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M.A PROJECT

**RECRUITMENT PROCEDURES OF THE KENYA POLICE
FORCE: CHALLENGES AND OPPORTUNITIES.**

BY

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**A Project Submitted in Partial Fulfillment of the
Requirements For the Award of the Degree of Master
of Arts (M.A) in Sociology (Labour Management
Relations).**

**DEPARTMENT OF SOCIOLOGY
UNIVERSITY OF NAIROBI**

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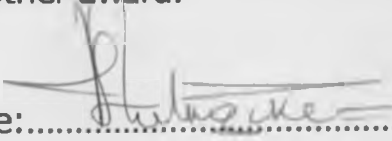
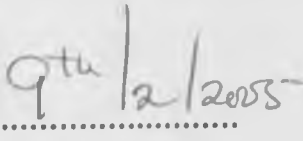
"The test of Police efficiency is the absence of crime and disorder, not the visible evidence of Police action in dealing with it"

- Sir Robert Peel, English Statesman.

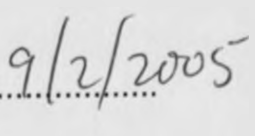
DECLARATION

I, **Robert Wasike**, Student Reg. No. C/P/50/8117/2000, do hereby declare:

That this project is my original work and has never been presented for any other award.

Signature:.......... Date:..........

We, Professor Mauri Yambo and Mr. Beneah M. Mutsotso, do hereby declare that we have supervised the candidate's project and the report obtained herein is the genuine work of the candidate.

Professor Mauri Yambo Signature:.......... Date:..........

Mr. Beneah M. Mutsotso Signature:.......... Date:..........

DEDICATION

Dedicated to the memory of my father, the late Benedict Wasike, for his loving guidance and inspiration throughout my formative years of education.

ACKNOWLEDGEMENT

While I am totally accountable for the project work, I am most grateful to those who assisted me. I owe my gratitude to the Almighty God for His mercy and guidance.

I thank the Dean, Chairperson, lecturers and support staff within the Sociology department, University of Nairobi for their support and indeed to all Post-graduate students in my class. A special note of appreciation is offered to my supervisors Professor Mauri Yambo and Mr. Beneah Mutsotso. I wish to thank all respondents within Police Department through whom the research work became possible. I also thank Tom who assisted me with typing the project work.

My gratitude, too, goes to my family especially my children Emmanuel, Angela and Dorothy and to my good parents (Dorothy and the late Benedict Wasike) especially for meeting part of my University fees.

Finally, I thank my loving wife Mildred who first encouraged me to pursue my studies to the point where, ultimately, this project work became possible. Thanks to those many others I met along the way in my study.

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ABSTRACT

The study examined the recruitment procedures and practices of the Kenya Police Force, and sought to determine their consequences. Jolted by rapid and continuing developments in technology, changes in organization structure, legislation and patterns of crime, the Kenya Police Force sometimes seemed more disabled than enabled to fulfill its obligations due to having some dishonest and unprofessional officers in the system. In view of this, the study was aimed at documenting Police recruitment procedures and their consequences vis-à-vis the opportunities that would shape the image of the entire Police force.

The study was carried out in thirteen research sites within Police Department across the entire country. Serving Police officers posted across the country were targeted for the study. Ten percent of the accessible population was used to identify 111 respondents. The population under study was further subjected to stratified random sampling. To capture variability of characteristics of population under study, three strata for Police Commanders (Gazetted officers), Members of the Inspectorate (middle level officers), and members of other ranks (Non-Commissioned officers) were created before 37 respondents from each stratum were identified.

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From the study findings, it was established that there was insufficient information used in carrying out an effective recruitment exercise. The majority's view amongst Members of the Inspectorate and Non-Commissioned Officers was that recruiting officers were not competent enough for the exercise. However, while most Gazetted Officers found them to be competent, there were also many Gazetted Officers who perceived them to be incompetent.

The majority view suggests Police Commanders' lack of independence in carrying out the recruiting exercises. Respondents' perceptions of whether Police officers understood and followed correct recruitment procedures show varied opinions.

The majority of the Gazetted officers and Members of the Inspectorate were of the opinion that correct recruitment procedures were understood but never followed. However, the majority of Non-Commissioned Officers were of the view that Police officers did not understand and did not follow the correct recruitment procedures.

The common consequences of the actual recruitment patterns of the past include poor service delivery, poor public relations, dissatisfaction amongst officers and increased corruption. Likewise, the majority of respondents from all categories of officers held the view that the Police Departments' resources were inadequate.

From the study findings, we see that insufficient information undermines the success of the exercise of defining and attracting qualified personnel.

Ineffectiveness in defining and attracting qualified personnel adversely affects the whole exercise and compromises its success. The inability of Police officers to effectively understand and follow correct recruitment procedures also hampers the success of the exercise. Likewise, the inadequacy of resources inhibits the implementation of proper recruitment procedures.

Greater efficiency could be achieved if officers involved in the recruitment were competently identified and Police commanders' independence secured from undue influence, especially from external forces. All forms of bias should be eliminated and proper sensitization of officers carried out by competent personnel. Police Department should have adequate resources for the recruitment exercise and should formulate modern and effective recruitment policies which could be used to govern the entire exercise.

CHAPTER ONE: INTRODUCTION

1.1. BACKGROUND

Recruitment is the process of attracting applicants with certain skills, abilities and other personal characteristics to job vacancies in an organization. It involves seeking and attracting qualified candidates from a wide variety of internal and external sources for job vacancies. It is therefore a process of obtaining the required human resources for an organization.

According to Sims (2002:107), recruitment is the process by which organizations discover, develop, seek and attract individuals to fill actual or anticipated job vacancies. From another perspective, he says that recruitment is a bridge building activity bringing together those with jobs to fill and those seeking jobs. Cole (2004:338) says that the aim of recruitment is to ensure that the organization's demand for employees is met by attracting potential employees (recruits) in a cost-effective and timely manner.

Armstrong (2001:385) states that the process of recruitment for sufficient and suitable staff in to an organization entails job analysis, recruitment methods, selection procedures, induction, training and terms of contract. Sarma (2000:86) says that recruitment forms the first stage in the process which continues with selection and ceases with the placement of the candidate. Cole (2004:338), acknowledges that recruitment is a marketing role of personnel, reaching out across the organization's external boundaries into the labour market.

The need for recruitment arises out of vacancies due to the creation of new posts, promotions to other ranks, transfers to other sections or departments within or outside the organization, permanent disability of an employee or employees, retirements, resignations, dismissals or deaths. According to Dessler (2000:84), the ideal recruitment effort will attract a large number of qualified applicants who

will take the job if it is offered. He also said that it should also provide information so that unqualified applicants can self select themselves out of job candidacy. Thus, a good recruiting programme should attract the qualified and not attract the unqualified. This dual objective will minimize the cost of processing unqualified candidates.

Employees are hidden treasures in an organization and they have to be treated as an investment. Sarma (2000:9) says that today's wrong recruitment and selections are tomorrow's organizational problems. Therefore, while recruiting and selecting, the job requirements in the context of existing and future rules have to be kept in view. The recruits should have the potential capabilities, aptitudes and adaptability to meet the position profile. Focus should not only be on the job skills but on attitude and behaviour as well. According to Sarma (2000:86), unless the right type of people are recruited, even the best plans, the organization's strategy and control systems suffer, costs increase and bottlenecks get worse. He further says that an organization can not prosper, grow or even survive without adequate human resources.

The Kenya Police Force was established under the provisions of the Police Act Chapter 84 of the Laws of Kenya. According to Chapter 1 of the Force Standing Orders as provided by Kenya Police (2002:1), the Police Force is charged with the ultimate function of maintaining law and order, the preservation of peace, protection of life and property, detection of crime, the apprehension of offenders, and the enforcement of all laws and regulations with which it is charged. These responsibilities and duties bestowed upon the Police Force are quite demanding, enormous and challenging. One wonders whether the Kenya Police Force has the suitable Personnel in the system to sustain the societal demands and fulfill the public expectations. Whenever there are indicators of dissatisfaction from the Kenyan society, it is always important to focus our attention towards the entry point into the system of the Kenya Police Force which currently has an authorized

establishment of 36,682 Personnel. As a large organization, the Kenya Police Force finds itself recruiting potential applicants much more often. According to Police Establishment as provided by Kenya Police (2003:4), the average number of annual recruits is often 2,100 Personnel.

The Kenyan society has become quite heterogeneous. The crime rate has increased both in the rural areas and the urban centers. Police Officers Crime record (2002-2003:19) reveals that some of the Police Officers engage themselves in committing crime. This becomes a pointer to the fact that the Police Force has some officers who have reneged on their role as Police Officers. This could be attributed to manipulation of the recruitment procedures which give opportunity to unqualified personnel to serve in the force. Dantzker (1999:141) says that since members of the Police Organization were caught in negative situations, their actions reflect on other members and the organization.

The job seekers and members of the public continuously expressed dissatisfaction with the manner in which recruitment of Police Officers was handled. On the other hand, it became difficult for Police Commanders to secure sufficient independence from local politics to develop systems of recruitment based on merit rather than political or party affiliation, nepotism and/or favourism.

During this period when the Kenyan society was experiencing rapid social change, increased public awareness, great heterogeneity of population and demand for better security, there was need for securing professional autonomy especially in Police recruitment.

1.2. PROBLEM STATEMENT

The performance of any organization is centrally dependent on its human resources. Government of Kenya (2003:10) reveals that in the last two decades, the Kenya Public Security system deteriorated to the point where the government

was unable to guarantee its citizens personal security and that of their property. The reasons cited were that there was low morale in the Police Force, low professionalism, inadequate allocation of required resources, and endemic corruption in the force. This trend was further attributed to the poor recruitment procedures that have not been able to tap the requisite personnel. The declining standards of Police role in the maintenance of law and order was featuring in the media but no scholarly research had been carried out with the view of offering suggestions to the problem.

Certainly, the Kenya Police Force has influenced profoundly the history of this country since independence, its role in the one-party state and at the advent and during the multi-partism. There were special problems of securing efficiency and honesty in Police operations. The unique history and traditions of the Police Force was largely determined by the nature and quality of the officers in the Police system.

Jolted by rapid and continuing developments in technology, changes in organization structure, legislation and patterns of crime, the Kenya Police Force sometimes seemed more disabled than enabled to fulfill its obligations due to having some dishonest and unprofessional officers in the system.

Mistakes, embarrassments and growing pains had proven inevitable in the Police Organization. The public wanted and deserved an honest, balanced and accurate accounting of how their Police Force had served them over the years since they had invested considerable financial and moral support in them. In return, the force bears a responsibility to legitimate that investment.

Mehra (2000:89) says that the common man has little confidence in the Police. There is criticism from all quarters, including the media, the judiciary and members of parliament. What is particularly disturbing is that a large segment of Police

Officers including those holding higher ranks criticized the recruitment procedures as deplorable and always vitiated by recommendations from influential people of society and patronage. The result of all this was seen in the declining standards of the Police and its growing alienation from the people.

According to the Kenya Police Magazine (1999:22), the image of Kenya Police Force did not satisfy the public expectations hence the need to find out the source of the organization's shortcomings. It is essential for any organization to have at its disposal some kind of machinery to enforce laws and prevent breaches of the same. The Police Force is thus considered to be one of the most important functions of the state in order to protect the society from criminal elements. Its operation should therefore be based on honest and efficiency and on the general understanding that it is instituted for the well being of the society.

The existing literature about the Kenya Police Force such as the Police Act, Chapter 84 of the Laws of Kenya, and the Kenya Police Standing Orders which are the main guiding manuals for all Kenya Police operations have brief and scanty information on selection criteria but with nothing elaborate on recruitment procedures. This has created vacuum in the requisite procedures and opportunities to obtain competent and efficient personnel in the Police Force. Dantzker (1999:151) says that the absence of recognized standard of recruitment procedures leave Police agencies with the ability to use whatever they deem necessary. He further warns that unfortunately, no matter how thorough the system is, some individuals who probably should not become Police Officers still slip through the cracks.

In view of this, the study was aimed at documenting Police recruitment procedures and the consequences vis-à-vis the opportunities that would shape the image of the entire Police Force. The study was to find out the perceptions of the Police Officers themselves about the recruitment procedures and how they thought it

should be like and how it could be done in a different manner from what used to be.

1.3. OBJECTIVES

1.3.1. Broad Objective

To identify the current recruitment procedures and practices of the Kenya Police Force, examine their consequences, and chart the way forward.

1.3.2. Specific Objectives

- (i) To find out the current recruitment procedures and practices that have been used to attract candidates for the Police Force.
- (ii) To establish the challenges and weaknesses of the existing recruitment procedures and practices.
- (iii) To find out the best strategies that could be used during the recruitment process to secure committed personnel.

1.4 SCOPE AND LIMITATIONS

The study was carried out within the Kenya Police Department. However, it was concentrated in thirteen research sites which appeared to produce a consistent and accessible population. The sites for study included Police Headquarters, General Service Unit (GSU) headquarters, Criminal Investigations Department (CID) headquarters, Kenya Police Training College of Kiganjo, General Service Unit (GSU) Training College at Embakasi and the existing eight provincial headquarters namely Nairobi, Central, Eastern, North Eastern, Western, Rift Valley, Nyanza and Coast. The sites were chosen because of their administrative roles in overseeing and implementing policies and programmes of recruitment. The study was also concentrated on serving Police Officers because of their involvement in the process of recruiting and that they were better informed about the interplay between the procedures and the type of recruited personnel.

