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Research Article

Assessment of Special Weapons and Tactics in the Province of Cavite: Basis for A Proposed Swat Operational Guidelines

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ABSTRACT

This study assessed the Special Weapons and Tactics (SWAT) units of the Philippine National Police in the Province of Cavite to serve as a basis for proposed operational guidelines. The study examined the personnel profile, perceptions regarding the selection process, facilities and equipment, and skills and capabilities, as well as the problems encountered and the solutions applied. A descriptive– correlational research design was employed using a researcher-made questionnaire validated by field experts. Data were collected from 105 SWAT personnel and analyzed using frequency, percentage, mean, Chi-square, and Spearman’s Rho.

Findings revealed that while SWAT units are composed of capable and resilient personnel, several gaps remain in equipment, training, and administrative support. Most respondents possessed only a bachelor’s degree, and a large proportion had attended only one specialized training session, indicating limited opportunities for advanced tactical development. The results also showed that rank and age were the least influential criteria in selection, suggesting a shift toward merit-based recruitment focused on capability and readiness.

Statistical tests indicated varying levels of relationships between profile variables, perceptions, problems, and solutions. Based on the findings, operational guidelines were proposed to address equipment procurement, training enhancement, personnel welfare, and administrative support. The study contributes to improving the readiness and effectiveness of SWAT units in the province.

Keywords: *SWAT, Tactical operations, Police readiness, Operational guidelines, Philippine National Police, Equipment, Training.*

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Introduction

Special Weapons and Tactics (SWAT) units are specialized police teams trained to respond to high-risk and complex operations that exceed the capabilities of regular patrol units. These operations include hostage rescue, counter-terrorism responses, high-risk warrant service, and other critical incidents. The effectiveness of such units depends on the integration of skilled personnel, appropriate equipment, and efficient organizational support.

In the Province of Cavite, SWAT units operate under the Cavite Provincial Mobile Force Company. Despite demonstrating operational resilience, these units face limitations in equipment, training opportunities, and administrative resources. These constraints may affect readiness, morale, and overall operational effectiveness.

The present study assessed the organizational and operational conditions of SWAT units in Cavite. It examined personnel characteristics, perceptions of selection and operational readiness, problems encountered during operations, and the solutions applied. The findings were used to formulate operational guidelines aimed at strengthening tactical capability and administrative support.

Statement of the Problem

This study aimed to assess the Special Weapons and Tactics (SWAT) units of the Philippine National Police in the Province of Cavite to provide a basis for proposed operational guidelines.

Specifically, it sought to:

1. What are the profile variables of the respondents in terms of age, length of service, educational attainment, rank, and training/seminar attended?
2. What are the perceptions of the respondents towards the SWAT units in terms:
 - 2.1. selection process,
 - 2.2. facilities and equipment, and
 - 2.3. skills and capabilities?
3. What are the problems experienced by the SWAT members?
4. What are the applicable solutions to address the problems experienced by the SWAT members?

5. Is there a significant relationship between the respondents' profile and their perceptions towards the SWAT Units.
6. Is there a significant relationship between the respondents' profile and their perceptions to the problems experienced by the SWAT members?
7. Is there a significant relationship between the respondents' profile and their perceptions to the solution applied to address the problems?
8. Is there a significant relationship among the respondents' perceptions towards SWAT units, problems experienced by the SWAT members, and solutions applied to address the problems.
9. Based on the result of the study, what operational guidelines could be developed to enhance the capability of the SWAT unit of the PNP in the province of Cavite?

Hypotheses of the Study

Based on the objectives, the following were hypothesized:

1. There is no significant relationship between the respondents' profile and their perceptions towards SWAT Unit variables.
2. There is no significant relationship between the respondents' profile and their perceptions to the problems experienced by the SWAT members.
3. There is no significant relationship between the respondents' profile and their perceptions to the solution applied to address the problems.
4. There is no significant relationship among the respondents' perceptions towards SWAT units, problems experienced by the SWAT members, and solutions applied to address the problems.

Scope and Limitation of the Study

The study focused on SWAT units in the Province of Cavite, examining selection processes, equipment, skills, problems, and solutions. The target population consisted of 129 SWAT members, of whom 105 (81%) participated in the survey. The study was conducted during the second semester of School Year 2024–2025.

Theoretical Framework

This study is anchored on Organizational Effectiveness Theory, which explains that an organization's performance is determined by the alignment of its structure, resources, leadership, and operational processes. The theory posits that an organization achieves its objectives when its internal components function cohesively and are supported by adequate resources and competent personnel.

In the context of Special Weapons and Tactics (SWAT) units, organizational effectiveness is reflected in the unit's operational readiness, response capability, and mission success. These outcomes are influenced by several interrelated factors, including personnel qualifications, leadership competence, availability of equipment, training opportunities, and administrative support. Deficiencies in any of these components may reduce the effectiveness of tactical operations and compromise mission outcomes.

Applying this theory, the present study examines how the demographic and professional profiles of SWAT personnel relate to their per-

ceptions of operational conditions, the problems encountered in the field, and the solutions implemented. The SWAT unit is viewed as a functional organization whose effectiveness depends on the proper coordination of human resources, equipment, and management support.

Through this theoretical approach, the study identifies operational gaps and organizational constraints that affect the performance of SWAT units in the Province of Cavite. The findings serve as the basis for proposing operational guidelines intended to improve training, resource allocation, personnel welfare, and administrative processes, thereby enhancing the overall effectiveness and readiness of the unit.

Conceptual Framework

This study adopted the Input- Process-Output (IPO) model to examine the operational conditions of the Special Weapons and Tactics (SWAT) units in the Province of Cavite. The framework explains how personnel characteristics and operational factors influence the development of improved tactical guidelines.

