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Advancing Professionalism: Core Competencies of the Philippine National Police

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Abstract

Law enforcement competence is essential to maintaining peace and order, ensuring public safety, and upholding the rule of law. This study assessed the competencies of Philippine National Police (PNP) personnel in District II, Bohol, Philippines. Specifically, it examined competencies in leadership and decision-making, investigative and operational skills, crisis management and conflict resolution, community engagement and public relations, and ethical standards and professional conduct. It identified challenges encountered, differences in competencies and challenges across demographic and professional groups, and the relationship between competencies and challenges. A descriptive-correlational design was employed among 205 PNP personnel from 14 municipal police stations. Data were gathered through a researcher-made questionnaire and analyzed using descriptive and inferential statistics. Findings revealed very high competency levels across assessed dimensions, with ethical standards and professional conduct receiving the highest rating. Challenges were generally perceived as less serious, although investigative and operational skills posed the greatest difficulty, particularly because of limited access to crime-solving technology. No significant differences were found when respondents were grouped by age, sex, length of service, educational attainment, and rank. However, significant differences emerged according to position and location, underscoring the need for role-specific and location-based training. A weak but significant negative relationship was also found between competency levels and challenges, indicating that higher competencies were associated with fewer operational difficulties. The study highlights the need for continuous professional development, stronger logistical and technological support, and targeted training to enhance PNP personnel's competencies and operational effectiveness.

Keywords: Philippine National Police; Law Enforcement Competencies; Professionalism; Operational Challenges; Professional Development

1. Introduction

Professionalism in law enforcement is a fundamental requirement for maintaining public trust, protecting communities, and upholding the rule of law. Police personnel operate in environments shaped by changing crime patterns, public expectations, technological developments, and complex security concerns. Effective policing requires leadership, sound decision-making, investigative proficiency, crisis management, conflict resolution, ethical conduct, and constructive community relationships. Assessing personnel capabilities helps identify strengths, performance gaps, and development priorities. Competency-based perspectives emphasize that effective performance depends on the knowledge, skills, abilities, and personal attributes required for particular

responsibilities (McClelland, 1973). Recent evidence connects police legitimacy with procedural fairness and public trust (Chan et al., 2025; Tyler, 2025; Worden et al., 2024).

Core competencies refer to the knowledge, skills, abilities, and behaviors required to perform policing responsibilities effectively. Leadership and decision-making enable officers to direct personnel, assess situations, and make operational judgments. Investigative and operational skills support information gathering, crime investigation, and the implementation of police operations. Crisis management and conflict resolution help personnel respond to emergencies, manage pressure, and prevent disputes from escalating. Community engagement and public relations promote communication, cooperation, and trust between police and the public. Ethical standards and professional conduct guide officers in exercising authority responsibly, respecting individual rights, and maintaining accountability. Emotional intelligence is also relevant to policing because recognizing and managing emotions can support interpersonal relationships and responses to demanding situations (Goleman, 1995). International research also recognizes that police legitimacy depends not only on enforcement outcomes but on fair procedures, accountability, and respectful treatment of the public. These considerations make professional competence important to both organizational performance and public confidence over time. Recent research on police legitimacy and officer orientations further emphasizes respectful treatment, fairness, and public cooperation (Li et al., 2024; Murphy & McCarthy, 2024; Nam et al., 2024).

In the Philippine setting, the Philippine National Police (PNP) serves as the principal law enforcement agency mandated to maintain peace and order, prevent and investigate crimes, and protect lives and property. Fulfilling this mandate requires personnel who can respond effectively to operational demands while maintaining public confidence. Continuing assessment is necessary to determine whether personnel possess competencies suited to evolving responsibilities. Police officers may encounter difficulties associated with operational pressures, limited resources, assignment-specific duties, and differing community conditions. Cognitive Load Theory highlights the importance of preparation when demanding situations require complex information processing (Sweller, 1988). Examining competencies alongside workplace challenges can therefore help identify areas requiring organizational support. Police work also involves organizational stressors that may affect well-being and professional functioning (Drew & Williamson, 2024; Mumford et al., 2024; Ugwu & Idemudia, 2025).

