



गृह मंत्रालय
MINISTRY OF
HOME AFFAIRS



Project Report

On

Uniformed Services Recruitment Board

(Project No.10/MM:05)

Prepared by
Micro Mission-05
New Processes
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Bureau of Police Research and Development
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'Promoting Good Practices and Standards'



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Chapter 1

INTRODUCTION

Our police forces are among the most understaffed in the world. Police force need to be in sufficient police-to-population ratio to perform well, investigate criminal cases within time and provide safety and security to the citizens. Policing is a state subject which means there is significant variation across states. States should prioritize filling vacancies in accordance with their sanctioned strength. Police forces across India have a significant number of non-gazetted (Assistant Sub Inspector/Head Constable/ Police Constable) ranks that make up a major component of their overall police structure and forms a bottom of pyramid. Roughly 98% of police force consists of non-gazetted police officers. Recruitment for these ranks is being done through Boards constituted by state police forces, central para-military forces and staff selection boards of the Centre and the states. Different procedures are being followed by state police forces and central para-military forces. Keeping peace, protecting life and property, providing emergency services and enforcing the law are responsibilities of uniformed services that are now challenged by increasing population, increasing public expectations, the changing nature and growing sophistication of crime. To meet these future challenges, the uniformed services need to be professionally efficient, technological enabled & socially sensitive. For the advancement of uniform services, selection and recruitment process plays a decisive role.

The present bottom heavy civil police organization structure can be made narrower by restructuring relative strength at different levels, without sacrificing any of the essential functional needs of the police force. The total police personnel size can be increased in a measured manner as per the crime and population density assessment. This can be done while still meeting all the critical operational requirements of the police. The same premise holds true for other uniformed services like prisons, fire services, forest guards etc.

The Uniformed Services Recruitment Board (USRB) will ensure proactive fulfillment of manpower as a result of which law & order, prevention and detection of crime, security duties and emergency services will get strengthened. Therefore, states need to setup an independent agency as independent functioning board for recruitment and to carry out selection of suitable candidates in a fair, transparent, speedy and merit-based manner for making appointment against various categories of posts on regular basis.

Note from National Police Mission, BPR&D:

Interested officers may also like to see NPM's earlier project titled "TRP - Transparent Recruitment Process" which covers procedural matters for police recruitment process. The report is available at URL <https://bprd.nic.in/uploads/pdf/TRP%20-%20Transparent%20Recruitment%20Process.pdf> on the BPR&D's website.

Chapter 2

OVERVIEW

2.1 Introduction- Uniformed Services Recruitment Board

There is a need to have standardized uniformed services recruitment boards across India that will standardize the processes and maintain uniformity across the states in police recruitment. It will also ensure that best practices and innovative solutions are adopted across the country. At present, in some states, and in all Central Armed Paramilitary Forces (CAPFs), Boards are formed as and when recruitment is to take place, whereas some states have permanent Recruitment Boards.

2.2 Problem Statement

Given the continuously growing need for police personnel across civil police, central paramilitary forces, and other uniformed services, as well as the steadily rising volume of recruitment, the importance of having permanent recruitment boards cannot be overlooked. In the states/CAPF where there are no permanent Recruitment Boards, temporary Boards are formed at State/District/Unit level under the chairmanship of DG/ADGP/Superintendent of Police (SP)/ Commandant of the unit. This prolonged involvement in the recruitment process leaves them with limited time to devote to their regular job responsibilities. A key disadvantage of having temporary recruitment boards is the lack of institutional knowledge and memory retained between recruiting cycles. Every temporary recruitment board starts with new members who have to start afresh. Moreover, change of officer leads to change of office too. This creates problem in storing recruitment related documents properly for many years in anticipation of high court petitions.

2.3 Vision

The present bottom-heavy structure of uniformed services can be improved by restructuring relative strength at different levels, without irrationally increasing the total strength of uniformed service. Past police recruitment drives for the ranks of Constables and Sub-Inspectors at the state level have unfortunately been marred by incidents of scams and irregularities. This has resulted in criminal cases, internal

investigations, and disciplinary actions taken against those responsible. However, it is possible to streamline the recruitment process without compromising any of the functional requirements and needs of the police service. The recruitment vision is to ensure a suitable, transparent, accountable, swift, and effective process for selecting personnel to serve in the country's uniformed services, such as the Police, Prisons, Forest, and Fire & Rescue departments.

2.4 Objectives

By adopting latest technical innovations in terms of videography, latest equipment, standardization of process, transparency of the procedures, transparent recruitment processes can be ensured which can go a long way in ensuring efficient, honest police personnel in times to come. If recruitment process is honest and transparent, the best personnel available can be selected which can be asset for carrying out efficient police functioning in the state and country.

Key objectives of the board namely are following:

1. To undertake the recruitment of personnel for the uniformed services across various government departments.
2. To develop and implement new methods, technologies, and techniques to streamline the recruitment process and drive continuous improvement.
3. To ensure Total transparency, least subjectivity, robust grievance redressal system and ability to withstand judicial scrutiny in recruitment process.

The process of recruiting police personnel can be quite complex and time-consuming, often taking months or even a year to complete. This drawn-out recruitment cycle also requires significant financial and human resources. At the same time, police departments are consistently faced with manpower shortages. Therefore, there is a need to streamline the recruitment approach by implementing a year-round computer-based testing system for candidates interested in joining the police force. This would help simplify and expedite the overall recruitment process.

Chapter 3

RECRUITMENT SYSTEMS IN VARIOUS STATES

In some states Boards are formed as and when recruitment is to take place; whereas some states have permanent Recruitment Boards. The DoPT has announced a National Recruitment Agency for single examination for all services in GOI. Here is a detailed analysis of the structure and working of the uniformed services recruitment board in the State and National Recruitment Agency. A summary of the existing recruitment systems in place across various States/UTs is provided at **Annexure-I**.

