



**B. A. PART - II
(Semester-III)**

**POLICE ADMINISTRATION

POLICE PERSONNEL
ADMINISTRATION IN INDIA**

Section- A

**Department of Distance Education
Punjabi University, Patiala**

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Both English & Punjabi Medium

Section – A

Study Material- for Reference Purpose Only

- L No. 1.1 : Police Personnel Administration Meaning, Nature, Scope (For Reference only) and Significance of Police Personnel Administration in India
- L No. 1.2 : Career System
- L No. 1.3 : Job Analysis and Job Description; Pay Policy, Compensation and Retirement Benefits

Lesson No. 1.1

Police Personnel Administration : Meaning

Police Personnel administration is that part of administration which is concerned with people at work and with their relationships within an organization. It refers to the entire spectrum of an organisation's interaction with its human resources from recruitment activity to retirement process. It involves personnel planning and forecasting, appraising human performance, selection and staffing, training and development and maintenance and improvement of performance and productivity. Police Personnel administration is closely related to an organisation's overall effectiveness.

In Particular, Police Personnel Management is concerned with the development of policies governing:

- Manpower planning, recruitment, selection, placement and termination
- Education and training, career development
- Terms of employment, methods and standards of remuneration
- Working conditions and employees' services
- Formal and informal communication and consultation both through the representatives of employers and employees and at all levels throughout the organisation.
- Negotiation and application of agreements on wages and working conditions, procedures for the avoidance and settlement of disputes.

Police Personnel management is also concerned with the "human and social implications of change in internal organization and methods of working and of economic and social changes in the community."

Nature of Police Personnel Administration

Police Personnel function is crucial in any administrative organization. The organization cannot afford to ignore it. Hence it becomes a basic responsibility of the management, be in the government or in semi or non-government organizations. The changes in the socio-economic environment has its effect on management. The management environment keeps changing due to the changes that occur in the total socio-economic environment. The Political environment also affects the work environment in an organisation. Such changes get reflected in personnel administration. These changes can be:

- i) changing mix of the personnel entering government service organisation
- ii) changing values of personnel
- iii) increasing expectations of the government from their employees, and
- iv) increasing expectations of the people from the government at different levels.

Thus management is affected by the changes in the social, economic and political scenario. In fact it has to keep up with these changes. A higher number from schedule castes, tribes and other economically backward classes are joining the government service. A greater number of people with higher education, more women, more technically skilled workers are also joining the government service. This has really changed the ratios of working force. With the proliferation of activities under 'development' and 'welfare' programmes, the employees are now expected to be more competent and efficient. People at large expect the administration to be efficient, effective and sympathetic. People's involvement in

administrative activities is increasing. Due to the constant demands on administration, the role of personnel administration is also changing.

Police Personnel are required to perform 'line' and 'staff' functions. Activities directly related to the primary objective of an organization are called as 'line' functions. The 'staff' functions are those which facilitate and assist the performance of line work. They are in the nature of secondary activities and enhance the effectiveness of the line agencies. For example, assistance in processing and supplying the required number of personnel and training and development of personnel are essentially staff functions. An organization cannot function without the assistance of line and staff personnel. At the same time, personnel function cannot be isolated from the rest of the administrative functions. Personnel functions include both line and staff activities in an organization.

Police Personnel administration does not always function in a formal organisation. No organization can solely run on the basis of formal rules and regulations, it comprises human beings who are structured in an authority and responsibility network in order to carry out the tasks and activities for the fulfillment of organizational objectives. This formal structure is supplemented, supported or sometimes obstructed and on occasions take over by the informal organization. Informal organization grows within the formal organization. It is a natural phenomenon and is based on social and cultural relations among the personnel of formal groups. Political, economic and psychological factors also contribute to the growth of informal organization.

Scope of Police Personnel Administration

Police Personnel administration incorporates all aspects of management of persons in organization. The primary objective of Police personnel administration, as we have read earlier in the unit, is to ensure effective utilization of human resources in pursuit of organizational goals. The Police personnel administration departments should design and establish an effective working relationship among all the members of an organization by division of organizational tasks into jobs, defining clearly the responsibility and authority for each job and its relation with other jobs in the organization. Personnel administration must try to enthuse among the employees feelings of commitment, involvement and loyalty to the organization. The aim is to establish cordial relations among the employees and do away with frictional situations arising out of personal jealousies, rivalries and prejudices. Personnel administration also has to curb unfavourable practices like favouritism and nepotism in an organization.

Police Personnel administration has to concentrate on various aspects of management like recruitment, training, promotion, conditions of service, employees welfare, employer-employee relations and processes of morale and motivation. It has to develop links with immediate, intermediate and external environment to make itself effective and efficient.

As the tasks of organization increase, the responsibilities of personnel administration also increase accordingly. It is not possible to solve the problems with a one-time and one-stroke decision. Larger the system more are the complexities. Take for example, the Government of India, it is divided into ministries, departments, divisions, units etc. It is spread over the entire length and breadth of the country. Lakhs of people work in it, they operate at different hierarchical levels and carry out a large variety of functions. A number of services and their division into groups constitute the entire workforce of the Central government. Almost similar is the situation in each state. Personnel administration has to cater to all these aspects. It requires continuous managerial input.

Planning and providing for the regular supply of the needed manpower for different positions and in different numbers is an important task of the government. The process of recruitment and utilization of each micro-unit of human resource calls for effective personnel administration, similarly, creating and maintaining desirable working relationships also call for a series of continuous efforts on the part of the personnel. Those responsible for Police Personnel administration have to work for it constantly.

Employer-employee relations, provision for Joint Consultative Machinery, establishment of Public Service Tribunals for adjudication, adoption of welfare measures and payment of retirement benefits etc. to the employees are the added responsibilities of Police Personnel administration. Trade unionism among government employees has increased during the past few decades. Both employer and employee unions have come up. There is now a dire need for expert skills to foresee personnel needs and problems and to plan for their satisfaction and rectification. All this requires systematic personnel administration. Thus the scope of personnel administration is wide and varied, moreover it is continuously expanding with the changes in environment.

Significance of Police Personnel Administration in India

In a service organization like the Police, proper utilization of the human resource is the most important prerequisite for achieving the objectives. The need for the formulation of uniform and purposeful policies of selection, training, career planning, etc., has been recognized, but little attention has been paid to the planned growth, development and better utilization of the police personnel, which constitute the most important resource of the department. Neglect of this vital aspect has been mainly due to the fact that personnel management has been left in the hands of individual unit commanders, who are unable to spare either the time or the attention that is required; nor is there any effective agency at the State police level to look after this significance aspect of police working.

➤ Recruitment

The vital importance of a sound and far-sighted recruitment policy need not be over-emphasized. The absence of a definite recruitment policy leaves too wide a gap between actual job requirements and the enlisted staff. It is, therefore, necessary to determine the job requirements first. For example, it has to be decided as to what type of work a Constable, or a Sub-Inspector or an Assistant Superintendent of Police is required to do at present and may be required to do in the future. Once the requirements are defined, the next task is to select the required number and the right type of persons. Here long-term planning becomes imperative as the induction of too many persons at one stage will result in the denial of promotion and employment opportunities to a large number of persons in subsequent years. This is more so in the police force in which people are inducted at higher levels simultaneously. This phenomenon is too well known to those who are familiar with the working of the police forces in which only 20-30% of the Constables can ever hope to go even one stage up. A proper balance, therefore, has to be worked out between recruitment at higher levels and promotion opportunities.

