

**THE MEDIA RELATIONS FUNCTION OF THE  
PUBLIC INFORMATION OFFICER/SPOKESMAN  
AS A PR STRATEGY: A CASE STUDY  
OF THE PHILIPPINE NATIONAL POLICE**

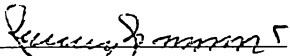
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**In partial fulfillment  
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B.A. Organizational Communications**

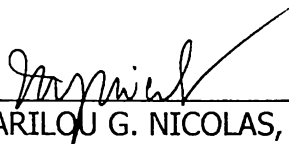
**Pauline Veronica I. Alvez  
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# APPROVAL SHEET

**This thesis entitled "The Media Relations Function of the Public Information Officer/Spokesman as a PR Strategy: A Case Study of the Philippine National Police" by Pauline Veronica I. Alvez in partial fulfillment of the course requirements for the degree of B.A. Organizational Communications.**

  
\_\_\_\_\_  
PROF. RONALD HENSON  
Adviser

  
\_\_\_\_\_  
PROF. PACITA GAVINO  
Chairperson  
Department of Arts and Communication

  
\_\_\_\_\_  
MARILOU G. NICOLAS, PhD.  
Dean  
College of Arts and Sciences

For my children  
Kevin, Keith and Kaye

## **ABSTRACT**

This research was conducted to describe the multi-faceted media-relations roles and functions of the PNP Public Information Officer (PIO) and Spokesman. It also tried to determine his qualities and skills, his adherence to public relations principles, and the strategies he used to project a favorable image for the organization. Lastly, it attempted to discover the problems he encountered in his dealing with media.

The study was essentially descriptive in nature. The survey research method was utilized and questionnaires were distributed to the PIOs and Spokesmen of the PNP who were the respondents of this study. Purposive sampling, however, was utilized since the respondents were chosen subject to their availability and the proximity of their assignments to Metro Manila. In-depth interviews followed to further probe their answers in the questionnaire. Percentages were derived on the nominal and ordinal questions to analyze the results of the study.

The results revealed that the PIO/Spokesman of the PNP has the overall objective/goal of maintaining a sound and favorable image of the PNP through the timely release of information and enhancement of relations with the media. It is the unit tasked with the Public Information and Education (PIE) component of the police community relations program of the PNP. In addition, it serves as the official "mouthpiece" of the Chief or Director, who echoes his views and sentiments and that of the entire command.

The PIO/Spokesmen of the PNP were found to have the following functions and roles: as Counselor to their Chiefs/Directors, As Spokespersons / Information Source, As Communications Link/Liaison, and to a limited extent as Communication Technicians.

The PIO's/Spokesmen were found to possess certain qualities and skills that helped them learn easily the nuances of their functions. According to the respondents, their educational background, training and past experiences helped

a lot to make their tasks easier. Of particular importance was the training undertaken on media relations, public information and public speaking. Those who have not undergone the needed training considered this is one problem which they perceive needs to be addressed by the PNP in order to professionalize and standardize their functions.

Qualities, on the other hand, which the PIOs/Spokesmen claimed to possess and which they deemed necessary to be effective were credibility, accessibility, expertise, honesty/sincerity, objectivity, trust and confidence of the Chief/Director and the press, and media sense.

In terms of their adherence to the PR process, many of them relied on research methods although only of the informal type. Relatively few engage in planning of their communication activities. And they do not have a specific standard to evaluate the effectiveness of their public information programs. The respondents, however, considered themselves effective to the extent that they are able to disseminate the needed information to the public at the right and opportune time.

In terms of strategies used, the study revealed numerous methods used by the PIO/Spokesman to disseminate information and enhance media relations. All respondents averred that they use the press release, the press conference, and the radio/TV interviews to disseminate information about their accomplishments. To a limited extent and depending on the budgetary constraints of their units, some PIOs/Spokesmen used brochures, photo releases, audio-visual presentations, exhibits and displays, billboards, paid advertisements, and editorials or letters to the editor. Media events were also organized including press parties/fellowships, media outings, tours or press junkets, and anniversaries. Furthermore, the provision of a suitable and well-equipped press office and maintenance of cordial relationships with media practitioners are other strategies used by the respondents.

The biggest problem encountered was the unethical practice of some media personnel. They also lamented the lack of skills upgrading/training afforded to PIOs/Spokesmen. In addition, there was no standard operating manual, which provides the policy direction and implementing guidelines to be used by PIOs and their staff. The lack of a separate budget was not seen to pose much of a problem since they can readily request for additional funding for the special projects not covered by their MOEs. Finally, no specific gauge or measure to evaluate the gains of the public information programs were instituted reportedly because of the difficulty of quantifying results of Public Information efforts.

The researcher recommends the PNP, in cooperation with the media representatives, to draft a Written Media Policy and Guidelines to be strictly adhered to by both parties in the conduct of their respective functions. The PIO, NHQ must also regularly conduct a training module or seminar/workshop for all PIOs/Spokesmen nationwide. This would include training on media relations, public information strategies, and on public speaking. It is also recommended that the PNP Toastmasters Club be reactivated to provide a venue for the PIOs and Spokesmen to harness their speaking skills.

It is also suggested that the PIO, NHQ publish a Media Relations Manual to educate all PIOs/Spokesmen in the different regions of the country. This way their functions and activities may be standardized. The Standard Operating Manual must likewise set the basic qualifications standards for future PIOs/Spokesmen. Lastly, as a way to evaluate their information dissemination efforts, content analysis of tri-media releases is recommended.

For further studies, this researcher recommends a similar study this time using a wider coverage of respondents including those in far regions, a content analysis of different print media on the actual use of the press releases distributed by the PNP, a study on the effect/impact of the PNP Spokesman/PIO on a particular community, and a comparative study of the PNP and AFP Spokesmen, to establish parallel areas for standardization.

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# CHAPTER 1

## RESEARCH PROBLEM AND ITS BACKGROUND

### A. INTRODUCTION

*"Dexter Balala, 6, killed during Pasay hostage-taking incident" (May 31, 2002)– was it a situation that went out of control or a major police bungle?*

*"Faisal Marohombsar, Pentagon kidnap gang leader escapes while in police custody" (June 19, 2002) – are the police in cahoots with the kidnap gang leader or were they just plain incompetent?*

*"Highway robbers killed in encounter at Cavite" (January 2003)– was it a legitimate shootout or are they victims of a rubout by trigger-happy cops?*

These and more are the daily issues confronted by the PNP as it battles a serious credibility problem. It is tough enough that they are the ones mandated to enforce the law, prevent crime, maintain peace and order, catch criminals and keep the streets safe. What makes the PNP's job a lot tougher is the stigma that the organization is suffering from as a result of several factors: incompetence, alleged involvement of some of its members in illegal activities, the media play up of its shortcomings and not its achievements, inadequate information campaigns, etc.

#### Public Perceptions Of The PNP: The PNP Options

Despite continuous efforts by the PNP to correct misimpressions in the public eye, the community and even the media seems ready to condemn every act and every fumble of a member as reflective of the entire organization's incapacity to perform its job. And all this has severely affected public's understanding and appreciation of police

contributions to the improvement of national security. Expectedly, this has hampered community support, which is essential to the success of crime prevention and suppression efforts of the PNP.

### The Media Connection

The PNP understands that it has to undertake tough measures and initiatives to win the people to their side. It not only has to “win the streets and secure the Filipino Family” but more importantly, it has to let the people know what it is doing and the normal channel for this effort is through the media, which constitutes the PNP’s main link to the public since it is said that media molds the public’s perception of the police as it acts as “gatekeeper” controlling the information that flows to the general public.

Except for a relatively few people who have direct contact with the police officer, the public learns of police activities and demeanors only by what they read in the newspapers and see and hear on TV and the radio. True or not, what a citizen reads, hears, and observes in the local media largely defines his perception of the police<sup>1</sup>. The news media – from the reporters to news managers and editors – are able to set limits on the information that they will pass on to their readers, viewers and listeners (agenda setting). Media today has ceased to be merely a channel of communication, a medium to enable an organization to reach their desired audience. According to Norman Hart, “if an organization treats the media simply as ‘messengers’, then it is unlikely to develop the most effective program of public communication<sup>2</sup>.”

## PNP – Media Partnership

To make the public aware of the police, therefore, there is a need to optimize the use of the tri-media to apprise the people about its programs, inform them of areas where they can be of help, and enlist their active cooperation and support. Looking inward, it has to inform and imbibe in all PNP members the virtue of public service. Hence, it is essential that the PNP must have the media on its side to help them reach their target audience – both externally and internally.

What is doubly important is that the PNP maintain a true and professional partnership with the media – not just because it seeks to have its achievements made known to the public all of the time – but more so because it is believed that a good partnership with media is a potent force in effective and efficient law enforcement<sup>3</sup>.

Good relations with the media is integral to achieving a favorable image for the police organization which is the essence of public relations. Many are misguided into believing that public relations is nothing more than media relations. Although PR evolved out of efforts to influence press coverage of organizations and individuals<sup>4</sup> or what is known as press agency, today, media relations is only part of a comprehensive public relations program that an organization develops – albeit a very important part.

### The PNP Public Information Office Mandate: Role of the PIO

The Public Information Office was formally activated and reorganized independently as a personal staff of the Chief PC/INP on December 22, 1988, with the issuance of Staff Memorandum Nr. 12, and later under RA 6975 which formed the Philippine National Police of today. Its being a personal staff unit gave it an aura of

authority and credibility when issuing public pronouncements, statements, and releases. Its less rigid communication structure provided it with the immediacy and importance to its function. Under this set-up, the PIO is able to respond quickly to the needs of the media and gather the needed information from the field commanders easily and with minimum formality.

The PNP PIO is the unit primarily tasked to promote and maintain a sound and favorable image of the PNP and foster public/media relations and information consciousness among the PNP personnel. It accomplishes this through a well-orchestrated public information and mass communication campaign. The function of the Chief, PIO is two-fold: information dissemination and media relations. In addition, the PIO is also designated as the Spokesman, the official mouthpiece of the Chief, PNP and of the entire Command.

At the National Headquarters level, it is the Directorate for Police Community Relations (DPCR) which exercises functional supervision over all police community relations effort including that of the PIO, although, in the Table of Organization of the PNP, the PIO remains a personal staff of the Chief, PNP. This is because the principal function of the PIO is theoretically part of the public information component of Police Community Relations. Furthermore, it is the DPCR which sets the policy, rules, regulations and guidelines towards implementing the police community relations program of the PNP. The PIO role is part of the PCR concept of "doing good and telling people about it" but its focus is on the "telling people about it" or the Police Information and

Education (PIE) task. To carry out this task, the PIO utilizes the mass media to reach a wider audience.

On the other hand, in the regional and district headquarters and in the national support units, Public Information Officers/Spokesmen were activated and designated under the Offices of the Director. In some cases, the PIO is also the PCR Officer.

### PNP-MEDIA RELATIONS SETBACKS

Traditionally, however, relationships between media and the government PR practitioner to include the PNP PIO have been strained. The strain often arises out of mutual suspicion: reporters, editors and news managers suspect government PR practitioners of attempting to subvert media, of using them for publicity purposes. PR practitioners, on the other hand, suspect media of exploiting them in the interest of selling more newspapers or building broadcast audiences<sup>5</sup>. Government information officers usually fear media because of the perceived distortions and inaccuracies that regularly occur in news reporting and their tendency to highlight the negative especially in government.

This is the reason why most Public Relations departments of large organizations dedicate an entire section or designate a specific person tasked with the enhancement of media relations, in the PNP it is called the Public Information Office. This section is usually supported by several communication specialists who write for the media and help them in their efforts to cover the organization. Through the efforts of this section, it is hoped that relationship with media personnel would be improved and their seemingly opposing motives reconciled. After all, both the information officer and the media have a

cooperative relationship – where each can help the other fulfill his or her job. And the ultimate objective of this cooperation is to inform the public.

