

Personnel Management System in Armed Police Force, Nepal

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Abstract

This paper analyze the Armed personnel management system in Armed Police Force (APF), Nepal drawing information from secondary sources especially from APF headquarter including interview with key persons retired from APF. The study reveals that APF has moderately success to manage APF personnel to achieve its goal to maintain peace and security and safeguard national sovereignty. Because of its professional manpower produced by APF, almost all people appreciate its role played during natural disaster in the country. Despite of these activities performed by APF, there are vital issues revealed from the study that there needs proper human resource planning to promote effectiveness and efficiency in APF, Nepal. Recruitment of Armed personnel through open competition is delayed because of government's delayed decisions. Likewise, promotion process especially in higher position is more often impacted due to government delayed decisions. Trainings in APF have been conducting for promotion purpose without assessing training need. The trainings are also constrained due to inadequate resource allocation. APF personnel are also not satisfied with the existing salary system of the country. The study concludes that there are a lot of rooms to improve personnel management system in APF, Nepal for its betterment.

Key Words: Armed personnel management, human resource planning, human resource development, Armed Police Force, Nepal

Background

Since establishment of the Armed Police Force (APF) in 2058, approximately 45 thousands APF personnel including both retired and incumbents are recruited in APF. Such huge force is solely responsible for maintaining peace and security in the country, safeguarding sovereignty and national integrity, contributing to settle internal conflicts and rendering assistance to the relief of natural calamities, maintaining security in border area of Nepal and providing industrial security etc. To carry out these functions, Government of Nepal (GON) has been managing APF through Armed Police Force Act, 2058 and its regulation 2072. The Armed Police Force Regulation, 2060 was frequently amended more than six times before endorsement of regulation 2072. Despite of these legal instruments and frequent amendment of the legal tools, academic discussion of Personnel Management System in APF, Nepal is limited or virtually not explored academically. It is noteworthy to discuss how the aspects of Personnel Management in APF, Nepal for example recruitment, selection, promotion, training etc. have been executing in APF. What are the problems faced by APF, Nepal while managing its Personnel? Specifically, this paper examines the recruitment and the selection process of its Personnel. Also, the promotion system adopted by the APF, Nepal and its relations to whole structure of the APF, Nepal are interest of this paper. Besides, it highlights the human resource development and training management of APF, Nepal.

Human Resource Management (HRM): Brief Theoretical Note

The concept of human resource management was procreated since from industrial revolution which contributed to enact labour law and collective bargaining for dispute resolution in 18th century. In 19th century, F.W. Taylor contributed how work could be performed efficiently and economically (Beach, 1985). This contributed to setting performance indicators, selecting best workers and providing incentives to the workers. Likewise, theory of bureaucracy propounded by Max Weber emphasized on a system of hierarchy, work specialization, rule of law and written documents to manage human resource in order to gain economy and efficiency in an organization. Similarly, Henry Fayola, Elton Mayo and other scholars contributed to generate knowledge of human resource management (Beach, 1985). Industrial psychology developed testing tools for the best human resource selection and provided framework for the analysis of mental and emotional requirement for job (Dunlop, 1993). Behavior theoreticians argue that if we understand the need of employee and accordingly we can motivate them so that higher productivity of an organization can be achieved. Transformationist argues that the human resource is critical for achieving organization goal. They opine the more investment on human resource, the more productivity is likely to achieve.

The history causes to development human resource management in the present form. Conceptually, human resource management covers all aspects related to recruitment to retirement(R to R), pre-recruitment to post-retirement (Pre R to Post R). It is generally referred to personnel administration/management.

