



SURVEY RESULTS PHILIPPINE NATIONAL POLICE

1.0 RESPONDENT PROFILE

A total of 388 respondents were interviewed from the Philippine National Police (PNP) coming from 4 sites: Central Office Region 3, Region 7 and Region 11.

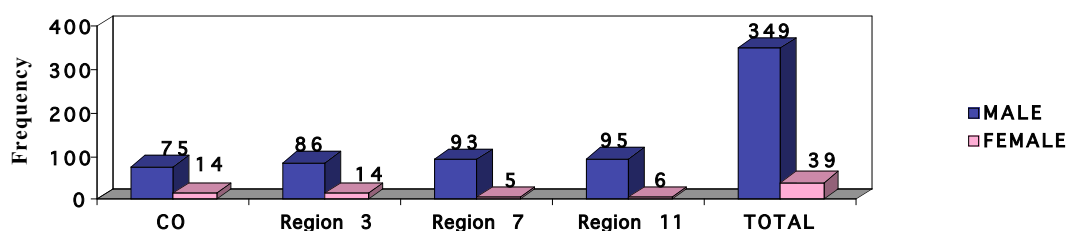
1.1 Gender

Respondents from the Philippine National Police (PNP) were predominantly male (89.95%).

Table 1.1 Gender Distribution by Site

	CO	Region III	Region VII	Region XI	AGENCY TOTALS
FEMALE	15.73%	14.00%	5.10%	5.94%	10.05%
MALE	84.27%	86.00%	94.90%	94.06%	89.95%

Gender Profile



1.2 Education

Respondents of the survey were highly educated across all 4 sites. Majority of the respondents have at least a college degree (82.47%), with 12.11% of the employees with post-graduate degrees (MA/MS or PhD).

Education Profile

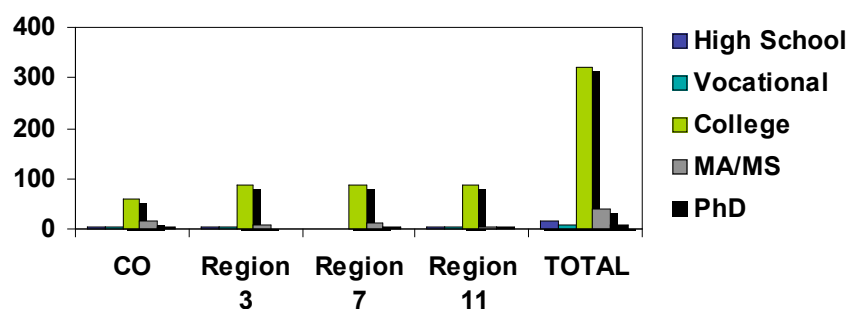




Table 1.2 Educational Attainment Distribution by Site

Educational Attainment	CO	Region III	Region VII	Region XI	AGENCY TOTALS
High School	4	5	0	5	14
	4.49%	5.00%	0.00%	4.95%	3.61%
Vocational	3	2	0	2	7
	3.37%	2.00%	0.00%	1.98%	1.80%
College	61	86	86	87	320
	68.54%	86.00%	87.76%	86.14%	82.47%
MA/MS	17	7	10	5	39
	19.10%	7.00%	10.20%	4.95%	10.05%
Ph.D.	4	0	2	2	8
	4.49%	0.00%	2.04%	1.98%	2.06%