The main objective of media relations in government is to “convince media to serve as its linker with the people.”<sup>6</sup> In the police, relations with media is essential to entail their participation in disseminating its programs, policies, activities and achievements. It has to influence media in its decision whether or not to publish or air their press releases. That way, both of them would be able to achieve their shared goals and serve a common entity – the citizenry.

## **B. STATEMENT OF THE PROBLEM**

This study was conducted to describe the multi-faceted media-relations function of the PNP Public Information Officer (PIO) and Spokesman. It was designed to determine the specific programs/projects undertaken by the PIO/Spokesman to improve and enhance his relationship with the media personnel covering his organization.

The study intends to answer the following problems:

1. How do the PNP PIOs/Spokesmen carry out their media-relations functions in terms of:
  - a. adherence to PR principles
  - b. strategies used
2. What are the functions and roles played by the PNP PIO/Spokesmen to project a better/favorable image for the agency?
3. What are the qualities and skills they possess?
4. What are the problems they encountered in dealing with media?

### **C. OBJECTIVES OF THE STUDY**

Specifically, the study seeks to achieve the following objectives:

- 1) To describe the PIO/Spokesman's functions and roles
- 2) To determine the methods by which he carries out his functions in terms of:
  - Adherence to PR Principles
  - Strategies utilized
- 3) To assess his qualities and skills
- 4) To find out the problems he encountered in his dealings with media

### **D. SIGNIFICANCE OF THE STUDY**

This study is significant to the Philippine National Police, especially to its Public Information Officer/Spokesman because it attempts to define his function in the overall Public Relations strategy of the PNP and underscores his importance in projecting a better image for the organization.

This research is likewise significant to ORCOM students taking up Public Relations since it discusses the Public Relations Practice of the PNP, particularly the use of PIO/Spokesman in media relations, a significant aspect of public relations. The researcher also hopes that this study will contribute to their understanding of the Spokesman concept as applied in the Philippine context.

Finally, this study will be significant to other government offices with Public Information Offices or those that utilize the Spokesman concept. It is hoped that with

this study they may be able to learn from the PNP and help them improve the services of the bureaucracy.

## **E. DEFINITION OF TERMS**

**Public Information Officer** – the person tasked by the PNP to disseminate accurate and complete information and foster good relationship with the media for the purpose of enhancing the over-all image of the organization.

**Spokesman** – a sub-function performed by the Information Officer whereby he serves as the official “mouthpiece” of the organization – speaking the mind, sentiments and values of the Chief or Director and the unit in general.

**Media Relations** – refers to the communication activities of the agency designed to effectively impart information to the public and develop a good working partnership with media practitioners towards creating a positive public image for the PNP.

**Media** – refers to practitioners from the print, radio, and TV agencies who regularly cover the police beat.

**Public Relations** – the management process of gaining goodwill and understanding for the organization using different mediums of communication towards its external and internal publics.

**Police Community Relations** – the totality of activities and communication engaged in by the PNP to win the trust, confidence and support of the community it serves.

**Strategy** – the methods/means developed to achieve AN OBJECTIVE

## **F. SCOPE AND LIMITATIONS OF THE STUDY**

The study will be conducted in the Philippine National Police (PNP), one of the organizations in the country that is at the forefront of maintaining national security. The **mission** of the police is to enforce the law, prevent and control crimes, maintain peace and order and ensure public safety and internal security with the active support and participation of the community. It is committed to the **vision** of a highly motivated PNP working in partnership with the community towards a safe place in which to live, work, invest and do business.

In both the mission and vision of the PNP, active participation of the community was deemed vital for the agency to succeed. And for the PNP to gain the active support and cooperation of the community, it needed to project a favorable image to the public. The Public Information Office is one of the units within the PNP, created and tasked to carry out this objective. In addition, the PIO served as the media relations officer and fostered information consciousness and the value of community service among PNP personnel.

At the regional, district, provincial and city police offices, PIOs were likewise activated and designated as personal staff officers of their respective Regional Directors, District Directors, Provincial Directors, and City Directors. Furthermore, the National Operating Support Units of the PNP have their own respective PIOs and Spokesmen to promote the accomplishments of their units. Although in some cases, due to budgetary constraints, the Police Community Relations Officers also assumes the function of the PIO/Spokesman.

The different PIOs/Spokesmen of the PNP – both past and present were the subjects of this particular study. Due to constraints in time and proximity considerations, only those currently assigned within the National Headquarters in Camp Crame and within the National Capital Region (NCRPO) were utilized. PIOs and Spokesmen assigned in the other regions were not considered as possible respondents.

The respondents were given survey questionnaires and interviewed to determine the functions and roles they carry out to promote a favorable image for the PNP through media relations. The researcher probed for the specific strategies and programs that they used to attain their goals and the extent of their adherence to PR principles. Furthermore, the research assessed the qualities and skills they possessed and which they perceived were needed for them to carry out their functions. Lastly, the research was also able to discover the problems encountered by the PIO/Spokesman in his dealings with the media.

## **THEORETICAL FRAMEWORK**

To provide a theoretical basis for this study, the open systems theory for public relations of James Van Leuven was used.

According to Van Leuven, social systems theory is the general theory that is most often applied to public relations.<sup>7</sup> This is because it sets forth an “ideal” or model environment which adequately explains the PR process and its practices and how the organization may achieve adaptation, mutual understanding, and two-way

communication with its publics. It also clearly provides a framework for reconciling an organization's goals with the expectations of society and its publics.

As shown in Figure 1, the shaded area, called the **environment** includes all of the issues and social forces that affect the people and organizations. Some individuals and groups are more affected than others by certain issues and these affected groups constitute the **publics** ringing the outer circle. The next ring is comprised of the **PR practitioner** whose job is to interpret the organization to the public and likewise interpret public opinion or reaction to management. Management then responds or adjusts its organizational stances and programs to the needs of the key publics. This process makes up the third circle which is the **public relations practice**.

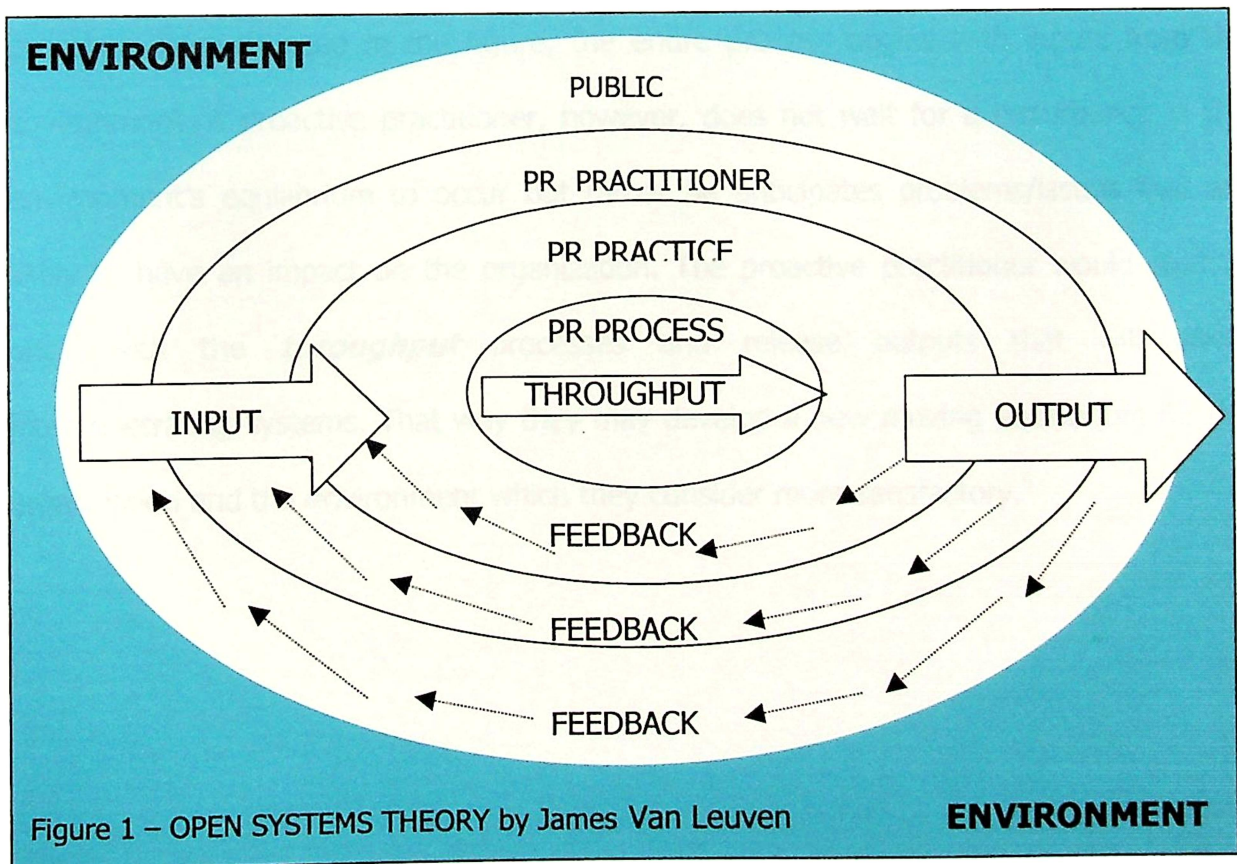


Figure 1 – OPEN SYSTEMS THEORY by James Van Leuven

Finally, the core of the diagram shows the specific public relations programs and campaigns that build from the four-step **PR process**: research/issue identification, planning, communication/action, and evaluation. The main **output** of the system is the PR program while **feedback** processes document the extent to which organizations and their publics are moving closer to one another as a result of the PR effort. As feedback is reported, new benchmarks are set for the next cycle of public relation system activity.<sup>8</sup>

According to this theory, public relations is intended to be part of an open system therefore it must constantly respond to and interact with its environment for it to gain the needed **input** to learn how the organization is perceived by the public and develop appropriate messages to shape and mold public opinion.

It is worthwhile to note that the system just described may be more reactive than proactive since as seen in the figure, the entire process begins with inputs from the environment. A proactive practitioner, however, does not wait for a disturbance in the environment's equilibrium to occur but rather he anticipates problems/issues that are likely to have an impact on the organization. The proactive practitioner would start at once with the **throughput** processes and release outputs that will affect interpenetrating systems. That way they may develop a new moving equilibrium for the organization and the environment which they consider more satisfactory.<sup>9</sup>

## **CONCEPTUAL FRAMEWORK**

To apply this theory to the study at hand, the PNP can be viewed as an open system affected by issues and social forces present in the environment. The environment is made up of the publics who provide the PNP support in the form of resources – manpower, financial, and logistical and more importantly, community support in the form of the trust, confidence, and cooperation of the people.

No agency – be it in business or government – can exist without public approval.<sup>10</sup> This is especially true for the PNP who needs the support of the people in order for it to succeed. And this support would not be forthcoming if the people hold an unfavorable image and perception of the police force. This is why the PNP's police community relations efforts are geared towards a main objective: doing good and telling people about it. Under the Directorate for Police Community Relations – the primary agency in the PNP tasked with the planning, directing, coordinating, supervising and controlling the police community relations programs, projects and activities of the PNP<sup>11</sup> are two operating units tasked to carry out this PCR objective. The Police Community Relations Group carries out the "doing good" or community affairs component of the objective and the Public Information Office which "tells people about it" and executes the communication component.

For this study, focus was placed on the communication concept of Police Community Relations which is the task of the Public Information Officer. There are certain qualities and skills that a Public Information Officer must possess in order to carry out his objectives. The two basic objectives of public information are: 1) to reinforce

police effectiveness and contribute to the development of desirable norms of behavior of every PNP member through constant reminder and institutional processes, and 2) shape public perception and opinion through the timely release of information and continuing programs. This entails both internal and external types of communication and to attain these objectives, the method employed is the use of media to reach a wider audience and eventually achieve the desired effect on the public.