1.5 SUMMARY

Available evidence suggests that the delivery of services by the Police Department has been adversely affected by the recruiting procedures. The research questions identified in this project are designed to focus attention on the gaps to be filled if the Department is to perform better. In the next chapter of literature review, the researcher outlines the typical stages of the recruitment process in the Kenyan situation and in other selected countries of the world. In that chapter, certain aspects of the whole process are considered in greater detail and in relation to the research questions to help distinguish the existing loopholes from how the recruitment process should be handled to alleviate the problem.

CHAPTER TWO: LITERATURE REVIEW

The Kenya Police Force had in recent years become a subject of examination by all and sundry. It was formed during the Colonial period with the aims of maintaining Law and Order, the prevention and detection of crime, the apprehension of offenders and the enforcement of all laws and regulations with which it is charged.

The Police Act and the Force Standing Orders were not elaborate on the ways and means of effecting recruitment. The Commissioner of Police was given powers to employ Police Officers but he or she had no stipulated procedures of doing it. The Force standing orders has some criteria on who should be selected but with no systematic approach of attracting a qualified pool of applicants and methods of administering the selection. According to Cole (2004:339), the procedures are designed to minimize errors and thus avoid marring the organization's image externally and personnel's reputation internally.

2.1 HISTORICAL BACKGROUND

According to Foran (1962:3), the history of Police in East Africa actually begins in 1887 when Sir Mackinon with the Somewhat reluctant approval of the Foreign office in London, accepted a second offer from Sultan Khalifa bin Said of Zanzibar for the grant of a concession to administer his coastal mainland territory.

Sir William Mackinon found it essential in 1887 to provide some measures of security for the protection of his stores and premises and also to safeguard his staff at Mombasa. Foran (1962:5) says that as India furnished the bulk of the labour, Indian Police and Watchmen were recruited to serve under the company at Mombasa. Peace, law and order had to be maintained. He says that the laws invoked were those of Indian penal code, Criminal procedure code, evidence act and Police act.

It was not until 1896; a year after the Foreign Office had assumed responsibility for administering British East Africa, that any kind of a real Police Force was constituted at Mombasa. All stations were established along caravan routes between Mombasa and Uganda. They were guarded by a small body of armed men, who were styled "askari" and came under the direct command of the official in-charge of each post. As a Police entity, their duties must have been negligible.

By 1902, the situation had developed so that there existed a Police Force at Mombasa, Nairobi and Kisumu. There existed the Uganda Railway Police, which operated independently until 1904 when it was fully absorbed in the newly created British East Africa Police. There were also small bodies of the untrained "Police Askari" at Government Centres or bomas, all of whom came under the direct responsibility of the Local Collector or Assistant Collector.

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After the First World War, in July 1920, the British East Africa became a Kenyan Colony and protectorate. The title of the force was also changed from British East Africa Police to the Kenya Police. Thus begun a new era of the Police. From 1920, the force had to cope with an ever increasing influx of settlers. This entailed expansion of Police activities and the building of new Police stations. The resources of the force were strained to the utmost in providing personnel for the new posts, and often it was found only possible to furnish European Police Constable with a mere handful of African Police.

Foran (1962:188) says that some conception of the development of the African Policeman came into being between 1935 and 1950 due to the changing aspects of policing in Kenya and due to the effects of the Second World War. He further states that after the Second World War, the Kenyan Colony experienced a lot of uprising. For instance, during 1953, the activities of the Mau Mau increased considerably and in order to combat the uprising successfully, it was considered imperative to expand the force. A large number of European Assistant Inspectors

were recruited in Britain on two years or three years contract terms of service and some were also engaged locally. Considerable numbers of African recruits were also enlisted. A large increase in the strengths of the Kenya Police reserve had also been sanctioned.

Since the inception of the Police Force in Kenya, recruitment was conducted in an amateur rather than a professional fashion. According to the Kenya Police Commission as provided by Kenya British colony (1954:101), the recruitment of African Police Officers was basically from the loyal and capable men from the "fighting tribes". The report further states that there used to be high rate of discrimination based on ethnicity, race, gender and nationality.

The arrival of a Police Commission in the Colony in August, 1953 was an event of importance in the history of the Kenya Police. According to the Kenya Police Commission as provided by the Kenya British colony (1954:1), the terms of reference were to review the organization, administration and expansion of the force with special reference to recruitment, training, legislation covering the establishment and employment of the force and conditions of service.

After 1953, there was a radical policy shift, aimed at securing an increasingly higher proportion of literates to reduce on the heavy burden which illiteracy was placing on almost every phase of Police activity. The commission recommended that the policy should permanently be kept under review with the objective of raising successive stages and the general standards required of a recruit with the ultimate objective of securing a force in which at least the majority of the constables will be fully literate in English.

With the advent of independence from colonialism, the Kenya Police Force underwent a progressive evolution with effect from 1st February, 1961 after the enhancement of Police Act, Chapter 84 of the Laws of Kenya. According to the

Republic of Kenya (1988:4), the aim was to provide for the functions, organization and discipline of the Kenya Police Force and the Kenya Police reserve and for matters incidental thereto. The act gave the President powers to determine the establishment or maximum number of officers from time to time. It also gave the Commissioner of Police powers to issue administrative orders to be called Force Standing Orders (F.S.O.) which were not inconsistent with the constitution but for the general control, direction and information of the force. This eventually initiated the creation and performance of the contemporary Police Force.

2.2.0 RECRUITMENT IN KENYA POLICE FORCE

According to Police Establishment as provided by Kenya Police (2003:4), the current establishment of the Kenya Police Force Stands at 36,682 personnel. Government of Kenya (2003:11) stipulates the government's strategy to increase the overall Police to population ratio from the current ratio of 1:850 to 1:450. The other challenge was that of high labour turn over due to high rates of retirements, deaths, dismissals and resignations. Faced with the challenges leading to such openings or vacancies in the establishment, the Kenya Police Force often has an annual recruitment programme of at least 2,100 enlistments and several promotions depending on the vacancies available. These vacancies were likely to be increased if the government was to implement proposals of increasing the number of personnel.

The guidelines for recruitment into the Kenya Police Force provided for recruitment of committed officers. For instance, chapter 19 of the Force Standing Orders as provided by Kenya Police (2002:4) states that only the most promising applicants who comply with the provisions of the laid down requirements are selected into the Kenya Police Force. This type of recruiting practice is further emphasized in chapter 24 of the Force Standing orders as provided by Kenya Police (2002:42) which states that for the purpose of guidance, only the minimum qualifications are considered as criteria in selecting candidates for promotion to any of the police

ranks. Chapter 24 of the Force Standing Orders as provided by Kenya Police (2002:4) stipulates that promotions in Kenya Police Force is a continuous process whereby the candidates are selected on the basis of qualifications, experience and seniority, and in certain ranks, is dependent upon the satisfactory completion of a promotional course. As between officers, qualifications and proved merit, suitability for a vacancy in question will be given greater weight than seniority. This type of recruitment practice contradicts the conception of the Kenya Police Commanders who have been cited by the Kenya Police Service (2003-2007:14) for stating that many Police Officers, at all ranks, owe their positions not to their academic qualifications or to their performance on the job, but rather to the patronage of powerful individuals outside the Police Force. The Police Department's inability to attract and secure competent personnel was therefore attributed to the influence of external interference of people outside the Police Force.

Sims (2002:111) argues that the recruiting process must yield employees who can then be further assessed in the selection process, individuals who will be good performers and who will stay with the organization for a reasonable length of time. This requires the depth of commitment to seeking a diverse range of employees. However, where the decisions for recruiting procedures are left to the whims of an individual, this may lead to a temptation to lie or mislead by omission or commission.

According to Chapter 24 of the Force Standing Orders as provided by Kenya Police (2002:4), under the constitution of Kenya, the Commissioner of Police is empowered to make appointments and promotions of officers of other ranks. However, powers to appoint persons to hold or act in office of the inspectorate, including the powers to confirm in appointment, are vested in the Public Service Commission of Kenya. The Public Service Commission has in return delegated these powers back to the Commissioner of Police and has further authorized

him/her to make acting appointments up to and including the rank of Senior Assistant Commissioner of Police. With such immense powers of appointments bestowed upon the Commissioner of Police, one wonders whether he or she was professionally trained in recruitment procedures and could be truthful to attract qualified and prospective candidates for selection without bias. This is a big challenge and Police Department's undoing especially when the image of the Police Force is being subjected to a lot of Public questions. According to Armstrong (2001:410), misfits can be attributed to a number of causes; e.g. inadequate job description or specification, poor sourcing of candidates, weak advertising, poor interviewing techniques, inappropriate or invalidated tests, or prejudice on the part of the sector, scheme of service. Cole (2004:338) says that recruitment policies constitute the code of conduct which the organization is prepared to follow in its search for possible recruits in the market place.

2.2.1 Recruiting Centers

Assessment centers are always determined by the Commissioner of Police from time to time. Recruiting Officers are normally send to these assessment centers to obtain the most suitable applicants who fulfill the requirements as may be determined by the Commissioner of Police. However, the provisions of the Force Standing Orders do not stipulate the mechanisms of choosing recruitment officers or their composition and whether they should be trained in recruiting procedures before they could under take the exercise.

2.2.2 Appointment of Gazetted Officers

Gazetted Officers are Police Officers with the rank of Superintendent of Police, Senior Superintendent of Police, Assistant Commissioner of Police, Senior Assistant Commissioner of Police, Deputy Commissioner of Police, Senior Deputy Commissioner II, Senior Deputy Commissioner I and the Commissioner of Police.

Gazetted Officers are appointed by the Public Service Commission only with the recommendation of the Police Commissioner and after passing the Gazetted Officers examination and having satisfactorily given services in the substantive rank of appointment. Substantive appointments up to the rank of Senior Assistant Commissioner of Police are made by the Commissioner of Police before the Public Service Commission could ratify the same for appointment. There are no provisions for substantive appointments to the rank of Police Commissioner since it is the prerogative of the President to do so.

According to Chapter 19 of the Force Standing Orders as provided by Kenya Police (2002:2), there are no fixed educational requirements for direct entry to the force as a gazetted Officer but it is desirable that a candidate should be of standard equivalent to the educational and intellectual capacity of those who have obtained a pass degree at the University. Candidates should possess a good record for games and leadership at the University. Sims (2002:115) says that external recruitment is needed in organizations that are growing rapidly or have a large demand for technical, skilled or managerial employees. On the contrary, the Police Force had failed to take advantage of such provisions to attract a pool of qualified candidates for selection and placement on the vacancies as they arise.

2.2.3 Appointment of Chief Inspectors (Members of the Inspectorate)

Police Officers are not normally enlisted in the rank of Chief Inspectors unless it is through an interview board. However the Commissioner of Police reserves the right to appoint suitably qualified officers at his/her discretion. The suitable candidate must have passed Police law examinations. These provisions are more of selection criteria with no systematic procedure to discover, develop, seek and attract individuals to fill actual or anticipated vacancies. The existing selection criteria is therefore prone to abuse and inefficiency.

2.2.4 Appointment of Inspectors of Police (Members of the Inspectorate)

An Officer has to be subjected to an interviewing board before he/she merits for promotion to the rank of Inspector of Police and after satisfactorily passing the Police law examinations. Inspectors of Police are not normally recruited directly into the Police Force but the Commissioner of Police reserves the right to recruit suitably qualified Officers at his/her discretion. Just like appointments to Chief Inspectors, the criteria could easily be manipulated to give bias results.

2.2.5 Enlistment of Non-Commissioned Officers

Enlistment in the rank of Senior Sergeant, Sergeant and Corporal are normally made through interview boards but the Commissioner of Police reserves the right to enlist any person who has the particular experience and qualifications to warrant it.

2.2.6 Recruit Constables (Non-Commissioned Officers)

According to Chapter 19 of the Force Standing Orders as provided by Kenya Police (2002:4), requirements for constable trainees are circulated from time to time by the Commissioner of Police. A slightly lower standard of physique than that defined in Force Standing Orders may be accepted in the case of candidates who are otherwise outstandingly suitable for enlistment. This must be with authority from the Commissioner of Police. Where the criterion for recruitment is not elaborated, the procedures used could be unpopular and may easily undermine the success of the recruitment process.

2.2.7 Officers with Special Talents

The conditions of recruitment of a constable trainee may be relaxed at the discretion of the Commissioner of Police in the case of an applicant who has special qualifications or talents.

2.2.8 Medical Examination

All selected applicants will be medically examined by a Government Medical Officer at the Kenya Police College/General Service Unit Training School. This will include an eyesight test and X-Ray. The Medical Officer will be required to complete the appropriate Medical examination form. The medical examination requirements fail to clearly identify medical conditions which are incompatible with Police work. This ambiguity may give chance to candidates with unsound health to serve in the Police Force.