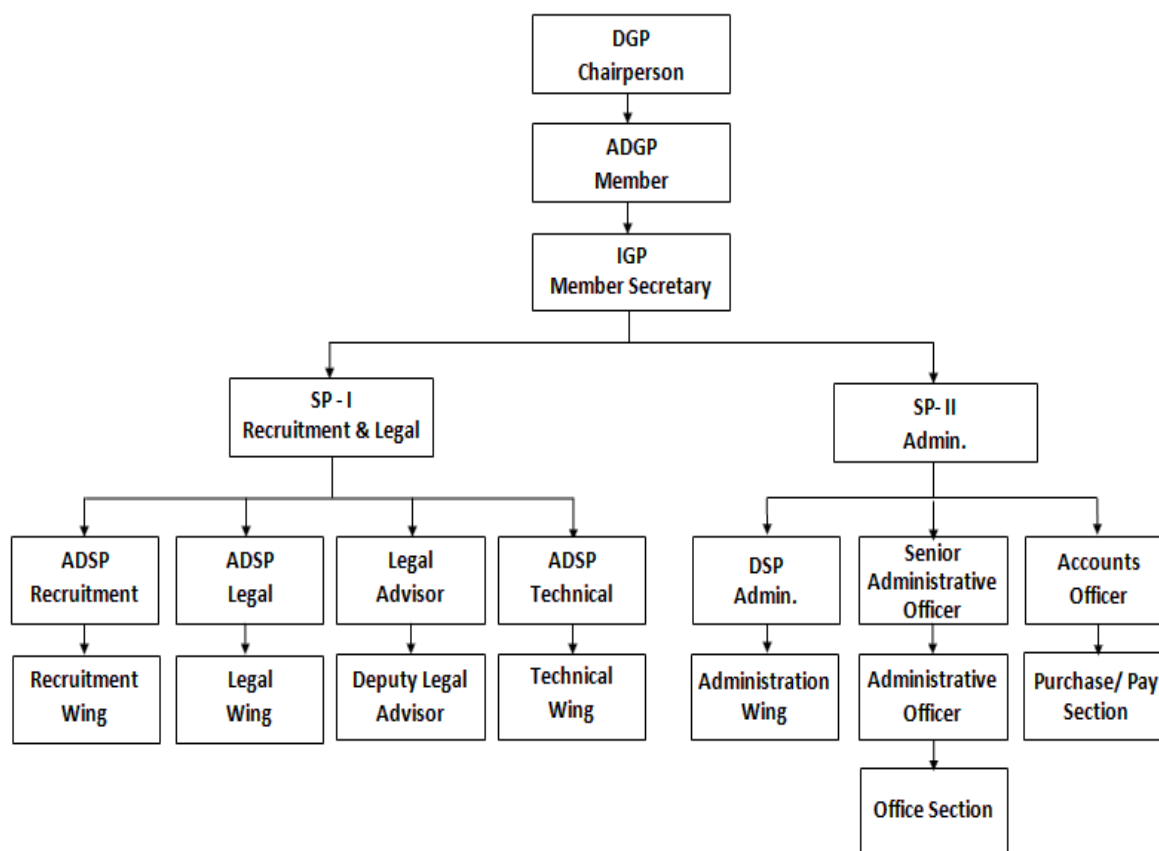
3.1 Tamil Nadu Uniformed Services Recruitment Board

The Tamil Nadu state police force has established the Tamil Nadu Uniformed Services Recruitment Board, which was officially constituted through Government Order No. 1806, dated November 29, 1991. The Tamil Nadu Uniformed Services Recruitment (TUSR) Board is led by a chairman, who holds the rank of Director General of Police. It also includes a member at the rank of Additional Director General of Police, as well as a Member Secretary at the Inspector General of Police rank. The board has an authorized strength that includes two Superintendents of Police, in addition to other officers and support personnel, to carry out the various recruitment responsibilities. TUSR is functioning for the recruitment of the following personnel for the uniformed departments like Police, Prison and Fire service:

1. Sub-Inspector of Police (Taluk, AR, TSP)
2. Sub-Inspector of Police (Technical)
3. Sub-Inspector of Police (Fingerprint)
4. Group-II Police Constables, Group-II Jail Warders and Firemen (Common Recruitment)

Till today TUSR has recruited thousands of police officers and police personnel.

The organizational structure of the Tamil Nadu Uniformed Services Recruitment Board is as follows:



3.2 National Recruitment Agency

The Department of Personnel and Training has issued an order, dated August 28, 2020, establishing the National Recruitment Agency (NRA) to administer a Common Eligibility Test for entry-level government positions. According to the order, NRA conducts a separate CET for the three levels viz., graduate, higher secondary (12th standard pass) and the matriculate (10th standard pass) candidates for those non-technical posts to which recruitment is carried out by the Staff Selection Commission (SSC), the Railway Recruitment Boards (RRBs) and, by the Institute of Banking Personnel Selection (IBPS).

NRA will have the following structure:

- a) Governing Body: At the top level, there will be a Governing Body that provides strategic guidance and oversight to the National Recruitment Agency (NRA). The composition of this Governing Body will be as follows:

1. Chairman, NRA	-	President
2. Secretary, DoPT or it's representative	-	Member
3. Representative of Ministry of Railways	-	Member
4. Representative of D/o Financial Services	-	Member
5. Chairman, Staff Selection Commission	-	Member
6. Chairman, Railway Recruitment Board	-	Member
7. Chairman, Institute of Banking Personnel Selection	-	Member
8. Two experts from the field of academics	-	Member
9. Secretary and Controller of Examinations, NRA	-	Member Secretary

- b) The Chairman of the NRA will be of the rank of Secretary to the Government of India to be appointed by the Govt.
- c) Secretary and Controller of Examinations shall be of the level of Joint Secretary to the Government of India, to be appointed on deputation basis.
- d) NRA HQ: There will be 7 functional verticals/Divisions, namely Controller of Examination; Strategic Directions; IEC; IT Solutions; Administration; Finance, and Research & Content Development, each headed by a Director/Deputy Secretary level officer of Govt. of India. Besides, there will be a dedicated legal cell headed by an officer of Director level. The manpower for all 7 verticals, as also for the Legal Cell and Regional Offices, will be drawn on deputation. The NRA will have flexibility to hire consultants and other support staff required for discharge of its day-to-day functions and operational requirement on contract basis, as per need, restricting the administrative expenses to 10% of the total operational cost.
- e) Regional Offices: The NRA will have six Regional Offices in the North, East, West. South. Central & North-East, each headed by a Director/Deputy Secretary level officer.

3.3 West Bengal Police Recruitment Board

The Government of West Bengal established the West Bengal Police Recruitment Board in July 2010, through Resolution No. 2624-PL from the Home (Police) Department, in accordance with the recommendations of the National Police Mission. The purpose was to ensure a transparent and standardized recruitment process for the state police force. The Board is responsible for the recruitment of Constables/Lady Constables, Sub-Inspector/ Women Sub-Inspectors and Sergeant in Kolkata Police, Wireless Supervisor, Wireless Operator and recruitment of Staff for other uniformed services like Department of Excise, Correctional Administration, Forest, Disaster Management & Civil Defence.

The board conducts recruitment on the basis of qualifying the Preliminary Written Test which will act as screening examination followed by the Physical Measurement Test (PMT), Physical Efficiency Test (PET), Final Written Examination and Interview is conducted by the West Bengal Police Recruitment Board.

