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## QUALIFICATIONS AND PREPAREDNESS OF POLICE OFFICERS IN SUSTAINING PEACE AND ORDER: IT'S IMPLICATION TO QUALITY SERVICE

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**Abstract:** *The Philippine National Police as one of the bureaus of the Department of Interior and Local Government as mandated under Republic Act 6975 has given the functions to enforce all laws and ordinance relative to the protection of lives and properties, maintain peace and order and take all necessary steps to ensure public safety; investigate and prevent crimes, effect the arrest of criminal offenders, bring offenders to justice and assist in their prosecution; perform such other duties and exercise all other functions as may be provided by law. This undertaking involved all the sixty (60) police officers who are assigned in the Tuguegarao City Police Station (TCPS), fifteen (15) residents in each of the forty nine (49) barangays which consists of at least three (3) barangay police / tanods, all barangay chairmen, and at least 11 residents in each barangay. A total of one hundred percent of the police officers which composes set A of respondents and seven hundred thirty five (735) residents which compose set B of respondents that were randomly selected. A grand total of seven hundred ninety five (795) respondents were included in this study for calendar year 2014. The researcher developed sets of survey questionnaire to gather the data from the respondents. The questionnaire is categorized into four (4) parts. Part I consisted of the qualifications / preparedness of police officers. This includes respondent's general qualifications set forth under the law, eligibility, examinations / tests, training, schoolings, seminars. Part II consists of the different programs in order to sustain peace and order in the community. Part III consists of the problems encountered in the implementation of the different programs / activities, and Part IV consists of the interventions to improve the quality of police service. Interviews were also conducted to the respondents especially when their responses on the questionnaire are not clear. This study made use of the descriptive correlational design, the Five-Point Likert scale was used. The frequency count and rank was utilized. To test the difference on the effectiveness of the programs / activities being implemented, the chi-square or t-test was used. The result of this study disclosed that the officers of the Tuguegarao City Police Station are assigned in the said station and in the seven police sub- stations catering to the needs of the forty nine (49) barangays of the aforementioned locality are very qualified and prepared to sustain peace and order. They are also effective in implementing programs/activities as unanimously perceived by themselves and by the barangay residents. However, the two most – perceived problems namely "Malpractices of the PNP officers due to the countervailing influences and political intervention , padrino system" seem to be the gravest impediments for effective implementation of the program / activities but implementation of the mission/vision and functions of the PNP and integration of professional ethics, values on law enforcement, circulars and training schools" are highly recommended for an effective implementation of the programs which would sustain peace and order.*

**Keywords:** Area of Responsibility, Police Visibility, Preparedness, pulisyatiumili, Quality Service

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## **INTRODUCTION**

The Philippine National Police as one of the bureaus of the Department of Interior and Local Government as mandated under Republic Act 6975 has given the functions to enforce all laws and ordinance relative to the protection of lives and properties, maintain peace and order and take all necessary steps to ensure public safety; investigate and prevent crimes, effect the arrest of criminal offenders, bring offenders to justice and assist in their prosecution; perform such other duties and exercise all other functions as may be provided by law.

The police community relations is a system whereby the police community courts consolidate the working cooperation and confidence of the national community by means of professional, dynamic and motivated performance. Such performance is then communicated back to the community by every means available and perceptible to the public (**Maralit (2000)**). According to him, the objective of police community relations activities is that of developing positive perception, attitudes and opinions towards the police – aptly termed as image enhancement. The underlying framework is that the community should play a more active role and coordinated part in enhancing peace and order. The public should act as “co-producers” of public safety and order. Community policing thus imposes a new responsibility on the police to devise appropriate ways of associating the community with law enforcement and maintenance of order.

A foundation of trust will allow police to form close relationships with the community that will produce solid achievements. Without trust between police and citizens, effecting policing is possible and results to an enhance peace and order.

The patrol officers are the primary providers of police services and have the most extensive contact with community members. In community efforts, they will provide the bulk of the daily policing needs of the community and they will be assisted by immediate supervisors, other police units and appropriate government and social agencies. Upper level managers and command staff will be responsible for ensuring that the entire organization backs the efforts of patrol officers (**Bureau of Justice Assistance, (2004)**).