2.2.9 Criminal Record

Fingerprints of all selected applicants are always forwarded to the Principal Criminal Registrar for classification and certification of the recruits' criminal record. However, some applicants do not declare information which they believe is no longer held on record especially if no prosecution was preferred.

2.2.10 Employment Offer

Upon the successful completion of the training, the recruits are always offered with a letter of appointment which gives the terms and conditions of service. It is a stage which forms a formal contract between Police Department on behalf of the Government and the recruit. The terms and conditions of service are only known at the end of the recruit training. This gives an indication that little is known by the candidates at their initial stages of recruitment.

2.2.11 Recruitment Effort

According to Anti-Corruption Police Unit and Directorate of Personnel Management (2002:17), some organizations do not have proper laid down procedures, rules and regulations on the selection, recruitment, promotion and career development of their staff. Where they exist, they are at times ignored deliberately. This may result in wrong selection of personnel; choices made because of favouritism, nepotism or tribalism; discrimination against deserving staff; political patronage

influencing choice of staff to be recruited or promoted; wrong attitude towards work by those wrongly recruited or promoted; over-employment; inefficiency at all levels; haphazard promotion in disregard of acceptable criteria; and unsatisfactory career development for deserving staff.

The Kenya government and the Kenya Police Force were at the threshold of the reform era. A reform docket was created in the Police Force in February, 2003. While many argue with good reason that recruitment still has strong political affiliations, entry into the civil rights era in this country require emphasis that really did not exist prior to the current political era. Recruitment efforts should be much more formal and include a variety of professional criteria and procedures to enable the Police Force have professionally oriented personnel.

2.3.0 POLICE RECRUITMENT IN OTHER PARTS OF THE WORLD

Here, the researcher undertook a comparative study of Police recruitment in selected areas of the world. The Los Angeles Police Department in the United States of America, the British Police Service and Botswana Police Department were selected. The information given on the Internet by these three Police organizations, demonstrated their ability to have elaborate recruitment procedures which were consistent, modern and systematic. This type of study was aimed at indicating weaknesses in the Kenyan process of Police recruitment while showing the modern aspects of recruitment in selected countries. This could be adopted by the Kenyan Police Department in order to secure committed officers to serve in the department.

Historically, efforts to improve policing in the United States of America had focused on improvement in the quality of Personnel within the Police Department. Dantzker (1999:142) observes that what in earlier times was given little thought has become a fairly scientific event by adopting modern systematic techniques in

securing Police Officers. The Los Angeles Police Department's Recruitment and Employment Division (RED) is exclusively responsible for recruitment procedures.

According to British Government (2004:1), recruitment in Britain is handled by the Home Office where there is a Recruitment team which is ideally responsible for implementing the National Recruitment Standards. In Botswana, the Police Department enjoys the services of the Professional Association of Resume Writers and Career Coaches who exclusively market the entire career of the Police service.

The Kenyan system gives the Commissioner of Police immense powers to determine the recruitment procedures from time to time. He is responsible with determining who does the actual recruitment and who oversees the process of recruiting, determines the recruiting centres and the conditions for recruitment especially on applicants with special qualifications or talents.

2.3.1 The Police Service Opportunities

Information about career in the Police Department is available and can be accessed on the internet and in Police publications by all potential candidates at all times in Botswana, Britain and Los Angeles State. These aspects include general Police information, recruitment procedures, benefits such as pay and compensations and eligibility for promotion.

According to Los Angeles Police (2004:1), the preview information is intended to give a better understanding of the job and consequently the candidates' willingness and abilities to perform the job on a daily basis. The British Police (2004:1) has information about Police Officers' policing responsibilities and a range of benefits such as competitive rates of pay, pension packages and welfare support benefits. The Botswana Police (2004:1), gives the mandate to the Professional Association of Resume Writers and Career Coaches to market the entire career of the Police Service. The State of Los Angeles, Britain and Botswana

which have modern Police recruitment systems believe that sufficient information about the nature of Police work and about eligibility to serve in the Police Department lead to the attraction of committed officers since candidates have a clear preview information on what they will have to undertake in police jobs.

The Kenya Police Department has information about recruitment procedures in chapter 19 and chapter 24 of the Force Standing Orders (2002). Since the Force Standing Orders as provided by Kenya Police (2002) is the most current edition, the department finds the information sufficient to give proper guidance on recruitment procedures. It is widely believed that the preview information given on the media shortly before the selection process was essential and enhanced the attraction of committed officers. The researcher believed that the available information about police work and about eligibility to serve in the Kenya Police Department was quite insufficient and normally led to the attraction of non-committed officers. This idea was supported by the Anti-corruption Police Unit and the Directorate of Personnel Management (2002:22) who believe that organizations should have a clear written policy to address all areas related to work and that the policy should be known by all staff, irrespective of position.

2.3.2. Eligibility to serve in the Police Department

Armstrong (2001:407) says that one of the ways for improving the effectiveness of recruitment is to take great care in specifying the adequate competences and behavioural characteristics required of employees. According to the eligibility criteria of the British Police (2004:1) the criteria for eligibility is designed to enable prospective candidates to self-select themselves by assessing whether one satisfies the set standards like age, nationality, criminal record, taboos, financial status, physical fitness, health, eyesight, education qualifications and whether one has had a previous unsuccessful application.

The Los Angeles Police (2004:1) gives requirements for a definite age, education and citizenship, information on previous convictions, improper conduct, financial record, delinquent accounts, automobile requirements, pattern of respect and honesty. In Botswana, the Entry Level Police Applicants Testing Assessment (ELPATA) is hand graded by a Police Commander and pre-employment expert to offer individualized professional advice to enable the candidates not to be rejected.

The Kenya Police only gave vague and scanty information about Police recruitment on the media shortly before selection process. Candidates were often caught up in a dilemma of determining their own suitability to serve in the Police Force. Therefore, they turned up at the recruiting centres in mass to be assessed by the recruiting officers.

2.3.3 Police assessment process

According to Weihrich and Koontz (1994:378), applicants are sought to fill a position with rather specific requirements. A comprehensive selection process should therefore eliminate bias in the recruitment process. The selection process on the British Police (2004:1) gives four steps in the selection process namely online application and medical questionnaire, assessment tests and interview, medical examination and fitness test and reference and security vetting checks. Generally the recruitment process for the Police Service takes about four to six months, although this may differ from one Police Force to another.

In the Los Angeles Police (2004:1), the selection process consists of eight steps, namely: written test, interview, physical abilities test, background investigation, polygraph examination, psychological interview, certification and appointment and pre-employment substance screening. Most successful candidates complete a process of at least four months to one year. The books and testing materials on Botswana Police Department (2004:1) states that the professional agencies utilize a system of testing, interviews, employment application, polygraph and

psychological tests. In Botswana, therefore, the successful candidates are the result of many years of personal processing experience. Therefore, each of the Police Departments in Los Angeles, Britain and Botswana has a well defined systematic process of recruiting Police Officers through which it contributes to the quality of recruited officers.

To promote competence in the quality of recruited persons and avoid rigidity of procedures in the Kenyan recruitment system, chapter 19 of the Force Standing Orders as provided by Kenya Police (2002:4) states that requirements of constable trainees are circulated from time to time by the Commissioner of Police. It further states that the same conditions of enlistment for other officers in other ranks are also determined by the Commissioner of police from time to time. This style of recruitment gave the Commissioner of Police flexibility and enabled him to determine procedures which could be adjusted depending on the prevailing circumstances.

2.3.4 Promotions within Police Department

According to the career ladder of the Los Angeles Police (2004:1), requirements and duties description for higher ranks can be found in job bulletins published on the internet and/or published and placed on the notice board by the Personnel Department. The high achievers website on British Police (2004) states that if any Police officer has the ability to lead, the Police High Potential Development (HPD) scheme provides the opportunities to take an officer to the most senior positions in the Police service. The techniques of preparing candidates for promotion in Botswana give a critical inward eye to the candidates and enable the department to recruit the most committed and deserving personnel.

The Kenyan system allows the Commissioner of Police to determine the promotion procedures of Police Officers depending on the available vacancies. Information

about the type of vacancies to be occupied and when the recruitment to the vacancies is to take place is often communicated by the Commissioner of Police to Provincial Police Officers and departmental heads through a signal. The senior officers then pass on a verbal message to other officers to enlist for promotion where necessary. The senior officers also have the preliminary decision in nominating those eligible for promotion under their command. This practice is prone to discrimination and bias.

2.4.0 SOCIOLOGICAL THEORIES

The research adopted two theories, namely, general systems theory and social control theory. These theories attempted to explain the understanding of factors which could influence or are associated with recruiting procedures.

2.4.1 GENERAL SYSTEMS THEORY

Turner (1991:120) observed that organizations have identifiable units of energy, matter and information which are interrelated and reveal some degree of coherence which constitute a system. Police Department was therefore an organization with personnel able to perform certain activities depending on the kind of information used. Police Department could be analyzed in terms of the performance of the recruitment function as a sub-system connected to a larger system. Luhmann is cited by Turner (1991:94) as having stressed the fact that human action becomes organized and structured into systems when the action of several people become interrelated. Turner (1991:121) says that systems have goals that involve growth, expansion and increased adaptation. Such systems receive feedbacks on their current actions in an environment and on the extent to which these actions help realize those goals that facilitate adaptation and survival.

According to the thinking of Buckley (1967:42), the police organization can be looked at as a system of components open to one aspect of the environment, and

contain certain internal parameters, selective sensitivity to environment events and have sensory apparatus which are able to distinguish any deviations of the system's internal states from goal states. Negative feedbacks engage the organization in processes of self regulation.

General systems theory help the researcher to look at recruitment procedures as a sub-system connected to the larger system that is the Police Department. The recruitment procedures are enforced to attract and acquire competent Police Officers. The environment which includes members of the public and members of the Police Force gives feedbacks and inputs which the Police Department may use to regulate the recruitment procedures. Since the department has internal parameters to check the state of the sub-systems against the pressures of the environment, negative feedbacks engage the organization in processes of self-regulation. Therefore, whatever is from the environment in terms of pressures of dissatisfaction, will help the department to adjust the recruitment system. General system theory looks at the coherent relationship of the system. The theory observes systems as being constituted by achievements of the coherence of the key elements. General systems theory can therefore be appreciated as a technique used to solve problems or make decisions.

The recruitment process will work effectively only if it is fully integrated with the systems of relationships, structures, interdependence and work in the organization. The theory helped to identify the contribution which recruitment could make to enhance police operations. Generally, the theory was applied to the interaction between recruitment and the police operation to produce a feedback which could be used to improve subsequent recruitment procedures.

2.4.2. SOCIAL CONTROL THEORY

Durkheim (1966:3) looks at all human events as social. This consists of ways of acting, thinking, and feeling, external to the individual and endowed with a power of coercion and by reason of which they control him. Durkheim maintained that the essence of control lay in the individual's sense of moral obligation to obey a rule rather than the exterior conformity to outside pressure. Social control theory helps to look at recruitment as a social event and that the essence of controlling it lay in the individual's sense of observing the rules governing the recruitment procedures.

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Ross is cited by Coser and Rosenberg (1982:80) as having looked at social control to refer to those mechanisms by which society exercises its dominion over component individuals and enforces conformity to its norms and its values. Recruitment is controlled by laid down procedures and regulations which enforce conformity. Coser and Rosenberg (1982:99) further state that if the units of a society are not reliable, the waste and leakage on the one hand or the friction due to the checks and safeguards required to prevent such loss on other hand, prove so burdensome as to nullify the advantages of an organization and make complicated social machinery of any kind profitable. Recruitment should therefore prove to be profitable to the organization by securing committed and effective personnel.

The goal formation of any social event like that of recruitment is influenced by the intentions of the individual participants and by the environmental constraints under which they operate. Haberstroh in the book by Rubenstein and Haberstroh (1960:331) said that a system must somehow be supplied with feedbacks of information on performance and about the disrupting forces which are used to offset the effect. This theory could be used in recruitment to establish means of a feedback of information on the actual results as compared with the principal

purpose of recruitment. This type of activity could be a way of responding to the weakness of the recruitment system by inventing new means of activities or by altering the system to secure better ways of achieving the goals.

Essentially, social control theory clearly shows how recruitment should closely be monitored and controlled so that the intended purpose could be accomplished. According to Buckley (1967:165 – 166), this means that adherence to socially channeled behaviour leads, in the natural course of societal events to 'premiums' (not 'rewards') and deviation leads to 'penalties' (not 'punishments'). The success of any recruitment procedure is traceable in the quality of the recruited persons while the recruitment of non-committed personnel is attributed to the weakness of the recruiting procedures.

2.5 SUMMARY OF LITERATURE REVIEW

The literature review has analyzed and assessed how the members of the Kenya Police Force conducted their recruitment process in comparison with other selected countries. The following research questions have emerged from the review, and attempts are made to answer them in Chapter 4:

- (i) How does the Kenya Police Force define and attract qualified personnel?
- (ii) Who are involved in the recruiting process?
- (iii) Are the Police Commanders able to formulate and implement recruitment procedures without fear or favour?
- (iv) Do the Police Officers understand and follow correct procedures for recruitment?
- (v) What have been the consequences (operational, public relations, etc.) of the actual recruitment patterns of the past?
- (vi) Are resources available to implement proper recruiting procedures?

