



**A One Day Conference**

**on**

# **CAREER PLANNING OF POLICE OFFICERS**

*Organized By*

**National Police Bureau**

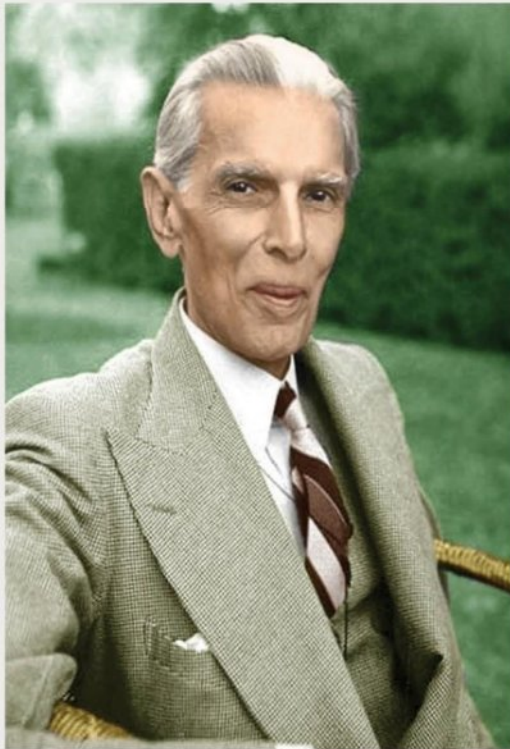
**21<sup>st</sup> April, 2016**  
**Islamabad**

If Allah intends good for someone then he inflicts him with trial

Remember me and I will remember you.

(AL-Quran)

**“The services are the backbone of the state.**



If you want to raise the prestige and greatness of Pakistan you must not fall victim to any pressure but do your duty as servants of the people and the state, fearlessly and honestly. Your duty is only to serve the government loyally and morally but, at the same time, fearlessly, maintaining your high reputation, your prestige, your honor and the integrity of your service. If you start with that determination, you will make a great contribution to the building up of Pakistan of our conceptions and our dream - a glorious state and one of the greatest nations in the world.”

## **National Police Bureau**

### **VISION**

Reshaping police into a professionally competent, operationally neutral and publicly accountable service-delivery organization.

### **MISSION**

Building standards for professional policing and acting as a national think tank on issue relating to criminal justice reforms, public safety and police information technology.

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## **MESSAGE**

May Allah bestow us courage to overwhelm crime bringing respite to common man's woes.

Career Planning in the police department is left much to be desired. Its human resource of various tiers are not sure of the road map. Many odd cases, at times, bypass the fragile system only to dishearten the actual professionals.

In a bid to streamline, NPB carried out an exercise where reps from police organizations shared their thoughts, to formulate a policy outline, for career planning in the police departments. The conference resulted in a fruitful outcome which I am sure will be very useful for the planners and their organizations chiefs, to further ponder and to devise a categorical methodology to overcome this ailment. I recap National Police Bureau the think tank and one of the fifteen police organizations is striving hard through utter dedication of its officials, to continuously chip in for transformation and progression of its law enforcement agencies.

**(Iqbal Mehmood) PSP**  
(QPM)

Director General  
National Police Bureau

## **Foreword**

National Police Bureau under the able leadership of Director General, Mr Iqbal Mehmood, successfully conducted a one day conference on “police officer’s career planning”. Officers from Sindh, Gilgit-Baltistan (GB), Azad Jammu & Kashmir (AJK), KP and National Counter-Terrorism Authority (NACTA) participated in the deliberations.

The objectives of the conference was to dilate on the existing structure, related challenges/issues and in process find a way forward to frame an outline for “Career Planning of police officer’s”, so essential for development of the organization and its personnel.

The conference provided an opportunity to the police officers to learn from the contemporary prevailing thoughts, structure, issues and the system. The interactive session elucidated to better understand who is who in their domain of functionality, how does he work, what are his difficulties, and what he feels about his organizations and its relationship with other sister organizations especially in the context of human resource planning and what they are doing in the context.

Meeting commenced with benediction and Fateha for the Shaheeds. Director General National Police Bureau (NPB), Mr. Iqbal Mehmood, in his opening remarks summed up the imbibed ailment in the career planning of police human resource while the department struggles to fight crime and in the present context, terrorism. He emphasized that organizations can only achieve its objective and progress, if it human resource know theirs and there organizations plans. The police officers candidly presented their views which have been discussed in the following pages. The conference culminated with DG NPB presenting certificates to participants besides snapping a click to ruminate the day’s importance.

