

ST. MARY'S UNIVERSITY COLLEGE
FACULTY OF BUSINESS
DEPARTMENT OF MANAGEMENT

**The Assessment of Recruitment and Selection Practice:
The Case of Federal Police**

**IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF
BACHELOR OF ART IN MANAGEMENT**

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CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Ethiopia is known for the long existence of state. Only few countries in the world record thousands of year's existence like Ethiopia. Police is one body which is responsible for the sustainable and peaceful state. Sources indicate that Emperor Tewodros is the first king to start a formal military force that earns a regular payment. However, policing is unique occupations that makes the profession different from military in which one of its characteristics prevail its uniqueness in terms of authorization imparted to personnel of the force obliged to employ deadly force while performing their duties. Emperor Haile Silasie works a lot to establish police force different from military. The police mainly work to ensure the peaceful activity of the public by preventing crimes and controlling criminals. (Tsegaye dada (2004), commissioner)

Ethiopia implements federalism type of governance. Under federalism administration there is a central body and other regional states. There are nine regional states and two administrative in the country. These autonomous authorities administrate their own people based on the power the country's constitution vested on them. The regions have higher independence compared to the two administrative. The regions are entitled to recruit and run their own police force. The region's police force is entitled to the regions' council (parliament). The administrative' police however are subjected to the federal parliament.

Based on proclamation 313/1995 federal police is established in 1995. The police have a mandate of securing the peaceful activity of the public. While the activity of regional police focuses on the specific region federal police activate throughout the nation. When the regionalist are confined to the region residents members of federal police are also recruited from all parts of the country. Major economic areas, embassies, and federal offices are secured by the federal office. Federal police seat in Addis Ababa where the federal government uses as its seat.

Recruitment and selection of staff members (employees) is one of the major tasks of an organization. For those who believe in the quality of human resource this task means a lot

to acquire qualified personnel. Therefore police recruitment and selection is a primary and fundamental work that will make the institute to establish effective law enforcement agency. To achieve efficient service in any organization competent and committed personnel are needed. Therefore managers are expected to create effective means of recruitment and selection if they are going to create successful organization.

Police is the most visible segment of the criminal justice system. As a formal social control mechanism they have been everywhere and at all times in patrolling and executing other police duties. Policing is a work dealing with stress and strains in their life and death conflicts affecting the police and the community at large. To have good performance and provide exceeded quality service for the community, effective recruitment and selection procedures of police officers should be the primary concern of the police force.

Furthermore Berg (1999:429) noted that policing is a very fluid and flexible activity that reflected both the needs and desires of the community and social structures of the society. He also stated that policing as likely to continue in this pattern of bending, and experimenting its effort to better accommodate community's demands for safety and freedom while attempting to avoid infringement of citizens right. Thus, recruitment and selection of police personnel requires even more consideration.

It becomes common to hear complaints on the police force after some time. The public is explaining that some police men are involved in bad acts. It means that the situation may affect the relationship of police and the community. The main reasons of the problem lie on recruitment and selection of police men. The main department of recruitment and selection lack clear standard criteria, lack of transparency, lack of commitment and wastages of government budget and corruption practice by department employee as well as by regional responsible individual.

The existences of unsatisfactory working situation the permanent police employees' faces make them unhappy on their duties and responsibilities. Some of the reasons are: lower wages of the police, unfavorable working condition including office and field and administration problem. These problems are creating strong challenges on the lives of the federal police men. The police men can provide better service if these problems are dealt appropriately.

The federal police entitled to keep peace and security of the society. The different segments of the society can function well only if there is peace in the country. When there is peace in the country teachers saw wisdom on the minds of the young, farmers saw seeds on their farm land, doctors treat the sick and the children raised. In addition to keeping peace and security police keeps the constitutions and other laws of the country. The constitution and other laws of the country state the rights and responsibilities of citizens. Ensuring the implementation of the laws is left to the police. Police make sure no one abuse the laws or undermine them for personal benefits.

In compliance with this, an indispensable duty required for police is producing competent and skillful professionals latter who will be able to discharge their responsibilities effectively and efficiently. The fact realizes as Dempsey (1999:87) stated the police selection process is a series of examinations interviews and investigative stages designed to select the best candidates to appoint to a police department from the many who apply. Even though all kinds of organizations give focus for the recruitment and selection process the federal police should give more weight more than any organization. This is mainly because of the positions or responsibilities police men took in the professions. If the process fails to identify bad guys from the good or capable guys from the incapables then the peace of the nation will be at stake.

This shows that police recruitment and selection is the basic and determinant factor enabling the organization obtains effective and efficient police officers. Without effective recruitment and selection it is impossible to obtain effective and efficient police officers. When the organization is able to create such kinds of useful officers the general organization will stand in a better position. This means the general organization of the police force is directly related to this process.

Therefore personnel managers must be careful when they conduct candidate's recruitments and selection. Even though it is very important to recruit new incomings periodically well refined criteria and procedures should be put in place to address the possible negative effects that come from incompetent members. There are modern management concepts that help the commission to implement effective recruitment and selection.

The federal police crime prevention main department is one of department of federal police commission. It has four sub departments and one police training center. The crime prevention main department training center is found in Addis Ababa around the Kolfe Keranio Kifke Ketema named Kolfe Police Training Center. This police training center has started its training service since 1950s. It is one of the police training centers in country whereby recruitment and selection of federal policies are put in practice. The other tasks assigned to the center include building policing back ground on the new members, field training and facilitating probation activities.

1.2. Statement of the Problem

The major responsibilities of the police are protecting constitutional guarantees, life, property, and maintaining peace and order in the society. In dealing with this, it is an inevitable truth to make the police staffed with educated policing personnel. If the commission wants to achieve successful results in the nation it is mandatory to recruit and select the incomings through ratified measurements. The system should filter out those who are not legible to the profession while it should encourage those who are competent.

The success of recruitment and selection directly depends on identifying individuals who have the potential to be knowledgeable and skilful in police profession which is crucial to accomplish the tasks to expect from the police organization. Based on this, following well-planned screening and selection procedures can help to bring change in the overall activities of the organization.

The general problem is the quality of policing depends on the quality of police officer performance. Therefore, the success of police organization depends on how new polices are well recruited and selected. However, the current recruiting and selection process of police personnel in Crime Prevention Main Department reflects the weak performance and lack of clear standard of the process. Thus, the contemporary basic police training process of the department is in need of great attention and improvement so as to achieve the organization goal.

The main department fails from implementing modern management concepts in recruiting and selection of its new members. People who are entitled to lead the process are just like personnel managers in other companies. Therefore all management concepts

implemented somewhere else can support to advance the effectiveness of the department. Proper places should be given to modern management concepts if we are going to have competent polices in the federal police commission.

The police has higher rate of holding social responsibility. This responsibility demands the police to have strong integrity. Honesty, commitment to public interest and suppressing personal interest are the major conduct of one police officer. That is why we need to give higher focus on the conduct of police men. In addition to physical strength a police should be strong to build the above mentioned conducts. If one police is strong physically but highly self centered or unfaithful then he will be burden to the commission as well as the society.

As far as criteria and standard is concerned there is no clear standard and transparency in the recruitment and selection of new members. Individuals are evaluated based on the test of their examiners. This fails to build a coherent police force from time to time. The entrance of police depends on the good will of the examiners rather than the capability of the candidates. This means the candidates are not equally treated. There is very little chance for the candidate to raise his question if any problem happens any way.

As discussed earlier the police man must be with strong personal character to execute its social responsibility. People are not salt so that one can taste them to identify who they are. The only method of identifying individuals lies on identifying their background. The past history of a person has high likelihood of telling who this person will be in the future. However, there is big gap in the federal police commission to study the background of new candidates. Sometimes criminals are recruited and their bad act damage the reputation of the overall police force.

Therefore, police recruitment and selection process is a fundamental matter the commission should give great attention so as to produce effective and efficient human resource that can improve the service of the organization. Unless the basic police recruitment and selection process is improved, it is unthinkable to achieve the organizational goal.

