

CHAPTER III

POLICE PERSONNEL ADMINISTRATION

The success of any administrative organisation depends upon quality of its personnel. Competent and devoted personnel is a prerequisite for a smooth functioning of any administrative organisation. This is more so because police personnel come in contact with public daily. Hence, the importance of personnel administration.

The principal problems of personnel administration are recruitment, selection and certification for appointment, classification, determination of pay scales and other conditions of service, promotion, conduct and discipline, training, superannuating arrangements, and employer-employee relations. These problems are discussed in this Chapter with reference to police administration⁽¹⁾.

It should be borne in mind that, there does not exist any different procedure for women police. They have to undergo same procedure as men. But, there do exist some, special conditions for women and the reference is made to such conditions wherever they exist. Further, as the subject is concerned with women police the study will obviously concentrate

on impact of these procedures on women. Further improvements in the procedures in context of women police will be suggested after analysing the problems.

Recruitment:

Recruitment means attracting the proper and suitable type of candidate for the post to be filled. There are different methods of recruitment, which are applied according to the nature of services⁽²⁾.

Apart from Indian Police service for which candidates are recruited through UPSC there are posts like Police Constables, Police Sub-Inspectors, Deputy Superintendent of Police recruited from State Public Service Commission. However, there are different procedures for their recruitments. Police constables are, recruited at police Head Quarter by Superintendent of Police of respective District Unit, Police sub-Inspectors are recruited by MPSC. Examination, Dy.S.P. is also recruited by MPSC examination, Additional Superintendent of Police is recruited by UPSC examination.

For constables there is an annual recruitment system and all the new recruits are taken on the basis of the recommendations of the employment exchange in accordance

with the administrative rules. They are required to appear for written test and physical fitness test examination.

Conditions of Eligibility⁽³⁾:

Following are the conditions of eligibility.

(a) **Age:** It should not be less than 18 and not more than 25 years. Relaxation in age for the SC/ST candidates (not more than 35 years) as per the rules made by the government of Maharashtra. Details about relaxation are mentioned in further paragraphs in this Chapter.

(b) **Educational Qualification:** Candidates should have passed the higher secondary examination from one of the divisional centers of Maharashtra or should have passed equivalent to this one as per rules of Maharashtra State.

Physical Standard:

	Male	Female
Minimum Height	- 155 cm	165cm.
Chest	- 84 cm (with expansion)	
	79 cm (without expansion)	
Weight	- 48 Kg.	55 Kg

Candidate also has to undergo a medical test conducted by the medical officer of Government of Maharashtra. Candidates fulfilling educational qualification and physical fitness have to undergo 100 marks physical efficiency test (pet). The physical efficiency Test consists of the following items.

100 m. running	10 marks
Long jump	10 marks
High jump	10 marks
Shot-put	10 marks
800 m. running	20 marks
Obstacle course	20 marks
Pull-ups (10)	10 marks
Rope climbing	10 marks
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Total	100 marks
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It is necessary for the candidate to secure minimum 50 marks to pass this examination.

(c) Written test: There will be a written test of 80 marks for the candidates those who have successfully passed the physical efficiency test. This test will consist of subjects like current affairs, General Knowledge, Numerical ability, Essay writing. Candidate should get a minimum of 40 marks to be successful in the examination.

(d) Interview Test: Interview will be conducted for those candidates who are successful in written test. The interview will be of 20 marks It will mainly consist of things like, personality test, sports. NCC or other activities, Additional qualifications e.g. Knowledge of computer, driving or any technical knowledge will also come under scrutiny in the interview test.

On the basis of above procedures or process of selection, board will select the candidates. For recruitment of police constables in police Department of Maharashtra State, names of

candidates already registered in Department of employment exchange or Social Welfare Office or District Board or advice of Welfare Department will be considered.

However, in cases of candidates from following categories be directly considered for recruitment without call letters of any Employment Exchange or other bodies as mentioned above. But their names should be registered in respective District Employment Exchange Office. Also they will have a chance of getting recruited within the range of the respective districts.

