Chapter IV

HUMAN RESOURCE DEVELOPMENT MODEL FOR THE TAMIL NADU POLICE

Of all the resources, the human resources are not only basic but also supreme. It is the fountain head of all inspirations, motivations, imaginations and creations. In fact, it is an asset and the value-adding agency to any activity. Therefore, recruiting or selecting the right type of personnel, training them to the job-on-hand, exposing them to the new environment, finding defiant characters and shaping or reshaping them leading to total quality management or total efficiency or productivity are part of human resources management.

In this connection what we must bear in mind is that ‘Hire, tire and fire’ is not always possible and good; as far as possible, “Hire, shape and retain” must be the motto.

The police motto is “to strive to serve”, i.e. Service to society, community and the public and through the public - to Law, and-through the Law to government.

Police is essentially a service organisation, though it is charged with the onerous responsibility of enforcing law and order. It has a velvetti hand and a weaponry hand; both to care for the socially down-trodden, the unfirm, the poor and the innocent with kindness and it has to deal with an iron hand with the criminals, offenders and the law-breakers.
Indeed, the police job is complex, continuous, taxing and tiresome. It requires total dedication, full-involvement, "twenty-four-hours" devotion to duty and to a very large extent sacrifice; sacrifice of life also sometimes in the course of duty.

Barring the Military, no civil service, save the police, has the kind of unique opportunity as well as challenge, even though the salary structure and other perks are almost the same as is available to other civil services.

In this setting, we have to visualise a situation in which the police have to act—to act both mercifully and forcefully, which is a difficult job.

And so, the whole gamut of selection, shaping and use of the personnel meant for the police becomes complex, complicated and continuous. Personnel management processes which are bound to be not only handled humanely with deft and experience, but also be tempered with Human Resources Development concepts and ideas.

IV. 1. POTENTIAL MODEL

Human Resource Development model for the Tamil Nadu Police organisation is given in figure 4.1. It first speaks of the 'mission'. Any organisation must have a 'vision' which is converted into a 'mission' which ultimately results in action.
HRD MODEL FOR TAMIL NADU POLICE

MISSION

TO STRIVE TO SERVE

OBJECTIVES

ACHIEVE EXCELLENCE

Law Order Maintenance

Crime control

Traffic Regulation

Law Enforcement

Serve Govt.

Serve People

HR APPROACHES

Have Organisational Base

Merge Individual and organisational Goal

Motivate Supervisor

All Ranks participation

Develop Creativity & Leadership

HR STRATEGIES

Recognise Individual needs

Self Respect

Pride & Understanding

Communication & confidence

Opportunity Discipline

HRD INTERVENTIONS

Discover & Rediscover HRD Process

Management Planning

Implementing

Monitoring

Evaluation

HRD PROGRAMME / PLANNING

Set up HRD Objectives

Organisation Planning

Precast HR Needs

Action Programme for HRD

HRD Audit

HRD Chart contd.
HRD PRACTICES / MECHANISMS (INPUT)

- Have a separate HRD Dept.
- Develop HRD System
- HR planning
- Job Design
- Selection & Staffing
- Performance Appraisal
- Career planning
- Training & Retraining
- Adapt Swedish & Singapore Models
- O.D & Experiences
- Counselling
- Potential Appraisal
- Personnel Research & Information system
- Reward system/Compensation/Benefits
- Job Rotation & Enrichment
- Grievance Redressal Procedure
- Succession Planning

HRD CLIMATE (Out Put)

- Quality Worklife & Service
- Productivity & Excellence
- Readiness for Change

--- Designed by Researcher ---
So far as the Tamil Nadu Police organisation is concerned, the motto would be (as seen from the ‘Book on “The History of the Madras Police centenary from 1859 to 1959’”) “To Strive to Serve”. The same Logo is adapted in the model designed, in the absence of any other authentic source. In fact, this motto appears to be acceptable for two reasons: one, it has stood the test of time for more than a century, and, two: it can be applicable to the years to come.

From this motto it is clear that the Tamil Nadu Police wants to be service oriented organisation and it is their mission. “to strive to serve”

Once the ‘mission’, which is born out of a ‘vision’ is established or articulated, it logically leads to other steps - both evolutionary and anticipated or planned ones - as enunciated by the researcher in this Human Research Development model developed here.