In Bohol, police personnel serve communities with differing operational environments and local needs. In particular, examining PNP personnel in District II can provide a localized account of leadership and decision-making, investigative and operational skills, crisis management and conflict resolution, community engagement and public relations, and ethical standards and professional conduct. Respondent characteristics, including age, sex, length of service, educational qualification, rank, position, and location, may also relate to competency and operational experiences. Research on critical decision-making and organizational stress highlights the value of context-sensitive preparation for operational responsibilities (Di Nota et al., 2024; Penney et al., 2022).

Despite the importance of police professionalism, a comprehensive assessment of these five competency areas and their associated challenges within the PNP context of District II, Bohol, remains necessary. Examining competency levels, challenges encountered, differences among respondent groups, and the relationship between competencies and challenges can help address this local evidence gap. Such evidence may inform professional development, leadership support, and targeted training.

Anchored on competency theory, emotional intelligence theory, cognitive load theory, and social learning theory, this study assessed the core competencies of PNP personnel in District II, Province of Bohol. Specifically, it determined the respondents' socio-demographic and professional profiles; assessed their competencies and the challenges encountered across the five domains; examined differences in competency levels and challenges when grouped according to respondent profiles; and established the relationship between competency levels and challenges. It also sought to develop an output based on the findings. The findings may inform efforts to strengthen professionalism and accountable policing.

2. Material and methods

2.1 Research Design

This study employed a survey-based descriptive-correlational research design to assess the core competencies and challenges encountered by Philippine National Police (PNP) personnel in District II, Province of Bohol. The descriptive component was utilized to determine the respondents' socio-demographic and professional characteristics and assess their competencies in terms of leadership and decision-making, investigative and operational skills, crisis management and conflict resolution, community engagement and public relations, and ethical standards and professional conduct.

2.2 Locale of the Study
The study was conducted in the fourteen (14) municipal police stations of District II, Province of Bohol, Philippines, during the second semester of School Year 2024–2025. The study covered the municipalities of Bien Unido, Buenavista, Clarin, Dagohoy, Danao, Getafe, Inabanga, President Carlos P. Garcia, Sagbayan, San Isidro, San Miguel, Talibon, Trinidad, and Ubay. These police stations served as the research locale because they represented the operational areas covered by the study. The selection of these locations provided an opportunity to assess the competencies and challenges encountered by uniformed PNP personnel across different municipal assignments and policing environments.

2.3 Respondents of the Study
The respondents of the study were two hundred five (205) uniformed personnel from the fourteen (14) municipal police stations of District II, Province of Bohol. The respondents were selected from a total population of four hundred thirty-six (436) police personnel using purposive sampling. They provided information regarding their socio-demographic and professional characteristics, competency levels, and challenges encountered in performing their law enforcement responsibilities. The study considered their experiences and assignments relevant to assessing the five dimensions of police competencies. Their participation provided the necessary information for examining competency levels and operational challenges across the covered municipal police stations.

2.4 Sample and Sampling Procedure
The study utilized purposive sampling in selecting the respondents from the fourteen (14) municipal police stations in District II, Bohol. A total of 205 uniformed PNP personnel participated from the population of 436 personnel. The distribution of respondents covered Bien Unido, Buenavista, Clarin, Dagohoy, Danao, Getafe, Inabanga, President Carlos P. Garcia, Sagbayan, San Isidro, San Miguel, Talibon, Trinidad, and Ubay. The allocation of respondents across the municipalities followed the sampling distribution presented in the study. This procedure enabled the researcher to obtain information from personnel assigned to the different municipal police stations. The selected sample served as the basis for examining the respondents' profiles, competencies, and challenges encountered in the performance of their duties.

2.5 Research Instrument
The study utilized a researcher-made survey questionnaire as the primary data-gathering instrument. The questionnaire consisted of three parts. The first part gathered the respondents' socio-demographic and professional profiles, including age, sex, length of service, educational attainment, rank, position, and location. The second part assessed their level of competencies in leadership and decision-making, investigative and operational skills, crisis management and conflict resolution, community engagement and public relations, and ethical standards and professional conduct. The third part determined the challenges encountered by PNP personnel across the same five competency dimensions. Responses were measured using a five-point Likert scale. The instrument provided the information necessary to address the research questions and objectives of the study.

