

Recruiting Right for Bangladesh Police: Discovering Options to Acquire the Untapped Resources

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Abstract: An extreme level of makeover is needed in the recruitment process for Bangladesh Police so that it may attract talented young university graduates to become police officers, from which it is long being deprived of. This paper provides an overview of research studies conducted through the review on the responses of 1000 students and young graduates of private and public universities of Bangladesh. In particular, this paper probes into the acute problems exist in Bangladesh Police and tries to link those problems with the issue of lack of interest showed by the local graduates to join into the police workforce. Thus, the research findings support this notion and the survey results are discussed in terms of the employee acquisition techniques for the police force wishing to obtain, retain and maintain a workforce of dynamic, young and talented people as police officers of Bangladesh.

Key words: human resource management; strategic; planning; recruitment; selection

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1. Introduction

Where do you find ordinary people willing to perform the extraordinary? That is one of the challenges faced by Bangladesh Police, which has a current workforce of 123,197 full time personnel (Bangladesh Police, 2010), with a ratio of 1 officer for every 1,258 people. An accountable, transparent and efficient police service is essential for the safety and wellbeing of all citizens, national stability and long term growth and development. In a democratic polity, police is the symbol of justice and rule of law. The old saying “A friend in need is a friend indeed”—is one of the most known proverbs of all times. This proverb should be the best pickup line for the police force. A police officer should always remain in support of truth and justice and provide as much help as possible to all citizens, and thus should get the satisfaction of being an extraordinary person by doing something worthwhile for the people and community.

However, among a large portion of the inhabitants of Bangladesh, the police force has lost its trust and value. People have even started questioning about the truthfulness and effectiveness of police department and they believe that high level of corruption in police administration is intervening the quality service delivery (TIB, 2011; 1). The manpower of police has not increased in proportion to the growth of population. A limited number of police remain engaged in maintaining law and order and controlling corruption because, almost two thirds of the force remain busy with VIP duties. As a result, the ground is created for deterioration of law and order and rapid

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spread of corruption. Significantly, the pressure of more high-tech crimes, degrading mentality of people, corruption, increased number of domestic and national level violence, shortage of qualified and honest police officers, etc. have put the police force into a severe pressure. There are also numerous claims made by the ordinary people that in uncountable occasions police officers in different levels had easily been compromised with money or by other means. According to the Transparency International Bangladesh Global Corruption Barometer 2009–2010, 92% household who made FIR to the police station had to pay 2,430 BDT as bribes, 91% household who made GD (General Diary) to the police station had to pay 939 BDT as bribes, 80% household who got police clearance certificate from police had to pay 881 BDT as bribe, 71% households who were accused had to pay 5,718 BDT as bribes (TIB, 2011; 1).

Furthermore, another TIB report on “Corruption in Public Administration” in 2010 also showed that, each year, around 80 to 82 thousand cases were filed against the police personnel in the police headquarters. 50 to 60 thousand police personnel also received punishment. Some of them even went to jail, but the situation did not improve. The police stations are supposed to play an important role in maintaining law and order, combating crime and reducing corruption, but a mere Inspector remains in-charge of such an important institute. There is a severe scarcity of efficient, well-trained and meritorious police officials in the police stations (TIB, 2011; 2). No wonder, this issue had been announced several times by several IGPs (Inspector General of Police) and other government high officials that, lack of manpower planning, recruitment and hiring facility is hindering the growth of the force and resulting in a slow and inept performance of the whole department. It seems, skilled and honest police officers are now the prized trophies in the police force.

These crucial issues have made the recruitment and selection a top priority for Bangladesh Police. However, it is to be noted that an intense level of unwillingness has been observed among the young graduates and university students to have a career in Bangladesh Police since last decade. This paper tries to probe into this area in order to identify the responses of 1000 students and fresh graduates who belong to nationwide public and private universities of Bangladesh. In particular, this paper probes into the acute problems exist in Bangladesh Police and tries to link those problems with the issue of lack of interest showed by the local graduates to join into the police workforce. Thus, the research findings support this notion and the survey results are discussed in terms of the employee acquisition techniques for the police force wishing to obtain, retain and maintain a workforce of dynamic, young and talented employees as police officers of Bangladesh.

