PROFESSIONALISM IN INDIAN POLICE AT THE CUTTING EDGE LEVEL (SHO LEVEL)

(BPR &D Sponsored Research Project)

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In Longman Synonym Dictionary, a professional is characterized as efficient competent, capable, able, hardworking, conscientious, thorough, systematic, prompt, quick, practical, realistic, sensible, pragmatic etc. For police, it can be said that proper recruitment, training , modernization, introduction or upgradation of techniques of detection and investigation of crime, computerization, introduction of sophisticated arms and ammunition and methods of communication, designing and introduction of decision making and operational systems, upgradation of skills along with clarity in roles and organizational goals represent essential prerequisites for churning out a "professional" policeman. It represents also the value orientation and ethos of police organization. Police professionalism represents the qualitative dimension of excellence in service to community.

Inspired by Dr.T.N.Mishra, former Director of the Academy, we undertook this research project to study qualitative dimension of professionalism in SHOs in our country. We are extremely grateful to him for forwarding our proposal to the Bureau of Police Research and Development .

Our continuous interactions with Shri P.V. Raj Gopal, Director, and Shri P.S.V. Prasad , Joint Director of the National Police Academy have resulted in a focused enquiry into the professional standards of SHOs of our country.

We are extremely thankful to the Director General of Bureau of Police Research and Development , Ministry of Home Affairs, New Delhi, for assigning this research project to the National Police Academy and providing the financial assistance.

Our colleagues in the Academy faculty deserve deep heart-felt appreciation and thankfulness for their contribution for helping us in designing the questionnaires. Their professional experience punctuated with objectivity has resulted in formulation of very good questionnaires for data collection.

Shri P. Venu Gopal, AO (Trg.) has contributed a lot in administration of the research project . We express our thankfulness to him.

Constant and tireless efforts of Shri Aditya and Miss. Shilpa, both Research Assitants of the project for data entry are worth mentioning. We express our gratefulness to them.

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Lastly, we express our sincere thanks to all the SHOs and Senior Police Officers who responded to our questionnaires and provided the basic data for this research project.

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CONTENTS

Acknowledgements

Pg.No.

CHAPTER 1 *PROFESSIONALISM IN POLICE - SHOs & THEIR PROFESSIONALISM*

1.1. *The Idea of Professionalism* 1

1.2. *Marks of a Profession* 2

1.3. *SHO and his duties* 5

1.4 *Conclusion* 9

1.5 *References* 10

CHAPTER 2- *PROCEDURAL DIMENSION OF THE STUDY*

2.1. *Statement of study* 11

2.2. *Objectives of study* 11

2.3. *Sample* 12

2.4. *Data Gathering Instruments* 14

CHAPTER 3- *PROFESSIONALISM IN SHOs : KNOWLEDGE AUDIT*

3.1. *Response of Senior Police Officers on Professional Knowledge of SHOs.* 20

3.2. *Response of Station House Officers on the Levels of Knowledge in SHOs (Self Perception)* 24

3.3. *Difference between the responses of Senior Police Officers and the SHOs on Current Levels of Knowledge.* 27

3.4. *Difference between the responses of the Senior Police Officers and SHOs on Ideal Levels of Knowledge.* 29

3.5. *Conclusion* 33

CHAPTER 4- PROFESSIONALISM IN SHOs : SKILLS AUDIT

4.1. Response of Senior Police Officers on Professional Skills of SHOs. 35

4.2. Response of Station House Officers on Levles of Professional Skills in SHOs (Self Perception) 39

4.3. Difference between the responses of Senior Police Officers and the SHOs on Current Levels of Professional Skills. 42

4.4. Difference between the responses of Senior Police Officers and the SHOs on Ideal Level of Professional Skills. 44

4.5. Conclusion 48

CHAPTER 5- PROFESSIONALISM IN SHOs : VALUES AUDIT

5.1. Response of Senior Police Officers on Professional Values held by the Station House Officers. 49

5.2. Response of Station House Officers on the Values held by them. 54

5.3. Difference between the responses of Senior Police Officers and SHOs on Values being upheld by SHOs 58

5.4. Conclusion 60

CHAPTER 6- PROFESSIONALISM IN SHOs : ASSESSMENT OF ATTITUDE

6.1. Attitude of SHOs towards Police and Policing 62

6.2. Performance on various items of attitude scale 63

6.3. Conclusion. 83

CHAPTER 7- PROFESSIONAL HAZARDS FACED BY SHOs

7.1. *Response of the Senior Police Officers on Professional Hazards faced by SHOs.* 84

7.2. *Response of SHOs on Professional Hazards faced by them.* 86

7.3. *Differences in the responses of the Senior Police Officers and the SHOs* 88

7.4. *Conclusion* 88

CHAPTER 8- IMPROVING PROFESSIONALISM IN SHOs - RESPONSE OF SENIOR POLICE OFFICERS AND SHOs

8.1. *Senior Police Officers views on improving Professionalism in SHOs.* 90

8.2. *SHOs views on improving their own Professionalism.* 94

8.3. *Comparison of the responses of the Senior Police Officers and the SHOs.* 99

8.4. *Summary* 100

CHAPTER 9- MAIN FINDINGS AND RECOMMENDATIONS

9.1. *Main findings of study* 102

9.2. *Recommendations for improving Professionalism in SHOs* 110

9.3. *Conclusion.* 111

BIBLIOGRAPHY *i-viii*

APPENDICES

ABOUT THE INVESTIGATORS

CHAPTER 1

PROFESSIONALISM IN POLICE - SHOs & THEIR PROFESSIONALISM

CHAPTER 1

PROFESSIONALISM IN POLICE - SHOs AND THEIR PROFESSIONALISM

Introduction

It has been said that police are both an aberration and a necessity of modern society. This is because members of law enforcement agencies are granted powers that are greater than powers held by non-police persons. These include the authority to detain,search, use deadly force when required, and place persons under arrest, resulting in the deprivation of their personnel freedoms. Ironically, this authority is primarily delegated to individuals who not only occupy a management capacity in the police organisation, but who also represent the lowest rungs of our police bureaucracy - the Station House Officers (SHOs) and below. These SHOs thus provide the cutting-edge of police services and occupy, perhaps, the most pivotal role in the police organisation.

This study aims to examine the elements of professionalism in Indian Police at cutting-edge level, that is, the Station House Officers level.

1.1. The Idea of Professionalism

In contemporary police circles, "professionalism" is a favourite topic, in conversation, in publication, and in critical analysis. The assumption is that everyone knows what it means, and there is a further assumption that full-fledged professional recognition and status are highly desirable. Ideally, if the police behave professionally and are perceived as professional, they will more effectively fulfill

their role. Similarly, they will provide a better quality of service which ideally, will also result in greater satisfaction by the public.

Logically, our idea of what it means to be professional police officer is governed by our notion of the police officer's role in society. It could be argued that, if we emphasize the law enforcement function, professionalism means attributes conducive to this function, for example, courage, respect for superiors, reliability, discipline, patience, obedience and so on. If, instead, we emphasize the peace-keeping side of policing, then professionalism means attributes such as common sense, friendliness, intelligence and courtesy.

There are two general characteristics of professionalism in any field, that deserve mention. One is that professional recognition and status is a matter of community attitudes. What makes a profession professional is the public saying that it is. It is a public certification of competence. The other characteristic of professionalism in its relativity. Thus we say that Indian Police is more, or less, professional than British police; state police forces are less, or more, professional today than they were ten years ago or that a particular SHO is more or less professional than his counterpart elsewhere.

These judgments are made relative to certain standards as to what constitutes professionalism. Inevitably these standards are role related.

1.2. Marks of a Profession

What marks do we look for in identifying a profession or professionalism? The dictionary defines a profession as "a calling requiring specialised knowledge and often long and intensive academic preparation, used by why either of instructing, guiding, or advising others, or of serving them in some art".

According to the Oxford Dictionary "Professionalism" means "belonging to, or connected to a profession, having or showing the skill of a professional , engaged in a specified activity as one's main paid occupation (often as distinct from amateur) - a professional person".

The Readers' Digest Universal Dictionary simply defines "Professional" as "One who has an assured competence in a particular field or occupation, having great skill or experience in a particular field or activity".

Some times in discussions on professionalism, reference is made to what is called "attitude" for example, in the aphorism "attitude makes the professional". The late Alexender Woolcott had attitude in mind when he defined a professional as "some one who does his best job when he feels worst".

Various experts have given different interpretations of the terms "Profession" or "Professionalism". To quote a few :

"[It is] a special kind of occupation when technical knowledge is gained through long prescribed training.....the professional person adheres to a set of professional norms that stipulate the practitioner should do technically competent work in the 'client' interest.

- A.J.Reiss, Jr(1971)

"Professions claim a body of theory and practice to justify their right to discover, define , and deal with problems".

- Peter K.Manning(1971)

"A profession can be defined as an organised association in which specialized knowledge and learning is used for the welfare of a population in accordance with advanced standards of technical performance, ethics and expertise."

- Sam S.Souryal (1977)

From these definitions, we can identify certain marks of a profession or a professional. A profession is client-oriented, it has a service ideal, it caters to human needs, not wants. It is self-policing, it has an ethic. Another mark is specialised knowledge, proficiency and skills, attained through vigorous education and training. Leadership is another mark expected of professionals. They should be teachers, sharing what they have learned. Professionals enjoy considerable autonomy in their decision. Souryal (1977), an expert on police management, has identified the following elements of a profession.

1. A clearly defined body of knowledge, constantly augumented and refined through specialised literature and research.
2. Facilities for ongoing education, rather than one-time training.
3. Uniform minimum standards of excellence for selection, training and performance.
4. A realistic code of ethics that defines the relations of the members of the profession to the public.
5. An unequivocal service orientation.
6. A well developed sense of dignity sustained by a progressive culture and respected by the public.
7. An organisation which includes a governing body of members qualified to supervise the profession and to influence the maintenance of high quality standards.

Some times in discussion on 'professionalism' an analogy is drawn between the police and lawyers or doctors. However, there exists a fine distinction which must be clearly understood before we discuss the concept of professionalism at the SHO level. Wilson (1962) sums it thus :

"Professionalism is a term that must be understood in a special sense when applying to policemen. Generally speaking, a profession provides a service (such as medical aid or legal advise), the quality of which the client is not in a position to judge for himself. Therefore, a professional body and a professional code must be established to protect both the client from his ignorance and the profession from the client who supposes that he is not ignorant. The policeman differs from the doctor or lawyer however, in important respects; first , his role is not to cure or advise but to restrain; and second, where health and counsel are welcomed by the recipients, restraint is not. If this is true, then professionalism among policemen will differ from professionalism in other occupations in that the primary function of the professional code will be to protect the practitioner from the client rather than the client from the practitioner."

We can now see that our definition of professionalism or of a professional will depend considerably upon what we regard as important in a particular field - what priorities we feel ought to be emphasised by workers in that field. However, before we specifically examine what professionalism means in the case of SHO, let us first clarify the role and duties of SHO.

1.3. SHO and his duties :

The officer-in-charge (OIC) of a police station or the Station House Officer (SHO) is usually of the rank of Sub-Inspector or Inspector. In some metropolitan cities some times Deputy Superintendents/Additional Superintendents are designated as SHOs. Generally, Inspectors are posted as SHOs in big urban/sub- divisional head quarter level police stations, whereas Sub-Inspectors function as SHOs, in rural or small urban police stations.

The National Police Commission (1980) in its 5th report(pages 15-16) has described the pivotal position of the Sub-Inspector/Inspector in our police hierarchy as follows:-

"The Sub-Inspector of Police occupies the most important functional area in the police hierarchy. He is usually the officer-in-charge of the police station and the principal investigation officer. The Cr.P.C. and other penal procedure Acts vest in him enormous powers like powers of arrest without warrant, release on bond or bail, search and seizure, carrying out inquests and summoning witnesses. In law and order situations, he has an arsenal of powers whose impact on the citizens' fundamental and other rights is far reaching. He combines in himself the preventive, detective and regulatory control function of law enforcement and he himself investigates crime and other cases. He is the Kingpin in the police administration at the cutting-edge . He comes into continuous contact with the public. He occupies the first level of supervision and leadership in the set up, over the Constables and Head Constables, who are most visible to the public eye. Much depends upon his capacity to get the active cooperation and assistance of the staff under his control and on his own professional competence".

Various State Police Manuals/Regulating standing orders describe the duties of SHOs in great detail. These may be summed up as follows:

- The SHO conducts and is fully responsible for the police administration of his charge.
- He assigns duties to his sub-ordinates.
- It is his duty to see that his sub-ordinates perform their duties correctly and to take measures for the preservation of the peace and the prevention and detection of crime within the limits of his station.

- He shall make it his business to acquire full local knowledge and to become acquainted with the people of his station limits and enlist their cooperation. He should also extensively tour his jurisdiction.
- He shall see to the instruction and drill of his subordinates, hold inspection of their kits, catechise them upon the performance of their duty and inspect their beat-books and note- books.
- He is responsible for the investigation of all cases. (Adapted from the Madras Police Standing Orders, Vol.1, 1960)

In order to perform his duties efficiently the SHO has to be professionally competent and keep the public and this superiors satisfied. This involves a thorough knowledge and training not only in the legal aspects of this work but also in the practical side like scientific aids and other skills in investigations, gathering of intelligence, adequate knowledge of forensic science, forensic medicine, computers etc. In the area of law and order maintenance he should be trained and must acquire knowledge and skills in crowd control, meetings and procession, regulation of fairs and festivals and human rights issues. He should also have the necessary understanding of the causes that results in communal , agrarian, labour, student, caste and other areas of conflict. He is required not only to be prompt and effective in action, but discreet and tactful, considerate and compassionate. He should have faith in the preventive aspects of police work as well as criminal justice system and he able to stand up to its exacting procedures.

According to Malaviya (1979) in order to efficiently perform the leadership role at the police station, the SHO should :-

- have the moral courage to discharge his function without fear or favour and spurn improper suggestion, even if coming from influential quarters.
- have good understanding of the contemporary forces at work and be able to analyze and resolve complex issues of police authority.
- be able to exercise moral authority and good judgement to deal with competing demands of rival interest groups, which may be often aggressively expressed ; and
- be able to obtain commitment of the people in the organisation to their tasks and mitigate the effects of anger, frustration and anxieties built up in them in course of daily rub with the publics through counselling, exercise of enhanced positional power and by presenting an effective 'model' of impeccable behaviour and professional success.

It is , therefore, evident that the SHO occupies, perhaps, the most pivotal position in the police organisation in India and symbolizes the cutting-edge as far as police-public interface is concerned. Hence, professionalism at the SHO level is an absolute imperative for improvement of police-public relations. This professionalism can foster, strengthen and enhance efficiency in the organisation and with enhanced efficiency, the SHO, in particular, and the police , in general, can serve the people better.

Professionalism as already stated, means a proper balance of knowledge and skills on one hand and proper response to the needs of the public on other hand. Thus, professionalism at the cutting-edge level i.e. SHO level can enable the police to usher in a new era of improved police-community relationship.

1.4. *Conclusion*

From above discussion, many issues arise in our minds :-

1. What are the parameters of professionalism at the SHO level?
2. What are the professional hazards faced by SHOs, which inhibit their professionalism ?
3. What are the current and ideal levels of professional knowledge of our SHOs ?
4. What are the current and ideal levels of professional skills of SHOs?
5. What are the current and ideal levels of professional values of our SHOs ?
6. What do the SHOs, themselves, their superiors (senior police officers)and the members of public think of these issues?
7. What mechanisms should the police organisation evolve itself and what kind of help can be sought from various social and professional groups for improving professionalism at the SHO level ?

To the best of our knowledge no systematic country wide research studies have been taken up in India to answer the above cited questions. One of the researchers of this project, Dr.Anil Kumar Saxena had undertaken a seminal research study on the topic "Decline in Professionalism in Indian Police - Causes and Suggested Remedial Action" in 1995 under aegis of Bureau of Police Research and Development. This study had clearly brought out that professionalism in Indian Police is on the decline and also identified the factors contributing to the decline in professionalism. However, the present research study will focus entirely on the aspects related to profes-

sionalism at the cutting-edge level, that is, the SHO level as outlined above.

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CHAPTER 2

PROCEDURAL DIMENSION OF THE STUDY

CHAPTER 2

PROCEDURAL DIMENSIONS OF THE STUDY

In this chapter the following aspects are being covered :

- Statement of Study.
- Objectives of Study.
- Sample.
- Data Gathering Instruments.
- Procedural Steps.

2.1. *Statement of Study*

The study was worded as under :

" Professionalism in Indian Police At The Cutting Edge Level (SHO Level)."

2.2. *Objectives of Study*

Following objectives of the study were defined by the investigators :

Obj 1 : To assess the levels of professionalism in SHOs by measuring their current and ideal levels of:
i) Professional knowledge,
and ii) Professional skills.

Obj 2 : To assess the levels of professionalism in SHOs by measuring their attitudes to police, policing and the people who were being served by them.

Obj 3 : To elicit the opinions of Senior Police Officers on professionalism in SHOs with regard to -

i) Current and Ideal levels of professional knowledge and skills.
ii) Professional values.
iii) Professional hazards faced by SHOs.
iv) Improving professionalism in SHOs.

Obj 4 : To elicit the views of SHOs on
i) Professional hazards faced by them.
ii) Professional values upheld by them.
iii) Improving professionalism in them.

Obj 5 : To recommend ways and means for improving professionalism in SHOs on the basis of the findings of the study.

2.3. *Sample*

Stratified random sampling procedure was adopted for data collection :

Table 2.3.
SAMPLE OF STUDY

		Sample
1.	Station House Officers (SHOs)	886
2.	Senior Police Officers	250

SHOs and Senior Police Officers were from various states of our country.

STATE-WISE DISTRIBUTION OF SHOs WHO RESPONDED TO THE QUESTIONNAIRE

	Name of the Satem	No.of Respondents
1.	Bihar	186
2.	Uttar Pradesh	110
3.	Punjab	78
4.	Karnataka	77
5.	Tamil Nadu	72
6.	Andhra Pradesh	65
7.	Orissa	64
8.	West Bengal	49
9.	Delhi	42
10.	Madhya Pradesh	32
11.	Maharashtra	26
12.	Assam	19
13.	Kerala	19
14.	Jammu & Kashmir	15
15.	Rajasthan	15
16.	Gujarat	12
Total		881*

* *5 SHOs did not indicate their States. Total number of respondents were 886.*

2.4. *Data Gathering Instruments*

Following data gathering questionnaires were used by the investigators.

2.4.1. *Questionnaires for SHOs : A set of 6 questionnaires were constructed by the investigators (Appendix.....)*

2.4.1.1. *Professional Hazards Questionnaire - Response by SHOs*

It consists of 27 professional hazards identified by the Investigator through literature survey and a brainstorming session with NPA faculty . The SHOs were required to tick mark any 10 professional hazards affecting them in discharging their role :

2.4.1.2. *Questionnaire on Identification of Professional Values - Response by Station House Officers*

35 professional values to be upheld by SHOs were listed. The respondents were required to rate each value on the following 5 point scale :

4 - Very Important.
3 - Important.
2 - Reasonably Important.
1 - Marginally Important.
0 - Not Important.

2.4.1.3. *Professional Skills Questionnaire - Response by SHOs*

Through intensive literature survey and brainstorming sessions with NPA faculty , 35 professional skills were identified by the Investigators. The current and ideal levels of these professional skills were to be marked by the SHOs on the following 5 point scale :

0 - Very Low
1 - Low
2 - Fair
3 - High
4 - Very HIgh

2.4.1.4. Professional Knowledge Questionnaire - Response by SHOs

Through intensive literature survey and brainstorming sessions with NPA faculty , 35 professional knowledge items were identified by the Investigators. The current and ideal levels of these professional knowledge domains were to be marked by the SHOs on the following 5 point scale :

0 - Very Low
1 - Low
2 - Fair
3 - High
4 - Very HIgh

2.4.1.5. Opinionaire on Improving Professionalism in SHOs - Response by SHOs

The Investigators identified 35 training and non-training interventions which may develop adequate levels of professionalism in SHOs. These were listed in the questionnaires and the SHOs were required to indicate on the below cited 4 point scale to what extent do they think the measures/strategies for developing professionalism will improve their level of professionalism.

3 - To a great extent

2 - To a considerable extent

1 - To some extent

0 - Not at all

2.4.1.6. Attitude Scale - Questionnaire for SHOs

The Likert type attitude scale was developed by the Investigators to measure the attitudes of SHOs towards police , policing and people being served by them. It consists of 25 items of which 11 were of positive polarity and 14 were of negative polarity. The scale of measurement was as under :

A - Agree
U - Undecided
D - Disagree

Following are the Reliability Coefficients of the instrument :

No.of Cases = 821.0

No.of Items = 25

Alpha = .8716

2.4.2. ***Questionnaires for Senior Police Officers : A set of 5 questionnaires were constructed by the Investigators (Appendix.....)***

2.4.2.1. *Professional Hazards Questionnaire - Response by Senior Police Officers and Members of Public.*

It consists of 27 professional hazards identified by the investigators through literature survey and brainstorming sessions with NPA faculty. The Senior Police Officers are required to tick mark any 10 professional hazards affecting them in discharging their role out of 27.

2.4.2.2. *Questionnaire on Identification of Professional Values - Response by Senior Police Officers and Members of Public*

35 professional values to be upheld by Station House Officers were listed. The respondents were required to rate each value on the following 5 point scale :

4 - Very Important

3 - Important

2 - Reasonably Important

1 - Marginally Important

0 - Not Important

2.4.2.3. *Professional Skills Questionnaire - Response by Senior Police Officers and Members of Public*

Through intensive literature survey and through brainstorming sessions with NPA faculty, 35 professional skills were identified by the Investigators. The Current and Ideal Levels of these professional skills were to be marked by the Senior Police Officers on the following 5 point scale :

0 - Very Low

1 - Low

2 - Fair

3 - High

4 - Very HIgh

2.4.2.4. *Professional Knowledge Questionnaire - Response by Senior Police Officers and Members of Public*

Through intensive literature survey and through brainstorming sessions with NPA faculty, 35 professional knowledge were identified by the Investigators. The Current and Ideal Levels of these professional knowledge were to be marked by the Senior Police Officers on the following 5 point scale :

0 - Very Low

1 - Low

2 - Fair

3 - High

4 - Very HIgh

2.4.2.5. *Opinionaire on Improving Professionalism in SHOs - Response by Members of Public and Senior Police Officers*

The Investigators identified 35 training and non-training interventions which may develop adequate levels of professionalism in Senior Police Officers. These were listed in the questionnaires and

the Senior Police Officers were required to indicate on the below cited 4 point scale to what extent do they think the measures/strategies for developing professionalism will improve their level of professionalism.

3 - To a great extent

2 - To a considerable extent

1 - To some extent

0 - Not at all

2.4.3. Procedural Steps

Following procedural steps were adopted by the investigators for completion of study -

Step1 : Literature Survey for better comprehension of research study and preparation of questionnaries. Brainstroming sessions and workshops were conducted at SVP NPA in which views of faculty members and other experienced officers were collected.

Step 2 : Construction of Questionnaires

Step 3 : Selection of Sample

Step 4 : Data Collection

* Questionnaires to Supdts. of Police/Astt. Supdts. of Police by post for collection of data from SHOs working under them.
* Questionnaires to Senior Police Officers by post
* Visits of Research Associates and NPA Staff for data collection.

Step 5 : Scoring & Tabulation of Data (by using SPSS package)

Step 6 : Analysis and Interpretation of data.

Step 7 : Preparation of report.

2.4.4. *Application of Statistical Treatment*

Following statistical tests were applied for analysis of data :

Descriptive Statistics	-	Mean, Mode, S.D. Co-relation
Inferential Statistics	-	Chi-square, t-test, Factor analysis etc.

CHAPTER 3

PROFESSIONALISM IN SHOs : KNOWLEDGE AUDIT

CHAPTER 3

PROFESSIONALISM IN SHOs : KNOWLEDGE AUDIT

In this chapter the following aspects are being covered :

- Response of Senior Police Officers on professional Knowledge of SHOs.
- Response of Station House Officers on their levels of professional knowledge (Self-Perception).
- Difference between the responses of Senior Police Officers and the SHOS on current levels of knowledge in SHOs.
- Difference between the responses of Senior Police Officers and the SHOS on ideal levels of knowledge in SHOs.
- Conclusion.

3.1. Response of Senior Police Officers On Professional knowledge of SHOs

35 domains of professional knowledge were identified by the investigators through extensive survey of police literature and brainstorming sessions with NPA faculty.A questionnaire was constructed to elicit the responses of Senior Police Officers on current as well as ideal levels of knowledge in 35 domains of professional knowledge for effective functioning of SHOs. The responses of the Senior Police Officers were fed in SPSS Package . Means and Standard Deviations were calculated to ascertain the difference between current and ideal levels of knowledge . The results are presented in table 3.1.

TABLE 3.1.

RESPONSE OF SENIOR POLICE OFFICERS ON PROFESSIONAL KNOWLEDGE OF SHOs

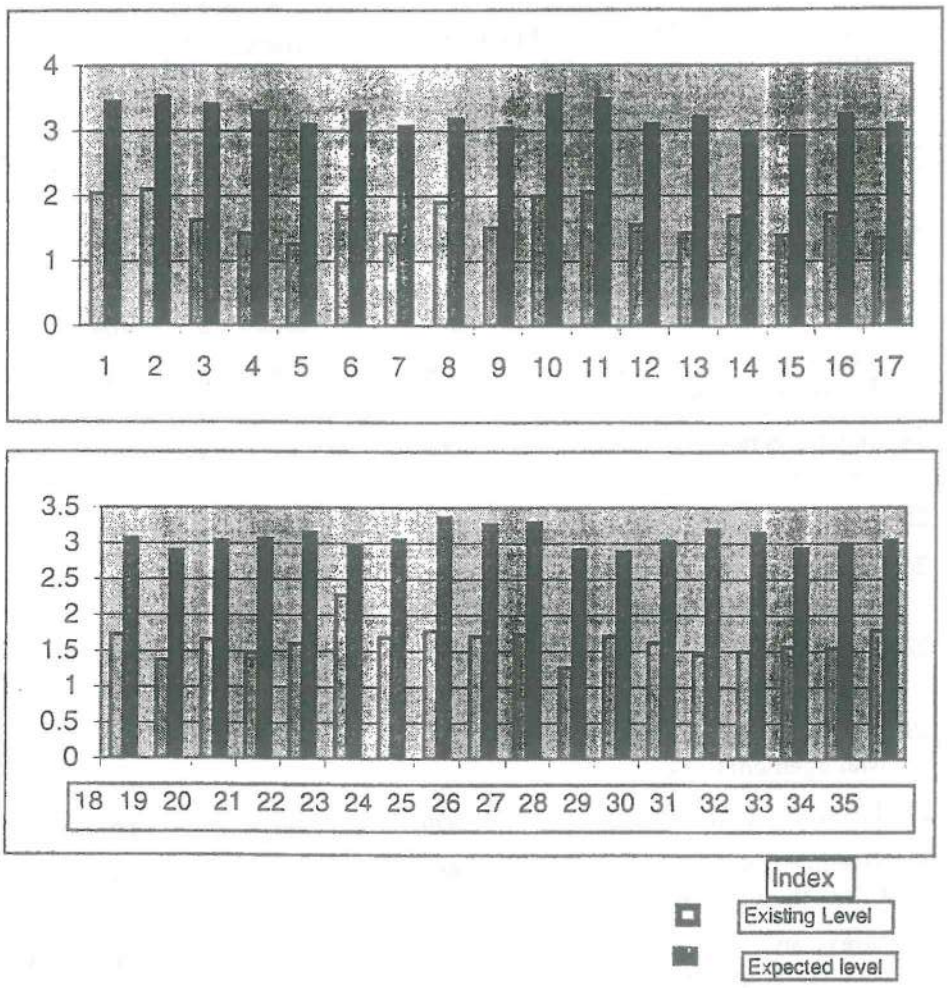
Professional knowledge domains	Current Level			Ideal Level			t-value	*
	Mean	Mode	S.D.	Mean	Mode	S.D.		
01. Criminal law	2.04	2	.758	3.45	4	.643	27.09	(S)
02. Police Rules/ Procedures etc.	2.10	2	.778	3.53	4	.561	27.26	(S)
03. Human Rights	1.63	1	.959	3.41	4	.664	26.53	(S)
04. Forensic Science Scientific Aids	1.42	1	.837	3.30	3	.690	31.11	(S)
05. Forensic Medicine	1.26	1	.829	3.10	3	.772	29.81	(S)
06. Special and LocalActs	1.89	2	.847	3.29	3	.659	22.75	(S)
07. Constitution	1.41	1	.936	3.07	3	.781	25.53	(S)
08. Police Organi- zation, Admn. & Environment	1.90	2	.858	3.18	3	.667	20.85	(S)
09. Criminology	1.51	1	.956	3.04	3	.697	24.38	(S)
10. Crime Investi- gation	2.00	2	.743	3.55	4	.603	29.62	(S)
11. Maintenance of Public Peace and Order Techniques/Principles	2.06	2	.853	3.48	4	.631	25.04	(S)
12. Police Leadershipand Management Theories & Practices	1.55	1	.856	3.10	3	.749	26.67	(S)
13. Police Ethics	1.43	1	.905	3.21	3	.753	24.67	(S)
14. Drill/P.T.	1.69	2	.918	2.99	3	.821	17.27	(S)
15. Fieldcraft & Tactics	1.39	1	.824	2.92	3	.765	23.28	(S)
16. Handling Weapons	1.72	2	.862	3.23	3	.679	22.94	(S)
17. Technical Aids(Computers/Driving/Wireless Equipments	1.34	1	.967	3.09	3	.681	26.80	(S)
18. Community Awareness	1.73	2	.837	3.07	3	.708	23.56	(S)
19. Voluntary SupportAgencies	1.37	1	.897	2.90	3	.670	24.31	(S)

Professional knowledge domains	Current Level Mean	Mode	S.D.	Ideal Level Mean	Mode	S.D.	t-value	*
20. Major Investiga - tion Procedures	1.66	2	.812	3.04	3	.671	24.87	(S)
21. Current Legal issues	1.48	1	.863	3.06	3	.719	26.37	(S)
22. Crime Patterns	1.60	1	.879	3.15	3	.709	25.48	(S)
23. Local Electoral Representatives	2.28	2	.892	2.96	3	.741	10.67	(S)
24. Inter Agency Liasion	1.69	2	.850	3.05	3	.740	22.32	(S)
25. Staff Welfare	1.78	2	.835	3.36	4	.681	26.38	(S)
26. Grievance handling Procedures	1.71	2	.779	3.26	3	.685	27.49	(S)
27. Manpower Planning	1.73	2	.816	3.29	3	.697	25.36	(S)
28. Contemporary ManagementTools	1.27	2	.873	2.91	3	.732	25.45	(S)
29. Licensing Laws	1.71	2	.829	2.88	3	.758	19.52	(S)
30. Dealing with Conflicts and Ambiguity	1.62	1	.847	3.03	3	.699	24.16	(S)
31. Stress and Health Management	1.45	1	.884	3.20	3	.739	24.47	(S)
32. Consideration of the feeling of others	1.50	1	.854	3.15	3	.732	24.47	(S)
33. Nonverbal Communication	1.56	2	.846	2.93	3	.734	22.43	(S)
34. State/Central Govt Policy	1.54	2	.882	2.99	3	.740	22.73	(S)
35. Dealing with Media	1.79	2	.842	3.04	3	.769	18.77	(S)

* : Significant at .05 level of significance.

