



NATIONAL POLICING STRATEGIC FRAMEWORK



"With you, making Mauritius safer"

Human Resource Management Capability

(modernising our human resource management)

Mauritius Police Force

**National Policing
Strategic Framework**

Blue Print

“Human Resource Management Capability”

(modernising our human resource management)

This ‘Blue Print’ is one in a series of six strategic documents, each of which deals with one pillar of the National Policing Strategic Framework (NPSF). The others are:

- Community Policing – greater accountability to the community
- Achieving a Human Rights Compliant Organisation – a commitment to Professional standards
- Permanent Strategic Planning Capability – strategic direction at Force and Divisional level
- Intelligence-Led Policing – development of proactive responses
- Enhancing Reactive Capability – a step change in the quality of our reactive activities.

TABLE OF CONTENTS

1.	INTRODUCTION	1
2.	BACKGROUND	2
3.	WHERE WE WANT TO BE	3
3.1	The Organisation	3
3.2	The Constables/Corporals	3
3.3	Line Supervisors	4
3.4	Line Managers	4
3.5	Middle Managers	4
3.6	Top Managers	5
4.	HOW WE GET THERE	5
4.1	Human Resource Department Structure	5
5	HR PLANNING – MAKING THE HR FUNCTION STRATEGIC	7
6.	RECRUITMENT AND SELECTION – HIRING THE BEST	8
6.1	Recruitment	8
6.2	Selection	9
6.3	Enlistment	9
7.	TRAINING AND DEVELOPMENT	10
7.1	Training Needs Analysis	10
7.2	Continuous Training and Development	10
7.3	Evaluation of Training and Development	11
7.4	New Development Plans	11
8.	PROMOTION PROCEDURES – SELECTING THE BEST MANAGERS	12
8.1	Learning Culture	13
9.	PERFORMANCE MANAGEMENT	13
9.1	Continuous Appraiser Briefings	14
9.2	Link with other HRM Functions	14
10.	RETENTION – PROMOTING A CONDUCIVE WORK ENVIRONMENT	14
11.	DISCIPLINE	15
12.	CONCLUSION	16

HUMAN RESOURCE MANAGEMENT CAPABILITY

(modernising our human resource management)

1. INTRODUCTION

The human resource is considered as the most important asset of all organisations. It has been argued that in service organisations, the quality of service delivered is very much dependent on how best those who deliver the service are managed.

However, the proper management of an organisation's human resource is best achieved by adopting an integrated approach. We should look at the HRM functions holistically so that there is coherence between them (achieving horizontal integration) and HRM policy and practices are in line with the organisation's overall strategy (achieving vertical integration).

No modern organisation can claim to build coherence in HRM practices without a dedicated HRM department. The MPF is no exception. But organisations differ in the services provided by their respective HRM departments. Such services may vary from mere administrative work on one extreme of a continuum to performing strategic HRM, which helps top management in making informed strategic decisions, on the other.

With the posting of a number of officers from the Ministry of Civil Service to the MPF, the organisation has set up a Personnel Division to replace the former Records Office. However, the duties performed by the Personnel Division have so far been of a routine and administrative nature such as personnel records keeping and processing of salary, leaves, retirement benefits etc. For better Human Resource Management in the MPF we will empower the Personnel Division in a more strategic role.

This HRM strategy sets out the MPF's plans to ensure that, within the existing system in which it operates, the organisation has the right staff, at the right time, in right number, at the right place, with the right knowledge, skills and attitudes, to do the right things within the right organisational environment so that it can fulfil its mission and meet its strategic aims and objectives.

Therefore, this Blue Print presents an HRM model taking into consideration the context in which the organisation operates and aims at optimizing performance and maintaining efficiency in general. There are many issues that need to be addressed which will take some time. Accordingly, this Blue Print begins the process of change and addresses some of them at this point in time. As the practice of strategic HRM in the MPF gains momentum and confidence, other pertinent and far reaching issues will be addressed. The implementation of this HRM strategy will be spread over the short term (year 2010), the medium term (years 2011 and 2012) and the long term (years 2013 to 2015).