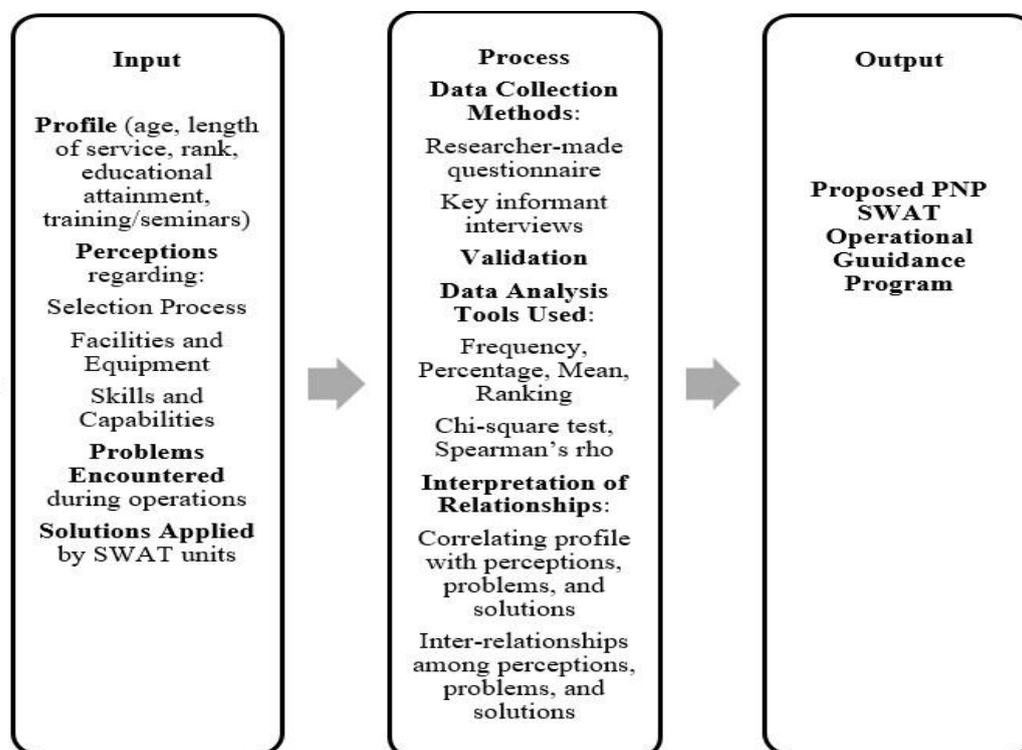


Figure 1. Conceptual Paradigm of the Study

The input consists of the primary variables examined in the study. These include the profile of SWAT personnel, such as age, length of service, educational attainment, rank, and training attended. It also includes their perceptions of the selection process, adequacy of facilities and equipment, and level of skills and capabilities. Additionally, the problems encountered during operations and the solutions applied by the personnel were considered as key input variables.

The process involves the systematic collection, validation, and analysis of data. Information was gathered through a validated researcher-made questionnaire and interviews with selected SWAT personnel. The data were analyzed using descriptive statistics and inferential tests, including Chi-square and Spearman's Rho, to determine relationships among variables and identify operational patterns.

The output of the study is the proposed SWAT operational guidelines. These guidelines were formulated based on the identified gaps and operational challenges, particularly in the areas of equipment adequacy, training, personnel welfare, and administrative support. The framework illustrates that improvements in input factors, when properly analyzed through systematic processes, lead to practical and evidence-based operational guidelines aimed at enhancing the readiness and effectiveness of SWAT units.

Research Methodology

This chapter outlines the methodology used to assess the SWAT units of the Philippine National Police in Cavite. It covers the research design, locale, population and sampling, research instrument and validation, data gathering procedure, statistical treatment, and ethical considerations to ensure accurate and reliable data for proposing operational guidelines.

Research Design

A descriptive-correlational design was used to examine relationships among personnel profiles, perceptions, problems, and solutions.

Research Instrument

A researcher-made questionnaire validated by three SWAT experts was used. Reliability testing yielded Cronbach's alpha values ranging from 0.937 to 0.981, indicating high internal consistency.

Sampling Technique

Complete enumeration was intended; however, 105 out of 129 personnel responded.

Statistical Treatment of Data

The study utilized basic statistical tools, including frequency, percentage, and ranking, to treat and analyze nominal data, specifically the demographic profiles of the respondents in terms of age, length of service, educational attainment, rank, and training/seminars attended.

For ordinal data, such as respondents' perceptions of SWAT units in terms of the selection process, facilities and equipment, skills and capabilities, as well as the problems experienced by SWAT members and the applicable solutions, mean, standard deviation, and ranking were used for interpretation and analysis.

Shapiro-Wilk test was performed to assess the normality of the data, revealing that the data was not normally distributed. Consequently, Chi-Square test was applied to determine the significant relationships between the respondents' profiles and their perceptions of SWAT unit variables, the problems experienced by SWAT members and the respondents' profile variables, and the respondents' perceptions of the solutions applied to address these problems and their profile variables.

Additionally, Spearman's Rho was used to test the significant relationships among respondents' perceptions of SWAT units, the problems experienced by SWAT members, and the solutions implemented to address these challenges.

The following 4-point Likert scale, with verbal interpretation, was used.

Scale Value	Verbal Interpretation	Hypothetical Mean Range
4	Very Satisfactory / Very Serious / Highly Recommended	3.50 – 4.00
3	Satisfactory / Serious / Recommended	2.50 – 3.49
2	Moderately Satisfactory / Moderately Serious / Moderately Recommended	1.50 – 2.49
1	Not Satisfactory / Not a Problem / Not Recommended	1.00 – 1.49

Results and Discussions

This chapter presents the findings of the study, analyzed and interpreted in accordance with the research objectives. The data are structured based on the statement of the problem, covering the respondents' demographic profile, their perceptions of the SWAT unit's

selection process, facilities and equipment, and skills and capabilities. Additionally, the challenges faced by the respondents and the solutions they apply are examined, along with the relationships between their profile variables and perceptions.

Table 1. Distribution of Frequency and Percentage according to Respondents' Variables.

