Technological Dramas and the Punjab Police: The Downfall of Front Desk

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ABSTRACT— Electronic dependence and utilization have been emerging as one of the driving forces towards departmental growth and development in this new era of globalization and modernization in Punjab police. The Front Desk (FD) project has a sign of change in Punjab police. It was changing the face of the police from the very first day it was started, but with the passage of time, it has changed its motive and began to change in the color of police. Hence, this paper highlights the issues and their solutions regarding the implementation and utilization of the FD project in the Punjab police department. It also highlights the working of Punjab police with and without FD and the importance of FD in the police department to delivering the grievance and of analysis the true nature of crimes. It discusses various aspects of police department myths and mistakes undertaken by the Punjab police officials and suggests various solutions for changing the face of the department.

Keywords: Front Desk Project, Information Technology, Police Culture, Policing, Police Myths, Working of FD, Training & Development.

1. INTRODUCTION

In Punjab police, Front Desk (FD) project was initially started with 10 police stations in Lahore in 2015. In 2016, authorities have given the name FD and extended it to more than 200 police stations in 13 districts, that department has established FD in every single police station across Punjab. FDs being run by the civilian staff (Font Desk, 2018) were rapidly changing the face and act as the bridge and shorten the distance between public and police but as time being it is changing its face and becoming useless to the public. The basic aim of FD was to provide a pleasant environment to the complainants at police stations so that they can file complaints without any fear and hesitation also organized mechanism to address grievances of the citizens. Paperless policing is the vision of the high-ups in the Punjab police department. Owing to human discretion, unnecessary file, and inordinate delays, the erstwhile manual system of complaint redress had lost its efficacy to resolve the issues of the public. The failure of manual complaint management was in turn undermining the cause of justice and public service (CMS&PSRMS, 2018). The post and pre working in police stations regarding complaint handling with and without FD are defined in Figures 1 and 2 respectively.

Figure 1: Manual Complaint Handling System in Police Station
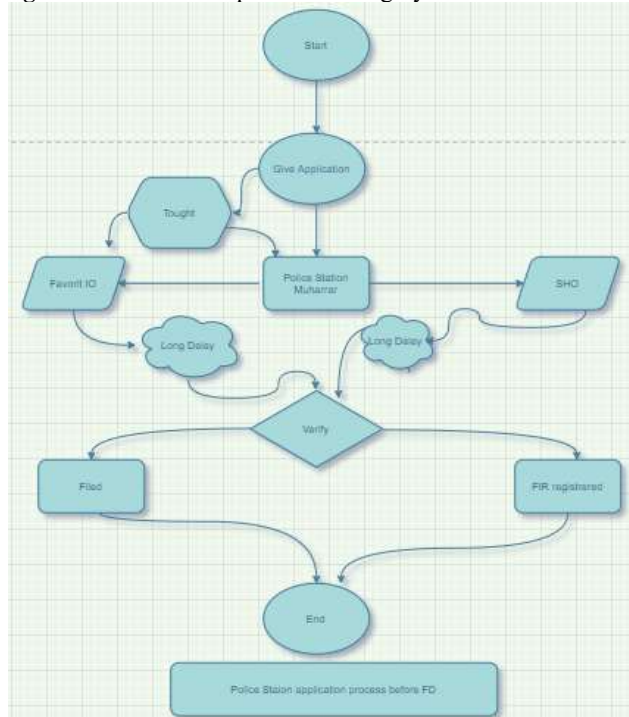
Figure 2: FD Complaint Management System in Police Station
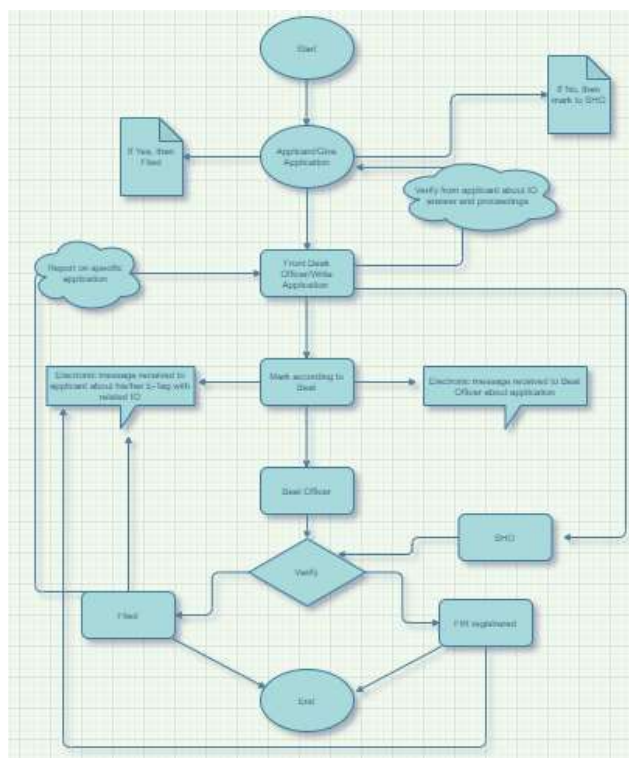
As shown in figure 1, the purpose for which the FD system was created is losing its worth and originality (figure 2). The trust of the general public, as well as the motive of the change in the police department, is severally damaging and the police department is returning to its old form. The below figure shows the working of police stations before FD in police department is as follows