Effective communication with the PNP's external public is only possible through the use of media. Thus, media relations occupies a central position in public relations because the media serve as "gatekeepers", controlling information that flows to other publics in a social system<sup>12</sup>.

This, then serves as the function of the public relations practitioner of the Philippine National Police in the person of the Public Information Officer and Spokesman. He must be able to utilize very well the media in order for him to bring his desired messages to the public's knowledge, and in the process he serves as a medium for feedback to make top management aware of the consequences and issues facing the PNP so that the necessary policy changes and statements can be made and subsequent information programs adopted to tackle the issues. He does this through the different public information tools and strategies at his disposal and by mapping out an effective information/communication campaign.

The power of the media cannot be overemphasized. In the words of Ivy Ledbetter Lee, known father of public relations, a good press is fundamental to good public

relations. For with a good press, both sides of the story might be told and the public might have a fairer picture from which to form a better judgment of the organization.<sup>13</sup>

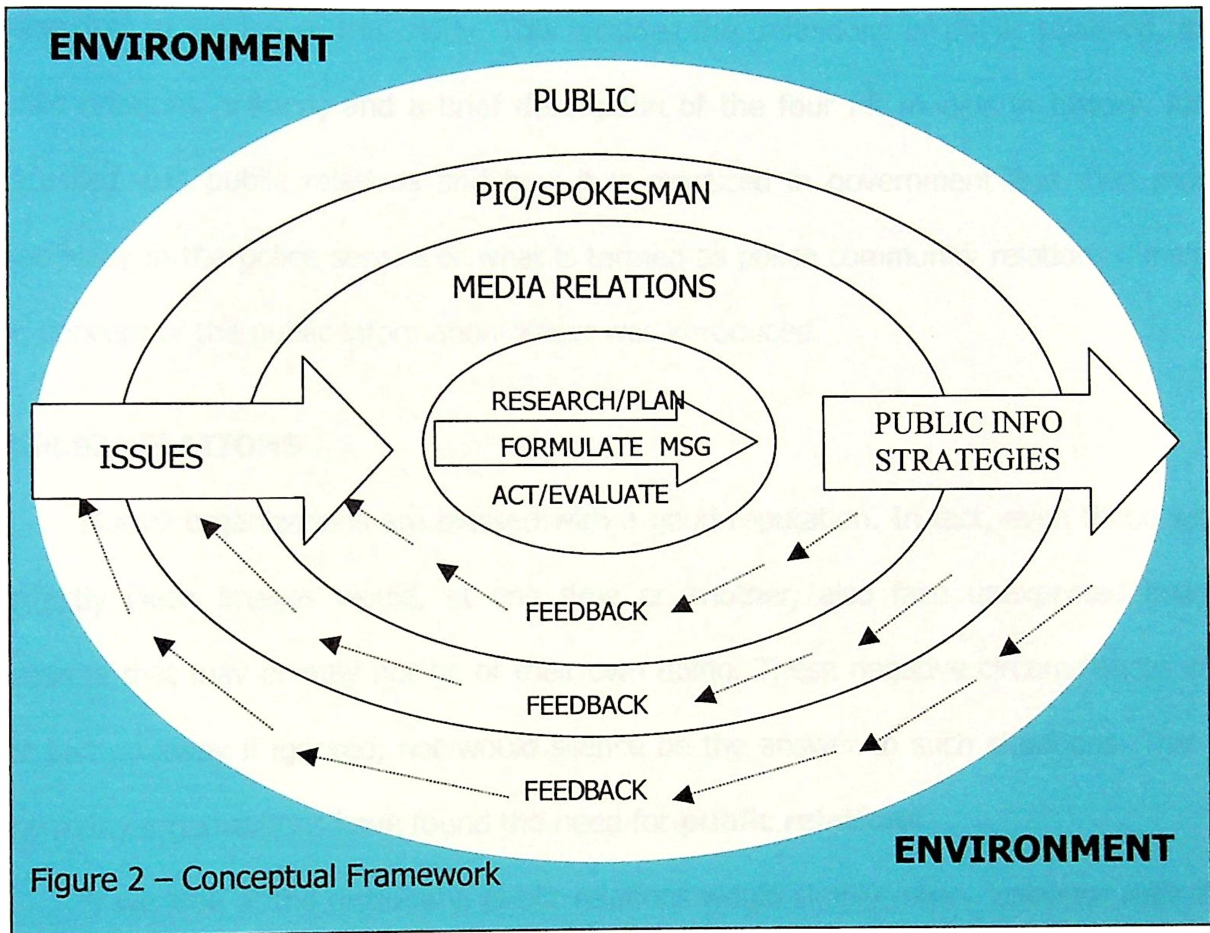


Figure 2 – Conceptual Framework

## CHAPTER 2

### REVIEW OF RELATED LITERATURE AND STUDIES

In this chapter, a brief overview will be provided on the concepts studied by this researcher to aid her in this study. This includes the definitions of public relations, the public relations process, and a brief description of the four PR models in history. Also discussed was public relations and how it is practiced in government and then more specifically in the police service or what is termed as police community relations. Finally, the concept of the public information officer was introduced.

#### PUBLIC RELATIONS

Not all organizations are blessed with a good reputation. In fact, even those with perfectly clean images would, at one time or another, also face unexpected image disasters that may or may not be of their own doing. These negative circumstances will not just go away if ignored, nor would silence be the answer to such situations. This is why many organizations have found the need for **public relations**.

If we look at the dictionary, public relations would simply mean "*relations with the general public; those functions of a corporation, organization, branch of the military service, etc. concerned with informing the public of its activities, policies, etc, and attempting to create favorable public opinions*".<sup>14</sup> The problem with this definition, however, is the emphasis on the one-way issuance of information. The main motive is to create favorable opinion and it reflects the early years of the calling where the emphasis is on gaining publicity.

But as reflected in the modern definitions of PR, it now involves two-way communication and mutual understanding has become its primary objective. According to the International Public Relations Association, *"Public relations is a management function of a continuing and planned character, through which public and private organizations and institutions seek to win and retain the understanding, sympathy and support of those with whom they are or may be concerned – by evaluating public opinion about themselves, in order to correlate as far as possible their own policies and procedures, to achieve by planned and widespread information more productive cooperation and more efficient fulfillment of their common interests"*.<sup>15</sup>

The British Institute of Public Relations, on the other hand, defines PR as *"the deliberate planned, and sustained effort to establish and maintain mutual understanding between an organization and its publics"*.<sup>16</sup>

From these definitions, three objectives or goals of a PR practitioner can clearly be seen: 1) to evaluate public opinion, 2) to influence management to correspond its policies and actions with what the public needs, and 3) to develop a two-way communication program that would lead to mutual understanding and acceptance.

## **THE PR PROCESS**

Public relations nowadays have gone beyond the simple task of producing press releases or making a favorable speech on behalf of the company. It involves a continuing and well-thought out process that is essential to an effective PR campaign. This process involves four steps:

**Research** – it is an important function in the PR process. It provides the information necessary to plan PR actions and activities. PR practitioners do not just rely on hunches or past experience to tell them what communication messages and strategies will be most effective<sup>17</sup>. Research is needed to identify issues and emerging trends that ultimately may create problems or opportunities for the organization.

There are many ways by which a practitioner can gather data/obtain information. It may be informal – such as environmental scanning that involves “walking around” the organization to assimilate impressions of the organization and its people as a whole<sup>18</sup>. Or it may include activities like record keeping which according to Baskin and Aronoff is necessary for every practitioner. He must maintain comprehensive and accurate records that journalists may require at a short notice. Media monitoring is another informal research technique wherein several sets of publications and other tri-media must be scanned on a regular basis. Maintaining key contacts as sources of information and the use of focused group discussions are other methods of research.

Formal research techniques, on the other hand, involve library type of research, content analysis, public opinion survey research and experimental research – all with the primary purpose of answering the question – what is the problem?

**Planning** – is the second step in the process and all too often ignored by PR practitioners. This is because more often than not, PR practitioners are called in only when the problem has become uncontrollable and thus they feel they do not have any more time to plan and just react on the issue and dish out statements by the seat-of-their-pants.

When in fact, planning actually creates the time needed to plan. It enables PR efforts to become more integrated and provides the opportunity for management to become involved and thus ensure their cooperation and support.

But before we can map out plans, we need to establish goals to determine what the PR effort will need. Only then can we be able to choose the proper strategies by which to implement and achieve these goals.

There are three major types of plans used by the PR practitioner: budget plans which is perhaps the most common. They are short-range plans designed to project costs through the duration of the campaign<sup>19</sup>. The campaign plan, on the other hand, is designed to accomplish unique objectives, using non-routine procedures and unprogrammable decisions. While the standing plan provide routine responses to recurring situations. Standing plans allow managers to make certain programmable decisions that call for a standard, consistent response. Hence, they can make efficient use of their time because they do not have to formulate anymore a new plan for every similar situation. Examples of standing plans include organizational policies and standard operating procedures.

**Action/Communication** – Action refers to the activities undertaken by the PR practitioner to correlate the organization's policies, procedures, products, services and behavior with the public's needs and expectations. They require programs of action that would be able to inform target audiences, persuade these audiences and possibly train these audiences in skills needed to translate intention into action.<sup>20</sup>

Most public relations actions can be described as attempts to spread information to a specific audience. Traditionally, PR action refers to communication in some form, usually through the publicity release. But with the advent of modern technology, the media that PR practitioners must work with has also changed.

Writing, however, remains to be the principal tool for constructing messages. Even messages that are primarily visual, like video productions or slide presentations, still require well-written directions or a script. Hence, writing is a basic skill needed by all public relations professionals, regardless of the type or size of organizations they work with<sup>21</sup>. Not everyone is gifted with the exceptional talent to write but many can learn the craft of writing through study, practice, and hard work.

After a message has been written, the next step for the practitioner is to select the proper medium to carry them. Media may be classified as controlled or uncontrolled. Controlled channels include newsletters, brochures, internal publications, direct mail, posters, advertising, and other audio-visual presentation. These mediums allow the practitioner to dictate what is published and how it is to be delivered to the target audience. They tend, however, to be less credible owing to perceived bias, and more expensive.<sup>22</sup>

Uncontrolled channels are those wherein someone else makes the decision as to content and coverage. These include the news release, press conference, and media interviews. Their attributes include objectivity, lower practitioner time demand, and lower cost. These are offset by increased potential for error, variation in timing, and inability to pretest messages.

**Evaluation** – always presented as the last stage in the PR process although not exactly the last to be done. In actual practice, evaluation may be done in the beginning of a new effort, while a campaign is in progress (in-progress monitoring) or the most common type – outcome evaluation, which evaluates the program’s end results.

But no matter when the evaluation of the campaign occurs, what matters is that an evaluation is conducted since it permits the practitioner to gauge the effectiveness of the effort, demonstrate that effectiveness to management, and plan for future successful efforts.

## **PR MODELS**

There are four models or types of public relations that have evolved through history which have helped in understanding the history of PR and how it is still practiced today.

**1. Press Agency/Publicity Model** – this is the oldest form of public relations and is tied closely to advertising because the emphasis here is on product and idea promotion. Its main purpose is for propaganda where practitioners spread the faith of the organization involved, often through incomplete, distorted or half-true information<sup>23</sup>.

For the press agent/publicist truth is not always essential. They view communication as telling, not listening thus information moves one-way from the organization to the publics. They seldom use research, only informal observations of whether their publicity releases were used or “counting the house” to see how many they have convinced to attend an event or buy their products<sup>24</sup>. Their attempts at persuasion, however, are more intuitive, seat of the pants activities than scientific.

**2. Public Information Model** – this model differs from press agency because the intent is to inform rather than to press for sales, but communication is still essentially one-way. The PR person functions as a journalist in residence, whose job is to report objectively information about his organization to the public. Truth and good performance is the backbone of this particular model.

