisfactorily, which was confirmed through the positive comments of 50.16% of the public respondents. Such result coincides further with the +52 approval rating of the PNP during the Social Weather Survey, 3rd quarter (July-August-September), 2013 in Metro Manila, Philippines. Such effective implementation of the PNP RSP for UP is manifested by the public's satisfaction on the individual performance of the police officers. But much is still expected from the PNP organization in terms of the individual performance of its police force considering that there is significant difference between the individual performances of the police officers as perceived by the PNP personnel and as perceived by the public. Therefore, the PNP as a whole, still has a long way to go in

terms of improvements in policy and procedures in recruitment and selection in order to have the best police force mandated to achieve the PNP vision by 2030.

6.2.3 Factors Affecting the Effective Implementation of the PNP R&S Process for Uniformed Personnel

6.2.3.1 Facilitating Factors

The PNP personnel strongly agree that there are four facilitating factors which enhance the effective implementation of the PNP RSP for UP. First, effective PNP leadership or supervision is definitely recognized by the PNP personnel as a factor which facilitates the effective implementation of the RSP for UP and also as one of the most important factors in producing more responsible, competent and effective police officers to achieve PNP vision, mission and goals. They expect that their leaders always make sure that the PNP RSP for UP is effectively implemented without partiality. According to Dwight Eisenhower, "Leadership is the art of getting others to do something you want done because they want to do it." Leadership affects the conduct of the organization's members and helps guide the organization in the right direction. Leaders are expected to model organizational values, norms, and beliefs and to communicate and demonstrate them to others in the organization. Police organizations are no different than any other people-oriented organizations (Dantzker, 1999). On the other hand, effective supervision is when a supervisor was able to develop skills necessary to influence the behavior of others, coordinate their activities, and lead or direct employees in such a

way as to gain their respect, confidence, trust, and positive cooperation (More & Miller, 2011). This factor can be further explained through job satisfaction. One of the reasons why employees are satisfied with their jobs is effective supervision apart from pay, promotions, coworkers and the work itself. Satisfied employees do a better job of fulfilling their duties and evidence suggests that positive feelings foster creativity, improve problem solving and decision making and enhance memory and recall of certain kinds of information. Not only that, job satisfaction also influences organizational commitment. Satisfied employees are more likely to want to stay with the organization and to feel an obligation to remain with their organization and need to repay the organization for being satisfied (Colquitt, Lepine & Wesson, 2011). Additionally, police officers expect that a "good supervisor" will create a working condition that will allow for job and individual satisfaction. They will work and give their best efforts for a certain number of hours if they have a positive working environment. The successful police organization of the future will integrate the individual into the organization, and the individual as well as organizational goals will be attained (More & Miller, 2011).

Second, effective external oversight is also a factor which enhances the implementation of the PNP R&S Process for Uniformed Personnel. This is perceived important by the PNP personnel to minimize, curb or prevent corruption during the recruitment and selection process.

Third, the establishment of effective grievance committee on recruitment and selection process for uniformed personnel and penalty system for

violators enhances the implementation of the recruitment and selection process to prevent, curb or at least minimize the occurrence of malpractices such as patronage system and corruption. PNP personnel recognize the importance of these factors considering that there are instances that corruption and patronage system occur during the implementation of the PNP RSP for UP.

Lastly, the honesty, competency and commitment of the personnel implementing the recruitment and selection process for uniformed personnel are also viewed by the PNP personnel as a facilitating factor to achieve effective implementation of the recruitment and selection process for uniformed personnel of the PNP. Such effective implementation significantly affects the police officers' performance of their duties and responsibilities as well as their conduct and discipline. This is because hired police officers live up to the expectations of the personnel who recruited and selected them and to whom they perceive to have integrity, credibility and moral ascendancy. Further, the police officers will most likely prove to their recruiters that they deserve their inclusion into the police force. The self-esteem that they feel for passing through a rigid screening, evaluation and selection process will make them determined and motivated to perform their job effectively and efficiently.

6.2.3.2   *Hindering Factors*

The PNP personnel perceive that there are six hindering factors, which interferes with the effective implementation of the PNP RSP for UP.