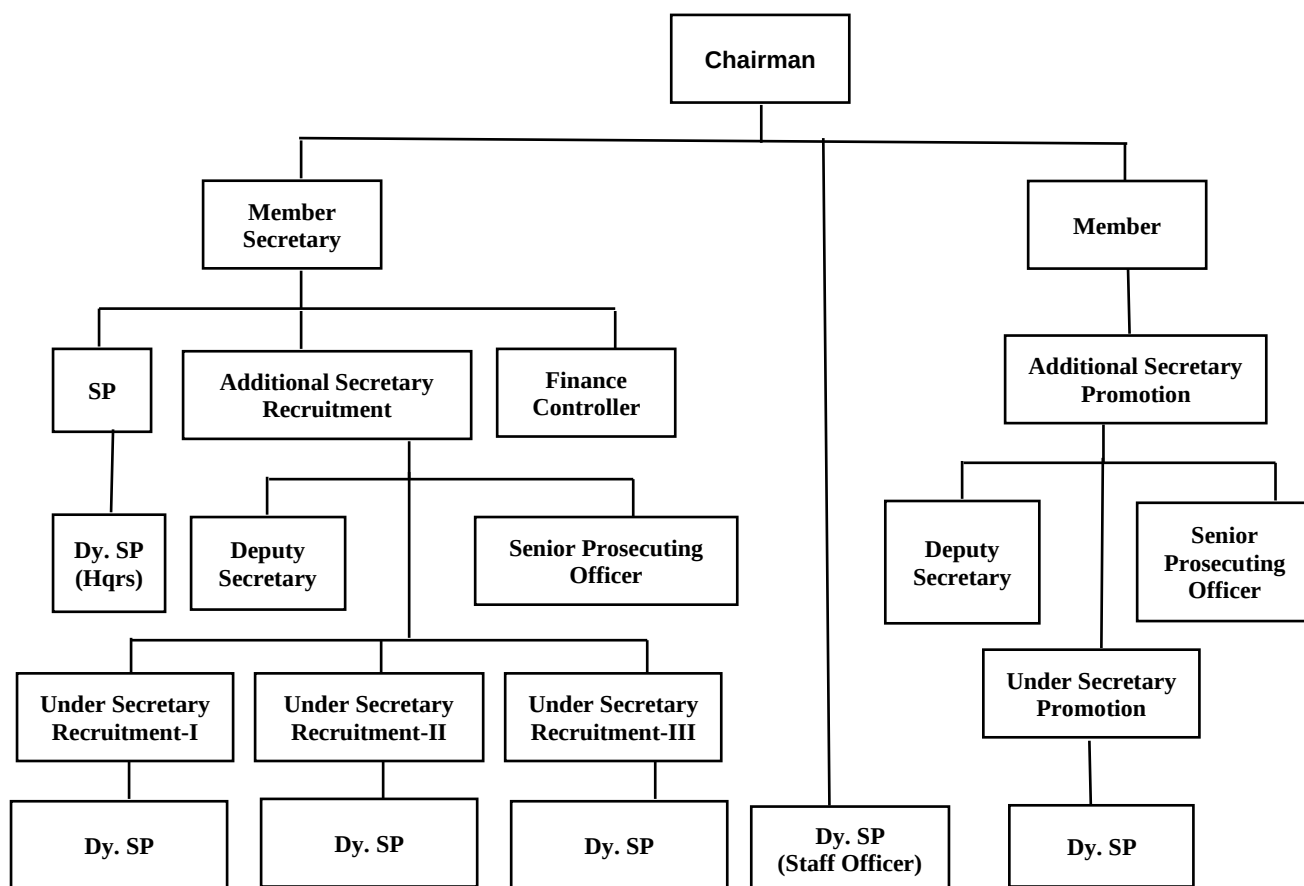
The board is headed by an officer of the rank of Addl. Director General of Police. Another officer of the rank of Deputy Inspector General of Police functions as Member Secretary of the board and other members are of the rank of Superintendent of Police.

3.4 Uttar Pradesh Police Recruitment & Promotion Board

The UPPRPB was established by the government order dated 2/12/2008 for conducting the selection process in transparent and efficient way regarding the recruitment of various non gazetted posts in UP police and to ensure the unhindered process of promotion. All the procedures pertaining to recruitment and promotion are done within the time frame while strictly abiding by the relevant rules.

The DG/ Chairman heads and oversees all the activities that occur in the board. Two ADGs are present in the board one of whom forms the Member while the other forms the Secretary of the same. The structural framework of the board encompasses various other officials belonging to other posts too, which includes Dy. IG, Superintendent of Police, Joint Secretary (Finance), Additional Superintendents of Police, Deputy Superintendents of Police and various non gazetted posts.

For providing assistance during times when need arises, a group of professionals as part-time members has also been constructed who provide the board with indispensable advice from time to time.



The board was formed to conduct completely safe, impartial, unhindered and transparent examinations for the recruitment of non-gazetted police officials in the state, along with maintaining a flow and rhythm in the promotion of the same. A myriad of modernized techniques, standardized equipment and codes of conduct for safe examinations assist the board in making progress in leaps and bounds towards its success. The board always strives to adhere to the fact that no undeserving candidate ever be selected for further training and that no eligible one be left out in the process.

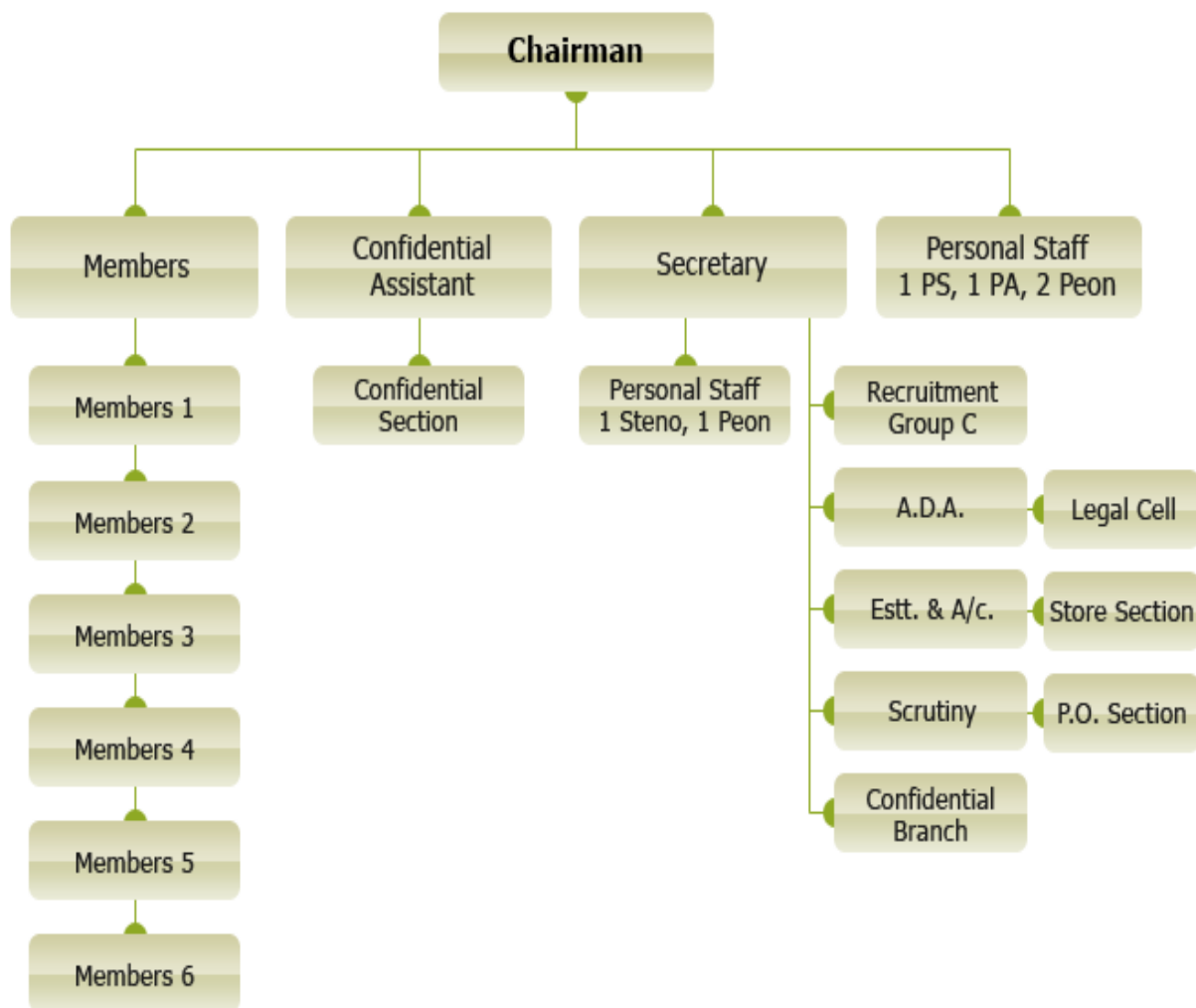
Current composition of board is as mentioned below.