From Table 3.1. it is evident that the SHOs, according to Senior Police Officers, had very low level of knowledge in the below - cited domains :

RESPONSE OF SENIOR POLICE OFFICERS ON PROFESSIONALKNOWLEDGE OF SHOS



1.Criminal Law
2. Police Rules/Procedures etc
3. Human Rights
4. Forensic Science
5. Forensic Medicine
6. Special and local acts
7. Constitution
8. Police Organisation, Admn, & Environment.
9. Criminology
10. Crime Investigation.
11. Maintenance of Public Peace and Order
12. Police Leadership & Management Theories
13. Police Ethics
14. Drill/P.T.
15. Fieldcraft & Tactics
16. Handling weapons
17. Technical aids
18. Community awareness
19. Voluntary support agencies
20. Major investigation procedures
21. Current legal issues
22. Crime patterns
23. Local electroal representa tives
24. Inter-agency liasion
25. Staff welfare
26. Grievance procedures
27. Manpower planning
28. Contemporary mng.tools
29. Licensing laws
30. Dealing with conflicts & ambiguity
31.Stress & health mng.
32. Consideration of the feeling of others
33. Nonverbal communi-cation
34. State/Central Govt.policy
35. Dealing with Media

		Mean Rating
* Forensic Science/ Scientific Aids	-	1.26
* Contemporary Management Tools	-	1.27
* Technical Aids (Computers / Driving / Wireless Equipments)	-	1.34
* Voluntary Support Agencies	-	1.37
* Fieldcraft & Tactics	-	1.39
* Constitution	-	1.41
* Police Ethics	-	1.43
* Stress and health management	-	1.45
* Current legal issues	-	1.48

However, Senior Police Officers perceived fair level of knowledge possessed by SHOs in the following domains :

* Local electoral representatives	-	2.28
* Knowledge of police rules/ procedures etc.	-	2.10
* Maintenance of public peace and order techniques/principles	-	2.06
* Knowledge of Criminal Law	-	2.04
* Crime investigation	-	2.00
* Police organisation, admn. and environment	-	1.90
* Special and local acts	-	1.89
* Staff Welfare	-	1.73
* Community awareness	-	1.73
* Manpower planning	-	1.73

It is also evident that there is significant difference between the current level and the ideal levels of knowledge in SHOs in all

the above-cited 35 domains of knowledge .The t-values exceeded 3.72 at 0.5 level of significance. Training and non- training interventions will have to be intensified to develop the knowledge in all the above - cited domains of knowledge.

3.2. *Response of Station House Officers on the Levels of Knowledge in SHOs (self Perception)*

The analysed response of the Station House Officers on 35 domains of Professional Knowledge at current and ideal levels is presented in Table 3.2.

Table 3.2.

RESPONSE BY STATION HOUSE OFFICERS ON LEVELS OF KNOWLEDGE

Professional knowledge domains	Current Level			Ideal Level			t-value	*
	Mean	Mode	S.D.	Mean	Mode	S.D.		
1. Criminal Law	2.67	3	.944	3.52	4	.656	23.06	(S)
2. Police Rules/ Procedures etc.	2.63	3	.993	3.17	4	.908	10.68	(S)
3. Human Rights	2.39	2	1.06	3.05	4	.914	13.27	(S)
4. Forensic Science Scientific Aids	2.03	2	.969	2.97	4	1.05	21.32	(S)
5. Forensic Medicine	1.98	2	1.02	2.74	5	1.07	15.57	(S)
6. Special and Local Acts	2.28	2	.953	2.87	5	1.10	12.84	(S)
7. Constitution	2.14	2	1.02	2.93	3	.943	18.00	(S)
8. Police Organi- zation, Admn. & Environment	2.23	2	.961	2.90	3	1.02	16.66	(S)
9. Criminology	2.14	2	1.02	2.92	3	.967	18.91	(S)
10. Crime Investi- gation	2.73	3	.904	3.13	4	1.03	7.75	(S)
11. Maintenance of Public Peace and Order	2.81	3	.941	3.56	4	.598	21.11	(S)

Techniques/Principles

Professional knowledge domains	Current Level Mean	Mode	S.D.	Ideal Level Mean	Mode	S.D.	t-value	*
12. Police Leadership and Management Theories &Practices	2.57	3	1.05	3.13	3	.776	14.33	(S)
13. Police Ethics	2.56	2	1.07	3.24	4	.814	16.99	(S)
14. Drill/P.T.	2.58	3	1.06	3.20	4	.857	15.50	(S)
15. Fieldcraft & Tactics	2.35	2	1.07	3.19	3	.802	22.64	(S)
16. Handling Weapons	2.64	3	1.00	3.38	4	.713	19.09	(S)
17. Technical Aids (Computers/Driving/Wireless Equipments	2.42	2	1.08	3.22	3	.772	18.52	(S)
18. Community Awareness	2.58	2	1.10	3.10	3	.828	12.53	(S)
19. Voluntary Support Agencies	2.36	2	1.54	3.02	3	.819	15.26	(S)
20. Major Investigation Procedures	2.23	2	.922	3.17	3	.773	26.55	(S)
21. Current Legal Issues	2.22	2	.942	3.16	5	.828	22.69	(S)
22. Crime Patterns	2.19	2	.962	3.15	3	.761	24.16	(S)
23. Local Electoral Representatives	2.21	2	.979	2.91	3	.902	16.48	(S)
24. Inter Agency Liasion	2.06	2	3.10	3.10	3	.827	25.05	(S)
25. Staff Welfare	2.14	2	3.32	3.32	4	.746	28.44	(S)
26. Grievance Handling Procedures	2.17	2	1.00	3.23	3	.784	25.26	(S)
27. Manpower Planning	2.07	2	1.07	3.26	4	.776	28.28	(S)
28. Contemporary Management Tools	1.96	2	.984	3.01	3	.845	27.23	(S)
29. Licensing Laws	1.98	2	.960	2.78	3	.994	21.45	(S)
30. Dealing with Conflict and Ambiguity	2.15	2	.907	2.85	3	.955	18.79	(S)
31. Stress and Health Management	1.90	2	1.01	2.79	3	1.05	18.54	(S)

Professional knowledge domains	Current Level Mean	Mode	S.D.	Ideal Level Mean	Mode	S.D.	t-value	*
32. Consideration of the feeling of others	2.14	2	.970	2.73	3	1.07	14.35	(S)
33. Nonverbal Communication	2.06	2	.974	2.67	5	1.00	15.42	(S)
34. State/Central Govt Policy	2.65	2	1.05	2.69	3	1.09	1.10	(NS)
35. Dealing with Media	1.79	2	.842	3.04	3	.769	18.77	(S)

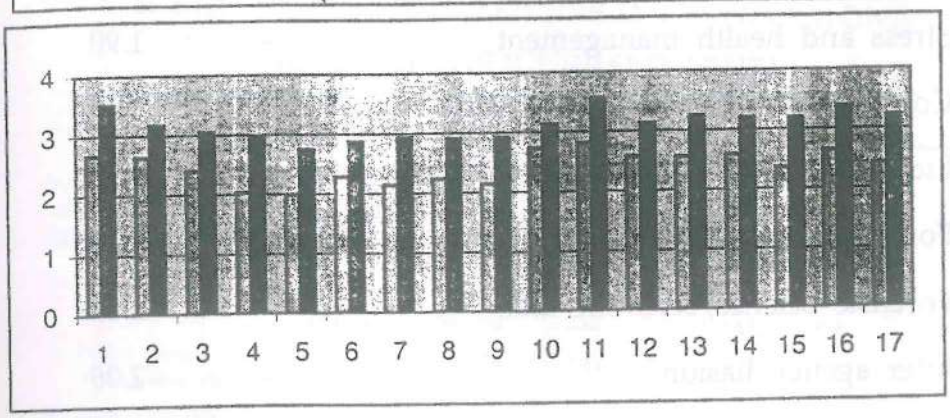
*: Significant at .05 level of significance.

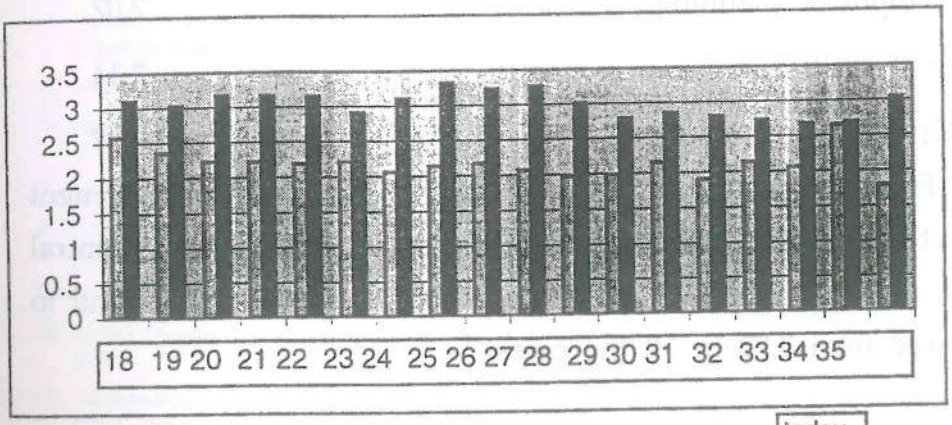
From Table 3.2. it is evident that the SHOs had high degree of knowledge in the following domains (self perception) :

	Mean Rating
* Maintenance of public peace and order techniques/principles	2.81
* Crime Investigation	2.73
* Knowledge of criminal law	2.67
* State / Central govt policy	2.65
* Handling weapons	2.64
* Knowledge of police rules/procedures etc.	2.63
* Drill/P.T.	2.58
* Community Awareness	2.58
* Police leadership and management theories and practices	2.57
* Police ethics	2.56

However, they perceived lack of knowledge in the following domains : .

RESPONSE OF STATION HOUSE OFFICERS ON THE LEVELS OF KNOWLEDGE IN SHOS (SELF REPORTING)





Index

Existing Level

Expected level

1. Criminal Law
2. Police Rules/Procedures etc
3. Human Rights
4. Forensic Science
5. Forensic Medicine
6. Special and local acts
7. Constitution
8. Police Organisation, Admn, & Environment.
9. Criminology
10. Crime Investigation.
11. Maintenance of Public Peace and Order
12. Police Leadership & Management Theories
13. Police Ethics
14. Drill/P.T.
15. Fieldcraft & Tactics
16. Handling weapons
17. Technical aids
18. Community awareness
19. Voluntary support agencies
20. Major investigation procedures
21. Current legal issues
22. Crime patterns
23. Local electroal representa tives
24. Inter-agency liasion
25. Staff welfare
26. Grievance procedures
27. Manpower planning
28. Contemporary mng.tools
29. Licensing laws
30. Dealing with conflicts & ambiguity
31. Stress & health mng.
32. Consideration of the feeling of others
33. Nonverbal communi-cation
34. State/Central Govt.policy
35. Dealing with Media

		Mean Rating
* Dealing with media	-	1.79
* Stress and health management	-	1.90
* Contemporary management tools	-	1.96
* Licensing laws	-	1.98
* Forensic medicine	-	1.98
* Forensic Science/scientific aids	-	2.03
* Inter agency liasion	-	2.06
* Manpower planning	-	2.07
* Staff welfare	-	2.14
* Grievance procedures	-	2.17

From the table it is also evident that they want development in all the knowledge domains besides domain 34 i.e. "State / Central Govt. policy" . It is because the t-values at 0.5 level were found to be more than 3.72 in all the cases.

3.3. Difference Between the Responses of Senior Police Officers and the SHOs on Current Levels of Knowledge

By utilizing SPSS Package, the comparisons in the current levels of knowledge of SHOS in 35 domains as perceived by their Senior Police Officers and themselves was done by calculating t-values. The results are presented in Table 3.3.

Table 3.3

COMPARISON OF RESPONSES BY SENIOR POLICE OFFICERS & STATION HOUSE OFFICERS ON PROFESSIONAL KNOWLEDGE (CURRENT LEVEL)

Professional knowledge domains	Senior Police Officers Current Level Mean	Mode	S.D.	N1	SHOs Current Level Mean	Mode	S.D	N2.	t-value *
1. Criminal law	2.04	2	.758	250	2.67	3	.944	886	12.6 (S)
2. Police Rules/ Procedures etc.	2.10	2	.778	250	2.63	3	.933	886	10.6 (S)
3. Human Rights	1.63	1	.959	250	2.39	2	1.06	886	9.5 (S)
4. Forensic Science Scientific Aids	1.42	1	.837	250	2.03	2	.969	886	12.2 (S)
5. Forensic Medicine	1.26	1	.829	250	1.98	2	1.02	886	14.4 (S)
6. Special and Local Acts	1.89	2	.847	250	2.28	2	.953	886	7.8 (S)
7. Constitution	1.41	1	.936	250	2.14	2	1.02	886	18.16 (S)
8. Police Organi-zation, Admn. & Environment	1.90	2	.858	250	2.23	2	.961	886	9.8 (S)
9. Criminology	1.51	1	.956	250	2.14	2	1.02	886	10.5 (S)
10. Crime Investi-gation	2.00	2	.743	250	2.73	3	.904	886	14.6 (S)
11. Maintenance of Public Peace and Order	2.06	2	.853	250	2.81	3	.941	886	15.0 (S)
12. Police Leadership and Management	1.55	1	.856	250	2.57	3	1.05	886	20.4 (S)
13. Police Ethics	1.43	1	.905	250	2.56	2	1.07	886	6.0 (S)
14. Drill/P.T.	1.69	2	.918	250	2.58	3	1.06	886	19.1 (S)
15. Fieldcraft & Tactics	1.39	1	.824	250	2.35	2	1.07	886	19.2 (S)
16. Handling Weapons	1.72	2	.862	250	2.64	5	1.00	886	18.4 (S)
17. Technical Aids (Computers/Driving/	1.34	1	.967	250	2.42	2	1.08	886	13.5 (S)
18. Community Awareness	1.73	2	.837	250	2.58	2	1.01	886	17.0 (S)
19. Voluntary Support Agencies	1.37	1	.897	250	2.36	2	1.15	886	12.3 (S)
20. Major Investiga-tion procedures	1.66	2	.812	250	2.23	2	.922	886	14.8 (S)
21. Current Legal Issues	1.48	1	.863	250	2.22	2	.942	886	14.8 (S)
22. Crime Pattern Analysis	1.60	1	.879	250	2.19	2	.962	886	9.8 (S)

Professional knowledge domains	Senior Police Officers Current Level Mean	Mode	S.D.	N1	SHOs Current Level Mean	Mode	S.D	N2.	t-value *
23. Local Electoral Representatives	2.28	2	.892	250	2.21	2	.979	886	2.15 (NS)
24. Inter Agency Liasion	1.69	2	.850	250	2.06	2	1.02	886	7.4 (S)
25. Staff Welfare	1.78	2	.835	250	2.14	2	1.07	886	7.2 (S)
26. Grievance handling procedures	1.71	2	.779	250	2.17	2	1.00	886	9.2 (S)
27. Manpower Planning	1.73	2	.816	250	2.07	2	1.07	886	6.8 (S)
28. Contemporary Management Tools	1.27	2	.873	250	1.91	2	.984	886	9.1 (S)
29. Licensing Laws	1.71	2	.829	250	1.98	2	.960	886	5.4 (S)
30. Dealing with Conflict and Ambiguity	1.62	1	.847	250	2.15	2	.907	886	10.6 (S)
31. Stress and Health Management	1.45	1	.884	250	1.90	2	1.01	886	7.5 (S)
32. Consideration of the feeling of others	1.50	1	.854	250	2.14	2	.970	886	10.6 (S)
33. Nonverbal Communication	1.56	2	.846	250	2.06	2	.974	886	10.0 (S)
34. State/Central Govt Policy	1.54	2	.882	250	2.01	2	.988	886	7.8 (S)
35. Dealing with Media	1.79	2	.842	250	2.65	2	1.05	886	17.2 (S)

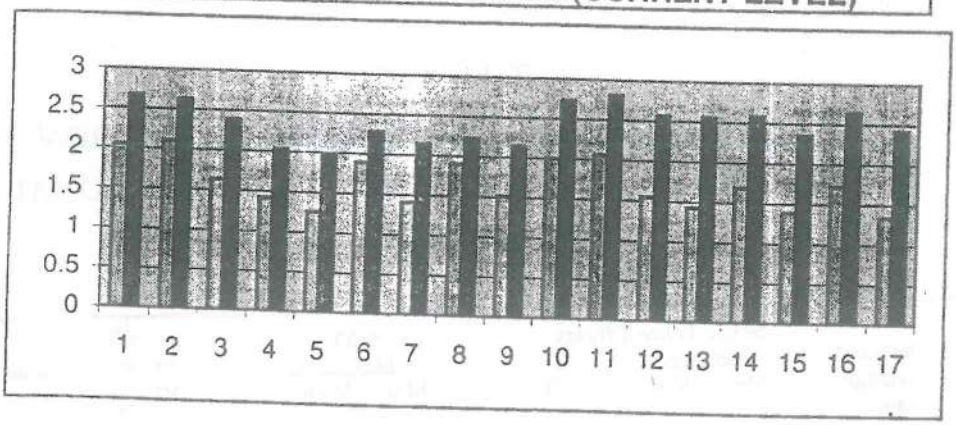
* : Significant at .05 level of significance

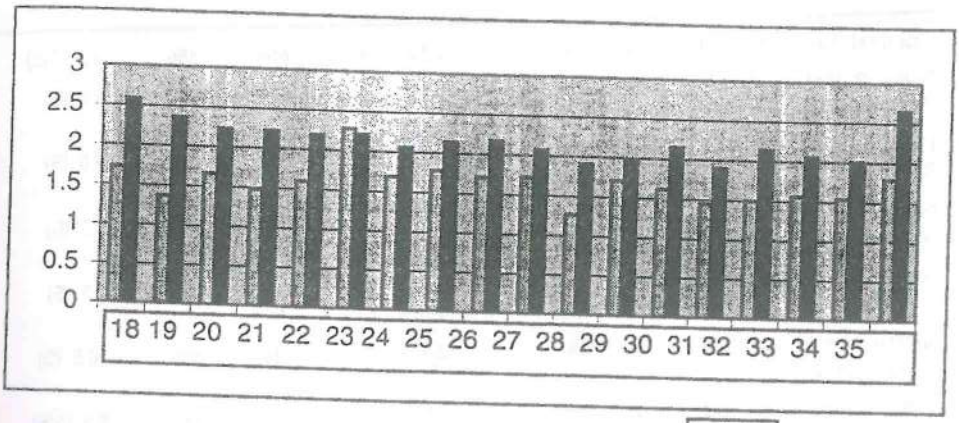
It is evident from the Table 3.3 that in all domains of knowledge the SHOs are perceiving themselves to be more knowledgeable. The t-values in various knowledge domains were found to be significant at .05 level of significance indicating that Senior Police Officers and SHOs deferred in their assessments of current levels of knowledge in 35 domains of knowledge in SHOs of our country.

3.4. Difference Between the Responses of the Senior Police Officers and the Shos on Ideal Level of Knowledge

t-values, for comparing responses of Senior Police Officers and Station House Officers on various domains of knowledge to be ac-

COMPARISON OF RESPONSES BY SENIOR POLICE OFFICERS & STATION HOUSE OFFICERS ON PROFESSIONAL KNOWLEDGE (CURRENT LEVEL)





Index

Existing Level

Existing level

1. Criminal Law
2. Police Rules/Procedures etc
3. Human Rights
4. Forensic Science
5. Forensic Medicine
6. Special and local acts
7. Constitution
8. Police Organisation, Admn, & Environment.
9. Criminology
10. Crime Investigation.
11. Maintenance of Public Peace and Order
12. Police Leadership & Management Theories
13. Police Ethics
14. Drill/P.T.
15. Fieldcraft & Tactics
16. Handling weapons
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18. Community awareness
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25. Staff welfare
26. Grievance procedures
27. Manpower planning
28. Contemporary mng.tools
29. Licensing laws
30. Dealing with conflicts & ambiguity
31. Stress & health mng.
32. Consideration of the feeling of others
33. Nonverbal communi-cation
34. State/Central Govt.policy
35. Dealing with Media

quired by the SHOs were calculated . The results are presented in the Table 3.4.

Table 3.4

RESPONSE BY SENIOR POLICE OFFICERS & STATION HOUSE OFFICERS ON IDEAL LEVELS OF PROFESSIONAL KNOWLEDGE

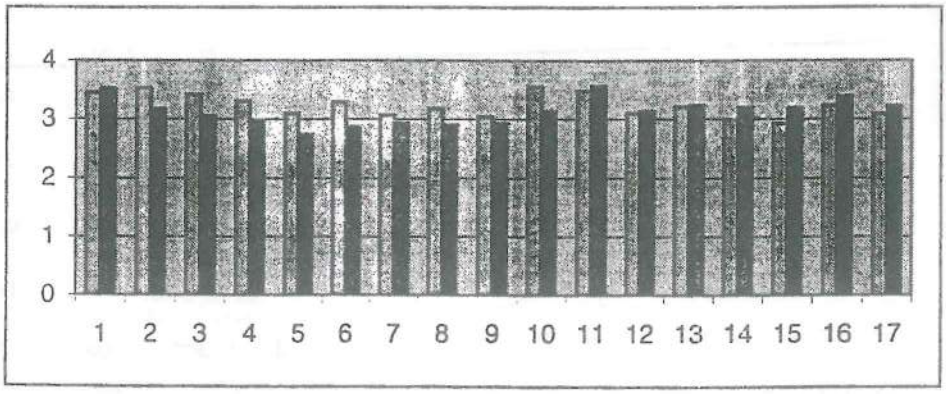
Professional knowledge domains	Senior Police Officers Ideal Level Mean	Mode	S.D.	N1	SHOs Ideal Level Mean	Mode	S.D	N2.	t-value *
1. Criminal Law	3.45	4	.643	250	3.52	4	.656	886	2.3 (NS)
2. Police Rules/ Procedures etc.	3.53	4	.561	250	3.17	4	.908	886	9.0 (S)
3. Human Rights	3.41	4	.664	250	3.05	4	.914	886	9.0 (S)
4. Forensic Science Scientific Aids	3.30	3	.690	250	2.97	4	1.05	886	8.3 (S)
5. Forensic Medicine	3.10	3	.772	250	2.74	3	1.07	886	7.2 (S)
6. Special and Local Acts	3.29	3	.659	250	2.87	3	1.10	886	10.5 (S)
7. Constitution	3.07	3	.781	250	2.93	3	.943	886	2.8 (NS)
8. Police Organi- zation, Admn. & Environment	3.18	3	.667	250	2.90	3	1.02	886	7.0 (S)
9. Criminology	3.04	3	.697	250	2.92	3	.967	886	3.0 (NS)
10. Crime Investi- gation	3.55	4	.603	250	3.13	4	1.03	886	10.5 (S)
11. Maintenance of Public Peace and Order Techniques/Principles	3.48	4	.631	250	3.56	4	.598	886	2.6 (NS)
12. Police Leadership and Management Theories & Practices	3.10	3	.749	250	3.13	3	.776	886	0.5 (NS)
13. Police Ethics	3.21	3	.753	250	3.24	4	.814	886	2.3 (NS)
14. Drill/P.T.	2.99	3	.821	250	3.20	4	.857	886	4.2 (S)
15. Fieldcraft & Tactics	2.92	3	.765	250	3.19	3	.802	886	5.4 (S)
16. Handling Weapons	3.23	3	.679	250	3.38	3	.713	886	3.0 (NS)
17. Technical Aids (Computers/Driving/Wireless Equipments	3.09	3	.681	250	3.22	3	.772	886	3.3 (NS)
18. Community Awareness	3.07	3	.708	250	3.10	3	.828	886	0.6 (NS)
19. Voluntary Support Agencies	2.90	3	.670	250	3.02	3	.819	886	3.0 (NS)

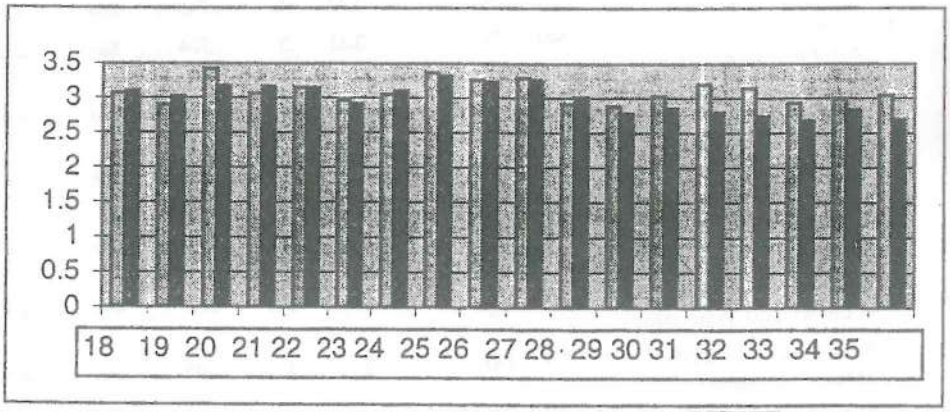
Professional knowledge domains	Senior Police Officers Ideal Level Mean	Mode	S.D.	N1	SHOs Ideal Level Mean	Mode	S.D	N2.	t-value *
20. Major Investigation Procedures	3.42	3	.671	250	3.17	3	.773	886	6.2 (S)
21. Current Legal Issues	3.06	3	.719	250	3.16	3	.828	886	2.0 (NS)
22. Crime Pattern Analysis	3.15	3	.709	250	3.15	3	.761	886	0.0 (NS)
23. Local Electoral Representatives	2.96	3	.741	250	2.91	3	.902	886	1.0 (NS)
24. Inter Agency Liasion	3.05	3	.740	250	3.10	3	.827	886	1.0 (NS)
25. Staff Welfare	3.36	4	.681	250	3.32	4	.746	886	1.4 (NS)
26. Grievance handling Procedures	3.26	3	.685	250	3.23	3	.784	886	0.6 (NS)
27. Manpower Planning	3.29	3	.697	250	3.26	4	.776	886	0.6 (NS)
28. Contemporary Management Tools	2.91	3	.732	250	3.01	3	.845	886	2.0 (NS)
29. Licensing Laws	2.88	3	.758	250	2.78	3	.994	886	2.0 (NS)
30. Dealing with Conflict and Ambiguity	3.03	3	.699	250	2.85	3	.955	886	4.5 (S)
31. Stress and Health Management	3.20	3	.739	250	2.79	3	1.05	886	8.2 (S)
32. Consideration of the feeling of others	3.15	3	.732	250	2.73	3	1.07	886	6.4 (S)
33. Nonverbal Communication	2.93	3	.734	250	2.67	3	1.00	886	5.2 (S)
34. State/Central Govt Policy	2.99	3	.740	250	2.83	3	.935	886	3.2 (NS)
35. Dealing with Media	3.04	3	.769	250	2.69	3	1.09	886	7.0 (S)

From Table 3.4. it is evident that the Senior Police Officers and the SHOs were not found to differ so far as the ideal levels of knowledge in the domains mentioned below are concerned :

* Knowledge of Criminal Law (t-value: 2.3)
* Maintenance of public peace and order techniques/principles (t-value: 2.6)
* Police leadership and management theories and practices (t-value: 0.5)

RESPONSE OF SENIOR POLICE OFFICERS & STATION HOUSE OFFICERS ON IDEAL LEVELS OF PROFESSIONAL KNOWLEDGE (IDEAL LEVEL)





Index

Expected Level

Expected level

1. Criminal Law
2. Police Rules/Procedures etc
3. Human Rights
4. Forensic Science
5. Forensic Medicine
6. Special and local acts
7. Constitution
8. Police Organisation, Admn, & Environment.
9. Criminology
10. Crime Investigation.
11. Maintenance of Public Peace and Order
12. Police Leadership & Management Theories
13. Police Ethics
14. Drill/P.T.
15. Fieldcraft & Tactics
16. Handling weapons
17. Technical aids
18. Community awareness
19. Voluntary support agencies
20. Major investigation procedures
21. Current legal issues
22. Crime patterns
23. Local electroal representa tives
24. Inter-agency liasion
25. Staff welfare
26. Grievance procedures
27. Manpower planning
28. Contemporary mng.tools
29. Licensing laws
30. Dealing with conflicts & ambiguity
31. Stress & health mng.
32. Consideration of the feeling of others
33. Nonverbal communi-cation
34. State/Central Govt.policy
35. Dealing with Media

* Police Ethics (t-value: 2.3)
* Handling weapons (t-value: 3.0)
* Technical aids (Computers/driving/wireless equipments) (t-value: 3.3)
* Community awareness (t-value: 0.6)
* Voluntary support agencies (t-value: 3.0)
* Current legal issues (t-value: 2.0)
* Crime pattern analysis (t-value: 0.0)
* Local electoral representatives (t-value: 1.0)
* Staff Welfare (t-value: 1.4)
* Grievance procedures (t-value: 0.6)
* Manpower planning (t-value: 0.6)
* Contemporary management tools (t-value: 2.0)
* Licensing laws (t-value: 2.0)
* State/Central Govt. policy (t-value: 3.2)

The miss-match in the perception was found in the following domains of knowledge.

