**Research Article**

# Training Needs Assessment (TNA) of the Women and Children Protection Desk (WCPD) Investigators: Basis for a Proposed Enhancement Program

Marites S. Reyes – De Lana, Yolanda Tanigue, Elizabeth B. Villa*

De La Salle University-Dasmarinas

**ABSTRACT**

The thrust of the PNP is the continuing development and well-being of women and children investigators. To this end, a training needs assessment was conducted. This assessment is considered hybrid because it includes self-care, particularly the psychosocial and mental health needs of the WCPD investigators in their training. This study used a quantitative and descriptive approach to gather and analyze data. The questionnaire, which consisted of a 4-point scale, was used to assess the training needs of the WCPD personnel of the NCRPO from the regional headquarters down to its 5 district offices (NPD et al., and QCPD).

Notably, the result of the study shows that family and self-care, including psychosocial and mental health, are highly needed as they describe the development and maintenance of stable physical and mental health. Additionally, the data gathered affirm that training and personnel capability enhancement and management and administration of assignments are highly needed. Specifically, the areas such as deployment of policewomen in the WCPD, placement of female WCPD Chief and personnel, Staffing Pattern and provision of an adequate number of personnel, strengthening of WCPC in the management of human resources, streamlining and efficient system of processing of the request for reassignment and placement of personnel, including the policy on reassignment, Standardization of WCPD offices, localization of assignment of WCPD investigators and required years of stay in the WCPD, are the points to be considered and improved in order to achieve optimum performance of WCPD as an office/ unit.

Thus, the study provides an enhancement program for the training needs of WCPC investigators

***Keywords****: Training needs, Self-Care, PNP WCPD Investigators*

## Introduction

Training is an important tool in creating work Efficiency culture; therefore, an organization must provide development programs and design training to change employee behavior (Ibrahim et al., 2017). Training and its effectiveness have been currently a topic of attention and concern no matter the type of organization and its activity's nature. Training to be compelling needs to be considered as a process consisting of four phases: training needs analysis, training delivery, training evaluation, and training transfer. Although each training phase was found to affect the positive results of the training, this study is limited to the training needs analysis. Training Needs Analysis (TNA) provides information about the current employee efficiency level, the skill areas that most need development, and how this might be achieved. (Ludwikowska, 2018).

Appropriate use of TNA verifies whether the training programs can meet the business needs, preventing unnecessary spending on new employee acclimatization. TNA focuses on programs to move the company toward its objectives and impact employee efficiency. According to Denby (2010), training needs analysis is an essential activity in designing training programs, which is defined as the systematic investigation and analysis of an organization's current and desired efficiency levels (Ludwikowska, 2018).

A central understanding of human resource management in any organization is that employees must possess the competencies to effectively and efficiently perform the assigned job (Chalofsky et al., 2012). Police officers need human relations skills and policing competencies, including crime prevention and maintenance of social order, which are required to support the primary mission. To contribute to livable societies, police must be problem identifiers and solvers to provide prompt and effective services to the community and detect and prosecute cases successfully (Dempsey et al., 2016). In a maturing police organization, such as the Royal Bhutan Police (RBP), in a rapidly changing setting such as Bhutan, the challenges that police officers face in meeting these responsibilities are particularly acute. The evidence produced in the current study reflects this situation. To meet its emerging service challenges, any police organization must continuously address its need to train new and existing police officers adequately. Police training must be adaptive to ensure that police cultural and competency characteristics align with its service demands (Stanislas, 2013). As the RBP continues to evolve from its military organizational roots and faces a rapidly changing social landscape, its pressure to adapt is likely more significant than in many other police operational settings. As a result, its approach to post-recruitment and in-service training also should be adaptive. (Gyeltshen et al., 2020)

To ensure that the training needs of an organization are met, including those of a police force, it should carefully assess its training needs such that it can design a training program that responds to those needs (Brown, 2002). To date, the RBP has not conducted a training needs assessment (TNA) to determine what training actions should be taken to address the police culture and competency challenges that it faces. The research described in this article addresses this deficiency by reporting on a TNA that included data gathered from RBP officers. (Gyeltshen et al., 2020).

The common objective of police training has hardly changed over time – to help police officers perform their job (Ness, 1991; Koedijk et al., 2019). However, what police training consists of has changed significantly over the years. Traditional policing requires police officers to possess self-defense, arresting, shooting, and driving skills, reflected in training focused primarily on teaching these physical activities (Chappell, 2008). Current policing focuses on communication, problem-solving, and decision-making (Birzer & Tannehill, 2001; Blumberg et al., 2019). To facilitate these skills in the context of policing, police academies and law enforcement agencies needed to adjust the structure, content, and delivery of their formal training (Marenin, 2004). Traditionally, police instructors taught their students knowledge and skills using a uniform, linear training approach (Birzer & Tannehill, 2001; McCoy, 2006). For instance, learning cadets self-defense skills would require instructors to explain the exact techniques and to illustrate a fixed set of movements for cadets to observe

and apply in a static, low-pressure setting. Considering that police officers encounter complex and dynamic incidents, where decision-making, situational awareness, and communication skills might be decisive for the outcome, the traditional, uniform approach to training seems to have little to do with the realities of police work (Renden et al., 2015). (Kleygrewe et al., 2022).

The establishment of the Women and Children Protection Desk (WCPD) paved the way for our policewomen to be assigned to the different Municipal and City Police Stations nationwide to serve and handle cases of violence against women and their children. Their function is not only limited to crime investigation but by their positions, they are expected to manage and care for the abused victims and their families. The author, who was once a WCPD investigator, knows by heart the hurdles, troubles, and satisfaction of being a field investigator. During her stint, she was inspired by her experiences to pursue this study with a humble attempt and burning hope that this will be instrumental in contributing and bringing about improvement for the benefit of the WCPD investigators and the PNP organization.

This significant role and function of the WCPC investigators often affect women investigators' well-being. The author knows this since women investigators have to run their household and devote time to their spouses, children, parents, siblings, friends, and relatives. The ocean of work occupies a significant number of hours, and at times, they have to give up on being social individuals. Police work is stressful, and the added pressures make it more mentally and emotionally challenging. There is a necessity to improve the condition and needs of WCPC investigators, and it is in light that this study was undertaken.

The following background realities are included in this study: in the year 1993, the first Women's Desk of the PNP was established in the country, and under PNP MC No. 97-001 in the year 1997, the Women and Children Concerns Division was activated under the Directorate for Police Community Relations (DPCR). The WCPD was created by Section 57 of Republic Act (RA) No. 6975, also known as the Department of the Interior and Local Government

(DILG) Act of 1990, as amended by RA 8551, the "Philippine National Police Reform and Reorganization Act of 1998." (Women and Children Protection Desk Investigator's Manual, 2021) The PNP shall establish women's desks in all police stations throughout the Philippines to administer and attend to cases involving crimes against chastity, sexual harassment, abuses committed against women and children, and other similar offenses.

Further, under PNP MC No. 2001-007 in the year 2001, the Women and Children Crisis Protection Center (WCCPC) was activated under the Health Service, followed by a reconfiguration of the Women and Children Concerns Desk (WCCD) under the Directorate for Police Community Relations (DPCR) under GO No. DPL 02-02 and activities of the WCCD under DIDM under GO No. DPL 02-03. Moreover, under GO. No DPL 07-03, 2007, WCCD-DIDM and WCCPC-HS were deactivated, and the Women and Children Protection Center (WCPC) was activated on provisional status. The WCPC was restructured and strengthened until December 24, 2015, when it became a specialized and dedicated Anti-Trafficking Unit within the PNP, mandated to operate and investigate cases of Trafficking in Persons (NAPOLCOM Resolution No. 2014-441).

As of January 2022, the disposition of personnel of WCPC indicates that there are 1,907 WCPD under the 1,784 Police Stations nationwide, with 98.6 percent female personnel and 1.4 percent male personnel. (WCPC, DIDM)

In particular, there are also 51 established Women's Desk under the 59 Police Stations in NCRPO, with 97.65 percent female personnel and 2.35 percent male personnel (NCRPO, WCPD Disposition of Personnel as of February 2022).

With the sensitive functions of the WCPD and to suit the needs of the clientele, there is a need to upgrade the level of competence and investigative capability of WCPD Investigators and likewise protect their well-being through training. This latter need is as equally important as skills and ability.

Relatedly, regular training is being conducted for the WCPD investigators to enhance their law enforcement and investigative skills in handling trafficking cases in persons and

VAWC cases. However, the training conducted is not sufficient to cater to and address the training needs of the respondents because the training being carried out only focuses on the capability but does not include a self-care program covering stress management and other mental health awareness specifically for the psychosocial and mental health needs that affect the job performance of the WCPD investigators. Thus, it is empirical to assess the training needs of the investigators and incorporate the program on self-care in the training and seminar of the WCPD investigators so that they may become more responsive to the community at present.

Glowiak (2020) defines self-care as anything a person does to keep themselves physically, mentally, and spiritually healthy. It was further stressed that self-care should be the first thing to do when in bad health, financial crisis, job loss, divorce, or pandemic since keeping a top mind when confronted with challenging situations is essential. Although there is an underlying belief that being productive means more extended hours of work and, hence, lesser opportunity for self-care, engaging in self-care may relieve the pressures and stress that may result in maximizing a person's productivity. Self-Care Program or plan is a set of daily activities we deliberately participate in to improve our inner and outer well-being Eatough, E. (2021).

