

Article

EFFECTS OF RECRUITMENT AND SELECTION PROCESSES ON THE PERFORMANCE OF POLICE WORKFORCE IN BAHAWALPUR REGION: A COMPARATIVE ANALYSIS**Aamir Jawad Munir**

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Abstract: *An effective recruitment and selection process is essential for any organization in the world. Due to lack of effective strategies of recruitment and selection, police departments in Pakistan have remained ill-prepared to produce quality police work-force in the country. The purpose of recruitment is to hire the right suitable to the specific and general needs of a particular job. Punjab Police is an important organ of the administrative machinery of the provincial Government to maintain law & order in the society. Punjab Police has same characteristics of the recruitment and selection process throughout the province. However, a stark deviation is noted in the process of recruitment and selection in Punjab Police from the objectives and goals of the police department. Due to lack of effective organizational recruitment programs, men having criminal links have been recruited in the department in past, which has greatly affected the performance of lower rank of police employees. To investigate this phenomenon, Qualitative Comparative Analysis Approach among police forces of (UK and Canada) has been adopted to see the effects of the recruitment and selection processes on performance of police workforce in the Bahawalpur region with contemporary techniques i.e. background investigation; separate department recruitment unit and community policing in the recruitment and selection process.*

**INTRODUCTION**

There are many lessons to be learned from the history. Since the independence of Pakistan, numerous reforms were made for the police organization but still could not get the desired results. The Inspector-General of Police is the ex-officio Secretary to the Government of Punjab; he has the administrative and financial powers of the Secretary to the Provincial Government, as well as complete autonomy in operational, administrative, and financial matters subject to policy, oversight, and guidance from the Chief Minister of Punjab (Statutory Annual Report, 2017-18). Especially combating with the internal security matters police are responsible to maintain the law & order situation in the country. Main principles of the Police is to bring justice, normative values, and law enforcement in society (Shafique, 1992). The strength of Punjab Police personnel is not proportionate with the growing population of Punjab. According to the Pakistan Bureau of Statistics (2017) The overall population of Punjab is 110,012,442, and the police force is 198,960, which implies that just 180 police officers are for the protection and security of 100,000 people. Police Service of Pakistan (PSP) provides the committee of Senior Officers for the Recruitment & Selection Process. Recruitment and Selection are carried-out at three-level in Punjab Police (Constable level, Assistant Sup-Inspector & Sup-Inspector level, and Assistant Superintendent of Police level). The last Recruitment & Selection of lower rank employees was carried out in Bahawalpur Region in August 2018. The Inspector General of Police, Punjab constituted a committee comprised of Regional Police

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Officer (RPO) as its chairman, District Police Officer (DPO) or the concerned City Police Office (CPO) as its secretary, and Senior Superintendent of Police (SSP) as its member (Recruitment of Constables, Drivers, Ladies Constables in Punjab Police Department, 2018). The recruitment & selection process of Punjab Police is not pacing with the rapidly changing trends of law and order situations due to which men having criminal links have joined the police force. The issue was raised in a meeting during the visit of the then Prime Minister to Karachi in 2013 and was briefed that 10,000 politically appointments were made in Sindh Police during the governments of Pakistan Muslim League (Q) and Pakistan Peoples Party, which has become the major causes of deprave law and order situation in the city. According to Mr. Mehmood, who was also a member of the Muttahida Qaumi Movement's central information committee at that time, it was on record that former Home Minister Sindh Mr. Zulfiqar Mirza indicated that 2,000 Pakistan Peoples Party workers were inducted in the police department, who were known criminals from Lyari region of Karachi. Similar circumstances cannot be ruled out in Punjab province. This situation is alarming to maintain the performance of police employees (Ghumman, 2013). The recruitment and selection process of the lower ranks in police is the hallmark to enhance the efficiency of this law enforcement agency. At the time of recruitment, much focus is laid upon the physical fitness of candidates while experienced reveals that the men recruited maintained their contact with criminals. A mechanism is required to thoroughly check the background of the potential recruits at the time of selection, which should be made part of and evolved in the current recruitment and selection process. Due to non-professional techniques in the recruitment and selection process of police departments, many capable employees have started to leave the police force.