This strategy will be reviewed on an annual basis to assess progress. It will be flexible to accommodate changing factors so as to take account of any new legislation, best practices in HRM and emerging trends in policing.

We will enhance the HRM functions over which the MPF has control and make recommendations for improving those that are controlled by other stakeholders, which nevertheless, directly impact on our ability to manage our Human Resources effectively. To this end, this strategy is structured around the following key themes:

- Human Resource Planning;
- Recruitment and Selection;
- Learning and Development;
- Promotion;
- Performance Management;
- Reward and Retention; and
- Discipline.

2. BACKGROUND

Under the Constitution of Mauritius, the Mauritius Police Force (MPF) is classified as a “disciplined force” and is under the command of the Commissioner of Police, who is inter alia, responsible for determining the use and control of the operations of the Force. With regard to the administration of the Force, the powers of Appointments, Confirmation in Appointments, Promotions and Termination of Appointments are under the Disciplined Forces Service Commission (DFSC) Regulations 1997, vested in the DFSC, whilst the other Human Resource Management (HRM) functions, however rudimentary, such as human resource planning, training and development, performance appraisal, etc are under the jurisdiction of the Commissioner of Police.

At present, the HRM functions within the MPF are being carried out by personnel from the Ministry of Civil Service and Administrative Reforms who are embedded within the Police Headquarters.

In so far as, pay and conditions of service of members of the Force are concerned, such matters are determined by the Pay Research Bureau (PRB) as it does for the whole Civil Service.

As regards budgeting, financial allocation to the MPF is made by the Ministry of Finance. Prior to that, there are budgetary consultations during which the Police Department presents its requirements.

The Government of Mauritius has since year 2008, adopted the concept of Programme Based Budgeting (PBB) in order to ensure greater effectiveness and efficiency in performance through increased accountability in the Public Service. This consists in expressing organisational

strategies in terms of distinct programmes and sub-programmes. For each programme and sub-programme, attainable and measurable objectives, outputs and outcomes are set. There is a continuous monitoring process to ensure that these are met. The PBB also makes estimates for the human resource requirements under each programme and sub-programme.

3. WHERE WE WANT TO BE

In this Blue Print, we have set clear targets that we want the organisation to achieve in the short, medium and long term. Staff should hold competencies as described in the succeeding paragraphs, to enable the organisation to attain its objectives.

3.1 The Organisation

The organisation, through its staff, will not only strive to maintain a high standard of operational efficiency and effectiveness but will also be responsive to environmental changes. Changes will be, as far as practicable, anticipated and planned so that they get implemented with least resistance and work disruption.

The organisation will also ensure that staff has the right knowledge, skills and attitudes to effectively deliver the quality service expected by the community.

Stress will be laid on the need for the enlistment of quality staff that has the capability to cope with the demanding requirements of the police function. Accordingly, less emphasis will be laid, at selection stage, on physical traits, which have little bearing on the quality of staff.

We will endeavour to create a conducive work environment where organisational citizenship and the sense of belonging to the organisation are encouraged. We will promote the Safety and Health of all our staff and work towards achieving a satisfactory work/life balance.

We will encourage the sharing of knowledge and experiences among officers throughout the organisation. We also want to ensure that Officers attaining ranks are only those who are the best qualified.

We will adopt best Human Resource Management policies and practices from other police organisations abroad.

3.2 The Constables/ Corporals

Our Constables/Corporals should:

- i. be of irreproachable character;
- ii. possess emotional and psychological stamina to evolve in a stressful environment;
- iii. maintain a high professional standard;

- iv. possess knowledge, skills and attitudes for efficient service delivery;
- v. be adaptable to changing policing needs;
- vi. accept responsibility and be willing to take initiatives;
- vii. continually enhance their skills through professional development programmes;
- viii. learn from their mistakes and those of others and improve on identified shortcomings; and
- ix. develop a learning culture.

3.3 Line Supervisors (Police Sergeants)

Our line supervisors should:

- i. demonstrate basic supervisory and managerial skills;
- ii. engage in professional development programmes to enhance their skills;
- iii. display high standard of conduct;
- iv. engage in continuous training and development; and
- v. effectively appraise their subordinates and monitor their performance.

