

SVP National Police Academy

Journal

June - 2017



Published by

SVP National Police Academy
Hyderabad

ISSN 2395 - 2733

SVP NPA Journal

June- 2017

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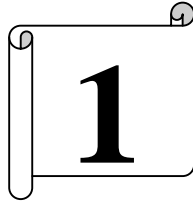
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A BLUEPRINT FOR EFFECTIVE MANAGEMENT OF CASELOAD OF POLICE

Umesh Sharraf, IPS*

The core domain competencies and mandate of Police pertain to:

- Prevention & Detection of Crime
- Maintenance of law and order

All other functions support these two basic functions. This article shall focus on improvement in registration, investigation and prosecution of criminal cases, which goes towards overall improvement in both the above functions. The article will also limit itself to what can be done by the police and the Government because though judicial reforms play an important role in this function, there is not much point in involving ourselves with judicial reforms at this stage in our polity. The required reforms in our working may therefore be considered belonging to the following categories:

- Administrative instructions issued by the state DGP
- Amendments in the police manuals
- State Amendments in the CrPC
- Govt. orders and financial support for certain Systems

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Free & Accurate Registration of Crime

The first area of concern is free registration of crime. Any initiative that involves disposal of criminal cases would first need to address the issue of registration of cases. Free registration of crime or elimination of burking is the first step. One can envisage the various components of the criminal justice system as compartments of a canal system through which water is flowing continuously. If the flow rate gets clogged at any point, it will build up the level of water. If official, rational and legal 'gates' are not designed to control and harmonize this flow at every stage, the stakeholders at every stage will create unofficial, irrational and illegal 'gates' to avoid submergence. In criminal jurisprudence, this flow of cases begins with the police.

Because the criminal law can be (and should be) set in motion at no cost to the complainant, there is a need to create such official 'gates' to rationalize the workload of the investigating agencies. Because we have failed to do this, the stakeholders 'manage' this by burking the registration of crime and despite the best intentions of police and judicial leadership, the problem of burking doesn't get resolved.

These are the steps that can be taken in this regard:

- 1 Declare all district/zonal PCR's (police control rooms) also as Police stations u/s 2(s) Cr PC for issue of FIR so that citizens get an alternative avenue to lodge complaints.
- 2 A large number of complaints do not require straightaway issue of FIRs. We have also been winking at the practice of 'petition enquiries' for ages, whereas

the fact is that in absence of any rule/provision in law, all such petition enquiries into cognizable matters are non est in law! It is therefore required to amend the state police manuals to permit preliminary enquiry in a certain class of offences (as permitted by the Apex Court in the Lalita Kumari case). An order needs to be inserted in police manuals as follows:

"The categories of cases in which a preliminary inquiry may be made are as under:

- *Matrimonial disputes/ family disputes,*
- *Commercial offences,*
- *Medical negligence cases,*
- *Corruption cases,*
- *Suspicious Transaction Reports received from FIU-IND (Financial Intelligence Unit of Ministry of Finance, Govt. Of India) or other central agencies like the CBI/NIA/IB/NTRO etc.,*
- *Where the information has been received by post/email/police website and the complainant is not available in person or the identity of the complainant needs to be verified,*
- *Where superior police officers, Government or the Court direct an enquiry into any petition made to them,*
- *Cases where there is abnormal delay in initiating criminal prosecution, for example, over 3 months delay in reporting the matter without satisfactorily explaining the reasons for delay.*

The preliminary inquiry (P.E.) shall be time bound and in any case it should not exceed 7 days. The fact of such delay and the causes of it must be reflected in the General Diary entry. All

information relating to cognizable offences, whether resulting in registration of FIR or leading to an inquiry, must be mandatorily and meticulously reflected in the General Diary and the decision to conduct a preliminary inquiry must also be reflected, as mentioned above. Entry must be made in the P.E. Index for every such P.E. A receipt must be issued to the complainant, free of cost, whenever a P.E. is registered."

It is also required to insert a Form for the P.E. index in the police manual.

If after the P.E., commission of a cognizable offence is made out, an FIR should be got issued immediately. In case, the P.E. reveals a civil dispute or a non-cognizable offence, it should be referred to a Pre-Litigation Counselling Forum (PLCF)¹.

A number of citizens who come to police stations and senior police officers for their grievance redressal actually do not come with a complaint which discloses commission of a cognizable offence. A very large proportion of these minor disputes in the community are what is called "civil disputes". In a very large number of cases the citizens come with money or property disputes which require resolution. Similarly, the police also spend a huge amount of time in investigating criminal cases that finally do not get tried in court, but are compounded off by judiciary. The strength of any legal system depends on how it responds in all situations, be it times of stress or of peace, moments of progress or of great economic

¹ Please refer to the article on PLCF in the Indian Police Journal (BPR&D) of Jan-March 2013 for a detailed description of this process

challenge. A legal system that offers answer to all situations is truly a mature legal system. Blueprints for police reforms as well as excellent ideas to improve the criminal justice system have been around for years. Sadly, these ideas have not been turned into a tangible agenda for change and improvement in India.

It is the investigation process of the police and the evidence that it develops that serves essentially as the 'gateway' to the criminal justice system, as the police initiate most criminal matters that other components of the justice system deal with. The information collection efforts and decisions made during the investigation by police officers are key determinants of whether or not any other elements of the system will ever become involved. The quality and thoroughness of police investigations also affect how prosecutors dispose of them. In this sense, the police directly influence the amount and quality of evidence available for prosecution. The police investigation process also influences the workload and activities of the court systems. The police investigation process generates many of the legal issues that are raised and adjudicated in courts.

However, improvements in the productivity of a single element, for example, an increase in police case detection rates through the improved quality of investigation, will increase the workload of other system elements. Increasing workloads without bringing about reforms to handle the additional work may prove to be futile. The inability of one component to take advantage of improvements in another could have negative repercussions on reform programs and could also decrease the confidence of the public in the value of investing more

resources in a system that yields counterproductive results. PLCF is one such process that would address several of these issues.

3. Whenever a complaint is made in a Police Station with regard to a missing person (minor or otherwise), in several states, an F.I.R. under section "missing person" is issued. In cases of minors, this has also become mandatory after the Supreme Court judgement of 10-05-2013 in W.P. (Civil) No.75/2012 in the Bachpan Bachao Andolan case. However no specific section of law is invoked. It is true that as per the Supreme Court in the above case, in cases of missing children, 'there will be an initial presumption of either abduction or trafficking, unless, in the investigation, the same is proved otherwise.' However, it is not easy to draw the same presumption in other cases, including cases where for instance a major woman is missing, although she is an equal target of possible trafficking. Hence, although "missing person" FIRs are being registered in states since before, it would be more appropriate to have a specific provision in the law for the same. Similarly, several complaints are received in Police Stations where citizens inform about missing of movable properties including valuable securities like passport etc. although there is no specific information of theft or otherwise in the first instance. In several matters, certain regulatory authorities including insurance companies require that an F.I.R. should have been got lodged. In absence of a specific provision, the police find it difficult to issue F.I.Rs., although it is a real felt need of the citizens.

Similarly, in several states, police is issuing FIRs under the section "Fire Accident" whenever fire accidents are reported although there is no specific provision of law.

Hence, it may be advisable to introduce an amendment to the Cr. P.C. in section 174 as follows:

174(1)(B) When the officer-in-charge of a police station or some other police officer specially empowered by the State Government in that behalf receives information that a person is missing, other than the circumstances of section 176(1-A)(a) of this Code, he shall immediately give information thereof to the nearest Executive Magistrate and shall proceed to make an investigation into the apparent cause of such disappearance, and draw up a report describing the circumstances of the said disappearance and whether any cognizable offence has been committed in respect of the same.

174(1)(C) When the officer-in-charge of a police station or some other police officer specially empowered by the State Government in that behalf receives information that any movable property, valuable security or animal is missing, he shall immediately give information thereof to the nearest Executive Magistrate and shall proceed to make an investigation into the apparent cause of such disappearance, and draw up a report describing the circumstances of the said disappearance and whether any cognizable offence has been committed in respect of the same.

174(1)(D) When the officer-in-charge of a police station or some other police officer specially empowered by the State Government in that behalf receives information regarding an accident, by Fire or explosion, he shall immediately give

information thereof to the nearest Executive Magistrate and shall proceed to make an investigation into the apparent cause of such accident, and draw up a report describing the circumstances of the accident and whether any cognizable offence has been committed in respect of the same.

This will enable the police to register FIRs and initiate investigation properly in the above category of cases which do require police investigation. This will also enable the State Crime Records Bureaus to collect data more efficiently in the above categories.

There are instances where cases of prima facie murder have been investigated u/s 174 Cr.P.C. Hence, there could be a legitimate concern that prima-facie cases of abduction / kidnapping, theft, arson/ mischief may be got registered under the above proposed sections. Therefore, it would also be appropriate to include one proviso amendment in the Cr.P.C. as follows:

174(5) Provided that, when the officer-in-charge of a police station or some other police officer specially empowered by the State Government in that behalf has registered a case under the provisions of subsection (1), and it is revealed at any stage during the ensuing investigation that a cognizable offence has been committed, he shall forthwith alter the section of law to the relevant penal provision and proceed accordingly.

Efficient & effective investigation

The next stage of improvement is in the stage of investigation, that includes both the investigation per se and also its supervision. It is important that the full machinery of

police investigation be invoked in only those cases that require it. The following steps should be undertaken in this regard:

1. For cases falling under the category of “compoundable by complainant” u/s 320(1) Cr PC, F.I.R. should be issued and both parties sent to the Pre Litigation Counselling Forum and then to the permanent Lok Adalat for the compromise award. If compromise fails, investigation & charge sheet should follow.
2. For cases falling under the category of “compoundable with the permission of trial court” u/s 320(2) Cr PC, F.I.R. should be issued and both parties sent to the Pre Litigation Counselling Forum. If there is a successful compromise, final report should be filed in the concerned jurisdictional court to compound the matter. If compromise fails, investigation & charge sheet should follow.

The judiciary has been able to use the ‘gate’ of compounding offences quite effectively. It is common knowledge that trial courts keep compoundable cases pending for disposal in lok adalats. Legal Services Authorities at district, state and national levels keep organizing lok-adalats to dispose off cases by this method. NALSA (National Legal Services Authority) website reports taking up of as many as 897462 compoundable criminal cases on a single day on 12.9.2015 and disposing off 571741! This brings the ratio of cases disposed off by compounding to 27.8% of reported IPC crime of the year, that too in a single day!

As per NCRB data, more than half of IPC crime is compoundable u/s 320 Cr.P.C. with theft, rash driving,

marital cruelty, trespass/burglary, cheating, grievous hurt and criminal breach of trust amounting to 46.7% of overall IPC crime (without counting 'other IPC' cases that contribute to 35.5% of overall IPC crime, and would contribute further to the proportion of compoundable crime).

It is the police that determine which case will be charged and which will not be. Because there is no system to evaluate the evidence, trial-worthiness of the case and feasibility of prosecution, it is presently expected as a matter of routine that every true case investigated successfully should be taken to trial. Hence, in practice, regardless of the quality of investigation, all such cases get charged. The ruling paradigm in police is 'to leave it to court'! Even case and counter case, where the police know one side to be false, are charged, leaving the court to decide the matter. Therefore, would it not be much better if cases that are compoundable are first attempted to be compounded and only if the compromise fails, investigation taken up? After all, if the fate of a case subjected to the full investigation is to get compounded later on, why shouldn't this effort be made in the beginning itself after registration of the case?

3. In offences u/s 498(A) IPC, the matter should be first referred for counselling.
4. The DGP should issue a clear executive order defining the offences as per section 157 (1) (b) CrPC where the Station House Officer, after issue of F.I.R., need not investigate the case.
5. Cases triable summarily u/s 260 (1) Cr PC should be entered in a petty case register (i.e. FIR must not be issued.

If a state does not have this provision, an amendment must be made in the police manual for enabling this) and taken to J.S.C.Ms. (judicial second class magistrates) for disposal.

6. Crime Scene Management teams should be formed in each district/zone with full fledged equipment and vehicles. Similarly, separate forensic teams need to be built up in each unit, as per the workload.
7. All cases in which investigation is taken up, 161 Cr PC statements should be video recorded – all IOs should carry tool kit including camera. All Case Diaries should be digitized and video files of statements attached in each case.
8. No confession 'panchanamas' should be recorded unless there is recovery u/s 27 I.E. Act.
9. The DGP should issue orders listing cases that can be investigated by ASIs/HCs, perhaps in categories 1/2 supra.
10. Definition of "Grave Crime" in the police manual should be CrPC based and not on the value of property lost- only Sessions trial cases, except those covered u/s 320 CrPC, should be classified as 'grave'. This will free the Inspector/DSP level officers to investigate only the serious offences.
11. It is also necessary to ensure that automatic arrest is not resorted to in offences punishable by less than 7 years and there is strict compliance of section 41(1) (b) (ii) Cr PC.

Efficient & effective prosecution

1. It is necessary to introduce the trial/court monitoring system² (CMS) in police units. This project has been successfully running in Vijayawada commissionerate since 2004. A third party evaluation of this system was also done by ASCI Hyderabad in 2013.
2. The Supreme Court of India in Criminal Appeal No. 1485/2008 in the case of State of Gujarat Versus Kishanbhai etc. had expressed concern about acquittal of cases due to lapses on the part of Investigating Officers and Prosecuting Officers. The Apex Court also observed that the prosecuting agency must apply its mind after completion of investigation in a criminal case and plug the loopholes in investigation. It has also observed that the Investigating and Prosecuting Officials must be held responsible for acquittal of such cases where they are found negligent or commit omission and commission that leads to such acquittals. The Supreme Court of India also directed that a Standing Committee should be formed to point out lapses, if any, on the part of Prosecuting/ Investigating Officers and necessary action shall be taken against them on the recommendations of the committee.

Hence, a committee of Police and Prosecuting Officials should be formed to screen all the cases of acquittal and fix-up responsibility for lapses, if any.

² Please refer to the article on CMS in the Indian Police Journal of Jan- March 2007

- At the State level the review should be done by a Committee headed by the DGP with Director (Prosecutions) and Addl.DGP CID as members. The review should be done once a year with Zonal IsGP /CsP.
- In CIDs, a Committee consisting of Addl.DGP CID, IGP CID, and legal advisor (if available) should do such screening of acquitted cases.
- In Police Commissionerates, the Committee should be formed with DCP/Jt.CP(Crimes), CI CCRB (City Crime Records Bureau) and concerned APP (asst. public prosecutor) and headed by the Commissioner of Police.
- The Prosecution Review Committee in each district should comprise Addl. SP, CI DCRB (district crime record bureau) and the APP and headed by the Superintendent of Police.

The Committees at Districts / Commissionerates should meet every month to review the cases disposed of by the Court in the previous month and fix-up responsibility. The Range DIG should review the proceedings of the committee every quarter. The Zonal IGP should ensure that the Prosecution Review Committee functions properly.

3. A large number of cases get acquitted due to perjury by witnesses. At least in serious cases, this needs to be curbed. An amendment may be brought in the CrPC as section 164B as follows:

164B (1) Any police officer not being below the rank of sub-inspector making an investigation of any offence

punishable with death or imprisonment for ten years or more, shall, in the course of such investigation, produce all persons whose statement appears to him to be material and essential for proper investigation of the case, to the nearest Metropolitan Magistrate or the Judicial Magistrate, as the case may be, for recording their statements. (2) Subject to the provisions of sub-section (3), the Magistrate shall record the statements of such persons produced before him under sub-section (1) on oath and shall forward such statements so recorded to the Magistrate by whom the case is to be inquired into or tried.(3) The Magistrate shall, before recording any statement of a person under sub-section (2), satisfy himself that such person is making the statement voluntarily and not under any inducement, threat or promise.(4) Copies of such statements shall be furnished to the police officer referred to in sub-section (1).

4. It is seen that handling of criminal matters in the High Court also leaves a lot to be desired. Whenever serious matters like bail petitions in grave offences, Conviction Appeals, etc. are filed in the High Court and Counter Affidavits have to be filed, Unit Officers have to depute officers not below the rank of Inspector of Police.

Unit Officers should scrutinize and vet affidavits/counter affidavits being filed in the High Court. Therefore, in all criminal appeals / quash petitions / bail petitions etc., counters must be filed by an officer not below the rank of an Inspector of Police and such counters must also have the approval of concerned SP/CP.

In a number of cases, the Accused file Criminal Appeals, Quash Petitions, Bail Petitions etc. in the High Court. The same are forwarded by the Public Prosecutors/Government Pleaders with a request to direct the IOs (investigating officers) to file Counters / Affidavits or to attend the PP's office along with CD (case diary) files etc. to prepare draft counters to oppose the same. On receipt of above information from the PP's office, IOs are supposed to file counters/ affidavits in the High Court. Whenever such petitions are filed by the accused, IOs should prepare a draft counter in liaison with the concerned LA/PP, get it scrutinized by the concerned SP/DCP and then only counters should be filed in the concerned courts or files/records handed over to the PP/GP (govt. pleader).

A large number of anticipatory and regular bail petitions including quash proceedings are filed everyday in the High Court. The advocates filing bail petitions are enclosing only copies of F.I.R. or remand case diary along with the copy of the order of the Sessions Court.

These enclosures are not sufficient to decide the matter without taking other factors into account i.e. evidence collected in investigation showing involvement of the accused in commission of offence. In bail petitions, instructions have to be given by the IOs to present the case of prosecution before the Court. In order to improve the situation, a proforma as guidelines is given below. Unit officers should send instructions according to proforma with CDs to the Public Prosecutor on or before the date intimated on following lines:-

Brief facts of the case:

- a) Substance (gist) of allegations made in the complaint.

- b) Nature of Offence.
- c) Date of Offence.
- d) Crime registered on.
- 1. Whereabouts of the accused:
 - a) Arrested on.
 - b) Absconding.
- 2. Involvement of accused in the offence:
 - a) What is the act of the accused in commission of Offence.
 - b) What is the specific act of each accused when more than one accused is involved.
 - c) Participation of accused in conspiracy/common intention in the Offence.
 - d) Any contributory factor (motive) or abetment in the commission of Offence.
- 3. Evidence collected during the Investigation:
 - a) Direct witnesses:
 - (i) Evidence of victim/injured/ aggrieved person.
 - (ii) Evidence of eyewitnesses to occurrence.
 - b) Other witnesses disclosing the role-played by accused.
 - c) Circumstantial evidence (oral or documentary) incriminating the accused.
 - d) Recovery / Seizure of property or articles from person or place.
 - e) Expert evidence:
 - (i) On the medical examination of victim / deceased / accused.
 - (ii) Wound Certificate / Post-Mortem Certificate.
 - (iii) Chemical analyst report.
 - (iv) Hand writing / Ballistic expert report.

- (v) F.S.L. report.
- f) Statement of the accused U/s. 164 Cr. PC. or before any other person.
- g) Identification of the accused in test identification parade.
- 4. Stage of Investigation:
 - a) If under investigation whether,
 - (i) Any witnesses to be examined (of what nature).
 - (ii) Any material to be collected (oral or documentary).
 - (iii) What is the last step taken in investigation till date.
 - b) Charge sheet filed on.
- 5. Any other information.
 - a) Previous history of the accused/involvement in other offences (if any)
 - b) Objection for releasing the accused on bail.
 - c) Any condition to be imposed, if the court is inclined to grant bail.
 - d) Whether co-accused released on bail (by-on...)

Quash petitions: The Supreme Court of India in the case of State of Haryana vs Ch. Bhajanlal and others on 21-11-1990, laid down the following guidelines in which criminal cases could be quashed in the exercise of the extra-ordinary power under Article 226 or the inherent powers under Section 482 of the Code of Criminal Procedure:

- (a) Where the allegations made in the First Information Report or the complaint, even if they are take at their face value and accepted in their entirety do not prima facie constitute any offence or make out a case against the accused;

- (b) Where the allegations in the First Information Report and other materials, if any, accompanying the F.I.R. do not disclose a cognizable offence, justifying an investigation by police officers under section 156 (1) of the Cr. PC except under an order of a Magistrate within the purview of Section 155 (2) of the Cr. PC;
- (c) Where the uncontroverted allegations made in the FIR or complaint and the evidence collected in support of the same do not disclose the commission of any offence and make out a case against the accused;
- (d) Where the allegations in the FIR do not constitute a cognizable offence but constitute only a non-cognizable offence, no investigation is permitted by a police officer without an order of a Magistrate as contemplated under Section 155(2) of the Code;
- (e) Where the allegations made in the FIR or complaint are so absurd and inherently improbable on the basis of which no prudent person can ever reach a just conclusion that there is sufficient ground for proceeding against the accused;
- (f) Where there is an express legal bar engrafted in any of the provisions of the Cr. PC or the concerned Act (under which a criminal proceeding is instituted) to the institution and continuance of the proceedings and / or where there is a specific provision in the code or the concerned Act, providing efficacious redress for the grievance of the aggrieved party;
- (g) Where a criminal proceeding is manifestly attended with a mala fide and / or where the proceeding is a maliciously instituted with an ulterior motive for

wreaking vengeance on the accused and with a view to spite him due to private and personal grudge.

Therefore, counter affidavits in quash petitions must necessarily demonstrate that the case does not fall in any of the above categories.

Counters/Affidavits filed by the Department in Writ petitions: The draft parawise remarks sent to the Government Pleader by Unit Officers must be in complete shape and with valid grounds for filing writ petitions. Persons who are deputed to his office should have full knowledge about the cases in which they are deputed. Draft parawise remarks in writ petitions must be sent in complete shape containing all formal Paras/Prayer/Verification statement to enable the GP to approve the drafts promptly.