* Knowledge of police rules/ procedures etc. - (t-value: 9.0)
* Human Rights (t-value: 9.0)
* Forensic Science Scientific Aids (t-value: 8.3)
* Forensic Medicine (t-value: 7.2)
* Special and local acts (t-value: 10.5)
* Police organisation, Admn, & Environment (t-value: 7.0)
* Crime Investigation (t-value: 10.5)

* Drill/P.T. (t-value: 4.2)
* Field craft and tactics (t-value: 5.4)
* Major incident procedures (t-value: 6.?)
* Dealing with conflict and ambiguity (t-value: 4.?)
* Stress and health management (t-value: 8.2)
* Consideration of the feeling of others (t-value: 8.4)
* Nonverbal communication (t-value: 5.2)
* Dealing with media Govt. policy (t-value: 7.0)

3.5. *Conclusion :*

From above description it is inferred that the training (in-service and on the job) and non-training interventions should focus intensively in developing knowledge in SHOs in all 35 domains of professional knowledge identified by the investigators. However, more focus should be on the following professional domains of knowledge:

* Knowledge of police rules/procedures etc. - (t-value: 9.0)
* Human Rights (t-value: 9.0)
* Forensic Science/Scientific Aids (t-value: 8.3)
* Forensic Medicine (t-value: 7.2)
* Special and local acts (t-value: 10.5)
* Police organisation, Admn, & Environment (t-value: 7.0)
* Crime Investigation (t-value: 10.5)
* Drill/P.T. (t-value: 4.2)
* Field craft and tactics (t-value: 5.4)
* Major investigative procedures (t-value: 6.2)

* Dealing with conflict and ambiguity (t-value: 4.5)
* Stress and health management (t-value: 8.2)
* Consideration of the feeling of others (t-value: 8.4)
* Nonverbal communication skills (t-value: 5.2)
* Dealing with media (t-value: 7.0)

CHAPTER 4

PROFESSIONALISM IN SHOs : SKILLS AUDIT

CHAPTER 4

PROFESSIONALISM IN SHOS : SKILLS AUDIT

In this chapter the following aspects are being covered :

- Response of Senior Police Officers on professional skills of SHOS.
- Response of Station House Officers on professional skills (Self-Assessment)
- Difference between the responses of Senior Police Officers and the SHOS on current level of skills.
- Difference between the responses of Senior Police Officers and the SHOS on ideal level of skills.
- Conclusion.

4.1. *Response of Senior Police Officers on Professional Skills of SHOs*

35 domains of professional skills were identified by the investigators through extensive survey of police literature and brainstorming session with NPA faculty .A questionnaire was framed to elicit the responses of Senior Police Officers on current as well as ideal level of professional skills in the various domains of SHOs. The responses of the Senior Police Officers were fed in SPSS Package. Mean and Standard.Deviation were calculated to ascertain the difference between current and ideal levels of in various domains. The results are presented in Table 4.1.

Table 4.1.

RESPONSE OF SENIOR POLICE OFFICERS ON PROFESSIONAL SKILLS OF SHOs

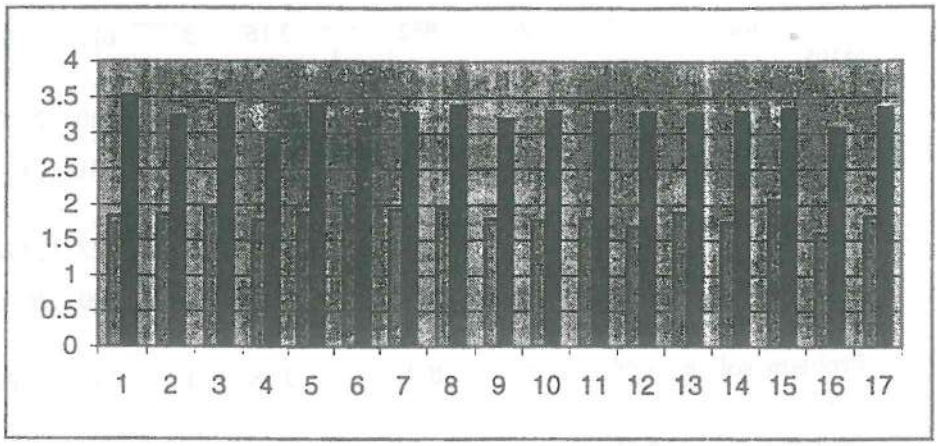
Professional skills domain	Current Level Mean	Mode	S.D.	Ideal Level Mean	Mode	S.D.	t-values
1. Investigative skills	1.84	2	.712	3.52	4	.648	29.89 (S)
2. Interpersonal skills	1.86	2	.695	3.24	3	.639	24.97 (S)
3. Decision making	1.97	2	.850	3.40	4	.622	24.85 (S)
4. Media skills	1.78	2	.909	2.94	3	.706	18.10 (S)
5. Public Relation skills	1.88	2	.910	3.40	4	.656	25.03 (S)
6. Negotiation skills	2.15	2	.738	3.09	3	.764	14.71 (S)
7. Tactical skills	1.93	2	.836	3.28	3	.679	21.98 (S)
8. Communication Skills	1.95	2	.749	3.39	4	.688	26.27 (S)
9. Conflict Management	1.80	2	.876	3.20	3	.761	21.65 (S)
10. Briefing skills	1.77	2	.740	3.31	3	.635	27.31 (S)
11. Report writing	1.81	2	.855	3.30	3	.650	24.70 (S)
12. Listening skills	1.68	2	.866	3.29	3	.630	25.06 (S)
13. Organisational skills	1.88	2	.799	3.28	3	.753	24.67 (S)
14. Planning skills	1.75	2	.841	3.30	3	.653	25.24 (S)
15. Command skills	2.07	2	.795	3.34	3	.665	19.91 (S)
16. Technical skills	1.59	1	.836	3.07	3	.681	25.38 (S)
17. Team building	1.83	2	.843	3.35	3	.641	24.65 (S)
18. Information assimilation	1.76	2	.800	3.30	3	.677	25.50 (S)
19. Intelligence collection	1.74	2	.872	3.58	4	.606	29.00 (S)

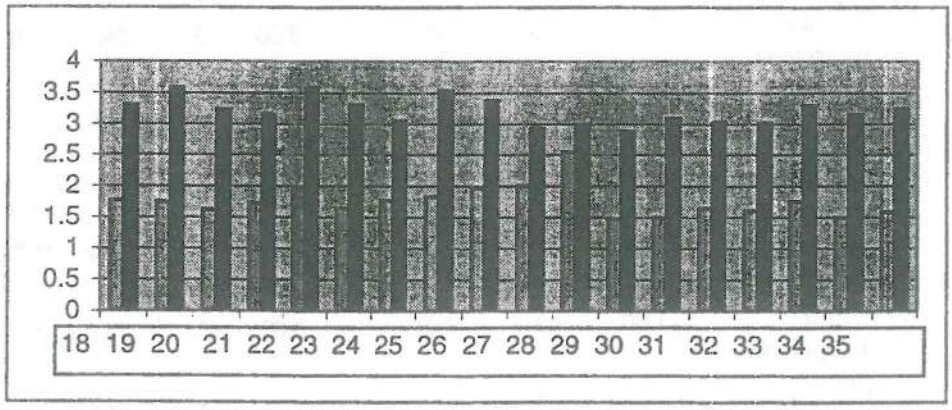
Professional skills domain	Current Level Mean	Mode	S.D.	Ideal Level Mean	Mode	S.D.	t-values	
20. Analytical skills	1.61	2	.800	3.23	3	.656	28.22	(S)
21. Prioritising skills	1.72	2	.852	3.16	3	.672	23.63	(S)
22. Leadership	1.98	2	.842	3.57	4	.580	26.37	(S)
23. Time Management	1.64	2	.881	3.31	3	.631	25.18	(S)
24. Delegation	1.77	2	.863	3.05	3	.727	18.76	(S)
25. Interrogation skills	1.83	2	.848	3.54	4	.590	26.32	(S)
26. Problem solving skills	1.96	2	.811	3.38	3	.635	23.66	(S)
27. Diplomacy	2.00	2	.936	2.93	3	.814	12.26	(S)
28. Political awareness	2.55	3	.955	3.00	3	.792	6.20	(S)
29. Sense of humour	1.48	2	.913	2.88	3	.839	18.53	(S)
30. Innovativeness	1.49	1	.902	3.09	3	.676	24.50	(S)
31. Motivation of self/others	1.64	2	.895	3.03	3	.684	24.70	(S)
32. Omni competence	1.60	2	.821	3.02	3	.727	22.87	(S)
33. Human Relations skills	1.75	2	.873	3.29	3	.664	24.44	(S)
34. Stress Management	1.49	1	.876	3.15	3	.796	22.04	(S)
35. Management skills	1.58	2	.834	3.24	3	.722	24.44	(S)

From Table 4.1. it is evident that the SHOs, according to Senior Police Officers, had very low level of skills in the below - cited domains :

* Sense of Humour - 1.48
* Innovativenss - 1.49
* Stress Management - 1.49

RESPONSE OF SENIOR POLICE OFFICIERS ON PROFESSIONAL SKILLS OF SHOS





Index

Existing Level

Expected level

1.Investigative Skills
2. Interpersonal Skills
3. Decision Making
4. Media Skills
5. Public Relation Skills
6. Negotiation Skills
7. Tactical Skills
8. Communication Skills
9. Conflict Management
10. Briefing Skills
11. Report Writing Skills
12. Listening Skills
13. Organisational Skills
14. Planning Skills
15. Command Skills
16. Technical Skills
17. Team Building
18. Information Assimilation
19. Intelligence Collection
20. Analytical Skills
21. Prioritiising Skills
22. Leadership Skills
23. Time Management
24. Delegation
25. Interrogation Skills
26. Problem Solving Skills
27. Diplomacy
28. Political Awareness
29. Sense of Humour
30. Innovativeness
31. Motivation of self/others
32. Omni Competence
33. Human Relations Skills
34. Stress Management
35. Management Skills.

* Management Skills - 1.58
* Technical Skills - 1.59
* Omni Competence - 1.60
* Analytical skills - 1.61
* Motivation of self/others - 1.64
* Time Management - 1.64
* Listening skills - 1.68

However, Senior Police Officers perceived fair level of professional skills in SHOs in the following domains :

* Political awareness - 2.55
* Negotiation skills - 2.15
* Command skills - 2.07
* Diplomacy - 2.00
* Leadership - 1.98
* Decision Making - 1.97
* Communication skills - 1.95
* Tactical skills - 1.93
* Organisational skills - 1.88
* Public relation skills - 1.88

It is also evident that there is significant difference between the current level and the ideal levels of skills in SHOs in all the above-cited 35 domains of skills . The t-value exceeds 2.56 at 0.5 level of significance. Training and non-training inventries will have to be intensified to develop the skills in all professional skills.

4.2. *Response of Station House Officers on Levels of Professional Skills in SHOs (Self Perception)*

The self perceptions of the Station House Officers on current and ideal levels of skills are presented in Table 4.2.

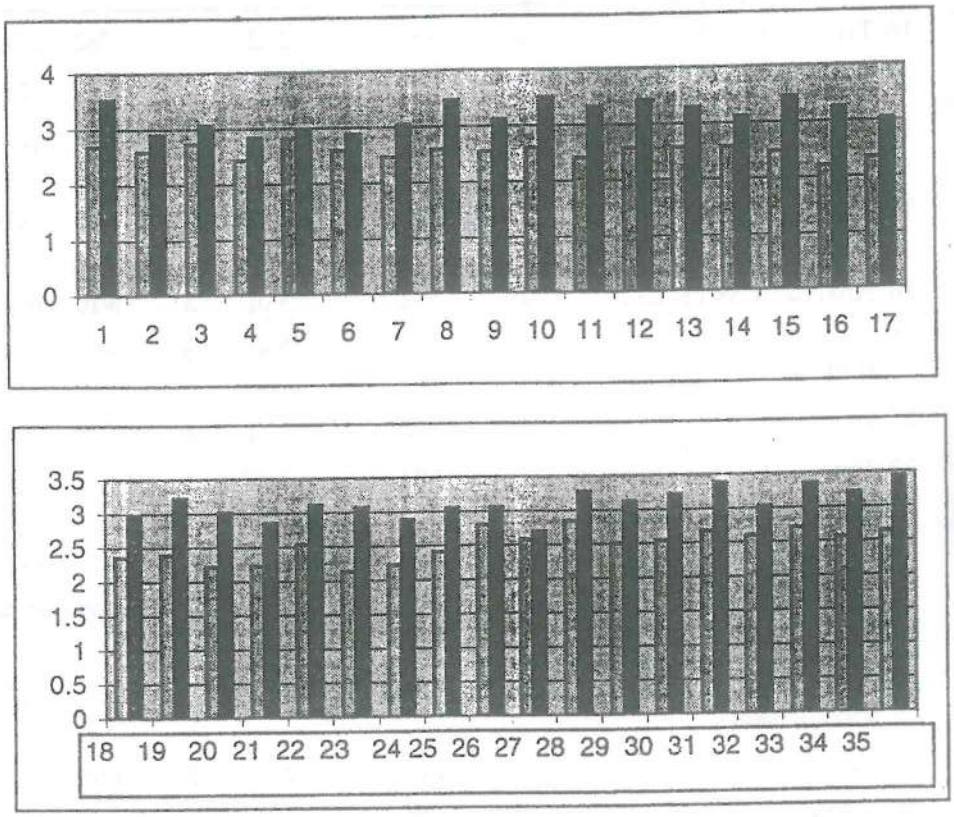
Table 4.2.

RESPONSE OF STATION HOUSE OFFICERS ON PROFESSIONAL SKILLS AUDIT

Professional skills domain	Current Level			Ideal Level			t-values
	Mean	Mode	S.D.	Mean	Mode	S.D.	
1. Investigative Skills	2.69	2	1.00	3.53	4	.687	22.21 (S)
2. Interpersonal Skills	2.59	2	.972	2.90	3	.904	7.16 (S)
3. Decision making	2.73	3	1.04	3.06	4	.959	6.97 (S)
4. Media skills	2.43	2	1.08	2.84	3	.918	8.42 (S)
5. Public Relation skills	2.82	4	1.10	2.98	4	1.04	3.07 (S)
6. Negotiation skills	2.59	3	.999	2.88	5	.980	6.00 (S)
7. Tactical skills	2.46	2	.979	3.03	4	.957	11.94 (S)
8. Communication skills	2.59	3	1.00	3.46	4	.683	22.93 (S)
9. Conflict Mgt.	2.54	2	1.08	3.11	4	.973	12.93 (S)
10. Briefing skills	2.60	2	.989	3.50	4	.681	25.23 (S)
11. Report writing	2.41	2	.981	3.32	4	.733	24.59 (S)
12. Listening skills	2.57	3	1.03	3.43	4	.690	22.43 (S)
13. Organisational skills	2.58	2	.965	3.28	4	.847	16.63 (S)
14. Planning skills	2.58	3	1.00	3.11	4	.951	10.92 (S)
15. Command skills	2.47	2	.957	3.45	4	.656	27.74 (S)

Professional skills domain	Current Level			Ideal Level			t-values
	Mean	Mode	S.D.	Mean	Mode	S.D.	
16. Technical skills	2.20	2	.959	3.25	3	.762	27.64 (S)
17. Team Building	2.34	2	1.00	3.04	4	.948	17.00 (S)
18. Information Assimilation	2.36	2	.977	2.97	5	.961	14.42 (S)
19. Intelligence Collection	2.40	2	1.04	3.22	4	.962	18.04 (S)
20. Analytical skills	2.22	2	.992	3.01	5	.910	19.42 (S)
21. Prioritising skills	2.23	2	.990	2.85	5	.978	14.98 (S)
22. Leadership	2.54	2	1.00	3.11	4	1.02	13.61 (S)
23. Time Management	2.14	2	1.04	3.07	4	.931	2.86 (S)
24. Delegation	2.23	2	1.00	2.89	3	.917	16.65 (S)
25. Interrogation skills	2.41	2	1.04	3.05	4	1.05	13.98 (S)
26. Problem solving skills	2.80	3	.998	3.06	4	.977	4.75 (S)
27. Diplomacy	2.58	2	1.02	2.70	3	1.08	1.85 (NS)
28. Political Awareness	2.85	3	.977	3.28	4	.840	12.17 (S)
29. Sense of humour	2.50	3	1.11	3.12	5	.823	16.56 (S)
30. Innovativeness	2.54	2	1.11	3.22	5	.778	19.08 (S)
31. Motivation of self/others	2.67	3	1.03	3.38	4	.830	20.46 (S)
32. Omni competence	2.60	2	1.12	3.02	3	.819	16.56 (S)
33. Human Relations Skills	2.71	3	1.06	3.35	4	.732	16.26 (S)
34. Stress Management	2.57	3	1.15	3.21	4	.815	18.25 (S)
35. Management skills	2.64	3	1.06	3.44	3	.707	21.54 (S)

RESPONSE OF STATION HOUSE OFFICIERS ON PROFESSIONAL SKILLS AUDIT



1.Investigative Skills
2. Interpersonal Skills
3. Decision Making
4. Media Skills
5. Public Relation Skills
6. Negotiation Skills
7. Tactical Skills
8. Communication Skills
9. Conflict Management
10. Briefing Skills
11. Report Writing Skills
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18. Information Assimilation
19. Intelligence Collection
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23. Time Management
24. Delegation
25. Interrogation Skills
26. Problem Solving Skills
27. Diplomacy
28. Political Awareness
29. Sense of Humour
30. Innovativeness
31. Motivation of self/others
32. Omni Competence
33. Human Relations Skills
34. Stress Management
35. Management Skills.

From Table 4.2. it is evident that the SHOs perceived themselves as having high professional skills in the following aspects :

* Political awareness - 2.85
* Public relation skills - 2.82
* Problem solving skills - 2.80
* Decision making - 2.73
* Human relation skills - 2.71
* Investigative skills - 2.69
* Motivation of self/others - 2.67
* Management skills - 2.64
* Omni competence - 2.60
* Briefing skills - 2.60

However, they perceived lack of professional skills in following skill domains :

* Time Management - 2.14
* Technical skills - 2.20
* Analytical skills - 2.22
* Prioritising skills - 2.21
* Delegation - 2.23
* Team Building - 2.34
* Information assimilation - 2.36
* Intelligence collection - 2.40
* Report writing - 2.41
* Interrogation skills - 2.41

4.3. *Difference Between the Responses of Senior Police Officers and the SHOs on Current Levels of Professional Skills*

By utilizing SPSS Package the differences in the perceptions in current levels of professional skills of SHOS in 35 domains of Senior Police Officers and the SHOs were studied by calculating t-values. The results are presented in Table 4.3.

Table 4.3

PROFESSIONAL SKILLS AUDIT-CURRENT LEVEL (RESPONSE OF SENIOR POLICE OFFICERS & STATION HOUSE OFFICERS)

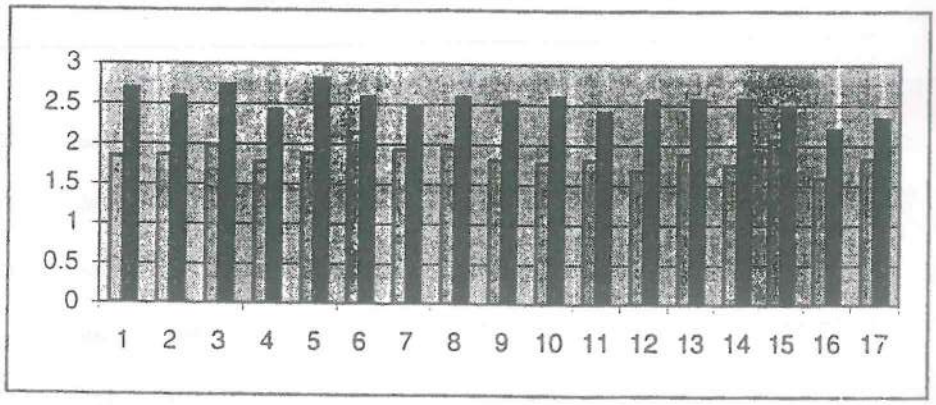
Professional skills domain	Senior Police Officers Current Level Mean	Mode	S.D.	N1	SHOs Current Level Mean	Mode	S.D.	N2	t-values
1. Investigative Skills	1.84	2	.712	250	2.69	2	1.00	886	17.0 (S)
2. Interpersonal Skills	1.86	2	.695	250	2.59	2	.972	886	18.3 (S)
3. Decision making	1.97	2	.850	250	2.73	3	1.01	886	15.2 (S)
4. Media skills	1.78	2	.909	250	2.43	2	1.08	886	10.8 (S)
5. Public Relation skills	1.88	2	.910	250	2.82	4	1.10	886	15.7 (S)
6. Negotiation skills	2.15	2	.738	250	2.59	3	.999	886	8.8 (S)
7. Tactical skills	1.93	2	.836	250	2.46	2	.979	886	10.6 (S)
8. Communication skills	1.95	2	.749	250	2.59	3	1.00	886	12.8 (S)
9. Conflict Management	1.80	2	.876	250	2.54	2	1.08	886	12.3 (S)
10. Briefing skills	1.77	2	.740	250	2.60	2	.989	886	16.6 (S)
11. Report writing	1.81	2	.855	250	2.41	2	.981	886	12.0 (S)
12. Listening skills	1.68	2	.866	250	2.57	3	1.03	886	17.8 (S)
13. Organisational skills	1.88	2	.799	250	2.58	2	.965	886	14.9 (S)
14. Planning skills	1.75	2	.841	250	2.58	3	1.00	886	16.6 (S)
15. Command skills	2.07	2	.795	250	2.47	2	.957	886	8.0 (S)
16. Technical skills	1.59	1	.836	250	2.20	2	.959	886	12.2 (S)

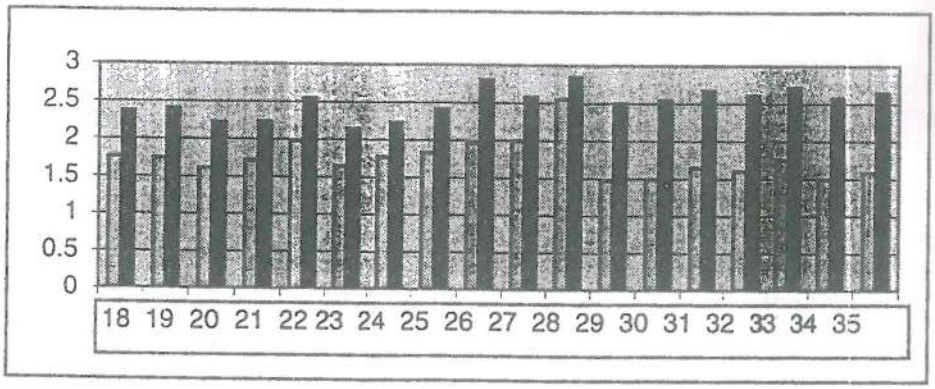
Professional skills domain	Senior Police Officers Current Level Mean	Mode	S.D.	N1	SHOs Current Level Mean	Mode	S.D.	N2	t-values
17. Team Building	1.83	2	.843	250	2.34	2	1.00	886	10.2 (S)
18. Information Assimilation	1.76	2	.800	250	2.36	2	.977	886	12.0 (S)
19. Intelligence Collection	1.74	2	.872	250	2.40	2	1.04	886	11.0 (S)
20. Analytical skills	1.61	2	.800	250	2.22	2	.992	886	12.2 (S)
21. Prioritising skills	1.72	2	.852	250	2.23	2	.990	886	7.3 (S)
22. Leadership	1.98	2	.842	250	2.54	2	1.00	886	11.2 (S)
23. Time Management	1.64	2	.881	250	2.14	2	1.04	886	6.3 (S)
24. Delegation	1.77	2	.863	250	2.23	2	1.00	886	9.2 (S)
25. Interrogation skills	1.83	2	.848	250	2.41	2	1.04	886	11.6 (S)
26. Problem solving skills	1.96	2	.811	250	2.80	3	.998	886	16.8 (S)
27. Diplomacy	2.00	2	.936	250	2.58	2	1.02	886	9.7 (S)
28. Political Awareness	2.55	3	.955	250	2.85	3	.977	886	5.0 (S)
29. Sense of homour	1.48	2	.913	250	2.50	3	1.11	886	17.0 (S)
30. Innovativeness	1.49	1	.902	250	2.54	2	1.11	886	17.5 (S)
31. Motivation of self/others	1.64	2	.895	250	2.67	3	1.03	886	17.2 (S)
32. Omni ompetence	1.60	2	.821	250	2.60	2	1.12	886	20.0 (S) c
33. Human Relations Skills	1.75	2	[illegible]	250	2.71	3	1.06	886	16.0 (S)
34. Stress Management	1.49	1	[illegible]	250	2.57	3	1.15	886	18.0 (S)
35. Management Skills	1.58	2	.834	250	2.64	3	1.06	886	21.2 (S)

It is evident from the table 4.3 that in all domains of skills the SHOs are perceiving themselves to be more skilful. The t-values in various knowledge domains were found to be significantly higher than the tabled value 2.56 at .05 level of significance.