Figure 3: Police Communication System
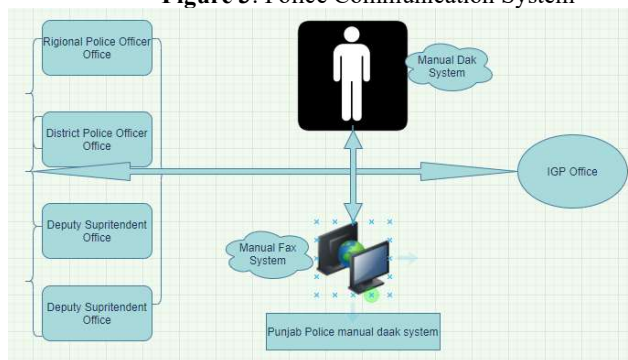
2. AIM

This study will investigate the working of police affairs with and without the FD project. We'll discuss the police department before and after the FD system and how this beneficial system is on the verge of destruction. Later on, we'll propose a deliverance & revolt model that will help to tackle the situation and will improve the working of the FD project.

UNDERSTANDING THE TECHNOLOGICAL AND CULTURAL CHANGE IN POLICE

FD was a change in the police department. Police is not a department where people adopt new things easily and the same happen with this initiative. Commonly, police performance based on crime prevention, detection, security, and solving public grievances but where everything is monitoring or recording somewhere and keeping an eye electronically on the performance of police officers was a tough call. Mostly police work after something went wrong is based on two words, "*Shafqat* (Appendix) [A]" and *Taki* [B]" and somehow these words are the main cause of the bad performance of the police department. Police behavior is dependent on political, social & domestic problems and the mindset that the police department has right now and was before didn't accept the FD project because there's a number of factor that must be taken into account in order to manipulate data systematically.

Sparrow has long emphasized the importance of managing information systems properly: "If badly managed, they can frustrate managerial purposes, enshrine old values, focus attention on outdated and inappropriate performance measures, give power to the wrong people, cast in concrete old ways of doing business, create false or misleading public expectations, destroy partnerships and impose crippling restrictions to new styles of operation quite apart from their propensity to consume millions and wasted millions of tax" (Sparrow, 1991: 26)

Examples of technical and implementation problems of information technology in policing include flaws in system design which resulted in data of poor quality and the failure to build and maintain support for technology within police departments (Hough, 1980).

Figure 4: Organizational Performance Factors
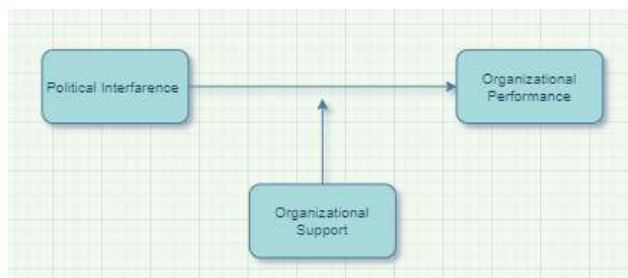
Organizational performance is defined as a measure of how an organization is managed well and how an organization can deliver value to its customers and stakeholders (Moullin, 2007).

3. CULTURAL FACTORS

Technology is not simply an objective, physical given; people have to make sense of it and, in the process, 'develop particular assumptions, expectations, and knowledge of the technology, which then serve to shape subsequent actions toward it' (Sovacool & Sovacool, 2019).

The introduction of new technology is merely the beginning of a 'technological drama' (MANNING, 1992) of normalization, adjustment, reconstitution and reintegration.

The police subculture may contain organized subgroups that may have strongly influenced the character of the larger entity. They're people in the police who may be grouped on the basis of age, educational attainment, rank, sex, and length of service. Among these there may be a person of distinctive language, extroverts, married, introverts, single, values, beliefs, and variations in mental health and stereotypes; some are based on rumor hearsay and physical structure (Trinkner et al., 2019). Punjab police's district's Supervisory Officer's (SO) fact information and complaint resolution system is mainly based on lie.

4. LITERATURE REVIEW AND THEORATICAL BACKGROUND

Hassle-free and paperless policing is the hall mark of the developed world countries like India (Ewart, 1935) and UAE are also using the latest gadgets and technologies to make their police public-friendly and efficient (Chattha et al., 2019). Gone are the days when police station clerks had to beg complaints about stationery, fuel, and food. Now, the front desks being run by civilian staff are rapidly changing the face of the police force because the station assistants are given all accessories - ranging from printers to Wi-Fi and android handsets to water dispensers. Above all, they work in air-conditioned rooms (Front Desks Changing Police Face, 2016).

Registering a First Investigation Report (FIR) obligates the police to investigate a complaint, but getting the police to accept an FIR from an average citizen generally requires the intervention of a senior police officer or influential person and the payment of a bribe (Applicants et al., 2013). So, to cater to a situation like this, the police need a centralized monitoring system that brings the idea of the FD.

Unlike advanced Western countries, stability in Pakistan is, therefore, not maintained through transparent redistribution of resources but the chain of patronage right from the parliamentarians down to the people. As (Malik & Qureshi, 2020) demonstrated in their article, police corruption, becomes an institutionalized and legitimized phenomenon.

