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Research Article

Seaborne Patrollers Performance Evaluation: A Framework for A Proposed Development Plan

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ABSTRACT

The study focused on the analysis of the work performance of the seaborne patrollers through their individual performance evaluation reports. The study aimed to evaluate the overall performance standing of the police officers in terms of their output, core competencies, and personal qualities which would be the basis for a proposed developmental framework that would maximize the capacity and capability of the personnel of the PNP Maritime Group. The respondents of the study were the police officers of the PNP Maritime Group in the municipality of Pangasinan composed of sixty-six (66) police non-commissioned officers and nine (9) police commissioned officers. The researcher used the descriptive method of research to obtain factual and quality data and aided the researchers in describing and explaining the current situation. The researchers used Individual Performance Evaluation Report (IPER) to measure the respondents' work and personal qualities. The data was manually encoded by the researchers using Microsoft Excel accurately to attain descriptive validity. Upon analyzing the gathered data, it was found that the high level of scores extracted from the respondents' Individual Performance Evaluation Report (IPER) is highly capable of their mandate as police officers. There are also enhancements presented in the study that needs to be integrated with the need to be integrated with the existing program to create opportunities to develop personal and professional qualities. In turn, this better and more responsive organization.

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Among the recommendations observed in the study are the following: maintaining the practice of the Individual Performance Evaluation Report (IPER); adopting the developmental plan; crafting the score-card as an instrument that would translate the aspects of the Individual Performance Evaluation Report (IPER) into a more understandable and detailed plan for the development of the individual; implementing refresher course and orientation for new police officers on the importance of Individual Performance Evaluation Report (IPER) not only as compliance at work but more so as an instrument to grow and develop personally and professionally; the implementation of the Individual Performance Evaluation Report (IPER) program must be further studied in terms of process and evaluation; there must be a holistic evaluation and monitoring process for every project or program in connection with the Individual Performance Evaluation Report (IPER), and lastly, there must be a program to monitor the effectiveness of the Individual Performance Evaluation Report (IPER) as time continues, checking on its relevance, and looking for weak points to improve and strong points to standardize.

Keywords: *Developmental Plan and Framework, Individual Performance Evaluation Report (IPER), Philippines, Seaborne Patrollers*

Introduction

“The State shall establish and maintain one police force which shall be NATIONAL in scope and civilian in character.....”

Art XVI Sec 6, 1987 Constitution

One of the inherent powers of the State is Police Power. This is essential in the life of a government as it ensures order and security from internal and external factors that aim to bring down the government. Further, it is also instrumental in ensuring that the fundamental laws of the land are followed to ensure that peace, security, and eventually progress will prosper in the land. Currently, the national police force came out to become the Philippine National Police (PNP). However, the concept of "National" as defined by Article I of the 1987 Philippine Constitution, "comprises the Philippine Archipelago, with all the islands and waters embraced therein, and all other territories over which the Philippines has sovereignty or jurisdiction, consisting of its terrestrial, fluvial and aerial domains, including its territorial sea, the seabed, the subsoil, the insular shelves, and other submarine areas" shows that the jurisdiction of the PNP covers not only the land but also

on aerial and sea territories of the country. It is in this light that the PNP Maritime Group (PNP-MG) was established; being the arm of the PNP having jurisdiction in the sea territory of the country.

The maritime police are a part of the National Operations Support Unit (NOSU) of the Philippine National Police, which oversees upholding the law, preventing, and controlling crime, preserving peace and order, assuring public safety, and maintaining internal security overseas, islands, coastal regions, ports, and harbors of the Philippines to preserve and sustain the maritime environment.

Under the new law, the requirement for a marine law enforcement unit was not a novel idea. In actuality, it is a result of policing's a fast-evolving and complex position in the nation during the 1970s. Conceptually, such a unit was based on the seaborne battalion of the Philippine Constabulary. On February 1st, 1971, the Constabulary Off-Shore Anti-Crime Battalion, often known as COSAC, was established to eradicate criminal activity in the maritime sector. The COSAC colors were encased, and the Philippine Constabulary was deactivated in

1991. In essence, all the nation's police forces were disbanded as a result.

The creation of a single, wholly civilian national police force is mandated by the Philippine Constitution of 1987. The PC/INP was amalgamated and reformed into the overarching Philippine National Police after RA 6975 was passed into law on December 13, 1990. On January 16, 1991, the Maritime Command was activated as one of its National Operational Support Units in compliance with NHQ PNP General Order No. 58. On January 16, 1991, NHQ, PNP appointed then PCSUPT ADAM M JIMENEZ, JR as the unit's first Director to assist organizational development. Then, troops from both the AFP and the INP were incorporated into the newly constituted force. The Philippine Navy and Coast Guard organic members also joined the PNP Maritime Command. The organization's core team was made up of more PC/INP officers and men.