➤ **Training**

1. The next important function of the Department of Personnel will be training. Training programmes are said to be as good or as bad as the personnel system, and as there is no link-up, at present, between recruitment and training on the one hand, and training and placement on the other, the benefits of training are often lost. This link-up can be affected only by a Department of Personnel which has the potential to formulate the various policies concerning the personnel, right from the time of recruitment. Higher level of performance needs carefully planned training at all levels. In-service training and training programmes for training staff are some of the methods to achieve this.

➤ **Career planning**

- i. An important function of the Department of Personnel is career planning. It is a scientific system which enables the organization to meet its current and projected manpower needs through optimum development and utilization of employees' skills and potential. Proper career planning is impossible in the present system which does not provide for the collection and processing of bio-data and performance-data of the personnel, and making recommendations on the basis of these fundamental inputs.
- ii. As a result, placements (postings and transfers) are made on an ad hoc basis. It will, therefore, be necessary to:-
 - identify job requirements;
 - advise on the qualifications required for each post and prepare panels for selection;
 - hunt constantly for talent;
 - select persons for specialised training.
- iii. The aim should be maximisation of the career development of the individual and the operational efficiency of the force.

➤ **Promotion**

2. Ill-planned promotion policies lower the morale of the force. The Department of Personnel has to formulate promotion policies for various categories on the basis of studies made of the various promotion channels, possible fluctuation in the rate of promotion, optimum ratio of promotions to direct recruitment, etc.

➤ **Performance appraisal**

3. A proper personnel appraisal system is vital for career planning and is indispensable in matters of promotion and placements. The police forces in this country lack proper and scientific appraisal systems. The only instrument available now is the confidential reports. An objective appraisal of the personnel can hardly be done on the basis of the existing system. One of the functions of the Personnel

Department will be to devise a proper system of performance appraisal and to review the system periodically. In addition, the department will also have to process the performance appraisal reports for career planning, placement, etc.

➤ **Discipline**

4. Discipline is another important area which has to come under the purview of the Department of Personnel. Though the responsibility of initiating and disposing of departmental proceedings will continue to rest with the operational authorities, processing and reviewing the departmental enquiries will be a function of the Department of Personnel.

➤ **Grievances**

5. Dealing with the grievances of the staff will be one of the major functions of the Department of Personnel. Individual or localized grievances concerning housing, leave, transfer, etc., could be dealt with more effectively and promptly by the staff of the Department of Personnel at the district or unit levels. Collective grievance concerning wage structure, working conditions, schooling and medical facilities, etc., will be dealt with by the Department of Personnel at the State level. The department will also serve as a liaison between the police staff associations and the head of the force. The effectiveness of the Department of Personnel will depend upon its ability to resolve the grievances of the staff promptly and efficiently.

➤ **Welfare**

6. Welfare of the force follows closely the function of grievance redressal. Positive welfare policies will have to be evolved and implemented. These should cover a host of welfare activities like accident relief, canteen, credit societies, compensation to and rehabilitation of handicapped employees, legal and financial assistance, post-retirement employment, vacations, holidays, recreation, sports, education opportunities, travel concessions, and other facilities. Medical aid and the safety and security of personnel are also to be supervised by the Department of Personnel.

➤ **Policy and Research**

(I) The policy formulation function of the Department of Personnel covers a variety of subjects some of which are listed below:

- (a) To formulate overall policies, in aspects like recruitment, promotion, morale, discipline, career development, training.
- (b) To undertake studies of comparative personnel systems and their applicability to the force.
- (c) To consult expert bodies with a view to evolving new policies.
- (d) To draft orders, reports and policy statements as necessary in respect of personnel management.
- (e) To conduct a valuation of policies from time to time.
- (f) To initiate proposals for the creation of new posts.

- (g) To study and suggest remedial measures for personnel problem referred to the department by operational authorities.
- (h) To keep personnel policies constantly under review.

(II) The area of greatest contribution for the Department of Personnel is that of innovating and introducing changes and raising the quality of employee performance to higher levels than before. It means keeping abreast of new developments and introducing new ideas which might contribute to growth. The twin objective of personnel management reforms should be to preserve and strengthen the good points of the existing system and simultaneously to find remedies for the prominent shortcomings of the old system.

Personnel management has to cope with several new problems that are bound to arise as time goes by. Continuous research on the basic aspects of personnel management can, to a certain extent, anticipate problems of the future and devise means to deal with them.

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Lesson No. 1.2

Career System in Police Administration

A career system is one in which a hierarchically organized group includes posts at different levels. The whole professional life of the employee under this system is utilized profitably from one level to another. In contract or position system, an official is recruited for a particular job, which he/ she will occupy throughout his/ her stay in the organization. Many commissions in different countries favoured the adoption of the career system. No civil service can hope to survive long if fails to compensate adequately through reasonable career prospects, those of its staff who have served it for long periods conscientiously and with dedication. Career system is a guarantee of efficiency and integrity and a shield against patronage and political pressure.

In brief, career planning is an important instrument for motivation and development of employees in an organization, if the concept of career planning is properly understood at all levels. It can then be used to the maximum advantage of both the employees and the organization. For making the career plan work as an effective instrument, two important aspects have to be accepted. Firstly, a commitment on the part of the supervisor that his men and their growth is his primary responsibility and that his success should be judged in terms of men's career he has helped to build by his contribution and assistance. Secondly, the management as a whole should be committed to help the employees attain their full potential by training, job rotation and acceptance of greater challenges and responsibilities. This calls for imaginative planning and involvement of management at various levels. Thus, personnel policies are to be tailored to fit the needs of the organization and employees so that motivation is kept in a dynamic form.

Meaning and Definition

The Meaning of 'Career' The meaning and definition of career is still understood differentially. This lack of conceptual clarity maintains ambiguity and continues to prevent a common ground in thinking in this area. It also means that developing theoretical understandings is difficult. From the time of Parsons (1909), the terms career, vocation, and occupation have often been used synonymously (McDaniels & Gysbers, 1992) although D. S. Miller and McWhirter (2006) emphasised that the current literature provides for very real distinctions to the contemporary understanding of the terms work, career, and vocation. Traditional definitions have been criticised for their restriction of career to a professional work life which included advancement, and several researchers