3.4 Line Managers (Inspectorate)

Our Chief Inspectors, Inspectors and Sub-Inspectors should:

- i. demonstrate a high standard of managerial skills;
- ii. continuously develop their managerial skills;
- iii. acquire additional skills (conflict resolution, mediation, motivation, presentation, communication, etc.);
- iv. set up structures for knowledge sharing;
- v. identify training and developmental needs of their subordinates;
- vi. create a conducive work environment;
- vii. encourage their subordinates to take initiatives; and
- viii. effectively implement organisational strategies.

3.5 Middle Managers (ASP & SP)

They will be expected to:

- i. consolidate their managerial skills;

- ii. create a conducive work environment;
- iii. practice mentoring and coaching;
- iv. monitor the implementation of organisational strategies;
- v. demonstrate ability for these higher responsibilities; and
- vi. develop a strategic thinking ability.

3.6 Top Managers (ACP & DCP)

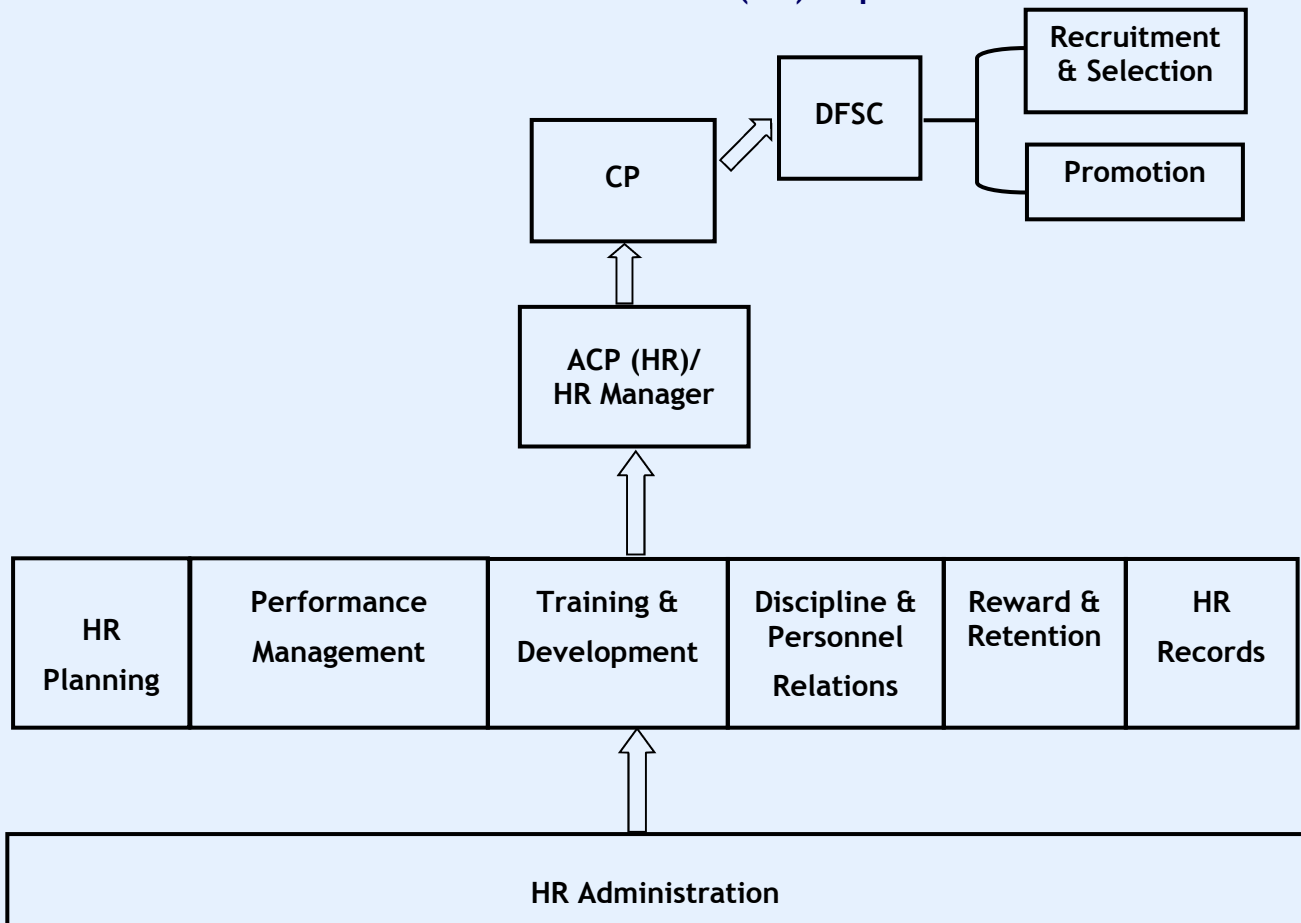
They will be expected to:

- i. formulate and present policing strategies;
- ii. create a conducive work environment; and
- iii. practice mentoring and coaching.

4. HOW WE GET THERE

In order to enable the HRM department to operate strategically, the existing Personnel Division will be re-organised and re-structured as shown below:

4.1 The Structure of the Human Resource (HR) Department



The HR Department will be headed by an Assistant Commissioner of Police HR (ACP HR)/HR Manager and will be responsible to the Commissioner of Police for the proper running of the department. The latter will formulate the MPF's HRM philosophy and policy.

The head of HR Department will submit to the Commissioner of Police, an Annual HRM Plan for the following year for approval and incorporation in the organisation's Force Annual Policing Plan. Likewise, HRM Reports underlining progress in the HRM field during the previous year, will be submitted for inclusion in the Force Annual Report.

The functions of the different components of the new structure are as described in the succeeding paragraphs.

4.1.1 ACP HR / HR Manager

The ACP HR /HR Manager (who will be a member of the Force T&CG) will, inter alia, be responsible for the following:

- Lead the HRM department;
- Plan, organise and staff the whole HRM process;
- Ensure that MPF's HRM philosophy and policy are implemented;
- Ensure that HRM Plans are implemented;
- Submit annual the HRM Plan and HRM Report; and
- Evaluate the HRM process and ensure effectiveness of the department.

4.1.2 HRM Desks

The HRM department will be organised into a number of desks each performing a distinct HRM function as shown below:

HR Planning	Performance Management	Training & Development	Discipline & Employee Relations	Reward & Retention	HR Records	HR Administration
<ul style="list-style-type: none"> • Analysis of operational effectiveness • Forecast of demand and supply • Labour turnover analysis • Succession planning • Annual HR plan and HR report • HR audit • Conducting research and Benchmarks 	<ul style="list-style-type: none"> • Monitoring performance of all staff. • Managing staff attendance. • Maintenance and review of balance scorecard system. • Input for promotion. • Identifying training and development needs of staff. • Identifying poor performers. 	<ul style="list-style-type: none"> • Monitoring training and development of all staff. • Contributing to TNAs. • Monitoring PDP. • Monitoring management development. • Setting up of knowledge sharing systems. • Evaluate training and development. 	<ul style="list-style-type: none"> • Follow up of disciplinary cases with DFSC. • Monitoring behaviour of staff. • Improving management-staff relations. • Monitoring performance of problematic officers. 	<ul style="list-style-type: none"> • Formulating and implementing reward and retention policies. • Reviewing reward and retention policies. • Conducting staff surveys and exit interviews. 	<ul style="list-style-type: none"> • Computerisation of the HR records • Data entry and maintaining all HR records. • Maintaining the Yellow page. 	<ul style="list-style-type: none"> • Appointment • Confirmation • Interdiction • Leaves processing • Appointment to other Ministries • Benefits and Allowances • Medical Boards • Transfers • Resignation • Retirement • Postings etc.

4.1.3 Management Information System (MIS)

The HRM Records Desk will maintain all records pertaining to personnel in the MPF. With the computerization of these records, we shall create an HR database, which could be accessed by top management for up-to-date information and informed decision-making.