Further, in the study of Queirós, Passos, Bártolo, Marques, Da Silva, and Pereira (2020), they emphasized the importance of occupational health services in risk prevention and the recovery of workers who play a crucial role in society, such as police officers who deal with safety and security at a national level. The studies seek to identify the risk and protective factors that influence a person's well-being, quality of life, job performance, mental health, and their families and the beneficiaries of police services (society and citizens).

It is in this light that a training needs assessment should be conducted. Ferreira & Abbad (2013) defines training needs assessment as referring "to the organizational process of collecting and analyzing data that supports decision making about when training is the best op-

tion (or not) to improve individuals' performances, define who should be trained, and exactly what content should be taught.

In addition, Mazhisham, Khalid, Nazli, Manap, and Hussain (2018) emphasized the need for training assessment. Their study states that training needs assessment is the primary element in determining who needs to be trained, where training is required, and what training needs to be taught and conducted.

Markaki, Malhotra, Billings, and Theus (2021) confirmed that the system of training needs assessment has been widely accepted in all fields of study across the globe. Their study cited that the TNA survey is widely used as a clinical practice and educational quality improvement tool across continents. Translation, cultural adaptation, and psychometric testing within various settings, populations, and countries consistently reveal training gaps and outcomes of targeted continuous professional development. Furthermore, it facilitates prioritization and allocation of limited educational resources based on the identified training needs. The TNA tool effectively addresses the "know-do" gap in global human resources for health by translating knowledge into action."

Related to this, the training needs assessment of the WCPD investigators based on their job performance, including the identified gaps. The first is family and self-care, the second is training and personnel capability enhancement, and the third is management and administration of assignments. However, the pandemic affected the psychological state and mental health of police frontliners.

Due to the pandemic, the investigators were pressured and discarded. The prolonged number of hours of duty of the police officers deprived them of being with their families and loved ones for fear of being infected with the dreadful disease, which causes tiredness, homesickness, stress, anxiety, and mental concerns.

According to Osorio (2021), the COVID-19 pandemic's effects and multifaceted poverty have made structural inequality and the living conditions of women and girls with intersectional disadvantages have become worse. These factors have also contributed to an in-

crease in gender violence, deterioration of protection networks, and rise in precarious work and care work, among other things.

In the study of Swanson et al. (2016), it is mentioned that police work is highly stressful as policing is one of the few professions wherein police officers constantly encounter physical dangers and put his or her lives on the line at any time. They are constantly exposed to violence, cruelty, and aggression and usually make extremely critical decisions in high-pressure situations. Stress has many ramifications and can produce many varied psycho-physiological disturbances that, if sufficiently intense and chronic, can lead to demonstrable organic diseases of varying severity. It may also lead to physiological disorders and emotional instability, which can manifest themselves in alcoholism, broken marriage, and, in the extreme, suicide. Seventy-five percent of the heart attacks suffered by police officers are job-related stress, studies have shown. Thus, even a superficial review of the human, organizational, and legal impacts of stress-related health problems should sensitize every administrator toward prevention, threat, and solution of these problems. Hans Selye defines stress as anything that places an adjustive demand on the organism. In contrast, Basowitz and his associates define stress as stimuli likely to produce disturbances in most people.

Further, a study by Allisey et al. (2014) found that strong workplace relationships and positive levels of support from peers and supervisors correlate with lowered intentions to leave the force and higher levels of job satisfaction. Departments should, therefore, encourage healthy bonding experiences between co-workers, such as engaging in community activities, social events, or agency-broad dialogues about current professional issues. Agencies should also consider informal or incentives-based physical and emotional fitness activities such as cycling or running groups, meditation or yoga classes, and art seminars that promote socialization and healthy behaviors.

With the forgoing discussions, this study may serve as a basis for the PNP in institutionalizing a self-care program for all WCPD investigators as integrated into the training needs.

The study could also give a substantial opportunity for the broader study of the long-term health of the front-line service. Further, the inclusion of a self-care enhancement program in the training for WCPD investigators will enhance their well-being and will radiate better work performance and positive relationships with the community, especially the women and children's victims of violence hence; the community will be able to live in a peaceful and violence-free community. Finally, future researchers could use this as a reference.

The primary concern of the study is to assess the training needs of the WCPD investigators, including self-care, particularly psychosocial and mental health needs, in their training, and propose an enhancement program so that WCPD investigators may become more responsive to the community's needs.

Specifically, the researcher sought answers to the following questions.
1. What is the demographic profile of respondents in terms of:
1.1 age,
1.2 gender,
1.3 rank,
1.4 civil status,
1.5 educational attainment,
1.6 length of service, and
1.7 trainings and seminars
2. What is the assessment of respondents with regard to the needs of WCPD Investigators in terms of the following:
2.1 family and self-care;
2.2 training and personnel capability enhancement; and
2.3 management and administration of assignment.
3. What problems are encountered by the respondents in performing duties that affect the job performance?
4. What solutions are employed to solve the problems encountered by the respondents?
5. Is there a significant relationship in the assessment of respondents as regards the needs of respondents according to their profile?
6. Is there a significant difference between the two groups of respondents in the assessment regarding the needs of Police

Commissioned Officer (PCO) and Police Non-Commissioned Officer (PNCO)?
7. What enhancement program could be proposed based on the result of the study?

In line with the theoretical framework of the study and the statement of the problems, the hypotheses that were examined in the study are as follows:
a. There is no significant relationship in the assessment of respondents as regards their needs when grouped according to their profile and
b. There is no significant difference in the assessment regarding the needs of the two respondents.

## Theoretical Framework

The study is anchored from the Theory of Multi-dimensional Approach, which explains the process of assessing and implementing an approach such as method, tactic, and strategy that consists of more than one feature/design to address a situation or problem that is considered complex or needs to be assessed from several points of view by Hams (2010). Since the observations were from the different aspects of the training needs of the respondents, a multi-dimensional approach was utilized. The needs refer to skills, emotional capability, and mental resiliency. Hence, the different dimensions.

A training program is a catalyst for staff to acquire new knowledge, skills, and abilities, leading to improved performance. This transformative process, as described by Sharma (2018), introduces a new dimension to an individual's perspective, skills, and information, resulting in behavioral improvements. With the identified training needs of the respondents, an enhancement program is proposed. This program, focusing on family and self-care, training and personnel capability enhancement, and management and administration of assignment needs, is poised to bring about positive changes and improvements.

Results show in the study of Kleygrewe et al. (2022) that governmental structures and police executive boards are seen as the primary authorities that define the training framework in which police instructors operate. These administrative structures regulate distant and immediate resources, such as available training time, training facilities, equipment, and personnel. Within the confines of available resources and predetermined training frameworks, results indicate that police instructors thoroughly enjoy teaching, creating supportive and motivating learning environments, and applying their learning perspectives to training. Nonetheless, police instructors are critical of the level of training they can achieve with the available resources.

Addressing the family and self-care needs of the respondents, the WCPD Advisory Council Resolution No. 001-2020 has underscored the organization's commitment to preventing psychological distress and mental problems among the police force, especially WCPD personnel.

Further, in the study of Meyer et al. (2019) about managerial support for employees' psychological needs, it was found that satisfying an individual's basic psychological needs at work has been shown to relate positively to their performance and personal well-being. Managers can play an essential role in satisfying or thwarting these needs.

Moreover, Ludwikowska's (2018) study investigates the effectiveness of the training process and its phases, which enhance employee efficiency in the social service environment. Self-evaluation questionnaires with the five-point Likert scale were carried out to get primary data. Employee efficiency was measured as the self-perception of the acquired qualifications before and after participating in the training. Respondents also assessed whether the activities related to the training phases were delivered in the organizational context. The correlation coefficient was used to ascertain the relation between each training phase and employee efficiency. The study results illustrate the positive correlation between variables, such as training needs analysis, training transfer, and employee efficiency. In this article, the training needs analysis phase will be evaluated. These findings are significant in designing training programs as a part of continuing professional development, which is essential in achieving employee efficiency and leading to benefits for the organization.

## Methods
### Research Design
The researcher used quantitative and descriptive design methods. The descriptive design method was used as it provides a comprehensive picture of a particular population or phenomenon's characteristics, behaviors, and attributes, which can help inform future research and policy decisions. The information was gathered through a survey questionnaire via Google format. This research design was used to assess the training needs of the WCPD investigators and to know the significant differences between the two groups of respondents' assessments when they were grouped according to their profile - age, gender, civil status, highest educational attainment, length of service in the PNP, and training.

According to Sirsilla (2023), descriptive research involves observing and collecting data on a given topic without attempting to infer cause-and-effect relationships. It aims to provide a comprehensive and accurate picture of the population or phenomenon.

### Research Instrument
A self-made survey questionnaire was used in the gathering of data. Through a letter request addressed to the Regional Director of the national Capital Region. The questionnaire has two (2) parts. Part one (1) pertains to the profile variables in terms of age, gender, civil status, length of service, highest educational attainment, and training. Part two (2), however, describes the three sub-areas (assessment) that contribute to the job performance of WCPD investigators such as family and self-care needs, training and personnel enhancement needs, and management and administration of assignment needs.