According to Wendell French (1994), human resource management is the systematic planning, development and control of a network of interrelated processes affecting and involving all members of an organization. In a word of De Cenzo and Robbins (2005) human resource management is a process consisting of four functions- acquisition, development, motivation and maintenance of human resource. The first, acquisition covers areas like human resource planning, job analysis, selection and socialization. Secondly, training need assessment and career development are under development aspect of human resource management. Third, maintenance includes areas like compensation, welfare employee discipline, grievance handling etc. The fourth aspects motivation

<u>Background history of Armed Police Force Nepal</u>	
December 15, 1999:	Policy decisions for the raising of APF with 25000 trained manpower
January 31, 2000:	Formation of task force commission in raising APF under the convenership of then Home Secretary Mr.Khem Raj Regmi
April 21, 2000:	Submission of the Taskforce Report to the GoN
January 21, 2001:	First APF Ordinance issued
February 1, 2001:	Promotion and transfer of Late Krishna Mohan Shrestha as the first Inspector General of APF
February 5, 2001:	APF headquarter established at Nepal National Police Academy, Maharajganj
February 23, 2001:	Cabinet approved the strength of 25000 to APF
April 12, 2001:	The second APF ordinance issued and passed on the same day with amendment
August 22, 2001:	Then king granted the Royal Assent
April 11, 2002:	Formation of APF Service Commission
May 26, 2003:	Cabinet approved APF regulation with first amendment.
Source: Armed Police Force Headquarter (2073) <i>APF Special Publication</i> , 2073, Kathmandu: APF	

deals about need satisfaction of employees, job design, performance appraisal and reward management. Thus human resource management is a part of managerial function which focuses on human resource employed in an organization to maximize mutual interest of both employees and employers in the changing context.

Personnel Management in APF

Due to volatile situation caused by internal conflict in the country, HMG/GoN decided to form paramilitary natured force in order to restore peace and stability in the country on the recommendation of the report prepared by task force commission headed by Khem Raj Regmi, ex-secretary of HMG/GoN. In 1999, government took decision of forming APF having strength of 25000 trained manpower as total initial human resource. To materialize government decision into practice, HMG/GoN formed Task Force Recommendation Commission in raising APF under the convenorship of Mr.Khem Raj Regmi, On the basis of the report submitted by Regmi on April 21, 2000, the first APF ordinance was issued on January 21, 2001. Immediately Late Krishna Mohan Shrestha was appointed as the first Inspector General of APF. Cabinet approved 25000 manpower, the strength of the APF. Similarly, APF Service Commission was formed to recruit more human resource on April 2002. On May 26, 2003, cabinet approved APF regulation with first amendment. Thus, it became easy to manage human resource in the APF (Armed Police Force Headquarters, 2073). HMG/GoN set plan to transfer security personnel both from Nepal Army and Nepal Police to form APF initially. Those who came from Nepal Army and Nepal Police, APF granted one level promotion as well. Despite of these motivational incentives, 9814 from Nepal Police and 120 security personnel from Nepal Army joined in APF, Nepal. The total initial security personnel were 9934 which was very less number of security personnel as expected. Immediately, the APF service commission started to recruit fresh security personnel through open and internal competition to make-up the gap between existed strength of APF, Nepal and expected strength.

Table 1: APF Personnel 2073

S.N.	Post	Male	%	Female	%	Total	%	Male: Female
1	Senior Officers	1402	4	42	2	1444	4	97:03
2	Junior Officers	2795	9	51	3	2846	8	98:02
3	Other ranks	28602	87	1913	95	30515	88	94:06
	Total	32799	100	2006	100	34805	100	94:06

Source: APF Headquarter, 2073

The real strength of APF at present moment is about 37500 thousand including all ranks. While analyzing the armed personnel being based on data retrieved from APF headquarters in 2073 FY, there are four percent in senior officers, 8 percent in junior officers and 88 percent in other ranks. There are only 6 percent female participation in APF whereas 94 percent male. The male and female ratio becomes wider when higher ranks increase. In the other ranks, the ratio of male and female security personnel is as equivalent as the total security personnel. In the junior officers, there are 98 percent male APF personnel and only 2 percent female. In the senior officers, male security personnel cover 97 percent and 3 percent by female seniors.