proposed the broadening of this conceptual definition to include prevocational and postvocational activities and other life roles and contexts. This broadening is reflected in the definition of career proposed by Super in 1976: "The sequence of major positions occupied by a person throughout his preoccupational, occupational and postoccupational life; includes work related roles such as those of student, employee, and pensioner, together with complementary vocational, familial and civil roles". A more concise definition, that of M. B. Arthur, Hall and Lawrence (1989), describes career as "the evolving sequence of a person's work experiences over time", again emphasising the centrality of the themes of work and time. The term career has been criticised for its western middle class focus and the lack of its applicability across cultures and less developed countries (M. Watson & Stead, 2006). More recently the term 'work' has been applied to this area of human behaviour to provide a more inclusive and less conceptually and culturally complex term (Blustein, 2006; Richardson, 2000). Career and an understanding of human behaviour in the domain of work has largely been the realm of the field of psychology and it is really only in the last 20 years that more broad understandings have been included within the literature. The words which have common understanding in this field include 'work' which typically refers to the domain of life in which people, paid or unpaid, provide labour for an outcome of a service or a good. 'Job' refers to a specific work position which may be permanent full-time or part-time and in a particular role or organisation. 'Career' refers to the sequence of or collection of jobs held over an individual's life, although in western societies it has traditionally been conceptualised as a linear sequence of "jobs" which have a vertical 'advancement related' trajectory. M. B. Arthur, Hall and Lawrence (1989), described career as "the evolving sequence of a person's work experiences over time", Nicholson and West (1989) "recommend use of the more neutral term 'work histories' to denote sequences of job experiences and reserve the term 'career' for the sense people make of them". Psychologists have referred to work as a means through which individuals "implement a self-concept" (Super, Savickas, & Super, 1996). Writers in the organisation development field have referred to careers as "individual expressions of identity" (Inkson & Elkin, 2008). It is these views that have been subject to criticism, with assertions that the term career implies choice and privilege and that much work does not afford a subjective sense of career and identity. Many individuals work for survival and this work may not contribute to any more than need fulfillment, as opposed to personal and public identity and fulfilling a "calling" (Blustein, 2006). A related change in the literature concerns the role of the individual in his/her career, and in our understanding of career. In 1959, Tyler challenged the field of psychology to focus more on what she referred to as "a psychology of individuality" rather than a psychology of individual differences. In doing so she asserted that "each person is a self-made man. At each stage of our lives we impose limits on the next stage, by the choices we make and the ways in which we organize what we have experienced. There is an important something that

each individual must do for himself” . Tyler was setting the scene for the importance of focusing on the individual’s role in his/her own development. The uniqueness of the individual in career, as opposed to individual differences, has extended in its influence. Miller-Tiedeman and Tiedeman (1990) discussed the concept of lifecareer which incorporates the integration of career and other aspects of an individual’s life. Again, this theme resonates within other constructions of career, with Collin and Watts (1996) discussing the need to focus on career as a subjective construction of the individual rather than as something that is objective, and Herr (1992) emphasising that careers do not exist as jobs or occupations do, rather they are created by individuals. We concur with these constructions of career, perceiving that individuals careers are developed by them on the basis of their perceptions of, attitudes toward, and actions in relation to, career. Patton and McMahon (1999) defined career as “the pattern of influences that coexist in an individual’s life over time” .

The definition posited by Reardon, Lenz, Sampson and Peterson (2009) also emphasises the individual, work-life, and time in a broad view – “a time extended working out of a purposeful life pattern through work undertaken by the person” . These themes are also reflected in Savickas’ (2002) definition, which also emphasises the objective-subjective distinction – “career denotes a reflection on the course of one’s vocational behavior, rather than vocational behavior itself. This reflection can focus on actual events such as one’s occupations (objective career) or on their meaning (subjective career)” . Extending this focus on the individual, and incorporating contextual challenges, Richardson (2000) suggested that career is a limited and irrelevant concept and subject to a middle class bias in perception and ideology. She proposed that focus should be on how people make their own meaning of work in their lives, and suggested that we should use the terms work, jobs and career in our discussion of work and career. Richardson (1993) defined work broadly as human activity that is initiated “for individual success and satisfaction, to express achievement and strivings, to earn a living... to further ambitions and self-assertions... and to link individuals to a larger social good” . More recently Richardson and Schaeffer (2013) emphasised that the connection between paid work and career is an artifact of the rise of capitalism. The literature has not included discussion about care work until quite recently. Talking about unpaid work, care work, is a significant challenge to the social values understood within a capitalist hegemony. These authors proposed a dual model of working that addresses both market work and unpaid care work, emphasising that there are two kinds of work and that both are equally important. The new model we propose is not a model that simply stitches together prevailing ways of talking and thinking about work and career into some kind of new arrangement or organisational structure. Instead, this new model challenges the prevailing discourse regarding how most people talk about and experience the work in their lives, that is, as career, and proposes that they talk about and experience this part of their lives as market work instead of career. It also proposes a second

domain of work, that is, unpaid care work that most people, at least at this point, are not likely to talk about or experience as work at all. What we are proposing then is a radical reconfiguration of how people talk about and experience essential components of their lives having to do with the work they do. Blustein (2006) also challenged the conventional language and understanding of work and career, acknowledging that the majority of women and men have limited choice in the work they undertake to support themselves and their families. He proposed that we develop a more inclusive psychology of working which addresses the limited way the field has addressed issues of gender, social class, family background, cultural characteristics and their impact on career development. Even for those with the privilege of choice, these factors may limit the range of alternatives. In addition to these conceptual changes, much of the context in which work occurs has been significantly changed through political and economic impacts.

These contextual factors which are challenging structures of career opportunity are felt globally, and include political, economic, technological, demographic, nature and structure of work and organisational changes (see Inkson, 2007, for a comprehensive summary). These changes impact our understanding of the interaction between individual and organisational careers (Collin & Patton, 2009a; Patton & Collin, 2009). The emphasis has been shifted from the organisation to individual agency as crucial in developing a 21st career with notions of protean (Hall, 1996; Hall & las Heras, 2009) and boundaryless careers (M. B. Arthur & Rousseau, 1996; Sullivan & M. B. Arthur, 2006) creating positions within the literature. The concept of protean career refers to the notion that in order to adapt and survive in a changing world, the individual needs to be self-generating, that is, protean. The protean career displaces the notion of a linear and vertical career and acknowledges flexible and idiosyncratic career construction or career building; it includes all aspects of an individual's life as relevant to career, and places the individual at the centre of career and organisational and occupational contexts. This notion of career is also closely related to the boundaryless career (M. B. Arthur & Rousseau, 1996) which emphasises that career is about individuals organising their careers, not organisations, and that the enactment of career reflects an intersection of self-organising and social phenomena. Sullivan and M. B. Arthur (2006) have extended this discussion to note the importance of what they term physical (actual movement across jobs, organisations through to countries) and psychological mobility (a mobile mindset) for successful negotiation of boundaryless careers in the 21st century.

Career development encompasses the planning and management of a career system. Career planning and development are concepts which encompass the events either happening to or initiated by individuals, which affect his progression or promotion, his widening and/ or changing employment possibilities and his acquiring a different, and normally higher status, better conditions or increased satisfaction with the job. Career development means to

provide all conditions conducive to the development of the persons once recruited in the organization so that they can occupy higher positions in the organization.

Career planning refers to planned and systematized progression of events and development in the field of work or location of an individual during the employable periods of his life .

Career management is the process which enables an organization to meet its current and projected manpower requirement through provision of career opportunities for its employees. It aims at optimizing the effectiveness of human resources of the organization , through planned development and their knowledge, skills and potentialities.