The new breed of police officers whose emergence into the field has already changed the composition of police departments will help shape the future of community policing. The basic job description emphasizes the ability to think, act and communicate. No one knows



for sure precisely how community policing will evolve in years to come. What is clear is that the officers who capitalize on the flexibility and autonomy that are the hallmarks of this new approach will help define and refine what it can and cannot do in practice (**Trojanowicz and Bucquerox (2000)**).

The police is an important part of the community. They help in emergency situations, mediate family and neighborhood disputes, deliver messages serious injury, accidents and death, try to find missing persons and provide advice to the community on policing and crime issues. The police can be identified by their uniform. There are also plain clothes police officers who will always indicate that they are police and show identification. They do not have a role in governing but maintain civil order (**Law and Democracy (2005)**).

In the study of **Goldstein (2000)**, identified the characteristics of community policing common among jurisdictions; these are the involvement of the community in getting the police jobs done; the pertinent assignment of police officers to a neighborhood in order to cultivate better relationship; the setting of police priorities based on specific needs and desires of the community and the meeting of these needs by allocation of police resources. Proper implementation will establish an orderly and peaceful community.

**Behan (2002)**, did an experimental approach to alleviate fear among citizens of Baltimore country in the U.S. It was termed citizens-oriented police enforcement which aims to identify and correct community conditions that contribute to citizen's fear. A key strategy to cope is to establish a close and positive interaction with the citizen. Attending to community meetings to improve their efforts in crime prevention and sustain peace and order in the community.

According to **Adler (2002)**, community leaders must take a unified stand against crimes, violence, disregard for laws and must also make a commitment to increase their crime prevention and control programs. While the role of police organization must help build a stronger, more self-sufficient communities in which crime and disorder will not thrive.

**The PNP 15-Point Agenda (2010)**, upon ushering in a new government, it has streamlined its strategic plans and programs to coincide with reformation platform of the next administration. One defining example is the formulation of the PNP ITP PGS Roadmap 2016, a short term development program that serves as blueprint for the PNP ITP PGS 2030 which is a long term recovery plan for the police force. It originated from the PNP ITP PGS agency



BSC by way of clustering its key initiatives into fifteen (15) major programs to provide the Portfolio of Initiatives for the organization for the next six years attuned with the transition of the administration.

In the **LOI Payapa (2010)**, with its implementation together with the Local Anti-criminality Action Programs, the PNP encouraged the empowered citizenry to participate in the development and implementation of local peace and order plans. By gathering various sectors to serve as force multipliers and main operators of peacekeeping at the barangay level through the activation of Barangay Peacekeeping Actions Teams, the PNP has further strengthened community involvement in peacekeeping.

the PNP community heartbeat” program, an enlightened and positive image of the nation’s peacekeepers, to achieve the high moral standard and ethical conduct among men and women in uniform who had sworn to defend and protect the republic. He tackled the role of PCRG in the PNP in line with its mandate to serve and protect. The organization’s project blueprint is to undertake and orchestrate police community relations programs and activities in partnership with concerned government agencies, the community and volunteer organizations in order to prevent crime and attain safe and peaceful environment. Its main concern is to win the hearts and minds of the community and further strengthen its partnership with the peacekeepers, thus making PCRG the PNP community heartbeat, creating against its negative perception as a thing of the past. Bartolome has further explained, it is aligned with the endeavor of any government institution for the PNP to have empathy with the community being served.

To break the imperial approach of government powers towards its programs mainly concentrated in the regional centers, the PNP units across the country handle the needs of their particular areas of responsibility. In relation to this, Bartolome has announced the activation of the police community relation units in every region. He has envisioned the PCRG’s role in the next five years --- to be the champion of a dynamic and harmonious police-community partnership in the peaceful maintenance of order and public safety.