The research instrument was reviewed and checked by the researcher's adviser and validated by three experts in the field of helpdesk for children and women, criminal justice system, and law enforcement. The survey questionnaire was conducted online via google form on November 13, 2022.

### Population and Sampling Technique
Random sampling was used to get the desired samples and sample size to measure the acceptability and reliability of the survey instrument. In computing the total sample size needed for the study, the Slovin's formula was used.

Presented on table 1, are the total sample size needed for the study. The respondents of the study were the personnel from the Regional Headquarters(RHQ) of National Capital Region Office (NCRPO) and its Five District Offices who are assigned with the Women and Children Protection Desk (WCPD), namely Northern Police District (NPD), Eastern Police District (EPD), Manila Police District (MPD),Southern Police District (SPD) and Quezon City Police District (QCPD), with a total number of 255 populations and out of that number, 238 WCPD investigators responded or 93.33% rate of retrieval, composed of two sets of respondents, 223 PNCOs or 93.70 % and 15 PCOs or 6.30%., while there are 17 or 6.67 % who failed to answer the survey because respondents failed to receive and answer the survey form due to not updated phone numbers while others failed to answer on the given time. The Non-Uniformed Personnel (NUP) are not included in the study.

| RECAPITULATION OF NCRPO PERSONNEL | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| As of February 2022 | | | | | | | | | | |
| UNIT/ STATION | No. of Personnel | NR OF FEMALE PERSONNEL | | | | NR OF MALE PERSONNEL | | | | NR OF ESTABLISHED DESK | NR OF POLICE STATION |
| | | PCO | PNCO | NUP | TOTAL | PCO | PNCO | NUP | TOTAL | | |
| RHQ | 5 | 1 | 4 | 0 | 5 | 0 | 0 | 0 | 0 | 1 | 0 |
| NPD | 42 | 2 | 37 | 3 | 42 | 0 | 0 | 0 | 0 | 5 | 4 |
| EPD | 35 | 4 | 29 | 2 | 35 | 0 | 0 | 0 | 0 | 5 | 4 |
| MPD | 56 | 1 | 52 | 1 | 54 | 0 | 2 | 0 | 2 | 15 | 28 |
| SPD | 47 | 6 | 39 | 1 | 46 | 0 | 1 | 0 | 1 | 8 | 7 |
| QCPD | 80 | 6 | 68 | 3 | 77 | 1 | 2 | 0 | 3 | 17 | 16 |
| TOTAL | 265 | 20 | 229 | 10 | 259 | 1 | 5 | 0 | 6 | 51 | 59 |

The researcher used a convenient sampling method, and survey questionnaires were given randomly to the respondents who were included in the sample. The pilot testing was conducted in the RHQ of Police Regional Office 2 (PRO2), Cagayan Police Provincial Office (CPPO), Batanes Police Provincial Office (BPPO), and Isabela Police Provincial Office (ISPPO) comprised of PCOs and PNCOs. Five PCOs and five PNCOs participated in the pilot testing.

## Result and Discussion

This section presents the results and discussion of the study. Related documents and results of the survey were analyzed, compared, and correlated to serve as the basis for crafting an enhancement program that will cater to the training needs of the Women and Children Protection Desk (WCPD) investigators not only to improve their training capability as public servants but also to improve their mental health and their well-being as an individual performing significant role in nation-building.

The respondents, who are performing duties as WCPD Investigators, from the Regional Headquarters (RHQ) of the National Capital Region Police Office (NCRPO) and its five districts, namely: Northern Police District (NPD), Eastern Police District (EPD), Manila Police District (MPD), Southern Police District (SPD), and Quezon City Police District (QCPD), were described using the demographic profile as follows: age, gender, rank, civil status, educational attainment, length of service, and training/ seminars attended.

Further in this section, it is verified whether there is a significant relationship in the assessment of respondents as regards the needs of WCPD according to their profile and whether there is a significant difference between the assessed needs of Police Commissioned Officer (PCO) and Police Non-Commissioned Officer (PNCO) WCPD Investigators.

Following the Theory of Multidimensional Approach, which explains the process of assessing and implementing an approach such as a method, tactic, and strategy to address a complex problem or situation or assessment of needs coming from several points of view (Hams, 2010), the Training Needs Assessment (TNA) of WCPD investigators were analyzed to become the basis in crafting an enhancement program that will improve the well-being of these investigators, not only in the aspect of competence in their work but in the entirety of their being.

The discussions below describe the profile of the respondents-WCPD investigators assigned in RHQ-NCRPO, NPD, SPD, EPD, MPD, and QCPD in terms of age, gender, rank, civil status, educational attainment, length of service, and training/ seminars attended.

### Profile of the WCPD Investigators
*Table 2. Age of the Respondents*

| Age | Frequency | Percentage |
|---|---|---|
| 21-30 years old | 27 | 11.3 |
| 31-40 years old | 144 | 60.5 |
| 41-50 years old | 65 | 27.3 |
| 51 years old and above | 2 | .8 |
| **Total** | **238** | **100.0** |

A total of 238 represented the Women and Children Protection Desk (WCPD) investigators, whose main task is to address trafficking and all forms of abuse against women and children. Tables 2-8 describe the profile variables such as age group, gender, rank, civil status, educational attainment, years of service, and training/seminars attended.

Table 2 shows the age of the respondents. The age group is concentrated within 31-40 years old, 144 out of 238 or 60.5%. On the other hand, 65 out of 144, or 27.3 % (freq=65, %), are within the age 41-50 years old. Few respondents, or 27 out of 238 (11.3%), are considered young adults who are 21-30 years of age, while only 2 out of 238, or .8%, are within the age group of 51 years old and above.

Here, it can be seen that WCPD investigators are most likely in their adult stage, being in the 31-40 age bracket. This is brought about by several factors, such as the age requirements provided under Republic Act 6975 as amended by Republic Act 8551, the assignment of PNP personnel, and the granting of a quota exclusively for the Women and Children Protection Center, among other things.

Under Republic Act 8551, Section 14, which amended Section 30 of Republic Act 6975, no person shall be appointed as an officer or a member of the PNP unless he or they must not be less than twenty-one (21) or more than thirty (30) years of age for a new applicant.

As part of the established recruitment system in the PNP, offices and units are given respective recruitment quotas as published by the Directorate for Personnel and Records Management (DPRM) through the PNP Recruitment and Selection Service (PRS) (NAPOLCOM MC 2021-001).

*Table 3. Gender of the Respondents*

| Gender | Frequency | Percentage |
|---|---|---|
| Male | 5 | 2.1 |
| Female | 233 | 97.9 |
| **Total** | **238** | **100.0** |

The respondents of this group are generally female. There are 233 female investigators (97.9%), while five (2.1%) are male. The number of female WCPD women as investigators affirms that they can relate to the meekness and vulnerability of being a woman and child. Despite the number of female than male respondents, both gender categories are represented in this study.

The PNP, as a whole, at present depicts a male-dominated organization. As per the PNP Gender Profile, as of January 2022, out of 212,733 uniformed personnel, only 40,119 are female, which is 18.86%, while 172,614 are male, which is 81.14%. (RMD, DPRM). The quota for women, as provided under Republic Act 8551, is capped at 10% of its annual recruitment, training, and education (Section 58, Republic Act 8551). This is notwithstanding the enactment of Republic Act 9710, otherwise known as "The Magna Carta of Women," mainly Section 15 thereof, to quote:

**Section 15.** Women in the Military. The State shall pursue appropriate measures to eliminate discrimination against women in the military, police, and other similar services, including revising or abolishing policies and practices that restrict women from availing of both combat and non-combat training that are open to men or from taking on functions other than administrative tasks, such as engaging in combat, security-related, or field operations. Women in the military shall be accorded the same promotional privileges and opportunities as men, including pay increases, additional remunerations and benefits, and wards based on their competency and quality of performance. Towards this end, the State shall ensure that the personal dignity of women shall always be respected.

Women in the military, police, and other similar services shall be given the same right to employment as men on equal conditions. Equally, they shall be accorded the same capacity as men to act in and enter into contracts, including marriage.

*Table 4. Rank of the respondents*

| Profile | Frequency | Percentage |
|---|---|---|
| **Rank** | | |
| Police Brigadier General | 0 | 0 |
| Police Colonel | 3 | 1.3 |
| Police Lieutenant Colonel | 0 | 0 |
| Police Major | 1 | .4 |

| Profile | Frequency | Percentage |
|---|---|---|
| Police Captain | 1 | .4 |
| Police Lieutenant | 10 | 4.2 |
| Police Executive Master Sergeant | 13 | 5.5 |
| Police Chief Master Sergeant | 12 | 5.0 |
| Police Senior Master Sergeant | 15 | 6.3 |
| Police Master Sergeant | 21 | 8.8 |
| Police Staff Sergeant | 58 | 24.4 |
| Police Corporal | 90 | 37.8 |
| Patrolwoman/Patrolman | 14 | 5.9 |
| **Total** | **238** | **100.0** |

Table 4 shows that the respondents mostly hold the ranks of Police Corporal and Police Staff Sergeant. Based on the data, 90 out of 238 (37.8%) respondents are Police Corporal, while 58 out of 238 (24.4%) are Staff Sergeant. On the other hand, 21 out of 238, or 8.8%, are Police Master Sergeants, while 15 out of 238 (6.3%) are Police Senior Master Sergeants. This is followed by Patrolmen, which composed 5.9% (14 out of 238) of the total number of respondents, then Police Executive Master Sergeant, which is 5.5% (13 out of 238), Police Chief Master Sergeant, which is 5.0% (12 out of 238), and Police Lieutenant, which is 4.2% (10 out of 238).