In essence, a career system may comprise careful selection of able young men with the requisite qualifications and necessary attributes of character and motivation. Such persons may be carefully trained later on in those aspects of the organization which cannot be acquired before-hand and their attitudes continually tested by assigning them a variety of tasks during a period of probation, after which a candidate may be retained on a career basis or released. Moreover, forward planning of their assignments may be made to ensure the maximum utilization and proper development of their aptitudes. Constant in service training courses may be provided to keep them abreast of the latest developments and to prevent them from becoming stagnant. This may be followed by an open system of promotion, permitting the ablest officers to serve at the highest posts whether at headquarters or in the field. The career status should not prevent the management from releasing persons who prove ineffective or who lose their effectiveness.

Objectives

According to Bata K. Dey, the following are the objectives of career management:

- (a) To secure the right man at the right time, in the right place. This has two facets:
 - Positively, to make succession – planning smooth, painless and timely; and
 - Negatively, to avoid a “square peg- in- a round-hole” in organization.
- (b) To ensure that the road to the top is open for all.
- (c) To impart to the employee, maximum satisfaction, consistent with their qualifications, experience, competence, performance as well as individualistic need and expectation, leading to a harmonious balance between personal and organizational objectives.
- (d) To strengthen the organisation’s manpower retention programme based on adequacy or career compensation and motivation management, insuring against possible dislocation, discontinuity and turnover in terms of human inputs.

Hence, a successful career management programme ensure that the objectives of the organization are effectively and efficiently realized through a

stable, committed and highly motivated staff. The process ensures a perpetual mutually enriching environment for the employees as well as the organization. This provides the competitive edge over other organizations, which do not carryout a career management plan.

Steps for Career Plan

The following steps need to be taken to implement the career plan:

- (a) Selection, on the basis of promise or potential for growth as well as of capacity to meet the changing need and challenges of new functions in an organization.
- (b) Training, to assist the person in timely preparation for changing work requirements, through the acquisition, improvement and adaptation of knowledge and skills, in order both to further organisational goals and to promote individual growth and job satisfaction.
- (c) Mobility, to assist flexible development of personnel resources to meet organisational need, as well as to promote the self-actualization of individual staff and to enhance their value to the organization through their progressive exposure to different facets of its work giving priorities in the filling of vacancies in the following order for;
 - (1) Promotion from within the organization;
 - (2) Transfer within the organization;
 - (3) Outside recruitment.
- (d) Promotion by merit, to stimulate, to assist and to reward high quality performance and individual growth.
- (e) Formulation of a uniform staff policy embracing all categories of staff.
- (f) Implementation of a policy of systemic rotation of staff within units to provide training and experience of all kinds and at various levels.
- (g) Realistically assessing the duties and responsibilities of posts with a view to ensuring their correct classification; ensuring full participation by representatives designated by the staff in all matters relating to training, promotion, reclassification of posts, recruitment, etc.

Significance

Career development helps the organization in more than one way. It adds to the effectiveness of the personnel administration, besides being essential to cope with changing needs. Some of the positive results that accrue from a well organized and properly derived career development plan:

- (a) It ensures needed talents, the right people for the changing staffing requirements of the organization.
- (b) It attracts and retains highly talented personnel.
- (c) It ensures equal opportunity for minorities and women.
- (d) It removes employee's dissatisfaction by providing opportunities of advancement and better prospects.

Career in Police Services

The Indian Police Service [IPS] is primarily concerned and involves with maintenance of Law and Order in the country. This is the premier uniformed and respectable civil service in the country. An I.P.S officer is the one who works for both the Central and State Governments. One can serve the State Government in various capacities that are ranging from Assistant Superintendent of Police at the beginning of his career to the Director General of Police (who is the head of the police force in his state) at the stage of retirement. There are opportunities also to serve the Central Government in various organizations like the Central Reserve Police Force, Border Security Force, Central Bureau of Investigation, Intelligence Bureau, Research and Analysis Wing (RAW), etc.

The IPS (Indian Police Service) is mostly responsible for public safety and security. The IPS officers mainly maintain the law and order, which, at the district level, is a responsibility shared with the IAS officials; crime prevention and detection ; and traffic control and accident prevention and management. In order to evenly fulfil these functions with greater efficiency, this service is divided into various functional departments, including: Crime Branch, Criminal Investigation Department (CID), Home Guards and Traffic Bureau. With changing times today however, more and more IPS officers are serving in departments and areas that usually are exclusively the forte of IAS officers, just as the IAS officers now at times head departments like vigilance which were exclusively given to IPS officers.

There are many widening of opportunities and huge exposure has made the IPS even more attractive. Again being an 'All India Service', it follows the Cadre system. In this system officers are allotted to various state cadres and your service is allotted to that state. So for all practical purposes you belong to that state service and may be deputed elsewhere but you'll always be recognized by your parent cadre. There are many systems though very usefull tends to positively and negatively affect careers. The cadre system is allotted on a basis of lottery and the toppers of each state may get a chance to get their home states if they have opted for such a preference.

The IPS is filled through the civil services exam conducted by UPSC.

The Union Public Service Commission mainly conducts Written Examination for the recruitment of Assistant Commandants (Group A) in the services like :

- Central Police Forces (CPF)
- Border Security Force (BSF)
- Central Reserve Police Force (CRPF)
- Central Industrial Security Force (CISF)
- Indo-Tibetan Border Police (ITBP)
- Sashastra Seema Bal (SSB)

Eligibility

Nationality: No person who is not a citizen of India shall, except with the consent of the Central Government signified in writing be appointed or employed under the Rules.

Sex : Both Male and Female candidates are today eligible for appointment to the post of Assistant Commandants in Central Reserve Police Force (CRPF), Indo-Tibetan Border Police (ITBP) and Central Industrial Security Force (CISF). However, for the main appointment to the post of Assistant Commandants in Border Security Force (BSF) and Sashastra Seema Bal (SSB), only Male candidates are eligible.

Age Limits : A candidate must have attained the age of 20 years and must not have attained the age of 25 to 32 years on 1st August, of the year of examination.

The upper age limit prescribed above will be relaxable.

- (i) upto a maximum of five years if a candidate belongs to a Scheduled Caste or a Scheduled Tribe.
- (ii) upto a maximum of three years in the case of candidates belonging to Other Backward Classes who are eligible to avail of reservation applicable to such candidates.
- (iii) upto a maximum of five years for Central Government Servants in accordance with the existing instructions of the Central Government. Ex-servicemen will also be eligible for this relaxation. However the total relaxation claimed on account of Government Service will be limited to 5 years.
- (iv) upto a maximum of five years if a candidate had ordinarily been domiciled in the State of Jammu & Kashmir during the period from 1st January, 1980 to the 31st day of December, 1989.
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Educational Qualifications

The candidate must hold a Bachelor's degree of a University incorporated by an Act of the Central or State Legislature in India or other educational institutions established by an Act of Parliament or declared to be deemed as a University under Section-3 of the University Grants Commission Act, 1956 or posses an equivalent qualification. Candidates who are appearing in the final year degree exam are allowed to appear at the exam but are required to submit proof of passing along with the Detailed Application Forms which are to be submitted after qualifying the written test, medical standards test and Physical Efficiency Tests (PET).

The written examination usually comprise of two papers each of two hours duration.