The mission leads to 'objectives.' What are (and what would be) the objects of the Tamil Nadu Police? That would include maintenance of peace i.e. 'Law and Order', prevention and detection of crime, regulation and enforcement of vehicular traffic, enforcement of various penal laws and social regulation laws, as the strong arm of the State and the Government and ultimately, to be the “social service worker in the uniform.”

How to approach the achievement of ‘excellence’ in fulfilling the objectives of the police? It can best be done by having (a) organisational base, with a view to developing human resource and this base would be the peg on which the whole processes of Human Resource Development would work. (b) a merger of individual goal into organisational goal or vice versa so that not only the organisation would develop but also the individuals in the
organisation. The idea is that if the individual is developed, the organisational gets developed. (c) motivate the supervisor so that he would motivate his subordinates to get the maximum turnout. (d) participative management in which all ranks will give their best in the decision-making. (e) development of creativity and leadership which are a must for any organisation to sustain or grow.

These Human Resource approaches are to be supported by Human Resource strategies. They are (1) recognition of individual needs and his role to play (2) self-respect to be practised at all levels (3) all ranks must have understanding and a sense of pride and belonging to the police (d) the level of confidence and communication must be such that the complex nature of police duties specially call for. (e) opportunity must be given to all ranks to prove their worth. (f) discipline must be maintained effectively; once a decision is taken and orders given, they must be obeyed implicitly.

What are the Human Resource Development interventions that can be employed to make the Tamil Nadu Police more productive and more efficient? They include (i) discovering or re-discovering of the talents and potentialities in the individuals to be tapped fully. (ii) management concepts must be practised regarding planning, implementing, monitoring and evaluating. Planning envisages taking stock of the needs and the objectives. Implementation must be prompt, time-bound and perfect. This should be monitored through close supervision, inspection and control. Evaluating is done through performance appraisal and day-today administrative control and supervision.
IV.2. NEED FOR HUMAN RESOURCE DEVELOPMENT - CLIMATE

In the light of the above principles, HRD programmes or planning has to be arranged. It can be done by setting up HRD objectives, organisation of planning, forecasting Human resources needs, preparing action programme for HRD and having an HRD Audit. Any deviations are to be controlled and corrected.

It is through the HRD mechanisms or HRD practices the police department or system can achieve the results. First and foremost, the police system must have a separate HRD department to work directly under the Director General of Police. Such units must function under each Inspector General/Deputy Inspector General under the Head of the different wings of the police, for example, C.I.D., Armed Police, Railway Police etc. A management graduate and a psychologist must assist the unit officers in the actual personnel management affairs.

Selection, Staffing and Posting of personnel will have to be based on recruiting the right type of personnel, regard being had to physical, mental Psychological satisfactions, since the job of the police is taxing one.

The objectives lead to processes, namely Human Resource processes: The object of the personnel selection is to get the right person for the right job, namely the ‘Police’. Unlike other Civil Services, though the police is, for classification purpose belongs to the Government Services, a Civil Department or organization, it ought to be viewed as a concurrent military and civil department. In other words, it is the fusion or sum-total of both the Army and the civil Administration transformed into one. Therefore, the Police Organisation or system becomes a complex one. Since it has to have the rather conflicting role of an Army so far as it is armed with lethal weapons to
control lawlessness to restore peace, even going to the extent of licensed killing of people in times of emergency, though under restraint or judicial or Revenue control, and role of a civil organisation in which it takes the role of regulatory functions like traffic control, crime prevention and detection, investigation and charging of offenders and bringing them before the court etc.

Not only this, it is this organisation which is both doing a positive and negative job in the sense that it is positively, for example, in traffic area the Traffic constable or officer helps a handi-capped to cross the road by stopping the vehicles, and he negatively charges the 'overspeeding' vehicle. The police man is supposed to be a mixture of both fire and water in the sense he takes the role of dispenser and destroyer: regulator and prosecutor (or charger). It is this peculiar, if not unique, character or nature of the Police functioning, which puts lot of restraints and constraints in the Police Personnel functioning with obvious scales held by the Judiciary, the Government through Executive Magistrates, the press and public, often swayed by ulterior motives or the-day-today changing environments. Yet the police functions - and has to function - perhaps, with a thick skin and under stress and strain with no means of expression in the absence of any association or union for them. Often they breakdown, tending to using third degrees, or rest in isolation or resort to self-condemnation, or suicides. They have no holidays, no recreation, no relaxation, being on twenty four hours duty. It is against this background, environment and peculiar or odd situation in which the entire perspective of the police organisation should be looked for. And remedies are to be suggested.
In this connection, a constable recruited should be visualised to be the future Inspector of Police or Deputy Superintendent of Police or even a Superintendent of Police. Instances are not wanting that in reality it has happened in a few cases that a constable rose to the rank of Superintendent of Police incharge of a District Police Administrative commanding thousands of officers and men. Similarly, a Sub-Inspector recruited must be viewed as a Deputy Inspector General of Police in the making. Likewise, an Assistant Superintendent or Deputy Superintendent of Police is to be taken as Director General of Police or Additional Director General of Police in the years to come. If this aspect is taken into account, the right type of people will be correctly recruited.