First, the existence of "Pakikisama" (to get along smoothly with others) system or friendship system is considered by the PNP personnel as one of the top most hindering factors in effectively implementing the recruitment and selection process for uniformed personnel. Such revelation confirms the fifth hindering factor, which is the existence of political or privileged groups' influence or otherwise known as patronage system. Dantzker (1999) termed this as "who you knew rather than what you knew."

Another factor is the inconsistent rules and regulations and excessive rules and regulations or presence of unnecessary rules and regulations on PNP RSP for UP. Likewise, this factor reveals that some personnel implementing the recruitment and selection process are not strictly following the policies in favor of some applicants who were somehow endorsed to them by influential people.

Third, the absence of "check and balance" or effective independent anti-corruption committee was revealed as hindering factor and is again consistent with the existence of corruption during the implementation of the recruitment and selection process. As previously discussed, the effective independent anti-corruption committee is recognized by the PNP personnel as an external measure to curb, control or prevent corruption during the process. The absence of check and balance somehow discourages or dishearten them to work hard and give their best performance as police officers, considering that their perception of the authority is low and thus they will not be motivated not to do anything illegal, commit misbehavior or misconduct.

Fourth, lack of personnel/budget/technology (data base or computers or other up-to-date facilities) is also recognized by the PNP personnel as hindering factor in the effective implementation of the PNP RSP for UP, which is consistent with the moderately effectively implemented procedural guidelines on recruiting applicants through various recruitment strategies and the comments of the PNP personnel that background investigation is not effectively conducted partly due to budget constraint. This further confirms that the honesty, competence and commitment of some personnel implementing the PNP RSP for UP are sometimes questionable due to the existence of corruption and patronage system during the recruitment and selection process.

Fifth, the presence of political, powerful (rich and famous) or privileged group's influence is also recognized by the PNP personnel to hinder the effective implementation of the PNP RSP for UP. This factor is consistently being revealed by the PNP personnel as shown in Tables 5.10 and 5.14 in Chapter 5 of this research and it has been repeatedly discussed in this study, which is the existence of "Pakikisama system" (to get along smoothly with others) or friendship system. This was purposely done by the researcher to establish consistency of the findings. Thus, it can be concluded that patronage system exists to some extent during the implementation of the PNP RSP for UP.

Lastly, the lack of political will among policy implementers is recognized by the PNP personnel as a factor obstructing the effective implementation of the PNP RSP for UP. The PNP personnel recognize that the political will of the

PNP recruitment and selection policy implementers will ensure that the most qualified and fit for the job are hired into the police force as they will strictly implement the policies, procedural guidelines, general qualifications and standards and, evaluation and selection process and will definitely do away with patronage system as well as corruption. Dantzker (1999) stated that when a leader lacks determination or will-power to succeed, it affects subordinates by creating doubt as to the need to be productive and attain organizational goals. As a case in point, what happens when a police leader does not stand up to political powers or asks an officer to give certain powerful people the benefit of the doubt during a potential arrest? If the police leader is not motivated to stand up for what s/he believes in or to enforce the law, why should an officer (subordinate)? Thus, police officers are most likely to perform better if they recognize that there is political will among the implementers of the PNP RSP for UP.

6.3   Recommendations

6.3.1   Recommendations for PNP

As suggested by the result of this study, the current PNP Recruitment and Selection Policies and Procedures have been functioning considerably well. However, to some extent, 'patronage system" and corruption exist during the implementation of the PNP RSP for UP, which significantly affect not only its effective implementation but first and foremost, the individual performance of police officers, and therefore it is recommended that the PNP organization must seriously

take into consideration, curbing, controlling or preventing such malpractices. Furthermore, appropriate attention and action must also be given and taken on the facilitating as well as hindering factors affecting the effective implementation of the PNP RSP for UP as perceived by the PNP personnel.