METHODOLOGY

Qualitative Comparative Approach collided with secondary data with contemporary techniques of the recruitment and selection process of the Scotland Yard Police of United Kingdom (UK), and Royal Mounted Canadian Police of Canada are compared with the recruitment and selection process of police in the Bahawalpur region to learn the effect of recruitment and selection on performance of the police work force. In this study, qualitative methodology was adopted due to comparative analysis. Relevant research concerning with performance based on recruitment and selection process aiming at its implementation, as an initial step towards police reforms was studied. Cosmetics changes in the current recruitment and selection process have not so far yielded the fruitful results. The men having contacts and links with criminals inducted in the department jeopardize the efforts of police to have effective control over crime and criminals and has also caused lack of trust among the people. This study evaluates the impact of effective recruitment and selection process of lower rank of police employees of Bahawalpur Region which evolved with certain modernized techniques. The study will also help the policy makers to review the current recruitment and selection process and possible use of modern contemporary techniques to further strengthen the capacity of the police work force.

LITERATURE REVIEW

Historical Perspective of Recruitment & Selection in LEAs

Initially, the idea of police recruitment as a strategically tool came in 1931 under the supervision of US President Herbert Hoover to eliminate the spoil system of recruitment and selection. The merit-based recruitment and selection process started in US police organizations in the 1940s and 1950s. To reduce the discriminations in the police work, scientific methods such as psychometrics and standardized psychological testing in recruitment were introduced. After 1960, police organizations worldwide started to use scientific and career progression based methods of testing, evaluating and also began analysing potential recruits based on departmental requirements (Jeremy, 2014).

Comparative Analysis

A comparative research is a research methodology in the social sciences that aims to make comparisons across different countries or cultures. The process of comparing two or more items in order to learn anything about one or all of the objects being compared is known as comparative analysis. This technique often utilizes multiple disciplines in one study (Michael & William, 2005).

Recruitment & Selection and Job Performance

The process of recruitment and selection is vital for any police organization to sustain the organizational performance. Recruitment and selection processes are conceived as the processes by which organizations solicit, contact and interest potential appointees. Recruitment and selection are the two stages of the employment process. Recruitment is the process of enlisting new people in the organization while selection is a process of carefully

choosing someone as required best for the organization vacant posts. The recruitment process is immediately followed by the selection process which includes final interviews and the decision making on selection, conveying the decision of the selection committee and other appointment formalities (Oliver, 2014). Performance is the process of performing a task or function in efficient manner by the individual or group members (Ahmada, Ibrahim, & Bakar, 2018).

RAND (Research and Development Unit)

Rand is a non-profit institution comprising of the Research and Development Unit. Rand improves the Human Resource areas of the Law Enforcement Agencies in the various European countries through improving policy and decision-making process. Today maintaining the police work according to the law and order situation is one of the biggest challenges facing by law enforcement agencies (Wilson, Dalton, & Schee, 2010).

The Bucket Metaphor and Demand for Police Personnel

Bucket Metaphor System comprising of three steps. The first step indicates that capable, officials might be “leaked” through a hole in the bucket caused by several issues in Police organizations such as miscellaneous duties and external/internal factors that can affect police employee’s job performance.

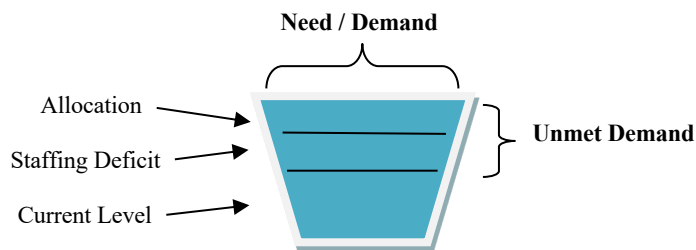


Fig 1: Representation of Bucket Metaphor System Steps

Bucket Metaphor System comprises of three steps. The first step indicates that capable officials might be “leaked” through a hole in the bucket caused by several issues in police organizations such as miscellaneous duties and external/internal factors that can affect police employee’s job performance.

In the second step, the majority of police employees suffering from various assignments that are not relating to their duties for which they were recruited. Due to which capable police employees started to leave the police organization. Thirdly, the capacity of the bucket is expanding as police work extends, which requires more water that means more capable police employees to fill it (Wilson, Dalton, & Schee, 2010).

Separate Recruitment Units

In European Countries, Separate Recruitment Units in police Organization have gain importance. These Recruitment Units analysing the internal and external strategies for police Recruitment and Selection programs. These units are in better positions to ensure the recruitment efforts and reflect the department’s philosophies according to its needs. Departments should consider structuring and mentoring team members to improve the quality police force, this can be ensured through personnel staff into the recruitment unit (Johnson, 2015). Recruitment and Selection have become foremost challenges for the Law Enforcement Agencies. The recruitment Unit is responsible to investigate such variables, which are related to enhance the performance of police employees. Results of an effective hiring process may be slow, but authentic to produce long-term benefits and also improve organizational effectiveness. Currently, the employment landscape is strikingly difficult for the police organization (Johnson, 2015).