The categories, i.e., Police Captain, Police Major, Police Lieutenant Colonel, Police Colonel, and Police Brigadier General, gained even below four representatives. Three out of 238 respondents hold the rank of Police Colonel, one respondent holds the rank of Police Major, and another one holds the rank of Police Captain. None of the respondents is Police Lieutenant Colonel or Police Brigadier General.

*Table 5. Civil Status of the Respondents*

| Civil Status | Frequency | Percentage |
|---|---|---|
| Single | 124 | 52.1 |
| Married | 97 | 40.8 |
| Widow/er | 4 | 1.7 |
| Annulled | 2 | .8 |
| Separated | 5 | 2.1 |
| Live-in | 6 | 2.5 |
| **Total** | **238** | **100.0** |

Table 5 shows that the majority of the respondents are single (124 out of 238, or 52.1%), while 97 out of 238, or 40.8%, are married. On the other hand, 2.5%, or 6 out of 238, are in a live-in relationship, 5 out of 238, or 2.1%, are separated, 1.7%, or 4 out of 238, are widows/er, and only 0.8%, or 2 out of 238, are annulled.

The WCPC, or even the PNP in general, imposes no restrictions on police officers' civil status. Officers are assigned and designated in their respective units or offices without regard to whether they are single, married, in a common-law relationship, separated, widowed/widowed, or annulled.

*Table 6. Educational Attainment of the Respondents*

| Profile | Frequency | Percentage |
|---|---|---|
| **Educational Attainment** | | |
| Bachelor's Degree Graduate | 194 | 81.5 |
| Master's Degree Graduate | 42 | 17.6 |
| Doctorate Degree Graduate | 2 | .8 |
| **Total** | **238** | **100.0** |

Focusing on educational attainment, the investigators were represented by those who earned Bachelor's degrees (freq=194, %=81.5), Master's degrees (freq=42, %17.6), and Doctorate degrees (freq=2, % 0.8). The table shows that most respondents investigators are holders of a Baccalaureate Degree, some have a Master's Degree, and very few are Doctorate Degree holders.

One of the basic qualifications for appointment in the PNP service, as outlined in Section 14 of Republic Act 8551, is that the applicant must possess a formal baccalaureate degree from a recognized learning institution. Hence,

it can be concluded that all respondents investigators are Bachelor's degree holders.

Due to demands and hectic schedules in the field units, police officers, especially investigators who handle several cases, find it difficult to pursue further studies as it will entail time and effort on top of their workload as investigators. Nevertheless, there are a handful of WCPD Investigators who, despite the challenges and difficulties of being police investigators, were able to manage and juggle the responsibilities of work and graduate studies in order to improve their knowledge, skills, and expertise for the betterment of delivery of public service and dispensation of justice to the victims of abuse.

*Table 7. Years of Service of the Respondents*

| Year of Service | Frequency | Percentage |
|---|---|---|
| **Years of Service (Work Experience)** | | |
| 1-5 years | 9 | 3.8 |
| 6-10 years | 101 | 42.4 |
| 11-15 years | 74 | 31.1 |
| 16-20 years | 31 | 13.0 |
| 21-25 years | 21 | 8.8 |
| 26-30 years | 2 | .8 |
| 31 years and above | 0 | 0 |
| **Total** | **238** | **100.0** |

Table 7 illustrates the years of service or experiences of respondents. Of 238 respondents, 101, or 42.4%, have 6-10 years of service, followed by those who have 11-15 years of service with 74 responses, or 31.1%. On the other hand, 31 respondents, or 13.0%, have 16-20 years of service, followed by 21, or 8.8%, have 21-25 years of service. Nine out of 238 respondents, or 3.8%, have 1-5 years of service, while 2 out of 238 respondents, or 0.8%, have 26-30 years of service. The respondents have yet to acquire work experience of 31 years or more.

The years of experience of respondents-WCPD investigators are relative to their age

and rank. As shown in the previous tables, most of the respondent's investigators are aged 31-40, followed by 41-50 and 21-30. The majority of them hold the ranks of Police Corporal to Police Staff Sergeant, followed by Police Master Sergeant, Police Chief Master Sergeant, Police Senior Master Sergeant, and Police Executive Master Sergeant.

The data in Table 7 affirm the reliability of the respondents' responses. The majority of the respondents belong to the age group between 31 and 40 and 41 and 50. The majority hold the ranks of Police Corporal to Police Staff Sergeant, and the majority have 6-10 and 11-15 years of service.

*Table 8. Trainings/Seminars Attended by the Respondents*

| Profile | Frequency | Percent |
|---|---|---|
| **Trainings/Seminars Attended (***Repeated Selection of Category***)** | | |
| Specialized Course for Investigation of Crimes involving Women and Children | 210 | 88.24 |
| Trafficking in Person Specialist Investigation Course | 29 | 12.18 |

| Profile | Frequency | Percent |
|---|---|---|
| Proper Handling of Cases of Children at Risk and CICL with Law Seminar | 73 | 30.67 |
| Seminar conducted by other agencies and foreign counterparts | 30 | 12.61 |
| Basic Trafficking in Person Seminar | 97 | 40.76 |
| Other similar training/s conducted by the PNP (local and foreign) | 82 | 34.45 |

Based on Table 8, 210 out of 238 respondents, or 88.24%, have Specialized Courses for the Investigation of Crimes involving Women and Children. In contrast, 40.76%, or 97 out of 238 respondents, have attended Basic Trafficking-in-Person Seminars. On the other hand, 73 out of 238 respondents, or 30.67%, have completed the Proper Handling of Cases of Children at Risk and CICL with Law Seminar. In contrast, 29 out of 238, or 12.18%, have attended the Trafficking-in-Person Specialist Investigation Course. Regarding other trainings/seminars, 82 out of 238 respondents, or 34.45%, attended similar trainings conducted by the PNP, while 30 out of 238 respondents, or 12.61%, attended related seminars conducted by other agencies and foreign counterparts.

According to an article published in 2016, continuing education is required for workers to stay current with the latest developments, skills, and new technologies required for their fields. This is because industries are constantly changing, particularly criminal justice professionals who shall keep abreast of the new laws, procedures, and technologies to reinforce the knowledge they have already gained. Quoting Dr. Melvin L. Howard, Ph.D., program director of Criminal Justice at South University, Columbia, said that law enforcement, probation and parole, juvenile justice, and emergency management officers are asked to 'prevent' and confront. This requires critical thinking, addressing unique community or individual problems, enhancing the quality of life, serving an ever-changing, multicultural society, and coordinating sensitive multi-agency operations.

It is, therefore, critically important that professionals stay current and in compliance with changes in laws and regulations, as well as in technological advancements, particularly forensic science, intelligence gathering and analysis, surveillance, financial crime detection, and investigation techniques. (The Importance of Continuing Education, August 10, 2016, South University)

The PNP recognizes that acquiring knowledge is a continuing process. In this regard, training and development have been the strategic system observed in the PNP to develop and improve staff performance. There are two categories of training in the PNP: Mandatory Career Courses and Specialized Courses.

The data gathered suggests that WCPD Investigators have taken training and seminars related to their duties and responsibilities. Nevertheless, courses, training, and seminars for WCPD investigators shall be continuously conducted to keep them abreast with developments in laws, procedures, and even methods and techniques related to their duties.

## Descriptions of the WCPD Investigators' Needs

The overall mean of the sub-domain 1 concerning the needs for family and self-care gained 3.57 (SD=.553) as highly needed. The assessment of the need for family and self-care is interpreted as extremely required as it describes the development and maintenance of a stable state of physical and mental health.

On the other hand, all items under this sub-domain accounted for very highly needed, with the following specific results: Develop and maintain good physical and mental habits (mean=3.69, SD=.659), Importance of Self-Care despite Challenges (mean=3.68, SD=.643), Family Quality Time (mean=3.66, SD=.692), Self-Management of Stress (mean=3.63, SD=.674), Respect for Religious Affiliation of Colleagues (Mean=3.59, SD=.674), Financial Management (mean=3.58, SD=.675), Total Separation of Work from Personal related concerns (mean=3.52, SD=.692), Religious affiliations of the Members of the Family (mean=3.48, SD=.698) and Proximity of assignment from home (mean=3.39, SD=.812).

