

# POLICE OPERATION AND PLANNING

Compiled Review Notes by: EDGARDO G. GABLINES

Significance and Importance of Planning- Police, fire and jail operations demand the utmost skill and careful planning in order to ensure the accomplishment of the police objectives and mission.

Planning May Mean Any of the Following:

- a. The process of combining all aspects of the public safety activity and the realistic anticipation of future problems, the analysis of strategy and the correlation of strategy to detail;
- b. The use of rational design or pattern for all the public safety undertakings; and
- c. The act of determining policies and guidelines for police, fire and jail activities and operations and providing controls and safeguards for such activities and operation in the integrated police forces.

Planning is an important and never ending process of administration; particularly in the concept of integrated police. Its importance cannot be minimized even in the local police command, and a commander who ignore it, does so at substantial peril.

**Police Operations**-is the direction of the police organization or part of it, and the use of its resources in such a manner so as to carry out its functions effectively.

**Police Management**- is the act, art or manner of administering, controlling or conducting a police unit or organization.

## Police Management vs. Police Administration

Management is personnel administration as it is the development of people and not of objects. It means getting the cooperation and coordination of human beings to obtain effective results with people.

Management also denotes function that directs and guides the activities of the personnel of an organization in the realization of both policies and objectives.

Administration is the function that determines that basic policies and objectives of an organization and the means to be employed to achieve them.

Functions of Police Management:

**Planning**- is the process of devising a method or course of action, arranging the means or steps towards the attainment of organizational goals.

Steps in Planning:

1. The need for the plan must be recognized through intensive investigation and analysis.
2. The objectives must be stated and the general method of operation must be determined.
3. The data needed for the plan must be gathered and analyzed.
4. The details of the plan must be developed like personnel & equipment and procedures.
5. Planning reports must be prepared, utilizing the concepts mentioned in their description of completed staff work.
6. Planners should participate in a staff capacity during the implementation of the plan, especially when requested by the person carrying out the plan.
7. Plans must be evaluated, reviewed and modified to allow the use of advancements in technology.

Criteria in Planning:

**SMART**- S-Simple; M- Manageable; A- Attainable; R- Realistic; T-Time bounded

Types of Plans:

- A. Administrative Plans**-these are in essence, the agency's constitution which will involve the organizational chart, its relationship with the community, other officials, other institutions and the statement of responsibilities, authority, and division of responsibilities among department units.
- B. Management or Strategic Plans**- are attempts to anticipate where a jurisdiction will be in the future and to ensure that resources are utilized effectively. This will also involve long term plans.
  1. Staffing plans-involves the allocation and distribution of personnel.
  2. Personnel Plans-includes recruitment procedures, screening of applicants, appointment, performance evaluation, retirement, attrition and etc.
  3. Training plans- recruitment, curricula, training schedules, lesson plans, modules and examinations or evaluations.
  4. Community Relations Plans-organization of the members of the community (individual or in group) to assure support and cooperation on the police organization.
  5. Budget Plans-a plan for the receipt and expenditure of funds for specified purposes like personnel salary, equipment and other needs.
- C. Operational Plans**-concerned with the routine or day-to-day work of the organization, intended to attain the goals. This specifically involves patrol, traffic, raids, check and choke points, vice control, drugs, surveillance and intelligence, juvenile delinquency problems, saturation drives and the like.
- D. Procedural Plans**-plans concerning standing or standard operating procedure in routine activities and operations such as:
  1. Field procedures in reporting, dispatching of patrol units, and distribution of field personnel, investigation, receiving complaints, raids, arrests and adherence to the police Rules of Engagement.

- 2. Headquarters or Office procedures in transmitting communication, collection of information, reporting, requests, community service and etc.
- 3. Special Operating Procedures- in the collection of evidence or the Scene of the Crime Operation, traffic accident investigation, control of firearms and ammunitions, education and information dissemination on drug abuse, wanted persons, missing persons and the like.

Organizing , Staffing, Training, Directing, Equipment, Public Information, Coordinating

**Budgeting**-is the process by which proposed expenditures in the future is being developed.

Methods of Budget Preparation:

- 1. Incremental method-one which shows only the amount of increase or decrease on the existing budget.
- 2. Zero-based budget method-expenditures are presented as if the type of activities had never been performed before, showing variations of amount on each activity including the benefits.

**Operating budget**- this is containing all the expenses for the organization's operation within a specific period, in exclusion of capital budget but including capital-related items as debt service or depreciation.

**Line Item budget**- this shows only the goods and services to be bought during the budget period without explanation.

**Reporting**

Police Operations-embraces the traditional line or primary functions for which the police agency was established, such as; patrol service, criminal investigation, traffic control, vice control, and other various activities having a direct effect on crime prevention and law enforcement.

