Chapter 2. Managing People for Change

(A) HUMAN RESOURCE MANAGEMENT

There is a remarkable correlation in police organisations around the world in terms of the percentage of budgetary expenditure on wages, typically about 80 per cent, which is significantly higher than all other public sector services. Police organisations can operate with comparatively low budget expenditure on logistics and equipment. Policing is essentially about people and the deployment of a trained, effective and motivated workforce. It is personal interaction with citizens that determines the image and reputation of police organisations. Equipment, including vehicles and radio are essential in supporting policing effectiveness and provide the means and mobility to respond efficiently to the needs of citizens. However, citizens judge the effectiveness of police organisations by the quality of the service they receive from police personnel, not by the quality of police equipment or the technology they use.

Effectiveness depends to a great extent on human resource management systems that support the workforce and help to meet the goals of the organisation. The ability of police officials to maintain the highest standards of conduct and professionalism in meeting the needs and expectations of citizens is at the core of effective human resource management.

Article 2 of the Universal Declaration of Human Rights states that everyone is entitled to all the rights and freedoms set forth in the Declaration without distinction of any kind, such as race, colour, sex, language and religion. Article 23 states, *inter alia*, that everyone has the right to work, to free choice of employment, to just and favourable conditions of work and to protection against employment. Chapter 3 in Part I refers to the stipulation in the United Nations Code of Conduct for Law Enforcement Officials that police agencies should be representative of the community as a whole and its membership must be representative of that community according to such criteria as race, colour, sex, language and religion.

These requirements affect every element of human resource management and impose a range of responsibilities on not only human resource managers, but also all police managers and supervisors including civilian support staff. Human Resource Management has eight distinct elements:

1. Recruitment and selection
2. Equal opportunities
3. Performance and motivation
4. Pay and other benefits
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5. Health, safety and welfare
6. Employee relations
7. Organisational development
8. Training and development

The eight elements are interlinked to provide a strategic approach to the management of people within an organisation, thus ensuring that the organisation obtains the greatest possible benefit from their abilities. The consequences of this process being effective are often described by the principle of having the right person for the right job at the right time.

It is not intended in this chapter to describe all the processes of human resource management. Describing the processes of designing job descriptions, for example, would occupy a major section of a book devoted to human resource management. Such skills are already available in most developed police organisations. Police organisations in democratising countries that are perhaps moving from a military model will probably not have human resource management systems and will need to develop them in the future. For police organisations in transition, there are likely to be experts in country, within public sector or government departments, universities, tertiary or business colleges who can provide the necessary expertise and advice.

(a) Recruitment and Selection

Recruitment and selection require marketing of the organisation in order to select the best people. Advertising through the press and other communications media will reach the widest range of suitable candidates and help to avoid discrimination. Internal information bulletins, memoranda and newspapers published by the organisation should be used to advertise vacancies for internal posts and opportunities for promotion.

Job descriptions, skills or competency profiles are required to match applicants to the job. There should be fair and transparent systems for testing, assessment and interviews including a written record of decisions made by the selection panel. In all recruitment and selection processes it is essential to identify, through structured tests and interviews, the qualities and aptitudes necessary for the role applied for. Recruits and candidates should be physically fit and psychologically able to withstand the rigors of working as a police official. They must possess honesty and integrity and display the ability to exercise their powers with fairness, conviction and discretion. Candidates who are tested and found to harbour bigotry or intolerance of minorities should be rejected. As well as honesty and integrity, recruitment tests should include questions that test tolerance of race, ethnicity, sexual orientation and gender.