1.3. Research Question

The following research questions was answered at the end of the study

- What are the major problems related to the activities of recruitment and selection process?
- What techniques/methods of recruitment and selection processes should be pursued to produce competent police officers?
- What is the effect of poor recruitment and selection employed in the federal police?
- Why it becomes difficult to improve the recruitment and selection of the federal police force?

1.4. Objectives of the Study

General Objective

The police force is crucial in the society. Therefore every one focuses on the activity of the federal police. The recruitment and selection of new police officers lies to the heart of the police. The general objective of the paper was to describe what is going on in the recruitment and selection of federal police officers. The research aimed to explore the process by comparing it to the modern management principles. Like any organization the police commission can use modern concepts in its daily activities.

Specific Objectives

The following were specific objectives that were achieved at the end of the research.

1. To evaluate the feedback of the police men on the process
2. Identify the understanding of the top officials about the modern recruitment and selection principles.
3. To make out the bad effects of poor recruitment and selection of police officers?
4. To recognize the major causes of the problems?

1.5. Significance of the Study

This topic has been chosen to point out the basic police training process of crime prevention main department which includes: recruitment, selection, field training and probation period practice. These are the major activities enable the organization to obtain qualified personnel. Therefore this study has tried to show the major factors that affects recruitment and selection process which would help to create awareness and handle the

problems systematically. The commission can use the findings of this research to upgrade its recruitment and selection process of candidates. It could be used as inputs for the top officials to identify what is the strength and weakness of the department.

On the other hand, the research might help as a source of information for the next researchers who like to study the issue. Major issues in the sector have been discussed to help the coming researchers built their research on this paper.

1.6. Scope of the Study

The topic discussed in this research has big impact on the police force and the public in general. However the researcher cannot conduct the research in full cover area. As indicated the federal police activate throughout the country. All regions and administrative contribute to the police force in terms of human power and other resources. It has been better if the research covers the all country but because of lack of resources the researcher limits the scope of the study in Addis Ababa Kolfe police Training Center. Being confined in the capital city, however, bring no devastating effects on the findings of the research because the major activities are undertaken here. Since the nucleus of the commission and its work concentrates in Addis Ababa. Important information and people for the research was acquired easily. The research also focused on the recruitment and selection federal police candidates in the year 1999-2001 E.C. The focus of the two year has helped the researcher to get a clear direction on the issue. The years were chosen because of they are recent and moderate in length.

1.7. Definition of Terms

Assessment of Center

It is a programmed (not a place) which lasts from one to three days and uses arrange of assessment techniques to determine whether candidates are suitable for a particular job or for promotion (Armstrong 1993)

Federal

It is a central body of administration in charge of national issues. The federal government also comprises of different subsidiary regional states.

Field Training

It is on the job training of recently graduated recruits from the police academy (Dempsey, 1993:104)

Field Training Officer

It is a police member assigned in field training program as a trainer.

Police Officer

In this study, the term police officer is used to denote any police member who is assigned in regular police work. (Dempsey 1993:104)

Probationary Period

It is the period of time that department had to evaluate a new policeman an ability to accomplish his or her task effectively and efficiently. (Dempsey 1993:104)

Recruit Training

This term refers to the applicant to take the basic police training courses in police training center before deployment to the actual police duties. (Dempsey 1993:104)

Recruitment

It is defined as the system of a pool of sufficiently qualified applicants from which to select the incoming police constables. (Dempsey 1993:104)

Selection

It is the process by which an organization chooses from a list of applicant the person or persons who best meet the selection criteria for the position available, considering current environment conditions (Ivancevich and Gluck, 1998: 263)

Selection Process

It is defined as in terms of its use in this study in that the proceeds done to identify potential candidates to police work and lasts with obtaining reliable information through continues assessment to comprehend the performing ability of the candidate during his/her probationary period.

Training

It is a process to change employees' behavior and work capability through the application of learning principles. The behavioral change usually has focus on knowledge or information skill or activity and attitudes or belief and value systems (Anderson, 2000:911)

1.8. Research Design and Methodology

1.8.1. Research Design

Research design is a plan or strategy of investigation prepared to obtain answers to research questions or problem. To conduct the research case study method was found relevant and applicable. Dominic (2006, 136) says case study method is most valuable when researchers want to obtain a wealth of information about the research topic and suggest why something has happened. The researcher has chosen Kolfe Police Training Center as case study to explore the issue. This center was chosen because it is first training center that serves since the establishment of Federal Police force. Five trainers were interviewed while 100 trainees were given a chance to fill questionnaire to get information.

1.8.2. Population and Sampling Technique

Population is the general or bigger picture in which the study focuses on to find out about the research problem. The research has tried to reflect what is going on in the population. But it is not possible to study the whole population because of lack of time or other resources. Therefore researcher used sampling to get information without studying the whole population. Sampling is the process of selecting a few (sample) from the bigger group (population) to become basis for finding out the truth about the population. Sample is a sub group of the population that represents the characteristics of the population.

The Federal police members in Kolfe Police Training Center were a population in our case and ten percent of the police who are working and training in the center was a sample that represents the general population. There are random, non random and mixed sampling techniques (Kumal: 1996) that has been implemented the representative sample elements. Mixed technique has been employed to form the sample. It has the characteristics of both random and non random sampling design. To implement the technique first the population was divided in to groups. Since the Federal Police recruit from different regional states the researcher has divided the group into nine according to the number of

regions. After the group was formed one out of every 10 people was selected to create a the representative sample.

1.8.3. Types of Data Used

Two types of data called primary and secondary were used.

Primary Data

Primary data is a data obtained from the persons and documents that shows first hand information concerning the issue under study. The primary data collected in this research comes from the people who are involved in police force service. Both leaders and other police members help to collect this information.

Secondary data

Secondary data is collected from the secondary sources. These sources support the research by adding something to the primary sources. Even though primary sources have higher credibility secondary sources also have their own help in conducting a research. Among other things books, reports, and other research papers are counted as secondary sources. Internet, journals, researches, and books are used to secure secondary data for this research.

1.8.4. Methods of Data Collection

A researcher was careful on selecting the technique of data collection. The technique should be relevant to the source the type of data collected. This paper used two techniques to collect data which were Interview and Questionnaire.

Questionnaires

The questionnaire was designed to obtain data from trainees and other police men in the commission. It was prepared in two formats, targeting two groups. The first format aimed at the trainees themselves who are in the process of the profession while the second help to collect the view of other police commission's employees including police men and civilians. The division was essential because it will help to address the group separately.

Interview

A purposive selection of interviews was made so as to ensure the views of different bodies concerned with the recruitment and selection of federal police candidates. In qualitative research interview studies the demonstration of causation rests heavily on the description

of sequence of events (Maxwell, 2005, 22). Individual in-depth interview was employed to get the primary data from government authorities and trainers. These people were found on the front line candidate recruitment and selection activity of the organizations therefore they have first hand information on the issue. The semi structured interview conducted with officers and the concerned government authority help to obtain qualitative data essential to the overall findings. Lindloff (1995:5) express the role of in-depth interview in qualitative research as follows

“One interviewees people to understand their perspective on a scene, to retrieve experiences from the past, to gain expert insight or information, to obtain description of events or scenes that are normally unavailable for observation, to foster trust, to understand a sensitive or inmate relations or to analyze certain kind of discourse.”

1.8.5. Methods of Data Analysis

Data collected in various techniques has been presented in a way the reader can understand and give meaning. Relevant data was omitted for loosely portrayed during presentation and weaken the paper. The researcher use narration to present qualitative data. Through narration the researcher described the responses of people concerning an issue. Tables and graphs also used to analyze quantitative data. The presentation put everyone’s response as reflection so that readers can identify the agreement and disagreement of all bodies on the issue. The questionnaire collected from the leaders and police members was presented in tabular form.

1.9. Limitations of the Study

The researcher intention was to do an thorough investigation of the problem. However, it cannot be fully accomplished due to inadequate time, and financial resources.

1.10. Organization of the Study

This research is organized under four chapters. In chapter one introduction, which describes the general nature of the study, definition of key terms, problem of the statement, hypothesis of the study, aim and objectives of the study, research questions, significance of the study and limitation of the study have mainly been addressed.

