



Republic of the Philippines
NATIONAL POLICE COMMISSION
NATIONAL HEADQUARTERS, PHILIPPINE NATIONAL POLICE
OFFICE OF THE CHIEF, PNP
Camp BGen Rafael T Crame, Quezon City

JUN 10 2019

PNP MEMORANDUM CIRCULAR
No.: 2019- 026

INSTITUTIONALIZING COMPLETED STAFF WORK IN THE PNP
(REVISED)

1. REFERENCES:

- a. PNP MC No. 2014-059 dated December 1, 2014 entitled "Institutionalizing Completed Staff Work in the PNP";
- b. PNP Fundamental Doctrine promulgated by DHRDD in October 2013;
- c. Memorandum from TACDS dated October 27, 2011 re: Reminder on Complete Staff Work (CSW) and Communication Protocol on All Memoranda/Reports Reaching the C,PNP;
- d. Memorandum from TACDS dated November 5, 2010 re: Reiteration on the Policy on Delayed Communications/Memoranda and Complete Staff Work (CSW);
- e. Memorandum from TACDS dated April 23, 2017 re: Complete Staff Work (CSW) and Communication Protocol on All Memoranda/Reports Reaching the OCPNP; and
- f. Letter Directive 95-09-26 dated October 27, 1995 re: Format and Use of Memorandum and Police Radio Message.

2. RATIONALE:

This PNP Memorandum Circular (MC) prescribes the basic guidelines, procedures, and tools in undertaking a CSW, for uniformity, consistency, and coherence that will improve the quality of reports, policies, directives, guidelines, plans, and requirements prepared by the staff, thus, facilitating rational decisions of the head/chief of office/unit.

This policy shall ensure that the Doctrine of CSW will be taught to all staff in the PNP, as a module appended in the Specialized Courses of National Support Units (NSUs) and Police Regional Offices (PROs), and in the Competency Courses of the Directorial Staff (D-Staff), as well as, a separate seminar-workshop program to be conducted by DHRDD to PROs nationwide

3. SITUATION :

Based on the PNP Fundamental Doctrine (DHRDD 2013), a Completed Staff Work (CSW) is defined as course of actions undertaken by a staff to thoroughly

analyze the problem, thereby coming up with feasible and cogent solutions and alternatives, which can be opted and subsequently decided upon by the head/chief of offices/units to either approve or disapprove as completed action.

The doctrine of CSW was prescribed by no less than the Presidential Management Staff of the Office of the President to all government bureaucracies, especially to uniformed bureaus of the Department of the Interior and Local Government, including the PNP. Consequently, the guidelines and standard formats in the preparation of CSW were emphasized in the Letter Directive issued by then CPNP, PDG RECAREDO A SARMIENTO II, dated October 27, 1995. In spite of these issuances, the observance of CSW has been disregarded, and its importance has been overlooked. As a result, the Office of the Chief of Directorial Staff has repeatedly issued memoranda reiterating and reminding all subordinate offices/units to strictly observe the principle of CSW. The non-observance of this doctrine has caused delays in decision making, as memoranda are returned for further staff work.

The DHRDD initiated a quick study of the problem, and later found out that the main reason for non-observance of CSW is the absence of training and/or seminars pertaining thereto. In fact, a careful scrutiny of the Program of Instructions of the Philippine Public Safety College (PPSC) courses and PNP Specialized Courses validated its absence.

4. PURPOSE:

To provide general guidelines and procedures on how offices/units and staff will carry out CSW, as well as, highlight the responsibilities and accountabilities of D-Staff, PROs and NSUs in ensuring their respective personnel's compliance to the concept of CSW.

5. DEFINITION OF TERMS:

- a. **CSW Module** – a single subject pertaining to the intricacies and methodologies of CSW that is appended as mere component in PNP Competency and Specialized Courses for PCOs except for technical courses.
- b. **CSW Seminar-Workshop** – a two-day orientation program employing learning methodologies like lecture and hands-on activities, designed to improve the paper application of Completed Staff Work in the PNP.
- c. **Head/Chief of Office/Unit** – any PNP personnel in command of a PNP office/unit who has authority and who shall decide on the final document in response to any memoranda or communications that need appropriate decision/action/solution.
- d. **Staff** – any personnel rendering staff functions that include preparation of ministerial reports, crafting of policies like memo, directives, guidelines, among others.

- e. **Staff Procedures** – are methods used to accomplish staff functions that ensure the quality and rationality of the decisions of the head/chief of office/unit.
- f. **Technical Courses** – courses pertaining to information technology, forensic science, among others.