Profile Variables	Frequency	Percentage	Rank
Age			
25 years old below	0	0	7
26-30 years old	17	16.5	3
31-35 years old	27	26.2	2
36-40 years old	35	34.0	1
41-45 years old	16	15.5	4
46-50 years old	5	4.9	5
51-55 years old	3	2.9	6
Length of Service			
5 years below	6	5.8	4.5
6-10 years	36	35.0	2
11-15 years	45	43.7	1
16-20 years	7	6.8	3
21-25 years	6	5.8	4.5
26 years and above	3	2.9	6
Educational Attainment			
Bachelor's degree	101	98.1	1
Master's degree	2	1.9	2
Rank			
Patrolman/women	15	14.6	3
Police Corporal	22	21.4	2
Police Senior Sergeant	42	40.8	1
Police Master Sergeant	9	8.7	4
Police Senior Master Sergeant	5	4.9	6
Police Chief Master Sergeant	0	0	10
Police Executive Master Sergeant	6	5.8	5
Police Lieutenant	1	1.0	8.5
Police Captain	1	1.0	8.5
Police Major	2	1.9	7
Training/Seminar Attended			
0	1	1.0	5.5
1	87	84.5	1
2	9	8.7	2
3	3	2.9	3
5	2	1.9	4
6	1	1.0	5.5

The results show that most SWAT personnel belong to the 36–40 age group and have 11–15 years of service. The majority hold a bachelor's degree, while only a small portion possess graduate-level education. In terms of training, most respondents attended only one specialized course. These findings suggest that

although personnel have considerable service experience, opportunities for advanced education and specialized training remain limited. This condition may affect long-term operational readiness and professional development within the unit.

Table 2.1 Respondents' Perception of the SWAT Units in terms of Selection Process.

Indicators	Mean	SD	Verbal Interpretation	Rank
1. The SWAT aspirant is required to maintain physical and mental condition.	3.80	0.691	Strongly Agree	1
2. The SWAT aspirant must pass the required physical and mental conditions through physical fitness test and psychological examination.	3.79	0.695	Strongly Agree	2
3. The SWAT aspirant must possess sense of reliability with his fellow trainees.	3.78	0.699	Strongly Agree	3.5
4. The SWAT aspirant must work best even under pressure.	3.78	0.699	Strongly Agree	3.5
5. The SWAT aspirant must be organized and perform tasks in order.	3.76	0.707	Strongly Agree	5
6. The SWAT aspirant is required to have trainings as pre-requisite to be an operator.	3.74	0.754	Strongly Agree	6.5
7. The SWAT aspirant must be committed to continuous improvement and seek opportunities to learn and grow from his experiences and interactions.	3.74	0.727	Strongly Agree	6.5
8. The SWAT aspirant must be able to ask clarifying questions to ensure he grasps the intended meaning of the task given.	3.68	0.730	Strongly Agree	8
9. The PNP conducts annual selection process through standard skill performance and demonstration, as well as battle fitness test.	3.58	0.835	Strongly Agree	9
10. The SWAT aspirant is chosen based on his rank and age.	2.90	1.112	Agree	10
Overall Mean Score and Standard Deviation	3.65	0.670	Strongly Agree	--

Respondents strongly agreed that physical fitness, psychological readiness, teamwork, and performance under pressure are the primary criteria for SWAT selection. The lowest-rated indicator was selection based on rank and age. This indicates a shift from seniority-based selection toward merit-based recruitment that prioritizes capability, competence, and operational readiness.

Interview responses confirm that SWAT personnel place strong emphasis on physical fitness, psychological readiness, teamwork, and discipline as primary selection criteria. Officers reported regular physical training, psychological assessments, and daily conditioning routines to maintain operational readiness. They also stressed that teamwork, role specialization, and personal discipline are essential qualities for SWAT membership. Age and rank were viewed as less important, with capability,

experience, and decision-making skills considered more critical for selection.

These insights are consistent with existing studies highlighting the importance of physical and psychological preparedness in tactical units. Prior research shows that special operations personnel must maintain high fitness levels, strong teamwork, and emotional stability to perform effectively in high-risk missions (Marins et al., 2020; Rezende et al., 2022; Sjöberg et al., 2024). Similarly, studies indicate that modern selection practices prioritize competence and resilience over seniority or age (Thomas et al., 2019; Skoglund et al., 2020).

Overall, the results indicate strong agreement that SWAT selection is based on merit, focusing on physical and psychological fitness, teamwork, and stress management rather than rank or age, reinforcing the need for continued emphasis on capability-based recruitment and training.

Table 2.2 Respondents' Perceptions of the SWAT Units in terms of Facilities and Equipment.

Indicators	Mean	SD	Verbal Interpretation	Rank
1. The available facilities for the SWAT unit promote teamwork and collaboration among members.	3.50	0.765	Strongly Agree	1
2. The PNP is equipped with security and safety measures (e.g. body worn camera BWC, bullet proof vest, primary and secondary weapon, lifesaving support, trauma plates and helmet, etc.).	3.49	0.790	Strongly Agree	2
3. The physical environment of the SWAT unit's facilities is conducive to high performance and morale.	3.46	0.751	Strongly Agree	3
4. The overall infrastructure supporting the SWAT unit enhances members' operational efficiency.	3.44	0.800	Strongly Agree	4
5. The PNP provides adequate workspace in increasing the productivity and efficiency of SWAT operator to complete the tasks during operations.	3.43	0.836	Strongly Agree	6.5
6. The SWAT unit's facilities are adequately equipped for operational needs.	3.43	0.812	Strongly Agree	6.5
7. The SWAT unit's communication equipment is reliable and effective during operations.	3.43	0.800	Strongly Agree	6.5
8. The SWAT unit's equipment is regularly updated to keep pace with advancements in tactical operations.	3.43	0.787	Strongly Agree	6.5
9. The PNP has conducive working environment for learning and development.	3.41	0.798	Strongly Agree	9
10. The PNP provides access to necessary equipment and tools for SWAT operator to complete his task.	3.36	0.850	Strongly Agree	10
11. The PNP has sufficient training materials (e.g., publication materials, manuals, guidelines) for SWAT operator.	3.33	0.901	Strongly Agree	11
Overall Mean Score and Standard Deviation	3.43	0.704	Strongly Agree	--

The findings show strong agreement that existing facilities promote teamwork and morale. However, lower-ranked indicators revealed concerns regarding training materials, equipment modernization, and learning resources. These results indicate that while the operational environment is generally supportive, improvements in equipment updates and training resources are necessary to sustain tactical effectiveness.

Training is constrained by limited budgets and insufficient access to materials, highlighting

the need for improved resource allocation and stronger training support.