- **Paper I** General Ability and Intelligence (250 Marks) -The questions in this paper will be of Objective Type -Multiple Answers - in which the questions will be set in English as well as Hindi.
- **Paper II** Essay, Precis Writing and Comprehension (150 Marks) -In this paper candidates will be allowed the option of writing the Essay Component in English or Hindi, but the medium of Precis Writing and Comprehension Components will be English only. The physical and medical standards test will conduct only for the candidates who qualify the written examination, Interview for Personality Test (200 Marks)
- There will be minimum qualifying marks separately in each Paper as may be fixed by the Commission in their discretion. Paper-I will be evaluated first and evaluation of Paper-II will be done only of those candidates who obtain the minimum qualifying marks in Paper-I.

The Examination is held at various Centres :

Agartala, Gangtok, Panaji (Goa), Ahmedabad, Hyderabad, Patna, Aizwal, Imphal, Port-Blair, Allahabad, Itanagar, Raipur, Bengaluru, Jaipur, Ranchi, Bareilly, Jammu, Sambalpur, Bhopal, Jorhat, Shillong, Chandigarh, Kochi, Shimla, Chennai, Kohima, Srinagar, Cuttack, Kolkata, Thiruvananthapuram, Dehradun, Lucknow, Tirupati, Delhi, Madurai, Udaipur, Dharwar, Mumbai, Vishakhapatnam, Dispur, Nagpur. The Centres as mentioned above are liable to be changed at the discretion of the Commission. While every effort will be made to allot the candidates to the Centre of their choice for the Examination, the Commission may, at their discretion allot a different Centre to a candidate, when circumstances so warrant. Candidates admitted to the Examination will be informed of the timetable and place or places of Examination.

No request for change of Centre is normally be granted. However, when a candidate desires a change in Centre from the one he/she had indicated in his/her Application Form for the Examination, he/she must send a letter addressed to the Secretary, Union Public Service Commission, giving full justification as to why he/she desires a change in centre. Candidates must apply in the Common Application Form devised by the Commission for its examination, which can be purchased from the designated Head Post Offices/Post Offices throughout the country against cash payment of a requisite amount. Each such form can be used once and only for one examination.

Reservation usually will be made for candidates belonging to Scheduled Castes, Scheduled Tribes and Other Backward Classes in respect of vacancies as may be fixed by the Government.

Selection is through written examination, Physical Standards/ Physical Efficiency Tests and Medical Standards Tests, Interview/ Personality Test. Candidates qualified in the written examination are called for the Physical Standards/Physical Efficiency Tests and Medical Standards Tests. These tests are conducted under the supervision of a Nodal Authority nominated by the Ministry of Home Affairs. These tests will be conducted at various centres notified after the results of the written examination. The final merit list will be drawn on the basis of marks obtained by the candidates in the Written Examination and Interview/Personality Test. An indicative list of physical standards is given here.

Physical Standards :

- Candidates should meet the prescribed minimum Physical and Medical Standards for admission to Central Police Forces Examination (Assistant Commandants). Men- Height 165 cms , Chest (unexpanded) (With 5 cms. Minimum expansion) Women - 157 cms , 81 cms. Weight 50 Kgs According to height but not less than 46 Kgs.

Medical Standards :

- Eye Sight : Distant Vision Near Vision Better eye Worse eye Better eye Worse eye (Corrected Vision) (Corrected Vision) 6/6 6/12 or 6/9 6/9 J.I J.II (b) The candidates must not have knock-knees, Flat Foot, Varicose Veins or squint in eyes and they should possess high colour vision. The candidates will be tested for colour vision by Ishahara's test as well as Edrich-Green Lantern Test. They must be in good mental and bodily health and free from any physical defect likely to interfere with the efficient performance of the duties.

Physical Efficiency Tests (PETs)

- Details for male and female are given:
 - (a) 100 Meters race In 16 seconds In 18 Seconds
 - (b) 800 Meters race In 3 minutes In 4 minutes
 - (c) Long Jump 3.5 Meters (3 chances) 3.0 Meters (3 chances)
 - (d) High Jump 1.05 Meters(3 chances) 0.90 Meters (3 chances)
 - (e) Shot Put (7.26 Kgs.) 4.5 Meters

Paper I : General Ability and Intelligence

UPSC have developed an application form common for all their examinations which will be processed on computerized machines and is obtainable from the designated Head Post Offices/ Post Offices throughout the country against a specified cash payment.

Police Service Requisites

- General Mental Ability - The questions will be designed to test the logical reasoning, quantitative aptitude including numerical ability, and data interpretation.
- General Science - The questions will be set to test general awareness, scientific temper, comprehension and appreciation of scientific phenomena of everyday observation including new areas of importance like Information Technology, Biotechnology, Environmental Science.
- Current Events of National and International Importance - The questions will test the candidates' awareness of current events of national and international importance in the broader areas of culture, music, arts, literature, sports, governance, societal and developmental issues, industry, business, globalisation, and interplay among nations.
- Indian Polity and Economy - The questions shall aim to test candidates' knowledge of the Country's political system and the Constitution of India, social systems and public administration, economic development in India , including its indicators.
- History of India - The questions will broadly cover the subject in its social, economic and political aspects. This shall also include the areas of growth of nationalism and freedom movement.
- Indian and World Geography - The questions shall cover the physical, social and economic aspects of geography pertaining to India and the World.

Paper II : Essay, Precis Writing and Comprehension

This paper shall test the candidates ability to bring to fore his/her ideas on the given essay topic, arrange them in a coherent, orderly, concise, understandable and lucid manner in effective and grammatically correct language free from spelling errors. Further, this shall test the candidates ability to understand the given passages for précis writing and comprehension and their skills to summarise the prcis passage and reply to the short-answered questions on the comprehension passage.

Lesson No. 1.3

**JOB ANALYSIS AND JOB DESCRIPTION OF POLICE PERSONNEL; PAY
POLICY, COMPENSATION AND RETIREMENT BENEFITS**

INTRODUCTION:

Organisations have evolved because the overall mission and objective of most institutions are too large or any single person to accomplish. Consequently, the organisation must have a systematic way of determining which employees are expected to perform a particular function or task that must be accomplished. The cornerstone of the organisation is, therefore, the set of jobs performed by its employees. These jobs, in turn, provide the mechanism for coordinating and linking the various activities of the organisation that are necessary for success. As a result, studying and understanding jobs through the process known as the job analysis is a vital part of the job program.

The jobs that people perform in organisations are building blocks of all organisations' structures. In fact, organisations exist to enable people to do work in assigned jobs. Job design refers to the process by which managers decide individual job tasks and authority.

Meaning and definition of job analysis

According to **Edwin B. Flippo**, "job analysis is a process of studying and collecting information related to operations and responsibilities of the specific job. The immediate products of this analysis are job description and job specification specifications."

To quote David A. Deconzo and Stephen P. Robbins, "Job analysis is a systematic exploration of the activities within a job. It is a basic technical procedure, one that is used to define the duties, responsibilities and accountabilities of a job."