In relevance to this, effective leadership or supervision in cooperation with external oversight or independent anti-corruption committee is one of the solutions of coming up with effectively implemented recruitment and selection process and consequently improving the performance of police officers. Law enforcement agencies are composed of human beings who deal with human problems in an imperfect environment. It logically follows that supervisors will continue to be an integral part of the managerial process in the years ahead. The primary reason for the existence of supervisory position is the need for work to be accomplished effectively. Generally speaking, it can be assumed that 85% of employees will respond to positive efforts by the supervisor (More & Miller, 2011). Additionally, the external oversight or independent anti-corruption committee will oversee the occurrence of malpractices such as corruption or patronage system. Their cooperation will surely produce a positive outcome especially in achieving effective recruitment and selection process which will consequently encourage and motivate police officers of the PNP to perform their jobs effectively and efficiently. To further supplement this recommendation, Jiao (2009) mentioned that the partnership approach of the Hong Kong Police Force and Independent Commission Against Corruption (ICAC) officials in controlling corruption has been an official policy for both agencies. He

further mentioned that these agencies have focused on a long-term effort towards fostering a culture against corruption wherein street officers believe corruption is a crime and that it hurts their career; management officers take the view that corruption is demoralizing and hurts the health of the organization. This culture is maintained by the ICAC through supporting good Hong Kong police officers and ensuring their timely consideration for promotion (Jiao, 2009).

On the part of the PNP recruitment and selection procedural guidelines, which was revealed as moderately effectively implemented, it is recommended that the usual psychological screening being used by the PNP, be further enhanced by using the cognitive ability tests, job knowledge test, structured interviews and work samples which have high validities (Dessler, 2013). It is also recommended that these psychological screening be further supplemented by personality testing as discussed by Karas (2002) as a special category of psychological testing that aims to assess attitudes, feelings, values and preferences that are stable across time and contexts. Likewise, the responsibility, socialization, and self-control scales of the California Psychological Inventory which predicted dysfunctional job behaviors among law enforcement officers, can also be incorporated into the PNP recruitment and selection procedural guidelines as well. Although Dessler (2013) mentioned that psychological screening has limitations in terms of targeting attributes that render the individual vulnerable to the potentially negative influence of the police environment, the use of alternative procedures such as biographical data (biodata) can also be used by the PNP recruitment and selection

committee for identifying applicants who might be at risk for engaging in misconduct following recruitment, considering that items on the biodata are verifiable through background checks (Mastrangelo, Jankiewicz, Arble, Melanson and Greenamyer, 2000). Additionally, Dessler (2013) mentioned that employers can use analyses of application information (biodata) to predict employee tenure and performance. He further stated that a survey found that 23% of 7,000 executive resumes contained exaggerated or false information and that is why the conduct of background checks is also highly recommended to the PNP recruitment and selection committee. The importance of this background check must not be under estimated. In fact, the Knapp Commission Report on Police Corruption (1972) identified two general approaches to reducing the susceptibility of police officers to corruption and among these two, it mentioned, "to improve screening and selection methods and standards," that background investigations on candidates must be completed before they are admitted into the police force (Quah, 2006). Moreover, to further reiterate its significance, Roberg and Kuykendall (1993) have argued that "thorough background investigation is one of the most important aspects of the selection process" as it is "an attempt to assess the character and general suitability of the candidate for police work as determined by past experience and lifestyle." Both authors also explained that background check enables the selectors to assess whether the candidate would be honest and reliable and make a contribution to the organization if s/he is recruited. This is further supplemented by Cohen and Chaiken (1972) who found that New York police applicants "who were rated as excellent by the background investigators

had the lowest incidence of misconduct" in contrast to those poor applicants who had the highest incidence of misconduct (Roberg & Kuykendall 1993). Thus, the proper conduct of background check is highly encouraged to be introduced by the PNP recruitment and selection committee in order to have quality police force.

Lastly, it should be noted that Ainsworth (1995) has warned about the many difficulties surrounding selection and the use of psychological testing. He further stated, in order for psychologists to help improve appropriate recruitment, they must know "exactly what qualities the police service needs in a new recruit." This means that a detailed job analysis is needed in order to understand just what an officer is expected to be able to do, and exactly what skills are needed for this" (Quah, 2006). Therefore, the conduct of detailed job analysis is highly recommended to be incorporated into the procedural guidelines of the PNP RSP for UP.