IT has become increasingly integrated into modern police organizations, driven by its potential to improve the effectiveness of operations and generate cost savings. These included records management, dispatch, crime investigation, personnel records, information sharing, fleet management, automated booking, and resource allocation systems (Jackson et al., 2011).

The taxonomy of electric police is as follows,

Figure 5: Taxonomy of Electronic-Police
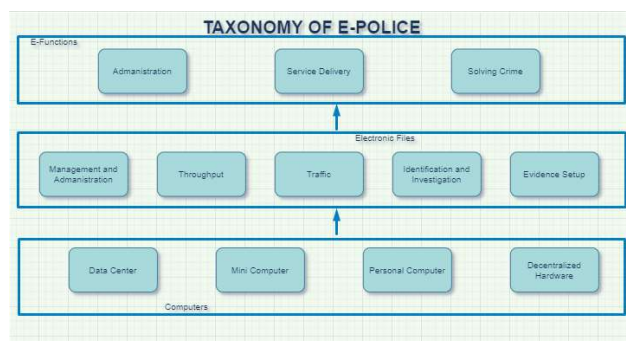
FDs details across Punjab are as follows

District	PS	FD	District	PS	FD
Lahore	84	84	Bhakhar	11	11
Sheikhupura	16	16	Rawalpindi	30	30
Nankana Sahib	11	11	Attock	14	14
Gujranwala	30	30	Jhelum	11	11
Hafizabad	10	10	Chakwal	11	11

Gujrat	23	23	Sahiwal	17	17
M.B. Din	11	11	Okara	19	19
Sialkot	27	27	Pakpatan	12	12
Narowal	14	14	Multan	32	32
Faisalabad	41	41	Lodhran	10	10
Jhang	14	14	Khanewal	18	18
Chiniot	9	9	Vehari	19	19
Toba Tek Singh	11	11	Dera Ghazi Khan	18	18
Sargodha	27	27	Rajanpur	16	16
Khushab	9	9	Muzaffargdh	21	21
Mianwali	19	19	Layyah	8	8
Bahawalpur	24	24	Rahim Yar Khan	27	27
Bahawalnagar	22	22	Kasur	20	20

The district-wise total police stations and FD details are given above as approximately 716 police stations are in Punjab and the same number of FDs is being established in each police station of Punjab.

Background Steps on to reform Punjab police to curb crime effectively. Manifold steps are taken to reform the Punjab police department and improve its ability to combat crime with the help of information technology, digitalizing its manual functions that have become obsolete and useless (Front Desk in Punjab Police, 2018).

5. RESEARCH QUESTIONS
- What is FD in the Punjab police department?
- How FD working?
- How FD is beneficial for the public and police?
- Why FD project is losing its worth and motive?
- What problems do FD officials are facing?
- How FD project could be as it was on the first day?

6. RESEARCH METHOD AND DATA COLLECTION
6.1 RESEARCH STRATEGY
The research strategy adopted for the study is "Qualitative". This is a set of non- statistical inquiry techniques and processes used to gather data about something, may it be a social phenomenon or an organizational structure (McNabb, 2013).
6.2 RESEARCH DESIGN
An explanatory research design has been used for this study. This design is used in a qualitative study to explore any phenomenon and to develop a causal explanation of something i.e. cause of the consequence of interest (McNabb, 2013).
### 6.3 DATA COLLECTION
Different stakeholders had been identified for this study in order to get a comprehensive view of the issue regarding the downfall of FD and for this purpose in-depth interview, questionnaires, observations and focus group meetings have been conducted with the respondents with the help of the convenient Sampling strategy. Stakeholders and respondents belong to the following sections of the society:
- Serving and retired police Officials
- Serving and resigned FD Officials
- Legislators(Parliamentarians) Members of the Provincial Legislature were interviewed, because in Pakistan Law and Order is a provincial subject
- Print and Electronic Media Journalists
- General Public and Applicants

1961 questionnaires (2 parts) were sent to above mentioned stakeholders around the Punjab, out of which 1508 questionnaires were received which makes 76.9% response rate. In addition, before sending the survey questionnaire for actual data collection a pilot study has been conducted with 23 Data Processing Officer's (DPO-IT) to confirm the reliability and validity of the instrument using Cronbach's alpha (Williams et al., 2012).

| No.		Sent Number of Mails	Received Number of Mails	Received %
1	FD Officials	639	559	87.5
2	Police Officials	578	325	56.2
3	Parliamentarians	13	4	30.8
4	Media Persons	26	17	65.4
5	General Public	705	603	85.5
	Total	1961	1508	76.9

Graph 1: Questionnaire Bifurcation
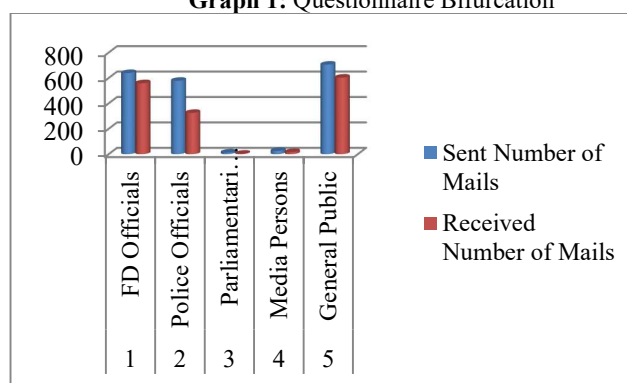
Another part of the survey received with the responds rate is as follows

|	SA	A	SD	D	N&N/A
Police Officials	27	115	19	147	17
Parliamentarians	0	1	0	2	1
Media Persons	3	4	3	6	1
General Public	8	23	178	348	46
Total	38	143	200	503	65