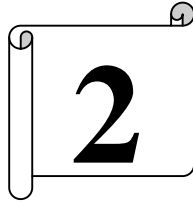
5. Video-conferencing for U.T. prisoners for remand extension is already under sporadic implementation in several states.

The same videoconferencing facility can also be used as per the proviso to section 275(1) CrPC to record the statement of witnesses during criminal trials in warrants cases. The apex court had already clarified that this would not be a violation of section 273 of the CrPC (2003(1) ALD(CrI) 848(SC)). Therefore, these provisions must be used to record the evidence of police officers, wherever they have to go out of their jurisdiction for giving evidence. The police officer should need to attend his jurisdictional court and give evidence via videoconferencing to the trial court elsewhere in the state. This will save an immense amount of time of all investigating officers.

In Conclusion

This article suggests a few actionable ideas that are not by any means exhaustive. They can be implemented by all police leaders to improve the effectiveness of registration, investigation and prosecution of criminal cases. This is an area that attracts a lot of public criticism and is one of the major contributors to adverse police image. Slogan making, wishful thinking or blaming the 'system' may appear to help but unless systematic reengineering of our processes is taken up, we will continue to fall behind the curve.





ANALYZING THE IMPACT OF AMENDED LAW ON ARREST IN INDIA

Nikhil Gupta, IPS*, K. Pattabhi Rama Rao**

Introduction:

Liberty is dearer to mankind and all the major legal systems of the world have recognised the vitality of this most cherished right. Policing, however, requires deprivation of liberty of suspects and accused and therefore the police shall have the power to arrest the persons involved or suspected to have involved in crimes. Section 41 of the Code of Criminal Procedure, 1973 [for short Cr.P.C] confers the power to arrest such persons on Indian police officers and during the course of time the higher courts intervened to check not only illegal arrests but also the illegalities in the process of arrest. Sensing the abuse of power to arrest by the police officers, after long debates and discussions on this issue Parliament amended¹ Section 41 Cr.P.C, which came into force with effect from 01-11-2010. The amendment has introduced the "principle of

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¹ *(Cr.P.C (Amendment) Act, 2008, (Act no. 5 of 2009)*

necessity” in the law of arrest. It provides for issuance of notice to the accused, instead of depriving his liberty at once while investigating the offences, which are punishable with imprisonment for a period of seven years or less than seven years. An attempt is made in this paper to analyse the amended law of arrest and assess its impact in the functioning of the police.

The paradigm shift in the law of arrest:

Till the amendment to Section 41 of the Cr.P.C, though law did not warrant arrest of persons accused of all kinds of criminal acts, a thumb rule that all the accused are to be arrested emerged and occupied a prominent and deep rooted established practice in police functioning. It is not an exaggeration to state that in a number of cases, arrest was considered as a starting as well as ending point of investigation, while the remaining steps in the investigation laid down in the Cr.P.C. were reduced to formal desk work. The issue of necessity was nowhere in the picture for consideration while making a decision to arrest a person and investigation was viewed as incomplete without the arrest of the accused. No moment of hesitation is required to endorse the view that police officers make arrest just because they possess the power to do without any regard to the liberty of the individuals. The observation made by the apex court of this country in *Arnesh Kumar vs. State of Bihar*², the judgment which is elaborately discussed below in this paper reflects the situation on arrest by police. Speaking through C.K.Prasad and P.C.Ghose JJ., the court observed thus:

² *A.I.R 2014 SC 2756*

“Law Commissions, Police Commissions and this Court in a large number of judgments emphasized the need to maintain a balance between individual liberty and societal order while exercising the power of arrest. Police officers make arrest as they believe that they possess the power to do so. As the arrest curtails freedom, brings humiliation and casts scars forever, we feel we feel differently. We believe that no arrest should be made only because the offence is non-bailable and cognizable and therefore, lawful for the police officers to do so. The existence of the power to arrest is one thing, the justification for the exercise of it is quite another. Apart from power to arrest, the police officers must be able to justify the reasons thereof. No arrest can be made in a routine manner on a mere allegation of commission of an offence made against a person. It would be prudent and wise for a police officer that no arrest is made without a reasonable satisfaction reached after some investigation as to the genuineness of the allegation. Despite this legal position, the Legislature did not find any improvement. Numbers of arrest have not decreased. Ultimately, the Parliament had to intervene and on the recommendation of the 177th Report of the Law Commission submitted in the year 2001, Section 4/ of the Code of Criminal Procedure, in the present form came to be enacted. It is interesting to note that such a recommendation was made by the Law Commission in its 152nd and 154th Report submitted as back in the year 1994. The value of

the proportionality permeates the amendment relating to arrest³."

The arbitrary arrests were made by the police officers with all the impunity and the unquestionable (thought to be so) power of police to arrest resulted in abuse of law of arrest. Law Commission of India took note of the impunity enjoyed by the police officers abusing the power to arrest, and vituperatively observed that -

"The everyday situation is that wherever the arrest is found to be illegal, unwarranted or unjustified the man is set free, may be sometimes unconditionally. But that is all that happens. Nothing happens to the police officer who has unlawfully or unjustifiably interfered with the liberty of a citizen and/or has wrongfully confined the person, whether in police custody or elsewhere. This position has indeed emboldened some police officers to abuse their position and harass citizens for various oblique reasons. They feel secure in their knowledge that any wrongful or illegal act on their behalf would not affect them, their careers or their prospects in service; all that would happen is, the person arrested would be let off by the courts. It is this situation which has also got to be remedied⁴."

The above situation described by the Law Commission of India and the Supreme Court was a "regular happening" in 15000 plus police stations across the country and the gross failure of Judicial Magistrates, to check this abuse of power by

³ *Id*, at pp.2758-2759

⁴ 177th Report of Law Commission of India on Law Relating to Arrest.

the police despite certain powers conferred on them to do so⁵, resulted in “hands up” situation by all concerned. The Supreme Court lamented magistracy as well as police, in the following fierce words.

“Arrest brings humiliations, curtails freedom and cast scars forever. Law makers know it so also the police. There is a battle between the law makers and the police and it seems that police has not learnt its lesson; the lesson implicit and embodied in the Cr.P.C. it has not come out of its colonial image despite six decades of independence; it is largely considered as a tool of harassment, oppression and surely not considered a friend of public. The need for caution in exercising the drastic power of arrest has been emphasized time and again by Courts but has not yielded desired result. Power of arrest greatly contributed to its arrogance so also the failure of the Magistracy to check it. Not only this, the power of arrest is one of the lucrative sources of police corruption. The attitude to arrest first and then proceed with the rest is despicable. It has become a handy tool to the police officers who lack sensitivity or act with oblique notice⁶.”

The observations of Hon. Supreme Court of India are a bitter reflection of the current reality.

The fraternity of advocates also do not have any interest to check the abuse of the process, as criminal bar thrives on

⁵ For example, the Magistrate can pass orders, under Section 59 of the Cr.P.C., discharging the apprehended person by a special order.

⁶ *Supra*, n. 2 at 2758.

the business in bail jurisdiction. Thus, the abuse of power of arrest by the police is a combined failure of police and magisterial organs and the majority of the members of bar have all reasons to view it as professional advantage than negation of rights of their clientele. In this back drop, it is the parliament of this country that took initiative to amend section 41 of the Cr.P.C, in order to put an end to menace of unwarranted deprivation of the liberty of the individual and equally true is that the parliamentary initiative did not happen without the thought provoking guidelines issued by the constitutional courts and reports of the Law Commission of India. When Parliament has amended the law of arrest with the proclaimed object of reducing the number of unwarranted arrests, by restricting the power of the police to arrest the persons accused of the offences that carry imprisonment of seven years or less as punishment, not surprisingly the resentment and protests spun from the advocate community, who are supposed to be at the other side of fence⁷. The relevant portion of the amendment which came in to force despite such protests is as follows:

"41. When police may arrest without warrant.-(1) Any police officer may without an order from a Magistrate and without a warrant, arrest any person-

- (a) xxxxxxxx
- (b) against whom a reasonable complaint has been made, or credible information has been received, or a

⁷ See, [http://www.thehindu.com/todays-paper/tp-national/tp-karnataka/Advocates-protest-proposed-amendments-to-Cr.P.C./article16336743.ece#/,](http://www.thehindu.com/todays-paper/tp-national/tp-karnataka/Advocates-protest-proposed-amendments-to-Cr.P.C./article16336743.ece#/) accessed lastly on 7th April, 2017.

reasonable suspicion exists that he has committed a cognizable offence punishable with imprisonment for a term which may be less than seven years or which may extend to seven years whether with or without fine, if the following conditions are satisfied, namely:-

- (i) the police officer has reason to believe on the basis of such complaint, information, or suspicion that such person has committed the said offence;
- (ii) the police officer is satisfied that such arrest is necessary - to prevent such person from committing any further offence; or for proper investigation of the offence; or to prevent such person from causing the evidence of the offence to disappear or tampering with such evidence in any manner; or to prevent such person from making any inducement, threat or promise to any person acquainted with the facts of the case so as to dissuade him from disclosing such facts to the Court or to the police officer; or as unless such person is arrested, his presence in the Court whenever required cannot be ensured, and the police officer shall record while making such arrest, his reasons in writing.

Provides that a police officer shall, in all cases where the arrest of a person is not required under the provision of this sub-section, record the reasons in writing for not making the arrest."

The above change in law brought distinction between the offences punishable with imprisonment for a period of

seven years or lesser period and the offences punishable with imprisonment for a period of more than seven years. In investigating the offence punishable with seven years imprisonment or less than that period, instead of arresting the accused, the police shall cause service of notice of appearance on him. This in a way further classified cognizable offences in to those (a) cognizable offences in which the arrest is not restricted and (b) cognizable offences in which notice in view of arrest is to be issued, as contemplated under Section 41 A of the Cr.P.C.⁸ Thus the amended law envisaged that when an investigating officer during the course of investigation of cognisable offence, desires to arrest a person, he must first find out the punishment prescribed for the offence under investigation. If the law prescribes punishment more than seven years, for the said offence he can arrest the person according to law. If the offence under investigation prescribed less than seven years punishment, recourse be taken to sub section (b) (i and ii) of section 41. However law requires that the decision of the police officer either to arrest or not to arrest a person accused of the offence punishable with seven years imprisonment or for any lesser period shall be supported by the reasons recorded in writing as envisioned in the amendment. But it appears that the law alone could not change the established police practice. This is evident by statistics on arrests as given in "Crime in India" published by NCRB from 2010 to 2014:

⁸ *Section 41 A of the Cr.P.C. provides that in all cases where the arrest of a person is not required under the provisions of subsection (1) of 41 of the Cr.P.C, a notice shall be issued to the persons suspected of committing a cognizable offence, to appear before the police officer.*

Year	Number of arrests
2010	29,47,122
2011	31,45,845
2012	32,700,16
2013	35,23,577
2014	37,90,812

The statistics above are a clear indicator that the number of arrests since 2010 till 2014 has only increased steadily. Ideally after the amendment came in to force in the year 2010, this number should have come down but it has not happened.

Therefore during 2008 to 2014 the new legislation could not impact the rate of incidence of arrest. The investigating officers have invented their own methods in flouting the law and they were to a great extent, endorsed by the Judiciary. In such circumstances, the Supreme Court handed over the famous “Arnesh Kumar”, by taking notice of the fact that the power of arrest has become a handy tool to the police officers who lack sensitivity or act with oblique motive.⁹ “*Arnesh*” reminded the police that they shall exercise the power to arrest only sound justifying for doing so exists and directed the Magistrates to decide the legality of arrest before remanding the accused to either Judicial or police custody. *Arnesh* mandated the Magistrates to release the accused who are arrested in violation of the law and procedure laid down in the amended Section 41 of the Cr.P.C. The following eight guidelines are issued by the apex court in

⁹ *Supra*, no. 6.

"Arrest" which elaborate the circumstance in which the arrest can be made in cases punishable with imprisonment for a period of seven years or less and it is pertinent to note that non compliance of the said directions shall results in disciplinary action against the erring police officer or Magistrate.

- 1) All the State Governments to instruct its police officers not to automatically arrest when a case Under Section 498-A of the Indian Penal Code is registered but to satisfy themselves about the necessity for arrest under the parameters laid down above flowing from Section 41, Code of Criminal Procedure;
- 2) All police officers be provided with a check list containing specified sub-clauses Under Section 41(1) (b)(ii);
- 3) The police officer shall forward the check list duly filed and furnish the reasons and materials which necessitated the arrest, while forwarding/producing the accused before the Magistrate for further detention;
- 4) The Magistrate while authorising detention of the accused shall peruse the report furnished by the police officer in terms aforesaid and only after recording its satisfaction, the Magistrate will authorise detention;
- 5) The decision not to arrest an accused, be forwarded to the Magistrate within two weeks from the date of the institution of the case with a copy to the Magistrate which may be extended by the Superintendent of police of the district for the reasons to be recorded in writing;

- 6) Notice of appearance in terms of Section 41A of Code of Criminal Procedure be served on the accused within two weeks from the date of institution of the case, which may be extended by the Superintendent of Police of the District for the reasons to be recorded in writing;
- 7) Failure to comply with the directions aforesaid shall apart from rendering the police officers concerned liable for departmental action, they shall also be liable to be punished for contempt of court to be instituted before High Court having territorial jurisdiction.
- 8) Authorising detention without recording reasons as aforesaid by the judicial Magistrate concerned shall be liable for departmental action by the appropriate High Court.

It is not the change in the law, but the judgment in "*Arnesht*" dated 2nd July, 2014, that caused the impact on the number of arrests. The slow change begun after *Arnesht* and we can find the impact of the amendment, by analysing the number of arrests during 2015. After the long time it was only in the year 2015 the number of arrests for the offences punishable with less than seven years of imprisonment dropped down, though not drastically. Authors of the paper have taken the data from the report of NCRB (National Crimes Record Bureau) on number of arrests in cases of "theft" and cruelty by Husband, both the offences punishable with imprisonment for a period of less

than seven years, for analysing the situation. They are as follows¹⁰:

Table I:

Offence	Year	Number of Cases	Number of Arrest
Cruelty by Husband or his relative			
	2012	1,06,527	1,97,762
	2013	1,18,866	2,22,091
	2014	1,22,877	2,25,648
	2015	1,13,403	1,87,067

Table II :

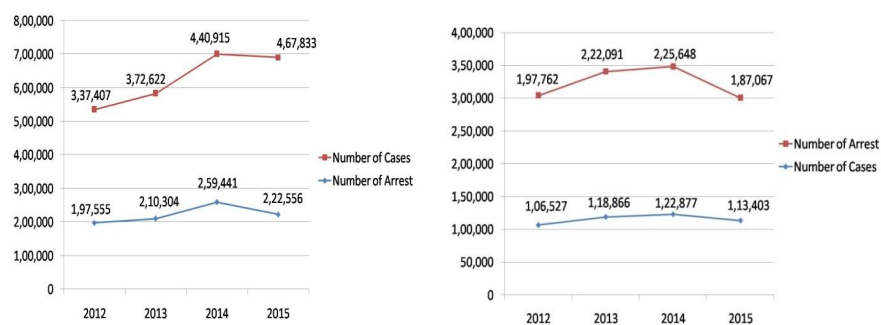
Offence	Year	Number of Cases	Number of Arrest
Theft			
	2012	3,37,407	1,97,555
	2013	3,72,622	2,10,304
	2014	4,40,915	2,59,441
	2015	4,67,833	2,22,556

Total number of arrests for theft in the year 2015 was 4% less than the number of arrests for this offence during 2014, despite the fact that number of reported cases of theft in 2015 was greater than the number of such reports in 2014. Similarly total number of arrests for the offence of cruelty by the husband or his relative (under Section 498 A IPC) in the year 2015 was 17% less than the arrests made for this offence in 2014 is recorded in the number of cases registered for the

¹⁰ Information is available on the website of National Crimes Record Bureau, www.ncrb.nic.in

Cruelty by Husband or is relative:

Theft:



Though the number of arrests is little down, it is too early to celebrate the decline as such decline is only for one year. Though effect of Arnesh cannot be brushed aside, several other aspects need to be considered.

When one looks carefully, under both the heads as above, the total number of cases registered have also reduced. Thus, probably the reduction in the number of arrests is attributable to the reduced number of cases rather than the impact created by the amended section 41 Cr.P.C or the decision given in Arnesh. This argument is also substantiated by the fact that, in percentage term, the highest increase in the arrests was observed in respect of cases registered under 'forgery' 53.7% (from 9,196 in 2014 to 14,138 in 2015) followed by 'unlawful assembly' 48.8% (from 46,683 in 2014 to 69,475 in 2015). Both these offences fall under the category

of offences attracting less than or equal to seven years punishment which is the main point of amendment in 2008 and Arnesh.

Among the specified crimes, the highest arrests were made in cases of 'causing injuries' due to negligent driving/rash driving' (11.7%) (4,26,435 out of 36,36,596 persons) followed by 'riots' (8.1%) (2,94,289 out of 36,36,596 persons), 'theft' (6.1%) (2,22,556 out of 36,36,596 persons), 'cruelty by husband or his relatives' (5.1%) (1,87,067 out of 36,36,596 persons) and 'grievous hurt' (4.0%) (1,46,236 out of 36,36,596 persons)

The above analysis shows that the amendment to the Cr.P.C and 'Arnesh' of the apex court has not caused the desired impact and the police officers at gross root levels need to be educated on the importance of the amendment¹¹.

Conclusion:

The data on number of arrests over last four years shows that the purpose for which the amendments were brought in the law of arrest has not been fulfilled. Number of arrests has not declined as expected. During authors interaction with field

¹¹ It is interesting to note that Allahabad High Court has given series of directions to the State Legal Services Authority and Director General of Police, U.P to issue circulars regarding the guidelines in "*Arnesh Kumar*" see, *Shaukin vs. State of U.P (I)*, MANU/UP/2390/2011: 2012 (I) ACR 221, *Shaukin vs. State of U.P (II)*, MANU/UP/3972/2011:2012 (I) ACR 726, *Shaukin vs. State of U.P (III)*, MANU/UP/1542/2012:2012 ACR 2293.

¹² A case study was circulated to the participants of Induction programme conducted at SVPNPA in 2017.

police officers it was revealed that the full impact of the amendment is yet to be grasped in the field¹². It is believed that time has not yet come to celebrate the decline in arrests. Probably we may have to wait for some more time.





TERRORISM AND COUNTER TERRORISM STRATEGIES

(Some 'thought ware' on issues and perspectives)

Dr. A.P. Maheshwari, IPS*

Before zeroing down on counter terrorism (CT) strategies, it would be interesting to glance through some viewpoints of several observers that have drawn our attention to the genesis of terrorism. Various premises as well as general comments floated in this context are relevant to gauge the under-currents and the simmering realities whether perceived or real.

2. War as a rationale for peace has been the pet project of various super powers from time to time.. Iraq, Syria, Afghanistan, Turkey, Lebanon, Egypt - all are cited as glaring examples. Terrorism per-se may not be as great a threat as it emerges from the pursuit of silent 'power-games'. The perception of divine mandate, acute injustice and alienation have been used to fuel terrorism. Terror trading has further been accentuated by geo political alignments. One may not openly admit it, but one cannot deny the fact that there is an elephant in the room.

**ADG BSF, New Delhi , IPS 1984 Batch*

3. There appears to be a persistent debate on the globally acceptable definition of terrorism. Is radicalism per-se an act of terrorism? Are we fighting against a common noun without focusing properly on the terror perpetrators? Terrorist for one is a hero for another. Where do we draw the line as a global community?

Similarly, we find a lack of cohesive congruency with respect to the global uniformity of laws and strategies in dealing with terrorism. Even the agencies engaged in terror neutralization have evolved their own contradictory sub cultures. The global response is also marked by a lack of proper alignment. The declaration of a global war since 20/11 episode has evolved some proactive approaches. But the question again being raised is whether international forces are really fighting with the right enemy at the right place? The multi-mode, multi- networked terrorism that stands technologically exported across the globe in form of proxy war, needs a serious consideration in identifying and controlling the terror sponsors. As such, are we slowly heading towards a police or military state? Can we afford to ignore the risk of ourselves turning into a monster during the process of controlling the monster? The problem with terrorism, as a technique, is that it may go out of the control of terror sponsors and damage the perpetrators themselves besides those who have been the silent sufferers. History is full of many glaring examples to substantiate this point, the 'good' Osama turning into 'bad' Osama. One can see strategic interests as well as diplomatic advantages finding their way in, and brushing aside as well as undermining the normative policies in terror containment. Eventually,

everyone is busy creating their own defences as well as CT regimes.

4. The proxy war strategies also aim at creating a digital divide in order to control the mindset of the youth. In addition, getting them addicted to drugs or such similar extremities bears the potential of turning them useless, thus making a dent in the 'human assets' of a country. Proxy war has also taken the route of 'economic dominance' as a soft tool for the control of a country and creating influence systems to usher in their hidden agendas, where de-jure governments only enjoy geo-controls and de-fact drivers of peace lie elsewhere

5. Under such a global scenario, how does one expect the right thinking countries to respond? They also stand bewildered between the 'cost of security' and 'left over value' amidst the terror onslaughts. They keep trying to fetch all the countries on to the same page and oppose a reconciliation with the terror groups at any cost. Within the domain of individual efforts, however, there have been certain success models where the 'Military-Victory' has been translated into a 'Civic-Victory'. Where such a conversion does not take place, the civic population has been seen to be subjected to varied controls by the opportunistic power groups and their manipulations, in terms of lethality as well as the economic debacle. In dealing with terrorism, therefore, increasing reliance is being placed on the civic society that is the actual centre of gravity. 'Jihad' of any type, therefore, sells when the civic society has not matured and wars of perception are ruling the roost. Wars of perception, thus, prove to be more

fatal then a war of guns. Negative perception of governance too breeds terrorism.