Moreover, in this same chapter the research methodology, approach of the study source of information used to search relevant information, sampling technique developing instrument for data collection and methods and procedures applied in the analysis of data are the major components raised in this section. In chapter two literature reviews that mainly point out reviewing activity has been well discussed. In this part, the nature of policing human resource designing recruitment and selection process are recruited basic police training system, which indicates recruit training, field training and probation period program are described based on the view of selection process. In chapter three data presentation and analysts has been described. The analysis part is constructed with the intention to give meaning for data collected from primary and secondary source. The discussion part has primarily intended to demonstrate the relationship between the findings discovered and literatures intention towards the result maintained after the analysis. Chapter four comprises the summary composed with the findings, conclusion and recommendations imposed concisely to overcome the problem.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. An Overview of Policing

2.1.1. Nature of Policing

Policing is a profession exposing members to fall risk which may endanger their life. On the other hand it is an essential profession to ensure peace and security while being the indispensable activity of justice system scholars who undertake researches on this matter have brought varied results but as Tsegaye (2004: 27-29) stated the nature of police work can be described in terms of the following factors:

- Complex decision: police work is among the few profession which demands complex decision. The police face many issues that involve people with different interest and personal problem. All of them present their own evidence to get the sympathy of the police. Some time it becomes difficult to make decision which one deserves the decision. Some of issues even focus on the life of the people. Because of this the police man is always engaged with complex decision.
- The service of the Police is needed by every member of the citizen. Without gender, race and religious difference all members of the society wants the police to serve them is different issue. Stability and security is one of the basic needs people need to lead a peaceful life. Without police the community can live in peace. Individuals and groups want to destabilize or terrorized the weak to get inappropriate benefit. It is police that prevent them from their evil action. Therefore police will always busy to satisfy the continuous demand of the public.
- Police work creates immense pressure on police members. Because of high work load and complex working environment police men are exposed to psychological pressure. It is common to see police men inside depression.
- Psychological influence police deals with offenders they may tend to hate the offender not only the offices.
- Physical harm – many of police duties involve a risk of life and body loss to the police officer. Through out their duty police men confront with individuals who try to escape after committing illegal acts. These people take any measure to any one who stands them. Therefore police men confront to dangers that claim body and life sacrifice. Brewery & Wilson, (1995:177) noted that police patrol work is commonly perceived to be dangers undertaking, principally because it involves contact with

potential and actual offenders it clearly shows that policing is a highly complicated and risk works that enables to request competent police officer. In contract, it is an indispensable profession to ensure peace and security in the society.

- Police always involve with complaints from the public. Most of the time police force to take the side one party to solve a problem. When one party glad on the decisions but the other party complains. May be some times both parties will be happy but it is rare case. Therefore usually the police men are sandwiched to those who are happy and unhappy part the disputing parties.

To conclude, the nature of police work is a very complex and difficult. Because of this police commission should be strict on its recruitment and selection of police men. The commission needs to be effective to establish an efficient means of selecting appropriate members who are competent and responsible to the objectives the police force.

2.1.2. The Role and Ethical Standard of Police

Police Role

As Dempsey (1999:112) noted that the role of police is to enforce the rule of law. There are two fore front activities that are included in the tasks of the police.

- The police are crime fighters concerned with law enforcement. The community adopts different law for the benefit of the all. These laws are meant to be accepted and respected by community members and others who want to live among the community. It the duty of the police to make sure the law under implementation. When the law is preached police brings the offenders in trail.
- The police are order maintainers concerned with keeping the peace and providing social services to the community. The day to day activity of the public can be realized only when there is stability. Police work for a smooth relationship of the public. It provides various services when the need arrives. Different natural and manmade incidents can disturb the life of the general or part of the public. At this moments police play great role in helping the public to pass the difficulties.

Similarly, Tsegaye (2004:1) noted that the ultimate purpose of policing is maintaining public safety and peace. The most commonly identified role of modern policing includes,

- Prevention and investigation of crime: Police should work to prevent crime before it happened. Once it happened police investigate and brought the criminals to justice.

- Enforcement of the law: police is responsible to the enforcement of the country's law. The public give authority to police to make sure everybody lives according to the law.
- Maintenance of public order: police fight those who try to destabilize the public. Every body can raise questions but it should not disturb the order of the public. When disturbance occur it the responsibility of police to control it for the benefit of the general public.
- Asserting the public in difficult circumstances; different circumstances that threaten the well being of the public can arise from nature and manmade causes. Police force takes the front line to reduce the effect of them.

Therefore, the role of police is very sophisticated and complicated. Its role has wide coverage. Police force is crucial to the existence of the public. A country that is successful in establishing a competent police force can be strong in terms of economy, social and political activities.

2.1.3. Police Ethical Standards

Ethics is the moral standard of individuals. It the expectation of the community from a professional based on the standard of the profession. According to Berg (1999:345), one can legitimately make moral assessments about police behavior from three basic ethical standards. These standards are put here under.

Law enforcement:

The entire activities of police spin around law enforcement. Police should respect law themselves as they demand others to respect it. The law expect higher ethical standard from police members than it expect from ordinary citizens.

Prioritizing public trust:

Almost every day, police stand between personal and public interest. Therefore police should be determinant to put public interest prior to personal interest. This lead to public trust.

Problems Related to Police Work

Based up on the nature of police work there are different problems in the profession. The major problem lies on the security of the police men. As we discussed earlier police always confront with criminals who want and able to hurt the police. There are many incidents in

which police men lose their life or body. In the course of their action to prevent crime and disorder police men expose to serious dangers. As FYFE et al (1997:272) noted that a policing has long been regard as an extremely dangerous occupation.

Because of what they see and hear police men suffer psychological crisis. People with complicated problem share their problems to police which create psychological burden on police officers who try to help them. Sometimes the burden changes the behaviors of the police men permanently.

Certainly, nobody would eradicate the physical risks associated with police work. Moreover, policing tend to be a stressful and sometimes unpredictable dangerous vocation. As obviously known police officers must make difficult decisions concerning themselves and the citizens. The ability of the police officers to function properly at all times has a direct effect on the well being of citizens. When they are good the public will be safe. Their weakness also put danger to the safety of the community. However there are many factors that affect the ability of the police men. Stress, family difficulties, injury, working environment, fatigue, depression, public support, depression and other factors can reduce the effectiveness of the police force. (Berg, 1999:381)

2.2. Human Resource Planning and Management

Human Resource Management (HRM) consists of the activities necessary for staffing, motivating, and evaluating employees in an organization. An effective HRM framework ensures an efficient and effective workforce. Human resource planning, selection, and recruitment are some of the components of the HRM framework. Human resource planning is one of the major functions that assure the utilization of skilled labors to the achievement of organizational goal .Regarding to this, Armstrong (1993:289) has defined the concept of human resource as follows.

The systematic and continuing process of analyzing organization's human resource needs under changing conditions and developing personnel policies appropriate to the long term effectiveness of the organization.

The process involves carrying out a skills analysis of the existing workforce, carrying out manpower forecasting, and taking action to ensure that supply meets demand. This may include the development of training and retraining strategies.

A comprehensive Human Resource Strategy plays a vital role in the achievement of an organization's overall strategic objectives and visibly illustrates that the human resources function fully understands and supports the direction in which the organization is moving. A comprehensive HR Strategy will also support other specific strategic objectives undertaken by the marketing, financial, operational and technology departments.

HR strategy should aim to capture "the people element" of what an organization is hoping to achieve in the medium or long term, ensuring that:

- It has the right people in place
- It has the right mix of skills
- Employees display the right attitudes and behaviors, and
- Employees are developed in the right way.

Sometimes the case, organization strategies and plans have been developed without any human resource input; the justification for the HR strategy may be more about teasing out the implicit people factors which are inherent in the plans, rather than simply summarizing their explicit "people" content.

HR strategy will add value to the organization if it articulates more clearly some of the common themes which lie behind the achievement of other plans and strategies, which have not been fully identified before identifies fundamental underlying issues which must be addressed by any organization or business if its people are to be motivated, committed and operate effectively.

