

# **PHILIPPINE NATIONAL POLICE MANUAL**

## **CHIEF OF POLICE MANUAL**

## CHAPTER 1

### ROLES OF THE CHIEF OF POLICE

**SECTION 1. INTRODUCTION.** The Chiefs of Police are designated on the basis of their competence and ability to lead, supervise and administer the frontline units of the Philippine National Police. The Police Stations are considered the basic police units that are in direct contact with the populace. The elements of the Police Stations are necessarily expected to be the better, if not the best, policemen available. The Police Chiefs are expected to be the best, and the brightest among the qualified officers in the command.

The rationale for this policy is simple. It is in the Police Station where victims of crimes, aggrieved citizens, complainants of big and small cases, even the unstable of minds seek assistance. They come anytime of the day and night, in good or bad weather condition. They maybe rich or poor, sane or insane, government officials or just simple folks; it is in the Police Station that they seek for advice, comfort, redress and security from the harsh realities of city living. Even the influence peddlers, the crooks, and scalawags of the Police Stations are common sights which the Chief of Police must deal with on a daily basis.

The Chiefs of Police are potentially the most powerful key in achieving organizational goals. Their roles are grouped as interpersonal, informational and decisional. Their performance is defined to a great extent by the quality of decision making and program execution.

### SECTION 2. ROLES OF THE CHIEF OF POLICE

#### a. Interpersonal Roles

The official position of the Chief of Police (COP) carries with it formal authority that gives rise to three important interpersonal roles as Figurehead, Leader and Liaison.

As Figurehead, the duty of the Chief of Police is ceremonial in nature. He welcomes police or government officials visiting his department; attends swearing-in ceremonies, academy graduations, presentations of official awards, important events in the personal lives of his immediate staff like wedding, or internment.

As a leader, the COP instills in his subordinates ethics of public service, communicates organizational goals, stimulates motivation and reconciles individual needs with organizational goals.

As a Liaison, the COP builds external information network with individuals and agencies outside the direct chain of command such as local officials, elements of the Criminal Justice and mutual health systems.

b. Informational Roles

As disseminator and spokesman, he interacts with broad segment of the organization and individuals surrounding it. These interactions can provide him with a significant data bank, which can make an effective Police Chief a vital nerve center, while higher level of authority provides him wider spheres of contact. This knowledge base creates vital dependencies which in fact provide the effective Chief of Police his most powerful tools for guiding and controlling the organization.

c. Decisional Roles

Information gathering is not an end in itself. Effective Police Chiefs must also be effective decision makers, using this information as the basic foundation for defining direction.

By virtue of their formal authority, Police Chiefs play a central role in organizational decision making. It is in handling of decisional roles (entrepreneur, resource allocator, negotiator, etc.) that their ability to maintain stable and consistent behavior in the face of stress is most evident.

**SECTION 3. POWERS, DUTIES AND RESPONSIBILITIES OF THE CHIEF OF POLICE**

a. Primarily responsible in the accomplishment of the PNP mission and vision within his assigned jurisdiction.

b. Directs, coordinates and controls the operation of the uniformed and non-uniformed personnel.

c. Study and recommends changes or innovations in the organization, administration and operation of the Police Force to make it more responsive to the needs of the community.

d. Selects and designates, assigns or reassigns personnel to head divisions in his office.

e. Establishes a comprehensive and understandable system of direction which include policy statements, general and special orders, training bulletins, standard operation procedures, and rules and regulations.

f. Establishes an accurate reporting and recording system and medium for the police themselves, for other law enforcement agencies, and for the public.

g. Develops an effective public relations program to promote and maintain public understanding, confidence and support.

h. Exercises disciplinary jurisdiction over all members of the Police Force for offenses involving suspension of not more than ten (10) days of forfeiture of not more than fifteen (15) days pay and such minor disciplinary punishment or reprimand, forfeiture of not more than 15 days and rendition of extra duty not exceeding the equivalent of 15 days or 120 hours.

i. Prepare and submit to the Provincial Director or the City Director annual accomplishment report and annual budget properly supported by documents and statistics.

j. Submits evaluation and recommendation reports to the Provincial or City Director for the retention or dismissal of appointees under probation before the expiration of the probationary period, and recommends to the Provincial or City Director the promotion of deserving members of Police Force.

k. Executes promptly and faithfully all lawful orders of the Mayor, except in City Police Districts wherein the order passes thru the City Director, and the writs and processes of any court when placed in his hands for that purpose and insures the prompt execution and return of orders of arrest, subpoenas and summons of the courts within a reasonable time but shall not be more than 30 days from their receipt.

l. Enforces all laws and ordinances of the city or municipality; and whenever any violation is committed, he sees to it that a complaint is filed and evidence produced for the successful prosecution of the offenders.

m. Protects the rights of persons and property within the jurisdiction; and arrest offenders when necessary to prevent their escape, and those who unduly interfere with or obstruct the performance of the legitimate functions of law enforcement.

n. Unless the law provides otherwise, he takes charge of the jail or prison in the city or municipality and is responsible for the safekeeping of all prisoners and they are released from custody in accordance with the law, or delivered to the warden of the proper prison or penitentiary.

o. Assists the Fire Marshall of the city or municipality to avoid looting in case of fire.

p. Acts as the custodian of all police equipment and arms not issued to individual policemen.

q. Acts as the custodian of the physical evidence coming to the Police Station until they are transmitted to the proper court or Fiscal's office.

#### **SECTION 4. ACCOUNTABILITY OF THE CHIEF OF POLICE**

##### **The Chief of Police should perform the following:**

- a. Enforce strictly the property and equipment accountability clearance system in his command.
- b. Require newly assigned personnel to submit unit clearance from their last unit command assignment. The clearance shall state the name of the personnel, the description of the properties being cleared, the intended disposition and or the name of the personnel acquiring the properties.
- c. Pursue vigorously the return of the issued equipment/properties, in case he heads this losing unit. If it becomes clear that his efforts at recovering the issued properties are futile, he should immediately initiate the filing of a criminal case against the erring personnel for violation of Article 315 and 317 of the Revised Penal Code, and of administrative charges against the same persons.
- d. Reports to the next higher office whatever command action he takes, such as criminal case number, persons arrested and others.

#### **SECTION 5. TURN-OVER OF COMMAND PROPERTY ACCOUNTABILITY**

a. Property accountability is the primary obligation imposed by laws and regulations on the supply accountable officer (SAO) to keep formal records of supplies, Voucher Registry Book, Stock Cards, Master file of supply vouchers/documents (duplicate), personal file of Original Memorandum Receipts (MRs), Original Credit Vouchers/Documents and other related records.

##### **b. Policies**

1) Police Chiefs are jointly held liable with persons primarily accountable for any losses of government property under the doctrine of command responsibility.

2) The inventory shall be done by the incoming and outgoing Chiefs before the turn-over in accordance with the following schedule:

Regional Office	- 15 days
Provincial Office	- 10 days
Districts	- 7 days
Stations	- 5 days
Sub-stations	- 3 days

3) Responsibility for any property is transferred to the incoming Chief upon turn-over by the outgoing Chief.

4) Inventory shall include all non-expandable assets contained in the property books of accounts, property found-in-station, property with deed of donation, CCS firearms/property, and all property in the custody of the command for safekeeping.

5) Property losses and overdrafts/advances in POL, incurred during the incumbency of the outgoing Chief should be reported by the incoming to the next higher Director for appropriate action.

6) Transfer of property from one command to another is not authorized.

7) The turnover of command inventory form shall be signed by both the outgoing and the incoming Chief of Police and submitted to the next higher headquarters by the latter for verification/appropriate dispositive action. One (1) copy shall be submitted to NHQ, PNP (Attn: Directorate for Logistics).

8) Relief of command responsibility for all property of the command shall be deemed consummated when the incoming Chief receives the transfer of responsibility and the next higher director has issued a certification/clearance.

### C. Procedure

1) The next higher director and/or his authorized representative has the responsibility to:

a) Supervise the smooth and orderly transfer of responsibility to the incoming Chief of Police

b) Take immediate action on the report of the incoming Chief of Police pertaining to issues of property and advances//overdrafts in POL.

c) Issue a certification /clearance for the outgoing Chief of Police director manifesting that all property has been turned over to the incoming Chief of Police.

2) Outgoing Chief of Police

He directs his RSAO/Property Custodian/RSO/RSNCO to prepare the inventory report in accordance with the prescribed form: scrutinizes and inspects all entries contained in it, and affixes his signature thus transferring the responsibility for the property to the incoming Chief of Police.

3) Incoming Chief of Police

a) Upon receipt of the inventory report, he scrutinizes and inspects all entries in it, and affixes his signature thus receiving responsibility for the property of the command.

b) Submits a report immediately to the next higher office of any losses of property and overdraft/advances in POL.

**SECTION 6. GUIDELINES ON THE APPLICATION OF THE DOCTRINE OF COMMAND RESPONSIBILITY**

a. Command Responsibility refers to the accountability of every Police Commissioned Officer (PCO) to closely supervise, coordinate, control and monitor the discharge of duties of his subordinates as well as the responsibility to control and monitor the activities of others who are operating within his area of jurisdiction and to take preventive measures as warranted by the circumstances.

b. Delegation of authority is the action by which the Chief, PNP assigns part of the authority to the Deputy Chief for Administration, Deputy Chief for Operations, the Chief Directorial Staff, the Directorial Staffs, Regional Directors and NSU Directors.

c. General applicability of the Doctrine of Command Responsibility in the PNP.

d. The director/commander/chief/supervisor of a unit or office shall have command responsibility over the personnel under his/her supervision and shall have responsibility for all its assignments, whether accomplished or not.

e. These Chiefs of Police shall also be held responsible for every breach of discipline, lapse in security, abuse of authority or violation of human rights or law committed by the men under them.

f. In a situation where a Police Commissioned Officer of a higher echelon is present in the area and has a knowledge of a misconduct or its imminent act but fails to take appropriate action, he is administratively liable and accountable for the said misdemeanor or unlawful act.

g. Responsibility for an improper act of a PNP member in the lowest unit may be determined through the conduct of investigation to the level of Chief of Police.

h. Scope of Responsibility as far as Chiefs of Police are concerned:

1) The NCR District Directors shall have command responsibility over the Police Chiefs of the NCR City/Municipal police Stations under his area of jurisdiction.

2) The COP of the NCR City/Police Stations shall have command responsibility over the commanders of the Police Stations in his AOR.

3) The Provincial Director shall have command responsibility over the Chiefs of Police of the Police Community Precincts.

4) The Chiefs of Police of the Police Community Precincts shall have command responsibility over the commanders of the Police Sub-stations.

## **SECTION 7. POLICY GUIDELINES FOR CHIEFS OF OFFICE LEAVING AOR**

a. COP of City/Municipal Stations of all levels of command down to the Chief of Police must secure from their next higher Director prior clearance before leaving their post.

b. For approved leaves, be guided by the following conditions:

1) Your unit must know your contacting address, telephone number; and

2) When emergencies of the service so require, said leaves are automatically suspended.

## **SECTION 8. PROPER TURNOVER OF COMMAND AND OTHER OFFICE RESOURCES**

During the change of commands, the following practices must be strictly observed:

a. Never take along or transfer to the new office or unit (or worst take home) office items such as: office furniture, appliances, personal computers, government issued items, service vehicles, documents/references, communication equipment, and office supplies.

b. Avoid unnecessary over expenditure of funds, POL, and office supplies.

c. Avoid misallocation and pre-arranged issuance of POL products.

d. Keep away from abusive procurement and unprogrammed withdrawals of logistical requirement.



e. In view of the above, the following guidelines should be strictly complied:

1) All Chiefs of Police/heads of offices/units are directed to implement the following principles of balanced budgeting:

2) All expenses must be programmed/released on quarterly basis.

3) Daily rate of expenditures/consumption shall be 1/90 or 1.11% of the quarterly allocation.

4) Any deficit/over draft shall be the accountability of the outgoing Chief of Police.

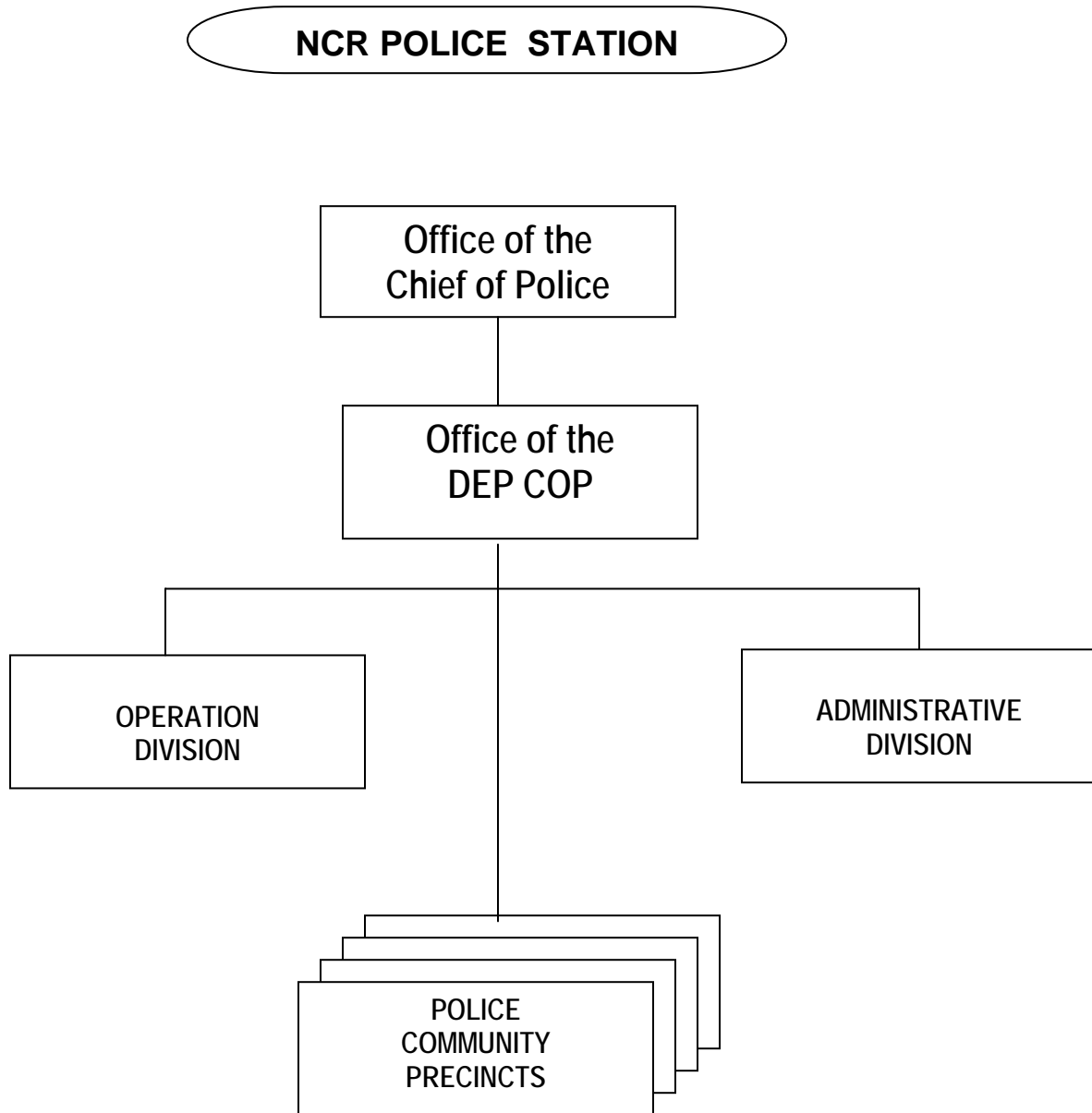
f. Unit/office service vehicles, furniture, appliances, bed, ammunitions, office supplies, documents, tools, computers and other office equipment should be properly turned-over by the outgoing Chief of Police and should be left behind.

g. Prior to the change of command, there shall be a proper accounting/inventory and turnover of all unit resources between the outgoing and incoming Chief of Police.

