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## Guidelines for the Distribution and Staffing of the Military Police in the Interior of the State of Amazon

Guidelines for the Distribution and Staffing of the Military Police in the Interior of the State of Amazonas

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### SUMMARY

This scientific article analyzes the distribution and deployment of the Amazonas Military Police (PMAM) personnel in the municipalities of the interior, identifying the absence of consolidated technical guidelines and the predominance of political factors in this management. Faced with a scenario of approximately 8,000 police officers to serve a vast territorial area with logistical and geographical complexities, the adoption of rational human resource management becomes imperative. The main objective of the study is to propose a technical-scientific methodology that establishes parameters for the efficient allocation of police officers and their deployment in designated locations. To this end, a deductive method with a mixed approach (qualitative and quantitative) was used, based on bibliographic and documentary research, as well as comparative analysis with models from other military corporations and guidelines from SENASP and the UN. As a proposed intervention, it is suggested that job openings in public service recruitment notices be regionalized, distributing personnel proportionally to population density (Capital and Interior) and establishing a mandatory minimum stay in the chosen unit, aiming to guarantee the effectiveness of visible policing and minimize the security deficit in isolated regions of the state.

**KEYWORDS:** Public Security. Personnel Distribution. Military Police of Amazonas. Regionalization. Human Resources Management.

### ABSTRACT

This scientific article analyzes the distribution and deployment of the Amazonas Military Police (PMAM) personnel in the municipalities of the interior, identifying the absence of consolidated technical guidelines and the predominance of political factors in this management. Faced with a scenario of approximately 8,000 police officers to serve a vast territorial area with logistical and geographical complexities, the adoption of rational human resource management becomes imperative. The main objective of the study is to propose a technical-scientific methodology that establishes parameters for the efficient allocation of police officers and their deployment in designated locations. To this end, the deductive method with a mixed approach (qualitative and quantitative) was used, based on bibliographic and documentary research, as well as comparative analysis with models from other military corporations and guidelines from SENASP and the UN. As a proposed intervention, it is suggested that job openings in public service recruitment notices be regionalized, distributing personnel proportionally to population density (Capital and Interior) and establishing a mandatory minimum stay in the chosen unit, aiming to guarantee the effectiveness of visible policing and minimize the security deficit in isolated regions of the state.

**KEYWORDS:** Public Security. Staff Distribution. Amazonas Military Police. Regionalization. Human Resources Management.





## INTRODUCTION

This intervention project, developed within the scope of the Officer Training Course (CFO), a result of the partnership between the State University of Amazonas (UEA) and the Military Police of The Amazonas Military Police (PMAM) discusses the distribution of military police personnel in the interior of the state.

The Federal Constitution of 1988, in its articles 5 and 144, (BRAZIL, 1988) establishes the security as a fundamental right and assigns responsibility for it to the military police. preservation of public order. To fulfill this constitutional mission in the 62 municipalities of In Amazonas, the PMAM (Military Police of Amazonas) has an approximate force of 8,000 officers, serving a... population of 3,941,613 inhabitants (IBGE, 2022) distributed across a vast territorial expanse of 1,571,000 km<sup>2</sup>. Given this geographical and demographic complexity, the rational management of resources is essential. It becomes imperative for humans.

The aim of this study is to improve the human resources management of the PMAM (Military Police of Amazonas) through a... A quantitative method for personnel allocation. Currently, there is a lack of guidelines. Established techniques for determining the appropriate *number* of police officers needed for policing. conspicuous in each municipality, which generates operational challenges.

In this vein, Polari, Souza and Carneiro (2025) highlight that the efficiency of public management Contemporary times demand the integration of governance and control mechanisms. According to the authors, this... Coordination is essential to ensure allocative efficiency, guaranteeing the best application of resources. public resources and the institutional robustness necessary to address the risks inherent in the activity. public safety.

Thus, the study seeks to analyze the current scenario and suggest technical criteria that take into account the... local specificities and demographic variations. The goal is to establish parameters that minimize political interference in staffing levels, promoting a more rational allocation and strengthening The corporation's strategic planning.

The Military Police of Amazonas (PMAM) does not have a technical basis or doctrinal guideline. that provides tools to determine the ideal number of police officers in any of the 62 municipalities in the state, nor the distribution of how many police officers should be transferred to the interior. after the training course. Therefore, there is no technical-scientific basis to assert whether there is or not a deficit in the effectiveness of visible policing.

