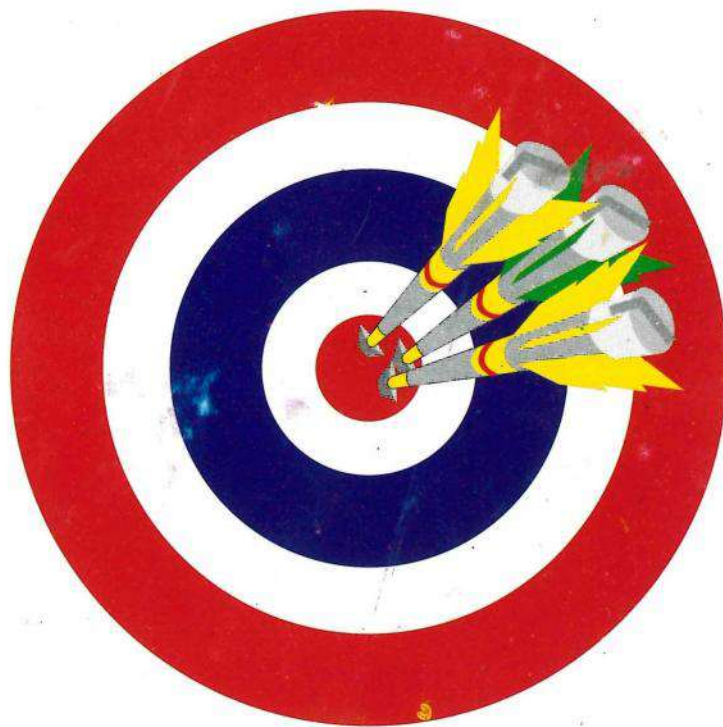


PROFESSIONALISM IN THE CONSTABULARY



A Challenge to Police Leadership



By
Giridhari Nayak, I.P.S.
Dr. A.K. Saxena

A Research Study Conducted by
S.V.P. National Police Academy
Hyderabad
Under Sponsorship of B.P.R.&D.

"I must express my admiration that you took up a subject of great importance and made a painstaking study of attitudes, deficiencies and requirements. My congratulations on your taking up for study a problem of prime importance to the Indian Police."

K.F. Rustamji, IPS

"I was particularly impressed with the 'Professionalism in Police Constabulary - a Challenge to Police Leadership'

*Dr. R. Rajagopalan, IPS
former Director General N.S.G.*

About the Research Study

There has been a growing criticism in the country about the deteriorating professionalism in the police. Crime, particularly of serious nature, is on the increase everywhere. While the North-East, Jammu & Kashmir and parts of Andhra Pradesh, Madhya Pradesh, Orissa and Bihar are witnessing insurgencies and left-wing extremism on an intense scale, organized crime has escalated in almost all States. The Mafia and the underworld have spread the tentacles even to smaller towns. While the police forces in the country are struggling to control crime and maintain order in the society, the expectations of the public from the police have increased enormously because of several significant social, economic and technological changes which the Indian society has witnessed during the past few decades. Hence, there is an urgent need for the police forces in the country to enhance the professional standards of their performance and successfully meet the various challenges posed by the contemporary Indian society. To achieve the desired results, the police organizations and the police leadership in the country should first focus on professionalism at the constabulary level, because constables constitute nearly 66.9% of the total strength of police forces. Constables are the pillars of the police forces in the country and they interact with the public more than the senior police officers.

This research study is aimed at assessing the professional competencies of the constables. Even though three other studies have been conducted in the country on Professionalism in Police, this is the first study on Professionalism at the level of constable. The empirical enquiry about the existing levels of professional knowledge, skills and attitudes among constables, based on the responses received from 2800 constables, 150 senior police officers and 1000 members of the public in seven States of the country, has highlighted several significant shortcomings in the professional performance of the constables. It revealed that many constables experience a sense of isolation, powerlessness, ignorance, incomprehension, worthlessness and role confusion. It also revealed that constables do not have the requisite levels of professional knowledge and skills and also lack in appropriate professional attitudes. More importantly, it brought to light the fact that senior police officers grossly underestimate the existing capabilities of their men and also do not perceive the hazards faced by the constables correctly. The study highlights the urgent need for police organisations in the country to go back to the basics of policing for ensuring that the constables function to the best of their capabilities. Proper interventions for enhancing professionalism in the constabulary, on the basis of the findings of the study, have been recommended in the book.

* * *

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F O R E W O R D

The study on "Professionalism in the Constabulary - A Challenge to Leadership" is a seminal work, which would be of profound use to the senior officers who are functioning as leaders and also to the higher ups in the police department who are the policy makers. Out of a total strength of over 14 lakhs policemen, the constabulary (67% constables and 21% Head Constables) number about 12.3 lakhs of the total police force of the country excluding the Central Para-Military forces. No scientific study has been done on this huge chunk of the police force earlier. Shri Giridhari Nayak deserves all praise for undertaking such an indepth study on various aspects of professionalism among the constabulary. In his sample survey, he has interviewed 2800 constables from 7 States and 1000 members of the public and come to some startling conclusions which should open the eyes of senior officers.

I was myself surprised at the very wide gap that prevails in the perception of the Constable's professional competence and knowledge in the estimation of the senior officers and the constables proven capability based on the tests conducted by the Researcher. It is time the majority of the senior officers stopped under-estimating the existing level of professional knowledge, skills and attitudes of the constabulary and start regarding this huge mass of the police force as valuable, competent and useful human resource material who can bring about a change in the effectiveness of the police, if provided good leadership.

After 36 years I tend to feel that the senior leaders are more to blame than the constabulary for the state in which the police finds itself today. This, I say, despite being the head of an Institute that trains senior police officers. The study has only reinforced my beliefs that the constable is a valuable human resource and a lot can be got out of him through proper training, motivation and understanding of their needs -real or imaginary.

The researcher has gone about his study in a systematic and scientific manner and he deserves all encomiums for the topicality of the subject and quality of paper he has produced.

P. V. Rajgopal

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Last but not least, we express our deep gratitude to the constables who gave their free and frank response on different questionnaires.

GIRIDHARI NAYAK
Dr. A.K. SAXENA

INDEX

CHAPTER - I
INTRODUCTION

1 - 10

CHAPTER - II
RESEARCH DESIGN OF THE STUDY

11 - 19

CHAPTER - III **20 - 28**
PROFESSIONAL KNOWLEDGE

CHAPTER - IV **29 - 38**
PROFESSIONAL SKILLS

CHAPTER - V **39 - 61**
PROFESSIONAL ATTITUDES AND VALUES

CHAPTER - VI **62 - 68**
PROFESSIONAL CONDUCT AND PROFESSIONAL IMAGE

CHAPTER - VII **69 - 78**
EXISTING LEVEL OF PROFESSIONAL HAZARDS
OF CONSTABLES

CHAPTER - VIII **79 - 91**
THE ISSUE OF PROFESSIONALIZATION OF POLICE
CONSTABLES

CHAPTER - IX **92 - 118**
RECOMMENDATIONS AND CONCLUSION

LIST OF TABLES

LIST OF PIE CHARTS, GRAPHS AND PICTURE

Appendices

CHAPTER I

INTRODUCTION

“Professions”, G.B. Shaw remarked, “are conspiracies against the laity”. In spite of Shaw’s cynicism, professions occupy an important place in the occupational structure of every society. Professions are important for the well being of society. Professional knowledge and expertise are the core of contemporary society. ‘Professionalism’ has become the buzzword. The numbers of professions have proliferated over the years. A large number of vocations have emerged and got added to the list of professions, through a process of specialization or in response to changes in the nature of commerce, the values of society and advances in technology. The development and increasing strategic importance of the professions probably constitute the most important change that has occurred in the occupational system of modern societies.

Today the term “Profession” covers a whole range of activities. A number of groups of professionals can be categorized: 1. Pre-Industrial: Lawyers, Clergy, Doctors, Teachers 2. Industrial: Engineers, Chemists, Accountants 3. Enterprise: Business, Management Specialists 4. Welfare: Social Workers 5. Post- Industrial: Knowledge workers.

The Pre-Industrial professions were called the noble professions. With the ushering of industrial era, the growth of professions like Engineers, Chemists started and simultaneously with the growth of industrial era, the birth of management profession occurred. In the mid 20th century, the profession of social work emerged. With the dawn of 21st Century with its emphasis on Computer and Information Technology, a whole range of new professions- the Knowledge Engineer, Software Documenter, Network Designer etc started. Today the term ‘Professional’ is used to describe the activities of a wide gamut of people across many occupational groups medicine to management and a number of occupations are bandied with the term profession.

1.1 Profession, Professional and Professionalism

Because of the fact that most of the occupations demand the status of profession, Harold Wilensky skeptically asked: “The professionalization of everyone?” The term profession as it is used today has been so diluted as to become all inclusive. The social status generally attached to professions as distinct from mere occupations has created a scene of stampede for the kudos attached to professional status. Contemporary usage of the words profession, professional and professionalism indicate a perception that prestige and status are indicated by these words. So it is essential to describe Profession, Professional, and Professionalism.

Addison spoke of the three great professions of “Divinity, Law and Physics”. The term Profession was not new in his day. It was employed several times by Bacon. The term “Profession” is derived from the Latin ‘Pro’ (Forth) and Fateri (Confess), meaning ‘to announce a belief’. “To Profess something is to take it seriously and to be professional is to serve in a skilled and responsible manner”, asserted Arthur Schwartz of Cleveland State University. The Oxford English Dictionary which dates the term in 1541, defines profession as “A vocation in which a professed knowledge of some department of learning or science is used in its application to the affairs of others or in the practice of an art founded upon it”. Collins Concise Dictionary defines “Professionalism” as ‘extremely competent in a job’, ‘piece of work produced with competence’.

According to Peter K. Manning, Professions claim a body of theory and practice to justify their right to discover, define and deal with the problems. According to Harry W. More, Professional Worker is one who performs work which is based upon science or art, and which requires for its performance an acquaintance with the established facts, or principles, or methods gained through academic study or through extensive practical experience or both. Bertis H. Sellers defines Profession as an “unique, essential service, which places emphasis on intellectual techniques requiring specialized training”. Albert J. Russ defines profession as “a special kind of occupation where technical knowledge is gained through long prescribed

training”. Reynold & O’ Marrow opine, “ A profession is born out of a societal need to have available certain services that require specialized knowledge and skill”.

A Profession is a vocation or occupation requiring advanced education and training involving intellectual skills. A profession is an intellectual activity that requires professional accountability. It is a learned activity, not a mechanical one. Professional activity is a service to society. Stan Lester (1998) defined Profession as “ a recognizable occupation in which practitioners have a degree of autonomy over their work, are involved in working with significant applied theory and work within a framework of values and ethics which are broadly agreed across the occupation”.

A Professional is he who loves his profession, seeks constantly to improve his knowledge and practice, and dedicates his professional service to a community with the hope that he and others will be improved by that exercise.

The Association of Professional Engineers, Geologists and Geophysicists of Alberta (1999) has defined professionalism as “ a quality control system”. Competence which results from the application of knowledge responsibly and ethically is the hallmark of the professional”.

Greater Portland Chapter of American Fisheries Society (1999) defined professionalism as “the occupational application of science to practical problems in an ethical manner”.

Traditional definitions of professionalism are filled with references to status, educational attainments, ‘noble’ calling, and things like the right of practitioners to autonomy. Modern definition of professionalism implies a pride in work, a commitment to quality, a dedication to the interests of the client, and a sincere desire to help. According to David H. Maister (1997), “Professionalism is very simple. Be thorough and conscientious, stay organized, manage your time, pay attention to detail”.

The analysis of the definitions of the term ‘Profession’ reveals

few characteristics. The important markers that identify profession are mentioned below.

1. A consensus by customer regarding the profession's product or service.
2. A specialized body of knowledge and skills
3. Systematic training and accreditation through a professional organization.
4. A code of ethics
5. Considerable discretion given to members.

Professionalism from a viewpoint of enquiry, critique, reflection and reconstruction highlights few dimensions:

1.2 Dimensions of Professionalism

1) Industry - Work habits are result oriented with a heavy follow through action. The odd time work added with physical risk makes the work more difficult.

2) Initiative -The action needs to be done with great initiative.

3) Impact -The worker has to stamp the work with confidence, competence and positive attitude.

4) Intellect – Intellect is central to every profession.

5) Integrity - The work puts a premium on integrity, the workers' individual character and integrity.

6) Proficient : Whatever it is that a professional does, he/she must do it with deftness and agility, with skill born of long practice.

7) Permanent: The long practice comes from the permanence of the calling.

8) Professing : Finally, there must be some act of involvement by which the professional declares his/her intention to be, now and forever a part of one chosen calling. The act may be a public ceremony or it may be a simple resolution.

9) Promise Keeping : Professionals make certain promises to themselves about what they will and won't do. Promise keeping is the most complex of the trappings of a professional.

Professionalism refers to proficiency coupled with ethics, values and action appropriate to the situation. It is possible to be a member of a profession without being a professional in a meaningful sense, and equally it is possible to be a professional without being a member of a recognized profession and to be professional in the sense of exhibitivite professionalism, while pursuing a non-professional occupation or acting as a lay person.

1.3 Application of the concept of Profession, Professional, Professionalism to Police Constables.

After defining the concepts profession, professional, and professionalism, and discussing the concepts threadbare, it is imperative to explore the possibility of applying the concepts to police. Professionalism is a term, which must be viewed from a different perspective when applying it to Police. Unlike other professionals like Doctor or Teacher, a police officer differs in the type of service rendered to his clients. He or she operates under a highly negative connotation and mostly inhibits or restrains his clients' behaviour but he provides a service which is also mostly necessary.

Police professionalism is not a new phenomenon. In fact, the police forces were the first of the civil services in India to think of systematic institutional training for their personnel. In 1859, a training school for constables was established at Vellore in Madras Presidency and in 1890s police training schools were established at Phillaur in Punjab and Moradabad in Uttar Pradesh.

The Committee on Police Training (1972) concluded that –

“Police Officers should acquire a high degree of professional competence and be fully aware of the means whereby science and technology can help in police work.”

The Bangalore declaration on “Policy Autonomy and

Accountability” adopted at the XXIV Criminological Congress 1996 unequivocally expressed the need for professionalization of police in its very first resolution as follows:

“The quality of police determines the quality of society and of governance. Competence, Integrity, Professionalism and Commitment to Rule of Law and Public Service have to be the hallmark of policing. This is possible only if the investigation function is exclusively with the police without any sort of interference from any outside authority whatsoever. The power of superintendence of the State Government over the police should be limited for the purpose of ensuring that police performance is in strict accordance with Law. In short, professionalization of police is the sine qua non for Rule of Law and Constitutional Government.

The issue of professionalization presupposes good academic background of the police constables. In a survey conducted in 4 Police Training Schools of Andhra Pradesh it was found that out of 1714 constables, 17 were Post-Graduates (0.9%), 274 were Graduates (15.9%), 398 completed Intermediate (23.2%), and the remaining 1025 (59.8%) completed Secondary School.

If the police department needs to be professionalized, then it is the first and foremost task to professionalize the constables. The police constables are the main building blocks of police service because there are 9,45,844 (66.9%) constables, 2,96,059 (20.9%) Head Constables and 57,456 (4.0%) A.S.I's out of a total strength of 14,13,602. Because of their presence in huge number and their function at ground level, it can be said that the constables are the cutting edge of the Government. Constables are the visible part of the government.

The constables perform a large chunk of policing. The primary resource of policing is its police constables and head constables accounting for over 80% of police budget. Police constable's work has its fair share of challenges and problems, high stress and excessive workload. The National Police Commission in its report had listed 24 duties which the police constables perform, and divided them into 3 categories, as under

Type ‘A’ Duties : (These duties involve initiative, exercise of discretion and judgment and also interaction with public with due regard to the need for extreme courtesy, politeness and proper attitude towards them)

Day Patrol, Traffic Control and Regulation, Inquiry into complaints, collection of intelligence, assisting investigating officer, bandobust during VIP visits, bandobust on other occasions like fairs, festivals etc, clerical work in police station.

Type ‘B’ Duties : (Combination of Mechanical Duties and Application of Judgment)

Night patrol, Surveillance, License check, conducting raid, attending court, imparting training, service of summons/execution of warrant, motor vehicle driving and wireless set operation, other miscellaneous duties.

Type ‘C’ Duties : (Mostly mechanical in nature)

Sentry duty, escort duty, dak duty, drill and parade, orderly duty, messenger duty, arms cleaning.

Here it can be pointed out that categorization of sentry duty as ‘C’ type (mostly mechanical) is erroneous. During the last 10 years, more than 500 constables have been killed by Extremists while performing sentry duties. In a study, it was revealed that PWG alone had killed more than 400 constables by attacking the police stations of Andhra Pradesh, Madhya Pradesh, Orissa and Maharashtra till December, 1998. Besides sentry duty, escort duty has also become highly vulnerable. These duties are highly demanding in nature and show that the challenge of constables’ work is immense.

Besides the role and functions of police constables enumerated by National Police Commission, with the passing of time the constables’ horizon of role and functions has expanded; they work on computer, manage men and material at Police Station Level.

Over a period of time more constables have become computer savvy, and most of the computers of police departments are handled

by the constables. Again it can be said that it is the Head Constable Moharir and some constables who actually conduct the man and material management of a police station or District Reserve Line.

As a result of the expanded role and functions, the working hours have increased. A job analysis conducted by the National Productivity Council has shown that the working hours of the Constables range from 10 to 16 hours every day in a week which includes night duty as well.

Police constables' work is not only time-consuming and complex but also confusing, complicated and dangerous. By taking into consideration the strenuous work, the dangerous duties, the community oriented task, it will not be an exaggeration to say that the police constable has a four-in-one role. He has to be a Social Worker to help and serve people; he has to be as caring as a teacher to look after the people of his area; he has to be as efficient as the Industrial Worker to face the burden of work and he has to be as brave as a soldier to face any danger.

Lastly, it can be said that Police Constable's work, far from being the kind of low-grade occupation it is thought to be, in fact involves the exercise of judgment and skill in handling problems of great complexity and importance. Besides crime, he deals with problems related with National Security, Internal Security, Disasters, VVIP Security and the well being of the society. A constable works for the State and Society. A cop is not a job but a way of life.

Here comes the need for the constable to be an efficient and effective worker; the constable needs to be a professional one. Then, there arises the question 'How to Professionalize the Constable?' Before we discuss the process of professionalization, it is essential to deal with the existing level of professionalism among constables and then to explore ways and means to professionalize the constables.

Before we professionalize the police constables, there is need to find out the existing levels of professional knowledge, skill, attitude, hazards from the perception of constables and senior police officers. There is a need to find out the perception of the public as well. A critical analysis of the interplay of the various perceptions will

give a whole picture depicting the existing level of professionalism among constables.

This study of professionalism among constables in our country is a third in its series. Earlier Dr. A.K. Saxena had done a study on "Professionalism in Police". Mr.Subhash Joshi and Dr. Saxena had done a study on "Professionalism in Police at SHOs Level". But no study on the professionalism among constables has so far been done in India. Even in foreign countries very little research appears to have been done on the process of professionalization of police constables. This indepth study has highlighted those aspects, which will help in breathing fresh air of professionalism among police constables and will help in achieving improved commitment and quality.

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* * *

CHAPTER – II

RESEARCH DESIGN OF THE STUDY

This chapter presents the procedural steps taken up by the investigators for completion of the research project. It covers inter-alia-

- Problem Statement
- Objectives of study
- Sample
- Tools and Techniques of data collection
- Procedural Steps

2.1 Problem Statement

The Study was worded as under :

“Professionalism in Police At Constabulary Level - A Challenge to Police Leadership”.

2.2 Objectives of Study

Following were the specific objectives of the study:

Obj 1 : To measure the levels of Professionalism of Civil Police Constables by considering the following domains –

- Professional Knowledge
- Professional Skills
- Ethical Values
- Attitudes
- Professional Image

Obj 2 : To elicit the response of Senior Police Officers on Civil Police Constables on the following aspects:

- Desirable Personality Traits in Police Constables.
- Professional Knowledge.

- Professional Values.
- Professional Skills
- Professional Image

Obj 3 : To identify the professional hazards faced by Civil Police Constables as perceived by :

- Senior Police Officers
- Constables themselves (Self-Perception)

Obj 4 : To Study the Perception of Public about Police Constables in India on the basis of self experience, experience of others, television, newspaper, hearsay etc.

Obj 5 : To critically examine the syllabi of various training courses for developing professionalism in police constables.

Obj 6 : To elicit the views of senior police officers and police constables on the measures to improve the professionalism.

Obj 7 : To recommend Training and Non-Training Organizational Interventions for improving professionalism in police constables on the basis of the findings of study.

2.3 Sample:

Stratified Random Sampling procedure was adopted for data collection. The sample was as under:

- Police Constables.

Table 1 : Police Constables

Sl. No.	State	Sample Size
1	Assam	400
2	Andhra Pradesh	400
3	Tamil Nadu	400
4	Madhya Pradesh	400
5	Kerala	400
6	Orissa	400
7	Delhi	400
	Total	2800

- Senior Police Officers 250
- Members of Public 1,000
(From Assam, A.P., T.N, M.P., Kerala, Orissa, Delhi, Karnataka)
- Syllabi of Indoor and Outdoor training for Police Constables were collected from Delhi, Madhya Pradesh, Tamil Nadu, Karnataka, and Andhra Pradesh.

2.4 Tools and Techniques for data collection:

Literature survey, critical appraisal of syllabi and questionnaires were employed for data collection. The questionnaires were developed in both Hindi and English .

The description of each questionnaire is presented below:

2.4.1. Test for Professional Knowledge Measurement For Constables :

The test contained 14 short answer type and 7 alternative response (Yes/No) type questions. The questions focussed on Professional Knowledge essential for civil police constables. Each question carried 1 mark.

Questionnaire is appended. [Appendix C]

2.4.2 Self Assessment Questionnaire on Professional Skills

Following 12 Professional skills were identified by the investigator:

- Communication
- Interviewing/Interrogating
- Riot control
- Life saving (swimming)
- Driving skills
- Investigation skills
- Collecting evidence
- Skills of giving evidence in court
- Surveillance skill
- Skill of field craft

- Skill of using telephone
- Unarmed combat skills

The respondents were required to -

- i) Assess themselves on the Professional Skills on a Five-Point-Scale (Excellent / Very Good / Good / Satisfactory / Poor)
- ii) Indicate whether training was imparted to them or not in above skills
- iii) Indicate their training requirements in the skills.

The questionnaire is at Appendix 'D'

2.4.3. Ethical Values Questionnaire For Constables:

An attitude and ethical value survey was conducted to elicit covert internal responses of police constables. Ten typical most frequently occurring situations demanding ethical responses were identified. These ten typical situations are related to Commitment towards Work, Powerlessness, Helplessness, Pride in Uniform, Brutality, Bias against weaker sections, Communal bias, Respect for Human Rights, Attitude towards training, Corruption, Casteism, Uncivil Attitude, Integrity, Action Orientation, devotion to duty, Uprightness, risk taking capability, respect for law, Principled Stand, Espirit de corps, Tolerance and Tact.

The questions were made unobstructive so that covert internal responses could be elicited from constables. The questions which aimed at eliciting both positive and negative emotions.

Example :

“What will I do when I am asked to arrest an accused who is my relative?”

- a) Check whether he is a real culprit or not
- b) Arrest him
- c) Influence the seniors to take his name out from the case
- d) Arrange for anticipatory bail

The questionnaire is at Appendix 'E'

2.4.4 Attitude Scale for Police Constables

Likert Type Attitude Scale consisting of 20 statements with both positive and negative polarities was used for eliciting the attitudes of Constables. The scale of measurement was

- SA - Strongly Agree
- A - Agree
- U - Undecided
- D - Disagree
- SD - Strongly Disagree

Examples :

- Minorities should be dealt rudely as they are not loyal to our country
- Teachers get tuition fee, Doctors get Consultancy fee, so the police should accept gifts.
- Let everybody show caste allegiance but the policemen should not support persons of their own caste.

The questionnaire is at Appendix 'F'

2.4.5 Questionnaire for 'Professional Hazards of Police constables'.

In order to elicit the response of Senior Police Officers and Police Constables on the 'Professional Hazards' of police constables, a checklist was prepared by the investigator. The following 23 professional hazards were identified:

Threat to life; Ineffective Criminal Justice System; Poor Image in Society; Lack of Equipments; Lack of proper job description and appraisal; Reprisals from anti-social elements during off-duty time; Work Place Violence from criminals; Threat to the family members from anti social elements; Threat of accidents; Odd time duties; Deprivation of Basic Amenities; Political Harassment; Lack of proper legal protection; Lack of proper insurance coverage; Uncomfortable Uniforms; Lack of time for personal development and family welfare; Continuous long hour duties; Stress due to improper behaviour of public; Lack of incentives for good work ; Low Morale; Role Ambiguity; Disciplinary Action by Superiors and Alienation/uproot from the community.

The respondents were required to tick mark any **10** Professional Hazards frequently faced by the police constables.

The questionnaire is at Appendix 'G'.

2.4.6 Questionnaire on 'Improving Professionalism in Police Constables'.

In order to elicit the opinion of Senior Police Officers and Police Constables on the possible strategies for Improving Professionalism, a Five-Point-Scale was constructed. 37 Strategies were listed. The respondents were required to indicate their opinion on the potential of each measure to improve professionalism among Police Constables.

Example:

Measures to Improve Professionalism

- Continuous Refresher Training.
- Recognition of their good work.
- Depoliticization of Police Force.
- Reducing their vulnerability by providing Legal Protection.

5 – Point Scale was :

- Fully
- To a Great Extent
- To a Considerable Extent
- To Some Extent
- Not at all.

Questionnaire is at Appendix 'H'

2.4.7 Questionnaire on Senior Police Officers' Perception of Police Constables

This questionnaire contains 4 domains of Professionalism:

Domain 1 : Personality Traits

- Self Esteem

- Physical Fitness
- Emotional Stability
- Sociability
- Personal Hygiene
- Sensitivity Towards People
- Tactfulness in Communication
- Courage
- Truthfulness
- Politeness
- Courtesy
- Pride in Uniform
- Espirit de Corps

Domain 2 : Professional Knowledge

- Knowledge of Law regarding his powers
- Knowledge of Area of his place of posting
- Knowledge of Criminals
- Knowledge of Crime
- Knowledge of people of Police Station
- Knowledge of Traffic Rules
- Knowledge of Fundamental Rights
- Knowledge of his Duties
- Knowledge of Procedure of Search
- Knowledge of Execution of Warrants and Serving of Summons
- Knowledge of Basic Rules and Procedures

Domain 3 : Professional Skills

- Communication Skills
- Human Relation Skills
- Skills in the use of wireless sets
- Skills in Driving Motorcycle/vehicle
- Skills in the use of Telephones
- Skills in Collecting Intelligence
- Skills in Unarmed Combat
- Skills in Crowd Control
- Observation Skills
- Life Saving skills

Domain 4 : Professional Values

- Concern for Life and Liberty of People
- Regard for the Under Privileged
- Secular Outlook
- Sense of Accountability
- Sense of Responsibility
- Integrity
- Responsiveness to the problems of public
- Respect for Human Rights
- Respect for Minorities
- Respect for Law
- Honesty
- Uprightness in Enforcing Law
- Respect for Uniform
- Respect for Police Organisation

The Senior Police officers were asked to respond on each dimension on a Five-Point-Scale.

- Excellent
- Very Good
- Good
- Satisfactory
- Poor

The questionnaire is at Appendix I.

2.4.8 Perception of Public of Police Constables

In order to elicit the perception of the public about police constables, the following ten point –Yes/No Type Scale – was constructed.

- Service Orientation
- Corruption
- Inhuman
- Abusive
- Fighters of Crime
- Competent

- Hardworking
- Nexus with Criminals
- Empathetic
- Responsible

On each aspect, the basis of their response was also ascertained. The basis might be – Own Experience, Experience of Others, Hearsay, Television, Newspapers, etc.

The Questionnaire is at Appendix ‘J’.

2.4.9 Questionnaire on Time Used by the Constables was prepared and analyzed

2.5 Procedural Steps

Following procedural steps were adopted by the investigator for the completion of the Research Project –

Step 1: Literature Survey was done for better comprehension of research study and preparation of questionnaires. Brainstorming sessions were conducted at SVP NPA in which faculty members and other experienced officers participated for questionnaire preparation and time used by the constables questionnaire was also framed for the constables.

Step 2: Construction of Questionnaires

Step 3: Selection of Sample

Step 4: Data Collection

- Questionnaires to Senior Police Officers were distributed.
- Research Assistant visited selected centers for data collection

Step 5: Scoring and Tabulation of Data (by using SPSS Package)

Step 6 : Analysis and Interpretation of data

Step 7 : Preparation of report

* * *

CHAPTER - III**PROFESSIONAL KNOWLEDGE**

The centrality of knowledge in every profession is established beyond doubt; without knowledge professionalism cannot be self-sustaining. Professionalism involves application of knowledge for the benefit of others. Professionalism is an attribute of any organised activity involving knowledge. Knowledge is actionable information, it has various components - ground truth, judgment, values, assumptions and beliefs. It applies to facts or ideas acquired by study, investigation, observation or experience. Professional Knowledge is advanced knowledge, which includes a strategic dimension contributing to the social recognition of a professional group and a pragmatic dimension, the ability to perform activity proficiently. Professional Knowledge is the real power in any vocation. Professional Knowledge is a fluid mix of framed experience, values, contextual information and expert insight. Professional Knowledge refers to one's awareness and familiarity with general facts and principles related with a vocation, and these are typically obtained through training and experience. Professional knowledge is the key resource in intelligent decision-making, forecasting, design, planning, diagnosis, analysis, evaluation and intuitive judgment making. In the case of police constables, professional knowledge has large impact on the work and tasks. Not much can be accomplished if the constables do not possess the required knowledge in areas that are relevant to the police department's objectives. In respect of constables, the knowledge would include broadly Professional Knowledge of Law, Departmental Procedures, Rules, Regulations, Forensic Science and Forensic Medicine.