Graph 2: Questionnaire Answers Bifurcation
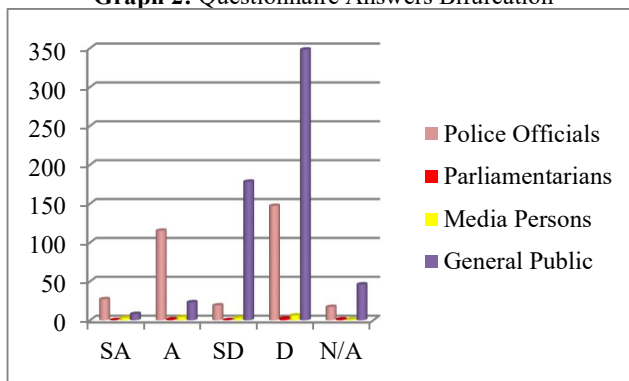
Below figure shows that 68% FD officials are being working in police department is not satisfy with their jobs, which should be an alarming situation for police supervisory, public and as well as government.

Graph 3: FD Officials Response
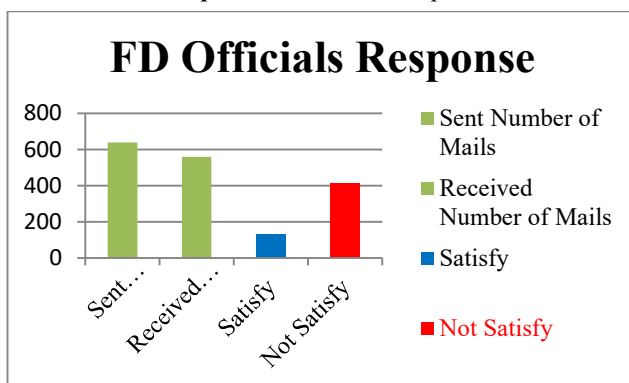

6.4 IMPACT OF FD ON POLICE PERSONAL

With the introduction of the FD project in the police, police think they're being bound to something which is apart from the high-ups.

7. THE FD WORK: THEORETICAL FRAMEWORK

The concept of FD has its genesis in the fact that the common man is hesitant to step into a police station. This system provides a "single point of access" or the "one window operation" to the citizens so that they could lodge a complaint or find out the status of their cases without any inconvenience.

The framework model shown below figure includes the eight (8) independent variables, which are departmental reforms, transfer posting policy, police myths, software bugs, the performance of FD officials and SO's, implementation of SOP, and independence, which predict the downfall of FD through moderating role of organizational support.

Figure 6: Theoretical Framework
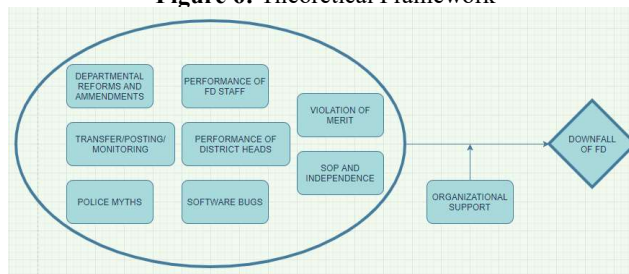
7.1 PERFORMANCE OF SUPERVISORY POLICE PERSONALS

With the beginning of FD in the police, it also has some drawbacks in terms of manipulating the crime figures. A number of factors continue to weaken this endeavor; the performance of each supervisory is partially based on misinterpreting and hiding crime figures. Violation of merit, not knowing about the SOP of FD, listening

to rumors hearsay, playing in the hands of conspiratorial lobbies, all in all mentality and, somehow, immaturity are the main factors in the downfallen of the FD project. A few dealing hands pressurize FD officials in different ways to enter hypothetical data. Ultimately, a question comes to mind that how it is possible for a person to get renewed his/her contract and can work on merit by not abiding the directions regarding data manipulation. The district they trying to fix its record- have to send their contract extension to high ups.

7.2 PERFORMANCE OF DPO-IT/HARWARE NETWORK TECHNICIAN (HNT)/SENIOR STATION ASSITANT (SSA) & POLICE STATION ASSISTAN (PSA) – FD OFFICIALS: CAUSES AND RESULTS

In this study, we also have to look at the performance of the different end users of the FD project. The officials of the FD project known as DPO-IT/HNT/SSA/PSA also have a hierarchy in terms of scale and salary mentioned as the names from senior to junior. The main role in the FD project is of SSA and PSA; they've to enter all the data timely and accurately. Unfortunately, they've failed to perform their duties as they lost their interest in the job. Moreover, not interested in the writings of the citizen's applications, office times, behavior, room decorum, dress code, lack of honor-ship, lack of responsibility, zero feedback from FD applications and data entry quality are the main reasons for FD personals to FD project. That because of the insecurity of job, service structure, geographical issues, coordinate with the police station staff, lack of support from district's supervisory, favoritism, lobbying, salary, timing, non-interested behavior from high ups, conflict in SOP and most important departmental threats. Above all these things are down-falling the morale of FD staff. The FD supervisory should not be dependent on the district supervisory as they're being faced with many issues at the district level. This project is going on the road of dead-end, after some time police will see as this project will produce the garbage in terms of data.