2. Literature Review

Recruitment and selection is an important process for any organization as success or failure of the organization ultimately is the resultant of output of individuals. Recruitment is the process of seeking and attracting a pool of qualified candidates for a job vacancy (Porter, 2000). Thus, strategic recruitment is linking of recruiting activities to the organization’s strategic business objectives and culture (Harpe, 2005). Today, people are considered as the key resource of any organization and their employment can make up at least two-thirds of all costs (Stone, 2002). As Hand (2002) said, stocking an organization with top talent has been described as the single most important job of management. As Molly (2008), mentioned, like gold, talent is a scarce resource. As the pool of talent continues to diminish, the gold metaphor becomes more compelling. Organizations depend on having a supply of talent to generate the leadership, ideas, community contribution, market penetration, added value and profit margins to ensure future sustainability and growth (Packer, 2008; Harvey, 2009). An organization must

attract qualified candidates if it is to survive and grow (Way, 2001). Management must anticipate changes in the organization's environment to ensure that people who are recruited have the unique skills and know-how required by the organization's strategic business objectives (Collins and Porras, 1996; p. 69). Strategic recruitment does this by linking recruiting activities to the organization's business objectives and culture (Allen, 1995).

Recruitment and selection of best-qualified candidates, in the long run, makes a tremendous contribution to the organization's performance (Gomez-Mejia, Balkin and Cardy, 2008). In support to this statement, Cardy and Carson's (1996) study can be mentioned. Their study found that, above average employees are worth about 40 percent of their performance and salary more to the organization than average employees. They also used an interesting generalized calculation that, thus an above-average new hire in a job with a \$40,000 salary would be worth \$16,000 more to the organization than an average employee hired for the same position. Over 10 years, the above-average employee's added value to the organization would total \$160,000. Furthermore, recruiting staff needs to be seen as a core management role rather than an ad hoc part. A failure to plan can lead to significant financial cost (Gomez-Mejia et al., 2008). For this reason, it is essential for the top level decision makers to implement an alternative but very focused and strategic recruitment process.

Increasingly, an organization's competitive advantage depends more on the quality of its staff than on any other factor. Walker (1990, p. 229) in his article highlighted the importance of tying employee recruitment concept with organizations strategic HRP (Human Resource Planning) since a good HRP involves a comparison of present workforce capabilities with future demands. Thus, his analysis can be related with manpower forecasting for Bangladesh police force by indicating that, for example, a need for 500 more officers given the organization's expansion plans, budget and anticipated societal conditions. This information should play a key role in determining the level of the recruitment effort need to be given by the authority in any given year. Furthermore, good recruitment practices are extremely important in a sense that, if people are the most important asset of an organization, especially in today's knowledge and service economy (Chowdhury, 2011), then the quality of the recruitment process will to a very large extent decide the quality of the organization (Dessler, Griffiths and Lloyd-Walker, 2004). Lles and Salaman (1995) argued that recruitment is a mean of delivering behaviors seen as necessary to support the organization's culture and strategies.

3. Brief History of Bangladesh Police

The history of Bangladesh Police can be traced back to 1861 when the Police Act 1861 was enacted. Police were initially responsible only for maintenance of law and order, and prevention and detection of crime (Police, 2010). The rapid increase of multi-dimensional security related issues along with faceless terrorism and highly technical cross-border crime have posed a great challenge to law enforcers as agents of social change. To deal adequately with emerging and already exposed challenges law enforcers need to be sufficiently equipped in order to confront the issues up to the expectation of the society.