Sr. No.	Rank of Officer (Strength)	Posted as
1.	DG (1)	DG/CHAIRMAN/PSR & PB U.P.
2.	ADG (2)	ADG/PSR & PB U.P.
3.	DIG (1)	DIG /PSR & PB U.P.
4.	SP (1)	SP/PSR & PB U.P.
5.	Addl. SP (4)	ADDL.SP/PR & PB
6.	DSP (5)	DSP/PR & PB
Total	14 Officers	

Apart from the recruitment of police constables, the board also conducts the recruitment of Provincial Armed Constabulary, Police Computer Staff, Fire Service, Jail Police, Radio Police and Clerical Cadre.

3.5 Haryana Staff Selection Commission

The Haryana Staff Selection Commission (HSSC) is a statutory body established by the Government of Haryana under Article 309 of the Indian Constitution. Its primary function is to conduct examinations, interviews, and other selection processes for recruiting eligible candidates for Police Constables, Mounted Armed Police, TGT (Teachers), Law Officers, Group C and various Group D posts in different government departments, boards, and corporations of Haryana. HSSC comprises a chairman and members appointed by the state government. The organization structure of the commission is as mentioned below.



The current chairman is Ex Additional Advocate General and secretary is officer from the Indian Railway Personnel Service (IRPS). The controller of exams is an officer from the Haryana Civil Services cadre. 5 Members are senior and well-respected individual with leadership experience, appointed directly by the Haryana government.

Chapter 4

RECRUITMENT BOARD

4.1 Purpose of the Board

The Board will be the forerunner and set trends in recruitment, selections and promotion processes through impartial and objective methodology, adopting transparent procedure, innovative technological applications and continuous evolution and growth.

4.2 Functions of the Board

The Board shall provide services which are appropriate to the needs of the uniformed services for their recruitment to meet the future challenges.

1. To define and develop the process of recruitment, selections and promotion.
2. Continuously upgrading the recruitment, selections and promotion process to meet the future changing needs and challenges of various departments.
3. Adoption of digitalization/technology and streamlining the examination procedures to make temper proof/ transparent recruitment process.
4. To approve application form and guidelines of the recruitment process.
5. To oversee the administration of examinations for different levels of positions, both during the initial recruitment process as well as for subsequent promotional opportunities.
6. Compilation and maintenance of a comprehensive database pertaining to the examinations administered by the recruitment board.
7. Development of contemporary infrastructure and innovative technology to facilitate online services and support for candidates participating in the recruitment, selection, and promotion processes.
8. To take actions on any complaint and grievances received regarding recruitments.
9. To identify and outsource technology experts/agencies to conduct the examinations during the recruitment, selections and promotion process.
10. To establish MOU/cooperative agreements with other public or private entities, whether organizations or individuals, in order to further the board's

objectives. The board may also delegate its officials to negotiate and enter into such agreements with the relevant parties.

4.3 Scheme of Examination

The scheme of examination includes the beginning of the process from the application stage to the delivery of final list of selected candidates to the DGP office/ Government. After the announcement of the recruitment of the particular ranks for the specified number of posts, a notification will be declared in newspaper and websites. The applications received shall be scrutinized in the Board. The applications not fulfilling the age and educational qualification and other instructions indicated in the notification are rejected. Eligible applications are then computerized for the preparation of Master List. The duplicate applications are removed or amalgamated. The selection process is in four steps.

- i) Computer Based Test (CBT)
- ii) Physical Efficiency Test (PET)
- iii) Physical Standard Test (PST)
- iv) Document Verification

The place and the venue for computer-based test is decided by the Board. The examination centre will be under CCTV coverage with biometrics-based access-controlled entry/exit at the centre. Call letters for these tests are made available to candidates on the website. A senior official in the rank of IGP should supervise the recruitment process. The written test may be conducted regularly on a pattern similar to GMAT/ SAT. Different sets of question papers i.e. 60:40 (MCQ and descriptive type) or 70:30 (MCQ and descriptive) can be given. The examination may be conducted in English/ Regional language. Upon completion of the written examination, a list of successful candidates can be compiled based on the cut-off scores determined by the authorities. However, the written test process will be ongoing, in order to maintain a substantial pool of qualified written exam candidates at all times. Dedicated recruitment centres should be established to evaluate and assess candidates throughout the year.

As and when the need arises the recruitment board may pick up the top candidates from the merit list prepared based on a written test. The selected candidates will then be informed via letter/website/message to attend the physical examination stage. Designated centres will be identified and announced where the

physical test of the candidates will be conducted. At each recruitment centre, a Sub-Committee will be responsible for overseeing the process. This Sub-Committee will be chaired by a Deputy Inspector General of Police, and will also include a Superintendent of Police as a member, as well as an Additional Superintendent of Police or Deputy Superintendent of Police as another member. The candidates who satisfy the pre-requisite condition of age and educational qualification are called for Physical Efficiency Test and Physical Standard Test which is conducted at the centres which are allocated to candidates geographically far from their home city/town.

Following the physical examination, a number of candidates equal to twice the available vacancies are selected to proceed to the document verification stage. Once the document verification is complete, the final merit list is then provided to the office of the Director General of Police. The DGP office will give appointment letter to the candidates.

A sample Computer Based Test Question Paper Pattern for the section-wise distribution of marks and other details are given below:

Type of Exam:	Computer Based Test (CBT) - SAMPLE
Type of Questions:	Objective Type, Multiple Choice Questions – MCQs - SAMPLE
Total No. of Questions:	100 Questions of 01 Mark each - SAMPLE
Total Marks:	100 Marks - SAMPLE
Syllabus:	General Knowledge, Current Events, Computer Knowledge, Psychology, History, Geography, Social Studies, Arithmetic, Mental Ability, Science, Indian Constitution, Bharatiya Nagarik Suraksha Sanhita 2023(earlier Criminal Procedure Code – 1973), Bharatiya Nyaya Sanhita 2023 (earlier Indian Penal Code – 1860), Sanhita Bharatiya Sakshya Adhinyam,2023 (earlier Indian Evidence Act – 1872), etc.
Time Duration:	01 hour (60 minutes)
Negative Marking:	0.25 marks will be deducted for every wrong answer.
Medium of Exam:	State (Vernacular) Language / English
Minimum Qualifying Marks:	40% marks for all candidates

Detailed Syllabus for Written Exam which consists of sections as follows: -

- i) **General Knowledge:** Indian History, History of State, Environment, Indian Politics, Sports & Games, Important Days & Dates, Abbreviations, Economic Science, Indian Economy, Geography, Awards & Honors, etc.