6. Having seen various facets and derivative notions on the empirical formats of terrorism, experts feel that the solution may lie in the following domains-

- A common frame of reference for all countries across the globe. It may be difficult as trust and confidence is otherwise a rare commodity. However, an organized global response without any hidden agenda may hold the key.
- A democratic system assuring all plausible equalities i.e. equality of faith, equality before law, equality before society, economic equality and finally, the gender equality.
- A soft CT approach in terms of education, skill enhancement, psychological training, creativity enhancement, socio-cultural emancipation. Economic growth is the need of the hour.
- Evolving multiple centres of gravity through right ideology, policy, agenda and strategy. We must try applying the theory of conflict to conflict itself.

These suggestive solution domains too imply that there is a need for proper political handling of terrorism. Uniform global laws against terrorism and zero tolerance approach, alongwith a clear definition on terrorism, may in the long run usher in the higher equilibrium levels of peace and prosperity.

7. In so far as individual effort by the countries are concerned, security models of certain countries in mission mode do provide

dynamic solutions. In India too, agencies have adopted certain congruent strategies. However, one can safely zero down upon the core areas that need to be congruently captured:

- Technologically integrated processes for access control, anti-sabotage and anti-subversion drills.
- National identification data base for each individual physically present in the country.
- Integrated data base for all financial, commercial, professional and estate related activities, including usage of various transportation modes, health and public services. Hence, the steps in the direction of creating a proper network for the coverage of individuals operating on any grid in the country.
- Intelligence set-up that supports multi-mode and multi networked coverage as well as dissemination.
- Capacity enhancement and integrative empowerment of enforcement agencies in terms of their operational synergy, multi-tasking skill enhancement, shared technological support and logistics.
- Participating modules appropriately integrating the civic society in this mission.

However, different countries have attained different levels of optimalities owing to the limitation of resources, conflicting interests under the federal structure, and distorted values emanating from the limitations of agency specific sub-cultures. In fact, Indian efforts too have suffered on the above count to some extent. At places, synergetic response of

agencies is still found lacking in some respects where coordination itself becomes a challenge.

8. Hence, the journey from the macro to the micro level takes one through many facets, different agendas and power games. We keep evolving neo-equilibriums as we traverse ahead with no last milestone yet in sight.





DISABILITY ADJUSTED LIFE YEARS FOR CAPF SOLDIERS

Dr. A.P. Maheshwari, IPS*

Central Armed Police Forces are increasingly undertaking challenging assignments given the proxy war situations and the difficult remote terrains in the hinterland that provide conducive opportunities to the adversaries. CAPF personnel are frequently becoming the victims of disabilities as a result of consequent battle injuries. Their plight is further worsened due to the absence of real time evacuation and poor standard quality health care services in remote operational areas. Not only this, inhospitable climatic conditions, life style issues that emerge out of irregular and risk prone schedules, their having to stay away from families for extended periods etc. all take a distinct toll in the form of disability of the physical kind or emotional scarring. Added to this are road accidents, obesity related issues, heart disease inflictions, debilitating diabetes etc, to mention only a few. Cases of 'low medical category' are also on the rise in the CAPFs. Disability should not be viewed only in terms of the loss of limbs owing to operational injuries but also due to the

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eruption of various perennial diseases related to a stress prone life under an inhospitable living environment and the resulting deprivations thereafter. It also means that a person needs to be viewed in a holistic fashion – all body, mind and soul.

2. Despite considerable cases of disability in the CAPFs personnel and availability of scientific indicators, it is believed that no serious study has yet been undertaken. Neither any Properly integrated super speciality health care system to address these disabilities has been commissioned. Financial aid which is subject to limitations, at times results in the victim being moved for treatment from one hospital to the other. The existing medical set up is really not sufficiently adept in providing expert care. Those who manage to attract the attention of their seniors may be facilitated well. Care- taking family members also often have no exposure to the psycho-behavioural support urgently needed by the victim. Limb replacement too is often not followed by the occupational therapy which is so imperative for quick and healthy recovery. And then deploying them meaningfully in the organisation still remains a casualty. No organised system has been conceived so far. Seats are allotted at QMTI and in the routine course people are deputed without carefully assessing and scrutinising the individual needs and requirements. Senior officers are ignorant about the gravity of their issues. Simply doling out financial benefits is just not enough. All thee felt perceptions seen relevant. Then how really to restore the dignity and confidence of the victim? How to draw his mental and emotional build up out of a dependency mode and a sense of helplessness? How to rebuild his alternate capacities after

the limb replacement and medical intervention? How to fruitfully redeploy such people in the organisation that becomes the win-win model for all?

3. Today, we have ample advanced scales available to access the gravity of their situation. Whereas DALY (disability adjusted life years) and HALE (Health adjusted life expectancy) can provide sensitive indicators, the concept of disability needs to be considered and understood on a far more comprehensive scale; starting with a downslide in good health to any physical or functional impairment, extending to restrictions in performing an activity or a defined duty, finality leading to the inability to fulfil a role. Rehabilitation in such a context would entail all measures such as medical, psychological, educational, social, vocational in order to revive a person to his highest level of alternate efficiencies. It aims at reducing the impact of disability and conditions that create handicaps. It culminates with active social integration and joining the main stream of life and restoring their lost dignity.

4. Extent of disability in the CAPFs can be gauged from the fact that all CAPFs combined have more than 2000 cases over time. BSF alone, till 2012, had more than 600 cases. Yet not a single window support has yet been integratively evolved.

5. Disability management is not simply a medical exercise. It involves various stages:

- First aid on the spot
- Real time evacuation
- Instant medical care in hospital

- Physiotherapy
- Occupational therapy
- Psychological counselling of patient.
- Education and vocational guidance
- Re-employment or placements
- Counselling and training of family care takers.

6. In terms of rehabilitation it would mean:

- Medical restoration i.e. restoring functions of the limb or affected part.
- Vocational restoration of earning capacities.
- Psycho-behavioural restoration aiming at self confidence and dignity.
- Social rehabilitation in terms of assimilation with family and the society.

7. The rehabilitation processes have to be proactive. That is the only preventive way one can reverse the cycle of permanent degeneration. The proactive approach, therefore, call for development of integrated facilities, use of telecommunication and multipronged assistance at the institutional level. Taking a cue from health care management, such a system should withstand the tests of following parameters –

- Appropriate
- Adequate

- Comprehensive
- Accessible
- Available
- Affordable

8. The feasibility of such a system in a planned way has become the need of the hour. Moreover, it should be single entry and exit in a cashless mode for the victim or his family. We have seen victims running from pillar to post. Administrators make it a medical issue, medical experts just treat the injury, financial experts lay down the disallowance clause, and their welfare in-charge ends up with penning letters. By that time many resign to their fate and are left with little or no energy to reboot the process. Review meetings only end up with further numerical data and their marginalities. But the core question still remains, that even if there is a single case of loss of a limb in an operational situation, do we have an integrated planned response mechanism that would restore the confidence of all those who are watching and would send a strong silent signal that an effective system is there to support them and to reinforce their belief that we value their commitment to the nation owing to which they are ever ready to lay down their lives or risk becoming a victim of consequent disabilities, whatsoever may be their fate.

9. In the future, the proxy war situation is only going to get tougher as well as more lethal. Are we prepared to face it? Do we have the capacity building for such disasters, forget about CBRN disabilities for the time being which require far more complex preparedness of a different order?

10. Once are in we agreement with the problem issue in clear terms with the due perspective, it will not be difficult to generate a proper response. Many forces have proper hospitals, psychological therapy units, vocational training centres, rehabilitation options in different places. What we need is to integrate them well as a self sustaining system. The gaps may also be filled up through CSR initiatives which is part of the national cooperate policies and is legally tenable. The BSF Campus at Tekanpur near Gwalior is one such place where all these facilities are available. We need a visionary plan for integration of all the necessary domains. Such options at other places should also be duly explored.

11. The idea here is to awaken to the impending serious issues, realise importance of fitness, recognise the need for self-operative comprehensive system to restore the confidence of the soldiers, and finally to keep the fighting morale and strength of the organisations upwardly mobile.





CROWD MANAGEMENT PROCESS **(Planning Risk and Information Flow Management)**

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Introduction

Gatherings are not the entity that the term “crowd” often implies. Rather, gatherings are more of a process with a beginning, middle and end (Kenny et al., 2001).² Beyond a process, the gatherings now also qualify as sociotechnical systems^{3&4} (Helbing&Mukreji, 2012; Challenger & Clegg,

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I would like to express my gratitude to Professor Ron Westrum of Department of Sociology, Anthropology and Criminology, Eastern Michigan University, Ypsilanti, USA, who responding to my email request and made available his unpublished paper “Organizational and Inter-Organizational Thought” which he had presented in World Bank Conference on “Safety Control and Risk Management” in 1988. He also graciously sent me his recently published paper “The study of information flow: A personal journey” along with the aforementioned paper.

²Dr. John M. Kenny, Dr. Clark McPhail, Dr. Peter Waddington, Lt. Sid Heal, Maj. Steve Ijames, Dr. Donald N. Farrer, Dr. Jim Taylor and Capt. Dick Odenthal (2001): *Crowd Behaviour, Crowd Control, and the Use of Non-Lethal Weapons: Human Effects Advisory Panel Report Findings by Institute for Non-Lethal Defense Technologies, Penn State.*

³Dirk Helbing& Pratik Mukreji (2012): *Crowd disasters as systemic failures: analysis of the Love Parade disaster; EPJ Data Science 2012, 1:7; available at*

2011). Being processes and sociotechnical systems, the gatherings also have life cycle. Process and life cycle constructs imply that people gather and take form of gathering at some point of time, at some location, circulate in a venue that may be spread over vast area and then disperse after achieving some objective. In the process, the crowd interacts with the venue and its environment such as queuing system, barricades, crowd managers etc. and also avail of the facilities made available for its comfort and enhancing its experience within the venue as well as outside it. Facilities, equipment, barricades, processes and procedures and human resources emerge as subsystems of a larger system of which crowd is one component but the dominant subsystem. These systemic interactions make the crowds not only complex and dynamic but also make the whole system interdependent. Consider a crowd scenario: people may start proceeding towards their destination after passing through the queues but may break out in the middle of the route to go for refreshment or for rest room and may again join the crowd. Not all people will walk or travel with uniform speed; some may be slow, some may be faster and some may stop intermittently and wait for their colleagues who might have trailed behind due to age or gender differences or for availing of the facilities en route.

During these interactive movements, the social systems formed within the crowd, however small and invisible they be, do not break down; rather such social systems impact the crowd dynamics and sometimes make it unstable as well but

<http://www.epjdatascience.com/content/1/1/7>.

⁴Rose Challenger & Chris W. Clegg (2011): *Crowd disasters: a socio-technical systems perspective*, *Contemporary Social Science*, 6:3, 343-360.

also help the crowd to self-organize. In Indian crowd settings, it is usual phenomena to find people walking in crowds tying their arms or holding hands so that they do not lose sight of each other. However, systems as they emerge, they pose dynamic risks.

From the events discussed in paper 'A Response to: Can Stampedes be Prevented' in the SVP NPA Journal, December-2016, the root cause analysis was further conducted to determine the primary root causes of crowd disasters.

Figure1: Root cause analysis of crowd disaster

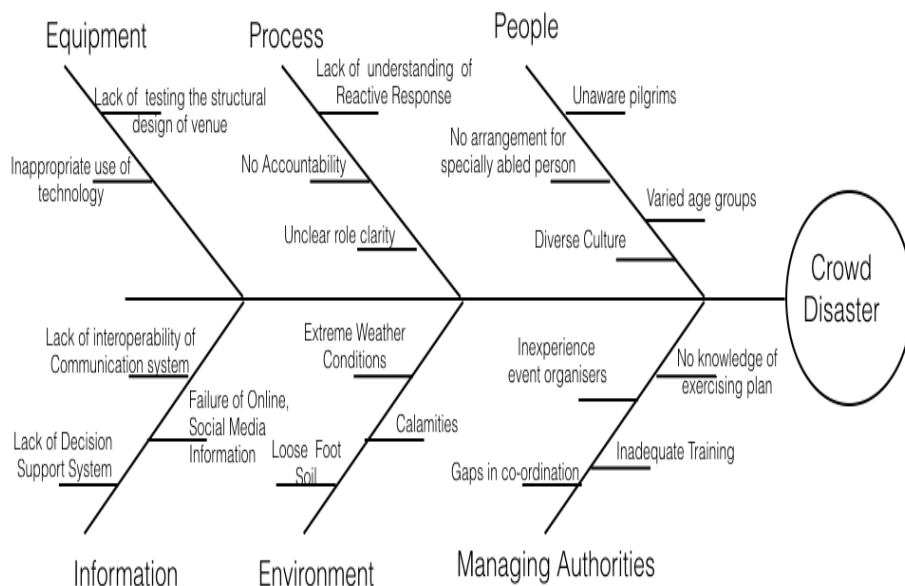


Diagram 1.0: Cause–Effect Relationship of Crowd Disasters

From the cause-effect analysis, it is imperative that the crowd management event requires a planned response. Planning process should take into account dynamic risks, likely to endanger the crowd safety. Besides, planning has to

be a continuum, terminating with the conclusion of the event. The experience tells that the primary root causes of any failed event, interalia, are improper planning and failure to manage communication and information flow both during the planning phase and during the plan performance phase.

Planning, Uncertainty, Risk and Process

Planning for major crowd management events is normally done by the crowd management and local agencies, police and municipal corporations in India, who are generally responsible for managing the crowd, venue preparation and providing facilities for it. However, planning is not undertaken in vacuum or without any reference point. Fixed venue events such as religious mass gatherings are held at the same venue every year or periodically and there are always historical plans to rely upon as a referent point to plan the next event. Global search gives cues as to how to plan events such as political rallies, rock concerts, conventions and so on. 'Planners tend to rely on cases reflecting prior experiences of addressing analogous problems. As such, case-based, or experiential, knowledge may be critical to planning and understanding planning processes (Mumford & Frese, 2015).'⁵ However, case-based knowledge for planning events may require revision as information and knowledge of previous event may be inadequate as overall environment changes over period. As planning also relies on prediction and assumptions made about the event, making predictions and assumptions may require updated information as well as

⁵ Michael D. Mumford & Michael Frese (2015): *The Psychology of Planning in Organizations*, Routledge, New York.

knowledge about the prevalent worldview to make good predictions and assumptions. Blind grafting of case-based knowledge and information for planning new event may prove dangerous as it happened in Hillsborough football stadium tragedy (1989). Hillsborough football stadium tragedy is a classic case of implementation of case-based knowledge just a year after the last event that was staged in 1988, when 'the South York Police 1989 Operational Order was derived, with a few alterations, from the 1988 Order and gave no indication of the crowd management problems experienced in 1988,⁶ a major mistake that killed 96 people.

Besides helping in planning, knowledge and information also help in reducing uncertainties. Moreover, planning, knowledge and information are powerful tools that translate uncertainty into risk. 'Shannon & Weaver (1949) had equated uncertainty with the concept of entropy as a means to better understand the idea of information. They averred that information can be described and shown mathematically as a decrease in entropy and randomness. This conceptualization forges a link between information and uncertainty. As a decrease in entropy, Information represents less randomness or freedom of choice. Parameters develop around the most appropriate decisions or actions as information appears. Information reduces uncertainty because it diminishes the apparent randomness in a situation (Fekula, 1994)⁷. Clarke (1999) essentially reinforces the relationship

⁶ *The Report of the Hillsborough Independent Panel, 2012; London: The Stationery Office.*

⁷ *Michael J. Fekula (1994): Information and Uncertainty as Strange Bedfellows: A Model and Experiential Exercises in Developments in Business Simulation &*

between information and uncertainty as advanced by Fekula when he says that 'the classical argument from social science about planning and uncertainty is that they are inversely related: the more planning the less uncertainty. This is so because more planning means decision makers have collected more information and made more benefit-cost deliberations than is the case when they do not plan.'⁸Beside explaining the terms uncertainty and risk, Clarke, relying on Stinchcombe's⁹ argument that 'uncertainty is reduced through news; then finally the residual uncertainty is transformed into risk', asserts that 'when organizations analyze problems, they try to transform uncertainties into risks, rationalizing problems previously outside the realm of systematic control.'¹⁰However, needless to add that knowledge and information about the event being planned and worldview have to be as appropriate and accurate as possible as 'plans can often go awry because the wrong mental model is activated, resulting in inappropriate information gathering (Mumford &Frese, 2015).'¹¹

From the experience having planned a major religious mass gathering event and managing other such events, rallies etc., the author believes that the planners of the mass gathering events need to pay sharp attention to reliability of

Experiential Exercises, Volume 21, 1994. Readers may also like to refer to Claude Shannon & Warren Weaver (1949): The Mathematical Theory of Communication; University of Illinois Press, Urbana and Chicago.

⁸Lee Clarke (1999): *Mission Improbable-Using Fantasy Documents to Tame Disasters; The University of Chicago Press.*

⁹See Lee Clarke (1999) *ibid* at page 8. Also refer to Arthur L. Stinchcombe (1990): *Information and Organizations, University of California Press.*

¹⁰Lee Clarke (1999) *ibid.*

¹¹Michael D. Mumford & Michael Frese (2015): *The Psychology of Planning in Organizations, Routledge, New York.*

data, validity of assumptions and adequacy of knowledge about the crowds and crowd management processes, including clarity about the crowd management concepts. As the crowd management events are characterized by uncertainty even at the planning stage, 'under conditions of high uncertainty, the nature of planning changes in major ways. Under highly uncertain conditions rational planning becomes more difficult. Concomitant visions of the future will likely be distorted by inadequate or corrupt data, and by the poor conceptual scheme brought to bear on those data. When important aspects of the future are not or cannot be known, planning is shorn of its most functional aspects (Clarke, 1999).¹² However, Clarke concedes that planning under high uncertainty per se is not ineffective but degree of its effectiveness may be compromised.

Uncertainties are always inherent part of mass gathering events. First and foremost, in non-ticketed events, the planners cannot accurately predict how many people will turn up for the event. In a major mass gathering event, two plan documents prepared by two different agencies recorded three different estimates of expected crowd arrival during the event. Second, many a times, it is difficult to estimate the number of people arriving by different modes of transport such as by personal carriers, by state transport buses and by railways. Again, it is highly hazardous to guess how many people will arrive from one particular direction or from particular part of the country. All such issues add to the uncertainties and data collection requires immense efforts to reduce uncertainties to risks. Even if the planners have some

¹² Lee Clarke; *Ibid* at p. 4.

reliable data on these parameters, there is no guarantee that the planning based upon such data will hold good as the intervening events such as droughts, good monsoon, bountiful harvest, political situation, major epidemic threat and so on may impact the crowd arrival adversely or favourably.

Moving beyond uncertainties, though all uncertainties cannot be reduced to risks, the planners need to appreciate that the nature of risks encountered during crowd management events is always dynamic and the planning process should address these dynamic risks. Planners should also remain cognizant of the fact that 'it is impossible to reconstruct the conditions that give rise to many crowd-related risks; risks that are dynamic in nature. Crowd risks may relate to specific location, have a short duration and/or the severity of the risk can change over time' (Still).¹³ Under such circumstances when the event is awash with dynamic risks, the planning process and the risk management process has also to be dynamic. Julia Silver (2008) shows the way when she suggests that risk management for meetings and events should be a defined and deliberate process; one that must be planned and consistently applied for it to be effective. The process is sequential in nature, yet it must be iterative in practice. It is not a one-time activity that may be completed and then job is done. Risk management must be an on-going and dynamic activity because the risks surrounding meetings and events are constantly emerging, growing, subsiding, changing, and fluctuating in terms of urgency and priority.

¹³ Keith Still: *Visualising Risk Assessment for Crowd Safety*; International Centre for Sport Security Journal, Vol 2 / No 1.

The risk management process must also be proactive and cyclical, facilitating communication, forecasting, and forward planning.¹⁴ Such process as described by Julia helps in the integration of risk management with the event management plan; unless both the planning processes complement and influence each other, plans may take a wrong course. Secondly, such plan is agile and adaptable to changing crowd dynamics during the operations.

Moving on to execution once the plan has been prepared, communication and information, its flow, emerge as critical success factors for managing the crowds. The author further shares his experience on the importance of the communication between the authorities and information passed on from field to control room and its usage.

Information, Information Flow and Communication

The author concurs with the views expressed by Martella et al. (2017) that planning is essential for crowd management; it is almost 90 percent of the whole event management; execution is 10 percent. However, 10 percent is the most critical part of crowd management process.¹⁵ Communication and information flow are the key to implement the crowd management plan. 'Crowd management practice involves accessing and interpreting a wide variety of information sources, predicting crowd behaviour as well as deciding on the use of a range of possible,

¹⁴ Julia Rutherford Silvers (2008): *Risk Management for Meetings and Events*; Butterworth-Heinemann, USA.

¹⁵ C. Martella, J. Li, C. Conrado, and A. Vermeeren (2017): *On current crowd management practices and the need for increased situation awareness, prediction, and intervention in Safety Science*, Volume 91, January 2017, pages 381-393.

highly context-dependent intervention mechanisms' (Wijermans, 2016)¹⁶. However, what the crowd management plans, interalia, precisely lack is the communication aspect and decision support system. Communication and information flow plan 'has different goals. First, it allows to share information about the state of the crowd, such as the distribution of people in different areas, the formation of flows, warning about anomalies, or more logistical information such as the need for specific resources. This type of information generally travels from the agents in the field to the control room, where it is processed and used for decision making (Martella et al., 2017)¹⁷. As observed by the author in one of the events, the crowd managers planned to service millions of people and put in place the infrastructure accordingly which was there to channelize the crowd to certain routes to take them to the destination. However, as the crowd turn out was not as large as was expected, the same infrastructure that would have serviced the people in safe and efficient manner appeared restrictive to the crowd. Besides, the criticism that ensued, was more of a crisis. Tentative conclusions drawn from the available data indicate that situational awareness during the operations were poor along with complaints like water tankers deployed to service the toilets, supplying water for the crowd and other such services were being interdicted at various points. These complaints

¹⁶ Nanda Wijermans, Claudine Conrado, Maarten van Steen, Claudio Martella, Jie Li (2016): *A landscape of crowd-management support: An integrative approach*; *Safety Science*, Volume 86, July 2016, Pages 142-164.