In the research study, professional knowledge of the constables was assessed through following methods:

1. Assessment of professional knowledge of the constables through written test
2. The assessment through the perception of the Senior Police Officers regarding the professional knowledge of police Constables.

3.1 Level of professional knowledge of police constables as assessed by objective questionnaire

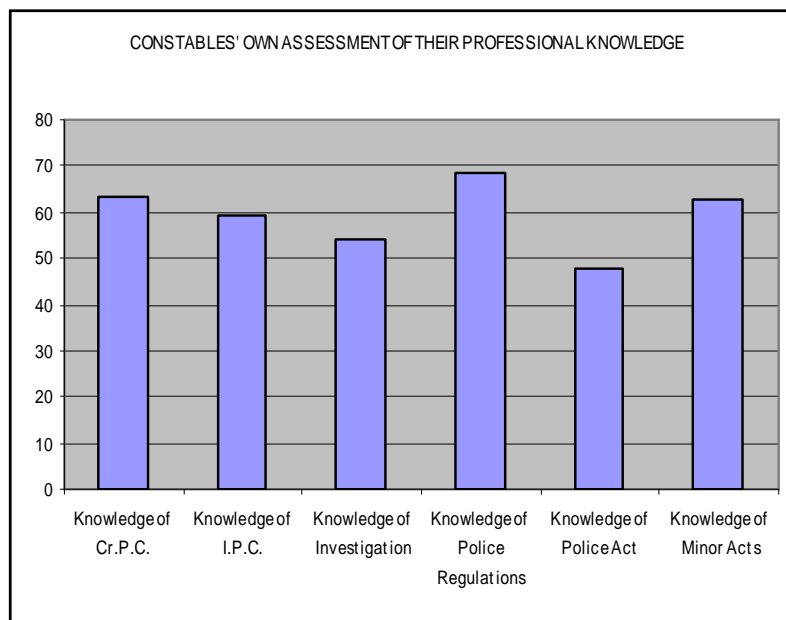
A questionnaire consisting of 21 questions was circulated among the targeted constables of 2800 in 7 States. The 21 questions pertained to Cr.P.C, I.P.C., Minor Acts, Police Act, Crime Investigation and Police Regulations. These 21 questions related to the following aspects 1) Knowledge of procedures of arrest 2) Knowledge of procedures of search 3) Knowledge of procedures of execution of warrants 4) Knowledge of traffic rules 5) Knowledge of the powers of constable 6) Knowledge of his duties 7) Knowledge of human rights 8) Knowledge of serving of summons 9) Knowledge of police station working. These questions deal with both the elementary knowledge of law and procedures as well the applied aspect of knowledge of law, rules and regulation - that is the law-in-action. Both the types of elementary knowledge and applied knowledge are highly specific to police work. This knowledge is highly relevant in the day-to-day police work. The constables had responded in writing to the questions. All the written answers were tallied with the model answers. Those found correct and wrong were marked accordingly. The percentage of right and wrong responses are presented in the table below.

Table 2 - ASSESSMENT OF PROFESSIONAL KNOWLEDGE THROUGH WRITTEN TEST

N=2800

S No	Question on Professional Knowledge	No. of Constables who answered	
		Right	Wrong
1)	Which Section of Cr.P.C. is meant for preventing a cognizable offence?	1630 58.0 %	1170 42.0%
2)	What is Robbery?	1948 70.0%	852 30.0%
3)	Which type of crime needs intention to be proved?	1654 59.0%	1146 41.0%
4)	What is the territory, where warrants may be executed?	1836 66.0%	964 34.0%
5)	Under which Section Police can arrest anybody who refuses to give name?	1400 50.0%	1400 50.0%
6)	To whom summons can be sent	2033 73.0%	767 27.0%
7)	At a scene of bomb blast when you reach alone, what will you do first?	1450 52.0%	1350 48.0%
8)	In any traffic accident, what will you do first?	1424 51.0%	1376 49.0%
9)	After setting fire to a religious place, an accused is fleeing away on a motorcycle. What will be your action?	1666 59.0%	1134 41.0%
10)	After arresting an offender, what will you do?	1400 50.0%	1400 50.0%
11)	When a Constable takes a dead body to Hospital for Post-Mortem what is his duty?	1662 54.0%	1138 46.0%
12)	When a constable finds opium in person of anybody, what should he do?	1230 44.0%	570 56.0%
13)	Under which Law, Unclaimed property will be seized by a Police Officer?	1355 48.0%	1445 52.0%
14)	According to which Law "Every Police Officer is considered to be always on duty".	1347 48.0%	1453 52.0%
15)	Cheating consists of only wrongful Gain	1755 62.7%	1045 37.3%
16)	Can a constable fire on a thief, who after snatching a bag containing one lakh rupees, is fleeing away	1469 52.0%	1331 48.0%
17)	Is it necessary legally to inform the relatives of the Arrestee?	2327 83.0%	473 17.0%
18)	While doing a Sentry Duty, can you fire without SHOs or Any Senior Officer's order on a person who fires on you	1489 53.0%	1311 47.0%
19)	You should put handcuffs to every accused while taking him to the court for producing him	1944 69.0%	856 31.0%
20)	Any part of Rifle is an arm under The Arms Act	2303 82.0%	497 18.0%
21)	Bail is a matter of Right	2322 83.0%	478 17.0%

According to the assessment through questionnaire, it is found that 60.3% are professionally knowledgeable and 36.7% are poor in professional knowledge. 36.7% constables were unable to answer correctly the basic rudimentary questions on Law and Police Regulations. More than 60% of constables rightly responded to questions on Criminal Procedure Code and I.P.C., but at the same time, many constables were unable to answer correctly the questions on Police Regulations and Minor Acts. A large number of constables fumbled at questions related to different regular case situations. There is an urgent need for improving basic knowledge of police constables for routine policing as well as for performing specialized tasks. The averages of right answers on different subjects were ascertained and the same are presented in a diagram below.



The above set of questions relate to some elementary aspects of Cr.P.C, I.P.C., Minor Acts, Police Regulation, Court Rulings. The right response can be categorized as presence of Professional Knowledge, The data revealed that 63.3% possess knowledge in

Cr.P.C., 59% in I.P.C, 54% in Investigation, 68.6% in Police Regulations, 48% in Police Act and 63% in Minor Acts. The very low percentage in Police Act can be attributed to the fact that it is obsolete, and is not regularly referred to and used by police staff.

3.2 Perception of Senior Police Officers about Professional Knowledge of the Constables

The professional knowledge of the constables are evaluated on regular basis by the senior police officers. So it is essential that the perception of senior officers with regard to professional knowledge of the constables must be taken into consideration so that the level of professional knowledge of the constables can be properly assessed. The senior police officers rate professional knowledge with reference to following aspects.

1. Knowledge of law regarding his powers
2. Knowledge of area of his place of posting
3. Knowledge of criminals
4. Knowledge of crime
5. Knowledge of police station working
6. Knowledge of traffic rules
7. Knowledge of fundamental rights
8. Knowledge of his duties
9. Knowledge of procedure of arrest
10. Knowledge of procedure of search
11. Knowledge of execution of warrant
12. Knowledge of basic rules and procedures.

Table 3 - PROFESSIONAL KNOWLEDGE OF CONSTABLES AS RATED BY THE SENIOR POLICE OFFICERS

N=250

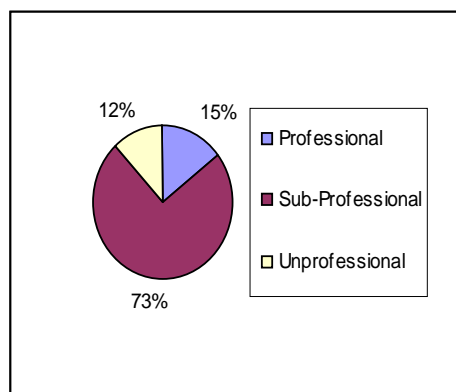
S No	Professional Knowledge Domain	Excellent	Very Good	Good	Satisfactory	Poor
1	Knowledge of Law regarding his powers	5 2.0%	29 11.6%	73 29.2%	104 41.6%	39 15.6%
2	Knowledge of Area of his place of posting	20 8.0%	39 15.6%	112 44.8%	75 30.0%	4 1.6%
3	Knowledge of Criminals	13 5.2%	35 14.0%	73 29.2%	84 33.6%	45 18.0%
4	Knowledge of crime	3 1.2%	39 15.6%	88 35.2%	84 33.6%	36 14.4%
5	Knowledge of Police Station	5 2.0%	47 18.8%	77 30.8%	93 37.2%	28 11.2%
6	Knowledge of Traffic Rules	2 0.8%	37 14.8%	83 33.2%	105 42.0%	23 9.2%
7	Knowledge of Fundamental Rights	-	7 2.8%	65 26.0%	155 62.0%	23 9.2%
8	Knowledge of his Duties	5 2.0%	29 11.6%	119 47.6%	79 31.6%	18 7.2%
9	Knowledge of Procedure of Arrest	2 0.8%	33 13.2%	82 32.8%	102 40.8%	31 12.4%
10	Knowledge of Procedure of Search	1 0.4%	21 8.4%	71 28.4%	113 45.2%	44 17.6%
11	Knowledge of Execution of warrant	6 2.4%	48 19.2%	78 31.2%	90 36.0%	28 11.2%
12	Knowledge of Basic Rules and procedures	-	23 9.2%	69 27.6%	118 47.2%	40 16.0%

The 'excellent' and 'very good' grades may be considered as professional level of knowledge, 'good' and 'satisfactory' may be considered as sub-professional level and 'poor' as unprofessional level of knowledge. The data can then be tabulated as under:

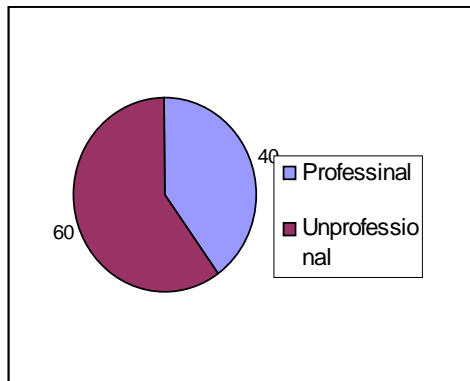
Table 4 - SENIOR POLICE OFFICERS' PERCEPTION REPRESENTED IN A PROFESSIONAL, SUB-PROFESSIONAL AND UNPROFESSIONAL GRADING

S No	Professional Knowledge Domain	Professional	Sub-Professional	Un-Professional
1	Knowledge of Law regarding his powers	13.6 %	70.8%	15.6%
2	Knowledge of Area of his place of posting	23.6%	74.8%	1.6%
3	Knowledge of Criminals	19.2%	62.8%	18.0%
4	Knowledge of crime	16.8%	68.8%	14.4%
5	Knowledge of Police Station	20.8%	68.0%	11.2%
6	Knowledge of Traffic Rules	15.6%	75.2%	9.2%
7	Knowledge of Fundamental Rights	2.8%	88.0%	9.2%
8	Knowledge of his Duties	13.6%	79.2%	7.2%
9	Knowledge of Procedure of Arrest	14.0%	73.6%	12.4%
10	Knowledge of Procedure of Search	8.8%	73.6%	17.6%
11	Knowledge of Execution of warrant	21.6%	67.2%	11.2%
12	Knowledge of Basic Rules and procedures	9.2%	74.8%	16.0%
Average		14.9%	73.2%	11.9%

PROFESSIONAL KNOWLEDGE OF CONSTBALES



PERCEPTION OF SENIOR POLICE OFFICERS



OBJECTIVE ASSESSMENT THROUGH WRITTEN TEST

3.3 Underestimation of the capabilities of the constables by the senior police officers.

According to the assessment by Senior Police Officers on Professional Knowledge 14.9% of constables can be categorized as Professional, 73.2% as Sub-Professional, and 11.9% as unprofessional. The comparison of real level of professional knowledge assessed through written test and the level of professional knowledge according to the perception of senior police officers reveals that the senior officers have seriously underestimated the existing level of professional knowledge of the police constables. The underestimation of the capabilities of the police constables creates a piquant situation of underutilization of the huge manpower. Unless the senior officers are themselves aware of the real calibre of the constables, the full potential of their performance cannot be obtained.

Without professional knowledge the constables cannot add value to their work. On the other hand a constable without the knowledge of Law, procedures and rules is a liability on the department. Without the requisite professional knowledge, he cannot perform his task meaningfully. On the other hand, even with the best of his intentions he will land himself and the department in problem,

because he cannot maintain procedural cleanliness while performing a task. So, there is a need to inculcate professional knowledge or job knowledge among constables through training and retraining. There is also a need to develop an established corpus of knowledge of policing, as without developing knowledge base professionalism will remain virtually underdeveloped in policing.

There is need for improving basic knowledge for routine policing as well as for performing specialized jobs. Professional knowledge is becoming increasingly complex, so the professional policemen need constant updating to keep in touch with the latest developments. Again, professional knowledge of today may become obsolete after some time, for example, the recent case laws outdate the legal knowledge daily; so there is a need for updating laws. Sustained professional competence needs changing repertoire of knowledge of policing. The changing repertoire of knowledge needs codification of existing professional knowledge of policing and creation of knowledge of policing. Codification of policing knowledge can be done by documentation and creation of knowledge of policing can be done by generating and sharing knowledge by police officers as well as tapping and linking the experiences of fellow officers. All genuine knowledge originates in direct experiences. So by tapping the experiences of police officers and developing data bases, knowledge can be expanded. The expanded and updated knowledge will act as the key resource of professional policing.

* * *

CHAPTER - IV

PROFESSIONAL SKILLS

Besides professional knowledge, a constable needs to have certain professional skills through which he can perform the job. Professional skills are the special abilities, which are inculcated in a constable during training at induction level, and on the job to perform various tasks. Skills are dimensions of the ability to behave effectively in a situation of action. Skill is a hybrid term that refers both to a property of concrete behaviour and to a property of theories of action. Skills are ordinarily learnt only by doing and by practice. Skills are application, learned through practice, of a combination of physical and perceptual abilities. The analysis of the task of constables highlights a set of Professional Skills, which are essential for the constables to perform their jobs properly. Professional skills can be categorized into 3 sets 1) Physical skills 2) Technical skills and 3) Interpersonal skills. Physical skills are physical activities that depend on energy and dexterity. Technical skills are the abilities to operate computer, wireless, weapons, vehicles. Interpersonal skills are the abilities through which police constables interact with the public. Police organization depends for the success mostly on these above set of Professional skills of the Police Constables and the skillful constables thrive in the profession.

The levels of professional skills were measured by:

1. Perception of constables on requirement of further training of different skills
2. Self assessment by constables, and
3. Assessment of Seniors

4.1 Inventory of Professional Skills

A police constable, in order to be successful in his job, needs wide range of skills. Most of the skills are highly specialized. An inventory of core professional skills was done and the following job-relevant skills were identified to be essential for constables.

- a. Communication
- b. Interviewing/Interrogation
- c. Riot Control
- d. Life Saving
- e. Driving Skills
- f. Investigation Skills
- g. Collecting Evidence
- h. Skills of giving evidence in court
- i. Surveillance Skill
- j. Skill of field craft
- k. Skill of using Telephone
- l. Unarmed Combat Skills

4.2 Professional Skills: Training imparted at present at Police Training Institutions and further training required.

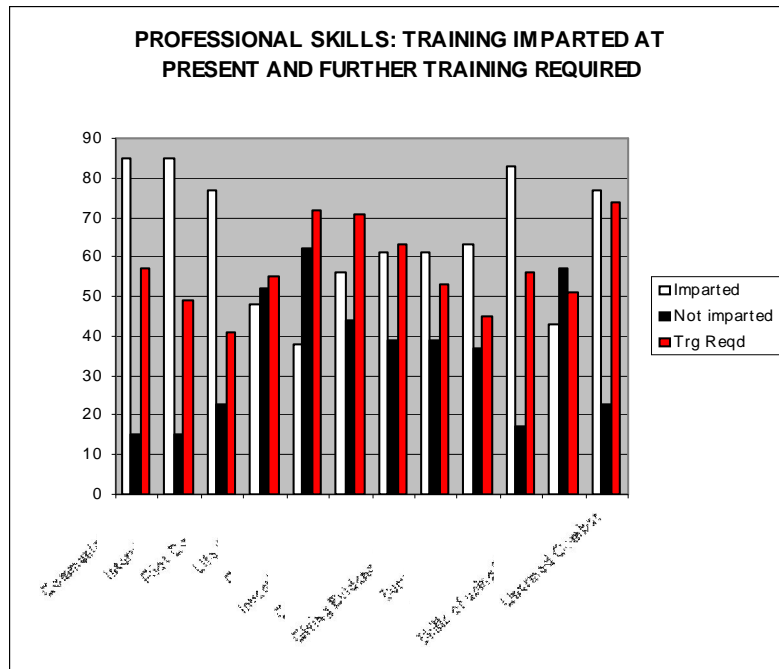
The data regarding the training being imparted to police constables in different professional skills in Police Training Institutions at present and the requirement of further training of different skills were gathered through a questionnaire. The data is presented below in a tabular form.

Table 5 - PROFESSIONAL SKILLS: TRAINING IMPARTED AT PRESENT AND FURTHER TRAINING REQUIRED

S No	Professional Skills	Impar- ted	Not Imparted	Further Training Required	Not required
1	Communication	2379 85.0%	421 15.0%	2609 57.0 %	191 43.0%
2	Interviewing/Interrogating	2379 85.0%	421 15.0%	1368 49.0%	1432 51.0%
3	Riot Control	2159 77.0%	641 23.0%	1154 41.0%	1646 59.0%
4	Life Saving	1346 48.0%	1454 52.0%	1542 55.0%	1268 45.0%
5	Driving Skills	1069 38.0%	1731 62.0%	2025 72.0%	785 28.0%
6	Investigation skills	1580 56.0%	1220 44.0%	1931 71.0%	808 29.0%
7	Collecting Evidence	1695 61.0%	1105 39.0%	1775 63.0%	1023 37.0%
8	Skill of giving evidence in Court	1704 61.0%	1096 39.0%	1475 53.0%	1325 47.0%
9	Surveillance Skill	1774 63.0%	1026 37.0%	1250 45.0%	1550 55.0%
10	Skill of Fieldcraft	2323 83.0%	477 17.0%	1556 56.0%	1244 44.0%
11	Skill of using Telephone	1202 43.0%	1598 57.0%	1438 51.0%	1362 49.0%
12	Unarmed Combat Skills	2161 77.0%	639 23.0%	2076 74.0%	724 26.0%

The under mentioned percentage of constables have stated that they had not received training in the following professional skills .

Communication (15.0%) interviewing (15.0%) riot control (23.0%) lifesaving (52.0%) driving skills (62.0%) investigation skills (44.0%) collecting evidence (39.0%) skill of giving evidence in court (39.0%) surveillance skill (37.0%) skill of field craft (17.0%) skill of using telephone (57.0%) unarmed combat skills (23.0%).



Communication skills, riot control skills, driving skills, investigation skills are familiar and are regularly used. Even then the constables feel the need for reskilling. It implies that more systematic and regular practice of these skills is required. Some of the constables viewed that they did not receive any systematic training in the skills of interviewing/interrogating, giving evidence in court, skill of using telephones and surveillance. Even though these skills are also frequently used, systematic training on these skills does not exist. Formal systematic training on these skills needs to be developed and imparted to the constables.

Life saving skills and skills of fieldcraft in insurgency prone areas are infrequently used. As a result, the skills become dysfunctional. In this case periodic practice is required to sustain the above types of infrequently used skills.

More than 40% constables viewed that they need further training on all the skills. So reskilling is urgently required.

The perusal of curriculum of Bangalore, Chennai, Delhi, and Madhya Pradesh Police Training Schools/Colleges also revealed that the police Training Schools' curriculum on Professional Skills is not sufficient enough. So, constant efforts at the level of Police Training Schools to refine and improve the skills are required.

The existing modules of in-service training course of the police training schools were perused. It was found that except few state police training schools, most of the states do not provide sufficient in-service training courses at the constabulary level. Professional skills require periodic practice. Without continuous periodic practice these skills cannot be perfected by the constables. So there is a need to start various skill oriented modules at all the police training schools.

4.3. The constables' own assessment of the professional skills

The self-assessment of constables on professional skills was ascertained through collecting data on different skills. There were five grades - excellent, very good, good, satisfactory and poor. The constables were required to mark any grade according to own choice and assessment. Then the percentages of the responses were computed. The data is presented below in a tabular form :-

Table 6 - SELF ASSESSMENT OF CONSTABLES ON PROFESSIONAL SKILLS

S No	Professional Skills	Excel lent	Very Good	Good	Satis -factory	Poor
1	Communication	58 2.0%	521 19.0%	1054 38.0%	1044 37.0%	123 4.0%
2	Inter- viewing/Interrogating	52 2.0%	815 <u>9.0%</u>	769 27.0%	910 33.0%	254 9.0%
3	Riot Control	278 10.0%	912 33.0%	351 13.0%	1152 40.0%	107 4.0%

4	Life Saving	58 2.0%	271 9.7%	797 28.5%	1135 40.5%	539 19.3%
5	Driving Skills	33 1.0%	406 15.0%	483 17.0%	1429 51.0%	449 16.0%
7	Collecting Evidence	308 11.0%	405 14.5%	621 22.2%	573 20.5%	893 31.8%
8	Skill of giving evidence in Court	91 3.0%	462 17.0%	368 13.0%	1171 42.0%	708 25.0%
9	Surveillance Skill	249 9.0%	632 23.0%	452 16.0%	1042 37.0%	425 15.0%
10	Skill of Fieldcraft	120 4.0%	841 30.0%	742 27.0%	884 31.0%	213 8.0%
11	Skill of using Telephone	65 2.0%	955 34.0%	246 9.0%	1107 40.0%	427 15.0%
12	<u>Unarmed</u>	82 3.0%	951 34.0%	402 14.0%	607 22.0%	758 27.0%
	<u>Combat Skills</u>					

4.4 Perception of Senior Police Officers on level of professional skill of the constables.

Senior Police Officers always evaluate and observe the skills of police constables. So the perception of senior police officers with regard to the existing level of professional skills among police constables was assessed. The data on level of professional skills graded as excellent, very good, good, satisfactory, and poor was collected. The same are presented below in a tabular form:-

Table 7 - PROFESSIONAL SKILLS AS RATED BY THE SENIOR POLICE OFFICERS

S No	Professional Skills	Excel- lent	Very Good	Good	Satis- factory	Poor
1	Communication Skills	8 3.2%	16 6.4%	92 36.8%	102 40.8%	32 12.8%
2	Skills of giving evidence in court	7 2.8%	26 10.4%	58 23.2%	100 40.0%	59 23.6%
3	Investigation skills	2 0.8%	31 12.4%	93 37.2%	98 39.2%	26 10.4%

4	Driving skills	5 2.0%	57 22.8%	64 25.6%	84 33.6%	40 16.0%
5	Skills of using telephone	1 0.4%	48 19.2%	87 34.8%	87 34.8%	27 10.8%
6	Surveillance skill	5 2.0%	28 11.2%	70 28.0%	95 38.0%	52 20.8%
7	Skills of fieldcraft	20 8.0%	29 11.6%	79 31.6%	90 36.0%	32 12.8%
8	Unarmed combat skills	6 2.4%	26 10.4%	49 19.6%	88 35.2%	81 32.4%
9	Riot control	8 3.2%	35 14.0%	73 29.2%	95 38.0%	39 15.6%
10	Collecting evidence	6 2.4%	28 11.2%	77 30.8%	103 41.2%	36 14.4%
11	Life saving	1 0.4%	45 18.0%	51 20.4%	99 39.6%	54 21.6%
12	Interviewing/ Interrogation	7 2.8%	26 10.4%	58 23.2%	100 40.0%	59 23.6%

The self assessment of professional skills by the constables, and by the senior police officers can also be reflected in different grades i.e. Unprofessional, Sub-professional and Professional. The grading of 'poor' may be considered as Unprofessional. The grading of 'satisfactory' and 'good' may be considered as Sub-Professional, because there is plenty of scope to improve. The grading 'very good' and 'excellent' may be considered as Professional.

Table 8 - CONSTABLES' OWN ASSESSMENT OF PROFESSIONAL SKILLS REPRESENTED IN PROFESSIONAL , SUB-PROFESSIONAL AND UNPROFESSIONAL GRADING

S.No	Professional Skills	Professional	Sub-Professional	Unprofessional
1.	Communication	21%	75%	4%
2.	Interviewing	31%	60%	9%
3.	Riot Control	43%	53%	4%
4.	Life Saving	11.7%	69%	19.3%

5	Driving skills	16%	68%	16%
6	Investigation skills	24%	57%	19%
7	Collecting evidence	25.5%	42.7%	31.8%
8	Skills of giving evidence in court	20%	55%	25%
9	Surveillance skill	32%	53%	15%
10	Skill of field craft	34%	58%	8%
11	Skills of using telephone	36%	49%	15%
12	Unarmed combat skills	37%	36%	27%
Average		28.3%	58.1%	13.6%

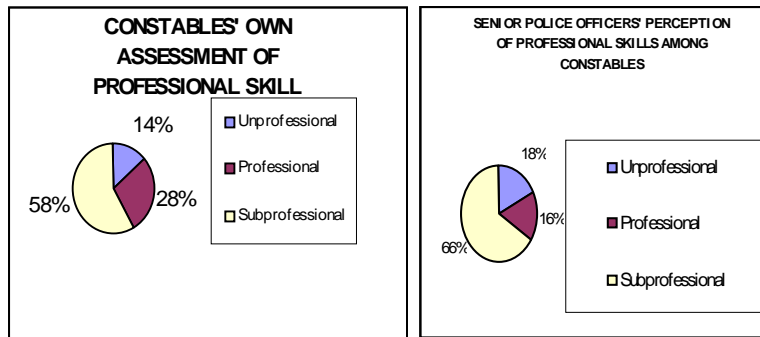
Table 9 - SENIOR POLICE OFFICERS' PERCEPTION REPRESENTED IN PROFESSIONAL, SUB-PROFESSIONAL AND UNPROFESSIONAL GRADING

Sl.No	Professional Skills	Professional	Sub-Professional	Un-Professional
1	Communication skills	9.6%	77.6%	12.8%
2	Skills of giving evidence in court	13.2%	63.2%	23.6%
3	Investigation skills	13.2%	76.4%	10.4%
4	Driving skills	24.8%	59.2%	16.0%
5	Skills of using telephone	19.6%	69.6%	10.8%
6	Surveillance skill	13.2%	66.0%	20.8%
7	Skills of field craft	19.6%	67.6%	12.8%
8	Unarmed combat skills	12.8%	54.8%	32.4%
9	Riot control	17.2%	67.2%	15.6%
10	Collecting evidence	13.4%	72%	14.4%
11	Life saving	18.4%	60%	21.6%
12	Interviewing and interrogation	13.2%	63.2%	23.6%
	Average	15.7%	66.4%	17.9%

4.5. Existing Level of Professional skills among constables

As indicated in Table-7, 28.3% of the responded constables considered themselves to be professional and 58.1% as sub-professional with regard to the various professional skills required. 13.6% of constables confessed themselves to be unprofessional. The senior police officers viewed 15.7% constables as unprofessional, 66.4% as sub-professional and 17.9% as professional.

The above data is presented in the pie charts below :



The comparison of both the pie charts reveals following points:-

1. The discrepancy between the perception of senior police officers and constables themselves about the existing level of professional skill is very marginal.
2. There is convergence in the view that a majority of the constables possess sub-professional level of skills.

The audit of professional skills of constables highlights following points:-

1. Only about 28.3% constables possess required level of professional skills.
2. 58.1% constables possess such standard of professional skill, which may be categorized as sub-professional.

This level needs to be upgraded.

3. 13.6% constables possess such standard of professional skill which may be categorized as un-professional. These constables can be grouped as poor performers or low performers.
4. Subprofessional and unprofessional groups together constitute 71.7%, for whom reskilling is required.

Police Organisations depend for their success on the professional skill of the constables who are the building blocks of the police department. When more than 40% of police constables admit themselves that they need further skill development, then it is established beyond doubt that there is a great need for indepth skill development of the constables. Lastly, taking into account the importance of professional skills it can be said that professionalism can be achieved by the acquisition of certain skills by police constables, and by constant effort on their part to refine and improve those skills. The low level professional skills of the police constables is at the root of the fact that professionalism in police is at a discount.

