



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

MEMORANDUM CIRCULAR
No.: 2020-010

**GUIDELINES AND PROCEDURES IN THE DOCUMENTATION OF
LESSONS LEARNED**

1. REFERENCES:

- a. SOP No. 2016-001 dated October 4, 2016 entitled, "Guidelines for the Documentation of Lessons Learned";
- b. PNP Fundamental Doctrine, 2013 PNPM-D-O-1-13 (DHRDD); and
- c. DHRDD SOP No. 2011-008, Guidelines and Procedures in the Preparation, Publication, and Distribution of Doctrines and Manuals.

2. RATIONALE:

This Memorandum Circular (MC) shall provide for the guidelines and procedures in the documentation and approval of Lessons Learned, its application/adaptation with or without modification by the different Philippine National Police (PNP) offices and units.

3. SITUATION:

The Philippines is a country that is at high risk from natural and man-made disasters. To mention a few, we have experienced one of the most powerful tropical cyclones ever recorded known as the Super Typhoon Yolanda in 2013 and the longest urban battle in the history of the Philippines, the Marawi Siege in 2017. Recently, the Taal volcano had a phreatic eruption where the PNP was involved in the rescue, retrieval and relief operations. In all circumstances, the PNP is always actively involved.

The various operations and administrative performance being undertaken by an organization are sources of new learnings, policies, or doctrines. In most international organizations, experiences in these incidents are used and were taken advantage to come up with lessons learned which can be used in the drafting of more effective policies and programs for the improvement of their general administration and operational functions. For example, the Lesson Learned Information System of the National Aeronautics and Space Administration (NASA)¹ is a growing database of lessons learned from contributors across NASA and other organizations which contains the official and reviewed learned lessons from NASA programs and projects. It contains impressive volumes of data collected from past tests and missions, both

¹ Daniel Hoffpauir, Aug. 4, 2017, <https://www.nasa.gov/offices/ocse/functions/lessons/index.html>

successful and unsuccessful, and is used in the planning of future projects and expeditions into space.

With this trend in policy development, the innumerable involvements of PNP offices and units whether operational or administrative can be a source of lessons learned. Though these lessons may be viewed as blunders or lapses in operations, they can be taken in a positive context. More so, when the taking part was a successful one. We learned from these involvements for adaptation and improvement of the same or related activities and thwart the repetition of lapses in the future.

"A lesson learned is knowledge or understanding gained by experience. The experience may be positive, as in a successful test or mission, or negative, as in a mishap or failure. A lesson must be significant in that it has a real or assumed impact on operations; valid in that it is factually and technically correct; and applicable in that it identifies a specific design, process, or decision that reduces or eliminates the potential for failures and mishaps, or reinforces a positive result."²

The accomplishment and success of an activity depend on meticulous planning and its precise implementation. Hence, the PNP acknowledges the importance of lessons learned as they help the PNP plan and decide in policy formulation processes, and eventually enhance the overall management of police affairs, operational or administrative in nature.

4. **PURPOSE:**

This MC shall serve the following purposes:

- a. Provide guidelines and procedures in the documentation of lessons learned;
 - b. Identify significant incidents that shall serve as sources of lessons learned;
 - c. Provide for the procedures in the use of the approved lessons learned for the enhancement of the general administrative and operational functions of the PNP; and
 - d. Publish a compendium of all lessons learned of the PNP.
5. **DEFINITION OF TERMS:** The following definitions are used for purposes of this MC.
- a. **Failed Activity** – an activity where the objective was not achieved or there is justifiable casualty, injury, and/or loss or damage to property due to negligence, or the implementation of the activity was marred with irregularities.

² Secchi, P. (Ed.) (1999). Proceedings of Alerts and Lessons Learned: An Effective way to prevent failures and problems (Technical Report WPP-167). Noordwijk, The Netherlands: ESTEC.