¹⁷ C. Martella, J. Li, C. Conrado, and A. Vermeeren (2017): *On current crowd management practices and the need for increased situation awareness, prediction, and intervention in Safety Science*, Volume 91, January 2017, pages 381-393.

simmered for approximately two hours. However, it needs further data, documents and efforts to study to find out the level of situational awareness and what decisions were made when the operations were underway while people were struggling to access the venue.

The crowd managers must have adequate situational awareness to take correct decisions at critical junctures of crowd management process and should also appreciate the nature of risks that the crowd situations generally pose. Failure to take good decisions at critical times also indicates that the plans and processes generally are inadequate to meet the information requirements of the operations. 'When such processes are not adequate, hazards can lead to accidents or dangerous environmental conditions' (Westrum, 1988)¹⁸. Plans and processes which are adequate, they have inbuilt mechanism to facilitate awareness with robust decision support system also incorporated that helps 'the management team to exchange information about monitored areas, to brief agents/stewards about plan change or actions to be taken. To a certain extent, communication is one of the few and most powerful means the managers have to influence and steer the behaviour of a crowd without use of force' (Martella et al., 2017)¹⁹ but simply having communication media such as CCTVs, telephones etc. without decision support system would be of no help. Analysis of operational plans or orders

¹⁸ Ron Westrum (1988): *Organizational and Inter-Organizational Thought; World Bank Conference on "Safety Control and Risk Management" October 1988; (Unpublished).*

¹⁹ C. Martella, J. Li, C. Conrado, and A. Vermeeren (2017): *On current crowd management practices and the need for increased situation awareness, prediction, and intervention in Safety Science, Volume 91, January 2017, pages 381-393.*

prepared for some of the events reveals that the plans and processes were not agile or adaptable and they also did not lay down clear protocols for communication, information collation, analysis and feeding the information back to the ground level men for channelizing the crowd. Plans and orders also did not provide for adequate collection of information; they also did not facilitate proper flow of information within the crowd management organizations. 'When information does not flow, it imperils the safe and proper functioning of the organization as information flow is a powerful indicator of the organization's overall functioning.' 'But more often, it is simply the needs of the system that drive timeliness. Whether driving a truck, building a building, or operating a search-and-rescue system, information need is driven by the reality that decisions are constantly being made, and they need to be informed by the best information' (Westrum, 2014)²⁰.

However, the information failures are routine in crowd management disasters. During the Nashik Kumbh Mela (2003) crowd collapse, an unauthorized procession by a small group of Sadhus reached unnoticed near the already congested spot of accident and is believed to have created conditions for serious crowd collapse. Media reports indicate that the incident that happened in Varanasi in 2016 in which at least 25 people were killed was licensed for a procession of few thousand devotees but the crowd swelled to over a lakh, without anybody noticing and appreciating the change at ground level. Crowd tragedy at Allahabad Railway Station

²⁰ Ron Westrum (2014): *The study of information flow: A personal journey*; *Safety Science* 67 (2014) 58-63.

(2013) was also an outcome of failure to notice important developments about the movements of the pilgrims.

Crowd management needs robust communication plan and feedback loops as crowd situations are always complex information handling situations in which number of parties handling a problem are unable to obtain precisely the same information about the problem, so that many differing interpretations of the situation exist (Turner & Pidgeon, 1997)²¹. Though the crowd situations are complex information handling situations, yet the crowd management success is dependent largely upon the availability of high-quality information what Wilensky (2015) calls 'high-quality intelligence', 'information that is clear, timely, reliable, valid, adequate and wide-ranging'²² and its handling and usage for making timely decisions. Such high-quality information is necessary for the crowd managers to sustain through crisis as well as to ward off the crisis or even to foresee an emerging crisis. Westrum (2014) has stressed the need for high-quality information for organizations when he avers that 'organizations function on information. Stop the information and the organization stops, too. Better organizations require better information. Worse information flows leads to worse functioning. Better information flow leads to better functioning.'²³

²¹Barry A. Turner and Nick Pidgeon (1997): *Man-Made Disasters*; Butterworth-Heinemann.

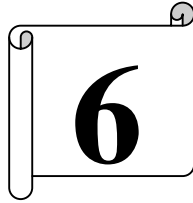
²²Harold L. Wilensky (2015): *Organizational Intelligence-Knowledge and Policy in Government and Industry*; Quid Pro Books.

²³ Ron Westrum (2014): *The study of information flow: A personal journey*; *Safety Science* 67 (2014) 58-63.

Conclusion

The author through his experience in the field of crowd management advocates that a planned response to crowd management events is absolutely necessary. The root causes of multiple fatalities during crowd disasters could be environment, equipment, information, management, people, process. Though the primary root causes are diverse and manifold, yet inadequacies of planning process and plans, information collection and handling protocols are critical causes. The author has also stressed that simple event management planning with a written plan document for the sake of having one, would not lead to success unless risk planning is integrated with the main event management plan. The author further emphasizes that the crowd managers must necessarily be concerned with the information flow while performing the plan. Not only is the information flow the lifeblood of the organization's nervous system, but also it directly impinges upon the quality of decisions made during the crowd management process. Hence, there is a need to study the subject of crowd modeling, risk mapping and information flow modeling in depth and how it can be mapped, understood and used as a training module for the authorities involved in managing a crowd event. Finally, the crowd management planning process should not only commence well before the commencement of the event but also it should outlive the event.





CYBER CRIME REPORTS

Varun Kapoor, IPS*

Mail Spoofing – Trickery by Deception

Spoofing is an English word that means – “being something or someone and projecting as something or someone else”.

An unsuspecting customer from State Bank of India gets an email from the official id of the bank and it is addressed to him by name and even his account number is mentioned in the mail. The customer feels that the mail is genuine as it fulfills all the requirements of one. It asks the customer to go to his account and say –“cancel a transaction that he may not have done”. The customer has been also provided a link in the mail to direct him to his account. He clicks the link goes to the site fills in his account details and password and cancels the transaction. He has fallen prey one of the most common cyber crimes – “spoofing”!

This is mail spoofing and this is very easily done – using all the technological inputs and support that is available to a cyber criminal in the digital world. This usually starts with a

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fake mail – that is a mail sent by one individual but displaying the name and email address of any other user or individual. There are a host of such sites offering fake mail services – emkei.cz; fakemailgenerator.com; email-fake.com; deadfake.com; mailinator.com; guerrillamail.com etc. Most of these are free of cost too! Some email service providers have developed various filters to detect such mails and warn the user or send such mails directly to the spam mail folder. But some email providers have not and even in those that have provided some fake mails slip through.

The other requirement for the criminal is that he requires the email id, name and account information or other relevant information to ensure that the attack looks real to the victim. This information is gathered through hacking. The mail is then sent with some emergency situation (card will be blocked, transaction is being attempted from account and needs to be blocked etc) or a temptation as the topic. The time given to react is also very small – this is to ensure that the victim does not have enough time to think or even to ask. In each circumstance the victim stops thinking rationally and gets swayed either by fear (of the emergency portrayed) or greed (of the temptation given) and the time given to react is also so little that the victim is automatically propelled into the next stage in this offence, which is sending the victim to a fake site to elicit personal information from him.

In these spoofed mails generally a link is displayed, so that the victim can press this and directly reach the site where the criminal wants to send him. Actually it is possible by the process of hyper linking to display a particular link address and when the victim presses that he goes to another site, one

which is a fake site but is designed to look exactly like the site that the victim thinks he is going to. Example is that the link displayed in the fake mail is www.sbionline.com but when the victim presses that he will go to a fake site named www.sbiionline.com. The criminals keep similar looking names because once the victim is directed to the fake site and if he happens to look at the Uniform Site Locator (URL) on the top of the webpage he will look at a very similar looking URL and once gain get tricked into believing that he has gone to the right website. Then he will feed his personal information (account number, user name, PIN number, password etc) into this fake site and exit. He will feel that he has averted the emergency or achieved some gain – but in reality he has passed on all his personal information to the criminal and that he will use to financially harm him or damage him in some other manner. This is the cyber offence of email spoofing and how it works.

The best way to prevent damage from such offences is that the citizens always harbor suspicion in case of emails from unknown sources. Even such mails that come from known sources have to be doubted if they are presenting an emergency or temptation to the user and the time for reaction is very limited. Most important method of protection against such a crime is that the citizens make it a habit to never press the links provided in the emails to go to any particular site. They must open a fresh browser page and type out the entire link address by hand and press enter then they will go to the real site and not a fake one, as the criminals desires. This habit the citizens, young and old, should develop for all links

provided in all mails – genuine or fake. That way they will never fall victim to this cyber crime called mail spoofing.

Caller ID Spoofing – Protection against fake VOIP calls

Another type of “Spoofing” is carried out very often by cyber thugs when they use voice calls as a means of committing crime on unsuspecting victims. Caller ID Spoofing basically means calling from one particular number and displaying a totally different number to the receiver of the call.

The chosen target receives a call one day – the number being displayed is +44 2345 34534. This is a number from United Kingdom (+44 is UK code). The target picks up the call and the caller is speaking in a funny English accent. The target naturally thinks that the call is from UK. The caller says that the target has won a lottery of Pound Sterling 2 Million from any fictitious company and to get his money he just needs to give his account details to the caller so that the money may be transferred to him. The poor unsuspecting victim believing that the number being displayed is from UK and the person speaking also sounds English/foreign, falls for the trap and provides the account details to the cyber thug and the mistake is made. The criminal now has vital personal information of the victim and he can use this to financially defraud the victim of his hard earned money. The crime of Caller ID Spoofing has been executed.

Caller ID spoofing is based on the technique of VOIP calls. That Is the Voice Over Internet Protocol. These are not telephone calls but internet calls. *Caller ID spoofing* is the process of changing the caller id to any number other than the calling number. In some cases criminals become members of services

available on the internet (like covertcalling.com etc) and they are issued with a personal identification number (PIN). Customers dial the number given to them by the company, their PIN, the destination number and the number they wish to appear as the Caller ID. Often such websites provide services for free for a trial period. Some services even provide facility for changing the voice of the caller so that even the voice cannot be recognized or detected.

This caller ID spoofing is generally done to defraud the victim of money by either tempting him/her with lucrative offers or are threatened with an emergent situation demanding immediate action. It is also used in certain erotic call services. Here the victims are made to believe that they are speaking to female speakers in South East Asian or Western countries and they are made to pay bills that run into many thousands or even Lakhs of Rupees. Whereas in reality they were only talking domestically, the charge of which would be negligible as compared to what they are compelled to pay.

Such calls appear in the CDR of the victim as an internet call and they cannot be traced by the conventional means. The website that has provided the caller id spoofing to the criminal has to be contacted and the IP address of the criminal can only be obtained from them. Once this IP address is obtained the call can be traced to either a SIM card; a Modem or a Data Card/Dongle. Then this particular SIM, Dongle or Modem has to be connected to a user and then to an individual. Such a elaborate procedure has to be followed just to solve such a crime – often the police do not have the know-how to do it and hence avoid it or many times the IP address obtained leads the investigators to another country or

to a fake identity and thus a dead end is reached and the victim gets no relief both in terms of getting his money back or at least getting the offender apprehended.

The best way around this offence is to first know that such caller id spoofing can and does occur. Hence taking calls from unknown foreign numbers can be avoided and also there should always be a doubt while speaking with unknown numbers or persons over the phone – it may be a fake and spoofed call. If you have a doubt you can ask the person to hold while you call the displayed number from another phone. If the number is busy or you reach the company or agency that the person says he belongs to, then the call is not spoofed. The final check you could make is to enter the number in question in a search engine. This allows you to see if the company has the number on their website or if the company has mention of a scam that is going on. It also allows you to figure out what other people are saying about number.

Cyber Stalking – Omnipotent Danger

Stalking is an English word which means “to follow” or “shadow”. The cause depends on the stalkers’ interest in the target (whether natural or unnatural) and the effect is great harassment, irritation, threat and danger to the victim. If this stalking is done in the virtual or cyber space it is referred to as – Cyber Stalking. Thus cyber stalking entails amongst other things – repeated missed calls, repeated friend requests, repeated sms, repeated checking of profile of the victims, checking email, internet monitoring of the victim etc.

It has been observed that women are targeted the most under this category of cyber crime, though technically speaking a male can also be the target of a cyber stalking

attack. There are numerous cases and reports each day of women and girls falling prey to such types of cyber stalkers and the number keeps going up each day. In the absence of proper security mechanism to protect victims and ignorance on the part of the victims to protect and insulate themselves effectively – this crime and its ill effects may increase in the times to come.

Most of these attacks are carried out by individuals known to the female victims (the acquaintance may be casual or serious). It has been observed that many times the victim is unaware that a particular known individual is making her the target of stalking and hence the stalkers gets a better opportunity to harass the victim and thus achieve his nefarious designs.

The effects of this cyber stalking is all pervasive and highly damaging to the victim. She starts feeling the effects all around and a feeling of a lack of security and support starts creeping in to the individuals mindset. This type of feeling is very destructive in the long run – as it can have grave psychological effects on the victim and may lead her to take extreme steps to get liberated from this all encompassing intrusion into her personal space – victims have even taken extreme steps like suicide as a result of persistent cyber stalking. This is a matter of real shame for the security agencies in particular and the whole society in general.

Certain well documented cases exist to bring in sharp focus the type and effects of this crime. The first case is of New Delhi; in fact this was the first recorded case of cyber stalking in India. In this case a cyber stalker named Manish Kathuria made a fake ID of his friends wife whose name was

Ritu Kohli. He used this ID to register in a chatting site called MIRC. Then he started doing obscene chat using the fake ID created. He even downloaded a photograph of the victim and posted it with the ID. People with whom he did these obscene chats felt it was Ritu who was chatting with them and not Manish. Then he put her number on the fake profile and poor Ritu started getting obscene calls from all over the world. She got very harassed and along with her husband reported the matter to the Delhi Police and the cyber stalker was caught and prosecuted. The unique digital footprints of the cyber stalker ensured that he was rapidly brought to justice.

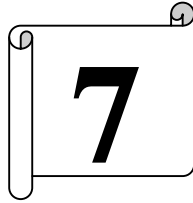
The second case is of Faridabad in Haryana. Here a college student Heena was stalked by her classmate Abhishekh and his friend Vivek. Vivek even tried to befriend her but when he failed they started stalking her using their mobile phones to repeatedly call and threaten Heena. Both these mobiles were working on SIM cards with fake addresses. An exasperated Heena took the ultimate step and jumped off the third floor balcony of her College hostel in Surajkund. Thus she took the extreme step and committed suicide.

These are sad tales of the state of affairs for girls and ladies in the cyber space. They should be more aware, alert and strong while operating in this space. Firstly they should not be befriended by unknown people in the virtual space. Secondly, if they ever feel or even suspect that they are being stalked they should not ignore it under any circumstance. This initial reluctance to take action by the victim only serves to embolden the offender. He takes it as tacit approval by the victim and is encouraged to take more extreme and harmful steps to harass the victim. Hence the best policy for any victim

is to immediately report such occurrence to a senior family member, teacher or any adult she trusts. In addition an immediate report of the happenings and incidents should be made to the Police.

Police are empowered under Section 354D of the Indian Penal Code, to take punitive action against the accused. This section was introduced after the dastardly “Nirbhaya” incident of Delhi and it is a cognizable offence with a punishment of 3-5 years. Thus victims should be smart and strong to nip this activity in the bud and bring the accused to justice right at the outset. This will ensure that the the Hindi proverb “Na rahega baans na bajegi bansuri” is put to effect.





ART AND CRAFT OF SOFT SKILLS TRAINING FOR POLICE OFFICERS

Prof. A.K. Saxena*

1. Introduction

Following examples may be considered to comprehend the importance of 'soft skills' in various professions including the Police-

- A Station House Officer (SHO) is highly accomplished in his job but discriminates between 'Rich' and 'Poor'. He misbehaves with the complainants and is very rude in behavior.
- A top ranking police officer is well conversant with the nuances of policing. He manages the present very well but he lacks in visioning and strategizing to weave the future of police.
- A Police officer is very proficient in knowledge and professional skills but he lacks in negotiation skills, collaboration and networking skills for enhancing Police Organization effectiveness by establishing organic linkages with other eminent organizations

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- A University Professor is highly knowledgeable and skilled in his profession. He lacks skills in communicating well with his colleagues and the Head of department. Lot of inter-team conflict is there. He shouts at the students and does not know how to counsel the students for better performance.
- A Doctor is highly competent in his job but misbehaves with the patients. He is unable to make a team also at his workplace.

We may analyze that people are strong in Hard skills (Professional Knowledge and Skills) but lack in soft skills like Communication skills, Interpersonal competence, Working with teams, behaving properly with people, Emotional Intelligence, fairness, collaboration, networking skills, visioning, strategizing etc. They cannot be effective without armed with soft skills.

In Police, many praiseworthy initiatives have been taken by BPR&D, Kerala, Karnataka Police etc. for developing soft skills in Police personnel. For details, respective websites on Google may be referred.

This paper covers inter-alia.

- Concepts of soft and hard skills
- Review of studies for soft skills development in police
- Classification of 'soft skills' for police personnel
- Training and non-training interventions for soft skills development

2. Review of studies related to concept of soft skills:

As mentioned in Wikipedia: Soft skill is a sociological term relating to person's "EQ" (Emotional Intelligence quotient), the cluster of personality traits, social graces, communication, language, personal habits, friendliness and optimism that characterize relationships with other people.

Below-cited Figure 1 reflects a broader classification of Soft Skills.

Fig 1: Classification of Soft Skills



The other Model given in Figure 2 further presents the classification of Soft skills as under:

Figure 2: Soft Skills



Soft skills are collection of several skills and abilities related to the execution of such task as communicating managing time negotiating, writing, listening, reading, presenting, problem solving and decision making. Thus Soft Skills include proficiencies such as communication skills, conflict resolution and negotiation, personal effectiveness, creative problem solving, strategic thinking, team building, influencing skills and selling skills, to name a few.

The review of following literature will help us in understanding the concept of soft skills.

Franzoni, L. (1988): emphasized on the value of 'Hard' vs. 'Soft' Skills. It is the proficiency in the 'soft' skills like empathy, communication and emotional intelligence that determine whether a leader is even able to successfully employ the 'hard' skills like analysis, risk management and operating efficiencies. We really can't operate efficiently if we can't get the best from our people and they may not 'hear' us if there is no emotional connection.

Goleman (1998) articulated that the Soft skills are experientially acquired self- people- and task-related behaviors that complement the use of technical knowledge and skills in the workplace that enable individuals to navigate successfully the requirements, challenges and opportunities of their job role in pursuit of personal, team or organizational goals. He claimed that 67% of abilities ' were essential for performance which included emotional (that is soft) competencies.

Hommrichhausen (2002) hypothesized that the soft skills accounted for as much as 70% of individual performance, whereas cognitive ability and technical learning account for 30% only.

Perrault (2004) described soft skills as personal qualities, attributes or the level of commitment of a person that sets him or her apart from other individuals who may have similar [technical] skills and experiences

Sukhoo et. al. (2005) articulated that soft skills are acquired through experience, are concerned with managing and working with people, ensuring customer satisfaction and creating a conducive environment for the team to deliver high quality products within budget and on time and exceeding stakeholder expectations.

Muzio and Fisher (2009) articulated that the Soft skills allow a person to better understand his or her own actions, how to work better with others, and most importantly, how to be more productive and successful.

Steadyman (2011) found that the Soft skills were critical in giving confidence, productivity and to unlock future potential in trainees. Training tasks should ensure that there is a high level of soft skills imparted to compliment hard skills they gain during Work Integrated Learning. The challenge is the identification of the right mentor for a student and development of mentorship capabilities in organizations where students are placed.

Carnevale, Gainer and Meltzer (1990) of ASTD (American Society for Training and Development) emphasized skill groups across all job families: (1) Basic Competency Skills: Reading, Writing, Computation; (2) Communication *Skills*: Speaking, Listening; (3) Adaptability Skills: Problem solving, Thinking creatively; (4) Developmental Skills: Self-esteem, Motivation and Goal-setting, Career planning; (5) Group Effectiveness Skills. Interpersonal skills, teamwork, Negotiation; and (6) Influencing Skills, understanding organizational culture, sharing leadership.

Rotem-Gal-Oz (2008) believed that the minimal skill-set for an architect should include capabilities from the following areas:

- Leadership - Influencing others to accomplish tasks and following your guidance
- System thinking - Understand decisions and constraints in the wide scope pertaining to whole of the solution at hand. This includes the ability to abstract problems.

- Strategic thinking - Understanding decisions and constraints and their alignments to the overall business of the company.
- Organizational politics - Understand the environment you operate in and how it influences you.
- Communications - Making sure you get your point across.
- Human relations - Understand the "people" aspects or human factors and dynamics. This includes things like pragmatism, understanding team dynamics and personal dynamics.

Classification of Soft Skills for Police Officers

Based on the review of literature presented in part-II of the paper, soft skill sets have been derived. A paper on psychological competency training in Police training series-III of Police College U.K. (2011) was published. Following are the highlights of the paper:

“Psychological Competency, a term coined by the force senior police clinical psychologists, is a set of psychological knowledge and skills, behavioral patterns and lifestyle management skills necessary for the effective performance of a police officer. In short, it is a set of skills that address the human aspects of modern policing.”