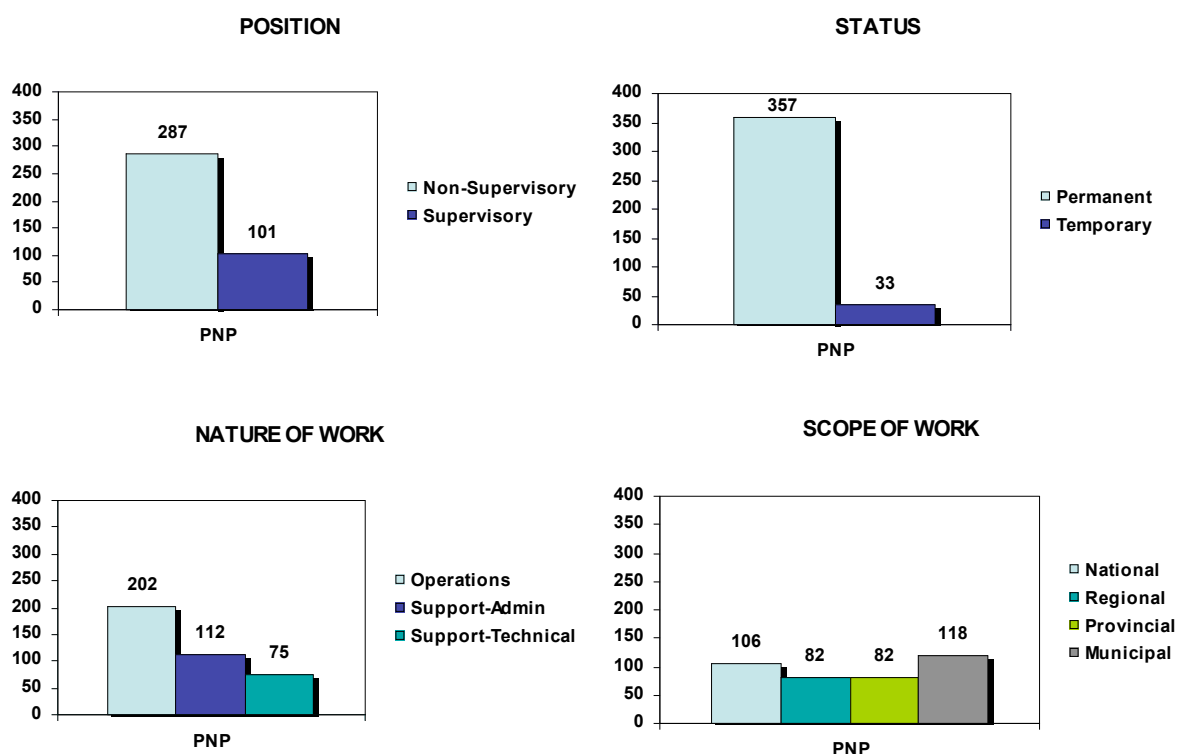
1.3 Work Profile

Most of the respondents occupy non-supervisory positions (73.97% of total) with nearly one-hundred percent (100%) of permanent status. Fifty-two percent (52.06%) are involved in Operations with the rest of the sample population involved in Administrative (28.87%) or Technical (19.33%) support.

In terms of scope of work, 57.85% of respondents from PNP-Central Office cover national scope, 8.01% central and 9.79% Regional activities.

Around fifty-nine percent (58.76%) of the respondents have been in active service at the PNP for at least 10 years. Those who have served between 2-4 years and 5-9 years have roughly seventeen percent (16.75%) in each group.

Table 1.3 presents the number of respondents distributed by work description and by site.





YEARS OF SERVICE

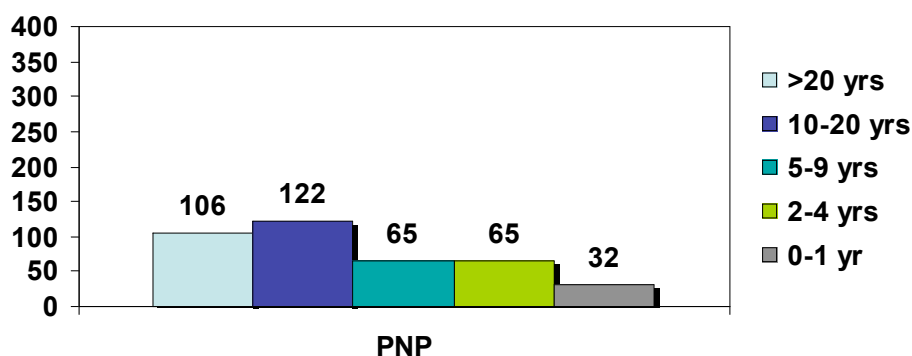


Table 1.3 Work Profile Distribution by Description and by Site

Description of Work		Number of Respondents				Agency Total (%)
		CO	Region III	Region VII	Region XI	
POSITION	Supervisory	33	32	16	20	26.03%
	Non-Supervisory	56	68	82	81	73.97%
STATUS	Permanent	83	87	91	96	92.01%
	Temporary	6	13	9	5	8.51%
	Contractual	0	0	0	0	0.00%
NATURE	Operations	37	56	58	51	52.06%
	Support-Admin	34	28	23	27	28.87%
	Support-Technical	18	16	18	23	19.33%
SCOPE	National	65	8	5	9	22.42%
	Central	9	1	4	5	4.90%
	Regional	11	19	27	25	21.13%
	Provincial	1	31	22	28	21.13%
	Municipal	0	41	41	32	29.38%
	Barangay	1	0	1	2	1.03%
YEARS	0-1 yr	5	16	8	3	8.25%
	2-4 yrs	14	11	17	23	16.75%
	5-9 yrs	24	16	13	12	16.75%
	10-20 yrs	28	23	41	30	31.44%
	>20 yrs	18	34	21	33	27.32%
TOTAL RESPONDENTS		89	100	98	101	388



2.0 SURVEY RESULTS

The survey instrument focuses on thirteen (13) areas of inquire, namely:

1. Leadership
2. Gifts and Benefits
3. Human Resource Management
4. Performance Management
5. Procurement Management
6. Financial Management
7. Whistle blowing, Internal Reporting and Investigation
8. Corruption Risk Management
9. Interface with External Environment:
10. Organizational Culture
11. Types of Corruption
12. Perceptions and attitudes regarding corruption reporting

A 6-point Likert scale was utilized in order to assess the level of agreement or disagreement of the respondents to specific terms relevant to corruption prevention. Levels of agreement range from Strongly Disagree (SD) to Strongly Agree (SA) and include Don't Know and Refuse to Answer.

Using a 4-pt weighted scale system, net ratings were computed for statements in each of the 12 areas of inquiry. Zero weight is given to "Don't Know" and "Refuse to Answer" responses. The weighted rating is computed using the following formula:

<u>Response Scale</u>	<u>Weight</u>	<u>Frequency</u>	<u>Scale x Frequency</u>
Strongly Agree	1	A	1 x A
Agree	2	B	2 x B
Disagree	3	C	3 x C
Strongly Disagree	4	D	4 x D

$$\text{NET RATING} = [(1 \times A) + (2 \times B) + (3 \times C) + (4 \times D)] / \text{Total no. of respondents}$$

To interpret net ratings, the following guideline can be used:

- 1.00 - 1.79 = Highly positive net agreement
- 1.80 - 2.19 = Moderately positive net agreement
- 2.20 - 2.49 = Slightly positive net agreement and % undecided is substantial
- 2.50 = Split opinion
- 2.51 – 2.80 = Slightly negative net agreement and % undecided is substantial
- 2.81 – 3.20 = Moderately negative net agreement
- 3.21 – 4.00 = Highly negative net agreement.