- ii) **Current Affairs:** Current Events, Daily Top News, Indian Parliament, Famous Books & Authors, Important Financial & Economic News, etc.
- iii) **Computer Knowledge:** Fundamentals of Computer, Microsoft Windows, Microsoft Office, MS Word, MS PowerPoint, MS Excel, MS Access, MS Outlook, Internet, Computer Shortcut Keys, Computer Abbreviations, Computer Networks, Hardware & Software, Input & Output Devices, Web Browsers, Computer Virus, Introduction to Operating System, Storage Devices, etc.
- iv) **Geography:** Basics of India, Location, Latitude, Longitude, Time Zone, Climatology, Economic Infrastructure, Agriculture, Oceanology, Bio-geography, Physical Features, River Systems, Regional Planning, Population & Settlement Geography, etc.
- v) **Reasoning/Mental Ability:** Logical Sequence, Assumptions, Clocks, Blood Relations, Calendars, Problem Solving, Cause & Effect, Directions, Decision Making, Paper Folding, Puzzles, Pattern Series & Sequences, Order & Ranking, Shape Construction, Data Sufficiency, Figure Matrix, Input-Output, Mirror & Water Images, Seating Arrangements, Assumptions, Conclusions etc.
- vi) **Sociology:** Works & Economic Life, Politics & Society, Religion & Society, Social Change in Modern Society, Social Structure, Industrialization & Urbanization in India, Social Movements, etc.
- vii) **Arithmetic/Maths:** Number System, Simple Interest, Problems on Ages, Geometry, Time & Distance, Time & Work, Discounts, Ratios & Proportions, Simplifications, Probability, Averages, Profit & Loss, Percentages, Allegations & Mixtures, Partnerships, Fundamental Operations, Problems on Squares & Cubes, LCM – Least Common Multiple, HCF – Highest Common Factor, Compound Interest, etc.
- viii) **Psychology:** Intelligence & Aptitude, Personality, Language & Communication, Attitudes, Values & Interests, Work Psychology & Organisational Behaviour, etc.
- ix) **Science:** Environmental Science, Physics, Chemistry, Biology, Geography, etc.
- x) **History:** Jaina Tradition, Bhakti Tradition, Non-Sectarian Tradition, Sudharak Yug, Pandit Yug, Gandhi Yug, Anu-Gandhi Yug, Adhunik Yug, etc.
- xi) Indian Constitution

- xii) Bharatiya Nagarik Suraksha Sanhita 2023 (earlier Criminal Procedure Code – 1973),
- xiii) Bharatiya Nyaya Sanhita 2023 (earlier Indian Penal Code – 1860),
- xiv) Bharatiya Sakshya Adhiniyam 2023 (earlier Indian Evidence Act – 1872)

A rider on the number of attempts to appear in the written test can be fixed i.e. 2 to 3 attempts in a year with a gap of 3-6 months.

The Common Physical Test will be conducted for Unarmed and Armed Constable.

Categories	RACE	
	Distance	Time Duration
MALE	5,000 Meter Run	25 minutes
FEMALE	1,600 Meter Run	9 minutes & 30 seconds
EX-SERVICEMEN	2,400 Meter Run	12 minutes & 30 seconds

- (A) **Male Candidates:** Male candidates must complete the 5000-meter race within a maximum time of 25 minutes, and for that, the following merit will be awarded: -

20 minutes or less	25 marks
More than 20 minutes but less than 20.30 minutes	24 marks
More than 20.30 minutes but less than 21 minutes	23 marks
More than 21 minutes but less than 21.30 minutes	22 marks
More than 21.30 minutes but less than 22 minutes	20 marks
More than 22 minutes but less than 22.30 minutes	18 marks
More than 22.30 minutes but less than 23 minutes	16 marks
More than 23 minutes but less than 23.30 minutes	14 marks
More than 23.30 minutes but less than 24 minutes	12 marks
More than 24 minutes but less than 25 minutes	10 marks
More than 25 minutes	FAIL

- (B) **Female Candidates:** A 1600-meter race will have to be completed within a maximum of 9.30 minutes, and for that purpose, female candidates will be awarded the following additional marks.: -

7 minutes or less	25 marks
More than 7 minutes but less than 7.30 minutes	23 marks
More than 7.30 minutes but less than 8 minutes	21 marks
More than 8 minutes but less than 8.30 minutes	18 marks
More than 8.30 minutes but less than 9 minutes	15 marks
More than 9 minutes but less than 9.30 minutes	10 marks
More than 9.30 minutes	FAIL

- (C) **Ex-servicemen:** The Ex-servicemen who finish the 2400 meter run in 12.30 minutes or less than it will be awarded the following merits: -

9.30 minutes or less	25 marks
More than 9.30 minutes but less than minutes	23 marks
More than 10 minutes but less than 10.30 minutes	21 marks
More than 10.30 minutes but less than 11 minutes	19 marks
More than 11 minutes but less than 11.30 minutes	17 marks
More than 11.30 minutes but less than 12 minutes	15 marks
More than 12 minutes but less than 12.30 minutes	10 marks
More than 12.30 minutes	FAIL

If any candidate has any objection or representation regarding their physical or written test result details, then send an application along with a copy of the Call Letter the address of the Recruitment Board by speed post or courier.

4.4 Frequency of Examination

The recruitment exam should be held ideally regularly to fill the vacancies of various posts in uniformed services. Police Department intimates estimated number of vacancies to the Government for Constables and Sub-Inspectors by the month of August every year for which recruitment is to be conducted in the month of September by the Board on the orders of the Government. After this, the written exam will be in April. The result will be declared by the month of June next year. Variation in the time table also depends on the timely disposal of any litigations in the High Court initiated by the aggrieved candidates.

Police Constable Recruitment Exam.....– Overview

Department Name:	Police Department
Exam Conducting Body:	Uniformed Services Recruitment Board – -----
Rectt. Advt No.:	USRB/202x/YYYY/
Post Names:	Unarmed Constable and Armed Constable
Total Vacancies:	XXXXX vacancies
Vacancy Type:	Group-3 Posts
Selection Process:	1) Computer Based Test 2) Physical Efficiency Test (PET) 3) Physical Standard Test (PST) 4) Document Verification
Application Dates:	September to October
Physical Exam Dates:	November to January
Written Exam Date:	March (Sunday)
Official Website:	www.police.xxxxx.gov.in www.usrbxxxx.in

4.5 Financial Expenditure

Ministry of Home Affairs, Government of India and State governments will provide funding for the board through budgetary allocation for the recruitment of their respective forces. This is an example scenario and expenditure cost calculated based on a working board for recruitment.