6. **GUIDELINES AND POLICIES:**

a. **General Guidelines:**

- 1) The PNP shall adopt the Doctrine of CSW in all communications requiring approval or disapproval, and/or decision of head/chief of office/units;
- 2) All D-Staff shall ensure inclusion of a CSW Module in all Competency Courses for PCOs;
- 3) The DHRDD, through the PNP Training Service, shall include a CSW Module in all Specialized Courses for PCOs whether programmed or unprogrammed;
- 4) The DHRDD shall be responsible in conducting PRO-wide CSW Seminar-Workshop that will not only hone the skills of PROs' Staff but likewise, validate their know-hows pertaining to the CSW;
- 5) The PNPTS shall be responsible in the supervision, management, and monitoring of the conduct of the CSW Module and Seminar-Workshop, which shall be the basis for the CSW Assessment that will be submitted to the DHRDD annually. The implementation of the CSW Module and Seminar shall be reviewed annually;
- 6) A Standard Training Package on the CSW Module shall be developed by the PNPTS and submitted to the DHRDD, while the latter shall design a Seminar-Workshop on the CSW;
- 7) A Training of Trainers on the CSW shall be conducted by the PNPTS for the proper training of instructors according to the standard delivery of the CSW Module and Seminar;
- 8) Only qualified instructors shall be utilized in the delivery of the CSW lecture to be determined by the PNPTS;
- 9) Attendance to the CSW Seminar shall be a pre-requisite in the placement of PCOs. As such, the DPRM shall issue appropriate orders for PCOs who attended required seminar, and on the other hand, endorse PCOs without CSW seminar to DHRDD for training, prior placement to key staff position, such as, Division Chief, Section Chief, Planning Officer, Budget Officer, among others;

- 10) The PNP Annual Master Training Action Plan shall be the primary basis for the allotment of training funds of all the PNP offices/units;
- 11) All memoranda or policies that require approval by the head/chief of office/unit shall undergo the CSW; and
- 12) All memoranda or policies must be based on the formats prescribed in PNPMC No. 2019-013.

b. Responsibilities:

- 1) **All D-Staff, NSUs, and PROs**
 - a) Include a CSW Module in all Competency and Specialized Courses;
 - b) Prepare and submit list of PCOs who have completed a CSW Seminar to DPRM; and
 - c) Perform other functions as directed by higher authorities.
- 2) **DPRM**
 - a) Include the Certificate of Participation to CSW Seminar as a prerequisite in the placement of PCOs;
 - b) Issue orders of PCOs who have completed a CSW Seminar; and
 - c) Perform other functions as directed by higher authorities.
- 3) **DHRDD**
 - a) Conduct PRO-wide seminar-workshop on CSW;
 - b) Monitor and review the policy and module of CSW every three years;
 - c) Coordinate with PPSC for the inclusion of CSW Module in all mandatory courses; and
 - d) Perform other functions as directed by higher authorities.
- 4) **DC**
 - a) Provide appropriate funds for the conduct of CSW Seminar-Workshop; and
 - b) Perform other functions as directed by higher authorities.
- 5) **PNPTS**
 - a) Overall supervision, management and monitoring of the conduct of CSW modules in all specialize and competency courses;
 - b) Conduct a CSW Assessment, to be submitted to DHRDD every three years;
 - c) Develop a Standard Training Package on CSW Module, to be submitted to DHRDD;
 - d) Conduct a Training of Trainers on CSW to come up with the Pool of Instructors;
 - e) Prepare a List of Qualified CSW Instructors, which are taken from the Pool of Instructors, to be disseminated to all PNP offices/units; and

f) Perform other functions as directed by higher authorities.

7. ADMINISTRATIVE SANCTION:

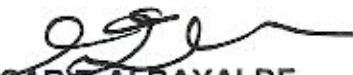
Under the Doctrine of Command Responsibility, the Head/Chief of Offices/Units are directed to strictly implement this PNP MC. As such, they shall be held liable for its non-implementation. Negligence, irregularities or non-performance shall be dealt with administratively.

7. REPEALING CLAUSE:

The PNP MC No. 2014-059 entitled Institutionalizing CSW in the PNP is hereby repealed and amended accordingly, along with other issuances, memoranda, rules and regulations in conflict herewith.

8. EFFECTIVITY:

This PNP MC shall take effect after 15 days from filing a copy thereof at the UP Law Center in consonance with Section 3, Chapter 2, Book VII of Executive Order No. 292 otherwise known as the "Revised Administrative Code of 1987," as amended.


OSCAR D ALBAYALDE
Police General
Chief, PNP

JUN 16 2019

Attachments:

- Annex "A" CSW Overview
- Annex "B" CSW Procedure

CPNP Ltr#19 S077465

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Distribution:

Command Group
D-Staff
P-Staff
D, NSUs
RD, PROs