7.3 NON ACCEPTANCE BEHAVIOUR FROM BELT FORCE

For the success of any new project, it has to be accepted by the peoples who are working in that department. FD is not an ideal project for belt force. The theme that FD has is against the interest of Muharrar & Station House Officer (SHO). Discrimination towards FD officials is also a big factor in this regard. Punjab police use discrimination when it comes to FD officials. We'll say this with an apology that Punjab police unwelcomed this innovative change in this department. Police personals said, "The day when FD came into the police department, it's destroyed the department". FD officials are "Light Creatures". Belt force thinks that like other initiatives in past taken by the department were closed, FD will also be closed. Some of the high ups think that "if we support them, one day they'll go far ahead and leave us behind". As per belt force, the FD project exploiting the rights of the belt force.

7.4 POLICE MYTHS

Public think, if we give application to these civil staff of police, our application might be through in the dustbin, belt force did the proceeding so we'll give our application to the Muharrar because nothing happened in police without a bribe. As per the police staff, "if citizen will give the application at FD then we'll not proceed but if you'll give application directly to us (Muharrar/SHO) then we'll proceed. Another thing is police think with their experience and per citizen's applications that 90% of applications based on a lie. It might be true for violent applications but not for property crime as we'll see this is in the below section.

7.5 INEFFECTIVENESS OF COMPLAINT MANAGEMENT SYSTEM (CMS)

As CMS is Police's primary/basic software; Police need to be more focused on it. The applicants who are not satisfied with Police Stations then resort to different channels like PMDU, CM Portal, 8787, etc. While focusing on CMS, they can minimize the bulk of applications at different forums. Police's job is not only to protect the citizens but also to hinder domestic violence to maintain peace among society. According to the official figures, the police force is failing to combat crime effectively (International Crisis Group, 2008) it also has failed to protect society from crime against property of one (1) district as shown in the below analysis of registered applications on FD and registered First Investigation Reports (FIRs).

	2017	2018	2019	2020
TOTAL REGISTERED APPLICATIONS AT FD OF CRIME AGAINST PROPERTY	3340	7495	9135	12771
FILED	1833	5627	6152	9163
REGISTERED FIR	1507	1868	2982	3393
FILED PERCENTAGE %	54.9	75.1	67.3	71.7

With the rising crime figures, nationwide, the numbers are not good as they appear (Laeeq et al., 2016).

Graph 4: CMS Statistics
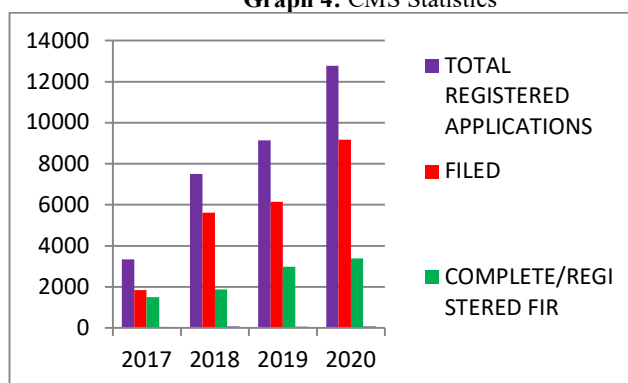
7.6 DID CRIME DROP OR DID WE DROP THE BALL?

As time on the run, crime is increasing day by day. When we saw the above analysis, it is also an eye-opener for government officials and high ups, we've seen that every year registered and not registered crime is increasing and the hidden, dark and non-reported crime is another issue. We know that every application is not based on truth, suppose, if we deduct 50% applications (frivolous, nominated, duplicated) of crime against property which is quite impossible then the remaining 50% FIRs should be registered but facts are quite the opposite. Applicants are not mad that they give property application without being robbed. It shows that CMS could not meet the expectations of the citizens. Police didn't register FIRs properly on crime against property. Due to a lack of financial resources for FD management, the administration is also being criticized for providing stationery and other technical facilities (Front Desk employees, 2016). Now, we can say that the FD is useless. FD personals are also not following SOP for CMS which makes it vulnerable.

7.7 FD SOFTWARE BUGS

As per the FD officials, bugs in the FD software's are another hurdle in the progress of this project. It might be a business for the development team, their attention to keep delaying the modification on the development side to secure their assignment and to stick with the department.

7.8 DEPARTMENTAL REFORMS AND AMMENDMENTS

Police need departmental reforms to save the FD project. Job insecurity is a key element among FD officials. Even after five years, the Punjab police have failed to form a service structure for FD employees owing to selfish concerns (Front Desk employees, 2016).

FD employees informed that they're serving in the police department for the last 5 years; however, the department has failed to regularize their services.

The police department should regularize the FD officials and made requisite amendments in police rule to keep alive this project. FD staff claims regarding the pay scale, service structure, and other facilities were made by the higher-ups during the appointment, but now despite the lapse of more than five years, due to the unavailability of service structure, they are still on a contract basis.