A split opinion is obtained with a net weighted rating of 2.5. A positive net agreement occurs if the net rating is less than 2.5 and a negative net agreement is reached if the net rating is greater than 2.5. The lower the net rating, the positive net agreement to the statement increases. Conversely, the higher the net rating, the negative net agreement to the statement increases.

Comparison of means were also conducted using a One-way ANOVA statistic comparing each statement against five (5) work descriptions of Position, Status, Nature of Work, Scope of Work and Years of Service. This was performed separately for each of the four sites. Significant differences in responses were noted for significance values of 0.05 or less. The One-way ANOVA Tables are provided in the Appendix for reference. Results with significant differences are highlighted in bold numbers in these ANOVA tables.



A. LEADERSHIP

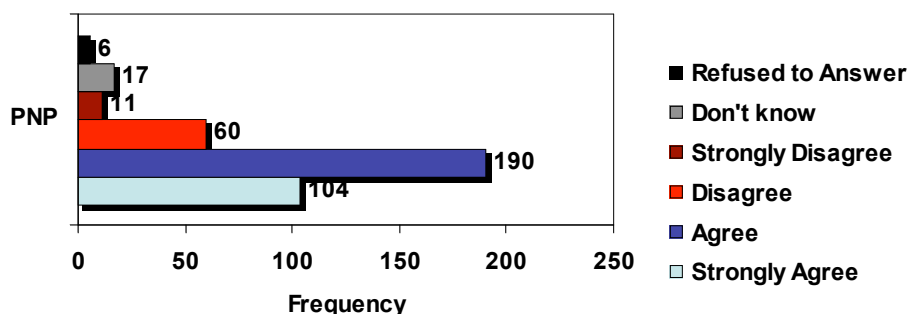
Moderately positive net agreements were observed across all sites towards non-abuse of their managers. Highly positive net agreement was however observed with respect to the professional conduct of the agency managers.

No significant differences in responses were observed among the respondents except for those in Region III for Statement No. 1 and Region XI for Statement No. 2. Stronger agreement from among non-supervisory respondents was observed from both Regions.

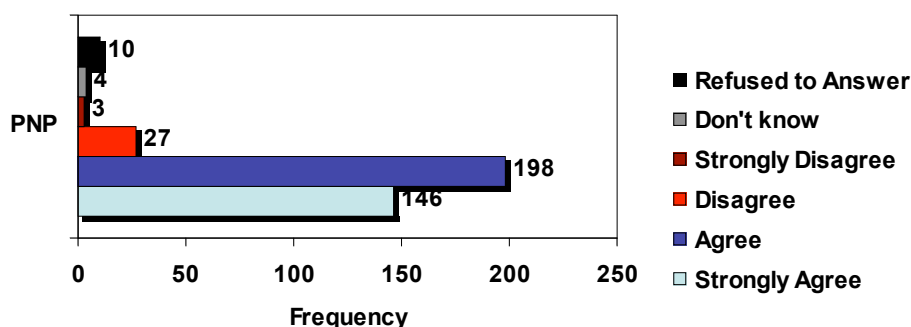
Table 2.1 Net Ratings for Leadership by Site

STATEMENTS	CO	Region III	Region VII	Region XI	AGENCY RATING
1. Managers in our agency do not abuse their authority. (<i>Hindi umaabuso sa kapangyarihan ang mga namumuno o manager ng aming ahensiya.</i>)	2.16	1.79	1.88	1.96	1.94
2. Managers in our agency inspire employees to be "professional" (<i>Ako ay nai-inspire ng mga namumuno o manager ng aming ahensiya upang maging propesyonal sa aking trabaho.</i>)	1.86	1.74	1.67	1.54	1.70

Statement 1



Statement 2





Question 3: What can you suggest to improve the leadership's contribution in preventing corruption?

Suggestions to improve the leadership's contribution in preventing corruption in PNP include:

Suggestions	Frequency	Percent of Total Respondents
• Leadership by example & honesty	71	18.30%
• More training & values formation seminars, moral discipline	59	15.21%
• Leader must have mastery of job, Professionalism, fairness and transparency	58	14.95%
• Enforcement of policies, performance evaluation, discipline, punish the guilty	43	11.08%
• Increase in salary, benefits, promotion	32	8.25%
• Strict monitoring especially of lifestyles, appropriated budget	25	6.44%
• Continuous dialogue between employee and mgt; employee participation in decision making, leaders and personnel acting as one to fight corruption	23	5.93%
• Computerization, improvement of system to avoid opportunities, more operational funds, right personnel in proper positions	12	3.09%
• Must be insulated from politics and other interest groups	8	2.06%
• Reshuffle leaders. Only deserving should lead	8	2.06%
• Nothing can be changed, no hope in the system	1	0.26%
• System okay, Nothing to change	11	2.84%

Note: Percentage values do not add up to 100%. Several respondents had multiple answers and were counted as separate responses. Frequency of responses for each suggestion is reflected for reference.

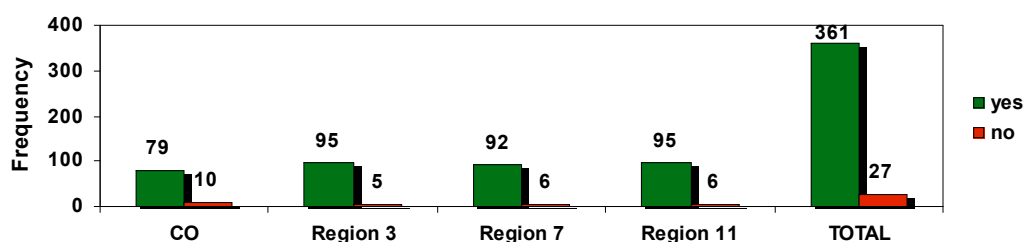
B. CODE OF CONDUCT

Majority of the respondents cited that the agency has a written code of conduct. Between 5% - 11% of the respondents replied No.