- b. **Lessons Learned** – refer to significant incidents/experiences involving the PNP, either positive or negative, selected from successful or failed activities that have caused impact on the PNP operations and administrative actions.
- c. **Lessons Learned Committee (LLC)** – refers to the Board that shall review and evaluate the lessons learned reports submitted by PNP offices/units and if, it meets the standard criteria, assured of its authenticity and usefulness in the PNP recommends the same for the approval of the CPNP.
- d. **Lessons Learned Report** - a report of significant incident/activities which has noteworthy guidance to PNP operations and administrative actions submitted by different PNP offices/unit for evaluation and approval as lessons learned.
- e. **Proponent** – refers to the PNP office/unit known as the author that submits a lesson learned report for review and evaluation.
- f. **Significant Incidents** - are experiences, successful or failed activities or any other engagement involving public figures, the commission of heinous crimes, any incident or activities which affect national security, man-made or natural disaster/calamities, or any other extra-ordinary incident or activities where the involvement of the PNP is paramount.
- g. **Successful Activity** – refers to an incident/activity where its implementation was in accordance to the plan and its objective was accomplished.

6. GUIDELINES:

a. General Guidelines:

- 1) All the PNP offices/units shall submit lessons learned on significant incidents that transpired within their respective Area of Responsibility (AOR);
- 2) Head of office/unit shall designate a lessons learned officer, preferably a Police Commissioned Officer (PCO) who shall be responsible in the documentation of lessons learned;
- 3) Routinary police activities involving standard police operational procedures that are acted upon immediately shall not be included as lessons learned;
- 4) Lessons learned shall be uploaded to the PNP website upon clearance from the Directorate for Intelligence (DI). However, lessons learned which are highly classified or have security considerations shall be restricted to the PNP consumption and shall not be published;

- 5) Lessons learned shall be uploaded/posted with the assistance of the Website Administrator through the ITMS;
- 6) Lessons learned shall be disseminated to all PNP offices/units for their reference and guidance with corresponding Property Acknowledgment Receipt signed by the Supply Accountable Officer, Responsible Supply PCO, Responsible Supply Police Non-Commissioned Officer (PNCO), Administrative Officer and Chief Clerk as the case may be, to ensure accountability of the office/unit for its maintenance, safekeeping, availability, and use by its personnel. Issued manuals will form part of the annual inventory of accountabilities by concerned office/unit to which it was originally issued; and
- 7) Simulation exercises shall be conducted on approved lessons learned for its adaptability and application to other offices.

b. Responsibilities:

1) DHRDD

- a) Monitor the compilation of lessons learned which shall be in conformity with existing standard;
- b) Supervise the publication and distribution of the lessons learned as they are useful in planning for future operations and/or projects;
- c) Shall provide security classification of the lessons learned through the Directorate for Intelligence (DI);
- d) Shall be responsible for controlling and assigning numbers to all administrative issuances and/or circulars to be signed by the CPNP through the PNP Command Library;
- e) Provide legal comments through the Legal Service (LS) whether such issuance is in accordance with existing laws prior to approval and signature of the CPNP;
- f) Endorse to the DPRM the PNP office/unit and its personnel whose significant activity was approved by the CPNP as lessons learned for appropriate awards;
- g) Ensure the publication of lessons learned on the PNP websites and other forms of publication, subject to security consideration;
- h) Ensure that lessons learned are incorporated in the Program of Instruction (POI) of related training programs especially to new or for revision training programs submitted for certification at the DHRDD;

- i) Direct the NPTI to ensure that all lessons learned are included in the POI of all mandatory and leadership trainings of all PNCO;
 - j) Periodically assess and review at least every three years, or as necessary the implementation and/or adaptation of the lessons learned; and
 - k) Perform other related functions as directed.
- 2) **DPRM**
- a) Issue orders for the Lessons Learned Committee and Secretariat;
 - b) Award plaque (s) to the PNP office/unit whose significant incident/activity was approved by the CPNP as lessons learned;
 - c) Award medals to the personnel of the PNP office/unit whose significant incident/activity was approved by the CPNP as lessons learned; and
 - d) Perform other related functions as directed.
- 3) **DC**
- a) Provide funds for the publication of lessons learned and Lessons Learned Compendium; and
 - b) Perform other related functions as directed.
- 4) **DI**
- a) Issue clearance to upload approved lessons learned to the PNP website; and
 - b) Perform other related functions as directed.
- 5) **DICTM**
- a) Upload to the PNP Website approved and cleared lessons learned; and
 - b) Perform other related functions as directed.
- 6) **D-Staff**
- a) Evaluate the lessons learned report submitted by other offices/units that fall under their concern;
 - b) Forward to the LLC Secretariat their evaluation of the lessons learned report for inclusion in the presentation to the NHQ LCC; and
 - c) Perform other related functions as directed.