- E. **Tactical Plans** – these are plans which would address to certain and specific events such as Riot, Mass Demonstration and other Civil Disorder, Labor Strike, Eviction of Squatters, Bomb Threat, Hostage, Crowd Control in cases of Parade or Fiesta, and other social, political, and religious events or gathering.
- F. **Contingency Plan** – a plan that would address the handling of crises situations such as plane crash, hostage, etc.
- G. **Police Management Plans** – these are plans dealing with the Budget, accounting procedure, purchasing guides, recruitment of personnel, training, selection, and organization of personnel.
- H. **Extra-departmental Plans** – these are plans for handling large scale disasters, such as flood, storm, typhoons, earthquakes, fire, etc., which requires the assistance and cooperation of other government agencies and the marshalling of all resources to meet the situation.

**Control** – is seeing to it that the objectives and policies of the organization are carried out in accordance with the adopted plan, the organization, and the orders which have been issued.

**Span of Control** – is the latitude o supervision of a superior has in terms of personnel or activity. It is having the right and manageable group of subordinates in a work activity. Exceeding this manageable span of control will only result in inefficient supervision.

Controls Methods in Management	Steps used in control after facts are obtained
1. Observing and Supervision	1. Analysis of the findings
2. Review and Evaluate Plans and Results	2. Planning for action
3. Data Gathering and Statistical findings	3. Taking corrective and alternative actions
4. Investigation and Interrogation	4. Follow-up
5. Personnel support and participation	5. Evaluate

**Coordination** – is to make harmonious adjustment to give things and actions to their proper proportions and relationships, it is to unify various efforts which may be disconnected into an integrated whole.

**Vertical Coordination** – means authority from the top executive delegated down the line through each level of management to the first-line supervisor.

**Horizontal Coordination or Lateral Coordination** – is the liaisoning among the staff of the same level for the benefit of the entire organization.

Steps in the accomplishment of Management Coordination:

- 1. Planning
- 2. Clear-cut assignment of work from top to bottom
- 3. Evaluation of work;
- 4. Adequate reporting on all events
- 5. Formation of unit with specific task

**Managerial Direction or Directing** – Directing is ordering, commanding, instructing, guiding, and superintending the subordinates. IN police service, directing is a three-fold process: Command, Coordinate and Communication, and Control.

In the Military the Elements of Direction are command, control, and Communication.

**Line Functions** – are those which have direct responsibility for accomplishing the objectives of the organization or agency. It usually describes the chain of command in a field operation unit or bureau.

**Staff Functions** – are those elements of the organization that help the line to work most effectively in accomplishing the primary objectives of the organization.

Staff duties encompass only those duties performed by a staff officer who in contrast to a line officer exercises no direct authority over operating unit or line personnel.

**Unity of Command** – In Police Administration or Police Operations it is of paramount importance that there must be only one man in complete command of each situations, and only one man must direct the command or supervision of each officer.

**Bureau** – The largest organic unit within a large department.

**Division** – A primary subdivision of a bureau or office of the chief. It has a department wide function either for general police service or specialized activity.

**Section** – are functional units within the division.

**Unit** – a specialized group within a section, it is otherwise known as “Organizational Subdivision”.

**Post** – is a fixed point or location to which an officer is assign for such duty.

**Route** – the length of street or streets designated for patrol purposes.

**Beat** – an area assigned for patrol purposes whether foot or motorized patrol.

**Sector** – an area containing two or more beats, routes, or post.

**District** – a geographical subdivision of the city for patrol purposes.

**Area** – a section or territorial division of a large city.

**Watch or Shift** – time division of shift of the duty officer of the day for purposes of assignment.

**Superior Officer** – one having supervisory responsibilities.

**Commanding Officer** – an officer who is in command of the department, Bureau, division, section, office, area, district.

**Ranking Officer** – the officer having the highest grades or rank.

#### **Concerns for Police Operational Planning:**

1. Patrol
2. Crime Investigation
3. Organized Crime

### **2002 PNP OPERATIONAL MANUAL**

#### **GENERAL PROCEDURES**

Regardless of the type of functions to be performed and/or police operations to be conducted, all PNP units and personnel shall comply the following:

##### **Rule 1. POLICE BLOTTER**

Each PNP operating unit shall maintain an official police blotter where all types of operational and undercover dispatches shall be recorded containing the five “W” s and one “H” of an information.