Under NAPOLCOM Resolution No. 96-058 dated September 12, 1996, it was later renamed PNP Maritime Group, and its "Maritime Districts" were renamed "Regional Maritime Office (RMO)."

The Maritime Group was created to serve as the primary PNP Unit in charge of maritime law enforcement, with the following specific responsibilities: (1) train, equip, mobilize, organize, and manage resources for effective maritime law enforcement and internal security operations; (2) enforce all laws, rules, regulations, and ordinances on the protection of lives, properties, and the environment; and (3) arrest, investigate, and support the prosecution of terrorists, smugglers, drug dealers, and other criminals. It is responsible for performing the required police duties over the Philippine territorial waters and rivers, including ports, harbors, and small islands. It is also responsible for securing and maintaining the safety of a total of 36,289 kilometers of coastline across the entire archipelago's 7,107 islands, which is nine times the size of the entire country's landmass. With seventeen (17) Regional Maritime Units, fifty-seven (57) Maritime Police Stations, eleven (11) Maritime Police Precincts, two (2) Special Operations Units, and three (3) Support Units strategically positioned across the Philippine

Archipelago, the Group currently has seventeen (17) Regional Maritime Units to carry out its mission.

Given the immense influence of PNP-MG in consideration of its area of responsibility, it is important to make sure that the organization is carrying out its mandate effectively and efficiently. This is demonstrated by a performance evaluation report (PER) system, which applies numerical ratings to assess the staff members' qualities concretely. Through effective implementation of its strategies based on the input of the individual, which produces outcomes, the organization moves closer to realizing its vision thanks to the PER. The PER tracks and measures individual contributions made by uniformed employees in addition to organizational productivity. Its ultimate effect is to contribute to the development of human resources through assessment evaluation that both the rater and the ratee are comfortable with.

The PNP's human resources are its most valuable resource as of right now because they determine the services it can provide to its clients and, as a result, the relevance and longevity of the organization. This is significantly more stressed in industries whose productivity is determined by the services they can offer to their clients. Theoretically, productivity goals should be achieved through building established human capital.

As a result of their vast variety of responsibilities, the PNP must uphold a high standard of integrity within police organizations. Therefore, failing to attempt to objectively assess each person's development and achievements will ultimately result in the collapse of the system. As it stands, the IPER analysis-driven human resource development boosts motivation and will improve both good governance and the performance of police officers. The researcher, who is a member of the PNP system, believes that, in addition to compliance, there is a need to look into the specific outputs of uniformed personnel using the IPER ratings as an indicator for the development of effective plans and programs that would improve the skills and capabilities of its people and, as a result, give a better output than previous performance records, hence the study.

According to the International Criminal Police Organization (INTERPOL), one of the main issues when it comes to Maritime is perhaps Piracy. However, the trafficking of goods and people by sea and illegal, unreported, and unregulated (IUU) fishing are also climbing the charts as the main concern. Maritime crime affects many different countries on all continents and requires a comprehensive response from multiple agencies and sectors.

On the other hand, aside from Maritime crimes, there is also a need to aid in proper response to natural disasters and other calamities involving the body of water, and to properly attend to situational maritime threats that affect national security.

An example of intervention in the United States to address these issues is a creating program that will support the training of Maritime personnel, aligning with its goal to keep the peace, and security across the sea among these programs is the Global Maritime Crime Programme.

The Global Maritime Crime Programme was launched in 2009 and supports United Nations members through the comprehensive strengthening of criminal justice to combat maritime crime. These crimes include piracy, smuggling of migrants, trafficking in persons, and trafficking of illegal substances. Through this UNODC sub-program, Maritime Law Enforcement agencies are provided with training to better investigate maritime crimes, assist courts in providing fairer trials for offenders, and enhance the infrastructure of detention facilities to comply with human rights standards. MLE operations form part of Maritime Interdiction Operations (MIO), a term used to refer to the activities carried out by authorized law enforcement agencies to prevent or deter the advancement of maritime threats to national security. By delivering these training courses, UNODC contributes directly to Sustainable Development Goals: Quality Education, Decent Work and Economic Growth, Life below water, Peace, Justice, and Strong Institutions and Partnership for the Goals.