7.9 DEPATMENT NEEDS TRAINING: ETHICAL AND PROFESSIONAL

There is a need of professionalism and continuous ethical training in the Police department. Verbal training and exam sessions should be conducted about their Job Description (JD). Seniority, experience, and maturity level should be considered while posting SO's. SO must know about the SOP of FD and the hierarchy of

command. Even after five years, mostly police officials didn't know anything about the FDs SOP and chain of command. Tragically, high-ups and district heads don't bother to see FD's SOP. There is in dire need to implement the JD of FD supervisory in the district to animate the FD project.

FDs SOP should be clear, precise, and disseminate from time to time within the department. Monitoring should be on merit and on time to avoid the untoward situation regarding FD affairs.

7.10 TRANSFER/POSTING OF FD OFFICALS

In the police department transfer posting is an issue from the first day and it is the root of all troubles. Transfers posting of FD officials are not being made on merit. Apart from the FD's SOP, FD officials are being posted on different branches, resultantly; cause of the FD is being compromised, which leads to promoting favoritism.

7.11 MONITORING AND SCALING OF FD OFFICALS

The police department is based on fear like the criminal's department. Researchers have linked police officers' concerns with appearing racist a kind of stereotype threat to racial disparities in the use of force. Their study hypothesized that stereotype threat undermines officers' self-legitimacy or the confidence they have in their inherent authority, encouraging overreliance on coercive policing to maintain control (Trinkner et al., 2019). As per the proposed scales of the FD officials, DPO-IT/HNT/SSA/PSA will be as 16/14/9 and 7 respectively, which is not enough to do their job and to deal with the police officials. Their supervisory must have a gazetted scale and the SSA/PSA should have 14/12 scales in the district to be held accountable for the official affairs. FD supervisory should be working under the command of Regional Police Officer (RPO) after Central command. Through this, district supervisory will handle FD affairs in an appropriate manner when they have the authority with a separate chain of command.

8. CMS MONITORING

By keeping in mind the importance of the CMS in the Police Department and report generation for analysis of different crime heads/sections/categories, a reporting system is proposed. Police are warranted by the government to enforce the law by arresting criminals and detecting the nature of the crimes through CMS. Because keeping the peace is a primary need of society, the police are around us since civilization began. Police usually and can timely be viewed as heroes within our community due to the often dangerous situations they encounter in service to the public; CMS is one of them to help the police department to portray a better image in the society.

The Electronic Tag (E-Tag) system (Police Initiative, 2016), that police are using is not enough mature to produce reports more appropriately. Here, we're proposing a report generation system to generate E-tags at Front Desks in an appropriate view that can help police in proper report generation on a single click.

E-Tag must be generated against crime head wise, i.e. In Reporting of Crime, there should be only below heads,

- Crime Against Property

- Crime Against Person

- Local & Special Law

- Miscellaneous

- Investigation

- Loss Report

- Character Verification

- **Reporting of Crime**

Category	Offense	Offense Subcategory
Crime Against Person	Murder	Murder
		Murder Intension
		Murder
		Cause/Mistake
	Attempted Murder	Attempted Murder

Category	Offense	Offense Subcategory
	Attempted Suicide	Attempted Suicide
	Hurt	Unserious
		Serious
	Acid Throwing	Acid Throwing
	Kidnapping/ kidnapping for ransom/ Kidnapping for adultery	Kidnapping
		365
		365-A
		365-B
		496-A
	Rape	376
		Minor
	Gang Rape	Gang Rape
	Rioting	Rioting
	Accident	Deadly
		Non-Fatal
	Police Competition	Police Competition
	Resistance	Police
		Govt. Servant
	Extortion	Extortion
	Other	Other
Crime Against Property	Dacoity	Shop
		House
		Motor Cycle
		Car
		Other Vehicle
		Other Dacoity
	Robbery	Shop
		House
		Motor Cycle
		Car
		Other Vehicle
		Other Robbery
	382 PPC	Motor Cycle
		Car
		Other Vehicle
		Other 382 PPC
	Theft	457/380
		458/380
		459
		460
	381-A	Car
		Motor Cycle
		Other
	Theft	Theft
		Cattle
		Mobile Phone
		Tree
	356	356
	PPC411	PPC411
	Dacoity/Robbery with Murder	Dacoity with Murder

Category	Offense	Offense Subcategory
	Other Property	Other Property
Local & Special Law	Beggar Act	Beggar Act
	Kite Flying Act	Kite Flying Act
	Police Order 2002	Police Order 2002
	Fourth Scheduler	Fourth Scheduler
	Stock	Stock
	Wall Chalking Act	Wall Chalking Act
	Slaughter Act	Slaughter Act
	Money Landing	Money Landing
	Pesticide Act	Pesticide Act
	Fake Fertilizer	Fake Fertilizer
	16-MPO	16-MPO
	Petroleum Act	Petroleum Act
	Canal and Drainage Act	Canal and Drainage Act
	Child Labour Act	Child Labour Act
	Ramazan Act	Ramazan Act
	Price Control	Price Control
	University and Board Act	University and Board Act
	One Wheeling	One Wheeling
	Security Ordinance	Security Ordinance
	Sound System	Sound System
	Temporary Residents Act	Temporary Residents Act
	Mineral Act	Mineral Act
	97-A MVO	97-A MVO
	Telegraph Act	Telegraph Act
	Drugs Act	Drugs Act
	Wild Life Act	Wild Life Act
	Food Act	Food Act
	Obedience Act	Obedience Act
	11 PO	11 PO
	9/A-B-C	9/A-B-C
	Gambling Act	Gambling Act
	Arms Ordinance	Arms Ordinance
	Complaint against Police	Complaint against Police
	Other Local & Special Law	Other Local & Special Law
Miscellaneous	186	186
	Cheque Dishonor	Cheque Dishonor
	Fake Currency	Fake Currency
	Fake Documents	Fake Documents
	216	216
	212	212
	Escape from Police Custody	Escape from Police Custody
	Illegal Custody	Illegal Custody
	341	341
	Interference 452	Interference 452
	354 Outraging the Modesty of Women	354 Outraging the Modesty of Women
	Breach of Trust	Breach of Trust
	Fraud	Fraud
	Fake Government Servant	Fake Government Servant