2.6 Data Gathering Procedure
Prior to data collection, the researcher secured a formal letter of request from the graduate school addressed to the Provincial Director of the Bohol Police Provincial Office to obtain permission to conduct the study among uniformed PNP personnel. Upon approval, the researcher personally distributed the questionnaires, with assistance from colleagues and other authorized individuals, to the selected respondents in the fourteen municipal police stations. Sufficient time was provided for the respondents to accomplish the questionnaires. After the allotted period, the accomplished instruments were retrieved, collated, and organized for statistical analysis. The collected information was subsequently encoded and processed using the appropriate statistical procedures to address the objectives and research questions of the study.

2.7 Data Analysis Techniques
The collected data were analyzed using appropriate statistical techniques to address the research questions and test the hypotheses of the study. Frequency counts and percentages were utilized to describe the respondents' socio-demographic and professional profiles. Mean was employed to determine the respondents' competency levels and the challenges encountered across the five dimensions. The independent-samples t-test and analysis of variance (ANOVA) were used to examine significant differences in the variables when respondents were grouped according to their respective profiles. Pearson Product-Moment Correlation Coefficient was applied to determine the relationship between competency levels and challenges encountered. The responses were interpreted using the established five-point scoring scales and corresponding verbal interpretations. Data processing and statistical analysis were performed using IBM SPSS Statistics Version 20.

2.8 Ethical Considerations
The study observed ethical principles throughout the research process to protect the rights, privacy, and welfare of the respondents. Participation was voluntary, and the purpose and procedures of the study were explained before the administration of the questionnaires. Respondents were informed that they could decline participation or

withdraw without negative consequences. Personal information, including names, was treated confidentially, and responses were used exclusively for academic research purposes. The researcher ensured that data collection, analysis, and presentation were conducted with honesty, accuracy, and integrity. No information was intentionally fabricated or falsified. The collected data were handled responsibly, and the identities of the participating police personnel were protected throughout the conduct of the study.

3. Results and Discussion

3.1 Profile of the respondents

The study involved 205 uniformed Philippine National Police (PNP) personnel from 14 municipal police stations in District II, Province of Bohol. Their demographic and professional profiles were examined in terms of age, sex, length of service, educational attainment, rank, position, and location. The findings revealed that most respondents were aged 31–40 years (102, 49.8%), followed by those aged 41–50 years (71, 34.6%). In terms of sex, 152 (74.1%) were male, while 53 (25.9%) were female. Regarding length of service, the majority had served for more than 10 years (128, 62.4%), followed by those with 6–10 years of service (65, 31.7%). Most respondents held a bachelor's degree (199, 97.1%), while four (2.0%) had a master's degree and two (1.0%) held a doctorate. In terms of rank, Police Staff Sergeants constituted the largest group (51, 24.9%), followed by Police Corporals (42, 20.5%) and Police Master Sergeants (37, 18.0%). Regarding position, the largest group was classified under other assignments (49, 23.9%), followed by Operations (29, 14.1%) and Intelligence (28, 13.7%). In terms of location, Ubay had the highest representation (32, 15.6%), followed by Talibon (23, 11.2%) and Trinidad (17, 8.3%). These characteristics provide important context for understanding the professional composition of the respondents. The predominance of personnel aged 31–50 years and those with more than 10 years of service indicates that the study largely represented officers with substantial professional experience. The distribution across ranks, positions, and municipalities also reflects the different responsibilities and operational environments within the district. These findings provide a basis for examining competency levels and workplace challenges across different professional groups.

3.2 Leadership and Decision-Making Competency

The findings revealed that the respondents demonstrated a very high level of competency in leadership and decision-making, obtaining a grand mean of 4.59. Among the indicators, effectively leading and motivating team members and encouraging teamwork and collaboration both obtained the highest mean of 4.63. These were followed by making sound and timely decisions under pressure and taking responsibility for decisions and actions, which both obtained a mean of 4.58. Adapting to changing situations and unexpected challenges in the field received the lowest mean of 4.55, although it remained within the very high category. These results suggest that PNP personnel possess strong leadership capabilities, particularly in motivating colleagues, maintaining discipline, and promoting teamwork. Their high assessment of decision-making also indicates confidence in handling responsibilities and making appropriate judgments during demanding situations. However, the relatively lower rating for adaptability suggests that continuous preparation is still necessary to strengthen their ability to respond to unexpected operational circumstances. Penney et al. (2022) emphasized the importance of critical decision-making and threat assessment in demanding operational contexts. The findings therefore highlight the value of sustaining leadership development, decision-making exercises, and practical training to maintain the professional capabilities of police personnel. Research on critical decision-making supports continued practice in threat assessment and time-sensitive judgments (Penney et al., 2022).