In the Philippines, agencies such as the Philippine Navy, Philippine Coast Guard (PCG), the Bureau of Fisheries and Aquatic Resources, the National Anti-Terrorism Task Force, and the

Philippine Ports Authority have also observed the investment in regional initiatives with neighboring countries like the Trilateral Cooperative Arrangement (TCA) and the Contact Group on Maritime Crime in the Sulu and Celebes Seas. Formed in 2017, the TCA coordinates maritime and aerial patrols and synthesizes information sharing between Malaysia, Indonesia, and the Philippines to combat illicit trans-border activity. Established in August 2018, the Contact Group aims to enhance coordination and build mutual trust between stakeholders from various military and civilian agencies in the three countries.

To facilitate communication between stakeholders and to further develop the Philippines' maritime enforcement capabilities, the Stable Seas program of the One Earth Future Foundation and the Asia Pacific Pathways to Progress Foundation invited Philippine policymakers to a two-day workshop in June 2019. This workshop, which stems from the recently released Sulu and Celebes Seas maritime security report, seeks to examine how the report's findings could be transformed into policy impact. The valuable discussions highlighted two key policy requirements: the need to expand cooperation beyond the maritime domain and to increase engagement between military and civilian stakeholders. (maritimereview.ph)

The Philippine National Police Maritime Group (PNP-MG) is a National Operational Support Unit (NOSU) of the Philippine National Police mandated to perform all police functions, ensure public safety and internal security over Philippine territorial waters, rivers, and coastal areas including ports and harbors and sustain the protection of the maritime environment. The unit was created along with the PNP under Republic Act RA 6975 otherwise known as the Department of the Interior and Local Government Act of 1990 (Section 35.b.1)

To perform all police functions and ensure public safety and internal security over Philippine territorial waters and rivers including ports of entry and exit, and sustain the protection of the maritime environment, the PNP Maritime Group has come up with specialized training for all its recruits and personnel. Among these training is the Maritime Group's Foundation Course or the Maritime Trooper's

Course designed to provide personnel the proficiency in handling situations such as terrorism and insurgency in Philippine Territorial Waters and as a maneuvering force of the PNP on land-based security operations. The training also provides individual skills to immediately respond in case of natural or man-made calamities.

Law enforcement efforts require strong coordination, cooperation, and collaboration between nearby countries as well as among the different government agencies in the country. With sea territory larger than its land area, the Philippines needs a clear maritime strategy to protect, defend, exploit and preserve its maritime areas.

This maritime strategy must emphasize that the country is an archipelago that depends on unimpeded use of the sea not only to extract the fishery and aquatic resources and the minerals beneath the seabed but also for the movement of goods and services for economic sustainability. A change in the mindset of the population and the country's leaders from a land-based to a maritime-based economy and security may shift government programs and budget allocation. To stress this point, Britain in the later part of the 17th century gave around 80% of its national budget to its Navy to protect its maritime interest that coincided with its national interest.

The nation's maritime strategy must recognize three components: (1) a large and flourishing merchant fleet; (2) a credible navy or sea-going armed force to insure freedom of navigation and protect the merchant fleet; and (3) a string of mobile or fixed bases or stations to provide logistics to the navy or sea-going force, and monitor the movement of vessels traversing the sea.

Enforcement of laws is intended to allow merchant fleet vessels to do legitimate business free from harm, avoid safety-related accidents involving persons and vessels, and to protect the marine environment from degradation. Pending the creation of a body to oversee strict and sustained compliance to all applicable laws, the National Coast Watch Council with its secretariat and center may be clothed with additional powers to implement the maritime strategy.

Beyond structural change at the topmost hierarchy, maritime law enforcement agencies must acquire affordable capabilities to enhance their interoperability and information sharing. This would entail training in boarding and search procedures, human rights, evidence collection and preservation, violation detection, reporting system, records management, and Rules of Engagement. The Council may influence the Agency Heads to tailor procurement to improve the capability to coordinate and operate at ground level.