Gratitude to Police chiefs for sending their relevant officers, Mr. Iqbal Mehmood for supporting us in the endeavour, Dr. Abid Sulehri for collaborating in the exercise and Bureau official’s for their administrative support. A special thanks to Centre for Rule of law Islamabad and its officials for providing their valuable feedback and critical analysis over the conference.

Reminiscence and soliciting that a draft outline of Career Planning is being dispatched for your views, with promise that a policy outlines paper will be finalized within a week thereof.

**(Dr. Syed Kaleem Imam)**  
TI, QPM, PPM, UNPM  
Director (NPSC),  
National Police Bureau

## **OVERVIEW**

### **National Police Bureau**

In the aftermath of Police Reforms, Bureau of Police Research and Development BPRD was renamed as National Police Bureau on 16<sup>th</sup> November, 2001. It was established as a statutory body, under Article-162 of Police Order 2002, mandated to perform research and development function.

It is recapped that NPB persevere with the vision to “Reshape police into a professionally competent, operationally neutral and publicly accountable service-delivery organization” with its mission to venture “Building standards for professional policing, and acting as a national think tank on issues relating to criminal justice reform, public safety and police information technology”.

It is heartening that NPB is now the premier institution for steering the police reform efforts in the country. It has the legal responsibility to act as the Secretariat of the National Public Safety commission, the highest body meant for accountability of police through society’s representation.

It is likewise the secretariat of the National Police Management Board, a body comprising senior police leadership, which provides leadership in professional and organizational matters. It is in the context the think tank on police and prison reforms and acts as the focal point for reforms and coordination.

The NPB is also mandated to deliberate on most of the criminal justice related matters and be the generator of policy initiatives on police reforms. The bureau correspondingly stand-in as the repository of knowledge about police professional standards, helps the Ministry of Interior improve the quality of policing in Pakistan.

In the context NPB has successfully held Retired Inspectors General of Police’s Conference, Media and Police Executives Workshop, National Police Executive Seminar, training on “Gender Based Violence Advocacy and numerous Capacity Building programs, to upsurge the participants knowledge about their profession, institutions and related national interrelated practices.



## **Concept Note**

### **Career Planning Workshop**

Career planning of an officer's is the lynchpin of professionalism, evolves human resource to its best potential and in process accelerates organization to meet its desired ends. Lot is talk about, but career planning in the police remains a far cry, ensuing uninspiring and underutilization of its personnel and officers.

In an attempt to overcome this long overdue and outstanding organizational ailment, NPB embarked upon career planning exercise for police personnel and its officers. Officers from fifteen police organizations were invited. A thorough discussion, with possible options and scenarios were dilated to acquisition a way forward.

In context the Police chiefs were requested to send their relevant planning or relevant officers well versed with organizations working, academically sound, blended with field experience for participation in the conference on 21<sup>st</sup> April 2016, 10 AM at the NPB.

Participants were requested to come prepared on following lines; recruitment, courses, in-service, refreshers, orientations, ranks, categories, various domains of working, essential identified areas, mandatory spheres, performance evaluation yardstick, tenure periods, transfer, postings methodology, for continuity and sustainable mechanism, related challenges and options for pragmatic way forward.

All the participants were given ten minutes each to summarize their views, which were discussed, synthesized to develop an assented paper. This final perspective however is being shared with Police chiefs for final remarks prior to conceptualizing the career plan outline for the officers/personnel. If required a second another session will be followed.

This is made clear, will be an evolving document where officers could meet periodically to review to further develop the paper for pragmatic outcome. The researched career planning paper would serve as a road for the organizations besides government shall be intimated for its incorporation if deemed appropriate, in police career planning program.

A confidential compendium of the outcome of the conference shall be shared with organization police chiefs for usage and implementation as deemed appropriate.

# **A One Day Conference on Career Planning**

## **Agenda & proceedings**

1. Arrival of officers
2. Recitation
3. Fateha for Shaheeds
4. Welcome address by DG NPB
5. Individual Police chiefs brief
6. General discussions if any
7. Summing up of the deliberations
8. Award of certificates by DG NPB to the participants
9. Group photograph
10. Lunch



## Conference Notes

A brief introduction of the participants was followed with following discussions: -

**Addl. IGP Faheem** representing **AJ&K** mentioned about the NPMB meeting in 2004 on the same topic sponsored by UNODC which was fruitless. He emphasized that Training is in our hands and can be addressed ourselves. Rest of the matter is dependent on the political will. There are different legal frameworks in all provinces. He also said the mire senior you are training is also more general and not specific. While **DIG Mujeeb** representing **Balochistan** said that no structured Career Planning exists.