While existing facilities help promote teamwork and morale, there are notable gaps in modern equipment, specialized infrastructure, and learning resources. Both respondent feedback and supporting studies indicate that these limitations affect tactical readiness and long-term capability. Therefore, strategic investments in updated equipment, dedicated training facilities, and accessible educational materials are essential to maintain and enhance SWAT unit readiness.

Table 2.3 Respondents Perceptions towards SWAT units in terms of Skills and Capabilities.

	Mean	SD	Verbal Interpretation	Rank
1. The SWAT member continuously engages and explores the field of work to learn real-life experience.	3.48	0.803	Strongly Agree	1
2. The SWAT operator is geared up with knowledge related to the work environment.	3.46	0.777	Strongly Agree	2
3. The SWAT member thinks critically and comes up with creative solutions to complex problems.	3.45	0.776	Strongly Agree	3
4. The SWAT operator maintains clean and organized workspace	3.44	0.775	Strongly Agree	4.5
5. The SWAT member performs task prescribed in the operation plan.	3.44	0.788	Strongly Agree	4.5
6. The SWAT member communicates insights and trends through visualizations.	3.43	0.775	Strongly Agree	6
7. The SWAT member is meticulous in his work, ensuring accuracy and attention to detail in all tasks and projects.	3.41	0.834	Strongly Agree	7.5
8. The SWAT member is fully aware of the Standard Operating Procedure of the station.	3.41	0.845	Strongly Agree	7.5
9. The SWAT member is comfortable working in a team environment and in collaborating with colleagues.	3.39	0.854	Strongly Agree	9
10. The SWAT member is committed to ongoing learning and professional development.	3.38	0.842	Strongly Agree	10
Overall Mean Score and Standard Deviation	3.43	0.753	Strongly Agree	--

All skill indicators received strong agreement, with the highest ratings given to field experience, environmental awareness, and critical thinking. Commitment to continuous learning received the lowest mean, though still interpreted positively. This suggests that practical experience is highly valued among SWAT personnel, but structured professional development programs may need strengthening.

Operational experience was rated as the most important capability, with officers emphasizing the need for speed and precision during missions. Studies support that real-life tactical exercises enhance adaptability and coordination. The second highest-rated capability was knowledge of the work environment, highlighting the importance of terrain awareness and situational control in mission success. Research shows that familiarity with

operational settings improves threat assessment and decision-making.

Critical thinking and creativity in problem-solving ranked next, reflecting the growing need for cognitive resilience in modern policing. Scenario-based training has been shown to strengthen these skills and help officers adapt to dynamic threats. Although commitment to ongoing learning and professional development received the lowest rating, it still showed strong agreement, indicating recognition of the importance of continuous education amid evolving technologies and criminal tactics.

Overall, the results show that experience, environmental awareness, and cognitive skills are prioritized, while formal learning receives slightly less emphasis, though all competencies remain essential for effective SWAT operations.

Table 3 Respondents Perceptions on the Problems Experienced by the SWAT Members.

Indicators	Mean	SD	Verbal Interpretation	Rank
1. The SWAT unit's member does not receive recognition and appreciation for his contributions.	3.62	0.756	Very Serious	1.5
2. The SWAT unit's member is not satisfied with the overall working conditions and environment.	3.62	0.768	Very Serious	1.5
3. The SWAT unit's member is not adequately compensated for the risks and demands of their role.	3.61	0.731	Very Serious	4
4. The SWAT unit's member does not receive sufficient psychological support to cope with the stress of their work.	3.61	0.757	Very Serious	4
5. The SWAT unit's member does not have a clear understanding of his roles and responsibilities.	3.61	0.757	Very Serious	4
6. The SWAT unit's equipment is not well-maintained and reliable during critical situations.	3.59	0.747	Very Serious	6.5
7. The SWAT unit's member is not able to balance his duties with the unit and his regular police responsibilities.	3.59	0.798	Very Serious	6.5
8. The SWAT unit does not receive timely and appropriate support from the overall police force when needed.	3.56	0.750	Very Serious	8
9. The SWAT unit does not have sufficient personnel to effectively carry out its responsibilities.	3.51	0.778	Very Serious	9
10. The SWAT unit does not provide adequate training to address the challenges faced during operations.	3.41	0.822	Very Serious	10
Overall Mean Score and Standard Deviation	3.57	0.722	Very Serious	--

All listed issues were interpreted as very serious. The most critical problems identified were lack of recognition, dissatisfaction with working conditions, insufficient compensation, and inadequate psychological support. These findings highlight significant organizational and welfare-related concerns that may affect morale, performance, and long-term retention of SWAT personnel.

The findings show that SWAT personnel often feel undervalued despite the high-risk nature of their duties, mainly due to lack of recognition, poor working conditions, and absence of psychological and legal support after operations. Officers reported fatigue, mental strain, and the lack of debriefing, which negatively affect morale and performance. These concerns are supported by Cyr et al. (2020) and Dodge et al. (2021), who emphasized that recognition and appreciation are crucial for motivation and team effectiveness. Likewise, Sjöberg et al. (2024) and Andersen et al. (2015) found that supportive work environments and continuous recognition help reduce burnout and improve morale, while Shahid et al. (2020) highlighted

the role of recognition in sustaining commitment in high-pressure units.

Additional issues include inadequate compensation, insufficient psychological support, and unclear roles, all of which affect morale and operational readiness. Studies by Padgett et al. (2022) and Cyr et al. (2020) indicate that poor compensation leads to lower morale and higher turnover. Hollander et al. (2020) stressed the importance of psychological support for managing job-related stress, while Benedict et al. (2023) and Dixon et al. (2021) found that clear roles and supportive environments improve job satisfaction and performance. Nguyen et al. (2022) further noted that lack of support and compensation contributes to stress and dissatisfaction.

Officers also reported frequent assignments to non-SWAT duties, which reduce training time and weaken preparedness. Although inadequate training ranked lower than other concerns, interviews showed it remains a serious issue due to budget limitations and lack of resources. Research by Young et al. (2018), Cyr et al. (2020), and Dodge et al. (2020)

emphasized that realistic, continuous, and specialized training is essential for effective SWAT operations.

Overall, while training deficiencies are present, the more urgent problems involve lack of

recognition, poor working conditions, inadequate compensation, limited mental health support, and frequent non-SWAT assignments, all of which hinder SWAT morale and effectiveness.