5. HR PLANNING – MAKING THE HR FUNCTION STRATEGIC

Planning is an integral part of management and whenever resources are managed, this involves some form of planning.

As the human element is central to organisational success, we will formalize and regularise our HR planning and extend its scope. We will adopt an HRM approach that will make our different HRM practices more coherent and in line with the MPF's strategy.

HR planning will therefore be developed to include the following activities:

- Conducting demand/supply analyses and forecasting;
- Analysing the operational effectiveness of the organisation (critical events analysis for skill gaps);
- Analysing the various HRM practices in the MPF to ensure coherence;
- Conducting staff surveys and exit interviews to identify areas in which the organisation is performing well and in which it must improve;
- Creating career path and succession planning;
- Conducting research and benchmark best HRM practices in police organisations;
- Submission of Annual HRM Plans and Reports to the CP; and
- Conducting annual HR audits (self appraisal).

To be able to perform Human Resource Planning, it is imperative that all records pertaining to human resources in the organisation are computerized. This process has already started with the purchase of HRM software for the MPF. We will accelerate this computerization process by inducting more personnel to enter data into the system.

To achieve this development of the HRM functions, we will have to support and develop our existing staff.

6. RECRUITMENT AND SELECTION – HIRING THE BEST

6.1 Recruitment

Recruitment is the process of attracting candidates to apply for a post. The present eligibility criteria for enlistment are as follows:-

- General Certificate of Education with passes at “Ordinary Level” in five subjects obtained on one certificate or an equivalent qualification;
- Height – minimum of 170 cm (Male) and 163 cm (female);
- Girth of chest – minimum of 84 cm; and
- Body Mass Index (BMI).

6.1.1 Basic Entry Requirements

Enlisting recruits with only Ordinary Level academic education means that the burden of developing other skills, which are important for policing will be borne by the organization. Over the past years, the MPF has been engaged in developing staff in a number of fields such as first aid, driving, swimming, Information Technology, etc.

With a view to ensuring that the quality of staff satisfies contemporary policing needs, recruitment criteria will be reviewed in consultation with the DFSC. We will recommend a skill-based recruitment procedure while maintaining the existing level of basic academic entry requirement.

6.1.2 Physical Traits

From the very outset, the prescription for height, chest and BMI eliminates a large number of potential candidates. This deprives the DFSC of the possibility of selecting prospective candidates from a larger population.

In the modern environment where the respect for Human Rights by law enforcement officers has gained pre-eminence, recruiting police officers with the right personality traits has become equally important. In such a context, the issue of mensuration for height, chest and BMI have lost significance. The public is expecting to deal with officers who are eager to help, display empathy and above all, trustworthy rather than acting mechanically.

In the long run, we are proposing the elimination of the prescribed height measurement, as it is the case in UK and some other countries. However, we want this change to take place smoothly and to be accepted by the Mauritian population without giving rise to a cultural shock. We therefore, recommend that, initially, the minimum height requirement for male candidates be aligned to that of their female counterparts, that is lowering the minimum height requirement to 1 m 63 cm (5 feet 5 inches).

We further recommend the elimination of BMI and chest measurement and propose the introduction of a Waist Circumference measurement, which will screen out obese and too lean applicants who may not be suitable for the organisation.

6.2 Selection

Selection is the process of choosing the best candidates to join an organisation. At present, suitability of candidates to join the MPF is determined by the following tests/assessments:

- i. Measurement;
- ii. Physical aptitude test;
- iii. Medical examination; and
- iv. Interview.

We recommend that the selection process be enhanced by the criteria mentioned below.

6.2.1 Psychometric Test

It is recognised that Police work is associated with much stress. Situations such as attending fatal injury cases, facing riotous situations, dealing with hot-tempered criminals, etc, affect the sensibilities of police officers and interfere with their psychological equilibrium. Officers need to have the faculty to recover fast from such traumatic experiences so as to maintain their psychological and emotional balance. The Force needs Police Officers who are mentally stable and capable of functioning in stressful and adverse conditions and still, able to take right decisions.