Category	Offense	Offense Subcategory
	Electricity Act	Electricity Act
	Sui Gas Act	Sui Gas Act
	Over speeding	Over speeding
	Fireworks Act	Fireworks Act
	285/286	285/286
	Gas Refilling Act	Gas Refilling Act
	Preparation of Dacoity	Preparation of Dacoity
	Damage	Damage
	Secret Birth	Secret Birth
	188	188
	506-B	506-B
	294 PPC	294 PPC
	367A/377	367A/377
	Brothel	Brothel
	Water Act	Water Act
	Child Marriage Act	Child Marriage Act
	Blasphemy	Blasphemy
	Outraging the Modesty of Women	Outraging the Modesty of Women
	Child Abuse	Child Abuse
	Gender Abuse	Gender Abuse
	Minority Abuse	Minority Abuse
	Human Rights	Human Rights
	Other Miscellaneous	Other Miscellaneous

- **Loss Report**

Category	Offense	Offense Subcategory
Loss Report	CNIC Loss	CNIC Loss
	Bay Form Loss	Bay Form Loss
	Arm Documents Loss	Arm License Loss
		Arm Slip Loss
	ATM Card Loss	ATM Card Loss
	Service Card Loss	Service Card Loss
	Passport Loss	Passport Loss
	Domicile Loss	Domicile Loss
	Driving Documents Loss	Driving Leaner Loss
		Driving License Loss
	Educational Documents Loss	Educational Documents Loss
	Ownership Memo Loss	Ownership Memo Loss
	Registration Book Loss	Motor Cycle Registration Book Loss
		Car Registration Book Loss
		Other Vehicle Registration Book Loss
	Vehicle Original File Loss	Motor Cycle Original File Loss
		Car Original File Loss
		Other Vehicle Original File Loss
	Cheque	Cheque Loss
		Cheque Book Loss
	Property Documents Loss	Property Documents Loss
	Marriage Certificate Loss	Marriage Certificate Loss
	Birth Certificate Loss	Birth Certificate Loss

	Death Certificate Loss	Death Certificate Loss
	Other Documents Loss	Other Documents Loss
	Service Book Loss	Service Book Loss
	Mobile Phone Loss	Mobile Phone Loss
	No Plate Loss	No Plate Loss
	Utility Meter Loss	Utility Meter Loss
	Challan Receipt Loss	Challan Receipt Loss
	Army Documents Loss	Army Card Loss
		Army Smart Card Loss
		CMH Medical Card
	Bank Related Documents Loss	Saving Certificate Loss
		Bank Receipt Loss
		Bank Slip Loss
		Bank Jewelry Slip Loss
	Receipt Loss	Receipt Loss
	Other Documents Loss	Other Documents Loss
		Miscellaneous

- **Character Verification**

Category	Offense	Offense Subcategory
Character Verification	Character Verification	Character Verification
Employee Verification	Employee Verification	Employee Verification

- **Investigation**

Category	Offense	Offense Subcategory
Investigation	Investigation	Investigation

The community needs to be aware that they must give any kind of applications at FDs.

9. CONCLUSION

The purpose of this research is not to do propaganda or spread negative information about the Punjab police. Punjab police among the other disciplined forces are the most important department that is directly related to the public grievances to ensure peace among society. When the Punjab police department itself is accused of unprofessionalism, violation of rules and non-acceptance behavior toward the FD project then attention to the subject is required. The term "Downfallen of FD" itself seems unjust but it is evident and being happened and enduring in the police department to discuss and study the phenomenon being examined in this paper.

This paper basically highlights different ways or forms in which allegedly police department goes beyond its initiative survival. The biggest role in ruining the FD project is played by high-ups, SO, and finally FD district supervisory. As high-ups failed to implement SOP and JD to empower and monitor FD mechanism, the SO bend the SOP and used FD project for their interests and FD district supervisory failed to perform their duties. Following this objective, different scenarios or justifications have been explored for legitimizing the use of excessive discrimination towards the FD project. As per this study, downfallen of the FD project is usually gained from Administrative Rulers, Departmental Lobbies and Institutionalization Weaknesses which get involved in some sort of institutional decision making and try to interfere official affairs and used them for their personal interests, later on, these lobbies bail them out in one way or the other. If these officials refuse to adhere to such commands then they know they will be either removed or transferred from the current posting. FD is the place where hypothetical and customized data is being entered into the system, without being securing FD supervisory from SO's, the system cannot succeed. To sum up this aspect, we conclude that "**There is a threat to police of police**", "**Police, spoiling the police**" and "**There is a need of policing in police**" which will not let the Punjab police department grow unless police will take prescribed measures.