##### **Rule 2. INTER-UNIT COORDINATION**

Team Leaders of Local Police Units operating outside their AOR and National Support Units shall coordinates personally through an Official representative with the concerned territorial Police Officer within whose jurisdiction the operation will be conducted using the prescribed Coordination Form prior to the launching of the operation, except in cases of hot pursuit where the inter-unit coordination through the written form cannot be made due to the nature and urgency of the situation.

In such case, the Police Unit in pursuit shall endeavor to notify the territorial unit by any means of appropriate communication at anytime during the hot pursuit and if not possible, shall accomplish and furnish the territorial Police Unit a written incident report immediately after termination of those particular pursuit operations.

**Hot Pursuit** – (also termed in the U.S as fresh pursuit) shall mean an immediate, recent chase of follow-up without material interval for the purpose of taking into custody any person wanted by virtue of a warrant or one suspected to have committed a recent offense while fleeing from one police jurisdiction to another necessitating the pursuing Police Unit to cross jurisdiction boundaries that will normally require prior official personal inter-unit coordination but which the pursuing unit cannot at that moment comply with to the urgency of the situation.

##### **Rule 3. BASIC REQUIREMENTS OF POLICE INTERVENTION OPERATIONS**

Generally, all police intervention operations (arrest, raid, search and seizure, checkpoint, etc.) shall be conducted:

- a. With a marked police vehicle;
- b. Preferably led by a Commissioned Officer;
- c. With personnel in proper police uniform

##### **Rule 4. WARNING BY USE OF MEGAPHONES**

During actual police intervention operations, if feasible, the team leader shall use all peaceful means including the use of megaphone or any other similar means, to influence/warn the offenders/suspects to stop and/or peacefully give up.

##### **Rule 5. WARNING SHOTS**

The police shall not use warning shots during any police intervention.

**Rule 6. USE OF DEADLY FORCE**

The excessive use of force shall be avoided. The use of firearm is justifiable by virtue of the Doctrines of Self-Defense, Defense of Relative, and defense of Stranger, and if the police have probable cause to believe that the suspect poses an imminent danger of death or serious physical injury to the police or other persons.

**Rule 7. REASONABLE FORCE**

During an armed confrontation, the police may use reasonable force to overcome the threat posed by the suspect. However, the Officer-in-charge of the operation shall at all times exercise control over his men in the area, and shall ensure that no innocent civilian is caught in the crossfire.

**Rule 8. MOVING VEHICLES**

Moving vehicles may not be fired upon solely to disable them. The driver or other occupant of a moving motor vehicles may be fired upon if the police has probable cause to believe that the suspects pose an imminent danger of death to the police or other persons, and the use of firearm does not create a danger to the public that outweighs the likely benefits of its use.

**Rule 9. THINGS TO BE DONE AFTER AN ARMED CONFRONTATION**

Immediately after an armed confrontation, the Officer-In-charge shall:

1. Secure the site of confrontation;
2. Check whether the situation still poses an imminent danger;
3. Evacuate the wounded to the nearest hospital; and
4. Account for the killed, wounded and arrested persons for proper disposition

**Rule 10. JURISDICTIONAL INVESTIGATION BY THE TERRITORIAL UNIT CONCERNED**

The police Unit which has territorial jurisdiction of the armed confrontation, together with the SOCO team, if any, shall immediately undertake the necessary investigation and processing of the scene of the encounter.

In cases where there is a slain suspect, it shall submit the incident for inquest prosecutor prior to the removal of the body from the scene, except in areas where there are no Inquest Prosecutors. In which case, the police can proceed with the investigation.

**SPECIAL PROCEDURES****Rule 11. ARREST**

All arrest should be made only on the basis of a valid Warrant of Arrest issued by a competent authority, except in cases in cases specified under the doctrine of Citizens Arrest (Sec. 5, Rule 113. Rules on Criminal Procedure).

SEC. 1. Time of Arrest – as a general rule, arrest may be on any day at any time of the day or night.

SEC. 2. Modes of Arrest – an arrest maybe made by virtue of a Warrant of Arrest, or which a warrant as hereinafter provided.

SEC. 3. Execution of Warrant – the head of the office to whom the warrant of arrest has been delivered for execution shall cause the warrant to be executed within ten (10) days after the expiration of such period, the officer to whom it was assigned for execution shall make a report to the judge who issued the warrant and, in case of his failure to execute the same, shall state the reasons therefore.

SEC. 7. Physical Examination of Arrested Person/Suspect – Immediately after the arrest of a person ordered arrested by the court, or of a suspect under investigation, he should be subjected to a physical examination by a medico-legal officer or, in the absence of such medico-legal officer, by any government physician in the area. Prior to his release or any change of custody, the suspect shall also be physically examined.