*Table 9. Descriptions of Sub-Domain 1: Family and Self-Care Needs*

| Items | Mean | SD | Interpretation | Rank |
|---|---|---|---|---|
| 1. Importance of self-care despite challenges | 3.68 | .643 | Very Highly Needed | 2 |
| 2. Total separation of work from person al related concerns | 3.55 | .652 | Very Highly Needed | 7 |
| 3. Self-management of stress | 3.63 | .674 | Very Highly Needed | 4 |
| 4. Family quality time | 3.66 | .692 | Very Highly Needed | 3 |
| 5. Developing and maintaining good physical and mental health habits | 3.69 | .659 | Very Highly Needed | 1 |
| 6. Proximity of assignment from home | 3.39 | .812 | Very Highly Needed | 10 |
| 7. Financial management | 3.58 | .675 | Very Highly Needed | 6 |
| 8. Religious affiliations of the members of the family | 3.48 | .698 | Very Highly Needed | 9 |
| 9. Respect for religious affiliation of colleagues | 3.59 | .674 | Very Highly Needed | 5 |
| 10. Family members' awareness of the nature of the job | 3.52 | .692 | Very Highly Needed | 8 |
| **Total** | **3.5744** | **.55299** | **Very Highly Needed** | |

The results show that family and self-care are both significant to the respondents. Unlike other agencies, uniformed personnel perform tasks requiring greater risk and personal sacrifice to uphold law and order in our community. One can only become efficient in one's career with the support of one's family, a sound mind, and a healthy body. These factors also make people strong, motivated, and inspired to handle stress and other trials they encounter as they perform their jobs. This is why an enhancement program on family and self-care needs to be incorporated into the respondents' training to ensure they will become effective in their careers, well-being, and personal lives.

Being a police officer is highly demanding and stressful, accordingly due to current characteristics of modern societies, as such, the uncertainty and danger related to the permanent threat of terrorist attacks, the increase of violence with firearms in urban areas, low human and material resources, team or supervision difficulties, criticism from the citizens and society, and lack of understanding from family or friends. It emphasized that working in a negative social situation can affect mental health and elicit physical fatigue, compassion fatigue, and even moral suffering. It was further concluded that job stress has consistently increased among police officers and negatively

affects the person and the organization. Based on research, stress leads to poor mental health, work-family conflict, non-adaptive coping strategies and job stress, emotional labor, burnout, and even suicide. Moreover, the organization will suffer since stress affects performance, counter-productive work behaviors, and inappropriate interactions with citizens, such as the use of excessive force. (Queiros, et.al., 2020).

Respondents believed that maintaining good and physical health habits, prioritizing self-care despite the challenges of the job, quality time with the family, stress management, respect for religious affiliation, financial management, separation of work from personal related concerns, the religious affiliation of the members of the family and proximity of their respective assignments from home, are highly needed in order for them to improve the performance of their duties continuously.

Table 10 shows that the scores of sub-domain 2 for training and personnel capability

enhancement acquired an overall mean value of 3.58 (SD=.578), interpreted as very highly needed. This shows that the WCPD Investigators need training and capability enhancement to ensure the efficient and effective enforcement of laws related to women's and children's rights.

The items under this sub-domain two are chronologically listed as follows: Awareness of the laws that protect the women and children (mean=3.69, SD=.640), Expertise of police investigators in handling violence against Women and Children (VAWC) cases (mean=3.68, SD=.636), Police investigators' responsiveness and gender sensitivity in the conduct of investigation (mean=3.68, SD=.650), Police investigators awareness and respect for human rights (mean=3.64, SD=.665), Observance of seniority lineal list (mean=3.61, SD=.737), Access to Basic Training for Investigative Skills (mean=3.60, SD=.697), Investigators' equipped with stress management techniques (mean=3.57, SD=.700), adoption of information technology capacity with new platforms and systems for efficiency (mean=3.49, SD=.692), Forensic literacy on the conduct of investigation of VAWC (mean=3.47, SD=.715), and Forging partnerships with other organizations (mean=3.40, SD=.739).

*Table 10. Descriptions of Sub-Domain 2: Training and Personnel Capability Needs*

| Items | Mean | SD | Interpretation | Rank |
|---|---|---|---|---|
| 1. Access to basic training for investigative skills | 3.60 | .697 | Very Highly Needed | 6 |
| 2. Observance of seniority lineal list | 3.61 | .737 | Very Highly Needed | 5 |
| 3. Expertise of police investigators in handling Violence Against Women and Children (VAWC) cases | 3.68 | .636 | Very Highly Needed | 2.5 |
| 4. Police investigators are responsive and gender sensitive in the conduct of investigation | 3.68 | .650 | Very Highly Needed | 2.5 |
| 5. Forensic literacy on the conduct of investigation of VAWC | 3.47 | .715 | Very Highly Needed | 9 |
| 6. Investigators are equipped with stress management techniques | 3.57 | .700 | Very Highly Needed | 7 |
| 7. Awareness on the laws that protects the women and children. | 3.69 | .640 | Very Highly Needed | 1 |
| 8. Police investigators awareness and respect for Human Rights | 3.64 | .665 | Very Highly Needed | 4 |
| 9. Forging partnerships with other organizations | 3.40 | .739 | Very Highly Needed | 10 |
| 10. Adoption of information technology capacity with new platforms and systems for efficiency | 3.49 | .692 | Very Highly Needed | 8 |
| **Total** | **3.5824** | **.57796** | **Very Highly Needed** | |

The data gathered affirm that training and personnel capability enhancement are highly needed. Personnel training is the process of adapting the knowledge and skills of the personnel to the needs of an enterprise. Accordingly, personnel training is vital in improving the qualifications of the personnel through work experience and the performance of the personnel in their respective tasks. It has been said that trained personnel are more comfortable when they work as they gain responsibility awareness and an understanding of the work. This is because training increases the confidence of the personnel. Since self-confidence is reflected in performance, training is a long-term advantage within the workplace.

Moreover, training leads to the satisfaction of personnel. Investment in personnel training makes the latter feel valuable and important in the workplace. Thus, training helps create an environment of support among the staff and also excellent opportunities for the personnel to work on the parts that are complicated or unfamiliar. Further, training ensures consistency. This is because, through training, the staff grasp the vision and mission of the organization. Hence, they will have expectations and procedures to observe. This consistency in task

performance ensures the organization's success since every staff acts according to the established principles. (Yazar, 2021).

At present, the PNP provides training and specialized courses for WCPD investigators, such as a Specialized Course for the Investigation of Crimes involving Women and Children, Basic Trafficking-in-Persons Seminars, Proper Handling of Cases of Children-at-Risk and CICL with Law Seminars, and Trafficking-in-Person Specialist Investigation Course. Aside from those, the PNP and other law enforcement agencies conduct training and seminars related to domestic violence and trafficking-in-person cases.

However, as viewed by the respondents, more than these courses are needed to attain excellent and sustainable organizational performance. Based on the responses of the respondents, there is a need to provide training and courses on laws related to women and chil-

dren, enhancement of expertise of police investigators handling VAWC cases, and other training among investigators that will raise gender-sensitive responses, respect for human rights, and adoption of technology and forensics.

Additionally, the WCPD investigators shall have stress management techniques not only for the clients but also for themselves to protect their psychosocial and mental health needs. Further, investigators shall have access to basic training to enhance their investigative skills and forge partnerships with other agencies and organizations for speedy and successful case resolution.

Likewise, as observed by the respondents, the conduct of training and courses shall follow the Senior Lineal List, defined as the hierarchical listing by rank of all uniformed police personnel based on promotion dates, appointments, and other established parameters (PNP MC 2020-077).

*Table 11. Descriptions of Sub-Domain 3: Management and Administration of Assignment Needs*

| Items | Mean | SD | Interpretation | Rank |
|---|---|---|---|---|
| 1. Placement of female WCPD chief and personnel | 3.55 | .715 | Very Highly Needed | 2 |
| 2. Maximize deployment of policewomen in the WCPD | 3.58 | .693 | Very Highly Needed | 1 |
| 3. Streamlining and more efficient system of processing requests for reassignment | 3.50 | .704 | Very Highly Needed | 5 |
| 4. Five (5) years as minimum accumulated stay in the WCPD before application for reassignment | 3.25 | .907 | Very Highly Needed | 10 |
| 5. Localization of assignment for WCPD Investigators | 3.34 | .879 | Very Highly Needed | 9 |
| 6. Standardization of WCPD offices by conducting evaluation of personnel joining and leaving their jurisdiction. | 3.37 | .766 | Very Highly Needed | 8 |
| 7. Presence of adequate measures to strengthen the WCPC in the management of their human resources | 3.52 | .667 | Very Highly Needed | 4 |
| 8. Placement of personnel is the responsibility and accountability of the chief of office. | 3.48 | .698 | Very Highly Needed | 6 |
| 9. Updated policy on reassignment | 3.42 | .735 | Very Highly Needed | 7 |
| 10. Staffing pattern determine and provide adequate number of personnel | 3.53 | .716 | Very Highly Needed | 3 |
| Total | 3.4538 | .58198 | Very Highly Needed | |

As shown in Table 11, management and administration are very highly needed, with an overall mean rate of 3.45 (SD=.582), which means that those are extremely required factors in the needs assessment. It was further observed that respondents WCPD Investigators agree that there is an extreme need to maximize the deployment of policewomen in the WCPD.

Items in sub-domain three are listed in order, as follows: Maximize Deployment of Policewomen in the WCPD (mean=3.58, SD-.693), Placement of Female WCPD Chief and Personnel (mean=3.55, SD=.715), Staffing Pattern Determine and Provide Adequate Number of Personnel (mean=3.53, SD=.716) Presence of Adequate Measures to Strengthen the WCPC in the Management of their Human Resources (mean=3.52, SD=.667), Streamlining and More

Efficient System of Processing Requests for Re-assignment (mean=3.50, SD=.704), Placement of Personnel is the Responsibility of the Chief of Office (mean=3.48, SD=.698), Updated Policy on Reassignment (mean=3.42, SD=.735), Standardization of WCPD Offices by Conducting Evaluation of Personnel Joining and Leaving their Jurisdiction (mean=3.37, SD=.766), Localization of Assignment of WCPD Investigators (mean=3.34, SD=.879) and Five (5) years as Minimum accumulated stay in the WCPD before application for reassignment (mean=3.25, SD=.907).