Background Investigation

The police department should conduct background investigations process for all sworn applicants and strictly follow the recommendations given by the background investigator officers. Factors like Employment problems or arrests that involve violence, public disorder offenses, or robbery are red flags which should not be ignored by the Investigating officer (Johnson, 2015). Background Investigation has proliferated in use as a screening tool often being conducted at multiple stages. Background Investigation procedure should be evolved with Criminal Record, Poly Graphic Test, Drug Test, Driving Record, Social Security & Credit Report (Sycz, 2014).

Community Policing in Recruitment & Selection

The success of new policing recruitment strategies depends on the ability of a police agency to recruit such officials, who not only understand their role as highly visible representatives of government authority but also recognize their responsibility for community service. This target can be achieved in a better way with the induction of community representatives in the Recruitment process. They can serve as knowledgeable mentors to help marshal applicants (Community Relations Services Toolkit for Policing, 2015). Community policing can be the most powerful motivator tool for the new generation of police employees. Recruitment efforts should focus on attracting people who are motivated to serve in the spirit of service and have the mental, intellectual, emotional, and physical traits necessary to succeed in a high-risk environment. Community policing helps to create and maintain trust levels that serve the interests of the community and agency. This trust leads to relationships that are more likely to attract potential applicants to a career in police service (Laine, 2009).

Bahawalpur Region at Glance

Bahawalpur Region is the biggest division in terms of area covering 18,000 sq. miles. According to the census (2017), its total population is 11,464,031, which is more than 10% percent of the total population of Punjab province. Population concerning with the districts, Bahawalpur (3,668,106), RahimYar Khan (4,814,006), and Bahawnagar (2,981,919) are the three districts in this Bahawalpur Region (Province wise Provincial Results of Census, 2017).

COMPARATIVE ANALYSIS OF RECRUITMENT AND SELECTION PROCESS

Recruitment and Selection Process of Police in Bahawalpur Region

The structure of the Punjab Police is British inherited, which was designed according to the lens of the British Raj. Since Independence, the Recruitment and Selection Process of lower rank in the Punjab police department was carried out on traditional style. Due to which politicians were directly involved in interrupting their candidates on safaris quota which were causes of negligence in police organization (Shafique, 1992).

The last recruitment and Selection of Bahawalpur Region Police conducted on 18.7.2018. In which seats were announced through Newspaper Daily Express and Nawa-i-Waqt on 11.07.2018 and distribution of application started w.e.f 01.08.2018, vide letter No. ADE-III/14529-75/IV, dated, Lahore the 31.07.2018, (Recruitment of Constables, Drivers, Ladies Constables in Punjab Police Department, 2018). Vide Inspector General of Police Standing Order No.06/2015, the competent authority has decided to fill in the existing vacancies of constable (BPS-07) in Bahawalpur Region through a recruitment process based on a transparent manner to meet the growing challenges of law and order.

Eligibility / Selection Standards and Requirements

a. Advertisement of Posts

All the vacancies are filled through advertisement issued centrally by City Policy Officer (CPO) or by the head of the unit concerned authorized by Inspector General of Police of the province.

b. Recruitment Board

A board is established by the Inspector General of Police of the province comprising of the following officers.

- i. Deputy Inspector General (Chairman)
- ii. Concerned District Police Officer or City Police Officer (Secretary)
- iii. Superintendent of Police (Member)

The board is entrusted to conduct a physical test/endurance test and take interviews of those candidates who qualify these tests conducted by the third party such as National Testing Services (NTS) or as approved by the Inspector General of Police of the province.

c. Review Board

A Review Board is headed by Regional Police Officer, Senior Superintendent of Police and Superintendent of Police. This board acts as an appellate board for those candidates who are aggrieved with the decision of recruitment procedure regarding scrutiny of documents/physical measurements and endurance test.

d. Qualification

The minimum academic qualification for all candidates for the recruitment of BPS-7 is the Secondary School Certificate / matriculation or equivalent qualification.