Statement – I

Sr. No.	Designation of Post	No. of Post	Salary/Pay-Scale of the Post (In Rupees)	Grade Pay (In Rupees)	Total
1	DGP/AGDP rank Officer	01	2,05,400	-	2,05,400
2	IGP	01	1,44,200	-	1,44,200
3	SP	02	78,800	-	1,57,600
4	PA	05	9300-34800 (13,700 Fix)	4200 (35,400)	1,77,000
5	Dy. Administration Officer	01	15600-39100	5400 (53,100)	53,100
6	Office Superintendent	02	9300-34800	4400 (39,100)	78,200
7	Head Clerk	04	9300-34800	4200 (35,400)	1,41,600
8	Senior Clerk	10	5200-20200	2400(25,500)	2,55,000
9	Junior Clerk	15	5200-20200 (7800 Fix)	1800 1900 (19,900)	2,98,500
10	Computer Operator	05	5200-20200 (7800 Fix)	1800 (18000)	90,000
11	Peon	09	On outsourcing basis	12312	1,10,808
Total		55			17,11,508

Statement – II

Object Head	Expenditure required for the period of 11 months during the year 202x-202x	Ultimate Annual Recurrent Rs.	Budget Provision Rs.
1	2	3	4
Pay of officers and Establishment	Rs. 1,88,25,488	Rs. 2,05,36,896	Rs. 2,05,36,896
Total	Rs. 1,88,25,588	Rs. 2,05,36,896	Rs. 2,05,36,896

Note: It is decided to create a new 55 posts for new permanent police recruitment board for new police recruitment for the better arrangement and strengthening the law and order in the state. The details pertaining to staff and expenditure involve in the proposal is shown in the statement for this purpose Rs. 2,05,36,896 will be required during the year 202x-202x. Accordingly, it is requested to provide an amount of Rs.

2,05,36,896 in the Budget Estimate 202x-202x for this new item. Posts could be created accordingly as per the requirement of each State/ organization. There should be sufficient number of secretarial/ministerial staff so that institutional memory is created and preserved.

Statement – III

Details of Head	Recurrent Rs. (11 Months)	Non-Recurrent Rs.	Ultimate annual recurrent
Pay of Officer	4,557,300		4,971,600
Pay of Establishment	13,246,288		14,450,496
Dearness Allowance	5952144		6493248
Other All	440990		481080
Office Expenditure (i.e. POL, Telephone, Light, M&S)	-	15,00,000	-
Furniture	-	15,00,000	-
Motor Vehicle	-	34,00,000	-
Total	24,196,722	64,00,000	26,396,424
Grand Total			32,796,424

4.6 Estimate of the Entire Expenses of Recruitment

The estimate of the entire expenses of recruitment can be divided into various heads and categories.

1. Advertisement Costs

- The publication cost of recruitment notifications in state wide newspapers.

2. Application Processing

- Development and maintenance of an online portal/website for applications.
- Processing fees, document verification, and data management.
- Many times, common portal/website exist in the states for the submission of the candidate forms then this cost can be saved.

3. Examination Costs

- Usually, a tender is published and contract is given to a trusted agency for the work of printing the papers confidentially.
- Preparation of written examination papers.

- Printing of examination materials (question paper, OMR sheets).
- Hiring examination centres e.g. Schools/Colleges during Sunday Holiday.
- Invigilation arrangements at exam centres.
- Answer sheet evaluation, result processing and uploading of result on website.

4. Physical Efficiency Test (PET) & Medical Examination

- Setup of grounds or venues for the physical efficiency tests. (If Hired)
- Medical examination costs including professional fees for doctors.
- Equipment for medical tests (like height measurement devices).
- Hiring costs of RF ID chip based running arrangements.

5. Recruitment Personnel & Administrative Costs

- Salaries, allowances/honorarium for the recruitment board members, examiners, invigilators, and support staff.
- Transportation and lodging for officials, if required.
- Office supplies and equipment.

6. Technology & IT Infrastructure

- Software development and maintenance (for online application, hall ticket generation, and result declaration).
- Cost of renting CCTV cameras during the PET tests, Written exams etc.
- IT support during the entire recruitment process.

7. Candidate Support Services

- Helpline setup for candidate queries.
- Helpdesk for solving issues with admit cards and other related documents.

8. Legal Costs

- Cost of hiring an advocate for handling any litigation in High Court/ Supreme Court related to the recruitment process.

9. Miscellaneous Expenses

- Unforeseen costs such as maintenance of venues, medical emergencies, or additional recruitment phases due to procedural delays or re-examinations.

Approximate Cost for taking the Exam of 10 Lakh Candidates for Recruitment

Sl. No.	Head of Expenditure	Approximate Cost in Rs.
1.	Advertisement Costs	2 Lakh
2.	Application Processing	10 Lakh
3.	Examination Costs (Exam Centre Rent + Agency to Evaluate Exam)	10 Lakh + 1200 Lakh
4.	Physical Efficiency Test (PET) & Medical Examination	2200 Lakh
5.	Recruitment Personnel Salary/ Honorarium & Administrative Costs	800 Lakh
6.	Technology & IT Infrastructure	10 Lakh
7.	Candidate Support Services	2 Lakh
8.	Legal Costs	10 Lakh
9.	Miscellaneous Expenses	10 Lakh
Total		4254 Lakh

- Note:-** 1. Above figures are for a large recruitment drive of 10 Lakh Nos.
2. The monetary expenditure is approx. and based on figures at recruitment drive in Gujarat in 2021-2022.
3. Actual figures will vary as per No. of Candidates, Local Conditions, etc.

4.7 Pre-requisites

All concerned parent departments of the uniformed services shall conduct a manpower assessment annually. It shall be an extensive exercise that will identify sanctioned strength, present strength, number of persons of different ranks retiring in next two years and the possibility of creation of new posts depending upon the pending proposals. Based upon the manpower requirement in the coming years and the financial allocation available, each parent department shall put forth before the Board, the details of the recruitment/promotion activities to be undertaken for that department for the next financial year before the end of the current financial year. This will enable the Board to develop its recruitment calendar for the coming financial year.

4.8 Psychometric evaluation for recruitment

The screening/ psychometrical evaluation at the recruitment stage is very crucial because candidates who are psychologically better suited for police work can be identified at the initial stage. This is very important for the recruitment in Police forces and CAPF personnel performing in dynamic and challenging security environments. The pertinent goal of psychological selection is to analyze the

applicant's potential on various domains such as motivational level, social aspects, suicidal tendencies and intellectual performance so as to draw certain conclusions and mental stress bearing capacity of the candidate. There are various instruments or tools that can be used to gather data about the participant such as observation, case-study method, psychological tests, psychometric evaluation, interview and other specifically designed equipment.