Methods

The study's methodology is presented in this portion of the study. Additionally, it provides information about the study's subjects, tools, data collection process, and statistical analysis of the results. By using the points from the IPER of the seaborne patrollers, this study evaluated their performance.

The **Research Design** used by the researchers are descriptive method of research to obtain factual and quality data. The use of the descriptive method aided the researchers in describing and explaining the current situation.

For the researchers to determine the gaps in this study, they used both qualitative and quantitative methods of gathering and analyzing data. With these methods of research, the researchers will also be able to identify and come up with a development plan to help address the gap and challenges in the work output of the PNP Maritime Group. The development plan will be the baseline of strategic management of the PNP Maritime group until 2030.

The researchers used the **Purposive sampling technique** to gather data and information from the PNP Maritime Group Regional Maritime Unit-1 personnel. Also, the researchers will utilize readily available data and documents such as the IPER. The total number of respondents is sixty-six (66) police non-commissioned officers and nine (9) police commissioned officers.

The **Respondents of the Study** are raters of the PNP Maritime Group Pangasinan. The researchers made sure that PNP Maritime Pangasinan readily gave the required information and their permission to access the data needed.

For the **Instrument of the Study**, the researchers used the Individual Performance Evaluation Report (IPER) that measures the output, job knowledge, work management interpersonal relationship, concern for the organization and personal qualities of the respondents for police non-commissioned officers and output, job knowledge, supervisory control, people management, organizational responsiveness and personal qualities for the police commissioned officers.

In terms of research, the accuracy and objectivity of the data collected are referred to as "**descriptive validity.**" The data was manually encoded by the researchers using Microsoft Excel accurately to attain descriptive validity. The encoded data is an accurate reflection of the ratings provided in the IPER for seaborne patrollers, which was signed by the PNP Maritime Pangasinan raters, ratees, and reviewers.

The researchers estimate the reliability using **test-retest reliability**. This involves administering the survey with a group of respondents and repeating the survey with the same group at a later point in time from 2018 PCOs and PNCOs to 2019 PCOs and PNCOs. The researchers then compare the responses at the two timepoints.

Nonparametric tests were used outcomes such as those described above because nonparametric tests may be the only way to analyze these data. Outcomes that are ordinal, ranked, subject to outliers or measured imprecisely are

difficult to analyze with parametric methods without making major assumptions about their distributions as well as decisions about coding some values as described here, nonparametric tests are also be relatively simple to conduct.

The researchers asked permission from the proper authority to conduct the study about the work performance of the PNP Maritime group or Seaborne Patrollers, Participants know the purpose, benefits, and risks behind the study before they agree to participate. The researchers ensure the anonymity of the study group, and the collected information is unavailable to everyone else. There will be no harm to the participants and the research is free of plagiarism, and the researchers accurately represent the results.

To start, the researchers gathered information relative to their study, where they identified the Individual Performance Evaluation Report (IPER) as the main data to be used, and the raters from the office of PNP Maritime Group Pangasinan were the respondents. After collecting the data needed, the researchers analyzed the information gathered.

Results and Discussion

The study analyzes and interprets the individual performance evaluation reports of non-commissioned and commissioned officers of seaborne patrollers, which have been organized according to the adjectival performance rating the raters gave.