Psychometric test, at selection stage, is therefore, recommended so as to identify and eliminate candidates who are not psychologically/emotionally suitable for police work.

6.2.2 Background Investigations and Reference Checks

We recommend that rigorous and thorough screening of candidates with regard to character, criminal records, drugs etc. be carried out at the preliminary stage of the selection process prior to enlistment.

6.3 Enlistment

An average of around two hundred and fifty police officers retire from the Force for various reasons every year and the current rate of intake does not follow the same trend with the result that we are often short of manpower. The HRM department will therefore, ensure that there is a corresponding intake of recruits in order to replace those retiring from the Force in time.

7. TRAINING AND DEVELOPMENT - ADDING VALUE TO HR FOR BETTER PERFORMANCE

Given the complex nature of policing, a Police Officer requires the appropriate knowledge, skills and attitudes for the effective discharge of his/her duties. These are inculcated in our officers through Training and Development programmes which are designed and delivered by the Police Training School.

With a view to enhancing the present Training and Development process in the MPF, the following changes will be carried out.

7.1 Training Needs Analysis (TNA)

The conduct of TNA is necessary for the identification of any knowledge and skills gap in an organisation. Consequently, the gap disclosed needs to be filled by appropriate training and developmental programmes.

To ensure that Training and Developmental programmes that meet the needs of organisation are designed, we shall introduce a formal structure for the conduct of TNA's within the MPF.

The scope of TNA activity will comprise:

- i. Consultations with a larger number of stakeholders;
- ii. Taking into consideration the HR plans of the organization;
- iii. Analysis of critical incidents; and
- iv. Obtaining feedback from the Performance Appraisal System.

7.2 Continuous Training and Development

In the context of a fast changing environment, it is crucial that all police personnel are regularly trained and developed in the latest policing techniques and law and procedures and also, refreshed on core police subjects. To enable the PTS to cope with the training load at Force level, we will:

- i. set up a formal structure for the Divisional and Branch Training Units so that these can share part of the training with the PTS; and,
- ii. introduce E-Learning in order to disseminate knowledge throughout the Force via personal computers.

7.3 Evaluation of Training and Development

The aim of all Training and Development programmes is to bring a change in staff performance. To be able to gauge effectiveness of Training and Development programmes in bringing the expected change, it is necessary that evaluations be carried out.

Evaluations are at present carried out by the PTS but are limited to the following levels:

- i. Reactionary level – what trainees feel about the programme followed; and
- i. Immediate level – what changes in knowledge and skills have taken place at individual level.

The present evaluations do not indicate whether the programmes are positively impacting on the workplace and whether there have been positive changes at organizational level. In order to ensure that all training and developmental programmes positively impact on service delivery, we shall, in the first instance, ensure that evaluations are extended to the Intermediate level; that is, evaluating its impact on the workplace.

Eventually, we shall extend evaluations of Training and Development programmes at Ultimate level; that is, assessing their impact on the organisation. Human Resource Planning capability will be helpful in this process.

7.4 New Development Plans

We intend to introduce new developmental programmes for our officers so as to further enhance their knowledge, skills and attitudes. The following will be recommended:

7.4.1 Professional Development Programmes

The PTS will be called upon to set up Professional Development Programmes consisting of a number of stand-alone and self-readable modules on generic topics relevant for officers of different levels in the Force, such as leadership, motivation, communication, mediation skills, etc. These will be made available on-line.

Police officers will be able to log in to the system using personal passwords issued by the PTS and study any of the programmes in their own time according to their needs. Thereafter, they may arrange with the PTS to undergo an appropriate test. On successful completion of a programme, officers will become eligible for the award of a certificate.

This process will open up development opportunities for all Police Officers and will help create a learning culture.

The Professional Development Programmes may, eventually, be linked to promotions within the organisation by giving these a weight in determining suitability of an officer for such promotion.

7.4.2 Knowledge Management

At present, officers with years of experience leave the organization taking away valuable experience and knowledge. There is no system available within the organisation to capture such experience and knowledge. Such knowledge and experience, if captured, could be referenced by other officers and will help serving officers to take advantage thereof.