**CHAPTER 2**  
**ORGANIZATION AND MANNING**

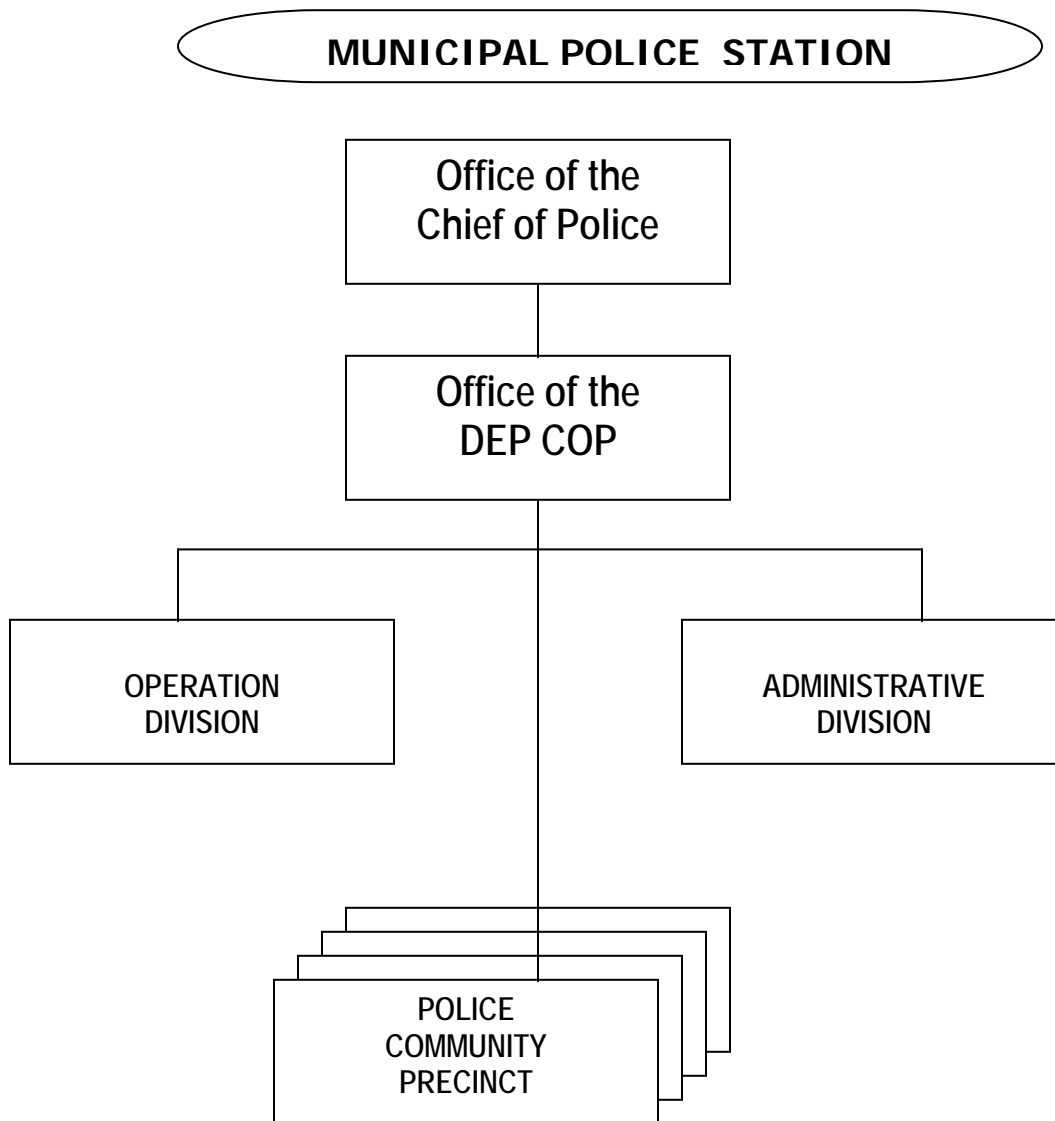
**SECTION 1. TYPES OF ORGANIZATION**

**a. NCR Police Stations**



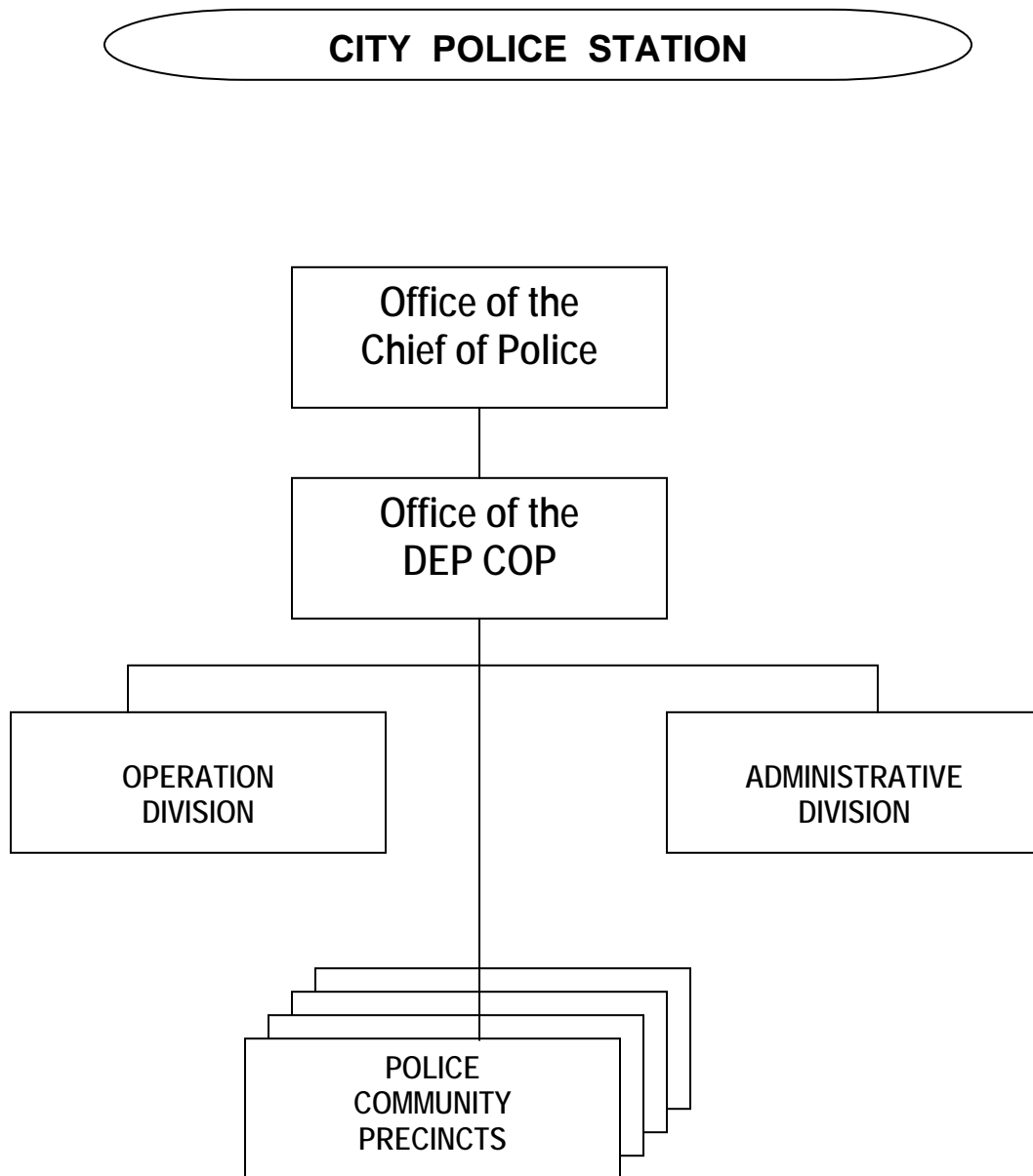
**FIGURE 1**

**b. Municipal Police Stations**



**FIGURE 2**

c. City Police Stations



**FIGURE 3**

## CHAPTER 3

### MANAGEMENT OF PERSONNEL

#### SECTION 1. MANPOWER ALLOCATION

Since Patrol is the most direct link to the people, and the heart of a unit's crime control effort, a manpower or allocation scheme must be prescribed to be able to achieve the following:

- a. Respond to the emergency and non-emergency demands of citizens in a timely manner.
- b. Conduct effectively prevention of crimes and other proactive patrol tasks.
- c. Effectively conduct tasks that are specific to an agency's patrol function such as follow-up investigations, task-force work and community-oriented activities.
  - 1) Allow officers to meet all administrative requirements satisfactorily.
  - 2) Ensure the safety of the public and its own officers.
- d. In defining the patrol staffing requirements, the following has to be considered:
  - 1) Number of calls for service
  - 2) Population size and density
  - 3) Composition of population, particularly age structure
  - 4) Stability of population of population
  - 5) Citizen attitudes toward crime
  - 6) Crime reporting practices of citizenry
  - 7) City/Municipal resources
  - 8) Trends in the foregoing areas
- e. To determine the most appropriate patrol staffing configuration, conduct a four-step study involving the following:
  - 1) Data collection on:
    - a) availability of patrol manpower
    - b) amount of workload
    - c) type of workload demanded

- 2) Data analysis of information on:
  - a) amount and type of activity produced by patrol officers
  - b) distribution and type of activity by day, shift and beat, over the course of the week.
  - c) proportions of committed and uncommitted activities
- 3) Policy and practices review.
- 4) Requirements specification:
  - a) developing effective manpower and deployment options
  - b) choosing the best option; and
  - c) calculating supervisory requirements

## **SECTION 2. GUIDELINES ON IN-SERVICE TRAINING**

- a. The Police Chief should see to it that in-service training is cost effective.
- b. He should begin his analysis by asking the following questions:
  - 1) Has the office attempted to identify training needs?
  - 2) What are the trainer's credentials?
  - 3) Does the trainer have an evaluation process?
  - 4) Are the goals and objectives clearly stated and followed?
  - 5) Does the program offer continuity of training within a topical area?
  - 6) Does the training provide a lasting benefit to the agency?
  - 7) Are the trainees required to report their assessments of training programs?
- c. Providing and participating in a variety of in-service training programs are important to all police agencies. However, training programs should be based on sound needs.

## **SECTION 3. THE TRAINING NEEDS ANALYSIS (TNA)**

Training is one of management's most important strategies for reaching organizational goals. When used to produce or upgrade organizational skills needed to overcome gaps in performance, training can bring back savings to an organization that are many times valuable than the cost of training itself. To be effective, training decisions must be based on a consistent flow of reliable information about the quality of performance in various parts of the organization.

- a. The Five Step Process of TNA:
  - 1) Step 1: Management Sanction and Preparation for Training Needs Assessment.
  - 2) Step 2: Scanning the Work Environment – to check performance discrepancies.
    - a) Studying records
    - b) Direct observation
    - c) Asking questions
  - 3) Step 3: Focusing – find out which discrepancies are deficiencies of skill and which are deficiencies of execution. Skill deficiencies can be remedied with appropriate training. Deficiencies of execution are not skill related and must be remedied through some other form of management.
    - a) Compiling
    - b) Analysing
    - c) Specifying
  - 4) Step 4: Planning for Implementation.
    - 4A Preparing strategies
    - 4B Setting priorities
  - Step 5: Reporting
    - 5A Training evaluation

## B. CHECKLIST FOR TRAINING NEEDS:

### a. Target

- 1) Who is to be trained?
- 2) What are their job functions?
- 3) Are they from the same unit or from different units?

### b. Instrument

- 1) Who will have input regarding needs ( director, chief, police officers or all of the above?)
- 2) What device will be used to assess the needs (questionnaire, survey, interviews, observation, work samples, written test, performance test).
- 3) How disruptive of the work environment will this analysis be and how might this be minimized?
- 4) What is the time frame for this analysis?

### c. The Assessment

- 1) What is the minimum work product desired?
- 2) What is the actual work product?
- 3) State in behavioral terms, the objectives for the work product when the needs are addressed.

- Training objectives define what employees will be able to accomplish by being trained.

### d. The Intervention

- 1) Is there a skill deficiency? If there is, what strategy should be used to address this deficiency?

- Training strategies describe how training objectives can be achieved.

- 2) If no skill deficiency, determine if the performance desired is more punishing to the member than non-performance; or the performance actually matters to the member because there are significant consequences to the level of performance.



## C. THE DISCIPLINARY POWERS OF THE CHIEF OF POLICE

### 1. Legal Bases for PNP Administrative Disciplinary Machinery

- a. The Philippine Constitution
- b. Civil Service Law
- c. NAPOLCOM Resolutions, Circulars, Memoranda
- d. PNP Code of Professional Conduct and Ethical Standards
- e. PNP Rules and Regulations
- f. RA 6975
- g. RA 3019
- h. RA 6713
- i. EO 226
- j. EO 292

### 1. PNP Disciplinary Authorities

a. Chiefs of Police (or equivalent supervisors) are authorized to mete out the following:

Administrative punishment:

- 1) Admonition/reprimand
- 2) Restriction to specified limits
- 3) Withholding of privileges
- 4) Forfeiture of salary
- 5) Suspension
- 6) Any combination of the above

In all cases the total period shall not exceed 15 days.

- b. Provincial Directors
- b. Regional Directors
- c. Chief, PNP

### 3. Types of Offenses involving internal discipline in the PNP

#### a. Minor offenses

- 1) simple misconduct/negligence
- 2) Insubordination
- 3) Frequent absences/tardiness
- 4) Habitual drunkenness
- 5) Gambling prohibited by law

b. Administrative offenses

- 1) Neglect of duty
- 2) Irregularity in the performance of duty
- 3) Misconduct
- 4) Incompetence
- 5) Oppression
- 6) Dishonesty
- 7) Disloyalty to Government
- 8) Violation of Law

4. Citizens Complaint

Any complaint against any member of the PNP can be brought to the following:

- a. Chief of Police
- b. Mayors of cities/municipalities
- c. People Law Enforcement Board

1) There should be one for every municipality/legislative district of a city.

2) Composition

- a. Any member of the Sangguniang Panglungsod/Bayan
- b. Barangay Chairman of the City/Municipality
- c. Three respected members of the community
- d. Term of Office – two years

5. Guidelines for taking Disciplinary Action

a. Police supervisors should abide with the concept of discipline and ensure that each subordinate conforms to standards set forth in written rules.

b. That there are two options to disciplinary action: the negative and; the positive. The negative discipline can include an oral admonition, reprimand, suspension, demotion or discharge. The positive forms include counseling, training and professional assistance. The decision on which form to use depends on whether or not the subordinate behavior can be changed by positive discipline and on the severity of the offense which may require negative discipline.

2. Role of the Chief of Police in the Disciplinary process

The police supervisor should be aware of the scope of his authority in taking disciplinary action. He performs four basic functions in maintaining discipline among the subordinates.