In the speech of the former **Philippine President Macapagal (2009)** during the founding 56<sup>th</sup> anniversary of the CIDG, she commended by saying “you have performed with distinction your mandate to investigate all major crimes involving violations against the Revised Penal Code and to monitor and prevent the commission of crimes perpetuated by



professional criminal syndicates and organizations” she further enjoined to uphold with the theme “CIDG sa lahat ng oras inyong kabalikat, handog sa bayan tapat na pagsisiyasat” and to be more zealous in enhancing and modernizing the investigative and anti-criminality capabilities for peace and stability in the country.

**Verzosa (2009)**, in his message on the renewal of police commitment to ideals, service, honor and justice. He encouraged his fellow officers and personnel of the PNP to welcome 2010 with a renewal of commitment to ideals of service, honor and justice. To continue the journey towards transformation with deeper resolve and dedication. To endeavor to bring to every community across the country the kind of police services that the countrymen truly deserve – service that is sincere, efficient, and reliable, service that is honest and clean, service that comes straight from the heart.

**Lim (2009)**, expressed in his views on how to make the PNP an effective tool for peace and development. He said that we must rid the police department of all scalawags and misfits and we must start from the top – general, colonels, majors and so on.... We cut off these top officers, who are crooks in uniform, then we will have a clean, honest and good police department which could be of service to the country to the country and they will regain the trust of the people. Without the trust and confidence, police department will be a failure.

### **STATEMENT OF THE PROBLEM**

The study aimed to assess the qualifications and preparedness of police officers in sustaining peace and order, it’s implication to quality service for Calendar Year 2014. Specifically, it sought to answer the following:

1. How qualified and prepared are the police officers in sustaining peace and order?
2. What are the programs / activities being implemented by the police officers in sustaining peace and order?
3. Is there a significant difference on the effectiveness of the program / activities being implemented by the police officers as perceived by the two groups of respondents?
4. What are the common problems encountered by the police officers in implementing the programs / activities in sustaining peace and order in their area of responsibility?
5. What measures / interventions are being undertaken by police officers in order to improve the quality of service?



## HYPOTHESES

This study was guided with this lone hypothesis:

1. There is no significant difference on the effectiveness of the program / activities being implemented by the police officers as perceived by the two groups of respondents.

## METHODOLOGY

This study made use of the descriptive correlational design which according to **Frankel and Wallen (1990, p. 113)** is a method which describes an existing relationship between variables and the degree to which two or more quantitative variables are related and it does so by the use of a correlational coefficient. Further, **Sevilla (1991, p. 220)** defined it as a design that help one determines the extent to which different variables are related to each other in the population of interest.

## STATISTICAL TOOLS

The following statistical tools were used in treating and interpreting the collected / gathered data.

To assess the qualifications / preparedness of the police officers in sustaining peace and order and the effectiveness of the programs / activities, the Five-Point Likert scale was used, hence, the item mean was employed with the values being described as follows:

Numerical Value	Descriptive Scale	
4.20-5.00	Excellenty Qualified	Very High Extent
3.40-4.19	Very Qualified	High Extent
2.60-3.39	Moderately Qualified	Moderate Extent
1.80-2.59	Qualified	Low Extent
1.00-1.79	Least Qualified	Very Low Extent

For the common problems encountered by the police officers in implementing the programs / activities and measures / interventions being undertaken to improve quality of service, the frequency count and rank was utilized.

To test the difference on the effectiveness of the programs / activities being implemented, the chi-square or t-test was used.

## RESULTS AND DISCUSSIONS



**Table 1:**

**Item Mean Distribution on the Qualifications and Preparedness of the Police Officers in Sustaining Peace and Order**

ITEMS	ITEM MEAN	DESCRIPTIVE SCALE
1. Physically fit, healthy lifestyle	4.34	Excellentlly Qualified
2. Trained and skilled to perform law enforcement tasks;	4.21	Excellentlly Qualified
3. Develop commitment to their law enforcement tasks;	3.92	Very Qualified
4. Take the risks, hazards and dangers being faced everyday as challenges;	3.79	Very Qualified
5. Are used to the pressures and long hours of their work (agility/pft);	3.65	Very Qualified
6. Keep the honor and the prestige and authority of the badge and uniform they wear;	3.29	Moderately Qualified
7. Take pride on their law enforcement profession;	3.85	Very Qualified
8. Desire to develop the skills and technical know-how (attendance on trainings and seminars);	3.53	Very Qualified
9. Capitalize on the power and license to pursue the law;	3.48	Very Qualified
10. Take full responsibility on the authority to do the job the way it should be done;	3.61	Very Qualified
<b>Category Mean</b>	<b>3.77</b>	<b>Very Qualified</b>