Creating criteria to calculate the necessary police force size in each municipality is a A long-standing demand of the PMAM (Military Police of Amazonas) and essential for organizational restructuring, as well as a way that would keep that personnel in the area for a specific period of time. This project would allow for the optimization of resources. By increasing the number of available personnel and resources, strengthening police operations and ensuring a stronger police presence. effective of the corporation.



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In addition to benefiting the PMAM (Military Police of Amazonas), the society of Amazonas would also be greatly favored. because citizens could demand, based on technical criteria, an appropriate number of police officers. for their localities. This would increase the effectiveness of preventative policing, an aspect that is currently... compromised by the absence of a methodology for determining the ideal.

In summary, the proposed criteria for the distribution of effective police personnel, as a way that Keep these police officers stationed in the local areas; they are extremely important both for the force and for... The community, as they offer a basic technique to meet public safety needs. in a more appropriate way, allowing the population to demand a quantitatively effective police force. protection for their municipalities.

The overall objective of this project is to propose, in a technical and scientific manner, a methodology for The distribution and allocation of the Military Police (PMAM) personnel throughout the state of Amazonas. It has- if as specific objectives: 1. To understand the demographic reality of the interior of the State, and from 1. To then establish technical and scientific criteria to achieve the other objectives; 2. To establish variables and technical-scientific requirements that serve as a basis for determining police effectiveness. necessary in the municipalities of Amazonas; 3. Propose the regionalization of vacancies in public tender notices. public, establishing prior distribution by regional centers as a technical criterion to guarantee the Effective deployment of police officers in the interior of the state.

The distribution of PMAM (Military Police of Amazonas) personnel in the interior faces critical challenges due to factors... Demographic factors, geographic isolation, and complex river logistics compromise the effectiveness of Public safety and public trust. The absence of technical guidelines creates imbalances. which require a streamlined allocation adapted to local specificities. Given this scenario, The question is: what criteria should be adopted to efficiently distribute and allocate resources?

Human resources for the Military Police in the State?

The following is hypothesized: The current distribution of the Military Police force in the interior. The state of Amazonas's public security system is inadequate to efficiently meet the public safety needs of its 62 municipalities. Based on a technical-scientific methodology, a proposal is made to determine if... It is possible to allocate personnel in a fairer and more proportional way, considering factors such as density. population, crime, and local characteristics.

The methodology adopted in this project is based on the deductive method, starting from the analysis of General information on public safety policies to carry out specific applied reflections. to the reality of each municipality in the State of Amazonas. Regarding its nature, the research classifies- if it is exploratory and descriptive. According to Gil (2002), the exploratory stage aims to provide greater familiarity with the problem of staff allocation, making it more explicit and allowing for The construction of hypotheses, while the descriptive stage has as its primary objective the description of...



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characteristics of municipal populations and the identification of criteria or indicators for the proposal distribution of military police officers.

Regarding the approach, the study uses a mixed perspective: qualitative in the analysis of policies, security practices and human resource management; and quantitative in the application of criteria. statistical data and indicators, such as population density and crime rates. For operationalization. To achieve these objectives, the technical procedures adopted were bibliographic and documentary research. Bibliographic research, according to Fonseca (2002) and Andrade (2010), constitutes the initial step. fundamental for the theoretical foundation, using books, scientific articles, monographs and Digital resources are used to understand what has already been studied on the topic. In parallel, the research... The documentary analysis focused on primary sources such as decrees, legislation, and guidelines. institutional (state and federal), addressing the scarcity of specific literature on the allocation of effective in the region.

The theoretical basis is grounded in human resource management in public safety and in analysis. multi-criteria, incorporating references from models of other corporations, such as the Military Police of São Paulo, and guidelines from organizations such as the UN and SENASP. The relevance of this approach. The technique is reinforced by Almeida (2013), who highlights that the issue of police staffing levels is not... The current situation is peaceful, but the determining factors are often unstable and political. lacking clear, codified guidelines. Finally, the data analysis involved processing. from this demographic and criminal information through statistical methods, such as the method of Jenks' natural breaks allow municipalities to be classified by similarity and comparison of effective existing with the calculated ideal. This process aims to achieve the central objective of the research: to propose technical and scientific criteria for the regionalization of vacancies and an efficient and equitable distribution

of the human resources department of the PMAM (Military Police of Amazonas).

For a better understanding of the proposal, the article is structured in sections. Initially, A diagnosis of population distribution is carried out, highlighting existing disparities. Subsequently, the proposed intervention focused on the regionalization of vacancies via public notice is discussed. Public competition as a technical criterion for selection. Finally, the final considerations are presented. Regarding the expected impacts on the management of state public security.