Based on the data gathered, all items about the management and administration of assignments are viewed to be very highly needed.

Effective selection and placement mean finding and hiring the right persons for the jobs they are best suited. The success of a company or organization highly depends on the selection of the right employee and placement of the latter in the correct position. The placement of employees should be given the same care and attention as financial planning because errors committed will have impacts and adverse effects on the strategic management of the company or organization. It has been said that during the selection process, an accurate and complete job description shall be provided.

Likewise, whether the candidate's personality fits the workplace's culture will be determined. However, in the PNP, the authority to decide on the placement of personnel is vested with the Chief of the PNP and might be delegated to subordinate officers. Section 26 of Republic Act 6975 provides:

**Section 26.** Powers, Functions, and Term of Office of the PNP Chief. – The command and direction of the PNP shall be vested in the Chief of the PNP, who shall have the power to direct and control tactical as well as strategic movements, deployment, placement, utilization of the PNP or any of its units and personnel, including its equipment, facilities, and other resources. Such command and direction of the Chief of the PNP may be delegated to subordinate officials concerning the units under their respective commands by the rules and regulations prescribed by the Commission. -xxx-""

## Descriptions of the Problems Encountered by WCPD Investigators

Six items are provided to assess the problems encountered in the respondents' duties. Using Cronbach alpha, the overall internal consistency gained .921 (high acceptability), affirming that the items prove high reliability.

Table 12 below describes the specific problems and challenges encountered by the respondents that affect the performance of their duties.

*Table 12. Descriptions of Problems Encountered by the respondents*

| Items | Mean | SD | Interpretation | Rank |
|---|---|---|---|---|
| 1. Absence of compartmentalization in the workplace | 3.31 | .737 | Strongly Agree | 6 |
| 2. Lack of financial and logistical support to subordinate | 3.45 | .760 | Strongly Agree | 5 |
| 3.Unprofessionalism in dealing with the management of clientele | 3.51 | .728 | Strongly Agree | 3 |
| 4. Absence of psychosocial and mental health support program | 3.56 | .765 | Strongly Agree | 1.5 |
| 5. Inadequate number of personnel | 3.56 | .765 | Strongly Agree | 1.5 |
| 6. Non-observance of priority batches for the trainings | 3.47 | .744 | Strongly Agree | 4 |
| Total | 3.4782 | .63429 | **Strongly Agree** | |

The scores generated for the items about problems encountered accumulated 3.48 (SD=.634) as strongly agree. This means that the WCPD investigators are experiencing the indicated problems and challenges, and those problems and challenges affect their performance.

The specific items under this category are enumerated based on ranking:

Absence of psychological and mental health support program (mean=3.56, SD=.765)

Inadequate number of personnel (mean=3.56, SD=.765)

Unprofessionalism in dealing with the management of clientele (mean=3.51, SD=.728)

Observance of priority batches for the training (mean=3.47, SD=.744)

Lack of financial and logistical support to subordinate (mean=3.45, SD=.760)

Absence of compartmentalization in the workplace (mean=3.31, SD=.737)

The data above shows that the majority of the respondents' WCPD Investigators strongly agree that they encounter the problems enumerated in this category. Further, the Psychological and Mental Health Support Program and an Adequate Number of Personnel are the most common problems affecting their performance that should be immediately addressed.

**Descriptions of the Measures and Solutions to the Problems Encountered by WCPD Investigators**

The survey questionnaire includes six items to address the problems encountered by the WCPD investigators. The items were intended to assess the measures and solutions to address the problems encountered by the respondents. Using the Cronbach alpha, the items generated an internal consistency of .946 (high acceptability), verifying high reliability.

Presented in Table 13 are the items describing the perceived measures and solutions of the WCPD investigators.

*Table 13. Descriptions of Measures and Solutions delivered by the respondents*

| Items | Mean | SD | Interpretation | Rank |
|---|---|---|---|---|
| 1. Transparency | 3.50 | .762 | Always | 5.5 |
| 2. Program review and analysis on financial and logistical support | 3.50 | .733 | Always | 5.5 |
| 3. Information and awareness drive to VAWC clientele. | 3.57 | .682 | Always | 3 |
| 4. Care program management which includes psychosocial and mental health first aid. | 3.53 | .697 | Always | 4 |
| 5. More quota in the recruitment of WCPD personnel | 3.63 | .723 | Always | 1 |
| 6. Strict adherence to training seniority lineal List | 3.60 | .685 | Always | 2 |
| Total | 3.5547 | .63383 | Always | |

Table 13 shows the respondents' descriptions of measures and solutions to the problems and challenges encountered. Based on the responses, which are drawn from the overall mean of 3.55 (SD=.634), the measures and solutions are consistently implemented.

Specifically, the interpretations of the items are as follows: More quota in the recruitment of WCPD personnel (mean=3.63, SD=.723), Strict adherence to Training Seniority Lineal List (mean=3.60, SD=.685), Information awareness drive to VAWC clientele (mean=3.57, SD=.682), Care Program Management which includes psychological and mental health first aid (mean=3.53, SD=.697), and Program Review and Analysis on Financial Logistical Support (mean=3.50, SD=.733) and Transparency (mean=3.50, SD=.762).

As can be seen from the survey results, the above-enumerated measures are consistently implemented to address the problems and challenges encountered by the respondents' WCPD Investigators.

It has been observed that police officers are naturally resilient and creative in finding ways to address the problems encountered at their level.

According to Queirós et al. (2020), considering policing hazards and stressful working conditions, police officers need to be resilient and use adequate coping strategies to manage stress, burnout, and the psychological consequences of critical incidents.

In the study of Fung (2020), resilience can be viewed as a process of positive adaptation during and after significant adversity and a stress-coping ability that allows one to deal with the adverse situation and recover and grow afterward. The head of the Office or Unit is mandated to oversee and supervise the day-to-day operations and faithfully perform the duties of his or her subordinates.

Based on the survey, the respondents, WCPD Investigators, believe that more institutionalized and comprehensive solutions to the identified problems and challenges should be implemented.

**Significant relationship in the assessment of respondents as regards the needs of WCPD Investigators according to their profile**

(Null Hypothesis: There is no significant relationship between the assessment of respondents regarding WCPD Investigators' needs when grouped according to their profile.)

In terms of the needs for family and self-care to the following profile variables, starting with age (robt=-.091, p05=.163), gender (robt=.004, p05=.953), rank (robt=.077, p05=.237), civil status (robt=.044, p05=.501), educational attainment (robt=.058, p05=.371), length of service or work experience (robt=-.028, p05=.663), and trainings/seminars attended (robt=.140*, p05=.031).

Based on the data, the profile variables show weak associations with family and self-care needs. As noted, age, gender, rank, civil status, educational attainment, and length of service/work experience all have no significant relationship with these needs; hence, the null hypothesis is rejected.

*Table 14. Test of Significant Relationship between the Profiles and Needs of the respondents*

| | Age | Gender | Rank | Status | Educ Attain | Service | Trainings | FSC | TPC | MAA |
|---|---|---|---|---|---|---|---|---|---|---|
| **Age** | 1 | | | | | | | | | |
| **Gender** | .041 | 1 | | | | | | | | |
| **Rank** | .520** | .074 | 1 | | | | | | | |
| **Status** | .213** | .011 | .235** | 1 | | | | | | |
| **Educ Attain** | .063 | .068 | .243** | .058 | 1 | | | | | |
| **Service** | .756** | .032 | .658** | .295** | .142* | 1 | | | | |
| **Trainings** | .294** | .131* | .247** | .040 | .082 | .300** | 1 | | | |
| **FSC** | -.091 | .004 | .077 | .044 | .058 | -.028 | .140* | 1 | | |
| **TPC** | -.064 | -.055 | .126 | .054 | .097 | .048 | .186** | .870** | 1 | |
| **MAA** | -.090 | .034 | .099 | .047 | .082 | .022 | .193** | .763** | .823** | 1 |

*. Correlation is significant at the 0.05 level (2-tailed).
**. Correlation is significant at the 0.01 level (2-tailed

Referring to the same table above (Table 14), the need for training and personnel capability enhancement as correlated with profile variables reveals the following: age (robt=-.064, p05=.327), gender (robt=-.055, p05=.396), rank (robt=-.126, p05=.053), civil status (robt=-.054, p05=.406), educational attainment (robt=-.097, p05=.137), length of service or work experience (robt=-.048, p05=.463), and training/seminars attended (robt=-.186**, p05=.004).

The above data shows that the profile variables are weak due to the need for training and personnel capability enhancement. In particular, the agender, rank, civil status, educational attainment, and length of service/work experience do not show a significant relationship with these needs; the null hypothesis is accepted.

However, as an exception, the profile variable trainings/seminars attended has a significant relationship with the needs for training and personnel capability enhancement at 0.01. This leads the researcher to reject the null hypothesis and accept the alternative hypothesis with 99% confidence.