- e. **Physical Standard**
 - i. Standard of Height i.e 5'x7"
 - ii. Chest Measurement i.e 33" x 34^{1/2}
 - iii. Age i.e. must be within 18-25 years of age
 - iv. Ability to run a distance of one mile within 7 minutes
- f. **Domicile**
Candidates must be bonafide resident of the district where candidates applies for job.
- g. **Applications**
For the convenience of the candidates, specials counters are established by the head of the district police.
- h. **Scrutiny of Applications**
Scrutiny of the candidate's applications are carried out in the respective unit of the district by the members of the boards with the administration of the concerned district. Application forms of all the candidates shall not be entertained who do not have their Computerized National Identity Cards (CNIC) and provision of an educational certificate of the district of recruitment.
- i. **Roll Number Slips and Written Test**
Subsequently qualifying physical test roll number slips are provided to the candidates for written test comprised of **100** marks i.e. English = **25**, General Knowledge = **50**, and Science = **25**. For qualification of written test, candidates must be scored more than 60 % marks or as per given merit in accordance with the candidates.
- j. **Interview**
Successful candidates in written test are called for the interviews, in which the board assesses the candidates' suitability to join the police force.
- k. **Background Investigation**
After the interview, a list of successful candidates is displayed on the official website of the department and letters are sent to the addresses of their local residence police stations for checking their criminal records or background verification.
- l. **Final Selection / Appointment Order**
Selected candidates are then allocated to the respective District / Units according to their domicile and the vacancies available.
- m. **5% Quota Reserved for Minorities**
Separate list of the minority candidates shall be prepared against the seats that fall within five percent (5%) quota out of the total seat of any given district.

Recruitment and Selection Process of Scotland Yard Police of the United Kingdom

Metropolitan Police is one of the oldest police service in the world founded by Sir Robert Peel in 1829. Scotland Yard Police is known as Brand of skilled police official's around the world. Scotland Yard Police comprising on the 39,000 Police Officials. Scotland Yard Police is a symbol of Quality Service of policing in the community (Review of Initial Police Recruitment: final report with recommendation, 2016).

Eligibility / Selection Standards and Requirements

- a. **Eligibility Criteria to Apply**
Online application received from those candidates who are British Citizen, EU/EEA nationals, Common Wealth Citizens.
- b. **HRM Recruitment Unit**
Separate HRM department of Recruitment Unit which devised various Recruitment & Selection Strategies.
- c. **Age of Candidate**
Minimum age limit is 18, however candidate can apply at the age of 17.5 years.
- d. **Physical Standard**
Candidate must be physically fit to join Scotland Yard Police department. Fitness test based on Scottish Police Service National Fitness Standard. Body Mass Index of the candidate should be 18 – 30, maximum push ups in one minute and 1.5 mile running.
- e. **Background Investigation**
Vetting checks carried out thorough background investigation comprising on Poly Graphic Test, Criminal Record, Drug Test, Driving Test/Record, and Social Security are carried out before final selection.

f. Selection Process of Scotland Yard Police

The Selection Process is designed to identify those candidates who are demonstrated to give their service to the police organization.

g. Application Form

Online application form complied with the EU General Data Protection Regulation (GDPR) requirement. This form is utilized to collect the personal data of the candidates.

h. Standard Entrance Test

Comprising of three tests that cover communication skills, interpersonal skills, and mental ability test.

i. Initial Interview

Interview questions related to analyze the candidate's experience skills, aptitude through communication, interpersonal skills, service delivery, and job knowledge.

j. Final Stages

A provisional offer certificate of appointment is given after complete all the steps.

Recruitment and Selection Process of Royal Canadian Mounted Police (RCMP)

RCMP is a national police organization serving the public through community policing. The Police Strength of RCMP is more than 27000. Policing in Canada is governed by two separate levels of government. Each Law Enforcement Agency has its requirements standards. Recruitment and Selection of RCMP is extensive due to which candidate shall meet with all the requirements to become a successful police officer of the Royal Canadian Police (Loo & Meredith, 2015).

Eligibility / Selection Standards and Requirements

a. Meet the Basic Requirement

Minimum age of the applicant should be 18.

b. Meet the citizenship requirements

Candidate must be Canadian Citizen able to speak and write English or French.

c. Separate Recruitment Unit

Separate Recruitment Unit which devised various Recruitment & Selection Strategies.

d. Education

A Graduate High School diploma or its equivalent is required.

e. Community Policing

Community policing has become the essential part of the recruitment and selection process of the Royal Canadian Police.

f. Ethics and Morals Values

Candidates should have some ethics and moral before to join police force.

g. Physical Test

Physically in good shape to be a part of the Canadian Police. Physical Test includes 2.4 Km in a given time, Swimming portion, and other physical related tests.