- a. He must explain to his subordinates policies, procedures and rules of conduct.
- b. He must determine whether or not alleged violations of work rules have in fact been committed by his subordinates.
- c. Once violation has been established, he must assess the appropriate disciplinary action that fits the offense.
- d. He must take action within the limits of his authority.

3. Principles applied when carrying out these four disciplinary functions:

In carrying out these functions, the police supervisor's actions must be:

- a. Legal
- b. Reasonable
- c. Consistent
- d. Timely

4. Causes of Subordinate Misconduct

- a. Boredom
- b. Discontent
- c. Idleness
- d. Lack of interest in the job
- e. Lack of work and assignments resulting from inadequate supervision
- f. Misunderstanding of policies and their need and purpose
- g. Lack of uniform enforcement of regulations
- h. Resentment
- i. Poor communications
- j. Emotional strain

5. Symptoms of Potential Discipline Problem

- a. Sudden change of behavior
- b. Preoccupation
- c. Irritability
- d. Increased accidents
- e. Frequent absences
- f. Increased fatigue
- g. Pronounced alcohol problems

1. Investigating Subordinate Misconduct

- a. The Police Chief may assign another police officer to conduct the investigation.

b. The investigator should employ normal investigative techniques such as talking to witnesses, interviewing the subordinate suspected of the violation, examining relevant documents, and comparing physical characteristic evidence.

c. The interview should be conducted at a reasonable hour, preferably during duty hours so that the subject subordinate does not have to return to the police station after duty hours.

d. The interview should normally take place at the police station so that both parties will feel at ease since they are in a common setting.

e. Before conducting the interview, the supervisor should inform the employee of the nature of the allegation against him.

f. The interviewer should at all times remain polite, and calm. No abusive or threatening language should be used.

g. When the misconduct involves a crime, the supervisor should allow the subordinate to be accompanied by a lawyer, if he so requests.

h. If the interview is a preliminary, informal discussion, there is no need for the recording of the interview. However, whenever the supervisor plans to use the statements of the subordinate for the purpose of proving the truth or falsity of the allegation the interview must be recorded either by tape or by a stenographer.

i. Whenever the subordinate is being questioned regarding conduct that is, or could be criminal in nature, he should be advised of his human (i.e. Miranda doctrine rights prior to the interview).

7. In determining the disciplinary action to take when there is strong indication of misconduct, the supervisor must consider following factors:

- a. The employee's past work and disciplinary history, and nature of offenses.
- b. The nature and extent of the employer's contribution to the agency (awards, commendations, special projects).
- c. The opportunity for constructive rehabilitation

- d. The nature of the position as to which the employee is assigned (the more responsible the position, the more rigorous the standard of performance).
- e. The type of consequence of the offense.
- f. The possibility of misunderstanding, misinterpretation, enticement or provocation).
- g. The existence of contributory insufficiency or misconduct on the part of others.
- h. The degree to which the employee could control timing, location or events.
- i. The types and severity of corrective action available.

## D. GRIEVANCE MACHINERY

### 1. Policy

a. Sec.81 RA 6975 (DILG Act of 1990) establishes the right of PNP uniformed personnel to present complaints and grievances to their superior chiefs and have them heard and settled as soon as possible to the best interest of the employee concerned, the PNP organization and the government as a whole.

b. Rule XII, Civil Service law and rules mandate the creation of a grievance machinery in every government agency. The PNP management shall insure the fair, speedy and equitable settlement of the employer's complaint/grievance according to approved rules and regulations.

### 2. Definition of Terms

a. Complaint – a verbal or written expression of dissatisfaction with some aspects of working conditions, relationships, or status which are beyond the personnel's capacity to change or control.

b. Grievance – a complaint in writing which is the opinion of the personnel concerned has been ignored, overlooked, or dropped without due consideration.

c. Grievance procedure – method of finding the best way to remedy the cause of the complaint.

### 3. Objectives

a. To promote wholesome and harmonious relationships between supervisors and their subordinates in the PNP organization.

b. To encourage PNP members to exercise their rights and to present complaints/grievance and to have them settled fairly and speedily.

- c. To prevent discontent and dissatisfaction among PNP rank and file.
- d. To discover interpersonal problems and find ways to resolve them.
- e. To improve employee morale through management response to needs of personnel.

This machinery covers grievance of personnel of the local police force against their peers, supervisors, and subordinates.

- e. The right to appeal decisions or actions shall not be curtailed.
- f. These procedures shall not apply to official actions of PNP Directors to the exercise of disciplinary power under RA 6975 when specific procedures for relief through appeal are already provided.
- g. Complaints/grievances concerning promotion shall be given due course. Aggrieved party may choose this procedure or any other applicable law/regulations.
- h. All proceedings shall be treated as confidential.

## 6. Procedure

### a. Complaint or grievance may be a result of the following:

1. implementation of policies, practices, procedures
2. exercise of discrimination
3. favoritism
4. giving of commendation/award, promotion, salary increase
5. working conditions
6. tools/equipment

### b. Stages

#### 1. First Stage

Complaint /grievance shall be presented to the complainant's immediate superior who shall take the following action:

- Discuss the complaint in private
- Encourage complaint to talk freely
- At the end of the discussion, the superior must state his position clearly. The decision can be given within three days. No attorney is required; witness may or may not be necessary.

## 2. Second Stage

If a complainant is not satisfied with his superior's decision, he shall submit his complaint in writing to his superior who will forward it within 48 hours to the next higher superior. The latter will inform the complainant in writing of his decision within five days from receipt of the written complaint.

## 3. Third Stage

If the complainant is not satisfied with the decision of his immediate superior and of the next higher superior, he may appeal in writing to the next higher superior. The latter will inform the complainant in writing of his decision within five days from receipt of the written complaint.

### c. Grievance Committee

1. This consists of an officer appointed by the Director/Chief of Police who will act as chair and two other officers of the unit.
2. The chair shall schedule a hearing within five days.
3. All members of the Committee should be present.
4. All proceedings shall be recorded.
5. Complainants and employees affected by the complaint shall be given three days to give their testimonies, present witnesses and other evidences to support their stand.
6. The Director/Chief upon receipt of the proceedings, findings and recommendation, shall render his decision in writing within three days. The decision takes effect immediately unless appealed within 15 days to the next higher superior whose decision shall be final and executory.

### d. Implementation

1. Every unit from NHQ, PNP down to the police station shall create an Ad Hoc Grievance Committee to take cognizance of five complaints at most.
2. It shall be the command responsibility of every unit chief to act on all grievances within two days of receipt.
3. All complaint shall be filed. Include the following information:
  - name of complaint
  - rank
  - designation
  - present section or division of assignment
  - immediate superior
  - present department or unit
  - higher supervisor

- nature of grievance (brief)
- settlement desired
- signature of employee
- date of filing from lowest level in the agency

## E. COPING WITH JOB STRESS

### 1. Sources of Psychological Stress

#### a. Intra-organizational practices and characteristics

1. Poor supervision
2. Lack of career opportunities
3. Inadequate rewards
4. Offensive politics
5. Excessive paperwork
6. Poor equipment

#### b. Inter-organizational practices and characteristics

1. Lack of career development
2. Lack of cooperation among units

#### c. Criminal Justice System practices and characteristics

1. Ineffectiveness of corrections system
2. Unfavorable court decisions
3. Misunderstood court procedure
4. Preoccupation with street crime

#### e. Public practices and characteristics

- Distorted press accounts
- Unfavorable attitude of the people
- Criticism from neighbors
- Adverse government decisions
- Ineffectiveness of referred agencies

#### f. Police work itself

- Role conflict
- Irregular work schedule
- Fear and danger
- Sense of futility
- Absence of closure
- Victim's pain



- Physical and mental demands of police work

2. Warning Signs of Stress

- a. Abrupt change in typical behavior pattern
- b. Rapid mood changes
- c. An overly auspicious attitude
- d. Excessive use of alcohol
- e. Over hostility
- f. Extreme defensiveness
- g. Frequent illness
- h. Excessive nervous habits
- i. Accident prone
- j. Taking unnecessary chances
- k. Obsessiveness about working
- l. Sleep disturbances
- m. Decrease in work performance
- n. Depression
- o. Use of excessive violence

3. Reducing Stress

- a. Major efficient pre-employment screening to weed out those who cannot cope with high stress job.
- b. Increased practical training of police personnel on stress including the simulation of high-stress situations.
- c. Training programs for spouses so that they can better understand potential problems.
- d. Group discussion where officers and perhaps spouses can ventilate and share feelings about the job.
- e. A more supportive attitude by police executives toward the stress-related problems of patrol officers.
- g. A mandatory drug and alcoholic rehabilitation program.
- h. Immediate consultation with officers involved in traumatic events such as justifiable homicides.
- i. Provision of departmental psychological services to employees and their families.

j. On the individual level -

- physical exercise
- proper diet
- increased self-understanding
- higher self-esteem
- talking it out with confidants

## CHAPTER 4

### GENERAL OPERATIONAL GUIDELINES

#### A. POLICE OPERATIONS

##### 1. Crime Prevention

###### a. Children and Youth Relations Section

The creation of the CYRS in every police station will ensure the efficiency and effectiveness in the application of appropriate techniques, approaches and procedures in the processing of case of Children in Especially Difficult Circumstances (CEDC which are designed to aid in the protection and rehabilitation of the CEDC).

The CYRS shall replace the erstwhile Juvenile Control Unit/Section of Youth Aid Section of the Patrol Division of police districts and stations.

As the station level, the CYRS shall operate directly under the Chief Operations Branch. The Chief of Police shall implement all CEDC program/projects through him.

The creation of the CYRS shall be compulsory in every police station in the NCR and highly urbanized areas in the country.

Officers/men, women who will compose the CYRS must be trained on the management of cases of CEDC, imbued with love, compassion to the cause and welfare of children and youth.

The CYRS is tasked to:

1. Enforce laws relating to children/youth
2. Investigate cases relating to CEDC.
3. Prepare plan of action to assist CEDC.
4. Implement programs designed to detect and prevent conditions that may lead to child abuse, neglect, deviant behavior and other circumstances detrimental to the total development of the youth.
5. Keep a separate record of CEDC case, including those referred to the DSWD rehabilitation center.
6. Monitor youth offender in jail; refer their cases to DSWD.

7. Coordinate/collaborate with other agencies of the juvenile justice system.

b. CYRO – Children/Youth Relation Office

In areas that do not require the creation of CYRS, the Chief of Police shall designate a CYRO, who must:

b.1. Be a regular member of the police station.

b.2. Have a special training on the management of children.

b.3. Possess the aptitude and temperament for handling problems of children.

b.4. Have good, moral character.

c. Police Beat System

1. Concept of Operation

Designation of Police Community Officers for each station to see to it that the following PCR activities are done:

- Conducting a census of residents.
- Identifying existing problems in each beat
- Conducting dialogs with formal and informal leaders in the community.
- Participating/supporting community initiated projects/activities within the

beat.

2. Concept of Implementation

- Preparation Phase (Selection and Identification of police blocks).
- Training Phase (Training of police personnel to be assigned for not more than three days.
  - Start up Phase (This marks the start of operations, not more than two weeks. Census must be completed.
  - Sustaining Phase
  - Start actual PCR operation

a. Make rounds of the beat

b. List down problems of the community through dialogues and interviews.

c. Start of duty referrals to concerned agencies.

- Assessment of Evaluation Phase

- a. Gather impact indication
- b. Evaluate the performance of beat Policemen

3. Concept of Administration

While the Project Team shall play an active role in the planning, organization and training, Police Beat personnel, operational control and supervision of said personnel shall remain with their respective stations.

## **2. Anti-Organized Crime**

a. Organized crime consists of:

1. complex of people
2. organization
3. enterprise, and
4. pattern of illegal acts

b. Types of syndicated Crimes Relationship

1. Syndicate – mob's own employees and capitals are used.
2. Franchise – distinct geographical area such as a neighborhood or entire city is ceded to an independent operator for the purpose of running an illegal business.
3. Joint Venture - a partnership with other party of roughly equal in size, wealth, power and the ability to employ violence for purposes of making considerable profit.

c. Reasons for Non-Reporting of Criminal Activities

1. No real victims of organized crimes assume the rule of the complaint.
2. The services of must syndicate operations such as gambling, prostitution, pornography do not produce immediate victims.
3. The most serious damage done by organized crime does not surface immediately.
4. The citizens of the community and its institutions are collective victims of organized crime enterprises where extortion and violence are used and the people are the individual victims.

d. The following are the four areas considered to be Indicators of the Existence of Organized Crime:

1. The People

Career criminals with records and services ( e.g. gambling, loan sharking) histories of offenses in the categories of providing illegal goods and services (e.g. extortion, assault, homicide).

2. The Organization

a. Crime Syndicate hierarchical structure beginning with street level service, first-line supervisors, mid-level managers, and a top level leader or boss.

3. The Enterprises

a. Ongoing illegal businesses to provide illegal (stolen) goods – (food, clothing, precious metals) and services (gambling, loan sharking, prostitution).

b. Legitimate business acquired through a pattern of illegal activity (default on illegal loan, extortion) or with the proceeds from an illegal business.

4. The Acts

a. Pyramid arrangement of crimes to guarantee maximum return on investment or to disguise the commission of an earlier crime.

b. Corruption of public officials in criminal justice and other agencies in order to neutralize their interference in the conduct of illegal businesses to assure that investments in legitimate businesses bring a maximum return on investments; and to develop political influence as a service made available to other for a fee.

c. Coercion and violence committed to eliminate competition or to discipline employees or actual or potential witnesses in government proceedings.

d. Coercion and violence committed to eliminate competition or to discipline employees or actual or potential witnesses in government proceedings.

e. Monopolistic control over an illegal good or service in a defined geographic area in order maximize profits.

5. The Pyramid Effect of organized Crime

a. Organized crime forces its managers to commit other crimes. The objective of these crimes is to ensure maximum profit from the original enterprise,

to disguise and protect from competition and from law enforcement and to parlay the profits from that enterprise into investments in still other legal and illegal businesses.

- It begins with large grossing illegal enterprise such as numbers bank.

- Managers and employees violate state gambling laws, i.e. lottery, state conspiracy, income tax laws, fraud, etc.

- The profits from the number operation are invested in other lucrative business and ventures, i.e. real estate and loan sharking.

- Vivid examples of victimization of citizens come from documented cases of loan sharks operations, where syndicates place enormous pressures on them to move money on the street and collect installment payments on time, so that the money can be reinvested. Pressures are so intense and violence is used to effect collection. The result is that loan shark customers live with a degree of fear and face coercion.

b. The second type of harm caused by organized crime is the corruption of public institutions.

- Dishonest public servants, especially the police at the front lines of public protection are paid one salary to uphold the common good and public welfare, and a second one to pursue personal gain and selfish ends.

- The employee's loyalty is transferred from public agency to the private interest group or individual making the bribe payment.

- Corrupt employees become enmeshed in a system of private rewards, and this incentive system is reinforced as bribe payment continue.

- Corrupt police officers are not likely to perform their duties and would rather spend time in corrupt activities and do little police work.

- These observations also hold true for employees of licensing, regulatory, and other public agencies.