* * *

CHAPTER - V**PROFESSIONAL ATTITUDES AND VALUES**

An attitude is a person's point of view, whereas value is a way of looking at something. Values define desirable behaviour, and attitudes silently drive a person to a particular style of action. Values and attitudes, which affect persons, organizations and even the society are multifarious - citizenship, consideration for others, concern for others, cooperation, cleanliness, compassion, common cause, common good, courage, courtesy, curiosity, democratic decision-making, devotion, dignity of the individual, dignity of manual work, duty, discipline, endurance, equality, friendship, faithfulness, fellow-feeling, freedom, forward looking, good manner, gentlemanliness, gratitude, honesty, helpfulness, humanism, hygienic living, initiative, integrity, justice, kindness, kindness to animals, loyalty to duty, leadership, national unity, national consciousness, non-violence, national integration, obedience, peace, proper utilization of time, punctuality, patriotism, purity, quest for knowledge, resourcefulness, regularity, respect for others, reverence for old age, sincerity, simple living, social justice, self-discipline, self-help, self-respect, self-confidence, self-support, self-study, self-reliance, self-control, self-restraint, social service, solidarity of mankind, sense of discrimination between good and bad, sense of social responsibility, socialism, sympathy, secularism and respect for all religions, spirit of enquiry, teamwork, teamspirit, truthfulness, tolerance, universal truth, universal love and value for national and civic property.

5.1 Attitude profile of the constables

Considering the job profile of the police constable, the following attitudes have been identified for the study:

- Integrity
- Action-orientation
- Responsibility

- Devotion to duty
- Uprightness
- Fearlessness
- Risk taking capability
- Respect for law and criminal justice system
- Principled stand
- Cooperation
- Dedication
- Tolerance
- Tactfulness
- Commitment to work
- Powerlessness
- Helplessness
- Pride in Uniform
- Brutality
- Bias against weaker sections
- Communal bias
- Respect for human rights
- Attitude towards training
- Casteism
- Uncivil attitude

Some of the above mentioned values and attitudes are positive and some of them are negative. These values and attitudes may not be all-inclusive but these values and attitudes are commonly and mostly displayed during day-to-day activities by the police constables. These values and attitudes have great bearing on the task of the police constables. Effectiveness of the constables depends not only on their Professional Knowledge and Professional Skills,

but also on these Professional Values and Attitudes. The value-in-action and attitude-in-action determine the effectiveness of the police constables.

Attitude influences everything - work, relationships and success. Attitude affects the workers' energy, joy and health, the way he looks at himself and the world. In a very real sense everybody faces the challenges and opportunities with a particular bent of attitudes/values.

The attitudes and values have two components 1) Internal and 2) External. Internal part is the aspect of orientation, any person's inside view and external part of attitudes relates to the aspect of disposition, the image anybody projects to others. Both aspects, orientation and disposition highlight the importance of attitudes/values.

In the study, the professional attitudes and values of the constables were ascertained by administering a set of questionnaires to the constables. The views of senior police officers on some job related personality traits were also obtained, in order to have a holistic picture about the consistencies in the behaviour of the constables, while discharging their duties in a professional manner.

5.2 Perception of Senior Police Officers on personality traits of constables

Traits are enduring dimensions of personality characteristics which account for the consistencies in a person's behaviour or conduct. A constable's traits explain why he or she behaves in a particular manner while performing his or her duty. Traits are, in a way, more enduring than attitudes. While attitudes relate to beliefs and intended behaviour towards a particular attitude object, traits explain the consistencies in behaviour in several situations.

The views of senior officers were obtained about 13 job related personality traits of the constables, namely self-esteem, physical fitness, emotional stability, personal hygiene, sensitivity towards people, tactfulness in communication, courage, truthfulness, politeness,

courtesy, pride in uniform and esprit de corps. The senior officers were asked to rate the constables on a five-point scale indicating the degree to which the constables possess the trait.

The personality traits of constables as viewed by the senior police officers can be categorized into Unprofessional, Sub-professional and Professional grades. The grading of 'poor' may be considered as Unprofessional level. The grading of 'satisfactory' and 'good' may be considered as Sub-Professional, because there is plenty of scope to improve. The grading 'very good' and 'excellent' may be considered as Professional.

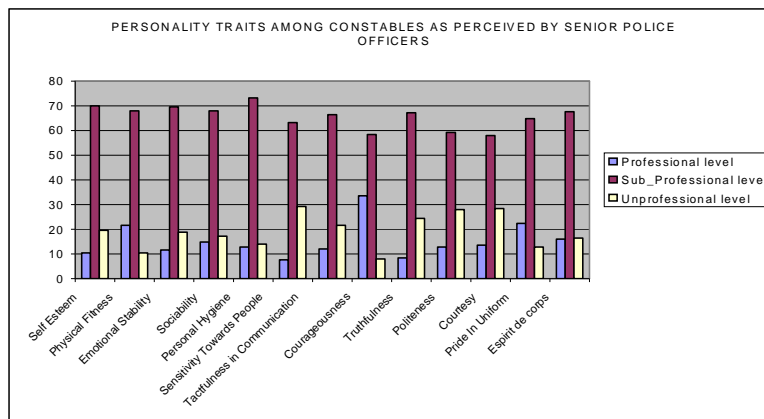
Table 10 - PERSONALITY TRAITS OF POLICE CONSTABLES AS VIEWED BY SENIOR POLICE OFFICERS

Sl. No	Personality Traits	Excellent	Very Good	Good	Satisfactory	Poor
1	Self Esteem	3 1.2%	23 9.2%	<u>99</u> <u>39.6%</u>	76 30.4%	49 19.6%
2	Physical Fitness	16 6.4%	38 15.2%	<u>89</u> <u>35.6%</u>	81 32.4%	26 10.4%
3	Emotional Stability	8 3.2%	21 8.4%	70 28.0%	<u>104</u> <u>41.6%</u>	47 18.8%
4	Sociability	8 3.2%	29 11.6%	78 31.2%	<u>92</u> <u>36.8%</u>	43 17.2%
5	Personal Hygiene	8 3.2%	24 9.6%	<u>97</u> <u>38.8%</u>	86 34.4%	35 14.0%
6	Sensitivity towards people	11 4.4%	8 3.2%	45 18.0%	<u>113</u> <u>45.2%</u>	73 29.2%
7	Tactfulness in communication	9 3.6%	21 8.4%	47 18.8%	<u>119</u> <u>47.6%</u>	54 21.6%
8	Courage	23 9.2%	61 24.4%	<u>74</u> <u>29.6%</u>	72 28.8%	20 8.0%
9	Truthfulness	9 3.6%	12 4.8%	70 28.0%	<u>98</u> <u>39.2%</u>	61 24.4%
10	Politeness	6 2.4%	26 10.4%	27 10.8%	<u>121</u> <u>48.4%</u>	70 28.0%
11	Courtesy	3 1.2%	31 12.4%	45 18.0%	<u>100</u> <u>40.0%</u>	71 28.4%
12	Pride in Uniform	12 4.8%	44 17.6%	79 31.6%	<u>83</u> <u>33.2%</u>	32 12.8%
13	Esprit de Corps	14 5.6%	26 10.4%	<u>90</u> <u>36.0%</u>	79 31.6%	41 16.4%

Table 11 - PERSONALITY TRAITS AS VIEWED BY SENIOR POLICE OFFICERS CATEGORISED INTO PROFESSIONAL, SUB-PROFESSIONAL AND UNPROFESSIONAL LEVELS

Sl. No	Personality Traits	Percentage of officers who viewed the trait to be at		
		Professional level	Sub-Professional Level	Un-Professional Level
1	Self Esteem	10.4 %	70.0%	19.6%
2	Physical Fitness	21.6%	68.0%	10.4%
3	Emotional Stability	11.6%	69.6%	18.8%
4	Sociability	14.8%	68.0%	17.2%
5	Personal Hygiene	12.8%	73.2%	14.0%
6	Sensitivity towards people	7.6%	63.2%	29.2%
7	Tactfulness in communication	12.0%	66.4%	21.6%
8	Courageousness	33.6%	58.4%	8.0%
9	Truthfulness	8.4%	67.2%	24.4%
10	Politeness	12.8%	59.2%	28.0%
11	Courtesy	13.6%	58.0%	28.4%
12	Pride in Uniform	22.4%	64.8%	12.8%
13	Espirit de Corps	16.0%	67.6%	16.4%

The above data is presented below in a diagram:



More than 20% of the senior officers rated the constables as poor on the traits of sensitivity towards people, tactfulness in communication, truthfulness, politeness and courtesy. These traits are related to the attitudes of constables towards complainants and victims in general, and towards weaker sections and other downtrodden people in the society, in particular. On almost all the traits, majority of the officers rated the constables as only 'good' or 'satisfactory'. To the extent the perception of the senior officers reflects the correct picture of the personality traits of the constables, there is need for suitable interventions to change at least the learned traits of the constables.

5.3 Questionnaires to elicit attitudes and values among constables

The attitude survey of the constables was done through a set of two questionnaires. The questionnaires were administered to 2800 constables in 7 States. The first set of questionnaire is related to integrity, action-orientation, responsibility, devotion to duty, uprightness, fearlessness, risk taking capability, respect for law and criminal justice system, principled stand, cooperation, dedication, tolerance and tact.

The questions were made unobtrusive, so that internal responses could be elicited from constables. The questions were aimed at eliciting both positive and negative emotional responses. Some of the attitude-eliciting questions have more than one correct answer. All the correct answers have been grouped together to find out the total ethical and unethical responses.

Table 12 - ETHICAL AND UNETHICAL VALUES AS RESPONDED BY POLICE CONSTABLES

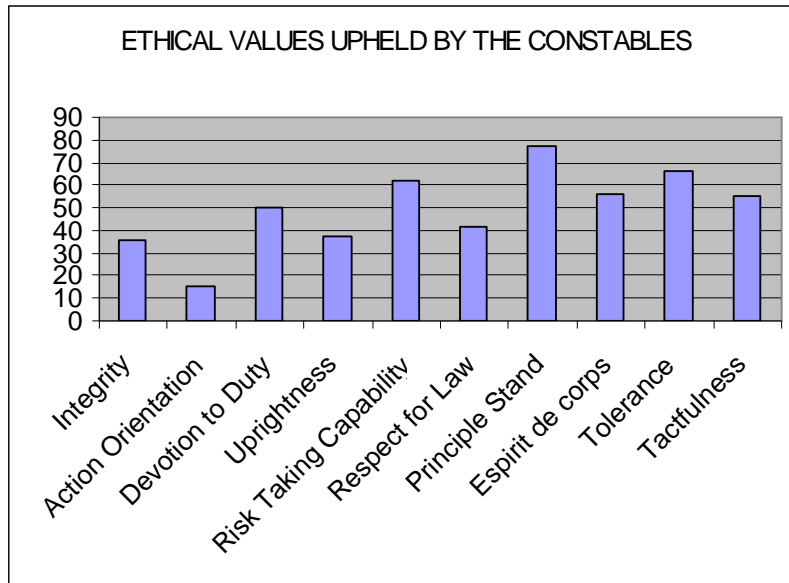
S No	Ethical Values	Responses	
		Ethical	Unethical
1Q)	What will I do when I am asked to arrest an accused who is my relative?	36%	64%
a)	Check whether he is real culprit or not		682 24.0%
b)	Arrest him	<u>997</u> <u>36.0%</u>	
c)	Influence the seniors to take his name out from the case		193 7.0%
d)	Arrange for anticipatory bail		928 33.0%
2Q)	What will I do when I am asked to use lethal force during law and order situations?	15.0%	85.0%
a)	Use the lethal force	418 15.0%	
b)	Wait, the situation may improve		1484 53.0%
c)	Look after personal safety by taking proper shelter		343 12.0%
d)	Show, but not use the lethal force		555 20.0%
3Q)	What will I do when I am asked to attend official duty at the time of emergency/problem at home?	50%	50%
a)	Attend the duty and ignore family	<u>430</u> <u>15.0%</u>	
b)	Ask for permission to attend to emergency/problem at home	<u>982</u> <u>35.0%</u>	
c)	Just remain absent and attend to the emergency/problem at home		997 36.0%
d)	Just show attendance, disappear and attend family emergency/problem		391 14.0%

4Q)	What will I do when during VIP duties frisking powerful politicians or stopping the press I am asked to prohibit them from reaching the forbidden area ?	37%	63%
a)	Let the seniors do that job	984 35.0%	
b)	Do not check them as they are respectable people	470 17.0%	
c)	Check them and invite problems	1032 37.0%	
d)	Wait for the senior to change their decisions		314 11.0%
5Q)	What will I do when I am asked to arrest the accused who has political patronage ?	62%	38%
a)	Arrest him	495 18.0%	
b)	Take some colleagues and seniors because there may be some problem in arresting	1263 44.0%	
c)	Report that he is not available		244 9.0%
d)	Wait for the seniors to arrest		798 29.0%
6Q)	When I arrest a habitual offender, because of the loopholes of Criminal Justice System, the offender gets released and again has commits offence	42%	58%
a)	Conduct some encounter		257 9.0%
b)	Rearrest him	1176 42.0%	
c)	Do not arrest because it is wastage of time and energy		364 13.0%
d)	Catch him and give a good thrashing		1003 36.0%
7Q)	When I am asked to obey the orders of superiors, which are clearly illegal?	77%	23%
a)	Obey the Orders		426 15.0%
b)	Try to convince him and face trouble later on	1138 41.0%	
c)	Report the matter to other seniors	1017 36.0%	
d)	Will keep quiet as nobody will listen		219 8.0%

8Q)	When I am forced to risk death or serious injury in order to protect the colleagues I will ?	56%	44%
a)	Look after personal security first and forget about others		336 12.0%
b)	Do not worry as colleague should have been cautious		901 32.0%
c)	Just hint him of the danger	1163 42.0%	
d)	Take risk to protect him	400 14.0%	
9Q)	When I am asked to behave politely with public and subsequently get a bad behaviour from the public I will feel that-	66.0%	34.0%
a)	It always happens so I will behave rudely		944 34.0%
b)	It is a part of the job I will not worry	839 30.0%	
c)	It never happens so I will behave politely	678 24.0%	
d)	It sometimes happens so I will deal with the person accordingly	339 12.0%	
10Q)	When I am asked to collect information from criminals by talking to them then I am dubbed as mixed up with criminals, so I will,	55%	45%
a)	Not contact criminals even though they have intelligence		841 30.0%
b)	Contact criminals discreetly and collect vital information	946 34.0%	
c)	Contact criminals collect information and will not be afraid of allegations	589 21.0%	
d)	Not contact criminals because they do not have any intelligence		424 15.0%

5.4 Ethical Values upheld by the Constables

The Bar Chart of the data is presented below:



The above data on attitudes is very interesting to study. The data reveals that 36% of the respondents showed integrity and 64% showed lapses of integrity. Lapses of integrity are detrimental to the health of police organizations. Influence comes from integrity. Integrity means going to do what one says. Integrity gives everybody trust and credibility without which one can have no influence. So lack of integrity leads to many problems. It reduces public esteem, creates suspicion towards police activities and lowers the legitimacy of police actions.

85% of constables showed negative orientation towards action. The hesitation of majority of the constables to take action in crisis shows their worthlessness in serious situations. This discrepancy needs to be rectified, and they should be moulded in such a manner that during different police operations majority of them can constructively contribute.

50% of the constables showed devotion to duty. It reveals that even during their personal emergencies, 50% of the constables are ready to perform their duties. This aspect needs to be appreciated. The constables who exhibit devotion to duty must be recognized and duly rewarded. 37% of the constables showed uprightness and 62% showed risk taking capability. Both the traits cannot be exhibited by ordinary people, because both the traits invite personal risk to life and job.

42% constables showed respect for law and 77% showed principled stand. Both the traits are essential for upholding the law of the land steadfastly. 56% of the constables showed esprit de corps. The constables most of the time work in teams. Unless they have the team spirit, they cannot achieve much. They must understand that together they achieve much.

66% of the constables showed tolerance. In policing a democracy, the police constables, have to tolerate the criticism of the public. The constables have to control their anger while controlling crowd. They cannot afford to be rash, aggressive or intolerant without inviting trouble for themselves and for the police organization.

55% constables exhibited tact. Tact is very useful for police work. More constables need to learn this art and apply in their day to day activities. This enhances the effectiveness of a constable.

Some trends can be discerned from the above attitude survey. Very few respondents showed appropriate attitudes in integrity, action-orientation and uprightness. In issues of risk-taking capability, tolerance and principled stand, the constables have shown tolerable limit of ethical attitude.

Besides the above survey of attitudes, a second questionnaire was also circulated to assess appropriate/inappropriate values and attitudes among constables.

The questions from Sl.No.1 to 7 in the questionnaire deal with commitment towards work among police constables. The other questions deal with attitudes mentioned against them, as follows:

Sl.No.8 - powerlessness, Sl.No.9 - helplessness, Sl.No.10 - Pride in Uniform, Sl.No.11 - Brutality, Sl.No.12 - Bias against weaker section, Sl.No.13 - Communal Orientation and Sl.No.14 and 15 - Respect for Human Rights, Sl.No.16 Attitude towards training, Sl.No.17 - Corruption, Sl.No.19 - Casteist Orientation and Sl.No.20- Uncivil Attitude.

Table 13 - ATTITUDES OF CONSTABLES

S No	Attitudes	Strongly Agree	Agree	Un-decided	Dis-agree	Strongly Disagree
1	If I work less, I will commit less mistakes so it is better to work less	231 8.0%	1055 38.0%	557 20.0%	674 24.0%	283 10.0%
2	I will work that much as I am told and devote more time to family	376 13.0%	2107 75.3%	160 5.7%	139 5.0%	18 0.7%
3	Let anybody not work, I will be a devoted person	150 5.4%	1039 37.1%	277 9.9%	736 26.2%	598 21.4%
4	Even if I do not contribute the work will be completed	295 11.0%	1287 46.0%	459 16.0%	355 13.0%	404 14.0%
5	Without doing any work, other people are being rewarded	680 24.0%	974 36.0%	543 19.0%	282 10.0%	321 11.0%
6	Even though we are not told, we should work	333 11.9%	1315 46.9%	360 12.9%	584 20.9%	208 7.4%
7	Even though nobody checks the completion of the tasks, we should not avoid the work	497 18.0%	969 34.0%	466 17.0%	690 25.0%	178 6.0%
8	Police Constable is not a very small person to fight the powerful criminals	465 17.0%	953 34.0%	431 15.0%	316 11.0%	635 23.0%
9	No legal protection is provided to policemen, so a large number are killed or injured by anti-social elements	445 16.0%	1428 51.0%	233 8.0%	615 22.0%	79 3.0%
10	Howsoever Uncomfortable we may be in uniform, we should wear it.	530 19.0%	953 33.0%	339 12.0%	660 24.0%	318 12.0%

11	Even though Courts do not punish, criminals should not get punishment from police	304 11.0%	876 31.0%	812 29.0%	369 13.0%	439 16.0%
12	All down-trodden people have criminal tendencies	114 4.0%	707 25.0%	978 36.0%	794 28.0%	207 7.0%
13	Minorities should be dealt rudely as they are not loyal to our country	295 11.0%	869 31.0%	1017 36.0%	365 13.0%	254 9.0%
14	Long detention and use of third degree are not required for successful investigation	124 4.4%	813 29.1%	782 27.9%	742 26.5%	339 12.1%
15	Police should not inform the family members of accused because they will destroy evidence	663 24.0%	887 31.0%	680 24.0%	416 15.0%	154 6.0%
16	Training is not a wastage of time	833 30.0%	928 33.0%	306 11.0%	535 19.0%	198 7.0%
17	Teachers get tuition fee, doctors get consultancy fee so the police should accept gifts	215 7.6%	830 29.6%	420 15.0%	537 19.2%	798 28.6%
18	My children should join police force	298 11.0%	889 31.0%	770 28.0%	589 21.0%	254 9.0%
19	Let everybody show caste allegiance but the policemen should not support persons of their own caste	501 18.0%	1287 46.0%	286 10.0%	491 18.0%	235 8.0%
20	You can perform better only through tough and rude behaviour	359 19.0%	1007 36.0%	366 13.0%	792 28.0%	276 10.0%

5.5 Attitudes of constables categorized as appropriate, inappropriate and undecided

The above questions try to elicit internal responses of police constables and the philosophies of human nature inherent in the core of the mind of the constables. Here, in the case of positive questions, 'strongly agree' and 'agree' can be represented as inappropriate attitude, and in the case of negative questions, 'disagree' and 'strongly disagree' can be represented as inappropriate attitude.

Taking the corollary, it can be mentioned that in case of positive questions 'strongly disagree' and 'disagree' can be represented as appropriate response and in the case of negative questions, 'strongly disagree' and 'disagree' as appropriate response.

Table 14 - CONSTABLES' OWN PERCEPTION OF ATTITDUES REPRESENTED IN APPROPRIATE, INAPPROPRIATE AND UNDECIDED CATEGORIES

S No	Attitudes	Appropriate	Inappropriate	Un decided
1	If I work less, I will commit less mistakes so it is better to work less	34 %	46%	20%
2	I will work that much as I am told and devote more time on family	5.7%	88.3%	6%
3	Let anybody not work, I will be a devoted person	42.5%	47.6%	9.9%
4	Even if I do not contribute the work will be completed	27%	57%	16%
5	Without doing any work, other people are being rewarded	21%	60%	19%
6	Even though we are not told, we should work	58.8%	28.3%	12.9%
7	Even though nobody checks the completion of the tasks we should not avoid the work	52%	31%	17%
8	Police Constable is not a very small person to fight the powerful criminals	51%	34%	15%
9	No legal protection is provided to policemen, so a large number are killed or injured by anti-social elements	25%	67%	8%
10	Howsoever uncomfortable we may be in uniform, we should wear it.	52%	36%	12%
11	Even though Courts do not punish, criminals should not get punishment from police	42%	29%	29%
12	All down-trodden people have no criminal tendencies	35%	29%	36%

13	Minorities should be dealt rudely as they are not loyal to our country	22%	42%	36%
14	Long detention and use of third degree are not required for successful investigation	33.5%	38.6%	27.9%
15	Police should not inform the family members of accused because they will destroy evidence	21%	55%	24%
16	Training is not a wastage of time	63%	26%	11%
17	Teachers get tuition fee, doctors get consultancy fee so the police should accept gifts	47.8%	37.2%	15%
18	My children should join police force	42%	30%	28%
19	Let everybody shows caste allegiance but the policemen should not support persons of their own caste	64%	26%	10%
20	You can perform better only through tough and rude behaviour	45%	42%	13%

The above data reveal fascinating findings:

(a) 34% constable showed appropriate attitude, 46% showed inappropriate attitude and 20% showed undecided attitude on commitment to work. This is a very deplorable state of affairs. Commitment to work has been measured through a number of parameters 1) Minimum work theory 2) If-not-asked-will-not work view 3) Personal devotion to work 4) Meaninglessness of personal contribution of any constables to the work 5) Dedication 6) Assumption of defective policy of reward 7) Responsible behaviour with regard to work. The responses to these parameters reveal that majority of the constables are guided by the concepts of minimum work theory, meaninglessness of personal contribution, if-not-asked-will-not work view and assumption of defective policy of rewards. Some people exhibit the qualities of dedication and responsible behaviour. The aggregate of all these responses about commitment to work reflects poor attitudes of the constables towards work.

(b) 34% of constables felt that they are powerless to fight the powerful criminals. 15% showed undecided attitude and 51% constables felt that they can fight the powerful criminals. The powerlessness syndrome expressed by nearly half of the responded constables is dangerous. If the fighters of crime feel that they cannot fight, then the fight against crime will be definitely lost. Law of the land has given a lot of powers to the constables, but even then a large number of the constables show helplessness. This reflects low morale of the police constables. This is highly lamentable and needs soul searching. The constables need empowerment. Empowerment can take place by upgrading their techniques, by properly equipping them and by reducing their vulnerabilities. Otherwise the feeling of powerlessness will do great disservice to police organization as well as to the society.

The data highlight the existence of positive and appropriate attitudes among a limited percentage of constables. This percentage needs to be increased through various interventions. Positive attitudes are shaped by positive powerful emotional experiences which are fastened by interpersonal activities. So efforts through role playing, interaction with public, debriefing sessions by senior experienced police officers must be made to inculcate positive attitudes. The data reveals several undesirable aspects of human behaviour like insensitivity, communal tendency and casteist tendency in police constables. These negative attitudes manifest several problems including poor quality work and low morale, which need to be remedied.

(c) 42% of constables showed appropriate attitude with regard to brutality, whereas 29% showed inappropriate and 29% were undecided towards the same. Police brutality is the willful and wrongful use of force by police officers who knowingly exceed the bounds of their office. Brutal behaviour is a serious allegation against police. Police violence and brutality needs to be curbed. Since most of the time police brutality is a conscious act, the constables need to be convinced that brutality is a counter productive measure. The human rights violated anywhere is felt everywhere.

So immediately efforts must be made to convince the undecided elements that brutality is a very repulsive thing. The negative impact of Bhagalpur blindings on the image of police organizations was immense. The constables need to be firm but not brutal. The 29% constables who showed inappropriate attitude with regard to brutality made to realise the wrong impact of brutality on public. They must be convinced that in the long run police brutality damages police organizations to a greater extent.

(d) It is disheartening to notice that 29% constables showed biased attitudes towards weaker sections, 36% showed undecided attitude and only 35% constables showed appropriate attitude towards weaker sections. This is a very serious bias. This can cause great miseries for the weaker sections. The findings reveal the anti-weaker section feeling of a large chunk of police constables.

Along with this anti-weaker section stance of a section of constables, the casteist tendency of another group of constables makes policing highly vulnerable. 26% of constables showed casteist tendency, 10% showed undecided attitude and 64% showed appropriate attitude towards caste considerations. The casteist tendency and the bias against weaker sections among police constables, unless remedied, will have far reaching implications for the police organizations as well as for the society. These two wrong attitudes will make the functioning of the police station staff in rural areas much more difficult. Definitely these tendencies will give rise to caste based senas which will go against the policemen. Even it will be difficult to quell caste conflicts. So proper attitudes towards caste and weaker sections must be inculcated among constabulary at training institutions and at the workplaces.

e) 42% constables exhibited communal tendency, 36% showed undecided attitude and only 22% showed unbiased attitude. This is a matter of grave concern. The communalization of the constables and the communal tendency of the constables need to be reversed. If the constables are not decommunalised, then they will do a great disservice to the Indian Secular Republic. Communal attitude of police constables is one of causes of abrasive relationship between

the police and minority communities. It has also been the major and explosive source of tension and disorder in the Indian society. The communal attitude and communal behaviour of the police constables will add to the vicious communal situation in the country. The partisan and biased behaviour and action of the constables will deflate the legitimacy of the actions of law enforcing agencies. As a result, their effectiveness in handling communal problems will considerably be reduced. The policing in 169 communally sensitive districts of India (covering more than 1/3 area of the country) will become fragile and much more difficult. So the constables must understand the harmful effect of their communal tendency. Training interventions and administrative measures must be taken to ensure secular attitude and eliminate communal attitude among the constables.

f) 52% constables showed pride in uniform, 36% showed inappropriate attitude and 12% showed undecided attitude. Pride in uniform and pride in service deter wrong tendencies among constables. These feelings need to be inculcated through developing proper police ethos. This can be done by demonstration at different leadership level.

26% constables viewed training as useless, 63% emphasized the need of training and 11% showed undecided attitude towards training. Everybody should willy-nilly undergo training. With regular, periodic, systematic training only, the constables will appreciate the significance of training. The belief of few that "training is a wastage of time" will get obviated only when they experience systematic and periodic training.

g) 47.8% constables exhibited corrupt tendency, 15% were indecisive and 37.2% showed ethical attitude towards corruption. Efforts should be made to reduce and control corruption among constables. 45% of constables advocated rude and tough behavior towards public, 13% were indecisive and 38% showed civil attitude towards public. The preponderance of uncivil attitude among police constables towards the public, corroborates the allegations that police constables are abusive and unempathetic. Since the police constables consider uncivil behaviour as the correct method of

better performance, this has to be remedied urgently. This can be remedied by demonstration, by training and by coaching them in better methods of performance. The uncivil attitude shows their mindset. Their mindsets can be transformed. If they realize that uncivil attitude is counter productive and they can perform well if they improve their core competencies and behave tactfully with the public.

5.6 Attitudinal Ambivalence

Attitudinal ambivalence is depicted through the undecided attitudes. Ambivalent attitudes or the undecided attitudes affect the judgement and behaviours of the constables profoundly.