Categories Of Such Candidates Are As Follows⁽⁴⁾:

1. Only one son or a daughter of Police Constable or Assistant police Sub-Inspector.
2. Candidate having won an award in music can join the police Band Party.
3. Candidate belonging to Ex-servicemen or freedom fighter. However, they have to submit the certificate of collector in prescribed format.
4. Furthermore, a maximum of 10 % of seats out of total seats are available for sportsmen and they will be recruited directly. Sportsmen who are already successful in physical test, written test and played

one of the game mentioned below at District or State or National level are recruited directly.

Games Category: Badminton, Body building Gymnastic, Kabbadi, judo, Kho-Kho, power lifting, Weight lifting, Mallakhamb, Basket ball, Cricket, hand ball, Volley ball, Archery (Dhanurvedya), Wrestling, Yatching, Boxing, Foot ball, Hockey, Karate.

Male and female sportsmen played for the University and won awards, those who played in Ranji Cricket and fulfill all the necessary physical standards.

The above-mentioned male and female sportsmen are provided relaxation in height of 2.5 cm. It is not necessary for them to register their names in Employment Exchange or Social Welfare Office.

5. One son or daughter of a police man who has been missing or has retired on compassionate ground on the basis of medical certificate or has been died while in service may be called for the police

recruitment and he or she may get the following relaxation in physical standards namely :

	Female	Male
Height	2.5 cm	2.5 cm.
Chest	————	1.5 cm (with expansion) 2.0 cm (without expansion)

6. 5 % of Reservation will be for the project affected people in respective district⁽⁶⁾. Such persons get relaxation of age upto 3 years. They will have permission to submit their application to any district and it is not necessary for them to have any recommendations from Employment Exchange Office.

If a person hasn't got any relaxation in his appointment as police constable then he should pass the divisional examination / Hindi and Marathi language examination as per the rules.

Persons appointed to the post of police constable is eligible to be transferred anywhere. In Maharashtra State. They will have to undergo training as per rule and has to pass the respective examination within 2 attempts. The rules will be applicable to the

candidates appointed on the post of police constable as per the Mumbai Police Act 1956 Mumbai Police Act 1959 and the rules that are framed by the State Government from time to time.

Promotion :

Now coming to another problem in administration is that of promotion. It is observed that due to the entry of Ex-servicemen recruited through MPSC examination the persons recruited by the police department and put in a number of years of service may not get promotion. Such trend is certainly going to affect the morale of the cadre and degradation in coming future. Therefore, there is a great demand for providing remedy for this problem and there is a demand for separate gradation list for the purpose of promotion. In present system, in the combined merit list only 25 % is reserved for constables and 25 % for Head constable⁽⁷⁾. But by this method a number of constables and Head constables do not get the opportunity for promotion, for a long time i.e. 10-15 years. Since this grievance is reasonable a separate list for promotion may be maintained.

To recruit Sub-Inspectors from the category of graduates and post-graduates the procedure is tough. Where as it is easy for in-servicemen due to their experience in the police force as a

police constable or a head constable who worked only for three years is eligible for competing MPSC examination. Besides, they also have the chances of officiating and departmental promotion. For this, age group is 45-50 years. However, this restriction regarding age really acts as a bar to their capacity, quality of work and efficiency. Further more, new graduates and postgraduates are available in police force. They can be used for "active" service for more years. Because, sub – Inspectors job is a field job and physical fitness is a must, person who are above 40-45 years do not suit for the position because, their energy is already drained out. Hence, this restriction regarding age should be reduced to a justifiable extent.

In addition to this, it is also observed by the higher-ups at the district level that in Maharashtra promotion to the constabulary and even for officers post are given at a later stage in their career. As a result of this, some sort of frustration and nervousness has already set in. Finally, it will obviously damage the efficiency of the officers. Hence, they observed that promotion should be based on tenure system. To say it in other words, a person should be automatically promoted after a fixed years of service upto sub-Inspectors level.