About the needs for management and administration of assignment, vis-à-vis the profile variables, i.e., age (robt=-.090, p05=.166), gender (robt=-.034, p05=.604), rank (robt=-.099, p05=.129), educational attainment (robt=-.082, p05=.206), length of service or work experience (robt=-.022, p05=.739), training/seminars attended (robt=-.193**, p05=.003), the data show weak association.

About the needs for training and personnel capability enhancement with profile variables, such as age (robt=-.064, p05=.327), gender (robt=-.055, p05=.396), rank (robt=.126, p05=.053), civil status (robt=.054, p05=.406), educational attainment (robt=.097, p05=.137), length of service or work experience (robt=-.048, p05=.463), and trainings/seminars attended (robt=.186**, p01=.004), there are profile variables that indicate weak link with needs for training and personnel capability enhancement. Age, gender, rank, civil status, educational attainment, and length of service/work experience still do not show a significant relationship. Hence, the null hypothesis is accepted. Among the profile variables, only the training/seminars attended significantly correlated with the needs for training and personnel capability enhancement at $\alpha$.01, leading the researcher to reject the null hypothesis and accept the alternative hypothesis with 99% confidence.

Looking at the needs for management and administration of assignment as correlated to the profile variables: age (robt=-.090, p05=.166), gender (robt=.034, p05=.604), rank (robt=.099, p05=.129), civil status (robt=.047, p05=.467), educational attainment (robt=.082, p05=.206), length of service or work experience (robt=.022, p05=.739), and trainings/seminars attended (robt=.193**, p01=.003), it shows weak association.

The needs for management and administration of assignment as correlated with age, gender, rank, civil status, educational attainment, and length of service/work experience displays no significant relationship, affirming the acceptance of the null hypothesis.

Nevertheless, the training/ seminars attended and the need for managing and administering assignments confirm a significant relationship at .01, thereby allowing the researcher to reject the null hypothesis and accept the alternative hypothesis with 99% confidence and 1% error.

In sum, the data gathered show that there is no significant relationship between the profile variables - age, rank, civil status, educational attainment, and length of service or work experience and the needs for family and self-care, training, and personnel capability enhancement, and management and administration of assignment. However, there is a significant relationship between the profile variable training/ seminars attended and the needs for family and self-care, training and personnel capability enhancement, and management and administration of assignments.

Respondent WCPD investigators' acquisition of knowledge and skills during training/seminars enables them to see and analyze the different aspects of their personality—as police officers, family members, members of the community, and, more importantly, as individuals who need to be valued, developed, and cared for.

**Disparity of Training Needs Assessments of WCPD Investigators between PCO and PNCO**

**Significant difference on the assessment as regards to the needs of WCPD Investigators between Police Commissioned Officer (PCO) and Police Non-Commissioned Officer (PNCO).**

**(Null Hypothesis: There is no significant difference on the assessment as regards to the needs of WCPD Investigators between PCO and PNCO.)**

Table 15 below shows the analysis of scores of the Training Needs Assessment—Family and Self-Care, Training and Personnel Capability Enhancement, and Management and Administration of Assignment. Through Inferential Statistics, known as a T-test for equal variances not assumed, the researcher aimed to determine the significant differences in the scores obtained between PCO and PNCO.

The result shows that a caveat on having the computed value with massive unequal samples fails to meet the assumption.

Focusing on family and self-care needs, samples for PCOs (m1=3.60) and PNCOs (m2=3.57) represented in the study display a mean difference (MD=.027). Using the independent two-sample t-test, the top (df=236)=.165 depicts non-significance for alpha 0.05 (pvalue=.872) for the training needs assessment for family and self-care made by the WCPD investigators. It shows an equal needs assessment between PCOs and PNCOs represented in the study. Thus, the null hypothesis is accepted.

*Table 15. Difference on the Training Needs Assessment between PCO and PNCO*

| Sources | Type | N | Mean | SD | df | T | Pvalue | Decision |
|---|---|---|---|---|---|---|---|---|
| Family and self-care needs | PCOs | 13 | 3.60 | .579 | 236 | .165. | .872 | NS |
| | PNCOs | 225 | 3.57 | .553 | | | | |
| Training and personnel needs | PCOs | 13 | 3.67 | .599 | 236 | .539 | .599 | NS |
| | PNCOs | 225 | 3.57 | .578 | | | | |
| Mng't and administration needs | PCOs | 13 | 3.54 | .610 | 236 | .516 | .614 | NS |
| | PNCOs | 225 | 3.45 | .581 | | | | |
| **Overall Assessments** | **PCOs** | **13** | **3.60** | **.574** | 236 | **.430** | **.674** | **NS** |
| | **PNCOs** | **225** | **3.53** | **.534** | | | | |

Regarding the need for training and personnel capability enhancement, samples for PCOs (m1=3.67) and PNCOs (m2=3.58) represented in the study display a mean difference (MD=.092). The top (df=236)=.539 illustrates no significance for alpha 0.05 (pvalue=.599) regarding the training needs assessment for training and personnel capability enhancement marked by the investigators. With that, the needs assessment for training and personnel capability is similar between PCOs and PNCOs. The null hypothesis is, thus, accepted.

On the needs for management and administration assignment, PCOs (m1=3.54) and PNCOs (m2=3.45) characterized in the study produce a mean difference of MD=.089). Hence, the top (df=236)=.516 portrays non-significance at alpha 0.05 (pvalue=.614) for the training needs assessment for management and administration assignment between two categories of investigators. This means that there is a communal needs assessment for the management and administration of assignments between respondents' PCOs and PNCOs. Hence, the null hypothesis is accepted.

Based on the overall assessments of the TNA, PCOs (m1=3.60) and PNCOs (m2=3.53) with a mean difference (MD=.070) have a tobt (df=236)=.430 showing non-significance for alpha 0.05 (pvalue=.674). Accepting the null hypothesis confirms an equal overall assessment between PCOs and PNCOs. With that, no significant difference in the needs for overall TNA between PCOs and PNCOs is noted.

PCOs and PNCO respondents share the same view that a program catering to family and self-care, continuous training and personnel enhancement, and a system for managing and administering assignments considering the welfare of the police officers assigned at WCPD are needed.

The needs for family and self-care pertain to an individual's personal aspects, particularly in this case, police investigators assigned at WCPD. The disparity in the ranks of the respondents is of no moment since both the PCOs and PNCOs require the same needs to holistically improve the personal and professional aspects of their lives.

This is also true about training and personnel capability enhancement. Although PCOs and PNCOs perform tasks to different degrees, this does not discount the fact that PCOs need continuous learning and acquisition of skills and knowledge for the efficient and effective performance of duty in the same manner that PNCOs do.

PCOs and PNCOs have the same need regarding the management and administration of assignments. Although of different natures, PCOs, and PNCOs are designated and assigned according to their ranks. However, PCOs and PNCOs work on their respective career paths despite their designation and assignment differences. Their assignments are determinative of their career growth, and all of them are pursuing promotion to the next higher rank.

As such, both PCOs and PNCOs will benefit from a sound policy or program on the management and administration of assignments.

**Proposed program based on the result of the study.**

The PNP has no existing policy on mental health, family relations, and self-care for WCPD investigators. Likewise, although there are policies regarding training, personnel enhancement, assignment, and placement, they need to be more specific and apply to all units of the PNP without regard for each unit's or office's distinct needs.

Based on the respondents' responses, the researcher proposed an enhancement program or a holistic approach to address the needs of WCPD investigators in the field to improve their well-being, including their personal needs and career growth.

After identifying the needs of the respondents as regards Family and Self-Care needs, Training and Personnel Capability Enhancement needs, and Management and Administration of Assignments, the following are the specific areas to be improved in order to address the gap between the current state and the desired state of respondents WCPD investigators, namely: Self-Care to include Mental Health Awareness and Improvement of Family Relationship, Continuous Specialized and Certification Courses for WCPD Investigators, Reassignment/ Transfer of WCPD Investigators, Proper Vetting prior to Assignment and Designation at WCPD, Years of Service to be Rendered, and Career Growth and Advancement.

In general, a holistic approach should be taken to meeting the needs of WCPD investigators, improving their physical, mental, and psychological well-being, skills, knowledge, and talents in relation to their sworn duties, and opportunities for advancing their careers and growth as professionals.

The proposed action plan, family and self-care program of instruction (POI), proposed policy paper, and Memorandum Circular are listed below in the table.

## PROPOSED ACTION PLAN
## ACTION PLAN

### I. RATIONALE AND INTENT
The study presented the following conclusions:
a.  It is urgent to introduce a holistic approach to meet the needs of WCPD Investigators in the field.
b.  The resiliency of these WCPD Investigators shall not be taken in a way to neglect their physical, psychological, mental, and professional well-being; and
c.  the current efforts of PNP are not sufficient to address the root cause and bring a drastic change in the current situation.

Thus, the necessity of an enhancement program through a policy on Family and Self-Care, Training and Personnel Capability Enhancement, and Management and Administration of Assignment should be institutionalized and immediately implemented.
This includes psychosocial and mental aspects.

## II. OUTCOME/S OR CHANGES/S
Notably, the new policy should include:
a)  Institutionalized Program for Mental Health, Family Relationships, and Self-Care.
b)  Implement Systematic, Continuous, Specialized, and Certification Courses for WCPD Investigators.
c)  Guidelines in the reassignment and transfer of personnel, proper vetting prior to assignment and designation as WCPD Investigators, minimum years of service required to be rendered in WCPD, and opportunities for career growth and advancement.
d)  An oversight committee must be constituted to check, assess, and evaluate the policies regularly.