Table 4 Respondents' Perceptions on the Solutions to Solve the Problems.

Indicators	Mean	SD	Verbal Interpretation	Rank
1. The SWAT unit is provided adequate training to address the challenges faced during operations.	3.62	0.781	Highly Recommended	1
2. The SWAT unit undergoes stress management and psychological assessment after every risky operation.	2.79	1.169	Recommended	2.5
3. The SWAT members are well informed of their roles in the unit.	2.79	1.126	Recommended	2.5
4. Innovations and proper maintenance of equipment are made by the SWAT unit for operational readiness	2.77	1.122	Recommended	4
5. The SWAT unit seeks support from local government units.	2.74	1.129	Recommended	5
6. The SWAT unit is provided highly favorable working conditions and environment.	2.62	1.139	Recommended	6
7. The SWAT unit is provided sufficient personnel to effectively carry out its responsibilities.	2.57	1.193	Recommended	7
8. Hazard pay is given to SWAT unit for as compensation for their risky role.	2.53	1.187	Recommended	8.5
9. Reward and recognition are given to SWAT unit after successful operation	2.53	1.219	Recommended	8.5
10. The SWAT members must not be given multi-task that may affect their operational capabilities and effectivity.	2.50	1.220	Recommended	10
Overall Mean Score and Standard Deviation	2.75	0.950	1.00	--

Adequate training emerged as the highest-ranked solution, indicating that respondents consider continuous skill development essential to operational success. Other recommended solutions include psychological support, equipment maintenance, personnel allocation, and improved working conditions. Overall, the results emphasize the need for a multi-faceted approach that combines training, welfare, and resource improvements.

In the Philippine context, training is viewed as a critical lifeline that enables SWAT members to adapt to evolving threats, particularly in densely populated urban areas and conflict-prone rural zones. Officers emphasized that real-world experiences shape tactical improve-

ments and called for frequent, specialized training and regular eligibility assessments to maintain readiness. Proposed programs include advanced tactical courses, sniper and breacher training, rope and water operations, as well as medical, physical, and marksmanship training. These views are supported by Weyden et al. (2021), who recommended structured fitness standards, and Poyil et al. (2023), who emphasized continuous, tailored training for high-risk policing environments.

Psychological preparedness was also highlighted, with officers stressing the importance of mental strategies alongside tactical skills. Modernization of equipment emerged as another major concern, as many units still rely on

outdated firearms and gear. Officers recommended upgrades such as AR-type rifles, optical sights, protective equipment, drones, and detection devices, along with regular inventory audits to address logistical and budget constraints.

Inter-agency cooperation was identified as a key strategy, with officers advocating for joint training and resource-sharing with AFP units and other SWAT teams to improve coordination during major operations. Attention to physical and mental well-being was also emphasized, with suggestions for regular conditioning, psychological assessments, and peer-support

programs. This aligns with Doherty et al. (2022), who noted that combining physical training with stress management helps sustain peak performance.

Continuous learning and policy awareness were also seen as essential for professional development. Although respondents agreed on the need for these interventions, varying priorities were reflected in the overall rating. Overall, the findings indicate that improving SWAT effectiveness in the Philippine setting requires a comprehensive approach that integrates advanced training, wellness programs, inter-agency collaboration, and equipment modernization.

Table 5.1 Test of Relationships between the Respondents' Age and Their Perceptions towards SWAT Unit.

			X ² -Value	df	P-value	Decision	Interpr
Age	VS	Selection	52.8	65	0.860	Failed to Reject H ₀	Not Sigr
Age	VS	Facilities and Equipment	91.9	110	0.894	Failed to Reject H ₀	Not Sigr
Age	VS	Skills and Capabilities	63.2	85	0.963	Failed to Reject H ₀	Not Sigr

*Significant at 0.05 alpha level

The Chi-square test results revealed no significant relationship between respondents' age and their perceptions of the selection process, facilities and equipment, or skills and capabilities. The null hypothesis was therefore failed to be rejected, indicating that perceptions were consistent across age groups.

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Supporting literature emphasizes key factors that enhance SWAT performance regardless of age. Doğu and Yıldırım (2023) highlighted the importance of continuous training and development in improving police

performance during high-intensity operations. Poloskov et al. (2020) stressed that effective communication and clearly defined roles are essential for teamwork and operational readiness. Rogers et al. (2012) emphasized the need for psychological support programs to strengthen resilience and morale among law enforcement personnel.

Furthermore, Zheng et al. (2024) noted that leadership and structured support improve efficiency and morale, while Darzi and Bhat (2018) found that role clarity enhances job satisfaction and overall performance. Overall, although age did not significantly affect perceptions, the literature underscores the importance of structured training, clear communication, and mental health support in improving SWAT effectiveness.

Table 5.2 Test of Relationships between the Respondents' Length of Service and Their Perceptions towards SWA Unit.

	X²-Value	df	p-value	Decision	Interpretation
Length of Service VS Selection Process	63.9	65	0.514	Failed to Reject <i>H₀</i>	Not Significant
Length of Service VS Facilities and Equipment	128	110	0.113	Failed to Reject <i>H₀</i>	Not Significant
Length of Service VS Skills and Capabilities	86.4	85	0.438	Failed to Reject <i>H₀</i>	Not Significant

*Significant at 0.05 alpha level

The results showed no significant relationship between length of service and perceptions toward SWAT selection, equipment, and skills. The null hypothesis was failed to be rejected, suggesting that perceptions remain uniform regardless of years in service.

The Chi-Square test results show that respondents' length of service did not significantly influence their perceptions of the SWAT unit's selection process, facilities and equipment, or members' skills and capabilities, as all p-values were greater than 0.05. This indicates that perceptions were consistent across personnel regardless of their years of service, suggesting a high level of standardization in SWAT operations and shared understanding of roles and responsibilities.

These findings are supported by related studies. Sjöberg et al. (2024) emphasized that teamwork, communication, and personality traits often shape team dynamics more than individual experience levels. Adhariani (2020)

found that shared challenges in organizations lead to uniform attitudes among team members, especially in high-stakes environments. Similarly, Hussain et al. (2024) reported that strong interdepartmental cohesion results in standardized perceptions of equipment and training across experience levels.