**DIG Naeem Baroka from Sindh** insisted that we must read the Agendas of all Political Parties and devise our strategy accordingly, in order to get their buy in and attain benefits for the police in Pakistan. The Policing system is outdated as the Police Order is just a watershed in evolving police in Pakistan. The amendments made in Police Order formulated it just like the 1861 Act. Emphasizing on the size of Law Enforcement Agencies by comparing 17-18 LEAs in Pakistan for around 20M People and in 18000 in USA for 30M people, he believed that PSP has damaged policing in Pakistan more than streamlining it. There are no Capacity Building opportunities for non PSPs and almost all PSPs are immune to any sort of accountability whatsoever. Financial honesty is the only factor in annual performance evaluations. He spoke about role of Establishment Division as well and that a PSP should be working as JS there. He also said that for this conference JS (Estab). From Establishment Division should have been invited. There is no fast track promotion for junior officers.

Following suggestions were given at the end:

- Same Laws all over Pakistan
- Creation of small size forces
- Internal accountability
- NPB to serve as Police Career Planning department instead of Establishment Division
- Abolishing three tier induction system and make it two Separate Police form the Civil Services

**DIG Jamil** hailing **from Karachi** told that Dr. Shoaib Suddle and some other senior/retired police officers have already moved a case in Supreme Court to have same laws all over Pakistan. He said it is shameful to serve in Sindh under

colonial Laws. As a suggestion all IGPs should be in Grade 22 and they should have powers to transfer and post to the level of Addl. IGPs. And the tenure must be secure.

He said things are going bad in policing. Discipline in force is an issue. Recruitment – In Sindh it is a serious issue and a revolution is needed over there to fix this. He believed that we can do so much and that he is happy that NPB took this step and we must bring it to a logical conclusion.

**DIG Adbul Saeed Naveed from NPA** said that at least MCMC should be replaced by DCC (District Command Course). According to him no one is ready to come to NPA. There are 9 vacancies of SP and SSP in NPA and only 3 or 4 are filled. It is primitive to make Police a Service from force.

The ACRs are all biased. He said because the overall culture of KP is better that is why policing looks a bit better. He also said that 3 tier inductions is an issue.

The ASP must have the basic knowledge of firing, swimming, regional languages, etc. self- respect must not be compromised and the ACRs are supposed to be made with honesty and devotion. Also the Statistical Data is a must for imperial studies and informed decisions.

**SSP Suleman from Islamabad Police** said that almost all aspects have been discussed, however the Constitution of Pakistan 1973 doesn't grant any service /tenure security. The organizational design is faulty as there is no uniformity in provinces. The cure to this illness is that there has to be a centralized police force. The 18<sup>th</sup> amendment is one thing and there are areas where police can't go. And it should be seen that that the ASPs should not go to FC after completing ICC.

**Dr. Kaleem Imam** present at the Conference mentioned that let's not lose hope – we will continue to make an effort as long as we succeed. While SSP Ashraf Zubair hailing from NH&MP gave a power point presentation on Motorways Police and their inductions systems.

**Shahzad Aslam from KPK** shared the bottom up model of reforms in KPK. He showed that the NPB can work as a Department of Homeland Security. There is no requirement of internal and external audit. It was further explained that no one is interested in going to NPA or training facilities. No one from all the stake holders especially our own DSPs, Inspectors, Sis are willing to go to NPA or training facilities. The policies of leaving alone and zap have been applied suddenly and

without any trial. The presence of another criminal procedure law in the form of FCR makes FATA as another country. There is no separate media cell in the Police, which is essential for promoting a positive real image of the Police Department. More Police Departments are required. Workable operational and policy guidelines have been introduced in KPK.

**Nadeem Mohsin from NPF** gave an overview of the NPF that it was established in 1974. There has been no MD of NPF since last 3 months and no focus on the NPF. It was humbly requested by him that support must be extended to NPF in order to make a difference, as it is composed of retired DSP, SP, SSP and DIGs.