In the training not only the drawn, but also the brain must be taken care of. Job Design must specify the duties cast on such jobs. Posting must be based on suitability of the person for the particular job.

Retraining—on-the-Job-training is very essential. It must be arranged periodically for all ranks and throughout their career.

Performance appraisal must be objective and it must be followed by counseling. The counseling may not only be on the official duties, but also, if necessary, on domestic matters requiring advice and guidance.

Career planning is a must for all ranks in the police. It must not be left to the individuals. But the department officers at all levels must take it as a duty to perform this.
So far as training, educating and in-service training are concerned, the Swedish and Singapore Models on Human Resource Development may be of worth emulation.

1. The Police department must organise five day seminars thrice a year for all Heads of units and implementing agents. Commitment to HRD ideas and better coordination would be the hallmark of such Seminars.

2. A second level course for the next in command or Deputy Head may be organised for 5 days. After giving a break, organising another 5 day course is essential.

3. The third phase course will be for the Head of Department and the deputies to organise for their staff Seminars in four phases in one year.

4. Human Resource Development through life-long education and skill updating will have to be undertaken.

Organisation Development (O.D.) Experiences are to be organised continuously to manage conflicts and encourage open and authentic communication among all the employees in the organisation.

Counseling is very important to fill up the short comings that may be found on the part of the ranks and file of the Police System.

Potential appraisal aims at tapping the human resources patent and latent. Coupled with this, there must be a Personnel Research and Information System, which will be able to throw light on the state of affairs available on hand and also the possible indications of the future events.

A system of reward giving and paying Compensation for those who are overworked and underpaid and benefits giving to the deserving must be worked out so as to enthuse the staff and to retain them in service.
Job rotation is essential and officers and men must be rotated in various branches like Law and Order, Crime, Traffic, C.I.D., Armed Police, etc. so that the monotony of the job will be minimised and fresh blood will be infused.

Not only this, job enrichment must be done to make the job attractive and interesting.

Grievances of the subordinates as well as the superiors must be listened to and remedial measures taken. There should be a machinery to attend to this. At districts level a Deputy Superintendent of Police or Assistant Superintendent of Police may be put in charge of this work regarding the subordinate police and he would report directly to the Superintendent of Police. In each unit also a similar officer may be appointed. To look to the grievances of the Superior police officers, an Addl. Director General of Police may be appointed.

Finally, succession planning becomes necessary whereby a promising officer would be groomed for top management post at least two or three years in advance of a possible vacancy.

IV.3. CONCLUSION

Having introduced all these measures, the department can definitely hope for a positive Human Resource Development climate. Such a climate will ensure quality worklife and service, apart from proper productivity and excellence and readiness to change.
Thus it could be seen that Human Resource Development climate is very essential for any organisation, more particularly for a service organisation like the police which has to move very closely move with different strata of Society. With ever changing environment and service conditions, the police must be tuned to rise up to occasions and face any situations. The Human Resource Development climate will be the catalyst agency to usher in an era of enterprising, energetic and enthusiastic police with the motto or mission in their mind, and heart, “to Strive to serve”.

In fine, the HRD climate will ensure:

I. Wholesome and total Quality Service
II. Consumer (public) satisfaction
III. Respect for citizens by the police
IV. Self-respect for the Police and the public
V. Public respect for the police
VI. Total dedication to duty
VII. Contented and efficient Police force
VIII. Team Spirit; sense of pride and belonging among all the police personnel
IX. Totally Supreme Service - Cum - Law enforcement Agency, whose motto will be “Supreme Service with Excellence”.

It is in this context a survey of the existing Human Resources development climate in Tamil Nadu Police becomes essential and significant. No such effort has been put in so far to conduct the HRD climate survey in Tamil Nadu Police. Further, the Human Resource Development model should be designed and executed as discussed above to achieve the already set “mission of the Tamil Nadu Police”.