Greater mis-match of perception was found in the following professional skills :

RESPONSE OF SENIOR POLICE OFFICERS & STATION HOUSE OFFICERS ON PROFESSIONAL SKILLS AUDIT (CURRENT LEVEL)





Index
Existing Level
Existing level

1. Investigative Skills
2. Interpersonal Skills
3. Decision Making
4. Media Skills
5. Public Relation Skills
6. Negotiation Skills
7. Tactical Skills
8. Communication Skills
9. Conflict Management
10. Briefing Skills
11. Report Writing Skills
12. Listening Skills
13. Organisational Skills
14. Planning Skills
15. Command Skills
16. Technical Skills
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18. Information Assimilation
19. Intelligence Collection
20. Analytical Skills
21. Prioritiising Skills
22. Leadership Skills
23. Time Management
24. Delegation
25. Interrogation Skills
26. Problem Solving Skills
27. Diplomacy
28. Political Awareness
29. Sense of Humour
30. Innovativeness
31. Motivation of self/others
32. Omni Competence
33. Human Relations Skills
34. Stress Management
35. Management Skills.

- Public relation skills.
- Communication skills.
- Decision making skills.
- Investigative skills.
- Interpersonal skills.
- Briefing skills.
- Planning skills.
- Problem-solving skills.
- Monitoring self and others.
- Innovativeness.
- Omni competence.
- Human relations skills.
- Stress Management skills.
- Managerial skills.

Training interventions will have to focussed for SHOs in the above cited domains of professional skills.

4.4. Difference between the responses of the Senior Police Officers and the SHOs on Ideal Level of Skill

t-values for comparing responses of Senior Police Officers and Station House Officers on various domains of professional skills to be acquired by the SHOs were calculated . The results are presented in the Table 4.4.

Table 4.4

PROFESSIONAL SKILLS AUDIT- IDEAL LEVEL (RESPONSE OF SENIOR POLICE OFFICERS & STATION HOUSE OFFICERS)

Professional skills domain	Senior Police Officers Ideal Level Mean	Mode	S.D.	N1	SHOs Ideal Level Mean	Mode	S.D.	N2	t-values *
1. Investigative Skills	3.52	4	.648	250	3.53	4	.687	886	0.25 (NS)
2. Interpersonal Skills	3.24	3	.639	250	2.90	3	.904	886	8.5 (S)
3. Decision making	3.40	4	.622	250	3.06	4	.959	886	8.5 (S)
4. Media skills	2.94	3	706	250	2.84	3	.918	886	2.5 (NS)
5. Public Relation skills	3.40	4	.656	250	2.98	4	1.04	886	10.5 (S)
6. Negotiation skills	3.09	3	.764	250	2.88	3	.980	886	4.2 (S)
7. Tactical skills	3.28	3	.679	250	3.03	4	.957	886	4.3 (S)
8. Communi-cation skills	3.39	4	.688	250	3.46	4	.683	886	1.8 (NS)
9. Conflict Management	3.20	3	.761	250	3.11	4	.973	886	1.8 (NS)
10. Briefing skills	3.31	3	.635	250	3.50	4	.681	886	4.8 (S)
11. Report writing	3.30	3	.650	250	3.32	4	.733	886	2.0 (NS)
12. Listening skills	3.29	3	.630	250	3.43	4	.690	886	3.5 (S)
13. Organisational skills	3.28	3	.664	250	3.28	4	.847	886	0 (NS)
14. Planning skills	3.30	3	.653	250	3.11	4	.951	886	4.8 (S)
15. Command skills	3.34	3	.665	250	3.45	4	.656	886	3.7 (S)
16. Technical skills	3.07	3	.681	250	3.25	3	.762	886	4.5 (S)
17. Team Building	3.35	3	.641	250	3.04	4	.948	886	7.8 (S)
18. Information Assimilation	3.30	3	.677	250	2.97	5	.961	886	8.3 (S)
19. Intelligence Collection	3.58	4	.606	250	3.22	4	.962	886	9.0 (S)
20. Analytical skills	3.23	3	.656	250	3.01	5	.910	886	5.5 (S)
21. Prioritising skills	3.16	3	.672	250	2.85	5	.978	886	7.8 (S)
22. Leadership	3.57	4	.580	250	3.11	4	1.02	886	11.5 (S)
23. Time Management	3.31	3	.631	250	3.07	4	.931	886	6.0 (S)

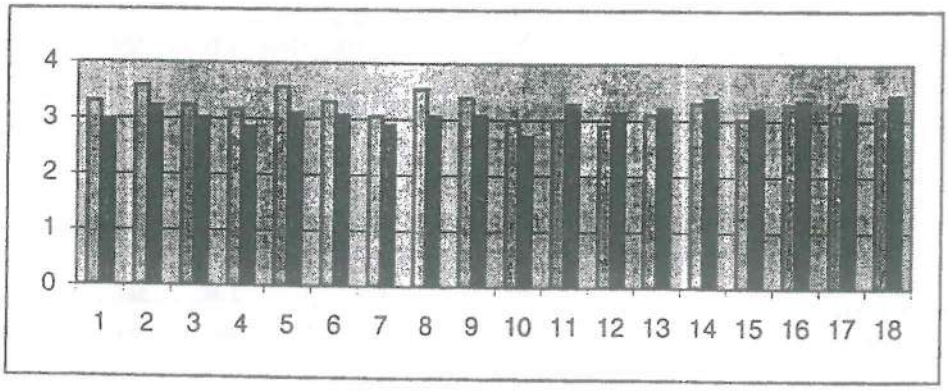
Professional skills domain	Senior Police Officers Ideal Level Mean	Mode	S.D.	N1	SHOs Ideal Level Mean	Mode	S.D.	N2	t-values *
24. Delegation	3.05	3	.727	250	2.89	5	.917	886	3.2 (S)
25. Interrogation skills	3.54	4	.590	250	3.05	4	1.05	886	12.3 (S)
26. Problem solving skills	3.38	3	.635	250	3.06	4	.977	886	8.0 (S)
27. Diplomacy	2.93	3	.814	250	2.70	3	1.08	886	4.6 (S)
28. Political Awareness	3.00	3	.792	250	3.28	4	.840	886	5.6 (S)
29. Sense of homour	2.88	3	.839	250	3.12	3	.823	886	4.8 (S)
30. Innovativeness	3.09	3	.676	250	3.22	5	.778	886	3.0 (S)
31. Motivation of self/others	3.30	3	.684	250	3.38	4	.830	886	2.0 (NS)
32. Omni competence	3.02	3	.727	250	3.20	3	.819	886	3.6 (S)
33. Human Relations Skills	3.29	3	.664	250	3.35	4	.732	886	1.2 (NS)
34. Stress Management	3.15	3	.796	250	3.32	4	.815	886	3.4 (S)
35. Management Skills	3.24	3	.722	250	3.44	4	.707	886	4.0 (S)

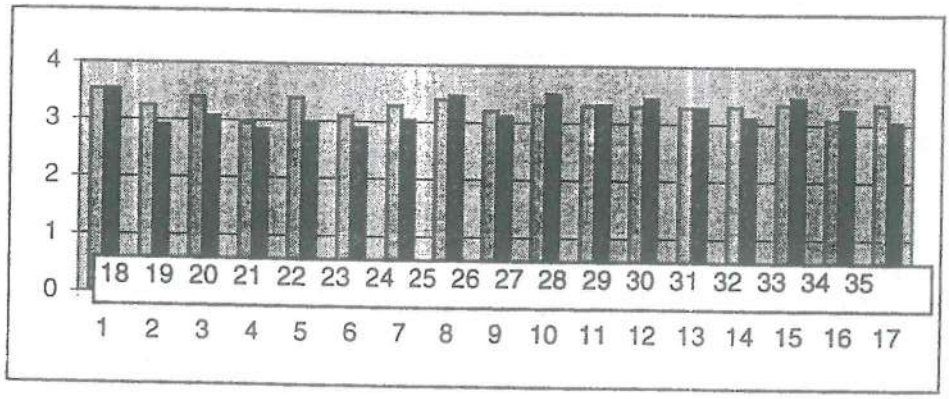
* .05 level of significance.

From table 4.4. it is evident that the Senior Police Officers and the SHOs were not found to differ so far as the ideal levels of professional skills in SHOs were concerned (at .05 level of significance) in the following domains :

* Investigative skills (t-value : 0.25)
* Media skills (t-value : 2.5)
* Communication skills (t-value : 1.8)
* Conflict Management (t-value : 1.8)
* Report writing skills (t-value : 2.0)
* Organisational skills (t-value : 0.0)
* Motivation of self/others (t-value : 2.0)

RESPONSE OF SENIOR POLICE OFFICERS & STATION HOUSE OFFICERS ON PROFESSIONAL SKILLS AUDIT (IDEAL LEVEL)





Index

Expected Level

Expected level

1.Investigative Skills
2. Interpersonal Skills
3. Decision Making
4. Media Skills
5. Public Relation Skills
6. Negotiation Skills
7. Tactical Skills
8. Communication Skills
9. Conflict Management
10. Briefing Skills
11. Report Writing Skills
12. Listening Skills
13. Organisational Skills
14. Planning Skills
15. Command Skills
16. Technical Skills
17. Team Building
18. Information Assimilation
19. Intelligence Collection
20. Analytical Skills
21. Prioritiising Skills
22. Leadership Skills
23. Time Management
24. Delegation
25. Interrogation Skills
26. Problem Solving Skills
27. Diplomacy
28. Political Awareness
29. Sense of Humour
30. Innovativeness
31. Motivation of self/others
32. Omni Competence
33. Human Relations Skills
34. Stress Management
35. Management Skills.

* Human Relation skills (t-value : 1.2)

The greater miss-match in the perception was found in the following domains of professional skills :

* Interpersonal skills (t-value : 8.5)
* Decision making (t-value : 8.5)
* Public relation skills (t-value :10.5)
* Negotiation skills (t-value : 4.2)
* Tactical skills (t-value : 6.3)
* Briefing skills (t-value : 4.8)
* Planning skills (t-value : 4.8)
* Technical skills (t-value : 4.5)
* Team Building (t-value : 7.8)
* Information assimilation (t-value : 8.3)
* Intelligence collection (t-value : 9.0)
* Analytical skills (t-value : 5.5)
* Prioritising skills (t-value : 7.8)
* Leadership (t-value :11.5)
* Time Management (t-value : 6.0)
* Interrogation skills (t-value :12.3)
* Problem solving skills (t-value : 8.0)
* Diplomacy (t-value : 4.6)
* Political awareness (t-value : 5.6)
* Sense of humour (t-value : 4.8)
* Management skills (t-value : 4.0)

4.5. *Conclusion*

From above description it can be inferred that intensive training interventions will have to designed to develop below- cited professional skills in SHOs:

- Public relations skills.
- Communication skills.
- Decision making skills.
- Investigative skills.
- Interpersonal skills.
- Briefing skills.
- Planning skills.
- Problem-solving skills.
- Monitoring skills.
- Human relation skills.
- Stress Management competence.
- Managerial skills.

CHAPTER 5

PROFESSIONALISM IN SHOs : VALUES AUDIT

CHAPTER 5

PROFESSIONALISM IN SHOs : VALUES AUDIT

In this chapter the following aspects are being covered :

- Response of Senior Police Officers on professional values held by the Station House Officers.
- Response of Station House Officers on the values held by them.
- Difference between the response of Senior Police Officers and SHO on values being upheld by SHOs.
- Conclusion.

5.1. *Response of Senior Police Officers on Professional Values held by the Station House Officers.*

Through a brain-storming session with NPA faculty, following 35 values were identified by the investigators.It was assured that the identified values provided the main core of the functioning of SHOs. These values were :

- Integrity
- Sympathy
- Kindness
- Politeness
- Discipline
- Firmness
- Impartiality/Fariness
- Law abidingness

- Compassion
- Openeness to ideas
- Spirit of enquiry
- Inquisitiveness
- Respect for Law
- Honesty
- Pride in appearence & uniform
- Punctuality
- Responsiveness
- Sense of responsibility & accountability
- Pride in service
- Secular outlook
- Truthfulness
- Service-orientedness
- Regard for under - privileged
- Respect for Human Rights
- Patriotism
- Concern for life and liberty of people
- Trustworthiness
- Reliability
- Moral and physical courage
- Thoughtfulness
- Flexibility
- Initiative
- Confidence
- Concentration in work.
- Loyalty

This questionnaire was circulated to 250 Senior Police Officers at middle and top management levels. They were requested to indicate their perceptions on the extent to which these values were being observed by the SHOs while discharging their duties.

The results of questionnaire survey are presented in Table 5.1.

Table 5.1

IDENTIFICATION OF PROFESSIONAL VALUES BY SENIOR POLICE OFFICERS

Professional values	To a great extent 4	To a Considerable extent 3	To some extent 2	To a little extent 1	Not at all 0	Mean	Mode	SD
1. Integrity	68 (27.2)	28 (11.2)	56 (22.4)	68 (27.2)	30 (12.6)	2.15	1	1.38
2. Sympathy	29 (11.6)	51 (20.4)	77 (30.8)	82 (32.9)	11 (4.3)	2.01	1	1.07
3. Kindness	21 (8.4)	45 (18.0)	80 (32.0)	82 (32.8)	22 (8.8)	1.83	1	1.07
4. Politeness	41 (16.4)	42 (16.8)	63 (25.2)	87 (34.8)	17 (6.8)	2.01	1	1.20
5. Discipline	80 (32.0)	67 (26.8)	77 (30.8)	22 (8.8)	4 (1.6)	2.79	4	1.04
6. Firmness	57 (22.8)	78 (30.4)	60 (23.2)	51 (20.4)	8 (3.2)	2.49	3	1.13
7. Impartiality Fairness	64 (25.6)	43 (17.2)	63 (25.2)	62 (24.8)	18 (7.2)	2.29	4	1.29
8. Law abiding	50 (20.0)	66 (26.4)	81 (32.4)	45 (18.0)	8 (3.2)	2.42	2	1.08
9. Compassion	13 (5.2)	42 (16.8)	86 (34.4)	89 (35.6)	20 (8.0)	1.75	1	.99
10. Openness to ideas	18 (7.2)	54 (21.6)	68 (27.2)	85 (34.0)	25 (10.0)	1.83	1	1.10
11. Spirit of Enquiry	33 (13.2)	70 (28.0)	92 (36.0)	49 (19.6)	8 (3.2)	2.27	2	1.02
12. Inquisitiveness	28 (11.2)	67 (26.8)	82 (32.8)	61 (24.4)	12 (4.8)	2.15	2	1.06
13. Respectfor Law	54 (21.6)	79 (31.6)	72 (28.8)	37 (14.8)	8 (3.2)	2.53	3	1.08
14. Honesty	49 (19.6)	48 (19.2)	41 (16.4)	82 (32.8)	30 (12.0)	2.02	1	1.34
15. Pride in appearence & Uniform	53 (21.2)	92 (36.8)	61 (24.4)	35 (14.0)	9 (3.6)	2.57	3	1.07

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Professional values	To a great extent 4	To a Consi-derable extent 3	To some extent 2	To a little extent 1	Not at all 0	Mean	Mode	S.D.
16. Punctuality	48 (19.2)	73 (29.2)	75 (30.0)	38 (15.2)	16 (6.4)	2.39	2	1.14
17. Responsive-ness	40 (16.0)	68 (27.2)	85 (34.0)	47 (18.8)	10 (4.0)	2.32	2	1.07
18 .Sense of Responsi-bility & Accountability	53 (21.2)	75 (30.0)	75 (30.0)	37 (14.8)	10 (4.0)	2.49	2	1.10
19. Pride in Service	54 (21.6)	71 (28.4)	68 (27.2)	46 (18.4)	11 (4.4)	2.44	3	1.13
20. Secular Outlook	46 (18.4)	85 (34.0)	74 (29.6)	38 (15.2)	7 (2.8)	2.51	3	1.05
21. Truthful-ness	29 (11.5)	64 (25.6)	80 (32.0)	57 (22.8)	20 (8.0)	2.09	2	1.21
22. Service oriented	22 (8.8)	72 (28.8)	92 (36.8)	58 (23.2)	6 (2.4)	2.13	2	.96
23. Regard for under Privileged	28 (11.2)	54 (21.6)	73 (29.2)	78 (30.4)	19 (7.6)	1.97	1	1.12
24. Respectfor Human Rights	40 (16.0)	55 (22.0)	71 (28.4)	62 (24.8)	22 (8.8)	2.11	2	1.19
25. Patriotism	56 (22.4)	84 (33.6)	59 (23.6)	37 (14.8)	14 (5.6)	2.52	3	1.15
26. Concern for life and Liberty of People	45 (18.0)	65 (26.0)	70 (28.0)	55 (22.0)	15 (6.0)	2.26	2	1.16
27. Trust worthiness	44 (17.6)	80 (32.0)	74 (29.6)	43 (17.2)	9 (3.6)	2.43	3	1.07
28. Reliability	41 (16.4)	79 (31.6)	81 (32.4)	37 (14.8)	12 (4.8)	2.40	2	1.07
29. Morally and physically Courgeous	50 (20.0)	76 (30.4)	77 (30.8)	37 (14.8)	10 (4.0)	2.48	3	1.08
30. Thoughtful ness	19 (7.6)	67 (26.8)	91 (36.4)	57 (22.8)	16 (6.4)	2.06	2	1.02
31 .Flexibility	18 (7.1)	77 (30.8)	93 (37.2)	48 (19.2)	14 (5.6)	2.15	2	.99
32. Initiative	41 (16.4)	66 (26.4)	77 (30.8)	54 (21.6)	12 (4.8)	2.28	2	1.11
33. Confidence	44 (17.6)	93 (37.2)	75 (30.0)	35 (14.0)	3 (1.2)	2.56	2	.97
34. Concentra-tion	21 (8.4)	72 (28.8)	96 (38.4)	56 (22.4)	5 (2.0)	2.19	2	.94
35. Loyality	54 (21.6)	80 (32.0)	70 (28.0)	36 (14.4)	10 (4.0)	2.52	3	.09

From Table 5.1. it is evident that Senior Police Officers' perception on the values being upheld by the SHOs was as under :

* The SHOs according to Senior Police Officers were displaying the following values **'to a considerable extent'.**

* Discipline (Mode - 4 : Mean - 2.79)
* Impartiality/Fairness (Mode - 4 : Mean - 2.29)

* The SHOs according to them were found to exhibit the following values **'to some extent'.**

* Pride in appearence and uniform (Mode - 3 : Mean - 2.57)
* Confidence (Mode - 3 : Mean - 2.56)
* Respect for law (Mode - 3 : Mean - 2.53)
* Patriotism (Mode - 3 : Mean - 2.52)
* Loyalty (Mode - 3 : Mean - 2.52)
* Secular outlook (Mode - 3 : Mean - 2.51)
* Firmness (Mode - 3 : Mean - 2.49)
* Morally and physically courageous (Mode - 3 : Mean - 2.48)
* Pride in service (Mode - 3 : Mean - 2.44)
* Trust worthiness (Mode - 3 : Mean - 2.43)

However, the Senior Police Officers perceived that the SHOs were displaying following values **'to a little extent':**

* Sense of responsibility & accountability (Mode - 2 : Mean - 2.49)
* Law abidingness (Mode - 2 : Mean - 2.42)
* Reliability (Mode - 2 : Mean - 2.40)
* Punctuality (Mode - 2 : Mean - 2.39)
* Responsivenss (Mode - 2 : Mean - 2.32)

* Initiative (Mode - 2 : Mean - 2.28)
* Spirit of enquiry (Mode - 2 : Mean - 2.27)
* Concern for life and liberty of people (Mode - 2 : Mean - 2.26)
* Concentration (Mode - 2 : Mean - 2.19)
* Service oriented (Mode - 2 : Mean - 2.18)
* Inquisitiveness (Mode - 2 : Mean - 2.15)
* Flexibility (Mode - 2 : Mean - 2.15)
* Respect for Human Rights (Mode - 2 : Mean - 2.11)
* Truthfulness (Mode - 2 : Mean - 2.09)
* Thoughtfulness (Mode - 2 : Mean - 2.06)
* Integrity (Mode - 1 : Mean - 2.15)
* Honesty (Mode - 1 : Mean - 2.02)
* Sympathy (Mode - 1 : Mean - 2.01)
* Politeness (Mode - 1 : Mean - 2.01)
* Kindness (Mode - 1 : Mean - 1.83)
* Openenss to ideas (Mode - 1 : Mean - 1.83)
* Regard for under privileged (Mode - 1 : Mean - 1.97)
* Compassion (Mode - 1 : Mean - 1.75)

These values are required to develop more in SHOs through training and organisational development mechanisms.

5.2. *Response of Station House Officers on the Values Held by them.*

886 Station House Officers from various parts of our country were asked to communicate to what extent their actions were being guided by 35 values . The results are presented in Table 5.2.

Table 5.2

IDENTIFICATION OF PROFESSIONAL VALUES BY STATION HOUSE OFFICERS

Professional values	To a great extent	To a Consi-derable extent	To some extent	To a little extent	Not at all	Mean	Mode	S.D.
1. Integrity	589 (67.3)	195 (22.3)	69 (7.9)	17 (1.9)	5 (.6)	3.56	4	.734
2. Sympathy	183 (21.2)	283 (33.3)	278 (32.1)	93 (10.7)	23 (2.7)	2.60	3	1.01
3. Kindness	160 (18.7)	250 (29.2)	284 (33.1)	128 (15.0)	34 (4.0)	2.44	2	1.07
4. Politeness	320 (37.0)	315 (36.5)	183 (21.2)	37 (4.3)	9 (1.0)	3.05	4	.909
5. Discipline	649 (74.2)	163 (18.4)	47 (5.4)	10 (1.1)	1 (.9)	3.68	4	.611
6. Firmness	452 (51.1)	277 (31.0)	106 (12.1)	24 (2.7)	5 (3.1)	3.38	4	.827
7. Impartiality Fairness	506 (26.0)	199 (16.9)	74 (24.8)	35 (25.2)	43 (7.1)	3.28	4	1.09
8. Law abiding	450 (19.7)	294 (26.8)	93 (32.7)	20 (17.7)	5 (3.1)	3.36	4	.785
9. Compassion	114 (5.1)	270 (16.6)	265 (34.8)	131 (35.6)	57 (7.9)	2.31	3	1.09
10. Openness to ideas	193 (7.1)	302 (21.4)	243 (27.4)	81 (34.2)	30 (9.9)	2.65	3	1.03
11. Spirit of Enquiry	329 (13.0)	369 (27.6)	129 (36.4)	29 (19.8)	4 (3.2)	3.16	3	.822
12. Inquisi-tiveness	255 (11.1)	343 (26.9)	174 (32.8)	48 (24.5)	14 (4.7)	2.94	3	.935
13. Respectfor Law	542 (21.6)	240 (31.7)	71 (28.8)	12 (14.8)	- (3.2)	3.52	4	.694
14. Honesty	566 (19.8)	205 (19.1)	72 (16.3)	18 (32.9)	6 (11.9)	3.52	4	.763
15. Pride in appearence & Uniform	459 (21.0)	255 (36.9)	111 (24.6)	22 (13.9)	17 (3.6)	3.30	4	.915
16. Punctuality	503 (18.8)	280 (29.4)	66 (30.2)	21 (15.3	- (6.3)	3.46	4	.721
17. Responsive-ness	337 (16.0)	366 (27.2)	107 (34.0)	26 (18.8)	10 (4.0)	3.18	3	.845
18. Sense of Responsi-bility & Accountability	503 (21.1)	257 (28.9)	72 (29.9)	20 (15.1)	- (4.0)	3.48	4	.726
19. Pride in Service	395 (21.1)	303 (28.9)	102 (27.7)	46 (18.0)	16 (4.3)	3.18	4	.957

Professional values	To a great extent	To a Consi-derable extent	To some extent	To a little extent	Not at all	Mean	Mode	S.D.
20. Secular Outlook	437 (50.9)	278 (32.4)	104 (12.1)	28 (15.2)	12 (2.8)	3.29	4	.889
21. Truthful-ness	118 (17.7)	211 (31.6)	259 (38.8)	75 (11.2)	5 (0.8)	2.68	4	.986
22. Service oriented	157 (8.8)	236 (28.8)	250 (36.8)	84 (23.2)	11 (2.4)	2.60	4	.991
23.Regard for under Privileged	192 (26.0)	252 (34.2)	208 (28.1)	70 (9.5)	16 (2.2)	2.72	4	1.02
24.Respectfor Human Rights	151 (20.5)	187 (25.3)	260 (35.3)	115 (15.5)	25 (3.4)	2.43	4	1.08
25. Patriotism	261 (35.3)	186 (25.2)	194 (26.4)	80 (10.8)	17 (2.3)	2.80	4	1.10
26. Concern for life and Liberty of People	156 (21.1)	248 (33.6)	238 (32.2)	82 (11.1)	14 (2.0)	2.60	4	.999
27. Trust worthiness	109 (14.8)	253 (34.3)	269 (36.4)	86 (11.7)	21 (2.8)	2.46	4	.974
28. Reliability	151 (20.5)	244 (33.1)	238 (32.2)	88 (11.9)	17 (2.3)	2.57	4	1.01
29. Morally and physically Courgeous	169 (20.5)	206 (32.9)	248 (33.9)	83 (10.8)	32 (1.9)	2.53	4	1.09
30. Thoughtful ness	152 (20.5)	242 (32.9)	250 (33.9)	80 (10.8)	14 (1.9)	2.59	4	.992
31. Flexibility	105 (14.2)	221 (30.0)	304 (41.2)	84 (11.4)	24 (3.2)	2.40	4	.974
32 .Initiative	153 (20.7)	245 (33.3)	232 (31.4)	85 (11.5)	23 (3.1)	2.56	4	1.03
33. Confidence	140 (18.9)	251 (34.0)	262 (35.5)	72 (9.8)	13 (1.8)	2.58	4	.961
34. Concentra-tion	147 (10.9)	254 (34.4)	234 (31.7)	86 (11.7)	17 (2.3)	2.57	4	1.00
35. Loyality	463 (61.5)	211 (28.0)	49 (6.5)	15 (2.0)	15 (2.0)	3.51	4	.722

From Table 5.2.it can be inferred that the SHOs reported that they were using the following values 'to a considerable extent' while discharging their duties.

* Discipline (Mode - 4 : Mean - 3.68)
* Integrity (Mode - 4 : Mean - 3.56)

* Respect for law (Mode - 4 : Mean - 3.52)
* Honesty (Mode - 4 : Mean - 3.52)
* Loyalty (Mode - 4 : Mean - 3.51)
* Sense of responsibility and accountability (Mode - 4 : Mean - 3.48)
* Punctuality (Mode - 4 : Mean - 3.46)
* Firmness (Mode - 4 : Mean - 3.38)
* Law abiding (Mode - 4 : Mean - 3.36)
* Pride in appearence and uniform (Mode - 4 : Mean - 3.30)
* Secular outlook (Mode - 4 : Mean - 3.29)
* Impartiality/fairness (Mode - 4 : Mean - 3.28)
* Pride in service (Mode - 4 : Mean - 3.18)
* Politeness (Mode - 4 : Mean - 3.05)
* Patriotism (Mode - 4 : Mean - 2.80)
* Regard for underprivileged (Mode - 4 : Mean - 2.72)
* Truthfulness (Mode - 4 : Mean - 2.68)
* Service oriented (Mode - 4 : Mean - 2.60)
* Concern for life and liberty of people (Mode - 4 : Mean - 2.60)
* Thoughtfulness (Mode - 4 : Mean - 2.59)
* Morally and physically courageous (Mode - 4 : Mean - 2.58)
* Confidence (Mode - 4 : Mean - 2.58)
* Reliability (Mode - 4 : Mean - 2.57)
* Concentration (Mode - 4 : Mean - 2.57)
* Initiative (Mode - 4 : Mean - 2.56)
* Trustworthiness (Mode - 4 : Mean - 2.46)

* Respect for human rights (Mode - 4 : Mean - 2.43)
* Flexibility (Mode - 4 : Mean - 2.40)

From Table 5.2.it can also be inferred that the SHOs reported that they were using the following values to some extent while discharging their duties.

* Responsiveness (Mode - 3 : Mean - 3.18)
* Spirit of Enquiry (Mode - 3 : Mean - 3.16)
* Inquisitiveness (Mode - 3 : Mean - 2.94)
* Openness to ideas (Mode - 3 : Mean - 2.65)
* Sympathy (Mode - 3 : Mean - 2.60)
* Compassion (Mode - 3 : Mean - 2.31)

5.3. Difference between the Response of Senior Police Officers and SHOs on Values being upheld by SHOs.

In order to study the differences between the perceptions of Senior Police Officers and SHOs with regard to the values upheld by SHOs while discharging their duties, t-test was used. The results are presented in Table 6.3.