It is intended to set up a Knowledge Database for the MPF. Individuals and teams would be encouraged to record therein their unique/rare experiences and knowledge. The database will also be used to archive successes and failures at Station, Divisional and Force level so that lessons could be learnt.

After research and planning, such a system will be set up on a pilot basis in one of the Divisions before extending to the whole Force subsequently.

In addition, a Yellow Page for the organisation will be created in which the names of officers who possess specific competencies acquired through specialised training will be recorded. Anyone in the MPF who will need such expertise, may be referred to those officers.

7.4.3 Management Development

Organizational success depends to a large extent on the performance of individuals in the organization. We also consider that organisational success is dependent on the quality of management. Training and Development of subordinates and managers should be given equal importance.

Accordingly, the Management Training Unit will be reenergized and entrusted the responsibility for management development training within the MPF. We believe that managers at all levels need to be refreshed regularly on management skills. Management development will no doubt, also help improve staff relations within the organisation.

Top managers will equally be initiated in **Mentoring** and **Coaching** of their subordinates and potential successors.

Management will also be encouraged to promote the concept of **Communities of Practice** within the Force whereby best practices identified in the different units of the Force will be regularly shared at level of the Tasking and Coordination Group (T&CG) meetings.

8. PROMOTION PROCEDURES – SELECTING THE BEST MANAGERS

Managers are people responsible for directing the efforts aimed at helping organisations to achieve their goals. These officers perform a crucial role and should therefore be selected with much scrutiny.

Promotions to the rank of Police Sergeant (PS) and Inspector (Insp.) are at present based on a Competitive Examination for Promotion. Successful candidates are in the first instance

considered for promotion in a temporary capacity. Subsequently, they are required to follow an NCOs'/Inspectors' Cadre Course. On the satisfactory completion of the Cadre Course, the DFSC considers their promotion in a substantive capacity subject to the recommendation of the Commissioner of Police.

With regard to promotion to the rank of Chief Inspector and above, there are no such Competitive Examinations. As per Regulation 14 (3) of the DFSC Regulations, professional or technical qualifications, experience, merit and suitability for the office in question are given greater weight than seniority in deciding suitability for promotion. In practice, in the absence of effective HRM means we are relying on seniority as the most important criteria, for promotion and of course, this needs to be rectified.

With a view to ensuring that officers who have an overall good performance, get promoted, it is suggested that a Balanced Scorecard System (BSS) be introduced. Additional criteria that will take into account other suitable capabilities and qualities of such officers would be considered with a view to ensuring that the most qualified candidates are selected for promotion.

It is believed that the above proposals will entail amendments to our existing Regulations and Orders. We consider that the changes to the existing promotion selection system need consultations. Consequently, the necessary consultations should be opened with the various stakeholders. An early task of the HRM Department would be the publication of proposals for changing the present promotion system.

8.1 Learning Culture

Learning enables police officers to keep update with ever changing laws, procedures and practices. It also helps to maintain morale and motivation among officers and ensures standardisation and quality service delivery. Therefore, management has the duty to encourage staff to learn continually.

With a view to promoting a learning culture, we recommend that Competitive Examinations for Promotion be held once every two years. For each examination held, an estimation of the promotion requirements for the post of Police Sergeant and Inspector will be determined and declared by the HRM Department. After the examination, when the list of successful candidates has been publicised, vacancies that have arisen previously, will be filled in the first instance. As regards officers who have passed the examinations and where no vacancies are available, they will be placed on a Waiting List. With this suggestion, all vacant posts in the rank of Sergeant and Inspector will be regularly filled in with less disruption to Police work.

9. PERFORMANCE MANAGEMENT – CREATING NEW WORK CULTURES

Performance Management is an important human resource management activity. It enables an organisation to ensure that individuals perform to their optimum level and at the same time, the individual departments and the organisation as a whole meet their objectives.