3.3 Investigative and Operational Skills

The respondents obtained a grand mean of 4.49 in investigative and operational skills, interpreted as very high. Among the indicators, following proper investigative procedures in handling cases received the highest mean of 4.52. This was followed by conducting effective surveillance and intelligence operations and applying critical thinking and analytical skills in solving criminal cases, both with a mean of 4.50. Gathering, analyzing, and interpreting evidence obtained a mean of 4.48, while knowledge of laws, rules, and regulations governing police investigations received the lowest mean of 4.43. Research on algorithmic police decision-making also underscores the importance of considering trust and fairness when introducing technology into policing (Hobson et al., 2023). The findings indicate that respondents generally perceive themselves as capable of performing investigative and operational responsibilities in accordance with established procedures. Their relatively high rating for procedural compliance reflects the importance of following appropriate standards in case handling. Nevertheless, the lower rating concerning knowledge of laws and regulations suggests the need for continuing legal education and regular updates on investigative requirements. Investigative competence requires not only practical skills but also an adequate understanding of legal procedures and evidentiary standards. The findings therefore emphasize the importance of refresher courses, specialized investigative training, and access to appropriate operational resources to sustain the effectiveness and accuracy of police investigations.

3.4 Crisis Management and Conflict Resolution

The assessment of crisis management and conflict resolution produced a grand mean of 4.48, interpreted as very high. Among the indicators, remaining calm and composed when handling high-stress situations obtained the highest mean of 4.54, followed by effective communication with victims, suspects, and the public during crises, with a mean of 4.53. Assessing threat levels and responding appropriately to emergencies received a mean of 4.48, while using negotiation and de-escalation techniques obtained 4.47. The indicator on training in emergency response strategies and disaster management received the lowest mean of 4.37. An experimental evaluation of de-escalation training reported improvements in officer communication, although not in reported use-of-force incidents (McLean et al., 2026). These results suggest that PNP personnel demonstrate confidence in managing stressful situations and communicating with individuals involved in emergencies. Their ability to remain composed is particularly important because police officers frequently encounter unpredictable situations requiring immediate and responsible action. However, the comparatively lower rating for emergency response and disaster management training identifies an area that requires further attention. Rubillar et al. (2023) emphasized the importance of crisis management competencies, particularly communication and coordination during emergencies. The findings support the need for scenario-based exercises, emergency response simulations, negotiation training, and continuing professional development to strengthen personnel readiness in managing crises and resolving conflicts.

3.5 Community Engagement and Public Relations

The respondents demonstrated a very high level of competency in community engagement and public relations, obtaining a grand mean of 4.55. Among the indicators, upholding a positive image of the PNP when dealing with the public received the highest mean of 4.60. This was followed by active participation in community policing programs and being approachable and willing to listen to community concerns, both with a mean of 4.55. Engaging in public awareness campaigns about crime prevention and safety obtained a mean of 4.52, while collaborating with local organizations and stakeholders to improve community security received the lowest mean of 4.51. The findings indicate that respondents recognize the importance of maintaining positive relationships with the communities they serve. Their high ratings suggest that they value professionalism, approachability, and public engagement as essential components of effective policing. However, collaboration with local organizations and stakeholders, although still rated very high, presents an opportunity to further strengthen community-based security initiatives. Calibo II et al. (2021) emphasized the positive contribution of police-community relations to public safety and crime prevention. Thus, strengthening partnerships with local government units, community organizations, and other stakeholders may further improve public cooperation, community trust, and collective efforts toward crime prevention.