## **2. Vice Control**

a. Vice – means a variety of illegal services; prostitution , gambling, pornography, liquor and narcotics.

b. The aim of vice control among police administrators is to reduce the ability of vice operators to conduct their trade in open view (i.e. in direct or close contact with the public).

c. Normally there are more vice operators than there are police officers to remove them from the streets hence deployment of enough police officers is a major problem of police resource allocation.

d. The operational objectives of the police are to drive the vice operators off the streets and to suppress and displace vice activities.

e. Police should consider two consequences that follow from the failure to treat the displaced but thriving vice problem as an equally serious matter.

1. First, vice operators who have gone underground cause problems of corruption. When police believe that the problem has disappeared, they are allowing and even tacitly encouraging corruption to enter vice enforcement in the community or to grow much worse, if it is already there.

2. Second, when arguments for enforcing vice laws is to dry up the huge revenues that would flow to organized crime groups.

f. The strongest arguments for enforcing vice laws is to dry up the huge revenues that would flow to organized crime groups.

g. The problem on the control of hard narcotics in a community, falls somewhere between street level vice and syndicated crime. Attention is mostly devoted to syndicated operations rather than the street sales to addicts due to the large quantities of money involved in large purchases of drugs and the presence of higher level distributors.

h. Fantastic profits in narcotics trade have attracted organized crime syndicates. Today, it is common to find syndicate members, occasionally top level leaders, financing large shipments of hard drugs.

i. They are usually far removed from the actual exchange of money, but large scale transactions could not take place without their backing. When police learn that this type of organized crime occurs in their community, their first option is to develop a capability to make conspiracy cases against the wholesale dealers and financiers.

j. There is a gray area between organized and white collar crime.

k. White collar crime today is totally unrelated to or uncontrolled by organized crime syndicates. There are so many opportunities to commit larceny and fraud in the insurance, real estate, banking and other business sectors that it would be difficult for crime syndicates to control all of this illegal activity.

l. Police should be concerned with maintaining efforts against independent and syndicate-affiliated white collar fraud. They should distinguish a campaign aimed at using a particular fraud offense to apprehend syndicate criminals from the need to maintain a capability to combat white collar fraud wherever it victimizes investors.

m. Police should remember that as individual fraud schemes succeed in their community, they will increase in number and size. The defrauders may be so deeply entrenched that neither police nor prosecutor can oust them.



#### 4. Campaign Against Illegal Activities

##### a. Illegal Gambling Directives issued by PNP to all Units

September 2, 1989 - identified campaign against all forms of gambling.

December 21, 1992- Drive against financiers/maintainers/operators of illegal gambling.

Administrative Order No. 222 – October 9, 1995 – strengthening the operations of the Anti Illegal Gambling Unit of the GAB, where the PNP is a part.

##### b. Illegal Logging, Fishing, Quarrying

LOI 17/94 KALIKASAN (PNP Campaign plan to protect environment and natural resources.)

##### References:

PD No. 1219 - Mandating the PNP to assist the BFAR in the enforcement of marine and aquatic resources law.

PD No. 1698 – Amendments to certain provision of PD 1219

AO No. 114 – Constituting a Presidential Committee on illegal fishing and marine conservation.

Memo of Agreement with DENR, July 13, 1993 – designation of the PNP as the primary agency for extending police assistance to DENR.

Draft Memo of Agreement by DENR and DILG – PNP re-control of vehicular air pollution.

LOI 3693 DUHAT – PNP's campaign against illegal logging.

LOI 46/93 CHESA - PNP's campaign against destruction of marine life.

Memo of Agreement by DA and DILG-PNP re campaign against Fishery Laws Violation and Bantay Bayan Program.

Memo of Agreement by DENR and DILG-PNP re Forestry and Environmental Laws Violation.

Mission - The PNP shall conduct operations to protect and conserve our environment/natural resources, in coordination with concerned government and non-government agencies.

Concept of Operation – The PNP shall organize, train, equip and develop a PNP Environment and Natural Resources Protection Force (ENREPF) that shall be dedicated to the accomplishment of its mandated mission. The primary responsibility of the PNP ENREPF is to provide police assistance to the DENR, DA and other concerned government and non-government agencies in conducting special operation implementing environmental and natural resources protection laws.

## B. POLICE INTELLIGENCE

Intelligence is a special class of information because it is cultivated either to identify crimes that otherwise would not be identified (owing to their hidden nature) or to identify offenses that are likely to occur at a prearranged time in the future (i.e., hijacking) .

### 1. Types of information to be collected:

a. Strategic intelligence – identifies patterns and trends of activity such as leadership structure, legal and illegal enterprises, and destinations of illegal profits.

b. Tactical intelligence – provides the police with information with which to make a criminal case, such as probable cause to raid a bank. Police often make the mistake of investing little time in strategic intelligence, spending most of their time gathering tactical intelligence which merely serves the arrest quota syndrome and hardly makes a dent in crime solution efficiency.

### 2. Improving the quality and use of information

a. Establish an analytical capability to extract as much meaning as possible from the raw information collected.

b. Disseminate the strategic intelligence where it will have its greatest impact..

- i. tactical unit
- ii. local prosecutor
- iii. investigative panel

c. Do not supply intelligence where it is not needed. Supply information on a restricted and need-to-know basis.

### 3. Privacy and security considerations

a. The basic safeguards against the indiscriminate collection and distribution of information include:

1. Collection of information that is limited to criminal conduct.
2. Development of standards for data that are to be included in the system
3. Collation and analysis in a secure environment
4. Dissemination only to criminal justice agencies with a clear need to receive the information.

b. A formal compact that sets forth explicit criteria and due process safeguards should precede the implementation of any intelligence sharing arrangement.

### **C. POLICE INVESTIGATION**

#### 1. Guidelines to the Investigator during the investigation

a. Ascertain the truth of the reported crime. Go to the crime scene as soon as possible.

b. Use only practices, techniques/procedures which are consistent with existing laws, rules of Court, the Constitution and the Universal Declaration of Human Rights. Do not use any form of maltreatment, threat, coercion or promise of reward.

c. Be thorough in the gathering of facts. Take down seemingly unimportant information; it could be missing link.

d. Always assume that a criminal brings something, leaves something behind, or takes something out..

e. Do the interview; do not allow yourself to be interviewed.

f. Evaluate the initial facts available. These will guide you in the sequence of subsequent investigations.

g. Find out motive of the crime.

h. Consider the “modus operandi” in every crime situation. Look into the voice, gait, attire, weapon, mannerism of the suspect. Don’t be deceived by appearances.

i. Check and double check the identity of the suspect.

j. Maximize use of forensic science or scientific investigation.

k. Cooperation/teamwork is important in crime solving.

l. Evidence must not be tampered, neglected, changed or exchanged. Don’t falsify or fabricate facts.

#### 2. Guidelines after investigation

a. Prepare the investigation report containing the following information:

- Authority to investigate
- The reported crime
- Testimony of witnesses
- Findings/recommendation for the dismissal or filing of charges.
- Sworn statements/affidavits/documents/pieces of evidence in support of the recommendation of investigator.

b. File cases for preliminary investigation with:

1. City/provincial prosecutors
2. Judge of municipal trial courts
3. Regional state prosecutors

c. After the preliminary investigation, said MTC may issue a warrant of arrest if a probable cause exists and there is a necessity of placing respondent under custody.

3. Qualification of an investigator

a. Must be a law or criminology graduate; has passed corresponding government examination.

b. Must have training on human rights.

c. Must have training on psychology and sociology.

d. Must have the ability to make friends and get the cooperation of others.

e. Must have the following character traits:

1. Adaptability
2. Patience, understanding, courtesy
3. Tact, self-control and dignity
4. Management skills

4. Integrity

f. Must have the following psychological attributes:

1. Curious and inquisitive
2. Observant
3. Patient

5. Steps in the conduct of investigation

Upon receipt of the report or complaint:

a. Record the date and time the report was received, including the name and personal circumstances of the person who made the report.

b. Immediately form a team to respond to the reported incident.

c. The team should include the following:

1. Team Leader
2. Assistant team leader
3. Photographer
4. Sketcher
5. Measurer

6. Recorder or note-taker
7. Evidence custodian
8. Investigator
9. Crime Laboratory

d. Things to bring:

1. Crime scene tape or rope
2. Measuring devices ( ruler, measuring tape)
3. Recording materials (chalk, sketching pad, paper pad,  
Camera , video camera, tape recorder)
4. Finger printing equipment
5. Evidence collection kit

Upon arrival at the scene, start the scene of crime operation (SOCO)

a. Record date/time of arrival at the crime scene, location of the scene, condition of the weather, condition and type of lighting, direction of wind, and visibility.

b. Secure the crime scene by installing crime scene tape or rope.

c. Before touching or moving any object at the crime scene, determine first whether or not the victim is still alive.

d. If the victim is still alive, ask him about the circumstances of the crime, while a member of the team or someone must be calling for an ambulance at the nearest hospital. After the victim is removed and brought to the hospital, measure, sketch and photograph the crime scene.

e. If the victim is dead, the body should only be removed after the crime scene is measured, sketched and photographed. Only a coroner or a medical examiner shall remove dead body unless unusual circumstances justify its immediate removal.

f. Identify and retain for questioning the person who first notified the police, and other possible witnesses.

g. Determine the assailant through inquiry or observe him if his identity is immediately apparent. Arrest him if he is still in the vicinity.

h. Separate the witnesses to get independent statements.

Be guided by the following In the conduct of search and recording of activities at the Crime Scene:

a. Assess the situation before conducting an actual search to determine the number, kind and views of the photographs to be made and the plan of the search.

b. Immediately designate a “headquarters” or safe area where you could stay in which there are possible evidence that may accidentally be disturbed or altered.

c. After attesting the situation, adopt appropriate search plan by using any of the following methods:

- a. Strip method
- b. Spiral method
- c. Zone method
- d. Wheel method

d. Concentrate and gather evidences that can establish the elements of the crime, and can serve to locate the criminal.

e. Use an appropriate instrument or equipment to collect the evidence and place them in a container.

f. Do not touch or move as evidence once it is located until it has been identified, measure, recorded and photographed.

g. Consider all objects or items found inside or within the crime scene as significant and take appropriate documentation and recording.

h. Photograph the crime scene by making series of overlapping shuts from the perimeter inward to obtain maximum information on how the crime was committed.

i. Take the following photographs at the crime scene:

1. Over-all photographs – done clockwise until at least four general views have been taken.

2. Photograph of the victim – A set of pictures showing the relationship of the cadaver with the surroundings, including the injuries it sustained.

3. Photograph of evidences – weapons, blood stains, hairs, fibers, papers and other evidences.

4. Photograph of the vicinity or environs

j. Make sure to take note of the following photograph data:

1. Data to identify the photograph with the offense

2. Name of the photographer

3. Data on the orientation or position of the camera with the scene

4. Date and hours when each photograph was taken
5. Data about the light and weather condition when each photograph was taken
6. Data about the type and make of the camera, and the kind of film used
7. Focal length of the lens
8. Data on the developing, printing and other special laboratory techniques

k. Prepare a rough sketch of the crime scene indicating the actual measurement with scale and proportion observed:

1. Sketch of locality – provides a picture of the scene, the crime and its vicinity, including neighboring buildings and roads leading to the crime scene.
2. Sketch of grounds – picture the scene of the crime with nearest physical surroundings such as a house with garden, floor plan and others.

In the follow-up investigation:

- a. Conduct interview of the neighbors or residents within the immediate vicinity of the crime scene to locate possible witnesses.
- b. Investigate the immediate family members of the victim as to the possible perpetrators or suspects
- c. Verify all investigative leads gathered from the witnesses and intelligence networks relative to the case.
- d. Record check and background investigation of complainant, witnesses, and suspects should be conducted as may be necessary.

5. Use of services offered by the Crime Laboratory

- a. Avail of the services of the Crime Laboratory personnel in the lifting of the latent finger prints, font prints or impressions left or made by the suspects.
- b. All pieces of evidence gathered that need to be examined by the Crime Laboratory must be properly indorsed to it.
- c. All weapons, especially firearms, should be subjected to appropriate physical, chemical and ballistics examination.

d. Subject the cadaver to autopsy.

6. Preparation of cases for prosecution in court

a. Prepare the letter transmittal to the Provincial/City Prosecutor or criminal complaint if the case is to be filed directly with the Municipal Court.

b. Be sure to attach the following documents to the complaint:

1. SS of the complainant
2. SS of the witnesses
3. Death Certificate of the victim

**D. MANAGEMENT OF CHILDREN IN ESPECIALLY DIFFICULT CIRCUMSTANCES (CEDC)**

1. Protection of children – the removal or control of environmental hazards that directly affect children.

a. Get involved in the Local Council for the Protection of children (LCPC) and other similar councils.

b. Help explain laws, particularly those pertaining to children. Promote the UN Convention on the Rights of the Child. Participate in community assemblies.

c. Make “spot maps” which indicate areas of high incidence of delinquency, pinpoint areas that need help, so that planning of programs becomes more realistic and police attention more focused.

d. Conduct patrol operations and inspections where the children and youth are exposed to danger (commercial centers, bus/train stations, bars, markets, etc.)

e. Conduct surveillance of places of persons suspected of molesting or abusing children (tourism and hotel operations, pyrotechnics, mining, factories, etc.)

2. Management of a child as the accused

**a. Apprehension** - the stage of first contact between the offender and the police. Spare the child from traumatic experiences.

1. Serve the warrant of arrest or search in a legal, humane and responsible manner.



2. Be in plain clothes; avoid marked vehicles.
3. Avoid speaking in a loud voice and using vulgar words.
4. Take the child to any government medical/health officer for a physical check –up (Art. 190 of PD No. 603). For drug users/dependent, ask the Dangerous Drug Board to conduct a drug test on them.
5. Inform the Social Worker of the DSWD of the apprehension of the child within eight hours.
6. Inform the parents within eight hours about the arrest. Ask them to come to the police Station.

7) If the police officer is not a member of the CYRS, immediately turn over the child to CYRS/CYRO for proper disposition of the case.

**b. Investigation/Interview**

1) Do the investigation and interview in the presence of parents, guardian or social worker.

2) Do not use deceit, false promises, intimidation or harsh treatment during the investigation.

3) Never use any third degree method and physical punishment.

4) There should be sufficient privacy during the interview.

- a) Threat the child with consideration.
- b) Be friendly.
- c) Try to gain the child's confidence/respect.
- d) Tell the child of your willingness to help.
- e) Discover the child's problem.
- f) Speak his/her language.
- g) Encourage the child to do the talking.
- h) Be a good listener.
- i). Be patient and firm.

c. **Fingerprinting.** When taking the fingerprints of the child, consider him/her a civilian and do not put him/her in the same category as adult offenders.

d. **Detention.** As much as possible, detention should be avoided. However, if parents cannot be found, or if after consulting with parents the police deem it is in the best interest of the child to be detained, do the following:

1) Take the child to court or to a detention home designated by the court.

2) Always consult a Social Worker.

3) Notify concerned school authorities.

4) Separate the female child offenders from the male.

5) Separate offenders aged 11 to 13 years old from the older ones.

**e. Referral** – The police may refer the child’s case to other pillars of the juvenile justice system.

1) If the case falls within the purview of Section 2 of Presidential Decree 1508, refer it to the Barangay Chairman for conciliation; otherwise, refer it to the prosecutor.

2) In both instances, refer the child to the DSWD.

3) Upon orders of the court, release the child on recognizance to the custody of his parents or other persons who shall be responsible for his appearance in court.

4) If the child is eligible for release or recognizance or unable to post bail, refer him/her to the DSWD or the local detention center.

5) If the child needs medical, emotional or mental help, refer him./her to a doctor, psychologist, or a psychiatrist.