CHAPTER THREE: METHODS

3.1. RESEARCH SITE

The study was to cover the whole of the Republic of Kenya to accommodate all the respondents who had vital information about Police recruitment procedures. To achieve this, the sites were clustered into thirteen sites namely Police headquarters, General Service Unit (GSU) headquarters, Criminal Investigation Department (CID) headquarters, Kenya Police Training College at Kiganjo, General Service Unit (GSU) Training College at Embakasi and the existing eight provincial Police headquarters namely Nairobi, Central, Eastern, North Eastern, Western, Rift Valley, Nyanza and Coast.

The thirteen research sites produced a consistent and accessible population for sampling to cater for the heterogeneous population of the Kenya Police Force. This also saved on time and costs yet adequate information was collected. The sites at the various headquarters were chosen because of their administrative offices which oversee the implementation of policies and programmes for recruitment. The two training schools were chosen because of their diverse number of respondents who were to be key informants since they directly participated in the recruitment process.

3.2 UNIT OF ANALYSIS

According to Baker (1994:102), the social entities whose social characteristics are the focus of the study will be the units of analysis. These are collection of things which will be studied. The units of analysis in the study were the recruiting process of the Kenya Police Force, the Police Commanders, Members of the Inspectorate (middle level Police Officers) and Police Officers of other ranks (Non-Commissioned Police Officers).

The most appropriate respondents were the serving Police Officers since they were actively involved in the process of recruitment and they were better informed about the interplay between the procedures and the type of recruited personnel. However, out of the target population of all the Police Officers, the research concentrated on the sampled size from the accessible population because of the limited resources in terms of money, time and personnel.

3.3 SAMPLING PROCEDURE

Since the Kenya Police Force had a heterogeneous population with elements who had wide variations, appropriate procedures for selecting respondents were identified as follows:

Stage 1: Sample size

To determine the sample size from the large target population, the researcher had to get the accessible population which in this study referred to all the serving Police Officers at the identified thirteen research sites.

The researcher further adopted the approach given by Gay (as cited by Mugenda and Mugenda, 1999:42) who state that for descriptive studies, ten Percent of the accessible population is enough to give a comprehensive study.

Based on police establishment report given by Kenya Police (2003:118), the sample size was calculated in the following manner:-

S/NO	Research Site	Accessible population (Number of officers)	Sample size (at 10% to the nearest whole number divisible by 3)
1	Police Headquarters	128	15
2	Criminal Investigation Department (CID) Headquarters	56	6
3	General service unit (GSU) Headquarters	39	6

4	Kenya Police Training School-Kiganjo	74	9
5	General service unit (GSU) Training School	41	6
6	Nairobi Province	103	12
7	Central Province	72	9
8	Nyanza Province	63	6
9	Eastern Province	77	9
10	North Eastern Province	43	6
11	Coast Province	68	9
12	Rift Valley Province	107	12
13	Western Province	59	6
	Total	930	111

Stage 2: Stratified Random Sampling

To capture the variability of characteristics in the population under study, the Sample size in each research site was sub-divided into three proportional Strata of Police Commanders (Gazetted Officers), Members of the Inspectorate (middle level officers) and members of other ranks (Non-Commissioned Officers). Random sampling method was then used to identify respondents for study in each stratum.

3.4 METHODS OF DATA COLLECTION

Permission was sought from the Police Commissioner's office to allow research to be carried out within the Police Department. One instrument for data collection was employed. The interview schedule was used in all research sites to gather personal information, general information about police recruitment, the consequences of the existing recruitment procedures, the strategies for improving Police recruitment and personal comments. The researcher personally administered the interview schedule in all the selected research sites. The response from respondents was high since the interviews created room for the respondents to express themselves freely.

3.5 DATA ANALYSIS

As we will see in chapter 4, the study used non-numerical data (not expressed in numbers but by giving personal views, opinions and comments) to describe, explain, discuss, report and document the results. The interview responses were entered into a code book. Thereafter, the obtained information from respondents was summarized by use of percentages, frequency distributions, tables, pie charts and bar graphs.

3.6 EXPERIENCES AND PROBLEMS ENCOUNTERED IN THE FIELD

The study started on 28th June 2004 and ended on 14th August 2004. The dates in which the study was carried out in the thirteen research sites are indicated here below.

Time table

S/No	Research Site	Date of Study
1.	Police Headquarters	From 28 th 2004 to 1 st July 2004
2.	Criminal Investigation Department (CID) Headquarters	From 2 nd July 2004 to 3 rd July 2004 and on 5 th July 2004
3.	General Service Unit (GSU) Headquarters	From 6 th July 2004 to 7 th July 2004
4.	General Service Unit (GSU) Training school	From 8 th July 2004 to 9 th July 2004
5.	Nairobi Province	On 10 th July 2004 and from 12 th July 2004 to 14 th July 2004
6.	Kenya Police Training School, Kiganjo	From 15 th July 2004 to 18 th July 2004
7.	Central Province	From 19 th July 2004 to 21 st July 2004
8.	Eastern Province	From 22 nd July 2004 to 24 th July 2004

9	North Eastern Province	From 27 th July 2004 to 28 th July 2004
10.	Coast Province	From 2 nd August 2004 to 4 th August 2004
11.	Rift Valley Province	From 6 th August 2004 to 9 th August 2004
12.	Nyanza Province	From 10 th August 2004 to 11 th August 2004
13.	Western Province	From 12 th August 2004 to 14 th August 2004

The researcher approached the Director of Administration at Police Headquarters who assisted to establish contact persons in other research sites apart from Police headquarters where I work. This was done through telephone calls to them. The purpose of the contact persons was to receive me in the research sites and introduce me to the sampled respondents. The researcher interviewed 108 respondents in their offices or secluded areas prepared by the contact persons. Only three respondents preferred to be interviewed in their houses.

Although great efforts were made to maintain the validity of the research process, the following problems and limitations were experienced. Some of the respondents were suspicious about the actual intention of the research findings despite the assurance given by myself, the contact persons and the letter of introduction which I produced to them. They assumed that their responses could be used to victimize them. At least six respondents who were identified through random sampling in different research sites refused to be interviewed. Fourteen other identified respondents could not be found for the interviews. In both cases, the researcher randomly identified other respondents for the interview without replacement.

There were some seventeen respondents who had busy working schedules and could interrupt the interview by putting it on hold to attend to other emerging job matters or telephone calls before resuming while three others simply re-scheduled

it to a later time. Limited research resources made the scope of the study be concentrated in administrative and training research sites only. However, the population of study in the accessible sites helped to illuminate the understanding of the Kenya Police recruitment procedures.

3.7 ETHICAL CONSIDERATIONS

Ethical research practices were carefully observed throughout this study. Permission to carry out research within Police Department was sought from the Commissioner's office. Confidentiality of the respondent's identity was observed by way of concealing their names and by recording their gender and rank only. The respondents were also allocated serial numbers. The researcher ensured that the interview of the respondents was not carried out in the presence of any other officer or within the ear shot of other officers. The interviews were carried out either in an exclusive room or in an open field or ground. All the collected data from respondents were securely kept by the researcher who also assured them that the findings of the study could not be disclosed to any other person and that the information was purely for education purposes.

CHAPTER FOUR: DATA PRESENTATION AND ANALYSIS

The findings of collected data are presented and analyzed in this chapter. Based on research objectives, the findings are reflected in five main sections. These are background information, general information about Police recruitment, the consequences of the existing recruitment procedures, strategies for improving police recruitment and personal comments from the respondents.

All the collected data was first systematically arranged, and manually coded in a code book. The collected data was then subjected to mathematical calculations for the purpose of summarizing, organizing and presenting it in statistics like percentages (%), frequency distributions, tables, pie charts and bar graphs. The information was then tabulated into an assortment of matrices, cleared and edited. Descriptive analyses and comparisons of responses from different respondents were then carried out. Where the respondents gave multiple responses for a question asked, only the first response was recorded for the purpose of the study.

4.1 BACKGROUND INFORMATION

Information about respondents' gender, rank, and station of work, date of enlistment into the Police Force and level of education are collected and presented in this section.

Table 1. Respondents' gender distribution

Sex	Frequency					
	GOs		MIPs		NCOs	
Male	34	91.89	31	83.78	29	78.38
Female	3	8.11	6	16.22	8	21.62
Total	37	100	37	100	37	100

Source: Study findings

Key: GOs -Gazetted Officers
MIPs -Members of the Inspectorate
NCOs -Non-Commissioned Officers

Table 1 shows that out of 37 Gazetted Officers interviewed, 34 (91.89%) were male while 3 (8.11%) were female. The table also shows that out of 37 Members of the Inspectorate interviewed, 31 (83.78%) were male and 6 (16.22%) were female while out of 37 members of other ranks interviewed, 29 (78.38%) were male and 8 (21.62%) were female. From the study findings, it is revealed that there is a higher frequency of male officers than female officers. The imbalance in gender distribution could be used as a reflection of gender bias during the time of recruitment.

Table 2: Distribution of respondents by rank.

Rank	Frequency	Percentage (%)
Gazetted Officers	37	33.333
Members of the Inspectorate	37	33.333
Non-Commissioned Officers	37	33.333
TOTAL	111	100

Source: Study findings

Table 2 shows that the respondents who were interviewed were 37 (33.333%) each for Gazetted Officers, Members of the Inspectorate and Non-Commissioned Officers. The Police establishment has 840 Gazetted Officers, 2828 Members of the Inspectorate and 33,014 Non-Commissioned Officers. The study sampled an equivalent number of respondents so as to capture any variability in their views and give a balanced representation of opinion across the population under study.

From table 3, we see that 5 respondents (13.5%) each were Gazetted Officers, Members of the Inspectorate and Non-Commissioned Officers respectively based at Police Headquarters, 2 respondents (5.41%) each were from CID Headquarters, GSU Headquarters, GSU Training School, Nyanza Province, North Eastern Province and Western Province respectively. Three respondents (8.11%) each were Gazetted Officers, Members of the Inspectorate and Non-Commissioned Officers respectively based at Police training school, Kiganjo, Central Province, Eastern

Province and Coast province respectively, while 4 respondents (10.8%) each were Gazetted Officers, Members of the Inspectorate and Non-Commissioned Officers respectively sampled from Nairobi Province and Rift Valley Province respectively.

Table 3: Distribution of respondents by work station.

Work station	Frequency					
	GOs	%	MIPs	%	NCOs	%
Police Headquarters	5	13.5	5	13.5	5	13.5
CID Headquarters	2	5.41	2	5.41	2	5.41
GSU Headquarters	2	5.41	2	5.41	2	5.41
Police Training Sch.- Kiganjo	3	8.11	3	8.11	3	8.11
GSU Training school	2	5.41	2	5.41	2	5.41
Nairobi Province	4	10.8	4	10.8	4	10.8
Central Province	3	8.11	3	8.11	3	8.11
Nyanza Province	2	5.41	2	5.41	2	5.41
Eastern Province	3	8.11	3	8.11	3	8.11
North Eastern Province	2	5.41	2	5.41	2	5.41
Coast Province	3	8.11	3	8.11	3	8.11
Rift Valley Province	4	10.8	4	10.8	4	10.8
Western Province	2	5.41	2	5.41	2	5.41
TOTAL	37	100	37	100	37	100

Source: Study findings

Key: GOs -Gazetted Officers
MIPs -Members of the Inspectorate
NCOs -Non-Commissioned Officers

The proportionate distribution was meant to accommodate all the respondents' views on vital information about Police recruitment procedures. The sampled respondents catered for the heterogeneous population of the Kenya Police in all the work stations. The purpose of the sample throughout the Department was to give a true representation of the views of the population under study.

Table 4a: Distribution of respondents by date of enlistment into the Police Force.

Recruitment Period	Frequency					
	GOs		MIPs		NCOs	
		%		%		%
1960s	-	-	2	5.41	1	2.7
1970-1979	9	24.33	5	13.51	4	10.81
1980-1989	16	43.24	10	27.03	4	10.81
1990-1999	12	32.43	12	32.43	14	37.84
2000-2004	-	-	8	21.62	14	37.84
TOTAL	37	100	37	100	37	100

Table 4b: Gender distribution by date of enlistment in to the Police Force

Recruitment Period	Frequency											
	GOs				MIPs				NCOs			
	Male	%	Female	%	Male	%	Female	%	Male	%	Female	%
1960s	-	-	-	-	2	6.45	-	-	1	3.45	-	-
1970-1979	9	26.47	-	-	4	12.9	1	16.67	3	10.34	1	12.5
1980-1989	14	41.18	2	66.67	8	25.81	2	33.33	3	10.34	1	12.5
1990-1999	11	32.35	1	33.33	10	32.26	2	33.33	10	34.49	4	50
2000-2004	-	-	-	-	7	22.58	1	16.67	12	41.38	2	25
TOTAL	34	100	3	100	31	100	6	100	29	100	8	100

Source: Study findings.

