

Introduction

In order for the Philippine National Police Special Action Force to be able to ensure continuous efficiency in its structure, the effectiveness and capacity of the organization need to be monitored, inspected, and constantly advanced. To do this, an assessment of the organization in terms of where the alignment of its beliefs/values, vision, and mission, as well as overall organizational direction, must be conducted frequently. What follows next after the assessment is the creation of an action plan that details recommendations that will lead to the enhancement of the organizational capacity and effectiveness.

Assessing Beliefs/Values

The beliefs and values shared by the members of any organization can motivate what takes place in the workplace and influence the behavior happening in its portals (Stokes, Baker, & Lichy, 2016). The PNP SAF is not different. The core values and beliefs that are held strongly by members of the unit are pro-God, pro-country, pro-people and pro-environment. As the only Christian country in southeast Asia, they are entrenched to Christianity and strongly follow many cultural and religious traditions. They are pro-country and pro-people as evidenced by the role they have keeping the peace and order for they do it for the people with the country at the end benefiting. Recently they have been pro-environment joining cleanups, reforestation, and help the environment safekeeping by implementing the rules.

Another value that is apparent is the unit esprit de corps. Everyone in the Special Action Force is loyal to the unit as ingrained to all officers and men at the very start of their assignment to the unit. It is reinforced mostly by the elite combat courses and specialized training that focus on bonding the participants being trained. Other than loyalty, the following are also their important values: ethics and integrity. Simply put it is doing the right thing in the most responsible way. Members of the PNP SAF are indoctrinated that because of the nature of how the unit operates it is very important that truthful conduct during operations can create and merit PNP SAF valuable and strong, credible reputation with the people in the areas it operates. The

unit understands that this is vital in the continued pursuit of enforcing the peace and order especially in many far-flung areas that terrorists have vast influence on. It is also very important in getting intelligence about what is happening in the social environment.

Respect is another PNP SAF value. Military courtesy and discipline when observed correctly will result to respect between men and women of any organizations (Mintzberg, 2005). Regular officers and non-commissioned officers are indoctrinated that respecting their men and looking out for their welfare bear fruits of respect for them in return. In the military, a senior rank cannot demand respect. It is earned. This is usually done through leading by example and sharing sweat and blood through the battlefields or simply during organized company times.

Assessing the Vision/Mission

The PNP SAF Mission is to conduct operations as a Rapid Deployment Force anywhere in the Philippines specifically in situations with the national and international implication (PNP SAF, n.d.). The unit's operation is focused on areas of counterterrorism, counterinsurgency, hostage rescue, search and rescue, civil disturbance management, and other special operations. This vision has evolved slowly to meet the need of the PNP leadership from inception. As a small unit strategic force, it performs rapid deployment to areas that require immediate help may it be against terrorist activities like a hostage situation or to insurgencies. It is well equipped with properly trained men and women and experience to perform what is needed of them. Its current vision is to become an even more highly capable, effective and credible tactical support unit of the country. They are in pace of doing this by getting the proper support by the PNP leadership and also through getting the needed public backing through successful operations and special operations.

Assessing the Organizational Direction

Based on the past and current organizational successes, the PNP SAF continues to be an example for other units to follow. They continue to train other units to become more proficient of tactical operations and take other special units under its wings to instill good military and police values. Their PNP function directs them to implement the laws and ordinances required to protect lives and properties within their operating areas. They do this by maintaining the peace and order needed to ensure that public safety is upheld. Their organizational direction includes the responsibilities of investigating crimes, effect the arrest of criminals and law offenders and to bring them to justice. Other directions they have been taking is to train not only other special units of the PNP but also to make sure that security agencies that assist in protecting institutions relative to the PNP SAF duties and responsibilities do understand their duties and responsibilities, and equipped to perform the security detail responsibilities asked of them.

Action Plan to Enhance Capacity and Effectiveness

Referencing the assessment listed, the first recommendation is that the values, beliefs, and attitudes (VBA) of every PNP SAF troopers be protected and even enhanced. Their pro-God, pro-country, pro-people and pro-environment core values are building blocks of their successes in terms of acceptance by the people and by the PNP leadership. It is further recommended that troopers who are singled out by the public be given proper recognition by giving them awards and commendations appropriate to the actions these individuals may have provided (Nistor & Măluțan, 2017). The fundamental values that these troopers demonstrate through their actions are responsible to meet the mission and vision in parallel to any tactical actions they might have made and would have provided more significant value in terms of relational accomplishment. Any variations in consonance with the core values will further generate the needed requisites in achieving the unit's goals. Any related strategies can be changed through adaptation and by being sensitive to the people being served.