### **The Demographic Reality of the Interior of Amazonas**

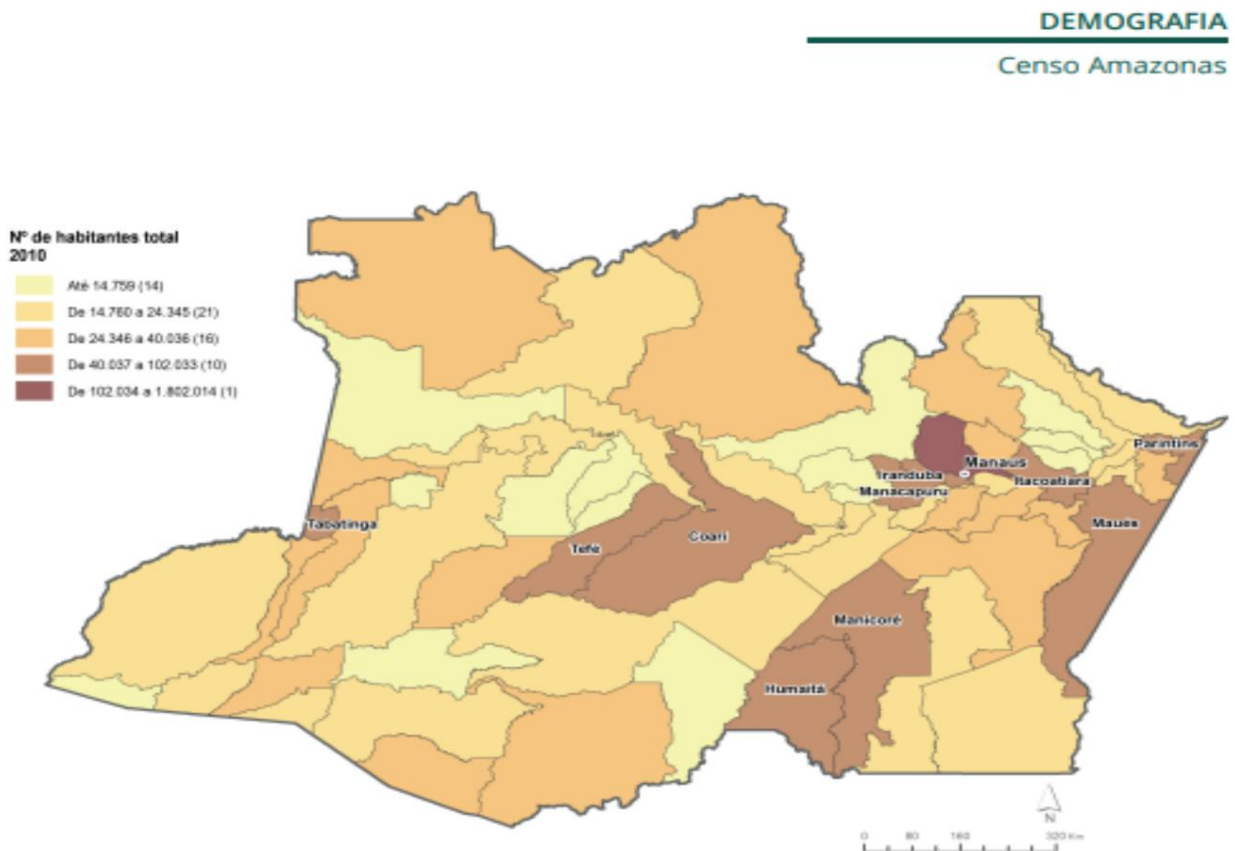
The demographic reality of the cities in the interior of Amazonas is profoundly influenced due to unique geographical and cultural factors of the region. With a low population density, these These areas are described as having a strong connection to riverside communities and indigenous peoples, in addition to... due to the large distances between the municipalities, which further complicates integration and

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urban development. The vast territorial extension of the state contributes to the dispersion of people, resulting in a sparsely distributed population.

The Amazon, being the largest state in Brazil in terms of territory, is home to an immense social and cultural diversity. A large part of the population lives along the riverbanks, forming the so-called riverside communities, which have a direct and intimate relationship with the natural environment. Furthermore, the state also has a significant indigenous population, composed of various Ethnic groups that live in different areas of the Amazon rainforest. These communities, both riverside communities Indigenous peoples, however, face specific challenges, such as geographic isolation.