Bangladesh Police with more than one hundred years of organizational and operational experiences has been trying its best to meet the challenges. It is unquestionable that members of the Bangladesh Civil Service—BCS (Police) cadre are entrusted with this huge responsibility in the present scenario. As per the officer recruitment guideline, since recruitment of these officers is based on Macaulay's philosophy of generalist civil service, it is only through need-based and high-impact training that the officers can be imparted with the skills and the techniques needed to meet the emerging challenges (Syllabus for ASP Probationers, 2008).

The most glorious chapter of the history of Bangladesh Police is that Bangla speaking members of the police participated along with the citizens in the Independence War of 1971. Many of the members of the police became martyrs during this war of liberation. Many police personnel embraced martyrdom on 25 March 1971 fighting bravely with mere .303 rifles against the Pakistani invaders. The resistance by the Bengali members of police at Rajarbag is basically the first chapter of armed struggles during the war of independence. This armed resistance was a clear indication to all that they had no other alternative but to go for an armed struggle to achieve independence. Few of the police personnel were assigned to maintain law and order right after achieving the independence (Police, 2010).

In 1972 the number of police was increased by recruiting officers and staff of different ranks. Dhaka Metropolitan Police (DMP) and Armed Police Battalion (APB) were raised in 1976. In 1977 a committee was formed on “police training” headed by retired IGP M.A. Kabir. However, the recommendations of the committee were not implemented. Twelve women police were recruited in the Special Branch (SB) for the first time in 1974. Women police were recruited for Dhaka Metropolitan Police in 1978 (Police, 2010).

Police had extensively been reformed in the early 1980s according to the recommendations of Enam Committee and by the Administrative Reforms of 1984. Bangladesh was divided into 64 districts. The positions of the Circle Inspector and the Officer-in-Charge were enhanced to ASP and Inspector respectively. The number of police was also increased. In 1986 a new committee was formed which was headed by then Additional IGP Toieb Uddin Ahmed. The number of police force was increased and the logistic supports for police were enhanced as per the recommendations of this committee. In 1988 another committee headed by Justice Aminul Islam was formed. According to the recommendations of this Committee the post of Additional IGP was created and the number of different police units like police stations, investigation centers and the number of police force were increased. Recently in 2004, Rapid Action Battalions (RAB) has been raised comprising the members of Armed Forces, Police, BDR and Ansars. The dresses of police have been changed according to The Dress Rules, 2004. With this the century-old emblem of police has come to an end (Police, 2010).

The British colonial heritage is still very often reflected in the administrative structures, behaviors, laws and regulations of the police forces of Bangladesh. Trace of this inherited colonial heritage is also to be found in the criminal justice systems of the country. “The Police Act” of 1861 and the revised “The Police Act” of 1902–1903 are effective till the date. The non-military nature of this Act and the accountability of police to civil administration have not been changed. The history and heritage of Bangladesh Police is marked by the blend of the traits of colonial-imperial rule and the system of internal security of a feudal society. A policeman of an independent country should be a craftsman in uniform who will be a social regulator directed by the laws of the country and a custodian of social discipline. It is the expectations of all that the hopes and inspirations of the population should be reflected in the activities of police (Police, 2010).

4. Objective

There were two main objectives of this research. The first objective was to find out the views and opinions of students and young graduates of Bangladesh about their interest in joining Bangladesh Police force. Addressing this issue, as the second objective, some strategic recruitment techniques had been discussed and suggested, which were considered as appropriate methods of successful talent acquisition process in the officer rank.

5. Survey Method

The survey was carried out through a questionnaire, which was used as the principle tool for primary data collection. A sample of 1000 respondents, mostly students and fresh graduates from six private and five public universities of Bangladesh was drawn and asked to fill up the questionnaire. The questionnaire was designed to secure detailed information from the students and graduates about: their interest in having a career with Bangladesh police, their knowledge about recruitment criteria, their preconceived notion about the police duties and responsibilities, and opinion about female participation in the police force. The questionnaire consisted of 11 self-administered items; out of which, 4 items were devoted to demographic variables and 7 items focused on the respondents' views and opinions about employment with police force. The survey was carried out in the period of 25 January 2011 to 28 February 2011.