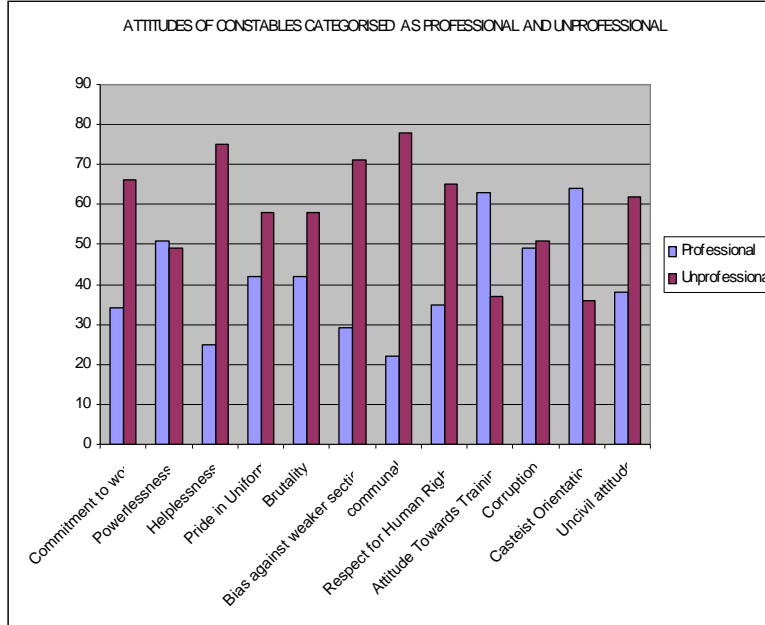
The inability of a significant number of constables to take a stand in several important issues relating to police functioning poses a serious problem to police administration. 20% undecided response to the question – “If I work less I will commit less mistakes” shows that a good number of constables have dilemma as to whether they should work hard or not and 15% undecided response to the question “Police constable is not a very small person to fight the powerful criminals” shows not only doubt about their self worth but also a dilemma whether they should fight against powerful criminals. When the senior officers do not understand the worth of the constables, how can one expect the constables themselves to understand their worth? 19% are unclear about the relationship between work and reward. Transparency can dilute this dilemma. If the rewards are declared publicly and read out religiously during roll call, this dilemma can be dispelled. 36% showed undecided response towards the question “all downtrodden people have criminal tendencies”. This ambivalent attitude can be overcome by regular interaction of constables with poorer masses and impressing upon police constables that they need to regularly help, protect and respect human beings without looking at their financial status. 36% constables showed doubt with regard to their behaviour towards minorities. This is a very large group and it reveals a major dilemma that many police personnel at the lowest level are facing with regard to their interface with minorities. Again, proper counselling is required.

24% are not sure whether they should inform the family members of the accused after arrest. As per law they have to do it. And if they do, they will face other attendant problems and this represents their dilemma. All these aspects exhibit the constables' peculiar predicament in ethical dilemmas.

Some of the indecisiveness is due to the dichotomy between the ground reality and legal requirements. Some of the undecided responses are due to incomprehension of the constables. However, undecided people are hesitant workers. No doubt undecided attitude shows ethical dilemmas. But it also proves the fact that the undecided are reluctant and indecisive constables. So, undecided responses should be categorized as unprofessional, because any attitude showing inaction reflects unprofessionalism.

5.7 Attitudes of constables categorized as professional and unprofessional

The above data is represented in a Bar Chart.



The empirical study of attitudes highlights that 39.25% respondent constables showed professional attitude, whereas 60.75% showed unprofessional attitude. Such a high level of unprofessional attitude marks the bankruptcy of professional attitude and values among constables. This is highly alarming. The police department can easily face serious crises because of the high percentage of negative attitudes prevalent among the constables. In most cases, the lamentable negative attitudes precipitate serious problems. 64% constables' negative attitude towards integrity, 85% constables' negative attitude towards action orientation, 42% constables' negative communal attitude, 45% constables' uncivil attitude towards public militate against the ethos of professional policing.

5.8 Negative drift of attitudes

Besides other things, negative drift is one major factor that affects the attitudes of the constables. The constables live in a world where bad news and negative influences confront them from all sides. They feel bad when they hear about the misfortunes and wrong doings of others and they come in constant contact with people whose negative attitudes influence them. They are so caught up in their own lives that they do not realize that their own attitude has drifted.

Negative attitudes affect everything the constables perform in a negative form. It generates self-image problem. Impact of attitudes generates environmental shock waves. The constables need to realize the consequences of their attitudes and renew positive attitudes.

5.9. Attitudes adjustment

Constables encounter financial setbacks, personal disappointment, illness and emotional distress, which adversely affect their attitudes. The work hazards impact their attitude. They can snap back out of the rut by finding and taking advantage of the positive aspects in their lives. Attitudes are learnt and developed not only out of

direct experience but also through the observation of experience of others. So something needs to be done to develop and to bring necessary changes in the attitudinal prism of constables. As the values and attitudes provide the character, courage and consciousness to any worker, efforts must be made to improve the values and attitudes of the constables. By encouraging, improving and inculcating appropriate and ethical values and attitudes, the professional conduct and behaviour among constables can be attained. This can be achieved through attitude adjustment, through some hints, some advice and some examples. Efforts must be made to explore the constables' courtesy, sensitivity and integrity. Efforts must be made to redraw the attitude profile of the constables keeping in mind the prerequisites of a professional constable. Efforts must be made to renew and refresh the attitudes of the constables, because the attitudes have great bearing on the work, productivity, relationship with public and success of the constables.

Positive Attitude Formula

Negative attitude based behaviours are like crabgrass – deep rooted and difficult to weed out. Such behaviours can be changed only by renewing and refreshing positive attitudes. In order to renew and refresh the positive attitudes and to foster appropriate positive attitudes among constables, the following formula of attitudes can be used.

- A - Aim a little higher than you think possible
Associated with positive people.
- T - Treat others as you want to be treated
Treat common public with respect
- T - Try a little harder than you want to
- I - Improve knowledge and skills
- T - Take training seriously

- U - Utilise time properly
- D - Do a little more than you are paid to
- E - Extend help to public
- Enthusiastically work
- Earn other people's respect
- Establish and maintain a positive work place
- S - Smile
- Strive for excellence

* * *

CHAPTER - VI

PROFESSIONAL CONDUCT AND PROFESSIONAL IMAGE

The survey of attitudes discussed in last chapter reveals the professional conduct of police constables from the perspective of policemen, which reflects only one side of the coin. Without considering the public perception the image cannot be a real one. The real picture of police attitudes, values, conduct and performance cannot be obtained without conducting a survey of public perception. The final verdict on police professionalism is delivered by the public. The public is the ultimate consumer of police service, the most important stakeholder of policing. The professional credentials of police constables can be established by the endorsement of the public.

A cross section of public comprising 1000 people in 7 States were administered a questionnaire to elicit their responses on different attributes of police constables. The attributes are 1) service orientation 2) dependability 3) quality of fighting crime 4) Competence 5) hardwork 6) empathetic 7) responsible 8) corruption oriented 9) Inhuman 10) abusive 11) nexus with criminals.

The data is presented in the table below.

Table 15 - PUBLIC PERCEPTION OF IMAGE AND CONDUCT OF POLICE CONSTABLES

S No	Traits/ Characteristics	Yes/ No	My Experience	Experience of others	Hear Say	TV	News paper	Any other means
1.	Service Oriented	Yes 708 70.8 % No 292 29.2%	150 (+) 15.0% 45 (-) 4.5%	199(+) 19.9% 56(-) 5.6%	241(+) 24.1% 141(-) 14.1%	88(+) 8.8% 49(-) 4.9%	30(+) 3.0% 1(-) 0.1%	-
2	Dependable	Yes 661 66.1% No 339 33.9%	270(+) 27.0% 92(-) 9.2%	157(+) 15.7% 58(-) 5.8%	162(+) 16.2% 184(-) 18.4%	65(+) 6.5% 4(-) 0.4%	5(+) 0.5% 1(-) 0.1%	2(+) 0.2% -

3	Fighters of crime	Yes 727 72.7% No 273 27.3%	273(+) 27.3% 22(-) 2.2%	112(+) 11.2% 31(-) 3.1%	150(+) 15.0% 194(-) 19.4%	139(+) 13.9% 15(-) 1.5%	53(+) 5.3% 6(-) 0.6%	- 5(-) 0.5%
4	Competence	Yes 727 72.7% No 273 27.3%	273(+) 27.3% 22(-) 2.2%	112(+) 11.2% 31(-) 3.1%	150(+) 15.0% 194(-) 19.4%	139(+) 13.9% 15(-) 1.5%	53(+) 5.3% 6(-) 0.6%	- 5(-) 0.5%
5	Hardwork	Yes 705 70.5% No 295 29.5%	182(+) 18.2% 28(-) 2.8%	191(+) 19.1% 54(-) 5.4%	282(+) 28.2% 166(-) 16.6%	40(+) 4.0% 46(-) 4.6%	10(+) 1.0% 1(-) 0.1%	- -
6	Empathetic	Yes 473 47.3% No 527 52.7%	185(+) 18.5% 200(-) 20.0%	78(+) 7.8% 129(-) 12.9%	175(+) 17.5% 180(-) 18.0%	29(+) 2.9% 9(-) 0.9%	6(+) 0.6% 9(-) 0.9%	- -
7	Responsible	Yes 742 74.2% No 258 25.8%	303(+) 30.3% 44(-) 4.4%	131(+) 13.1% 46(-) 4.6%	247(+) 24.7% 126(-) 12.6%	43(+) 4.3% 35 3.5%	5(+) 0.5% 6(-) 0.6%	13(+) 1.3% 1(-) 0.1%
8	Corruption Oriented	Yes 539 53.9% No 461 46.1%	29(+) 2.9% 115(-) 11.5%	202(+) 20.2% 154(-) 15.4%	149(+) 14.9% 154(-) 15.4%	111(+) 11.1% 14(-) 1.4%	47(+) 4.7% 14(-) 1.4%	1(+) 0.1% 10(-) 1.0%
9	Inhuman	Yes 473 47.3% No 527 52.7%	185(+) 18.5% 200(-) 20.0%	78(+) 7.8% 129(-) 12.9%	175(+) 17.5% 179(-) 17.9%	29(+) 2.9% 10(-) 1.0%	6(+) 0.6% 9(-) 0.9%	- -
10	Abusive	Yes 519 51.9% No 481 48.1%	307(+) 30.7% 271(-) 27.1%	86(+) 8.6% 96(-) 9.6%	89(+) 8.9% 112(-) 11.2%	35(+) 3.5% 1(-) 0.1%	2(+) 0.2% 1(-) 0.1%	- -
11	Nexus with Criminals	Yes 412 41.2% No 588 58.8%	23(+) 2.3% 93(-) 9.3%	52(+) 5.2% 155(-) 15.5%	199(+) 19.9% 300(-) 30.0%	103(+) 10.3% 35(-) 3.5%	27(+) 2.7% 5(-) 0.5%	8(+) 0.8% -

The empirical analysis of data makes startling revelations.

70.8% think policemen to be service oriented, 66.1% portray constables as dependable. 72.7% view policemen as fighters of crime. 72.7% view policemen as competent. 70.5% view policemen as hardworking. 74.2% view policemen as responsible. 53.9% view policemen as corrupt. 47.3% view them as inhuman. 51.9% view police constables as abusive and 41.2% view constables as having nexus with criminals.

6.1 Public perception of professional conduct of police constables on the basis of self experience.

On the basis of self experience, 15.0% viewed constables as service oriented and 4.5% viewed as not service oriented; 27% viewed constable as dependable and 9.2% as undependable; 27.3% as fighters of crime and 2.2% as no fighters of crime; 18.2 % as hardworking, 2.8% as not hardworking; 18.5% as empathetic, 20.0% as not empathetic; 30.3% as responsible, 4.4% as irresponsible; 2.9% as corruption oriented, 11.5% as not corruption oriented; 18.5% as inhuman 20.0%, as not inhuman; 30.7% as abusive, 27.1% as not abusive; 2.3% as having nexus with criminals and 9.3% as not having nexus with criminals. Two headline conclusions can be drawn from the above data. On the basis of self experience a relatively large percentage of the public view police constables' conduct as abusive, inhuman and non-empathetic. On the positive side, the public view more constables as service oriented, dependable, hardworking, responsible and not so corruption-oriented.

The Public Perception of police constable on the above 11 points reflects the image and performance of police constables. SI.No.1 to 7 deal with positive attitudes and 8 to 11 deal with the negative attitude of the constables as perceived by the public. The public perception was categorized on the basis of self experience, experience of others, hearsay, television, newspaper and other means.

6.2 Professional Conduct

Since the self-experience of public about police behaviour and conduct is the direct outcome of their interaction with police, the self-experience data reveals the real police conduct and professional performance of the police constable. Other perceptions are only the impressions, which can be categorized as image.

6.3 Public Perception of professional image of the police constables on the basis of experience of others, television, newspaper

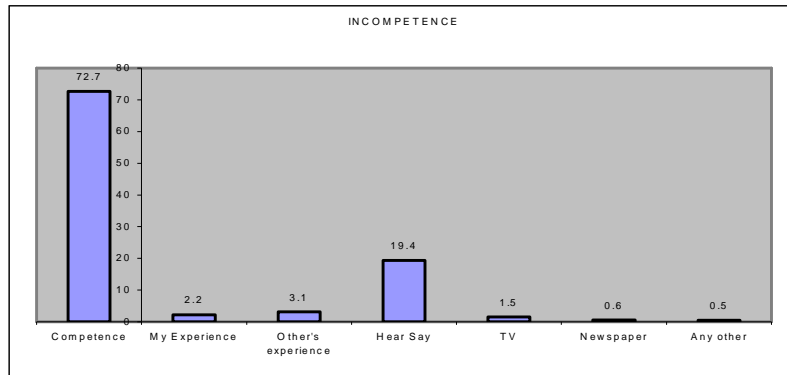
Positive response on positive traits based on self-experience can be categorized as professional conduct, and negative response on positive traits based on self experience can be categorized as unprofessional conduct. So also positive response on negative traits based on self-experience can be categorized as unprofessional and negative response on negative traits based on self-experience can be categorized as professional performance or professional conduct.

Positive response based on others experience, hearsay, television, newspaper on positive traits can be termed as professional image, negative response based on the same on positive traits can be termed as unprofessional image. Positive response based on hearsay, others experience, television and newspaper on negative traits can be termed as unprofessional and negative response based on hearsay, television, experience of others and newspaper can be termed unprofessional image.

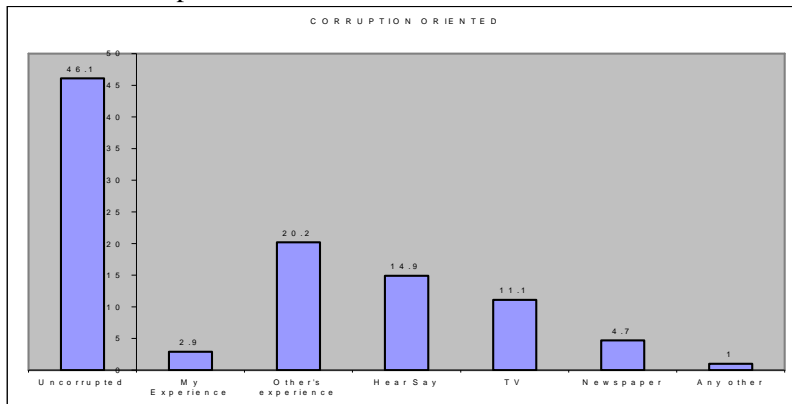
The empirical analysis of data pertaining to police image highlighted through the experience of others, television, newspaper, hearsay are mentioned below.

The positive aspects of images are projected as service oriented, dependable, fighters of crime, and hardworking. The negative aspects of the police constables images are projected as not so competent, not so hardworking, corrupt, inhuman, abusive and having nexus with criminals. The negative responses of public is more affected by hearsay, others experience and Television.

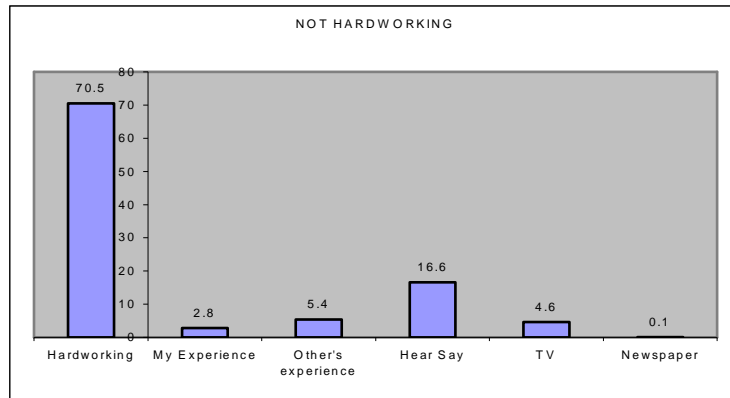
6.4 Distortion of professional image through television and others' experience



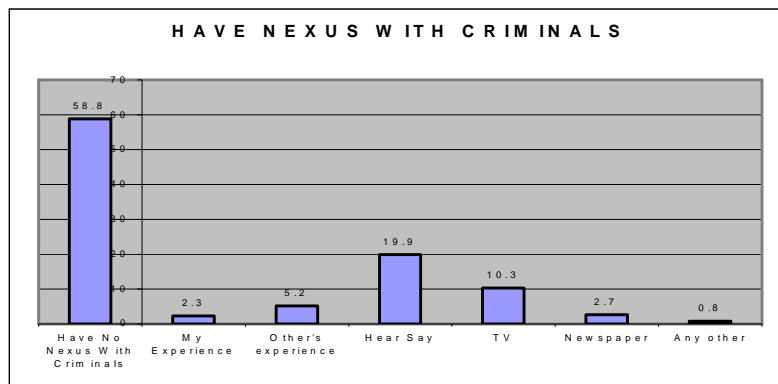
On the basis of self experience 2.2% view as incompetent. On the basis of others' experience 3.1% view as incompetent. On the basis of hearsay, 19.4% view as incompetent. On the basis of television, 1.5% view as incompetent. On the basis of newspaper, 0.6% view as incompetent.



The diagram eloquently speaks that hearsay and television have magnified the distorted image of police constables. The attribute of corruption orientation is projected many times higher by electronic media and hearsay than the perception by public on the basis of self experience. The data validate the notion that the projected image of police constables is distorted.



On the basis of self experience, 2.8% view as not hardworking. On the basis of others experience, 5.4% view as not hardworking. On the basis of hearsay, 16.6% view as not hardworking. On the basis of television, 4.6% view as not hardworking. On the basis of newspaper, 0.1% view as incompetent.



The findings reveal that the impressions of the public about the nexus of police with criminals are mainly based on hearsay and television. Less than 3% of the respondents stated that their impression about the nexus of police with criminals was based on self-experience. Similarly, less than 3% stated that their impressions were based on what they read in newspapers.

As stated, maximum number of respondents viewed that their perception of police nexus with criminals was based on hearsay and television. Crime is the most prominently featured subject of television serials. The scripts of television serials project negative attributes of policeman in a dramatic manner. Exposure to dramatic television serials which mostly caricature the police roles reinforce negative attitudes among public towards the police constables. The police constables are unfairly stigmatized. In a study conducted by Franklin D. Glliam Jr ,University of California, Los Angeles and Shanto Iyengar of Stanford University titled "Prime Suspects: The influence of local television news on the viewing public", it was found that the crime news as projected in television served to substantiate negative attitudes among public.

Again, if we compare the views based on self-experience which is a direct source of conduct and performance and views based on television, others experience, newspaper and hearsay it is found that the image projected through indirect sources is more negative. This implies distortion of police image, exaggeration of the wrong conducts and bad performance. The impact of print media on public perception is negligible, whereas the impact of electronic media is tremendous. The electronic media has powerful hypodermic effect on the general public's attitude, injecting information and opinions into people's minds. Television and experience of others has largely contributed to the distorted image of police constables. The opprobrium attached to police image projected by electronic media and others experience is outrageous.

* * *

CHAPTER - VII

EXISTING LEVEL OF PROFESSIONAL HAZARDS OF CONSTABLES

The Professional Hazards faced by the constables are far more multi-dimensional than the professional hazards faced by any worker. A Constable's job is viewed as dangerous, stressful, full of complications, conflict and confusion by common man, senior police officers and constables themselves. The unfortunate death of about 1000 constables per year and injuries to 4 to 5 times more police personnel of the same rank depict the seriousness of dangers faced by the constables in India. Besides the deaths and injuries, the prevalence of serious diseases like Ulcer, T.B., Heart ailments and Diabetes among constables, and the prevalence of alcoholism points out that there are a number of hazards which are faced daily by the constables and which burn out the constables continuously.

Police Constables' job is inherently and inescapably hazardous. The job generates tremendous amount of frustration, uncertainty, danger and discomfort for the police constable. An inventory of hazards was prepared after considering the views of some senior police officers and experience of some of the constables about the daily hassles, constant tensions and serious threats faced by them. The lists were circulated among the constables and senior police officers to elicit their response.

The following methods were used for assessing professional hazards of constables:-

1. RESPONSE OF CONSTABLES ON PROFESSIONAL HAZARDS
2. RESPONSE OF SENIOR POLICE OFFICERS ON PROFESSIONAL HAZARDS

7.1 Types of hazards

The hazards faced by constables cover a very wide range from threat to life and threat of injuries to self and family members, physical discomforts caused by uniform, to other stresses generated by the job. Taking into account the percentage of response, the hazards can be categorized as serious hazards, major hazards and minor hazards.

Any hazard which received a total response of more than 60% has been categorized as serious hazard. Any hazard receiving 20% to 60% has been categorised as major hazard and hazard which got a response of less than 20% has been categorised as minor hazard.

Table 16 - PROFESSIONAL HAZARDS - PERCEPTION OF CONSTABLES
(N=2400 excluding Assam)

S No	Professional Hazards	Respondents who perceived the hazard	
		No	Percentage
	<u>Serious Hazards</u>		
1.	Poor Image in Society	2300	95.8%
2	Lack of Equipment	1652	68.8%
3	Odd time duties	2329	97.0%
4	Deprived of basic amenities	1872	78.0%
5	Political Harassment	1658	69.0%
6	Lack of time for personal development and family welfare	2165	90.2%
7	Continuous/ long hour duties	2352	98.0%
8	Stress due to improper behaviour of public	1762	73.4%
9	Lack of incentives for good work	1821	75.8%
	<u>Major Hazards</u>		
10	Threat to Life	993	41.3%

11	Ineffective Criminal Justice System	553	23.1%
12	Lack of Proper Job Description and appraisal	1272	53.0%
13	Reprisals from anti-social elements during off-duty time	1388	57.8%
14	Work Place violence from criminal	575	23.9%
15	Threat to the family members from anti-social elements	1249	52.0%
16	Threat of accidents	953	39.7%
17	Lack of proper Insurance coverage	991	41.2%
18	Uncomfortable uniform	911	37.9%
	Minor Hazards		
19	Lack of proper Legal Protection	373	15.5%
20	Low Morale	257	10.7%
21	Role Ambiguity	77	3.2%
22	Disciplinary Action by Superiors	399	16.6%
23	Alienation/uproot from the community	284	11.8%

According to the views of constables, poor image in society, lack of equipment, odd time duties, deprivation of basic amenities, political harassment, lack of time for personal development and family welfare, continuous long hour duties, stress due to improper behaviour of public, lack of incentives for good work are the serious hazards. More than 90% constables viewed, odd time duties, continuous long hour duties, lack of time for personal development, poor image in society as serious hazards. These hazards have tremendous impact on the health and behaviour of the constables. These are great stressors.

Threat to life, ineffective criminal justice system, lack of proper job description and appraisal, reprisals from anti-social elements during off-duty time, work place violence from criminals, threat to the family

members from anti-social elements, threat of accidents, lack of proper insurance coverage and uncomfortable uniform are serious hazards. The large chunk of major hazards are related to violence or danger. Since the constables very often deal with life and death situations, these hazards need to be taken care of by the Government and the department.

Lack of proper legal protection, low morale, role ambiguity, disciplinary action by superiors, alienated/ uprooted from the community are minor hazards.

Table 17 - PROFESSIONAL HAZARD PERCEPTION OF SENIORPOLICE OFFICERS (N=250)

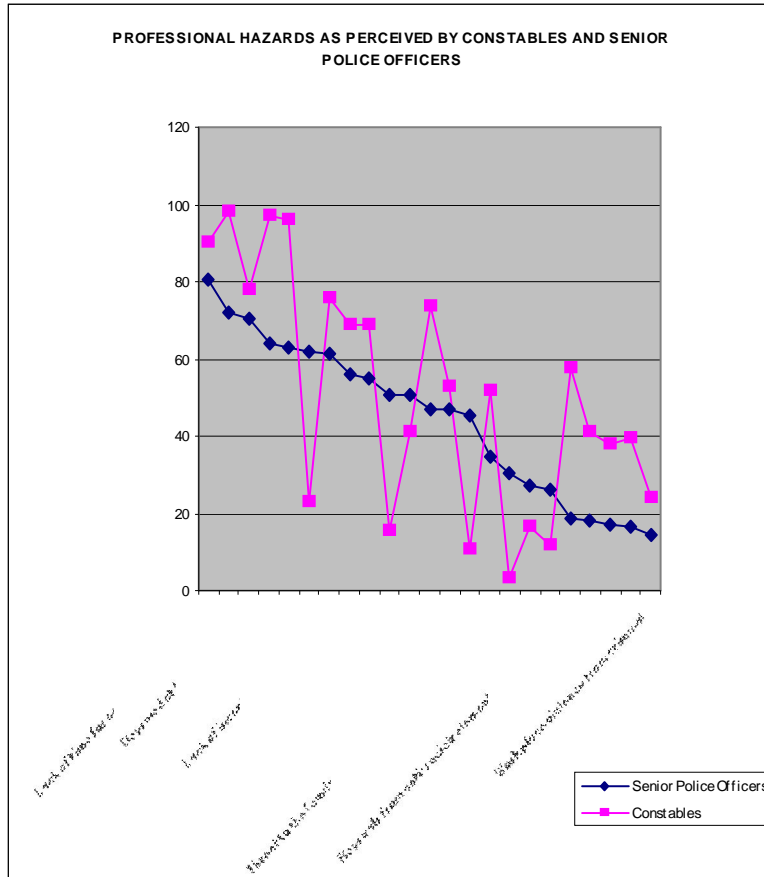
S No	Professional hazards	Respondents, who perceived the hazard	
		No	Percentage
	Serious Hazards		
1	Lack of time for personal development and family welfare	202	80.8 %
2	Continuous long hour duties	180	72.0%
3	Deprived of basic amenities	176	70.4%
4	Odd time duties	160	64.0%
5	Poor Image in society	157	62.8%
6	Ineffective Criminal Justice System	155	62.0%
7	Lack of incentives for good work	153	61.2%
	Major Hazards		
8	Political Harassment	140	56.0%
9	Lack of Equipments	138	55.2%
10	Lack of proper legal protection	127	50.8%
11	Threat to life	127	50.8%
12	Stress due to wrong behaviour of public	118	47.2%
13	Lack of proper job description and appraisal	117	46.8%
14	Low Morale	113	45.2%
15	Threat to the family members from anti social elements	88	34.8%
16	Role Ambiguity	76	30.4%
17	Disciplinary Action by Superiors	68	27.2%
18	Alienated/uprooted from the community	65	26.0%

	Minor Hazard		
19	Reprisals from anti-socials elements during off-duty time	47	18.8%
20	Lack of Proper Insurance Policies	45	18.0%
21	Uncomfortable uniforms	43	17.2%
22	Threat of Accidents	42	16.8%
23	Work place violence from criminal	37	14.5%

According to the views of senior officers, lack of time for personal development and family welfare, continuous long hours of duty, deprivation of basic amenities, odd time duties, poor image in society, ineffective criminal justice system, lack of incentives for good work are serious hazards. Most of the serious hazards are due to heavy workload and lack of recognition. Political harassment, lack of equipments, lack of proper legal protection, threat to life, stress due to wrong behaviour of public, lack of proper job description and appraisal, low morale, threat to the family members from anti-social elements, role ambiguity, disciplinary action by superiors, alienated/uprooted from the community are major hazards. Violence is one of the most important ingredients of major hazards. Vulnerability causes aggravation of hazards. Uncivil attitude of public, lack of equipments also add to the major hazards.

Reprisals from anti-social elements during off-duty time, lack of proper insurance coverage, uncomfortable uniforms, threat of accidents, work place violence from criminal are minor hazards. The wearer of the shoe knows where the shoe pinches. So the categorization of lack of proper insurance coverage, uncomfortable uniforms, threat of accidents, work place violence has been given low priority by senior officers.

The data of the perception of constables and senior police officers are presented below in the graph.



The graph highlights the mismatch of perception of Senior Police Officers and Constables.

In respect of the following, there is either similar or slight variation in perception between the constables and senior police officers (less than 10 % of difference of opinion may be viewed as similar perception).

a) Threat to Life : 41.3 % Constable and 50.8% senior officers feel that there exists threat to life of constables, this is a very serious threat, because the constables, who feel threat to their lives, generally are bound to be violent and behave very abnormally.

b) Lack of Equipments : 68.8 % Constables and 55.2% Senior Officers viewed that the constables are not properly equipped to face dangerous and difficult tasks in their work environment.

c) Lack of proper job description and appraisal system : 53.0% Constables and 46.8% Senior Officers feel it as a major hazard.

d) Deprived of basic amenities : 78.0% Constables and 70.4% senior officers feel that lack of basic amenities is major hazard. Most of the constables do not have housing facilities. In some places, the constables cannot keep their families as they do not get any accommodation. At few places proper drinking water, toilets and medical facilities are not available.

e) Threat to family members from anti-social elements : 52.0% constables and 34.8% Senior officers feel that the constables anticipate threat to the family members from anti-social elements.

f) Continuous long hour duties : 98.0% Constables and 72.0% senior police officers view that continuous long hours duties is a great hazard. They do not get time for rest and recreation. They have to work for more hours of duty than other government workers like teachers, clerks etc.

g) Lack of incentives for good work : 75.8% Constables and 61.2% Senior Officers feel that the good work done by the constables is not recognized, which brings frustration to the constables.

h) Lack of time for personal development and family welfare: 90.2% Constables and 80.8% Senior Officers feel that there is lack of time for personal development and family welfare.

i) Work Place Violence from Criminals : 23.9% Constables and 14.5% Senior officers feel that the constables face work place violence from criminals. This is a serious hazard.