6.3.2   Recommendation for Future Research

The researcher would like to recommend the conduct of study to examine the relationship of effective training as well as socialization and prevention of police corruption in the PNP, considering that training is also perceived by the PNP personnel as one of the most important factors aside from better recruitment and selection, in order to produce effective police officers. Such parallel study was undertaken by Jon S T Quah (2006), proving that it is possible to prevent and minimize police corruption in Singapore Police Force. It gave hope to many Asian countries, which are faced with the serious problem of police corruption. Moreover,

the HKPF has adopted a proactive approach to its training, and socialization activities to control police misconduct aside from recruitment (Jiao, 2009). Thus, the researcher finds such further study equally significant in the full achievement of the PNP's vision by 2030.

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APPENDICES

Appendix 1   Approved Letter Request to Conduct Research

Republic of the Philippines
Department of the Interior and Local Government
National Police Commission
PHILIPPINE NATIONAL POLICE
CRIME LABORATORY
Camp Crame, Quezon City

MEMORANDUM

FOR   : C, PNP

THRU   : TDCA

             TDCO

             TCDS

             TADIDM

             OIC, DPRM

FROM   : D, CL

SUBJECT   : **Endorsement of Letter Request to Conduct Research by PCINSP MAYRA M TULAUAN**

DATE   : MAR 12 2013

MAR 15 2013
DATE
APPROVED / DISAPPROVED
C, PNP

CPNP *Act Doc* '13 **A 019747**
A019747

1. References:

    a. Letter from PCINSP MAYRA M TULAUAN, Student, Masters in International Cooperation Policy, Ritsumeikan Asia Pacific University, Oita, Japan (**TAB A**);

    b. DPRM LO# 1049 dated June 20, 2012, subject: Travel Abroad (**TAB B**); and

    c. Letter from Commissioner Eduardo U Escueta, Vice-Chairman and Executive Officer, NAPOLCOM, dated June 07, 2012 addressed to Honorable ALBERT F DEL ROSARIO, Secretary, Department of Foreign Affairs, granting PCINSP MAYRA M TULAUAN the authority to travel (**TAB C**).

2. This pertains to the Thesis Proposal of PCINSP MAYRA M TULAUAN, former Training Officer of this Unit who is currently undergoing her Masters in International Cooperation Policy Major in International Public Administration in Japan under the Support of Good Governance Program of the Japanese Grant Aid for Human Resource Development Scholarship (JDS) sponsored by the Japanese Government through the Japan International Cooperation Agency.

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3. The aforementioned thesis proposal is tentatively entitled, **"Perceptual Evaluation of Effectiveness of Recruitment and Selection Procedure of the Philippine National Police"**. Please be informed that PCINSP TULAUAN is currently in the process of collecting data, related literature and studies on the said topic.
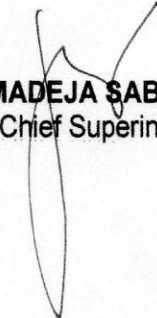
4. In this regard, the subject PCO seeks for your approval on the conduct of the following activities which are essential in carrying out her research:

- Secure updated list of PCOs, PNCOs and NUP presently assigned in PNP Units/Offices in NCR and National Headquarters in Camp Crame;
- Conduct surveys and interviews to the above-mentioned respondents as part of her field research;
- Secure updated figure/number of PNP personnel who have been charged with administrative and/or criminal cases; and
- Access to all other related documents without prejudice to appropriate security reasons.

5. In consideration of her committed efforts to study and her determination to conduct this research, which is in line with your program thrust to improve the quality of hired police officers for better service to the public, this Unit strongly recommends that her aforesaid requests be considered and approved.

6. Forwarded to your good Office is a copy of her Thesis Proposal Chapters 1 to 3 for your perusal (**TAB D**). PCINSP TULAUAN can be reached at email address mmmadria@yahoo.com for any inquiries regarding this matter.

7. For approval.

LIZA MADEJA SABONG
Police Chief Superintendent

Appendix 2   Questionnaire for the PNP Personnel

Date

Dear Sir/Madam:

The undersigned Police Commissioned Officer is assigned in NHQ Crime Laboratory and has been chosen as one of the recipients of the Japanese Grant Aid for Human Resource Development Scholarships (JDS). She is currently studying International Cooperation Policy, major in International Public Administration at Ritsumeikan Asia Pacific University in Japan.