6. Data Analysis

The data analysis consisted of two phases. First, the questionnaires were collected in order to assess the responses, and second, a number of statistical analysis was performed by using iWork Numbers 2009 spreadsheet software. Data were represented in the form of pie charts and bar diagrams and explained for better understanding.

7. Survey Results

The survey result shows some interesting facts about the viewpoints of the respondents. For example, Figure 1 shows that among the 1000 respondents, around 50% respondents were from private universities, 35% respondents were from public universities and 15% respondents belonged to other tertiary level institutes. Interestingly, majority of all respondents (around 80%), showed their unwillingness to have a career with Bangladesh police force as police officer. Out of this 80% respondents, astonishingly, the percentage of private university graduates was 100%, which means all these private university students had thought that this profession does not go along with their studies of business or computer or IT related subjects. But, this is not correct. When interviewed on 20 January 2011, Mohammad Muslim, Special Superintendent of Bangladesh Police explained that, in the present day there is great opportunity in the police force to deal through business and IT as nature of crimes has changed now a days, such as cyber crime. Moreover, police forces have to work through application of modern scientific devices in such cases as forensic, DNA tests and other gadgets where technological applications are dominant. In these days, various types of data are stored also through computer dependent modern scientific devices. The survey, additionally shows that, 13% respondents were not so sure about their career planning with police department and only 8% respondents showed interested in joining police department, as represented in Figure 2.

According to Figure 2, it is observable that 8% respondents with a "yes" answer for the option of joining in the police department was either from public universities or from other tertiary level educational institutes of Bangladesh. None of the private university students and graduates was interested to have a career with Bangladesh Police. To identify the reasons of this specific pattern of answer, the survey probed into an undiscovered area where no other previous research had penetrated into.