Further, Gao et al. (2024) highlighted that continual training has a greater impact on operational perceptions than length of service alone. Coleman et al. (2022) and Janta et al. (2019) also noted that shared and standardized training programs create a common understanding of roles, expectations, and responsibilities among officers.

Overall, the results suggest that tenure does not significantly affect perceptions of SWAT-related aspects, as structured training, teamwork, and clear role expectations play a more critical role in shaping collective views within specialized law enforcement units.

Table 5.3 Test of Relationships between the Respondents' Educational Attainment and Their Perceptions towards SWAT unit.

	X²-Value	df	P-value	Decision	Interpretation
Educational Attainment VS Selection Process	52.0	13	<.001	Reject <i>H₀</i>	Highly Significant
Educational Attainment VS Facilities and Equipment	12.3	22	0.950	Failed to Reject <i>H₀</i>	Not Significant
Educational Attainment VS Skills and Capabilities	2.34	17	1.000	Failed to Reject <i>H₀</i>	Not Significant

*Significant at 0.05 alpha level

A significant relationship was found between educational attainment and perceptions of the selection process, leading to the rejection of the null hypothesis for this variable. However, no significant relationships were found between education and perceptions of facilities or skills, resulting in the failure to reject the null hypotheses for those areas. This indicates that education influences views on selection procedures but not operational resources or capabilities.

The Chi-Square test results show that educational attainment had a significant relationship with perceptions of the SWAT selection process, indicating that respondents with higher education tended to view the selection criteria more favorably. This may be because more educated officers value structured and formal procedures. This finding is supported by Hoffman et al. (2020) and Knight and Heinrich (2019), who found that higher education increases awareness of organizational policies. Delaney and O’Leary (2021) and Hall et al. (2023) also noted that educated officers are more engaged in procedural justice and formal selection methods, while Lee et al. (2022) linked higher education to more favorable attitudes toward fair and structured assessments.

However, the study found no significant relationship between educational attainment and perceptions of SWAT facilities and equipment. This suggests that respondents, regardless of education level, viewed operational tools similarly. This aligns with Dai et al. (2021), Howard and Vine (2024), Li et al. (2022), Kruis et al. (2023), and Taylor and Wilcox (2021), who reported that education may influence general perceptions of law enforcement but does not greatly affect assessments of equipment or operational resources.

Similarly, no significant relationship was found between educational attainment and perceptions of SWAT members’ skills and capabilities. This supports the findings of Cartwright et al. (2020), Sachitra and Kumara (2019), and Sun et al. (2019), who argued that practical experience and hands-on training have a greater influence on perceptions of competence than formal education alone.

Overall, the results suggest that education affects perceptions of the selection process but has limited influence on views regarding equipment and skills, as standardized training, shared experiences, and operational exposure play a more important role in shaping perceptions within SWAT units.

Table 5.4 Test of Relationships between the Respondents’ Rank and Their Perceptions towards SWAT Unit.

			X ² - Value	df	P- value	Decision	Interpretation
Rank	VS	Selection	105	104	0.461	Failed to Reject H ₀	Not Significant
Rank	VS	Facilities and Equipment	186	176	0.291	Failed to Reject H ₀	Not Significant
Rank	VS	Skills and Capabilities	107	136	0.968	Failed to Reject H ₀	Not Significant

*Significant at 0.05 alpha level

No significant relationships were found between rank and perceptions toward selection, facilities, or skills. The null hypothesis was failed to be rejected, indicating consistent perceptions across different ranks within the SWAT unit.

The Chi-Square test results indicate that respondents’ rank had no significant relationship with their perceptions of the SWAT unit’s selection process, facilities and equipment, or members’ skills and capabilities. This suggests that perceptions remained consistent across different ranks within the organization.

This uniformity may be attributed to the structured and standardized nature of SWAT training and operations. Davis et al. (2022) noted that specialized tactical units undergo rigorous and uniform training, which reduces differences in perspectives across ranks. Similarly, Nepal et al. (2020) found that shared experiences in high-pressure environments promote a common understanding of operational standards.

Kelley et al. (2021) emphasized the influence of institutional culture in shaping consistent perceptions among personnel, while Swan et al. (2022) explained that clearly defined and consistently implemented

protocols lead to similar views across ranks. Mason and Ripley (2023) also highlighted the role of teamwork and communication in reducing perceptual differences, strengthening unity within tactical units.

Finally, Barrett et al. (2022) and Yusransyah et al. (2023) stressed that shared operational culture, joint exercises, and consistent communication foster a unified understanding of policies and best practices, regardless of rank. Overall, the findings suggest that standardized training, strong institutional culture, and teamwork play a more significant role than rank in shaping perceptions within SWAT units.

Table 5.5 Test of Relationships between the Respondents' Seminar and Training Attended and Their Perceptions towards SWAT Unit.

	X ² -Value	df	P-value	Decision	Interpretation
Seminar & Training Attended VS Selection Process	40.4	65	0.993	Failed to Reject H ₀	Not Significant
Seminar & Training Attended VS Facilities and Equipment	130	110	0.094	Failed to Reject H ₀	Not Significant
Seminar & Training Attended VS Skills and Capabilities	83.8	85	0.516	Failed to Reject H ₀	Not Significant

*Significant at 0.05 alpha level

The results revealed no significant relationships between the number of trainings attended and perceptions of selection, facilities, or skills. The null hypothesis was failed to be rejected, suggesting that the number of trainings alone did not significantly shape respondents' perceptions.

The Chi-Square test results show that the number of seminars and training sessions attended by respondents had no significant relationship with their perceptions of the SWAT unit's selection process, facilities and equipment, or skills and capabilities. This indicates that training attendance alone did not substantially influence how respondents viewed these operational aspects.

One explanation is that the effectiveness of training depends more on its quality and relevance than on the number of sessions attended. Mirzaei et al. (2022) emphasized that well-

structured and relevant training programs have a greater impact on knowledge retention and confidence than simply increasing training frequency. Similarly, Bredin et al. (2022) found that frequent training improves teamwork and communication rather than altering individual perceptions.