The provision of public safety services also suffers from this scenario. Difficult access The distance between cities means that the response time of the security forces is long, compromising the efficiency and coverage of these services. In addition to logistical difficulties, the Unequal distribution of available resources further exacerbates the problem. The authorities They face the challenge of ensuring the presence of security agents in isolated areas, often without adequate infrastructure, which weakens the sense of security for the local public.



**Elaboração Cartográfica:** SEDECTI - Secretaria de Desenvolvimento Econômico, Ciência, Tecnologia e Inovação, 2020.  
**Fonte:** IBGE - Instituto Brasileiro de Geografia e Estatística, Censo 2010.



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Analysis of population distribution in Amazonas reveals a marked disparity.

demographic, starting with the capital, Manaus, which concentrates the majority of the state's inhabitants, totaling 2,279,686 residents. In the interior, the main regional centers are...

The municipalities of Itacoatiara, with 112,520 inhabitants, are closely followed by Manacapuru, with 110,691. and Parintins, which has a population of 101,956 people. On a second level of importance

Strategic and economic factors, considering aspects such as the gas industry and the border region.

Municipalities such as Tefé (79,278), Coari (73,820) and Tabatinga (72,283) are observed, which demand Special attention is given to the allocation of public security. In contrast, the state has municipalities.

with low population density, located in regions with difficult logistical access, as is the case of

Itapiranga (10,805), Anamá (10,318) and Japurá, the latter being the least populated, with

only 9,397 inhabitants. This population heterogeneity reinforces the need for criteria.

technical staff allocation teams that consider not only absolute numbers, but also...

strategic importance of each location.

## **VARIABLES AND TECHNICAL-SCIENTIFIC REQUIREMENTS THAT SERVE AS A BASIS FOR**

### **To determine the necessary police effectiveness in the municipalities of**

#### **AMAZON**

The demographic data is extracted from IBGE and reflects the population of the state of Amazonas.

It is imperative to observe the population growth indicated by the agency since the 2022 census, such

Growth is not reflected in an increase in police personnel, as this only happens after approximately 10 years.

The state of Amazonas held a competitive examination for public security agencies.

When discussing the ideal number of military police officers, models are often followed.

traditional assumptions that can lead to misunderstandings, both on the part of the press and the general public.

Regarding some security agencies. However, the National Secretariat of Public Security

(SENASP) does not believe in a fixed number of police officers per inhabitant that works in a way

universal in all regions of Brazil or the world. For SENASP managers, the need for

vary effectively according to available resources, police qualifications, and characteristics.

of the area and the local population.

Policing manuals, such as the Basic Manual of Ostensive Policing

The Military Police of Paraná also reinforce this idea, highlighting that different regions

They require different approaches and details of effectiveness.

SENASP argues that a smaller, but better trained and equipped police force can...

to be more efficient than a large contingent without adequate resources. This shows that a



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A reduction in the number of police officers does not always imply a decrease in the effectiveness of the service. Investing in Focusing on quality, and not just quantity, can be a smarter and more efficient strategy.

In the state of Amazonas, a law was passed in 2012 that set the police force at 15,000.

However, this level has never been reached by men.

Law 3.793, of August 27, 2012:

**Article 1.** The effective strength of the Military Police of Amazonas is fixed at 15,000 (fifteen thousand).  
Military Police officers.

**Article 2.** The personnel referred to in Article 1 of this Law shall be distributed by Decree.  
of the Head of the Executive Branch, by the ranks and grades that constitute the hierarchy.  
Military Police Officer.

However, currently the Military Police of Amazonas has a force of just over 8

Despite having a thousand men, she faces considerable logistical and operational challenges. There is a need

Constant efforts to strengthen our presence in the interior, optimize the use of resources, and invest in training.

specific to addressing the particularities of the Amazon region. However, the limitation

The lack of personnel and the territorial challenges make it necessary to conduct studies to meet these needs efficiently.

The citizen of the urban area as well as the one from rural regions.

In this study, a comparative analysis was made with resource allocation methodologies.

used by the military police of the states of São Paulo, Rio de Janeiro, and Santa Catarina. These

The models were evaluated in light of global parameters defined by the United Nations.

(UN) and by the National Secretariat of Public Security (SENASP).

Although it is widely reported that the UN recommends a ratio of 1 police officer to

For every 250 people, this information is more complex. The UN takes into account factors such as...

The nature of security threats, the specific needs of each country, and respect for rights.