However, the seniority methods should be supplemented by consideration of ones educational qualification, commendable service done by the candidate. Because, if merit is ignored the best police officers obtain lucrative jobs in private enterprises. This will certainly result in talent drain in police force and private enterprises avail their services free of cost. This is a loss to police department. Thus, if a candidate is graduate and has completed 5 years of service, irrespective of the category, he or she should be allowed to appear for M.P.S.C. examination and if he or she succeeds he should be promoted to the immediate higher position. Unless a person is proved beyond doubt as ineffective, normally his / her promotion should not be held up.

Training / Orientation:

In India, law-enforcement has become a greater challenge at both the higher and lower levels. Police officers are called upon to perform the difficult task of maintaining law and order and investigating crimes at different levels. The task of the police has always been difficult and complex, particularly in bigger cities. Modern technology demands that the police relate to all the groups in the community while law-enforcement required higher levels of reserves and in-service training⁽⁸⁾.

Police officers and police force are provided training at different training centers. Following are the names of the police training centers in Maharashtra⁽⁹⁾.

- I) Maharashtra police Academy Nasik.
- II) Police Training school, Nagpur.
- III) Police Training school, Khandala.
- IV) Police Training school, Marol, Mumbai.
- V) Police Training school, Jalana.
- VI) Police Training school, Akola.
- VII) Police Training school, Solapur.
- VIII) Police Training school, Nanwaj, Daund.
- IX) Police Wireless Training Centre, Pune.
- X) Finger Prints Centre, Pune.

Candidates selected are sent for police training at the nearest training center. The training period may be from 6 months to one year. This training consists of knowledge of law, maintenance of law and order, physical training, moral training, training about police work. Theoretical and practical training in institutions is not sufficient. Therefore, their seniors also give them training at their work place. Since, constables come in contact with public, daily, they must have minimum knowledge regarding mob and individual psychology. This necessitates

emphasis on training orientation programmes. The traditional curricula for training the police officers has undergone several changes.

However, the Report of the Government Committee on Police Training has not yet been fully implemented. According to this, its objects are to add some subjects such as psychology, criminology, police community relations. They should be integrated in the curriculum of the training institutions. Thus syllabus must be updated keeping in view new developments such as terrorism, planned robbery etc. orientation courses of short and long term duration is necessary and be given from time to time to the officers also so that police organization as a whole can function efficiently.

Frequent Transfer And It's Implication:

An organization to function effectively there should be proper direction, timely guidance, effective supervision, and control. This is possible only when the higher-ups put in maximum number of years of service in a particular place. This assumes high significance particularly at the police station level because the station officer requires time to acquaint himself with demographic composition, geographical characteristics, nature of

crime, criminals in the area etc. According to the rules for the cadre of police sub-Inspector, tenure of service in the district is 10 years After 10 years he can be transferred outside the District For police Inspectors tenure of service in the District is 5 years. In this period, he is statutorily required to serve only 3 years in one police station. The data found in Table No. 3.1 help us to understand the practical position in this regard.

Table No. 3.1 Showing Tenure of Police Inspectors in city

1. Shahupuri Police Station

SR.No.	Name of PI	Period or Tenure	Year	Months	Days
1.	Shri. Madan Chavan	1-8-94 to 31-7-95	---	11	---
2.	Shri. Suresh K Pawar	31-7-95 to 22-1-96	---	5	22
3.	Shri. Narendra M. Waghmale	21-1-96 to 11-2-99	3	---	20
4.	Shri. B.R. Sonawane	15-2-99 to 25-6-99	---	4	10
5.	Shri. Prakash Chavan	25-6-99 to 10-5-2002	---	11	---
6.	Shri. Appaso Jadhav	10-5-2000 to 7-1-2003	1	8	---
7.	Shir. P.G. Mandhre	7-1-2003	---	---	---