7) **PROs and NSUs**

- a) Prepare and submit lessons learned report to the NHQ LLC Secretariat (Attn: GDDD, DHRDD);
- b) Create their regional or support unit Lessons Learned Committee, while the creation of a PPO/CPO/RSU Lessons Learned Committee would be under their discretion;
- c) Designate a lessons learned officer/focal person, preferably a PCO who shall be responsible in the documentation of lessons learned;
- d) Direct all Police Provincial Offices/Units down to the police station level to undertake efforts to document all significant incidents and submit lessons learned report; and
- e) Perform other functions as directed.

8) **PNPTS and RSTUs**

- a) Responsible in the inclusion and dissemination of all lessons learned to all the PNP Training Units through its incorporation in the POI of related training programs; and
- b) Perform other related functions as directed.

7. **PROCEDURES:**

a. Creation of the LLC:

Lessons Learned Committee shall be created in the National Headquarters and be replicated in the PROs and NSUs that shall process lessons learned in their respective AORs.

1) NHQ Lessons Learned Committee (NHQ LLC) and Secretariat

a) Composition:

Chairman	:	TDHRDD
Vice Chairman	:	TDO
Members	:	DD, DI
		DD, DPCR
		DD, DIDM
		DD, DC
		DD, LS
		C, HRAO
		CS, CPSM
		DD, DIPO
Secretariat	:	GDDD, DHRDD
Members	:	Asst. C, GDDD, DHRDD
		C, ODS, GDDD
		NUP/PNCOs, GDDD

Function of NHQ LLC:

- (1) Deliberate and evaluate the validity and importance, the applicability and adaptability of the lessons learned report submitted by the D-Staff, PROs or NSUs;
- (2) After deliberation, recommend to the CPNP that the lessons learned report be approved as lessons learned or categorize the same as routinary;
- (3) Recommend for the issuance of appropriate awards to a particular PNP office/unit and personnel whose significant activity was approved as lessons learned;
- (4) Recommend that the lessons learned be incorporated in the POI of related training programs especially to new or for revision training programs submitted for certification at the DHRDD;
- (5) Recommend to DPCR the inclusion of the lessons learned in the conduct of Police Information and Continuing Education (PICE) in to all PNP offices/units; and
- (6) The following are the parameters for the Committee in deliberating the lessons learned:

Criteria	Percentage
Lessons learned from significant activity that the objective was accomplished.	30
Lessons learned from significant activity that failed to achieve its objective.	25
Significant activities that were conducted without irregularities.	15
Lessons learned relevant to police operations.	30
TOTAL	100

Functions of the Secretariat:

- (a) Monitor any significant incident that transpired in the country and direct concerned office/unit to submit lessons learned report based on the said incident, if applicable;
- (b) Provide secretariat support to the LLC;
- (c) Shall receive lessons learned report and schedule it for deliberation to evaluate its substance, validity, and importance of the proposed lessons learned;
- (d) After final deliberation, it shall prepare the resolution for signature of the NHQ LLC;

- (e) Once the resolution is issued, it shall be forwarded to the CPNP through the Command Group for their approval and signature;
- (f) Once approved, it shall assign a numerical designation and subsequently forward it for printing and distribution;
- (g) Collate all lessons learned for inclusion in the compendium of lessons learned.

2) PROs/NSUs Lessons Learned Committee:

a) Composition:

		<u>PROs</u>	<u>NSUs</u>
Chairman	-	DRDO	CDS
Vice-Chairman	-	C, RLDDD	C, Training Div
Members	-	C, RPRMD	C, ARMD
		C, RID	C, Intel Div
		C, ROD	C, Opns Div
		C, RLRDD	C, Logistics Div
		C, RCADD	C, PCR Div
		C, RCD	C, Comptroller Div
		C, RIDMD	C, Invest Div
		C, RPSMD	C, RPSMD
		C, RLO	Legal Officer
		Secretariat	:

b) PROs/NSUs Functions:

- (1) Deliberate and evaluate the validity and importance, the applicability and adaptability of the lessons learned report submitted by lower units;
- (2) Recommend to the NHQ LLC the lessons learned report duly endorsed by the Regional Director/Director; and
- (3) Direct the originating office/unit to take appropriate action relative to the source of the lessons learned report; if needed.