MISMATCH (HIGHER PERCEPTION OF CONSTABLES)

a) Ineffective Criminal Justice System : 23.0% Constable and 72.0% Senior officers feel that the Criminal Justice System is ineffective which is a hazard. Because of the ineffective Criminal Justice System, the constables' efforts get stultified . It affects the attitude of police constables.

b) Poor Image in Society : 95.8% Constables and 68.8% Senior Officers view that constables have poor image in society. It affects their self-esteem and self respect.

c) Reprisals from anti-social elements during off-duty time: 57.8% Constable and 18.8% Senior officers feel that the constables face the hazard of reprisals from anti-social elements during off-duty time. It affects the attitude of police constables.

d)Threat of accidents: 39.7% Constables and 16.8% Senior officers view that the constables face the hazard of accidents.

e) Odd time duties: 97.0% Constable and 64.0% Senior officers feel that the Odd time duty for the Constables is a major hazard.

f) Lack of Proper Insurance coverage: 41.2% Constables and 18.0% Senior officers feel that lack of proper insurance coverage is a hazard. As the rates of death and injuries of constables are very high, the probability of the sufferings of the family members is also high. Due to lack of proper insurance coverage, the family members of the constables suffer a lot. It causes anxiety among constables. The anxiety of the constables does not seem to be perceived by the senior police officers to the same extent.

g) Political Harassment: 56% senior police officers and 69% constables feel that political harassment is a great hazard.

h) Lack of Proper Legal Protection: 15.5% Constables and 50.8% Senior police officers feel that proper legal protection is not there. Because of some instances of withdrawal of cases against the assaulters and killers of police officials due to extraneous considerations, police constables feel that they do not get sufficient legal protection.

i) Uncomfortable Uniform: 37.9% Constables and 17.2% senior police officers feel that uncomfortable uniforms is a great hazard. Uncomfortable uniforms at times creates great discomfort for the constables and reduces their efficiency .

j) Stress due to improper behaviour of public: 73.4% Constables and 47.2% Senior Officers view that stress due to improper

behaviour of public seriously poses health and mental risk to the constables.

Mismatch (Higher perception of senior police officers)

a) Low Morale: 10.7% Constables and 45.2% Senior officers feel that low morale is a hazard. The low morale may be caused by lack of equipment, recognition and other hazards also.

b) Role Ambiguity: 3.2% Constables and 30.4% Senior officers feel that role ambiguity is a hazard.

c) Disciplinary Action by Superiors: 16.6% Constables and 27.2% Senior Officers felt that disciplinary action by superior police officers against the constables is a hazard.

d) Alienated /uprooted from the community: 11.8% Constables and 26.0 % Senior officers feel that alienation from the community is a hazard the constables face. The constables do not get chance to celebrate various social functions along with the community. Since the constables do not get sufficient time to socialize with the community, they feel alienated.

It can be said that these professional hazards are the demotivators and hindrances to professionalism. To a great extent, these are responsible for the unprofessional behaviour, conduct and actions of the constables.

The magnitude of hazards thought and experienced by constables in many cases has not been perceived by Senior Police Officers. The low perception of hazards will create a situation of lack of appreciation of the ground reality. When the constables do not get departmental support to the fullest extent, they may resort to short cut methods or extralegal methods which may not be beneficial for the public and society. So, proper solution to the problems of the constables needs to be developed so that there can be improvement in the effectiveness of the constables as well as the police organization.

Some of the hazards like lack of equipment, lack of proper job description and performance appraisal, lack of proper insurance coverage, uncomfortable uniform, lack of incentives for good work

and low morale can be reduced to a greatest extent by proper policies and administration of police departments.

Some of the hazards like threat to life, reprisals by anti-social elements, work place violence, lack of adequate legal protection and lack of basic amenities can be reduced upto some extent by the intervention of the State Governments.

Hazards like poor image in society, stress due to improper behaviour of public and alienation from the society can be reduced by proper interaction of constables with the members of the public.

If these hazards are addressed properly then it will improve the professional attitudes of the constables, improve their professional skill and bring out the professional personality traits among them. The reduction of the amount of hazards will reduce the stress level of constables and improve their efficiency and effectiveness. In toto, it will bring quality improvement in the functioning of police organization.

* * *

CHAPTER - VIII

THE ISSUE OF PROFESSIONALIZATION OF POLICE CONSTABLES

8.1 Existing levels of professionalism among police constables

The empirical inquiry about existing levels of professional knowledge, skill and attitude among police constables and the presence of professional hazards substantiates that professionalism among constables is less than perfect at present. Professionalism remained virtually undeveloped among constables. The inquiry revealed that only about 60.23% of police constables possess professional knowledge. 57.3% police constables admit that they need further training to improve skills. The empirical analysis of the existing level of professional knowledge and skill highlights the knowledge gap and skills gap of the police constables.

The inquiry into the existing levels of professional attitude and values reveals a frightening picture - 42% are communal, 35% are corruption oriented, 26% have casteist orientation, 66% lack commitment to work, 29% have bias against down trodden, 45% show uncivil attitude and 34% show powerlessness and helplessness. It speaks volumes about the poor abilities of Constables. The wrong, inappropriate values of constables are constantly reflected in their work.

The attitude survey of public reveals that on the basis of self experience only -

a) 15.0% viewed constable as service oriented b) 27% as dependable c) 27.3% as fighters of crime d) 27.3% as Competent e) 18.2% as hardworking f) 18.5% as empathetic and g) 30.3 % as responsible. 18.5% viewed constables as inhuman, and 30.7% as abusive.

The attitude survey based on others' experience, television, hearsay project that -

a) 65.8% viewed constables as service oriented b) 39% as dependable c) 45.4 % as fighters of crime d) 27.3% as competent e) 52.3% as hardworking f) 29.8% as empathetic and 43.9% as responsible. 51% viewed constables as corruption oriented, 42.1% as inhuman, 21.2% as abusive and 38.9% as having nexus with criminals.

The perception of hazards of constables portrays a picture of gloom. The life stressors and work stressors create a peculiar situation of stress and danger which seriously affect the workmanship of the constables.

8.2 The need for professionalization

The knowledge and skill gap, the inappropriate attitudes and the tremendous hazards militate against the workmanship of the constables. Many police constables experience a sense of isolation, powerlessness, ignorance, incomprehension, worthlessness and role confusion. The workload, odd hour duties and the element of violence can disorient any constable easily. The hazards impact attitude of the constables destroy their behavioural skill and generate negative attitude. The consequences of negative attitude affect the quality of the workmanship. Instead of producing a model cop, which the state and society need, a disabled, crippled cop is produced. Hence, there is the need to professionalize the constables. The choice of professionalizing police constables is sufficiently compelling. The need to professionalize police constable raises the question 'How to Professionalize?' This question in turn poses following questions relating to the process of professionalization.

8.3 Process of professionalization

- (a) How do we recruit high-quality individuals to the profession?
- (b) How do we make sure about best training programmes?
- (c) How do we restrain our constables?
- (d) How do we encourage and reward excellence?
- (e) How do we ensure that constables are given opportunities to grow and develop as professionals?
- (f) What do we do about the poorly performing constables?
- (g) How do we make the appearance of the constables professional?
- (h) How do we professionalize the performance of constables?

The key to professionalization lies with the answers to the above set of questions. So, in order to find holistic answers to all the above questions, a survey to elicit the views of police constables and of senior officers on improving professionalism was conducted. 2800 constables and 250 senior police officers of 7 States responded on following aspects:

a) Recruitment:

1. Reducing the age of recruitment
2. Streamlining the process of recruitment

b) Training:

1. Posting competent trainers at the police training institutes to train the constables.
2. Designing the basic and refresher courses keeping in mind the performance problems of the constables.
3. Continuous refresher training
4. Providing mentoring system
5. Provision for supply of continuous professional learning materials
6. Course on human rights
7. Training in time management
8. Training in stress management

c) Career advancement:

1. Promotion
2. Linking the promotion with training
3. Facilities to improve educational qualification

d) Reducing vulnerabilities:

1. Providing proper equipments like B.P. vests
2. Providing proper insurance coverage
3. Providing proper legal protection

e) Streamlining the administration:

1. Strict supervision of work
2. Depoliticizing the police
3. Proper assignment of task

4. Proper performance evaluation
5. Recognition of good work
6. Proper communication

f) Welfare measures:

1. Conducting physical fitness programmes
2. Encouraging hobbies and relaxation activities
3. Providing adequate health service to constables and their families
4. Controlling alcoholism
5. Creating better sports and entertainment facilities

g) Removing the dead wood

The responses of the constables and senior officers on these critical aspects were collected, collated and put up below in a tabular form.

8.4 Constable's own view on improving professionalism among themselves

Table 18 - CONSTABLES' OWN VIEW ON IMPROVING PROFESSIONALISM AMONG THEMSELVES

S No	Measures to improve Professionalism	Fully	To a Great Extent	To a Considerable extent	To some extent	Not at all	Chi Sq. df=4
1.	Continuous Refresher Training	98 4.1%	887 36.9%	1110 46.2%	246 10.3%	59 2.5%	2.9
2	Strict Supervision of work	96 4.0%	362 15.1%	457 19.1%	1440 60.0%	45 1.8%	5.5
3	Proper Performance Evaluation	485 20.2%	1142 47.7%	409 17.0%	200 8.3%	164 6.8%	2.7
4	Creating Promotional Avenues	1267 52.8%	715 29.8%	383 16.0%	35 1.4%	-	3.8
5	Enhancing their pay scales	1689 70.4%	421 17.5%	240 10.0%	50 2.1%	-	7.4

6	Superiors not to compel them to do things Contrary to Law or Procedures	1219 50.8%	726 30.2%	419 17.5%	23 1.0%	13 6.5%	4.4
7	Providing mentoring system for learning the work	593 24.6%	472 19.7%	1008 42.0%	222 9.3%	105 4.4%	2.2
8	Superiors must communicate with them perfectly on professional aspects. (There should be no scope for communication gap between superiors and constables).	1591 66.2%	534 22.3%	199 8.3%	43 1.8%	33 1.4%	7.4
9	Recognition of their good work	2078 86.6%	244 10.2%	47 1.9%	31 1.2%	-	13
10	Proper Assignment of work	955 39.8%	1165 48.5%	227 9.5%	53 2.2%	-	4.1
11	Continuous provision of professional learning material	895 37.3%	621 25.9%	660 27.5%	139 5.8%	85 3.5%	2.2
12	Healthy Work-Environment (Physical Infrastructure)	214 8.9%	967 40.3%	1142 47.6%	47 1.9%	30 1.3%	4.9
13	Not frequently punishing them for mistakes (Failures to be treated as Learning Lessons)	466 19.4%	770 32.1%	918 38.2%	160 6.7%	86 3.6%	2.3
14	Depoliticization of police force	1656 69.0%	555 23.2%	140 5.8%	49 2.0%	-	7.3
15	Motivating them to improve Educational Qualifications	230 9.6%	572 23.8%	1364 56.8%	218 9.1%	16 0.7%	4.9
16	Developing in them more pride in service and uniform	1515 63.1%	511 21.3%	304 12.7%	62 2.6%	8 0.3%	6.5
17	Developing stress management competence	232 9.7%	452 18.8%	1403 58.4%	273 11.4%	40 1.7%	4.9
18	Conducting physical fitness programmes	1381 57.5%	835 34.8%	131 5.5%	45 1.9%	8 0.3%	6.4

19	Dead woods must be removed	1300 54.2%	791 32.9%	243 10.1%	54 2.3%	12 0.5%	5.3
20	Courses on Human Rights	908 37.8%	1274 53.1%	116 4.8%	102 4.3%	-	4.7
21	Training in Time management	618 25.8%	1134 47.2%	592 24.6%	38 1.6%	18 0.8%	3.7
22	Providing proper Insurance coverage for constables	1853 77.3%	374 15.5%	146 6.1%	27 1.1%	-	9.6
23	Reducing their vulnerability by providing proper equipments (B.P.Vests, B.P.Helmets)	1956 81.5%	368 15.3%	57 2.4%	19 0.8%	-	11.2
24	Reducing their vulnerability by providing legal protection (Ex: the killers of policemen must get capital punishment)	1416 59%	790 33%	173 7.2%	21 0.8%	-	5.5
25	Encouraging them to have hobbies and relaxation activities	2057 85.7%	203 8.5%	89 3.7%	45 1.9%	6 0.2%	13.5
26	Creating better sports and entertainment facilities	1589 66.2%	593 24.7%	208 8.7%	10 0.4%	-	6.6
27	Linking their promotion with training	95 3.9%	1870 78%	424 17.6%	11 0.5%	-	9.4
28	Reducing the Age of Recruitment	206 8.6%	1201 50%	487 20.3%	423 17.6%	83 3.5%	4.4
29	Streamlining the process of Recruitment so that chances of corruption are eliminated	654 27.3%	354 14.8%	1265 52.6%	95 4%	32 1.3%	4.1
30	Posting competent trainers at the police training institutes to train the constables	793 33%	1417 59%	112 4.7%	31 1.3%	47 2%	6.5
31	Designing the basic and refresher courses keeping in the mind the performance problems of constables	1482 61.8%	448 18.6%	383 16.0%	87 3.6%	-	5.1

32	Providing adequate health services to the police constables and their family members	2127 88.7%	190 7.9%	68 2.8%	15 0.6%	-	13.8
33	Evolving proper uniform (Ex: The boot is unsuitable for chasing criminals)	126 5.3%	939 39.1%	1195 49.8%	118 4.9%	22 0.9%	5.1
34	Controlling alcoholism in constables	139 5.8%	257 10.7%	499 20.7%	1129 58.9%	93 3.9%	3.2
35	Decreasing police brutality	721 30.0%	456 19.0%	459 19.1%	628 26.2%	136 5.7%	1.0
36	Acquainting the constables perfectly on code of ethics and rules of conduct	1209 50.3%	856 35.7%	251 10.5%	69 2.9%	15 0.6%	4.8
37	Policing the police to be made more strict	153 6.4%	189 7.9%	1806 75.2%	189 7.9%	63 2.6%	9.5

Note :- The above data excludes the data from Assam.

The empirical analysis of the data reveals following trends. All the constables unanimously view that following items contribute to improving professionalism.

1. Creating promotional avenues 2. Enhancing pay scales 3. Recognition of good work 4. Proper Assignment of work 5. Depoliticization of police force 6. Adequate health service 7. Proper design of basic training course 8. Proper insurance 9. Reducing vulnerability by providing proper equipment. 10. creating better sports facilities, and 11. Linking promotion with training.

A majority of them fully agree that police constables can be professionalized by implementing the following :

1. Recognition of their good work 2. Reducing their vulnerability by providing legal protection 3. Providing adequate health services to the police constables and their family members 4. Encouraging them to have hobbies and relaxation activities 5. Providing proper insurance coverage for constables 6. Conducting Physical Fitness Programmes 7. Reducing their vulnerability by providing proper equipments 8. Putting

competent trainers at the police training institutes to train the constables 9. Creating better sports and entertainment facilities 10. Courses on Human Rights 11. Proper communication by superiors on professional aspects 12. Proper Assignment of work 13. Acquainting the constables perfectly on code of ethics and rules of conduct 14. Designing the basic and refresher courses keeping in mind the performance problems of constables 15. Enhancing their pay scales 16. Developing in them more pride in service and uniform 17. Creating Promotional Avenues 18. Linking their promotion with training 19. Superiors not to compel them to do the things contrary to law or procedures. 20. Dead wood must be removed.

The aggregates of the views of those who agree fully, agree to a great extent, agree to a considerable extent, point out that 90.4% constables view that these measures will definitely improve professionalism among constables. This shows the will and urge of police constables to develop professionalism among themselves.

8.5 Senior Police Officers' views on improving professionalism among constables

Table 19 - SENIOR POLICE OFFICERS' VIEWS ON IMPROVING PROFESSIONALISM

S No	Measure to Improve Professionalism	Fully	To a Great Extent	To a considerable extent	To some extent	Not at all	Ch. Sq. Df=4
1	Continuous Refresher Training	50 20.0%	87 34.8%	78 31.2%	30 12%	5 2%	91.560
2	Strict Supervision of Work	50 20%	66 26.4%	101 40.4%	25 10%	8 3.2%	104.920
3	Proper Performance Evaluation	53 21.2%	92 36.8%	77 30.8%	27 10.8%	1 0.4%	108.640
4	Creating Promotional Avenues	79 31.6%	115 46%	37 14.8%	15 6%	4 1.6%	171.520
5	Enhancing their Pay Scales	73 29.2%	62 24.8 %	84 33.6%	26 10.4%	5 2%	88.600
6	Superiors not to compel them to do the things contrary to Law or procedures	75 30%	86 34.4%	41 16.4%	30 12%	18 7.2%	68.520

7	Providing mentoring system for learning for the work	48 19.2%	60 24%	91 36.4%	46 18.4%	5 2%	76.520
8	Superiors must communicate with them perfectly on professional aspects. (There should be no scope for communication gap between superiors and constables).	103 41.2%	86 34.4%	54 21.6%	7 2.8%	-	85.520
9	Recognition of their good work	127 50.8%	83 33.2%	36 14.4%	4 1.6%	-	139.280
10	Proper Assignment of work	79 31.6%	112 44.8%	42 16.8%	13 5.2%	4 1.6%	164.680
11	Continuous provision of Professional Learning Material	49 19.6%	77 30.8%	83 33.2%	37 14.8%	4 1.6%	82.080
12	Healthy work Environment	86 34.4%	85 34.0%	58 23.2%	17 6.8%	4 1.6%	115.800
13	Not frequently punishing them for mistakes	26 10.4%	80 32.0%	83 33.2%	49 19.6%	12 4.8%	80.2
14	Depoliticization of police force	92 36.8%	85 34.0%	43 17.2%	28 11.2%	2 0.8%	116.520
15	Motivating them to improve their educational qualifications	42 16.8%	99 39.6%	75 30.0%	30 12.0%	4 1.6%	112.120
16	Developing in them Pride in Service and Uniform	64 25.6%	93 37.2%	69 27.6%	23 9.2%	1 0.4%	110.720
17	Developing Stress Management Competence	36 14.4%	87 34.8%	96 38.4%	28 11.2%	3 1.2%	127.480
18	Conducting Physical Fitness Programme	25 10.0%	100 40.0%	81 32.4%	30 12.0%	14 5.6%	115.640
19	Dead woods must be removed	69 27.6%	83 33.2%	49 19.6%	49 19.6%	-	13.232
20	Courses on Human Rights	39 15.6%	77 30.8%	79 31.6%	47 18.8%	8 3.2%	69.280

21	Training in Time Management	38 15.2%	58 23.2%	106 42.4%	39 15.6%	19 3.6%	102.920
22	Provide Proper Insurance polices for the constables	55 22.0%	52 20.8%	103 41.2%	39 15.6%	1 0.4%	107.2
23	Reducing their vulnerability by providing equipments	54 21.6%	66 26.4%	81 32.4%	45 18.0%	4 1.6%	67.480
24	Reducing their vulnerability by providing legal protection	51 20.4%	65 26.0%	95 38.0%	34 13.6%	5 2.0%	90.640
25	Encouraging them to have hobbies and relaxation activities	46 18.4%	74 29.6%	85 34.0%	34 13.6%	11 4.4%	71.880
26	Creating better sports and entertainment facilities	40 16.0%	88 35.2%	58 23.2%	56 22.4%	8 3.2%	68.160
27	Linking their promotion with training	52 20.8%	79 31.6%	86 34.4%	27 10.8%	6 2.4%	92.120
28	Reducing the age of recruitment	25 10.0%	58 23.2%	56 22.4%	69 27.6%	42 16.8%	23
29	Streamlining the process of recruitment so that chances of corruption are eliminated	112 44.8%	58 23.2%	45 18.0%	22 8.8%	13 5.2%	121.720
30	Posting competent trainers at police Training institutes to train the constables	105 42.0%	97 38.8%	35 14.0%	13 5.2%	-	99.248
31	Designing the basic and refresher course keeping in mind the performance problems of constables	78 31.2%	79 31.6%	78 31.2%	15 6.0%	-	48.144
32	Providing adequate health services to the police constables and their family Members	88 35.2%	69 27.6%	66 26.4%	27 10.8%	-	31.440

33	Evolving proper uniform	63 25.2%	44 17.6%	100 40.0%	40 16.0%	3 1.2%	100.280
34	Controlling alcoholism in constable	60 24.0%	74 29.6%	72 28.8%	42 16.8%	2 0.8%	70.560
35	Decreasing police brutality	62 24.8%	84 33.6%	72 28.8%	29 11.6%	3 1.2%	88.680
36	Acquainting the constables perfectly on code of ethics and rules of conduct	64 25.6%	88 35.2%	63 25.2%	30 12.0%	5 2.0%	84.680
37	Policing the police to be made more strict	81 32.4%	64 25.6%	72 28.8%	26 10.4%	7 2.8%	81.320

All the Senior Officers unanimously agree that items mentioned below contribute to professionalism among the constables.

1. Designing basic training and refresher courses of police constables
 2. Providing Health Service
 3. Providing Competent Trainers at Police Training Schools
 4. Dead woods need to be removed
 5. Recognition of good work
 6. Proper Communication.

A large majority of senior police officers agree that the following items are very essential to inculcate professionalism among constables
 1. Recognition of their good work
 2. Superiors to communicate with them perfectly on professional aspects
 3. Putting competent trainers at police training institutes to train the constables
 4. Designing the basic and refresher courses keeping in mind the performance problems of constables
 5. Proper Assignment of work
 6. Creating promotional avenues
 7. Healthy work environment
 8. Developing in them pride in service and uniform
 9. Providing adequate health services to the police constables and their family members
 10. Proper Performance Evaluation
 11. Depoliticization of police force
 12. Developing Stress Management competence
 13. Decreasing police brutality
 14. Strict supervision of work
 15. Continuous Refresher Training
 16. Motivating them to improve their educational qualification
 17. Reducing their vulnerability by providing legal protection
 18.

Encouraging them to have hobbies and relaxation activities 19. Training in Time Management 20. Reducing their vulnerability by providing equipments.

More than 85.2% Senior Police Officers view that these measure like continuous refresher training, strict supervision of work, proper performance evaluation, creating promotional avenues, enhancing their pay scales, superiors not to compel them to do the things contrary to Law or procedures, providing mentoring system for the learning of work, superiors must communicate with them perfectly on professional aspects, recognition of their good work, proper assignment of work, continuous provision of learning material, healthy work environment, not frequently punishing them for mistakes, depoliticization of police force, motivating them to improve their educational qualifications, developing in them pride in service and uniform, developing stress management competence, conducting physical fitness programme, dead woods must be removed, courses on human rights, training in time management, provide proper insurance policies for the constables, reducing their vulnerability by providing equipments, reducing their vulnerability by providing legal protection, encouraging them to have hobbies and relaxation activities, creating better sports and entertainment facilities, linking their promotion with training, reducing the age of recruitment, streamline the process of recruitment so that chances of corruption are eliminated, put competent trainers at police training institutes to train the constables, design the basic and refresher course keeping in mind the performance problems of constables, provide adequate health services to the police constables and family members , evolving proper uniform, by controlling alcoholism among constabulary, by decreasing police brutality, acquaintainting the constables perfectly on code of ethics and rules of conduct and by providing strict policing of police will definitely improve professionalism among constables.

Similar patterns emerged in the parallel studies conducted on the responses of both the constables and the senior police officers with regard to the process of professionalization. The aggregates

of the views of the constables and the senior police officers point towards consensus about the methods and processes which need to be implemented to improve the professional behaviour as well as the professional performance of the constables. Putting it from the perspective of either the constables or the senior police officers, it can be said without contradiction that structural changes, attitudinal changes, administrative fine tunings, renovated facilities and welfare measures can contribute to professionalism among police constables which is the need of the day.

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Page 93

CHAPTER - IX**RECOMMENDATIONS AND CONCLUSION**

“When the going gets weird, the weird turn professional” this dictum has been aptly justified by the prevailing condition of the police constables. The constabulary cadre has been devastated at many places through neglect and work overload . Hence, there is a need to improve the police constables, improve their performance, their working conditions, their knowledge, skills and attitudes through sustained and substantial effort. This can only be done through the process of professionalization. Professionalization is the key to quality improvement and rising of standards. It presupposes the professional enhancement programme which consists of a series of activities. The series of activities consist of fully vetted ideas and proven solutions for professionalization.

9.1 Professional Enhancement Programme

The following constitute the whole professional enhancement programme:-

1. Recruitment of High Quality Individuals
2. Capacity Development Programme
3. Improved career opportunities
4. Proper Work Design and Job Enrichment
5. Effective Supervision
6. Proper Evaluation of Performance
7. Recognition of good work
8. Stress Level Elimination Plan
9. Proper Time Management
10. Proper Communication

11. Improving Scope for Personal Development
12. Mitigation of Bias
13. Proper Management of Professional Image
14. Imposition and inculcation of discipline
15. Removing Dead Wood
16. Professional Will

9.2 Recruitment of High Quality Individuals

Professionalism in order to begin in earnest has to start with recruitment. Recruitment process must be as effective as possible. It is always expensive and not always easy to rectify mistakes in selection. Often the organization lives with the consequences of poor selection for years ahead. Development, motivation and performance all hinge on the best possible employment decisions. Persons of high calibre need to be recruited as constables. The recruitment of poor calibre people as constables spoils the department and causes great miseries to the society. So the dictum “hire for attitude and train for skill” needs to be adhered to. Besides attitude, the candidate’s qualification and physical fitness need to be kept in mind while selecting a person as constable. Since the constables have to perform very stressful tasks so there is a need to take younger people, who are energetic to face the work pressure. Again recruitment at young age gives a scope to dissatisfied people to join some other job. It is found that in many cases, the selection process is distraught with corruption. In the attitude survey, 94.7% of people viewed that the recruitment of constables is not free from corruption. Those who pay to join the job will definitely be corrupt. So, there is a need to establish Recruitment Board like in Tamil Nadu and recruit constables without the possibility of corruption. Sometimes after joining as police constables, some people regret joining the organization. For bringing awareness of the nature of task, as done in U.S. and other countries, in the advertisement for recruiting, a para containing “As a police officer, sooner or later

you're bound to encounter abuse, threats, provocation, even physical violence. Be careful how you respond. Lose your temper and you could lose your job.... We need people who can cope. People who are tough, tender, sensitive, strong and disciplined, all at the same time" should be added, so that people do not accidentally land up in police department and curse themselves throughout their lives.

Psychological, psychiatric or lie detector tests as conducted in western countries should be administered so that people with wrong attitudes are screened out at the early stage, and people with right attitude join the department.

9.3 Capacity Development Programmes

(a) Training

Training, education and practice are the tools used to transform good people into good employees. Without improving the conditions of police training schools nothing much can be achieved for the training of constables. The infrastructural facilities of police training schools need to be improved. Suitable trainers need to be posted there with sufficient incentives. The police training schools need to be equipped properly with low cost audio-visual aids and other necessary equipment. After considering the performance problem, and after conducting the training needs analysis, proper training modules need to be designed. The number of trainees at any police training school is so high (sometimes 500 or 600) that any particular class has more than 100 trainees. This should be avoided. In order to be effective, any class in any police training school should not have more than 40 trainees. The PTS should be located at Range Headquarters so that proper supervision by senior officers can be done, and resource persons can be made available for conducting the courses. 169 Districts in India suffer from communal disturbances and 112 Districts are insurgency prone or / and extremism-infested. So specialised training courses that are region- specific like handling communal disturbances and anti-insurgency may be started in affected areas.

The chalk and talk system should be replaced with role playing and simulation exercise which will facilitate action learning.

The Police Training Schools need to be improved drastically so that basic training of the constables can improve. The overhauling of the Police Training Schools is essential. The infrastructure needs to be improved, the trainers need to be trained, the methodology needs to be changed and the syllabi needs to be developed properly.

Modules on time management, human rights, stress management, criminal law, procedural law, police organization, communication skills, unarmed combat, driving, crowd control and investigational skills, need to be imparted at basic level thoroughly and also at different intervals. Refresher Training Programmes should be conducted regularly so that the constables get opportunities to improve their learning and acquaint themselves with repertoire of knowledge and skills.

Endurance training is highly essential for the constables, because physical and mental endurance can help them cope with the stress of the job. The constables need to be mentally and physically alert. This can be achieved by proper design of outdoor training. Besides inculcating the capacity for sustained physical endeavour outdoor training can be used as a powerful pedagogy for teaching self-reliance, cooperation, confidence, imagination and inventiveness. The outdoor activities needs to be wedded to the concept of management games, only then they can fulfil the above mentioned objectives. Outdoor training provides a totally positive experience which stimulates mind, body and soul, a unique method of building cohesive working groups. Outdoor activities can provide realistic situation and show the importance of teamwork, planning, coordination and communication.

Team building skills need to be acquired by them. Most of the police constables work as if they are the members of a match-fixed cricket team. So the constables need to learn team work. This can be inculcated through role-play or management games.

Different management games must be conducted at police training schools so that cooperation and teamwork can be appreciated and synergy can be achieved.

The responses of constables on further training in different skills speak of retraining. Not only the constables should be trained but also they should be retrained at particular intervals.