Making the HR Strategy Integral to the Organization

The human resources practitioner should ensure that the HR Strategy is integrated with broader organizational objectives. Above all, it should ensure that the rest of the organization accepts the Strategy. To achieve this objective, practitioners should:

- consult all stakeholders on the nature of the strategy;

- cultivate and develop allies and supporters of the strategy through the consultation process;
- focus on the benefits which are being derived from the strategy through talking to and persuading others, and by marketing the benefits of the strategy with concrete examples of how it has helped;
- check that there is real commitment to the strategy at all levels of the organization;
- give regular feedback on the implementation of the plan through employee newsletters, exhibitions etc;
- where possible, build into the strategy quantifiable outcomes which can be easily monitored and evaluated, so that it is possible to show the effect;
- Make the strategy part of the induction process - especially for senior managers.

Planning the Total Workforce

Determining future business requirements, especially those relating to manpower requirements represents one of the most challenging tasks facing human resource practitioners.

The development of a workforce plan is a critical component of any human resource strategy and one of the expected outcomes of human resource practitioners' activities. Despite this, manpower or workforce planning, as well as succession planning, has only recently enjoyed resurgence in popularity. To some extent this has been prompted by the need to develop employment equity and workplace skills plans and set numerical employment equity targets. The failure of many organizations to develop and implement workforce planning is rather indicative of the lack of strategic planning itself.

Workforce planning is a systematic process of identifying the workforce competencies required to meet the company's strategic goals and for developing the strategies to meet these requirements. It is a methodical process that provides managers with a framework for making human resource decisions based on the organization's mission, strategic plan, budgetary resources, and a set of desired workforce competencies. Workforce planning is a systematic process that is integrated, methodical, and ongoing. It identifies the human capital required to meet organizational goals, which consists of determining the number and skills of the workers required and where and when they will be needed. Finally workforce planning entails developing the strategies to meet these requirements, which

involves identifying actions that must be taken to attract (and retain) the number and types of workers the organization needs.

A workforce plan can be as simple or as complex as the organizational requires. Workforce planning can be conducted for a department, division or for the organization as a whole. Whatever the level or approach being adopted, it must nevertheless be integrated with broad-based management strategies. In addition to workforce planning, ensure that organizational structure and jobs ensure the efficient delivery of services and effective management of the organization as a whole.

Recommended Actions:

- Determine the appropriate organizational structure to support the strategic objectives
- Structure jobs (competencies, tasks and activities) around key activities
- Develop a workforce plan designed to support the organizations strategic objectives
- Compile workforce profiles, identifying designated groups, an inventory of current workforce competencies, competencies required in the future and identified gaps in competencies

Assessing and Sustaining Organizational Competence and Performance

Finally, few organizations effectively measure how well their different inputs affect performance. In particular, no measures may be in place for quantifying the contribution people make to organizational outcomes or, more important, for estimating how changes in policies and practices, systems, or processes will affect that contribution. Implementing clear quantifiable measures, identifying milestones in the achievement of specific organizational goals, and using concepts such as a "balanced scorecard" will articulate the results of the HR Strategic Plan in measurable terms. Regular evaluation of the plan will also assist in fine-tuning the HR strategic plan itself.

Recommended Actions:

- Evaluate organization culture and climate
- Implement succession planning
- Evaluate HR strategy using quantifiable measures, e.g. balanced scorecard

2.3. Recruitment

Ivancevich and Gluck(1998:219), has defined recruitment as set of activities an organization uses to attract job candidates who have the abilities and attitudes needed to help organization achieve its objectives, Similarly, recruitment is defined as the development of a pool of sufficiently qualified applicants from which to select officers (Gaines et al 1991: 268). Therefore, recruitment a kind of linking activities working together those with jobs and those who are looking for jobs an effort should be made by personnel managers to attract potential employees with necessary characteristics in the proper qualities to attain the organizational objectives.

Recruitment and selection of employees is the second function of management.

Recruitment of staff should be preceded by an analysis of the job to be done (i.e. an analytical study of the tasks to be performed to determine their essential factors) written into a job description so that the selectors know what physical and mental characteristics applicants must possess, what qualities and attitudes are desirable and what characteristics are a decided disadvantage:

2.3.1. Recruiting Planning Meeting Checklist

Once an organization determines the need for a new hire management should develop a *job specification* from a *job analysis* and a *job description*. This planning meeting and the recruiting activities that result from it will improve your employee selection process. An improved recruiting and selection process ensures that your organization is selecting candidates who will succeed and star as members of your superior work force.

Job Analysis

A job consist a group of tasks that must be performed for an organization to achieve its goal. Kukri and Scriuner (1995:62) defined job analysis as a systematic procedure for describing a job in terms of duties performed and the knowledge, skills and abilities required to successfully execute them. Similarly, Crane (1997) defined job analysis as a process that identifies and describes the distinguishing characteristics of a job and requirements for its successful performance. In order to achieve organizational police's goal identification and analysis of the nature of police work is a primary function (cited by Gaines et al 1991:266)

You need as much data as possible to put together a job description, because it is the common outcome of job analysis. Additional outcomes include recruiting plans, position postings and advertisements, and performance development planning within your performance management system.

The job analysis may include these activities:

- reviewing the job responsibilities of current employees,
- doing Internet research and viewing sample job descriptions online or offline highlighting similar jobs,
- analyzing the work duties, tasks, and responsibilities that need to be accomplished by the employee filling the position,
- researching and sharing with other companies that have similar jobs, and
- articulation of the most important outcomes or contributions needed from the position.

Job Description (JD)

It is derived from the analysis. They provide basic information about the job under the heading of the job title reporting, relationship, overall purpose & principle accountabilities & tasks or duties JD are used for a number of different purposes such as to assist in organization design, for recruitment as the bases of an element contract in job evaluation & in training (Armstrong , 1993:325)

Employee job descriptions are communication tools that are significant in your organization's success. Poorly written employee job descriptions, on the other hand, add to workplace confusion, hurt communication, and make people feel as if they don't know what is expected from them.

Employee job descriptions are written statements that describe the duties, responsibilities, required qualifications, and reporting relationships of a particular job. Employee job descriptions are based on objective information obtained through job analysis, an understanding of the competencies and skills required to accomplish needed tasks, and the needs of the organization to produce work.

Employee job descriptions clearly identify and spell out the responsibilities of a specific job. Employee job descriptions also include information about working conditions, tools,

equipment used, knowledge and skills needed, and relationships with other positions. There are still uncertainties about the value of employee job descriptions? Consider these tips about employee job descriptions.

Employee job descriptions provide an opportunity to clearly communicate your company direction and they tell the employee where he or she fits inside of the big picture. Whether you're a small business or a large, multi-site organization, well-written employee job descriptions will help you align employee direction. Alignment of the people you employ with your goals, vision, and mission spells success for your organization. As a leader, you assure the inter-functioning of all the different positions and roles needed to get the job done for the customer.

Job Specification

A job specification describes the knowledge, skills, education, experience, and abilities you believe are essential to performing a particular job. The job specification is developed from the job analysis. Ideally, also developed from a detailed job description, the job specification describes the person you want to hire for a particular job.

A job specification cuts to the quick with your requirements whereas the job description defines the duties and requirements of an employee's job in detail. The job specification provides detailed characteristics, knowledge, education, skills, and experience needed to perform the job, with an overview of the specific job requirements. The specification is usually expressed in terms of behavior that is, what the worker does, what knowledge he or she uses in doing it, the judgments he or she makes and the factors taken in to consideration when making them. From the above definitions one can understand that job specification is a statement of the minimum acceptable human qualities necessary for the proper performance of a job or it refers to a summary of the personnel characteristics required for a job:

Components of a Job Specification

Experience:

Number of years of experience in the job you are seeking to fill. Number of years of work experience required for the selected candidate. Note whether the position requires

progressively more complex and responsible experience, and supervisory or managerial experience.

Education:

State what degrees, training, or certifications are required for the position.

Required Skills, Knowledge and Characteristics:

State the skills, knowledge, and personal characteristics of individuals who have successfully performed this job. Or, use the job analysis data to determine the attributes you need from your "ideal" candidate. Your recruiting planning meeting or email participants can also help determine these requirements for the job specification.