From the above definitions, we can say that job analysis is a systematic process of gathering information about a job. Conducting a job analysis requires several major steps:

- 1)** The first step is to determine the major tasks, activities, behaviours, or duties to be performed on the job.
- 2)** The next step is to identify the critical knowledge, abilities, skills and other characteristics necessary to perform tasks must be identified.
- (i) Knowledge:** knowledge refers to an organized body of information usually of factual or procedural nature applied directly to the performance of a function.

- (ii) **Ability:** Ability refer to a demonstrated competence to perform and observable behaviour or a behaviour that results in an observable product. For example, Police officers are required to possess that physical ability to apprehend and detain a suspect.
- (iii) **Skill:** A skill is competence to a learned, psychomotor act and may include a manual, verbal, or mental manipulation of data, people or things.
- (iv) **Other characteristics:** other characteristics include personality factors (attitudes), aptitudes or physical or mental traits needed to perform the job. For example, a simple think as being courteous to civilians plays an important role in determining how well Police officers perform their jobs.

Goals of job analysis:

The following are the major goals one should strive for in job analysis:

- 1) The objective of job analysis should be the description of observables. If work behaviour has no observable component, it cannot be described in a job analysis.
- 2) A job analysis consists of a description of work behaviour independent of the personal characteristics of particular people who perform the job. a job analysis describe how a job is performed and focuses on position, not the person doing the work.
- 3) Job analysis data must be very verifiable and reliable. The organisation must maintain records of a data, document all decisions that are data based, and be able to justify every job analysis judgment in terms of observable behavior.

Uses of job analysis:

Knowing what duties a job requires and what skill are needed to perform the duties is critical in setting up an appropriate selection system . H. Heneman, judge and R. Heniman are the view that a good job analysis must provide the following

- i. It should yield a through, clear job description.
- ii. The frequency and importance of task behaviours should be assessed.
- iii. It must allow for the accurate assessment of the knowledge, skills, abilities and other characteristics (KSAOs) required by a job.
- iv. It must yield information about the relationship between job duties and these KSAOs are important for each job duty.

In addition to help organizations, job analysis is a closely related to prospective employee. It can provide realistic information about what job will be like. Realistic job previews reduce applicant's unrealistically high expectations about jobs and thus reduce early employee dissatisfaction and turnover. job analysis is used extensively in each of the following areas:

- 1) **Recruitment and Selection:** job analysis information helps recruiters seek and find the right persons for the organization. To hire the right person,

selection testing must assess the most critical skills and abilities needed to perform a job. This information comes from a job analysis.

- 2) **Training and Career development:** job analysis data can provide the information needed to develop job relevant training programmes and performance appraisal system. In addition, such data can help supervisors and employees clarify conflicts and ambiguities in employees' rolls. Thus, helping people to move efficiently from one career stage to another can only be accomplished with information from job analysis.
- 3) **Compensation:** a traditional use of job analysis has been in the area of job evaluation, to determine the relative worth of jobs and thereby develop equitable compensation structures. Compensation is usually tied to the duties and responsibilities of a job. Thus, proper compensation demand accurate assessments of what various job entail.
- 4) **Strategic planning:** more and more, managers are beginning to realize that job analysis is another important tool in a organization's overall strategic planning efforts. effective job analysis can help organization to change, eliminate, or otherwise restructure work and workflow processes to meet the changing the demands of uncertain environments. Job analysis data can be used to determine the similarity of jobs and thus feasibility of a transfers between jobs. From the employee's perspective, they can use job analysis information to plot career path and make maximum use of their past experiences in moving to different, more challenging jobs.

Significance of Job Description

Job description is an essential ingredient in designing a sound personnel programme. Job description may be used for the following purposes:

- Organisation and manpower planning
- Recruitment and selection
- Training and development
- Wage and salary administration
- Performance appraisal
- Job re-engineering
- Health and safety

Process of Job Analysis

Following steps are undertaken during the process of job analysis.

- Collection of factual material
- Developing a job-description
- Developing job specification
- Preparation of report
- Approval
- Implementation

Methods of Job Description

Following methods are employed to collect information for job-description.

- Questionnaire

- Check –list
- Observation
- Record
- Participation
- Technical conference

Future oriented strategic job analysis:

Critics of traditional job analysis procedures argue that the job analysis methods developed in the past are inadequate for use in the firms of the 21st century. The primary reasons for this inadequacy are the fact that jobs in organizations have become a highly dynamic in response to a rapidly changing business environment. The critics of the traditional approaches to job analysis have suggested that the extent to which a job analysis Method can adequately measure changes in the nature of jobs and predict those changes into the future may be limited in scope. Benjamin Schneider and Andrea Konz suggest the need for the strategic job analysis with the objective of future-oriented, strategic job analysis which will identify the tasks, skills, abilities and knowledge that will be needed to perform the job in future. The methodology, they have adopted, include the following steps:

1. They ask job experts to describe the job as it was currently being performed.
2. The expert were asked to predict changes in technology, population, social values, and other social and business factor that might be impinge (imposed) on the nature of work.
3. They were asked to predict how these external changes would affect the nature of job performed with the firm.

The data obtained were then used to describe the tasks ,skills, knowledge, and abilities needed for doing the job analysis, any job analysis efforts must add value to the organization. The essence of any measure of value added by an HR activity is an assessment of the relative costs versus benefits of the activity. In job analysis also, it is important to have clear measures of the expected benefits of job analysis programs, as well as the cost of a conducting them so that the level of value adding achieved through job analysis projects can be assessed.

The major job analysis products:

There are numerous products that can be derived from the job analysis. The most frequent and the commonly used products include “ job description” and “job specifications”. job description is a statement containing items such as job title, location, job summary, duties, machines tools and equipment ,materials and forms used, supervision given or received, working conditions and hazards. job specification is a statement of human qualifications necessary to do the job. Usually contains such items as education, experience, training, judgement, initiative, physical effort, physical skills, responsibilities, communication skills, emotional characteristics, and unusual sensory demands such as sight, smell and hearing.

A job analysis typically produces a job description and the context in which the work activities are performed, that is, a written narrative of activities performed on a job as well as information about the equipment used and working conditions in which the job is performed. Job specifications outlines specific skill, knowledge, abilities, and other physical and personal characteristics that are necessary to perform a job.

Contents of Job – Specification

Job specifications are developed with the cooperation of the personnel department and various supervisors in the whole organisation. The personnel department coordinates the writing of job descriptions and job-specifications and secures agreement on the qualifications required. These specifications include the following:

- (i) Physical characteristics, which include health, strength, endurance, age-range, body-size, height, weight, vision, voice, poise, eye, hand and foot coordination, motor coordination etc.
- (ii) Psychological characteristics, which include judgment, resourcefulness, analytical ability, decision-making ability, alterness etc.
- (iii) Personal characteristics, which include appearance, manners, leadership, cooperativeness, initiative, drive, mental stability etc,
- (iv) Responsibilities, which include supervision capabilities sense of responsibility, commitment, responsiveness and loyalty etc.
- (v) Other features of a demographic nature such as age, sex, education, experience etc.