With reference to refresher training, it can be said that Andhra Pradesh is the only State which trains more than 50% of constables annually at District Level by conducting Refresher Training. District Level Training should be so designed that besides training other administrative work of constables can also be attended to. In few Districts of Madhya Pradesh like Bilaspur, Sehore, and Bastar, a particular system was evolved which proved to be successful. From each police station a constable according to Roster was summoned for training and one Head Constable used to be summoned for training from big police stations. They were given refresher training for 7 days. During that period their grievances (example: Leave problem, non payment of other allowances etc.) were redressed, kit distributed, musketry training conducted, intelligence about the area collected and rewards distributed. After this training, battle inoculation was conducted in insurgent area along with campaigns in peaceful areas. This made the District Level Training more meaningful and purposeful.

Except Andhra Pradesh and few other States, most of the States do not have any course for Training of Trainers. The concept of training the trainer must be enforced religiously. In all the work places, some mentors need to be designated to facilitate the learning of the constables. Some good H.C. or A.S.I. at the Police Station may be designated as mentor for the constables who can impart on-the-job-training, because mentoring provides the trainee constables with an additional source of guidance and information. It creates an ethos in which mutual support, learning and interpersonal skills are developed and applied to achieve a common goal. Some mobile

trainers can be appointed to impart training at Police Station Level itself. The training modules related with Police station security, community policing, beat policing and collection of intelligence can be done at Police Station level.

In Ahmedabad, the police authorities contacted a hotel management group and started a training module to improve the niceties of reception and communication skills of the constables. Reception of complainants and other public is a major irritant in police work. As the problem in Ahmedabad has been taken care of in this manner, it has improved police-public relationship. So there should be innovation in police training to update the knowledge base and methodology.

The constables should be so trained and retrained that they are able to perform their task with deftness, agility, and stamp their work with confidence, competence and positive attitude.

(b) Providing Learning Materials

After the constables leave the training schools they cease to read any book especially any Law book or any book related to policing. If they can be provided continuously with learning materials then they can update their learning regularly. All the best police practices of different areas need to be collected, and supplied to constables in the form of learning material, so that from others' experience they can learn and develop themselves professionally. The follies of staff members also need to be collected and circulated without naming and blaming anybody so that one can also learn from the failures, and action learning can take place for the benefit of the entire constabulary. In short, the experiences can be distilled into capsule form so that they may be used easily by the constables.

The constables need to be provided small ready reckoners containing provisions of law, rules, regulations, do's and don'ts to be followed in different situations. By referring to the ready reckoner they can easily refer to provisions of law, rules, regulations and

checklists for handling typical situations in the field without any uncertainty. It will add to their capabilities and solve their ground problems.

(c) Reducing Vulnerabilities

By reducing the vulnerability of police constables, the brutality will go down. It is the general psychology that any person who is threatened will resort to either fight or flight. Besides other things British Bobby is less brutal and less aggressive than a police person of any other country. It is purely because in U.K., whoever kills a constable, if proved in court of law, gets a death sentence. So adequate legal protection, available to police constable not only conceptually but also practically, will reduce their vulnerability to a great extent. The vulnerability can be reduced by providing protective equipments like bullet proof vests, helmets, flame proof overalls, whenever these are needed during special operations. Conceptually the constables get full legal protection for their lawful acts; but in practice very often legal protection is not provided to the constables because of extraneous considerations. These trends need to be curbed.

In communally sensitive places familiar of most of the constables stay in rented houses in the localities prone for disturbance. During communal disturbance or terrorist incidents, constables cannot devote their full attention and energy to curb the problem because his family is totally vulnerable to reprisals of any terrorist or communal group. In this case providing accommodation in the premises of police station or Reserve Police Lines will reduce their vulnerability.

9.4 Improved Career Opportunities

Without promotion a constable's job reaches a dead end. A large number of constables are recruited as constables and retire as such. The lack of promotional avenues causes tremendous frustration among constables and kills their initiative. So there

should be scope for out-of-turn promotion for exceptionally good performance. The out-of-turn promotions in Punjab and Madhya Pradesh have yielded extraordinary results (in Punjab against terrorism and in Madhya Pradesh against the dacoity problem). There should be minimum two regular promotions within the entire career of a constable.

In the whole country, according to NCRB record as on 1.1.98, there were 9,45,844 constables (66.9% of the total force), 2,96,059 Head Constables (20.9%), and 57,456 ASI's (4%). On an average, 20.9% constables are promoted to the post of Head Constable within 10 years and only 10.45 % are promoted as Head constable with five years. So it can be seen that within 15 years of service, more than 50% of constables do not get any promotion.

A Head Constable gets promoted to the post of A.S.I. after another 10 to 11 years of service.

So in 33 years the total number of constables who will be promoted as Head Constable will be: -

$$20.9 \% \times 2 = 41.8 \% .$$

The total number of Head Constables those will be promoted as A.S.I. will be 4 % .

There may be few cases of who will be promoted as S.I. and there may be few cases of quicker promotion to the posts of Head Constables and A.S.I. This may not be more than 5%.

The total percentage of constables who will not get any promotion will be

$$= \text{Total percentage of constables} - (\text{Total percentage of constables promoted as Head Constables} + \text{Total constables promoted as A.S.I.} + \text{Possible Margin}).$$

$$= (66.9\%) - (41.8\% + 4\% + 5\%) = 16.1\%.$$

16.1 % of constables will not get any promotion within their lifetime.

The A.S.I. , Head Constables ratio needs to be rationalized so that more promotional avenues can be opened up.

Besides promotion, placement affects the level of motivation of constables. There is no uniformity with regard to placements of constables after training. In some states they are posted to Battalions for 5 years. In some states they are posted to the Police Lines. In some states they are posted straight to police stations. In some cases those who can manipulate get postings of their choice just after basic training. There should be a proper policy with regard to postings of the constables. The policy should be that after training they should work for one or two years at Police Lines with striking reserve or crime squads. Further, after every stint of difficult postings, they must get chance to work in better peaceful areas.

By providing proper career incentives and by looking after the career ambitions of constables they can be properly motivated and the commitments can be reinforced.

9.5 Proper Work Design and Job Enrichment :

Policing consists of routine work as well as emergency work. The routine work needs to be so systematized that wasteful efforts and wasteful practices can be discarded. The emergency works and special large-scale operations can be organized in a better manner to economise efforts, manpower and time. The time, effort and manpower wasted during large scale bandobust are enormous. Here comes the concept of preparedness and planning. Whether routine or emergency work, a systematic work study can help in standardizing the work design and help in discarding and eliminating wasteful

practices, messy mistakes and false starts. Some of the constables are over-burdened (e.g. the constable drivers). The excess work load on the constable drivers sometimes makes them accident prone. So, if the work load is studied and division of labour done properly, then it can prevent needless injuries or accidents. For achieving systematic, methodical work, re-examining and redesigning the work process is required.



The above cartoon portrays the lacunae of job design. Few things, if taken care of, can improve job design. 1) The police constables need to understand the importance of their work 2) They should use their competence to the fullest possible extent. 3) There should be continuous feedback. Besides job design there is need for job enrichment. Some of the duties of police constables are highly monotonous. In order to reduce monotony, proper job rotation at regular interval is essential. Secondly, a number of

tasks can be so integrated that the police constables can identify a series of tasks or activities that end in a recognizable and definable task. Task significance should also be conveyed to the constables, because the task significance refers to the amount of impact, as perceived by the constables that their work has on the public. The constables will perform their assignments with more vigour and zeal if they know the consequences and the usefulness of their task. During communal tension days in 1992 December, the constables of a communally disturbed District were told that their acts of patrolling, picketing could prevent communal riots, save human lives and protect the internal security of the country. The constables in that District without hesitation and grumbling worked daily for more than 16 hours for few months and maintained communal peace and prevented escalation of violence. This shows the importance of task significance and the dividends the task significance can yield. So it can be emphasized that the task identity, task significance and job enlargement cause job enrichment for the police constables. The favourable job environment for the constables brings the concept of quality of work life into force.

9.6 Effective Supervision

Sometimes, the number of constables and vast area of their deployment make supervision of their work difficult. During any serious Law and Order situation, in big cities like Ahmedabad, sometimes 20,000 constables are deployed and in medium cities like Coimbatore 5,000 constables are deployed. In those situations, it is very difficult to find out the absentees from duty. Some of the constables feel that there are no consequences to them for not performing their task. Since a police constable's performance is mostly not visible to his superiors, because the constables function at different far off places, supervision becomes difficult. It has come to notice that some of the crafty constables manipulate at clerical level at district police office and police head quarters to alter their service

records. So strict supervision at the district police office level is also very essential to ensure the certainty of punishment and deterrence.

Traditionally, police supervision is retrospective; it is supervision of the product rather than activity. On the other hand, police supervision should be prospective, progressive and it must be of the activity, so that at the right stage the supervisory officer can intervene and keep the work in the right track.

9.7 Proper Evaluation of Performance

It is an allied aspect of strict supervision. Proper evaluation of performance demands fairness and objectivity. Unless the performance is properly evaluated, the constables will not apply themselves to work. In most cases, the perfunctory performance evaluation has done great damage to the commitment of constables. It may catapult the undeserved to higher ranks and the deserving may stagnate. Though rules prescribe for annual evaluation of performance of constables, yet in practice in many places the annual evaluation of all constables is not done. In some places, there is not even proper format for evaluation of performance of constables. All these lacunae need to be overcome so that the constables' performance can be evaluated properly and then only can they get what they deserve, and they will not feel hamstrung, in their desire to do good work. Evaluation of performance of constabulary cadre has to be periodic. The S.H.O. or R.I. whoever is in charge of the constables, must assess the monthly performance of the constables. In a few districts, a monthly chart is prepared to calculate the tasks performed by the constables. The chart consists of 1) summons served 2) warrants executed 3) criminal intelligence collected 4) investigation work 5) public helped 6) stolen property recovered 7) night patrolling performed. These details are used to objectively assess the performance of the constables. S.P. can get these performance notes every month through the SHOs to monitor the performance, appreciate the work of high-performers and reprimand

the poor performers so that ultimately through this process objective evaluation of performance can be achieved.

9.8 Recognition of good work

Recognition is the fuel in the engine of action. Recognition enthuses a person and motivates him to work further. Recognition motivates accomplishment. Acknowledgement, applause, prizes, peer recognition have amazing power to motivate a person. Sometimes, rewards rupture relationships. Relationships among employees are often casualties of the scramble for rewards and sometimes they feel that nonperformance is rewarding. Sometimes the Police constables feel that the existing system of recognition of good work is inhibiting and disempowering. The constables feel they are overworked and underappreciated and whatever good work is done by them is either not noticed or the credit is taken by somebody else. Constables would work better when they experience success. Constables would work better when they feel that the organization provides opportunities for their performance to be recognized and rewarded. Recognition of good work encourages and motivates them. Rewarding everyone whoever has contributed to the work satisfies everyone. It engenders teamwork and breeds camaraderie.

The individuals who exhibit the dimensions and behaviours that define professionalism need to be rewarded - acknowledged openly. Recognition include praise for accomplishment and credit for the work well done. Appreciative words are the most powerful force for boosting the morale of the police constables. There should be 'Hall of Fame' in all PTS, in the office of Superintendent of Police and District Reserve Police Lines. These Halls of Fame should depict the names of martyrs and receivers of police medals. Those who get President's Gallantry award must get some edge over others in promotion. In many cases, the gallant works of the constables never receive due recognition. In all the States there must be a survey to find out such cases by the police headquarters.

Another aspect of reward which needs consideration is that in many cases the rewards are scant. Such rewards can hardly motivate the constables when the stakes are high, the rewards need to be lucrative.

9.9 Stress Level Elimination Plan

Stress can distress judgment. Analyze any disaster and you will find that in addition to the wrong ideas, there was an element of strain of unduly long spells of duty, of constant tension and of a feeling of being run down by injustice. A stressful constable is a security hazard. He can trigger off a riot; he can provoke a disturbance by overreaction to any incident or any situation. So, there is a need to reduce the stress level of constables.

Most of the time constables have to attend emergency work or remain on red alert. So, they need to remain calm and they need to train their mind to be quiet. This can be incorporated into their daily life by making them less reactive and irritable, and giving them greater perspectives to see things as they are. Life balance needs to be achieved. The balance between work and family life also needs to be maintained. Besides these the emotional resilience of the constables need to be developed. It can be done through the following :

- a. Providing sports facilities at unit levels.
- b. Encouraging hobbies among them
- c. Arranging cultural activities
- d. Yoga
- e. Being liberal in providing leave to constables
- f. Arranging for counselling, and
- g. Providing for life insurance and accident insurance.

The constables should be insured against accidents and deaths,

so that in case of emergencies their family members do not face financial strain and the constables' worries about the future of their families is reduced to a greater extent.

Sometimes, most of the constables need a little nudge in the right direction to get them back on the right track. Sometimes they just need some space, a chance to catch their breath; some room away from a negative person. Playing sports or picking up hobbies to take their minds of their troubles can help in this regard. A trip to the gym or playground will make all the difference. Most of the constables have minor problems, which, if tackled well, can reduce their stress level to a greater extent. Very few constables have serious problems which need to be tackled by professionals. All possible efforts must be made to transform the depressed distressed, sad constables to glad constables.

9.10 Proper Time Management:

Time management is essential, because timeliness of response is the crux of policing. Time must be managed as properly as managing money. Time is the most precious thing for the constables. The Police Constables are supposed to be on duty for twenty-four hours and they perform regularly odd time duties. The odd time duties and long hour duties cause tremendous fatigue. Fatigue causes irritation and flares up conflict. Besides fatigue, the constables do not find time for personal growth or relaxation. The constables are highly time-stressed. Time is the most critical resource; unless it is managed properly nothing else can be managed. In the organizational world time equals productivity. If one can become more effective with his time, he automatically increases his productivity. To make progress toward achieving the personal and professional goals, one needs to manage his time well. So time management is sine-qua-non for the police constables.

In a survey conducted among the constables of Andhra Pradesh and Madhya Pradesh it was found that 17.8% constables work for

10 hours a day, 20.4% constables work for 11 hours a day, 47% constables work for 12 hours a day, 9.5% constables work for 13 hours a day and 5.3% work for 14 hours a day.

2.3% constables work on 2 holidays in a month, 22.5% work on 3 holidays, 15.7% work on 4 holidays and 59.5% work on 5 holidays. 2.8% work for 1 night shift, 1.8% for 2 nights, 21.8% work for 3 night shifts, 19% work for 5 nights. 18.8% work for 7 nights in a week. 16.5% of the constables view that they don't find sufficient time for their official work. 96.5% of constables view that they find shortage of time for their household work.

The survey also highlighted wastage of time by constables. 80.7% mentioned that they waste 1 hour per day, 16.2% mentioned that they waste 2 hours per day, 3.1% viewed that they waste 3 hours per day. The aggregate of the waste time works out a loss of 50 man days per constable per annum.

12.3% constables view that waiting for instructions is a wasteful practice. 23% view lack of coordination among the staff contributes to waste of time, 11% feel lack of cooperation causes waste of time. 20.8% constables feel that time is wasted in public dealing, 24% feel that too many tasks in a day causes wastage of time interruptions by staff causes wastage of time.

1% constables view that the duty allocator is responsible for wastage of time. 3.2% constables view that Station House Officer/ Reserve Inspector is responsible for wastage of time. 29.7% constables view that the public are responsible for wastage of time. 21% feel the politicians are responsible for wastage of time, 42.3% feel that friends are responsible for wastage of time.

3.2% constables view that law and order work causes more wastage of time. 36.4% constables feel that VVIP security causes more wastage of time, 12.2% constables feel that arresting of criminals cause more wastage of time. 33% constables view that public

dealing causes more wastage of time, 1.2% constables feel that parade causes wastage of time.

The study of time management of constables reveals that the constables work for excessive long period and at odd hours. There is considerable waste of time in the performance of many tasks. Managing time well can prevent much of the stress the constables are subjected to. So, there is a need for streamlining the work practices, and discarding the time wasting practices. The work need to be so structured that the constables need not wait for a long period before they start the work. The mobilization of forces should be done in such a manner that they need not spend more time on journey. In bigger and middle level cities, the residential areas of the constables are located at far off places and as a result they have to waste a lot of time in transit. So construction of houses for constables near the work places can reduce the wastage of time.

Good time habits can enable us to achieve a more balanced life, with adequate time and energy for work home, family and self. In order to manage time, a series of actions needs to be taken 1) Time wasters needs to be avoided 2) Interruptions must be curtailed 3) Indecision and procrastinations must be removed 4) Distractions should be stopped 5) Unrealistic goals must be avoided 6) Unclear instructions or communications must not be encouraged 7) Perfections in work in order to avoid duplication must be achieved. These techniques of time savers enforced at individual and organizational level can accrue perfect time management.

9.11 Proper Communication

Communication is involved in all human relations. Communication is central to human activity and organisational functioning. It is the nervous system of any organized group, providing the information and understanding necessary for higher productivity and morale. Communication is the lifeblood of police administration. Communication

is the successful passing of a message from one to another. It can be verbal, non-verbal or written. Understanding of non-verbal communication is very important for policing, because through non-verbal communication one can understand the mind of others, and one can also make his oral communication more effective by adding effective non-verbal communication to it. The constables need to master the techniques of non-verbal communication as proper posture, gestures and making eye contact.

In policing the rules, regulations and instructions move from top downwards through the channels of communication. But unfortunately, many times the communication is not proper. If there is a policy or blueprint, it does not percolate to the police constables and as a result inconvenience is felt in the police organization. Police constables will work better when they are clear about what they are expected to do, and this can be achieved only if the communication is effective. Besides passing of information and instructions, communication has important functions for police constables. In the study, most of the constables viewed that people defied the constables' requests for lawful behaviour when they behaved decently and politely and the moment their behaviour became rude and abusive, the enforcement of law became easier. Here comes the need for training the constables in how to be assertive. They need to be assertive, not abusive. Communication has a great bearing on the tasks of the constables; they have to use the communication skills for interrogation/interview, collection of intelligence and information and for enforcement of law as well. Failure to communicate is the biggest handicap of the police constables. 'Words well said is work half done' this saying is aptly applicable to law enforcement task of the constables. The constables need good skill of face-to-face communication. The constables need good speaking ability and effective listening capability. The constables must have the skill to make crisp, clear, rapid responses to the queries of the public. So oral communication has its own significance for policing. In a study it was established that 75% of oral communication is lost,

ignored or misunderstood just after few days of communication and 25% is forgotten within weeks. So the constables need to improve the capability of hearing, attention and understanding. A constable needs verbal versatility and insightful behaviour for performing his tasks. He needs good communication so that he can avoid embarrassment and appearance of incompetence. Through the art of communication the constables can overcome the allegations of being inhuman and abusive.

9.12 Improving the Scope for Personal Development

The most effective way of sustaining employee commitment is to provide an environment in which the quality of work life meets individuals' needs and aspirations. Constables will have high level of commitment when they see that their organization is investing resources for their development. The work environment of the constables at most of the police stations, police lines and police control rooms is in bad shape. Some of these places do not have the facilities of toilets, drinking water, fans etc. The housing facilities available for the constabulary is 32.46%. About 20% of the available houses are in bad shape. A number of police lines are slightly better than slums. Proper drainage and good roads are not available at many places. These poor environment badly reflects in the constables' behaviour. Unavailability of these basic amenities impairs the efficiency of the constables. So housing facilities for the constables must be improved. Best medical facilities for the constables and their families must be made available. The constables who want to extend their education should be encouraged to do so. Another aspect which needs attention is alcoholism. It is increasingly becoming a menace among police department. In Andhra Pradesh in 2000, 101 cases of appeal in departmental enquiries to D.G.P. related to drunken behaviour. This shows the gravity of alcoholism. In many cases, alcoholism has spoiled the constables' life and vitality of the department. Some measures to save the constables from alcoholism must be taken. Special fitness programs like deaddiction,

lose weight and “quit smoking” must be undertaken at district level apart from regular exercises for the constabulary. Welfare-to-work support programs must also be started for the constables. Lastly, it can be said that improvement in quality and work will take place only through proper investment in welfare.

9.13 Mitigation of Bias

The police constables should be free from all type of sectarian influences. Without removing the casteist, communal tendencies and bias against weaker sections, it will not be possible for police constables to provide impartial policing. Any type of bias is unacceptable. The biased constables need to be identified and disciplined accordingly. These biases need to be removed through proper and regular counselling, value education, value clarification and value orientation. If counselling and value education show no effect on improvement of attitude, strict disciplinary action needs to be taken as an element of deterrence.

The code of conduct as laid down by the Union Ministry of Home Affairs, (mentioned below) needs to be strictly enforced: -

1. The police must bear faithful allegiance to the Constitution of India and respect and uphold the rights of the citizens as guaranteed by it.
2. The Police should not question the propriety or necessity of any law duly enacted. They should enforce the law firmly and impartially, without fear or favour, malice or vindictiveness.
3. The police should recognize and respect the limitations of their powers and functions. They should not usurp or even seem to usurp the functions of the judiciary and sit in judgment on cases to avenge individuals and punish the guilty.
4. In securing the observance of law or in maintaining order, the police should as far as practicable, use the methods of persuasion, advice and warning. When the application of force becomes inevitable, only the irreducible minimum of force required in the circumstances should be used.
5. The prime duty of the police is to prevent crime and disorder and the police must recognize that test of their efficiency is the absence of

both and not the visible evidence of police action in dealing with them. 6. The police must recognize that they are members of the public, with the only difference that in the interest of the society and on its behalf they are employed to give full time attention to duties which are normally incumbent on every citizen to perform. 7. The police should realize that the efficient performance of their duties will be dependent on the extent of ready cooperation that they will receive from the public. This, in turn, will depend on their ability to secure public approval of their conduct and actions and to earn and retain public respect and confidence. 8. The police should always keep the welfare of the people in mind and be sympathetic and considerate towards them. They should always be ready to offer and individual service and friendship and render necessary assistance to all without regard to their wealth or social standing. 9. The police should always place duty before self, should remain clam in the face of danger, scorn or ridicule and should be ready to sacrifice their lives in protecting those of others. 10. The police should always be courteous and well-mannered; they should be dependable and impartial; they should possess dignity and courage; and should cultivate character and the trust of the people. 11. Integrity of the highest order is the fundamental basis of the prestige of the police. Recognizing this, the police must keep their private lives scrupulously clean, develop self-restraint and be truthful and honest in thought and deed, in both personal and official life, so that the public may regard them as exemplary citizen. 12. The police should recognize that their full utility to the State is best ensured only by maintaining a high standard of discipline, faithful performance of duties in accordance with law and implicit obedience to the lawful directions of commanding ranks and absolute loyalty to the force and by keeping themselves in a state of constant training and preparedness. 13. As members of a secular, democratic state, the Police should strive continually to rise above personal prejudices and promote harmony and the spirit of common brotherhood amongst all the people of India transcending religious, linguistic and regional

or sectional diversities and to renounce practices derogatory to the dignity of women and disadvantaged segments of the society.

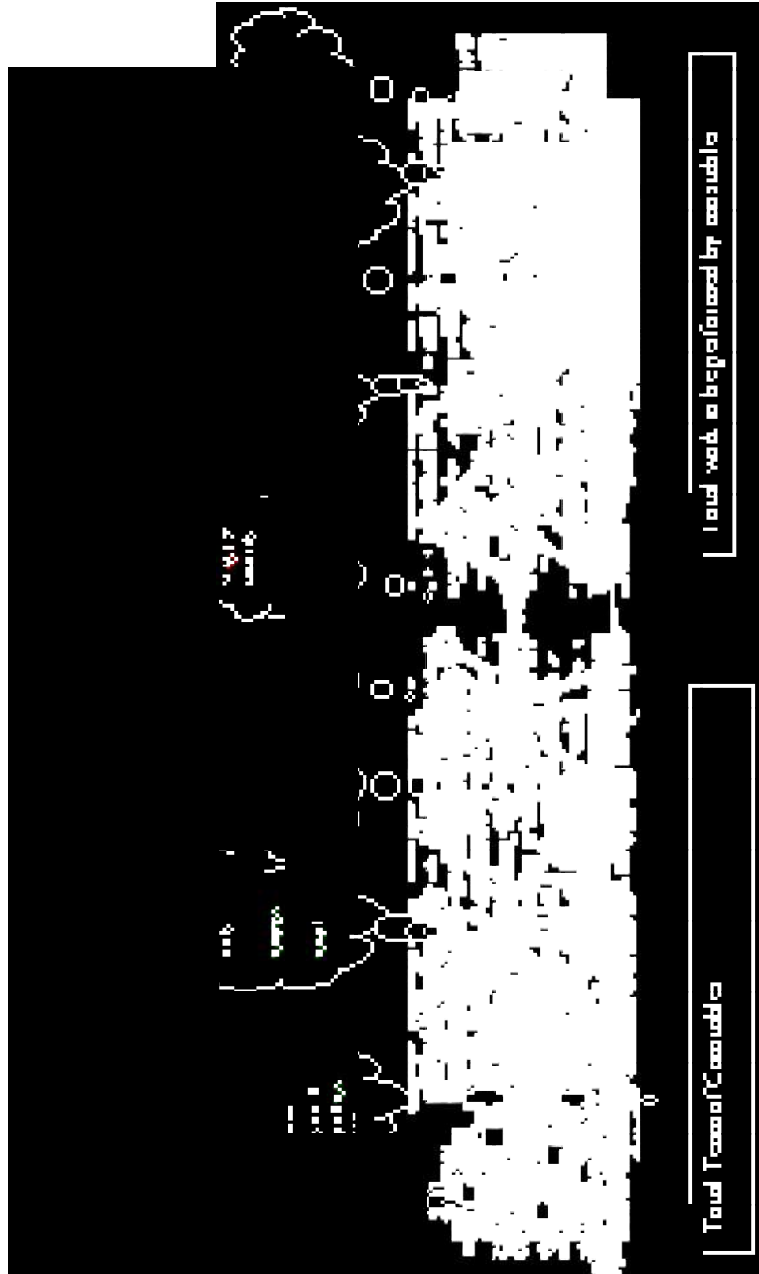
All Professionals emphasize their service ideals through a code of ethics which they need to inculcate and implement. Such a code provides a set of guidelines for conformity among the members of the profession including the constables. It directs the behaviour of the members as to what is considered suitable, acceptable and moral by the occupation.

9.14 Proper Management of Professional Image

The Professional reputation of the police constables depends not only on the inherent quality of the constables, but also on the outward look or the appearance of the constables. The image the constables present to the world often mirrors the image they have of themselves. The constables' appearance influence the way others see them and they see themselves. Here comes the issue of uniform. Police constables have professional uniform and they have to follow the dress code religiously. The professional uniform of the police constables can be categorized as 1) working uniform 2) Protective uniform 3) Ceremonial uniform.

(a) Proper design of working uniform

The constables use the working uniform regularly throughout the year and while on duty by day or night. As the uniform is used in different seasons like summer, winter, monsoon and at different duty points like in street patrol, chasing criminals in jungle etc., the uniform needs to be both comfortable and functional. But unfortunately these two aspects 1. Comfort and 2. Functionality have not been fully attended to in the design of constables' uniform. The uniform which is supplied to constables leaves much to be desired.



The shoes issued to the constables hamper the performance during patrolling. The constables find it difficult to chase criminals with those shoes, and also the cracking sound of the shoe leaks out police presence to the lurking criminals. The constable has to carry a number of items like cane, torch, notebook, sometimes gun, wireless set during duty and his hands are full with all the items and he finds it difficult to work. So, there is a need to design the uniform in such a manner that he can easily carry all the things and simultaneously keep his hands free.

(b) Proper design of protective uniform

The protective uniform provided to constables are very useful because they protect the constables from various injuries and even death. The helmet, the bullet-proof jackets, the flame-proof over-all, the injury proof shin guard and body guard, the bullet proof helmets etc., are very essential during law and order situation, terrorist attack or anti-insurgency operation. The protective uniforms help the police in getting success during critical operations. These protective uniforms need to be improved further and made available to the constables during those critical situations, so that the constables can perform professionally.

(c) Proper design of ceremonial uniform

Ceremonial uniform need to be highly impressive and eye catching so that it add glamour to the police force.

In toto, it can be summed up that a smile and a shoeshine can largely produce an outwardly smart police constable. A neater physical appearance exudes confidence and professionalism. A professionally attired police constable projects a professional image.

9.15 Efforts to project correct image of police constables

Police professional image depends to a greater extent on print,

electronic media and propaganda by public. Since police does not get coverage for good deeds, in order to project the correct professional image, police needs to have direct contact with community and media. The media interestingly distorts the real image. Those who have come into personal contact with police are not as critical of them as those who have not. So there is a need to network. Good work done by constables must be effectively and timely published through press. Most T.V. Serial makers and Film Directors, project an imaginary police picture of their own. The television serial makers or the film directors do not have sufficient information about the positive accomplishment of the constables and the public do not hear enough about the positive accomplishments. The real incidents of bravery, uprightness, good and intelligent work may be provided to different television serial makers by creating a "Case Bank". They can project the correct professional image.

9.16 Imposition and Inculcation of Discipline

Even though discipline is at the top of the agenda of police department, yet indiscipline is very much prevalent in the department. In the past, in 1978, police revolt had taken place in many states of India and in many para-military police organizations. In the last two decades, a number of police agitations had taken place in various state police organizations. Besides the large scale group indiscipline by the policemen, indiscipline at individual level also has been frequently manifested. The indisciplined acts of the policemen create great inconvenience to public and also create great problem for the police department. So any act of indiscipline must be dealt with promptly and firmly. Any tardiness, indifference or slackness in this regard will only lead to greater indiscipline from the erring policeman and from others also. Cases of errant policemen being pardoned are fairly common, but in such cases statement of repentance and promise for good behaviour must be received from the policemen and entries must be made in their service rolls.