She is now in the process of writing her thesis entitled, "Perceived Effectiveness of the Philippine National Police Recruitment and Selection Process for Uniformed Personnel". As part of the completion of her thesis, she is humbly asking for few minutes of your valuable time to answer objectively and honestly the attached questionnaire which will be collected by the undersigned as soon as you are finished. If you have relevant questions, please feel free to ask the undersigned personally or thru email or mobile phone indicated below.

Rest assured that any information that you will provide through this questionnaire will be kept confidential.

Thank you very much for your time and cooperation.

Sincerely yours,

MAYRA M TULAUAN
Police Chief Inspector

Email address: mmmadria@yahoo.com
Mobile phone: +639217524367

Control #: _____

(For PNP Personnel)

PROFILE OF RESPONDENTS:

Instruction: Please put a check on the blank before the item that is applicable to you.

Rank

       _____ PDIR GEN – PCSUPT   _____ SPO4 – SPO1

       _____ PSSUPT – PSUPT   _____ PO3 – PO1

       _____ PCI – PI   _____ Non – Uniformed Personnel (NUP)

Unit Assignment

      _____ NHQ (a. _____ NOSU b. _____ NASU)

      _____ NCRPO   _____ EPD   _____ SPD

      _____ NPD   _____ MPD   _____ QCPD

QUESTIONNAIRE

Part A. PNP Recruitment and Selection Process for Uniformed Personnel

*Instruction: Describe the **Current (kasalukuyan)** PNP Recruitment and Selection Process for Uniformed Personnel of the PNP by checking the box that corresponds to your opinion on each of the statements.*

NO.	To what extent are these recruitment and selection policies implemented?	Very Effectively	Moderately Effectively	Moderately Ineffectively	Very Ineffectively
1	Recruitment of PNP Uniformed Personnel shall be based on the principle of merit and fitness and shall be open to all qualified men and women, subject to limitations provided by law.				
2	There shall be no discrimination on account of gender, religion, ethnic origin or political affiliation.				
3	The PNP shall reserve ten percent (10%) of its annual regional recruitment quota for qualified women-applicants.				
4	The age, height and weight requirements for initial appointment in the PNP may be waived only when the number of qualified applicants falls below the approved quota after the final interview of the recruiting unit.				
5	The whole recruitment process shall be transparent and conducted with the most reasonable cost on the part of the PNP and the individual applicant.				

NO.	To what extent are these General Qualifications and Standards implemented?	Very Effectively	Moderately Effectively	Moderately Ineffectively	Very Ineffectively
6	Must have passed the psychiatric/psychological test for the purpose of determining the appointee's physical and mental health.				
7	Must have passed the physical agility test for the purpose of determining the appointee's physical health.				
8	Must have passed the medical and dental for the purpose of determining the appointee's physical and mental health.				
9	Must have passed the drug test for the purpose of determining the appointee's physical and mental health.				
10	Must be eligible in accordance with the standards set by the Commission (NAPOLCOM)				
NO.	To what extent are these procedural guidelines implemented?	Very Effectively	Moderately Effectively	Moderately Ineffectively	Very Ineffectively
11	Various recruitment strategies are undertaken to attract the most number of qualified applicants through information drives in school campuses, villages (barangay) and housing subdivisions. Distribution of posters and leaflets posting of recruitment quota in conspicuous places.				
12	Information dissemination through tri-media and other recruitment information strategies.				
13	The City Director/Chief of Police, as the Secretariat **shall publish the list of applicants in public places and through the local media**, if any, to encourage the public to report any information relative to the worthiness of the applicant to become a law enforcer in their community.				

No.	To what extent are these Selection and Evaluation process implemented?	Very Effectively	Moderately Effectively	Moderately Ineffectively	Very Ineffectively
14	There shall be no retake of Physical Agility Test				
15	A report on who among of the applicants passed or failed the said test shall be submitted to the Screening Committee **within three (3) working days** from the conduct of said examination.				