Table 5.3

PROFESSIONAL VALUES IN SHOS - COMPARISON OF RESPONSES BY SENIOR POLICE OFFICERS AND SHOS

Professional values		Senior Police Officers (Descriptive statistics)			SHOs (Descriptive statistics)			t-value
		M1	SD1	N1	M2	SD2	N2	
1.	Integrity	2.15	1.38	250	3.56	.734	886	17.6(S)
2.	Sympathy	2.01	1.07	250	2.60	1.01	886	8.4 (S)
3.	Kindness	1.83	1.07	250	2.44	1.07	886	7.6 (S)
4.	Politeness	2.01	1.20	250	3.05	909	886	14.8(S)
5.	Discipline	2.79	1.04	250	3.68	.611	886	11.1(S)
6.	Firmness	2.49	1.13	250	3.38	.827	886	12.7(S)
7.	Impartiality/ fairness	2.29	1.29	250	3.28	1.09	886	12.3(S)

Professional values	Senior Police Officers (Descriptive statistics) M1	SD1	N1	SHOs (Descriptive statistics) M2	SD2	N2	t-value
8. Law abiding	2.42	1.08	250	3.36	.785	886	13.4(S)
9. Compassion	1.75	.99	250	2.31	1.09	886	9.3 (S)
10. Openness to ideas	1.83	1.10	250	2.65	1.03	886	11.7(S)
11. Spirit of enquiry	2.27	1.02	250	3.16	.822	886	12.7(S)
12. Inquisitiveness	2.15	1.06	250	2.94	.935	886	11.3(S)
13 .Respect for law	2.53	1.08	250	3.52	.694	886	14.1(S)
14. Honesty	2.02	1.34	250	3.52	.763	886	18.7(S)
15. Pride in appearence & uniform	2.57	1.07	250	3.30	.915	886	10.4(S)
16. Punctuality	2.39	1.14	250	3.46	.721	886	15.2(S)
17. Responsiveness	2.32	1.07	250	3.18	.845	886	12.3(S)
18. Sense of responsibility and accountability	2.49	1.10	250	3.48	.726	886	14.1(S)
19. Pride in service	2.44	1.13	250	3.18	.957	886	10.6(S)
20. Secular outlook	2.51	1.05	250	3.29	.889	886	11.1(S)
21. Truthful ness	2.09	1.21	250	2.68	.986	886	8.4 (S)
22. Service oriented	2.18	.96	250	2.60	.991	886	7.0 (S)
23. Regard for under privileged	1.97	1.12	250	2.72	1.02	886	10.7(S)
24. Respect for human rights	2.11	1.19	250	2.43	1.08	886	4.5 (S)
25. Patriotism	2.52	1.15	250	2.80	1.10	886	4.0 (S)
26. Concern for life and liberty of people	2.26	1.16	250	2.60	.999	886	4.8 (S)
27. Trust Worthiness	2.43	1.07	250	2.46	.974	886	0.4(NS)
28. Reliability	2.40	1.07	250	2.57	1.01	886	2.4(NS)
29. Morally and physically courageous	2.48	1.08	250	2.53	1.09	886	0.7(NS)
30. Thoughtfulness	2.06	1.02	250	2.59.	992	886	7.5(S)
31. Flexibility	2.15	.99	250	2.40	.974	886	4.2(S)

Professional values		Senior Police Officers (Descriptive statistics) M1	SD1	N1	SHOs (Descriptive statistics) M2	SD2	N2	t-value
32.	Initiative	2.28	1.11	250	2.56	1.03	886	4.0(S)
33.	Confidence	2.56	.97	250	2.58	.961	886	0.3(NS)
34.	Concentration	2.19	.94	250	2.57	1.00	886	6.3(S)
35.	Loyalty	2.52	.09	250	3.51	.722	886	33.0(S)

From Table 5.3.it is evident that no significant differences at .05 level of significance were found with regard to the following values in responses of Senior Police Officers and SHOs

* Trust worthiness (t-value : 0.4 NS)
* Moral and physical courage (t-value : 0.7 NS)
* Confidence (t-value : 0.3 NS)
* Reliability (t-value : 2.4 NS)

For other values the differences in the perception were found significant at .05 level of significance .The differences between the perceptions of Senior Police Officers and SHOs on values being exhibitted by SHOs may lead to lot of conflict in the organisation.

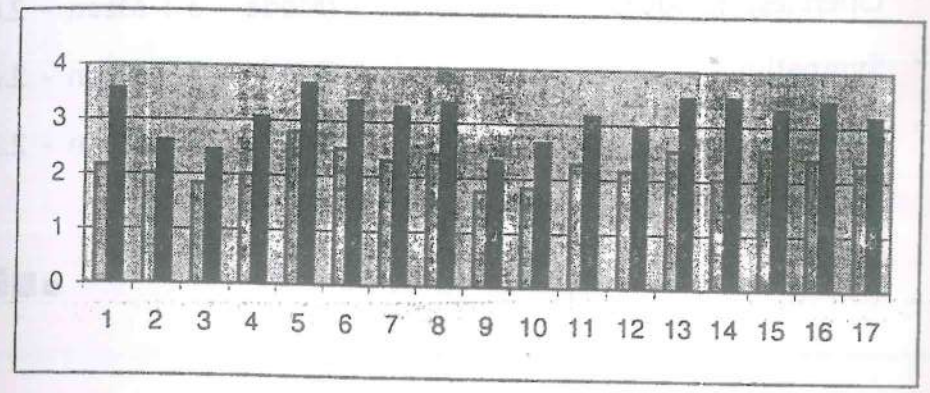
Since the self-perception is always higher than the reality,the training interventions should mainly focus on the value - areas as per the perceptions of Senior Police Officers.

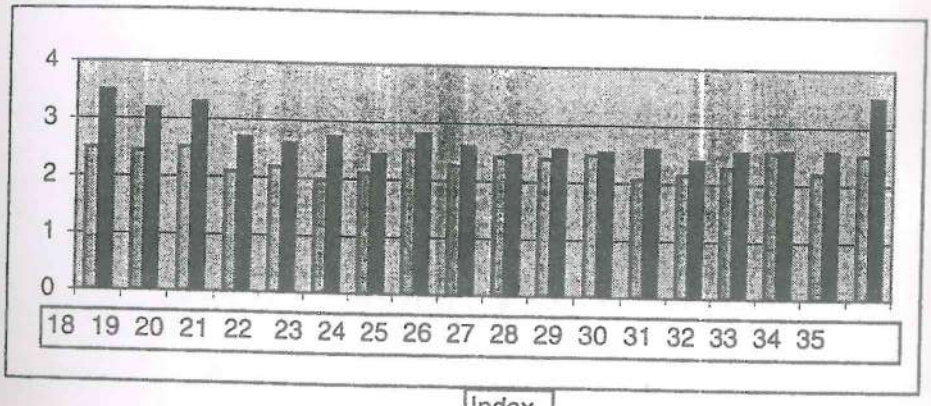
5.4. *Conclusion*

From above description, it is very clear that the training and non-training interventions will have to be found more on development of following values in SHOs:

* Responsiveness (Mode - 3 : Mean - 3.18)
* Spirit of Enquiry (Mode - 3 : Mean - 3.16)

COMPARISON OF RESPONSE OF SENIOR POLICE OFFICERS AND SHOS ON PROFESSIONAL VALUES IN SHOS





Index

Senior Police Officers Perception

Station House Officers Perception

1. Integrity
2. Sympathy
3. Kindness
4. Politeness
5. Discipline
6. Firmness
7. Impartiality/Fairness
8. Law Abiding
9. Compassion
10. Openness to ideas
11. Spirit of enquiry
12. Inquisitiveness
13. Respect for law
14. Honesty
15. Pride in appearance & uniform
16. Punctuality
17. Responsiveness
18. Sense of responsibility and accountability
19. Pride in service
20. Secular outlook
21. Truthfulness
22. Service oriented
23. Regard for under privileged
24. Respect for human rights
25. Patriotism
26. Concern for life and liberty of people
27. Trust worthiness
28. Reliability
29. Morally and physically courages
30. Thoughtfulness
31. Flexibility
32. Initiative
33. Confidence
34. Concentration
35. Loyalty

* Inquisitiveness (Mode - 3 : Mean - 2.94)
* Openness to ideas (Mode - 3 : Mean - 2.65)
* Sympathy (Mode - 3 : Mean - 2.60)
* Compassion (Mode - 3 : Mean - 2.31)

CHAPTER 6

PROFESSIONALISM IN SHOs : ASSESSMENT OF ATTITUDE

CHAPTER 6

PROFESSIONALISM IN SHOs ASSESSMENT OF ATTITUDES

In this chapter following aspects are being covered :

- Attitude of SHOs towards Police and Policing.
- Performance on various items of attitude scale
- Conclusion.

6.1. Attitude of SHOs towards Police and Policing

An attitude scale was constructed to assess the attitude of SHOs towards police, policing and the public being served by them. It consisted of 25 items.

It was administered on 886 randomly selected SHOs of our country. Attitude scores were derived and the statistical calculations were done .The results are presented in Table 6.1.

Table 6.1.

PERFORMANCE ON ATTITUDE SCALE

Sample	Descriptive Statistics		
886	Mean	-	32.340
	S.D	-	9.420
	Median	-	32
	Mode	-	28
	Variance	-	88.733
	Skewness	-	.065
	Kurtosis	-	0.757

The data was put on Normal Probability Curve (NPC) . Following results were obtained :

Table 6.1.1.

ATTITUDE OF SHOs

Score Range	Description	Frequency With %
1. 42-50	Very High	176 (19.9)
2. 32-41	High	288 (32.5)
3. 23-31	Moderate	276 (31.1)
4. 15-22	Low	121 (13.7)
5. 9-14	Very low	25 (2.8)
	Total	886

From Table 6.1.1. it is inferred that 19.9% of SHOs (out of 886) were found to have very high attitudes to police, policing and people who were being served by them. 32.5% SHOs were found to have 'High' attitudes. 31.1% has moderate level of attitude. 13.7% and 2.8% SHOs were found to have low and very low attitudes respectively.

The trend was found to be good. For training and non-training interventions item-wise analysis of attitudes will be extremely useful. However, 47.6% SHOs are required to be shaped for better attitudes towards their profession and the people who are being served by them.

6.2. Performance on Various Items of Attitude Scale

Attitude scale consists of 25 items. These items measure the attitude of SHOs towards Police in general and Policing practices

in particular . The attitude scale consists of 11 items of positive polarity and 14 items of negative polarity. The scale adopted was -

For Positive Polarity Items			For Negative Polarity Items		
2	-	Agree	0	-	Agree
1	-	Undecided	1	-	Undecided
0	-	Disagree	2	-	Disagree

The data obtained from 886 SHOs from various parts of our country was fed into the SPSS Package for analysis. The findings are presented in Table 6.2.

Table 6.2.

ITEM-WISE RESPONSE ON ATTITUDE SCALE

Statement	Scale			Chi-square (significance at .05 level)
	Agree	Undecided	Disagree	
1. My job provides me opportunities to serve people(+)	369 (42.3)	488 (56.0)	15 (1.7)	842.651 (d.f=2) (S)
2. Legal procedures and formalities should be complied both in letter and spirit by police.(+)	362 (41.6)	463 (53.1)	46 (5.3)	326.000 (d.f=2) (S)
3. In hostile situations the police is justified in adopting extra legal methods.(-)	309 (35.6)	414 (47.7)	145 (16.7)	455.899 (d.f=2) (S)
4. Police do very dangerous work for low wages, hence it is proper to take any extra rewards/gifts the public want to give them (-)	233 (26.9)	308 (35.3)	329 (37.8)	308.725 (d.f=2) (S)
5. Disrespect for police authority, even if there is no violation of law is a serious matter and should always be punished with an arrest or the use of force (-)	271 (31.4)	346 (40.0)	247 (28.6)	18.521 (d.f=2) (S)
6. I love my job and wish to continue in police department (+)	344 (39.4)	483 (55.3)	46 (5.3)	342.605(d.f=2) (S)

Statement	Scale			Chi-square (significance at .05 level)
	Agree	Undecided	Disagree	
7. Due process is only a means of protecting criminals at the expense of the law abiding and should be ignored whenever it is safe to do so.(-)	273 (31.8)	362 (42.0)	226 (26.2)	3.247 (d.f-2)
8. Any violation of Human Rights by police personnel should not be neglected by the senior officers.(+)	321 (36.7)	430 (49.2)	123 (14.1)	166.286 (d.f-2)
9. I am against any kind of gifts or favour from anyone(+)	326 (37.3)	466 (53.3)	82 (9.4)	259.259 (d.f-2)
10. Decisions about whether to enforce the law, in any but for the most serious cases, should be guided by what it says and who the suspect is (-)	289 (34.4)	385 (45.8)	167 (19.8)	85.165 (d.f-2)
11. Policing is a thankless job and there is no job satis-faction.(-)	254 (29.4)	354 (40.9)	257 (29.7)	22.449 (d.f-2)
12. Scientific methods should be adopted for better crime investigation.(+)	337 (38.9)	504 (58.1)	26 (3.0)	407.260(d.f-2)
13. The paramount duty of all police officers is to protect fellow policemen at all costs, even though you may have to risk your own career or your own life to do it. (-)	297 (34.3)	400 (46.2)	169 (19.5)	92.788 (d.f-2)
14. My response time to a call or report depends on the nature of the call, the status of the person who reports as well as its importance to me.(-)	212 (24.9)	360 (41.9)	285 (33.2)	332.027(d.f-3)
15. Police excesses should be liable for legal scrutiny. (+)	363 (42.1)	405 (47.0)	94 (10.9)	98.197(d.f-2)

Statement	Scale			Chi-square (significance at .05 level)
	Agree	Undecided	Disagree	
16. Police officers should never hesitate to use physical or deadly force against people who "deserve it" or where it can be an effective way of solving a crime.(-)	421 (48.6)	287 (33.2)	158 (18.2)	119.822(d.f-2)
17. If my colleagues routinely break rules, make a mistake takes small bribes or get into other kinds of trouble, I should not tell my superiors and should do everything to protect them. (-)	270 (31.3)	193 (22.4)	400 (46.3)	76.104 (d.f-2)
18. Violations of due process cannot be admitted in court, so perjury (in the few cases but ultimately go to trial) is necessary and proper.(-)	332 (39.2)	302 (35.6)	214 (25.2)	26.613 (d.f-2)
19. Third degree methods are suitable for police as there is no time or resources available for applying scientific methods of investigation.(-)	210 (24.3)	241 (27.9)	414 (47.3)	83.822 (d.f-2)
20. Complaints against police are always motivated by media or other vested interest.(-)	255 (29.4)	298 (34.4)	314 (36.2)	6.443 (d.f-2)
21. There can be no excuse for bad behaviour with the public whatever the provocation.(+)	375 (43.2)	353 (40.7)	140 (16.1)	116.449(d.f-2)
22. Lying and deception are essential part of the police job and, even perjury should be used if it is necessary to protect myself or get a conviction as a criminal. (-)	268 (31.2)	255 (29.7)	335 (39.1)	12.888 (d.f-2)
23. Police will be respected if they respect the poorest man and the frailest woman.(+)	436 (50.3)	372 (42.9)	59 (6.8)	281.654(d.f-2)

Statement	Scale			Chi-square (significance at .05 level)
	Agree	Undecided	Disagree	
24. A good co-ordination with Magistracy and Judiciary is the key to good policing.(+)	421 (48.7)	371 (42.9)	73 (8.4)	245.558(d.f-2)
25. I would like to see my children also join the Police Department.(+)	272 (31.4)	275 (31.8)	318 (36.8)	4.594 (d.f-2)

From Table 6.1., following inferences can be drawn :

1) 42.3% of respondents (SHOs) agreed that their job provided opportunity to serve the people, whereas 56% of them were undecided 1.7% of them disagreed with the statement that their job provided opportunity to serve the people. The Chi-square value 842. 651 (d.f-3) communicates that the SHOs were found to be undecided (neither agree nor disagree) on whether job provides them opportunities to serve people . In 57.7% SHOs this attitude is to be developed.

2) Only 41.6% of SHOs agreed that legal procedures and formalities should be complied both in letter and spirit by police. Whereas 53.1% of them were undecided and 5.3% disagreed with the statement. The Chi-square value 326.000 at df= 3 communicates that SHOs were found to have undecided response (neither agree nor disagree) on this statement. Thus in 58.4% SHOs the positive attitude - 'Legal procedures and formalities should be complied both in letter and spirit by police' was found lacking

3) 35.6% of SHOs agreed that in hostile situations the police is justified in adopting extra legal methods. Whereas 16.7% of them disagreed with the statement. 47.7% were found to be undecided The Chi-square value was 455.899 .The response of this negative po-

larity item communicates that the SHOs are to be educated to a great extent not to adopt extra legal methods even in hostile situation.

4) 26.9% of SHOs agreed that police do very dangerous work for low wages, hence it is proper to take any extra rewards/gifts the public want to given them, whereas 35.3% were undecided and 37.8% disagreed with the statement. The Chi-square value 308.725 communicates that SHOs were found to have undecided response on this issue significantly at .05 level of significance.

5) 31.4% of SHOs agreed that disrespect for police authority, even if there is no violation of law is a serious matter and should always be punished with an arrest or the use of force. Whereas 40% of them were undecided and 28.6% disagreed with the statement. The Chi-square value 18.521 indicates that the SHOs were found to have undecided response on this issue. Thus 68.6% of SHOs perceived that arrogance is not an undesirable trait which indicates the need for more efforts to sensitise them in this respect.

6) 39.4% of SHOs agreed that they love their job and wish to continue in police department. Whereas 55.3% of them were undecided and 5.3% disagreed with the statement. The Chi-square value 342.605 was found to be significant at .05 level of significance for d.f.=3. The causes of frustration in 60.6% SHOs is to be ascertained by top management for remedial measures so that SHOs may start liking their jobs .

7) 31.8 % SHOs agreed that due process is only a means of protecting criminals at the expense of the law abiding and should be ignored whenever it is safe to do so. Whereas 42% of them were undecided and 26.2% disagreed with the statement. The Chi-square value 33.247 was found to be significant .05 level of significance for d.f.=3. Thus 73.8% of SHOs are found to be lacking in having a positive respect for due process of law.

8) 36.7% of SHOs agreed that an violation of Human Rights by police personnel should not be neglected by senior officers. Whereas 49.2% of them undecided and 14.1% disagreed with the statement. The Chi-square value 166.286 indicates that the SHOs were found to have undecided response. It should be a message from the top management to the SHOs that the violation of Human Rights by police personnel will not be neglected by Senior Police Officers.

9) 37.3% of SHOs agreed that they were against accepting any kind of gifts or favour from anyone. Whereas 53.3% of them were found to be undecided and 9.4% disagreed with the statement. The Chi-square value 259.259 communicates that the SHOs were found to have undecided response on this issue. This shows that 62.7% of SHOs were unconvinced about the value of integrity in their professional dealings which is not a desirable attitude.

10) 34.4% of SHOs agreed that the decisions about whether to enforce the law, in any but for the most serious cases, should be guided by what it says and who the suspect is. Whereas 45.8% of them were undecided and 19.8% disagreed with the statement. The Chi-square value 85.165 communicates that SHOs were found to be undecided on this issue. This indicates that as many as 80.2% of the SHOs are not convinced in their belief for the dictum "Be you ever so high, the law is always above you".

11) 29.4% of SHOs agreed that policing is a thankless job and there is not job satisfaction, whereas 40.9% of them were undecided and 29.7% disagreed with the statement. The Chi-square value 22.449 was found to be significant at .05 level of significance for df=3. 70.3.% SHOs were found to have negative attitude to policing and they did not derive job satisfaction.

12) 38.9% of SHOs agreed that scientific methods should be adopted for better crime investigation. Whereas 58.1% of them

were undecided and 3% disagreed with the statement. The Chi-square value 407.260 was found to be significant at .05 level of significance for df=3. Positive attitude for using scientific methods in police work are to be developed in 61.1% SHOs.

13) 34.3% of SHOs agreed that the paramount duty of all police officers is to protect fellow policemen at all costs, even though you may have to risk your own career or your own life to do it. Whereas 46.2% of them were undecided and 19.5% disagreed with the statement. The Chi-squre value 92.788 was found to be significant at .05 level of significance for d.f.=3. Thus 80.5% of SHOs believe that showing loyalty towards their colleagues is of utmost importance.

14) 24.9% of SHOs agreed that their response time to a call or report depends on the nature of the call, the status of the person who reports as well as its importance to them. Whereas 41.9% of them were undecided and 33.2% disagreed the statement.

15) 42.1% of SHOs agreed that police excesses should be liable for legal scrutiny, whereas 47% of them were undecided and 10.9% disagreed with the statement. The Chi-square value 198.197 for df=3 was found to be significant at .05 level of significance. A positive attitude of respect for law was given in this question and the fact that a majority of SHOs (57.9%) were either undecided or disagreed shows that there is an urgent need to sensitise them in this aspect.

16) 48.6% SHOs agreed that police officers should never hesitate to use physical or deadly force against people who deserve it or where it can be an effective way of solving a crime. Whereas 33.2% of them were undecided and18.2% disagreed with the statement.

17) 31.3% of SHOs agreed that if their colleagues routinely break rules, make a mistake, take small bribes or get into other kinds of trouble, they should not tell their superiors and should do everything to protect them. Whereas 22.4% of them were undecided and46.3% disagreed with the statement. The Chi-square value 76.104 was found to be significant at .05 level of significance for df=3 . Significantly the SHOs disagreed with the statement.

18) 39.2% of SHOs agreed that violations of due process cannot be admitted in court, so perjury (in the few cases that ultimately go to trial)is necessary and proper. 35.6% SHOs were undecided and 25.2% of them disagreed with the statement.

19) 24.3% of SHOs agreed that third degree methods are suitable for police as there is no time or resources available for applying scientific methods of investigation. Whereas 27.9% were undecided and47.8% disagreed with the statement.

20) 29.4% agreed that complaints against police are always motivated by media or other vested interest. Whereas 34.4% of them were undecided and36.2% disagreed with the statement.

21) 43.2% of SHOs agreed that there can be no excuse for bad behaviour with the public whatever the provocation, whereas 40.7% were undecided and 16.1% disagreed with the statement.

22) 31.2% of SHOs agreed that lying and deception are essential part of the police job and , even perjury should be used if it is necessary to protect myself or get a conviction as a "criminal". Whereas 29.7% of them undecided and 39.1% disagreed with the statement. Positive attitude in this regard is to be developed.

23) 50.3% of SHOs agreed that police will be respected if they respect the poorest man and the frailest women , whereas 42.9%

of SHOs were undecided and 6.8% of them disagreed with the statement.

24) 48.7% of SHOs agreed that a good co-ordination with Magistracy and judiciary is the key to good policing whereas 42.9% of them were undecided and 8.4% of them disagreed with the statement.

25) 31.4% of SHOs agreed that they would like to see their children also join the police department. Whereas 31.8% of them were undecided and 36.8% disagreed with the statement.

An analysis of the above data indicates that the 25 items in the questionnaire were designed to assess the attitude of the SHOs in respect of the following 4 main domains directly linked with their professionalism :

1) Attitude regarding Respect for law.
2) Attitude regarding Pride in Service / Job Satisfaction.
3) Attitude regarding Ethical Responsiveness.
4) Attitude regarding Improving Professionalism.

The attitude scale consisted of 11 items of positive polarity and 14 items of negative polarity which are presented in Table 6.3. below:

Table 6.3.

Attitude of SHOs	Positive	Negative
	(Item Nos.)	(Item Nos.)
I. Respect for law	2, 15	3,16,18
II. Police in service (Job satisfaction)	1,6,25	11
III. Ethical Responsiveness	8,9,21	4,5,7,10,13,17,22
IV. Improving professionalism	12,23,24	14,19,20

FIGURE (1) : MY JOB PROVIDES ME OPPORTUNITIES TO SERVE PEOPLE.

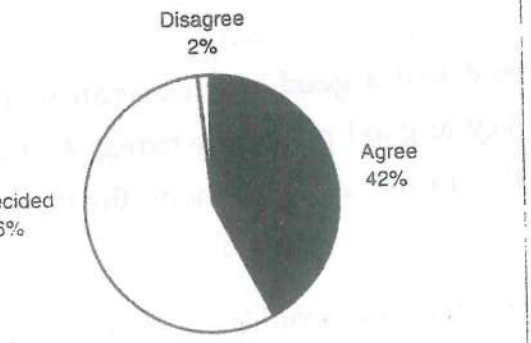


FIGURE (2) : LEGAL PROCEDURES AND FORMALITIES SHOULD BE COMPLIED BOTH IN LETTER AND SPIRIT BY POLICE.

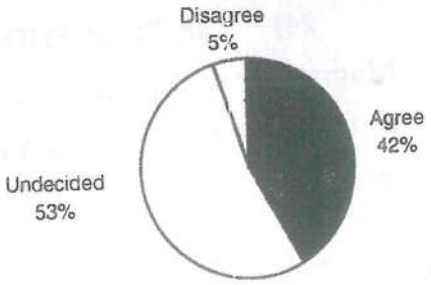


FIGURE (3) : IN HOSTILE SITUATIONS THE POLICE IS JUSTIFIED IN ADOPTING EXTRA LEGAL METHODS.

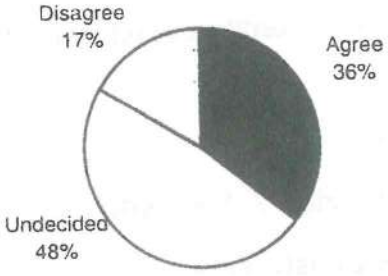


FIGURE (4) : POLICE DO VERY DANGEROUS WORK FOR LOW WAGES, HENCE IT IS PROPER TO TAKE ANY EXTRA REWARDS/GIFTS THE PUBLIC WANT TO GIVE THEM

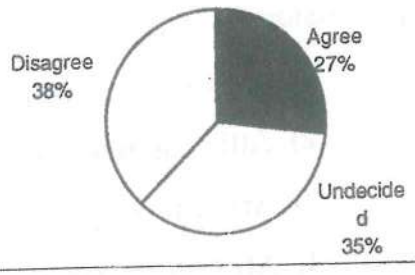


FIGURE (5) : DISRESPECT FOR POLICE AUTHORITY, EVEN IF THERE IS NO VIOLATION OF LAW IS A SERIOUS MATTER AND SHOULD ALWAYS BE PUNISHED WITH AN ARREST OR THE USE OF FORCE.

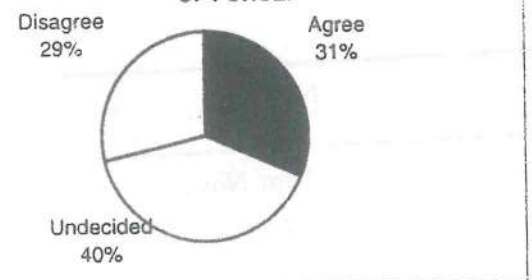


FIGURE (6) : I LOVE MY JOB AND WISH TO CONTINUE IN POLICE DEPARTMENT

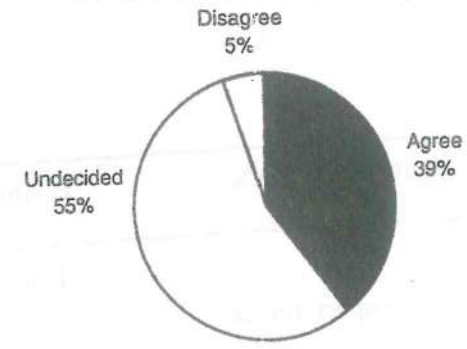


FIGURE (7) : DUE PROCESS IS ONLY A MEANS OF PROTECTING CRIMINALS AT THE EXPENSE OF THE LAW ABIDING AND SHOULD BE IGNORED WHENEVER IT IS SAFE TO DO SO.

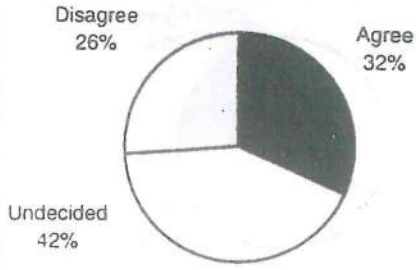


FIGURE (8) : ANY VIOLATION OF HUMAN RIGHTS BY POLICE PERSONNEL SHOULD NOT BE NEGLECTED BY THE SENIOR OFFICERS.

