

CHAPTER XI

Conclusion

I. Background

1.1. General: This thesis attempts a detailed analysis of the problems projected to his leadership by an average policeman operating in a modernizing society. It also makes an endeavour to suggest to the police personnel manager the adoption of a new approach to such problems. In this direction, it outlines a few measures which would help to improve police working and living conditions and thereby raise the policeman's motivation to work. This chapter is intended, by way of conclusion, to facilitate easy comprehension of the theme of this thesis through linking up some of the problems with relevant recommendations formulated by the Researcher.

II. Planning

2.1. Problem: Adhocism in Personnel Policies: There is now considerable adhocism in the internal management of Forces. This accounts for the uncertainty in the minds of policemen and their consequent low morale.

Recommendation: The concept of 'Planning' has greatly helped private industry to systematise its operations, remove future uncertainties and ensure its regulated growth.

Police forces should, therefore, accord greater recognition to the validity of planning. Meticulous planning for requirements of manpower and equipment would markedly improve working conditions and therefore operational efficiency and employee morale.

III. Manpower Planning

3.1. Problem: Heavy Workload: A major grievance voiced by many police personnel with regard to their working conditions is the excessive work that is thrust on them. This is a major irritant that affects employee morale.

Recommendation: Inadequate staff and irrational distribution of work are two main reasons which lead to this situation. Judicious allocation of duties, an estimate of current manpower requirement and prediction of future needs are all possible if the concept of 'Manpower Planning' is extended to police personnel management. This can be done through continuous systematic studies by an expert group within each Force.

IV. Recruitment

4.1. Problem: Failure to attract Talent: Although the educational background of recruits has considerably improved during the past decade, the most talented youth looking out for employment do not offer themselves to join the Police.

Recommendation: A large number of youth are deterred by the unpleasant and hazardous nature of the work that is necessarily the lot of every policeman. It is difficult to alter the work content. Prospective candidates will, however, ignore this if only service conditions are made attractive and the working and living environment rendered more congenial.

4.2. Problem: Lack of Emphasis on Suitability: Police recruitment methods have remained almost static and mechanical. As a result they are not oriented to the need to choose the most suitable if not the brightest of candidates. It is because of this that one very often comes across the phenomenon of 'misfits' who are a danger not only to the Force but to the community as well.

Recommendation: The Army and private industry have nearly perfected the technique of psychology and aptitude tests. A few police forces in the West are known to have successfully employed these. It is time that their counterparts in India make a beginning so that the temperamentally ill-equipped individuals are not selected.

V. Personnel Development

5.1. Problem: Poor Police Image: A number of surveys in India have revealed that the public image of the Police is far from good. This is attributed mainly to the poor police performance and misconduct by policemen vis-a-vis individual members of the community.

Recommendation: A well devised personnel development programme that imports sound knowledge of the profession and clarifies the role of the Police in the community would greatly improve the situation.

5.2. Failure to reorient Training: 'Training' as an important part of personnel development programme has not paid adequate attention to the changes in the environment in which police personnel now function. As a result, training has become a misoriented ritual. This considerably dilutes police effectiveness in the field.

Recommendation: Every modern police force should set up an expert body that would undertake continuous organization, task, and man analyses so that training needs are identified from time to time and suitable changes made in the content and style of training programmes.

5.3. Problem: Inadequacy of Training Techniques: Knowledge-based methods such as lectures, seminars and group discussions dominate police training. These do not enable trainees to gain a sufficient insight into practical problems in the field.

Recommendation: There is a case for the greater use of simulation methods such as role-play, case study and in-basket exercises and these should be correlated to items of work such as examination of a scene of crime, interrogation of suspects, receiving the public at a Police Station, etc.

VI. Career Planning

6.1. Problem: Poor attention to 'Career Planning' and 'Placement' Policies: The concepts of 'Career Planning' and 'Placement' have not received the recognition they deserve in Police Personnel Management. This has had an adverse impact on all the levels of the Force. There are perennial complaints of a slow rate of promotion, illogical postings and indiscriminate transfers from one post/place to another.

Recommendation: A poor pace of advancement in the Force can best be tackled by a planned expansion programme which ensures that stagnation of an employee at a particular level is reduced, if not totally eliminated. A further measure that could be resorted to is the creation of a certain percentage of 'Selection Grade posts' earmarked for those waiting for promotion.

A career plan should be drawn up for each rank and this should refer to jobs on which every member of that rank should be put through at different stages of his career. Except for exceptional reasons, this plan should be adhered to rigidly. This plan should also lay down specific guidelines for transfers of personnel which would cut down arbitrariness and unfairness in the matter of shifting personnel from a post or a station. There should also be provision for an aggrieved member of the Force to represent against any order that violates such guidelines.

6.2. Problem: Career Counselling: The concept of 'Career

Counselling' has not received any attention from most of the Forces. As a result, subordinate police personnel suffer from a lack of knowledge of the opportunities that are available inside and outside their Forces. This works to their disadvantage at a time when so many new police organizations have sprung up at the national level and are looking out for policemen with experience in the field.

Recommendation: There is a case for a full-fledged Guidance Bureau at the Force Headquarters which would store such information and disseminate it to interested parties. Periodical newsletters which would reach units down to the level of a Police Station would also help.

VII. Enhancing the Quality of Worklife

7.1. Problem: Complaint of Job Monotony: Quite a few surveys held in India and elsewhere have indicated that police personnel complain of job monotony and a lack of job satisfaction. This accounts for poor motivation to work.

Recommendation: The concept of 'Job Enrichment' as developed by modern Management Science is quite relevant to efforts that aim at making police tasks more interesting and challenging. Every job in the Police can be subjected to an analysis to find out how it rates in respect of each of the five core dimensions of an enriched job, viz., variety, task identity, task significance, autonomy and feedback. The effort thereafter would be to enrich the job in terms of the dimension in which it is relatively poor.

VIII. Improving Communication

8.1. Problem: Poor Communication between Ranks and Leadership: Traditionally-run police organizations emphasize one-way downward communication from the leadership to the ranks. They do not provide any scope for upward communication which alone would enable subordinate ranks to make known their grievances. The consequent lack of rapport between superior and subordinate ranks is a matter for concern because of the strident demand now of the educated younger members of Forces for a voice in internal administration.

Recommendation: The concept of 'Participative Management' is quite relevant to police personnel administration. Police Associations offer a convenient arrangement through which this can be extended to the Police. Frequent meetings between police leaders at all levels and subordinate policemen on professional and non-professional issues, together with periodic attitude surveys among the latter by experts from outside would also greatly help.

8.2. Problem: Ineffectiveness of Police Associations: The experience in India is that Police Associations have not fulfilled the role they are intended to. This is because police leaders are still not mentally reconciled to the birth of such Associations. Further, these bodies have attracted a wrong kind of leadership from the ranks who

have chosen to concentrate on day-to-day trivia rather than long-term policy matters, including the need to raise the professional excellence of the Force.

Recommendation: The situation calls for a deliberate exercise to educate the leadership on the raison d'etre of Associations, and how they can serve to improve communication within the Force. There is a need simultaneously to impress on police subordinates that Associations could make a mark if they interest themselves in long-term policy matters which alone would substantially improve working and living conditions. Further, they should be told that, through greater attention to professional issues, Associations could enhance performance and thereby improve the image of the Force as a whole.

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