Table 2.2 Question 4: Does your agency have a written code of conduct?

	CO	Region III	Region VII	Region XI
YES	88.76%	95.00%	93.88%	94.06%
NO	11.24%	5.00%	6.12%	5.94%

Question 4





In general, moderate to highly positive net agreements were observed across all sites. Central Office respondents cited highly positive agreement for statement 1 and moderate positive agreement to Statements 2 and 3. No significant differences were observed in their responses.

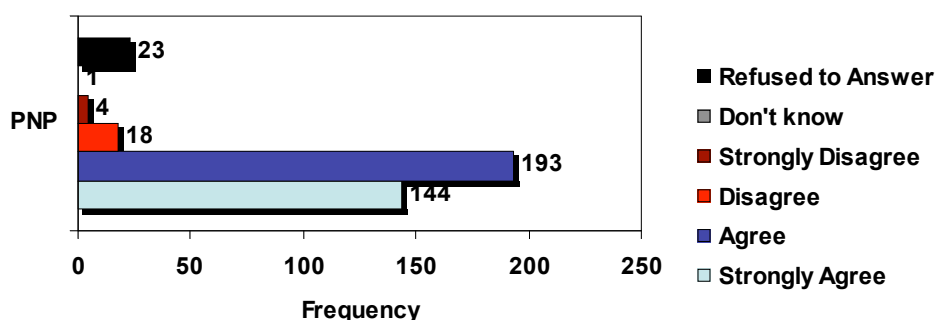
Region III respondents cited highly positive agreement to compliance with the written code of conduct and adequacy of orientation. On the other hand, slightly positive net agreement was recorded with respect to punishment of violators. Significant differences were observed on all statements. Although a small number, respondents that are likely to disagree would be those involved in either provincial or municipal scope of activities.

Highly positive net ratings were observed for all statements from among Region XI respondents with no significant differences. Highly positive net agreement was also observed in Region VII except for adequacy of orientation which recorded a moderately positive agreement. Significant difference in response among Region VII respondents was observed with regards to punishment of violators. There is stronger agreement among those involved in operations as compared to those in administrative or technical support.

Table 2.3 Net Rating for Code of Conduct by Site

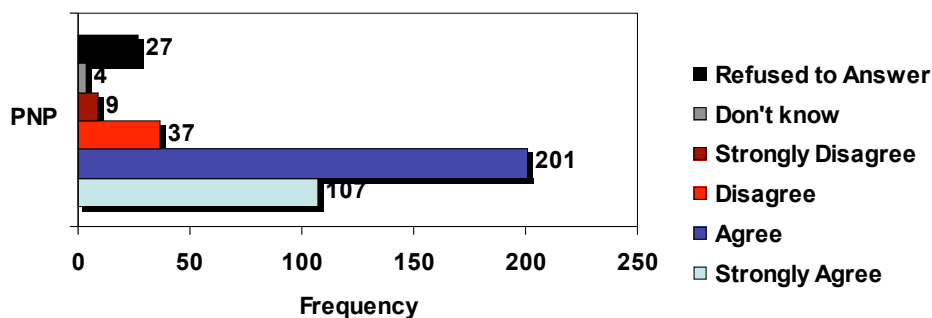
STATEMENTS	CO	Region III	Region VII	Region XI	AGENCY TOTAL
5. A written code of ethical conduct being followed in our agency. (<i>May sariling nakasulat na panuntunan ng wastong asal o gawi na sinusunod dito sa aming ahensiya.</i>)	1.71	1.59	1.75	1.64	1.67
6. Adequate orientation on the code of conduct and other corruption prevention measures are provided in our agency. (<i>May sapat na pagsasanay na ibinibigay sa amin tungkol sa code of conduct at iba pang paraan upang mapigilan ang katiwalaing dito sa aming ahensiya.</i>)	2.04	1.79	1.92	1.70	1.85
7. Those who violate the code of conduct are punished. (<i>Napaparusahan ang mga lumalabag sa mga panuntunan ng wastong asal o gawi.</i>)	2.11	1.86	1.74	1.78	1.86

Statement 5

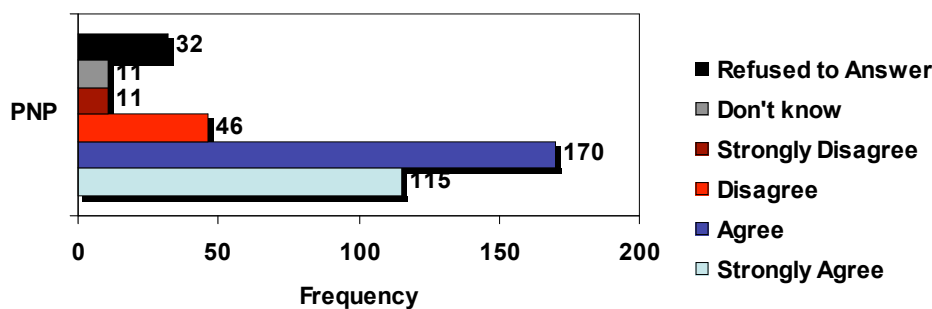




Statement 6



Statement 7

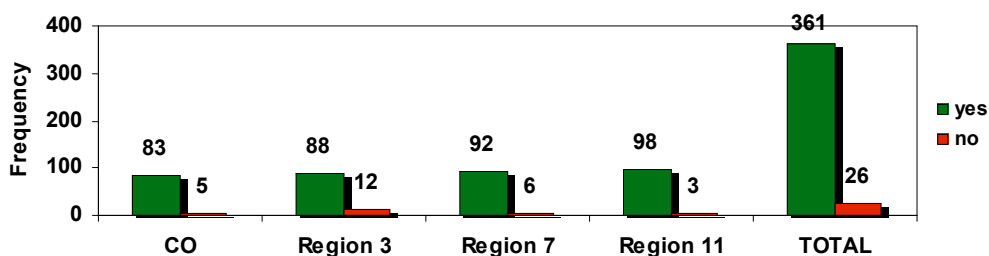


C. GIFTS AND BENEFITS

Majority of the respondents submitted their SALN for 2004. However, 5.62% from Central Office, 12% from Region III, 6.12% from Region VII and 2.97% from Regions XI failed to submit their SALN for 2004.