Key: GOs -Gazetted Officers
MIPs -Members of the Inspectorate
NCOs -Non-Commissioned Officers

In terms of length of service, table 4 shows that there was no Gazetted officer respondent who was employed in the 1960's. Between 1970 and 1979, 9 Gazetted Officers (24.33%) were enlisted, while 16 (43.24%) were enlisted between 1980 and 1989 and 12 (32.43%) between 1990 and 1999. The study did not capture any Gazetted officer who was enlisted between 2000 and 2004.

The Police Department set the minimum age for enlistment as 18 years, while the maximum enlistment age is 25 years for all the officers. All Police Officers are supposed to serve for a minimum of 30 years and a maximum of 37 years. From the study, it can be said that the reason for failure to capture Gazetted Officers

enlisted in 1960's was due to their scarce membership in the force. The study could also not find Gazetted Officers employed between 2000 and 2004 since officers employed within the period have not attained the minimum qualification for promotion to the rank of Gazetted Officers.

Based on the findings, Table 4a further shows that there is a high concentration of Gazetted Officers who were enlisted between 1970 and 1999. The length of service gives them a better understanding of what actually takes place during the recruitment process.

Table 4a also shows that among the Members of the Inspectorate interviewed, 2 respondents (5.41%) were enlisted in the 1960's, 5 (13.51%) were enlisted between 1970 and 1979, 10 (27.03%) between 1980 and 1989, 12 (32.43%) between 1990 and 1999, while 8 (21.62%) were enlisted between 2000 and 2004. The study revealed that 17 Members of the Inspectorate had served the Police Department for a minimum 14 years and had vast experience and knowledge about the recruitment procedures of the Force. The respondents were also distributed in all the age brackets that were captured during the study.

The distribution of Non-Commissioned Officers showed that 1 respondent (2.7%) was enlisted in the 1960's, 4 (10.81%) between 1970 to 1979 and 1980 to 1989, respectively. Fourteen NCOs (37.084%) were enlisted between 1990 to 1999 and 2000 to 2004, respectively. Most MIPs and NCOs were enlisted between 1990 and 2004. Those enlisted during this period represent officers who were young and had the ambition of growth in the service.

Based on table 4b, the gender distribution in the identified age brackets was not uniform. Two (66.67%) Gazetted female officers were enlisted between 1980 and 1989, while 1 (33.33%) Gazetted female officer was enlisted between 1990 and 1999. Two (33.33%) female officers from the category of MIPs were enlisted

between 1980 and 1989, and between 1990 and 1999 respectively. One (16.67%) female officer from MIPs was enlisted between 1970 and 1979 while a similar number was enlisted between 2000 and 2004. One (12.5%) female NCO was enlisted between 1980 and 1989, 4 (50%) between 1990 and 1999, while 2 (25%) were enlisted between 2000 and 2004. The distribution of female officers in the category of NCOs was fairly higher than the categories of GOs and MIPS. In all categories, the majority of respondents enlisted in each period were male officers.

Table5a: Distribution of respondents by level of education.

Level of education	Frequency					
	GOs		MIPs		NCOs	
		%		%		%
University	3	8.11	9	24.32	2	5.41
Diploma	2	5.41	5	13.51	1	2.70
Form 6	8	21.62	10	27.03	3	8.10
O-level	24	64.86	13	35.14	29	78.38
Primary	-	-	-	-	2	5.41
TOTAL	37	100	37	100	37	100

Table 5b: Distribution of respondents' level of education vis-a-vis date of enlistment into the Kenya Police Force

Gazetted Officers

Recruitment period	Frequency									
	University	%	Diploma	%	Form 6	%	o-level	%	Primary	%
1960s	-	-	-	-	-	-	-	-	-	-
1970-1979	-	-	1	50	1	12.5	7	29.17	1	100
1980-1989	1	33.33	-	-	2	25	13	54.17	-	-
1990-1999	2	66.67	1	50	5	62.5	4	16.66	-	-
2000-2004	-	-	-	-	-	-	-	-	-	-
TOTAL	3	100	2	100	8	100	24	100	1	100

Members of the Inspectorate

Recruitment period	Frequency									
	University	%	Diploma	%	From 6	%	O-level	%	Primary	%
1960s	-	-	-	-	-	-	-	-	-	-
1970-1979	-	-	1	20	2	20	3	23.08	-	-
1980-1989	2	22.22	1	20	4	40	4	30.77	-	-
1990-1999	4	44.45	1	20	3	30	4	30.77	-	-
2000-2004	3	33.33	2	40	1	10	2	15.38	-	-
TOTAL	9	100	5	100	10	100	13	100	-	-

Non-Commissioned Officers

Recruitment period	Frequency									
	University	%	Diploma	%	Form 6	%	O-level	%	Primary	%
1960's	-	-	-	-	-	-	-	-	1	50
1970-1979	-	-	-	-	-	-	3	10.34	1	50
1980-1989	-	-	-	-	1	33.33	3	10.34	-	-
1990-1999	-	-	-	-	2	66.67	12	41.38	-	-
2000-2004	2	100	1	100	-	-	11	37.94	-	-
TOTAL	2	100	1	100	3	100	29	100	2	100

Source: Study findings

Key: GOs -Gazetted Officers

MIPs -Members of the Inspectorate

NCOs -Non-Commissioned Officers

In table 5a, we see that among the Gazetted Officers interviewed for the study, 3 (8.11%) were University graduates, 2 (5.41%) had a Diploma, 8 (21.62%) had Form 6 certificate and 24 (64.86%) had ordinary level of education. There was no Gazetted officer with primary education. The study shows that at least all the Gazetted Officers had acquired formal education with the majority (64.86%) having the ordinary level of education. The formal education enables them to understand clearly the procedures followed during the recruiting process.

With reference to the recruitment periods shown in table 5b, the evidence gathered shows that there was no graduate respondent employed between 1970 and 1979, but one was employed between 1980 and 1989 and 2 were employed between 1990 and 1999. There was one Gazetted officer with a Diploma who was employed between 1970 and 1979, while another was employed between 1990 and 1999. Among those with Form Six certificates, one was employed between 1970 and 1979, two were employed between 1980 and 1989, and five were employed between 1990 and 1999. Seven respondents with O-level certificate were employed between 1970 and 1979, 13 were employed between 1980 and 1989, while four were employed between 1990 and 1999.

In table 5a, we also see that among the Members of the Inspectorate, 9 (24.32%) had University education, 5 (13.51%) had a Diploma in education, 10 (27.03%)

had Form six certificates while 13 (35.14%) had Ordinary level of education. All the respondents had acquired good formal education to enable them understand the procedures followed during the recruitment process.

With reference to the recruitment periods shown in table 5b, the evidence gathered from MIPs shows that no graduate was employed in the 1960s or between 1970 and 1979. Two graduates were employed between 1980 and 1989, 4 between 1990 and 1999 and 3 between 2000 and 2004. There was no respondent with a Diploma employed in the 1960s, but one was employed in each of the periods 1970 to 1979, 1980 to 1989, and 1990 to 1999; while 2 respondents with Diploma were employed between 2000 and 2004. There was no member of Inspectorate with a Form six certificate employed in the 1960s, but 2 were employed between 1970 and 1979, 4 between 1980 and 1989, 3 between 1990 and 1999, and one between 2000 and 2004. Three MIPs were enlisted between 1970 and 1979, 4 between 1980 and 1989, and between 1990 and 1999 respectively while 2 between 2000 and 2004.

Among the Non-Commissioned Officers interviewed during the study, 2 (5.41%) had University education, one (2.7%) had a Diploma, 3 (8.1%) had Form six certificates, 29 (78.38%) had Ordinary level of education, while 2 (5.41%) had attained Primary level of education. The level of education which the respondents had acquired enabled them to understand the procedures of recruitment.

With reference to the recruitment periods shown in table 5b, the evidence gathered shows that 2 graduate Non-Commissioned Officers were employed between 2000 and 2004. One NCO with a Diploma was employed between 2000 and 2004. One with a Form six certificate was employed between 1980 and 1989, while 2 others were employed between 1990 and 1999. Among NCOs with ordinary level of education, 3 were employed between 1970 and 1979, three between 1980 and 1989, 12 between 1990 and 1999 and 11 others between 2000

and 2004. One NCO with Primary level of education was employed in the 1960s, while another one was employed between 1970 and 1979.

4.2 GENERAL INFORMATION ABOUT RECRUITMENT.

The information captured and presented in this section refers to the respondents' views about, and their perceptions of, the manner in which the Police Department was carrying out its recruitment exercise.

Figure 1: Respondents' assessment of information used to define and attract qualified personnel to the Police Department.

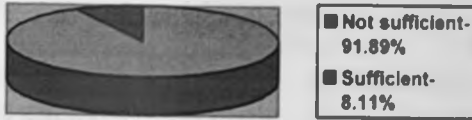
Gazetted Officers' Assessment



Assessment by Members of the Inspectorate



Assessment by Non-Commissioned Officers



Source: Study findings

From figure 1, we see that out of 37 Gazetted Officers interviewed, 30 (81.08%) said that the information used to define and attract qualified personnel to Police Department was not sufficient, while 7 (18.92%) said that it was sufficient. The view of the majority (81.08%) was that the information was not sufficient.

From Members of the Inspectorate, the study findings show that 33 (89.19%) were of the view that the information used to define and attract qualified personnel was not sufficient while 4 (10.81%) said that the information was sufficient. The view of the majority (89.19%) was that the information was not sufficient.

When the Non-Commissioned Officers were interviewed about their knowledge of information used to define and attract qualified personnel to Police Department, 34 (91.89%) said it was not sufficient, while 3 (8.11%) said that it was sufficient. The view of the majority (91.89%) was that the information was not sufficient.

The insufficiency of information used to define and attract personnel to the Police Department could be viewed as a contributing factor to poor recruitment procedures. Thus, lack of sufficient information as perceived of the majority of respondents from all categories of officers undermines the success of the effort to define and attract qualified personnel to the Police Department.

Table 6: Respondents perception about the effectiveness* of the Police Force in defining and attracting qualified personnel.

Response	Frequency					
	GOs	%	MIPs	%	NCOs	%
Effective	10	27.03	7	18.92	2	5.40
50% effective	2	5.40	2	5.40	-	-
Not effective	25	67.57	28	75.68	35	94.6
TOTAL	37	100	37	100	37	100

Source: Study findings

Key: GOs -Gazetted Officers

MIPs -Members of the Inspectorate

NCOs -Non-Commissioned Officers

*Effectiveness=successful in achieving good results

Table 6 shows that out of 37 Gazetted Officers interviewed, 10 (27.03%) said that the way through which Police Force defined and attracted qualified personnel to the department is effective. Two GOs (5.40%) said that it was 50 % effective, while 25 GOs (67.57%) said that it was not effective. The findings show that the majority (67.57%) of the GOs were of the opinion that the way Police Department defined and attracted qualified personnel was not effective.

Among the Members of the Inspectorate interviewed during the study about their perception of the effectiveness of the Police Force in the defining and attracting qualified personnel, 7 respondents (18.92%) said that the way was effective, 2 respondents (5.40%) said that it was 50 % effective while 28 respondents (75.68%) said that it was not effective. Majority (75.68%) of the respondents were of the opinion that the way of defining and attracting qualified personnel to Police work was not effective.

From Table 6, we also find out that amongst the 37 respondents interviewed from the Non-Commissioned Officers, 2 respondents (5.4%) said that the way Police Force defines and attracts qualified personnel was effective while 35 respondents

(94.6%) said that it was not effective. The study shows that majority (94.6%) of the respondents were of the opinion that the way the Police Force defines and attracts qualified personnel was not effective.

The majority view across all categories of officers suggests that the Police Force is not effective in defining and attracting qualified personnel. The effectiveness of the Police Force is key to the enlistment of committed Police Officers. Therefore, the evidence suggests that good results in defining and attracting qualified personnel have not been achieved.

In table 7, we see that 37 Gazetted Officers gave reasons for their perception of the level of effectiveness in defining and attracting qualified personnel to the department. Among those who felt that it was not effective, 5 respondents (13.51%) said that there was poor recruitment criteria, 4 respondents (10.81%) said that there was poor (low quality) terms and conditions of service, 10 respondents (27.03%) said that uncommitted candidates had been recruited, while 3 respondents (8.11%) said that corruption, nepotism and favoritism were prevalent. Among the respondents who said that it was effective, 9 respondents (24.32%) said that there were good recruitment criteria while 6 respondents (16.22%) said that committed officers had been recruited.

The findings from Members of the Inspectorate show 9 (24.32%) saying there was poor recruitment criteria. Seven (18.92%) said that there were poor terms and conditions of service while other 7 (18.92%) aid that there was good recruitment criteria.

The Non-Commissioned Officers had 6 (16.22%) saying that poor recruitment criteria caused ineffectiveness in defining and attracting competent personnel. Twelve (32.43%) blamed it on of poor terms and conditions of service, while another 12 (32.43%) blamed it on corruption. In general, the findings reveal an

array of shortcomings in handling fundamental aspects of recruitment. This adversely affects the whole exercise and compromises its success.

Table 7: Reasons for the perceived effectiveness in defining and attracting qualified personnel to the Department.