c) Secretariat Functions:

- (1) Monitor any significant incidents that happened in their respective AOR and direct concerned office/unit to submit lessons learned report based on the incident; and
- (2) Provide secretariat support to the PRO/NSU LLC.

b. Sources of Lessons Learned:

It shall include but not limited to the following:

- 1) Incidents involving prominent personalities, such as:

- a) Elected and appointed national and local government officials down to barangay level;
 - b) Foreign nationals, diplomats (ambassadors, consuls, attachés, other embassy officials);
 - c) Religious leaders (priest, nuns, imams, pastors, etc.); and
 - d) Other personalities and public figures whose involvement in any incidents may result to controversies or publicity.
- 2) Incidents involving national security and public order, such as:
- a) Attacks on cities, towns, barangays and other populated areas;
 - b) Attacks or raids on military, police and other government installations;
 - c) Raids, harassment and ambushes of military troops and police personnel;
 - d) Liquidation of government officials, military and police personnel;
 - e) Encounter with dissident terrorists, syndicates and organized crime groups;
 - f) Terrorist-related incidents such as hijacking, hostage taking, kidnapping, arson, etc.;
 - g) Bombing and explosions; and
 - h) Mass action.
- 3) The commission of heinous/sensational crimes (murder, homicide, rape, drug related or kidnapping cases and others);
- 4) Arson cases and structural fires affecting two or more families or with an estimated damage of Php500,000.00 or more;
- 5) Robbery, hijacking, carjacking, other offenses/crimes perpetrated by armed persons/groups;
- 6) Rescue of kidnap or abduction victim/s;
- 7) National events and religious festivities;
- 8) Cybercrime offenses, CBRNE incidents, or other modus operandi of criminals;

9) Natural and man-made disasters/calamities and its related activities such as evacuation, search and rescue, retrieval and relief operations; and

10) Administrative accomplishment with great effect to the organization.

c. Procedures in the Preparation of Lessons Learned Report:

The following are the basic information in the preparation of the lessons learned report:

1) Background:

Briefly discuss the nature of the incident/event/situation. Include information on the involvement of PNP offices/units, and other law enforcement units.

2) Chronology of events:

Narrate in a chronological manner the events that happened in the incident.

3) Result

Discuss the result or outcome of the incident/event to the PNP office/unit, other participating friendly units, and to the community.

Include also the impact or effect of the incident/event to the peace and order, political, social, cultural, economic, technological, legal, environmental, and/or other conditions in the respective AOR or the PNP as a whole.

4) Identified Problems/Significant Action Taken:

Identify lapses, procedural violation or omission, negligence which should have not been done or implemented. If the incident brought positive result, discuss the extra-ordinary action/exceptional measures that was done which resulted to the positive outcome.

5) Lessons Learned:

Identify the lessons learned which the office/unit gained from the incidents. Briefly discuss the possible result if this will be adapted and applied by the PNP and its outcome.

6) Recommendation:

Recommend actions to be undertaken in order to prevent the occurrence of similar problems in future activities or operations; or

the feasibility of its adaptation and improvement of the same in similar or related PNP activities.

d. Procedures in the Preparation and Submission of Lessons Learned (Annex "A" – Flowchart):

- 1) Immediate Office/Unit Concerned:
 - a) The Office/Unit Head shall designate a lessons learned officer from the Admin Division/Section, preferably a PCO who shall be in charge in the preparation of lessons learned;
 - b) When a significant incident happens in the AOR, the designated lessons learned officer shall coordinate with the unit concerned. The lessons learned officer may act as the proponent in the lessons learned report;
 - c) When the incident has been acted upon and culminated whether successfully or with lapses, the lessons learned officer shall request documents from the investigation/operation section as basis for the preparation of the lessons learned report of that Office together with his/her observation; and
 - d) The lessons learned report shall now be submitted in hard and soft copies to the next higher office (PPO/CPO/RSU) duly endorsed by the Office/Unit Head.
- 2) Police Provincial Office/City Police/Regional Support Units (PPO/CPO/RSU):
 - a) Upon receipt of the lessons learned report from the CPSM/MPS/Provincial Support Unit, the PPO/CPO/RSU LLC or the C, Admin Branch/Division shall review and evaluate the lesson learned report submitted;
 - b) If the activity contained in the lessons learned report has no implication, the PPO/CPO/RSU shall inform the originating Office/Unit; and
 - c) If the activity contained in the lessons learned report has significance, it shall be submitted in hard and soft copies to the PRO/NSU LLC duly endorsed by the Provincial Director.
- 3) Police Regional Offices/National Support Units (PROs/NSUs):
 - a) The PRO/NSU LLC Secretariat shall consolidate lessons learned report submitted by PPO/CPO/RSUs and schedule it for deliberation by the PRO/NSU LLC;
 - b) If after deliberation, the activity contained in the lessons learned report was considered by the PRO/NSU LLC has no significance, it shall be excluded and the originating PPO/CPO/RSU shall be informed;