The eight psychological competency areas were identified. Those are:

8 psychological competency areas		Learning Approach
(a)	Conflict Management	The main strategy was to integrate these five competency areas into the training curriculum. The new learning was also supplemented by e-learning programmes for all officers to learn and refresh at any time at their own pace.
(b)	Victim Psychology	
(c)	Interpersonal Communication Skills	
(d)	Counselling Skills as a Police Supervisor/Colleague	
(e)	Emotional Regulation	
(f)	Stress Management in Police Work	e-Learning courseware in both areas was developed to supplement the educational activities already provided by internal psychologists.
(g)	Healthy Lifestyle	
(h)	Psychological Skills in Suspect Interviewing	Due to a lack of local experts, self-learning materials were developed in consultation with top UK National Advisors.

Based on the review of literature presented in part-II of the paper, soft skill sets have been derived. The lists are suggestive and not exhaustive. Intensive research is required to be conducted for identifying the Soft-Skills sets scientifically.

Set -1 Soft Skills for Police Personnel (Non-Gazetted ranks and the new entrants in Police)

[Soft Skills will have knowledge, skills and attitude components]

A: General

1. Translating Police Mission into practice in letter and spirit.
2. Following police code of ethics.
3. 'esprit-de-cop' in action.
4. Observing sensitivity towards:
 - People in distress
 - Weaker-sections of people
 - Poor and underprivileged
 - Minorities especially during communal problems
 - Women and children in custody
 - Victims of crime
 - Women and children in distress
5. Helping injured and victims (providing medical help instantly)
6. Social service orientation in action
7. Utmost priority to the law of land/ Constitution in action.

B: Interactive Influencing Skills

- Listening with empathy (physical & psychological attending)
- Politeness in conduct
- Extreme control on "Aggression"
- Anger Communication competence
- Telephone communication
- Showing respect to the citizens
- Communicating well with juniors, colleagues and seniors

- Interviewing/ interrogation skills (without the use of third degree)
- Dealing with over demanding people who want you to act unlawfully :
 - Politicians
 - Public
 - Seniors
 - Aggressive public
- Communicating well with the
 - Judiciary
 - Magistracy
 - Correctional Administration
 - Forensic Experts

C: public relations skills

Eliciting Cooperation with public in police matters

D: Teambuilding skills

Working in teams/ obeying the command

E: Observation Skills**F: Attitudes/ Behavior and Personality**

- Personal grooming (pride in uniform, haircut etc.)
- Health management (physical fitness/ stamina/ yoga/ meditation/ exercises etc.)
- Managing stress
- Time management (Focus on diary maintenance, scheduling etc.)
- Managing frustrations (No displacement on innocent people, people in custody etc.)
- Emotional resilience
- Motivating self

- Striking work-life balance
- Improving quality of Life (Both “physical” and “psychological”)

2. Soft Skill Set for Middle-Management

1. Team building competence (Forming and Facilitating team-work)
2. Conducting meetings (including crime meetings)
3. Managing time
4. Collaboration Competence for developing organic linkages with
 - Magistracy/ Judiciary / Correctional administration.
 - Representatives of people
 - Universities/ Institutions excellence in the districts
5. Assertiveness skills (controlling of aggression and non-assertiveness)
6. Training and Development of Police in the Districts (creating a learning organization)
7. Effective supervisory competence
8. Doing inspections and follow-up action
9. Knowledge Management competence (for innovation, Sharing the best practices and updating the staff)
10. Managing emotions in tense situations and emotional resilience.
11. Negotiation skills
12. Public speaking-how to address the public?
13. ‘Learning how to learn’ skills
14. Effective problem-solving and decision-making skills (Analytical and creative tools)
15. Formulating the proposals for improving the districts.

16. Instituting effective performance management systems in the Districts and the Ranges
17. Building Public-Police Interface competence

3- Soft skills for the Top Management

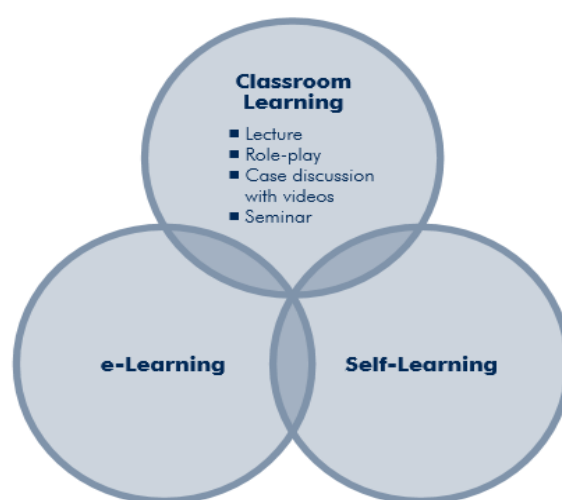
1. Art and craft of Policy-Making (Formulation, Implementation and Evaluation) of policies
2. Articulating Police Mission and Vision
3. Communicating policies, Mission and Vision down the line
4. Visioning and forecasting
5. Evolving strategies for:
 - Continuous training and development of the subordinate ranks
 - Effective 'Performance Management System'
 - Evolving 'Knowledge Management Architecture'
 - Networking with other organizations of eminence
 - Effective 'police- public interface' etc.
6. Research and Development Competence for instituting R&D in police for effective policing
7. Formulating the proposals regarding the financial matters etc.
8. Evolving and using effective Performance Appraisal System
9. Outsourcing Competence
10. Influencing and Persuasion Skills

11. Negotiation Skills for better collaboration and networking.

4. Training and Non-Training interventions

Below cited blended learning approach may be adopted for training of soft skills in Police:

Figure3: Blended Learning Approach



Following steps are recommended for providing Training and Development Interventions:

Step 1: Instituting the research studies to identify the soft skill sets for various ranks in Police. The research may also Focus on specific jobs where Police-Public Interface is more. For example-Traffic, Beat Patrolling, Counseling Public etc.

Step 2: Developing and validating the 'Training Modules' on various Soft-Skills. The format may be as in Annexure I.

Step 3: Identification of trainers (From In-house and outside)

Step 4: Providing training to the trainers on 'How to give soft skills training?'

Step 5: Conducting short-term courses and thereafter evaluating the effectiveness of training.

Other alternatives

Integration of training in Soft Skills with Hard Skills development inputs may be done.

5. Summing-up

Soft skills are adjunct of hard skills in Policing. Those, if reinforced with hard skills, result in effective and quality policing. These skills include mainly communication, interpersonal, team building, negotiating, collaboration, time management, stress management, emotional intelligence and resilience etc. Better Police-Public interface may also be ensured.

Soft skills training may be provided in 2 ways-

- Through modular short term courses and/or
- Integration of soft-skills contents with the training in hard-skills.
- Structure of modules on soft skills may be in 'Guidelines for trainers (including subject matter coverage), PowerPoint presentations, quizzes, psychological tests for self-assessment and a handout on do's and don'ts for the skill.
- Intensive research studies are required in Police for identification of soft-skills for various ranks cutting

across jobs/duties undertaken by them. Later on, research on development and validation of training modules is necessary.

- Training of Police trainers becomes necessary for launching the program. Outsourcing may be done very carefully.

Annexure-I**SOFT SKILLS MODULE ON LISTENING SKILLS
FOR POLICE****1. GUIDELINES FOR TRAINERS****Focal areas:**

1. Why are listening behaviors important for Police?
2. Whom should he listen attentively?
3. Listening is not just hearing.
4. What meaning can be drawn from Verbal, Vocal and non-Verbal communication?

CONTENTS: Concept of listening

1. Listening = Hearing + Vocal expression + Non-Verbal communication
↓
Meaning (interpretation)
2. Listening = Vocal + Verbal
↓
Meaning (on mobile etc.)
3. Listening = Non verbal communication
↓
Interpretation

Two important aspects to be explained to the Police:

Aspect 1: 'Listening to What I am not saying'. [Silence is very communicative]

Aspect 2: We hear from ears and listen from eyes. [Feeling and emotions are gauged by our eyes]

4. Negative listening is of 6 kinds:
 - Pseudo Listening

- Selective Listening
- Insulated Listening
- Passive Listening
- Ambush Listening
- Defensive Listening

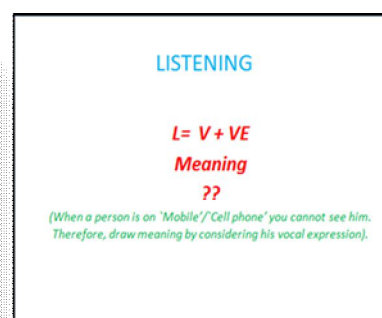
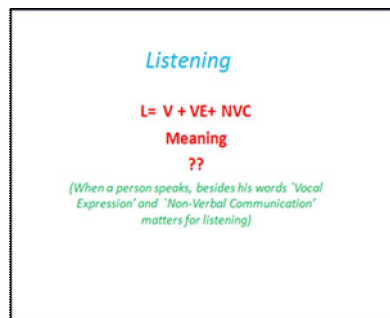
Methodology:

1. Role-Plays with Video Feedback
2. Presentation discussion

Films: Video

1. The art of Listening-Sharu Rangnekar

2. Power Point Presentation



<p style="text-align: center;">LISTENING</p> <p style="text-align: center;">L= NVC Meaning ??</p> <p style="text-align: center;"><i>('Silence is very communicative' Therefore, listening from the eyes becomes very important.)</i></p>	<p style="text-align: center;">KINDS OF LISTENERS</p> <table> <tr> <td><i>Dichotic</i></td> <td>Listening to two things at once.</td> </tr> <tr> <td><i>Discriminative</i></td> <td>Listening in order to distinguish the significance of one sound from another.</td> </tr> <tr> <td><i>Empathetic/ Empathetic</i></td> <td>Listening to put yourself in another person's place to understand, but not necessarily agree with what's being said and why.</td> </tr> <tr> <td><i>Reflective/ Responsive</i></td> <td>Listening to paraphrase, summarize and clarify a message.</td> </tr> <tr> <td><i>Selective</i></td> <td>Listening only to what one wants to hear.</td> </tr> <tr> <td><i>Therapeutic:</i></td> <td>Listening to help someone talk through a problem.</td> </tr> </table>	<i>Dichotic</i>	Listening to two things at once.	<i>Discriminative</i>	Listening in order to distinguish the significance of one sound from another.	<i>Empathetic/ Empathetic</i>	Listening to put yourself in another person's place to understand, but not necessarily agree with what's being said and why.	<i>Reflective/ Responsive</i>	Listening to paraphrase, summarize and clarify a message.	<i>Selective</i>	Listening only to what one wants to hear.	<i>Therapeutic:</i>	Listening to help someone talk through a problem.
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<i>Selective</i>	Listening only to what one wants to hear.												
<i>Therapeutic:</i>	Listening to help someone talk through a problem.												
<p style="text-align: center;">LISTENING FOLLOWS A LAW</p> <p>Listening from the eyes may cover emotions like :</p> <ol style="list-style-type: none"> 1. Sadness 2. Fear 3. Anguish 4. Feeling of being avoided 5. Speaking truth or not. 	<p style="text-align: center;">Negative Listening</p> <ol style="list-style-type: none"> 1. <u>Pseudo Listening.</u> <i>Not listening but showing that you are listening.</i> 2. <u>Selective Listening.</u> <i>Not listening fully picking up words and amplifying.</i> 3. <u>Passive listening.</u> <i>Showing postures of avoidance. Eg. 'Yawning'. 'No eye-contact', 'casually sitting in Police station'. (legs on Table etc.)</i> 4. <u>Insulated listening.</u> <i>Listening a person with doing various tasks 'Using Mobile', 'Writing Diary' etc.</i> 												

3. TIPS FOR EFFECTIVE LISTENING FOR POLICEMAN (10 GOLDEN TIPS)

1. Completely face a person who is speaking to you and maintain eye-contact with him.
2. Stop doing everything when a person is talking to you.
3. Listen fully; do not guess what he is going to speak.
4. Listen to every person; he may be rich or poor, Muslim or Hindu, from upper caste or lower caste, etc.
5. When a person is speaking to you do not interrupt him.
6. Do not show to person that you are listening him although you are not doing so.

7. Seek Clarifications, if you are unable to understand what he is speaking.
8. Acknowledge that you are listening to him by nodding your head and smiling etc
9. Be an `Empathetic listener' because empathy is the mother of communication.
10. Try to listen from the `Silence'. (Silence of a person also speaks a lot)

4. LISTENING QUIZ FOR SELF ASSESSMENT

Please Tick mark your response

Sl.	Statements	Scale		
1	When talking with someone, do you completely stop doing other things and given them your attention?	Usually	Sometimes	Rarely
2	Do you start guessing what someone will say?	Usually	Sometimes	Rarely
3	Do you engage yourself in mobile etc. when other person is speaking to you?	Usually	Sometimes	Rarely
4	Are you able to accurately remember what a person had told you?	Usually	Sometimes	Rarely
5	Do you listen with open mind without prejudice against a person?	Usually	Sometimes	Rarely
6	Do you give someone chance to fully explain his problem etc. without interrupting him?	Usually	Sometimes	Rarely
7	When someone is unclear, do you show that you are listening him?	Usually	Sometimes	Rarely

Sl.	Statements	Scale		
8	Do you listen with the intention to understand what someone is saying before you respond?	Usually	Sometimes	Rarely
9	When appropriate, do you rephrase what was said in order to be sure you completely understand what he was trying to communicate?	Usually	Sometimes	Rarely
10	Do you make appropriate eye contact with others when they're talking?	Usually	Sometimes	Rarely
11	Do you physically acknowledge different points when someone is talking (e.g., nod your head, change facial expression, etc.?)	Usually	Sometimes	Rarely
12.	Do you completely face someone with whom you are talking?	Usually	Sometimes	Rarely

Scoring Key

Interpretation

Usually	-	2
Sometimes	-	1
Rarely	-	0

If you score 18 and above, you are a 'Superb Listener'.
In case of your response is either 'Rarely' and 'Sometimes' on any questions please improve on those listening.

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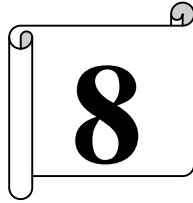
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MINDFULNESS TRAINING FOR STRESS MANAGEMENT AMONGST POLICE OFFICERS

Sandra Roshni Monteriro*

1. Introduction

Every profession related to human services is prone to burnout, i.e. doctors, nurses, teachers, social workers, psychiatrists and counsellors, police officers are subject to quicker mental and physical exhaustion in their work life due to the nature of work itself in addition to the problems faced in personal life. Among the human services profession, the work of the police has been found to be the most stressful and demanding as compared to other professions (Burke, 1993; Anshel, 2000), and is agreed by most psychologists (Somodevilla, 1978). Their role entails them to protect life and property, and prevent crimes (Morash, Haarr, & Kwak, 2006; Rollinson, 2005). They are often engaged in situations involving injustice, crime, public apathy, injuries, and fatalities (Gibbons & Gibbons, 2007; McCarty, Zhao, & Garland, 2007). Some of these work-related factors may also include poor management, inadequate training, low quality equipments, excessive overtime, hyper-vigilance, regular

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rotational shift timings, and shifting work roles. Apart from this, they have to deal with family issues, health problems, financial security, and personal psychological struggles associated with the stress. This exposure to adverse events can have negative impact on their physical and mental health (Bartol & Bartol, 2004). However, an objective and professional conduct is expected from them at all times by their peers, superiors, and members of the public to approach these stressful situations, make decisions, and solve problems effectively (Gibbons & Gibbons, 2007; He, Zhao, & Archbold, 2002; Malach-Pines & Keinan, 2007).

Tackling such stressful and often dangerous situations results in a number of psychological issues such as anxiety, depression, bipolar disorder, or PTSD (post-traumatic stress disorder), which usually go undiagnosed and untreated, causing great damage to the sufferer in terms of inefficient performance—inappropriate use of force, greater proneness to accidents, poor work – life balance, cause sleep disorders, lead to alcohol and tobacco abuse, impairment of physical health eventually impairing all areas of life (Conrad & Kellar-Guenther, 2006). Unfortunately, police officers inhibit themselves from speaking about the crises they face, especially psychologically distressful ones. Some of the issues like fatigue, burnout, anxiety, depression, stress, and trauma are manageable yet are not covered to enhance preparedness in training programs of the force.

2. Need of stress management for Police?

Prior to development of such programs, it is necessary to understand the distinction among burnout, stress, and

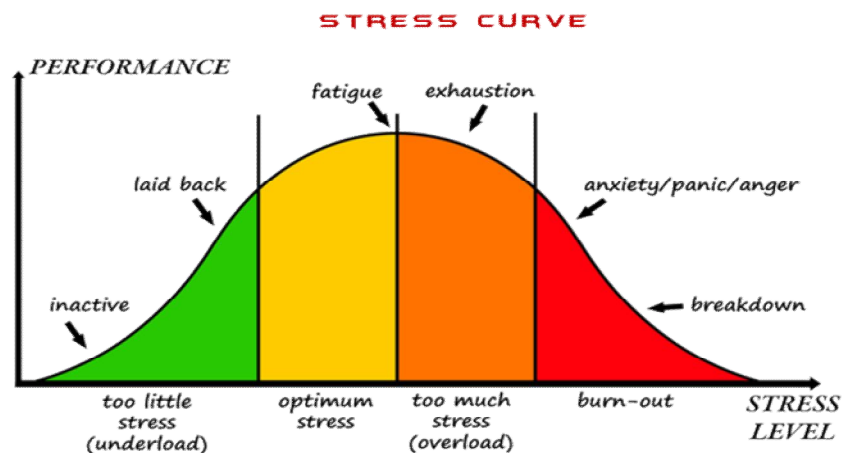
trauma and other psychological effects on the psyche of police officers.

Burnout is mental exhaustion which develops with years of service due to feelings of inefficacy, cynicism towards work, and depleting mental resources.

Stress is the perceived gap in the hassles and adversities faced, and the capacity to tackle the situation. Stress must not be considered as an absolutely negative contributor to wellbeing. The right amount of stress, called the eustress enhances work performance and personal capacity, and does not burden the individual. It is similar to the stress felt by a person before a favourable event is going to take place, i.e. promotion, marriage, etc. Stress in the negative sense is associated with distress and can be identified through symptoms of overwhelming emotions, anxiety, worrisome behaviour, etc. The amount of stress and its effects are explained in the diagram below.

Diagram 1- Stress Curve

(Source - <https://hrhint.wordpress.com/2014/04/09/productivity-and-stress/>)



The curve explains the Yerkes-Dodson law which says that an optimum level of stress induces high quality performance (as suggested by yellow area), but as the stress keeps increasing the individual is prone to exhaustion and burnout. This curve is vital in distinguishing between eustress and distress. Police officers are more exposed to situations of negative stress.

Negative stress contributes to distress in all five areas of life:

- *Physical*—headaches, muscle tension, backaches, gastrointestinal disorders, cold, and loss of sex drive, among other physical manifestations
- *Intellectual*—poor concentration, low productivity, confusion, loss of ideas, lethargy
- *Spiritual*—lack of meaning, alienation, lack of purpose, low self-esteem, feelings of abandonment,
- *Social*—isolation, fewer friends, nagging, marital conflicts, poor social life
- *Emotional*—frustration, mood swings, anger, hostility.

Traumatic events—a frequent occurrence in the work life of a police officer, may lead to **PTSD**. The symptoms of PTSD occur in either or all of the four clusters, and may be experienced immediately or even years after the traumatic event has occurred. The four clusters are—

- Re-experiencing the event—For example, spontaneous memories of the traumatic event, recurrent dreams related to it, flashbacks or other intense or prolonged psychological distress.

- Heightened arousal—For example, aggressive, reckless or self-destructive behaviour, sleep disturbances, hyper-vigilance or related problems.
- Avoidance—For example, distressing memories, thoughts, feelings or external reminders of the event.
- Negative thoughts and mood or feelings—For example, feelings may vary from a persistent and distorted sense of blame of self or others, to estrangement from others or markedly diminished interest in activities, to an inability to remember key aspects of the event

This may interfere with normal functioning for a period of more than a month. PTSD may have co-morbid physical conditions too. PTSD symptoms have been significantly associated with increased general health symptoms and conditions, poorer physical health-related quality of life, greater frequency and severity of pain, and cardio-respiratory and gastrointestinal complaints (Pacella, Hruska, & Delahanty, 2013). Higher PTSD symptomatology has been associated with higher waking cortisol measures in police officers (Austin-Ketch et al., 2012). Strikingly, sensitivity towards anxiety plays an important role in posttraumatic stress disorder (PTSD) symptom severity. This is common in police officials as they often have to encounter life-threatening and gross incidents which may involve brutality, dismemberment, and death. Apart from stress disorders, anxiety and depression happen to occur as often police officers have to deal with red-tape, corruption and power hierarchy.