Reasons	GOs		MIPs		NCOs	
	Frequency	%	Frequency	%	Frequency	%
Poor recruitment criteria (process followed)	5	13.51	9	24.32	6	16.22
Poor (low quality) terms and conditions of service	4	10.81	7	18.92	12	31.58
Attraction of non committed candidates	10	27.03	3	8.11	5	13.16
Corruption, nepotism and favoritism	3	8.11	6	16.22	12	31.58
Good recruitment criteria	9	24.32	7	18.92	1	2.63
Attraction of committed officers	6	16.22	5	13.16	1	2.63
TOTAL	37	100	37	100	37	100

Source: study findings

Key: GOs -Gazetted Officers
MIPs -Members of the Inspectorate
NCOs -Non-Commissioned Officers

From table 8, we see that among the 37 Gazetted Officers interviewed about their opinion on the competence levels of officers involved in the recruiting exercise, 3 respondents (8.11%) said that they were very competent, 18 respondents (48.65%) said that they were competent while 16 respondents (43.24%) said that they were not competent. Most of the respondents said that recruiting officers were competent.

array of shortcomings in handling fundamental aspects of recruitment. This adversely affects the whole exercise and compromises its success.

Table 7: Reasons for the perceived effectiveness in defining and attracting qualified personnel to the Department.

Reasons	Frequency					
	GOs	%	MIPs	%	NCOs	%
Poor recruitment criteria (process followed)	5	13.51	9	24.32	6	16.22
Poor (low quality) terms and conditions of service	4	10.81	7	18.92	12	32.43
Attraction of non committed candidates	10	27.03	3	8.11	5	13.51
Corruption, nepotism and favoritism	3	8.11	6	16.22	12	32.43
Good recruitment criteria	9	24.32	7	18.92	1	2.7
Attraction of committed officers	6	16.22	5	13.51	1	2.7
TOTAL	37	100	37	100	37	100

Source: study findings

Key: GOs -Gazetted Officers
MIPs -Members of the Inspectorate
NCOs -Non-Commissioned Officers

From table 8, we see that among the 37 Gazetted Officers interviewed about their opinion on the competence levels of officers involved in the recruiting exercise, 3 respondents (8.11%) said that they were very competent, 18 respondents (48.65%) said that they were competent while 16 respondents (43.24%) said that they were not competent. Most of the respondents said that recruiting officers were competent.

Table 8: Competence levels of officers involved in the recruiting exercise.

Competence level	Frequency					
	GOs		MIPs		NCOs	
		%		%		%
Very competent	3	8.11	1	2.7	-	-
Competent	18	48.65	6	16.22	12	32.43
Not competent	16	43.24	30	81.08	25	67.57
TOTAL	37	100	37	100	37	100

Source: Study findings.

Key: GOs -Gazetted Officers
MIPs -Members of the Inspectorate
NCOs -Non-Commissioned Officers

Amongst the Members of the Inspectorate, 1 respondent (2.7%) said that the recruiting officers were very competent, 6 respondents (16.22%) said that they were competent while 30 respondents (81.08%) said that they were not competent. The study shows that the majority (81.08%) of the Members of the Inspectorate believed that the recruiting officers were not competent.

In table 8, we also see that 12 respondents (32.43%) amongst the Non-Commissioned Officers said that the recruiting officers were competent while 25 respondents (67.57%) said that they were not competent. The majority (67.57%) of NCOs were of the opinion that the recruiting officers were not competent in their work.

The majority's view amongst Members of the Inspectorate and Non-Commissioned Officers agree that recruiting officers are not competent enough for the exercise. However, most Gazetted Officers find them to be competent but many Gazetted Officers also perceive them to be incompetent. The difference in opinion among Gazetted Officers, compared to the opinions of the MIPs and NCOs, could be attributed to defensiveness on the part of the GOs, due to their frequent involvement in the exercise.

Table 9: Assessment of the way Police Commanders formulate (design) and implement (carry out) the recruitment process.

Assessment	Frequency					
	GOs		MIPs		NCOs	
		%		%		%
Very good	9	24.32	3	8.11	7	18.92
Good	17	45.95	12	32.43	10	27.03
Bad	1	2.7	4	10.81	5	13.51
Very bad	10	27.03	18	48.65	15	40.54
TOTAL	37	100	37	100	37	100

Source: study findings

Key: GOs -Gazetted Officers
MIPs -Members of the Inspectorate
NCOs -Non-Commissioned Officers

In table 9, we see that among the 37 Gazetted Officers interviewed, 9 (24.32%) rated the way Police Commanders formulate and implement the recruitment process as very good, 17 (45.95%) rated it as good, 1 (2.7%) rated it as bad while 10 (27.03%) rated it as very bad. The majority (70.27%) of the GOs gave a positive assessment, while 29.73% gave a negative assessment.

Among the Members of the Inspectorate, 3 MIPs (8.11%) rated the formulation and implementation of the recruitment process by Police Commanders as very good, 12 (32.43%) rated it as good, 4 (10.81%) rated it as bad, while 18 (48.65%) rated it as very bad. From the study, we find that the majority (59.46%) of MIPs had a negative assessment of the process, while 40.54 % rated the Police Commanders positively.

The interview carried out on the 37 Non-Commissioned Officers shows that 7 respondents (18.92%) gave their assessment ratings as very good, 10 respondents (27.03%) said it was good, 5 respondents (13.51%) said it was bad while 15 respondents (40.54%) said it was very bad. The majority (54.05%) gave negative ratings while the other 45.95% of the respondents gave positive ratings. In general, the divergent opinion from the majority of respondents could be

attributed to their varied perceptions of how the recruitment process was formulated and implemented.

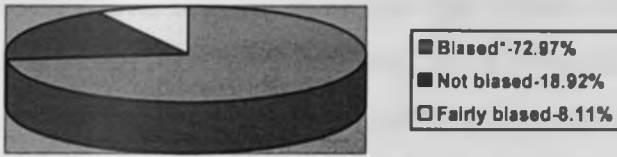
From the findings in table 9, we see that proper formulation and implementation of the recruitment process by the Police Commanders enhances effectiveness of the recruitment procedures. Most of the Gazetted Officers found the Police Commanders to be good or very good, while many of the Members of the Inspectorate and Non-Commissioned Officers perceive them to be very bad. Other respondents from the category of Gazetted Officers held the view that the Police Commanders were very bad while some Members of the Inspectorate and Non-Commissioned Officers were of the view that Police Commanders were good in their bid to formulate and implement the recruitment procedures. In all categories, there was varied opinion.

Figure 2 shows that among the Gazetted Officers interviewed about how they assessed the existing recruiting procedures, 27 (72.97%) said it was biased, 7 (18.92%) said it was not biased, while 3 (8.11%) said that it was fairly biased. The majority of the GOs (72.97%) were of the view that the procedures were biased.

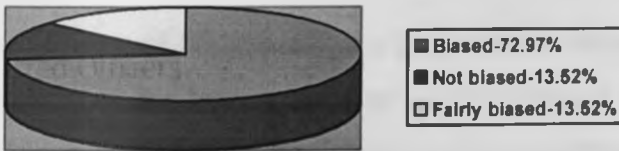
Figure 2 also shows that amongst the Members of the Inspectorate, 27 (72.94%) said that the recruitment procedure was biased, 5 (13.52%) said it was not biased, while 5 others (13.52%) said it was fairly biased. The majority of the respondents (72.97%) were of the view that the procedures were biased. When Non-Commissioned Officers were interviewed, 34 (91.89%) said that the procedure was biased, 2 (5.41%) said it was not biased, while 1 (2.7%) said it was fairly biased. The majority of the MIPs (91.89%) were of the view that the recruitment procedure was biased.

Figure 2: Respondents' assessment of the recruitment procedures.

Gazetted Officers



Members of the Inspectorate



Non-Commissioned Officers



Source: Study findings

Biased* = Having the tendency to show favour towards or against someone or group of people.

The majority's view across all categories of officers suggests a high level of bias in the recruitment procedures. If that is so, then the recruitment process does not give the Police Force the best talent available in the land.

Table 10 shows that out of 37 Gazetted Officers interviewed to give the reasons for bias in the recruitment process, 9 (24.32%) said that it was due to discrimination. Eight (21.62%) said that there was manipulation of the recruiting process in favour of those who did not merit police work, especially by those responsible for the exercise. Twelve GOs (32.43%) said that there were ineffective recruitment procedures. Two GOs (5.41%) said that recruiting officers lacked relevant knowledge and professionalism and acted in a biased manner unknowingly. Six GOs (16.22%) said that the bias was the result of corruption during the recruiting process.

The interview of Members of the Inspectorate showed that 21 MIPs (56.76%) believed that the bias was due to various forms of discrimination, 3 MIPs (8.11%) said it was due to the manipulation of the recruiting process, 8 MIPs (21.62%) said it was due to ineffective recruiting procedures, 2 MIPs (5.41%) said it was due to ignorance amongst the recruiting officers, while 3 others (8.11%) believe it was the result of corruption during the recruiting process. The majority (56.76%) of the MIPs were of the opinion that bias was the result of various forms of discrimination manifested during the recruiting process.

The responses of the Non-Commissioned Officers reveal that 15 of the NCOs (40.54%) felt that discrimination was the cause of bias, 3 (8.11%) indicated that bias was the result of manipulation of the recruiting process, 6 (16.22%) said that it was due to ineffective recruitment procedures, 5 (13.51%) blamed it on ignorance amongst the recruiting officers, while 8 (21.62%) believed it was the result of corruption during the recruiting process.

Table 10: Definitions of bias in the recruitment process.

Reasons	Frequency					
	GOs		MIPs		NCOs	
		%		%		%
Discrimination*	9	24.32	21	56.76	15	40.51
Manipulation* of recruiting process	8	21.62	3	8.11	3	8.11
Ineffective* recruitment procedures	12	32.43	8	21.62	6	16.22
Ignorance amongst recruiting officers	2	5.41	2	5.41	5	13.51
Corruption	6	16.22	3	8.11	8	21.62
TOTAL	37	100	37	100	37	100

Source: Study findings.

Key: GOs -Gazetted Officers

MIPs -Members of the Inspectorate

NCOs -Non-Commissioned Officers

Discrimination* = A practice of treating someone or a group of people less fairly than others.

Manipulation* =To control or influence someone in a dishonest way

Ineffective* =Not achieving what is expected to be achieved

Ineffective recruitment procedures were given by Gazetted Officers as a most common reason for bias during recruitment, while Members of the Inspectorate and Non-Commissioned Officers identified discrimination as the most common reason. Closely related to the same was the view of discrimination held by Gazetted Officers, ineffective recruitment procedures given by Members of the Inspectorate and high corruption levels given by Non-Commissioned Officers. Any form of bias reduces the effectiveness of the recruitment process.

Table 11 shows that out of 37 Gazetted Officers interviewed about their perception of whether Police Officers understand and follow correct recruitment procedures, 6 (16.55%) said that they understand and follow correct recruitment procedures, 2

(5.4%) said that 50% understand and follow, 21 respondents (56.76%) said that they understand but do not follow while 8 respondents (21.62%) said that they do not understand and do not follow the correct recruitment procedures. The majority (56.76%) of the GOs were of the opinion that the correct recruitment procedures are understood but are never followed.

Table 11: Respondents’ perception of whether Police Officers understand and follow correct recruitment procedures.

Perception	Frequency					
	GOs		MIPs		NCOs	
		%		%		%
Understand and follow	6	16.55	5	13.51	4	10.81
50% understand and follow	2	5.4	4	10.81	1	2.7
Understand but do not follow	21	56.76	18	48.65	10	27.03
Do not understand and do not follow	8	21.62	10	27.03	22	59.46
TOTAL	37	100	37	100	37	100

Source: Study findings.

Key: GOs -Gazetted Officers

MIPs -Members of the Inspectorate

NCOs -Non-Commissioned Officers

The responses of Members of the Inspectorate revealed that 5 MIPs (13.51%) believed that Police Officers understand and follow the correct recruiting procedures, 4 (10.81%) said that 50% understand and follow the correct recruiting procedures, 18 (48.65%) said that Police Officers understand but do not follow the correct recruiting procedures, while 10 (27.03%) said that Police Officers do not understand and do not follow correct recruiting procedures.

The findings amongst Non-Commissioned Officers revealed that 4 NCOs (10.81%) believed that Police Officers understand and follow correct recruitment procedures, 1 (2.7%) said that 50 % understand and follow, 10 (27.03%) said that the Police

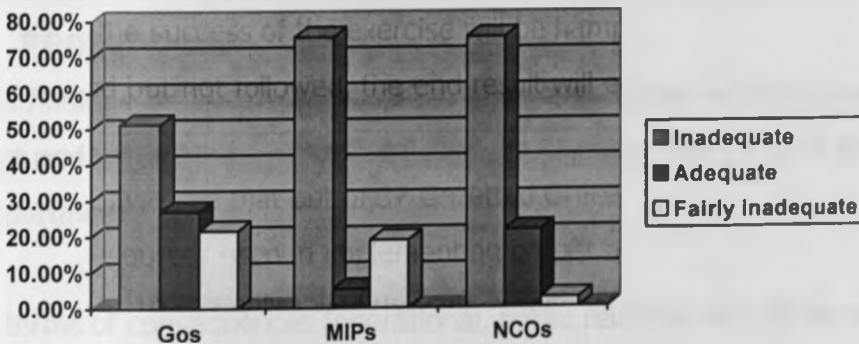
Officers understand but do not follow, while 22 (59.46%) said that Police Officers do not understand and do not follow the correct recruitment procedures. The majority (59.46%) of NCOs were of the view that Police Officers do not understand and do not follow the correct recruitment procedures.