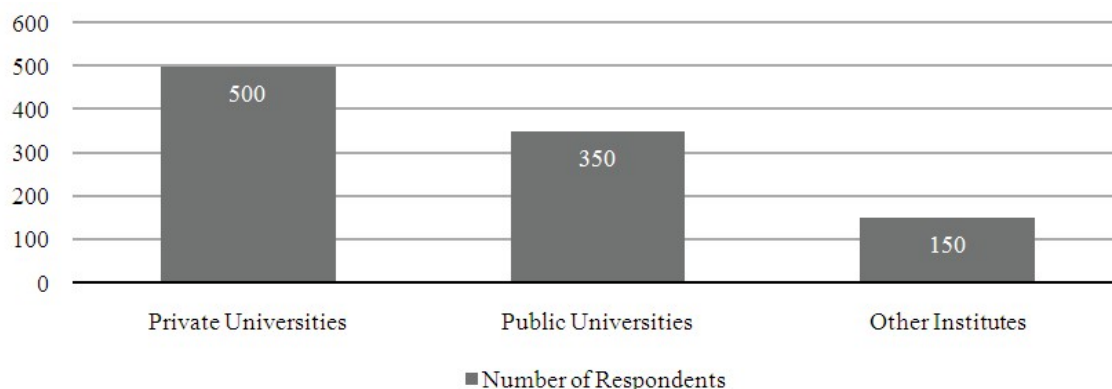


Figure 1 % of Respondents from Different Groups

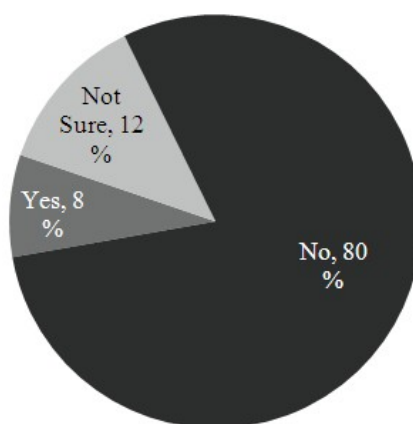


Figure 2 % of Respondents' Opinion About Joining in BD Police

This research, thus deepening further into the issue, identified that, majority of the respondents used words like “boring, unsecured, hectic, poor and bureaucratic” to describe a police officer’s job. They also mentioned their unwillingness to join in the police department because this profession is considered as “job for poor or incompetent people” to many of them. Most students and graduates had this preconceived notion that, being a police officer is not a suitable job for a person who is a graduate from one of the leading private or public business schools of Dhaka. Rather, their perception was more like-students who cannot get corporate jobs because of their unimpressive educational background obtained from other local institutes should opt for a career with Bangladesh Police, thus suggesting it a job mostly appropriate for the people who cannot compete to secure an employment in the corporate sector. This was later verbally confirmed by Mr. S. Khandker, Additional IGP of Bangladesh Police (pers. comm., 25 January 2011), where he speculated that, private university might not be interested in police job as they come from affluent section of the society. This might be the reason for public university students joining the police force to secure a government job in a job scare country, as majority of these students belong to middle and/or lower middle classes and poor rural families. As all the respondents were students, hence their views reflected their perceptions only.

Through the survey, respondents were also asked if they were aware of the recruitment procedure of Bangladesh police. Figure 3 data analysis represents that around 67% of the respondents answered that they do not have any idea about the recruitment procedure, whereas, only 20% respondents seemed to know about the procedure and the remaining 13% showed little or no interest to know about it.

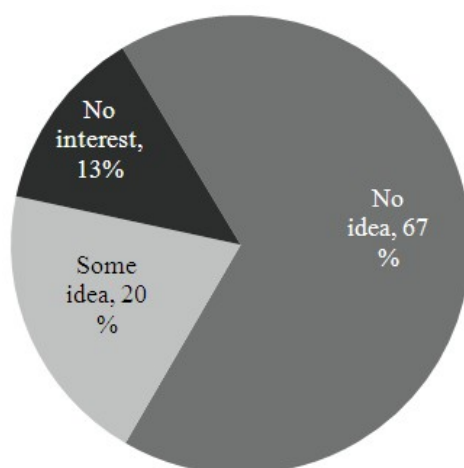


Figure 3 % of Respondents' Knowledge on Recruitment Procedure of BD Police

So, it is obvious that Bangladesh Police has an image problem and its recruitment staffs need a better understanding of what applicants take away from their public service job hunting experience. The existing recruitment system has not displayed its training opportunities, career growth and equal employment opportunity practices, let alone aiming at providing competitive advantage in recruiting and retaining its own staff with increased level of workforce satisfaction, loyalty and commitment. There is neither any website posting for recruitment nor any attractive print media advertisement to call for applications. As a result, the demand for police jobs has decreased rapidly among the young graduates.

Furthermore, around 64% respondents commented that majority of the police officers of the country are dishonest and not helpful. On the other hand, 9% respondents considered police officers as honest and helpful and 27% of the respondents thought that police officers are somewhere in the middle of honesty and dishonesty, which means, they do not forcefully take bribe or other benefits from the people but they accept those if offered by individuals.

Another interesting evidence in support of separating the police officer recruitment procedure from the existing bureaucratic Bangladesh Civil Service (BCS) recruitment system or changing and updating the recruitment procedure has also been drawn from the survey responses. The BCS police cadre recruitment system had been considered as daunting by majority respondents. According to Figure 4, around 55% respondents showed progressiveness in strongly agreeing with the opinion that the existing BCS Police recruitment system needs to be separated, changed and updated since the existing system has failed to attract qualified candidates. 36% respondents said that they do not have any knowledge on the details of BCS recruitment system and only mere 9% respondents mentioned that they believe the existing BCS recruitment system is up-to-date and good enough. Respondents had seen the BCS recruitment system as an overlay ponderous system which gives them a negative impression, belying the existence of the public service's many interesting and worthwhile jobs. In fact, potential jobseekers remained in complete unawareness about the sector's recruitment methods because the methods were used ineffectively. The Bangladesh Police website also failed to clarify what the candidates are looking for and lead to decisions that the whole recruitment system is unfair and unreasonable to all applicants. The police force, on a drive to boost its competitiveness in attracting talent, thus should revamp its often sluggish recruitment practices and updating its bureaucratic and cumbersome image.