In law enforcement settings, Zhang and Bluysen (2019) noted that the application of training depends heavily on organizational culture and support systems, while Musa (2023) reported that officers' confidence and competence improve when training is directly relevant to their duties. Additionally, Weerasinghe and Malkanthi (2022) highlighted the importance of assessment and feedback mechanisms, showing that continuous evaluation enhances both perceptions and competencies.

Overall, the findings suggest that training attendance alone does not significantly shape

perceptions of SWAT operations. Instead, the literature indicates that training effectiveness relies on quality, relevance, hands-on

application, and continuous assessment within the organization.

Table 6. Test of Significant Relationship between the Respondents' Perceptions on the Problems and Their Profile Variables.

	X ² -Value	df	p-value	Decision	Interpretation
Age VS Problems	105	70	0.004	Reject Ho	Highly Significant
Length of Service VS Problems	108	70	0.003	Reject Ho	Highly Significant
Educational Attainment VS Problems	2.67	14	1.000	Failed to Reject Ho	Not Significant
Rank VS Problems	144	112	0.024	Reject Ho	Significant
Training/Seminar Attended VS Problems	93.0	70	0.034	Reject Ho	Significant

*Significant at 0.05 alpha level

Significant relationships were found between certain profile variables—specifically age, length of service, rank, and training attended—and the problems experienced by SWAT members. The null hypothesis was rejected for these variables. However, educational attainment showed no significant relationship, leading to the failure to reject the null hypothesis for that variable. This indicates that operational problems are more closely associated with experience and organizational roles than with formal education.

The Chi-Square test results show that respondents' age, length of service, rank, and training or seminar attendance had significant relationships with the problems experienced by SWAT members. This indicates that perceptions of challenges vary depending on experience, position, and training exposure. Older personnel and those with longer service may better recognize operational and organizational issues, while higher-ranking officers may view problems from a leadership perspective. Those who attended more training may also have heightened awareness of standards and expectations.

These findings are supported by several studies. Beattie et al. (2019) emphasized that hands-on experience strongly shapes

perceptions in high-stress environments like SWAT operations. Sepúlveda et al. (2022) found that practical training increases officers' confidence regardless of educational background. Similarly, Rollin et al. (2023) and Wang (2020) noted that experience-based training enhances understanding of roles and improves perceptions of effectiveness. Drew et al. (2020) also highlighted that real-world training scenarios build resilience and competence among police personnel.

In contrast, educational attainment showed no significant relationship with the problems experienced by SWAT members. This suggests that formal education did not substantially influence how officers perceived operational challenges. Supporting this, Franklin et al. (2019) found that perceptions of police effectiveness are shaped more by firsthand experience than academic background. Kanazir et al. (2024) also noted that higher education does not always translate into improved job performance in law enforcement.

Further, Knight and Heinrich (2019) argued that hands-on training plays a more defining role than education in shaping responses in police work. Molinaro et al. (2019) emphasized the value of structured, practical training, while Harada et al. (2021) and Jenkins et al. (2022)

observed that real- world experience is often prioritized over educational attainment in emergency response settings.

Overall, the findings indicate that practical experience, rank, service length, and training exposure significantly influence perceptions of

SWAT-related problems, whereas educational attainment has minimal impact. This highlights the importance of prioritizing hands-on training and operational experience in law enforcement development programs.

Table 7. Test of Significant Relationship between the Respondents' Perceptions on the Solutions and Their Profile Variables.

	X ² -Value	df	p-value	Decision	Interpretation
Age VS Solutions	161	130	0.034	Reject Ho	Significant
Length of Service VS Solutions	177	130	0.004	Reject Ho	Highly Significant
Educational Attainment VS Solutions	26.3	26	0.446	Failed to Reject Ho	Not Significant
Rank VS Solutions	232	208	0.124	Failed to Reject Ho	Not Significant
Training/Seminar Attended VS Solutions	160	130	0.039	Reject Ho	Significant

The Chi-Square test results indicate that age, length of service, and training or seminar attendance had significant relationships with respondents' perceptions of the effectiveness of solutions to SWAT operational challenges. This suggests that older personnel, those with longer service, and those with more training tend to have different or more informed views on problem-solving strategies due to accumulated experience and exposure to various operational situations.

These findings are supported by related literature. Khoshneshan et al. (2024) and Prates et al. (2019) noted that accumulated experience enhances problem- solving styles and understanding of complex situations. In law enforcement settings, Ahmady and Shahbazi (2020) found that longer service improves critical thinking and decision-making, while Tyler et al. (2021) reported that experienced individuals apply best practices more effectively in high-pressure environments. Regarding training, Gökalp and Karakurt (2024) emphasized that specialized training improves information synthesis and strategy application, and Zamora-Antuñano et al. (2022) found that targeted training significantly enhances problem-solving abilities.

Conversely, educational attainment and rank showed no significant relationship with perceptions of problem-solving strategies. This indicates that formal education and hierarchical position did not strongly influence how SWAT members assessed solutions. Supporting this, Maurice et al. (2021) found that educational background does not always predict cognitive outcomes, while Gill et al. (2018) emphasized that effective problem-solving in law enforcement is shaped more by experience and collaboration than by formal education. Shen and Hannum (2022) also noted that shared experiences can reduce the influence of education in structured environments, and Knight and Heinrich (2019) observed that practical experience often outweighs educational level in high- stakes operational settings.

Overall, the findings suggest that experience-related factors—such as age, length of service, and training—play a more significant role in shaping SWAT members' perceptions of problem-solving effectiveness than education or rank.

Table 8. Test of Significant Relationship among the Respondents' Perceptions towards SWAT Unit, Problems Experienced, and Solutions to the Problems.