Part B. Perceived Factors Affecting Effective Implementation of the PNP Recruitment and Selection Process for Uniformed Personnel

*Instruction: Describe the **CURRENT (kasalukuyan)** PNP Recruitment and Selection Process for Uniformed Personnel by checking the box that corresponds to your opinion on each of the statements. **Please check as many as you think are applicable and write on the space provided (Others:_____), whatever is missing from the choices that you think must be included.***

No.	What are the perceived factors affecting the effective implementation of PNP Recruitment and Selection Process for Uniformed Personnel?	Strongly Agree	Moderately Agree	Moderately Disagree	Strongly Disagree
16	Personnel implementing Recruitment and Selection Process for Uniformed personnel are honest, competent and committed to their job.				
17	Establishment of effective grievance committee on Recruitment and Selection Process for Uniformed personnel and Penalty system for violators will enhance implementation.				
18	Effective PNP Leadership or supervision will enhance implementation of PNP Recruitment and Selection Process for Uniformed Personnel				
19	Effective External Oversight will enhance implementation of PNP Recruitment and Selection Process for Uniformed Personnel				
20	Lack of good public image of the PNP causes the "best and the brightest applicants" to shy away and prefer other agencies or companies.				
21	Slow and bureaucratic recruitment and selection procedures cause the "best and the brightest applicants" to shy away and prefer other agencies or companies.				
22	Existence of "Pakikisama" System (To get along smoothly with others) or Friendship system				
23	Inconsistent Rules and Regulations and				

	Excessive rules and regulations or presence of unnecessary rules and regulations on PNP Recruitment and Selection Process for Uniformed Personnel				
24	Lack of Personnel/ Budget/Technology (data base or computers or other up-to-date facilities)				
25	Lack of Political will among policy implementers				
26	Absence of "Check and Balance" or effective Independent Anti-corruption Committee				
27	Presence of Political, powerful (rich and famous) or privileged group's Influence				
28	Presence of Bribery				
29	Impartial (fair or just) implementation of rules/policies				
30	Selective (not full) implementation of policies				
31	Practice of Nepotism				
32	Lack of Accountability and transparency				
33	Others: _____ _____				

Part C. Individual Performance of Police Officers

Instruction: Describe the individual performance of Police Officers (PCO or PNCO) by checking the box that corresponds to your opinion on each of the statements.

No.	PERFORMANCE CRITERIA	Outstanding	Very Satisfactory	Poor	Very Poor
34	Quantity and Quality of work				
	Prevents and investigates crimes and bring offenders to justice (Pinipigilan at iniimbestigahan ang mga krimen at dinadala ang mga nagkasala sa hustisya).				
35	Community-Oriented Policing System				
	Conducts community safety awareness through consultations and dialogue (Nagsasagawa ng kamalayan sa kaligtasan ng komunidad sa pamamagitan ng konsultasyon at dialogo).				
36	Knowledge on Law and Vision, Mission and Objectives of the PNP organization				
	Detain an arrested person for a period not beyond what is prescribed by law (Detenihin ang isang taong naaresto sa loob ng panahong hindi hihigit sa oras na itinakda ng batas.)				
	Ensure public safety and internal security with the active support of the community (Tinitiyak ang kaligtasan ng publiko at panloob na seguridad na sinusuportahan ng aktibong komunidad.)				
37	Law Enforcement and Maintenance of Law and Order				
	37a Enforce laws (Nagpapatupad ng mga batas)				
	37b Maintain peace and order (Pinapanatili ang kapayapaan at kaayusan)				

38	Disciplined				
	38a Not sleeping while on duty (Hindi natutulog habang nakaduty)				
	38b Not drinking liquor while on duty (Hindi umiinom ng alak habang nakaduty)				

Part D. **Suggestions/recommendations for Improvement of recruitment and selection process for uniformed personnel of the PNP**

Instruction: Please check as many as you think are applicable and write on the space provided ("Others:") whatever is missing from the choices that you think must be included.

39. **What are the most important in producing more responsible, competent and effective police officers to be able to achieve PNP's Vision, Mission and Goals?**

_____ Better Recruitment and Selection Process

_____ Better Training Programs

_____ Better Salaries, Benefits and Working Conditions

_____ Effective Leadership/Supervision

_____ More Accountability

_____ More Effective External oversight (e.g. independent Anti-corruption Committee, etc.)

_____Others:_____
_____

40. **How can we improve the recruitment and selection process for uniformed personnel of the PNP to be able to have the "best" or most effective and efficient police officers?**

_____
_____
_____
_____

THANK YOU VERY MUCH FOR YOUR COOPERATION!