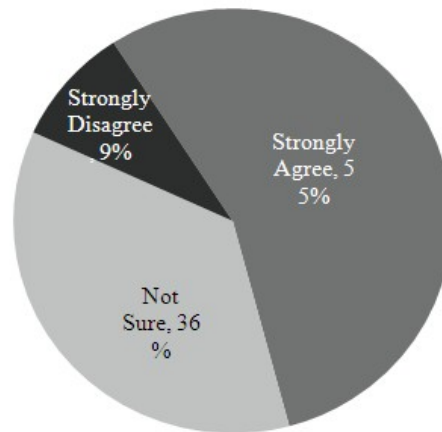


Figure 4 Opinion about the BCS Police Recruitment System Should be Changed

Figure 5 shows the percentages of the respondents' responses in regards to participation of women in the police force to bring any positive changes in the whole department. 51% respondents said that an increased number of female participation will create a more diverse police workforce which will lead towards a more corruption-free, dynamic and healthy workforce. 37% answers had fallen into "not sure" category, and 12% respondents replied that female participation will no way bring any positive change since the police workforce is a male dominated environment and is consisting of masculine job duties and responsibilities.

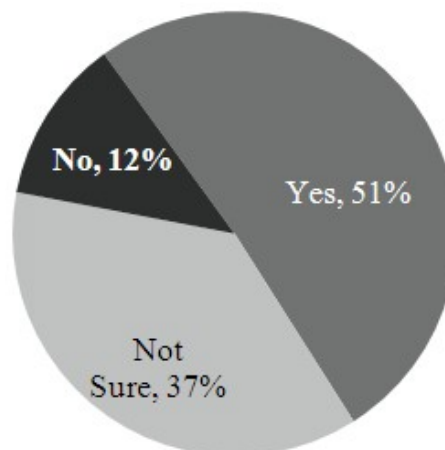


Figure 5 % of respondents' opinion about female recruitment in BD Police

8. Discussion

From the above data analysis, it is evident that, the police department of Bangladesh has failed to attract talented and competent graduates. It is embedded in the most of the surveyed students and graduates' mind that police job is a "low-valued" job and instead of adding any value to their lifestyle and social status, this job will make their life more disrespectful, poor and lethargic. As discussed earlier, lack of proper planning and strategic recruitment guideline by the top level police personnel and policy makers have made the overall talented officer acquisition situation worse. The potential negative consequences of poor hiring decisions have left a severely graphic condition in the police force. As identified by Legge (1995), Losey, Meisinger and Ulrich (2005), Avery and McKay (2006), poor hiring decisions are likely to cause problems from day one, and in relation to this

research, unqualified or unmotivated police officers will probably require closer supervision and direction. They may require additional training yet never reach the required level of performance. They may also give poor services to the people and community, thus slowing down the overall development process of the law and order situation of the country.

All of these issues underscores a simple point: if the organization makes the right hiring decision from a great number of sources (Rynes, 1991; p. 410) through right ways, it will be far better off. As the existing recruitment system has failed to attract young fresh university graduates who are mostly from well-off families, it is now important to redesign the existing recruitment process and to transform it to an advanced and strategic system which will ensure of acquiring educated people from solvent families. The recruitment has to be in accordance with the police department's structure and need, which means of delivering behaviors seen as necessary to support the police department's culture and strategies. In hiring process, the focus has to be given on technical skills, formal qualifications and importantly on personality—the ability to “fit in” and the potential for development. Recruiting officers needs to be seen as a core service role rather than an ad hoc part.