**f. Linkages/Networking**

1) The CYRO automatically becomes a member of the Child Protection Team that will quickly respond to cases of children in need of assistance.

- He/She shall motivate, initiate, encourage and promote the participation of the community, civic institution and people’s organization, as well as rehabilitation programs, projects and activities.

- He/She shall work closely with the DSWD.

**3. Management of the Child as Victim or Complainant or Witness**

a. A Child Victim is one who is

- 1) Physically/sexually abused – at home, at school, etc.
- 2) Economically/sexually exploited – illegal recruitment, child prostitution.
- 3) Neglected – runaway child, street child.
- 4) Abandoned – left by parents
- 5) Caught in situations of armed conflict.

b. Procedures in handling a child victim

1) Record the personal data of the referring party, complete data on the child, brief narrative of the circumstances.

- 2) Take the child to a medical officer for physical and mental examination within 24 hours of referral.
- 3) Refer child to the nearest office of DSWD.
- 4) If there is a basis for court action, refer case to prosecutor.

## **E. PATROL ADMINISTRATION**

Patrol force is the largest and oldest of all police services and it is the focal point of all police activities.

A Patrol officer occupies a position of unique responsibility and importance. He is a visible symbol of safety and protection.

### **1. Five Major Objectives of Police Patrol**

#### **a. Crime Prevention**

The prevention and suppression of crime is the first and most important mission of the patrol officer.

- 1) Police visibility is based on traditional belief that highly conspicuous presence of police will deter criminal activity.
- 2) However, the patrolman in uniform is not the deterrent to crime that many assume to be. He can only be effective if he observes and responds to criminal activity.
- 3) Thus, the only true measure of effectiveness of preventive patrol is the amount of crime not committed.

#### **b. Crime Investigation**

- 1) Efforts of patrol personnel with respect to Crime Investigation has been superficial due to prevailing attitude that Patrol officers do not possess the necessary qualifications to thoroughly investigate crimes.
- 2) Patrol officers can not exercise the same degree of latitude with respect to their movement and activity that plainclothes investigators are capable of exercising.

3) A key factor in determining whether or not a crime will eventually be solved is the action taken by the patrol officer upon initially responding to the crime scene.

4) Sufficient time for patrol personnel to conduct a thorough and satisfactory investigation should be allowed.

5) The fundamental responsibilities of the patrol officer are the following preliminary investigation, follow-up investigation, collection of evidence and crime reporting.

a) Preliminary Investigation

Information to obtain:

- nature of crime
- suspect's description
- mode and direction of travel
- type of weapon used

Three important purposes:

- to determine what, if any crime has been committed
- to determine whether the local police department has jurisdiction (if not, appropriate agency should be notified)
- to attempt the immediate apprehension of the perpetrator

b) Follow-up Investigation

Designate personnel as follow-up officers.

The "split-patrol" is a patrol force divided into two separate elements, one responds to calls for service, the other remains free to concentrate on self-initiated non-dispatched patrol duties.

c) Collection of Evidence

- Needs highly skilled technician.
- Patrol officers should be provided with basic crime scene investigation equipment.
- They must be trained in the basic techniques of crime scene investigation.

d) Crime Reporting

and their account of the crime.

- List what happened including names of witnesses
- Enumerate what is left to be done in the follow-up investigation.

**c. Law Enforcement**

1) Has potential impact on the security and well-being of the community.

2) It is important that the law enforcement role of the patrol officer be performed with sound judgment and keen sensitivity of the implications it has upon the community.

3) Patrol officers run the greatest risk in performing this role, which is due in part to the nature of the laws which they are expected to enforce.

4) Law enforcement role of patrol officers is not clearly articulated, (how, when and under what conditions particular laws are to be enforced).

5) The Police exercise awesome powers in their law enforcement role, including the power to deprive citizens of their individual freedom, to jeopardize their community standing and personal reputation.

6) These powers tend to be abused.

7) The law must be enforced impartially and with full recognition of its intent and purpose.

**d. Maintenance of Social Order**

1) It is the primary obligation of the police.

2) It arises when the patrol officer decides not to invoke his law enforcement powers and chooses some lesser form of control hence, it is often a direct result of his discretionary authority.

3) It involves element of peacekeeping.

4) It is a more dominant role of patrol officers in society.

5) Must be acknowledged and treated as an acceptable alternative to law enforcement.

## **2. Police Visibility Patrols (OPLAN LAGING HANDA)**

- a. Mobile detachment – A mobile foot patrol team manning a control point and 2-6 visibility points in the assigned AOR.
- b. Control point – centrally located post where the vehicle with the team leader and crew is stationed to control and back up its 2-6 buddy foot patrol.
- c. Visibility point – vantage spot adjacent to and on either side of the control point being used by a buddy foot patrol.
- d. Procedure

### **Mobile Detachment**

- 1) Team leader – responsible for his men; sees to it they are manning their respective post.
- 2) Unit equipment are properly accounted for, maintained and turned over to the receiving team.
- 3) Team should be alert; must establish contact and support with local folks and immediately respond to call for assistance.
- 4) Turn over all suspect apprehended to police section for investigation.
- 5) Record in logbook all complaints, incidents and action taken.
- 6) No one leave his post until properly relieved.

### **Mobile Sub-Team**

- 1) Shall be basically stationed at the control point directly, supervising, monitoring its 2-6 buddy foot patrol.
- 2) Maintain peace/order in its immediate surroundings within hearing distance.
- 3) Should there be any accident reported by the foot patrol team, the team leader should inform and alert their mother station headquarters. Sould reinforcement be needed, it shall immediately respond to back up the foot patrol.

### **Foot Patrol Sub-Team**

- 1) Foot patrol of two personnel each shall conduct beat patrol equipped with portable or hand-held radio set head sets and appropriate firearms.
- 2) The “buddy system” should always be exercised.
- 3) Any incident should immediately be reported to the mobile sub-team for information and disposition.
- 4) Must establish good rapport with resident, barangay officials and workers.
- 5) Must establish information nets.

#### **e. Inspection**

**Chief of Police** should:

- 1) Conduct frequent inspection of mobile detachment and foot patrol team.
- 2) Check and ensure that proper posting and relief are properly followed.
- 3) Conduct tests to promote operational readiness.
- 4) Identify the best and worst among units and personnel.

### **3. Patrol Methods**

No one patrol method is best at all times. A variety of patrol methods should be devised under balanced conditions which will provide the most effective use of personnel available and which will be the most appropriate responses to the existing conditions and circumstances.

#### **a. Automobile Patrol**

- 1) It is the most prevalent method and useful, enabling the patrol officers to cover a considerable area and to respond promptly to citizens' call for service.
- 2) Provides comfort in inclement weather and is able to transport equipment and materials which patrol officers require in the performance of their duties.



3) Among its inherent disadvantages is that the officer becomes physically isolated from the citizens on the beat. As a result, the patrol officer loses the ability to communicate freely with people. He is not also able to effectively detect subtle characteristics in the surroundings which may suggest criminal activity.

4) When a patrol officer is assigned to a motorized beat, the officer should, as often as practical, park and lock his car and go out on the streets and meet people. Officers should be equipped with portable radios.

5) While the automobile is a highly effective means of patrol, it should not be relied on too heavily.

#### **b. Foot Patrol**

1) Its value lies in its ability to establish and maintain good, and positive community relations, particularly true in downtown areas where merchants and shoppers enjoy the presence of a uniformed patrol officer.

2) Patrol officers are able to more readily detect situations which require police action.

3) They are able to develop excellent sources of information which can lead to the detection and intervention in criminal activities.

4) Presence of patrol officers in crowded downtown shopping areas is a deterrent to criminals.

#### **c. Bicycle Patrol**

1) It has limited applications but can be used quite effectively under certain conditions.

2) It is effective in areas in which automobiles can not be used and which require more mobility than is possible in foot.

#### **d. Motorcycle Patrol**

1) Used for traffic enforcement, escort and parade duty.

2) Owing to several operational limitations, including cost operation, safety hazards and limited use during adverse weather, some have abandoned its use.

#### **e. Canine Patrol**

1) Has limited applications for police patrol operations.

2) Dog patrols are used primarily for search purposes, to detect contraband, and to track down missing wanted persons.

3) Should not be used in connection with routine patrol activities or in crowd control or riot situations owing to adverse public reaction.

**f. Other Methods**

1) Marine patrols – search and security operations on waterways.

2) Helicopter and fixed-wing aircraft patrols – for pursuit operations in densely populated areas.

**g. One-man versus two-man patrol**

1) Two-man patrol reduces the area which a given number of patrol personnel can be expected to cover.

2) Officers assigned to two-man patrol are not as attentive to their surroundings as are one-man patrol units.

3) Emphasis is given on the safety factor involved in having more than one officer present at potentially hazardous situations.

**4. Patrol Strategies**

Patrol objectives could not be achieved simply by assigning a given number of personnel to patrol duties. Patrol methods should be designed to enhance the crime deterrence and criminal apprehension capabilities of the patrol. Evaluate to determine the extent to which they are appropriate for replication in other jurisdictions.

**a. Directed Patrol**

Is a strategy in which patrol officers are involved in designing and implementing patrol activities on the basis of an analysis of specific community problems.

**b. Interactive Patrol**

Similar to directed patrol but has emphasis on police citizen interaction. Input is sought in resolving patrol problems.

**c. Community-Oriented Policing**

The individual beat officer becomes the focal point in identifying problems peculiar to his or her beat and in developing solutions. Stresses the accountability of the individual patrol officer and thus seeks to develop in patrol personnel a greater sense of commitment to duties and responsibilities.

**d. Decoy Patrol**

The principal tactics are blending and decoy, in which patrol personnel are deployed in specific high crime areas in discreet disguises in an effort to blend into their surroundings in the expectation of observing crimes in progress.

**e. Aggressive Patrol**

Emphasis is on positive, target-oriented activities by the patrol officer i.e. highly selective but thorough physical security inspections conducted in a specific geographic area. Effective if it is based on crime analysis which provides information concerning identifiable crime trends and activities.

**f. Team Policing**

This is an attempt to decentralize the police organization in order to make it more responsive to the localized needs and interests of neighborhood and community groups.

Generally, team policing is viewed as a method of providing police services which exhibits the following characteristics:

- 1) Geographic stability of patrol through permanent assignment of police teams to small areas or neighborhoods.
- 2) Maximum communication and interaction, coordination and cooperation among team members, fostered through the practice of working together to solve common problems.
- 3) Better communication and interaction, between team members and community.
- 4) Different styles of management, supervision and decision making which emphasize the involvement and participation of individual team members in making decisions which affect the operations of the team.
- 5) Deemphasis of specialist skills in favor of a generalist approach in which team members are given wider latitude in dealing with day-to-day problems.

## CHAPTER 5

### TRAFFIC SUPERVISION

The police have operational responsibilities to help keep vehicular traffic moving safely and expeditiously along a network of expressways and arterial roads by monitoring and enforcing various national and local laws and ordinance that are in the form of a vehicle code.

#### **A. HIGHWAY TRANSPORTATION AS A SYSTEM**

1. The vehicular movement on streets and highways is a system.
2. Its primary objective is to move people from one place to another.
3. The police are expected to gather and record pertinent information i.e. driver, vehicle, roadway and traffic controls analysis for the analysis of their needs.

#### **B. POLICE TRAFFIC REGULATIONS AND SURVEILLANCE**

1. Traffic regulations provide road use information to drivers, pedestrians and bicyclists.
2. Police must be the eyes, ears and voice that report inadequacies of traffic regulations.
3. Interchange of information between police and engineering agencies can not be effectively communicated without specific and clearly defined working relationship.
4. Police responsibilities in the traffic regulation and surveillance:
  - a. inform drivers and pedestrians as to what to do at congested points or where hazards ad dangers are.
  - b. provide information on how to find a route and restrictions on roadway use i.e., "no parking".
5. Police and transportation engineers should cooperate with one another.
6. The program shall provide as a minimum for the training of police in vehicular and pedestrian traffic operations.

7. To allocate police resources commensurate with the magnitude of the traffic problem.

**C. TRAFFIC CONTROL DEVICE INSTALLATION INCLUDES:**

1. Recommendations for the installation of traffic signals
2. Supervision of the installation
3. Operation, timing and maintenance of these devices
4. Supervision of installation of street lighting, traffic signs and pavement markings, traffic flow improvement techniques such as speed zones, turning restrictions, one-way streets, pedestrian protection and control, warning and directional devices.

**D. POLICE FUNCTIONS IN TRAFFIC SUPERVISION**

1. Police traffic supervision is to observe the user and use of motor vehicles to detect and deter driving behavior which is controlled by laws and ordinances.
2. The police traffic services standard requires the following:
  - a. To enforce traffic laws
  - b. To prevent accidents
  - c. To aid the injured
  - d. To document the particulars of individual accidents
  - e. To supervise accident cleanup and restore safe and orderly traffic movement.
3. For the traffic record standards, a uniform report form with a schedule for recording all appropriate data on traffic accidents, driver, motor vehicle and roadways to provide:
  - a. A reliable indication of the magnitude and nature of the highway traffic accident problem on a national and local level.
  - b. A means for identifying short term changes and long term trends in the number and nature of traffic accidents.
  - c. A valid basis for:
    - the detection of high or potentially high accident location and causes;
    - the detection of health, behavioral and related factors contributing to accident causation;

- the design of accident, fatality and injury countermeasures;
- developing means for evaluating the cost effectiveness of these measures; and
- the planning and implementation of selected enforcement and other operational programs.

#### **4. The Politics of Traffic Supervision:**

##### **a. Officials and Legislators**

1) Needs the informed support of the local executives to obtain resources for an effective traffic supervision program.

2) Police must be sensitive to the political considerations inherent in so many department requirements and activities.

b. The Prosecutor Conflicts are lessened when a harmonious relationship is established between the prosecutor and the police. Prosecution of traffic offenses can be easily facilitated.

##### **c. The Courts**

Police should establish a method of communications with the courts to ensure a two-way understanding of aims and objectives.

##### **d. Non Official Agencies**

The media can help in the traffic services program. Increased mobility and more sophisticated recording and roadcast capabilities highlight the need for a definite understanding of the rights and responsibilities of citizens for highway or road safety.

#### **5. Planning for Traffic Law Enforcement**

The objectives of police traffic law enforcement are the following:

a. Development, through a program of supervision and enforcement, of avoidance by drivers of dangerous or prohibited behavior.

b. Detection and removal of impaired drivers from roads.

c. Informing and education of drivers/pedestrians.

laws. d. Inducement of a high level of voluntary compliance with the traffic laws.

## **6. Guides to Planning**

safety. a. Traffic laws should be enforced at a substantial level with maximum safety.  
causative. b. Enforcement must be directed at violations known to be accident causative.  
eliminated. c. The enforcement of traffic laws for revenue purposes must be eliminated.  
users. d. There should be one enforcement policy for all street and highways users.  
e. Police should provide public safety education program.  
manner. f. Traffic enforcement should be done in an efficient and courteous manner.

## **7. Extent of Police Responsibility**

a. Enforcement of vehicle code detection of defects in individual behavior or condition in vehicle equipment or condition or in highway condition; implementation of appropriate action to prevent such defects in causing accidents or delay; remedy of defects where possible-discouragement of repetition of dangerous and prohibited acts through apprehension of violator.  
b. Understanding of basic street design, placement or traffic operations techniques.