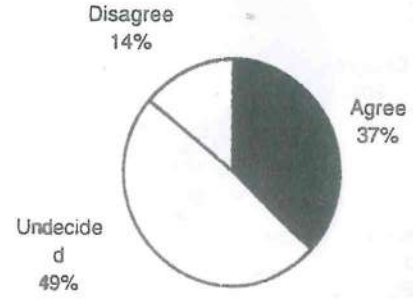


FIGURE (9) : I AM AGAINST ANY KIND OF GIFTS OR FAVOUR FROM ANYONE.

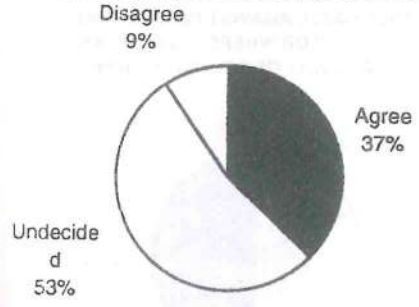


FIGURE (10) : DECISIONS ABOUT WHETHER TO ENFORCE THE LAW, IN ANY BUT FOR THE MOST SERIOUS CASES, SHOULD BE GUIDED BY WHAT IT SAYS AND WHO THE SUSPECT IS

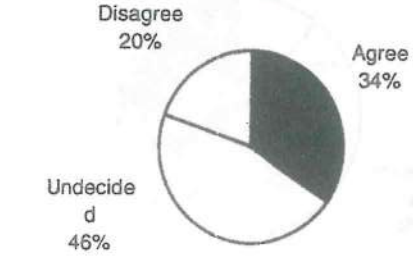


FIGURE (11) : POLICING IS A THANKLESS JOB AND THERE IS NO JOB SATISFACTION.

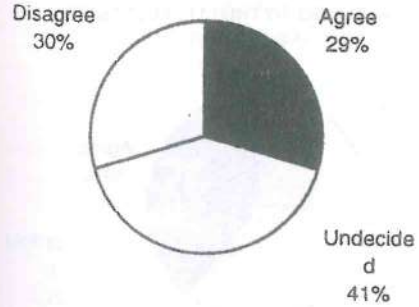


FIGURE (12) : SCIENTIFIC METHODS SHOULD BE ADOPTED FOR BETTER CRIME INVESTIGATION

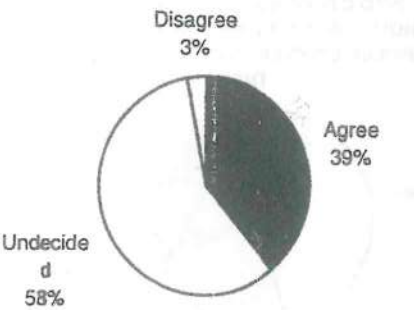


FIGURE (13) : THE PARAMOUNT DUTY OF ALL POLICE OFFICERS IS TO PROTECT FELLOW POLICEMEN AT ALL COSTS, EVENTHOUGH YOU MAY HAVE TO RISK YOUR OWN CAREER OR YOUR OWN LIFE TO DO IT.

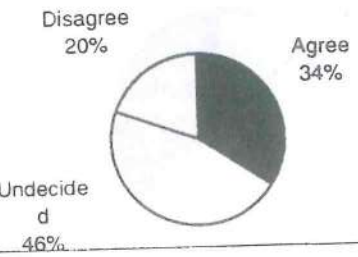


FIGURE (14) : MY RESPONSE TIME TO A CALL OR REPORT DEPENDS ON THE NATURE OF THE CALL, THE STATUS OF THE PERSON WHO REPORTS AS WELL AS ITS IMPORTANCE TO ME

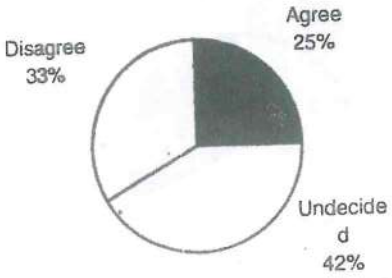


FIGURE (15) : POLICE EXCESSES SHOULD BE LIABLE FOR LEGAL SCRUTINY

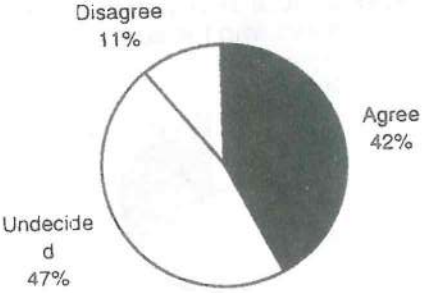


FIGURE (16) : POLICE OFFICERS SHOULD NEVER HESITATE TO USE PHYSICAL OR DEADLY FORCE AGAINST PEOPLE WHO "DESERVE IT" OR WHERE IT CAN BE AN EFFECTIVE WAY OF SOLVING A CRIME

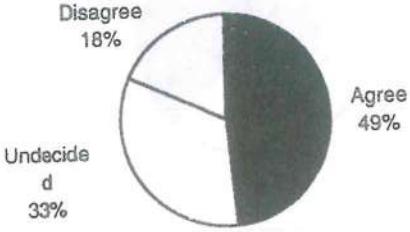


FIGURE (17) : IF MY COLLEAGUES ROUTINELY BREAK RULES, MAKE A MISTAKE TAKES SMALL BRIBES OR GET INTO OTHER KINDS OF TROUBLE, I SHOULD NOT TELL MY SUPERIORS AND SHOULD DO EVERYTHING TO PROTECT THEM

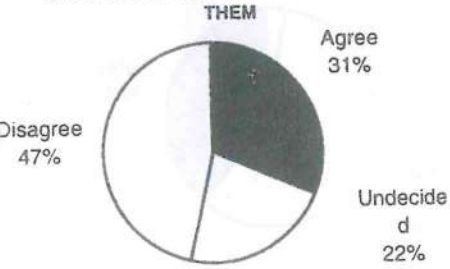


FIGURE (18) : VIOLATIONS OF DUE PROCESS CANNOT BE ADMITTED IN COURT, SO PERJURY (IN THE FEW CASES BUT ULTIMATELY GO TO TRIAL) IS NECESSARY AND PROPER

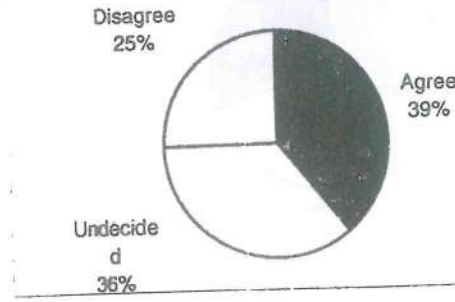


FIGURE (19) : THIRD DEGREE METHODS ARE SUITABLE FOR POLICE AS THERE IS NO TIME OR RESOURCES AVAILABLE FOR APPLYING SCIENTIFIC METHODS OF INVESTIGATION

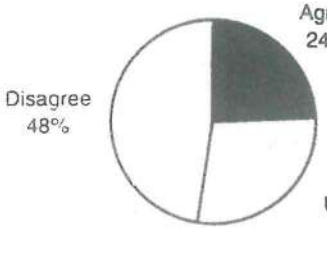


FIGURE (20) : COMPLAINTS AGAINST POLICE ARE ALWAYS MOTIVATED BY MEDIA OR OTHER VESTED INTEREST

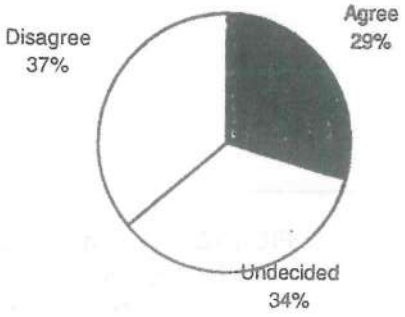


FIGURE (21) : THERE CAN BE NO EXCUSE FOR BAD BEHAVIOUR WITH THE PUBLIC WHATEVER THE PROVOCATION

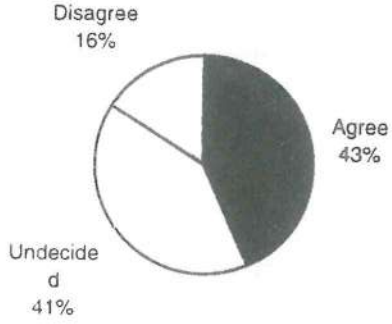


FIGURE (22) : LYING AND DECEPTION ARE ESSENTIAL PART OF THE POLICE JOB AND, EVEN PERJURY SHOULD BE USED IF IT IS NECESSARY TO PROTECT MYSELF OR GET A CONVICTION AS A CRIMINAL

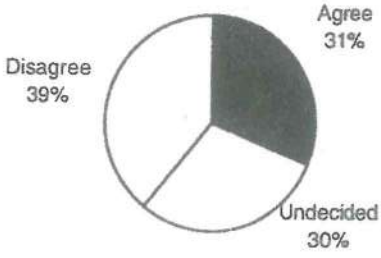


FIGURE (23) : POLICE WILL BE RESPECTED IF THEY RESPECT THE POOREST MAN AND THE FRAILEST WOMAN

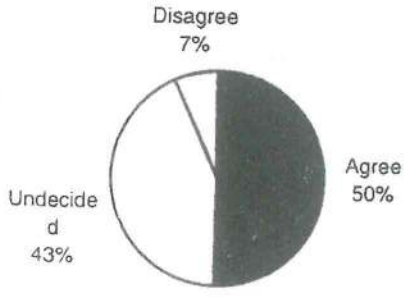


FIGURE (24) : A GOOD CO-ORDINATION WITH MAGISTRACY AND JUDICIARY IS THE KEY TO GOOD POLICING

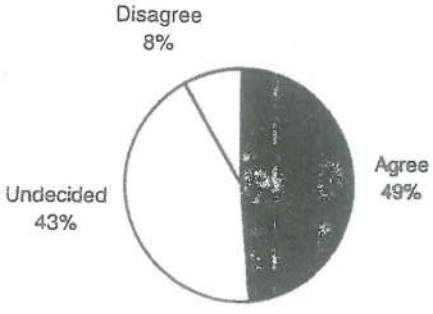


FIGURE (25) : I WOULD LIKE TO SEE MY CHILDREN ALSO JOIN THE POLICE DEPARTMENT

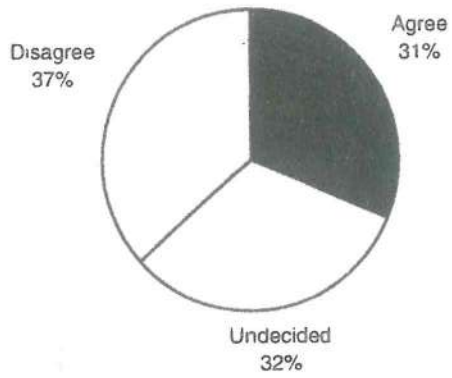


Table 6.4.
ITEM-WISE RESPONSE REGARDING 4 MAIN DOMAINS ON ATTITUDE SCALE

	Positive			Negative		
	Agree	Undecided	Disagree	Agree	Undecided	Disagree
I. Respect for Law						
(Item No. 2) --> 41.6 (Respect for law)		58.4		(Item No.3) --> 83.3 (Eschewing extra legal methods)		16.7
(Item No.15) -->42.1 (Legal Scrutiny)		57.9		(Item No.16) --> 81.8 (Illegal use of force)		18.2
				(Item No.18) --> 74.8 (Committing perjury)		25.2
II. Police in Service / Job satisfaction						
(Item No.1)-->42.3 (Service attitude)		57.7		(Item No.11) --> 29.4	40.9	29.7 (Lack of job satisfaction)
(Item No.6)-->39.4 (Love for job)		60.6				
(Item No. 25)-->31.4 (Pride in police)		68.6				
III. Ethical Responsiveness						
(Item No.8)-->36.7 (Respect for Human Rights)		63.3		(Item No.4) --> 62.2 (Rationalising dishonesty)		37.8
(Item No.9)-->37.3 (Integrity)		62.7		(Item No.5) --> 71.4 (Use of force for disrespect of a of police authority)		28.6
(Item No.21)-->43.2 (Good behaviour)		56.8		(Item No.7) --> 73.8 (Ignoring due process)		26.2

Positive			Negative		
Agree	Undecided	Disagree	Agree	Undecided	Disagree
			[_____]		
			(Item No.10) –>80.2		19.8
			(Discrimination in enforcement of law)		
			[_____]		
			(Item No.13) –>80.5		19.5
			(Loyalty at all costs)		
			[_____]		
			(Item No.17) –>53.7		46.3
			(Protecting undesirable colleagues)		
			[_____]		
			(Item No.22) –>60.9		39.1
			(Justifying lying, deception & perjury)		
IV. Improving professionalism					
[_____]			[_____]		
(Item No.12)–>38.9		61.1	(Item No.14)	66.8	33.2
(Scientific methods of investigation)			(Discrimination in response)		
[_____]			[_____]		
(Item No.23)–>50.3		49.7	(Item No.19)	52.2	47.8
(Respecting weaker sections)			(Justifying 3rd degree)		
[_____]			[_____]		
(Item No.24)–>48.7		51.3	(Item No.20)	63.8	36.2
(Good inter-agency coordination)			(Ignoring complaints against police)		

The following inferences can be drawn from Table 6.4. regarding attitude of SHOs in respect of the 4 main domains given in the attitude scale :

1) Respect for Law

There were 5 items indicative of the attitudinal responses of SHOs regarding their respect for law. It consisted of 2 items having positive attitude (Item Nos 2 and 15) and 3 items indicating negative attitudes (Item Nos. 3, 16 and 18). The responses were as follows:

a) Positive Attitudes :

i) Respect for Law : The SHOs were asked to state their views on the statement "Legal procedures and formalities should be complied both in letter and spirit by police ". Only 41.6% agreed to this positive statement whereas 58.4% were not convinced. The fact that a majority of SHOS (53%) were undecided in their response to this attitude indicates that necessary remedial measures will have to be taken to inculcate this attitude in SHOs.

This attitude was further measured by another statement, "Police excesses should be liable for legal scrutiny". Again only 42.1% agreed and the remaining 57.9% were not convinced in their response to this attitude. A large number (47.0% were undecided which indicates that respect for law and legal processes needs to be developed in SHOS.

b) Negative Attitudes

i) Using extra legal methods : The SHOs were given the statement "In hostile situations the police is justified in adopting extra legal methods" Only 16.7% disagreed while the remaining 83.3% differed. The fact that as many as 35.6% agreed and 47.7% were undecided is indication of the need to create more awareness regarding human rights issues among the cutting - edge levels in our police.

ii) Illegal use of force : One of the characteristic features of the public sub-culture is the belief that use of force in the most effective method of solving crime or proving one's 'authority'. Accordingly the SHOs were given the statement "Police Officers should never hesitate to use physical or deadly force against people who 'deserve it' or where it can be an effective way of solving a crime ". Only 18.2% of SHOs disagreed and the remaining 81.8% either agreed

(48.6%) or were undecided (33.2%). This indicates that an overwhelming majority of the SHOs are not averse to using force illegally.

iii) Committing Perjury : Only one-fourth of the SHOS disagreed with the statement that "Violations of due process can not be admitted in court, so perjury (in the few cases that ultimately go to trial) is necessary and proper". The fact that the remaining 74.8% did not outrightly think that committing perjury was wrong indicates that the need to develop a healthy respect and commitment towards the due process of law in the SHOs.

2) Pride in service/ Job satisfaction

Four items were included in the attitude scale which were indicative of the motivational levels of SHOs in respect of their pride in service and job satisfaction. Of these 3 items were showing positive and 1 item was indicating negative attitude. The responses are described below :

a) Positive Attitudes :

i) Service attitude : Only 42.3% of SHOs agreed with the statement that "My job provides me opportunity to serve people " of the remaining 57.7%, as many as 56% were undecided. This indicates that service attitude needs to be inculcated in the SHOs.

ii) Love for job : Responding to the statement "I love my job and wish to continue in police department", only 39.4% of SHOs agreed while the remaining 60.6% did not positively agree. The fact that as many as 55.3% were undecided shows that motivational and hygiene factors will need to be attended to so that the SHOS inculcate an attitude of love for their job.

iii) Pride in police : More than one-third of the SHOs disagreed with the statement "I would like to see my children also join the police department " while only 31.4% agreed. The fact that more

than two-thirds of SHOs were either undecided or disagreed with this positive statement indicates that more efforts will have to be made to make the SHOs develop a sense of pride in their service leading to increased job satisfaction.

b) Negative attitude

Lack of job satisfaction : Less than one-third of SHOs disagreed with the statement "Policing is a thankless job and there is no job satisfaction". Nearly an equal number (29.4%) agreed with the negative attitude reflected in the statement and the remaining 40.9% of SHOs were undecided. This shows that more than 2/3rd of SHOs are not satisfied with their job.

In short, the survey has shown that a big majority of SHOs lack a service attitude and are not proud of their service. They also lack job satisfaction and love for their job. The police administrators, politicians and others will have to take serious notice of this lack of motivation and pride in SHOs and devise ways and means to strengthen the attitudes of pride in service and job satisfaction among the SHOs.

3) Ethical Responsiveness

Since ethical responsiveness forms the core of professionalism, the researchers have included as many as 10 items in the attitude scale which were indicative of ethical / behavioural attitudes among SHOs. Of these 3 items showed positive attitudes while the remaining 7 items indicated negative attitudes. The responses of SHOs are described below :

were undecided (35.3%) . The results obtained in the positive and negative statements on integrity are almost the same. As mentioned above, only 37.3% of SHOs agreed with the positive statement on integrity (item no.9) while almost an equal number disagreed with the negative statement on integrity (item no.4) . This again indicates that nearly two-thirds of SHOs have to develop a positive attitude of honesty and integrity.

ii) Use of force for disrespect of police authority : We have already seen (Item Nos. 3 and 16) that less than 20% of SHOs disagreed that police is justified in using extra legal methods in hostile situations or illegal force should be used against "people who deserve it" or to solve a crime. The response to the statement in item no 5 - "disrespect for police authority, even if there is no violation of law is a serious matter and should always be punished with an arrest on the use of force "- was not very dissimilar. Only 28.6% disagreed with this statement. This indicates that a large number of SHOs are not averse to using force or illegally arresting people who show disrespect for police "authority" . This is an area for bringing about an attitudinal change in SHOs.

iii) Ignoring due process : A little over one-fourth of SHOs (26.2%) disagreed with the statement "due process is only a means of protecting criminals at the expense of the law abiding and should be ignored whenever it is safe to do so". This again indicates the need to inculcate in the SHOs an attitude of respect for law and the due process.

iv) Discrimination in enforcement of law : As many as 80.2% of the SHOs either agreed or were undecided in their response to the statement "decisions about whether to enforce the law, in any but for the most serious cases should be guided by what the law says and who the suspect is ". This is indication of the need inculcating

an attitide for unbiased and non-discriminatory enforcement of law in the SHOs.

v) Protecting wrongdoers in police : Only 46.3% of SHOs disagreed with the statement that "if my colleagues routinely break rules, make a mistake take small bribes or get into other kinds of trouble, I should not tell my superiors and should do everything to protect them". The remaining 53.7% either agreed (31.3%) or were undecided (22.4%). On comparing this attitude with the statement in item no 13, we find that as many as 80.5% of SHOs either agreed or were undecided in their response to the statement "The prominent duty of all police officers is to protect fellow policemen at all costs, even though you may have to risk your own career or your own life to do it". This indicates an attitude of fierce loyalty to colleagues, even going to the extent of hiding the truth from superior officers or risking one's career/life.

vi) Justifying, lying, deception and perjury : only 39.1% disagreed with the statement that "lying and deception are essential part of the police job and , even perjury should be used if it is necessary to protect myself or get a conviction". It indicates that truthfulness is not considered to be desirable attitude by a large number of SHOs.

In short, it is evident that an attitude of ethical responsiveness, honesty, truthfulness, respect for human rights and law, unbiased and good behaviour with the public needs to be developed in the SHOS.

4) Improving Professionalism :

The attitude scale included 6 items which were directly related to the attitude of SHOs regarding their professionalism and their response to the expectations of the society especially the under privileged sections. 3 items were relating to positive attitudes while the

remaining 3 showed negative attitudes. The responses of SHOs are given below :-

a) Positive Attitudes :-

i) Scientific methods of investigation : While responding to the statement "Scientific methods should be adopted for better crime investigations", only 38.9% expressed their agreement and as many as 58.1% were undecided. This indicates that the majority of SHOs are not convinced regarding the use of scientific methods for improved crime investigation. This is an area which requires an attitudinal change.

ii) Respect for weaker sections : A little over half of SHOs (50.3%) agreed with the statement "Police will be respected if they respect the poorest man and the frailest woman". The remaining 49.7% of SHOs, 6.8% disagreed and 42.9% were undecided. It is a good sign that majority of SHOs agreed with the statement but the attitude of respect for weaker sections needs to be inculcated in the SHOs who disagreed or were undecided.

iii) Good inter agency Co-ordination : Although significant of number of SHOs (48.7%) agreed with the statement "a good co- ordination with Magistracy and Judiciary is the key to good policing", a majority (51.3%) where either undecided (42.9%) or disagreed (8.4%) . This indicates that an attitude of having a healthy respect for other agencies in the criminal justice system and having good co-ordination with magistracy and judiciary needs to be inculcated in the SHOs.

b) Negative Attitudes :

i) Discrimination in response : ONly 1/3 (33.2%) of SHOs disagreed with the statement "My response time to call or report depends on the nature of the call, the status of the person who reports as well as his importance to me". Thus a large number of SHOs

appeared to be guided more by the nature of the call or the status of person before responding to any call rather than doing their job in a professional manner in accordance with the law.

ii) Justifying third degree : A little over half of SHOs (52.2%) showed agreement or were undecided in the response to the statement "third degree methods are suitable for police as there is no time or resources available for applying scientific methods of investigation". This response again under scores the need for greater sensitization among SHOs on Human Rights issues.

iii) Ignoring complaints against Police : A little over 1/3 (36.4%) of SHOs disagreed with the statement that "complaints against police are always motivated by media or other vested interest". The remaining 63.6% showed agreement or were undecided. This shows that a majority of SHOs are biased and have preconceived notions whenever the complaint against police personnel are received by them.

In short, the SHOs need to develop a more positive attitude in respect of :-

- Use of scientific methods of investigation to improve their professionalism.
- Respect for weaker sections.
- Improving co-ordination with other agencies of the criminal justice system.
- Not using third degree methods.
- Not being guided by status of person or nature of call while responding to call from public.
- Not being biased or partisan while attending to complaints against police.

6.3. *Conclusion*

The training interventions in attitudinal learning for SHOs should focus on the following :

- Attitude of respect for law and legal processes.
- Attitude not to use extra legal methods.
- Attitude not to use illegal force or commit perjury.
- Attitude to serve people
- Attitude of love for job and pride in service.
- Attitude of satisfaction from their job.
- Attitude of respect for human rights.
- Attitude of honesty and integrity.
- Attitude of good behaviour towards the public.
- Attitude of non-discrimination in law enforcement.
- Attitude not to justify lying, deception and perjury.
- Attitude to use scientific methods in investigation.
- Attitude not to justify third degree methods.
- Attitude not to ignore complaints against police.
- Attitude for better inter-agency coordination.
- Attitude of respect for weaker sections

■ ■ ■

CHAPTER 7

PROFESSIONAL HAZARDS FACED BY SHOs

CHAPTER 7

PROFESSIONAL HAZARDS FACED BY SHOS

In this chapter the following aspects are being covered :

- Response of the Senior Police Officers on professional hazards faced by SHOs.
- Response of SHOs on professional hazards faced by them.
- Differences in the responses of the Senior Police Officers and the SHOs on professional hazards.
- Conclusion.

7.1. *Response of the Senior Police Officers on Professional Hazards faced by SHOs.*

In order to have the views of Senior Police Officers on Professional hazards faced by SHOs, a checklist was constructed by the investigators. They were requested to check any 10 professional hazards affecting the SHOs in discharging their duties in the checklist. Table 7.1. presents responses of the Senior Police Officers.

Table 7.1.

PROFESSIONAL HAZARDS FACED BY SHOs - SENIOR POLICE OFFICERS VIEWS

Professional Hazards	No.of Senior Police Officers checked
1. Interference by politicians	217
2. High stress and strain	198

Professional Hazards	No.of Senior Police Officers checked
3. Threat of Transfer	177
4. Long working hours	171
5. Less attention to family life	160
6. Negative attitude of public	148
7. Lack of infrastructural facilities	140
8. Unrealistic expectations from public	111
9. Interference by 'Media'	100
10. Lack of Rest	98
11. Unethical behaviour of SHOs themselves	82
12. Health hazards due to overwork	81
13. Threat to life	79
14. Inadequate knowledge of laws/procedures	76
15. Poor pay	70
16. Corrupt superiors	69
17. Lack of recreation	68
18. Unrealistic deadlines set by courts	67
19. Overdominance of senior officers	63
20. Fear of suspension and dismissal from service	59
21. Lack of congenial atmosphere at work place	58
22. Groupism in subordinate staff	56
23. Casteism in subordinate staff	46
24. Arrogance and high handedness of superiors	44
25. Biased superiors	39
26. Incompetent superiors	28
27. Fear of imprisonment	21

It is evident from Table 7.1 that first ten professional hazards rated high by the senior police officers in SHOs were as under :

- Interference by politicians

- High stress and strain
- Threat of Transfer
- Long working hours
- Less attention to family life
- Negative attitude of public
- Lack of infrastructural facilities
- Unrealistic expectations from public
- Interference by 'Media'
- Lack of Rest

7.2. *Responses of the SHOs on the Professional Hazards Faced by them.*

A checklist having 27 listed professional hazards generally faced by Station House Officers was administered on SHOs. They were asked to check any 10 professional hazards faced by them . The accumulated response patterns is presented in Table 7.2.

Table 7.2.

RESPONSE BY STATION HOUSE OFFICERS PROFESSIONAL HAZARDS FACED BY THEM

Professional Hazards	Frequencies
1. Interference by politicians	726
2. Long working hours	635
3. High stress and strain	634
4. Less attention to family life	608
5. Negative attitude of Public	505
6. Threat of transfer	486
7. Lack of rest	463
8. Lack of infrastuructural facilities	451
9. Poor pay	404

nal Hazards	Frequencies
lth hazards due to overwork	391
: of recreation	340
ealistic expectations from public	322
rdominance of senior officers	320
rference by 'Media'	309
ealistic deadlines set by courts	281
eat to life	272
: of suspension and dismissal n service	242
rupt superiors	225
ed superiors	169
upism in subordinate staff	149
ogance and high handedness of eriors	134
k of congenial atmosphere at rk place	133
ompetent superiors	70
dequate knowledge of laws/ cedures	68
r of imprisonment	65
steism in subordinate staff	60
ethical behaviour of SHOs mselves	33

: is evident from Table 7.2. that the following 10 professional ls were being faced by SHOs as per their own perception.

- Interference by politicians.
- Long working hours.
- High stress and strain.
- Less attention to family life.
- Negative attitude of public.
- Threat of transfer.

- Lack of rest.
- Lack of infrastructural facilities.
- Poor pay.
- Health hazards due to overwork.

7.3. *Differences in the Responses of the Senior Police Officers and the SHOs.*

By utilizing the data presented in tables 7.1. & 7.2 the Rank order co-relation was calculated. It was found to be .9670. It is evident that the responses of the Senior Police Officers and the SHOs were very highly co-related so far as the professional hazards faced by SHOs were concerned. Senior Police Officers and SHOs were found to be not significantly differing in their perceptions on the professional hazards. First five highly rated professional hazards were :

- Interference by the Politicians.
- High stress and strain.
- Long working hours.
- Negative attitude of public .
- Threat of transfer.

7.4. *Conclusion*

Training and Organisation Interventions will have to evolved in police to check the following intense professional hazards faced by SHOs while discharging their duties :

- Interference by politicians.
- Long working hours.
- High stress and strain.
- Less attention to family life.

Negative attitude of public.

Threat of transfer.

Lack of rest.

Lack of infrastructural facilities.

Poor pay.

ve cited professional hazards will induce higher levels of
them affecting their professionalism to a great extent.

CHAPTER 8

IMPROVING PROFESSIONALISM IN SHOs - RESPONSE OF SENIOR POLICE OFFICERS AND SHOs

CHAPTER 8

IMPROVING PROFESSIONALISM IN SHOS - RESPONSE OF SENIOR POLICE OFFICERS AND SHOS

In this chapter the following aspects are being covered :

- Senior Police Officers views on improving professionalism in SHOs.
- SHOs views on improving their own professionalism.
- Comparison of the Responses of the Senior Police Officers and the SHOs.
- Summary.