Chapter 5

COMPOSITION OF THE BOARD

The Board's strategy to implement Transparent Recruitment Process will involve –

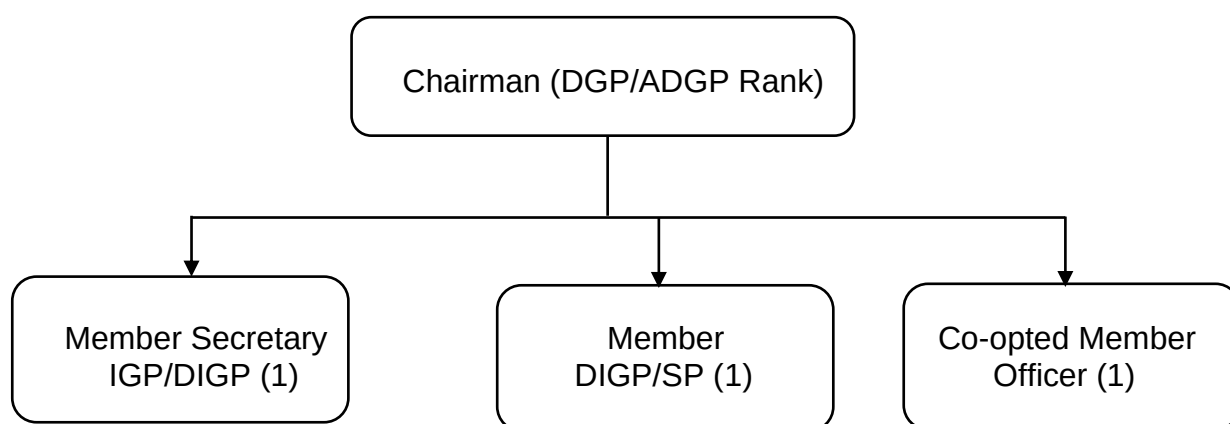
- Innovative use of technology.
- Timely dissemination of information.

The use of technology in the process of recruitment may be so planned by the Board that it finally leads to absolute transparency and generation of faith in the system.

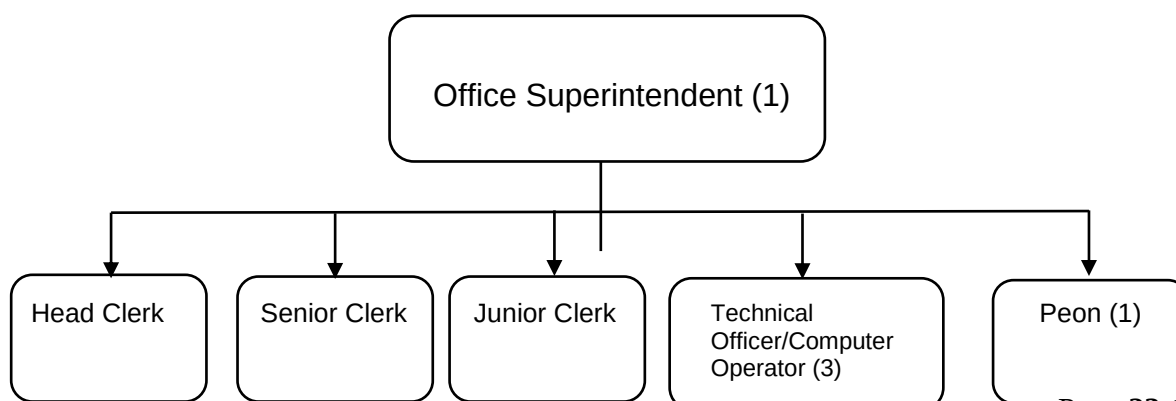
The Composition of the Recruitment Board may be as under:

- An officer of the rank of Director General of Police or Additional Director General of Police as Chairman.
- One Inspector General of Police / Deputy Inspector General of Police as member secretary.
- A representative of Women/SC/ST – An officer of the rank of Deputy Inspector General/Superintendent of Police as a member.
- Co-opted members from other services e.g. Fire, Prisons, Forests for whom the recruitment is to be done.

Recruitment Board Structure



Administrative Staff



The composition of the Board should reflect adequate gender representation and therefore at least one of the above officers should be a lady officer. All the members of the Board must be of proven integrity and competence. The Board should be adequately staffed with subordinate officers and ministerial staff as backup for recruitment work. This is to note that the composition of the board may be changed and it is flexible depending on the state or unit.

Sr. No.	Office/Officer	Type of Resource	No.	Type of Resource	No.	Type of Resource	No.
1	Chairman	Personal Assistant (PA)	1	Driver	1	Peon	1
2	Member Secretary	Personal Assistant (PA)	1	Driver	1	Peon	1
3	Member	Personal Assistant (PA)	1	Driver	1	Peon	1
4	Co-opted Member	Personal Assistant (PA)	1	Driver	1	Peon	1
5	Administration Office	Personal Assistant (PA)	1	Driver	1	Peon	1
Total			5		5		5

Chapter 6

RECOMMENDATIONS

In conclusion the following recommendations are presented for consideration:

1. The recruitment boards should strive to be at the forefront of recruitment practices, setting the standard through impartial and objective methodologies, transparent and efficient procedures, innovative technological implementations, and continuous evolution and improvement.
2. The boards should be dedicated to providing recruitment services that are tailored to the specific needs of the various uniformed services, in order to meet the challenges of the future.
3. Therefore, the Recruitment Boards should envisage a recruitment process having the following features:
 - i) Total transparency
 - ii) Least subjectivity
 - iii) Use of Technology for efficiency
 - iv) Time bound service delivery
 - v) Robust grievance redressal system
 - vi) Ability to withstand judicial scrutiny
4. It is essential to lay down certain norms for recruitment in government to avoid complaints of favouritism, nepotism, corruption and abuse of power. These norms are:
 - i) Well-defined procedure for recruitment to all government jobs.
 - ii) Wide publicity and open competition for recruitment to all posts.
 - iii) Minimization, if not elimination, of discretion in the recruitment process.
 - iv) Selection primarily on the basis of written examination or on the basis of performance in existing public/board/university examination with minimum weight to interview.
5. Recruitment Boards may be established by the States/UTs Government on permanent basis. The process described above also be adopted by the Recruitment Boards. The small states/UTs can conduct their exam using the infrastructure of the nearby big States/UTs.
6. The recruitment boards setup for the uniformed services such as UP PRPB and Haryana Staff Selection Commission can also be the nodal body for recruitment

of not just police but for allied services such as Junior Scientific Officer and Scientists for Forensic Science, Fireman etc.

Benefits envisaged by adoption of the system include the following:-

- i) Examination through this system will be a continuous exercise.
- ii) The burden on Police Training Colleges/Academies to train huge numbers together will be reduced due to regular recruitment process. Hence quality of training will improve.
- iii) The organization will get the workforce on regular basis without delay.
- iv) The process can be used for both small as well as large number of vacancies as the pool of candidates will always be available.
- v) The process will save lot of time, resources, expenses and help in clearing the backlog in recruitment.
- vi) The candidates will be benefitted as they will have more chances to appear in the exam at their own convenient date.
- vii) This process eliminates the possibilities of impersonation and forgery.
- viii) Vast pool of eligible candidates will be available all the time.
- ix) Dynamic merit list of qualified candidates will be available all the time.
- x) Huge amount of money spend on written examinations and subsequent processes will be saved.