Methodology of the Study

To study the Armed Personnel Management System in Nepal, we depended upon both primary and secondary sources. In order to gather primary data, key informants interview was conducted on the

thematic issues related to recruitment, selection, promotion, training management, and code of conducts etc. for the sake of in-depth analysis. Secondary sources were retrieved from recruitment section of APF, headquarters. Rules and regulations related to APF such as Armed Police Force Act, 2058 and Armed Police Force Regulation, 2072, training manuals, standards of operation procedures were thoroughly reviewed to find out the provisions related to human resource management in APF. Likewise, the news published in both online news portal and broad sheet were also taken into consideration to understand the gravity of human resource management in APF.

Findings

Human Resource Planning

Human resource planning (HRP) is a basic function of HRM. HRP is a process of finding out the gap between projected of human resource required in APF and existing employed human resources. Thus calculated gaps hint either surplus or shortage of human resources in APF. Accordingly, organization sets plan to manage human resource. In APF, there is practice of conducting O & M survey. The HRP should be linked to determine the required Armed personnel in APF. To forecast and find out existing human resource, job analysis is basic step which is not carried out in APF. Simply, macro-duties and responsibilities are fixed in Act, regulation and directives. APF needs to translate these duties and responsibilities up to unit level and individual level eventually. Without the details of job description, it becomes difficult to calculate required human resource.

The projection of required human resource can be done through the retirement trend of APF, Nepal personnel. It suggests how many APF personnel are retiring and when. This technique could be supportive to find out the existing APF personnel. Simply, APF, Nepal collected the vacant seats and proceed ahead to fulfill the vacant positions either through promotion or open competition.

Another step for HRP, it requires up to date human resource inventory system to locate right man for the right job. It also supports to set succession plan in an organization. APF, Nepal brought some software to maintain human resource inventory. These are:

- Personal Information Management System(Manual Software): To record and manage overall records of APF personnel
- Kaaj Management System: Kaaj and Posting
- Training information management software: Training record
- Galaxy software: UN participation
- Unit inform system: Personal details information, planning, list of leave, ongoing training, circulars, grievances, posting, prize and punishment, commendable works, and many other information.

Even though these human resource inventory systems are maintained in APF, Nepal, these are not analyzed in an integrated way in order to develop human resource planning and development activities. These are simply used for retirement and promotion purpose rather HRP. This inventory system could be supportive one to find the successor after retiring existing APF personnel. In the absence of precise of HRP, academia argues that it would have profound effect on its promotion, recruitment and selection process, performance evaluation, reward and punishment and deployment of armed personnel.

Recruitment, Selection and Promotion

Recruitment is a process of inviting the best candidate for specified positions and keeping them in a pool. Selection is a process to identify best of the best candidates who are in pool. It also involves choosing from among a pool of candidate, the person (or persons) who best match the qualification criteria for the job involved.

Armed Police Service Commission under chairperson of Public Service Commission (PSC) or a member of PSC designated by him/her is constituted to be filled up APF personnel by open competition. As per new constitution 2015, the written examination of APF is conducted by PSC which was materialized by APF since its inception. As per Armed Police Force Regulation, 2015, it states that 100 Percent Followers or equivalent will be recruited through open competition in general category. Likewise, Armed Police Constable also recruited through open competition. Hundred percent Assistant Constable, Constable and Senior Constable of APF are recruited through promotion. In case of Assistant sub inspector and Inspector of APF, 60 percent of them are recruited through open competition and rest of them are promoted internally. 100 percent Sub-inspector and Senior Sub-inspectors are promoted internally. Rests of positions above than Inspectors are recruited through promotion. We find different ratios in different positions of APF in legal, account and technical group (See, APF regulation for details). APF, Nepal also introduced inclusive policy in its regulation. As per its provision, 45 percent of the total seats of open competition are allocated for inclusive category. Assuming 45 percent seat as 100 percent, women get 20 percent share, 32 percent for ethnic group, 28 percent for Madhesi, 15 percent for Dalits and 5 percent for backward areas.