One may infer that where recruitment procedures are neither understood nor followed, the success of the exercise will be hampered. Where the procedures are understood but not followed, the end result will equally be hampered.

In figure 3, we see that out of 37 Gazetted Officers interviewed, 19 (51.35%) said that the resources used in implementing proper recruitment procedures were inadequate, 10 (27.03%) said they were adequate. while 8 (21.62%) said they were fairly inadequate. The majority (51.35%) of GOs were of the opinion that resources were inadequate to implement proper recruiting procedures.

Figure 3: Adequacy of Police Department’s resources (people, money, facilities, skills etc) used in implementing proper recruitment procedures.

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Source: Study findings

Key: Gos -Gazetted Officers
MIPs -Members of the Inspectorate
NCOs -Non-Commissioned Officers

When Members of the Inspectorate were interviewed, 28 (75.68%) said that the resources were inadequate, 2 (5.4%) said they were adequate, while 7 (18.92%) said that they were fairly inadequate. Similarly, the majority of the MIPs (75.68%) were of the opinion that resources used to implement proper recruiting procedures were inadequate.

The responses of Non-Commissioned Officers revealed that 28 (75.68%) were of the view that the resources were inadequate, 8 (21.62%) said that were adequate while 1 (2.7%) said they were fairly inadequate. The majority (75.68%) of NCOs thus indicated their dissatisfaction with the adequacy of the Police Department's resources in implementing proper recruitment procedures.

The adequacy of resources determines the success of recruitment procedures. Where resources are lacking or in short supply, implementation of proper recruitment procedures is wholesomely inhibited. The majority of respondents from all categories of officers held the view the Police Department's resources were inadequate.

4.3 THE CONSEQUENCES OF THE EXISTING RECRUITMENT PROCEDURES.

The findings presented the actual consequences of the recruiting procedures. Data captured various issues that are persistent to the performance of the Police Department.

In terms of consequences (operational, public relations etc) of the actual recruitment patterns of the past, table 12 shows that among the Gazetted Officers interviewed, 6 (16.22%) said that there was good Police operational and good public relations. More importantly, however, 13 GOs (35.14%) said that there was poor service delivery, 8 (21.62%) said that there was poor public relations, 9 (24.32%) said that there was dissatisfaction amongst the Police Officers, while 1

(2.7%) said that there was increased corruption as a result of the actual recruitment patterns of the past.

Table 12: Consequences (operational, public relations, etc) of the actual recruitment patterns of the past.

Consequences	Frequency					
	GOs		MIPs		NCOs	
		%		%		%
Good police operation and good public relations	6	16.22	4	10.81	3	8.11
Poor service delivery	13	35.14	18	48.65	21	56.76
Poor public relations	8	21.62	12	32.43	5	13.51
Dissatisfaction amongst officers	9	24.32	2	5.41	3	8.11
Increased corruption	1	2.7	1	2.7	5	13.51
TOTAL	37	100	37	100	37	100

Source: Study findings.

Key: GOs -Gazetted Officers
MIPs -Members of the Inspectorate
NCOs -Non-Commissioned Officers

The Members of the Inspectorate had 4 respondents (10.81%) who said that there was good Police operation and good public relations, 18 (48.65%) who said that the past recruitment patterns led to poor Police service delivery, 12 (32.43%) who said that the patterns had led to poor public relations, 2 (5.41%) who said that it had led to dissatisfaction amongst Police Officers, and 1 (2.7%) who said that it had led to increased corruption.

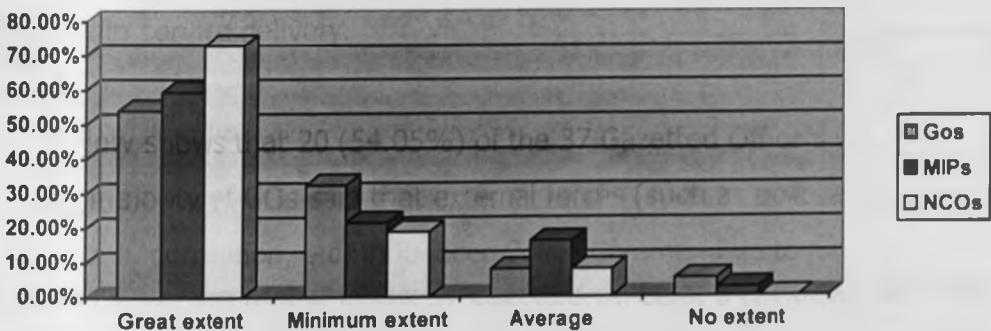
Amongst the Non-Commissioned Officers interviewed, 3 (8.11%) said that the actual recruitment patterns of the past had led to good Police operation and good public relations. However, 21 NCOs (56.76%) said that it had led to poor service delivery, 5 (13.51%) said that it had led to poor public relations, 3 (8.11%) said it

had led to dissatisfaction amongst the Police Officers, while 5 (13.51%) said that the recruitment patterns had led to increased corruption.

In general, the actual recruitment patterns of the past within the Police Force, as seen by different categories of officers, are reflected in under-performance by the Police Force in service delivery.

Figure 4 below shows that 20 (54.05%) of the 37 Gazetted Officers interviewed- that is, the majority of GOs-said that external forces (such as political patronage and affiliations, corruption, etc) influenced Police Commanders to a great extent when carrying out recruiting procedures. Three (8.11%) said the influence from external forces was average, 12 (32.43%) said it was minimal, while 2 (5.41%) believed that there was no influence of external forces on Police Commanders.

Figure 4: Extent to which external forces (such as political patronage and affiliations, corruption, etc) influence Police Commanders in carrying out recruiting exercises.



Source: Study findings

Key: GOs -Gazetted Officers
MIPs -Members of the Inspectorate
NCOs -Non-Commissioned Officers

Likewise, the majority of Members of the Inspectorate (59.46%) believed that external forces influenced Police Commanders to a great extent. An even larger

majority of NCOs (72.97%) said that the extent to which Police Commanders were influenced by external forces was great. The majority view suggests Police Commanders' lack independence in carrying out the recruiting exercises.

Table 13: Effects of the recruitment process on the operation of the Police Department.

Effect	Frequency					
	GOs		MIPs		NCOs	
		%		%		%
Good performance	8	21.62	6	16.22	4	10.81
Committed officers	5	13.51	3	8.11	2	5.4
Increased professionalism	2	5.41	1	2.7	-	-
Poor service delivery	13	35.14	14	37.84	17	45.95
Poor morale	3	8.11	6	16.22	5	13.51
Lack of professional standards	4	10.81	1	2.7	-	-
Created sycophancy	1	2.7	4	10.81	3	8.11
Rise in corruption	1	2.7	2	5.4	6	16.22
TOTAL	37	100	37	100	37	100

Source: Study findings

Key: GOs -Gazetted Officers
MIPs -Members of the Inspectorate
NCOs -Non-Commissioned Officers

From table 13, we see that amongst 37 Gazetted Officers, 8 (21.62%) said that the recruitment process had led to good performance by Police Force, 5 (13.51%) said that it had given rise to committed officers, 2 (5.41%) said that there was increased professionalism. These positive evaluations add up to 40.5%. However, negative evaluations were more common. Thus, 13 GOs (35.14%) said recruitment process had led to poor service delivery, 3 GOs (8.11%) said it had led to poor morale amongst the Police Officers, 4 GOs (10.81%) agreed that it created

a lack of professional standards. In general, the majority (59.46%) said that it had led to negative styles of operation.

Similar sentiments were expressed by MIPs, 72.8% of whom believed that the recruitment process had negative consequences. Among NCOs, 83.8% of whom held the same broad view. The generally negative impact of the recruitment process on the operation of the department erodes the objectives and aims of the whole exercise. The findings indicate that the exercise has become a liability to Police operation, contrary to expectations.

4.4 STRATEGIES FOR IMPROVING POLICE RECRUITMENT.

Table 14 shows the results obtained when respondents were interviewed about the policies which they thought could be implemented in order to attract qualified candidates for Police work.

From table 14 we see that 6 GOs (16.21%) wanted professional recruitment firms to be contracted and exhaustive advertisements made respectively. Four (10.81%) wanted terms and conditions of service improved while other 4 (10.81%) preferred the review of existing procedures. Three others (8.11%) said that Police Department should document and provide policies and procedures on recruitment.

Among MIPs, 17 (18.92%) preferred the professional recruitment firms to be contracted for the exercise, while 6 (16.21%) wanted terms and conditions of service improved. Four MIPs (10.81%) said that exhaustive advertisements should be carried out, recruitment exercise should be decentralized and stakeholders should be involved in the process of recruitment respectively.

Table 14: Policies to be implemented in order to attract qualified candidates for Police work.

Policies	Frequency					
	GOs		MIPs		NCOs	
		%		%		%
Contract professional recruitment firms	6	16.21	7	18.92	5	13.51
Improve terms and conditions of service	4	10.81	6	16.21	4	10.81
Carry out exhaustive advertisements	6	16.21	4	10.81	2	5.41
Decentralize recruitment exercise	1	2.7	4	10.81	6	16.22
Avoid all forms of discrimination	2	5.41	2	5.41	5	13.51
Involve stakeholders in the process of recruitment	2	5.41	4	10.81	3	8.11
Review existing procedures	4	10.81	3	8.11	1	2.7
Document and provide policies and procedures on recruitment	3	8.11	2	5.41	1	2.7
Eradicate corruption	1	2.7	1	2.7	3	8.11
Establish a recruitment department	1	2.7	2	5.41	1	2.7
Centralize recruitment exercise	2	5.41	1	2.7	1	2.7
Establish a scheme of service	1	2.7	1	2.7	1	2.7
Create an autonomous Police Department	2	5.41	-	-	-	-
Improve the quality of recruitment	-	-	-	-	2	5.41
Carry out job analysis and job descriptions	2	5.41	-	-	-	-
Create elaborate criteria for recruitment	-	-	-	-	2	5.41
TOTAL	37	100	37	100	37	100

Source: Study findings

Key: GOs -Gazetted Officers

MIPs- Members of the Inspectorate

NCOs -Non-Commissioned Officers

Note: where respondents gave more than one answer, only the first response was recorded.

The response from NCOs shows that 5 (13.51%) wanted professional recruitment firms to be contracted, 4 (10.81%) said terms and conditions of service should be improved, 6 (16.22%) said the recruitment exercise should be decentralized, 5 (13.51%) said all forms of discrimination should be avoided, while 3 (8.11%) wanted stakeholders to be involved in the process and corruption eradicated respectively.

The views recorded from all categories of officers suggest that the Police Department should adopt a different strategy from the existing ones as a measure to attract qualified candidates for Police work. From the findings, we see a positive desire from all categories of officers to see effective policies implemented. Irrespective of their divergent views, the aim was meant to create effective procedures. Good policies influence a system which creates a competitive exercise.

Table 15 shows findings on feedback channels which should be established to monitor and correct the recruitment patterns that influence Police service delivery. Seventeen (45.95%) GOs suggested that both electronic and print media should be used, another 6 (16.22%) suggested the use of suggestion boxes, while 4 (10.81%) suggested that both local and international observers be used.

Among Members of the Inspectorate, 12 (32.43%) preferred the use of both electronic and print media, 9 (24.32%) suggested suggestion boxes. Among Non-Commissioned Officers, 14 officers (37.84%) preferred the use of both electronic and print media, 11 (29.73%) preferred the use of suggestion boxes, while 4 (10.811%) wanted the presence of both international and local observers.

A recruitment pattern with effective feedback channels enhances its performance and success. Thus, feedback channels are good in promoting efficiency since they monitor and correct any defects which may arise. The findings reveal the three most popular channels were: electronic and print media, suggestion boxes and

local and international observers. However, the feedback channels could be more effective if they were administered by competent personnel with a realistic knowledge of recruitment procedures.

Table 15: Feedback channels which should be established to monitor and correct the recruitment patterns that influence Police service delivery.

Feedback channels	Frequency					
	GOs		MIPs		NCOs	
		%		%		%
Media (Print and electronic)	17	45.95	12	32.43	14	37.84
Suggestion boxes	6	16.22	9	24.32	11	29.73
Observers (local & international)	4	10.81	3	8.11	4	10.81
Discussion forum	2	5.41	6	16.21	2	5.41
Questionnaires	3	8.11	2	5.41	3	8.11
Departmental recruitment board	3	8.11	1	2.7	-	-
Independent bodies	-	-	-	-	3	8.11
Random sampling interview	-	-	2	5.41	-	-
Evaluation by parliament	-	-	2	5.41	-	-
Evaluation of reports from recruiting officers	2	5.41	-	-	-	-
TOTAL	37	100	37	100	37	100

Source: Study findings

Key: GOs -Gazetted Officers
MIPs -Members of the Inspectorate
NCOs -Non-Commissioned Officers

4.5 SUMMARY OF CHAPTER 4

The main findings in Chapter 4 are highlighted here by way of answering the research questions specified in Chapter 2. First, a research question is repeated, then the relevant findings are given.

i) How does the Kenya Police Force define and attract qualified personnel?