2. Laxmipuri Police Station

SR.No	Name of PI	Period or Tenure	Year	Months	Days
1.	Shri. R.J. Kadam	29-12-92 to 30-7-95	2	7	1
2.	Shri. BIR. Sonawane	30-7-95 to 21-12-96	---	4	21
3.	Shri. L.M. Shinde	21-12-96 to 8-7-98	1	6	8
4.	Shri. Subhash B. Jadhav	8-7-98 to 1-2-2000	---	6	23
5.	Shri. M.R. Chalke	1-2-2002 to 24-2-2002	---	---	24
6.	Shri. Mohan A. Mane	24-2-2002 to 18-5-2003	---	2	24
7.	Shri. Mahesh G. Sawant	18-5-2003	---	---	---

3. Junarajwada Police Station

SR.No.	Name of PI	Period or Tenure	Year	Months	Days
1.	Shri. Suresh K. Pawar	16-12-92 to 31-7-95	2	7	15
2.	Shri. Bhimrao A. Chache	31-7-95 to 20-5-97	1	9	20
3.	Shri. Narayan A. Dephule	20-5-97 to 6-4-98	---	10	17
4.	Prakash D. Limaye	6-4-98 to 11-10-98	---	6	5
5.	Shri. Mohan Mane	11-10-98 to 11-11-98	---	1	---
6.	Shri. M.R.Limaye	11-11-98 to 12-6-99	---	7	1
7	Shri. Amarsingh D. Ingale	14-9-2001 to 16-7-2002	1	3	2
8	Shri. Amarsingh D. Ingale	14-9-2001 to 16-7-2002	---	10	2
9	Shri. Madan D. Patil	16-7-2002 to	---	---	---

4. Rajarampuri Police Station

SR.No.	Name of PI	Period or Tenure	Year	Months	Days
1.	Shri. Narendra M. Waghmale	12-2-99 to 17-8-99	---	5	5
2.	Shri. S.G. Sagar	31-8-99 to 29-12-99	---	4	---
3.	Shri. P.B. Wagh	29-12-99 to 10-8-2000	---	8	---
4.	Shri. H.B. Throat	10-8-2000 to 13-8-2001	1	---	---
5.	Shri. P.G. Mandhre	17-8-2001 to 7-1-2003	2	1	---
6.	Shri Appaso Jadhav	7-1-2003	---	---	---

Source: Information provided by police stations.

From the Table No. 3.1 it is clear that from 1995 only one Police Inspector could enjoy more than 3 years tenure. 3 Police Inspectors enjoyed tenure of more than 2 years in one Police Station. 5 Police Inspectors remained in 1 Police Station for more than 1 year. Lastly most of the Police Inspectors(16) could not even complete a period of 1 year.

However, in such a situation efficiency of Police Officers is affected. It is because they have to adjust themselves with the environment at work. Frequent transfer becomes a stumbling block in their way. Further, not only officers but their colleagues as well as juniors also take time to adjust with their officers. While discussing about women police it is stated that they can share their problems with the officers who are working with them atleast for sometime. As a result of frequent transfers it will be difficult for the officers to provide proper direction, efficient supervision and control over their subordinates. Hence, Police Inspectors should not be transferred till they complete their statutory tenure except for grave reasons.

Duty Pay And Allowances :

Police force is on 12 hours duty. However, whenever there is emergency they can be called at any time. Thus they are on duty for 24 hours. They are not entitled for over time allowances. Due to heavy work load many times they cannot have weekly holidays. For ex: If the actual strength of police force in a station is 100 for duty, on a particular day only 60-65 persons are available and the remaining force is assigned to duties elsewhere like Hq., courts, out of station duty V. I. P. security etc. Moreover,

it is observed that duties are assigned without ascertaining the temperament and capacity of the person. While discussing with constabulary and police officials they Stated that the duty hours should be limited to 8 hours which will increase the efficiency of personnel. It will also be helpful in increasing employment opportunities for young people to come forward. Duties also should be assigned after studying the temperament and capacity of the personnel.