FUTURE WORK

Crime is a widespread problem that affects millions of people around the world. In especially, undeveloped countries like Pakistan, implementation of FD could help to mitigate the crime and public grievance within the police departments. FD could be the backbone of this department.

CONFLICT OF INTEREST

There is no conflict of interest while writing this research paper.

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APPENDICES

A: The word "*Shafqat*" means compassion, in domestic language is that to forgive someone after doing a mistake. In Punjab police, this is a commonly used word.

B: The word "*Taki*" means forgiveness, in domestic language is to create way or solution for someone after doing a mistake. In Punjab police, this is also a common word used in this department.

SURVEY QUESTIONNAIRE

Dear Sir/Madam,

I hope this finds you the best in your health.

We're conducting an academic research as part of our Ph.D. Program. This is an academic research survey, which needs some time from your busy schedule. The survey is intended to understand the performance of the Front Desk in Punjab police of Pakistan. Any information that you provide will be kept confidential and used for research purpose only. In this regard, you are requested to kindly fill the survey form as attached herewith. This survey will take about 10 to 15 minutes of your precious time, which will be extremely valuable in fulfilling the requirement of Ph.D. Research.

For your convenience, I have enclosed a self-addressed postage paid envelope for the return of the completed survey. If you have any questions about the survey or the research study, please give us a call or SMS at (+92-345-7483688) or email at shahidrao739@gmail.com

Your prompt response to this research study will be highly appreciated.

Best Regards,

Muhammad Shahid,

Talha Farooq Khan,

Muhammad Saleem,

Sadia Parveen.

(Ph.D. Scholars)

RESPONDENT'S BACKGROUND

The following information is strictly confidential and will only be used for research purpose. I will be grateful if you could kindly fill the required information.

Instruction: Please **TICK (□)** in the appropriate box

1.

Gender	
Male	Female

2.

Age	
Less than 30 Years	30 - 40 Years
41 – 50 Years	51 Years and Above

3.

Highest Qualification	
MS (M.Phil.)	Masters
Bachelors	Intermediate

4.

Working experience with this department	
1 – 3 Years	4 – 6 Years
7 – 9 Years	10 – 15 Years
More than 15 Years	N/A

PART 2

Please read the following statements and **TICK (□)** the response that closely represents your opinion. The statements are anchored on the following 5 point Likert Scale:

1: Strongly Agreed	2: Agreed	3:Strongly Disagreed	4: Disagreed	5: Neutral
6: N/A				

No.	Statements	SA	A	SD	D	N	N/A
1	Police department is responsible to rectify the community problems	1	2	3	4	5	6
2	Police department satisfied the citizens regarding complaint resolution	1	2	3	4	5	6
3	Police department improved on timeliness of service delivered	1	2	3	4	5	6
4	Police department maintains a good reputation among the citizens of the Punjab	1	2	3	4	5	6
5	Police department maintains the high level of motivation amongst its personals	1	2	3	4	5	6
6	Police department maintains a healthy and safety environment for its personals	1	2	3	4	5	6
7	Police department has a supporting working environment in obtaining departmental objectives	1	2	3	4	5	6
8	Police department responds quickly to the citizens if any incident happens	1	2	3	4	5	6
9	Police department has successfully developed the procedure to improve the quality of service offered	1	2	3	4	5	6
10	Police department did many reforms in respect of digitization	1	2	3	4	5	6

PART 3

Please read the following statements and **TICK (□)** the response that closely represents your opinion. The statements are anchored on the following 3 point Likert Scale:

1. True	2. False	3. N/A

No.	Question	True	False	N/A
1	Is Front Desk (FD) is independent?	1	2	3
2	FD staff transfer posting in being made on merit?	1	2	3
3	Do you think FD staff faces Violation of Merit?	1	2	3
4	Do you think FD staff faces Violation of SOP?	1	2	3
5	Is there any favoritism among FD officials?	1	2	3
6	Any lobbying in department related when it comes to FD?	1	2	3
7	Is FD staff faces Discrimination?	1	2	3
8	Do you feel insecurity in department?	1	2	3
9	Is CMS is effective?	1	2	3
10	Do you follow proper SOP of FD?	1	2	3
11	Did you get any departmental threats?	1	2	3
12	Do you follow SOP for CMS?	1	2	3
13	Do you have any geographical issues related to transfer posting?	1	2	3
14	Did police work without getting bribe?	1	2	3
15	Do you think FDs SOP implemented properly?	1	2	3
16	Does police needs departmental reforms?	1	2	3
17	Does police needs professional and ethical training?	1	2	3
18	Do you think FD providing relief to a general public?	1	2	3
19	Does police station staff cooperate with FD staff?	1	2	3
20	Do you think police officials accepted you as a FD official?	1	2	3
21	Does department needs amendments related to FD?	1	2	3
22	Does your salary is enough with the SOP of FD?	1	2	3
23	Do you want to be a permanent employee?	1	2	3
24	Do you receive stationary on time?	1	2	3
25	Do you think high-ups paying enough attention to FD project?	1	2	3