According to one of its most prominent practitioners, Ivy Ledbetter Lee, a corporation could not hope to influence the public unless its publicity was supported by good works. To achieve positive constituency between words and actions, Lee urged his clients to align their policies with the public interest. Most controversially, Lee released factual and complete information about his clients, e.g. railroad accidents when traditionally such news have been suppressed.<sup>25</sup>

Today, this model is the most frequently practiced model, used by 50% of PR practitioners in most government and educational organizations, non-profit organizations, trade and member associations and even in some business corporations.

**3. Two-Way Asymmetric Model** – practitioners of this model function more like a press agent and publicist although their purpose can be best described as scientific persuasion. They employ social science theories and research to learn about audience attitudes and behavior to persuade publics to accept their point of view and behave in ways that support the organization<sup>26</sup>.

Their communication is two-way because they use feedback mechanisms like polls, interviews and focus groups to measure public attitudes to help them design PR programs that would gain the support of key publics<sup>27</sup>. The emphasis, however, remains

on changing only the public and their attitudes and not the reverse. This model of PR applies to most goods-producing businesses where PR programs are geared to short-term attitude change.

**4. Two-way Symmetric Model** – represents a PR system in which organizations and their publics adjust to each other. The focus is on mutual understanding and two-way communication. Practitioners of this model serve as mediators between the organizations and their publics. They also function as counselors to management – informing them of public reactions to their policies and actions.

Unlike in the previous model where change occurs only on the public, here change occurs even in the organizations when they align their behaviors and policies to what the publics may accept. Organizations should act all the time from the public's point of view, even when that seems in conflict with the operating point of view<sup>28</sup>. There is greater social responsibility effort in the organization that employs this PR model. Most often used in regulated businesses like public utilities that strive to build long-term relationship with their publics.

## **PR in GOVERNMENT PRACTICE**

Public relations have become an important aspect of governance today. It is able to achieve twin functions: the public's right to know and the government's obligation to inform<sup>29</sup>. To maintain public approval, it needs to inform the public of its activities, operations, programs and policies and how these will ultimately affect them. Furthermore, it is the fundamental obligation of democratic governments to report

to/inform its citizens. This is so the citizens will be informed enough to play their part and participate in good governance.

But everything is not as easy as it seems for the PR practitioner in government. More than any other agency or corporation, they face more hostility and suspicion because of the inevitable association of government information efforts with that dirty word "propaganda"<sup>30</sup>. In addition, many people feel that government PR is just a waste of tax money; they see no need for the government to "hawk its wares"<sup>31</sup>.

There is also the continuing struggle between the press "fighting for the people's right to know", and the officials of government who insist upon discretion in deciding what should be exposed to public scrutiny<sup>32</sup>. There is the tendency of governments to shield themselves behind a curtain of secrecy in which the only window is controlled by a PR official trained in the art of conveying a minimum of information with a maximum of self-righteousness<sup>33</sup>. Governments, on the other hand, are fearful of the outmoded set of news values that puts the spotlight on the negative, the controversial and wrongful aspects of government<sup>34</sup>.

## **PUBLIC RELATIONS IN THE POLICE/POLICE COMMUNITY RELATIONS**

Public relations in the police service is more aptly termed as police community relations. In fact, in the United States in the 1960s, the first police community relations programs were built on the foundations of already existing public relations programs<sup>35</sup>. Efforts to promote police-community relations programs occurred when the police began to experience problems that can no longer be answered by traditional law enforcement

tactics. The police have found the need to engage the citizenry in its efforts to prevent crime and preserve peace and order – thus police community relations was born.

Police community relations according to Mayhall refers to *“the philosophy of administering and providing police services, which embodies all activities within a given jurisdiction aimed at involving members of the community and the police in the determination of: (1) what police services will be provided; (2) how they will be provided; and (3) how the police and members of the community will resolve common problems.”*<sup>36</sup>

What is important to note here is that police community relations seeks to go beyond the traditional PR concept of “selling the police image” to the people. It must go beyond image improvement and engage the help of the community and recognize its needs in the success of its police functions and operations.

One very important factor to note here is the emphasis given on good performance by the police officer. It would be quite difficult to obtain a good press if the police continue with its illegal activities, attitudes and actions that undermine efforts to restore its credibility. There is no substitute for police work well done and an honest and efficient force of well-trained officers. Certainly no police agency can create proper news media relationships without first proving itself to be fully capable of handling its basic law enforcement functions<sup>37</sup>.

## **THE PUBLIC INFORMATION OFFICER**

Government PR practitioners are often called Public Information Officers (PIOs), Public Affairs Officers (PAOs), Press Secretaries or Spokespersons. They are not referred

to as public relations practitioners. This is to preclude the notion that their functions are merely for publicity or propaganda. Instead, their titles suggest their capability of transmitting messages in an objective and neutral fashion.

The government information officer or spokesperson plays a dual role: he is like a reporter working inside the government, collecting information for the public. It is his responsibility to get as much information to the public as possible. They are advocates for media within the government, relaying the reporter's needs and doing much of their work, in a sense, gathering info for them and translating what the government agency have to say for the media.

At the same time, when they deal with media, they are advocates for the government's position, explaining the merits of official actions. They correct erroneous information and try to improve the interpretation and understanding of the agency they serve<sup>38</sup>. To be effective in their go-between role, the information officer must have the full confidence of both the top management for whom he or she works for and of the press.

In Henson's book, the Government Info Officer, may be tasked to disseminate all types of information on government policies, programs, strategies, and activities; info that may mold public opinion and attitudes on government; info to orient the public on the leadership of government; give advisory information to the bureaucracy; and provide the public with access to information as well as allow the citizens to participate in the production, dissemination and utilization of information<sup>39</sup>.

## **REVIEW OF RELATED STUDIES**

A study conducted by Alnee Arugay on the **Public Relations Practice of the Philippine National Police (1995)** tried to discover the role of the Directorate for Police Community Relations (DPCR) in projecting a better image for the agency. Using the descriptive case study method, the research revealed that the DPCR plays a pivotal role in directing, organizing and managing the police-community relations activities of the PNP.

She found out that the Directorate was responsible for formulating the policies, directives and programs whose objectives were to restore the trust and confidence of the public in the police and improve community participation and inter-agency coordination in support of police activities.

Problems encountered by the Directorate in the implementation of its PCR programs were insufficient budget for PCR, lack of personnel trained in PCR, and the lack of technical and logistical support for PCR activities.

This study and the one conducted by Arugay were found to have certain similarities. The subject matter and organization studied was the same, public relations practice of the PNP. The difference lies in the specific unit studied, for Arugay, the DPCR was the one studied, while this study concentrated on the Public Information Office/Spokesman who performs the specific PR function of Media Relations.

Another related study was done by Jose Araneta entitled **Public Relations in the Armed Forces: its activities and problems** (1977). This particular study was seen to be somewhat similar to the study at hand in terms of the type of unit and subject

analyzed. Both studies dealt with the PR practice of government agencies which relied heavily on public support for its continued success as an organization. It also utilized the survey research method which gathered data of the AFP's PR activities from 1973-1974 and 1975-1976.

Araneta's study revealed that the Office for Civil Relations (OCR) is the public relations arm of the AFP. Most of its personnel are trained in civic actions, psychological operation (PSYOPS), and technical communication. To communicate to its external and internal publics, the OCR utilizes all means of mass media communication available to elicit a free, honest, and vigilant public opinion. This includes the production of printed materials, use of the broadcast media, and participation in symposia, seminars, public rallies and teach-ins.

According to his survey, the top five problems of the OCR were:

1. inadequate appreciation of public relations work (41.98%)
2. lack of know-how on PR work and journalism (27.16%)
3. need for more qualified personnel (27.16%)
4. personnel for staff organization (25.93%)
5. salary is not commensurate to the work performed (24.96%)

## **CHAPTER 3**

### **METHODOLOGY**

#### **A. RESEARCH DESIGN**

This study made use of the survey research method focusing on the Public Information Officers and Spokesmen of the Philippine National Police and involving them as respondents. The research was essentially descriptive in nature since it attempted to describe the media relations function of the PIO/Spokesman as adapted by the organization under study.

#### **B. VARIABLES**

The variables of the study include: the media relations function of the PIO/Spokesman, his qualities and skills, his adherence to the PR process, the strategies/programs he utilizes to effectively carry out his functions and the problems he encountered.

#### **C. SAMPLE, SAMPLING SIZE AND SAMPLING DESIGN**

Police officers who currently serve and have served as Public Information Officers/Spokesmen for the PNP were chosen as respondents for this study. Since the PNP was created in 1991, the PNP Public Information Office had had fourteen Chiefs. There are other PIOs/Spokesmen scattered in the sixteen Regional Offices and in the different provincial, city and municipal police offices scattered all over the country. Also included in the possible list of respondents are the five District PIOs/Spokesmen from the

5 Districts in Metro Manila and 7 PIOs from the NHQ Operational Support Units namely from the Criminal Investigation and Detection Group (CIDG), Maritime Group (MG), Traffic Management Group (TMG), Aviation Security Group (ASG), Crime Laboratory Service (CLS), Civil Security Group (CSG) and the Special Action Force (SAF).

Purposive sampling, however, was utilized for the study wherein respondents were chosen subject to their availability and the proximity of their current assignments/offices to Metro Manila.

The researcher sent out 20 letters of invitation to possible respondents within Metro Manila. Of these, only 14 expressed willingness to be part of the present study and answered the survey questionnaires. All of them agreed to follow-up interviews.

Twelve of the fourteen respondents are police commissioned officers – 2 are Chief Superintendents, 4 are Senior Superintendents, 3 are Superintendents, 2 are Chief Inspectors and 1 is an Inspector. The remaining two are civilians.

Among the fourteen respondents, 7 were assigned to the National HQs PIO; 5 to the National Support Units namely TMG, CIDG, SAF, MG and the CLS; 1 to the Regional Headquarters of NCR; and 1 to the District Headquarters of the Central Police District in Q.C.

#### **D. DATA COLLECTION INSTRUMENT**

The data collection instrument used for the study was the survey questionnaire which was distributed to the possible respondents. Furthermore, in depth interviews were conducted to further probe the responses given in the questionnaires.

The questionnaire was divided into six parts, the first part designed to determine the demographic data, the second part to find out the qualities and skills by the PIO, the third part designed to obtain their adherence to the PR process, the fourth part to assess the nature of the functions played by the PIO/Spokesmen, the fifth part to discover the strategies they used to enhance media relations, and the sixth part to determine the specific problems they encountered.

### **E. DATA GATHERING PROCEDURE**

Letters requesting for permission to become subjects of this study were distributed to the different police officers who were included in the possible list of respondents. Appointments were then made with those who were available for the study and the survey questionnaires given to the respondents to answer. The in-depth interview followed after the respondents submitted their questionnaires.

### **F. DATA PROCESSING AND ANALYSIS PROCEDURE**

Data collected from the survey questionnaire were tabulated and analyzed. The results of the analysis are found in Chapter 4. In analyzing the answers, qualitative analysis was used. Percentages were derived on the nominal and ordinal questions. Nominal data are those that are simply classified into categories like sex, which is classified into male or female while ordinal data can classify data into some order or rank.

## CHAPTER 4

### DATA PRESENTATION, ANALYSIS AND INTERPRETATION

For this study, there were fourteen respondents and the following table displays their demographic profile:

**Table 1 – Demographic Profile of Respondents**

<b>1. RANK</b>	<b>NO.</b>	<b>%</b>
a. Chief Superintendent	2	14%
b. Senior Superintendent	4	29%
c. Superintendent	4	29%
d. Chief Inspector	2	14%
e. Senior Inspector	0	-
f. Inspector	1	7%
g. Civilian	1	7%
<b>2. SOURCE OF COMMISSION</b>	<b>NO.</b>	<b>%</b>
a. PMA/PC	4	29%
b. INP	3	21%
c. PNPA	1	7%
d. Direct Commission	2	14%
e. Lateral Entry	2	14%
<b>3. PIO UNIT ASSIGNMENT</b>	<b>NO.</b>	<b>%</b>
a. National Headquarters	7	50%
b. National Support Units	5	36%
c. Regional Headquarters	1	7%
d. District Headquarters	1	7%

The demographic profile of respondents show that most of the respondents are senior police commissioned officers (PCOs) since a big number of them belong to the CSUPT, SSSUPT and SUPT rank 71% (10 out of 14) while 21% were junior PCOs from CINSF and INSP, and only 1 or 7% was a Civilian. This clearly shows the importance given to the PIO/Spokesman of the PNP being a personal staff function of the Chief or

Director, such that the position is usually held by police officers of higher rank and authority.