		SECPRO	FACQUI	SKICAP	P	S
Selection and Process (SECPRO)	Spearman's rho	—				
	df	—				
	p-value	—				
Facilities and Equipment (FACQUI)	Spearman's rho	0.479 **	—			
	df	101	—			
	p-value	<.001	—			
Skills and Capabilities (SKICAP)	Spearman's rho	0.436 **	0.906 **	—		
	df	101	101	—		
	p-value	<.001	<.001	—		
Problems (P)	Spearman's rho	0.415 **	0.795 **	0.852 **	—	
	df	101	101	101	—	
	p-value	<.001	<.001	<.001	—	
Solutions (S)	Spearman's rho	0.273 **	0.205 *	0.217 *	0.284 *	—
	df	101	101	101	101	—
	p-value	0.005	0.037	0.028	0.004	—

* $p < .05$, ** $p < .01$, *** $p < .001$

The Spearman Rho test results show significant relationships between respondents' perceptions of the SWAT unit, the problems they experience, and the solutions applied. The selection process had a moderate positive correlation with problems and a weak positive correlation with solutions, indicating that recruitment practices contribute to operational challenges and that existing solutions only partly address these issues. This supports Cordner (2023), who emphasized the impact of selection processes on operational effectiveness, and Legewie and Fagan (2019), who noted that weak selection systems can lead to organizational inefficiencies. Mwadulo and Munialo (2019) and Ahmed et al. (2020) also highlighted the importance of balanced and comprehensive recruitment criteria, while Garcia et al. (2019) stressed the role of structured recruitment and training in operational success.

Facilities and equipment showed a strong positive correlation with problems and a weak correlation with solutions, indicating that inadequate resources are a major source of operational difficulties and that current interventions are insufficient. Franklin et al. (2019) emphasized that real-world conditions shape perceptions of police effectiveness, while Kanazir et al. (2024) and Molinaro et al. (2019) highlighted the importance of practical experience and structured training in operational performance.

The skills and capabilities of SWAT members demonstrated a very strong positive correlation with problems and a weak correlation with solutions, suggesting that training gaps are major contributors to operational challenges. Miles-Johnson (2023) identified the disconnect between academy training and real-life situations, while Koedijk et al. (2019) and

Douglas (2019) emphasized the need for realistic and targeted training programs. Alkaabi et al. (2023) also highlighted the role of physical conditioning in improving performance, and Ferguson and Gaub (2021) noted that inadequate training negatively affects motivation and effectiveness.

Overall, the findings indicate that selection processes, facilities and equipment, and skills and capabilities significantly influence the problems faced by SWAT members. The literature supports the need to refine recruitment standards, invest in modern resources, and enhance realistic, specialized training to improve SWAT operational effectiveness.

Table 9. PNP SWAT Operational Guidance Program.

Variable	Program Component	Objective	Key Activities	Expected Outcome	Responsible Agency
Profile of Personnel	Career Tracking and Service Profiling	To optimize deployment based on experience and rank	Maintain updated personnel files; assign roles aligned to service profile	Proper task delegation and team role alignment	CPMFC Admin Section
Selection Process	Rigorous Entry Screening Program	To ensure only qualified individuals are recruited	Conduct NP exams, agility tests, background checks, panel interviews	Increased recruitment standards and reduced drop-outs	PNP Regional HR Division
Facilities & Equipment	Tactical Equipment Modernization	To upgrade operational tools for mission-readiness	Procure new weapons, body armor, comms gear, night vision tools	Safer, more efficient tactical operations	PNP Logistics, LGU of Cavite
Skills & Capabilities	Ongoing Tactical Proficiency Training	To maintain up-to-date and adaptable SWAT skills	Monthly drills, specialized combat training, leadership simulations	Higher skill retention and improved mission outcomes	CPMFC, PNP Training Division
Problems Encountered	SWAT Mental Health and Resilience Program	To address fatigue and operational stress	Regular mental debriefs, mandatory rest rotations, family support forums	Increased morale and operational stamina	PNP Health Service, SWAT Leadership
Solutions Applied	Lessons-Learned Operational Debrief	To promote reflective learning and institutional memory	Conduct post-mission assessments, maintain after-action reports	Continuous improvement of tactics and strategy	SWAT Team Leaders, CPMFC

The proposed operational guidelines were developed based on the major gaps identified in the findings, particularly in the areas of equipment adequacy, training opportunities, personnel welfare, and administrative support. The recommendations aim to strengthen the operational readiness and effectiveness of the SWAT units in the Province of Cavite.

The Career Tracking and Service Profiling component focuses on using personnel data—such as age, rank, experience, and training background—for effective role assignments

and team formation. This approach supports better task delegation and team balance, as noted by Lum and Koper (2017), who emphasized aligning personnel strengths with assignments to improve performance.

The Enhanced Recruitment Protocols component recommends standardized selection measures, including neuropsychiatric evaluations, physical tests, and background checks. Legewie and Fagan (2019) highlighted that rigorous screening reduces operational risks and improves team reliability.

Tactical Equipment Modernization addresses the need to upgrade outdated gear by acquiring modern firearms, communication devices, protective equipment, and transport units. Doherty et al. (2022) found that modern equipment enhances operational efficiency and personnel safety.

The Ongoing Tactical Proficiency Training component emphasizes continuous, adaptive training through simulations, workshops, and crisis exercises. Poyil et al. (2023) noted that dynamic training environments improve decision-making and team coordination under pressure.

The SWAT Mental Health and Resilience Program focuses on psychological support through regular evaluations, peer support, and recovery periods. Weyden et al. (2021) found that mental health interventions help sustain performance and reduce attrition in high-stress units.

Lastly, the Operational Debrief and Evaluation Protocol promotes reflective practice through after-action reviews and documentation of lessons learned. Doherty et al. (2022) emphasized that systematic debriefing enhances professional growth and reduces repeated operational errors.

Overall, the proposed program offers a comprehensive, evidence-based strategy to strengthen SWAT operations by improving recruitment, training, equipment, wellness, and feedback systems, aligning with both the study's findings and global law enforcement standards.

Conclusions

1. SWAT units in Cavite are composed of capable and resilient personnel.
2. Significant gaps exist in equipment, training opportunities, and administrative support.
3. Most personnel have limited specialized training exposure.
4. Selection practices reflect a shift toward merit-based criteria rather than seniority.
5. Operational effectiveness is influenced by both organizational and resource-related factors.
6. Targeted operational guidelines can address these deficiencies and improve readiness.

Recommendations

1. Institutionalize regular specialized SWAT training.
2. Allocate funds for modern tactical equipment.
3. Provide structured psychological and administrative support.
4. Minimize non-tactical assignments.
5. Conduct periodic operational assessments.
6. Implement the proposed SWAT operational guidelines.

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