**DIG Shaikh M. Umar representing NACTA** briefed about NACTA that it was established in 2008. In 2013 NACTA Act was passed. NC works under the BOG that has 32 members and is headed by the PM but unfortunately not a single meeting of this board could be held for the NAP since December 2014. 1717 can be called for CT. Security of CPEC and implementations of NAP are a few key areas of NACTA working. There are 203 sanctioned posts in NACTA but only 84 are filled.

In the second round **SP Haider Sultan from NPA** told that Fast Track promotions are already mentioned in the rules. He said FBR is a key example within Pakistan to look up to when we talk about technical solutions for policing. In Rural Vs Urban scenario, he believed that soon everything will be urban so we must prepare accordingly.

According to him NPTMB is a good idea. Moreover despite efforts, there is no feedback on the National Training Police finalized in 2011. The Visa System in Sindh Police was explained at length. And the use of technology was to be taken seriously, effectively and efficiently.

He said that PSP is more a Petroleum Service of Pakistan and now a day's becoming the "Property Service of Pakistan".

**Mr. Shahzad Hameed from ICITAP** said that systematic approach and Processes should be developed that could not be bypassed in order to recruit, train, post and promote correct officers. He emphasized that fundamental changes are required.

There is no focus on "Career Planning" in Police Departments of Pakistan. The main reason is poor recruitment, orthodox training, lack of sense of competition, no focus on specialization, frequent transfer and posting and the difficulties in order to become

a professional organization focused on community satisfaction. Recruitment Policy/Methodology has to be modified. Induction in police should not only be based on CSS rather Volunteer Work with any Law Enforcement/Community, Aptitude/Attitude and Physical fitness should be given due weight-age in the selection criteria.

There should only be two levels of entry into police in Pakistan; (1) as PSP and (2) as a Patrol Officer (instead of either a Constable or an ASI). The two levels of induction (Constable & ASI) should be merged. Constabulary is around 85% of the total police in Pakistan and this way all constable ranks will have a better prospect of futuristic growth. Constables are the face of Police in Pakistan.

Job Tasks Analysis should be done and comprehensive Job Descriptions should be developed with Objectives and their Outcomes in specified timelines for all ranks/postings.

The Recruit Training has to be revamped completely. An extensive Training Needs Assessment should be carried out and the performance based curriculum should be developed on the basis of the TNAs.

A lot of importance and emphasis should be given to the In-Service Training of the officers. Only after attaining the requisite of the Specialized Training, Officers should be transfer/posted to specialized units. Refresher courses should be made mandatory after a specified period of time.

Officers with talent should be encouraged for higher studies/international exposure.

Promotion Policy has to be revised totally. All promotions should be linked strictly according to the performance of the officer. The Performance of an officer should be based on successful achievement of those objectives (mentioned in the respective Job Descriptions) within specified timelines. Where necessary a physical/practical test should also be carried out before promotion.

He further talked about the prevailing Culture in Police Organization which is more of a punishment and not rewarding. Focus should be moral values, ethics and professionalism. He gave examples of International Association of Chiefs of Police – lobbying and media handling, etc. He said anything is possible when Police Leaders will become serious and focused about doing any such thing in Police.

While Dr. Kaleem Imam said that this is the Systematic Approach which is being used and this forum will make it happen.

**Dr. Abid Suleri from SDPI** spoke about change management that a lot depends on the leadership. New Job Descriptions with required skill sets. Trust deficit is to be bridged between Police and Public. Social media handling is very important – may be on the same pattern as is used by the ISPR. He said he has noticed that there is no HR department in Police.

**Iqbal Mahmood, DG NPB** concluded the day with the remarks that as it is our first initiative so nobody should be discouraged, de motivated or dishearten. Due to lack of system/institutionalization there are a lot of unattended issues which will be dealt with an available “action plan” and it will be looked which steps are practically possible and which are not. Space is to be provided to the competent. The documents will be sent to all the participants, who will then have a look at it and resend to us with their comments and proposals. Some matters are tangible and some are intangible. Whatever is in our capacity which can be fulfilled must be therefore done.

The Conference ended with the distribution of certificates and a group photo.