On the other hand, the source of commission of our respondents indicate a more or less even distribution with 29% from the PMA, 21% from the INP, 7% from the PNPA, 14% each for the Direct Commission and Lateral Entry.

Of the respondents interviewed, 50% came from the National Headquarters, 36% were assigned to the National Support Units, 7% to the Regional Headquarters in NCR, and 7% to the District Headquarters.

The second table assesses the functions/roles of the PNP PIO/Spokesman:

**Table 2 – Functions/Roles of the PIO/Spokesman**

<b>AS COUNSELOR TO CHIEF/DIRECTOR</b>	<b>NO.</b>	<b>%</b>
1. Advise the Chief/Director		
a. Yes	14	100%
b. No	0	-
	2	14%
2. Type/Nature of advice		
a. Image concerns	10	71%
b. Media expertise	14	100%
c. Policy/Decision-making	0	-
3. Involvement in policy/decision-making		
a. Very much involved	0	-
b. Not very involved/observer	10	71%
c. Not involved at all	4	29%
4. Screen/schedule the Chief's appearances		
a. Yes	8	57%
b. No	6	43%
5. Involvement in Crisis Comm. Planning		
a. Yes	0	-
b. No	6	43%
c. Not applicable	8	57%

<b>AS COMMUNICATION LINK/LIASON</b>		
1. Represent the Chief/Director		
a. Yes	11	79%
b. No	3	21%
2. Create opportunities for other officers to deal with media through:	NO.	%
a. Guesting them in TV/radio talk shows	8	57%
b. Facilitating interviews with media	8	57%
c. Media fellowships/parties	11	79%
<b>AS INFORMATION SOURCE/SPOKESMAN</b>		
1. Prepares for interviews	9	64%
2. Rely on stock knowledge	12	86%
3. Invited to deliver speeches	7	50%
4. Qualities possessed as Spokesman		
a. Credibility	14	100%
b. Honesty	13	93%
c. Charisma	5	36%
d. Accessibility	14	100%
e. Expertise	8	57%
<b>AS COMMUNICATION TECHNICIAN</b>		
1. Write your own release?	4	29%
2. Write speeches for the Chief/Director?	4	29%
3. Write scripts/discussion points for TV/radio	2	14%

Data gained from the respondents revealed the following as the functions of the Public Information Officer and Spokesman:

### **AS COUNSELOR TO TOP MANAGEMENT**

Being a staff function, the Public Information Officer/Spokesman is duty-bound to advise the Chief or the Director on matters under his expertise. The topmost answer, according to all 100% of the respondents, is advice on how the media operates – their basic characteristics, the idiosyncrasies, working habits, requirements and limitations of the media they are working with; how to face the media especially during radio/TV

appearances. While 10 (or 71%) out of 14 respondents reveal giving advice to their Chiefs/Directors on matters that might affect the PNP's overall image.

It is an important part of the PIO's job to "educate" the Chief/Director about what the media needs in order to give them a fair and objective story. This may include training him to give short but concise answers to a complex question or making him understand why some stories get garbled or distorted as they move through several levels of media personnel<sup>40</sup>.

As the Spokesman, the PIO is often involved in the decision-making or policy-making process of the organization. Although their participation is limited, they are able to voice out valuable counsel especially if the decision being made would affect the image of the organization. Also, since they are tasked to disseminate these policies it is vital that they be present in its creation. As one respondent puts it "*Mahirap yata magbigay ng information on a policy or a command decision if you were not there. Mas maganda talaga na kasama kami during conferences/deliberations para we can readily answer media queries on how and why that decision came about*"

Furthermore, the PIO/Spokesman of the PNP is often tasked with scheduling and screening the public appearances of the Chief or Director. This means all requests to interview the Chief or the Director must be coursed through the PIO. The PIO then decides whether the appearance of the Chief/Director in that particular media outlet to discuss a particular topic would be favorable or detrimental to the organization. If it would help the PNP achieve its objectives, he would coordinate with the boss' secretary

to include the said engagement in his schedule. If not, the PIO would turn down the invitation and offer his appearance or that of any senior officer in the radio/TV program.

In the survey conducted for this study, it was seen that not all had the capacity to schedule the appearance of the Chiefs/Directors since not all of them were given that authority, only 57%. Furthermore, when it comes to their involvement in decision-making, 71% admitted partial involvement meaning they were present during the deliberations while the remaining 29% of the respondents said they were not involved at all and only learned about the new decisions/policies when they were given to them for dissemination to the public. Finally, during crisis situations, none of the respondents admitted active participation in the creation of a crisis communication plan, 43% revealed that they were not included while 57% said they were lucky enough not to have experienced any "crisis" during their tenure as PIOs/Spokesmen.

### **AS COMMUNICATION LINK/LIASON**

Being the PNP's link to the general public through the media, it is also expected that the PIO/Spokesman must at times be tasked to represent the Chief/Director in multi-sectoral meetings where, according to 79% of our respondents, he is authorized to act and speak on behalf of the organization.

In addition, being the link, he must make an effort to make his Chief/Director and the other senior officials of the organization have a better understanding of media by allowing them the opportunity to face media in both formal (radio/TV interviews and appearances – 57%) and informal (fellowships/parties – 79%) ways.

## AS SPOKESPERSON/INFORMATION SOURCE

Expectedly, most information officers are also tasked as spokespersons. As the name implies, the Information Officer/Spokesperson is the official channel of information between an organization and its publics. As the source, they exert considerable influence over the extent to which message content is accepted and acted upon. Messages tend to be more believable if the source exhibits certain qualities. According to former US Press Secretary Sheila Tate, "the government media effort doesn't work when the spokesperson is not trusted by the media or is frozen out from information flow within the government<sup>41</sup>."

Source **credibility** according to 100% or all 14 respondents is the topmost requirement of an official spokesperson; **accessibility** is another important quality to maintain as a Spokesperson since all 14 respondents averred that they make themselves available to media. They said that media must be able to contact you anywhere, any time even in the middle of the night; the third ranking factor according to 93% of our respondents is **sincerity** or **honesty** - this involves the extent to which his motivations are perceived to influence his statements. If the spokesman is perceived to have a personal or emotional stake over an issue, then he is less sincere/honest and therefore less credible; fourth in ranking is **expertise** with 57% of our respondents claiming they are knowledgeable in their field. This is because a spokesperson is expected to know everything and anything that is happening to the organization. "*The PIO must always be on top of things all the time*<sup>42</sup>", says one respondent who was interviewed by the Sunday Inquirer magazine once; the last quality possessed by only 36% of our respondents is

**charisma** - this refers to his total aura as a speaker - if he is personable, pleasing, self-assured, articulate, and projects an image of competence and leadership.

Being the spokesperson, the respondents were also asked the extent of their preparation for interviews – 64% relied on research, 86% said they use stock knowledge most of the time. Lastly, they were asked if they often get invited to address an audience and 50% said they do.

## **AS COMMUNICATION TECHNICIANS**

Public relations practitioners are also expected to possess communication and journalistic skills to carry out their public information dissemination activities - this would include writing, editing, audio-visual production, graphics, speechwriting, etc.<sup>43</sup> In this role/function, the Information Officer seeks to make the reporter's tasks easier. This is possible with the numerous tools at his disposal – the press release, news conference, fact sheets, speeches, backgrounders, etc.

In table 2, however, it can clearly be seen that not many of the PNP's PIOs are actually communications technicians. Only 4 out of the 14 respondents or 29% can write their own releases, 29% can write speeches and 14% can write scripts for TV and radio. This is due to the fact that not all of them have a basic background in journalism. Besides, they normally rely on staff writers to do the basic writing requirements of their job.

**Table 3 – Qualities and Skills of the PIO/Spokesman**

<b>1. EDUCATIONAL BACKGROUND</b>	<b>NO.</b>	<b>%</b>
a. PMA	4	29%
b. PNPA	1	7%
c. Degree in Criminology	5	36%
d. Degree in Journalism	2	14%
e. Not related course	2	14%
<b>2. RELEVANT TRAINING</b>		
a. On Public Speaking	2	14%
b. On Media Relations	4	29%
c. On Public Information	3	21%
d. On Technical Writing	3	21%
e. NONE	8	57%
<b>3. PREVIOUS RELATED EXPERIENCE</b>		
a. On Public Speaking	2	14%
b. On Media Relations	5	36%
c. On Public Information	5	36%
d. On Technical Writing	6	43%
e. NONE	5	36%
<b>4. HOW TASKS OF PIO WAS LEARNED</b>		
a. By rote/ in day-to-day routine	11	79%
b. Past experience in related job	7	50%
c. Delegation/turnover of past PIO	3	21%
d. By reading books/guidelines	0	-
<b>5. SKILLS AND QUALITIES FOR BEING CHOSEN AS PIO</b>		
a. Trust and confidence of the Chief	14	100%
b. Speaking skills/credibility	3	21%
c. Ability to handle the media	3	21%
d. Technical skills	6	43%
e. Objectivity	1	7%
f. Media sense	1	7%
<b>6. HIGH MORAL STANDARDS</b>	14	100%

The qualities and skills possessed by the PIO/Spokesmen were also assessed. The PIO and Spokesman must have solid educational background, trainings and a wealth of experience to prepare him for the job. The task is not as complicated as it seems but it cannot be claimed as easy. To start with, the task itself requires dissemination of information and for a PIO/Spokesman to provide needed data, he or she must know how to write messages in such a way that the media will understand and use for public consumption. Improper English grammar, misspelled words, or simply unacceptable journalistic style – each of these items can hurt the police image<sup>44</sup>.

A college degree or previous experience in journalism or technical writing is an advantage. This is not mandatory, however, since the PIO may employ staff writers to do the writing aspect of the job. This is revealed clearly in Table 3 with only four or 29% had degrees in journalism while five or 36% were criminology graduates. 29% of the respondents were PMA graduates, 7% from the PNPA and 14% had courses which were not related.

What our respondents deemed more important than the college background is the training or skills development of the PIO/Spokesman. According to our respondents, to be effective, a PIO must undergo training on media relations (29%), public speaking (14%), public information (21%) and technical writing (21%).

One respondent who attended an Information Officers' Course and a Psychological Operations Course in Fort Bragg, in the US claims that it helped him a lot in formulating public info strategies. Another respondent who frequently attends short seminars and workshops given by the PIA or other agencies admitted that it is advantageous for him to

keep himself updated on the latest trends in public information. Still another, believed that since the term Spokesman denotes speaking, he must learn to speak well and he can only have this through training in public speaking. According to him, his background with the Toastmasters allowed him to have confidence to face the cameras and any type of audience. The key to success in all police public appearances lies in training the police officer to be excellent speakers – and there is no shortcut. To the group he addresses, each speaker is the personification of the police agency and his demeanor will be the subject of astute scrutiny<sup>45</sup>.

Not all respondents (57%), however, have undergone such training. This, according to most of the respondents, is what seems to be lacking in the PNP now. Unlike before when the PC was still part of the AFP, they can take advantage of the numerous public information seminars offered. Although Public Information and Media Relations courses are still given by the PNP, but they are only offered as modules in their Senior Executive Courses and not as a required training for all Public Information Officers.