Humans. Crime Trends, a survey conducted by the UN every three years, analyzes crime rates.

Police officers per 100,000 inhabitants in various countries, without recommending an exact number.

SENASP, an agency of the Ministry of Justice, has the function of evaluating, coordinating and promoting

coordination between public security agencies, in addition to conducting studies and research on

crime and violence. Despite providing technical support and sharing best practices among the

In some states, SENASP does not define a specific number of police officers per capita for the country.



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## **Methodology for Determining Personnel Numbers Used by the Military Police of the State of São Paulo (PMSP)**

The PMESP, the largest police force in Brazil, uses the "Military Police Management System" of the State of São Paulo" (GESPOL), which combines community policing, human rights and Quality management. Staff allocation is based on technical criteria that assess the resident population (72%), commuter population (10%), crime indicators (11%) and local investigators (7%).

## **Methodology for Determining Staffing Levels Used by the Military Police of the State of Rio de Janeiro (PMRJ)**

In Rio de Janeiro, the demographic distribution and indicators of violent crime are based on a decree that considers territorial extension, demographic distribution and indicators of violent crime. The effect is distributed based on weighted criteria, with 73% due to Estimated population, 15% based on crime indicators and 12% based on territorial area.

## **Methodology for Determining Personnel Numbers Used by the Military Police of the State of Santa Catarina (PMSC)**

The legislation governing the PMSC is outdated, predating the 1988 Constitution. Although there are publications aimed at updating the law governing police organization, there is no... Clear regulations for the allocation of personnel in municipalities. However, planning The corporation's strategic plan aims to decentralize resources and meet local needs, with a focus on... in efficiency and in the reorganization of the structure.

## **Military Police of Amazonas**

The General Staff is the general management body responsible, to the Commander-in-Chief, for Study, planning, coordination, supervision, control, and evaluation of the Corporation's administrative activities. The General Staff - 1st SECTION - Responsible for the planning and preparation of... The Command's policies regarding Human Resources and Institutional Legislation.

This study can serve as a guide for the 1st Section of the General Staff to review the process of distribution and allocation of personnel, which is the subject of this article, adjusting police presence accordingly.



public safety needs

### **Regionalization of job openings in public tender notices.**

## **ESTABLISHING THE PREVIOUS DISTRIBUTION BY REGIONAL CENTERS AS TECHNICAL CRITERIA TO ENSURE THE EFFECTIVE RETENTION OF POLICE OFFICERS IN INTERIOR OF THE STATE.**

Considering studies from other police forces, perspectives from the UN and the National Secretariat of Public Security (SENASP), it is important to highlight that the methodology for the police officer's appointment. The effective deployment in the interior of the State of Amazonas must take into account the geographical particularities, social and cultural aspects of the region. Next, an approach is proposed that combines strategic analysis of resources, adapted technologies and community participation

Before any specific fixing, it is crucial to carry out a detailed mapping of the total population and its territorial distribution, geographical accessibility and critical areas of security, such as drug trafficking routes.

This survey serves as a basis for identifying the main security needs. public policy and the specific logistical challenges of each municipality, based on the data collected, will be... It is possible to conduct an analysis of the specific needs of each region. The methodology should consider: local crime rates, response capacity, and interaction with the local population.

Finally, with the needs and resources mapped, the inland cities can be defined by priority level, considering:

- Crime rates;
- Distance from the capital and major urban centers in the interior
- Population density;
- Local resources.

This classification will allow for the creation of a gradual action plan, prioritizing the increase or The reallocation of personnel to the areas where they are most needed.

This methodology seeks to adapt the effective police officer to the complex reality of the interior of Amazonas, where distances, isolation, and cultural diversity are challenges that disable Differentiated strategies. The proposal aims to accelerate the deployment of police officers and ensure efficiency. operational and improve the provision of security services to the most isolated populations.

This methodology can be applied to the distribution of personnel for the 2025 training course and other courses that may eventually occur as part of the same competition. As for future competitions...

Distribution must be specified in the public notice, as is the case, for example, in the state of Paraíba:

### 3. DOS CARGOS E VAGAS

3.1. O Concurso de que trata este Edital oferece 900 (novecentas) vagas para a POLÍCIA MILITAR, sendo 810 (oitocentos e dez) vagas para o sexo Masculino e 90 (noventa) vagas para o sexo Feminino, para o preenchimento de cargos existentes na PMPB, consoante a Lei Complementar n.º 87, datada de 02 de dezembro de 2008, que fixa o seu efetivo, assim distribuídas nas diversas Organizações Policiais Militares (OPM); e, 200 (duzentas) vagas para o CORPO DE BOMBEIROS MILITAR, sendo 180 (cento e oitenta) para o sexo Masculino e 20 (vinte) para o sexo Feminino, para o preenchimento de cargos no CBMPB, conforme a Lei n.º 8.443, de 28 de dezembro de 2007, que estabelece o seu efetivo, assim distribuídas nas diversas Organizações Bombeiros Militares (OBM).