Descriptions on each above-cited points are given below:

8.1. *Senior Police Officers Views on Improving Professionalism in SHOs*

An opinionnaire on improving professionalism in SHOs was administered on 250 Senior Police Officers of our country to elicit their views on improving professionalism. 35 possible strategies on a 4 point scale were presented to the respondents. The 4 point scale was :

3 - To a great extent

2 - To a considerable extent

1 - To some extent

0 - Not at all

The results are presented in Table 8.1.

Table 8.1.

IMPROVING PROFESSIONALISM IN SHOs- RESPONSE BY SENIOR POLICE OFFICERS

ıres/Strategies ıproving sionalism	To a great extent 3	To a considerable extent 2	To some extent 1	Not at all 0	Mean	Mode	S.D.
periors as Role odels	147 (59.8)	77 (30.9)	21 (8.5)	5 (.8)	2.50	3	.696
ovision of Scienti- aids for investi- tion	117 (46.8)	116 (46.4)	17 (6.8)	-	2.40	3	.614
ose Supervision	112 (44.8)	111 (44.4)	24 (9.6)	3 1.2)	2.33	3	.683
equent Inspections	62 (24.8)	125 (50.0)	59 (23.6)	4 (1.6)	1.98	2	.744
ertainity of puni- ing of Erring olicemen	92 (36.8)	105 (42.0)	53 (21.2)	-	2.15	2	.748
nproving Mecha- sms for Welfare nd Grievance Handling.	110 (44.0)	111 (44.4)	29 (11.6)	-	2.32	2	.673
roviding adequate frastructural cilities at olice stations	157 (62.8)	81 (32.4)	12 (4.8)	-	2.58	3	.590
ationalising the ork load of SHOs	124 (49.6)	99 (39.6)	26 (10.4)	1 (.4)	2.38	3	.686
ontinuous in-service aining	90 (36.5)	118 (47.0)	40 (15.7)	2 (.8)	2.19	2	.728
nsuring sensitivity o professional alues	67 (27.6)	145 (57.2)	35 (14.0)	3 (1.2)	2.12	2	.690
Training in Thana Records Management	74 (29.6)	125 (50.0)	45 (18.0)	6 (2.4)	2.07	2	.765
Attractive Rewards Scheme	87 (34.8)	120 (48.0)	39 (15.6)	4 (1.6)	2.16	2	.738
Providing social Security to SHOs	76 (30.4)	117 (47.2)	48 (19.2)	8 (3.2)	2.04	2	.792
Providing adequate manpower at police stations	127 (50.8)	100 (40.0)	22 (8.8)	1 (.4)	2.41	3	.673
Continuous dissemi- nation of profess- ion related knowledge and information	87 (34.8)	134 (53.6)	27 (10.8)	2 (.8)	2.22	2	.671
Career progression to be linked with training	87 (34.8)	125 (50.0)	33 (13.2)	5 (2.0)	2.17	2	.729

Measures/Strategies for improving professionalism	To a great extent 3	To a considerable extent 2	To some extent 1	Not at all 0	Mean	Mode	S.D.
17. Increasing use of computers with technical aids	63 (25.2)	127 (50.8)	58 (23.2)	2 (.8)	2.00	2	.718
18. Encouraging initiative and creativity in SHOs	85 (34.0)	134 (53.6)	31 (12.4)	-	2.21	2	.646
19. Conducting stress Management Programmes for SHOs (Yoga,Meditation etc)	45 (18.0)	138 (56.0)	64 (26.0)	-	1.89	2	.699
20. Improving community support in policing	102 (40.6)	104 (41.6)	44 (17.6)	-	2.23	2	.728
21. Motivating informal communication among superiors and sub-ordinates	85 (34.0)	118 (47.2)	46 (18.4)	1 (.4)	2.14	2	.721
22. Training in Human Relations Skills	62 (24.8)	131 (52.4)	57 (22.8)	-	2.02	2	.690
23. Emphasis on team building	78 (31.2)	133 (53.2)	38 (15.2)	1 (.4)	2.15	2	.679
24. Career Planning and guidance	65 (26.0)	131 (52.4)	51 (20.4)	3 (1.2)	2.02	2	.718
25. Realistic Performance Appraisal and Counselling of SHO and Subordinates	88 (35.2)	125 (50.0)	37 (14.8)	-	2.20	2	.680
26. Ensuring fixed tenure with high level of accountability	146 (58.4)	85 (34.0)	18 (7.2)	1 (.4)	2.50	3	.647
27. Providing adequate budget and financial support for day to day activities	133 (53.2)	83 (33.2)	32 (12.8)	2 (.8)	2.38	3	.737
28. Providing more recreational facilities	58 (23.3)	142 (56.6)	48 (19.3)	2 (.8)	2.02	2	.678
29. Ensuring high levels of Morale and disclipline	117 (46.8)	113 (45.2)	19 (7.6)	1 (.4)	2.38	3	.646
30. Seperating investigational of law and order at police station	106 (42.4)	90 (36.0)	41 (16.4)	13 (5.2)	2.15	3	.880
31. Strict enforcement of ethical codes and behaviour	75 (30.0)	118 (47.2)	54 (21.6)	3 (1.2)	2.06	2	.750

Measures/Strategies for improving professionalism	To a great extent 3	To a considerable extent 2	To some extent 1	Not at all 0	Mean	Mode	S.D.
2. Non-interference in day to day work by politicans and their extra-departmental functionaries	111 (44.4)	106 (42.4)	30 (12.0)	3 (1.2)	2.29	3	.724
3. Changing archonic laws/procedures	80 (32.0)	119 (47.6)	47 (8.8)	4 (1.6)	2.10	2	.754
4. Improving salary, allowances and status	104 (41.6)	116 (46.4)	27 (10.8)	3 (1.2)	2.28	2	.702
5. Continous research to identify problem areas and ensuring prompt remedial measures	108 (43.2)	107 (42.8)	30 (12.0)	5 (2.0)	2.27	3	.749

From Table 8.1 it is evident that the Senior Police Officers suggested the following strategies for improving the professionalism in SHOs **to a great extent.** (Modal response - 3)

- Providing adequate infrastructural facilities at Police Station
- Superiors as Role Models
- Ensuring fixed tenure with high level of accountability
- Providing adequate budget and financial support for day to day activities
- Providing adequate manpower at police stations
- Rationalising the work load of SHOs
- Ensuring high levels of Morale and discipline
- Close Supervision
- Non-interference in day to day work by politicians and their extra-departmental functionaries
- Continuous research to identify problem areas and ensuring prompt remedial measures

- Seperating investigational of law and order at police station

They were of the opinion that professionalism in SHOs can be improved **to a considerable extent** by the following measures or strategies.

- Ensuring sensitivity to professional values.
- Providing more recreational facilities.
- Conducting stress management programmes for SHOs (Yoga, Meditation etc.).
- Encouraging initiative and creativity in SHOs.
- Continuous dissemination of profession related knowledge and information.
- Emphasis on team building.
- Career planning and guidance
- Training in Human Relations Skills
- Frequent Inspections
- Training in Thana Records Management
- Realistic performance appraisal and counselling of SHOs and subordinates
- Attractive Rewards Scheme
- Changing archanic laws/procedures
- Strict enforcement of ethical codes and behaviour
- Continuous in-service training
- Improving salary, allowances and status

8.2. SHOs Views on Improving their own Professionalism

An opinionnaire enlisting 35 measures / strategies to develop professionalism in SHOs was administered on 886 SHOs of various

es of our country. The responses of the SHOs on improving their n professionalism is presented in Table 8.2.

Table 8.2.

MPROVING PROFESSIONALISM IN SHOS RESPONSE BY STATION HOUSE OFFICERS

ures/Strategies rofessionalism	To a great extent 3	To a considerable extent 2	To some extent 1	Not at all 0	Mean	Mode	S.D.
periors as Role odels	345 (40.7)	327 (38.7)	139 (16.5)	35 (4.1)	2.21	2	.922
ovisionofScienti aids for investi tion	359 (44.5)	307 (36.3)	122 (14.4)	40 (4.7)	2.22	3	.890
ose Supervision	297 (35.0)	382 (45.0)	150 (17.7)	20 (2.4)	2.14	2	.818
equent Inspections	209 (24.5)	380 (44.7)	214 (25.2)	47 (5.5)	1.90	2	.894
rtainity of puni- ng of Erring licemen	400 (46.8)	236 (27.6)	184 (21.5)	35 (4.1)	2.35	3	1.13
proving Mechanisms Welfare and ievance Handling.	490 (56.9)	280 (32.6)	82 (9.5)	8 (1.0)	2.63	3	.918
oviding adequate rastructural ilities at Police station	611 (71.0)	202 (23.5)	39 (4.5)	8 (1.0)	2.76	3	.757
ionalising the rk load of SHOs	499 (58.2)	299 (34.8)	51 (6.0)	7 (1.0)	2.62	3	.796
ntinous in-service ning	476 (49.7)	261 (27.3)	193 (20.2)	27 (2.8)	2.28	2	1.05
suring sensitivity professional ues	416 (49.2)	291 (34.5)	125 (14.8)	12 (1.5)	2.49	2	.987
ining in Thana ords Management	432 (60.5)	268 (31.3)	144 (16.8)	12 (1.4)	2.45	3	.984
ractive Rewards eme	524 (61.2)	255 (29.8)	69 (8.1)	8 (0.9)	2.68	3	.880
viding social urity to SHOs	443 (52.2)	251 (29.6)	110 (13.0)	44 (5.2)	2.37	3	.997

Measures/Strategies for Professionalism	To a great extent 3	To a considerable extent 2	To some extent 1	Not at all 0	Mean	Mode	S.D.
14. Providing adequate manpower at police stations	619 (72.3)	198 (23.1)	35 (4.1)	4 (.5)	2.81	3	.730
15. Continous dissemination of profession related knowledge and information	425 (49.5)	329 (38.3)	94 (11.0)	10 (1.2)	2.47	2	.879
16. Careerprogression to be linked with training	192 (22.1)	414 (47.7)	234 (27.0)	28 (3.2)	1.88	2	.782
17. Increasing use of computers with technical aids	314 (36.2)	402 (46.3)	132 (15.2)	20 (2.3)	2.16	2	.765
18. Encouraging initiative and creativity in SHOs	368 (34.0)	387 (53.6)	99 (12.4)	10	2.29	2	.707
19. Conducting stress Management Programmes for SHOs (Yoga,Meditation etc)	212 (24.5)	392 (45.3)	237 (27.4)	25 (2.9)	1.91	2	.792
20. Improving community support in policing	238 (27.5)	382 (44.3)	210 (24.3)	34 (3.9)	1.95	2	.821
21. Motivating informal communication among superiors and subordinates	319 (36.8)	387 (44.6)	143 (16.5)	18 (2.1)	2.16	2	.770
22. Training in Human Relations Skills	337 (38.9)	348 (40.1)	174 (20.1)	8 (.9)	2.16	2	.773
23. Emphasis on team building	280 (32.5)	385 (44.7)	170 (19.7)	26 (3.0)	2.06	2	.799
24. Career Planning and guidance	215 (25.2)	383 (45.0)	235 (27.6)	19 (2.2)	1.93	2	.784
25. Realistic Performance Appraisal and Counselling of SHO and Subordinates	214 (25.2)	446 (52.5)	176 (20.8)	13 (1.5)	2.01	2	.722
26. Ensuring fixed tenure with high level of account-ability	301 (35.1)	379 (44.3)	158 (18.4)	19 (2.2)	2.13	2	.780
27. Providing adequate budget and financial support for day to day activities	386 (44.7)	351 (40.7)	109 (12.6)	17 (2.0)	2.28	3	.760
28. Providing more reorientation facilities	228 (33.4)	410 (47.6)	149 (17.3)	14 (1.6)	2.12	2	.746
29. Ensuring high levels of Morale and disclipline	448 (52.6)	310 (36.4)	90 (10.6)	4 (.4)	2.40	3	.696

Measures/Strategies for Professionalism	To a great extent 3	To a considerable extent 2	To some extent 1	Not at all 0	Mean	Mode	S.D.
30. Seperating investigational of law and order at police station	322 (37.7)	365 (42.8)	143 (16.8)	23 (2.7)	2.15	2	.794
31. Strict enforcement of ethical codes and behaviour	260 (30.2)	379 (44.0)	194 (22.5)	28 (3.3)	2.01	2	.810
32. Noninterference in day to day work by politicians and their extra-departmental functionaries	437 (50.7)	285 (33.1)	105 (12.2)	35 (4.1)	2.31	3	.835
33. Changing archanic laws/procedures	281 (32.6)	411 (47.7)	144 (16.7)	26 (3.0)	2.10	2	.780
34. Improving salary, allowance and status	418 (48.7)	306 (35.7)	115 (13.4)	19 (2.2)	2.32	3	.776
35. Continous research to identify problem areas and ensuring prompt remedial measures	329 (38.1)	385 (44.6)	138 (16.0)	11 (1.3)	2.27	3	.741

From Table 8.2 it is evident that the professionalism according to the SHOs may be developed in them **to a great extent** (Modal Response -3) by adopting the following measures / strategies.

- Providing adequate manpower at police stations
- Providing adequate infrastructural facilities at police station
- Attractive Rewards Scheme
- Rationalising the work load of SHOs
- Improving mechanisms for welfare and grievance handling
- Continuous in-service training
- Ensuring high levels of morale and discipline
- Providing social security to SHOs

- Ensuring nn-interference in day to day work by politicans and their extra-departmental functionaries
- Training in Thana Records Management
- Improving salary, allowance and status

They were of the opinion that the professionalism may be developed in them **to a considerable extent** by adopting the following measures / strategies.

- Realistic performance appraisal and counselling of SHO and subordinates
- Career progression to be linked with training
- Changing archaic laws/procedures
- Providing more reorientation facilities
- Increasing use of computers with technical aids
- Conducting Stress Management programmes for SHOs (Yoga, Meditation etc)
- Encouraging initiative and creativity in SHOs
- Motivating informal communication among superiors and sub-ordinates
- Continuous research to identify problem areas and ensuring prompt remedial measures
- Emphasis on team building
- Career Planning guidance
- Close Supervision
- Improving community support in policing
- Frequent Inspections
- Strict enforcement of ethical codes and behaviour
- Ensuring fixed tenure with high level of accountability

- Seperating investigational and law and order work at police station
- Providing adequate budget and financial support for day to day activities
- Training in Human Relations Skills
- Superiors as Role Models

3. *Comparison of the Responses of the Senior Police Officers and the SHOs*

On comparison of the responses of the Senior Police Officers d SHOs, it is evident that the first five measures / strategies to velop professionalism were found to be as under :

IMPROVING PROFESSIONALISM TO A GREAT EXTENT

ior Police Officers Views		SHOs Views
Providing adequate infrastructural facilitiesatpolicestation	1.	Providing adequate man-powerat police stations
Superiors as role models	2.	Providing adequate infrastuructural facilities at police stations
Ensuring fixedtenurewithhigh level of accountability	3.	Attractive rewards scheme
Providing adequate budget and financial support for day to day activities	4.	Rationalising the work load of SHOs
Providing adequate manpower at police stations	5.	Improving Mechanisms for welfare and Grievance and handling

IMPROVING PROFESSIONALISM TO A CONSIDERABLE EXTENT

	Senior Police Officers Views		SHOs views
1.	Ensuring sensitivity to professional values.	1.	Realistic performance appraisal and counselling of SHO and subordinates
2.	Providing more facilities.	2.	Career progression to be linked with training
3.	Conducting stress management	3.	Changing archaic laws/programmes for SHOs (Yoga, procedures meditation etc.)
4.	Encouraging initiative and creativity in SHOs	4.	Providing more recreational facilities
5.	Continuous dissemination of profession related knowledge and information	5.	Increasing use of computers with technical aids.

8.4. Summary

From description presented in 8.2 and 8.3. it is evident, a lot has to be done for improving the professionalism in SHOs. The measures will involve -

- Role modeling by superiors (leaders) through further sharpening for their professional knowledge, skills and values.
- Training interventions encompassing
  - Stress Management
  - Creativity
  - Sensitivity training
  - Computer training
- Infrastructural development and effective man-power planning strategies.

- Development of effective performance appraisal system having linkages with performance, counselling, career planning and training.

CHAPTER 9

MAIN FINDINGS AND RECOMMENDATIONS

CHAPTER 9

MAIN FINDINGS AND RECOMMENDATIONS

In this chapter the following aspects are being covered :

- Main findings of study.
- Recommendations for improving professionalism in SHOs.
- Conclusion

9.1. Main Findings Of Study

Following are the main findings of the study :

9.1.1. The SHOs in our country were found to lack adequate knowledge in the following domains of police work .

- Police rules/procedures etc.
- Human rights.
- Knowledge of Forensic Science/Scientific Aids.
- Forensic Medicine.
- Special and local acts.
- Police organisation, Administration & Police Environment.
- Crime investigation procedures.
- Drill/P.T.
- Field craft and tactics.
- Major investigation procedures.
- Dealing with conflict and ambiguity.
- Stress and Health Management strategies.

- Nonverbal communication skills.
- Dealing with media.

The SHOs were found to lack in the following professional skills :

- Public relation skills.
- Communication skills.
- Decision making skills.
- Investigative skills.
- Interpersonal skills.
- Briefing skills.
- Planning skills.
- Problem-solving skills.
- Monitoring skills.
- Human Relation skills.
- Stress management competence.
- Managerial skills.

As per the perception of the Senior Police Officers the SHOs were found to be lack in the following professional values :

- Pride in appearance and uniform.
- Confidence.
- Respect for law.
- Patriotism.
- Loyalty.
- Secular outlook.
- Firmness.
- Moral and physical courageous.
- Pride in service.

- Trustworthiness.
- Sense of responsibility and accountability.
- Law abidingness.
- Reliability.
- Punctuality.
- Responsiveness.
- Initiative.
- Spirit of enquiry.
- Concern for life and liberty of people.
- Concentration.
- Service-orientedness.
- Inquisitiveness.
- Flexibility.
- Respect for human rights.
- Truthfulness.
- Thoughtfulness.
- Integrity.
- Honesty.
- Sympathy.
- Politeness.
- Kindness.
- Openness to ideas.
- Regard for underprivileged.
- Compassion.

9.1.4. *The SHOs were found to be lacking in the following attitudes:*

- Attitude of respect for law and legal processes.
- Attitude not to use extra legal methods.

- Attitude not to use illegal force or commit perjury.
- Attitude to serve people
- Attitude of love for job and pride in service.
- Attitude of satisfaction from their job.
- Attitude of respect for human rights.
- Attitude of honesty and integrity.
- Attitude of good behaviour towards the public.
- Attitude of non-discrimination in law enforcement.
- Attitude of misplaced loyalty and even going to the extent of protecting undesirable colleagues.
- Attitude not to justify lying, deception and perjury.
- Attitude to use scientific methods in investigation.
- Attitude not to justify third degree methods.
- Attitude not to ignore complaints against police.
- Attitude for better inter-agency coordination.
- Attitude of respect for weaker sections

1.5. *Following professional hazards were found to be faced by SHOs while discharging their duties :*

- Interference by politicians.
- Long working hours.
- High stress and strain.
- Less attention to family life.
- Negative attitude of public.
- Threat of transfer.
- Lack of rest.
- Lack of infrastructural facilities.
- Poor pay.

9.1.6. Mismatch in perceptions of Senior Police Officers & SHOs

The study has also shown that there exists a wide gap between the Senior POlice Officers and SHOs in so far as their perceptions of the current and ideal levels of required knowledge, skills, values and attitudes are concerned. This is borne out by the following fact:

Professional Knowledge :

Except for knowledge about the local electoral representatives, there appeared to be a significant divergence in the perceptions of Senior Police Officers and SHOs in current levels of knowledge of SHO in all other 34 domains identified by the researchers. The mismatch was quite pronounced in respect of domains of knowledge regarding:

- Police Leadership
- Management Theories and Practices
- Field Craft and Tactics.
- Drill/P.T.
- Constitution
- Handling weapons
- Dealing with media

The SHOs considered themselves to be more knowledgeable in all domains of knowledge levels as compared to that perceived by the Senior Police Officers. This indicates that there is an urgent need for more interaction and introspection by both Senior Police Officers and SHOs in order to bridge the gap between their perceptions and find ways and means to improve the current levels of knowledge of the SHOs in the identified domains. This will tend to increase efficiency of the SHOs raising thereby their level of professionalism.

Moreover, this study has also shown that the SHOs themselves onsider that their current levels of knowledge in most of the iden-ified domains are way behind the ideal levels required for better rofessionalism . The gap between the ideal and current levels as erceived by the SHOs is the maximum in respect of the following dimensions :

- Dealing with media.
- Contemporary Management
- Inter-agency liaison.
- Forensic Science and Scientific Methods.
- Stress and Health Management.

This indicates that immediate remedial measures need to be ken by way of better training and non-training interventions in ese fields to improve professionalism of the SHOs.

rofessional Skills

Out of the 35 professional skills identified by the researchers, ere appeared to be again a significant divergence in the perception the Senior Police Officers and SHOs on the current levels of skills SHOs in all domains . This mismatch was the maximum in respect the following 5 skills domains :

- Management skills.
- Omni competence.
- Interpersonal skills.
- Stress management.
- Listening skills.

The Senior Police Officers perceived the SHOs to be less skillful all domains as compared to the perception of the SHOs them-ves. This is very significant and indicates an urgent need for more eraction and introspection between both Senior POlice Officers

and SHOs in order to narrow their gap and devise ways and means to improve the professional skills of SHOs .

The study has also shown that there exists a significant gap between the ideal and current levels of skills as perceived by the SHOs themselves . This gap is maximum in respect of the following 5 skills.

- Command skills.
- Technical skills.
- Briefing skills.
- Report writing skills.
- Communication skills.

Two important points need to be emphasized here :

a) All these skills can be improved significantly through available training methods, and b) the SHOs realize that in today's fast changing world, they have to improve their communication and technical skills to raise their levels of professionalism.

Professional Values

Out of the 35 values identified by the researchers, it is significant to note that the SHOs themselves identified that they were lacking to some extent in applying the following values in the discharge of their duties :

- Kindness.
- Sympathy.
- Compassion.
- Openness to ideas.
- Spirit of enquiry.
- Responsiveness.
- Inquisitiveness.

Again, as could be expected, there appeared to be a wide gap ween the perceptions of Senior Police Officers and SHOs with ard to the values exhibited by the SHOs while discharging their ties. This gap was the maximum in respect of the following 5 ues :

- Loyalty.
- Honesty.
- Integrity.
- Punctuality.
- Politeness.

This indicates that there is an urgent need for more interaction l introspection between Senior Police Officers and SHOs in order inculcate these values in SHOs.

fessional Attitudes

Our study has indicated that as many as 47.6% of the SHOs luded in this sample had moderate to low levels of attitudes ards their profession and the people being served by them. Out the 25 items given in the questionnaire, the attitudes of SHOs re assessed with regard to :

- Pride in service.
- Respect for law.
- Ethical behaviour and responsiveness.
- Improving professionalism.

The study has clearly shown that urgent steps are required to elop the attitude of respect for law and pride in service among SHOs. A lot needs to be done also to improve ethical behaviour responsiveness which will ultimately lead to better profession-m.

9.2. *Recommendations for Improving Professionalism in SHOs*

The Senior Police Officers were of the view that the professionalism in SHOs can be improved by the following measures:

- Providing adequate infrastructural facilities at police station.
- Superiors as role models.
- Ensuring fixed tenure with high level of accountability.
- Providing adequate budget and financial support for day to day activities.
- Providing adequate manpower at police stations.
- Ensuring sensitivity to professional values.
- Providing more facilities.
- Conducting stress management programmes for SHOs (Yoga, Meditation etc.)
- Encouraging initiative and creativity in SHOs.
- Continuous dissemination of profession related knowledge and information.

As per the response of the Station House Officers the professionalism in them can be improved by adopting the following measures :

- Providing adequate manpower at police stations.
- Providing adequate infrastructural facilities at police stations.
- Attractive rewards scheme.
- Rationalising the work load of SHOs.
- Improving mechanisms for welfare and grievance and handling.

- Realistic performance appraisal and counselling of SHO and subordinates.
- Career progression to be linked with training.
- Changing archaic laws/procedures.
- Providing more recreational facilities.
- Increasing use of computers with technical aids.

t is evident from these recommendations that most of the steps mended by Senior Police Officers and SHOs for improving sionalism in SHOs can be taken by the department itself. The nment will have to initiate urgent measures to provide better adequate infrastructural facilities and manpower at police sta- adequate budget and financial support for day to day activities, e archaic laws/procedures and above all, exhibit the necessary al will to tackle the factors inhibiting professionalism in po-

Conclusion

Professionalism" they say, consists of two "Es" - efficiency and that is efficiency in performance and a code of conduct or iour governed by professional ethics. This study has shown order to improve professional efficiency at the cutting edge i.e. SHO level, a lot needs to be done to improve the pro- nal knowledge and skill levels in the domains highlighted At the same time suitable training and non-training inter- ns will have to be desired to help the SHOs improve their sional ethics by developing respect for professional values and es given above. Wide ranging systematic changes will also uired to lessen the adverse impact of professional hazards by SHOs in the legitimate discharge of their duties.

The Station House Officer is the 'pivot' of our police system and everyone - the police organisation, bureaucrats, politicians, media and above all the citizenry of our country - has a stake in improving professionalism at this cutting edge level. This study is only an attempt to analyse the knowledge, skill, value and attitude parameters likely to lead to improve professionalism and suggest remedial measures based on the findings of our research. There is no doubt the fact that a lot needs to be done to improve professionalism at the SHO level. We sincerely hope that this study will help in providing an impetus to the ongoing efforts in this direction.

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APPENDICES

PROFESSIONALISM AT THE CUTTING EDGE (SHOs) LEVEL

RESEARCH PROJECT

BY

SVP NATIONAL POLICE ACADEMY, HYDERABAD-500 052

Enclosed are 6 Questionnaires on various aspects related to Professionalism at the Station House Officers' level. Indicate your response by clearly marking the appropriate box on each questionnaire. Use blue/black ink only. It is requested that these forms may be completed in the manner prescribed in each questionnaire so that the data may be interpreted in a scientific manner. You are requested to fill the form below and hand over this form along with the questionnaire after completion to the officer detailed for this purpose. The Researchers are grateful for the interest shown by you in this project.

1. State/Force (Please mention the State/Force) in which you are presently working.

_____

2. Length of service in the rank of SHO. (Complete years e.g. if you have completed 3 years and 7 months as SHO, please write 3 years only) Please circle the appropriate box.

Less than one year ■

1 - 3 years ■

3 - 5 years ■

5 - 8 years ■

8 - 10 years ■

Greater than 10 years ■

al length of service (Complete years) in Police.
ase circle the appropriate box)

s than 3 years

6 years

10 years

- 15 years

- 20 years

- 25 years

ater than 25 years

se indicate whether posted in --
ase circle the appropriate box)

Urban Police Station.

Semi-urban Police Station.

Rural Police Station.

Other (Please specify)

rent Rank --
ase circle the appropriate box)

Sub Inspector

Inspector

Other (Please specify)

For Research

PROFESSIONAL HAZARDS QUESTIONNAIRE - I
(SHOs)
RESPONSE BY SHOs

A list of Professional Hazards faced by the Station House Officers (SHOs) is presented below. Please tick mark ( ) any 10 professional hazards affecting you in discharging your role. If you wish to add a few more, please add after Sl N0. 27. Put ( ) against only ten hazards please.

__ 1. Threat to Life.
__ 2. High Stress and Strain.
__ 3. Unrealistic Deadlines set by Courts.
__ 4. Overdominance of Senior Officers.
__ 5. Threat of Transfer.
__ 6. Fear of Suspension and Dismissal from service.
__ 7. Fear of Imprisonment.
__ 8. Interference by Politicians.
__ 9. Health Hazards due to overwork.
__ 10 Long Working Hours.
__ 11. Lack of Rest.
__ 12. Lack of Recreation.
__ 13. Negative attitude of Public.
__ 14. Less attention to Family life.
__ 15. Interference by 'Media'.
__ 16. Unrealistic Expectations from Public.
__ 17. Corrupt Superiors.
__ 18. Biased Superiors.
__ 19. Groupism in subordinate staff.
__ 20. Casteism in my department.
__ 21. Arrogance and High Handedness of Superiors.
__ 22. Incompetent Superiors.
__ 23. Lack of Infrastructural facilities.
__ 24. Lack of congenial atmosphere at work-place.
__ 25. Poor Pay.
__ 26. Inadequate knowledge of laws/procedures.
__ 27. Unethical behaviour of SHO
__ 28. _____
__ 29. _____
__ 30. _____

For Research

QUESTIONNAIRE
ON
IDENTIFICATION OF PROFESSIONAL VALUES - II

RESPONSE BY STATION HOUSE OFFICERS

An exhaustive list of 'Professional Values' desirable in SHOs is presented below.