High Level Overview of Job Requirements:

In under-ten bullet points, cite the key components and requirements of the job you are filling.

A job specification is useful for recruiting as it helps you write your job postings and your website recruiting material. The job specification is also useful for distribution in social media, for screening resumes, and for interviewers.

2.3.2. Working with Recruiters

Recruiting is a poorly understood profession. There are several types of recruiters, but the mechanics and psychology of recruiting are all the same.

Corporate Recruiters:

Corporate recruiters are employed by a company for the purpose of finding and qualifying new employees for the organization. Third party recruiters are subcontracted to by a company for the same purpose. Several different types of third party recruiters exist, but the main difference between them lies in how they are compensated.

Both third party recruiters are paid by the hiring company, but retained recruiters typically have an "exclusive" with the company. They are paid a portion of their fee upfront with the balance paid when the search is over. Retained recruiters are typically used for executive level positions.

Contingency Recruiters

Contingency recruiters don't typically have an exclusive relationship with the company. They are paid a fee only if the company hires a candidate discovered through their efforts. (Most third party recruiters fall into this category).

Third party recruiters are typically compensated 20-30 percent, or more, of a placed candidate's first year's salary. (If a job seeker could pay the recruiter \$10,000-\$25,000 to find him or her a job, the job seeker might find a shift in attention from a recruiter.)

2.3.3. Source of Recruitment

Knishna and Aquinas (2004: 66) noted that the sources of recruitment are two types: Internal sources and external source.

Internal source requires to making use of personnel already on the payroll of an organization by way of promotion transfer as a response out in employs to notified vacancy. However, it is not carried out in basic police training recruitment system. Therefore, this police recruitment is not given emphasis in this research.

An external source is the basic source of police recruitment and selection to obtaining new police officers. According to Knishna and Aquinas (2004: 67), the external source lies outside the organization. Thus, the candidates may come through the following ways:

- advertisement
- employment exchange
- campus recruitment
- labor contract

However, in police organization of the country notice board method of recruitment is the one usually applied.

2.3.4. Factors Affecting Recruitment

Every organization has its own objective to fulfill; even though there are differences in objective there is no organization that does not have objective. Some may want to maximize profit; others support the needy, while others work to safe guard and the safety of the community. Whatever big or small it be all of them want to see their objective is met. However it is common that many organization facing problems in the

implementation of their objectives. Organizations recruit employees to achieve. But there are different problems that create difficulties in recruitment. Decenzo and Robbins {1999} summarize factors affecting recruitment and selection of candidates in to five. These are:

Image of the organization

Competent employees choose companies among the different available organizations. They are eager to join a company that has good reputation than the bad one. If the image of the organization is perceived to be low the likelihood of attracting a large number of applicants is reduced. Good name is an asset to get qualified employees.

Attractiveness of the job

The slogan “job is equal” does not work all the time. There are jobs which are better than other job. Based on their income, social value, futurity, job satisfaction and safety jobs attract or repel potential employees. If the jobs are not attractive in a any case companies face difficulties of recruiting employees.

Internal organizational polices

Companies have their own internal policies that guide their activity. When the policy favors its workers it attracts applicants. If the policy allow periodic growth of employees, encourage education, faculties medical coverage, vacation other things the company can be chosen by many employees. In the other when the policy is not supportive it is hard to get skilled personnel.

Government influence

The government influence in the recruiting process should not be over looked. Moreover, regarding this points Invancevich and Glueck {1998}, point out that government regulation prohibiting discrimination in hiring and employment have a direct impact on recruiting practices. Jobs that have government priority are chosen by the people. Because those jobs have higher social benefits.

Recruiting cost

The last constraint, but certainly not lowest in priority, is one that center on recruiting costs because recruiting efforts by an organization are expensive. These factors are mainly internal problems. When a company demand long chain recruiting it costs a lot of money.

In addition some jobs demand on job test that costs huge amount of money. Because of this companies become reluctant to conduct recruitment due to lack of money.

2.3.5. Recruitment of Police Personnel

As clearly known, the first step in recruitment is determining the type of persons needed by the department. According to Gaines et al {1991} the minimum standards of police recruitment are as follows:

- [Residency recruitment] a department uses this recruitment from the largest possible area to minimize the potential of the qualified applicant pool:
- Age it indicates in minimum and maximum age recruitment
- Education the vast majority of police organization requires a high school diploma, however, the profession needs above this level to achieve the organizational goal.
- Height & weight high and weight requirements are applied in police recruitment and selection practice to having entire physical fitness.
- Vision police officers should have relatively good vision since there always is the potential for officer face serious challenges.

2.4. Role and Criteria of Police Officer Selection

The basic purpose of selection process is choosing right type of candidates among the many applicants to who wants to hire in the organization. Gaines et al {1991:263} defined selection of police officer as the process of choosing which applicants to hire as police officers. According to Ivancevich and his friend {1998:263}

Selection is the process by which an organization chooses from a list of applicants the person or persons who best meet the selection criteria for the position available, considering current environmental conditions.

2.4.1. Role of Selection in Police

Brewer and Wilson, (1995) stated that while the responsibility for the design of the selection program most often rests with human resources department. However, they are not having effective keeping in mind the aim of selection. Stredwick (2003:128), noted that the design should enable the force to obtain a person who accepts the position and who

gives satisfactory service and performance in the long term. Therefore, they should work with other law enforcement professional to ensure:

- The selection system is designed to accurately measure job related knowledge, skills, and abilities of the person.
- The selection process should use accurate techniques. The select individuals who are competent to carry the training burden in the training camps.

2.4.2. The Major Selection Criteria of Police Officers

Getting a large number of applicants cannot assure that we have the right people for the job. The human resource department has to be serious on selecting the right people who can handle the training and serve the community while on duty. Before suffering the serving by competent people careful selection criteria should be applied to get the right person. Police work needs special criteria from the police men to undertake the responsibility. According to Gaines et al (1991: 273), the following are criteria used to choose chose competent police applicant.

Physical ability test

Police force demand physical fitness. Since the police men are engaged with endurance and struggle they have to behave strong physical condition.

Written examination

Police need to be aware of the social, historical, political and laws of the country. Written exam help to identify the understanding of the applicant on the issues. Therefore logical and appropriate questions should be prepared to identify the status of the applicant.

Character or background investigation

Police work demand higher moral standard. Criminals tempt police by bribery to make them cooperative of their illegal act. To close the door the force should try all its best to avoid individuals from entering inside. Therefore applicants have to make sure they are ethical background of the individual have to be investigated deep inside from different directions.

Medical examination (Psychological screening)

Candidates have to be healthy so that they can be available on job all the time with their best fitness. If they are not healthy they might be out of duty on most of their work time. This will cost the force in terms of labor and financial loss.

Oral interview

Individuals can perform well in written exam but it might not show the real identity. People can score well in written exam by copying from others. To verify this and identify the personal quality of the applicant officers need to conduct interview. Interview will give better insight about the person than the written exam do.

Interviewing can be carried out by individuals (e.g. supervisor or departmental manager), by panels of interviewers or in the form of sequential interviews by different experts and can vary from a five minute 'chat' to a process of several days. Ultimately personal skills in judgment are probably the most important, but techniques to aid judgment include selection testing for:

Thus, the recruit police should be approved through the above selected techniques to be well equipped and capable in police profession.

To sum up, the role of police activity leads to worst behavior for engaging in corruption practices as well as vulnerability to engage in such illegal activities in doing so police work is a complex occupation undertaken in a complex world by members of a complex organization, Therefore the standard of police selection should be conducted based on the above preferences with a great commitment to get best police officers.

2.4.3. Model of Police Selection

The models of police selection that helps to screen out the best officers from applicants are shown below.

Table 2.1: Models of police selection procedure

1. Initial application	Applicant screened for minimum	Reject	Accept
2. Physical ability test	Applicants Screened for aptitude	Reject	Accept
3. Written test	Applicants Screened for aptitude	Reject	Accept
4. Polygraph examination	Applicants application verified and character	Reject	Accept
5. Background	assessed	Reject	Accept
investigation	Applicants records checked and character assessed	Reject	Accept
6. Medical examination	Applicants health assessed	Reject	Accept
7. Psychological	Applicants temperament assessed	Reject	Accept
evaluation	Selection decision	Reject	Accept
8. Oral interview	Training performance assessed	Reject	Accept
9. Training academy	Final Selection decision based on a service		
10. Probationary period	performance ass.		