SEC. 8. Prohibitions – No torture, force, violence, threat, intimidation, or any other means which violates the free will shall be used against a suspect. Secret detention places, solitary confinement (incommunicado) or other similar forms of detention shall be prohibited.

SEC. 9. Record Check – The officer shall make a record check for the possibility that the arrested person is wanted for crimes other than that for which the same was arrested.

**Rule 12. SEARCH AND SEIZURES**

SEC. 1. Search Warrant Defined – It is an order in writing issued in the name of the People of the Philippines, signed by a judge and directed to a peace officer, commanding him to search for any property described therein an bring it before the court.

SEC. 4. Authority Given to Officers in the Conduct of Search (Sec. 7 & 13, Rule 126 of the 2000 Rules of Criminal Procedure as amended) – In the conduct of search, if after giving notice of this purpose and authority the officer is refused admittance to the place of search, he may break open any outer or inner door or window or any part of a house or anything therein to execute the warrant or liberate himself or any person lawfully aiding him when unlawfully detained therein.

**SEC. 5. Prohibit Acts in the Conduct of Search**

House, rooms, or other premises shall not be searched except in the presence of the lawful occupant thereof or any member of his family or in the absence of the latter, in the presence of two (2) witnesses of sufficient age and discretion residing in the same locality. Lawful personal properties, papers, and other valuables not specifically indicated or particularly described in the search warrant shall not be taken.



### **RULE 13. CRIME SCENE INVESTIGATION**

SEC. 1. It is the conduct of processes, more particularly the recognition, search, collection, handling, preservation and documentation of physical evidence to include the identification and interview of witnesses and the arrest of suspect/s at the crime scene.

SEC. 2. Upon receipt of a report/complaint of a crime incident, the desk officer shall:

- a. Recording the time report/complaint was made, the identity of the person who made the report, place of the incident and a synopsis of the incident.
- b. Inform his superior officer or the duty officer regarding the report.
- c. Evacuate injured persons to the nearest hospital;
- d. Prepare to take "dying declaration" of severely injured person, if any;
- e. Prevent entry/exist of persons within the cordoned area; and
- f. Prepare to brief the investigation of the situation upon their arrival.

SEC. 4. Crime Scene Investigation Proper

Receipt of Briefing and designation of command post. The team leader upon arrival at the crime scene receives the briefing from the first responder and shall immediately designate a command post which is ideally located adjacent to the scene where the evidence custodian stays and receives the pieces of evidence turned over to him for safe-keeping by the other evidence collectors.

SEC. 5. Conduct of Interview – While the crime scene is being processed, the team leader shall designate other members to look for witnesses and immediately conduct interview. The assigned investigator shall jot down important facts for future reference.

SEC. 6. Arrest of Suspect/s – Upon the arrival at the crime scene, the team leader shall endeavor to arrest the suspect/s if he is still at the crime scene or the responder did not arrest the suspect/s. the suspect/s shall be secured and shall be separated from the other witnesses.

### **Rule 14. UNDERCOVER OPERATIONS**

SEC. 1. Scope of undercover Operations – Undercover operations shall involve the collection of information to support investigation law enforcement action. Counter-intelligence operations and other management usage.

SEC. 2. Usage of Information Obtained from Undercover Operations – Information obtained from undercover operations shall be treated only as "lead" for further case build-up or to serve as basis for further evidence-gathering to substantiate specific indictable legal case or cases against the suspect or suspects, and therefore, in no uncertain terms shall it be used or considered as evidence in court nor a cause for any immediate active law enforcement action.

SEC. 3. Mission Orders – All personnel on undercover operations shall carry at all times mission orders/slips duly approved by their immediate supervisions and appropriately with their respective offices.

SEC. 4. Restriction – Undercover operatives on mission shall confine their operations to the specific case/s assigned to them.

SEC. 5. After- Mission Report – The undercover operative shall submit immediately his report upon completion of mission.

### **Rule 17. RULES ON LABOR DISPUTES, RALLIES, DEMONSTRATIONS, AND DEMOLATIONS**

SEC. 1. Applicable Legal Parameters – The pertinent provisions of the Public Assembly Act of 1985 (Batas Pambansa Blg. 8500), the Labor Code of the Philippines, as amended and other applicable laws, shall be observed during rallies, strikes, demonstrations or other public assemblies. Accordingly, law enforcement agents shall, at all times, exercise maximum tolerance. In case of unlawful aggression, only reasonable force may be employed to prevent or repel it.

The employment of tear gas and water cannons shall be made under the control and supervision of the Ground Commander. No arrest of any leader, organizer, or participant shall be made during the public assembly, unless he violates any pertinent law as an evidence warrants.

