Police Organization and Administration

CJ 3600

Professor James J. Drylie

Week 8
Planning & Decision Making

• Mismanagement by Crisis
  – The manager whose time is consumed by dealing with crisis is symptomatic of a department with no real planning or decision making process.

• Why do we plan
  – Improve analysis of problems
  – Provide better information for decision makers
  – Help clarify goals, objectives, and priorities
  – Results in more effective allocation of resources
• Improves inter- and intradepartmental cooperation and coordination
• Improves performance of programs
• Gives a clear sense of direction
• Provides opportunity for greater public support
• Increases commitment of personnel
Planning

- Thinking about future
- Thinking about what we want the future to be
- Thinking about what is needed to achieve the future as we see it (Hudzik and Cordner, 1983)
- Planning is oriented towards action
  - Thinking is only a part of planning
  - The real purpose is to determine what should be done, and do it
Approaches to Planning

• Five major approaches:
  – Synoptic
  – Incremental
  – Transactive
  – Advocacy
  – Radical
Synoptic Planning

• Also know as the rational comprehensive approach.
  – It is the dominant approach to planning
  – Consists of 11 steps
  – Each step is designed to provide managers with a logical course of action.
Prepare for planning → Describe present situation → Develop projections → Consider alternative future states → Identify Problems → Set Goals → ID alternative course of action → Select preferred alternatives → Plan for implementation → Implement plans → Monitor & Evaluate
• Synoptic planning is the most widely used approach in police management.

• There are four basic activities:
  – Prepare to plan
  – Make a choice between alternatives
  – Implement the plan
  – Evaluate the plan
Incremental Planning

- Is critical of the synoptic planning approach which is rational in nature
- Incremental planning has a tendency toward centralization
- Concludes that long-range planning and comprehensive planning is difficult and inherently bad.
- Problems and problem solving are best handled one at a time.
- Often criticized for “muddling through”
Transactive planning

• Is carried out in a face-to-face interaction with the people who are affected by the plan.

• Techniques include
  – Filed surveys
  – Interpersonal dialogue marked by a process of mutual learning
  – Found in crime detection and prevention programs
  – Used in determining public opinion of police
Advocacy Planning

● Developed in the 1960s based on adversarial procedures found in the legal profession.
● Usually associated with defending the interests of the weak against the strong.
Radical Planning

• Has an ambiguous tradition with two mainstreams
  – Collective action to achieve concrete results in the immediate future
  – Critical of the large scale process found in that rational comprehensive
Types of Plans

- Administrative
- Procedural
- Operational
- Tactical
Administrative

• Also know as management plans
  – Includes the formulation of the department’s
    • Mission statement;
    • Goals
    • Policies
      – Structures
        • Functions
        • Authority
        • Responsibilities
      – Allocates
        • Resources
        • Personnel
Procedural

- In line with management plans
- Ordinarily included in written directive system
- The guidelines for action to be taken under specific circumstances
- Details matters such handling evidence
- Handling of prisoners
  - Male-female
  - Female-male
Operational

- Often called work plans
- Describe specific actions to be taken by units
  - Line
  - Investigative
  - Precincts
  - Teams
- Usually short and to the point
Tactical

- Involves planning for emergencies based on
  - Type
    - Hostage
    - Prison break
  - Location
    - Weather related
    - Critical infrastructure
Decision-Making

• Planning is the first integral part of decision-making.

• Planning is concerned with coming to an understanding of the present situation (problem).

• Planning allows for a range of alternative courses of action.

• Decision-making is grounded in this process.
Decision-Making Models

- Rational
- Incremental
- Heuristic
Rational

- The traditional theory of management assumes that people are motivated by “economic incentives.”
  - The Economic actor is therefore rational.
- The rational model assumes that
  - People have complete knowledge of all alternatives
  - Preferences are based on a hierarchy of values
  - The person makes the choice based on what is best for them.
Rational-Comprehensive Model

• Sets forth a series of formalized steps:
  – ID and define the problem.
  – Ascertain all information regarding the problem.
  – List all possible alternatives and the means to solve the problem.
  – Analyze the alternatives.
  – Select appropriate alternatives.

• Criticized for being too idealistic.
Incremental Model

- The decision-making process is seen as fragmented and complex.
- Incorporates the interactions of various institutions, political entities, pressure groups, and individual biases.
- Rationality has a marginal effect.
- Decision-making is viewed as serial.
- Limited by time and resources.
Heuristic Model

- Humanism
- A “gut-level”
- Moxie
- Streetwise
- Decision-making is an emotional, non-rational, highly personalized and subjective process.
  - Thin slicing – making an instantaneous decision rooted in training and experience.
Group Decision Making

• The development of a style of leadership can maximize assets and minimize liabilities.

• Group assets
  – Greater knowledge and information
  – Increased number of approaches to decision making
  – Participation increases acceptance
  – Better comprehension of the decision
Group liabilities & assets

- **Groupthink** – occurs when members of the group do not see or explore alternatives that are not raised by the group. The focus is on shared rationalization.

- **Social pressure** – a major force for increasing conformity. Desire to be a good group member overshadows objectivity.

- **Individual domination.**

- **Disagreement** – Pros and cons

- **Risk taking** – strength in numbers
Ethics and Decision Making

- Ethics are standards of behavior that dictates how humans are supposed to act within roles that they find themselves in.
- Requires training and sensitivity to ethical issues.
- Decisions should always be evaluated from various ethical perspectives.
Common Mistakes

- Cognitive nearsightedness – tendency to make decisions to satisfy immediate needs. Involves luck.
- Assume the future will repeat the past – decisions based on past behavior and reaction.
- Oversimplification – deals with symptoms not the problem.
• Overreliance on One’s Own Experience – past decisions may be due to chance, not the action taken.

• Preconceived notions – perhaps a dishonest way to justify actions.

• Unwillingness to experiment

• Reluctance to decide