Table 1 shows in terms of item mean the respondents' perception on the qualifications and preparedness of the police officers in sustaining peace and order. As shown in the table, the two highest item mean which are 4.34 and 4.21, both are descriptively equivalent to "Excellentlly Qualified" are on "Physically fit, healthy lifestyle and Trained and skilled to perform law enforcement tasks" respectively which implies that the police officers are excellently prepared to sustain peace and order in terms of physical fitness, skills and trainings. Meantime, the lowest item mean of 3.29 or "moderately Qualified" belongs to the item on "Keep the honor and the prestige and authority of the badge and uniform they wear" and this implies that the police officers are not so aware and careful nor sober and vigilant in protecting the honor and prestige that goes with their badge and uniform. The category mean of 3.77 or "very qualified" implies that the police respondents perceive that



they are very much prepared and qualified to sustain peace and order/to perform the law – enforcement tasks.

**Table 2:**

**Item Mean Distribution on the Effectiveness of the Program/Activities Being Implemented as Perceived by the Two Groups of Respondents**

ITEMS	POLICE-RESPONDENTS' PERCEPTION		BARANGAY-RESIDENTS' PERCEPTION	
	Item Mean	Descriptive Scale	Item Mean	Descriptive Scale
1. Development of the Police Career System and the enhancement of the Grievance mechanism	4.20	Very High Extent	4.41	Very High Extent
2. Full implementation of the Model Police Station Project	4.10	High Extent	4.30	Very High Extent
3. Full implementation of the Capability Enhancement Program	4.07	High Extent	4.20	Very High Extent
4. Pursuit of legislative agenda for institutional development	3.97	High Extent	4.06	High Extent
5. Sustenance of Transformational Advocacy with the stakeholders and pillars of the Criminal Justice system	4.20	Very High Extent	4.20	Very High Extent
6. Sustenance in the implementation of the morale and welfare program	4.18	High Extent	4.04	High Extent
7. Institutionalization of the Program Management Office at all levels	4.23	Very High Extent	4.14	High Extent
8. Strengthening the PNP Training Service	4.30	Very High Extent	4.36	Very High Extent
9. Sustaining the operations of QUAD	4.20	Very High Extent	4.18	High Extent
10. Institutionalization of logistics reform policies	4.13	High Extent	4.06	High Extent
<b>Category Mean</b>	<b>4.16</b>	<b>High Extent</b>	<b>4.20</b>	<b>Very High Extent</b>

Table 2 shows in terms of item mean perception on the programs /activities being implemented by the police officers in sustaining peace and order as perceived by the two groups of respondents, namely the police officers and the barangay residents. As shown in the table, five of the items obtained a descriptive rating of “Very high extent” while the remaining five items rated “high extent”. The highest item mean of 4.30 is on “Strengthening the PNP Training Service” which implies that the police officers perceive that





the PNP program on training services are intensively undertaken as one of the primary undertakings /activities as a measure to sustain peace and order whereas the lowest item mean of 3.97 is on “ Pursuit of legislative agenda for institutional development” which also implies that the police respondents perceive that the agency lacks legislations for institutional developments.