Inculcation of self-discipline is required more than the imposition of discipline among the policemen. The constables must be made aware about the conduct rules. They must be told about the consequences of indiscipline. They must imbibe the desirable behavioural traits of a disciplined employee e.g. abiding sense of right and wrong, sincerity, respect for truth, punctuality, cleanliness, orderliness, strict attention to the assigned task, respect for elders, seniors and superiors and service before self-interest. All these attributes have to be imbibed, not only at the time of training, but also throughout the career. Then only maintaining high level of discipline will be easier.

9.17 Removing the Dead Wood

Every year about eight hundred to one thousand constables are removed from service. But even then a lot many undesirable elements drag on. This lot of indisciplined and discontented constables have tremendous negative influence on other staff members. Their wrong deeds also bring bad name to the police department. There should be provision to compulsorily retire people after 10 years of service so that those who perform poorly can be got rid of easily. If they leave the organization early they may get a living anywhere with resources left to support themselves. The demotivated poor performing constables not only perform badly but disaffect other constables through example.

9.18 Professional Will

An organization is always professionalised through its people, particularly through its top, middle and lower level leaders. If the leading players care and implement the above mentioned processes, professionalization of constables can be achieved easily through pygmalion effect. Sustained, adaptable and creative professionalization can be achieved through sincerity of efforts and maintained through

professional will. The professional will is required at police headquarters level, police training school level, at district level and lastly at police station level. The professional will only can breathe fresh air of professionalism at the constabulary level. With the help of professional will, the majority of unprofessional and subprofessional constables can be transformed into professionally competent and trustworthy constables.

9.19 Conclusion

Professionalization is a complicated and continuous process. The series of above activities involved in professionalisation has been well envisaged. Here it can be emphasized that the process of professionalization should be carried out both at the individual level and at the group level. Conducting professionalism at both levels can yield maximum outcomes and can help in transforming an ordinary constable to a good one and a good constable to an outstanding one.

Putting it all in a perspective, it may be concluded that in the police organization and for the police leadership, there is no challenge more challenging than professionalizing the constables. Professionalization of police constables is a daunting task because the lackadaisical and lowly motivated constables have to be transformed into high performing, committed, and sincere constables. This can be done by giving them training, giving them education, giving them equipment, giving them security, giving them job satisfaction, giving them challenge, giving them respect and giving them proper work environment. By professionalizing the constables, we will have constables who will follow professional ethics, honour human rights, ensure quality work, refrain from unprofessional activity, fight crime to protect the public, actively pursue professional skills and knowledge enhancement, foster a conducive climate for respecting and law abiding citizens, conduct with dignity, civility, courtesy

and sense of fair play, and see their duty as an opportunity to serve the people.

REFERENCES

National Crime Record Bureau on 1.1.98 , Constables Constitution

The code of conduct as laid down by the Union Ministry of Home Affairs.

Gupta N.L, Human Values in Education, Concept Publishing, New Delhi Pg .194

* * *

Refresher Courses: 2 1/2 months Refresher Course for PCs fit to act as HCs (Civil)

Specialized Courses: 3 months Armed Reserve to Civil and A.P.S.P. In-service course on Physical Efficiency for Armed Reserve. In-service course on different Law subjects for civil PCs. Training on computer Basics for Executive and Ministerial staff.

Principal

Police Training College Kalyani Dam, Tirupati A.P

Basic Courses: Induction Trg. to the Stipendiary PCs (Civil)(9 months)

Refresher Courses: 2 1/2 months Refresher Course Training for PC's fit to act as HC's.

Specialised Courses: Physical Efficiency Course. Crime Against Women . Policing for Weaker Sections. Surveillance and Control of Anti-Socials and Face To Face with Rowdies. Inquest and Post Mortem. Investigation.

Addl. SP/Principal,

Police Training College, Ongole, AP-523 001.

Basic Course: Basic Induction Training for Civil Recruit PCs is commenced duration 9 months.

Refresher Courses: The Refresher Course for PCs fit to act as HCs. Duration 2 1/2 months. The Conversion Course for ARPCs for transfer to Civil (Duration 3 month).

Specialized Courses: The following courses will be conducted during the year on receipt of scheduled programme from IGP Training, A.P., Hyderabad. Policing for Weaker Sections for PCs/HCs for a period of 10 days. Surveillance and Control of Rowdies and Anti-social for PCs/HCs for period of 10 days . Crime against Women for HCs/PCs for a period of 10 days. Face to Face with Public for PCs//HCs for a period of 2 days. Computer Basics for SIs/ASIs/HCs/PCs/ Ministerial Staff for period of 6 days. Physical

Efficiency Course for AR/Civil PCs for a period of 14 days.

Arunachal Pradesh

SP/Principal,

Police Training Centre, PO Banderdewa

Distt. Papum Pare -791123

Basic Courses : Basic course for Wireless operators (HC)
Basic course for Recruit Constables.

Refresher Courses : Refresher course for HC to ASI.
Refresher course on Drill Weapons for Ct. to HC. Refresher course
for conducting Investigation for ASI to SI

Specialized Courses: Re-orientation course for CIs/OCs.
Capsule course on Check gate Functioning for Ct. to SI. Armourer
Course Ct. to SI. General Intelligence for SB personnel. Scientific
Investigation for ASI to SI. Promotion Course for HC/ASI. Induction
Course for Probationary SIs. Pre Commando Course for Ct. to SI.
Pre-VIP Security course for Ct to SIs. Pre-bomb disposal course
for Ct. to SIs.

Assam

Principal,

Police Training College, Dergaon, Assam -785614.

Specialized Courses: Driving and maintenance course for a
duration of 8 weeks. Traffic Training course for a duration of 2
weeks. Pre-promotion cadre course of SIs (Un-Armed Branch)
already promoted as Inspector - duration 8 weeks. Pre-promotion
cadre course of ASIs/HCs Duration 8 weeks. Pre-promotion cadre
course (Un-Armed Branch) for Constables - duration 12 weeks.
Sr. NCOs cadre course (Un-Armed Branch Naiks.) for a duration
of 12 weeks. Umedwar and Jr. NCOs cadre course (Un-Armed
Branch, Armed Branch, women police constables) - duration 8
weeks. Jr. NCOs cadre course (Unarmed Branch constables)-
duration 8 weeks. Training of Enforcement Inspectors for a duration
of 12 weeks. Combined Sr. NCOs cadre course for PSO (Havilders
of Un-Armed Branch stream/Security Branch Org. - duration 8
weeks. Jr. NCOs cadre course for PSO (Havilders) of Un-Armed
Branch Stream/Security Branch Org. - duration 8 weeks.

Commandant,

Battalion Training Centre Dergaon, Assam-785 614.

Basic Courses: Basic Training for Border Wing Home Guard personnel - duration 26 weeks

Specialized Courses: Map Reading course - duration 10 weeks. Platoon Commander course for Armed Branch Havilders - duration 6 weeks. Sr. NCOs Cadre course for Armed branch - duration 6 weeks. Jr. NCOs Cadre course for Armed branch Constables - duration 6 weeks. Combined Course for PSO (Havilders) of Security Branch Org. (Armed Branch Stream) - duration 8 weeks

Commandant,

Armed Police Training Centre, Dergaon, Assam -785614.

Basic Course: Basic Training of (Armed Branch) Recruited Constables - duration 43 weeks

Specialized Courses: Armourer course - duration 26 weeks

Commandant,

Recruit Training School, Dergaon, Assam -785614.

Basic Courses: Basic Training of Un-Armed Branch Recruits. Basic Training of Border Wing Home Guard Constables - duration 26 weeks. Basic Training of State Fire Service org/Recruit Constables - duration 18 weeks. Basic Training of Boat maintenance and Engineer Driver of Border Orgn.- duration 12 weeks.

Refresher Courses : Refresher course for Un-Armed Branch Head. Constables/ Naiks - duration 12 weeks. Refresher course for Un-Armed Branch Constables/Naiks - duration 12 weeks.

Bihar

Superintendent of Police,

Military Police Training Centre, Padma Distt.

Hazaribagh, Bihar -825 411.

Basic Courses S.L.C. Trg. of Constable. Basic Training of Constable.

Refresher Courses: Refresher course for Instructor.

Specialized Courses : 1. Trainers' training course. 2. SLR/Carbine Training.

Dy. SP/ Principal,

Constable Training, Nathnagar, P.O.

Champanagar Distt Bhagalpur-812001.

Basic Courses: PTC of Training of W.C. Basic Training of

Constable

**Dy. SP/Principal,
Bihar Police Traffic & Driving School,
TTS, Barmines, Jamshedpur- 831 007.**

Basic Course: Basic Training of Constable

Specialized Course: Traffic training course for Havildar/
constable.

BMP Training Center

Basic Courses : Basic Training of constable (earmarked for
district police training) (district police)

Specialized Courses: SLR/Carbine Training for district
police. Tear Gas Training for district police

Goa

**SPI Principal,
Police Training School ,Vajpoi, Sattari, Goa-403506.**

Refresher Courses: Refresher Courses for HCs and ASIs

Gujarat

**Principal/ DIGP ,
Police Training School, H.N.E-4/364, SRP Gr. -I
Compound, Lalbau , Vadodara -390001.**

Basic Courses: Batch No.246, Unarmed and Armed Recruits,
Class -A - duration 8 weeks. Unarmed and Armed Recruits, Class
-B - duration 16 weeks. Unarmed and Armed Recruits Class -C -
duration 24 weeks. Unarmed and Armed Recruits Class.Duration-
32 Week.

Principal,

**State Recruits Police Training Centre,
Chowkey , Sorath -362 315.**

Basic Courses: Armed S.R.P. Recruits - Basic Training. Armed
Police Constable - Basic Training . Unarmed Police Constable - Basic
Training.

Haryana

**IGP/Director ,
Police Training Madhuban, Karnal Harayana -37.**

Refresher Courses: Drill Instructor/Traffic Refresher
Courses.

Promotional Courses : Upper School course. Intermediate

School Course. Lower School Course. Except HCs (C-11) Course.

Specialised Courses : Specialized courses are conducted for - Man Management, White Collar Crime, Investigation of Corruption cases, Investigation of cases under NDPS Act, Specialised crowd Control, Use of scientific aids in investigation, Commando capsule course, VIP Security Course, condensed Course in procedure and Computer awareness. Identification & Handing of explosive course. Workshop on Terrorism, Police, Crime Against Women, Anti terrorist tactics & Field Craft course. Training for Officer incharge. Course on Human Rights, Investigation of Murder cases, Duties of PSO/Gunman, Re-orientation on prevention of atrocities on SC/ST & PCR Law, Atrocities on women, Investigation of fraud and Embezzlement, Training for conducting departmental enquiry, Investigation of Robbery & dacoity, Investigation of Homicide, kidnapping & abduction cases. Training on beat, petrol duty, arrest and search.

Himachal Pradesh

Principal/ DIGP .

H.P. Police Training College, Daroh Distt.

Kanara -176 092.

Basic Courses: Recruits Training Course - duration 9 months.
Drill Instructors Basic Course - duration 6 months. Burglar Course - duration 6 months.

Refresher Courses: Refresher course for HCs - duration 2 weeks.

Promotional/Professional Courses: Upper Class Course duration for ASIs - 6 months. Intermediate Class Course - duration 6 months. For HCs Lower Class course - duration 6 months.

Jammu & Kashmir

Director

Sher-I-Kashmir Police Academy J & K -182104.

Basic Courses: Prob. GOs., Prob. NGOs., Prob. POs . ASIs (S). IPS Prob - 6 weeks only

Refresher Courses: Refresher courses are conducted for three levels - Upper, Intermediate, Lower and for SIs Armed. ASIs Armed and for GOs and Buglars/ Drill Instructors.

Specialized Courses: SC. Aid NGOs, SC.Aid for ORS .

Return Writer for HCs. ATC (Ex/Armed Boys) NGOs/ORs. ATC Ladies (NGOs/ORs). UAC Boys (Ex.Armed)SGCT/CT. UAC Ladies (SGCTs/CTs). Crowd Control (NGOs/ORs). M.T.O (NGOs). Traffic Policing (NGOs). Drill Instructor. Buglar (constables) KOT NGO (NGOs). Store Keeping. Establishment. M.H.C. (HCs). Re-Orientation. Training of Trainers (Indoor) Insp./SI/ASI. Training of Trainers (Outdoor) Insp./SI/ASI. Human Rights and Criminal Justice System (Insp./SIs).

Principal/SP

Armed Police Training Centre.

Kathua.

Basic Courses: BRTC for Newly recruits - Duration 9 months

Refresher Courses : Intermediate Class course for Head Constables. Duration 6 months. Intermediate Class course for Sg. Constables - Duration 6 months

Specialized courses: BRTC Reappear course for Constables. Duration one month.

Karnataka

DIG/Principal.

Karnataka Police Academy ,

Abba Road, Mysore-570019.

Basic Courses: IPS-Probationer (6 Weeks Programme). Police SIs.

Refresher Courses: In-Service Course (For Promoted PSI's)

Specialised courses: Custodial death (For IAS Officers in Karnataka)

Principal/SP .

Karnataka State Police Training College

Rural Distt. 571 502.

Basic Courses: Basic Training course of 9 months duration for 585 Civil Police Constables

Principal/SP .

Armed Police Training School

Devanahalli Road. Yelahanka, Bangalore -560 063.

Basic Courses: 9 Months Basic Course for Armed Police Constable.

Principal.

**Kamataka State Police Training School, Khanapur,
Belgaum -591 302.**

Basic Courses: Basic Course of constables (civil police)
Duration nine months.

Kerala

**Commandant,
Kerala Armed Police V Bn.
Armed Police Training Centre,
Rama Varmma Puram, Trichur.**

Basic Course : 9 months Recruit Basic Training for Police
Constables (whenever recruited).

Madhya Pradesh

**ADGP,
Armed Police Training College,
Bijason Raod, Indore -452 005.**

Basic Course: 1. Basic course for Newly recruit constable
course (Visbal)

Refresher Courses: PSO Refresher course for constable to
HC

Specialized Courses: 1. Departmental Enquiry Process course
for Dy. commandant/CC/PC 2. Commando course for Const./HC
3. Weapon and Tactics course for HC to Asstt. 4. Vertical interaction
course for Dy. Comdt. to const 5. PSO Gunman course for Constable
to HC 6. GP/2. Mortar/AK-47 Rifle course for Const. to HC 7.
Map reading course for Constable to HC 8. Un-Armed combat course
for Constable to HC 9. Tear Gas course for Dy to Asstt.
Comdt., constable to Dy.Sp level 10. Mob Drill Course for PC/CC/
Comdt/Insp./SI 11. Quarter Master course from HC to CC level.
12. PT Instructor Course for HC/Constable 13. Drill Instructor
course for HCs. 14. Pre NSG Commando Instructor Course (HC/
Const). 15. Pre-Promotion course for HC to CC level. 16. Pre Dy.Sp
weapon and Tactics course. 17. Pre SI Weapon and Tactics course.
18. Pre NSG Bomb Disposal courses HC to Constable level .

**DIG,
Traffic Police Training Institutes,**

Old Doodh Dairy, jail Road, Bhopal -462 008.

Basic Courses: . Basic Traffic course for ASI/SI. 2. Basic Traffic Course for HCI constable 3. Basic Traffic course for ASI/SI. 4. Basic Traffic course for SI/ASI. 5. Basic Traffic course for HC/Const.

Refresher Courses: 1. Inspector /Subedar 2. ASI/SI .3. HC/Constable

Specialized Courses: 1. Protected Driving Trg. (Driver) 2. Protected Driving Trg. (Driver)

Supdt. of Police

Police Training School, Indore -452001.

Basic Courses: Basic Trg. Course for recruits Consts. Basic trg. Course for newly recruited S.I. (Radio, S.B., Photo, Q.D. finger print).

Refresher Courses: GRP Constable course. City constable course. Human rights course for constable to ASI Rank.

Specialized Courses: HC to ASI 'A' & 'B' class P.P. course. Constable to HC P.P. Course. Investigation Course for H.Cs . HC to ASI PP Course. VISHISTHA ADHINIYAM COURSE - Constable to HC. Computer course for constable to ASI Level.

Supdt. of Police,

Police Training School, Rajnandagaon.

Basic Course: Basic Training Session for Newly recruit.

Refresher Courses:. GRPR Course Started. Investigation course for HC .

Specialized Courses: PP course for Const. to HC. PP course for ASI to SI. Human Right Course for Const. to ASI. PP Course for HC/ASI. PP Course for HC/ASI . PP Course for Const. to HC. PP Course for HC/ASI . VISHISTHA ADHINIYAM COURSE. Computer course for Const. to ASI. PP Course for Constable to HC

Supdt. of Police,

Police Training School, Pachmarhi, Hoshangabad.

Basic Course : Basic Course for Recruits Constables

Specialised courses: PP Course for Const. to HC. City Constables Course. Training for Trainers course. P.P. course for Head Constable to ASI. Head Constables Investigation course. Human

Rights course. Constables to ASI - P. P. Course. ASI to SIs - . P. P. Course. Constables to Head Constable . Ministerial Course for ASI (M). Computer course - Constable to ASI's. P.P. Course - Constables to Head Constable. P.P. Course - ASI to SIs

Supdt. of Police,

Police Training School, Tigra, Gwalior.

Basic Courses: Basic Training for Recruit Constable - course duration 9 months.

Refresher Courses: Pre-Promotion Course for Constable to Head Constable - Duration 35 days. Pre-Promotion Course for HC to ASI - Duration 21 days.

Pre-Promotion Course for ASI to SI - Duration 21 days. Pre-Promotion Course for Const. to HC - Duration 35 days. Pre-Promotion Course for Head Constable to ASI/Sub. Inspector - Duration 21 days.

Specialized Courses: City Constable Course -14 days. Special Act Course - Duration 10 days. Investigation Course for HC - Duration.30 days. Human Rights Course for Constable to ASI - Duration 6 days. Ministerial Staff Course for ASI (M) - Duration 45 days. Computer Course ofor Constable to ASI - Duration 6 days.

Supdt. of Police,

Police Training School,Rewa -486 001.

Basic Course: Basic Trg. Course for New rect. Constables.

Refresher Courses:_. City constable course. Human right course for constable to A.S.I.

Specialized Courses: HC to ASI P.P. course. Constable to HC - P .P .Course. Head Constable Investigation course. HC to ASI PP Course. Constable to HC - PP Course. P.P .Course for HC to ASI. HC to ASI' A' & 'B' Class P.P. course. VISHISTHA ADHINIYAM COURSE. P .P .Course for Const. to HC .

Supdt. of Police,

Police MT Training School,

Gobindgarh (Rewa) -486 001.

Basic Courses:_ D&M Course - Light Vehicle course for two courses of 3 months each. D&M Course - Heavy Vehicle two courses of 3 months each. DR Course for Constable/HC- two courses of 45 days.

Refresher Courses: 1. Auto fitter course for Constable/HC two courses - 3 months. Auto Electrician course - Constable/HC two course - 3 months. Refresher course - ASI/SI/Const.- duration 45 days. PP Course - Constable/ HC - 3 weeks. Diesel Mechanic Course - Const./HC - 14 days. Petrol mechanic Course - Const./HC for 14 days.

**Supdt. of Police,
Police Training School, Shahdol, Umaria (MP).**

Basic courses: Basic Trg. Course for New rect. Consts - Nine months.

Refresher courses: Human right course for constable to A.S.I. City constable course .

Specialized Courses: Constable to HC PP Course. ASI to Sub-Inspector P.P. course. P.P.Course for HC to ASI. Head Constable Investigation course . HC to ASI P.P. Course. P.P. Course for Const. to HC. P.P. Course for HC to ASI. VISHISTHA ADHINIYAM COURSE. Computer Course - Constable to ASI. Constable to HC - P.P. Course .

**AIGP,
Special Branch Training, Bhopal -462 008.**

Basic Courses: Basic Refresher courses: Re-Orientation

Specialized Courses: Anti-Naxalite course - Duration 5 days
PSO course -Duration. Du .SB course- Duration 3 days. Anti-Sabotage Check course. Passport/Visa & Pak Citizens Activities course - duration 6 days. Piolet /Escort Officers course - Duration 4 days. Communal Intelligence course - Duration 5 days. Handling of Explosive/Mine Detector course - Duration 3 days. Surveillance course - Duration 4 days. VVIP Security course - Duration 5 days. Interrogation course - Duration 4 days. Re-Orientation course - Duration 6 days. Basic Intelligence course - Duration 15 days. GPS & Nigh vision course - Duration 2 days. Basic Device course - Duration 92 days

**Commandant
VI Bn. SAF, Ranjhi, Jabalpur- 482 010.**

Basic Courses: Basic Training of Special Armed Force Recruits. No. of Trainees -200 approximately.

Commandant.

**Police Training Centre Borgoan,
Jagdalpur, Bastar- 494 001.**

Refresher Courses: Pre-Induction course for Const. to Inspecto - duration 15 days. Pre-Induction course for S - Duration 30 days. Small Arms course for Const. to HC - Duration 10 days. Field Craft course for Const. to SI - Duration 15 days . 2” Mortar and Grandeur course for Const. to S - Duration 8 day. Jungle War fare course for Const. to SI. Re-Orientation course for Const. to SI. - Duration 15 days/30 days.

Specialised Courses: Hock course for Const. to HC - Duration 75 days. Anti-Blast course for Const. to SI - Duration 15 days

Supdt. of Police.

Police Training School. Mana, Raipur-492015.

Basic Courses: Basic Trg .Course for Newly rect. Consts. Duration Nine months. M/F

Refresher Courses: Human Right course for constable to A.S.I. City constable course. Human Right course for constable to A.S.I.

Specialized Courses: Constable to HC PP Course. HC to ASI PP Course. Head Constable Investigation course. ASI to Sub Inspector course. Constable to HC P P Course. P P Course for Const. to HC ‘B’ class. VISHISTHA ADHINIY M COURSE for Constable to ASI Constable (Female Only). VISHISTHA ADHINIYM COURSE for constable to ASI Constable (Male Only). P.P. Course for HC to ASI (Female Only). P.P. Course for HC to ASI (Male only) .

Maharashtra

Principal,

Police Training School, Nanvij,

Tal Daund, Pune -413 801.

Basic Courses: Basic Training Course for RPC (men/women)- duration 9 months. Refresher Courses: Re-orientation Course for men - duration 12 days.

Specialized courses: Spl. Training Course for Armed Policemen to be transferred to Unarmed Branch (Conversion course)- duration 2 months.

Principal,

Regional Police Training School, Khandala -410301.

Basic Courses: 9 months basic training course to women PCs

Specialized courses: Re-orientation course for unarmed police constable of all branches for 15 days

Principal/SP ,

Police Training School Jhalna -431 203.

Basic Courses: 9 months basic training course for Recruit Police Constables.

Principal/SP,

Police Training School, Akola -444 002.

Basic Courses: Basic Training Course for RPC (men/women) duration 9 months Refresher Courses: Re-orientation Course for men - duration 12 days.

Specialized courses: Spl. Training Course for Armed Policemen to be transferred to Unarmed Branch (Conversion Course) duration 2 months

Principal,

Police Training School Nagpur -15.

Basic Courses: Nine months basic training course for the Recruit Police constables

Refresher Courses: Re-orientation course for 12 days duration for Policemen (ASI to PC)

Specialized courses: Spl. Trg. course (conversion course) for policemen transferred from Armed to Un-armed Branch duration six-weeks.

Principal/DCP

Police Training School, Marol, Andheri East,

Mumbai -400 059.

Basic Courses: Basic Training Course for RPC (men/women) duration 9 months.

Refresher Courses: Re-orientation Course for men - duration 12 days.

Specialised courses: Spl. Training Course for Armed Policemen to be transferred to Unarmed Branch (Conversion Course) duration 2 months

Principal/SP ,

Detective Training School,

Maharashtra Police Academy Campus, Nasik -2.**Basic Courses:** Detective Training Course Duration 6 weeks**ACP (Traffic)****Traffic Institute, Byculla , Shepard Road, Mumbai-8****Course No.1** (Officers Course) $\frac{3}{4}$ courses per year. Traffic Engineering . Traffic Law. Traffic Accidents investigation Traffic Accidents Research & Statistics. Psy .of Drivers & Pedestrians. Traffic Management Techniques. Road Safety. Special Occasions-How to handle Traffic Problem. Audio Visual Shows . Practical (Surveys, Study Tour, visit , Group discussions, Seminars etc.)**Course No.2** (Constabulary) $\frac{7}{8}$ courses per year. Elementary Law. Basics of Traffic Accidents Investigation. Fundamentals of Traffic Management. Audio Visual Shows. Road Safety and practicals.**Course No.3** Traffic Law. Accidents Investigation and Moter Mechanics. Traffic Supervision. Elementary Traffic Management. Accidents Investigation and Motor Mechanics. Audio Visual Aids-. Practical**Course No.4** Naval Police - 2 courses per year. Elementary Traffic Supervision & management. Accident Investigation . Audio -Visual . Practical**Course No.5** (Newly Recruited Constables) Traffic Law. Traffic Control & Allied Duties (Including control at Emergencies). Elementary Traffic Management. Duties at Traffic Accident Scenes. Audio Visual and Practical Course.**Course No. 6** (Capsule Course). Traffic Management. Traffic Law. Traffic Accidents (Investigation & Study). Audio Visual. Practical**Course No.7** (Traffic Wardens, Teachers and Best Drivers) 4 Courses per year. Road Safety. Special facility for Pedestrians & Traffic Drivers. Traffic Rules & Regulations. Defensive Driving**Principal,****Women Police Training School, Solapur-413003****Basic Course:** Re-orientation course for men - duration 12 days.**Addl. Dy. Commissioner (Int.) CID/SP,**

S B Training Mumbai -400 014.

Basic Course : For police officers - duration 21 working days. S.B. Training course for police Head Constables/AHCs - duration 18 working days.

Manipur

DIGP,

Manipur Police Training School, Pengei -795 001.

Basic course: 10 Months BIT for MR(IRB). 36 weeks B/Trg for MR/CP. 24 weeks B/Trg .for Manipur Police Radio recruits. 1 month Probationary Trg. for IPS/MPS/ JEM (MR)/SI(CP).

Specialised Courses: 1 week I.Os course, 2 weeks CQB course, 1 Week NDPS Course, 1 Week D.E.Course, 6 Weeks CDO Course, 1 Week Traffic Course, 2 Weeks Crowd Control, 2 Weeks Counter Insurgency Course, 2 Weeks PT & Drill Course, 1 weeks Traffic course, 2 week CDO course, 2 Weeks Counter Insurgency and F.C, 2 weeks Bomb Disposal course, 1 Week Course on Human Rights.

Meghalaya

Principal,

Police Training School, Near Golf Club, Shillong -793008.

Basic Courses: Basic Training for directly recruit ASI. Basic Trg .for Un-Armed Branch Recruits Conts .Basic Trg. for Armed Branch Recruit constables. Basic Training for Meghalaya Police Radio Organisation

Refresher courses: Senior Cadre Course for UB Const. to HC. Refresher Course for PIs/PSIs Refresher Course I for UB Constable. Refresher Course II for Head Constables. Refresher Course III for ASIs. Traffic Course 1 for UB Constables. Traffic Course II for UB Constables. L/C Course for AB/UB Constables. Refresher Course for Outdoor Instructors. Case Diary Writing Course for ASIs to Insp. Refresher Course on fire fighting for leading Firemen. Refresher Course on Fire fighting for Fireman. Induction Course-I for freshly promoted ASIs. Induction Course-I for freshly promoted SIs. Induction Course-I for freshly Promoted SIs. Cadre Course-I . Cadre Course-II (Hav toABSI). Cadre Course I (Const to Lnk/NK). Cadre Course-1 (ABSI to ABI).

Specialized Courses:. Departmental Proceeding - Insp. to

Addl. S.P., Community Policing for UB Const. to Insp., Human Rights-I for ASI to Inspector. Human Rights-II for UBC/ ABC/Hav .Audit/Accounts - office Procedure for LDA/ UDA/HA. National Security Act/ Meghalaya Preventive Course. Orientation Programme - Scientific Aid/Investigation course with particular ref. to dacoity, robbery, rape and murder for SIs to Inspectors. Finger Print Patterns and its utility. Drug Law Enforcement. Interrogation course. V.I.P Security Course. Trade Craft. Intelligence course for const. to inspectors. Scientific Aid to investigation - ASIs to Insp. PSO Course. Commando Course (Lnk/Nk/Hav). Tear smoke & Mob Control, Counter Insurgency Training. Jungle Warfare Training to S.Is. VHF Communication (RT)

Commandant,

Ist Meghalaya Police Bn.,Mawiong -793 008.

Basic Course: R/C

Refresher Course: Cadre courses for promotion to the rank of CN to Lnk, Lnk to NK, NK to Hav. Hav to ABSI

Specialized Courses: P.S.O. & W. &T. Courses.

Commandant,

2nd Meghalaya Police Bn..

Geeragre West Garo Hills Tura. Meghalaya.

Basic Course: Basic Course of R/Cs

Refresher course: Refresher Course for Bn. Personnel - Ist Batch to 6th Batch.

Specialized Courses: Tear Smoke & mob . Counter Insurgency Training - 6 Weeks. Jungle Warfare Training - 4 Weeks. Control - 4 Weeks.

Supdt. of Police,

Meghalaya Police Radio Org. Training

Centre, Shillong-793001.