Table 2 Recruitment in APF

Fiscal Year	Inspector	SI/A SI	Constable	Followers	Total
059/060	213	166	7041	823	8243
060/061	117	536	3347	489	4489
061/062	101	260	5758	817	6936
062/063	111	17	1247	196	1571
063/064	138	204	4811	531	5684
064/065	0	0	2175	248	2423
065/066	3	0	0	0	3
066/067	21	78	5497	516	6112
067/068	91	14	0	0	105
068/069	9	19	1529	0	1557
069/070	0	0	2600	323	2923
070/071	33	76	2999	212	3320
071/072	15	91	0	0	106
072/073	23	75	1219	79	1396
073/074	0	17	0	0	17
074/075	64	0	0	0	64
Total	939	1553	38223	4234	44949

Source: Recruitment Section APF HQ, 074

While analyzing data related to selected Armed Personnel since 2059/060 FY to till date, there was no systematic recruitment of required personnel. The above table showed that there was no recruitment in some direct entry post in some fiscal years, for example FY 64/65, 069/070 and

073/074. In such military natured organization, if there is no systematic recruitment of required personnel, it hampers promotion and chain of command automatically.

APF Public Service Commission applies specific prescribed methods in the selection process which includes preliminary physical examination, tolerance and hurdle crossing, health check-up, practical examination, written examination and interview. However, in an interview with Key Informants, they argued that the delayed advertisement of APF, Nepal did not get the best candidates required for APF and abundant number of applicants. The delayed result system of Tribhuvan University in Graduate level is affecting the recruitment of APF, Nepal because the best candidate who passed graduate level had already crossed minimum age of candidacy specified in APF regulation. There is also mismatched between the written examination passed and advertised positions. We have found candidates who passed written test but physically unfit for the APF. Thus, APF, Nepal is compelled to select less number of Armed Personnel that required which has great impact on its organogram.

Another Key Informant question on the advertisement system of APF, Nepal, it needs to motivate young people contacting in colleges and university so that abundant applicants can be found. Simply giving notice in a broad sheet newspaper, required and appropriate candidate may not be found easily. The advertisement system for new recruitment should be rethought for the days to come.

To get promotion in higher position, APF rules and regulation prescribe evaluation criteria allocated for 40 percent working capacity, 20 percent seniority, 8 percent working in various regions of Nepal, 7 percent academic qualification, 13 percent training, 5 percent accomplishment of challenging job, 2 percent medal and 5 percent for promotion committee. Despite of promotion committees and specific evaluation criteria, there are also critical issues associated with promotion in higher positions. In the initial days of APF, Nepal, APF personnel got promotion opportunity very fast. In latest, APF personnel are not promoted despite of 12-15 years work experience in the same post. The total 20 marks of seniority is satisfied after 13.33 years of work experiences in a same post. If these kinds of trend are continued, there won't be appropriate personnel in the senior most positions. It is argued that there must be at least three promotions during service period (Mamoria, 1992). It might have severe impacts on its chain of command because of 30 years of service period.

Human Resource Development and Training

It is saying that military personnel are either in field or in training. They are always busy. Human resource development (HRD) refers to form human capital, to learn required skills, knowledge and attitude, to explore human potentiality through employing various training methods. APF acts and regulation sets basic training for those who recruit through open competition. The basic training ranges APF personnel basic training, APF sub-inspector basic training, APF inspector short-term basic training, APF inspector basic training and APF technical basic training. The basic training is not enough to carry out all assigned function for APF personnel. To fulfill these training requirements, there is provision of professional training which includes in-service internal and foreign training. These are grouped into six.

- Group A: Professional training (Billadar basic, PatiPati training, Se Mu Pati training, Gulmapati training, Command and staff college, Ganapati training and Senior command or war college)
- Group B: Service related training (Arms raining, tactice, Map reading, co-existence, logistic, combat engineering etc.)
- Group C: Physical training (Physical exercise, Drill, Karate, Judo, Gymanstic, Boxing etc.)

- Group D: Administration related (Financial and assistant administration, record and administration, management and planning, natural calamity management etc.)
- Group E: Relating to security (VIP, Airport, Border, Enterprise, Counter terrorism etc.)
- Group F: Crime Investigation and control (Tracking, Dog handler, Sport expert, Collection of crime information, Crime investigation and control etc.)