Meanwhile, the barangay residents synonymously have the same perception with five items having a descriptive rating of “Very high extent” and the remaining items being rated as “high extent”. The highest item mean of 4.36 is on “Strengthening the PNP Training Service” which implies that the barangay residents perceive that the PNP program on training services are intensively undertaken as one of the primary undertakings /activities as a measure to sustain peace and order whereas the lowest item mean of 4.04 is on “ Sustenance in the implementation of the morale and welfare program” which also implies that the barangay residents perceive that the agency somewhat lacks programs that would sustain morale and welfare program of the PNP. The category mean of 4.16 and 4.20 which are equivalent to “High extent and Very high extent” respectively implies that both groups of respondents perceive that the programs/activities are being implemented very effectively by the police officers in sustaining peace and order.

**Table 3:**

**Test of Significant Difference on the Effectiveness of the Program / Activities Being Implemented as Perceived by the Two Groups of Respondents**

ITEMS	POLICE-RESPONDENTS' PERCEPTION	BARANGAY-RESIDENTS' PERCEPTION
	Item Mean	Item Mean
1. Development of the Police Career System and the enhancement of the Grievance mechanism	4.20	4.41
2. Full implementation of the Model Police Station Project	4.10	4.30
3. Full implementation of the Capability Enhancement Program	4.07	4.20
4. Pursuit of legislative agenda for institutional development	3.97	4.06
5. Sustenance of Transformational Advocacy with the stakeholders and pillars of the Criminal Justice system	4.20	4.20
6. Sustenance in the implementation of the morale		



and welfare program	4.18	4.04
7. Institutionalization of the Program Management Office at all levels	4.23	4.14
8. Strengthening the PNP Training Service	4.30	4.36
9. Sustaining the operations of QUAD	4.20	4.18
10. Institutionalization of logistics reform policies	4.13	4.06
<b>Category Mean</b>	<b>4.16</b>	<b>4.20</b>

$t_c = -0.97$   $t_t = 1.83$

df= 9

Decision: Accept Ho

Table 3 reveals the result of the test for significant difference on the perception of the two groups of respondents on the effectiveness of programs/activities being implemented by the police officers in the city of Tuguegarao in sustaining peace and order. As revealed by the values of t – test, the hypothesis is to be accepted; thus, no significant difference exists between the perception of the two groups of respondents, that both groups agree that the implementation of the programs and activities is very effective or on a high extent level.

**Table 4:**

**Frequency and Rank Distribution on the Problems Encountered in the Implementation of the Program**

ITEMS	1	2	3	4	5	6	7	8	9	10	11	12	Ave. Rank	Final Rank
a. lack of dedication and commitment to law enforcement career;	9	3	7	6	3	4	3	3	3	8	5	6	6.30	6
b. poor economic well-being of the police officers;	5	4	0	9	7	3	4	1	7	8	6	6	6.98	10
c. weak imposition of ethical and professional standards of the PNP;	8	3	4	1	5	14	1	6	3	6	5	4	6.40	7
d. lack of self-discipline and professionalism;	9	7	5	5	3	4	6	2	4	6	1	8	5.97	5
e. lack of seriousness and the political will in enforcing the law;	3	6	1	4	6	5	7	3	6	6	1	12	8.47	12
f. malpractices of the PNP officers due to the countervailing influences;	6	8	6	3	5	5	13	5	2	3	2	2	4.87	1
g. lack of trust and confidence by the public to the men-in-uniform;	8	5	12	4	1	4	7	4	4	2	5	4	5.65	4
h. limited resources and capabilities of the PNP organization;	3	4	4	3	4	5	5	10	4	3	9	4	6.88	8
i. political intervention, "padrino system"	15	5	3	3	6	8	3	5	4	2	4	2	5.05	2



j. passive attitudes of the public on PNP plans and programs, mission and vision;	3	1	1	2	14	3	9	6	4	9	3	8	7.8	11
k. influence of corrupt high ranking PNP officials;	12	6	5	3	10	6	1	3	1	6	5	2	5.27	3
l. low salary, benefits	9	2	3	5	2	4	6	4	3	6	3	12	6.90	9

Table 4 presents the frequency and rank distribution of the problems encountered in the implementation of the program. As presented above, the respondents variedly ranked the problems perceived and after obtaining the average rank, “Malpractices of the PNP officers due to the countervailing influences and political intervention , padrino system” appeared to be rank no.1 and no. 2 respectively which implies that these problems are the most perceived impediments towards the effective implementation of the programs while the last rank of no.12 is on “lack of seriousness and the political will in enforcing the law “ implies that this is the least perceived problem, hence, police officers are serious and are not being controlled by politicians in enforcing the law.