With regards to the knowledge of the agency's written gifts and benefits policy, Region III showed a split response between Yes and No. In Central Office and Region VII, about 2/3 of the respondents replied YES. Nearly ¾ of Region XI respondents replied YES as well.

Question 8





Question 9

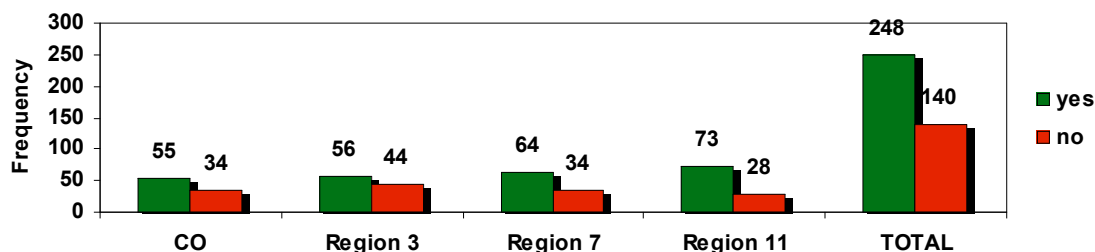


Table 2.4 Collection of SALN and Written Gifts and Benefits Policy

	Response	CO	Region III	Region VII	Region XI
8. Did your HRD collect your Statement of Assets and Liabilities and Net Worth (SALN) for 2004?	YES	93.26%	88.00%	93.88%	97.03%
	NO	5.62%	12.00%	6.12%	2.97%
9. Does your agency have a written gifts and benefits policy?	YES	61.80%	56.00%	65.31%	72.28%
	NO	38.20%	44.00%	34.69%	27.72%

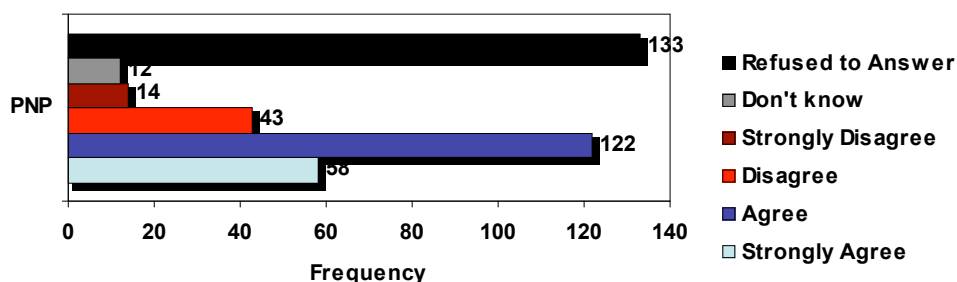
Net ratings for Gifts and Benefits indicate a moderately positive agreement on the awareness of employees and the transacting public on the agency's policy on gifts and benefits. Region III and VII respondents cited slightly positive agreement to the transacting public's awareness. No significant differences in responses were noted across all sites.

Table 2.5 Net Ratings for Gifts and Benefits by Site

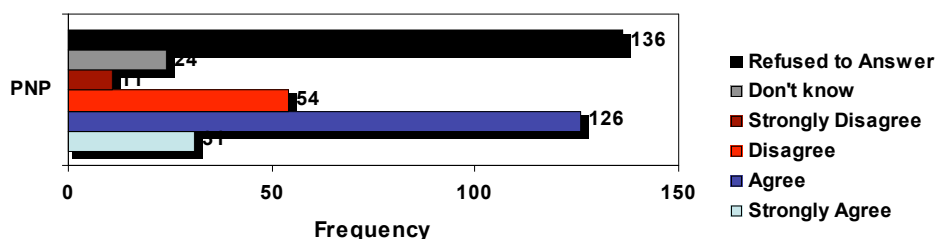
STATEMENTS	CO	Region III	Region VII	Region XI	AGENCY TOTAL
10. The employees in our agency are made aware of the policy on solicitation and receiving of gifts. <i>(Ang panuntunan sa wastong asal o gawi ukol sa paghingi o pagtanggap ng mga regalo at benepisyo ay alam ng mga empleyado sa aming ahensiyang.)</i>	2.00	2.11	2.19	1.94	2.05
11. The transacting public and suppliers know the policy of our agency on gifts and benefits. <i>(Pinapaalam ang panuntunan sa wastong asal o gawi ukol sa pagtanggap ng mga regalo at benepisyo sa mga kliyente at suppliers ng aming ahensiya.)</i>	2.15	2.35	2.23	2.09	2.20



Statement 10



Statement 11



Question 12. How much do you think is an acceptable personal gift to you?