To bring these training activities, APF, Nepal prepared Standard of Operation (SOP) for each training modules. These activities are fragmented into specific one. Even though such paper works are clearly spelled out, key informants outline both strength and weakness aspects of human resource activities carried out by APF, Nepal. In strength side, human resource development activities of APF, Nepal improve professionalism, endurance, mental alertness, team spirit, morale and self-confidence. Such activities are also supportive to form positive attitude and team oriented leadership. In the weakness side, it reveals that the infrastructure are found insufficient to carry out these many activities listed in APF act and regulation in the many parts of the country where APF, Nepal offices are located. Financial resource is also lacking to conduct human resource developmental activities. Very often, experts related to each activity are also insufficient. Obviously, such factors hamper to develop required human resource in APF, Nepal.

Salary and Benefits

APF is following the barrack system where various types of benefits are provided to APF personnel. These are both economic and non-economic benefits. Economic benefits include salary, allowance, provident funds, Dashain expense, daily travel allowance, gratuity, pension, medical allowance, family pension, disability allowances etc. Likewise, non-economic benefits include hospital service, casual and festival leave, home leave, maternity leave, obsequies leave, replacement leave, ration and study leave. Despite of these benefits, their volume of benefits is too low so that it becomes difficult to run livelihood of APF personnel. The basic issues raised by key informant as like other public sector, the salary of APF, Nepal is also insufficient for the better livelihood. Such low salary could have impacted to pay more dedication and commitment by APF personnel. It causes less morale and motivation while in the job. It is found that APF personnel are in dilemma either to quit job or to continue. If they quit the job, they do not get the job in market as equivalent as APF, Nepal. Due to this reason, they are retaining in the job. If we analyze the resignation trend in APF, this is clearly support the statement. Those who have capacity to sell their skills in the market, some of them have been quitting the job prematurely.

Conclusion

In APF, Armed personnel have been managing through Armed Police Force Act, 2058 and its Regulation 2072 since its establishment in 2058 to safeguard national interest and sovereignty and to maintain national integrity. The assumption in this article is that such organizational goals cannot be achieved without managing armed personnel effectively. As per Act and Regulation, about 45 thousand Armed Personnel were recruited through transferring from Nepal Police and Nepal Army in its establishment time and then after through open competition. Similarly, many of them were promoted in higher positions, got trained in both basic training and advance training, transferred from one office to other and retired from APF service. Because of its specific nature and professionalism, APF, Nepal has been achieving its goal. For example, almost all have been appreciating its role in maintaining peace and security in the country in general and particularly its role played during natural disaster such as earthquake, flood, land slide etc. Despite of such positive function, APF personnel management system has vital issues related to HRP, promotion, recruitment

and selection of armed personnel. It might have impact on finding out right man in right job in right place in right time. All of these functions have been carrying out provisionally. APF, Nepal has also provision to maintain its human resource inventory. There is urgent need to link it with recruitment, transfer and promotion system adopted by APF, Nepal. The recruitment process of APF is also affected by country's environment. The delayed decision making process of government affected its promotion system especially in higher position. Gradually, its impacts go in lower position as well. The delayed result published by Universities is also affected in the recruitment of Inspector because appropriate graduates may not apply applications to join in APF, Nepal due to age bar.

Similarly, APF has been conducting both basic training and internal and foreign training. The trainings have been conducting for promotion purposes rather need based in APF, Nepal. These trainings have been conducting without assessing the need of training in APF, Nepal. When assessing training need properly, its impacts can be observed in human resource development, human resource planning, and collectively in its goal achievement. The training need assessment gives conceptual framework how to conduct training; why to conduct training; what methods should apply; what objectives need to achieve; and who would be resource persons to train APF personnel. Resource constraints are also major part responsible for less effective training. Like in other public sector, the salary system especially is not adequate for better livelihood of APF personnel. Because of low salary, trained man powers have been prematurely retired from jobs of APF, Nepal. Because of these issues collectively suggest that Armed personnel management is not so effective that we envisaged its effective management in preamble of Armed Police Force Act 2058.

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