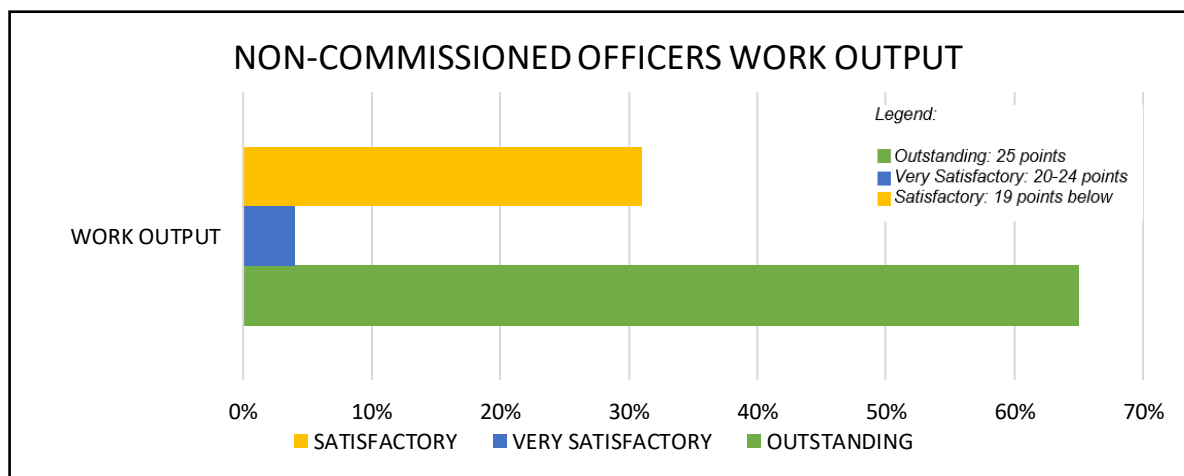


Figure 1. Non-Commissioned Officers Work Output

The graph illustrates the work output of non-commissioned officers. It shows that 65% of non-commissioned officers performed outstandingly in their work output having 25

points while 4% performed very satisfactorily having 20-24 points and 31% performed satisfactorily having 19 points below.

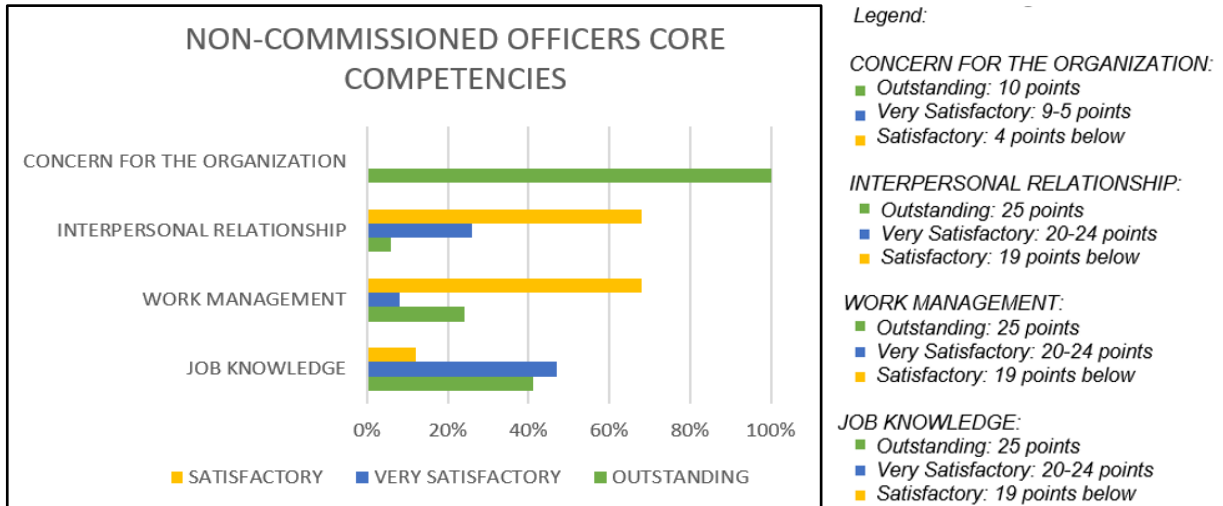


Figure 2. Non-Commissioned Officers Core Competencies

The figure above shows the core competencies of non-commissioned officers in terms of job knowledge, work management, interpersonal relationship, and concern for the organization.

Delving deeper into the figures, it shows that 100% of the non-commissioned officers has an outstanding concern for the organization. The interpersonal relationships, more than half of the respondents were rated

satisfactorily (68% of the population), more than a quarter was rated very satisfactory and only a meager 6% of the total population were rated as outstanding. In terms of work management, 24% has an outstanding performance, 8% has a very satisfactory performance and 68% has a satisfactory performance. While in job knowledge most of the population performed outstandingly (41%) and very satisfactorily (47%).