Lastly, the PIOs were asked on the qualities they possessed that made them their Chief/Director's choice to become his PIO and Spokesman. All 100% of the respondents said that trust and confidence of both the Director and of the press is a foremost quality in order to be handpicked as a Spokesman. For without it, the Chief or the Director would not have chosen him to echo his own sentiments and values and that of the organization. Another important quality is credibility as the spokesperson (21%). Of course, ability to handle the media is another prerequisite (21%), while technical skills

made up 43%. This was because 6 of the respondents said that the fact that they were good writers made them a logical choice as PIO. Still one respondent added objectivity, as an important quality. According to him, *“in this kind of profession, there should be no permanent friends – the interests of the organization must be placed over and above your relationship with your friends in the media”*. Still another added media sense – knowing what’s fit to be published, what’s interesting to editors – is a necessary trait for PIOs/Spokesmen.

Lastly, all 14 respondents agreed that as PIOs/Spokesmen, they must maintain high moral standards in order to be effective in their positions.

**Table 4 – Adherence to the PR process**

<b>1. RESEARCH</b>	<b>NO.</b>	<b>%</b>
a. Use formal research methods	1	7%
b. Use informal research methods	8	57%
c. Rely on hunches, intuition, past exp.	5	36%
<b>2. MAINTAIN UPDATED MEDIA FILES</b>	14	100%
<b>3. ISSUES IDENTIFICATION</b>		
a. Daily monitoring of news/clippings	8	57%
b. Thru queries by reporters	6	43%
c. Directives from the Chief/Director	4	29%
d. Spot reports/Journals	12	86%
<b>4. RECORD KEEPING</b>		
a. Statistics	14	100%
b. Situation/Field reports	12	86%
c. Laws and policies	5	36%
d. Implants and LOIs	4	29%
e. NONE	0	-
<b>5. FORMAL RESEARCH TECHNIQUES</b>		
a. Organizational monitoring	0	-

b. Fact-finding/Library research	1	14%
c. Content analysis of media	0	-
d. Opinion surveys	0	-
e. NONE	13	93%
<b>6. PLANNING</b>		
a. Yes	4	29%
b. No	10	71%
<b>7. TYPE OF PLANS</b>		
a. Budget plans	4	29%
b. Communication campaign plans	0	-
c. Crisis Communication plans	0	-
<b>8. GOAL SETTING</b>		
a. To project a favorable image	4	29%
b. To regain public trust and confidence	3	21%
c. To gain wider media exposure	2	14%
d. To inform the public of the unit's accomplishments/success	10	71%
<b>9. EVALUATING INFO PROGRAMS</b>		
a. Yes	0	-
b. No	14	100%
<b>10. TYPES OF EVALUATION CONDUCTED</b>		
a. In-progress evaluation	0	-
b. Outcome evaluation	0	-
c. NONE	14	100%

Data from the survey revealed that most of the respondents know the value of **RESEARCH** and how it is useful in giving out needed information while being interviewed. 8 respondents or 57% admitted utilizing informal type of research, 1 or 7% said he used formal research methods when he searched for the 50 year history of their unit, while the remaining 5 respondents or 36% rely on intuition, hunches and past experience to formulate messages.

According to one respondent, *"the PIO/Spokesman must always stay one step ahead of the media, he must anticipate their questions and prepare his own responses so that he will not get caught off-guard. A response of "I do not know" or "no comment" is a big taboo for an Info Officer and Spokesman"*. To do this, the PIO/Spokesman must increase his stock knowledge on everyday police matters and incidents.

When asked on how they are able to identify the issues that concern the PNP, 86% or 12 of the 14 respondents revealed they keep themselves updated on their accomplishments by monitoring spot reports and journals. 57% of the respondents, on the other hand, admit that they start their day by scanning the various media: in print and the early morning TV and radio broadcasts to identify the pertinent issues for the day. The clipping service on major broadsheets and selected tabloids provided by the NHQ PIO to the Chief, the Directorial Staff and Directors of National Support Units is a big help to them. 43% of the respondents say they rely on friends from media who ask/inform him of current issues while 29% admit receiving directives from top management on what issues he must respond to.

The PIO/Spokesman also has at his disposal the numerous statistics (100%), situation reports (86%), laws and policies (36%) and other Implementing Plans (Implans) and Letters of Instructions (LOIs) (29%) that he may study and provide for media practitioners. He is also often invited to attend conferences on vital issues affecting the organization that enable him to have an insider's view of how important decisions and policies were made.

In addition, all 14 respondents claimed to know the media people covering his unit and maintain an updated media list which may include their names, organizations, contact numbers, media requirements, even political affiliations.

Only 1 respondent acknowledged using formal research methods and this includes only the library research type.

**PLANNING** – As can clearly be seen in Table 4, planning is not really a big part of the PIO's tasks – only 29% or 4 out of 14 respondents make plans. They say that it is the DPCR which oversees the planning of the PCR and PIE efforts of the Command, thus, the PIO merely implements the tasking provided to him in the IMPLAN or OPLAN. As one respondent puts it, *"This is the main difference of the PR man and the PIO, we are not required to plan information campaigns and projects, we are merely a clearing house of information and disseminator of truth about the organization in an effort to project a more favorable image".*

The only type of plans prepared by the PIO is the budget plan according to 29% of our respondents. Since the PIO does not have its own budget, it has to course its financial requirements through a Budget Plan for the Director/Chief to appropriate the necessary amount to finance its projects/activities.

Even the goals they set for themselves show how different they are from a PR practitioner or from a PCR man. According to our respondents they must always abide by the truth and dish out facts, not propaganda. 71% say their main goal is information dissemination of their unit's accomplishments, 29% want to project a favorable image for

their units, 21% say they need to regain public trust and confidence, while 14% believe that a wider media exposure is their objective.

**EVALUATION** – As expected, all 14 respondents claimed that there is no evaluating mechanism for the PIO/Spokesman by which to gauge the effectiveness of his information campaigns. The reason for this is that there are no measurable standards to observe. There is no structure through which the objectives can flow and from which the results can follow. This phenomenon is common in most government agencies as they fail to give importance to audience feedback and thus cannot evaluate the success of their programs.

**Table 5 – Public Information/Media relations strategies**

<b>THE INTERVIEW</b>	<b>NO.</b>	<b>%</b>
1. Regular radio/TV broadcast		
a. Yes	9	64%
b. No	5	36%
2. Control over the program's format		
a. Yes	7	78%
b. No	2	22%
3. Speaking off the record		
a. Yes	0	-
b. No	14	100%
4. Lost your cool with a reporter		
a. Yes	0	-
b. No	14	100%
5. Handling persistent reporters		
a. Tell them to call back in the morning	0	-
b. Evade their questions	0	-
c. Call them when you have the info available	14	100%
d. Turn off the phone at night	0	-

<b>THE PRESS RELEASE</b>		
1. Use press releases to disseminate info	14	100%
2. How often?		
a. 1x a day	0	-
b. 2-3 x a week	3	21%
c. 1 x a week	0	-
d. As needed	11	79%
<b>THE PRESS CONFERENCE</b>		
1. Considerations for the conduct of a presscon		
a. issue must be newsworthy	14	100%
b. appropriate location	12	86%
c. ample time to invite media	5	36%
d. provision of media kits	2	14%
e. provision of refreshments	7	50%
2. Difficulty in moderating presscon		
a. Yes	3	21%
b. No	6	43%
c. Not applicable	5	36%
3. How often do you conduct presscon?		
a. 1x a day	0	-
b. 2-3 x a week	0	-
c. 1 x a week	2	14%
d. As needed	12	86%
<b>CONTROLLED MEDIA</b>		
a. Newsletters/in-house publication	0	-
b. Brochures	6	43%
c. Photo release	10	71%
d. Audio-visual production	6	43%
e. Displays and exhibits	4	29%
f. Billboards	1	7%
g. Ad placements	5	36%
h. Editorials	7	50%
<b>MEDIA EVENTS</b>		
a. Press parties/fellowships	11	79%
b. Sponsor media outings	8	57%
c. Media tours/junkets	4	29%
d. Anniversaries	13	93%

<b>THE PRESS OFFICE</b>		
a. Amenities	7	50%
b. Office equipment	7	50%
c. Updated records/files	13	93%
d. Meals/refreshments	7	50%
<b>CORDIAL RELATIONSHIPS WITH MEDIA</b>		
1. Ethical considerations		
a. Not play favorites	14	100%
b. Not ask to kill stories	12	86%
c. Not ask their sources	14	100%
d. Protect exclusives	14	100%
e. Give gifts/money	5	36%
2. Handling errors by media		
a. Call attention of reporter	3	21%
b. Write a letter to his editor	5	36%
c. File a lawsuit	0	-
d. Do nothing	1	7%
e. Not applicable	5	36%

To communicate the PNP’s achievements and highlight the good deeds being done by its individual members, the PIO/Spokesman utilizes numerous tools/strategies under two categories of media – the uncontrolled and controlled:

**UNCONTROLLED MEDIA**

**1. The Press Release** – the most common and widely used information dissemination strategy in the PNP. In fact, 100% of respondents claimed that it is their primary info dissemination instrument. When asked on the frequency of sending out PR, 79% of them said that they only send out releases when the need arises like when there is a major incident to report or a controversy to clarify. While 21% of them said that they issue releases as often as 2-3 times in a week.

**2. The Press Conference** – is another important tool whereby a story is given simultaneously to all media. It is also a good vehicle to cultivate good media relations. Table 5 indicates that a foremost consideration of the PNP before one can conduct a press conference is that the issue or subject is newsworthy and of vital importance to warrant a press conference (presscon), e.g. the capture of wanted criminals. 100% of our respondents agreed to this, while the appropriateness of the location comes in second with 86%. The **venue** should be appropriate and accommodate all invited media personnel, arrangements should be made to ensure that photographers and TV cameramen are positioned well to ensure that they get their shots easily and with a minimum of moving about. This is one of the problems encountered by 64% of the PNP PIOs/ Spokesmen during the press con since they find it difficult to control the cameramen who want the best possible angle for their pictures. The third consideration is the provision of refreshments with 50% giving it much thought. One respondent reasoned that they usually schedule the presscon after lunchtime to save them the expense of providing lunch for the media. Another consideration agreed on by only 36% of the respondents is ample time to invite the reporters. Many of the respondents do not pay attention to this anymore since according to them whenever they need to deliver “hot news” concerning a major crime like a bank robbery they can easily contact the press at a short notice. Texting has become a useful tool for the PIO nowadays since media now can be immediately gathered for a presscon with just a text message. Lastly, not all respondents, only 14% give out media kits. To be included in the kit are copies of

the press statement to be delivered by the Chief or Director, background material of the case, crime statistics or fact sheets.

The press conference is usually moderated and controlled by the PIO while the Chief/Director acts as the Spokesperson for the event. According to the respondents, it is important at the outset for the PIO/Moderator to remain firm and control the flow of the presscon most especially during the question and answer portion. "*The PIO must show to the reporters who is in charge and so he has to assert his authority and let them know he is directing the show*".

Only 21% of the respondents admitted to experiencing difficulty during the conduct of the presscon while 43% claimed that they are able to maintain order and control. The remaining 35% of the respondents are from the NSUs and thus are not required to act as moderators since it is the PIO of the NHQ who acts as Moderators especially if the PNP Chief is present.

**3. The Interview** – This is another useful tool for propagating messages of the PNP. 64% or 9 of the 14 respondents maintain a regular radio program. Of this number, only 7 or 78% admit that they have control over the program's format and flow of the discussion.

As a rule, advance preparation is always necessary for an interview to be successful. Usually, the interviewer informs the PIO beforehand of the topic to be discussed so he is able to study the topic well and anticipate major points that the interviewer may raise. Whether in the radio or TV interview, the respondents deemed that it is important that they remain in control of the conversation. All 14 respondents

claim that they have never spoken “off the record”, argued with a reporter or lost their cool during an interview.