3.2. As vagas ofertadas neste concurso serão distribuídas, conforme quantitativo indicado nos quadros a seguir:

Cargo	Comando Regional/Sede	Vagas - PMPB				Total
		Ampla Concorrência		Negros		
		Masculino	Feminino	Masculino	Feminino	
Soldado PM - Combatente (QPC)	CPRM - João Pessoa	259	29	65	7	360
	CPR I - Campina Grande	162	17	41	5	225
	CPR II - Patos	129	14	33	4	180
	CPR III - Guarabira	97	11	24	3	135
	<b>Total</b>	<b>647</b>	<b>71</b>	<b>163</b>	<b>19</b>	<b>900</b>

Cargo	Comando Regional/Sede	Vagas - CBMPB				Total
		Ampla Concorrência		Negros		
		Masculino	Feminino	Masculino	Feminino	
Soldado BM - Combatente (QBMP-0)	1º CRBM - João Pessoa	52	8	13	2	75
	2º CRBM - Campina Grande	32	4	8	1	45
	3º CRBM - Patos	33	2	9	1	45
	4º CRBM - Guarabira	26	1	7	1	35
	<b>Total</b>	<b>143</b>	<b>15</b>	<b>37</b>	<b>5</b>	<b>200</b>

It is possible to verify that the vacancies for the Military Police of Paraíba in the aforementioned public notice are distributed across four regions, with the largest number allocated to the capital (360 positions), and includes an estimated population, according to the 2022 Census, of 833,932 inhabitants, followed by Campina Grande, which had 225 vacancies and a population of 419,379 inhabitants, and Patos, with 180 vacancies. with a population of 108,766 inhabitants and finally Guarabira, with 135 vacancies and a population with 59,115 inhabitants.

The four cities mentioned are headquarters of large commands that have several other In subordinate cities, starting with the training of new police officers, the higher commands divide them with The other cities will be subject to criteria regarding staffing needs specific to the state in question.

In Amazonas, the division consists of the Metropolitan Police Command, with Manaus and Including other cities in the Metropolitan Region, the region's population is approximately 2.7 million. of inhabitants, equivalent to 64% of the state's population. The municipalities that make up the RMM are: Autazes, Careiro, Careiro da Várzea, Iranduba, Itacoatiara, Itapiranga, Manacapuru, Manaquiri, Novo Airão, Presidente Figueiredo, Rio Preto da Eva and Silves. The Interior Policing Command with the remaining cities, which account for 36% of the population, according to IBGE data.

The proposal for Amazonas is to divide the Military Police force, as already stated in the recruitment notice. public admission for the position of Soldier, based on the percentage of the population in the metropolitan area. From Manaus and the interior, for example: A competition intended for 1000 (one thousand) vacancies would be allocated 640 vacancies for the capital (64%) and 360 vacancies for the interior (36%), subdivided by the Military Police Organizations of in accordance with the needs and criteria already outlined in this study.

The geographical area of troop deployment after training in the capital, **Alto Rio Negro:** Barcelos (6th CIPM), São Gabriel da Cachoeira (2nd CIPM); **Madeira:** Humaitá, Tefé (3rd BPM) and Borba (9th CIPM); **Purus:** Lábrea (4th CIPM) and Boca do Acre (5th CIPM); **Lower Amazon:** Parintins (11th



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BPM) and Maués (10th CIPM); **Alto Solimões**: Tabatinga (8th BPM); **Juruá**: (1st CIPM).

These criteria ensure the equitable distribution of personnel; the candidate, upon registering for...

The contestant chooses from the outset in which area they will provide military police service, and such provisions will only have effect.

effectiveness if the same public notice for the competition includes the requirement that the military personnel who were designated for

The relevant region can only carry out the transfer after a minimum period, for example, 3 years.

remaining in the Unit. This guarantees no external interference and ensures the effectiveness of the unit.

The location is also suitable, and at the same time it allows for the transfer of the police officer after the minimum time period.

This minimum period should be adopted taking into account the average time difference of a

public competition for another.

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