## **8. Management of Police Traffic Functions**

Traffic enforcement must include a sound, realistic and balanced program consisting of:

- a. traffic laws
- b. highway, automotive and traffic engineering
- c. driver licensing and driver improvement, education and training
- d. traffic courts and prosecutors
- e. analysis and use of traffic data
- f. coordination of effort in a community by all agencies with the traffic responsibilities
- g. climate of support arising from public understanding

## **9. Options for Police Traffic Supervision**

- a. Enforcement by an officer when a violation occurs in his view.

- b. Enforcement by specially trained personnel towards a special class of violators speeders, drivers with suspended license or influenced with alcohol.
- c. Enforcement at collision scenes.
- d. Detection and enforcement of traffic offenses by uniformed personnel in a clearly marked patrol vehicles.
- e. Enforcement of speed restrictions using mechanical or electronic speed measuring devices.

## **10. Speed Enforcement**

Excessive speed is hazardous to both drivers and pedestrians. Speed limit enforcement has several general objectives:

- a. increasing obedience to existing traffic regulations.
- b. apprehending drivers whose speed endangers themselves and others.
- c. conserving a safer environment for driving by narrowing the extremes in vehicle speeds.

## **11. Methods of Enforcement**

- a. Electronic devices – speed measuring devices have improved. In pacing suspected violators, the following are used:
  - 1) marked police vehicle
  - 2) motorcycle
  - 3) radar units
- b. Situational enforcement – the way in which a police officer deals with a traffic offense.
- c. Enforcement action – directed towards the reduction of collisions, both as to number and severity and the facilitation of vehicle movement.
- d. Unnecessary tickets – a concern for revenue and for the evaluation of traffic officers by citation production has often obscured the primary enforcement objective which is – accident prevention.



## **12. Civil Versus Criminal Aspects of Traffic Law Enforcement**

Traffic law enforcement must create deterrents to violation by bringing to justice those who jeopardize the safety of others in violating the rules of the road – which are nothing more than safe driving rules.

Many violations contribute to a collision which too results in death, personal injury or property damage.

Determining fault is the function of the civil courts in the negligence lawsuit, and the investigating officer has a duty to record the fact so that the issue can be settled.

### **E. TRAFFIC SAFETY EDUCATION**

Police cooperation and participation in traffic safety education program is necessary.

Public education in matters of traffic safety should consist of three phases:

1. education of the beginning school group
2. continuing education aimed at improvement of safe driving and walking practices.
3. remedial education to correct specific individual defects.

Police role in the first phase should be cooperation with school personnel; in the second phase, their effort should be supportive of a community-wide program; in the third phase, it should be maintenance of records which indicates those drivers who need improvement.

### **F. VEHICLE COLLISION REPORTING AND INVESTIGATION**

1. Data from police investigation of vehicles collision are the source of information for accident prevention programs.

2. Effective police and engineering countermeasures can be developed through adequate and reliable accident data.

## **G. POLICE OBJECTIVES**

The objectives for police responding to the scene of a collision should include the following:

1. Providing emergency services, usually non-investigative at the scene of the motor vehicle collision.
2. Systematically providing an officer who records contributed information of each motor to obtain and record collision data which are basic and that which can be quickly obliterated by clearing of debris at the scene, by traffic or weather conditions.
3. Obtaining data about the vehicle, roadway, driver (or pedestrian) and the result of collision.
4. Protecting persons and property involved in, or in the vicinity of the accident evidence to support a prosecution.
5. Taking enforcement action (verbal, written warning citation, arrest) when there is evidence to support a prosecution.
6. Engaging in special temporary in-depth investigation programs.

## **H. POLICE PRACTICES IN GENERAL**

1. The extent of police involvement and information gathering depends mainly on the seriousness of personal injuries or extensiveness of vehicle damage resulting from the collision.
2. Some investigators are motivated to assist with personal problems of driver or the passenger, others by investigative challenge found at the scene.
3. Two traditional guides at the scene of collision:
  - a. report form for recording data about collision
  - b. discretionary authority of a supervisor or prosecutor to require that additional data be obtained.
4. Guide in establishing police emergency service:
  - a. severity of personal injury
  - b. extent of property damage
  - c. extent of vehicle disablement

- d. extent of traffic interruption resulting from the collision
5. Guide when to send trained accident investigators:
- a. Needed when at least one person/vehicle is disabled.
  - b. A person is dead at the scene or critical as a result of collision.
  - c. A disabling injury occurs in a public passenger vehicle.
  - d. A government owned vehicle is involved and there are disabling injuries to others other than occupants of that vehicle.
  - e. More than one vehicle with three or more axles is disabled and there is also an incapacitating injury.
  - f. There is destructive damage to major structures, such as bridge collapse, fire, high tension wires grounded, etc.
  - g. A trained investigator is not needed when the collision involves no disabled person or vehicle, and traffic is not blocked.

## **I. ALCOHOL-RELATED TRAFFIC OFFENSES**

Factors that positively or negatively affect the arrest/no decision in alcohol traffic violations.

1. The existence of written administrative guidance as to a department's expectation in alcohol related offenses.
2. Specific enforcement plans as to patrol locations and schedules, procedures for the processing of those cited, the use of specialized squads, the use of investigative techniques or equipment to aid the officer in his arrest/no arrest judgment.
3. Training which develops skill in detection of borderline suspects.
4. Active communication between police and judicial personnel.

## **J. SUPERVISION OF PARKING**

1. Responsibility of municipal police.
2. Parking control is to provide adequate road space for movement of traffic and to ensure equitable use of curb space.
3. There is a need for a clear understanding between local police and local executives as to jurisdiction and the fixing of responsibility for specific functions such as investigation of collision.
4. A beneficial aid to the disabled motorist is the installation along of "call service" instruments tied with police communication system.

## **K. BICYCLE TRAFFIC**

The increase in bicycle use has come to an increase in associated problems. There is a significant evidence that many accidents are not being officially reported. Police should develop effective approaches to bicycle rider safety.

## **L. TRAFFIC RECORDS AND SUMMARIES**

Police are expected to maintain records and compile summaries on their traffic activity.

These include the following:

1. Traffic accident reports and investigations.
2. Enforcement records (citations, arrests and court dispositions)
3. These records should be made available to other official departments having responsibilities in street and prosecutors, and licensing agencies.

## **M. TRAFFIC LAWS AND ORDINANCES**

1. There should be uniform interpretation of traffic laws and of when enforcement action is warranted.
2. Special training in traffic laws is necessary.
3. The legitimate purpose of traffic laws is to provide a single uniform guide in which a driver finds guidance for his driving behavior.
4. The modern approach to the reduction of traffic injuries and property damage stresses prevention.
5. There should be realistic laws designed to prevent collisions and congestion, enforced by especially trained officers in vehicle traffic laws and administered by courts.
6. There should be uniform traffic ordinances for their communities and move to implement them.
7. Education of road users should be as clear as possible.

## **N. RULES IN APPREHENDING TRAFFIC VIOLATORS**

1. After flagging down the traffic violator/erring driver, ensure that the vehicle is parked in a safe and lighted portion of road.
2. talk to the driver while he is seated inside the vehicle, seen and heard by the passenger if it is a public vehicle.
3. At no instance during the whole procedure, should the erring driver be asked to step down from his vehicle except for emergencies.
4. Be reminded that traffic violators are not criminal offenders per se. They must be accorded courtesy. The PNP element must also exercise dignified authority.

## **O. REGULATIONS ON THE USE AND CONTROL OF TRAFCOM MOTORCYCLES**

1. Capacity – “single seater”
2. Uniform/Behavior of Passenger
  - a. Rider must always be in proper uniform while in performance of official duties.
  - b. Closed helmets must always be worn.
  - c. Smoking while riding is absolutely prohibited.
  - d. Pistol belt with service pistol must be worn.
  - e. Two-hand driving is a must.
  - f. Use sirens/blinkers sparingly. Use a whistle if it will serve the purpose.
  - g. Observe speed limit except in emergency.
  - h. Civilian riders are not authorized to drive or to ride tandem.
  - i. Park motorcycles properly.
3. Use of Motorcycle
  - a. Whenever possible, operate in pair.
  - b. Operate on asphalted or cemented roads only.
  - c. Trafcom MC's should be driven alongside the vehicle of violators with extreme care.
  - d. Trafcom MC's should not operate during bad weather and dark hours.
  - e. Trip ticket must be accomplished, monthly reports of official travel must be submitted.

4. Control

MC's riders are under the direct control of OPN-SEC TCC.

5. Maintenance

- a. Daily check before operation.
- b. Weekly service.
- c. Periodic
  - 1) Repack front wheel every 10,000 mile run.
  - 2) Tune up engine every 1,000 mile run.
  - 3) Change oil and filter every 6,000 mile run.

**P. INVESTIGATION PROCEDURES FOR TRAFFIC TEAMS**

1. Traffic Accidents – Observe the following:

- a. Proceed to the scene as quickly as possible.
- b. Conduct the investigation in accordance with SOP-2-301,6/9/65.
- c. If a prima facie case is established, forward investigation report to the JP/Provincial or City Fiscal for court action.
- d. A traffic accident investigation will be conducted completely when a specific request for such investigation is made by one or both parties involved. Otherwise, basic data will only be obtained for statistical reference.

2. "Hot Vehicles" – when investigating suspected untaxed vehicles, ask for the following documents from driver:

- a. Registration Certificate
- b. LTC Receipt for Payment of Registration
- c. Certificate of Payment - Bureau of Customs
- d. Informal Entry Papers - Bureau of Customs
- e. Order of Release – Bureau of Customs
- f. In case of failure to produce the above documents, impound the vehicle.

3. Lost Vehicles – when investigating a suspected stolen or lost vehicle, ask for the following documents from the driver:

- a. Registration Certificate
- b. LTC Receipt for Payment of Registration

- c. Deed of Sale
- d. Other documents relative to ownership of vehicle
- e. If the driver fails to establish ownership, impound the vehicle and prosecute in court.

4. Unregistered Vehicles – when investigating a vehicle suspected to be delinquent in registration, ask for the following documents.

- a. Registration Certificate
- b. LTC Receipt of payment for the current year
- c. Other paper of ownership
- d. Failure to produce the above document, impound vehicle until properly registered.

5. Smuggled Goods or Suspected Smuggling (Untaxed goods) – investigate the following:

- a. Origin/source of the good
- b. Bill receipts/invoices of the goods
- c. Payment of BIR taxes
- d. Names/Address of buyers
- e. If positive, turn over to nearest BIR branch office or initiate court action

## CHAPTER 6

### PUBLIC RELATIONS PROGRAM

#### A. COMMUNITY-ORIENTED POLICING SYSTEM (COPS)

1. The number one key result area of the Police 2000 is “Prevention and Control of Crime” primarily through the Community-Oriented Policing System. The flagship program in this effort and the nation-wide umbrella program is the “Community-Oriented Policing System (COPS).

2. The COPS is similar to the concept of Japan Koban System which includes two (2) aspects of policing: a) the physical/structural, and the b) psychological/ behavioral. The physical/structural aspect of the project is the establishment of a modest police box or police center in the community wherein the activities of the system are planned, organized and executed. The primary function of the box is the organization of the community to prevent and control crime. On the other hand, its psychological/behavioral aspect pertains to COPS as a process of changing the mindset and attitude of the police force in solving criminality without resorting to violent means and methods.

3. The COPS, originally known as KABABAYAN, which is an acronym of KAIBIGAN AT KABALIKAT NG BAYAN, was conceived as a police center intended to reach out to the public, even in their remotest places, in the delivery of the basic police servicing they need.

The Kababayan is a police box system which is a partnership between the community and the police in establishing a desirable condition of peace, order and security. In this system, the policeman and his family live in the community and they become known to the residents. It now behooves the police member “to maintain a good image to keep his family from embarrassment.” It requires 24-hour police presence and service in the community, complemented by the presence of volunteer organization rendering voluntary basic police work.

#### 4. How Community Oriented and Traditional Policing Differ

a) Question – Who are the police?

Traditional – a government agency principally responsible for law enforcement



Community Policing – Police are the public and the public are the police; the police officers are those who are paid to give full attention to the duties of every citizen.

b) What is the role of the police?

Traditional – focusing on solving crimes  
COP – a broader-problem solving approach

c) How is police efficiency measured?

Traditional – by detection and arrest rates  
COP – by the absence of crime and disorder

d) What specifically do police deal with?

Traditional – incidents  
COP – citizens' problems and concerns

e) What determines the effectiveness of police?

Traditional – response times  
COP – citizens' problems and concerns

f) What view do police take of service calls?

Traditional – deal with them only if there is no real police work to do  
COP – vital function and great opportunity

g) What is police professionalism?

Traditional – swift effective response to crime  
COP – keeping close to the community

h) What is the essential nature of police accountability?

Traditional – highly centralized; governed by rules, regulations, and  
Policy directives; accountable to the law.

COP – emphasis on local accountability to community needs

i) How do the police regard prosecutions?

Traditional – as an important goal  
COP – as one tool among many

## **B. NEW COPS ON THE BLOCK (NCOBs)**

### **1. Concept of Operation**

The area of responsibility is divided into patrol beats by the Block Commander, in consultation with the Chief of Police, depending on the existing situations in the area. The District/Station Mobile Patrol unit shall complement the NCOBs with mobile patrol cars and elements as necessary.

### **2. Responsibilities of the Patrols, both Foot and Mobile**

a. Patrol assigned beats; observe and check suspicious people, structures/buildings, compounds and vehicles.

b. Respond to calls, entertain complaints, initiate the investigation and protection of the scene, and minimize the after effects of accident, fires and other catastrophes.

c. Prevent disorderly conduct in public gatherings, and disperse illegal assemblies.

d. Prevent crimes and arrest wrongdoers sighted.

e. Inspect and/or conduct surveillance in various places of business, establishments and other installations, and initiate the removal of hazards to public safety.

f. Assist traffic personnel of responsible agencies or unit in facilitating the flow of traffic at busy intersections/roads within AOR.

g. Conduct home visitations and ugnayan/dialogue; and organize CVO's during weekends.

h. Report occurrences and conditions which relate to crime, public peace and order, and public safety.

### **3. Uniform**

a. GOA

b. Low cut black shoes

c. Pershing cap

d. Black belt with holster

e. Name plate

f. Authorized raincoats in case of inclement weather

### **4. Equipment**

- a. Sidearm
- b. Pro-baton
- c. Handheld radio for foot patrol
- d. Base radio for mobile patrol
- e. Marked vehicle for mobile patrol with yellow rope for establishing police line
- f. Flashlight for night patrol
- g. Observation notebook/pen
- h. Handcuffs
- i. Whistle

5. Patrol Guidelines to the Chief of Police

a. Prepare a patrol plan, to avoid unnecessary waste of time, effort and resources. The plan includes:

- 1) Area coverage
- 2) Organizational detail of personnel
- d) Duration
- e) Standby points

b. Designate station patrol supervisors.

c. Inspect the members for completeness and presentability of uniform and for the availability and operational condition of personnel and equipment.

d. Conduct briefing prior to dispatch on what to do first during the patrol as situation demands and on the strict observance of the PNP Rules of Engagement. Debrief them after the patrol. (The briefing helps the Chief address immediate problem in the area).

e. Require the patrol to render hourly report of location and situation through radio/telephone to the Block/Station headquarters TOC.

f. Require the patrol to submit a report after their duty duly signed by the detailed personnel. (The NCOB commanders collate the reports and submit significant details to the Station Patrol Supervisor, who in turn shall submit the more significant items in the NCOB reports to the District Patrol Supervisor).

g. Remind the patrol to strictly observe "Buddy System" during the operations.