# **A One Day Conference on Career Planning**

Suggested Outline for the Brief

## **“Brevity is the soul of wit”**

- 1. Introduction:** Tell the forum about your career, education, appointments, any distinction and how long you have been on the present assignment in a ONE min.
- 2. Deliberations:** Try to cover following points (within 8 Minutes)
  - i. What is career planning? Do you or your organization have career planning?
  - ii. How is it done; recruitment, training, in-service programs, promotion, any weeding out process etc.
  - iii. How is Naib-Qasid/constable to IGP/DG appointments, tenures, transfers tenures structured?
  - iv. Do you have road map/Career path; is progression performance based.
  - v. What are challenges and related issues?
- 4. Suggest a Way forward to enhance performance (within 2 Minutes)**
- 5. Highlight effective and essentials Coordination points for better collaboration within organizations and to the Federal Government (within 2 Minutes)**

*The format is to ensure the completion of the program within three hours, to remain focused on the core issues, reaching to some harmonized arrangement for better coordination and collaboration to optimize organizational proficiency. The discussions will follow Chatham house rules of non-attribution; feel free to express enabling NPB to prepare a realistic implementable strategy document.*

## **Policy Draft**

Police department is a significant institution for maintaining peace and stability in the society through law enforcement. More efficient police means more stable and secure society. Hence, investing in police career building of its human resource is basically investing in sustainable societies.

Pakistan is emerging resiliently from turbulent period of violent extremism, terrorism and militancy. In recent past police department did not only have to maintain law and order in society but also have to act as a frontline force against terrorism through pre-empting and acting against terrorist elements. “During and post conflict” policing requires an entirely different level of training and equipment which most of the civilian law enforcing agencies in Pakistan lack. On top of the revised nature of challenges facing policing agencies in Pakistan, these agencies also suffer from inherent structural problems.

In 1947, Pakistan inherited, more than 80 years old police system from the British colonial empire. Due to this colonial legacy, it still exhibits most of its colonial traits. British created this police system under the 1861 Police Act. The ultimate objective of this system was to protect and enlarge colonial rule in India while keeping public under strict scrutiny. It is important to mention that Police Act of 1861 was promulgated in the aftermath of 1857 civil disobedience, and therefore, the primary purpose of the Act was to control the natives and prevent the members of the police force from joining rebels ever in future again.

Same organizational, operational, and administrative procedures plus mindset envisaged in Police Act of 1861 were adopted by the State of Pakistan after it got independence and continued till the promulgation of new Police Order 2002 in Pakistan, which could never get implemented in letter and spirit because amendments were made right after it was promulgated safe guarding the nefarious interests of ruling elites.

Despite of the efforts, in shifting state oriented policing approach to people oriented police system in Pakistan, trust deficits and stereotyping against police departments prevails. They are labeled as incompetent, inefficient, lack of response to citizens, highly politicized force, distorted public image, and institutionalized abuse



of power<sup>1</sup>. As a front line force, on the contrary, police departments are upfront facing many challenges. They act as buffers and absorb the heat of growing set of novel and long-standing challenges such as threats of insurgency, terrorism, issues of target killing and missing persons, violent/heinous crimes and instable democratic regimes. Despite of all of their efforts and loss of life to withstand this chaos, they miss the mark to secure trust of general public on them.

In the abovementioned context, career planning in the police remains a far cry ensuing uninspiring and underutilization of its personnel and officers. This policy draft sums up the discussion with senior police officers during a seminar held by National Police Bureau on “police career planning and promotion”. It aims to present a holistic, unbiased analysis to identify the reasons and constraints faced by these departments not only institutionally but also socially and politically. The purpose is to contemplate avenues of thought for police career planning, making immense difference for making police administration and ultimately crime management better.

### **1. Current Challenges:**

Socio-political and economic dynamics of all four provinces as well as AJK and G-B varies to a large extent, henceforth the nature of challenges faced by them also differs. However, despite these variations, following challenges were brought forward by the representatives of different police departments that need to be countered at the first place.

Extraneous interferences in recruitment, training, postings, transfers and promotions and in operational, investigative, administrative and prosecution matters are highlighted as key bottlenecks hindering any meaningful reform in police career planning. It was also pointed out that these extraneous interferences lead to an inadequate physical and human resources, lack of training, posting in violation of merit, and redundant criminal justice system etc. Some of these issues are explained in details in the following sections.

#### **a. Prevalence of Non-uniform Police Laws:**

Police Order 2002 (PO 2002) was perhaps the most progressive democratic police legislation introduced in Pakistan. It replaced the Police Act 1861, while aiming at bringing reforms to the police system in such a way that it could function according to the Constitution, law, and democratic aspirations of the people of Pakistan.