Source: Larry K. Gains et al (1995: 278)

2.4.4. Selection Instruments

To be successful the selection criteria selection instruments have a vital role. Thus, the major types of selection devices pointed out by Brewer and Wilson (1995) here under.

- **Application forms:** different forms are prepared to collect as much information as possible.
- **Weighted application blanks:** blank spaces that record the weight of the candidates. It helps to make sure the candidate fulfill the minimum weight.
- **Biographical data forms;** it contain the family history, birth date, birth place and others. It is very important because it has the major back ground of the candidates.
- **Training and Experience evaluation:** training and experience of individual is crucial to know the performance of candidates in the specific areas they are preparing to engage themselves.
- **Reference checks:** it is common for an organization to ask their applicant for a reference that can give testimony about their performance. The references should be professionals in the area or other place.

- **Selection interview:** after collecting different information about the candidate by using different methods we conduct interview. From the many applicants few will be selected for an interview.

2.5. Aim and Advantages of Assessment Center

Assessment center is standardized evaluation of behavior on multiple inputs. Multiple trained observes and techniques are used judgments about behavior are made, in part , from specially developed assessment simulations. The assessors at on evaluation meeting pool some judgment, during which assessments data are reported and discussed and assessor agree on the evaluation of the dimension and any overall evaluation that is made (Brewer and Wilson 1995:198). Thus, an assessment center program is significant activity to identifying individuals' background to arrive at the final decision of the selection action.

2.6. Evaluation of the Selection Process

An evaluation of a certain program or activity will tell us the strength and weakness about the program or activity and will give us lesson for our future acts. Similarly, evaluating the selection process will help us to look at some of our strengths and weakness and the improvement possibilities for the short fall, observed. The following are some facts that indicate the success or failure of our selection proceeds.

- How quickly the position was filled measured from the date
- The average length of tenure of the person recruited
- The proportion of employees recruited were promoted with in the five years
- Absence of any grievances on the Selection procedure from other competing candidates (Solomon, cited , 2004 /05)

CHAPTER THREE

DATA ANALYSIS AND INTERPRETATION

This chapter is mainly concerned with the analysis of the data gathered from primary and secondary sources. The data in the federal police crime prevention main department police recruitment and selection systems. Federal police crime prevention has been huge number of members, but the researcher took 100 members for sampling purpose and distributed a questionnaire to be filled up by them. Among the 100 questionnaires distributed 70 are collected and 50 of them were men and the rest 20 were women. The reasons for the failure of 30 questionnaires are unwillingness of the respondents. The researcher also made every effort to get sufficient and required information on police recruitment and selection through document analysis and interview with responsible persons.

3.1. Demographic Profile of Respondents

Table 3.1: Characteristics of respondents

Variables	Characteristics Category	Respondents		Total	
		No	%	No	%
Sex	Male	50	71	70	100
	Female	20	29		
Age Range	18-30 years	56	80	70	100
	31-40 years	14	20		
	40+ years	-	-		
Work Experience	1-5 years	3	4	70	100
	6-10 years	66	94		
	11-20 years	1	2		
	20+ year	-	-		
Qualification	10th or 12 th Incomplete	8	11	70	100
	10th or 12 th Complete	42	60		
	Certificate	9	13		
	Diploma	2	3		
	Degree	1	2		
	Blank	8	11		

Sources: sample survey, 2010

Table 3.2 shows that, the number of women accounts for 29% and the number of male respondent accounts for 71% of the sample that responded. In this study, the majority of the respondents are male.

With regard to age of the respondents, on average of the respondents' age is greater than 18 years old. The majority lies in between 18-30 years and these accounts for 80%.

With regard to their work experiences, about 94% of respondents have experiences of in between 6 to 10 years. From this, one can understand that these respondents may fairly evaluate the organization's recruitment and selection policies, regulation, and practices.

With regard to educational background of the respondents, 60% of respondents have 10th or 12th complete, 11% of the respondents have 10th and 12th incomplete, 3% of the respondents have Diploma and there is only 1 (2%) hold Degree in the sample. The remaining 11% of the respondent have not filled their educational background.

3.2. Analysis of Findings of the Study

3.2.1. Designing of Police Training

Regarding need analysis, before police recruitment and selection carried out, the selected respondents is to be answered questions about the organization performance and the respondent need analysis before accomplishing police recruitment and selection.

To understand this point, the interviews of training center officials said that the training system was not supported by need analysis survey. They also similarly responded the training system was carried out without assessments in line with the center receive beyond its capacity.

Other findings obtain through interview made with key informants those are training center and selected police department officials asserts that there is no experience of conducting need analysis to identify the basic inquires before the course.

3.2.2. Police Recruitment Practice

Recruitment Standard

The regulation of federal police recruitment and selection has designed initial recruitment standard entitled federal police commission, Regulation No. 86/2003.

As it is clearly stated in the document any natural person wishing to serve as a police officer may, up on fulfillment of the criteria specified here below, be recruited where he/she.

- a. is an Ethiopian
- b. is loyal to the federal constitution and other laws.
- c. His a good ethical conduct
- d. Is not below the age of 18 years
- e. Has at least completed 10th grade

Is shows that there is recruitment standard to pool up the applicants, if they are passed the recruitment criteria however, it does not indicate the final refining system of the selecting standard to refining these applicants which supported by the regulation.

Table 3.2: Techniques used in the process of recruiting new police officers

Item	Is there is recruitment techniques in the organization?		Is there is recruitment notice?	
	Yes	No	Yes	No
Sex				
Men	30	20	50	–
Women	15	5	20	–
Total	45	25	70	–
%	64%	36%	100%	0%

Sources: sample survey, 2010

The above data indicates as 64% of the respondents' answerer that there are recruitment techniques while 36% of respondents answered that there is no recruitment techniques with regard to this the respondents asserted the presence of such techniques. But all of the respondents agreed that this is accomplished by notice in all places. The above point shows that to be approving police recruitment and selection, the applicants are announced by notice board.

Table 3.3: The role of the training center in recruitment and selection activities

Item	How do you evaluate the participation of training center in recruitment and selection activities?					
Sex	Very high	High	Medium	Low	Very low	Total
Men	10	5	25	7	3	50
Women	2	5	10	2	1	20
Total	12	10	35	9	4	70
%	17.2%	14.3%	50%	12.8%	5.7%	100%

Sources: sample survey, 2010

As it is shown in Table 3.3 the respondents asserted that the participation of training center 17.2% is very high, 14.3% is high 50% is medium, 12.8% them are answered low and 5.7% no participate. Undertakes this shows that the training center has some constraints to be involved in requirement and selection process.

Table 3.4: Selection criteria applied to examine applicant competence.

Item	Thick the kind of selection procedures used to recruiting new coming?						
Sex	Interview	Physical fitness	Medical exam	Entrance exam	Education background	Background check up	Psycho test
Men	9	20	10	5	3	2	1
Women	2	9	3	1	2	2	1
Total	11	29	13	6	5	4	2
%	15.7%	41.5%	18.6%	8.6%	7.1%	5.7%	2.8%

Sources: sample survey, 2010

There are multiple responses from these the highest percentage has given a serious consideration from physical fitness and medical examination respectively. However 5.7% of these are responded that there should be back ground check up system, other 2.8% of the respondents there should be psychological test based on individual interest, where as 15.7% and 8.6% of those are answered there should also be interview and entrance examination selection method respectively.

This shows that physical fitness and medical examination have been considered in examining candidates physiques

3.2.2. The Practice of Basic Training System

In recruit training, physical and academic training are by widely. According to curriculum for basic of policing, the length of training covers one year. From these 7 (seven) months for field training, 3 months for police academic were offered as well and the remaining two (2) months have been allotted to evaluated and cheek up the whole performance and efficiency of the trainees.