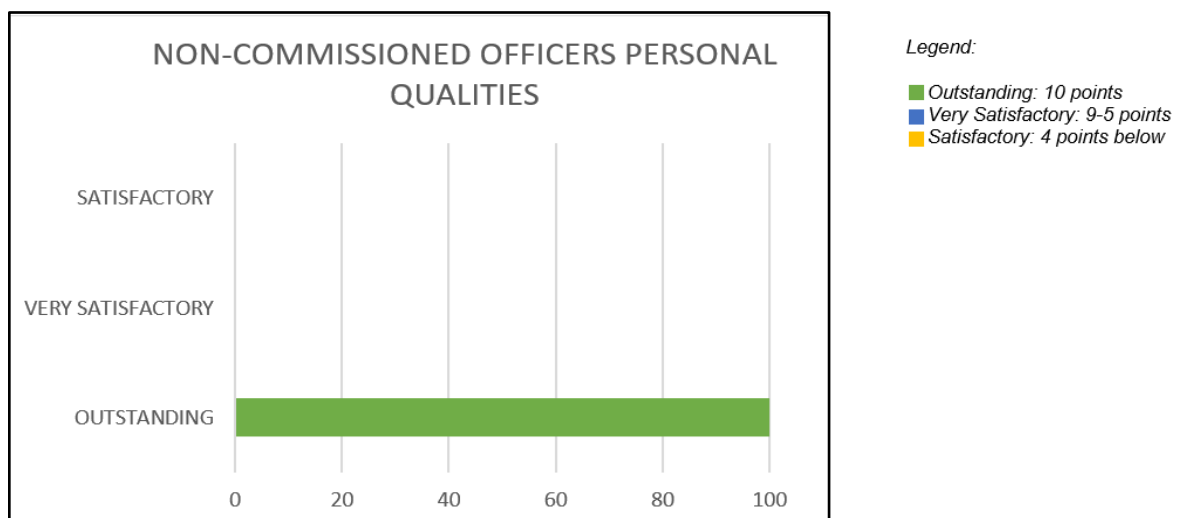


Figure 3. Non-Commissioned Officers Personal Qualities

As shown in figure 6, 100% of non-commissioned officers performed outstandingly with regards to personal qualities such as; being morally upright, honest, well groomed, fair and

just, loyal to the organization, civic-minded, responsible, disciplined, courteous/tactful and initiative positive action.

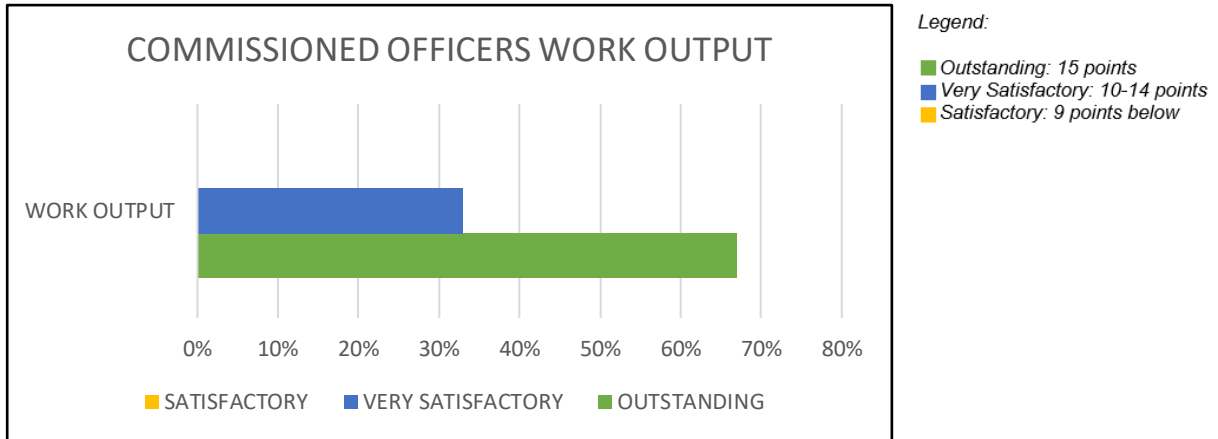


Figure 4. Commissioned Officers Work Output

In terms of the work output of the commissioned officers, 67% of the population achieved outstanding performance while 33% achieved

very satisfactory performances demonstrated above.