It was established that insufficient information was used in carrying out recruitment exercises. This insufficiency of information as perceived by the

majority of respondents from all categories of officers undermined the effort to define and attract qualified personnel to the Police Department.

ii) Who are involved in the recruiting process?

All categories of officers are involved, but not every officer goes on each recruitment mission. However, the majority's view amongst the Members of the Inspectorate and Non-Commissioned Officers was that recruiting officers were not competent enough for the exercise. However, most Gazetted Officers found them to be competent, though a significant minority of Gazetted Officers perceives them to be incompetent. The difference in opinion among Gazetted Officers, compared to the opinions of the MIPS and NCOs, could be attributed to defensiveness on the part of the GOs, due to their frequent involvement in the exercise.

iii) Are the Police Commanders able to formulate and implement recruitment procedures without fear or favour?

From the findings in table 9, we see that proper formulation and implementation of the recruitment process by the Police Commanders would enhance the effectiveness of the recruitment procedures. Most of the Gazetted Officers found the Police Commanders to be good or very good, while many of the Members of the Inspectorate and Non-Commissioned Officers perceive them to be very bad. Other respondents from the category of Gazetted Officers held the view that the Police Commanders were very bad while some Members of the Inspectorate and Non-Commissioned Officers were of the view that Police Commanders were good in their bid to formulate and implement the recruitment procedures. In all categories, there was varied opinion. Likewise, the majority of Members of the Inspectorate (59.46%) believed that external forces influenced Police Commanders to a great extent. An even larger majority of NCOs (72.97%) said that the extent to which Police Commanders were influenced by external forces was great. The majority view suggests Police Commanders' lack independence in carrying out the recruiting exercises.

iv) Do the Police Officers understand and follow correct procedures for recruitment?

Respondents' perception of whether Police Officers understand and follow correct recruitment procedures shows varied opinions. The majority (56.76%) of the GOs and most the MIPs were of the opinion that correct recruitment procedures were understood but never followed. However, the majority (59.46%) of NCOs were of the view that Police Officers did not understand and did not follow the correct recruitment procedures. One may infer that where correct procedures are neither understood nor followed, the success of the exercise will be hampered. Where the procedures are understood but never followed, the end result will equally be hampered.

V) What have been the consequences (operational, public relations, etc.) of the actual recruitment patterns of the past?

From table 12, the findings on the consequences of the actual recruitment patterns of the past are dominated by negative responses from the perception of all categories of officers. The negative consequences include poor service delivery, poor public relations, dissatisfaction amongst officers and increased corruption. In general, the actual recruitment patterns of the past within the Police Force, as seen by different categories of officers, are reflected in underperformance by the Police Force in service delivery.

Vi) Are resources available to implement proper recruiting procedures?

The findings in figure 3 show that the majority of all categories of officers held the view that the Police Department's resources were inadequate. They saw the Police Department as being riddled with inadequate resources. The adequacy of resources determines the success of recruitment procedures. Where resources are lacking or in short supply, the implementation of proper recruitment procedures is considerably inhibited.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

This chapter presents a summary of key findings of the study. Conclusions are drawn from the findings to explain the actual competencies required. Relevant recommendations are drawn from the conclusions and findings to provide strategies for effective recruitment procedures. Areas for further research and policy reform are highlighted at the end of the chapter. The findings are based on the responses obtained from one hundred and eleven Police Officers posted across Kenya.

5.1 SUMMARY OF THE MAIN FINDINGS FROM THE STUDY

Gender disparity, with a high ratio of male to female officers, was noticed. Closely related to gender imbalance was the distribution of Gazetted Officers, Members of the Inspectorate and Non-Commissioned Officers who have a justified ratio. An effective organization structure needs a broad base for officers in lower ranks, a smaller number for the middle level managers and an even smaller number for the top management.

The study shows that all respondents had acquired some level of formal education with primary education as a minimum. Respondents' perception of the manner in which the Police Department was carrying out its recruitment exercise revealed a strong feeling from all categories of officers that the information used to define and attract personnel was not sufficient. Thus, lack of sufficient information was perceived to undermine the success of the effort to define and attract qualified personnel to the Police Department. The impact of recruitment was therefore left to chance and not professionalism. Likewise, the majority view across all

categories of officers suggests that the Police Force is not effective in defining and attracting qualified personnel to the Department.

The majority view amongst Members of the Inspectorate and Non-Commissioned Officers was that recruiting officers were not competent enough to handle the exercise. However, most Gazetted Officers found them to be competent, though a significant minority supported the views of MIPs and NCOs. The difference in opinion among Gazetted Officers, compared to the opinions of the MIPs and NCOs could be attributed defensiveness on the part of GOs, due to their frequent involvement in the exercise.

As for Police Commanders' competence to formulate and implement the recruitment process, most of the Gazetted Officers found them to be either good or very good, while many MIPs and NCOs perceived them to be very bad. However, there was varied opinion from all categories of officers. GOs also held the view that Police Commanders' competence was very bad, while other MIPs and NCOs said that it was good. From the findings in figure 4, the majority view suggests Police Commanders' lack of independence in carrying out the recruiting exercises. The findings from all categories of officers suggested the great extent to which Police Commanders were influenced by external forces in carrying out recruitment exercises.

The majority's view across all categories of officers suggested a high level of bias during the recruitment process. Ineffective recruitment procedures were given by GOs as a most common reason for bias, while MIPs and NCOs identified discrimination as the most common reason for bias. The findings also showed the majority of the GOs having the opinion that the correct recruitment procedures were understood but never followed. Likewise, most of MIPs concurred with the GOs, but the majority of NCOs believed that Police Officers did not understand and did not follow correct recruitment procedures. One may infer that where

recruitment procedures are neither understood nor followed, the success of the exercise will be hampered. Where the procedures are understood but not followed, the end result will equally be hampered.

The majority of respondents from all categories of officers held the view that Police Department's resources were inadequate to implement proper recruitment procedures. The adequacy of resources determines the success of recruitment procedures. Where resources are lacking or in short supply, implementation of proper recruitment procedures is wholesomely inhibited.

Poor service delivery and poor public relations were presented by all categories of officers as common consequences of the actual recruitment patterns. The common negative consequences include poor service delivery, poor public relations, dissatisfaction amongst officers and increased corruption. In general, the actual recruitment patterns of the past within the Police Force, as seen by different categories of officers, are reflected in underperformance by the Police Force in service delivery.

The views recorded from all categories of officers suggest different strategies and policies which they believed that the Police Department should adopt as a measure to attract qualified candidates for police work. The respondents' desire was to see an effective recruitment system in operation. The findings revealed that the electronic and print media, suggestion boxes and local and international observers were the feedback channels preferred by all categories of officers to monitor and correct recruitment patterns.

5.2 CONCLUSIONS

From the study findings, we see that lack of efficient information as perceived by majority of respondents from all categories of officers undermines the success of the exercise in defining and attracting qualified personnel to the Police

Department. The ineffectiveness of the Police Force in defining and attracting qualified personnel as perceived by the majority of the officers gives a suggestion that good results when it comes to Police recruitment have not been achieved. Consequently, the ineffectiveness adversely affects the whole exercise and compromises its success.

The recruiting officers' incompetence levels cited by the majority of MIPs, NCOs and some GOs could be seen as an avenue to compromise the effectiveness of the recruitment exercise. The varied opinion given by respondents about the way Police Commanders formulate and implement the recruitment process suggests an unimpressive performance. The inability of Police Officers to understand and follow correct recruitment procedures as suggested by all categories of officers also hampers the success of the exercise. Likewise, an inadequacy of resources suggested by the majority of officers inhibits the implementation of proper recruitment procedures. In general, high levels of Police underperformance in service delivery were recorded by all categories of officers.

External forces had subjected the Police Commanders to loss of their independence when carrying out the recruitment exercise. Thus, the recruitment process had become a liability to Police operations, contrary to the expectations. However, as seen in table 14, all categories of officers suggested divergent policies which could be a remedy to the existing situation. The most common policies suggested were that Police Department should contract the recruitment function to professional firms, improve terms and conditions of service, carry out exhaustive advertisements, decentralize the recruitment exercise and avoid all forms of discrimination. Additionally, the electronic and print media, suggestion boxes and local and international observers were the popular feedback channels suggested by most officers from all categories. Effectiveness could be guaranteed if competent personnel could be engaged in administering them.

5.3 POLICY RECOMMENDATIONS

Greater efficiency could be achieved if officers involved in the recruitment were competently identified for the job. More so, the Police Commanders' competency could be enhanced if the Department could secure their full independence from undue influence, especially external forces.

All forms of bias should be eliminated to facilitate fairness to all candidates when undertaking the exercise. Proper sensitization could be carried out by competent personnel to promote general awareness about the correct recruitment procedures. This would enhance the understanding of the officers involved in the exercise.

Adequate resources for the recruitment exercise should be secured by the Department and managed more effectively. This would guarantee continuous availability of sufficient resources for the recruitment exercises. From the findings, it also became imperative that the Police Department should formulate modern and effective recruitment policies which could be used to govern the entire exercise.

5.4 AREAS FOR FURTHER STUDY

Another study should be conducted in about five years to replicate the one reported here and to monitor any changes in Officers' perception or evaluation of the recruitment procedures.

A similar study should target all other stakeholders, especially members of the public, members of parliament, organizations like professional recruitment firms, media firms and non-governmental organizations. This would provide a broader perspective on the basis of which to streamline the existing practices.

An extensive research should be carried out on more suitable policies which could be used to enable a more competent recruitment exercise. This would be geared towards producing a system which does not depend on chance when recruiting committed personnel to Police establishments.

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APPENDIX 1

Interview Schedule

Good day Sir/Madam,

I am a student at the University of Nairobi. I am carrying out a research on recruitment procedures of the Kenya Police Force, challenges and opportunities. I am approaching Police Commanders and other Police Officers to get their views since they are well informed about the interplay between the procedures and the type of recruited personnel. The information given will help in understanding the challenges faced by Police Department in its service delivery and ways which could be used to overcome them in future. All the information obtained will be treated with confidentiality.

I will be very grateful if you can respond to my questions.

Thank you.

UNIVERSITY OF NAIROBI
EAST AFRICANA COLLECTION

SECTION ONE

Background Information

1. Respondent
2. Rank
3. Station of work
4. Date of recruitment into the Police Force.....
5. Level of education.....

SECTION TWO

General information about police recruitment

1. In terms of sufficiency, how do you classify the information used to define and attract qualified personnel to the Police Department ?
- Sufficient
- Not sufficient
- Others (Specify).....
- 2(i) What is your perception of the effectiveness of the Kenya Police Force in defining and attracting qualified personnel to the Department ?
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-
-
-
- (ii) Why do you say so?
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-
-
3. In your opinion, how competent are the officers involved in the recruiting process?
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-
-
-
- 4.(i) What is your assessment of the way the Police Commanders formulate (design) and implement (carryout) the recruitment procedures ?
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-
-
-
- (ii) Is the procedure biased?
-
-
-

(iii) If so, in what way?

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5. In your own opinion, do the Police Officers understand and follow correct recruitment procedures?

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6. What have been the consequences (operational, public relations, etc) of the actual recruitment patterns of the past?

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7. In your own assessment, how do you rate the adequacy of Police Department's resources (people, money, facilities, skills, etc) in implementing proper recruiting procedures?

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SECTION THREE

The consequences of the existing recruiting procedures

1. To what extent has the information used to define and attract personnel actually attracted suitable candidates for police work?

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2. How has the recruiting behavior of those involved affected the quality of recruitment?

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3. To what extent do you think the external forces (such as political patronage and affiliations, corruption, etc) influence Police Commanders in carrying out recruiting procedures?
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4. In your own opinion, how has the level of Police Officers' understanding of the recruitment process affected the recruiting procedures?
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5. I am interested to know how the outcomes (results) of recruitment procedures have affected the operation of Police Department. What effect do you think the recruitment process has had?
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6. What effects have the existing Police Department's resources (i.e. people, money, facilities, skills, etc) had on the recruiting procedures?
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SECTION FOUR

Strategies for improving police recruitment

1. Which policies should be implemented in order to attract qualified candidates for police work?
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2. How should Police Department identify the officers who should be involved in the recruiting process?
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3. What should the Police Commanders do in order to formulate and implement recruitment procedures without fear or favour ?
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4. How can Police Department influence the level of understanding amongst the Police Officers and promote proper adherence to correct recruitment procedures?
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5. Which feedback channels should be established to monitor and correct the recruitment patterns that influence police service delivery?
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6. What should Police Department do to ensure adequate supply of resources (i.e. people, money, facilities, skills etc) to implement proper recruiting procedures?
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SECTION FIVE

Personal Comments

- 1. What other information do you regard as important to this study?
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- 2. What has been the general impact to police performance when the Department utilizes the existing recruitment procedures?
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- 3. Which other best strategies do you consider to be effective in improving Police recruitment procedures?
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Time the interview ended

Time taken

Date

Thank you sir/ Madam for your patience and co-operation.