Please specify to what extent these values are important for the SHOs in discharge of their professional duties. Please circle your reponse for each value.

Importance					
Very Important 4	*Import-ant* 3	*Reasonably Important* 2	*Marginally Important* 1	*Not Important* 0	*Performance Value*
4	3	2	1	0	1. *Integrity.*
4	3	2	1	0	2. *Sympathy.*
4	3	2	1	0	3. *Kindness.*
4	3	2	1	0	4. *Politeness.*
4	3	2	1	0	5. *Discipline.*
4	3	2	1	0	6. *Firmness.*
4	3	2	1	0	7. *Impartiality/ Fairness*
4	3	2	1	0	8. *Law abidingness*
4	3	2	1	0	9. *Compassion.*
4	3	2	1	0	10. *Openness to ideas.*
4	3	2	1	0	11. *Spirit of Enquiry.*
4.	3	2	1	0	12. *Inquisitiveness*
4	3	2	1	0	13. *Respect for Law.*
4	3	2	1	0	14. *Honesty.*
4	3	2	1	0	15. *Pride in appearence & uniform.*
4	3	2	1	0	16. *Punctuality.*
4	3	2	1	0	17. *Responsiveness.*
4	3	2	1	0	18. *Sense of Responsibility and Accountability.*
4	3	2	1	0	19. *Pride in Service.*
4	3	2	1	0	20. *Secular Outlook.*

PROFESSIONAL SKILLS QUESTIONNAIRE - III

RESPONSE BY SHOs

Given below is a list of skills required/expected from SHOs. Please rate/tick-mark each skill according to the following scales:

0 = Very Low
1 = Low
2 = Fair
3 = High
4 = Very High

Current level of skill						Ideal level of skill				
0	1	2	3	4		0	1	2	3	4
0	1	2	3	4	*1. Investigative Skills*	0	1	2	3	4
0	1	2	3	4	*2. Interpersonal skills*	0	1	2	3	4
0	1	2	3	4	*3. Decision making*	0	1	2	3	4
0	1	2	3	4	*4. Media Skills*	0	1	2	3	4
0	1	2	3	4	*5. Public Relations skills*	0	1	2	3	4
0	1	2	3	4	*6. Negotiation skills*	0	1	2	3	4
0	1	2	3	4	*7. Tactical skills*	0	1	2	3	4
0	1	2	3	4	*8. Communication skills*	0	1	2	3	4
0	1	2	3	4	*9. Conflict Management*	0	1	2	3	4
0	1	2	3	4	*10. Briefing skills*	0	1	2	3	4
0	1	2	3	4	*11. Report writing*	0	1	2	3	4
0	1	2	3	4	*12. Listening skills*	0	1	2	3	4
0	1	2	3	4	*13. Organizational skills*	0	1	2	3	4
0	1	2	3	4	*14. Planning skills*	0	1	2	3	4

(p.t.o.)

2	3	4	*15. Command skills*	0	1	2	3	4
2	3	4	*16. Technical skills*	0	1	2	3	4
2	3	4	*17. Team building*	0	1	2	3	4
2	3	4	*18. Information assimilation*	0	1	2	3	4
2	3	4	*19. Intelligence collection*	0	1	2	3	4
2	3	4	*20. Analytical skills*	0	1	2	3	4
2	3	4	*21. Prioritising skills*	0	1	2	3	4
2	3	4	*22. Leadership skills*	0	1	2	3	4
2	3	4	*23. Time Management*	0	1	2	3	4
2	3	4	*24. Delegation.*	0	1	2	3	4
2	3	4	*25. Interrogation skills*	0	1	2	3	4
2	3	4	*26. Problem solving skills*	0	1	2	3	4
2	3	4	*27. Diplomacy*	0	1	2	3	4
2	3	4	*28. Political awareness*	0	1	2	3	4
2	3	4	*29. Sense of humour*	0	1	2	3	4
2	3	4	*30. Innovative*	0	1	2	3	4
2	3	4	*31. Motivation of self/others*	0	1	2	3	4
2	3	4	*32. Omni competence*	0	1	2	3	4
2	3	4	*33. Human Relations skills*	0	1	2	3	4
2	3	4	*34. Stress Management*	0	1	2	3	4
2	3	4	*35. Management skills*	0	1	2	3	4

PROFESSIONAL KNOWLEDGE QUESTIONNAIRE - IV

RESPONSE BY SHOs

Given below is a list of some major areas of knowledge required/expected from SHOs. Please tick-mark/circle each area of knowledge according to the following scales.

0 = Very Low
1 = Low
2 = Fair
3 = High
4 = Very High

Current level of knowledge						Ideal level of knowledge				
0	1	2	3	4		0	1	2	3	4
0	1	2	3	4	*1. Knowledge of Criminal Law*	0	1	2	3	4
0	1	2	3	4	*2. Knowledge of Police Rules/ Procedures etc.*	0	1	2	3	4
0	1	2	3	4	*3. Human Rights*	0	1	2	3	4
0	1	2	3	4	*4. Forensic Science & Sc. Aids*	0	1	2	3	4
0	1	2	3	4	*5. Forensic Medicine*	0	1	2	3	4
0	1	2	3	4	*6. Special & Local Acts*	0	1	2	3	4
0	1	2	3	4	*7. Constitution*	0	1	2	3	4
0	1	2	3	4	*8. Police Organization, Admn. & Environment.*	0	1	2	3	4
0	1	2	3	4	*9. Criminology*	0	1	2	3	4
0	1	2	3	4	*10. Crime Investigation.*	0	1	2	3	4
0	1	2	3	4	*11. Maintenance of Public Peace & Order Techniques/Principles.*	0	1	2	3	4
0	1	2	3	4	*12. Police Leadership and Management Theories & Practices.*	0	1	2	3	4
0	1	2	3	4	*13. Police Ethics.*	0	1	2	3	4
0	1	2	3	4	*14. Drill / P.T.*	0	1	2	3	4

(p.t.o.)

3	4	15. Fieldcraft & Tactics.	0	1	2	3	4
3	4	16. Handling weapons.	0	1	2	3	4
3	4	17. Technical Aids (Computers/Driving/ Wireless equipments)	0	1	2	3	4
3	4	18. Community Awareness	0	1	2	3	4
3	4	19. Voluntary Support Agencies.	0	1	2	3	4
3	4	20. Major Incident Procedures	0	1	2	3	4
3	4	21. Current Legal issues.	0	1	2	3	4
3	4	22. Crime Pattern Analysis	0	1	2	3	4
3	4	23. Local Electoral Representatives	0	1	2	3	4
3	4	24. Inter Agency Liaison	0	1	2	3	4
3	4	25. Staff Welfare	0	1	2	3	4
3	4	26. Grievance procedures	0	1	2	3	4
3	4	27. Manpower Planning	0	1	2	3	4
3	4	28. Contemporary Management tools	0	1	2	3	4
3	4	29. Licensing Laws	0	1	2	3	4
3	4	30. Dealing with conflict and ambiguity	0	1	2	3	4
3	4	31. Stress and Health Management	0	1	2	3	4
3	4	32. Consideration of the feeling of others	0	1	2	3	4
3	4	33. Nonverbal communication	0	1	2	3	4
3	4	34. State/Central Govt. Policy	0	1	2	3	4
3	4	35. Dealing with Media	0	1	2	3	4

For Research

OPINIONAIRE ON IMPROVING PROFESSIONALISM IN SHOs-V

RESPONSE BY SHOs

To what extend do you think the below cited measures will improve your level of professionalism.

Scale				
Toa great extent	*To a considarable extent*	*To some extent*	*Not at all*	*Measures/Strategies for improving professionalism*
3	*2*	*1*	*0*	
3	*2*	*1*	*0*	*1. Superiors as Role Models .*
3	*2*	*1*	*0*	*2. Provision of scientific aids for investigation.*
3	*2*	*1*	*0*	*3 Close Supervision.*
3	*2*	*1*	*0*	*4. Frequent Inspections.*
3	*2*	*1*	*0*	*5. Certainity of punishing of erring Policemen.*
3	*2*	*1*	*0*	*6. Improving Mechanisms for welfare and grievance handling.*
3	*2*	*1*	*0*	*7. Providing adequate infrastructural facilities at police stations.*
3	*2*	*1*	*0*	*8. Rationalising the work load of SHOs.*
3	*2*	*1*	*0*	*9. Continuous in-service training.*
3	*2*	*1*	*0*	*10. Ensuring sensitivity to professional Values.*
3	*2*	*1*	*0*	*11. Training in 'Thana Records Management.*
3	*2*	*1*	*0*	*12. Attractive Rewards Scheme.*
3	*2*	*1*	*0*	*13. Providing Social Security to SHOs .*
3	*2*	*1*	*0*	*14. Providing adequate manpower at Police Stations.*
3	*2*	*1*	*0*	*15. Continuous dissemination of Profession related knowledge and information.*

Scale			Measures/Strategies for improving professionalism
To a considarable extent	To some extent	Not at all	
2	1	0	
2	1	0	16. Career progression to be linked with training
2	1	0	17. Increasing use of use of Computers with technical aids .
2	1	0	18. Encouraging initiative and creativity in SHOs.
2	1	0	19. Conducting Stress Management programmes for SHOs . [Yoga, Meditation etc.]
2	1	0	20. Improving community support in policing.
2	1	0	21. Motivating informal communication among superiors and subordinates.
2	1	0	22. Training in Human Relations Skills.
2	1	0	23. Emphasis on team building.
2	1	0	24. Career planning and guidance.
2	1	0	25. Realistic Performance Appraisal and counselling of SHO & Subordinates.
2	1	0	26. Ensuring fixed tenure with high level of accountability.
2	1	0	27. Providing adequate budget & Financial support for day to day activities
2	1	0	28. Providing more reorientation facilities
2	1	0	29. Ensuring high levels of Morale. & discipline
2	1	0	30. Seperating investigational of law & order at police station
2	1	0	31. Strict enforcement of ethical codes and behaviour
2	1	0	32. Non interference in day to day work by politicians and their extra-departmental functionaries.
2	1	0	33. Changing archaic laws/pocedures
2	1	0	34. Improving salary, allowances & status
2	1	0	35. Continuous research to identify problem areas and ensuring prompt remedial measures

ATTITUDE SCALE

QUESTIONNAIRE FOR SHOs- VI

Please read each sentence / statement carefully. Express your opinion by circling the appropriate number on left of each sentence / statement.

SCALE			SENTENCE / STATEMENT
Agree	Undecided	Disagree	
A	U	D	1. My job provides me opportunities to serve people.
A	U	D	2. Legal procedures and formalities should be complied both in letter and spirit by Police.
A	U	D	3. In hostile situations the Police is justified in adopting extra legal methods.
A	U	D	4. Police do very dangerous work for low wages, hence it is proper to take any extra rewards/gifts the public want to give them.
A	U	D	5. Disrespect for Police authority, even if there is no violation of law is a serious matter and should always be punished with an arrest or the use of force.
A	U	D	6. I love my job and wish to continue in police department.
A	U	D	7. Due process is only a means of protecting criminals at the expense of the law abiding and should be ignored whenever it is safe to do so.
A	U	D	8. Any violation of Human Rights by police personnel should not be neglected by the senior officers.
A	U	D	9. I am against accepting any kind of gifts or favour from anyone.

(p.t.o.)

U	D	10. Decisions about whether to enforce the law, in any but for the most serious cases, should be guided by what the says and who the suspect is.
U	D	11. Policing is a thankless job and there is no job satisfaction.
U	D	12. Scientific methods should be adopted for better crime investigation.
U	D	13. The paramount duty of all police officers is to protect fellow policemen at all costs, even though you may have to risk your own career or your own life to do it.
U	D	14. My response time to a call or report depends on the nature of the call, the status of the person who reports as well as its importance to me.
U	D	15. Police excesses should be liable for legal scruitiny.
U	D	16. Police officers should never hesitate to use physical or deadly force against people who "deserve it" or where it can be an effective way of solving a crime.
U	D	17. If my colleagues routinely break rules, make a mistake, takes small bribes or get into other kinds of trouble, I should not tell my superiors and should do everything to protect them.
U	D	18. Violations of due process cannot be admitted in court, so perjury (in the few cases but ultimately go to trial) is necessary and proper.
U	D	19. Third Degree methods are suitable for Police as there is no time or resources available for applying scientific methods of investigation.

....3/-

A	U	D	20. Complaints against police are always motivated by media or other vested interest.
A	U	D	21. There can be no excuse for bad behaviour with the public whatever the provocation .
A	U	D	22. Lying and deception are essential part of the police job and, even perjury should be used if it it is necessary to protect myself or get a conviction as a "criminal".
A	U	D	23. Police will be respected if they respect the poorest man and the frailest woman.
A	U	D	24. A good co-ordination with Magistracy and Judiciary is the key to good policing.
A	U	D	25. I would like to see my children also join the Police Department.

For Research

PROFESSIONAL HAZARDS QUESTIONNAIRE - IA

RESPONSE BY SENIOR POLICE OFFICERS AND MEMBERS OF PUBLIC

A list of Professional Hazards faced by the Station House Officers (SHOs) is presented below. Please tick mark ( ) any 10 professional hazards affecting SHOs in discharging their role. If you wish to add a few more, please add after Sl No.27. Put ( ) only ten hazards please.

- 1. Threat to Life.
- 2. High Stress and Strain.
- 3. Unrealistic Deadlines set by Courts.
- 4. Overdominance of Senior Officers.
- 5. Threat of Transfer.
- 6. Fear of Suspension and Dismissal from service.
- 7. Fear of Imprisonment.
- 8. Interference by Politicians.
- 9. Health Hazards due to overwork.
- 10. Long Working Hours.
- 11. Lack of Rest.
- 12. Lack of Recreation.
- 13. Negative attitude of Public.
- 14. Less attention to Family life.
- 15. Intereference by 'Media'.
- 16. Unrealistic Expectations from Public.
- 17. Corrupt Superiors.
- 18. Biased Superiors.
- 19. Groupism in subordinate staff.
- 20. Casteism in the department.
- 21. Arrogance and High Handedness of Superiors.
- 22. Incompetent Superiors.
- 23. Lack of Infrastructural facilities.
- 24. Lack of congenial atmosphere at work place.
- 25. Poor Pay.
- 26. Inadequate knowledge of laws/procedures.
- 27. Unethical behaviour of SHO, themselves
- 28. _____
- 29. _____
- 30. _____

For Research

QUESTIONNAIRE
ON
IDENTIFICATION OF PROFESSIONAL VALUES - IIA

RESPONSE BY SENIOR POLICE OFFICERS AND MEMBERS OF PUBLIC

An exhaustive list of 'Professional Values' desirable in SHOs is presented below.

Please specify to what extent these values are being put in practice by SHOs in our country. Please circle your response for each value

Importance					
Very Important	*Important*	*Reasonably Important*	*Marginally Important*	*Not Important*	*Performance*
4	3	2	1	0	
4	3	2	1	0	*1. Integrity.*
4	3	2	1	0	*2. Sympathy.*
4	3	2	1	0	*3. Kindness.*
4	3	2	1	0	*4. Politeness.*
4	3	2	1	0	*5. Discipline.*
4	3	2	1	0	*6. Firmness.*
4	3	2	1	0	*7. Impartiality/ Fairness*
4	3	2	1	0	*8. Law abidinings*
4	3	2	1	0	*9. Compassion.*
4	3	2	1	0	*10. Openness to ideas.*
4	3	2	1	0	*11. Spirit of Enquiry.*
4	3	2	1	0	*12. Inquisitiveness*
4	3	2	1	0	*13. Respect for Law.*
4	3	2	1	0	*14. Honesty.*
4	3	2	1	0	*15. Pride in appearence & uniform.*
4	3	2	1	0	*16. Punctuality.*
4	3	2	1	0	*17. Responsiveness.*
4	3	2	1	0	*18. Sense of Responsibility and Accountability.*
4	3	2	1	0	*19. Pride in Service.*

(p.t.o.)

ry important	Importance: Important	Reasonably important	Marginally important	Not important	Performance
	3	2	1	0	
	3	2	1	0	20. Secular Outlook.
	3	2	1	0	21. Truthfulness
	3	2	1	0	22. Service Orientedness
	3	2	1	0	23. Regard for underprivileged.
	3	2	1	0	24. Respect for human rights.
	3	2	1	0	25. Patriotism.
	3	2	1	0	26. Concern for life and Liberty of People
	3	2	1	0	27. Trustworthiness
	3	2	1	0	28. Reliability
	3	2	1	0	29. Morally & Physically Courgeous
	3	2	1	0	30. Thoughtfulness
	3	2	1	0	31. Flexibility
	3	2	1	0	32. Initiative
	3	2	1	0	33. Confidence
	3	2	1	0	34. Concentration
	3	2	1	0	35. Loyality

PROFESSIONAL SKILLS QUESTIONNAIRE - III A

RESPONSE BY SENIOR OFFICERS AND MEMBERS OF PUBLIC

Given below is a list of skills required/expected from SHOs. Please rate/tick-mark each skill according to the following scales:

0 = Very Low
1 = Low
2 = Fair
3 = High
4 = Very High

Current level of skill						Ideal level of skill				
0	1	2	3	4		0	1	2	3	4
0	1	2	3	4	*1. Investigative Skills*	0	1	2	3	4
0	1	2	3	4	*2. Interpersonal skills*	0	1	2	3	4
0	1	2	3	4	*3. Decision making*	0	1	2	3	4
0	1	2	3	4	*4. Media Skills*	0	1	2	3	4
0	1	2	3	4	*5. Public Relations skills*	0	1	2	3	4
0	1	2	3	4	*6. Negotiation skills*	0	1	2	3	4
0	1	2	3	4	*7. Tactical skills*	0	1	2	3	4
0	1	2	3	4	*8. Communication skills*	0	1	2	3	4
0	1	2	3	4	*9. Conflict Management*	0	1	2	3	4
0	1	2	3	4	*10. Briefing skills*	0	1	2	3	4
0	1	2	3	4	*11. Report writing*	0	1	2	3	4
0	1	2	3	4	*12. Listening skills*	0	1	2	3	4
0	1	2	3	4	*13. Organizational skills*	0	1	2	3	4
0	1	2	3	4	*14. Planning skills*	0	1	2	3	4

(p.t.o.)

2	3	4	*15. Command skills*	0	1	2	3	4
2	3	4	*16. Technical skills*	0	1	2	3	4
2	3	4	*17. Team building*	0	1	2	3	4
2	3	4	*18. Information assimilation*	0	1	2	3	4
2	3	4	*19. Intelligence collection*	0	1	2	3	4
2	3	4	*20. Analytical skills*	0	1	2	3	4
2	3	4	*21. Prioritising skills*	0	1	2	3	4
2	3	4	*22. Leadership skills*	0	1	2	3	4
2	3	4	*23. Time Management*	0	1	2	3	4
2	3	4	*24. Delegation.*	0	1	2	3	4
2	3	4	*25. Interrogation skills*	0	1	2	3	4
2	3	4	*26. Problem solving skills*	0	1	2	3	4
2	3	4	*27. Diplomacy*	0	1	2	3	4
2	3	4	*28. Political awareness*	0	1	2	3	4
2	3	4	*29. Sense of humour*	0	1	2	3	4
2	3	4	*30. Innovative*	0	1	2	3	4
2	3	4	*31. Motivation of self/others*	0	1	2	3	4
2	3	4	*32. Omni competence*	0	1	2	3	4
2	3	4	*33. Human Relations skills*	0	1	2	3	4
2	3	4	*34. Stress Management*	0	1	2	3	4
2	3	4	*35. Management skills*	0	1	2	3	4

PROFESSIONAL KNOWLEDGE QUESTIONNAIRE - IV A

RESPONSE BY SENIOR OFFICERS AND MEMBERS OF PUBLIC

Given below is a list of some major areas of knowledge required/expected from SHOs. Please tick-mark/circle each area of knowledge according to the following scales.

0 = Very Low
1 = Low
2 = Fair
3 = High
4 = Very High

Current level of knowledge						Ideal level of knowledge				
0	1	2	3	4		0	1	2	3	4
0	1	2	3	4	*1. Knowledge of Criminal Law*	0	1	2	3	4
0	1	2	3	4	*2. Knowledge of Police Rules/ Procedures etc.*	0	1	2	3	4
0	1	2	3	4	*3. Human Rights*	0	1	2	3	4
0	1	2	3	4	*4. Forensic Science & Sc. Aids*	0	1	2	3	4
0	1	2	3	4	*5. Forensic Medicine*	0	1	2	3	4
0	1	2	3	4	*6. Special & Local Acts*	0	1	2	3	4
0	1	2	3	4	*7. Constitution*	0	1	2	3	4
0	1	2	3	4	*8. Police Organization, Admn. & Environment.*	0	1	2	3	4
0	1	2	3	4	*9. Criminology*	0	1	2	3	4
0	1	2	3	4	*10. Crime Investigation.*	0	1	2	3	4
0	1	2	3	4	*11. Maintenance of Public Peace & Order Techniques/Principles.*	0	1	2	3	4
0	1	2	3	4	*12. Police Leadership and Management Theories & Practices.*	0	1	2	3	4
0	1	2	3	4	*13. Police Ethics.*	0	1	2	3	4
0	1	2	3	4	*14. Drill / P.T.*	0	1	2	3	4

(p.t.o.)

2	3	4	*15. Fieldcraft & Tactics.*	0	1	2	3	4
2	3	4	*16. Handling weapons.*	0	1	2	3	4
2	3	4	*17. Technical Aids (Computers/Driving Wireless equipments)*	0	1	2	3	4
2	3	4	*18. Community Awareness*	0	1	2	3	4
2	3	4	*19. Voluntary Support Agencies.*	0	1	2	3	4
2	3	4	*20. Major Incident Procedures*	0	1	2	3	4
2	3	4	*21. Current Legal issues.*	0	1	2	3	4
2	3	4	*22. Crime Pattern Analysis*	0	1	2	3	4
2	3	4	*23. Local Electoral Representatives*	0	1	2	3	4
2	3	4	*24. Inter Agency Liaison*	0	1	2	3	4
2	3	4	*25. Staff Welfare*	0	1	2	3	4
2	3	4	*26. Grievance procedures*	0	1	2	3	4
2	3	4	*27. Manpower Planning*	0	1	2	3	4
2	3	4	*28. Contemporary Management tools*	0	1	2	3	4
2	3	4	*29. Licensing Laws*	0	1	2	3	4
2	3	4	*30. Dealing with conflict and ambiguity*	0	1	2	3	4
2	3	4	*31. Stress and Health Management*	0	1	2	3	4
2	3	4	*32. Consideration of the feeling of others*	0	1	2	3	4
2	3	4	*33. Nonverbal communication*	0	1	2	3	4
2	3	4	*34. State/Central Govt. Policy*	0	1	2	3	4
2	3	4	*35. Dealing with Media*	0	1	2	3	4

For Research

OPINIONAIRE ON IMPROVING PROFESSIONALISM IN SHOs-VA

RESPONSE BY MEMBERS OF PUBLIC AND SENIOR POLICE OFFICERS

To what extent do you think the below cited measures will improve the level of professionalism in SHOs in our country.

Scale				
Toa great extent	*To a considarable extent*	*To some extent*	*Not at all*	*Measures/Strategies for improving professionalism*
3	2	1	0	
3	2	1	0	1. *Superiors as Role Models .*
3	2	1	0	2. *Provision of scientific aids for investigation.*
3	2	1	0	3 *Close Supervision.*
3	2	1	0	4. *Frequent Inspections.*
3	2	1	0	5. *Certainity of punishing of erring Policemen.*
3	2	1	0	6. *Improving mechanisms for welfare and grievance handling.*
3	2	1	0	7. *Providing adequate infrastructural facilities at police station.*
3	2	1	0	8. *Rationalising the work load of SHOs.*
3	2	1	0	9. *Continuous in-service training.*
3	2	1	0	10. *Ensuring sensitivity to professional Values.*
3	2	1	0	11. *Training in 'Thana Records Management.*
3	2	1	0	12. *Attractive Rewards Scheme.*
3	2	1	0	13. *Providing Social Security to SHOs .*
3	2	1	0	14. *Providing adequate manpower at Police Stations.*
3	2	1	0	15. *Continuous dissemination of profession related knowledge and information.*
3	2	1	0	16. *Career progression to be linked with training*

(p.t.o.)

Scale			Measures/Strategies for improving professionalism
To a considarable extent	To some extent	Not at all	
2	1	0	
2	1	0	17. Increasing use of use of Computers with technical aids .
2	1	0	18. Encouraging initiative and creativity in SHOs.
2	1	0	19. Conducting Stress Management programmes for SHOs . [Yoga, Meditation etc.]
2	1	0	20. Improving community support in policing.
2	1	0	21. Motivating informal communication among superiors and subordinates.
2	1	0	22. Training in Human Relations Skills.
2	1	0	23. Emphasis on team building.
2	1	0	24. Career planning and guidance.
2	1	0	25. Realistic Performance Appraisal and counselling of SHO & Subordinates.
2	1	0	26. Ensuring fixed tenure with high level of accountability.
2	1	0	27. Providing adequate budget & financial support for day to day activities.
2	1	0	28. Providing more reorientaion facilities.
2	1	0	29. Ensuring high levels of Morale. & discipline
2	1	0	30. Seperating investigational of law & order at police station
2	1	0	31. Strict enforcement of ethical codes and behaviour
2	1	0	32. Noninterpersonal in day to day work by politicians and their extra-departmentul functionaries.
2	1	0	33. Changing archonic laws/pocedures
2	1	0	34. Improving salary, allowances & status
2	1	0	35. Continuous research to identify problem areas and ensuring prompt remedial measures

ABOUT THE INVESTIGATORS

ABOUT THE INVESTIGATORS

Shri Subhash Joshi, I.P.S.,

He joined the I.P.S. in 1976, and was allotted to U.P. cadre. He served as Assistant Superintendent of Police, Lucknow and on promotion as Superintendent of Police, served as Commandant. P.A.C.,Moradabad and thereafter as Superintendent of Police (Rural Area), Lucknow. Took over as S.P.(City), Lucknow in February 1982 and had a very successful tenure till June 1984. Was responsible for bursting of various rackets and mafia gangs which earned appreciation from all quarters. Subsequently posted as Superintendent of Police of districts Mathura, Unnao, Bijnore, Sitapur and Senior Superintendent of Police, Faizabad and Kanpur almost continuously for 7 years from 1984 to 1991. Thereafter was posted as Superintendent of Police I/c. Research and S.C.I.B., C.I.D. from July 1991 to December 1992. In the wake of demolition of Babri Masjid, was again posted back as Senior Superintendent of Police, Kanpur and played a stellar role in controlling the worst communal riots in the city.

Promoted as Deputy Inspector-General of Police in February 4, 1993 and was posted as D.I.G., Anti-Corruption organisation till August 1995. Also served as D.I.G. (Special Crimes) at D.G.P. head Quarters and D.I.G. Moradabad Range subsequently. Was posted as D.I.G., P.A.C., Kanpur Sector since February 1996 till transfer to SVP National Police Academy, Hyderabad as Deputy Director in January, 1997.

He has attended training Courses/ Seminars organised by I.I.P.A. (New Delhi), S.R.P.F. (Pune) A.S.C.I., Hyderabad, P.T.C. (Moradabad) .Was selected by the Government of India to undergo 11 months training course leading to the award of P.G.Diploma in Business Management from Curtin University, Perth (Australia) in 1994 and was selected as the best Overseas Student by the University.

Awarded Police Medal for Meritorious Services in January 1994. Was also honoured by the Government of U.P. for distinguished services in 1991 while posted as Sr.Supdt. of Police, Faizabad.

Shri Joshi is a regular contributor to U.P. Police Patrika and his articles have been published in various magazines and newspapers.

Dr. Anil K. Saxena, Reader

He is M.Sc. (Physics), M.Ed., Ph.D. in Educational Psychology (Rajasthan University, 1985) and Ph.D in Business Management (Osmania University, 1993). He joined the Academy in 1981 as Reader in Teaching Methodology. He has written 42 research papers and articles on Education and Training. He has got 6 books to his credit. He has completed a number of research projects on Police and allied matters. He specialises in the areas of Training Methodology, Management and Behavioural Sciences.

He attended a training programme at the University of Manchester, U.K. in 1987. He visited Oxford and Cambridge Universities.

He is guiding Ph.D and M.Phil students of Osmania & J.N. Technological University, A.P. Agricultural University and Academy of HRD, on H.R.D., Personnel Management and Education.

Sardar Vallabhbhai Patel
National Police Academy

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