Field Training

Regarding the field training practice and performance the staff members were asked to respond for the program it includes field practice. All the respondents replied on the field training program that is one part of the training session.

They also added that this program is given for two months.

Probationary Period

Probationary period is a period given to evaluate trainees' performance to put decision on their continuation as future police officer. However, it will be conducted. Out the end of the course with this in concern even though, respondents agreed with the importance of probationary period except few expressed with the importance or probationary period except few expressed their opinion that it well applied the majority of respondents agreed with the period it is highly neglected. To support this fact the researcher attempted to gather information with informal discussion as a result is not carried out at all in training process until who are assigned as a regular police officer.

The Performance of Training System

The training center staffs were interviewed on the number of trainees and the capacity of the center to manage are accordingly some number of the respondents said that "NO" while the rest the respond at said that "YES" with this regard the respondents were intervned to express their opinion on the capacity of the center to produce well trained recruits. Some other the respondents agreed with "medium" the remaining of the respondents reported that effective, some others also not effective.

3.2.4. Responsibility & Major Constraints in Recruitment and Selection Activity

Responsible Department

Regarding the responsible department in recruitment and selection, the selected police department staff members were interviewed that before starting basic training which department has a great responsibility to accomplish police recruitment and selection activities.

The respondents provide answer according to the opinion. As a result the responses have been organized in rank.

The Impact of Poor Recruitment and Selection

The different level of officials of the respondents interviewed that in regular police work what result of weakness in recruitment and selection is created. The respondents mentioned some points here under.

- Unnecessary budget expense
- Create hindrance to get other best competitors
- It will be organization and society at large after completion if the training
- Crime might be aggravated.

As a result, poor recruitment and selection will bring about a negative impact on the organization and it makes the organization to perform weak performance.

3.2.5. Evaluation of Selection Standard

Interview was provided to training center staffs and selected police department target groups that help to evaluate their opinion and identify the gap for giving emphasis the selection criteria. Although it is difficult to put accurate level of rank, it was attempted to show with in relative manner. Thus, the training staffs have evaluated the standard of selection criteria on average try to show as follows within rank method.

1st. Individual interest

2nd. Background checkup

3rd. Educational background

4th. Physical fitness

5th. Integrity

6th. Psychological test

7th. Entrance exam

3.3. Discussion

This section emphasis on the basic training in federal police crime prevention main department police training center that makes insight and identity the gap in which the principle of the police training system and the practice which found in the study. The specific point under consideration were planning of police training, recruitment, selection, recruit training, filed training, probationary period, and the evaluation of training outcome. Thus, the theoretical aspect and data, which obtained in the research area, are deeply discussing hereunder.

Basic Police Training Design

As different study indicate, policing has long been regarded as an extremely dangerous occupation for it needs t make difficult decisions concerning themselves and the citizens to protect malicious situation. Briefly speaking, the preliminary duty of police are crime fighting concerned with law enforcement, and order maintainers with keeping the peace and providing social services to the community. To realize this mission, police training needs to be properly designed in organization's human resources desires under changing conditions to the long-term effectiveness of the police organization in addition, forecasting human resource requests determining the number of employees needed in terms of this, the police personnel management look to the sources of workforce from where and how they can obtain competent applicants.

Recruitment Process and Practice

Police recruitment is the activity of an organization used to attract job opportunity of candidates who have the abilities and interest to achieve police duties. In this case, there are minimum standards such as residentially recruitments age, education, height and weight, vision and the like. In addition to this, to obtain sufficient competitors, the recruits have got from external sources. To make clear this, the applicants are found in the society with formal selection method.

Selection Practice

The main purpose of police selection is identifying the appropriate candidates with collecting and evaluating information about in individual to become a permanent police

officer. On the other hand, police selection is depends on choosing the best competitors who have the knowledge, skills, and abilities to performing police work. Based on this have competent police officers, the main criteria, used to identity best applicants were:

- Physical fitness
- Writing examination
- Psychological screening
- Background checkup
- Medical examination
- Oral interview

If these criteria were done properly, we can get best and efficient police officers.

Assessment Center Program

An assessment approach can be used to obtain additional information on individual's behaviors. As cowling & mailer, (1998), noted that the assessment center is a technique, which employs a number of assessment tools in an attempt to gather wide spectrum of understanding about applicants, and it helps to achieve valid selection decisions.

Recruit Training Practice

As widely known, training is the main instrument that makes to change employees' behavior at police work through the application of leering principles. The behavioral change indicates that to come up knowledge, skills, attitudes or beliefs, and values of police organizational systems. Furthermore, basic police training is the competent part of selection method that uses to identity the best applicants. In doing so, basic police training is the initial training a police officer receives in which orienting the coming candidates about the department goal and objectives and provides them with necessary skills and knowledge required to accomplish the police work.

Field Training Program

Field training is one of the training schemes that assist to assist to evaluate candidate's competence. Regarding this, Dempsey (1999) noted field training is on-the-job training of recently graduated recruits from the police training center. In doing so, this training is provided by selected and qualified police officers. The main objective of field training is to familiarize trainees with apparent-ship exercise to enable them weight the relation between the theory and policing in practice. To achieve this goal, qualified training offices

should be assigned these who follow their performance systematically, document, and evaluated on-the-job setting of the trainee's performance.

To brief this point, field-training officers must themselves be carefully trained to provide trainings with thoughtful & constructive direction and feedback, through documentation of the strengths and weakness of individual trainees.

Probationary Period

As the different scholars asserted that probationary period (PP) programs is last step and the first true job, activities of the basic training system to select competence police officers. Dempsey (1999) believes that a probationary period is the period of time that a department has to evaluate a new officer's ability to perform his job effectively. Moreover, the PP in policing has been called the final selecting phase to make certain the competence of new police officer in the probationary period program should accomplish at least one year, because some weakness and incompetence may not be discovered in short time.

Training Evaluation

Training evaluation is one of a systematic component, which can helps to improve the practice of police recruitment and selection activities. Thus, training evaluation is any attempt to obtain information or service feedback on the outcome of programs and to assess the value of training to get enough information.

CHAPTER FOUR

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

A research will be fruit full when the conclusion and recommendation written in clear and understandable manner. In addition, the implementation opportunities are determinant below this, summary of findings, conclusion and recommendation presented.

4.1. Summary of findings

As know that the police work is a very risk able it accomplished by following the rules and regulation of the country in addition to respect the culture of the society, so police recruitment and selection is amendatory to accomplish the police work effectively.

Police officers receive in which orienting the coming candidates about the department goal and objectives and provides them with necessary knowledge and skill required to accomplish the police work.

The police have a vital role in keeping the countries peace and security. Most of the time the federal police crime prevention main department tiring to build efficient and effective police officers, but the research finding some difficulties during recruitment and selection techniques of the new candidates.

4.2. Conclusions

Here we are going to generalize the most relevant information. The research was made on requirement and selection in Federal police crime prevention main department.

There are a huge number of employees in the organization and there are different departments. Employees are deployed each department in there job description. Employees are having 10th or 12th complete are much more than that of having degree or diploma or certificate.

The police work requires more qualified workers because know a day global technology leading us highly flexible and thinking internationally to this extent the police force will have brooder thinking that of the community. Crimes such as revolving drugs, human trafficking and black markets are some of the crimes all over the world. To minimize these problems strength police force is needed.

The objective of this study is to identify the problem that related with recruitment and selection for the new candidates of federal police crime prevention.

As a result of analyzing data gathered through questionnaires and interviews, the selection criteria is highly focused on physical fitness has 41.5% of the total selection methods but back ground check up is not highly during recruitment and selection.

Recruitment and selection process is the fundamental bas of well organized police profession with this view; this research has obtained available information regarding the assessment of recruitment and selection activities the main finding this research are described as follows.

1. In recruitment and selection activities no much attention given to the back ground of the candidates, it means that the new comer was a criminal before or not has a good manner then he reflects his bad behavior after he deployed to the community.
2. The participation of training center is not much given attention to the criteria' used t select the candidates.

4.3. Recommendation

In this part of the research, the researcher wants to suggest and recommend some important aspects concerning recruitment and selection criteria's in the case of federal police crime prevention main department.