In this context, the Ministry of Civil Service and Administrative Reforms has introduced a new Performance Management System (PMS) in the Civil Service. The new PMS ensures that, in relation to objectives set, the shortcomings of employees are identified and discussed and remedial measures taken in the course of the year rather than at the end of the year as was the case with the Confidential Reporting system. We therefore consider that the PMS will be an important tool for driving change in the organisation. To that end, we propose to implement the measures described below.

9.1 Continuous Appraiser Briefings

It is recognized that all appraisers will have a crucial role to play in the performance management system. We shall therefore, ensure that Divisional/Branch officers regularly brief all appraisers working under their command, on desired work standards and areas for improvement with a view to evolving a new culture of work ultimately.

9.2 Link with other HRM Functions

For performance appraisal to serve the purpose of improving and maintaining performance of individuals to its highest standard, it should be linked to other HRM functions.

We will therefore create links between performance appraisals and the following:

- i. Training and Development – This should be the normal outcome of any shortcoming identified during appraisals in order to ensure that Officers operate at the required standards;
- ii. Rewards – In order to reinforce high performance and demonstrate that the organisation values staff who perform well, managers at all levels will be encouraged to initiate non-pecuniary rewards for their subordinates;
- iii. Promotion – Performance appraisals will be given a weight in determining suitability for promotion; and
- iv. Sanctions – It is intended to sanction officers who repeatedly fail to perform at the expected standards.

10. RETENTION – PROMOTING A CONDUCIVE WORK ENVIRONMENT

Attracting good candidates in the Police Force is becoming a problem. Although the academic requirement was raised from Primary School Leaving Certificate to Cambridge School Certificate in 1987 PRB Report, yet the background of those who joined the service since then tends to indicate that it has not been an important contributing factor in improving the service quality. Recent indications are that young and qualified persons are reluctant to join the service as

greater employment opportunities to their liking are available elsewhere. There are indications that those who have already joined the service, are but using the service as a stepping-stone or for temporary employment till they find greener pasture elsewhere. Therefore, there is a need to find ways and means to encourage young persons to join the service or those who are already in the service to retain them.

We will adopt the following enlistment and retention strategy:

- Benchmarking, adopting and developing best HR practices;
- Commitment to ensuring Safety and Health;
- Promoting Sports and Leisure activities;
- Improving the work/life balance of officers;
- Working a feasible career path taking into consideration the specificity of the MPF;
- Creating more opportunities for training and development;
- Rewarding outstanding performance;
- Creating a friendly, supportive and inclusive work environment;
- Valuing rank as well as competence and experience of officers;
- Setting Stress Management Programmes and Post Traumatic Stress Management Programmes;
- Adopting a policy of continuous evaluation and improvement in reward and retention policies in the MPF;
- Constantly reviewing pay and general conditions of service in the MPF; and
- Improving opportunities for internal enlistment such as pilot, Cadet Inspector (Graduate), engineer, etc.

11. DISCIPLINE

All organisations have to deal with problematic officers. For a 'Disciplined Force', dealing promptly with such officers and maintaining discipline within the rank and file are an important requirement to preserve the vitality and dynamism of the service. The MPF recognises that it is important to deal effectively and promptly with underperformers so that the morale, motivation and spirit of the majority of staff are not affected.

In other organisations, whilst getting rid of such officers may not be a problem; the existing procedures in the MPF are rather cumbersome. In this regard, we will make recommendations to the DFSC to review the existing DFSC Regulations.

12. CONCLUSION

The MPF recognises that human resource is the most important factor in the development of the Force. To produce the new desired organisational results, human resources need to be managed strategically. HRM functions must not only be integrated horizontally for better coherence in all HRM practices but also, vertically in line with the organisation's overall strategy.

This Blue Print therefore, aims at reorganising the HRM department so that henceforth, through systematic planning, it will help in the recruitment and selection of quality staff, ensure that there is optimum training and development of staff, ensure that the best qualified officers are promoted, create links between performance appraisals and other HRM functions and contribute to create a conducive work environment capable of attracting and retaining staff. Ultimately, it will deliver the desired strategic product that will be used by top management for making informed strategic decisions in so far as HRM is concerned.