3.6 Ethical Standards and Professional Conduct

Ethical standards and professional conduct obtained the highest grand mean among the five competency dimensions, with a rating of 4.60, interpreted as very high. Demonstrating integrity, honesty, and accountability in the performance of duties received the highest mean of 4.68. This was followed by resisting corruption, bribery, and abuse of authority, with a mean of 4.61. Treating all individuals fairly regardless of their background or status obtained a mean of 4.60, while strict adherence to the PNP Code of Ethics and professional standards received 4.56. Reporting misconduct or unethical behavior within the police force obtained the lowest mean of 4.53. Recent research emphasizes the role of procedural fairness and legitimacy in responsible policing (Chan et al., 2025; Tyler, 2025). These findings suggest that respondents place considerable importance on integrity, accountability, fairness, and ethical conduct in carrying out their duties. The highest rating for demonstrating honesty and accountability indicates a strong perceived commitment to professional values. Nevertheless, the comparatively lower rating for reporting misconduct suggests that mechanisms encouraging transparency and responsible reporting may be further strengthened. Ethical professionalism requires not only personal adherence to established standards but also an organizational environment that supports accountability. The findings therefore emphasize the continued importance of ethics seminars, transparent reporting procedures, and institutional measures that reinforce integrity and public trust in the police service.

3.7 Overall Level of Competencies of PNP Personnel

The overall assessment revealed that PNP personnel in District II, Bohol, obtained a mean of 4.54, interpreted as very high competency. Among the five dimensions, ethical standards and professional conduct received the highest grand mean of 4.60, followed by leadership and decision-making (4.59), community engagement and public relations (4.55), investigative and operational skills (4.49), and crisis management and conflict resolution (4.48). These results indicate that respondents generally perceived themselves as highly competent in performing their professional responsibilities. The findings demonstrate strengths in ethical conduct, leadership, and community relations, which are essential to maintaining organizational discipline and public confidence. However, crisis management and conflict resolution received the lowest rating among the competency dimensions, while investigative and operational skills also require sustained attention. Although both areas remained within the very high category, their comparatively lower ratings indicate opportunities for further professional development. The findings support the importance of maintaining continuous training and

competency enhancement across all operational areas. Strengthening investigative knowledge, emergency preparedness, and conflict resolution skills may help ensure that high self-assessed competency levels are translated into effective and responsible police performance.

3.8 Challenges Encountered by PNP Personnel

The challenges encountered by PNP personnel were examined across five dimensions: leadership and decision-making, investigative and operational skills, crisis management and conflict resolution, community engagement and public relations, and ethical standards and professional conduct. The overall mean was 2.26, interpreted as less serious. Among the five dimensions, investigative and operational skills obtained the highest grand mean of 2.40, followed by crisis management and conflict resolution and community engagement and public relations, both with 2.26. Ethical standards and professional conduct obtained a mean of 2.20, while leadership and decision-making received the lowest mean of 2.17. Studies of police occupational stress and burnout underscore the importance of organizational support and wellness initiatives (Correia et al., 2023; Tehrani & Hesketh, 2024). In leadership and decision-making, hesitancy in making quick, high-stakes decisions under pressure was the highest-rated challenge (2.35), while the influence of politics and hierarchy on decision-making received the lowest rating (2.07). For investigative and operational skills, limited access to advanced crime-solving technology was the highest-rated concern (2.55), followed by inadequate training on modern investigative techniques (2.41). In crisis management and conflict resolution, limited psychological support for officers handling traumatic events received the highest mean (2.34). For community engagement and public relations, limited resources for outreach programs and civic engagement was the highest-rated challenge (2.34). In ethical standards and professional conduct, inadequate whistleblower protection for reporting misconduct received the highest mean (2.27). These findings indicate that although the challenges were generally perceived as less serious, certain operational and institutional concerns remain. The comparatively higher rating for investigative and operational skills highlights the importance of modern investigative technology, adequate forensic resources, and specialized training. Hobson et al. (2023) examined trust in algorithmic police decision-making, highlighting the need to consider fairness when using new technologies. Meanwhile, Rubillar et al. (2023) highlighted the importance of crisis management competencies and support systems. The results therefore point to the need for improved investigative resources, psychological support, community outreach assistance, and organizational mechanisms that encourage accountability.