One PIO who earned the monicker of “Mr. Cool” says that *“I don’t react to taunts and provocations...Arrogance, tactlessness and conceit are other traits that can pull a Spokesman down. The worst fault would be loose lips since as a Spokesman he is not allowed to speak his own mind but always that of the PNP Chief and the sentiments of the organization.”*

## **CONTROLLED MEDIA**

Among the tools/strategies included under this category are:

- 1. Brochures/Leaflets** – these are the most common type of controlled media utilized with 43% of respondents claiming to have used it at one time or another. Topics covered by the brochures include historical profiles of the unit/organization, crime prevention tips, carnapping tips, and other instructional info that the PIO may deem necessary for public consumption.
- 2. The Photo Release** – sometimes a necessary attachment to the press release although more often it can stand by itself since the photograph in itself can be news. Not all PIOs have the technical capability to provide photo releases thus only 71% claimed to use this strategy. Others just rely on photographers provided by the NHQ PIO or the media outfits that cover them.
- 3. Audio-Visual Presentations** – with the limited equipment possessed by the PIOs of the PNP only 43% of the respondents expressed capability to provide audio-visual

presentations. These are all from the NHQ-PIO and are presented during special occasions like anniversaries, testimonials or birthdays of the Chief/Director.

**4. Exhibits and Displays** – Four (4) out of 14 respondents or 29% have expressed their active participation in activities where a display board showing police paraphernalia or pictures of police activities are presented to the general public. Display boards may be about drugs, guns and gun safety, crime prevention techniques or the activities and accomplishments of the unit.

**5. Billboards** – due to the expense, only one PIO/Spokesman in the PNP have been able to use billboards.(7%) They are advantageous, however, in instances when there is a desirable info that needs to be retained in the public mind or consciousness.

**6. Paid advertisements** – in the PNP because of budgetary constraints, the paid advertisement is only used for special circumstances. 36% of the respondents have used this medium and examples of this would be the recent warning for the general public on terrorism and bombing incidents and the usual spread highlighting the annual accomplishments of the PNP during anniversary.

**7. Editorials or Letters to the Editor** – this is another venue used by 50% of the PIO/Spokesmen interviewed to answer directly issues raised by a reporter/commentator of the same newspaper or even the editor himself. Although there isn't any guarantee that the letter itself gets published immediately, what matters is that the unfair slant of an editorial or an article is corrected.

**8. Newsletters/in-house publication** – this is another form of controlled media although all 14 of our respondents claim that they have not used it due to constraints in budget and the difficulty to maintain or sustain it.

**MEDIA EVENTS** – aside from the press conference, there are other occasions for meeting with reporters and the most common are: press parties (79%), outings (57%), tours (29%) and anniversaries (93%). Respondents believe that it is part and parcel of good media relations to sponsor such informal activities as the press party and give provisions for their outings as a way of showing goodwill toward the media. It is often wise for members of the top management to join media in these informal situations, often called “fellowships” since it enables them to let their hair down although not necessarily their guards. Tours or press junkets, on the other hand, are only done by the NHQ PIOs especially during PMA anniversaries. Transportation and hotel accommodations for the press people are provided by the Command. Finally, anniversaries are major events in the PNP – be it in the NHQ or in the respective NSUs and most respondents (93%) claim that they make it a point to invite the press and ensure a wide and favorable coverage of the unit/organization during such occasion.

**THE PRESS OFFICE** – since the creation of the Public Information Office at the National Headquarters, the PNP has started to provide reporters with their own suitable press office adjacent to the PIO. This is to give the media quick and easy access to the PIO/Spokesman. Also, said one respondent, it is deemed better to have them confined in one place than see them hopping from one office to another for who knows what they might stumble upon?

The provision of a press office is encouraged by the Command in order to initiate a good media relations program. The PNP considers itself duty-bound to provide them space in one corner of the camp and give them the necessary amenities and equipment required to prepare their reports. 50% of the respondents provide them with amenities like office furniture, sofas, tables, CR, etc. 50% give them office equipment like telephones, fax machines, computers, copier machines. 93% of respondents provide a ready reference system of newspapers, crime statistics and spot reports. While only 42% provide meals and snacks depending on the budget restrictions of the PIO.

### **MAINTENANCE OF CORDIAL RELATIONSHIPS WITH MEDIA**

Media relations is an inherent function of the PNP Public Information Officer. It is his job to maintain close contact and liaison with the media; thus, relieving police administrators of some of the burden of working with reporters. As such, he is also tasked to establish and maintain cordial relationships with media practitioners since the PNP recognizes the formidable strategy of tapping the media to disseminate its information programs.

Media relations in the police service, particularly in the PNP may be viewed as the use of the various media of mass communication and developing a good working partnership with media personnel to ensure that any and all information that the PNP desires to convey to the public is always accommodated by the media.

As part of the PIO/Spokesman's strategy to maintain cordial relations with media, they must follow some ethical considerations: they must not play favorites (100%), they must not ask to kill stories (86%), they must not ask sources (100%), they must protect

exclusive stories (100%), and they must exercise discretion in giving gifts/cash to media (36%).

In addition, the respondents follow different tacks when handling errors committed by media: 3 out of 14 or 21% said they called the reporters attention and aired their side for publication; 36% of the respondents said they treated the issue rather than the person and instead wrote a letter to his editor to correct the facts of the story; one said he will do nothing; while the remaining 36% revealed they have not experienced an error committed by a reporter on any of their releases.

## **PROBLEMS ENCOUNTERED**

Most of the respondents cited the unethical practice of some media personnel to be their biggest problem. One veteran PIO aptly puts it "*Media today and in our time are very different. They lack media ethics and have no solid background in journalism...yung iba nga pinabili lang ng suka pagbalik reporter na!*"

Another cause of concern is the lack of skills upgrading/training for PIOs/Spokesmen. They also lament the fact that there are no existing manuals or guidelines when they took on the job as PIOs/Spokesmen that would help them learn the nuances of the job. Instead, they learned their functions on the job that reflects the seat-of-the-pants activity of the PIOs brought on by a lack of a common standard or SOP for all PIOs.

Further, a mechanism for evaluation was found lacking in the public information process of the PNP.

Lastly, although budget was not a major concern of all PIOs, some considered the fact that the PIO relies only on Maintenance and Operating Expenses (MOE) and has no budget of its own a difficulty. The others, claim that despite this handicap, they are able to get proper financing of their requirements and projects since the Chief/Director values the efforts of the PIO towards image enhancement.

## **CHAPTER 5**

### **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **A. SUMMARY OF FINDINGS**

1. The PIO/Spokesman of the PNP has the overall objective/goal of maintaining a sound and favorable image of the PNP through the timely release of information and enhancement of relations with media. It is the unit tasked with the Public Information and Education (PIE) component of the police community relations program of the Philippine National Police. In addition, he serves as the official "mouthpiece" of the Chief or Director, who echoes his views and sentiments and that of the entire command.
2. The PIO/Spokesmen of the PNP were found to have the following functions: a) As Counselor to their Chiefs/Directors; b) As Spokespersons / Information Source; c) As Communication Link/Liaison and to a limited extent, d) As Communications Technicians.
3. Their Qualities and Skills were assessed and according to the respondents, their educational background, training, and past experiences helped a lot to make their tasks easier, although most of them admitted learning their tasks as they went about their jobs. Of particular importance was the training undertaken on media relations, public information and public speaking. Qualities, on the other hand,

which the PIOs/Spokesmen possessed and which they deemed to be necessary to be effective were credibility, accessibility, expertise, honesty/sincerity, objectivity, trust and confidence of the Chief/Director and the press, and media sense.

4. The methods utilized in terms of their adherence to PR principles particularly the PR process was also studied. Most (57%) of the respondents were found to rely heavily on research although only the informal type. Only 29% conducted planning of their information campaigns and programs and the only type of plans used was the budget plan. Finally, there was no evaluation mechanism used by the respondents to monitor the success of their public information activities.
5. The numerous methods used by the PIO/Spokesman to disseminate information and enhance media relations were revealed in this study. All respondents made use of the press release, the press conference, and the radio/TV interviews to disseminate information about their accomplishments. To a limited extent and depending on the budgetary constraints of their units, some PIOs/Spokesmen used brochures (43%), photo releases (71%), audio-visual presentations (43%), exhibits and displays (29%), billboards (7%), paid advertisements (36%), editorials or letters to the editors (50%), press parties/fellowships (79%), media outings (57%), tours or press junkets (29%), anniversaries (93%). Furthermore, the provision of a suitable press office and maintenance of

cordial relationships with the media practitioners covering the organization are other strategies used by the respondents.

6. The biggest problem encountered by the PIOs/Spokesmen of the PNP was the unethical practice of some media personnel. They also lament the lack of skills upgrading/training afforded to PIOs/Spokesmen. In addition, they do not have a standard operating manual to be used by PIOs and their staff. The lack of its own budget was not seen to pose much of a problem since they can readily request for additional funding for the special projects not covered by their MOEs. Finally, no specific gauge or measure to evaluate the gains of the public information programs were instituted reportedly because of the difficulty of quantifying results of Public Information efforts.

## **B. CONCLUSIONS**

The PIO/Spokesmen of the PNP carry out the following functions, in accordance with their mandate: a) As Counselor to their Chiefs/Directors; b) As Spokespersons / Information Source; c) As Communications link to the public; and to a limited extent, d) As Communications Technicians.

The Public Information Officers and Spokesmen of the PNP were found to possess certain qualities and skills that enabled them to learn quickly the nuances of the job. Most of them, however, have not undergone the needed training and this is one problem they perceive that needs to be addressed by the PNP in order to professionalize and standardize their functions. Qualities, on the other hand, which the PIOs/Spokesmen

possessed and which they deemed necessary to be effective were credibility, accessibility, expertise, honesty/sincerity, objectivity, trust and confidence of the Chief/Director and the press, and media sense.

In terms of their adherence to the PR process, 57% of them were found to follow research methods although only of the informal type. Relatively few (29%) engage in planning of their communication activities. And they do not have a specific standard to evaluate the effectiveness of their public information programs. The respondents, however, considered themselves effective to the extent that they are able to disseminate the needed information to the public at the right and opportune time.

In terms of strategies used, the study revealed numerous methods used by the PIO/Spokesman to disseminate information and enhance media relations. These include the press release, the press conference, and the radio/TV interviews from the uncontrolled type of media. They also utilize tools from the controlled medium but only to a limited extent and depending on the budgetary constraints of their units. These are brochures, photo releases, audio-visual presentations, exhibits and displays, billboards, paid advertisements and editorials or letters to the editors. Media events were also organized including press parties/fellowships, media outings, tours or press junkets, and anniversaries. Furthermore, the provision of a suitable press office and maintenance of cordial relationships with the media practitioners covering the organization are other strategies used by the respondents.

The biggest problem encountered by the PIOs/Spokesmen of the PNP was the unethical practice of some media personnel. They also lamented the lack of skills

upgrading/training afforded to PIOs/Spokesmen. In addition, there was no standard operating manual, which provides the policy direction and implementing guidelines to be used by PIOs and their staff. The lack of a separate budget was not seen to pose much of a problem since they can readily request for additional funding for the special projects not covered by their MOEs. Finally, no specific gauge or measure to evaluate the gains of the public information programs were instituted reportedly because of the difficulty of quantifying results of Public Information efforts.

### **C. RECOMMENDATIONS**

The researcher recommends the following to help the PNP PIOs/Spokesmen in their effort to inform the public and enhance media relations.

1. The PNP, in cooperation with the media representatives, must draft a Written Media Policy and Guidelines to be strictly adhered to by both parties in the conduct of their respective functions. Sanctions must also be included for those who fail to follow the said guidelines.

2. It is also suggested that the PIO, NHQ must regularly conduct a training module or seminar/workshop for all PIOs/Spokesmen nationwide. This would include training on media relations, public information strategies, and on public speaking. It is also recommended that the PNP Toastmasters Club be reactivated to provide a venue for the PIOs and Spokesmen to harness their speaking skills.

3. It is also recommended that the PIO, NHQ also publish a Media Relations Manual to educate all PIOs/Spokesmen on the Standard Operating Procedures. This will be distributed to all PIOs in the different regions of the country. This way their functions

and activities may be standardized. The Standard Operating Manual must likewise set the basic qualifications standards for future PIOs/Spokesmen.