Every organization has short and long term objectives from those; one is federal police crime prevention main department. As it mentioned by the responsible person the long term goal of the organization is to protect crimes and to maintain peace and stability in the society.

In short run objective to achieve the long term goals, it is important to select and recruit the best candidates from the hole of applicants for the success these goals.

The recommendation revolves around background check up, educational level and physical fitness of the candidates. In addition to how to evaluate the criteria's before recruitment and selection are implemented. After the candidates the good and effective police force. The following main points are forwarded to the training center.

1. Academic and physical training should be given widely from most academic courses, human rights and police ethics are corner stone of the trainers.
2. Create a day to day evaluation program to evaluate the performance of the trainers.

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APPENDICES

A. Questionnaire [English Version]

St. Mary's University College

Faculty of Business

Department of Management

Survey on the Assessment of Recruitment and Selection Practice:

The Case of Federal Police

For use with staff members of Federal police crime prevention main department training center

Addis Ababa, 2010

Informed Confidentially and Consent

This questionnaire is prepared by a graduating class student of St. Mary's University College for the purpose of writing a senior thesis. The main purpose of the study is to identify the problems related to recruitment and selection in order to put an appropriate remedy that may serve as an input to come up with the problem in the future. Your genuine response will contribute a lot for the study and also the results of the study may be used as an input by Federal Police training center and by other similar firms.

As your response is kept confidential, you don't need to write your name on the questionnaire.

Thank you for your cooperation.

The questionnaire has the following parts:

Part One – Bio data

Part Two – General Information on Recruitment and Selection

Put a tick mark next to the question under consideration and give your responses for open ended questions by writing on the space provided.

Part One: Bio Data

- A- Sex: Male_____ Female_____
- B- Age: 18-40_____ 41-60_____ above 60_____
- C- Qualification: Under grade 10th or 12th _____ 10th or 12th complete____
Diploma _____ degree _____
Master and above

Part Two: General Information on Recruitment and Selection

1. Do you have the need analysis system before training started?
Yes_____ No_____
- If yes, is it by
_____organization or department analysis
_____ labor force analysis
_____ service user number.
2. Do you have clear standard to apply in practice while recruiting and selection?
Yes_____ No_____
3. Is there recruitment method to obtain sufficient applicants?
Yes_____ No_____
- If yes, which of the following methods are used?
_____ Notice
_____ Mass Media
_____ others.
4. Do you agree with that the activities of recruitment and selection are received given attention in the center?
Yes_____ No_____
5. How do you evaluate the participation of training center in recruitment and selection activates?
Very high _____ high _____ medium _____ low _____ no participation_____
6. Thich the kind of selection procedures used to recruiting new coming?
_____ physical check up _____ psychological test
_____ medical examination _____ Background check up
_____ Entrance exam _____ Interview
7. Does the assessment center program is implemented in police recruitment and selection?
Yes_____ No_____
8. Is there field training program in order to enhance the capacity of trains and practice?
Yes_____ No_____

8.1. If yes, how do you evaluate the value and function of field training, which is related with classroom training?

Very effective _____ effective _____ ineffective _____ it is not

Effective _____

9. Do you evaluate the outcome and impacts of police recruitment and selection which relates with the regular police work?

Yes _____ No _____

10. Do you evaluate the outcome and impacts of police recruitment and selection which relates with the regular police work?

Yes _____ No _____

Please reason out for your

Answer _____

11. Do you think that the trainees number have proportion to the capacity of straining center?

Yes _____ No _____

Please reason out

12. What do you think that the training center on enables to produce competent police officers in relation with the capacity?

Effective _____ Medium _____ Not _____

Effective _____

13. What is the major problem through police recruitment and selection process?

Please, make your preferences in order to manner.

_____ Limited of government attention

_____ poor public participation

_____ Lack of training center attention

_____ Lack of clear recruitment and selection standard

_____ The nature of police work atmosphere

_____ Insufficient knowledge and commitment of the selection committee.

14. Mark the most valuable criteria in bringing appropriate police officers, in order manner

_____ physical check up

_____ Medical examination

_____ Integrity

_____ Entrance exam

_____ Education checkup

_____ Back ground checkup

15. What suggestion do you pose to solve the problem and improve the performance of recruitment and selection process for the future? _____

B. Questionnaire [English Version]

St. Mary's University College

Faculty of Business

Department of Management

Survey on the Assessment of Recruitment and Selection Practice:

The Case of Federal Police

For use with Senior Police Officers

Addis Ababa, 2010

Informed Confidentially and Consent

This questionnaire is prepared by a graduating class student of St. Mary's University College for the purpose of writing a senior thesis. The main purpose of the study is to identify the problems related to recruitment and selection in order to put an appropriate remedy that may serve as an input to come up the problem in the future. Your genuine response will contribute a lot for the study and also the results of the study may be used as an input by Federal Police training center and by other similar firms.

As your response is kept confidential, you don't need to write your name on the questionnaire.

Thank you for your cooperation.

The questionnaire has the following parts:

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Part Two – General Information on Recruitment and Selection

Put a tick mark next to the question under consideration and give your responses for open ended questions by writing on the space provided.

Part One: Bio Data

- D- sex: Male_____ Female_____
- E- age: 18-40_____ 41-60_____ above 60_____
- F- qualification: under grade 10th or 12th _____ 10th or 12th complete____
Diploma _____ degree_____ Master and above

Part Two: General Information on Recruitment and Selection

1. Is thee apparent criteria and standard to select new police officer?
Yes_____ No_____
2. Tick the kind of selection procedures used to recruit new incoming?
_____ Physical fitness checkup
_____ Medical examination
_____ Entrance examination
_____ Education background test
_____ Background checkup
_____ Psychological test
_____ Interview
3. What do you think of about the outcome of poor recruitment and selection practice?

4. Which of the following are the major constrains in training process to be able to create competence officers?
_____ Insufficient instructors/trainers
_____ Over capacity trainees in the class room
_____ Lack of teaching aids materials
_____ Poor inspiration of the trainees
_____ Lack of trainers competency
5. Which organization do you think is more responsible, in selection and recruitment police officer?
_____ training center
_____ Public administration
_____ community
_____ different level of police station
_____ police commission
_____ others organization
6. Is there an assessment center program for applicants' background in police recruitment and selection process?
Yes_____ No_____

If you answer "yes" please reason

Out _____

7. Do you think that the field training is relevant to police officers?

Yes _____ No _____

8. What do you think about the function/relevance of field training related with the training system?

_____ to improve the new police officer capacity

_____ to familiar and evaluate with practical

_____ to participation in police work

_____ it is not important.

9. Do you think that the duration of field training is enough?

Yes _____ No _____

9.1 If say , reason out _____

10. What do you think the major problems to have in field training performance?

11. Is there probationary period to decide the continuation after making checks?

Yes _____ No _____

11.1. If "yes" how do you explain in performance? _____

12. How do you evaluate that the R&S are indispensable to provide the police service?

_____ very high _____ medium

_____ high _____ Low

12.1. Put your reason for your answer _____

13. Mark the most valuable criteria, which are used in bringing appropriate police officers?

_____ physical checkup

_____ Medical examination

_____ Integrity

_____ psychological test

_____ individual interest

_____ entrance exam

_____ Background check up

_____ Education checkup

14. What are your suggestions to solve the problem and improve the performance of recruitment and selection process for the future? _____

C. Questionnaire [Amharic Version]

St. Mary's University College

Faculty of Business

Department of Management

Survey on the Assessment of Recruitment and Selection Practice:

The Case of Federal Police

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Addis Ababa, 2010

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DECLARATION

I, the undersigned, declare that this senior essay is my original work, prepared under the guidance of Ato Daniel Meread. All sources of materials used for the manuscript have been duly acknowledged.

Name: Teshale Abetie
Signature: _____
Place of submissions: St. Mary's University College
Faculty of Business
Department of Management
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Date of submission: _____

SUBMISSION APPROVAL SHEET

This Senior Research Paper has been submitted to the Department of Management in partial fulfillment for the requirement of BA Degree in Management with my approval as an advisor.

Name: Daniel Merread

Signature: _____

Date: _____