Appendix 3   Questionnaire for the Public

Date

Dear Sir/Madam:

The undersigned Police Commissioned Officer is assigned in NHQ Crime Laboratory and has been chosen as one of the recipients of the Japanese Grant Aid for Human Resource Development Scholarships (JDS). She is currently studying International Cooperation Policy, major in International Public Administration at Ritsumeikan Asia Pacific University in Japan.

She is now in the process of writing her thesis entitled, "Perceived Effectiveness of the Philippine National Police Recruitment and Selection Process for Uniformed Personnel". As part of the completion of her thesis, she is humbly asking for few minutes of your valuable time to answer objectively and honestly the attached questionnaire which will be collected by the undersigned as soon as you are finished. If you have relevant questions, please feel free to ask the undersigned personally or thru email or mobile phone indicated below.

Rest assured that any information that you will provide through this questionnaire will be kept confidential.

Thank you very much for your time and cooperation.

Sincerely yours,

MAYRA M TULAUAN
Police Chief Inspector

Email address: mmmadria@yahoo.com
Mobile phone: +639217524367

Control #: _____

(For the public)

PROFILE OF RESPONDENTS:

Instruction: Please cross out **(X)** the item that is applicable to you (Pakilagyan po ng ekis **(X)** sa ibabaw ng blankong linya na angkop sa inyo).

Years of Stay in Metro Manila **(Ilang taon nang naninirahan sa Metro Manila)**

_____ 6 years or above (**6 taon o mahigit**)   _____ 3 years or above (**3 taon o mahigit**)

_____ 5 years or above (**5 taon o mahigit**)   _____ 2 years or above (**2 taon o mahigit**)

_____ 4 years or above (**4 taon o mahigit**)   _____ 1 year or above (**1 taon o mahigit**)

Address in Metro Manila (**Tirahan sa Metro Manila**)

Instruction: Please write your home address or city or town where you live in Metro Manila (**Pakisulat po ang inyong tirahan o lungsod o siyudad o bayan kung saan kayo nakatira sa Metro Manila**).

_____

_____

QUESTIONNAIRE

Individual Performance of Police Officers

*Instruction: Describe the individual performance of Police Officers by **crossing out (X)** the box that corresponds to your opinion on each of the statements. (Pakilagyan po ng **ekis (X)** sa loob ng kahon ayon sa inyong palagay sa bawat pahayag).*

No.	PERFORMANCE CRITERIA	Outstanding **Katangi-tangi**	Very Satisfactory **Napaka-kasiya-siya**	Poor **Hindi magaling**	Very Poor **Dahop**
34	Quantity and Quality of work				
	Prevents and investigates crimes and bring offenders to justice (**Pinipigilan at iniimbestigahan ang mga krimen at dinadala ang mga nagkasala sa hustisya**).				
35	Community-Oriented Policing System				
	Conducts community safety awareness through consultations and dialogue (**Nagsasagawa ng kamalayan sa kaligtasan ng komunidad sa pamamagitan ng konsultasyon at dialogo**).				
36	Knowledge on Law and Vision, Mission and Objectives of the PNP organization				
	36a Detain an arrested person for a period not beyond what is prescribed by law (**Detenihin ang isang taong naaresto sa loob ng panahong hindi hihigit sa oras na itinakda ng batas.**)				
	36b Ensure public safety and internal security with the active support of the community				

	(Tinitiyak ang kaligtasan ng publiko at panloob na seguridad na sinusuportahan ng aktibong komunidad.)				
37	Law Enforcement and Maintenance of Law and Order				
	37a Enforce laws **(Nagpapatupad ng mga batas)**				
	37b Maintain peace and order **(Pinapanatili ang kapayapaan at kaayusan)**				
38	Disciplined				
	38a Not sleeping while on duty **(Hindi natutulog habang nakaduty)**				
	38b Not drinking liquor while on duty **(Hindi umiinom ng alak habang nakaduty)**				

39. What can you say about the Police Officers in your area? (**Anong masasabi mo sa mga Pulis sa lugar**

ninyo?)_____

_____

_____

_____

_____

_____

_____

_____

THANK YOU VERY MUCH FOR YOUR COOPERATION!

(MARAMING SALAMAT SA INYONG KOOPERASYON!)