## III. Strategies and Actions
Formulation of the Technical Working group to validate the conclusions in the research, as may be deemed necessary, and to study the proposed policy.  The WCPC and Chaplain Service may also conduct policy assessments in coordination with the National Center for Mental Health.

## IV. Timeline
Four months would be sufficient to carry out the action plan from September 2023 to January 2024. September 2023 should be devoted to establishing the TWG, validating it, and assessing policy. October until November 2023 is for judicious study of the new policy. December 2023 shall be dedicated to drafting the new policy and complying with its legal requirements. January 2024 is for residual activities about the restructured policies.

## V. Resources

### a. Persons In-charge
1)  The Chaplain Service;
2)  Health Service;
3)  Directorate for Personnel and Records Management;
4)  Directorate for Human Resource Doctrine and Development; and
5)  WCPC as an owner of this proposed policy.

### b. Other Resource Requirements
1) Financial and Logistical support; and
2) Manpower for TWG support

## VI. Monitoring and Evaluation
The progress and development of the plan of action shall be monitored exclusively by the WCPC and Chaplain Service, National Headquarters, through an oversight committee that will periodically monitor and assess the implications and efficacy of the new policies.

## The Action Plan Summary

| Outcome/s (Change/s or improvement to be achieved in the short term) | Strategies and Actions (What will be done to achieve the objectives?) | Timeline (Expected start and completion times) | Responsibility (Who will be responsible for the action?) | Resource Requirements (What resources are required to put the strategy in action?) | Monitoring Procedure (How will you know that the strategy has worked? How you will measure this?) |
|---|---|---|---|---|---|
| Improvement of the existing policies | Constitution of TWG<br><br>Amendment of the existing policy | September 2024-January 2024 | PNP WCPC/CHS/ HS/DHRDD/DPRM | -Manpower (competent and trained personnel -Financial and logistical requirements | Creation of oversight committee who will periodically monitor and assess the implication of new policies and program |

## PROPOSED FAMILY AND SELF-CARE PROGRAM

## PROGRAM OF INSTRUCTION (POI)

| Time | Topic/Activity | Lecturer/OPR |
|---|---|---|
| **Day 1** | | |
| 8:00-8:30 A.M. | Registration | Facilitator/Training Staff |
| 8:30-9:30 A.M. | Opening Program | |
| 9:30-10:00 A.M. | Break | |
| 10:00-11:00 A.M. | Training Program Orientation | Course Director |
| 11:00-12:00 NN | Spiritual Renewal and Values Formation | Chaplain Service Representative |
| 12NN-1:00 P.M. | Lunch Break | |
| 1:00P.M.-2:00P.M. | Personality Development | Instructor from PNP |
| 2:00 P.M.-5:00 P.M. | Interpersonal Relations | Instructor from PNP |
| **Day 2** | | |
| 8:00 AM-12:00 NN | Family Management | Expert lecturer from the PNP and outside source |
| 12:00NN-1:00 PM | Lunch | |
| 1:00PM-3:00PM | Five Self-Care Practices | Instructor from PNP |
| 3:00PM-4:00PM | Motivation | Instructor from PNP |
| 4:00PM-5:00PM | Meditation | Instructor from PNP |
| **Day 3** | | |
| 8:00AM-12:00 AM | Psychosocial and Mental Health | Resource Speaker from Health Service,PNP |
| 12:00NN-1:00 PM | Lunch | |
| 1:00 P.M.-5:00 P.M. | Psychosocial and Mental Health | Resource Speaker from outside source |

| Day 4 | | |
|---|---|---|
| 8:00AM-12:00 AM | Anger Management | Instructor from PNP |
| 12NN-1:00 PM | Lunch | Instructor from PNP |
| 1:00P.M.-3:50 PM | Stress Management | Instructor from PNP |
| 4:00P.M.-5:00 PM | Yoga lecture/Session | Resource Speaker from outside source |

| Day 5 | | |
|---|---|---|
| 8:00AM-12:00 NN | Self-Care-Medical Check-up | Medical Team from HS |
| 12:00NN-1:00 PM | Lunch | |
| 1:10PM-3:50PM | Self-Care-Pampering | Outside service providers |
| 4:00P.M.-5:00 PM | Closing Program | Facilitator |

## PROPOSED COURSE CONTENT

| Unit 1 | Spiritual Renewal and Values Formation | Theological Foundations<br>Spiritual Disciplines<br>Prayer and Bible Study<br>Worship, Service<br>Stewardship, Balance & Sustainability |
|---|---|---|
| Unit II | Personality Development | Introduction to personality Development<br>Theories of personality Development<br>Basic personality traits, Stages of Development<br>Moral Development, Personality Disorders<br>Changing Personality |
| Unit III | Interpersonal Relations | Introduction to Interpersonal Relations, Analysis of different ego states, Analysis of Transactions, Analysis of Strokes, Analysis of life position |
| Unit IV | Motivation | Introduction to Motivation, Relevance and types of Motivation, Motivating the subordinates, Analysis of Motivation |
| Unit V | Meditation | Theory, Practice and Discussion |
| Unit VI | Psychosocial and Mental Health | Introduction to Mental Health awareness<br>Self-care /Self-assessment;<br>How to promote mental wellbeing in the workplace and look after your own mental wellbeing,<br>Games/fun activities to improve mental health; and<br>Daily simple activities to improve mental health. |
| Unit VII | Family Management | Concepts and Theories of family management<br>Values, Attitudes & Goals<br>The family and environment<br>Managing work and family<br>How to have a happy Marriage<br>Love and discipline for children |
| Unit VIII | Self-Care Practices | Physical, Social, Mental, Spiritual and Emotional Self-Care |
| Unit IX | Stress Management | Introduction<br>Deep Breathing Exercise (Goals, Things to Consider while breathing, Deep Breathing with positive affirmations)<br>Definition of Stress, Kinds of Stress, Causes of Stress, Level of Stress, Sources of Stress, Types of Stressors, Cognitive aspect of stress and anxiety, Anxious Thoughts, Relaxation Response, Progressive muscle response, Stress Busters, Impact of Stress and Managing Stress |
| Unit X | Anger Management | The basics of anger<br>Identify stress factors that cause anger<br>Variety of methods to control anger<br>Breathing and relaxation exercises to better control anger and outbursts. |
| Unit XI | Yoga lecture and Session | What is yoga, origin, terminology, purpose, history, benefits, yoga techniques and session |
| Unit XII | Self-Care (Medical Check-up) | Free Medical Check-up for WCPD investigators |
| Unit XIII | Self-Care (Pamper Time) | Free services for the WCPD investigators (facial, manicure/pedicure/haircut/massage) |

## Conclusions

Based on the result of the study, the following conclusions were drawn:

The age group is concentrated between 31 and 40 years old; investigators are generally female in their adult stage. The respondents are most likely to hold the ranks of police corporal and police staff sergeant. Most respondents are single holders of baccalaureate degrees, some with master's degrees, and very few with Doctorate degrees. Likewise, the majority of the respondents have specialized courses.

The study shows that family and self-care, including psychosocial and mental health, are highly needed. Additionally, the data gathered affirmed that training and personnel capability enhancement and management and administration of assignments are also very needed.

Specifically, the areas such as the deployment of policewomen in the WCPD, placement of female WCPD Chief and personnel, staffing pattern and provision of an adequate number of personnel, strengthening of WCPC in the management of human resources, streamlining and efficient system of processing of the request for reassignment and placement of personnel, including the policy on reassignment, standardization of WCPD offices, localization of assignment of WCPD investigators and required years of stay in the WCPD, are the points to be considered and improved in order to achieve optimum performance of WCPD as an office/ unit.

Further, the respondents strongly agree about the problems encountered. This means that the WCPD investigators are experiencing the indicated problems and challenges, which affect their job performance.

On the other hand, they also answered that the measures or solutions to the problems encountered are consistently implemented. However, despite the presence of training and seminars provided by the PNP, policies on assignment, placement, and designation of personnel, and efforts to address the perceived needs of the WCPD investigators, the respondents still believe that the efforts are not sufficient to address the root cause and bring a drastic change in the current situation.

Moreover, based on the overall assessments of the training needs analysis, there was no significant difference in the needs between the two groups of respondents, the PCOs and PNCOs. Both respondents shared the same view that there is a need for an enhancement program catering to family and self-care, continuous training and personnel enhancement, and a system for managing and administering assignments considering the welfare of the police officers assigned at WCPD.

Based on the findings and conclusions of the study, the researcher strongly recommends the following:

The PNP will consider the proposed enhancement program for the WCPD investigators through a Memorandum Circular to be implemented in the PNP—WCPC, which focuses on the physical, psychological, mental, and professional well-being of WCPD investigators.

The integral parts of the memorandum should include:

a. Institutionalized Program for Mental Health, Family Relationships, and Self-Care.
b. Implement systematic, continuous, specialized, and certification courses for WCPD Investigators.
c. Guidelines in the reassignment and transfer of personnel, proper vetting prior to assignment and designation as WCPD Investigators, minimum years of service required to be rendered in WCPD, and opportunities for career growth and advancement.
d. An oversight committee must be constituted to check, assess, and evaluate the policies regularly.

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