3.9 Differences in the Level of Competencies According to Respondents' Profile

The study examined differences in the level of competencies when respondents were grouped according to age, sex, length of service, educational attainment, rank, position, and location. The results revealed no significant differences according to age ($F = 1.226$, $p = .301$), sex ($t = 1.348$, $p = .179$), length of service ($F = 0.460$, $p = .710$), educational attainment ($F = 0.529$, $p = .590$), and rank ($F = 1.270$, $p = .261$). These findings indicate that competency levels were statistically comparable across these groups. Although some variations in mean scores were observed, they were not sufficient to establish significant differences at the .05 level. However, significant differences were found when respondents were grouped according to position ($F = 1.977$, $p = .038$) and location ($F = 3.232$, $p < .001$). Personnel assigned to Supply obtained the highest competency mean of 5.00, while those assigned to Human Resources obtained the lowest mean of 3.88. In terms of location, Pres. Carlos P. Garcia recorded the highest mean of 4.86, followed by Inabanga (4.76) and Clarin (4.71), while Sagbayan (4.23) and Buenavista (4.25) obtained the lowest means. These findings suggest that competency levels may vary according to the nature of assigned responsibilities and the operational environment of individual police stations. The results highlight the importance of position-specific training and location-based capacity-building initiatives. Penney et al. (2022) highlighted the demands of critical decision-making in operational settings. Thus, training and professional development programs should consider the distinct responsibilities and working conditions of personnel across different assignments and municipalities.

3. 10 Differences in the Challenges Encountered According to Respondents' Profile

The study also determined whether the challenges encountered by PNP personnel differed according to their age, sex, length of service, educational attainment, rank, position, and location. The findings revealed no significant differences in challenges according to age ($F = 1.563$, $p = .186$), sex ($t = 0.272$, $p = .786$), length of service ($F = 1.445$, $p = .231$), educational attainment ($F = 0.484$, $p = .617$), and rank ($F = 1.020$, $p = .423$). These results suggest that personnel generally experienced comparable levels of workplace challenges regardless of these demographic and professional characteristics. In contrast, significant differences were observed according to position ($F = 2.975$, $p = .002$) and location ($F = 1.914$, $p = .031$). Personnel assigned to Supply reported the highest challenge mean of 3.36, while those assigned to Intelligence reported the lowest mean of 1.71. Across locations, Inabanga obtained the highest challenge mean of 2.83, followed by Danao (2.65) and Bien Unido (2.59), whereas Dagohoy recorded the lowest mean of 1.47. The findings indicate that workplace challenges may be more closely associated with specific job responsibilities and local operational conditions than with general demographic characteristics. Personnel assigned to supply-related functions may encounter distinct logistical and procurement concerns, while municipal stations may differ in their available resources and operational demands. These results support the need for targeted interventions, improved logistical assistance, and location-specific support. Drew and Williamson

(2024) examined how operational and organizational stressors relate to police psychological outcomes. Accordingly, organizational responses should be designed around the actual conditions experienced by personnel in their respective assignments and stations.

3.11 Relationship Between the Level of Competencies and Challenges Encountered

The relationship between the level of competencies and the challenges encountered by PNP personnel was examined using the Pearson Product-Moment Correlation Coefficient. The findings revealed a correlation coefficient of -0.279 and a significance value of .000. Since the significance value was below the .05 level, the relationship was statistically significant. The negative coefficient indicates an inverse relationship, while its magnitude suggests that the association was weak. Research on police stress and organizational resources provides context for examining workplace difficulties alongside individual competence (Mumford et al., 2024; Ugwu & Idemudia, 2025). These results imply that higher competency levels tend to be associated with slightly lower levels of challenges among the respondents. However, the weak correlation indicates that competency alone does not sufficiently explain the difficulties experienced in police work. Other conditions, including resource availability, institutional support, operational demands, and environmental circumstances, may also influence the challenges encountered by personnel. Rubillar et al. (2023) emphasized the importance of crisis management competencies, particularly communication and coordination, in addressing operational difficulties. Similarly, Mumford et al. (2024) examined links among officer stress, job satisfaction, and job performance. The findings underscore the importance of continuous professional development while recognizing that competency enhancement should be accompanied by adequate organizational and logistical support. Improving individual capabilities and addressing institutional limitations may contribute to more effective police operations and better responses to workplace challenges.