4. Lastly, as a way to evaluate their information dissemination efforts, content analysis of tri-media releases is recommended.

5. For further studies, this researcher recommends the following:

a. A similar study this time using a wider coverage of respondents including those in far regions.

b. A content analysis of different print media on the actual use of the press releases distributed by the PNP.

c. A study on the effect/impact of the PNP Spokesman/PIO on a particular community.

d. A comparative study of the PNP and AFP Spokesmen, to establish parallel areas for standardization.

## ENDNOTES

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- <sup>21</sup> Baskin and Aronoff *ibid.*, p. 167
- <sup>22</sup> E.W. Brody *ibid.*, p.32
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- <sup>24</sup> Ibid., p.24
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- <sup>29</sup> Henson *ibid.*, p.252
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- <sup>31</sup> Loc. Cit.
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- <sup>33</sup> Ibid., p. 502
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## APPENDIX

\_\_\_\_\_ Budget Plans  
\_\_\_\_\_ Communication Campaign Plans  
\_\_\_\_\_ others, please specify \_\_\_\_\_

### THE PR PROCESS – EVALUATION

15. Do you evaluate the effectiveness of your communication campaign?

Yes [ ] No [ ]

16. At what point do you usually conduct the evaluation?

\_\_\_\_\_ during the campaign (in-progress monitoring)  
\_\_\_\_\_ after the project (outcome evaluation)  
\_\_\_\_\_ no evaluation

### IV. ROLES/FUNCTIONS

#### (AS COUNSELOR TO TOP MANAGEMENT)

17. Do you also act as adviser/counselor to the PNP Chief/Director?

Yes [ ] No [ ]

On what matters?

\_\_\_\_\_ problems concerning the image of the organization  
\_\_\_\_\_ policy-making and how it might affect the public  
\_\_\_\_\_ media/communication expertise  
\_\_\_\_\_ others, please specify \_\_\_\_\_

18. How involved are you in policymaking and decision making for the PNP's public relations programs?

\_\_\_\_\_ very much involved, I can ensure that the organization  
behave responsibly  
\_\_\_\_\_ not very involved, I am only invited during the DM  
process and voice out my opinion if their decisions/policies  
may affect the organization's image  
\_\_\_\_\_ not involved at all, they only inform me of the new  
policies/decisions for dissemination to the media

19. Do you schedule/screen the radio/TV and other public appearances of the Chief/Director? Yes [ ] No [ ]

20. In instances of communication crises, are you involved in mapping out the crisis communication plan? Yes [ ] No [ ]

#### (AS COMMUNICATION LINK/LIASON)

21. Do you represent the PNP Chief/Director during meetings with multi-sectoral agencies? Yes [ ] No [ ]

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7. Do you rely on hunches/intuition or past experience in formulating communication programs? Yes [ ] No [ ]

8. How do you identify issues that need to be answered/acted on?  
\_\_\_\_\_ daily monitoring of all media (radio, newspapers, TV)  
\_\_\_\_\_ through friends in the media who call to ask for reports  
\_\_\_\_\_ from directives from top management  
\_\_\_\_\_ others, please specify \_\_\_\_\_

9. Do you maintain an updated list of all media personnel who cover your organization/unit? Yes [ ] No [ ]

10. Do you maintain comprehensive and accurate files/records on critical information that may be requested by reporters? Yes [ ] No [ ]

What types:

\_\_\_\_\_ crime statistics  
\_\_\_\_\_ situation reports  
\_\_\_\_\_ laws (RA and EO) and polices that have a bearing on your organization  
\_\_\_\_\_ implans / LOIs

11. What formal research techniques do you use?  
\_\_\_\_\_ organizational monitoring (walking around to feel the organization's pulse, reactions)  
\_\_\_\_\_ fact-finding (gathering data on certain issues that would contribute to your understanding of the organization and its problems)  
\_\_\_\_\_ content analysis of different media to determine quantity and quality of coverage  
\_\_\_\_\_ formal research (involves using opinion survey techniques like SWS, Pulse Asia surveys)

### THE PR PROCESS - PLANNING

12. When you accepted the position, what were the objectives/goals you had in mind to accomplish?

\_\_\_\_\_ to project a favorable image for the PNP/your unit  
\_\_\_\_\_ to get a wider media exposure for the organization  
\_\_\_\_\_ to regain the public/community's trust in the PNP  
\_\_\_\_\_ to inform the public of your unit's accomplishments/success  
\_\_\_\_\_ others, please specify \_\_\_\_\_

13. Do you plan communication campaigns? Yes [ ] No [ ]

14. If yes, what types of plans do you usually use?

# APPENDIX

## SURVEY QUESTIONNAIRE FOR PNP PIO/SPOKESMAN

### I. DEMOGRAPHIC DATA

Name: \_\_\_\_\_ Rank: \_\_\_\_\_  
Current Designation: \_\_\_\_\_ Period designated as PIO Chief: \_\_\_\_\_  
Source of Commissionship: \_\_\_\_\_ Educational Attainment: \_\_\_\_\_

### II. QUALITIES AND SKILLS OF A PIO/SPOKESMAN

1. When you were designated as Chief of the Public Information Office and Spokesman, was it because:

- \_\_\_\_\_ of your speaking skills/credibility as a speaker
- \_\_\_\_\_ your ability to handle the media/manage the press
- \_\_\_\_\_ you enjoy the trust and confidence of the PNP Chief
- \_\_\_\_\_ other reason, pls. specify \_\_\_\_\_

2. Did you undergo relevant training which prepared you to handle the job?

- \_\_\_\_\_ on public speaking
- \_\_\_\_\_ on media relations
- \_\_\_\_\_ on technical writing/communication skills
- \_\_\_\_\_ on public information
- \_\_\_\_\_ others, please specify \_\_\_\_\_

3. Did you have previous related experience that prepared you for the tasks of a PIO/spokesman?

- \_\_\_\_\_ on public speaking
- \_\_\_\_\_ on media relations
- \_\_\_\_\_ on technical writing/communication skills
- \_\_\_\_\_ on public information
- \_\_\_\_\_ others, please specify \_\_\_\_\_

4. How did you learn the tasks/functions of a PIO/Spokesman?

- \_\_\_\_\_ by rote, as I went along in my day-to-day activities
- \_\_\_\_\_ reading books, manuals, guidelines
- \_\_\_\_\_ past experience
- \_\_\_\_\_ others, pls. Specify \_\_\_\_\_

5. Do you agree that the PIO/Spokesman must possess high moral standards?

Yes [ ] No [ ]

### III. THE PR PROCESS – RESEARCH/DATA GATHERING

6. Do you conduct research before planning and implementing a communication campaign?

Formal research	Yes	[ ]	No	[ ]
Informal research	Yes	[ ]	No	[ ]

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22. How do you create opportunities for the Chief/Director and other top officials to communicate and deal with the media?

- \_\_\_\_\_ by letting them guest in talk shows/panel discussions when the topic is within their area of expertise
- \_\_\_\_\_ facilitate interviews with media personnel, when necessary
- \_\_\_\_\_ coordinate informal gatherings with media personnel
- \_\_\_\_\_ others, please specify

### (AS SPOKESMAN/INFO SOURCE)

23. Do you prepare prior to an interview? Yes [ ] No [ ]

24. Do you rely on stock knowledge as the PIO? Yes [ ] No [ ]

25. Do you often get invited to deliver speeches? Yes [ ] No [ ]

26. As Spokesman, do you perceive yourself as:

- \_\_\_\_\_ expert/knowledgeable
- \_\_\_\_\_ credible
- \_\_\_\_\_ accessible
- \_\_\_\_\_ honest/sincere
- \_\_\_\_\_ having charisma

### (AS COMMUNICATION TECHNICIAN)

27. Do you write your own press releases? Yes [ ] No [ ]

28. Do you write speeches for the Chief/Director? Yes [ ] No [ ]

29. Do you write scripts for radio/TV appearances? Yes [ ] No [ ]

### V. STRATEGIES - ON THE INTERVIEW

30. Do you have regular radio or TV broadcast/program?  
Yes [ ] No [ ]

31. Do you have control over the program's format?  
Yes [ ] No [ ]

32. Have you ever:  
spoken "off the record" Yes [ ] No [ ]  
lost your cool during an interview [ ] [ ]

33. How do you handle persistent reporters? (Those who wake you up in the middle of the night for an interview)

- \_\_\_\_\_ tell them to call back in the morning
- \_\_\_\_\_ evade their questions quickly and politely

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\_\_\_\_\_ tell them you will call back once you have the info ready  
\_\_\_\_\_ you turn off the phone at night so they won't disturb you

### ON PRESS RELEASES

34. Do you use press releases to disseminate info? Yes [ ] No [ ]

35. How often do you send out press releases?

\_\_\_\_\_ once a day  
\_\_\_\_\_ 2-3 times a week  
\_\_\_\_\_ once a week  
\_\_\_\_\_ as needed

### ON CONDUCTING PRESS CONFERENCES

36. What are the considerations for the conduct of a press conference?

\_\_\_\_\_ issue must be newsworthy  
\_\_\_\_\_ appropriate location  
\_\_\_\_\_ ample time to invite the media  
\_\_\_\_\_ provision of complete and appropriate media kits  
\_\_\_\_\_ provision of refreshments after the conference

37. As moderator, do you experience difficulty ensuring the orderly and peaceful conduct of the presscon? Yes [ ] No [ ]

38. How often do you conduct press conferences?

\_\_\_\_\_ once a day  
\_\_\_\_\_ 2-3 times a week  
\_\_\_\_\_ once a week  
\_\_\_\_\_ as needed

39. Name other events you do to enhance media relations:

\_\_\_\_\_ organize press parties/ fellowship with the media  
\_\_\_\_\_ sponsor media outings  
\_\_\_\_\_ organize media tours/ junkets/ out-of-town coverage  
\_\_\_\_\_ anniversary celebrations  
\_\_\_\_\_ others, please specify \_\_\_\_\_

40. Do you also provide them with a suitable press office?

\_\_\_\_\_ amenities well-provided for (CR, tables, chairs, sofas, lights)  
\_\_\_\_\_ office equipment (phones, fax, computers)  
\_\_\_\_\_ files on pertinent data readily available (statistics, photos, etc.)  
\_\_\_\_\_ adequate meals/refreshments served

# APPENDIX

## CONTROLLED MEDIA

41. Name other strategies/tools you utilize:

- \_\_\_\_\_ newsletters/in-house publications
- \_\_\_\_\_ brochures
- \_\_\_\_\_ photo release
- \_\_\_\_\_ audio-visual productions
- \_\_\_\_\_ displays and exhibits
- \_\_\_\_\_ billboards
- \_\_\_\_\_ paid advertisements
- \_\_\_\_\_ editorials/letters to editors

## MAINTENANCE OF CORDIAL RELATIONS W/ MEDIA

42. What ethical considerations do you follow to maintain good relationship:

	Yes	No
Do you favor some news outlets at the expense of others?	[ ]	[ ]
Have you ever asked a reporter not to run an unfavorable story?	[ ]	[ ]
Do you ever ask for their sources?	[ ]	[ ]
Do you protect exclusives?	[ ]	[ ]
Do you give gifts/money to media?	[ ]	[ ]

43. How do you handle errors in reporting committed by media personnel?

- \_\_\_\_\_ do you call the reporter's attention and air your side
- \_\_\_\_\_ do you complain to his editor
- \_\_\_\_\_ do you file a lawsuit against the reporter
- \_\_\_\_\_ others, please specify \_\_\_\_\_

## VI. PROBLEMS

44. Can you cite some problems you have experienced in dealing with the media?

45. Where do you get funding? Do you have a problem with this?

46. How about your staff? Are you supported by competent workers?

47. Do you perceive that your working relationship with the media is good? Do you consider yourself an effective Information Officer and Spokesman?