The Police Perspective : In the absence of a regular department/wing of manpower planning in the police department the important parameters of personnel management like job analysis, description and specification do not receive adequate attention and a proper handling. In the absence of proper job analysis, proper assessment of requisite traits and potentials expected from the prospective recruits and employees are not developed. Consequently, there are difficulties in identifying and recruiting appropriate personnel at different ranks. When job analysis is not done properly the further steps of job description and job specification also suffer with a raw deal. As a net result the role profile of the personnel becomes diffused and the role performance and execution of the various tasks by the police ranks tend to be out of proportion, when view in the light of job expectation and job aspiration. It is therefore, essential that the personnel department is established with adequate powers, responsibilities and wherewithal to look into the important aspects of manpower planning, job analysis, job description and job specification.

Pay Policy, Compensation and Retirement Benefits of Police Personnel

Workers have to be compensated for the services they render. The logic behind the argument can be presented in terms of Barnard's understanding of

organization as a cooperative venture whose equilibrium is secured only in the event of a balance between inducements offered and contributions elicited. Offering of inducements thus, is a critical feature of an organisation's personnel policy and a significant executive function. The idea was developed further by motivation theorists who sought to arrive at an ideal compensation package by means of analytical research. The issue has been extended and developed and has come a long way since Taylor's differential piece wage rates. Assumptions about human motivation today are more sophisticated and real, in that, opportunity for self-advancement and rest and relaxation are accepted/built in features of personnel policies. Alternative arrangements however have not diminished the importance of pay as an essential factor. Unfortunately however, no fool proof standard has been arrived at for devising compensation plans. Attempts have been made to provide bonuses and other benefits to supplement salaries, link wage revisions to the wholesale or consumer price indices and give incentives in the form of rest and leave arrangements. Statutory and administrative stipulations however, also need to be taken into account. It'd be in order to look at a few prevailing arrangements.

Methods of Settling Salaries

- In some countries a statute of the legislature fixes the salaries.
- In some countries the legislature lays down the plan of a salary structure in broad outlines and leaves the details to the executive. This system prevails in the U.S.A.
- Sometimes the salaries are fixed by collective bargaining, usually in private firms and also public sector enterprises.
- In some cases the salaries are determined by local or wage board.
- Certain countries follow a mixed system.

Principles of Salary Determination

Equal Pay for Equal Work: Compensating the position and not the individual is the cardinal principle of devising a salary structure by this principle. It means that there should be uniform salaries for people performing jobs with identical or equivalent duties and responsibilities.

Sept Plan/Time scales Rather than Angle Point Salaries: In the graded system a person gets his promotion only when there is a vacancy in the higher grade. Until then he to continue on the fixed salary of the lower grade. In case of time scale the employee continues to get specified annual increments in the same position. It was recommended by the Islington Commission (1912-15), which criticized the grade system.

Efficiency Bar: Provides senior officers an opportunity to judge whether the junior officer is fit to perform the duties of the scale. It is different from stoppage of increment, which is done for poor performance of the job.

Equitability Formula: Emphasized by the Anderson Committee (1948), the principle includes the relevant factors of responsibility, cost of living, marriage, children the social position etc. i. e. high salaries with good conditions of service.

Other factors considered are:

- (a) Safe-guarding tax- payer's interest.
- (b) General economic condition.
- (c) Legislative framework.
- (d) Cost of living.
- (e) Regional variations in remunerations.
- (f) Methods of Salary Determination.

This method depends on the classification of services. Classification is done in two ways:

- Rank Classification : It depends on the subjective values of differentials granted to various jobs classified on the basis of ranks. It is not the job but the person holding a position that is remunerated.
- Position Classification: It depends on a careful job evaluation whereby the work performed on job is compensated. Jobs are scientifically analyzed and graded and remuneration for each one fixed. Techniques employed are:

Non- analytical techniques

- (1) Job ranking, and
- (2) Job classification.

Analytical-techniques

- (a) Factor Comparison.
- (b) The Point System.

Job Ranking Techniques: It is a direct method of comparing the jobs as a whole. Each job is compared with every other job and arranged in a hierarchy. Compensation then is easily established on the basis of the placing in the hierarchy. The system is informal as only those well acquainted with the organization can carry it out. Job descriptions are studied with a view to ascertaining requirements on the job. Jobs are then arranged according to the increasing or decreasing order of complexity. The approach is suitable only in the case of small enterprises.

Job Classification: By the job classification method, the jobs are classified by writing down their specifications in detail and dividing them into various classes according to the similarities or differences deduced amongst them. Major classes of jobs could be clerical, sales etc. On the basis of the differences deduced, job series and classes are set up. All jobs are slotted in to these classes. Example could be an engineering series, accounting series etc.

Factor Comparison: A few key jobs in the organization with their rates of pay are selected. Proportions of total pay assigned to each job are distributed among its key factors. Job descriptions disclose the major factors/ elements the organization pays for. The factors/ elements then are assigned weights. All other jobs in the organization then are assessed in relation to the key jobs. Usually five such factors are considered viz, Mental and physical requirements of jobs , skill, responsibility and working condition. Jobs are analysed and graded according to the quality or quantum (as the case may be) of each factor present.

The Point System: It is the most widely applied system. A job rating scale is applied to a job. A series of job elements or qualities are listed along with the degree of responsibility they involve. The degree of responsibility is defined and jobs are fitted into these categories. Each degree includes a range of points from which an appropriate point value is selected.

Major issues surrounding salary determination are as follows:

- The need for comparability of salaries in private and public administration places a burden on the public services to maintain parity with the private, which is not always possible. The government with its large bureaucratic establishment cannot be expected to remunerate as highly as private can.
- There are constraints on the upper civil services pay, as the country remains committed to the socialistic objective. Inequalities of income and wealth have to be reduced which warrants that upper level pays remain controlled.
- Incentive plan has to be a built-in feature of wage administration. The collective financial burden thus incident has to be kept in view while framing policies on incentives and pay.
- IPS Pay Scale
- IPS or the Indian Police Service is the elite bureaucracy responsible for providing commanders and leaders to state police setup or the central forces. Recruitment to the Indian Police Service is done by the Union Public Service Commission (UPSC). Every year, 5-8 lakh aspirants take the prestigious UPSC Civil Services Exam and barely 100 or so make the cut as IPS officers. Being an IPS officer is a matter of great pride and an opportunity to serve the people of the country. Apart from this, the perks and salary of IPS officers in India is also one factor which attracts youngsters. In this article, we have discussed in detail the IPS salary and the Indian Police Service pay scale after the 7th Pay Commission recommendations.
- The basic salary of an IPS officer starts at Rs.56,100(TA, DA and HRA are extra) per month and can go on to reach Rs.2,25,000 for a DGP.
- IPS Salary in India – IPS Ranks – 7th Pay Commission
- In the new pay structure, the system of Pay Grades for Civil Services has been removed and Consolidated Pay Levels have been introduced as per the 7th Central Pay Commission recommendations. Now the IPS pay scale is decided only on the Basic Pay along with TA, DA and HRA.