3.12 Proposed Professional Advancement Program for PNP Personnel

Based on the findings, a Professional Advancement Program for PNP personnel is proposed to sustain existing competency strengths and address identified operational concerns. Although respondents demonstrated very high competency levels across the five dimensions, investigative and operational skills emerged as the most challenging area. The findings also revealed significant differences in competency levels and workplace challenges according to position and location. These results indicate the need for continuing professional development that considers both individual capabilities and the specific operational requirements of police personnel. The proposed program focuses on three major areas: reinforcing competency development, addressing investigative and operational challenges, and enhancing crisis management and community engagement. The first component involves leadership training workshops and ethics seminars to sustain the high ratings in leadership, decision-making, and professional conduct. The second component provides investigative skills workshops and operational tactics training to address concerns involving access to crime-solving technology and modern investigative techniques. The third component involves crisis simulation exercises and community outreach programs to strengthen emergency preparedness, coordination, and police-community partnerships.

The proposed activities are designed to be implemented over different periods, with leadership and ethics development scheduled for six months, investigative and operational training for four months, and crisis management and community engagement activities for five months. The estimated budgets are ₱1,100,000, ₱750,000, and ₱1,250,000, respectively, subject to adjustment based on actual institutional requirements and available resources. Training officers, PNP personnel, investigative units, community relations officers, trainers, and local leaders are identified as the principal participants and implementers. The proposed program is intended to strengthen the professional capabilities of PNP personnel while addressing the operational concerns identified in the study. Its implementation may support more responsive training, improved resource utilization, and stronger coordination between police stations and their respective communities. Through sustained competency development and appropriate institutional support, the PNP may further enhance personnel performance, operational effectiveness, and public service delivery.

4. Conclusion & Recommendations

The study concluded that Philippine National Police (PNP) personnel in District II, Province of Bohol, demonstrated very high competency levels in leadership and decision-making, investigative and operational skills, crisis management and conflict resolution, community engagement and public relations, and ethical standards and professional conduct. Ethical standards and professional conduct received the highest assessment, while crisis management and conflict resolution ranked lowest but remained within the very high category. Although workplace challenges were generally considered less serious, investigative and operational concerns persisted, particularly regarding access to modern crime-solving technology and specialized resources. Competency levels and challenges did not significantly differ by age, sex, length of service, educational attainment, or rank, but significant differences emerged according to position and municipal location. A statistically significant but weak negative relationship was also identified between competency levels and challenges encountered. Overall, the findings emphasize the importance of sustained professional development and organizational support in maintaining police competencies and addressing operational limitations.

The study recommends strengthening continuous professional development programs for PNP personnel, particularly in investigative techniques, crisis management, conflict resolution, leadership, and ethical decision-making. Priority should be given to improving investigative capabilities through specialized training, modern forensic equipment, surveillance technology, and data-driven crime analysis resources. Training programs should also consider personnel assignments and the operational conditions of municipal police stations, given the significant differences identified by position and location. Furthermore, police administrators should enhance community engagement through regular consultations, public awareness initiatives, and collaboration with local government units and community stakeholders. Organizational support should include adequate logistical resources, psychological assistance, whistleblower protection, and systematic monitoring and evaluation of personnel competencies and workplace challenges. The proposed Professional Advancement Program may serve as a framework for implementing these initiatives and sustaining professional standards. Future research should evaluate the effectiveness of competency development programs in improving police performance and service delivery.

The study was limited to 205 uniformed PNP personnel from 14 municipal police stations in District II, Province of Bohol, restricting the generalizability of findings to other police districts and law enforcement agencies. Its quantitative descriptive-correlational design and researcher-made questionnaire relied on self-reported assessments, which may not fully reflect actual operational performance or workplace conditions. Additionally, the identified relationship between competency levels and challenges does not establish causation. Future studies may involve larger and more geographically diverse samples, incorporate objective performance indicators, and employ qualitative or mixed-method approaches to provide deeper insights into personnel competencies, operational challenges, and the effectiveness of professional development initiatives.

5. Compliance with ethical standards

The study was conducted with permission from the Provincial Director of the Police Provincial Office of Bohol for the administration of the research questionnaire among the participating municipal police stations. The researchers should ensure that the final manuscript accurately documents the ethical procedures followed during data collection, including informed consent, voluntary participation, confidentiality, secure handling of responses, and the right of participants to withdraw without penalty, where applicable. Any required institutional or research ethics approval should also be properly acknowledged. The authors should disclose any actual or potential conflicts of interest and identify the funding source, if applicable. These declarations must reflect the procedures and circumstances of the research and should be verified before submission for publication.

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