9. Suggested Recruitment Strategy

Since ancient civilizations when states were established, police force as a vital organ of the administration, were also emerged to implement the directives of the states for maintaining law and order situations side by side to safeguard the interests of the citizens and peace in the societies. This gigantic task is not so easy. It requires brilliant, intelligent, honest, humane, patriotic and responsible human resources accountable to the concerned authorities to render their multifarious work efficiently and successfully. A police force comprising of personnel with such talent, acumen and high qualities can be achieved and built through a defined scientific recruitment policy.

This research identifies the reasons of the increasing need for hiring talents for police department in Bangladesh. For the existence of MNCs and large local conglomerates and the growth of HRM practices in these private sector organizations, the employment market of Bangladesh has become dynamic, which is attracting most of the highly educated talented people from the leading public and private universities of the country. Consequently, the potential pool of talent for being police officers is decreasing. Research findings indicate a strong relationship between the talent capacity of an organization and performance outcomes and services delivery (Pinnington, Macklin & Campbell, 2007; Taylor & Stern, 2009). It had also been shown in research that talented employees contribute up to three times more than others to the bottom line (Barr, 2009). In light of this discussion, following recommendations can be made to obtain a more strategic approach of employee recruitment for Bangladesh Police department.

Foremost, recruitment system of Bangladesh Police has to be separated from the existing BCS admission system. To get qualified candidates Bangladesh government either should reshape its existing traditional and bureaucratic BCS selection system or let Police Department have its own separate recruitment system. In most developed countries of the world, recruitment of police officers are being carried out solely by the police department and their recruitment systems are not only advanced but also effective. Then, the recruitment system needs to be updated and aligned by establishing an HR department with strategic focus on talent acquisition. HR staffs thus should have much to offer in addressing the issues associated with a talent crisis and preventing it from affecting their organizational need. For example, a four point approach can be suggested which will give the whole recruitment process a new makeover.

As the first approach, recruitment efforts should make sense in terms of the police department's strategic plans. For example: decisions to expand the size of the police force or to fill a large number of anticipated openings imply that the authority has to carefully thought when and how the vacancies will be filled. Proper manpower planning and forecasting is needed (Dessler & Varkkey, 2009). As the contours of the society are undergoing a sea of change, and emerging law and order challenges, issues and threats are coming to the fore, intellect has become the new "must have" form of property for the police force. Police officers today compete in the market where the inhabitants are the customers. Therefore, police officer recruitment strategy must incorporate all these elements in to a generally accepted philosophy that is significantly correlated to the police department's unique paradigm. The pressures of crime, corruption and competition have mad high calibre officer recruitment a top priority in accordance with the police department's holistic vision and long term goals.

Secondly, proper use of different types of recruiting methods like: on-campus recruitment, internet recruitment, recruiting yield pyramid, job analysis, succession planning, etc. to ensure that right number of officers have been selected with right qualification to deliver the outstanding services (Stone, 2002; Dessler et al., 2004; Dessler, 2008; Gomez-Meija et al., 2008). These techniques have already been proven successful by the police departments of different countries. Finding good candidates is possible only when the organizations follow these techniques. Even though when the unemployment rate is high in the society, it is not easy to find qualified candidates. For example, the U.S. Bureau of Labor Statistics estimated that supply of qualified employees is decreasing day by day in the USA (BNA Bulletin, 2003). A survey by Department of Labor during year 2003–2004 in the USA found that about half of respondents (employers, including the USA police department) said they had "difficulty" finding qualified applicants. About 40% said it was "hard to find" good candidates at any time to fill up vacancies (Schramm, 2003). There is no change of this situation in Bangladesh, as the country has high level of unemployment rate, and still there is always a dearth of talents in the industry.