When asked how much they think is an acceptable personal gift, about forty-two percent (41.49%) responded that no cash gift is necessary for them to render their duties as a government servant. However, when asked for an amount, nearly thirty-three percent (32.99%) answered with amounts in extreme ranges. Small amounts ranged between P10-P700, mid-range of P1,000-8,000, and high range of P10,000-30,000. The remaining twenty-five percent (25.52%) of the respondents cited that they would accept tokens in the form of food and non-cash gifts that their clients would willingly give them in appreciation of their service.

Amount	Frequency	Percentage
None or Zero	161	41.49%
<= P20	1	32.99%
<= P50	8	
<= P100	27	
<= P200	6	
P300	3	
P500	30	
P1,000	19	
P2,000	4	
P3,000	1	
P5,000	17	
<=P10,000	7	
<=P15,000	2	
P20,000	2	
P30,000	1	
Food or non-cash gifts	99	25.52%



D. HUMAN RESOURCES DEVELOPMENT

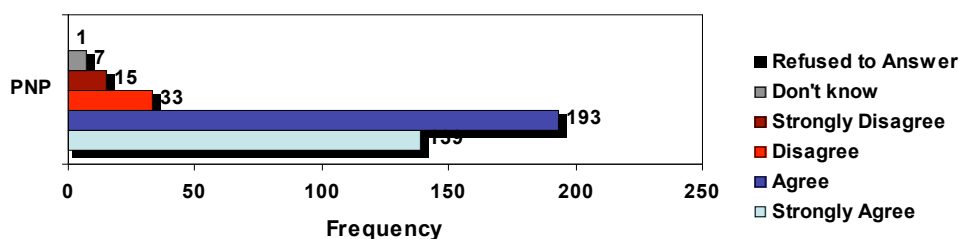
Net ratings on recruitment and promotions varied among the agency sites without significant differences in responses except those among CO respondents for Statement No. 13. Highly positive agreement was observed among Region III and Region XI respondents with regards to the compliance to a set of criteria for recruitment and promotions while moderately positive agreements were observed in CO and Region VII. CO respondents that may disagree would more likely come from those involved in operations.

With regards to the absence of external influences, only CO respondents indicated a slightly negative agreement while the other sites indicating slightly positive agreement. No significant differences in responses were observed.

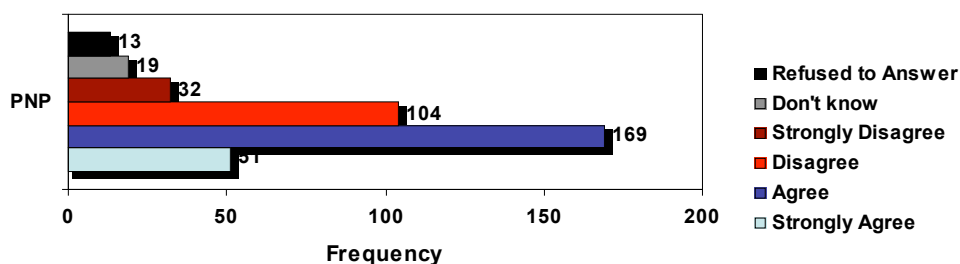
Table 2.6 Net Ratings for Human Resource Development

STATEMENTS	CO	Region III	Region VII	Region XI	AGENCY TOTAL
13. The process for recruitment and promotions in our agency follows a set of criteria. (<i>Ang prosesong sa pag-recruit at pag-promote dito sa aming ahensiya ay alinsunod sa mga tinalagang batayan.</i>)	2.06	1.64	1.83	1.71	1.80
14. The process of recruitment and promotions in our agency is free from external influences. (<i>Walang nakiki-alam sa prosesong ng pag-recruit at pag-promote dito sa aming ahensiya.</i>)	2.64	2.20	2.37	2.13	2.33

Statement 13



Statement 14





Question 15: What can you suggest to improve the process of recruitment and promotion in your agency?

Suggestions to improve the process of recruitment and promotion include the following:

Suggestions	Frequency	Percent of Total Respondents
• Strict implementation of Selection criteria, give more weight to educational qualification	150	38.66%
• No political accommodation, influence peddling, and nepotism	99	25.52%
• Promotion based on merit, performance. Promote even those with pending cases.	45	11.60%
• Promotion based on seniority, length of service	22	5.67%
• Systems upgrade, process too tedious, follow quotas	21	5.41%
• Credible promotions board, transparency.	18	4.64%
• Give more weight to psychological - neuro exams and medical exams and physical tests, interview applicants	8	2.06%
• Information dissemination, better lines of communication	8	2.06%
• Put the right person in the right position	1	0.26%
• Process okay, no need to improve	11	2.84%
• No answer	34	8.76%

Note: Percentage values do not add up to 100%. Several respondents had multiple answers and were counted as separate responses. Frequency of responses for each suggestion is reflected for reference.

E. PERFORMANCE MANAGEMENT

Highly positive ratings were recorded with regards to clarity of individual performance targets, rewards and job satisfaction. Slightly positive net ratings were recorded with regards to performance feedback and yearly performance bonuses.

Significant differences were observed in the sites on various job profile characteristics. Significant differences in responses were observed in the following:

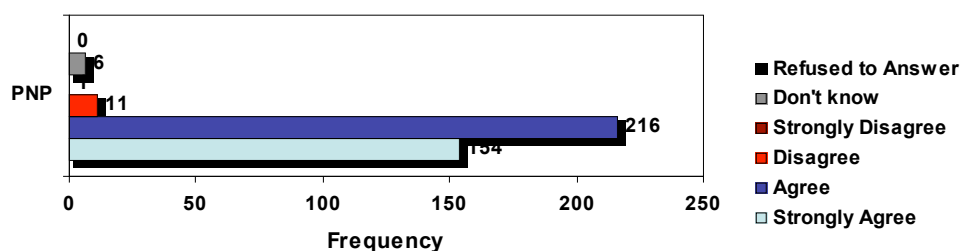
- Region III respondents that indicated that their performance targets were unclear were from among those with temporary status or those with less than 2 years of service.
- There is stronger agreement from among those involved in operations among Region XI respondents with regards to rewards for outstanding performance.
- Inadequacy of feedback on employee performance was more likely cited among operations personnel in Region III and among non-supervisory personnel in Region VII.
- High job satisfaction in CO respondents are attributed among those involved in national scope of work.