h. Have a driver's license

A Candidate must be a driving license holder.

i. Attend police school

Selected Candidate for Police College must be showing a good attitude, self-discipline, and dedication.

j. Hearing and eyesight checked

Candidate must be checked by an ophthalmologist and audiologist before applying. Eyesight needs to be at least 6/6 (20/20) and 6/9 (20/30) and with glasses and contact lenses it should be 6/18 (20/60) Hearing must be H2.

k. Ensure basic documents available

Ensure the availability of basis documents birth certificate, high school diploma, Certificate of Canadian Citizenship, and a valid driver's license. In additional marriage, divorce or separation certificate is also required.

l. Take an exam

The candidate must be clear to the qualify entrance test. The RCMP Entrance test has two parts, personality traits evaluation test and aptitude test, which ensure that candidates have the necessary skills to become a police officer.

m. Complete physical assessment

Candidate must also complete physical assessment, called the Physical Abilities Requirement Evaluation (PARE). Physical fitness test comprising on weight carrying exercises.

n. Complete the Regular Member Selection Interview (RMSI)

Interview section comprising of the personality traits (Problem-solving skills, communication skills, flexibility, consciousness, and reliability to work with a team.

o. Background Investigation

Vetting checks carried out thorough background investigation comprising on Poly Graphic Test, Criminal Record, Drug Test, Driving Test/Record, Social Security and Credit Report are carried out before final selection (Royal Canadian Mounted Police).

International Parameters of Recruitment and Selection Process	Pakistan Police Bahawalpur Region	Scotland Yard Police (UK)	Canada Police Royal Mounted Canadian Police Force
Involvement of Community Policing in Recruitment and Selection process	X	✓	✓
Separate Research Recruitment Unit in LEAs	X	✓	✓
Advertisement	✓	✓	✓
Recruitment Board	✓	✓	✓
Review Board	✓	✓	✓
Qualification	✓	✓	✓
Physical Standard	✓	✓	✓
Domicile	✓	✓	✓
Family Claim	✓	✓	✓
Written Tests	✓	✓	✓
Interview	✓	✓	✓
Background Investigation	X	✓	✓
Final Selection	✓	✓	✓
Quota Reserved for Minorities	✓	✓	✓

Table 1: Comparative Chart on Recruitment & Selection Process with Similarities and Dis-similarities Index

DISCUSSION

The recruitment and selection processes of police force in Pakistan, United Kingdom and Canada may be discussed along the following themes:

1. Background Investigation Vetting;
2. Separate HRM Department Unit;
3. Community Policing in the Recruitment and Selection Process

The recruitment and selection processes of Scotland Yard Police, United Kingdom, and the Royal Canadian Mounted Police, Canada are evolving with the effective recruitment strategies, which meets with the changing needs of the police organization. Community Policing evolved in the police reforms of these forces. The RAND Corporation research unit helps to improve policy and decision-making through research and analysis to the law enforcement departments of the UK, and Canada.

Recommendations

Based on the Comparative Analysis of Recruitment and Selection process following suggestions are recommended for the Effective Recruitment and Selection Process of Bahawalpur Region Police.

a. Creating of Separate Recruitment Unit in Police Department

Establish a Separate Unit of Recruitment & Selection in a Police Organization comprising of the subject matter expertise i.e. (conducting research, develop a recruitment plan, and personalizing the recruitment process).

b. Use Community Liaisons to Reach Potential Recruits

Community liaison strategies have become the cornerstone in various European countries due to the notable impact of the diverse recruitment process. Subsequently, community representative relationships

can also enhance recruitment efforts by providing potential candidates and also raise the image of the police force in society.

c. Background Investigations Vetting Checks

Background Investigation and character references have formed the backbone of police Recruitment and Selection process. Background Investigation checks should be proliferated by multiple stages. Such as Criminal Record, Poly Graphic Test, Drug Test, Driving Record, Social Security, and Credit Report.

CONCLUSION

Performance of police recruits depends upon departments' recruitment strategies which relate to the effectiveness of the selection phase. Effective recruitment and selection are dependent upon the caliber of attracted candidates. The evaluation programs of the recruitment and selection process in police organizations should not only assess current practices but also evaluate alternative recruitment and selection strategies with the changing needs of the police organization to enhance the performance of lower rank police employees. Effective recruitment and selection Process processes may be slow, yet it produces enduring, long-term benefits and reduce liability and improve organizational overall performance.

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