### **Rule 19. DEMOLITION ORDERS, INJUNCTION AND OTHER SIMILAR ORDERS**

SEC. 1. Role of the PNP in the Enforcement of a Demolition Order

Police assistance in the enforcement or implementation to a demolition or injunction order shall be granted only upon a written request of the Sheriff, or authorized representative and accomplished by a valid order issued by a competent court and or with written permission from the Presidential Commission for Urban Poor, Moreover, said police. Assistance shall be coordinated and cleared with the concerned mayor before its enforcement. The duties of PNP personnel in any demolition in any demolition activity shall be limited to the maintenance of peace and order, protection of life and property, enforcement of laws and legal orders of duly constituted authorities, and perform specific functions prescribe by law. They shall be limited only to occupying the first line of law enforcement and civil disturbance control; shall not participate in the physical dismantling of any structure subject of eviction or demolition; and shall refrain from the use of unnecessary and unreasonable force.

### **Rule 20. CHECKPOINTS**

SEC. 1. Authority to Establish Checkpoints – The establishment of permanent checkpoints must always be authorized by the PNP personnel assigned in the area. Other units directly involved in an operation may establish mobile checkpoints in coordination with the commander of the Unit/Station in the area.

## SEC. 2. Requirements

Only mobile checkpoints are authorized and they shall be established only in conjunction with on going operations. Only official and marked vehicles shall be used in establishing mobile checkpoints.

Check points may be established when there is a need to arrest a criminal or fugitive from justice.

SEC. 3. Procedures to be Followed When Checkpoints are Ignored- When checkpoints are ignored, the following shall be observed. In the event checkpoints/roadblocks are ignored and the motorist/suspect bump the roadblock in an attempt to elude arrest or avoid inspection, the team leader shall immediately contact adjacent units to inform them of the situation and immediately conduct dragnet operations, while those at the checkpoint shall pursue the errant fleeing motorist.

SEC. 4. Limitation of Searchers at Checkpoints – Searchers made at check or checkpoints shall be limited to visual search and neither the vehicle nor the occupants shall be subjected to physical search. An extensive search maybe allowed only if the officers conducting the search have probable cause to believe that they would find evidence pertaining to the commission of a crime in the vehicle to be searched and there is no sufficient time to secure a valid warrant.

SEC. 5. Flagging Down Accosting Vehicles While in Mobile Car – This rule is a general concept and does not apply in hot pursuit situations. The Mobile Car Crew shall undertake the following when applicable.

1. Call the headquarters and inform it of the make or type and plate number of the motor vehicles to be accosted including the number and, if possible identity of occupants;
2. State the reason(s) for flagging down the suspected motor vehicle;  
Give mobile car location and direction (heading) before actual intervention;

## THE SIX (6) MASTER PLANS OF THE PNP

### 1. **SANDIGAN**..... ( PNP's Master Plan for Anti-Criminality Campaign)

#### A) Purpose and Scope.

This plan shall serve as the Master Plan in which all plans and programs of the PNP shall conform with and supplement. It shall prescribe the grand strategy to be undertaken by the PNP offices and personnel on crime prevention, control and suppression, in the total fight against all forces of criminality.

#### OBJECTIVES-

1. To reduce index crime rate;
2. To improve response time;
3. To improve crime solution efficiency;
4. To increase conviction rate;
5. To operationalize COPS through the police community precincts, for 24 hours community security coverage.

#### Standard Operating Procedures (SOP's)

- SOP # 01 – Police Beat Patrol Procedures
- SOP # 02 – Bantay Kalye
- SOP# 03 - Siyasat
- SOP# 04 – React 166
- SOP# 05 – Ligtas (Anti-Kidnapping)
- SOP# 06 – Anti-Carnapping
- SOP # 07 – Anti-Terrorism
- SOP# 08 – Joint Anti-Bank Robbery action Committee
- SOP# 09 – Anti-Hijacking/Highway Robbery
- SOP#10 – Paglalansag/Pagaayos-Hope
- SOP#11 – Manhunt Bravo (Neutralization of Wanted Persons)

### 2. **SANDUGO** - ( PNP's Master Plan for Internal Security Operations)

### 3. **SANGYAMAN** - ( PNP's Master Plan for the Protection and Preservation of the Environment Cultural Heritage & Natural Resources)

### 4. **SANG-BANAT** - ( PNP's Master Plan for the Campaign against Illegal Drugs)

### 5. **SANG-INGAT** - ( PNP's Master Plan for Security Preparations and Coverage)

### 6. **SAKLOLO** - ( PNP's Master Plan for Disaster Response & management)