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Interestingly its major sections were amended right after before it could see the day light. G-B and the Capital of Pakistan never enforced the reforms. While those who did amended, reshaped, twisted to suit their local governments interest in the garb of local needs, traditions and values.

However, after the 18th amendment policing and law & order became more so, exclusively the legislative domains of the provincial assemblies. As a consequence of which, different policing systems were further justified and adopted. Sindh, Baluchistan and Federal Capital Territory embraced the authoritarian and repressive police governing structure of Police Act 1861. On the other hand, provinces of Punjab and KP retained some aspects of PO 2002.

Undertaken without any national consensus, depriving any semblance of uniformity, those in favor of the change, advance the argument of it being a purely provincial subject matter. On the other hand the Federal Government holds it to be a subject of criminal law and as such within the legislative competence of the Federal Government, falling within the concurrent list of the Forth Schedule of the Constitution of Islamic Republic of Pakistan, 1973.

Democratic recession in Sindh and Baluchistan witnessed in the form of repeal of PO 2002 and democratic deficit in Punjab in police governance, given the lack of implementation of democratic structures provided in PO 2002, without doubt warrant immediate attention of the legislators.

After the 18<sup>th</sup> amendment and devolution of constitutional powers to the provinces, Pakistan is inept to ensure uniform set of rules across the country which is the biggest challenge to uniform police career planning.

#### **b. A Three Tier Recruitment System:**

Three-tier recruitment has damaged the evolution of modern, efficient and professional police organization across the country. It has created three distinct police entities which despite overlap are greatly separated in terms of capacity, resource, identity and image gap over the years.

The three tier entry system virtually blocked the two bottom tiers from entering into police leadership. This system created a tier-based functional organization whereas the law and order, patrolling and static duties went to the lower most tier i.e. constables and head constables. The middle tier, consisting of assistant sub-inspectors to DSPs was supposed to be involved in investigations and supervision of

force in matters of law and order. The third tier, the elite police officers and all graduates joining the Police Service of Pakistan through a competitive process, were tasked to lead the force. The only time this class of officers was exposed to actual field experience of the lower two tiers was the period of their service as ASPs.

The ASPs are raised to manage police affairs in a district, which include human resource management, crime prevention and supervision of investigations, financial management, recruitment of first tier police personnel's (not police officers), welfare of police force, maintenance of building, police transport, provision of POL and other contingencies, Police patrolling, record keeping, liaison with intelligence agencies, implementation of court orders, and allocation of resources to the police stations. They are also responsible to maintain police discipline and police high morale all in one.

The ASPs are not trained to deal with the above mentioned functions and most of the training that a District SP is imparted came through on-job assignments and personnel efforts. Until only recently, there was no formal training in weapons, firing, assault and counter assault, counter-terrorism, investigations and forensics, financial management, HR management and other related fields. An ASP was exposed to practical police station work for few weeks during his training period with a district SP.

Out of the 2 and half years which ASPs hand in the field, they had to spend one year in Frontier Constabulary. It was also highlighted that the time spent with Frontiers Constabulary is not effectively utilized and may be made more meaningful.

### **c. A Rank-Based Review:**

Discourse on police career at most public forums relates to career or service issues of senior police officer, whereas an overwhelming majority of police force in the country comprise of constables and head-constables. Constabulary is the source of all operational activity undertaken by the police. It is important that career planning is given great priority at this level for any meaningful success at the operational level i.e. raids/watch and ward/ special ops. / Law and order and in the overall context of staff, training and operations domains.

Lower and upper subordinates of the police perform the core function of police operations and investigations. Beyond this level of hierarchy, the supervisory role kicks in. It is therefore important that, like the constabulary, this segment of the

force be especially focused on in terms of career planning perspective. The number of upper and lower subordinates fewer compared to the constabulary; their role is critical at multiple levels i.e. (investigation officers/station house officers/head of key record keeping officers/staff to supervisory officers); and their number is still large enough to affect significant change; therefore any reform efforts focused at career planning should be initiated at this level.

Supervisory officer positions comprise of a very small number of the entire police force; but, being leadership positions, their impact on the organization is enormous. Any distortion in recruitment, training, posting, transfer, evaluation, promotion, and supervisory officers send shock waves throughout the entire institution. Career planning of PSP officers rests with the establishment division. Procedural and bureaucratic machinery hardly possess enough traction to affect a meaningful reform in career planning construct of PSP officers.