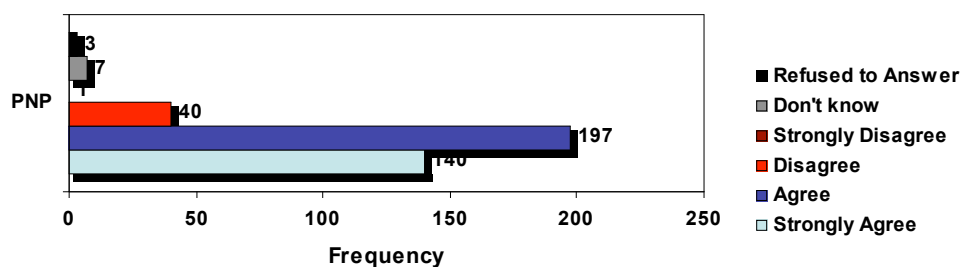
Table 2.7 Net Ratings for Performance Management

STATEMENTS	CO	Region III	Region VII	Region XI	AGENCY TOTAL
16. My performance targets are clear to me. (<i>Malinaw sa akin ang performance targets ko.</i>)	1.62	1.65	1.78	1.49	1.63
17. Outstanding performance is rewarded in our agency. (<i>Ginagantimpalaan sa aming ahensya ang mga taong may bukod tanging pagganap sa kanyang tungkulin.</i>)	1.86	1.70	1.73	1.68	1.74
18. The employees in our agency are regularly provided feedback regarding their performance. (<i>Ang mga empleyado sa aming ahensiya ay regular na sinasabihan o nabibigyan ng komentaryo o puna ukol sa pagganap ng kanilang tungkulin.</i>)	1.99	1.73	1.95	1.70	1.83
19. The employees of our agency are given the yearly performance bonus regardless of how they performed. (<i>Ang mga empleyado sa ahensiya naming ay binibigyan ng performance bonus paano man nila ginampan ang kanilang tungkulin.</i>)	2.23	2.08	2.14	1.95	2.09
20. I am satisfied with my job. (<i>Ako ay nasisiyahan sa aking trabaho.</i>)	1.50	1.51	1.46	1.32	1.44