Police work is highly susceptible to sleep problems. The typical 9-5 office work often doesn't apply for officers. Officers work shifts, at all times of the day and night. Sleep

can also be difficult after a particularly troubling day on the job. This means sleep patterns can be disrupted and irregular. Problems due to lack of sleep:

- Melatonin production decreases.
- Risk of cancer increases,
- Impairs the immune system,
- Leads to issues such as diabetes, heart disease and obesity
- Production of cortisol also increases

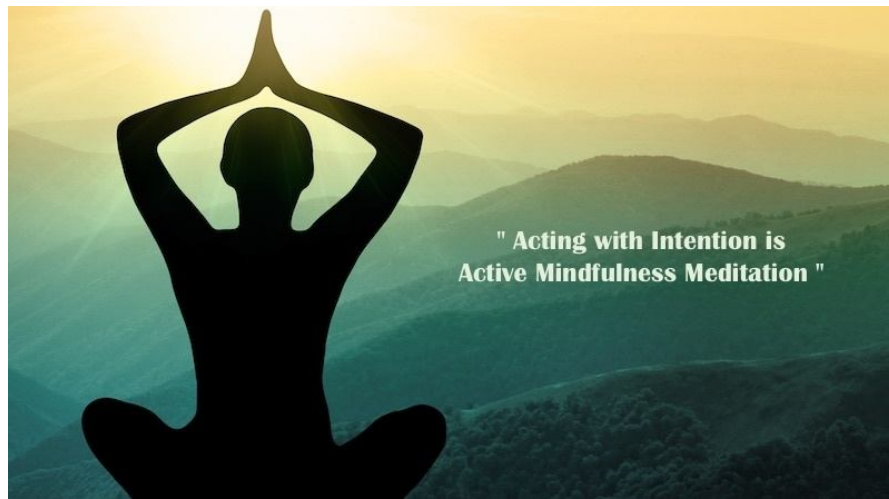
Kaufmann et al. (2013) found a significant association between traumatic event exposure and incident psychological distress among **early career police officers** who may be experiencing the events for the first time.

3. Mindfulness Training:

The police force must be equipped to combat the psychological diversities which contribute to their vulnerability. Psychological combating techniques for police officers must be easy, useful, and maximally effective. Mindfulness meditation is one such technique, as it does not require extra effort on the part of the individual. It can be a part of an active lifestyle, such as that of police officers. Mindfulness enables appreciation of the present moment, enhanced purposefully through heightened attention and non-judgemental focus. Often due to build of anxiety and frustration, one tends to behave in auto-pilot—high emotional reactivity, ruminating thoughts, and aggressive behavioural manifestation. Being mindful helps inhibit habits that are a part of our natural behaviour, and allows processing any

information in its totality. It must not be understood as delayed perceptual activities but rather the formation of 'clear' conceptions.

Diagram2: Active Mindfulness-Meditation



(Source - <https://www.mokshamantra.com>)

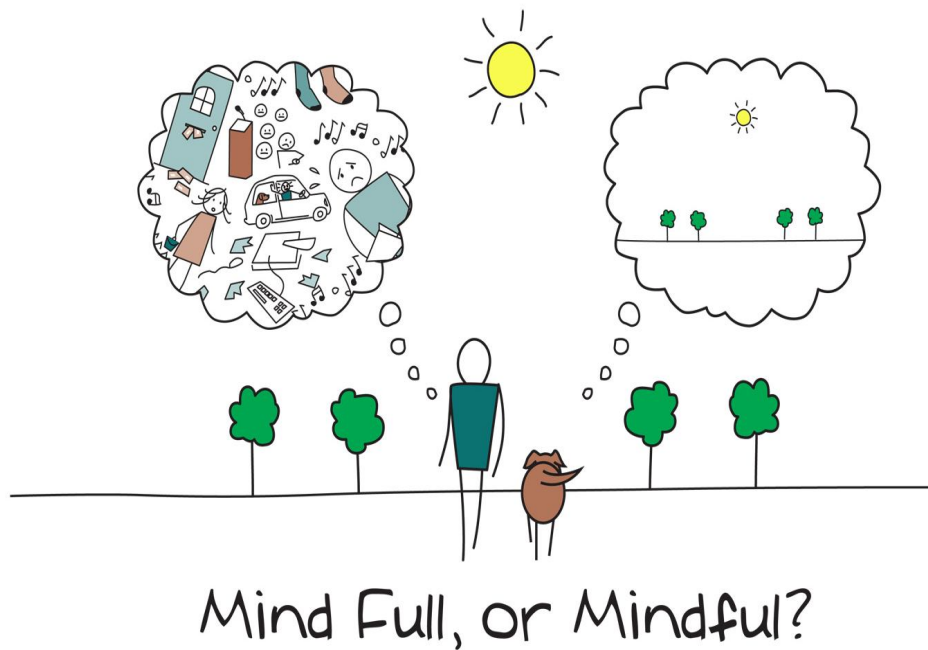
Mindfulness is about being aware of your surroundings, connecting, and then guiding your thoughts in a positive and constructive direction. It is similar to de-cluttering the mind of unnecessary distraction and brings mental peace. With practice one would get better at guiding thoughts to fine tune a state-of-mind that best fits whatever circumstance one would have to encounter. The main principles that mindfulness works on are:

- self-regulative attention,
- beginner's mind,
- non-judging,
- non-striving,

- acceptance,
- non-attachment.

Self-regulation of attention fosters non-elaborative awareness of thoughts, feelings, and sensations as they arise. Rather than getting caught up in ruminative, elaborative thought streams about one's experience and its origins, implications, and associations, mindfulness involves a direct experience of events in the mind and body (Teasdale, Segal, Williams, & Mark, 1995). Mindfulness is not a practice in thought suppression; all thoughts or events are considered an object of observation, not a distraction. However, once acknowledged, attention is directed back to the breath, thereby preventing further elaboration. Mindfulness is a mode of awareness that is evoked when attention is regulated in the manner described.

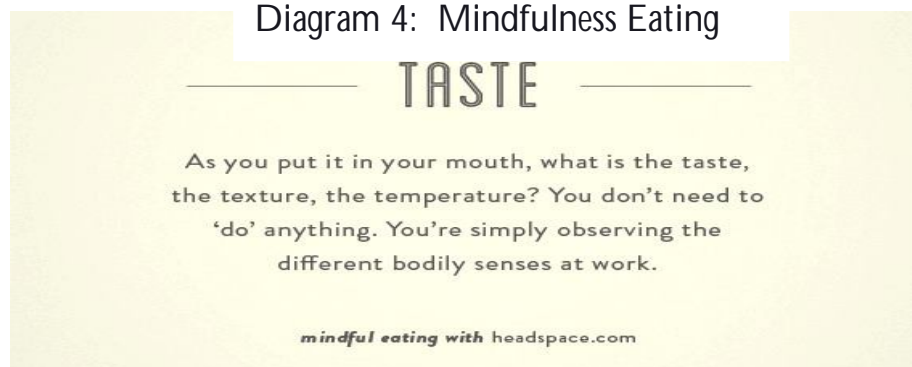
Diagram3: Mindfull V/s Mindfull



This idea is borrowed from Buddhist traditions which validate the reliability of this method. It motivates self-reflection, self-care, and helps to accept and face difficult situations, and not avoid it by being 'mindless'. One does not have to set aside time to sit quietly in the lotus position and burn incense to practice mindfulness. One can do it anytime, anywhere. From staying calm when you're stuck in a traffic jam; to having a heart-to-heart conversation with a friend; to making scrambled eggs; to taking an exam; or making love with your partner; it simply counts to be fully present in the moment. Being fully present in the moment creates mindfulness no matter what you are doing.

A demonstration of mindfulness would help better to understand the process. Imagine you are eating a dessert, say a pastry. Wouldn't it taste better and be more enjoyable if you focussed fully on its presentation, texture, taste, colour, smell, and its intricate features. This is just a simple example of how paying attention enhances the experience of a pastry, which maybe would not make a difference if eaten absent-mindedly. Similarly, every present moment if experienced with such richness of its features, it would allow the person to calmly explore, understand, and process details to avoid hasty judgments.

Diagram 4: Mindfulness Eating



When the training first starts for policemen, skills required to be a police officer is incorporated in their field training that slowly become ingrained as a part of their persona. Similarly, it would be ideal to train newly recruited police personnel in mindfulness practice and integrate it as natural behaviour response. It would be a gradual process, but as the officer becomes more knowledgeable and practiced about meditation, the effects of incorporating the new skills will be more evident and helpful to society and themselves.

These 5 guidelines should be considered for mindfulness meditation (Source - <http://www.policehealth.com.au>).

- 1. Don't think, notice.** Try your best not to judge or label what you're doing. Just notice every detail and trust the process.
- 2. Focus on your breathing.** Your breath is the most important part of meditation. If you find your mind wandering, draw yourself back to the breath. This will help bring you back to the present moment.
- 3. Explore your senses.** One of the best ways to get in the 'right here, right now' is through your senses. Senses are a part of the present moment—neither the past nor the future. So the more you notice them, the more mindful you become.
- 4. Handle negative thoughts.** If you can't seem to focus no matter what you do, try something different. Write down your thoughts. Go for a walk. Listen to music. Take a bath. You might just be putting too much pressure on yourself to relax.
- 5. Accept that it works.** If you haven't tried meditation before, it's easy to dismiss it without trying it. Your goal should be not to understand or analyse the process, but to

simply go with it. Meditation looks different for everyone. Find your way to connect with your inner self. Find any way to help you get present. It doesn't matter what activity it is.

(Source - <https://leadingresilience.files.wordpress.com>)

Diagram 5: I am Mindful



4. Summing-up:

While it is evident that almost everyone gets stressed at one point or another, it should be specially considered that policemen have an inescapable surplus of daily problems and incidents. Policing is a stressful job, the nature of which cannot be changed. So it is necessary on the part of the police to take responsibility of their physical and mental health as well. Training academies must inculcate coping techniques as a part of their training program. Mindfulness is a simple and easily accomplishable practice that can help police individuals to challenge the symptoms of various psychological symptoms that may arise because of their work stress. Psychologists should be made a part of the training programmes, as they would identify the psychological injuries of the police force

who may conceal it under their strong appearances and valour. Mindfulness is similar to 'vipasanna', an Indian version of the simple practice of mindfulness. Training centres for this particular meditational practice is available in various places in India. The world's largest Vipassana meditation center, known as Dhamma Giri, is located at the Vipassana Research Institute at Igatpuri in Maharashtra. Among others, Dhamma Pattana in Mumbai, Dhamma Bodhi in Bodh Gaya, Sikhara Dhamma in Dharamasala, Dhamma Setu in Chennai, among many others are available and should be made mandatory for the police to develop this art, for their wellbeing and the community to which they serve.

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STRATEGIES TO PROMOTE HEALTH AND WELLNESS AMONG POLICE PERSONNEL

Medhashree*

1. Introduction

"When health is absent, wisdom cannot reveal itself, art cannot manifest, strength cannot fight, wealth becomes useless, and intelligence cannot be applied."

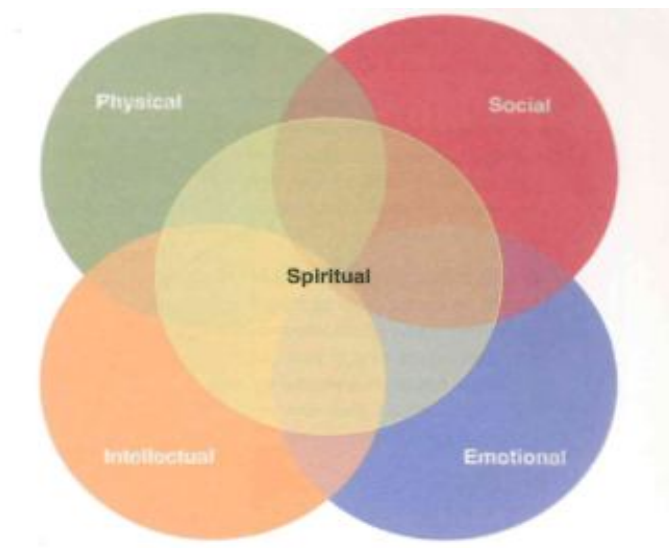
- Herophilus, Greek Philosopher

In all probability, we are aware of the terms "health" and "healthy" since a very young age. Think back to the time when our mothers insisted that we eat our greens to remain strong and healthy, or when our family doctor prescribed chocolaty health drinks or oodles of vitamins to stop us from getting sick all too frequently, and when our school teachers encouraged us to participate in outdoor sports in order to remain active in class. The great irony then is that even though we were repeatedly reminded by well-meaning significant others and medical health professionals that being healthy was important, it was never really highlighted that "not

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being sick” does not automatically equates to “being healthy and happy.” Unfortunately, the concept of health and wellness is very well known but very little understood (Selye, 1956). When most adults are asked what it means to be healthy, they realise that they haven’t really given it a thought and they do not really know what being healthy actually looks like (Olpin & Hasson, 1993). Consequently, they respond with a primitive, antiquated, and simplistic definition of health and describe physical fitness as the sole parameter of health. While it is true that physical fitness (in terms of cardiorespiratory ability, muscular ability, flexibility, and body composition) is absolutely essential for being healthy, nothing could be farther from the truth if one assumes that physical health is the only determinant of overall health (Greenberg, 2011). As a matter of fact, physical health is just one aspect of our health (Olpin & Hasson, 1993).

Figure 1: Dimensions of Health (Olpin & Hasson, 1993)



2.Physical fitness centred approach to wellness

The World Health Organisation (1984) has noted that there are two important concepts related to well-being. Firstly, the absence of disease does not mean the presence of good health. Optimal health refers to a sense of serenity, overall well-being, personal growth, positive lifestyle behaviours or attitudes, and improved quality of life. Secondly, holistic health encompasses not only physical health but also intellectual health, social health, emotional health, and spiritual health. An individual cannot function optimally if there is an imbalance in any of these five dimensions of health (Sullivan, 2016). The physical fitness centred approach to wellness addresses the need to take care of the body by eating organic or healthy foods, getting adequate rest and sleep, exercising and avoiding harmful behaviours such as drinking, smoking and drugging oneself (Taylor & Sirois, 1995). However, the problem with focussing exclusively on developing physical fitness is that it is not a stand-alone stress management strategy and fails to enhance emotional flexibility, and intellectual maturity required for critical thinking and decision making (Olpin & Hasson, 1993). Conversely, a holistic (mind, body, and spirit) approach to health fosters a willingness to be open to new experiences and new learning. Spiritual health is the foundation for all other dimensions of health and relates to a person's belief in a greater unifying force. While social health enables an individual to interact effectively with people and the environment and to have satisfying personal relationships (Olpin & Hasson, 1993), emotional health refers

to our own inner ability to control our emotions or to express them appropriately (Hoeger, Turner & Hafen, 2001).

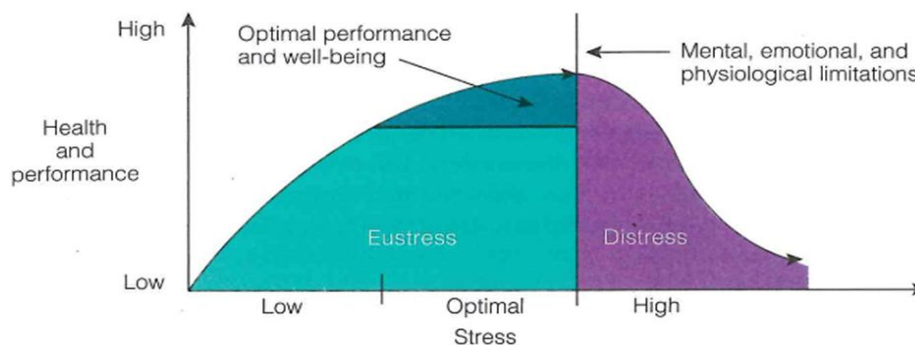
An imbalanced approach to health and wellness triggers work-family conflict wherein workplace problems penetrate officer's home-life and negatively impacts their quality of life (Church & Robertson, 1999). In one study, survey data was collected from Indian police officers and work environment variables were analysed to explore how they affect work-family balance (Lambert, Qureshi & Frank, 2016). It was found that strain-based conflict occurred majorly due to role conflict, role overload and other types of work related conflict such as time-based conflict and behavior-based conflict. Interestingly, job autonomy and views about training mitigated the effects of strain-based conflict. This finding highlights the importance of providing behavioural and cognitive training to police officers. Learning about stress-coping methods, mind-body-spirit connection and pursuing personal growth can promote emotional maturity, balanced worldview, good relationships, and career success among police personnel (Hoeger, Turner & Hafen, 2001).

3. Current health related practises

Winston Churchill, the Former Prime Minister of the United Kingdom, once said: "Healthy citizens are the greatest asset any country can have." His viewpoint clearly emphasises that healthy, productive and actively engaged citizens play a critical role in the growth and development of a nation. Happy and healthy citizens also mean lower health care costs. In addition to aiming to provide excellent medical health care facilities, governments around the world entrust the important task of law enforcement and public safety on police personnel.

However, standing up to this marathon task of looking after people comes with a tremendous amount of pressure and a unique set of challenges. Policing is a difficult, stressful and psychologically demanding task (Church & Robertson, 1999) and the work environment that officers find themselves in is almost always fraught with real danger, ambiguous encounters, exposure to human misery (or cruelty) and violent and sudden death (Lambert, Qureshi & Frank, 2016). Police personnel operating under severe or prolonged stress are more likely to undergo cerebral atrophy and have accidents, self-regulation issues, commit errors of judgement, and have poor communication with their work teams (Church & Robertson, 1999) which results in lower performance, jeopardised public safety and significant liability costs to the Police organisation and the government (Hart, 1996).

Figure 2: Relationship among Stress, Health and Performance
(Hoeger & Hoeger, 2011)



In India, The Sardar Vallabhbhai Patel National Police Academy, as the leading police training institution, trains all IPS probationers in diverse areas such as firing, jungle warfare, Equitation, assault training, and rock climbing to facilitate physical toughness among India's future officers. Great emphasis is laid on swimming, aerobics, indoor games, yoga and meditation for maintaining good health. Most of these activities are designed by experts in such a way that the probationers maintain their physical fitness and are never caught off-guard in the face of a physical threat or challenge during their entire police career. While these measures are highly effective in promoting and maintaining physical health, psychologists argue that this type of training is clearly not very helpful in managing higher- than- average levels of occupational police stress or for preventing mental breakdown of officers when faced with unpredictable real world challenges, political pressures, warfare and other traumatic experiences during police work (Lambert, Qureshi & Frank, 2016).

Table 1: (The adverse effects of Stress and the various dimensions of health (Olpin & Hasson, 1993)

Physical	Intellectual	Emotional	Spiritual	Social
Muscle tension	Forgetful	Anxiety	Lack of meaning	Isolated
Headaches	Poor concentration	Frustration	Lack of purpose	Lashing out
Teeth grinding	Low productivity	Nervousness	Lonely	Clamming up
Fatigue	Negative attitude	Worrying	Depressed	Lowered sex drive
Insomnia	Confusion	Tension	Low self-esteem	Nagging
Backaches	No new ideas	Mood swings	Loss of self-worth	Fewer friends
Stomach problems	Lethargy	Easily discouraged	Feeling abandoned	Using people
Colds	Boredom	Crying spells	Inability to love	
Neck aches		Irritability		
Loss of sex drive		Anger		
Nausea		Hostility		
Shoulder pains		Fear		
Drug use				

It is absolutely essential that the negative effects of stress that result from the very nature of policing not only be acknowledged, de-stigmatized, and treated but also prevented and managed as far as possible. There is a real and acute need for more research on well-being in policing, effective resilience training and police-department-centered interventions (Lambert, Qureshi & Frank, 2016; McCraty & Atkinson, 2012; Toch, 2002) for our officers in order to reduce the risk of disease and death that are so prevalent in this stressful occupation.

Psychological intervention can train officers to not only survive police work but also to thrive in their chosen profession by equipping them with life skills that are based on cutting edge scientific research. These interventions are tailored to each individual's personality and stress profile and are designed to help police personnel unwind, relax, and perceive tragic experiences differently. While it is true that many police personnel typically suffer from post-traumatic stress disorder after facing complicated and life-threatening experiences from police work in sensitive areas (Benedek, Fullerton & Ursano, 2007), researchers have found that post-traumatic recovery and growth is very much a possibility (Toch, 2002).

4. Strategies to promote holistic wellness

Mental health interventions are effective mainly because of the fact that human response to stress (thoughts, emotions and actions) is modifiable and can be controlled through training. How people experience stress depends on how they view the stressor, and how they react to the stressful events in their life. Since, it is possible to train or retrain the human

brain (Beck, 2011) to perceive events differently and to respond constructively and effectively, the capacity to handle multiple stressors can be enhanced (Greenberg, 2011).

Resilience building training programs not only improve self-regulation or response to a stressor, but also enhance a sense of peacefulness, quality of relationships, effective communication, and cooperation (McCraty & Atkinson, 2012). Training reduces the frequency of experiencing negative emotions, stress, anxiety and depression (Greenberg, 2011; McCraty & Atkinson, 2012). Researchers believe that holistic well-being interventions are effective and can be promoted both at the individual and group level (Greenberg, 2011; Olpin & Hasson, 1993). The following interventions are recommended:

- Personalised holistic wellness plan

Individualised plans can be formulated for trainee officers (both as a preventive measure and for enhancing overall well-being) and for those officers who are already in service (to reduce their risk of disease and death and enhance quality of life) based on the individual's unique personality factors, motivation or willingness to participate, interests, age, weight-height ratio or BMI, and general health condition. This plan may be reviewed and revised yearly and new goals may be set based on the outcomes of training and feedback. Stress Management Programs can also be tailored based on individual needs.

- Values clarification activities

Throughout life, we assimilate values from different

sources such as our culture, parents, friends, teachers, and popular media outlets. Most people are not consciously aware of all their values as assimilation and learning of new values occurs on an unconscious level. People generally do not spend conscious time and effort in deciding whether something is valuable to them. Most values are programmed in our psyche at a very young age but they do not remain static (Olpin&Hasson, 1993). Values change as people mature and learn new ways of thinking. Since values exert a powerful influence in encouraging or discouraging behaviour throughout life, it is imperative that officers spend time in clarifying the values and principles that will guide their choices. Failing to clarify personal value system will lead to stress and cognitive dissonance whenever a person needs to make a choice or important decision (Olpin&Hasson, 1993). Policing, more than most other occupations, requires that sound judgements are made in a rather small amount of time. Psychologists can facilitate the cognitive process of values clarification that can reduce occupational stress among officers and enable them to take quick actions that are in alignment with their cherished values.