**d. Holistic Stages of Career Planning:**

Any career goes through a range of stages: recruitment, trainings, postings, tasks, evaluations, in-service trainings, punishments and rewards, promotions etc. An effective career planning must be able to keep a holistic tab of all those stages and at the same time have an acute understanding of organizational needs and trends. Such confluence of coherence and comprehension is hard even at a small scale, but it becomes extremely difficult at police organizations of the country. Career planning of police officers over all ranks, in all capacities, through all jurisdictions and across all organizations, in each stage of their careers, with efficiency, fairness and equity, is an enormous task which needs uniformity across provinces and departments.

**e. Lacking sufficient funds for training of lower staff:**

There is a training deficit in specialized police skills, refresher courses and budgetary allocation in Pakistan. In comparison Pakistan spend only 2% of its overall police Budget on training of the police staff in all provinces while in other countries around 10% of the Police budget is spent on trainings. Unfortunately, this, 2% of the training budget is spent on one tier i.e. PSP. On the other hand, lower tier, that approximately comprises of more than 80 % of total police personnel remain untrained. Police investigators are overloaded with work as most of them handle 30-40 cases at a time. Similarly, the huge number of constabulary is not contributing productively due to their poor education, little professional training and practically no career path. Practically speaking, this untrained and poorly educated

proportion represents the Police department and the State. Their attitude, response and efficiency greatly determine the overall image of police.

On the other hand, prevalent security concerns on account of terrorism and political chaos such as rallies and demonstration on regular basis challenge the physical and psychological fitness of police more often the ever. All of these challenges require not only higher allocation for training but a meaningful spending of those funds as well.

**f. Lack of accountability:**

Lack of accountability of elite police leadership is prevalent in the country. It is mainly because of lack of clear job description against which an officer is recruited. It directly impacts the performance based evaluation criteria, as their performance is not evaluated against predefined tasks. Career progression and promotions on political basis, misuse of resources, lack of any performance evaluation system and its incorporation in career progression are the major barriers for an effective accountability mechanism.

**g. Political influence:**

It was highlighted that in the name of political expediency, successive Pakistani governments have used the police as a tool to suppress political opposition, while military rulers have used the police to stifle dissent. Despite having PO 2002, that ensures reduction of the role of political executive in transfer postings of police officers including head of the police forces, as per articles 11, 12, 13, 15 and 17, political interference still exists. Reasons for poor implementation include lack of involvement of stakeholders, frequent amendments to PO 2002 and most importantly, the constitutional status of PO 2002 post the 18<sup>th</sup> Amendment. Institutional safeguards and protection on posting and transfers are lacking due to political and top level official interferences/biases. There is virtually no career development and career planning. Police managers contest for top slots on the basis of relations and *sifarish* rather than on merit in view of institutional development. As the police organizational pyramid gets thinner at the top, cutthroat competition persists, compromising the ability to deliver.

**2. Recommendations/Way Forward:**

- To remove any undue external interference, implementation of “original” Police Order 2002 should be ensured across the country. It would also ensure

an even and progressive policing system in all provinces with a view to turn police into a professional, service-oriented and accountable organization.

- Clear job descriptions needs to be devised for police cadres while training, evaluations are to be done against those job descriptions.
- The training modules of ASPs need to be redesigned, so that, they can have a hands on practical experience at the level of a district police officer.
- Career Development Cell/Human Resources and Organizational Development Cells should be created in all districts and Central Police Offices on the pattern of Military Secretary's Branch of the Army for progressive career planning of police officials. Officials performing well must be rewarded with prized postings and other incentives. Distinction should be made through performance evaluation, and excelling officers should be placed in high profile slots for obtaining optimum results.
- In order to ensure effectiveness of the police departments, accountability of senior as well as junior police officers should be ensured. This can be done if recruitment, postings and promotions are done on merit and performance criteria are changed from purely statistical analysis of crime to community satisfaction surveys. Effective internal accountability within the organization as well as effective Citizen Police Liaison Committees (CPLCs) and District Public Safety and Police Complaints Commissions (DPSPCC) can also provide valuable forums to make the Police Department more accountable. No new legislation is needed in this regard; only fair and timely implementation of the existing laws needs to be ensured.
- There is a need to abolish three-tier recruitment model. A two tier model should be introduced which will give way to single entry system as a police officer. It is also recommended that Police organization may be devolved at least at the divisional level.
- In order to ensure the effectiveness of the trainings imparted to the police officials, the training academy needs to establish a complete training cycle which would include:
  - Needs Assessment/Analysis
  - Curriculum Design /Development

- Training Implementation
  - Training Evaluation
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- In order to put an end to the cycle of political interference in policing and the corruption that it breeds, political intrusion in decisions concerning key police appointments should be eliminated. The selection of professional officers for key posts must be closely monitored through a transparent and accountable system in which civil society and all political parties play a role.
  