6. Patrol Procedures

- patrol.
- a. Observe precautionary measures and personal safety while on patrol.
  - b. Drivers of mobile cars on patrol must practice defensive driving and must follow traffic rules and regulations.
  - c. Select routes which provide best visibility.
  - d. Be observant of people, places, situations or conditions and develop a suspicious attitude even if they appear only slightly out of the ordinary.
  - e. Be tactful and persuasive when conducting spot inquiry or when questioning individuals for information. Disguise questioning as a simple conversation to avoid being misunderstood as a form of interrogation.
  - f. When requiring a suspicious person for identification, never handle the wallet or bag in which the cards/documents are located. Let him/her take them out himself/herself and hand them to you.
  - g. Be familiar with known criminals/ex-convicts residing in or frequenting the patrol beat. Some of them may return to a life of crime after they have been arrested and punished.
  - h. Be on the alert for loiterers. They may be law-abiding citizen with enough time to spend or they may be homosexuals/sex offenders waiting for their victims, drug dealers, smugglers, vagrants, look-outs and criminals casing the scene of a planned crime.
  - i. Keep under close observation actions of juveniles, trouble makers/ agitators and mentally ill/retarded persons. They pose a potential danger to others if not properly handled.
  - j. Observe the practice of "shaking doors" of unguard business establishments during night patrol. Check for signs of intrusion.
  - k. When checking suspicious persons, places, buildings/ establishments and vehicles especially during nighttime, be prepared to use your service firearm. Flashlight should be held well away from the body to avoid making yourself as a target.
  - l. Be familiar with all personnel who are permitted to stay-in commercial establishments after business hour in your beat.
  - m. Keep watch of unoccupied homes. They are likely targets for robbery or may be utilized as temporary refuge by criminals.

n. Avoid loitering in movie houses, restaurants or public places. Active and aggressive patrolling is a great deterrence to crime.

o. Develop contacts by getting to know as many people as possible who can give factual information about crime conditions in the patrol beat.

p. Always be on the look-out for indications of vices and other illegal activities in the beat.

q. Be familiar with the conditions, events and particular places in the beat to be of assistance to citizens asking for direction and information.

## 7. Responding to Calls for Police Assistance

a. Get and note down in your patrol logbook all available data as to the nature of the calls, date, time, and name of caller. It may be routine, urgent, or emergency in nature.

b. In all cases, the driver of the mobile patrol should avoid reckless driving.

c. The manner of approach (that is, whether with haste or secrecy, or with or without flashing lights and siren), is dependent on the nature of the call.

d. Consider the time of day, condition of traffic, the possibility of greater damage or injury and the neighborhood characteristics.

e. Stop the car some distance away from the scene.

f. Approach the scene on foot in complete silence, exercising extreme caution.

g. Immediately attend to the injured, unless you are in immediate danger.

h. Make every effort to arrest criminals. Except for aiding the injured, this has the first priority.

i. Determine the type of crime committed, identify and question briefly the victim/complainant and possible witnesses at the scene.

j. When the suspects or criminals have fled the scene before your arrival, immediately relay to the station TOC the composition, armament and appearance of the suspects, and their mode and direction, for the activation of dragnet operations.

k. Do not attempt to arbitrate and resolve conflicts/differences between neighbors, between landlords and tenants, and between husbands and wives. However, allow both sides to tell their stories and listen attentively. This may help them find solution to their problems.

l. When responding to street fights/brawls, call for additional assistance before intervening. A show of force is always necessary. If there are no injuries and not enough corroborative statements obtained to identify who started the fight, just disperse the crowd and make complete notes on your notebook.

m. Never treat calls or complaints of loud noises caused by barking dogs, drunks, blaring stereo sets and parties, as unimportant or a nuisance. Responding to this kind of calls is another form of public service which requires courteous and tactful intervention, and not enforcement actions.

n. When responding to calls arising from discovery of planted explosives, do not touch/alter or lift the object. Instead, contact TOC and request for the EODT. Drive away on-lookers.

o. When responding to calls from owners of beerhouses, bars or inns, or any other similar establishments during night time, request the owner to turn on the light first before entering such establishment. This will prevent the subject of the call from making a surprise move, especially if he is armed.

## 8. Protecting and Preserving the Crime Scene

a. Arrive as soon as possible, establish the police lines, and exclude unauthorized persons from the scene.

b. Avoid touching or stepping on anything that may represent evidence.

c. Look and protect adjacent areas to the scene where firearms, footprints, dropped articles and blood stains could often be found.

d. Look for the presence of blood stains and other body fluids. They are easily ignored and obliterated.

e. Turn over all initial information and evidences gathered to the responding Investigation Units/Elements.

## 9. Coordinating Instructions

a. Adhere strictly to the provisions of the PNP Rules of Engagements in dealing with any contingency situation.

b. Observe strictly Rules 113 and 126 of the New Rules on Criminal Procedure of 1985, as amended, in effecting arrest, search and seizure.

c. Deal with civilians with utmost courtesy and sensitivity.

d. Whenever necessary, coordinate with other patrol units and consult key personalities in the beat.

### **C. NEIGHBORHOOD CRIME PREVENTION (NCP)**

#### **1. Concept**

Private groups of citizens represent an underutilized source of assistance in crime prevention. It is necessary that the police recognize that their crime prevention efforts are limited and largely dependent on citizen reporting and cooperation.

A community crime prevention effort encourages residents to know their neighbors. They can serve as the “eyes and ears” of the police for spotting and reporting any unusual activity.

#### **2. Objectives of NCP**

a. Increase citizen awareness of the crime problem and address its specific impact on the community.

b. Organize citizens into groups to channel individual and collective efforts into a coordinated neighborhood approach.

c. Encourage prompt reporting of crimes or suspicious activity in the neighborhood.

#### **3. Components of NCP**

a. Property marking with permanent identification to make property harder for a burglar to fence and easier for an owner to identify.

b. Target hardening and property awareness programs to advise residents of security shortcomings.

c. Neighborhood awareness programs to encourages surveillance.

d. Extensive publicity of these efforts.

4. Target hardening program

This program should advise residents about home security including locks, windows, interior and exterior lighting, and proper landscaping (bushes and trees should not obstruct a clear view of home entrances or serve as hiding spots of potential burglars).

5. Neighborhood Awareness – Citizen patrols, block watches, and mobile radio units are formally organized to cruise neighborhoods to spot and report to the police any suspicious activity.

6. Role of the Police

The Chief of Police may assign

- a. Foot patrols.
- b. Appoint an officer to work with the NCP program to provide technical expertise, advice and supervision.
- c. Lend basic equipment.
- d. Conduct open house for the community to encourage open channels of communication between the police and the community.



## CHAPTER 7

### CRIME REPORTING AND RECORDS MANAGEMENT

#### A. CRIME REPORTING

1. Who should report?
  - a. All PNP regional, district, city/municipal stations and sub stations.
  - b. Report only on crime exclusively handled by those mentioned above.
  - c. NCRS Form, must be made a mandatory enclosure and integral part of investigation report submitted to higher headquarters.
2. Scope
  - a. The following crimes shall be reported.
    - 1) Violation of the Revised Penal Code
    - 2) Violation of Special Laws:
      - Land Transportation and Traffic Code
      - Forestry Laws
      - Tenancy Laws, etc.
    - 3) Violation of presidential decrees, executive orders, general orders, letter of instructions.
3. The Form
  - a. Offense Data
    - Classification of Offense
    - Time/Date of Commission
    - Place of Commission
    - Weapons/Means Used
    - Transport Data
    - Status of Investigation

b. The Victim's Data

- Name (last, first, middle/maiden)
- Alias(es)
- Address
- Sex
- Age

c. The Suspect's/Offender's Data – No. of suspects

- Status of suspects
- Name (last, first, middle/maiden)
- Address
- Birthplace
- Distinguishing marks
- Sex
- Height
- Weight
- Age
- Hair – color
- Occupation
- Nationality
- Gang/syndicate connection
- Previous criminal record
- Drug use/influence of alcohol
- Disposition

4. Narrative Portion – includes information not included in other parts of the reporting form.

5. Authentication

- Rank/designation and name of accomplishing officer
- Rank/designation and name of head/supervisor

6. Number of Copies

Three (3) copies

- a. Original – NHQ PNP Central Office
- b. Duplicate – Investigation Report/Case Folder
- c. Triplicate – Unit File

## **B. RECORDS MANAGEMENT**

1. Importance of Records Maintenance and Control
  - a. Files are the backbone of sound and efficient administration.
  - b. An effective filing system preserves papers and both current and future value in the operation of a headquarters.

## CHAPTER 8

### MISCELLANEOUS RULES AND GUIDELINES

#### A. RULES OF ENGAGEMENT

1. The use of force/firearms is justifiable only by virtue of the Doctrines of Self-Defense and Defense of a Stranger.
2. The use of force/firearms shall be applied only as a last resort, when all other peaceful and non-violent means have been exhausted.
3. Only necessary and reasonable force shall be resorted to and applied under the following circumstances:
  - a. self defense
  - b. defense of a stranger
  - c. to subdue/overcome a clear and imminent danger
4. Avoid panic firing in case of actual shoot up. Officer in charge shall exercise control over his men. Observe extreme caution when firing a weapon and see to it that no innocent bystander is hit.
5. After a shootout, the police officer should check if the suspect still poses danger, is still alive or has-been neutralized. In case the suspect is wounded and disabled, he shall be brought to the nearest hospital for treatment, with adequate security.
6. The police siren/megaphone shall be used to influence/warn offenders/suspects to stop and peacefully give up.
7. In unavoidable engagement with criminal elements, immediate removal of casualties shall be made after the necessary sketch/picture is accomplished. All SOP's of crime scene investigation shall be strictly followed.
8. Human rights shall be strictly observed and respected at all times.
9. The use of force, especially firearms, shall be tempered and give the highest consideration to the safety of the hostage and preventing collateral damages to third parties.

## **B. RULES ON ARRESTS**

1. All arrests shall be effected pursuant to Rule 113 of the 1985 Rules on Criminal Procedures as amended.

2. Warrants of arrest shall remain effective until the accused is arrested or case against him is terminated/or he accused is released on bail.

3. If accused is not arrested within 10 days from receipt of warrant of arrest by the unit/station, a report shall be submitted to the court of origin within 10 days following expiration of the original 10 days validity.

4. A police officer or a private person may arrest a person without a warrant when:

a. In his presence, the person to be arrested has committed, is actually committing or attempting to commit an offense, or he has personal knowledge of the intent of the subject of arrest.

b. The person to be arrested is an escape prisoner from penal establishment. He may be serving his sentence, temporarily confined, or being transferred from one confine to another.

5. The arresting officer shall inform the person to be arrested of the intention to arrest him, and of the cause of the arrest, unless the subject of the arrest is caught in the act, has just committed an offense or he is an escapee. Be sure that the giving of such information will not imperil the arrest.

6. In case of motorized suspect to be arrested, use sirens, megaphone to warn the occupant, to park their vehicle and give up peacefully. The arresting officer approaches the vehicle on foot with proper back up from his companion. The driver and the other suspects shall be requested to get out of the car with both hands visible to the apprehending officer. If necessary, the suspects may be brought to the police station for further investigation.

## **C. RULES ON SEARCH/SEIZURES**

1. All searches/seizures shall be conducted in accordance with Rule 126 of the 1985 Rules on Criminal Procedure as amended.

2. Personal property, papers and other valuables shall not be taken without a search warrant, except dangerous weapon or anything which may be used as proof of the commission of an offense.

#### **D. RULES ON CHECK/CHOKE POINTS**

1. Only mobile checkpoints are authorized and they shall be established only in conjunction with on-going operation, or when there is a need to arrest a criminal/fugitive from justice.
2. Checkpoints should be well lighted, legible and clear signs shall be exhibited. Enforcement officers shall always be in complete uniform, with identification cards and nameplates on.
3. Checkpoints should be led by an officer with a rank of at least Inspector.
4. Strictly, there shall be no mulcting, extortion or harassment of drivers, passengers, traders, etc.
5. In the event that checkpoints/roadblocks are ignored or bumped in an attempt to elude arrest or avoid inspection, team leaders should contact adjacent units to inform them of the incident, request them to set roadblocks or pursue the fleeing motorists. No warning shots. Use sirens/megaphones. Note plate numbers.
6. In the event occupants of the vehicle fire towards the personnel in the checkpoint, avoid overkill tendencies. Reasonable force to immobilize the vehicle and/or neutralize the suspect's resistance shall be sufficient.

#### **E. RULES ON CIVIL DISTURBANCE CONTROL (CDC)**

1. Public Assembly Act of 1985, Labor Code of the Philippines and other applicable laws shall be observed during rallies, strikes, demonstrations and other public assemblies.
2. All law enforcement agents shall:
  - a. practice maximum tolerance, and
  - b. always be in complete uniform.
3. No excessive or unreasonable force shall be employed on such occasions.
4. Use reasonable force as a last resort to prevent or repel an aggression.
5. Use of tear gas/water cannon shall be made under proper advisement and command of a responsible or superior police officer.

6. No arrest of any leader, organizer or participant shall be made unless he violates a law during the assembly.

#### **F. RULES ON HOSTAGE SITUATIONS**

1. There shall be an organized Crisis Management Task Group in every region/province/city/municipality, trained and ready to be deployed anytime.

2. There shall be only one ground commander in the area.

3. The incident area shall be cordoned.

4. Negotiators shall be designated. No one shall be allowed to talk to the suspect without clearance from the negotiator or commander.

5. Assault should be well planned.

6. Ambulance/firetruck with crew shall be detailed at the area.

7. Proper coordination with all participating elements shall be done to unify effort in solving the crisis.

#### **G. RULES ON STOPPING VEHICLES**

1. Leaving the police vehicle

a. Turn radio switch and battery. It should not be too loud to avoid confusing the suspects between the radio and the officer's commands.

b. Put car key in pocket.

c. Radio control should be notified when officers leave the police vehicle.

d. Doors of police vehicle shall not be used as shields.

e. If using a flashlight, use other hand, not the gunhand.

f. Handgun should be drawn, but not cocked.

g. Avoid approaching the suspect's vehicle by going between it and the police vehicle. The suspects could place their vehicles in reverse and back up, crushing the officers. There is also the disadvantage of being outlined by the headlights of the police vehicle.

## 2. Immobilizing the Suspect's Vehicle

a. Method 1 – When the driver's window is rolled down, order the driver to:

- slowly move his left arm out the window.

- slowly move his right hand from the steering wheel and out the window to open the door from the outside with his right hand. (Now the officer who is in position can have a clear view of the ignition and the inside of the vehicle near the driver's seat).

- put his right hand back on top of the steering wheel.

- reach for the keys with his left hand and slowly drop them on the ground.

b. Method 2 – The driver's window is rolled up.

- In the situation, the driver would have to remove his hand from sight and roll the window anyway so this movement might as well be utilized to open the door.

- Order the driver to raise his left elbow up in the air, and open the door with his right hand.

- Once the door is open, steps 3 and 4 of Method 1 will be used.

c. Method 3 – To save time.

While the officer is fully protected by using the police car as a barricade:

- Order the driver to open the door and drop the keys out into the road.

- Look through the open door to the dashboard to make sure that he didn't throw out some other key.