- Nurturing spiritual interests

Having a rich spiritual life buffers stress and generates a sense of purpose and meaning in life and thereby enables people to achieve good overall health and a balanced outlook on life (Sullivan, 2016). Spirituality generates inner peace by bringing about a shift in awareness and encouraging people to look for answers

within themselves through the practices of introspection, reflection and quiet contemplation. Nurturing spiritual interests in police officers can help them maintain better relationships at home and enjoy quality time with family and friends by promoting mindfulness and allowing them to take attention away from outward chaotic circumstances to the inner spiritual essence. Spirituality can also help them recover from trauma after life-threatening encounters, get over regrets, forgive mistakes and move forward with life.

- Cognitive restructuring training

Stress begins with a single thought. Thoughts, in turn, determine how people feel about a person, situation, or event. Negative thoughts trigger negative emotions such as anxiety, sadness, fear and anger that in no time turn into desperate and drastic actions (Beck, 2011). The actions that people take eventually shape the events and circumstances of their life. Unfortunately, instead of being helpful, cognitive distortions (faulty thinking patterns) serve to worsen situations by giving rise to stress (Beck, 2011). Police officers can be trained in new ways of thinking and altering negative emotions. The training may begin by looking at common examples of situations they are likely to face during their police career and practising Cognitive Behaviour Therapy worksheets. For instance, they can be taught how to identify stressors and alter their responses by using the Activating event (actual or imagined event and personal interpretations) - Beliefs about event (rational or irrational) – Consequences (feelings and actions) model

that is known in short as the ABC model of Cognitive Behaviour Therapy (CBT).

- Resilience training

Resilience is most commonly defined as the ability to bounce back from adverse situations. However, the Heart Math Centre, a pioneer in resilience training for police agencies in the USA, defines resilience as not only the factor responsible for bouncing back from challenging life situations but as the “capability to prepare for, recover from, and adapt in the face of stress, adversity, trauma and tragedy”. This centre provides resilience training for preventing the wastage of time and constant energy expenditure from the build-up of stress over a period of time. Indeed, modern day police training can benefit greatly from the knowledge obtained from years of research work in psychophysiology. It is now well known that resilience training fosters hardiness and can help officers improve job performance and tackle more effectively the numerous stressful situations they encounter on a daily basis (McCraty & Atkinson, 2012). However, it is important to note that resilience building is not a one-time event. It requires regular utilisation and repeated practice before it can become a natural or automatic response to stress. An effective way to ensure regular utilisation of the resilience response, emotional self-regulation skills, as well as efficient personal energy management skills is by providing trainees professional support from mentors.

- Drug and alcohol awareness programs

Drug and alcohol awareness programs should be conducted frequently in all Police academies and stations. The long-term consequences of abusing drugs and alcohol on health and performance should be highlighted. Police Personnel, like all other professionals who work in direct contact with the public, want to portray their best image. However, this desire along with a fear of jeopardising job security by requesting and utilising professional mental and emotional health services may prevent them from accepting the wellness programs offered at their department. It is therefore recommended that the work environment should be modified to encourage police personnel to participate actively in taking control of their overall health by utilising counselling and other rehabilitative services offered by their respective departments (Benedek, Fullerton & Ursano, 2007). The work environment should be made officer friendly, assessments should be strictly confidential, and self-referrals should be encouraged. On the contrary, when diagnosed with a substance abuse problem along with lower job performance, the officers should be informed that not taking corrective actions (such as counselling and rehabilitation) to overcome problems could ultimately end up in termination of their job.

- Modification of the Police environment

The work environment is crucial as it can be productive or counter-productive to an organisation (Tyson &

Jackson, 1992).The Police environment is usually challenging and emotionally draining and yet it can be modified to strengthen feelings of belonging, brotherhood and comradeship among police officers and other personnel(Southwick, Litz,Charney& Friedman, 2011).It is suggested that Employee Assistance Programs are made available for all police personnel. Additionally, the active support and leadership of senior officers and those in the management is essential for initiating and maintaining behavioural and attitudinal change in the face of uncertainty and confusion among police personnel at the junior or operational levels(Tyson &Jackson 1992).Attempts to understandthe relationship between officer's personality disposition, misbehaviour, addictive tendencies, poor job performance and the work characteristics that evoke or sustain them can enable police systems to provide proactive interventions for modifying the police work environment (Greenberg, 2011; McCraty& Atkinson, 2012). This can improve officer's confidence, self- image and most importantly work performance.Examples of non-confrontational approaches for optimising police behaviour and performance include the social climate approach, organisational culture approach and the environmental approach.

5. World class organisations are adopting health psychology programs

A record surge in chronic illness, poor relationship dynamics (on a personal as well as a professional level),

cynicism, higher rates of divorces, suicides and sudden deaths among police officers has highlighted the urgent need for teaching preventive steps to police personnel in order avoid a gloomy future. Self-management strategies reduce physiological, psychological and behavioural symptoms and negative effects of stress and play a major determining role in the enhancement of police officer's well-being and quality of life.

The National Institute of Occupational Safety and Health (NIOSH) and The National Institute of Justice, USA jointly funded one of the first and largest investigations of its kind to study the impact of occupational police stress on officer's health and work performance. Researchers involved in this project administered questionnaires on lifestyle and psycho-social factors and took measures of bone density, body composition, sleep quality and salivary cortisol in addition to examining blood samples, and ultrasounds of brachial and carotid arteries. After studying the participants for over ten years, McCraty&Nila (2016) reported that police officers, in general, had higher than average pulse rates, cortisol levels and diastolic blood pressure. As a result, officers have an increased lifetime risk of developing high blood pressure, insomnia, heart disease, and post-traumatic stress disorder (PTSD). It was also observed that irrespective of gender, police officers over age 40 were more likely to suffer from a coronary event (heart-related problems including myocardial infarction or MI) when compared to the average American. Female officers fared worse than their male counterparts in managing cholesterol levels(McCraty&Nila, 2016). The researchers

attributed this to work-family imbalance and additional responsibilities the women officers shoulder at home.

Globally, police agencies have recognised the need to provide resilience and other wellness training to their officers and first responders in order to prepare them well for the challenges of the future. The 'Blue courage' is one such program that is based on the findings of the research done by the Heart Math Research Centre's Resilience Advantage training program in the area of sustained resilience and self-regulation mechanism. The Blue Courage program has gained international recognition by dozens of reputed police agencies including the New York Police Department (NYPD) and the Federal Law Enforcement Training Centre (FLETC). It is evident from these examples that police academies around the world understand that the potential payoff is enormous if they focus on mental health interventions and provide more internal resources to their officers in order to truly enable them to deal with the challenges of police work effectively. However, wellness training for police personnel is still in a nascent stage in India and police academies, governmental agencies, researchers, and policy makers need to come together to facilitate a change in police training that is long overdue.

Summing - up

The operational stress inherent in the nature of police work, and the rigid organisational structure and climate of police agencies are a given and more or less difficult to avoid. However, prolonged exposure to impoverished and highly stressful environments that are devoid of mental, emotional and spiritual components of wellness activate a degenerative process in the brain which is similar to ageing. The brain

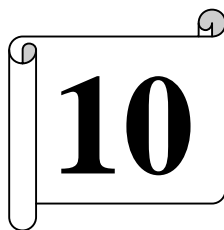
begins to shrink in size and there is a substantial loss of neuronal connections due to cerebral atrophy which leads to significant decline in memory and learning ability. Consequently, this emotional and spiritual malnourishment results in poor quality of life. Fortunately, there is a substantial volume of research that suggests that the degenerative process that occurs in the brain is not completely irreversible. Neuroplasticity and neurogenesis are two of the well-known processes that are capable of restoring brain health once an individual switches to a more positive and enriching environment. It is in this context that educational programs for police officers (such as the Blue Courage training program) can prove to be a useful tool for teaching self-management intervention techniques and enabling them to shape and create their own enriched environment. Training is also likely to help officers endure the physical, mental and emotional challenges of policing in the long term.

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DE-RADICALISATION STRATEGIES-INDIAN SCENARIO AND CHALLENGES

Anand Jain, IPS*

Keywords

Radicalisation, De-Radicalisation, Counter-Radicalisation, Anti Radicalisation, Violent Extremism, United Nation

Abstract:

Radicalisation has always been a challenge for state as well as for society. Unless manifested, it is hard to detect. Society is major stakeholder in it.

India has witnessed radicalisation of youth in past few years. Though, the number of youth joining terror outfits are negligible, yet it needs to be addressed. The community policing initiatives also need to incorporate this aspect. This paper makes an attempt to understand nuances of the radicalisation and how it is affecting India's security scenario. This paper also discusses de-radicalisation programmes undertaken in other parts of the world. Few youth in India have shown tendencies of radicalisation. Before it becomes too late to respond, we need to have a comprehensive policy to counter spread of radicalisation.

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Introduction:

Radicalisation has become a buzzword after 9/11 attack in the US. It is now considered as one of the important aspects in spread of terrorism. After advent of internet in phone and presence of broadband for past 8 years, the landscape of the information access has undergone a paradigm shift. Social media and information access has become way of life. Due to high flux of information, it is natural for any individual to make less effort to check the veracity of information. Given the current scenario, susceptibility increases to fall prey to the propaganda unleashed by the extremist group on the internet.

Definition:

Radical is defined as a person who believes or expresses belief that there should be great or extreme social change. The synonyms for the word "Radical" are revolutionary, progressive; reformer and revisionist¹. These synonyms indicate different meaning for the word radical. Hence, no single definition can be used to define word "radical".

Radicalisation emerges from the process of becoming radical. It indicates drift in the ideas towards reforms and gradually towards use of violence to achieve goals and targets. Not every radicalised person indulges in violence. Radicals also bring in welcome change as it tends to target at the root of issues and seek paradigm shift in outlook towards societal issues.

It becomes equally important to understand meaning of radicalisation. The term radicalization is normally used to refer to the process of developing extremist ideologies and beliefs.

¹. <http://dictionary.cambridge.org/dictionary/english/radical>

Historical Perspective of Radicalisation:

Best example of radicalisation from world history could be mass murderers, which took place in Nazi Holocaust in Germany during the Second World War. The example of the Ku Klux Klan (KKK, the Klan) of USA is important in understanding of radicalisation. It was founded in 1865 in Pulaski, Tennessee, USA was established as a direct response to the South's defeat in the Civil War. As a secret vigilante group, the Klan targeted black freedmen and their allies; it sought to restore white supremacy by threats and violence, including beatings, lynching, and murder. Blacks lived in fear of groups like the Klan who exerted reign of terror across the South where their crimes were rarely prosecuted². Hence, it is not new that radical elements are present all over the world in all societies.

During the aftermath of 9/11 attacks in US, radicalization was portrayed as a constantly moving escalator of attitudes and behaviours that transported disaffected individuals from a condition of societal normality into the realm of actions and behaviours designated by the term "terrorism". It would not be out of context to understand few terms as counter-radicalization (the term used to describe methods to stop or control radicalization as it is occurring) and anti-radicalization (the term used to describe methods to deter and prevent radicalization from occurring in the first place)³.

The aspects of the violent extremism are also linked to the radicalisation. Not all radicalised individuals indulge in

². <https://www.nps.gov/articles/kukluxklan.html>

³. <http://www.mei.edu/sites/default/files/Clutterbuck.pdf>

violence. Manifestation of the radicalisation in violent form can be termed as violent extremism.

⁴The United Nations Counter Terrorism Implementation Task Force (UNCTITF) has also acknowledged violent extremism in its Plan of Action. It has observed that violent extremism is an affront to the purposes and principles of the United Nations. It undermines peace and security, human rights and sustainable development. No country or region is immune from its impact.

Factors Causing Radicalisation

There are no set of fixed parameters for radicalisation process. Factors vary at micro level (individual level), meso level (community or group level-i.e. radical milieu) and the macro level (public opinion). The factors responsible for the radicalisation can be summed up broadly into two categories of push and pull factors:

1.Pull Factors: This includes convincing narrative of the online propaganda, political movements, faith etc.

2.Push Factor: This can be attributed to lack of integration of community in the society, ghettoization, polarisation, internal community divides, identity crises, isolation, weak community leadership/infrastructure. Push factors can be extended to under-employment, education, discrimination, political/democratic, disenfranchisement, national conflicts /disputes etc.

Definition Of De-Radicalisation :

The process of de-radicalisation or disengagement

⁴. <https://www.un.org/counterterrorism/ctitf/plan-action-prevent-violent-extremism>)

includes behaviour and cognitive aspects such as beliefs. Disengagement refers to a behavioural change, such as leaving a group or changing one's role within it. It does not necessitate a change in values or ideals, but requires relinquishing the objective of achieving change through violence. De-radicalisation, however, implies a cognitive shift—i.e., a fundamental change in understanding. The definition given by ⁵John Horgan is adopted by the United Nations Working Group on Radicalisation and Extremism that lead to Terrorism—"programmes that are generally directed against individuals who have become radical with the aim of re-integrating them into society or at least dissuading them from violence"⁶.

De-Radicalisation Strategies :

Processes of de-radicalisation and disengagement are therefore complex psychological processes. Attempting to measure such processes (particularly in terms of success) is extremely difficult. Such processes can be undertaken through specific programmes and can be delivered across a range of environments including at the individual and collective level. In many cases de-radicalisation, disengagement and

⁵. John Horgan, *"From Profiles to Pathways and Roots to Routes: Perspectives from Psychology on Radicalisation into Terrorism," Annals of the American Academy of Political and Social Science (forthcoming)*; John Horgan, *"De-radicalisation or Disengagement? Perspectives on Terrorism," Volume II, Issue 4*; and John Horgan, *"Individual Disengagement: A Psychological Perspective," in Tore Bjørgo and John Horgan (eds.), Leaving Terrorism Behind, NY (New York/London: Routledge, 2009).*

⁶. http://www.un.org/en/ga/search/view_doc.asp?symbol=A/70/6/74.

rehabilitation programmes will take place while in prison or on probation.

⁷When accused are held in detention, it is because they have already moved beyond the radicalization process and have become actively involved in terrorist activities. As a consequence of their arrest and detention, they may also be required to undergo some form of state/government de-radicalization program. **Only this type of program administered under these circumstances (for individuals incarcerated and detained due to their active involvement in terrorist activities) can be accurately be described as "de-radicalization."**

Hence, we see that de-radicalisation is merely a programme for the already radicalised individual. Any de-radicalisation policy or programme has to address three critical areas:

1. ⁸Micro level, that is, the causes and catalysts leading to the radicalisation of an individual at the psychological level pertain to identity problems, failed integration with society, feelings of alienation, marginalisation, discrimination, relative deprivation, humiliation (direct or by proxy), stigmatisation and rejection, often combined with moral outrage and feelings of (vicarious) revenge. Closely attached to these problems are lash of values (liberal versus conservative, state philosophy

⁷. *De-radicalization Programs and Counterterrorism: A Perspective on the Challenges and Benefits* -Lindsay Clutterbuck PhD -

⁸. Randy Borum, *Psychology of Terrorism*, Florida: University of South Florida, 2004, p. 51, available at <https://www.ncjrs.gov/pdffiles1/nij/grants/208552>. PDF, accessed on 25 January 2016.

versus religious/ideological indoctrination), childhood abuse/disturbed adolescence, low self and low social esteem, alienation and de-individuation, rebel identity and counterculture, cognitive readjustment of self-sanction to violence, misanthropic and sociopathic tendencies, etc.

2. Meso level refers to the radical milieu in the immediate social environment ('the supportive or even complicit social surround') which fosters the radicalisation of individuals or groups, thereby leading to the formation of terrorist organisations. At this communal or societal level, there is a heightened sense of religious or racial ethnocentricity, xenophobia, perceptions of injustice and discrimination, heightened sense of desperation and disenfranchisement, low personal and social esteem, 46 Journal of Defence Studies extreme historical memory and ideological indoctrination, sense of betrayal, breakdown of law and order, growing polarisation of society, the decline of scientific temper, proliferation of rabid extremist thought and tendencies in society, etc.

3. ⁹Macro level, that is, role of national politics and governance issues within a country or geopolitical events around the world in the radicalisation of public opinion. Such issues could include tense majority–minority relationships, the lack of socioeconomic opportunities for certain class or community of people, national or international wars or conflicts involving religious or ideological issues, the growing

⁹. *Stefan Malthaner, The Radical Milieu, Bielefeld: Institute für interdisziplinäre Konflikt- und Gewaltforschung (IKG), November 2010, p. 1*

influence of transnational terrorist radicalisation and recruitment activities, proliferation of failed states and civil strife, etc.

4. UN has also recognised the approach to address this issue. The United Nations Global Counter-Terrorism Strategy(UNGCTS), adopted unanimously by the General Assembly by its resolution 60/288, explicitly addresses prevention and foresees balanced implementation across all four of its pillars:

- (a) Tackling conditions conducive to terrorism;
- (b) Preventing and combating terrorism;
- (c) Building countries' capacity to combat terrorism and to strengthen the role of the United Nations system in that regard;
- (d) Ensuring respect for human rights for all and the rule of law while countering terrorism.

De-Radicalisation Programmes In World:

There are plethora of programme in the various countries for de-radicalisation. A few of these programmes are discussed below:

1. EXIT Programme, Sweden (DE-RADICALISATION PROGRAMME):

¹⁰EXIT was established in 1998, and is based on the notion that individuals join white supremacist movements not because of ideology, but due to social reasons and the search for status, identity, support and power. Individuals normally

^{10.} *The role of civil society in counter radicalisation and de-radicalisation- a working paper of the Europe and policy planners 'network on countering radicalisation and polarisation (ppn)*

enter these movements when they feel excluded or unaccepted by society or have experienced a deep sense of insult. The majority of EXIT staff are former members of white supremacist groups, although they are complemented by others, including a physician and psychotherapists. The project has a number of activities:

- Work with individuals to help them leave behind these groups and forge sustainable new lives;
- Work with the families of Neo-Nazis to enable them to support young people engaged in or involved with white supremacist groups;
- Education for those frontline workers who engage with young people to enable them to spot vulnerable young people and provide help and support.

EXIT's work with individuals is based on long-term cognitive treatment, helping individuals to disengage with white supremacist groups and reintegrate into society. **It only works with those who have voluntarily come to the programme as it is important that the individual wants to change.**

Staff engage them in a number of ways, through direct discussions, taking them out for a coffee or to do an activity together, in order to build a good interpersonal relationship. **Staff do not talk directly about ideology or try to challenge the ideas of the white supremacist movement, partly because the programme is based on the idea that young people enter these movements for other reasons, but also because the movements school their members with all the relevant counter-arguments so this can be a**

futile approach to take and simply put the young person into a defensive mode. This work is always conducted confidentially, as former members and the movements often threaten their families.

2.United Kingdom-(Counter Radicalisation Programme) Channel Programme-

¹⁰The Channel programme aims to provide support to individuals at risk of being drawn into violent extremism. It has three objectives:

- To identify individuals at risk of being drawn into violent extremism;
- To assess the nature and extent of that risk;
- To develop the most appropriate support for the individuals concerned.

The principal target audience for the Channel process is those individuals vulnerable to recruitment to Al-Qaeda affiliated, influenced and inspired groups. However, it recognises that the principles that underpin are equally relevant to those who may be targeted by other violent extremist groups, and as such, the process may be used locally for all vulnerable individuals. The work of Channel is organised by the Channel Coordinator who is often a police officer working at the local level. Their role is to establish and maintain a multi-agency panel to enable risk assessment and decision making, and develop strong relationships with partners locally.

The main work of the Channel process is conducted through the multi-agency panel. It is usually chaired by the

local authority and includes statutory and community partners along with the Channel Coordinator. Depending on the nature of the case, the panel may include: police; local authority Preventlead; schools, colleges, and universities; youth offending services; health services; UK Border Agency; social workers; housing; prisons; probation; and local communities, voluntary organisations and charities.

Local areas can decide whether to have a single Channel panel for all cases, a bespoke panel for each case, or to work through an existing panel or group with the right mix of representation. Channel is not a process for gathering intelligence, but does require the sharing of information about people at risk. Information sharing is governed by UK legislation and is guided by principles of necessity, proportionality, and consent (where possible).

Referrals are first screened by the Channel Coordinator to ensure they are not malicious or misguided, that the person's engagement with the process would not compromise with an ongoing investigation, or that the individual is not vulnerable. In these cases, the individual does not enter the Channel process. As long as this is not the case, the preliminary assessment process begins, where the Channel Coordinator, their line manager and senior statutory partners assess the risk. Then a needs assessment is carried out to determine the kind of support that is needed by the individual.

¹¹The breakup of the referrals is 2006-2007(5),2007-2008(75),2008-2009(179),2009-2010(467),2010-

¹¹. <http://www.npcc.police.uk/FreedomofInformation/NationalChannelReferralFigures.asp>

2011(599),2011-2012(580),2012-2013(748).Total of 1281 cases were referred. Hence, we see that referrals have grown over the period and it has been helpful in addressing radicalisation.

Indian Scenrio:

Radicalisation and its after effects have been witnessed in India in past few years. Few people have joined ISIS. The Islamic State (IS)/ Islamic State of Iraq and Levant ISIL)/ Islamic State of Iraq and Syria (ISIS) led by Abu Bakr Al-Baghdadi, which spilt from Al-Qaida in February, 2014 is using both positive and negative imagery to attract the youth at a global level, including India. ISIS/ISIL is using various internet-based platforms for propaganda and to propagate its ideology for recruiting and motivating youth to join ISIS/ISIL. Hence, deeper penetration of the ideology has happened due to these internet based platforms.