- c) Lessons learned report reviewed and approved by the PRO/NSU LLC through a Resolution shall be submitted in hard and soft copies to the NHQ LLC Secretariat duly endorsed by the Regional Director/Director.
- 4) National Headquarters:
 - a) The NHQ LLC Secretariat shall consolidate all lessons learned report and schedule it for deliberation by the NHQ LLC depending on the figure submitted by the PROs/NSUs;
 - b) The LLC Secretariat may forward the lessons learned report to concerned D-Staff for their review and comment;
 - c) Lessons learned report approved shall be endorsed through a Resolution by the Committee to the CPNP by TDHRDD for approval as lessons learned;
 - d) Upon approval of the CPNP, TDHRDD shall direct the concerned D-Staff to craft policy directive in the form of a Memorandum Circular that will serve as guide to replicate its success or prevent the same lapses that resulted in the lessons learned, if needed; and
 - e) Lessons Learned shall now be compiled for inclusion in the Compendium.
- e. Procedures in the Compilation of Lessons Learned:
 - 1) Lessons Learned approved by the CPNP shall be compiled/archived in hard and digital copy by the NHQ LLC Secretariat.
- f. Dissemination and Use of Lessons Learned:
 - 1) Copies of the Compendium of the PNP Lessons Learned shall be submitted to the PNP Command Library, and posted in the PNP Website upon clearance from DI;
 - 2) The Compendium of Lessons Learned shall be used as basis in making more effective policies and programs for the improvement of the general administration and operational function of the PNP;
 - 3) Through the recommendation of the NHQ LLC, lessons learned may be incorporated in the POI of related training programs especially to new or for revision training programs submitted for certification at the DHRDD; and
 - 4) The NHQ LLC shall also recommend to the DPCR the inclusion of the lessons learned in the conduct of Police Information and Continuing Education (PICE) distributed to all the PNP offices/units.

8. ADMINISTRATIVE SANCTION:

The Head/Chief of offices/units are directed to strictly implement this PNP MC. Failure to conform, negligence or irregularities in its implementation shall be dealt with accordingly. Mere error in judgment in the implementation/enforcement of an activity shall not be actionable.

9. REPEALING CLAUSE:

SOP No. 2016-001 is hereby repealed and amended accordingly, along with other issuances, memoranda, rules and regulations in conflict herewith.

10. 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.