Thirdly, creating an employer brand image for recruitment. In the war for talent search for the police officer position, the police department's top planners are not being equipped with one of the most important weapons in the recruitment armory—employer branding. A survey by Willock (2005) revealed that, branding is vital if an organization is to recruit the best candidates. His research of an exclusive survey of 1,889 "Personnel Today" magazine readers with responsibility for recruitment revealed that 95% of respondents believe employer branding is "important" with 80% saying that it will become even more so, and yet only 25% of those surveyed have responsibility for employer branding. So, Bangladesh Police needs to create and honest, successful recruitment brand with and accurate assessment by highlighting the organization's strengths.

Like all other organizations police forces have to recruit their fresher through advertisement in the print media. Seldom have they advertised through electronic media. Before joining a career every person compares it with other career options in terms of remuneration, facilities, job satisfaction and image of the organization. In Bangladesh, brilliant and intelligent students are attracted by army, air force or navy—these organizations allure them through higher payment, image, facilities and in the future through deputation in foreign and civil services. Moreover, throughout the year they publicize through attractive advertisements in both print and electronic media besides constant neon signs in the cities. They highlight these forces through their gallantry contribution during the war of liberation and participation in the UN peace keeping force.

On the contrary police department does not have such publicity although it has similar contribution in the liberation war and UN peace keeping force. Moreover, they have more contribution in the society. Some of the

activities of the members of the Bangladesh Police force's even go far better than the Scotland Yard while discharging their responsibilities, in the absence of any electronic database of the criminals, by finding lost children from foreign countries, capturing unknown criminals only depending on clue in the absence of modern equipments. Hence, they suffer from serious image problems. Even then, if they are able to highlight their extraordinary contributions by sacrificing their own lives-for these they receive each year President's Award, in the electronic and print media, and by other means, their image problems will certainly be mitigated. There are sincere and honest people who are ready to do some contribution by their act in the society. Thus, more brilliant people will be attracted to join the police force of Bangladesh.

Furthermore, recruitment advertisement in different channels by informing candidates a list of the top five to ten messages or advantages they might gain by being police officers, must be developed. For example, the list could contain opportunities for advancement, chance to help the country and society by doing something worthwhile, opportunity to develop highly prized skills, respect of working for the country leaders, ability to reap generous benefit and perks, dignity and respect, etc. (Brandon, 2005). Catchy sentences like "are you looking to make a difference?", or "Ready to except the challenge?", or "Want to serve your nation and have a glorious life?", or "Do you want to be different than others?" etc. might certainly help. In fact, in the recruitment process, the police authority has to make it crystal clear that they are sending a message to the candidate, which is—for a career that makes a real difference, consider life as a police officer. It's a career where your skills, integrity and determination can really help to make a safer community. Being a police officer is full of challenge, excitement and reasons to feel proud every day.

10. Conclusion

Finally, it can be summarized that strategic recruitment is an extremely important process to attract and retain talents from the labor market. As Bangladesh Police Force is becoming more agile with the purpose of proving itself a true force of providing citizenship services with honesty and sincerity, talent acquisition will definitely play a vital role in facilitating the ability to perform and the ability to transform. The quality of the selection decision completely depends on the quality of the recruitment process: the best person for the job can only be selected from the pool attracted. If a strong pool of applicants has been attracted and the best persons chosen, the police department stands to benefit greatly from their contribution to the service. In opposite, if a poor pool of applicants is attracted then the selection process can only result in selection of the best of a bad lot.

So, keeping the consequences in mind, establishment of an HR department is mandatory for Bangladesh Police where the HR personnel would be savvy enough to understand the importance of hiring talents and to harness the opportunities and techniques suggested in this research. The police authority should adopt a better strategic recruitment process to increase efficient and effective services to the community, thus increase number of retention and satisfaction, and personal development of the police officers. However, one of the challenges in enhancing the capability of police force is that talented graduates are not responding readily to its traditional recruitment approaches. Recognizing this anomaly and by becoming more flexible in the ways of talent search, Bangladesh Police thus has a greater chance of tapping the wealth of ability that talented people possess.

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