Police force, in discharging their duties risk their limb and life. However, they are the least paid in Government service. Their pay scales and allowances should be revised by taking into consideration the nature of duties they perform and the standard of living of Government servants in other departments. Because, low pay give rise to corruption. This is severely affecting efficiency and discipline in police force. It has also affected the morale particularly at the constabulary and to some extent at sub-Inspector level.

Women police came out with their own problems regarding duty hours. According to them being women they face some personal problems than men police. For ex. Monthly period, pregnancy, family responsibilities etc. It is very difficult to perform

police duties especially during pregnancy period. Therefore, such problems should be considered while fixing duty hours, duties etc.

Police Union:

Today, we see that there are trade unions, labor unions emerging in each and every department and they are certainly performing an important job for their members. It is wrong to have an equation in mind that labour unions means bundhs and strikes. Though people have this unsavoury image of trade unions it is not true. Many a times labour unions do developmental works by which not only labour but the organization is also benefited. However, one of the debating points concerning the State of Maharashtra is the withdrawal of permission to form union by the police constabulary and subordinate officers⁽¹⁰⁾. The then Chief-Minister, Mr. Antuley granted the permission but it was subsequently withdrawn. It was Stated by some of the officers that when constabulary is permitted to form union they only talked about their rights but forgot about the duties. However, most of the constabulary and few officers argued that if IPS. Officers can have union why not the lower category? The idea that the union affects the discipline in police force is not correct. At the same time the union should

not be on the lines of trade unions. Police association if it is ready to function as a grievance redressal body rather than for making allegations there is no harm in permitting the formation of police association. Thus, there should be positive attitude for looking at this question. After all, police force also should have a forum to ventilate their grievances The association if permitted serves this purpose well.

Leadership and Motivation:

Leadership and motivation constitute an important element in successfully achieving the objectives of police organization. In police force, higher ups should build-up confidence in the lower rank in performing their duties and be in constant touch with them. By understanding their family problems and helping them out in dire circumstances inculcate in the lower rank respect for higher-ups. This will ensure wholesome loyalty to the organization. Mutual trust is the stepping-stone of success. This should be developed in the police organization⁽¹¹⁾.

The researcher while at fieldwork was impressed by some of the police Inspectors, their way of talking with the police staff both men as well as women police. They talk with them as their junior colleagues. This is an evidence of good leadership and

motivation and really a satisfactory trend of developing leadership and motivation in Kolhapur police.

Retirement ⁽¹²⁾ :

It is obligatory for every police official to retire from his service on completion of 55 years of age. But certain efficiently suitable officers may remain in service up to the age of 58 by availing an increment of one year every time. A police official can retire on completion of 30 years of total service or 25 years on actual duty. His mischievous behavior, bankruptcy and indelibility force him to retire compulsorily before the completion of statutory period of service.

Retirement Benefits :

The retirement benefits are available to police persons just as other government servants do. For e. g. Pension, Gratuity, Commutation of pensions, Group Insurance, Travelling allowance, General Provident Fund, Linked insurance etc. If any police person dies on duty he receives ex-gratia amount and compensation, judging from the situation. Ex-gratia amount includes –

- 1) Funeral charges of Rs. 6000/-.

2) Family charges depend upon member of persons in the family. The amount being Rs. 750/- to Rs. 2000. This is paid monthly in the range between Rs. 200 to Rs.300.

Pregnancy Leave⁽¹³⁾ –

An authorised official can grant pregnancy leave on production of medical certificate on average salary to their women police constables or officials, for three months or six weeks from the date of delivery, whichever is earlier. This leave is not sanctioned unless the woman employee produces medical certificate along with her application. On this it is sanctioned temporarily for three months. Later on getting actual delivery certificate this leave is finally sanctioned from the date of delivery. This leave can be attached to any authorized leave. It cannot be extended further unless medical certificate is produced. Besides, this cannot be accounted on leave roster.

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