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(<https://www.tnusrb.tn.gov.in/>)
2. Order by Department of Personnel and Training for setting up of National Recruitment Agency (NRA)
3. Civil Services Survey - A Report, Ministry of Personnel, Public Grievances and Pensions Department of Administrative Reforms & Public Grievances.
4. "Recruitment Procedures for Non-Gazetted Ranks in Police Forces in India", SATYENDRA GARG, IPS
5. Psychometric Evaluation in Police Recruitment, MM01, NPM, BPR&D
6. Annexure I (From various Government Websites)

Summary: Status of the Recruitment Systems in Various States

S. No.	State	Recruitment Systems	Posts Recruited	Composition of Board Members
1	Andhra Pradesh	Andhra Pradesh State Level Police Recruitment Board (APSLPRB)	Constable, Sub-Inspector, Forensic Staff	Chairperson, senior police officials and administrative officers who oversee recruitment processes. As of March 2019, the Chairman of the APSLPRB was Kumar Vishwajeet, who was serving as the Additional Director General of Police (Intelligence) for Andhra Pradesh.
2	Assam	Assam Police Recruitment Board (APRB)	Constable, Sub-Inspector	Chairman: Director General of Police (DGP) Bhaskar Jyoti Mahanta Member Secretary: Additional Director General of Police (ADGP) Harmeet Singh Members: ADGP L.R. Bishnoi and Inspector General of Police (IGP) Hiren Nath
3	Bihar	Bihar Police Subordinate Services Commission (BPSSC)	Constable, Sub-Inspector	As of October 2024, the current members of BPSSC are: Chairman: K.S. Dwivedi, a retired 1984 batch IPS officer. Member: Suresh Prasad Chaudhary. Member Secretary: Pankaj Sinha. Member: Praveen Kumar, Joint Secretary, Transport Department, Bihar.
4	Chhattisgarh	Chhattisgarh Police Recruitment Board	Constable, Sub-Inspector	Chairperson (DG), Members: Senior Police Officers: Includes officers of the rank of Inspector General (IG) or Deputy Inspector General (DIG). Administrative Representatives: Officers from the state Home Department or other related administrative branches.

5	Delhi	Delhi Police Recruitment Board	Police Constables, Sub-Inspectors	Chaired by a senior police officer, usually of the rank of Special Commissioner of Police. The board includes other senior officers from various departments.
6	Gujarat	Gujarat Police Recruitment Board (GPRB)	Constable, Sub-Inspector, Forensic Staff	Chaired by a DGP rank officer. DIG Rank officer is member of the board.
7	Haryana	Haryana Staff Selection Commission (HSSC)	Constable, Sub-Inspector	Chairman: The Chairman is the head of the commission and oversees its operations. Members: The commission has several members appointed by the Haryana State Government. Secretary: The Secretary is responsible for administrative functions and ensuring the smooth running of the commission's day-to-day activities.
8	Himachal Pradesh	Himachal Pradesh Police Recruitment Board	Constable, Sub-Inspector	Chairman: The Chairman is often a senior police officer, typically an Additional Director General of Police (ADGP) or someone in an equivalent position. The Chairman oversees the overall functioning of the recruitment process. Members: The Board consists of various members, including senior police officers from different ranks, usually ranging from Inspectors to higher ranks.
9	Jammu & Kashmir	Jammu & Kashmir Police Recruitment Board	Police Constables, Sub-Inspectors	Chaired by an Inspector General of Police (IGP). For instance, in 2016, Shri Surinder Kumar Gupta, IPS, served as the Chairman of the Board.
10	Karnataka	Karnataka State Police Recruitment Board	Constable, Sub-Inspector, Forensic Staff	Led by a senior police officer, often of the rank of Additional Director General of Police, along with other senior officials from the police department.
11	Kerala	Kerala Public Service Commission (KPSC)	Constable, Sub-Inspector	Chairperson: The head of the KPSC, responsible for overseeing the functions of the Commission. As of December 2024, Dr. M.R. Baiju serves as the Chairman.

				Members: The KPSC consists of a 18 members who assist in the decision-making process, and their number can vary. These members are appointed by the Governor of Kerala.
12	Madhya Pradesh	Madhya Pradesh Professional Examination Board (MPPEB)	Constable, Sub-Inspector, Forensic Staff	Mohammad Suleman, an Indian Administrative Service (IAS) officer, was appointed as the Chairman of MPPEB in September 2024. Shri Saket Malviya, an IAS officer, serves as the Director of MPPEB. Shri Rakesh Kushre holds the position of Additional Director.
13	Maharashtra	Maharashtra Police Recruitment Board	Constable, Sub-Inspector, Forensic Staff	Chairperson: Usually the Director General of Police (DGP) or an officer of equivalent rank in the Maharashtra Police Department. As of January 2024, the Chairman of the MPSC is Rajnish Seth, who also serves as the Director General of Police (DGP) for Maharashtra. Member(s): These may include senior police officers and other government officials who help in decision-making, ensuring the recruitment process is fair and transparent.
14	Odisha	Odisha Police Recruitment Board	Constable, Sub-Inspector	Chaired by a senior IPS officer. In 2023, B. Radhika was appointed as the Chairman of the Police Recruitment Board.
15	Punjab	Punjab Police Recruitment Board	Constable, Sub-Inspector, Forensic Staff	Led by a senior police officer, typically of the rank of Additional Director General of Police, along with other officials from the police department.
16	Rajasthan	Rajasthan Public Service Commission (RPSC)	Constable, Sub-Inspector	Chairperson: The head of the RPSC, appointed by the Governor of Rajasthan. Members: The RPSC consists of a maximum of 6 other members, who are appointed by the Governor. These members typically have expertise in fields such as administration, education, and law.

17	Tamil Nadu	Tamil Nadu Uniformed Services Recruitment Board (TNUSRB)	Police Constables, Sub-Inspectors, Fire and Rescue Services Personnel	Senior IPS Officers, Legal and Administrative Experts. Comprises a chairman in the rank of Director General of Police, a member in the rank of Additional Director General of Police, and a Member Secretary in the rank of Inspector General of Police.
18	Telangana	Telangana State Level Police Recruitment Board (TSLPRB)	Constable, Sub-Inspector, Forensic Staff	Chairman: The Chairman is typically a senior police officer, often the Director General of Police (DGP) of Telangana or another senior officer of similar rank. As of April 2022, the Chairman of the TSLPRB was Sri V.V. Srinivasa Rao, IPS. Members: The board also consists of a few other senior police officers, often including additional DGPs, IGs (Inspector Generals), and other administrative officers from different branches of the police department.
19	Uttar Pradesh	Uttar Pradesh Police Recruitment and Promotion Board (UPPRPB)	Constable, Sub-Inspector	Chairperson: The head of the Board, usually a senior officer from the Indian Police Service (IPS) or an officer of equivalent rank. The Chairperson oversees the entire functioning of the Board. Members: (ADG Rank) The Board consists of several members, who may include: Senior police officers from Uttar Pradesh Police. Experts in various fields related to recruitment, training, and law enforcement. Other government officials as required.
20	Uttarakhand	Uttarakhand Subordinate Service Selection Commission (UKSSSC)	Constable, Sub-Inspector	The UKSSSC comprises the following members: i) Shri G. S. Martolia (Retd. I.P.S.) – Chairman Date of Joining: 13-10-2022 ii) Shri Shyam Sunder Singh Rautela – Member Date of Joining: 02-08-2024

				iii) Shri Pratap Singh Shah – Member Date of Joining: 02-08-2024
21	West Bengal	West Bengal Police Recruitment Board (WBPRB)	Constable, Sub-Inspector, Forensic Staff	Comprises senior police officers, including an Additional Director General of Police as the chairman, and other members from the police department.