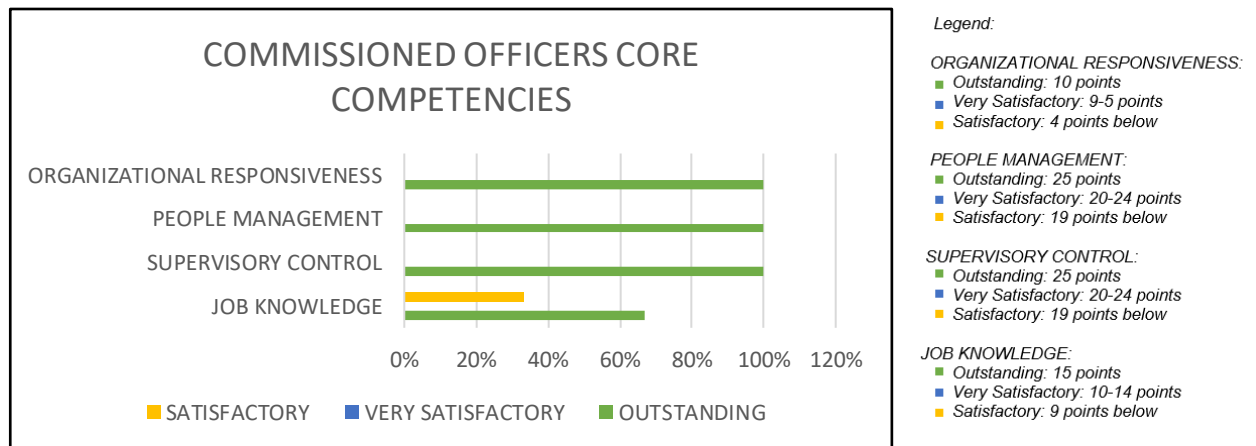


Figure 5. Commissioned Officers Core Competencies

Figure 5 exhibits the core competencies of the commissioned officers in terms of job knowledge, supervisory control, people management, and organizational responsiveness. 100% of the commissioned officers have outstanding performance in terms of supervisory control, people management, and organizational responsiveness.

All of the factors for core competencies were rated as outstanding with one indicator, "Job Knowledge" which gained 33% for satisfactory and 67% for outstanding. Nonetheless, the results were highly commendable. The leadership exhibited was already at par with the standards of the PNP.



Figure 6. Commissioned Officers Personal Qualities

Based on the graph above 100% of commissioned officers was rated outstanding in terms of personal qualities. As in the realm of the leaders, they must be the ones to set an

example not only to the community but to their subordinates as well, hence the high-value place in the said aspect.

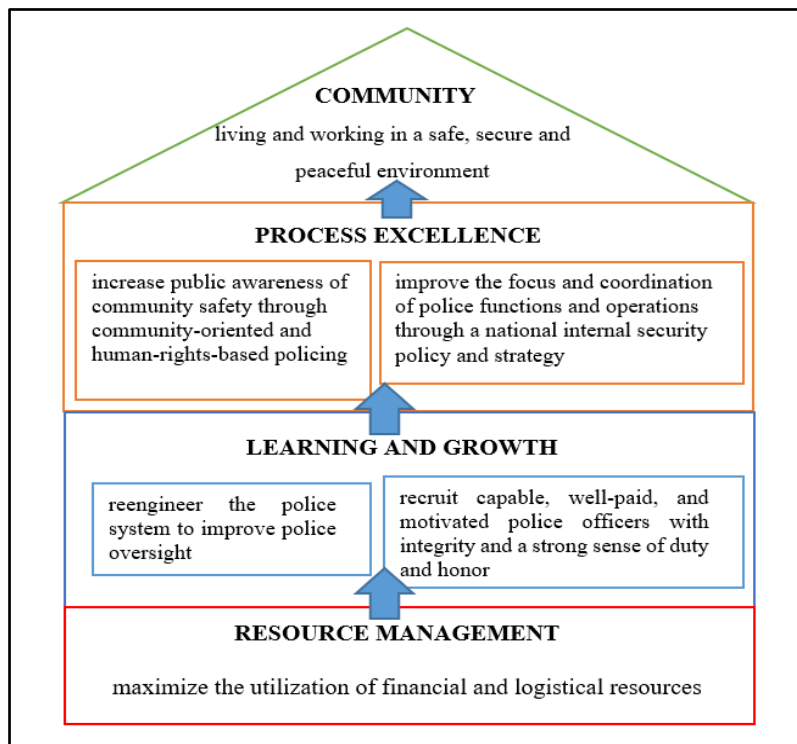


Figure 7. Developmental Plan

By 2030, seaborne patrollers shall be a highly capable, effective, and credible police service working in partnership with a responsive community toward the attainment of a safe, secure and peaceful environment.

Resources and Management

Considering the limited resources that the Philippine government is providing to the PNP-MG, utilization of resources such as financial and logistical should be allocated efficiently and effectively.