¹²Governmenthas informed LOK SABHA in November, 2016 that the National Investigation Agency (NIA) and State Security Agencies have so far arrested 68 ISIS supporters/sympathizers. A total of 50 persons have been arrested by the Security Agencies during the year 2016.The breakup of the accused are as Maharashtra-11, Karnataka-07, Telengana-11, Uttarakhand-04, Kerala-06, Delhi-01, West Bengal-02, Rajasthan-01, Uttar Pradesh-02, MadhyaPradesh-01, Jammu & Kashmir-01, Bihar-01 and Tamil Nadu-02. Further, 22 persons have been reported missing from some parts of Kerala, who are suspected to have joined terrorist outfits like ISIS. Among them, 17 were from District

¹²<http://164.100.47.194/Loksabha/Questions/QResult15.aspx?qref=41673&lsno=16>

Kasaragod and five from District Palakkad in Kerala. The missing persons from Kasaragod included four women and three children. Two women were among those missing from Palakkad. Spread of radicalisation is not confined to one state of the nation. Hence, it is amply clear that people from most of the state are getting attracted towards such ideology and there is need to counter the narrative of ISIS.

¹³Regarding de-radicalisation, Maharashtra Government has rolled out its “de-radicalisation policy” for Muslim youth. The initiative is being called **“Guidelines regarding, Economic, Social and Education Development of Minority Youth and Remedy for positive change.”**

“For ensuring the integration of boys and girls from the minority community into the mainstream of development is necessary to create an awakening among them and explain to them the hurdles in their development. It is also necessary to facilitate a positive change in them and increase their role in social development,” the policy states.

Few aspects of policy are listing steps that each department should take to ensure better integration of the community. For schools, the policy indicates that school education department should draft such chapters in the syllabus that teach the essence and “true teachings” of every religion. “Include chapters in text books with the aim of inculcating ideas essential for a democratic society as per the provisions of the Constitution. Also include chapters which will help in increasing tolerance in society,” This is the first

¹³<http://indianexpress.com/article/india/india-news-India/de-radicalisation-policy-for-muslim-youths-maharashtra-government-2926504/>

organised approach to deal with radicalisation.

Way Forward:

There is no doubt that devising and introducing any program to deal with radicalization, whether it is aimed at de-radicalization, counter-radicalization, or anti-radicalization, will have to understand the dynamics of the community. Counter radicalisation programmes are based on the assessment of vulnerability of the community to radicalisation. Community policing can be one such intervention from law enforcement agencies in state.

Community policing has been very effective in creating strong bond between the police and community. It has provided a vital platform for the opening of dialogue with the community. Given the current scenario and youth falling prey to the internet propaganda, few steps can be further taken to stem spread of radicalisation:

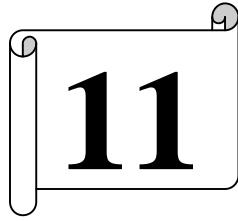
1. Creating stake of community in process: Creating stake of community in daunting task for any nation. Community can effectively counter the spread of radicalisation. State can enable and empower community for addressing such early tell-tale signs of radicalisation in youth.

2. Countering narrative in cyber space:

In the modern world, narrative plays important role in shaping one's opinion in the contemporary issues. Narrative of ISIS has been able to attract youth. Hence, there is urgent need to counter such narrative in cyber space. Community need to involve in the process. State can support such initiative through Non-Governmental Organisations till it is self-driven by the community.

There cannot be one shoe fits all approach for this problem. State can intervene effectively through partners from the community and help to empower community to counter the narrative. Hence, bouquet of the programme for the de-radicalisation, counter radicalisation and anti-radicalisation are need of hour.





AN EXTRAORDINARY COP (A Review Essay)

Based on: KPS Gill; The Paramount Cop; Rahul Chandan;
Maple Press; Noida.

P.S.Bawa*

Most of literature on police and policing is by western scholars and police officers who have written both on theory and practice of police with reference to crime, criminology, and criminals. There is little of this in India. But some police officers have attempted to write on police issues, mostly in the press and occasionally a book. However, writings on police fall into three categories. One is the autobiographical description of one's professional life. There is not much written on this aspect. Very few officers have attempted it. The other is the general writing on police. Some officers have attempted this with some success. The third category is the biographical strain. Only two books come to mind. One is by P.V. Rajgopal on K.F. Rustomji, who was a legendary officer, very inspiring, the creator of institutions, and solver of problems. He was very well respected by all who came in contact with him. Rajgopal has used Rustomji's diaries, articles and tour notes to give an account of his subject. The other is the instant book under review, not written by a police officer, but one

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who wanted to explore examples of indigenous geniuses of leadership while teaching management to students. He is right, as most of the examples of leadership in management literature are from abroad. Therefore, it was necessary for him to explore the local leaders. It is thus a quest to find leadership traits from within the country. It is not enough to cite personalities like Gandhi, Sardar Patel, and other stalwarts who appear inaccessible and exceptional. One has to find leaders from administration that is practiced by many in the bureaucracy.

The exploration is well done in the sense that the author has brought to focus a personality neither fully understood nor fully appreciated for his role in contributing to a style of policing that was based upon certain ethos much required but often missing from police leaders who have grown into ambitious self-serving personalities. The book is a mixture of biography and autobiography as Gill is quoted at various places. Since the impressions of his colleagues are included in the book, there is an element of authenticity and not an exaggeration of one's achievements that can happen in an autobiography.

Rather than present and comment on the quality of the book and author's dimension as is normally the case in reviews, my interest is to explore Gill through the pages of this book and find the difference between Gill as commonly known and the real one. The author presents a peep into the life and trajectory of the super cop as Gill is popularly called. He presents an authentic Gill in contrast to the outer Gill that has a hard exterior. The inside is soft and inspired by the Gandhian thought and practice of which he had a ready list.

Gandhi's My Experiments with Truth had an abiding influence on him. One would not have known this influence on him and that of the family values inculcated in him by the elders who were deeply religious. They made him imbibe a love for justice, intense concept of duty, and a desire to protect the weak. Gill took a lot of interest in chiseling his personality in accordance with a systematic plan when he was young. He had a matrix to work on and assess his performance and progress in those traits, a rare attempt by a student who consciously tries to make an improvement.

One trait that comes out strongly is that he never avoided risk, and was not scared of performing his duty during the most difficult circumstances. His credo was that a policeman has no right to be afraid. He had seen all the theatres of unrest during his postings in different capacities in Assam that was ridden with various tensions on ethnic grounds and problems of illegal immigration, both issues being exploited by the politicians. He reveled in challenges and sought these for a proper contribution. After he was free from Punjab, he was offered governorship which he refused and opted for a posting in challenging Jammu & Kashmir as DGP, which, of course, could not come up. This demonstrates his penchant for risk, challenge, and adventure for contributing his talent for a cause in preference to the sinecure gubernatorial assignment which many officers had sought after.

The author has documented 'The Winning Strategies' that are worth a recall. Gill never bothered about pressure of work. He was able to withstand long hours and sleepless

nights if the occasion so demanded. He never shirked and led from the front. An untiring officer, he was at the trouble spots to give proper direction to his officers. He laid emphasis on systematic intelligence and, in true spirit of law, relied upon the local police station for this purpose. He strengthened the police stations with improvised LMGs that provided confidence to officers. He removed officers from unproductive static duties and instead created mobile units to ensure police presence. The concept of 'Focal Point Patrolling' created impact.

He had special hatred for corruption and sneered at officers who were like birds of prey 'looking for opportunities to make a killing which they think is their birth right'. He was ruthless with corrupt officers and took firm action against them, but made an exception only when it was necessary to make use of some such persons in order to deal with a greater evil of terrorism.

Gill had the audacity to speak truth to authority. This happened on a few occasions when he confronted the Chief Ministers, Ministers of the Central Government, Governors, and others who tried to pull their weight and were unreasonable. He was sure of his facts and his intention was never suspect. He was too careful for the dignity of his calling to permit anyone take liberties with that. He was a truly professional officer who refused to compromise on fundamentals, principles, and law. A man of few words, terse expressions, and controlled language, he conveyed his point of view very forcefully. As a junior officer, he was forthright with his IGP, then the highest rank, by refusing to send hay and fodder for his milk dairy on which he had deployed many

policemen on the job to distribute milk to hotels and for collecting payments. He was never scared of transfers, confidential reports, or departmental action, threats that were inflicted upon him and he countered these in his own inimical style by not bothering about anything and sticking to the truth. He believed that no job was unimportant and thankless 'since it concerned his countrymen'.

He was innovative in his approach. Six instances are worth a mention. One was when he found many policemen living in a shanty owned by a land grabber on railway land. He learnt that the officers paid rent to the grabber. This was too irksome to accept. So he declared that all property belonged to police and the department shall collect rent in future. The second was when during elections to the state assembly in the Punjab he had a limited number of police officers to provide security to the candidates. The problem was the proliferation of candidates, some of them non-serious. A large number of candidates would lead to spreading the force too thin for a proper cover. Any casualty of a candidate by the terrorists, who were not interested in return of normalcy and refuted it by their policy in denigrating the democracy, would lead to a countermanding of the election. The problem was sorted out by dissuading the frivolous candidates by indicating danger to their life. Some of them were sent on a vacation to desirable spots and the problem was resolved.

Third, in order to improve safety of the force and increase its capacity for penetration and effect, he got bullet proof vehicles, tractors, mobile morchas, robots to handle live explosives, and mobile elevated police posts improvised in a

police workshop. The fourth innovation was in the area of seeking and ensuring cooperation with the security forces and the army. This has always been a very complicated and difficult task as departmental ethos and egos are involved. There were many formalities and hindrances. Gill had a novel method of doing so. The officers were dedicated to the other department for an on the spot coordination. He even secured the deployment of the army on a section basis, a rare concession to him, may be due to his sincerity or dedication, trust, and commitment. The coordinated effort led to successes that were shared by all units. This cut the flab of special efforts to ensure goodwill. The officers on the spot were committed and felt accountable. Fifth, he did not permit the public funeral or bhog ceremony of the terrorists so as not to give an impression of their being martyrs. Sixth, during his stint as Security Advisor to Government of Gujarat, where he too became popular, he accepted invitations to attend marriages only if the host invited guests from the other community. This brought the two communities to trust each other.

The personality of Gill both in physical and intellectual stature was a source of jealousy by many who did not express it but conveyed it in subtle manner. One of the governors had tried to humiliate him. This was not acceptable to him for the sake of the dignity of the force that he commanded. How could a leader of the force that delivered be considered a nonentity and behaved in that way? It was not arrogance, but a certain consideration for self-respect. He had his adversaries among peers and in other services as he had established direct links with the ministry. He did not pine for any post or post retirement placement on a titular assignment that he had

refused earlier. And when he got it, say as Security Advisor in Gujarat, it was on his terms that there would be no political interference in his work, and he delivered. But one slip in a social gathering had landed him in judicial labyrinth. He was delivered by the Supreme Court. There is not much reference to this incident in the book, but that a social interaction would lead to such consequences was difficult to assess. He paid a price for his stalwartness.

Gill emerges as a calm officer who would seek peace and solace in reading Shakespeare or Wordsworth during difficult time. I had seen him with new books and classics during the DGP conference, the only occasion when I would meet him. This aspect has not been highlighted in the book as it is the habit of most of the officers to relinquish reading after joining service. His equanimity and balance of mind could be attributed to his love for literature. He was always unperturbed and maintained his calm, especially with his junior officers who delivered because of his penchant for guidance and giving independence for action. Once he declared the goal, he left it to officers to implement it. There are many testimonies in the book about the officers who had worked with him and got inspired with his style and contribution.

The author has captured Gill's leadership style. Gill led from the front, may it be night patrolling or dealing with mobs or politicians. He never sought any cover and dealt with the problem directly. He believed in responsibility and accountability. He was indefatigable and uncompromising with interference. This conveyed a message of seriousness of purpose and approach. He ensured grasp of the situation as he gave sufficient attention to intelligence reports, had concern

for the constabulary, remained calm and composed, fair, just and firm in his dealings with all. During his service of twenty five years in Assam he became a legend.

The author has referred to the Gill Doctrine as 'That village is happy where neither the police nor the culprits come'. There are a few more such principles that he followed or enunciated. (1) 'There should be fear in the minds of the culprits, the fear that their mischief will have unfavorable outcome for them'. (2) 'If you are arresting the wrong people you are creating resentment'. (3) He emphasized proper policing and absolutely no harassment to non-combatants so that there is no collateral damage. (4) The best way to stifle rumor was to permit media to cover events so that people know what had happened. (5) 'I am not scared of suspension but you must stick to the truth and not listen to falsehood being generated'. (6) He never refused to take a call from the officers at any time. He was accessible all the time. (7) He gave full credit to the officers for their good work and took the blame on himself saying that it was his fault not to judge the officer properly. (8) 'I have never sought a posting and never refused any'. (9) He never allowed anybody to do injustice to any one.

Gill had a lot to contribute in Punjab during the insurgency, especially after the fiasco of Operation Blue Star and Operation Wood Rose. He conducted a very successful Operation Black Thunder in full view of the media so that there were no misgivings and rumors. For this, he made the operation fully transparent so that media could pick up the reality. He facilitated the surrender of terrorists, both during the operation and when the airplane was hijacked in Amritsar.

Gill's contribution has been acknowledged by many persons not connected with police. L.K. Advani had said, 'It was he who prevented Punjab's secession from India'. Arun Shourie commented 'Mr KPS Gill is one man who saved Punjab for India'. Khushwant Singh, in the same strain mentioned, 'Gill saved Sikhs and Punjab for India'. Undoubtedly, Gill had countered adversities with fortitude, initiative, boldness, and dedication. He transformed the disturbed state into a state of normalcy. His role shall continue to be interpreted positively when all jealousies of the peers, narrow viewpoints, hurt egos, and trivial incidents are in the limbo of time and dark recesses of the past. Gill has created an important niche for himself and, like Rustamji, would continue to be recalled by professionals.

The book is readable, has an authentic descriptions, mostly from those who came in contact with Gill. Till now, no adequate and proper assessment of his work has been made. All had their impressions based upon micro events, a personal encounter, or a second-hand opinion. The book, for the first time, provides a trajectory of his life and gives an overall picture of the commitment, dedication, national interest and determination of the officer. He was soft within and a hard, no-nonsense exterior that called a spade a spade, without caring for reaction of others. He had expressed righteous indignation at the officers' penchant for golf that made them inaccessible. What he did not mention was that it made them elitist and time wasters as well. It is ironical that a golf course has been set up at the Phillaur academy after he had left, perhaps. One cannot help feeling that maintenance of the golf course would mean the involvement of policemen at the cost

of shifting from other assignments. The game has been sanctified and given respectability by holding annual tournament, participated by officers at the cost of their work, especially as the game is time consuming and can be played during daytime when it is time to work and be available.

He had captured the imagination of people and ruled over their minds. One can imagine the anguish and disgust of Gill when Governor and human rights activists cast aspersions on his style and doings. One of the explanations of his non-involvement is that most of the violence was 'privately driven, based on local grievances and agendas', 'families were settling their old feuds and disputes with guns' under the camouflage of terrorism. Whatever the merits of this explanation, one former member of the National Human Rights Commission has summed up: 'Gill himself never let this happen knowingly and deliberately'. However, there has been no evidence against him, even by those who were subjected to investigation and faced trials. This should be enough to scratch the blame off him.

His baptism was in the crucible of riots in Assam that helped him grasp the Punjab affairs. He was always in search of challenges. He was an officer with greatest contribution and the least rewards.

Be that as it may, we must celebrate our idols and their ideals.



BOOK-REVIEW-I

Leadership skills in Policing (Black Stones practical policing series)

Author	:	Colin Rogers
Publishers	:	Oxford University press
Year of publication	:	2008 2012(reprinted)
Price	:	not mentioned
Paper & Binding	:	279 paperbound
Price	:	Not mentioned

Dr. A.K. Saxena*

This book review was done with a view to examine the applicability of the concepts and practices outlined by the author in the context of Indian police leadership. The author is a senior lecturer in police Sciences at the School of Applied sciences, University of Glamorgan, UK. He was a serving police officer for more than 30 years with South Wales police. He introduces the Book in the following words:

‘Police organizations are increasingly recognizing the role of leadership at every level of the police hierarchy, with police staff involving themselves with partnership work, attending and facilitating public meetings, and heading neighborhood policing teams as well as their more traditional police work. This practical guide to developing leadership skills in policing examines the qualities that make up a good leader, providing a variety of examples of good leadership approaches in various policing contexts.

**Professor (Retd.) SVP National Police Academy Hyderabad, Lives in Hyderabad (anilsaxena1977@gmail.com)*

This book aims to enhance leadership skills in policing and ensure staff carryout their duties as effectively as possible, offering advice on a wide range of issues. These issues include leading teams, motivating others, dealing with disputes, problem solving, participating in meetings, and ethical leadership.'

I agree entirely with the author after going through the contents of the book.

The book has been organized in 11 chapters highlighting Key points, Practical experiences of the author, Number of exercises and Space for further note taking after each chapter. The chapters namely Leading in times of change, Leading from the front, Ethical leadership, Leadership in policing teams and Leading operations may be of greater interest for the Police leaders of our country. For the new entrants in police, chapters like 'Introduction to leadership, Meetings, Mediation skills for leaders and Motivating staff maybe very useful for facilitating the development of concepts is concerned.

Some important issues raised in the book will be found interesting by the Police leaders of our country:

- The work of the independent Police Complaints Commission
- Partnership and Community together meetings
- Neighborhood policing and teams
- SARA model of Analysis of problems (Scanning, Analysis, Response, Assessment)
- The National Intelligence Model of UK

- Using SCENE (Seal Area, Control, Emergency Service, Notify, Evacuate) and CHALET (Casualties, Hazards, Access, Location, Emergency Services, Type) for responding to serious and unplanned events

It is felt that all issues in the book have been described in very less details. Lack of elaborations, illustrations and case studies eclipse the quality of subject matter in the book. Cover page, printing, get up of book, chapter outlines, diagrams and figures and proposed exercises are of quality.

It may be a useful book for the Gazetted Police officers at the entry-level especially for the IPS Officer Trainees.



BOOK REVIEW-II

Management and Supervisors in Law Enforcement (6th Edition)

Authors	:	Karen Matison Hess and Christine Hess Orthmann with contributions by Shaun E. La Due, the Chief of Police Minnesota
Year of Publication	:	2012
Price	:	Not mentioned
Pages	:	655
Hardbound	:	Hard bond
Price	:	Not mentioned

Dr. A.K. Saxena*

The book is organized in 4 sections namely 'Management, Supervision and Leadership: An overview; Basic Management/Personal Skills', 'Managers and the Skills Others'; and 'Managing Problems'. "Boots-on-the Street" perspective has given by Chief of Police Shaun Ladue. He has given a practioner's perspective to Management and supervision with emphasis on Leadership. The text focuses on post-9/11 policing and includes research on the effects of 9/11 as well as data-driven-policing including comp stat policing, intelligence-led policing and evidence-based policing.

Besides covering the theoretical perspectives on Management, Supervision and Leadership, the book covers the organization and structure of American Policing quoting "Good to Great" policing-lessons from Jim Collins. Focus is

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also on the importance of police Mission as a guiding philosophy and values. Goals, objectives, work plans and policies and procedures are derived from the well defined Mission. It covers very meticulously the themes including 'Organizational Communication', 'Decision-Making and Problem Solving', 'Time Management', 'Training and Learning', 'Motivation and Morale', 'Discipline and Problem Behaviours', 'Conflict Management' and 'Stress and related Hazards at Work place in Police. In training, it lays stress on Reality-Based Training, Core Competencies, Mentoring, Field Training, Core competencies, Mentoring, Field Training, and the concept of Learning Organization.

The excellent features of the book include 'Budgeting and Managing Costs effectively', and 'Measuring Performance'. There is a mention of 'Evaluating citizen satisfaction with services. Performance- measurement focal areas include individuals, teams, development and community perception.

'Learning from the past: Looking to the future' chapter covers very impressively the mega trends and policing and the trends shaping the future of policing like changing societal values, increasing reliance as technology, integrated global economy, continuing urbanization, growth of militancy, the spread of specialisation and the vanishing work ethic. The book focuses on 'Drug Problem', 'Gang Violence' and Terrorism. In the last chapter of book – 'Learning from the past: looking for the future', the authors have emphasized the challenges before the police in 21st century. Only one or two paragraphs as a passing reference on this important issue seem to be insufficient to draw lessons on police leadership roles in

addressing the issue properly. They should have covered in depth so that the readers, including police leaders, could have critically evaluated for application of learning from the book in their own contexts.

Following critical issues in policing have been articulated:

- Use of Force
- Minimizing use of force
- Management of mass demonstrations
- Hot-spot enforcement
- Suicide bomb threat

The Chapters have been structured well to ensure interactive text for better learning and retention. The structure includes:

- Opening quote on Management
- Objectives at the beginning of the Chapter
- 'Do you know' questions
- List of key terms
- Define each key term
- Discussion questions

The book has instructor support materials like 'Instructor's Manual', 'Computerized Test Bank', 'Power-Port Lecture slides'. The course mate website for students includes e-book, interactive learning tools include quizzes, flash cards, critical thinking questions, web-links etc. These things enhance the readability of book.

Style of writing is very good. English usage is comprehensible. Printing is excellent and has very attractive binding.

In our country, this book may be utilized for

- Training the IPS Officer Trainees at the National Police Academy.
- DySP level training inputs
- Middle Level Police Leadership Training.

It is recommended for the IPS Officers who are at SP level, it is felt that the Training Material in the form of Précis, Handbooks, and textbooks in police may be developed by following the interactive patterns of this book by focusing on both the police trainers and the trainees.