**Table 5:**

**Frequency and Rank Distribution on the Measures/Interventions Undertaken to Improve Quality of Service**

ITEMS	1	2	3	4	5	6	7	8	9	10	11	12	Ave. Rank	Final Rank
a.continuous effort in instituting Moral Recovery and Values Formation Program;	10	14	2	2	5	3	6	2	3	5	3	5	5.38	6
b.Desire for the effective, successful service;	6	2	2	4	5	11	7	3	6	6	6	2	6.67	10
c. impose stricter sanctions against incompetent, non-committed and erring police officer;	7	6	5	6	12	6	4	5	4	3	2	0	5.17	4
d. strict implementations on the provisions on the Code of Ethics and professional conduct of public officials;	7	5	7	12	7	2	5	5	2	2	3	2	5.05	3
e. implementation of the mission/vision and functions of the PNP;	14	7	9	4	2	4	6	6	2	1	3	2	4.80	1
f. rekindle positive Filipino values through seminars/workshops;	4	6	2	3	5	7	14	5	2	2	7	3	6.50	9
g. integration of professional														



ethics, values on law enforcement; circulars, training schools;	6	18	3	5	2	5	8	3	1	8	2	0	5.03	2
h. critical review and analysis on the promotion and recruitment policies	14	4	5	5	5	5	4	3	2	11	2	0	5.23	5
i. to include values, reputation and moral standings of the aspirants for promotion;	5	4	2	4	6	6	4	5	16	5	3	0	6.10	7
j. provision of training in accordance to the world-class standards	3	5	1	7	2	4	7	3	7	7	13	1	7.13	11
k. stricter disciplinary actions against erring police officers	5	2	8	3	3	5	14	4	2	8	3	3	6.45	8

Table 5 contains the frequency and rank distribution of the measures/interventions undertaken to improve quality of service of the PNP. As gleaned from the above - table, the respondents variedly ranked the measures undertaken and after obtaining the average rank, the first two highest ranking measures are “Implementation of the mission/vision and functions of the PNP and Integration of professional ethics, values on law enforcement, circulars and training schools” appeared to be rank no.1 and 2 respectively which implies that these measures are perceived to be the most effective interventions to be undertaken to improve quality of service. The lowest ranking intervention is “Provision of training in accordance to the world – class standards” which implies that the respondents perceive that this measure is the least effective measure for quality service.

## CONCLUSION

The study disclosed that the officers of the Tuguegarao City Police Station are assigned in the said station and in the seven police sub- stations catering to the needs of the forty nine (49) barangays of the aforementioned locality are very qualified and prepared to sustain peace and order. They are also effective in implementing programs/activities as unanimously perceived by themselves and by the barangay residents. However, the two most – perceived problems namely “Malpractices of the PNP officers due to the countervailing influences and political intervention , padrino system” seem to be the gravest impediments for effective implementation of the program / activities but Implementation of the mission/vision and functions of the PNP and Integration of professional ethics, values on



law enforcement, circulars and training schools” are highly recommended for an effective implementation of the programs which would sustain peace and order.

## **RECOMMENDATION**

In the light of the foregoing findings, the researcher offers the following recommendations:

1. Recruitment of PNP personnel must be strictly based on qualifications and preparedness and not due to “padrino system” or any other malpractices which prevail in the system.
2. Implementation of the programs/activities must be properly monitored as to consistency and sustainability and be executed with fairness and justice.
3. A measure to check the PNP personnel’s’ malpractices especially those which destroy the image of the police must be strictly undertaken in order to minimize if not to eradicate must the culprits in the organization.
4. Trust and confidence of the barangay residents must be gained by the Police in order to ensure support and cooperation from the people; hence the police officers must be of good reputation and character.

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