  - In order to improve morale and enhance efficiency, fast track promotion system should be initiated.
    - It will be appropriate if incentives such as one step promotion, bonus (as practiced in the corporate sphere), local and foreign training grants and soft loans, significant monetary benefits, civil awards and recognition are given to outstanding officers in acknowledgement of their skills encouraging a positive competition.
  
    - Incentives should be performance based. Performance of every police officer should be gauged against a certain benchmark and then those performing beyond those benchmarks should be given various incentives. This will keep the morale of the force high. In majority of cases, no extra incentives are given to officers who perform exceptionally well in various fields. A simple, fair and transparent reward system needs to be put in place for those who perform efficiently and should get the rewarded immediately. This can be a source of inspiration for others and will keep the work force motivated.



## **Remarks**

NPB successfully steered a much required first ever Police Career Planning Conference. More than 26 senior officers from 14 police organizations participated. Officer's meticulously discussed ailments and suggested possible course. It was interesting to have diverse perspective on the subject. NPB has collated the thoughts. It is now sharing the draft document for further responses prior to its capping as basic career planning policy manuscript. It was a loud thinking objective exercise, principally to get a better understanding of the theme.

## Attendance Sheet

S. #	Name	Designation	Organization	E-m
1.	Maj. (R) Nadeem Mohsin	Director Welfare	ANF	nadeem12khan
2.	Mr. Haider Sultan	DDA	NPA	haider158@
3.	Captain (R) Abdul Saeed Naveed	Director/CPTU	NPA	sp_saeed@f
4.	Mr. Akram NaeemBharoka	DIG	Sindh Police	akramnaeem
5.	Dr. Jameel Ahmed	DIG Traffic Hyderabad	Sindh Police	jahmed95@
6.	Dr. Mujeeb-ur-Rehman Khan	Addl. IGP/Commandant B.C.	Balochistan Police	mujeeb2000
7.	Captain (R) Zafar Iqbal Awan	IGP	G.B. Police	info.gppolice
8.	Mr. Abbas Hussain Malick	Director GCC	NPB	ahmalick5@
9.	Dr. Syed Kaleem Imam	Director	NPSC	skimam98@
10.	Dr. Abid Suleri	ED SDPI	SDPI	suleri@:
11.	Mr. Khaliq Dad Lak	JDG/IB	IB	mkdlak1@
12.	Mr. Faheem Ahmed Khan	Addl. IGP	AJK Police	digfaheemkha
13.	Mr. Mehmood Alam Mehsood	Director Trg	FIA	mamdig@h
14.	Mr. Mohsin H. Butt	Director Admin	FIA	mohsinbutt02@
15.	Muhammad Suleman	AIG Establishment	ICT Police	sulemanpsp
16.	Mr. Ashraf Siddiqui	DIG	NH&MP	ashrafzsiddiqu
17.	Mr. Shahzad Aslam Siddiqui	DIG Trg	KP Police	shahzadpsp
18.	Sheikh Muhammad umar	DIG/DG	NACTA	
19.	Mr. Shahzad Hameed	Program Manager	USDOJ – ICITAP	shahzad.hamee
20.	Mr. Zulfiqar Ali Bhatti	Dy. Director	NACTA	zabnoor@
21.	Ms. Nida Anum	D.D	NACTA	nidaanum31@
22.	Mr. Asif Mehmood	Associate Trainer	SDPI	asif@st
23.	Mr. Shahid Minhas	Head of Trainings	SDPI	shahidminha
24.	Ms. Sadaf Liaqat	Research Associate	SDPI	sadaf@:
25.	Mr. Sohail Malik	Senior Commandant	SDPI	s_hail@
26.	Mr. Imran Ali Khan	Cameraman	SDPI	imranalikhan5

## Career Planning Conference Snaps





*Director General NPB awarding Certificates to the participants*





*Director General NPB awarding Certificates to the participants*