IPS ranks in State Equivalent position in IPS Salary – 7th Pay Commission Pay Scale

Director General of Police/ Director of IB or CBI	Commissioner of Police	2,25,000.00 INR
Director General of Police	Special Commissioner of Police	2,05,400.00 INR

Inspector General of Police	Joint Commissioner of Police	1,44,200.00 INR
Deputy Inspector General of Police	Additional Commissioner of Police	1,31,100.00 INR
Senior Superintendent of Police	Deputy Commissioner of Police	78,800.00 INR
Additional Superintendent of Police	Deputy Commissioner of Police	67,700.00 INR
Deputy Superintendent of Police	Assistant Commissioner of Police	56,100.00 INR

- While the entry salary of IPS officers is the same, it increases with tenure and seniority.
- In the next table, we have provided the monthly salary of an IPS officer at the entry level and the per month salary of an IPS officer at the highest level:

Level	Basic Pay	
Entry level (starting salary)	Rs 56,100	
Maximum Pay	Rs 2,25,000	
Prior to this, the IPS salary was as per the 6th Central Pay Commission. For reference, the old salary structure of IPS officers is given below:		
Time Scale	Rank	Pay Scale
Junior Scale	Superintendent of Police (SP)	Rs.15600-39100 + Grade Pay 5400
Senior Scale	Superintendent of Police (SP)	Rs.15600-39100 + Grade Pay 6600
Junior Administrative Grade	Superintendent of Police (SP)	Rs.15600-39100 + Grade Pay 7600
Selection Grade	Superintendent of Police (SP)	Rs.37400-67000 + Grade Pay 8700
Super-Time Scale	Deputy Inspector General of Police (DIG)	Rs.37400-67000 + Grade Pay 8900
Super-Time Scale	Inspector General of Police (IG)	Rs.37400-67000 + Grade Pay 10000
Above Scale	Super-Time Additional Director General Of Police (ADG)	Rs.67000-79000
Above Scale	Super-Time Director General of Police (DG)	Rs.75500-80000 (Increment @ 3%) (HAG)
		Rs.80000 (Fixed)

- Other than the salary, IPS officers are also entitled to various governmental perks and provisions. However, IPS salary should not be the prime motivation behind taking the Civil Services Exam. With the designation of IPS comes many responsibilities. IPS officers are tasked to

maintain public order and peace. They lead the state police, central forces, various agencies like CBI, IB and even assist disaster management efforts.

Other Conditions of Service

(1) Leave

(a) Earned Leave: In India earned leave is permissible at the rate of 1/11. This comes one month in a year.

(b) Privilege Leave: It is meant to provide relaxation to employees. The fourth pay commission established that 240 day's leave could be accumulated and encashed.

(c) Medical Leave: This is a tagged on to the half –pay leave, which is available for sickness or private affairs. In India it is fixed at 20 days/year. This can be commuted to leave with full pay for half the duration.

(d) Casual Leave: This type of leave is meant for meeting contingencies. 12-14 days leave per year can be accumulated.

(e) Study Leave: To improve the scientific or professional qualifications, all the benefits of employment including full salary, residence at concession etc. are available during this leave- maximum period of two years during the whole service.

(f) Maternity Leave: It is provided for female employees for a period of three months and six weeks before and six weeks after delivery. This is now revised to 135 days.

(g) Extra- Ordinary Leave Without Pay: It is granted in extra- ordinary circumstances when no other kind of leave is available.

(2) Holidays

In central government five days a week has been started and Sunday and Saturday are holidays every week. National holidays and several community & festival holidays. Long vacations are provided for teachers.

(2) Hours of work

In the USA – 40 hrs/week of work time prevails. Work time depends on a number of factors like state of health and attitude of workers. Culture also plays a part; the Japanese are known to be workaholics.

(4) Conditions at work place

Ventilation, noise, place and equipment, sanitation etc need to be considered to 'maintain' the organization well.

(5) Health care

In India medical treatment is provided to the employees and their families in Government hospitals.

(6) Housing

Housing facilities or house rent allowance is provided to government employees.

(7) Welfare

(a) General facilities like canteens, cafeteria etc.

(b) Group insurance

(c) Cooperative societies and union.

Compensation

The elements in the compensation package include perks which are elements like free use of facilities, club membership, cheap loans, housing etc. Benefits are pension, medical insurance, holidays and accidents, disability and death insurance. It also includes long term incentives, short term incentives and salary. For example:

In an international city like Mumbai, which is also the nation's financial capital, Mumbai police is faced with constant terror threat in addition to regular policing duties. They also face additional stress arising from over-urbanisation and over-industrialisation. Maharashtra police is dealing with its Naxal menace. If they are contributing more than their regular duty, it stands to reason that must be paid extra for it. R. R. Patil, ensured that Maharashtra Police will be paid more than rest of the state police

Even if parity with the IAS is not provided, an attempt must be made to ensure that the officers belonging to the IPS get their due considering the heavy burden and responsibility they carry as custodians of law and order.

Retirement Benefits

Britain was first country to create a first comprehensive law creating a general pension arrangement for all civil servants in England in 1810. USA initiated it in 1930. A pension scheme for British customs services were started in 1712.

In India, superannuating system for civil service started in the middle of the nineteenth century. Till 1919 it was a contributory arrangement where the employees themselves provided money for the funds. On the recommendations of the Lee Commission, the pension became non- contributory since 1919.

There are three forms of systems, namely:

- (1) Non- Contributory: Under which employees are not called upon to contribute any money to the retirement fund.
- (2) Partly- Contributory: The cost is partly made by the governments and partly by the employees by compulsory deductions from salary.
- (3) Wholly Contributory: The entire cost is met by the employees through deduction made from their salaries.

In India there are two main schemes, namely, the pension scheme and the contributory provident fund scheme.

Pension Scheme: The pension scheme involves cash disbursement to the retired employees in fixed monthly amounts. Pensions can be withheld at any time when the pension is engaged in any subversive activity against the state or otherwise acted against the prestige of the government. Pension cannot be claimed as a right.

Kinds of Pensions

Pensions may be classified into ordinary extraordinary pensions. The ordinary pensions may be of the following kinds:

- (a) Superannuating Pensions: Half of the average emoluments are given to an officer who retires at the prescribed age. Presently it is kept at 58 years.
- (b) Retiring Pension: Presently given to a person who retires after completing a fixed period of qualifying services i. e. 25 years.
- (c) Invalid Pension: Given to an employees who is permanently incapacitated.
- (d) Compensatory Pension: Granted to an officer whose permanent post is abolished and the government is unable to provide an alternative post.
- (e) Compassionate Allowance: When pension claim is not admissible in cases like public servant's removal from service for misconduct, insolvency, or inefficiency etc, some compensating allowance is given.

Extra ordinary pensions are either in the form of inquiry pensions or family pension inquiry pensions are paid to the government employees himself in case of injury received the course of duty. Family pensions are payable to widows or minor children or in some cases the parents of the employee killed during the course of work.

There are other benefits like insurance schemes.

General/ Contributory Provident Fund: Under the system, there is a provision provident fund to which an employee also makes a contribution. Circumstances in which fund facilities can be availed are age (age- USA- 65- 70 years, Uk-60-65 years, India-58 years) disability, death, and resignation.

Retirement benefits have been dealt with in the third and fourth pay commission reports.

Leave encashment upto 240 days at the time of retirement was provided for by the fourth pay commission.

Government servant after after completing twenty years of qualifying service may retire voluntarily by giving three months notice and receive pension and gratuity.

Gratuity: A part of the pension is converted into a lump sum to be received on retirement.