Statement 16

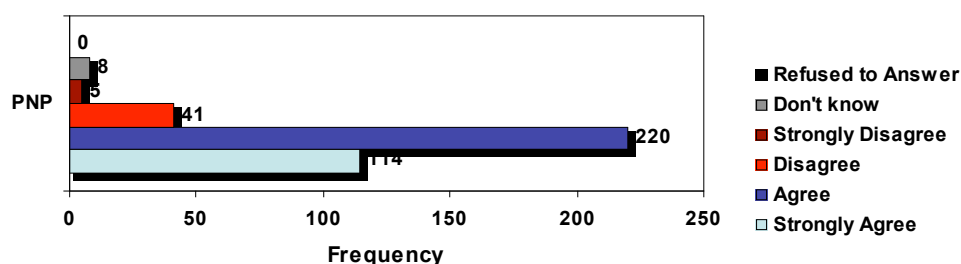


Statement 17

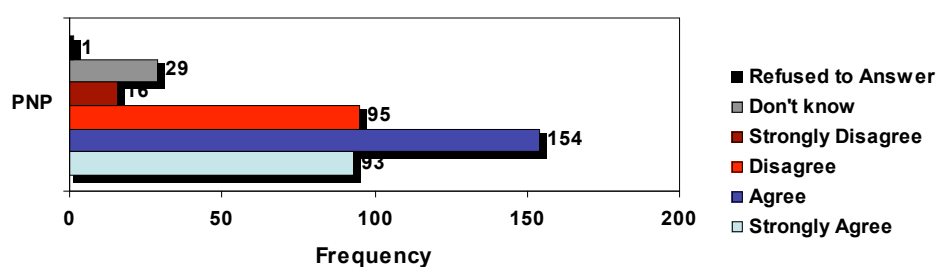




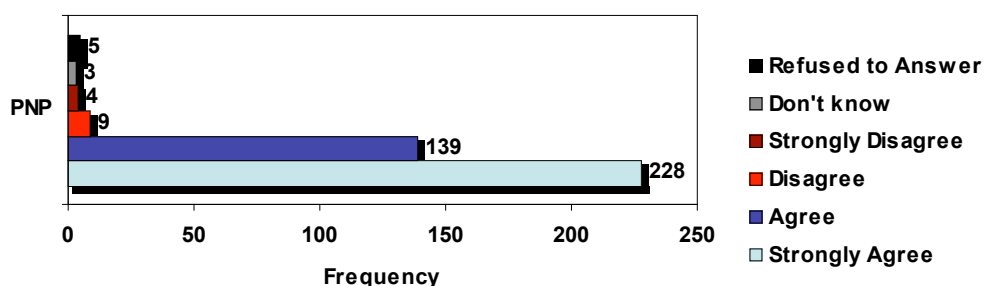
Statement 18



Statement 19



Statement 20



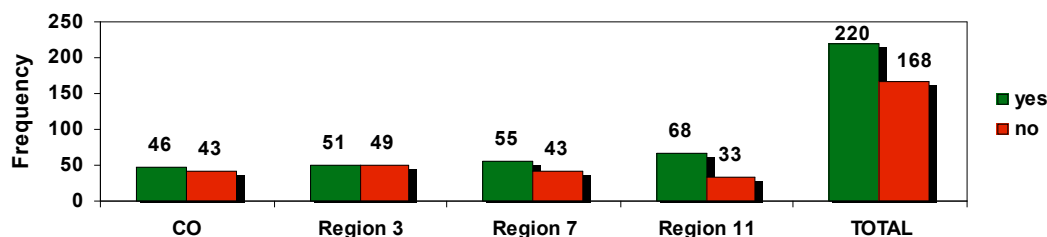
Setting of personal performance targets is practiced in more than half of the respondents in the survey as can be seen in Table 2.8 below. Between 51% to 67% have had their superiors set their performance targets for 2005.

Table 2.8 (Question 21) Do you have a personal performance target set by your superior for 2005?

	CO	Region III	Region VII	Region XI
YES	51.69%	51.00%	56.12%	67.33%
NO	48.31%	49.00%	43.88%	32.67%



Question 21



F. PROCUREMENT MANAGEMENT

Respondents across sites generally agreed with concerns on Procurement Management. Moderately positive net ratings for all factors were recorded. Central Office and Region VII respondents however, recorded slightly positive net ratings regarding the impartiality of the BAC decisions.

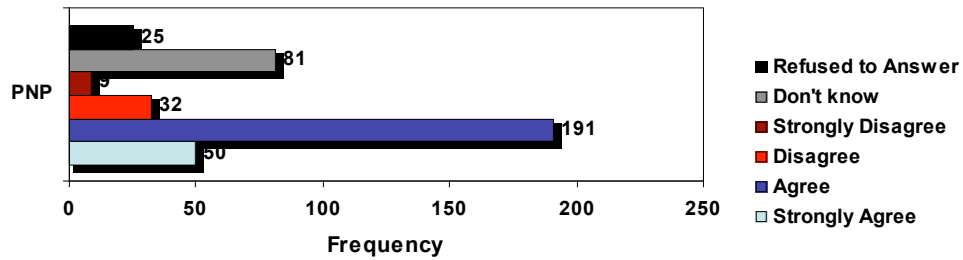
Significant differences in responses were observed only in Statements 24 and 25. CO respondents that were more likely to disagree that non-performing suppliers are blacklisted would be among those involved in administrative or technical support. In Region III, those more likely to disagree that relevant personnel are well-trained would be those involved in provincial and municipal scope of work.

Table 2.9 Net Ratings for Procurement Management

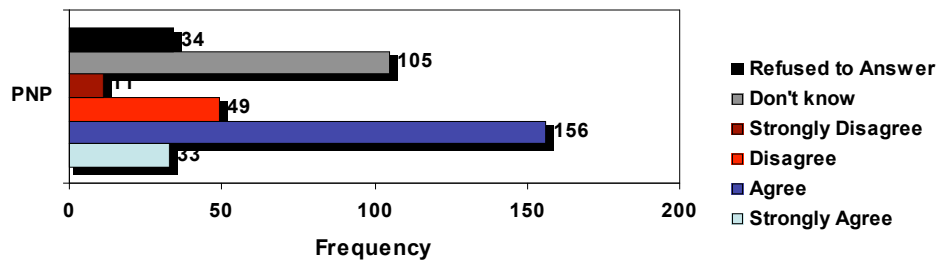
STATEMENTS	CO	Region III	Region VII	Region XI	AGENCY TOTAL
22. Procurement in our agency follows the procedures as stipulated under the Procurement Law (RA 9184). <i>(Dito sa aming ahensiya, ang pagbili o procurement ay sang-ayon sa Procurement Act or RA9184).</i>	1.98	2.01	2.12	1.89	2.00
23. BAC decisions are impartial. <i>(Walang kinikilingan ang BAC sa kanilang mga desisyon.)</i>	2.29	2.00	2.28	2.04	2.15
24. Non-performing suppliers are blacklisted. <i>(Ang mga umaabuso at di matinong suppliers ay iniaalis sa talaan ng maaring magkaroon ng transaksyon muli.)</i>	2.10	1.96	1.93	1.96	1.99
25. Relevant personnel are well trained on the entire procurement process – from bidding to inspection/utilization. <i>(May sapat na pagsasanay na ibinibigay sa mga kinaaukulang empleyado ukol sa pagbili, inspeksyon, at wastong paggamit ng mga binili.)</i>	2.06	1.94	2.03	1.86	1.97



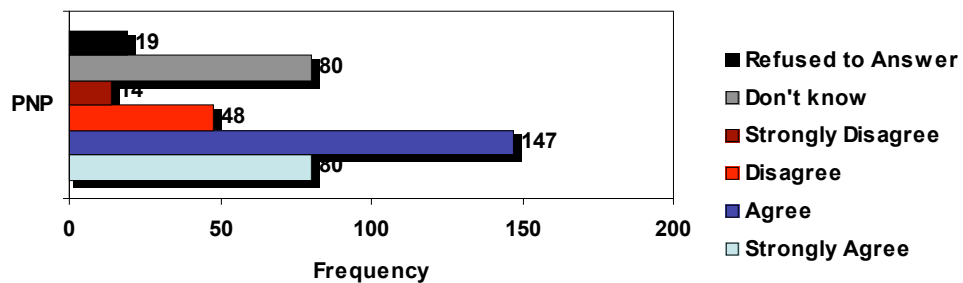
Statement 22



Statement 23



Statement 24



Statement 25