An important facet of defining how an organization can become better is by looking at its structure. A good structural configuration can help outline the roles and responsibilities of each employee in a company which can lead to the optimization of work effort based on their abilities (Ajagbe, Cho, Udo, & Peter, 2016). My second recommendation will be that the PNP SAF need to continue to react to the emergency situations by using agile or liquid, innovative, and easily adaptable to the situation roles and responsibilities (Felin and Powell, 2016). It is to be understood that an incorrectly placed organizational structure on the other can lead to disastrous results such as loss of morale, decreased productivity, and return of investments. Equally important, the organization and its leadership must sustain this structure by providing support to put them into practice that will best match its market environment and culture (Janićijević, 2013).

Additional recommendation that would prove helpful in improving organizational capacity and effectiveness is through a more personal engagement of the PNP SAF troopers that includes not only the trooper himself or herself but also of their families (Business.com, 2017). But first is engaging the trooper. This entails creating an environment that will allow a stronger understanding by the trooper of the mission and vision of the unit. The trooper should be able to explain to another trooper at minimal why they are doing their duties and responsibilities. Being able to do so will reinforce to the trooper why not to follow blindly any order but also to understand what it is so that in the event of contingency planning, he or she can voice in thoughts that might help solve any unforeseen problems (Caplan, 2014). Being well versed of the duties and responsibilities of the trooper and also of the next trooper beside him or her can help establish venues for career development. This will also help ensure all parties involved to keep pace with change. For the leader, this indicates who have potentials for eventual leadership roles. It is also important the trooper be able to inform his or her family why the job he does is

important. Understanding from families or from home can be the needed support some troopers need for the dangerous job they do.

Another recommendation I can give is the possible leveraging of other leadership practices common among successful organizations. It is understood that communication is important in all organizations especially coming from the leadership down to the men. For the PNP SAF communication is sometimes the challenge leadership faces. It is recommended that all medium of communication be put to use to the maximum especially the SAF web site. It should, for example, have extranet access that troopers can log in to view and access less sensitive information for speedy dissemination. Likewise, the hallmarks of efficient communication are the ability to access immediate information and how accurate the information is being presented. As the organization overcomes external and internal communication barriers, communication between members of the organization becomes efficient (Genç, 2017).

As a special unit of the Philippine National Police, it is not immune to having internal roadblocks such as red tapes, bad policies, and malpractices. It is imperative that PNP SAF has emplaced a coping mechanism to counter its effects (Coff & Lavery, 2001). The leadership should identify what the more serious ones are and deal with them head-on by reviewing the whole process, finding means, and measures that will remove or at least minimize anything that hinders and prevents action, or decision-making on the process. Usually, the indicator that an internal roadblock exists is when troopers are observed to work around policies and work procedures to get things done. One way to find this out is to validate that the policies or work procedure really make troopers get the things done right. If not then it may be presenting them a roadblock.

Another recommendation that will help ensure that the capacity and efficiency will be enhanced is by using metrics (Ream & Mathew, 2018). Metrics are useful to track and measure the success or failures of any operations. They can be classified to measure as short- and long-

term goals. Having metrics to document the success of operations, training activities, special operations, etc., will enable the PNP leadership at a glance the status of operations and even readiness. It will provide tremendous value to serve as a guide for prioritizing work and with decision making. Categorizing metrics will help different functioning units understand what the others are doing and if consolidated everyone will see how each functioning unit contributes to overall successes of the whole unit.

To be successful with the fight against lawless criminals will require expertise in both tactical and operational sides. This requires intensive and very specific training. As crime fighting becomes more modern, the skills and training to be efficient doing so will need to be adjusted accordingly. It is imperative that the unit continues to send qualified officers and personnel abroad to train with other elite special units. That way PNP SAF will keep in steps with the other elite units of the modern world on how best to combat the enemy.

Conclusion

It is imperative that organizational capacity and effectiveness be aligned with the organization's beliefs/values, vision, and mission to ensure continued success. Doing so will help the PNP SAF to sustain itself as it continues fulfilling its mission. By performing a recurring retrospective of what works and what does not work, will allow the PNP Leadership research what could be done better. The assessment performed here and the corresponding recommendations are examples of that. The resulting action plan is designed to enable the enhancement of organizational capacity and effectiveness.

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