## 3. Removing the Suspects from the Vehicle

a. Reminders to the officers on the scene:

- 1) Do not give the suspects so much attention as to forget the oncoming traffic.

- 2) Be sure you do not get into a position where you are in the crossfire of your partner.



3) Watch for the trunk lid being slightly open. Someone might be hiding in the trunk.

b. Remove the driver first. He is usually the leader. Order him to grab the top of the steering wheel with both hands and then back out of the door with his hands still on the wheel. When his feet are on the ground, order him to raise both hands in the air. Have him slowly back up to you. Have him in "spread eagle" position against the fender.

c. Have the front seat passenger slide over to the driver's side of the car. Order him to repeat same procedure as the driver.

d. Have the rear seat passenger put both hands out of the door windows and open the doors from the outside with their hands remaining on the outside. When the feet are on the ground, order them to raise both hands up and back up towards you.

## **H. RULES ON THE CONDUCT OF RAIDS**

1. Leaders/members must always be in proper uniform, with their respective identification cards.

2. Utmost courtesy must always be observed.

3. As warranted by the situation, portable megaphones shall be used.

## **I. RULES ON REPORTING AND DISPOSITION OF STOLEN, RECOVERED, SEIZED, CAPTURED AND IMPOUNDED VEHICLES**

1. Stolen/Wanted Motor Vehicles

a. The Chief of Police asks the owner to make a sworn, written complaint supported by document of ownership, receipt of payment, registration, in case of a reported stolen vehicle.

b. Submit a report to PNP Traffic Management Group using the "Alarm Sheet Format".

c. The PNP Traffic Management Group shall flash the alarm to all its districts and agencies.

d. Upon termination of investigation of a stolen vehicle, the Chief of Police submits three copies to PNP Director, three copies of "Uniform Wanted/Recovered Vehicle Format" distributed as follows:

original copy – PNP Traffic Management Group

duplicate copy – Reporting unit  
triplicate copy – Investigating unit

2. Disposition of recovered, seized, captured vehicles

a. All recovered carnapped/abandoned vehicles in the NCR shall be returned within 48 hours to Central Impounding Area (CIA) at Camp Crame, those recovered outside Metro Manila shall be turned over to the nearest Provincial Police Office.

b. If a carnapped vehicle is recovered by its owner without PNP assistance, it should be physically presented to the nearest PNP Office for identification and lifting of the alarm.

c. All releases of impounded vehicles shall only be made upon approval of the Director, PNP TMG.

d. In case there is an order from the competent court or resolution of the fiscal for the release of a motor vehicle, it should be released according to existing rules.

e. Before any vehicle is released, the Technical Inspection Report shall be reviewed by both owner and the Director, PNP TMG. In case of discrepancies, it shall be presumed that what is described in the TIR is true.

3. Lifting of Alarm of Wanted/Recovered Motor Vehicle.

Basis for lifting of alarm:

- a. Recovery
- b. Court Order
- c. Termination of Investigation
- d. Actual Possession of Owner
- e. Other lawful grounds or as ordered by Competent Authority

**J. CONTROLLING THE USE OF DEADLY FORCE**

1. Meaning of Deadly Force – that force which is intended to cause death or grave injury or which creates some specified degree of risk that a reasonable and prudent person would consider likely to cause death or grave injury. It can be inflicted in many ways – revolvers, shotguns, rifles, batons, flashlights, fists and feet.

2. A police use of deadly force policy needs to provide clear guidelines for –

- a. When to shoot,
- b. The investigative procedure following a shooting,

- c. A board of review,
- d. Firearm equipment requirements, and
- e. Firearm training.

3. Any deadly force policy must consider the moral responsibility for protecting human life, the desire of people to be secure in their person and property, and the constitutional right of trial and due process.

4. The policy statement should include a clause stating that a police officer can use deadly force in self-protection and in defense of a third party.

5. When an officer faces a decision to use deadly force, he must not only consider the intended target but also the likelihood that innocent third parties may be present in the line of fire.

6. Officers should not discharge firearms at or from a moving vehicle except as the ultimate measure of self-defense or defense of another when the suspect is using deadly force by means other than the vehicle. Shooting at or from motor vehicles raises these significant issues:

- a. difficulty in hitting the target
- b. ricochets striking innocent persons
- c. population densities
- d. difficulty in penetrating steel radial tires
- e. inability to put a stop to vehicle momentum even when the target suspect is hit.

7. A police officer is not justified in using his firearm to fire a warning shot.

8. A secondary (back-up) on-duty handgun is authorized but only upon meeting specific department approval.

9. Key methods used to reduce officer-involved shootings are the following:

- a. Officer survival training, including tactics for maintaining cover concealment
- b. Range training that realistically replicates field conditions (such as firing at night, in bad weather, after an exhausting pursuit, or in close quarters).
- c. Weapons training (handling, unloading, firing different kinds of weapons that officers might carry or recover from suspects).
- d. Equipping officers with soft body armor and “less than-lethal” weapons.

- e. A simple shooting policy that permits officers to fire when necessary to protect life but prohibits other shootings.
- f. Proactive field work to identify factors that will enable officers to make successful non-violent arrests of potentially dangerous suspect and avoid unwarranted shootings.
- g. Debriefing officers after incidents in which they have fired their weapons.
- h. Formal research on patterns of shootings of and by police, to better identify their causes and appropriate control strategies.

## **K. GUIDELINES ON GUN BAN**

1. To ensure strict compliance with rules and regulations on carrying firearms outside of residence and to minimize unlawful toting of firearms, operating units of the PNP are authorized to set up checkpoints at strategic places within their jurisdiction as the need arises. Exercise utmost care and prudence during the conduct of checkpoints to prevent the infringement of civil rights of individuals.

2. A committee on gun ban shall be organized to be headed by Deputy Chief for Administration (DCA) with DO, DI and Chief, SOCIA as members. The committee will screen and process all applications for exemption from the firearms ban.

3. Carrying of firearms outside residence.

a. Officers/men of the PNP – they may be allowed to carry their issued/licensed firearms for the duration of their mission through Mission Order issued by any of the following:

Director General – PNP  
 Deputy Director General – PNP  
 PNP Regional Directors  
 Director, Jail Bureau  
 Chief, Legal Service  
 Provincial Director, PNP  
 City Director, PNP  
 Director, PNP Field Force  
 Chief of Police  
 Director, PNP Separate Units

b. Officers/men of the PNP, in uniform or civilian attire are not authorized to carry firearm except while on actual performance of official duties or when on official mission pursuant to a mission order, which should be shown on demand.

c. While on actual performance of duty, the letter order detailing them to such duty and other written instructions issued by competent authority shall be sufficient. In some instances, authority may be verbal, provided the individuals are in uniform and within their Area of Operation, accompanied by a person in charge.

4. Issuance of permit to carry FA outside of residence

a. Only persons who are under actual threat or whose lives are in imminent danger due to the nature of their position, occupation or calling may be issued PTCFOR. The following requirements shall be submitted:

- 1) Written request for issuance of PTCFOR
  - qualification to possess firearm
  - reason to carry FA outside his residence
- 2) Xerox copy of his current firearm license
- 3) Proof/Documents to show he is under actual threat or his life is in danger.
- 4) Clearance from Intelligence Division, PNP
- 5) Neuro-psychiatric clearance from PNP, government hospital, government accredited psychiatrist.
- 6) Two (2) ID pictures.

5. Limitations and Restrictions

a. Those authorized to carry firearms shall not bring them outside public drinking places, cabarets, dance halls, public amusement places or while attending public meeting, civic, political or religious rallies.

b. Carrying long firearms is prohibited in Metro Manila, chartered cities, provincial capitals and other thickly populated areas, or in fiestas or other large gatherings, except when called for in the performance of duty or accomplishment of mission.

**L. GUIDELINES ON HANDLING BOMB THREATS**

1. Procedures

All threats received through any means of communication should be treated as real and must be thoroughly evaluated.

- a. Through Telephone Calls Receiving Party should –
  - 1) Repeat the message to the caller whenever possible.
  - 2) Ask for confirmation.
  - 3) Remain calm and courteous.
  - 4) Listen carefully and write down accurately the information the caller gives.
  - 5) If possible, refer caller to a superior to extract more information.
  - 6) Apply delaying tactics, prolong the conversation or pretend to have difficulty in hearing.
  
- b. Through Handwritten or Typed Notes
  - 1) Handle carefully materials received to preserve marks, fingerprints, etc.
  - 2) Forward materials to supervisor for analysis or evaluation.
  
- c. Through person to person/indirect transmittal
  - 1) Notify superior immediately.
  - 2) Keep the person making the threat or indicating knowledge of the threat under surveillance.
  - 3) Take note of the age, height, weight, sex, color of eyes/hair/skin, clothing, unusual characteristics.
  - 4) If the person leaves, take note of transportation used, the make, model, color, plate no., etc.

**M. POLICY ON SECURITY DETAIL**

- 1. Officers authorized to VIP Security
  - a. President
  - b. Vice President
  - c. Senators
  - d. Congressmen
  - e. Former President of the Philippines and their widows
  
- 2. Other persons can be provided personal security or request after validation of the threat which shall be reassessed every three months.
  
- 3. Additional security may be allowed to VIPs and other persons other than those mentioned above, provided all such personal security shall be at the expense of

the requesting VIP or person and provided that such security must be trained by any PNP accredited security agency.

4. Number of PNP personnel authorized for detail:

- a. President – 8
- b. Vice President – 3
- c. Senators – 2
- d. Former Presidents and Widows – 3
- e. Congressmen – 1
- f. Other person – 1

5. Assignment of PNP Officers according to Protocol.

- a. Superintendent to Senior Superintendent – President, Vice President, Senators
- b. Chief Inspector – Congressmen

6. Authorized rank of PNP Security Detail.

PNP Security/Escort – must have a rank of PO3 – SPO3

7. Limitation on the grant of security detail.

a. Request for security details shall be acted upon only after a thorough and discreet investigation of the applicant and upon recommendation by the cognizant commands to higher headquarters.

b. Total number of security detail for a particular police station shall not be more than 5% of the total strength of the said police station.

c. The security detail involving the same personnel shall not be authorized for two consecutive times, the detail not to exceed one year.

d. The PNP member assigned as personal security must be of good moral character with unquestionable integrity and morality, and with no pending case.

e. The PNP members, when employed as personal security, must not go beyond their official function – protective duties only.

f. The security of the senior host VIP in any private gathering shall coordinate and control the registration of other personal securities of other VIP's attending the occasion.

g. Any PNP personnel providing security to any person or agency without proper authority shall be liable for summary dismissal.

8. The Committee on Control of FA/VIP Security shall process all requests for VIP Security in accordance with the guidelines.

9. The PNP Security Group shall have command, control and supervision of all PNP members placed on security detail with government officials, private persons, complainants.

## **N. CHIEF OF POLICE SURVIVAL SKILLS**

1. Survival is defined as remaining, existing or continuing longer than another.

2. Skill means a developed ability to use one's knowledge effectively.

3. Skills needed for the survival of police chiefs.

a. Good leadership skills

b. Power skills

4. Characteristics of an effective police chief:

a. He has a vision for the police force. He gets his organization interested in what it is becoming and not in what it has been.

b. He has the ability to focus on a specified agenda.

c. He conveys an extraordinary commitment that enlists others to that commitment.

d. He directs attention to doing the right things right.

e. He leads by values. He is able to instill meaning in the vision and agenda he has for the police.

f. He emphasizes principles and priorities.

g. He manages by trust through competence, consistency, and credibility.

h. He recognizes and nurtures personal strengths to make others feel significant.

i. He has a highly developed concern for people and their work results.



j. He is self-controlled, inner-directed and accepts accountability.

k. He does what needs to be done even though it involves uncertainty, threat or risk. He does not avoid issues to preserve relationships, and he is not reluctant to confront others in an appropriate manner.

## 5. Power Skills

Power is the capacity and desire to influence others to achieve organizational purposes consistent with pre-determined values. The essence of police leadership is the management of power.

Effective chiefs of police manage power in an authoritative manner. They tend to be concerned with fundamental fairness, respectful of the dignity and rights of others, non defensive and self-confident. Therefore, police leaders with strong power skills do not avoid what must be done even though difficult or undesirable.

Some power skills that enhance Police Chiefs' survival are the following:

- a. Know yourself intimately.
- b. Make use of information, knowledge and wisdom.
- c. Focus your values, principles, and priorities.
- d. Take reasonable risks.
- e. Surround yourself with competent people.
- f. Don't abuse your authority.
- g. Put your adversities to the best use possible.
- h. Take a calm approach to leadership.
- i. Live an upright life.
- j. Persist.

## O. GUIDELINES ON AWOL CASES

### 1. Definition

a. AWOL – Absence Without Leave – Status of a person subject to the Civil Service Law who fails to report to a fixed time/date to a proper place of duty/goes away from same without proper leave.

- 1) Not reporting for duty without filing leave.
- 2) Not reporting for duty without approved leave application.
- 3) Not reporting for duty after lapse of approved leave.

b. The following are also considered AWOL:

1) A personnel who has not reported to his assignment within ten (10) days from effectivity of the order.

- 2) A personnel who is in a place where he is not assigned.
- 3) A personnel who has requested for extension of leave but still didn't return beyond 30 days.
- 4) A personnel whose whereabouts cannot be ascertained for 30 days even if he presents a medical certificate upon reporting for duty.

## 2. Policy

- a. PNP personnel who commit AWOL shall immediately be dropped from the rolls of the service.
- b. AWOL is an offense, punishable even for one (1) day without prejudice to forfeiture of salary and allowances equal to his number of days of absences without leave.
- c. AWOL is not deductible to leave credit.
- d. Any personnel guilty of AWOL shall be dropped from the service after due notice and legal proceedings by the Chief of Police or Office Chief.
- e. Upon issuance of dismissal from the service orders in the recall of his firearms/properties issued to him. All benefits appertinent thereto shall be forfeited in favor of the government.
- f. If and when government properties could not be ascertained/ accounted for, subject personnel shall be charged before the proper authorities for malversation of public properties.

## 3. Procedures

- a. Unit commands shall notify the offender after a day of AWOL not exceeding five (5) days. Written notification either personally or registered mail.
- b. After five (5) days from receipt of notice and within thirty (30) days from the time of AWOL, the head office shall drop him from service and report the same to a PNP through the Chain of Command.
- c. In the event, the offender return to his unit in less than ten (10) days, the head office shall conduct an immediate investigation, recommend the proper disciplinary measures and proper disposition of the case in accordance to existing rules and regulations.

**P. POLICE ETHICS**

1. I believe in God, the Supreme Being, a Great Provider, and the Creator of all men and everything dear to me.
2. I believe that respect for authority is a duty.
3. I believe in selfless love and service to people.
4. I believe in the sanctity of marriage and the respect for women.
5. I believe in the responsible dominion and stewardship over material things.
6. I believe in the wisdom of truthfulness.

**Q. PROFESSIONAL CONDUCT**

1. Commitment to democracy.
2. Commitment to public interest.
3. Non-partisanship.
4. Physical fitness and health.
5. Secrecy discipline.
6. Social awareness.
7. Non-solicitation of patronage
8. Proper care and use of public property
9. Respect for human rights
10. Devotion to duty
11. Conservation of natural resources
12. Discipline
13. Loyalty
14. Obedience to superiors
15. Command responsibility

**R. ETHICAL STANDARDS**

1. Morality
2. Judicious use of authority
3. Justice
4. Humility
5. Orderliness
6. Perseverance