Archie Francisco F. Gamboa
ARCHIE FRANCISCO F GAMBOA
Police General
Chief, PNP



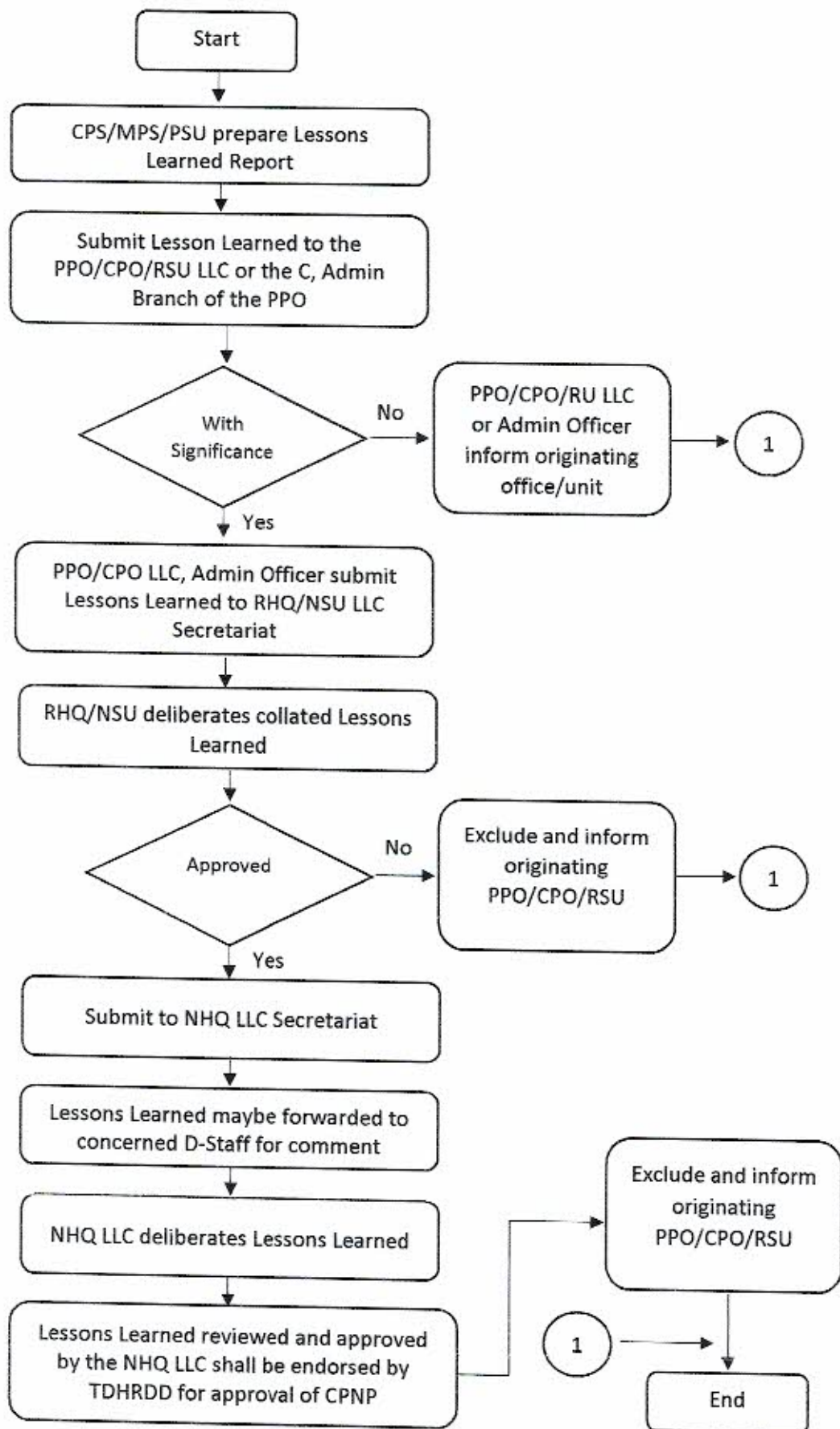
Attachments:

- Annex "A" Flowchart
- Annex "B" Report Format

Distribution:

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

FLOWCHART OF THE PROCESSING OF LESSONS LEARNED



Heading and Logo of the Proponent's Office/Unit

MEMORANDUM

FOR : TDHRDD

FROM :

SUBJECT : Lessons Learned Report re _____

DATE :

1. Reference (s):

Cite reference(s) related to the lessons learned

2. Definition of Terms:

Meaning or concept of terminology (ies) used in this report, if any

3. Background:

Information on the involved PNP office/unit, participating friendly forces (if any), enemy and the area of incident.

4. Chronology Of Events:

Narration of the untoward incident on actual operation encountered by PNP office/unit. Make sure to narrate the actual incident in chronological manner with accurate information.

5. Results:

Discuss the effort or outcome of the incident/event to the PNP office/unit, other participating friendly units, the enemy, and the community.

Include also the impact or effect of the incident/event to the peace and order, political, social, cultural, economic, technological, legal, environmental, and/or other conditions in the respective AOR.

6. Identified Problems:

Problem(s) or lapses identified.

7. Lessons Learned:

8. Suggested/Recommended Alternative Option:

Alternative Option.

Signature
Name
Rank

Attachments:

- Investigation Report
- Incident Report
- Memoranda
- Video Clips
- Other Related Documents

Note: Reports shall be printed in A4 Paper and ring binded, Margins shall be at 1" except the left margin which shall be at 1.5". This should be signed by the Regional Director.