Learning and Growth

Once the resources were maximized, the PNP-MG should recruit highly capable police officers to attain growth and re-engineer the police system. This would boost the work output of the people, increase their job knowledge that effectively enhances their work management, and would lead to the people giving high regard and concern for their organization.

Process Excellence

To achieve excellence, a national internal security policy and strategy should be developed to better focus and coordinate police functions and operations, as well as to increase public awareness of community safety through community-oriented and human rights-based policing. The contents and overall trend of scores in the PER present the aspects that must be developed.

Community

As in a domino effect, these learnings would then increase the excellence of the people in the delivery of public services to the community, which is the end goal not only of the PNP but all other government organizations as well. The developmental plan will help to have a community where people may live and work in a safe, secure, and peaceful environment.

Conclusion

This study aims to analyze the work evaluation of the seaborne patrollers and able to come up with a summary of findings based on the gathered data:

The overall work performance, both police officers (PCO and PNCO) were able to get satisfying results based on their individual performance rating reports, with most of both populations having attained the score of outstanding. However, a considerable number of PNCOs got a rating of satisfactory whereas the PCOs were able to maintain their level within the very satisfactory level.

When it comes to core competency there are similarities between the scores for the PCO and PNCO. Accordingly, 33% of the PCO were rated satisfactory while the rest were rated

outstanding. For the PNCO, the trend that was discovered was developmental in level, i.e., it shows an increase of individuals as the rating goes up. Nevertheless, some are rated as Satisfactory (12%), Very Satisfactory (47%), and Outstanding (41%).

The PCO has no trouble in terms of work management as exemplified by gaining a rating of outstanding for their whole population. Unfortunately, this was not shared by the PNCOs whose highest percentage occupies the satisfactory level (68%), followed by the outstanding level (24%) and the very satisfactory level (8%).

On the other hand, it was also observed that the pattern for work management is synonymous with the interpersonal relationship between both groups. The PCOs have it easy with all of them attaining a score of 100%, while the PNCOs have the same fate where more than half (68%) got a rating of satisfactory, almost a quarter (26%) attained the very satisfactory level and only 6% of the population were rated as outstanding. Both groups exhibit a high level of concern for the organization as they were rated 100% with a verbal equivalent of outstanding. Further, being leaders, all participants were rated 100% in response to the ability to carry the uniform in a smart and snappy manner.

As to the Development Plan, there is a need to balance a developmental plan that emphasizes the enhancement of the personal qualities of the individual that is geared towards personal and professional development anchored in the PNP-MG Roadmap.

The study concludes that:

1. The Individual Performance Evaluation Rating is indicative of proving the efficiency of individuals in performing the mandated tasks with a high level of confidence and behavior as police officers.
2. The existing program of the PNP for evaluating police officers is an opportunity for them to develop their personal and professional qualities and boost their motivational skills to a better public servant in a more responsive organization.

Recommendation

Based on the drawn conclusions, the following recommendations are being offered:

1. Maintain the practice on the Individual Performance Evaluation report and ensure consistency in the actions taken.
2. Adoption of the given developmental plan. Since the field of law enforcement is dynamic, PNP-MG must be able to anticipate new trends in order to effectively prepare for the direction of the organization. Having a development plan will serve as a great motivation for an organization to succeed and reach its goal which can be achieved by allocating the available resources efficiently and effectively.
3. Crafting of a scorecard as an instrument that would translate the aspects of the IPER into a more understandable and detailed plan for the development of the individual.
4. Refresher course and orientation for new police officers on the importance of IPER not only as compliance at work but more so as an instrument to grow and develop personally and professionally.
5. The implementation of the IPER program must be further studied in terms of process and evaluation.
6. There must be a holistic evaluation and monitoring process for every project or program in connection with the PER.
7. There must be a program to monitor the effectiveness of the PER as time continues, checking on its relevance, and looking for weak points to improve and strong points to standardize.

Acknowledgment

The researchers would like to express their heartfelt appreciation to everyone who put in the time and effort to make this study a reality. In every way, the researchers are grateful for every suggestion, comment, and advice they have received, not only from advisers but also from everyone who has helped them throughout the study. They would like to extend their deepest thanks to their thesis advisers, Dr. Bernardino Malang, and Dr. Florinda Vigonte for giving most of their time teaching and guiding

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