Basic Courses : Radio Course Grade-111 Radio Mechanic Course Grade, Police Basic Cipher Course Grade-III.

Specialised Courses : Radio Operating Course III, Radio Mechanic Course Grade-II. Grade-II (Fitter-Electrician) Course Grade-1 5. Fitter-Electrician Grade-1

Mizoram

Principal/SP ,

Police Training Centre, Lungverh Aizawl.

Basic Courses: Basic Training for Recruit constable - for 200 persons for 9 months. Basic Training Course of ASI (UB) for 11 months. Basic Training Course of Fireman. Basic Training of Recruit Drivers for 9 months. Basic Training of ASI (Ministerial) for 6 months. Service Organization for 9 months. Basic Training of NK/Operator for 3 months.

Refresher courses: ASI to SI Pre-Promotion Course for 2 months. Pre-Promotion course of Havildar to Sub-Inspector (AB) for 2 months. Senior NCO Cadre Course for 2 months. Constable to Head Constable (UB) for 3 months. Junior to Senior Cadre course for 2 months. Band -Refresher Course for Subordinate Ranks for 4 months.

Specialized Courses: Naik/Operator Radio Grade -III Course for 6 months. Personal Security Officer course for Subordinate ranks for 3 months. Traffic Management Course for 2 months to Subordinate ranks. Computer appreciation and awareness Elementary Course for Sub-Ordinate ranks for 3 months. Special Basic course of Buglers for Subordinate. rank for 4 months. Short course commando refresher course relating to jungle warfare training for 3 months for different ranks. Short course on Forensic science particulary finger print and questioned documents for subordinate ranks serving in the field of investigation for 3 months. Short course on motor mechanic for all police motor transport branch for 3 months. Advance course on weapons and tactics for subordinate ranks for 2 months.

Nagaland

Commandant / DIG,

Nagaland Anned Police Training Centre, PO Chumukedima, Dimapur, Nagaland -797 103.

Basic Courses: Recruit Constable Basic Training. Condensed Basic Training for Village Guards Personnel.

Refresher Courses: Training of Trainers Course. Platoon Commander Refresher Course. Refresher Course for DGPs Sports Coy.. C.Q. M, Hav. Clerk and Constable writer Refresher Course. MT Platoon Refresher Course. Refresher Course for GOs on Weapons. Special Task Force Refresher Course. Weapon and Tadics

Course.

Specialized Courses: Instructor ability course. Bank and other Static Guards.. NCOs Instructors course for Home Guards. 4. Riot Drill Modern Nagaland Concept. Police Ranger Commando Course.

**Principal/SSP,
Nagaland Police Training School.
PO Chummukedima. Nagaland -797 103.**

Basic Courses: Cadet ASIs Basic Course. D/ASIs Qualifying Course. Women Police condensed course. IRB (HAV) Basic Course.

Refresher courses: Orientation course for body guard/Driver/ Escorts. Refresher Course. Riot Drill- Modem Nagaland concept. Traffic related course. Weapon and Tactics course.

Specialized courses: Airport Security. Security of information and decimation. Professional Course in Human Rights for G.O'S. 1st Batch Course on Human Rights. Women Police Professionalism. Technology and Police /Communication matters.

Orissa

**Director/ Special IGP ,
State Police Academy, Orissa, Cuttack -753 001.**

Basic Courses : Basic Traffic Course for Hav. Basic Traffic Course for Const. Basic Traffic Course for Drivers (Dr. Hav/Dr. NK/Asstt.Driver) Pipe Band Trg. for Sepoys Constables. Brass Band Trg. for Consts. Arms maintenance course for Sepoys/ Constables . DIC Course for Naiks. PTI Course of Trg. for sepoy UAC Course of LNK/Sepoys. Gr-II operation course for ASI Operators. Gr.-I. Operator for S.I.operators. Pre-conditioning course for under going Range Commando Course. Course for filling up of I.P. form. Operation and handling of P.C. under CCIS Project. Word Processing. Police Photography for Constables. Advance course in photography for ASI. Course on taking good finger Print and P .R. System.

Refresher Courses: Refresher course for Driver Hav. Inservice Training for Hav /Hav. Major. Inservice Training for Jemr. Subedars. Reorientation course .Commando for JCO & NCO. Reorientation course in applied photography for Photo ASIs/

Constables.

Specialized Courses: Commando specialised course of Training for sepoy's . Specialised course of Training for inspectors/ Sis of Police on Election Laws. Specialised Course of Training for Inspector/SI of police on socio-economic reforms . Specialised course of Training for Inspectors/SIs of police on economic offences. Specialised course of Training for Inspectors/ SIs of police on Human Rights. Specialised course of Training for inspectors/ . Specialised course of Trg for inspectors/RI's/ . Specialised course of T .for Inspectors/SIs on SIs on Drug Abuse. Subedars/ SIs/Sgts./ Jems on Bomb Identification/ Disposal. Social Defence Measures.. Specialized course of Training for Inspectors/SIs on Rape Dowry Offence and offences against women. Specialised course of Training for Inspectors/SIs on Homicide. Specialised course of Trg. for inspectors/SIs on "Atrocities against SC/St and weaker sections of the society. Specialised course of Training for Inspectors/ RIs/ Subedars/SIs IJamadars/ Sgts. on Mob Control. Specialised course of Training for Inspectors/SIs Specialised course of Training for IICs/OICs. Specialised course of Training for Inspectors/SIs of Police on Embezzlement.

Dy. Comdt/Principal,

Police Training school, Nayagarh -752 069.

Basic Courses: 1 Batch Recruit Constables consisting of 72 have undergone basic course of training at this Institution.

Principal/SP ,

Traffic Training Institute, Bhubaneswar Distt. Puri -751 006

Basic Courses: Recruit Constable basic Training course for 9 months.

Specialised Courses: Basic traffic training course for constables for 24months working days. Police Drivers Traffic Training course for 10 working days.

Havildars Traffic Training course for 24 working days. Sgt./ IS.I. Traffic Training course for one month. Sgt./IS.I. Pilot Protection and outrinding course in days. VIP Security for 15 working days.

**Principal/Deputy Commandant,
Ind PTS Hatibadi Distt. Sundargarh**

Basic Courses: Basic course of Constables - Training period 9 months.

Punjab

Director/IGP,

Punab Police Academy, Jalandhar, Phillaur-144 410.

Promotional Courses :. Promotional course for ASIs (Upper School Course) are conducted twice in a year. Promotional Course for HCs (Intermediate School Course) are conducted twice in a year. Promotional Course for Constables (Lower School Course) are conducted twice in a year.

Specialised Courses: Photography-cum-single digit course for constables - thrice in a year. Fingerprint Proficient course - duration one month. VIP Security Course (State Level NGOs) - duration one week. Course on the functioning of MHCs and HCs - duration one month. Special course on Interrogation for ASIS/SIs/Insprs. - duration one week. Course on inspection and supervision for DSPs - duration 3 days. Trg. of Trainers course (State Level) for NGO's - duration 3 days. Review of training of trainers course only for PPA staff - duration 3 days. Training of trainers course (state level) for NGO's - duration 1 week.

Commandant

**Police Recruits Training Centre,
Jahan Khelan, Hoshiarpur-146110.**

Basic Courses: Basic Recruits Course for nine months duration. This course is meant for newly recruited male Constables.

Refresher Courses: Re-Orientation course for Head Constables & Constables for six days' duration.

Specialized Courses: Capsule course for four months duration. This course is for constables who were recruitment after 1989 and were given training at Ladda Kothi, Sangrur and Distt. Police Lines and have not done nine months' full training at PRTC Jahan Khelan. Elementary Traffic Course for Constables for one month duration. Weapon & Tactics, Field Craft & Field Engineering course (state level) for ASIs/HCs/Constables for 8 weeks duration. Conversion course for constables on transfer from Commando Bn. for four months duration. Detective Foot Constables course

(preferably for CII) for constables for four months duration. Re-Orientation Course for constables on list C-II for 12 weeks duration.

Supdt. of Police,

PAP Training Centre Jalandhar -144 006.

Basic Courses: Recruits Training course (for newly recruits of PAP E.R. Bns. & CDO formation only). Bank Guard Course

Superintendent of Police,

In-Service Training Centre, PAP Kapurthala,

Jalandhar Cantt.,

Pin code -144 006.

Basic Courses: Driving and Maintenance course (State level) for Head Constable/Constables. M.A.P. Basic Course for Constables. Basic Course for MTOs (State Level) (for NGOs only).

Refresher Courses: Driving and Maintenance Ref. course for Head constables/Constables. Refresher Course for M.A.P. for (MAP Personnel). Spl. Coy. Ref. Course for Inspectors/NGOs/ORs. Review of Training and Training of Trainers Course for ISTC staff only .

Specialized Courses: P.S.O. Course (State level) for NGOs/ORs. Gunman Course (State level) for Head Constables/ Constables. Handling and Defusing of Explosive and Bomb Disposal Course for NGOs/ORs. V.I.P. Security course for NGOs/ORs (For PAP only). Crash Induction Trg. for specialised operations/ duties for GOs/ Insprs/ NGOs/ORs. Re-Orientation course for NGOs of PAP only. Guard duty & Fire Fighting course for Head Constable/Constables. Campus Security Condensed Course for NGOs/ORs of PAP only. Capsule Course for PAP Drivers only (First Aid).

SP/ Principal,

CID Training School,

SCO No.2439-40, Sec. 2, 22-C, Chandigarh.

Basic Courses: Basic Intelligence - 2 (NGOs). Basic Intelligence - 6 (ORs)

Specialised Courses: VIP Security - 2(NGOs). Counter Terrorism (NGOs). Surveillance & Secret Enquiries (NGOs)2. Counter Intelligence (NGO/ORs). Recruitment of Sources (NGO/ HC) 2. Subversion/Counter subversion (NGOs). Techniques of Interrogation (NGOs). Immigration Check (NGO/HC). Censorship

(NGO/HC)1. Special Counter Intelligence Course (I/C C.I. Units)

**Supdt. of Police,
Police Commando Training School
Fort Bahadurgarh, Patiala -147002.**

Basic Courses: Basic training course

Refresher Courses: Cdo. Refresher Course

Specialized Courses: Commando course. VIP Security Course.

**Raiasthan
Director/IGP ,**

Rajasthan Police Academy, Nehru Ngr, Jaipur- 302016.

Basic Courses: Basic training course for RPS (Probationer) duration 53 ½ weeks. Basic training course for Police Inspector, Telecommunication - 2 months. Sub Inspector (Technical) Police Telecommunication - duration 2 months. ASI (Technical/Enforcement) Police Telecommunication - duration 2 months. Sub Inspector (probationer) - duration one year. Constable Recruit (AP) - duration 9 months. Constable Recruit (Driver) - duration 6 months. Constable Recruit (AP) - duration 9 months. Constable Recruit (AP/Band) - duration 9 months. Women Constable Recruit - duration 6 months.

Promotional Cadre Courses (PCC): Head Constable to ASI duration - 1 1/2 months. ASI to SI - duration 1 1/2 months. ASI to SI - duration 1 1/2 months. Head Constable to ASI - duration 1 1/2 months. SI to Inspector - duration 1 1/2 months. Departmental Exam. for RPS (Probationer)

Specialized Courses: UNDP Course - duration 10 days

**Principal/SP,
Rajasthan Police Training Centre,
Mandore Road, Jodhpur.**

Basic Courses: Recruit Constable Basic Training Course. Platoon Commander(RAC/MBC) course.

Refresher Courses: Refresher Commando Course . Armourer Refresher Course.

Specialised Courses: P.T. Instructor Course. Drill Instructor

Course. UAC Course. Weapon Instructor Course. Tear Gas Course. Commando Course. Mob Dispersal Course. Basic Armourer Course. Beguiler Course.

Commandant/Addl. SP,

Police Training School, Kishangarh, Ajmer -305 801.

Basic Courses: Recruit Constable

Specialised Courses: Constable to Head Constable PCC. Head Constable to ASI PCC.

Comdt/ Addl. SP.

Police Trg. School, Kherwar, Distt. Udaipur- 313 803.

Basic Courses: Recruit Constable Course. Recruit Constable (Driver) course. Constable to Head Constable Promotion Cadre Course.

Specialised Courses : Fingerprint course

Comdt./ Addl. SP. Police Trg. School, Kherwar, Distt. Udaipur- 313803.

Basic Courses: Recruit Constable course. Recruit Constable (Driver) course. Constable to Head Constable Promotion Cadre Course.

Specialized Courses: Finger print training course.

Commandant,

Police Training School, Jodhpur- 342 026. .

Basic Courses: Basic Training course for Recruit Constable A.P. Basic Training for Recruit Constable M. T. Basic Training for Recruit Constable (RAC).

Refresher Courses: ASI Refresher Course. Head Constable Refresher Course. Constable Refresher Course

Specialised Courses: Weapon Training Course. Drill Training Course. Finger Print Training Course.

Promotional Courses: Constable to Head Constable PCC. Course for Head Constable to ASI (PCC). Course for ASI to SI (PCC).

Sikkim

DIGP (Trg.)

Police Training Centre, Rani Pool, PHQ, Gangtok —737 101

Basic Courses: Constable's Basic Course. Home Guard Basic

Course.

Refresher Courses: Refresher course for Sub-Inspector and below.

**Principal,
Police Recruits School, Coimbatore, Tamil Nadu-641 018.**

Basic Courses: Basic Training (9 Months). Gr-II Police Constables.

**Comdt./ Principal,
Tamil Nadu Special Police, Regimental Centre, Avadi,
Tamil Nadu -600054.**

Basic Courses: Small Arms and Office Admn. Course . A.D.I. Course. Small Arms Course. P .T .& U.A.C. Course. F .C. Course. Drill Cadre. C. T. C. Course. Bugle Basic Course. H.M.V. Training. Radio Telegraphy. Armourer Basic Course

Refresher Courses: Bugle Refresher Course

Tripura

**Principal,
Police Training College,
PO Bimangarh, P.S. Airport, Narsingarh,
Tripura (W) -799015.**

Basic Courses: Basic course for constable. Basic training course for Jail Wardens. Basic Course for Dy. SP direct recruit - duration 12 ½ months. Basic Course for SI Civil Police - duration 12 months

Refresher Course: Course for Wireless Operator. Course for ASI of Police.

Specialised Courses: Counter Insurgency course for Naik to SIs. Pre-induction course for wireless operators. Condensed course for S.A.F. Pre-promotion trg. for SI(UB/AB). Training for IPS (Prob) open. Junior Cadre course for HC & NK. Condensed course for S.A.F.

Uttar Pradesh

**P .T .C. -II,
Chakkar Ki Milak Moradabad -244 001 UP .**

Basic Courses: Basic course for Civil Police Recruitment Constable.

Principal/IGP

P.T.C. -111, Sitapur -261 001.(UP)

Basic Courses : SICP {RANCKERS COURSE}.

Refresher Course: SICP Refresher Course

Dy. Inspector General,

Armed Training Centre, Sitapur -261 001.

Basic Courses: SI AP Course (Promotion course). Head Constable AP Promotion course. DPC course

Refresher Courses: ITI Renovation course. PTI Renovation course.

Specialized Courses: DMI course. Constable TP course. Bomb Disposal course. Constable TP course. Head Constable TP course. TSI course. Bugler Qualifying course. Weapon training course. Tear smoke course.

Commandant/ SP,

Recruits Training Centre,

Chunar Distt. Mirzapur- 231 304.

Refresher Courses: Constable Armed Police

Specialized Courses: GRP Bomb Drill course for Constables to SI level.

Commandant/SP, . PTS Moradabad -244 001. (UP)

Refresher Courses: H.C CP LEVEL .

Specialized Courses: H.C CP LEVEL - Behaviour Orientation course/ Human Rights Course.

DIGP / Principal,

Police Trg. School, (Campus of 26th Bn. PAC)

Gorakhpur-14.

Basic Courses : Constable (Civil Police). Constable (PAC).

Refresher Courses: Head Constable Civil Police/ Armed Police. Constable Civil Police/ Armed Police

SP/Training & Security,

Intelligence Training School, Om Niwas, New Hvd

Lucknow -226 007.

Basic Courses: SI/HC/CONSTABLE Course for 12 working days. ACIO-II organised as per requirement. Basic Course for Shadowing - organised as per requirement. Basic Course for Gunners - organised as per requirement.

Refresher Courses: Refresher course for PSOs/ SHADOWS/

INSPRs/SIs/HCs/ CONSTS - for 3 working days

Specialized Courses : Immigration and counter terrorism course for SI/HC/ Consts for 5 working days. Course on ring round/ Escort Duties & Embossing, Debasing Practical Exercise & Anti-Sabotage Check for Insprs/SIs for 6 working days. Course on VIP Security for DSP/INSPRS./SIs for 5 working days. Course on Airport Security and Anti-Hijacking duties for Insprs/SI/HC/Consts for 5 working days. Course on Security of Vital Installations and departmental document security for HC/Consts for 5 working days. Course on VIP Security for HC/Const for 5 working days. Course on Spotters duty for SIs for 10 working days. Course on Security of Vital Installations and departmental document security for HC/Consts. for 5 working days.

Director / DIG,

**Police Telecommunications, Police Radio Training Centre,
Mahanagar, Lucknow- 226 006.**

Basic Courses: Master Trade Hand Course.

Refresher Courses: HF Transceiver Barret Set Operating/Maintenance Course. VHF Transceiver Motorola G.M. 300 and G.P 300 Operate maintenance course. HF Transceiver R-280 A, Operating/Maintenance Course. VHF Transceiver Philips PRM-8020 and PR-710 5. VHF Transceiver Motorola G.M.300 and G.P. 300 operation and maintenance course. HF Transceiver Barret Operating and Maintenance Course. VHF Philips Sets Operating/Maintenance Course. HF Transceiver R-280 A, FM Maintenance Course. VHF Transceiver Motorola Operating/Maintenance Course. HF Transceiver Barret operating/ maintenance Course. VHF Transceiver RC- 2625 maintenance Course. VHF Philips sets operating maintenance course. HF R- 280 A maintenance course. VHF Motorola Sets operating/maintenance course. HF Barret Sets operating maintenance course. VHF Transceiver a Philips Sets operating/ maintenance course. HF R-280 A Maintenance course. VHF Motorola Sets operating/maintenance Course. VHF Transceiver Philips Sets operating/ maintenance course. HF Barret Set operating/ maintenance course course. HF R-280 Maintenance course. VHF Motorola Sets operating maintenance course.

Specialised Courses: Grade II Course at Police Trg. Center.

Supdt. of Police,

Police Motor Transport Training Centre, Sitapur- 261 001.

Basic Courses: R.S.I. Course for one month. H.C.M.T Course 3 months. Reserve driver Course - 4 months. Dispatch rider course - 3 months. Fire service course (driver) - four months.

Specialized Courses: Advanced Mechanic course for six months.

Dy. SP/Commandant

State Fire Service Training College, Dosti Nagar, UNNAO.

Basic Courses: Basic Training Course for Constable Recruit/ Civil Police PAC - duration 9 months.

Refresher Courses: Reference course for Head Constable/ Armed Police/Women Recruit - duration 42 days

Specialized Courses: Re-change course for Constable PAC to GRP - duration 45 days.

West Bengal

DIGP (Trg.),

Police Trg. College, Barrackpore Distt.

24 Parganas (North), West Bengal-743101

Basic Courses. Basic course for Wireless Supervisors and Operators - duration 6 months. Basic course for Dy. Jailors/Sub Jailors/Jailor - duration 6 months. Basic course for the Recruit Constables and Jail Warders of Prison Deptt.- duration 8 months. Basic course for the Sepoy of customs Deptt. - duration 3 months.

Refresher Courses: Refresher course for the Head-Constables (Armed Branch) - duration 6 weeks.

Specialised Courses: Drill Certificate course for the Constables for Promotion to the rank of Naiks - duration 16 weeks. In-service training course of ASIs on documentation of Crime Records and other records at PS level - duration 2 weeks. In-service training course for Constables & H.Cs on Traffic Duties - duration 2 weeks. In-service Training course on VIP Security - duration 2 weeks. In-service Training course on Disposal of Bombs and Explosive Materials and Investigation of related cases - duration 2 weeks. In-service training course for DAP Constables and Naiks on the subject 'use of Tear Gas Firing, First Aid, Rescue Operation, Disaster management during Railway/ Earthquake/Flood/Fire/Gas

etc. Calamities, AIDS/STD awareness & Pollution Control, alongwith Raids, Ambush, Riot Drill, Crowd Control etc. - duration 3 weeks. Seminar & Symposium on Human Rights, Drug, Police Community Relationship.

ACP(Trg.)

Police Training School, 247 AJC Bose Road, Calcutta - 700 027.

Basic Courses: Basic training of recruit constables.

Refresher Courses: Refresher course for ASIs for 30 working days. Refresher course for NCOs including HCs for 15 days.

Specialized Courses: Seminar/Workshop on Human Rights - duration 2 days. Pre-Examn. Training course. Capsule course for SIs. Capsule course for ASIs. Capsule course for Sergeants.

A&N Islands

SP (Armed Police) / Principal,

Recruitment Training Centre, Police Lines, Port Blair- 744 101.

Basic Courses: Recruit course for Police Constable.

Specialized Courses: 6 weeks' duration course for Forester/ Forest Guards of A&N Forest Department

Delhi

Principal UACP,

Police Training School, Jharoda Kalan, New Delhi-110072

Basic Courses: Prob.Sub-Insprs/ HC (Min) ASI Steno. Recruit Trg.Course

Promotional Course Upper School Course. Inter-school course. Lower School Course. Re-orientation Course.

Refresher Courses: Courses on Human Rights, Gender Sensitisation, Police Behaviour with public, Disaster Management, Economic Offences, cyber crime, white collar crime, how to give evidence during trial in court of law, adventure in attitude.

Specialised Courses: Basic Commando Course. Drill Course. Fires Arms Training. Computer course. Vipassana Course.

Dy. Commissioner of Police,

Recruits Training Centre 4th . Bn. DAP,GO's Flat No. G -I, New Police Lines,

Kingsway Camp, Delhi-110009.

Basic Courses: Recruit Const. basic Trg. - duration 12 months. Capsule Course for Const(deputationists)- duration 3 months. Ex-Servicemen basic trg. - duration 3 months. A.W.O. Basic Trg. - duration 3 months. Bandmen basic Trg. course - duration 9 months. Dog Handler Basic Trg. course - duration 9 months. Basic Trg. for SI/ASI (Radio Technician) - duration 3 months. Basic Trg. for STA' Constables - duration 3 months. DANICS (prob) Weapon Trg. Course for one month.

Refresher Courses: Refresher Course for Head Constables for 40 days in 5 batches.

Refresher course : Refresher course for constables for 40 days in 4 batches.

Specialised Courses: Advanced Mob Control Course for HCs/Cts. for a duration of 30 days. Weapon and Tactics Course (Pre-Course) - duration 1 month. U.A.C. Course for 6 weeks. Mob Dispersal Course for 4 weeks. Counter Insurgency/Anti-Terrorist Course duration-2 Weeks

Pondicherry,

SP (Trg. & Wel.)

Police Training-605006.

Basic Course : Nine months' Basic Training for Recruit Police Constables including Women RPCs. Three months Basic Training for Buglers.

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* * *

- Abilities 35,91
- Abusive 23,65,71,73,74,76,125,126
- Accountability 3,7,22
- Action orientation 17,67,55,56
- Alienation 19, 81,83,88,89
- Applied Knowledge 26
- Assessment 16,26-28,33,35,39,40-43
- Attitude Adjustment-68
- Attitude Profile-47, 69
- Attitude 5.9, 11,13,17,18,46,47,48,49,51,52,55,57,59, 60-71, 74,78,83,86,87,89,91,92, 105-107,112,127
- Autonomy 3,4,7
- Bias against weaker section 17,57,63,127
- Career advancement 77,94
- Career opportunities-105, 114,115
- Casteist tendency 62,63
- Ceremonial Uniform
- Code of ethics-128, 129
- Codification of knowledge 33
- Commitment 12,17,47,57,61,91,116,119,126
- Communal tendency 62,63,64
- Communication-124, 125,126
- Competent 3,23,73,76,91,92,94,97,98,101,103,133
- Constables 6-20,23,25,26,28,30,31,33,35,36,38,39,40-45,47-52,55-76, 78-123,125,126,127,129,130,131,132,133.
- Corpus of Knowledge-33
- Crime – 11,21,23,26,27,30,31,61,71,72,73,74,76,78,91,92,115,117,128,134
- Curriculum 39
- Data Collection 13, 15,16,24
- Dependable 72,73,74,76,91,92,129
- Devotion to duty 17,47,52,55,56
- Disposition 48
- Distortion of professional image –76

- Elementary Knowledge 26
- Emotional Intelligence: 51,52,56,57,67,71,77,91,127
- Empathetic 24,65,71,72,74,91,92
- Empirical analysis 73,76,91,98
- Empowerment 61
- Ethical Dilemmas-65, 66
- Ethical Values 13,17,52,55,68
- Evaluation of Performance-106, 119,120**
- Hardworking 23,73,74,76,91,92**
- Inhuman 23,73,74,76,91,92,126**
- Integrity 5,7,17,22,46,47,52,55,57,67,69,129**
- Intelligence Quotient 51**
- Interpersonal skill-35, 111**
- Job enlargement-118**
- Job enrichment- 105,116,117,118**
- Job-3, 10,11,19,33-36,53-56,79-83,85,89,105,107,109,111,114,116,117,118,133**
- Knowledge 1,5,11,13,14,16,21,25-35,46,48,69,91,92,105,109,112,120,121,134**
- Longitudinal Study 12**
- Mentoring 94,96,100,103,111**
- Mitigation of Bias-106, 127**
- National Police Commission 8,10
- Negative Attitude-62, 67,68,69,74,78,92
- Negative Drift-68**
- Nexus with criminals 23, 71,73,74,76,77,78,92**
- Occupation 1-4,6,11,129**
- Orientation 17,23,47,48**
- Perception of Public 14,23,71,72,74,75,78**
- Performance 3,7,33,65,71,74,75,78,89,93-97,99,101-106,108,114,119,120,128,129,130**
- Performance Problems-94, 103**
- Personal Development-19, 80-83,86,106,126,127**
- Physical Skills 35**
- Police Behaviour -75**
- Police Image-76, 78**

Police leaders 13,133
Positive Attitude- 5,61,68,69,70,74,112
Pride in uniform 17,21,47,49,50,57,64
Print media-78
Professional 1-7,11-22,25-43
Professional Conduct-68, 71,74,75
Professional Credentials-71
Professional Hazards 14,19,79,80,82,89,91
Professional Hazards-79,
Professional Image 13,14,71,75,76,106,130,131,132
Professional Knowledge
1,11,13,16,21,25,26,27,28,29,30,31,33,34,35,48,91
Professional Performance-104
Professional Skills 13,14,16,17,22,35-45,48,134
Professional Values 14,22,48
P r o f e s s i o n a l i s m
1,2,3,4,5,6,7,11,12,13,14,19,20,25,34,44,45,66,71,89,91,93,96,99,102,
103,104,106,121,131,133
Professionalization : 2,7,8,11,12,91,92,93,104,105,132,133
Professionalwill-106, 132,133
Professions –1,2,3
Promotion-94, 96,97,98,101,102,103,114,121,115
Protective Uniform 130,134
Public perception 74,75
Questionnaire-16-20, 23,24,26,28,37,52,57,71,97,99,101,102
Recognition of good work-95, 98,102,106,120,121
Recruitment-93, 97,101,103,105,106,107
Repertoire of knowledge 34
Risk taking capability 57
Role Ambiguity 19,81,82,83,88
Service oriented 72,73,74,76,91,92
Skill 2,3,5,11,13,14,16,17,22,35-
45,48,69,89,91,92,105,106,109-111,125,134
Stratified Random Sampling15
Stress-8,19, 68,79-83,88-
90,92,94,97,100,102,103,106,109,121,122,123
Subprofessional-43, 50,51,133

Supervision-95, 96,99,102,103,105,108,118,119
 Survey of Attitudes-57, 71
 T V –72, 78
 Tact 17,21,47,49,50,52,55,57,65,68,111,125,132
 Task identify-118
 Task Significance-118
 Technical Skills 35
 Threat to Life19, 80,81,82,83,85,89
 Time management-94,
 97,100,102,103,106,109,123,124,125,126
 Tolerance 17,46,47,52,55,56,57
 T r a i n i n g -
 3,5,7,8,9,14,15,17,20,25,33,35,37,38,39,48,57,58,60,63,64,65,69,91,93,94,
 Undecided Attitudes-65
 Uniform 17,19,21,23,47,49,50,57,58,60,64,80-84,88, 89,
 97,99,130,131,132
 Unprofessional 31,33,41-44,50,51,66,67,75,89,133,134
 Unprofessionalism 66
 V a l u e s
 1,3,6,13,14,17,22,25,46,47,48,49,51,52,55,57,67,68,71,91.
 Vulnerabilities-61, 94,113
 Work design- 2,105,116

APPENDIX - A

SANCTIONED STRENGTH OF TOTAL POLICE
FORCE

S.No.	States	INSP	SI	ASI	H.Cs	PCs	TOTAL
1	Andhra Pradesh	1173	3902	1924	14560	58543	80740
2	Arunachal Pradesh	63	321	160	700	4006	5332
3	Assam	684	3408	1833	9936	36000	52529
4	Bihar	966	7970	5451	14204	68520	97852
5	Goa	55	154	142	827	2639	3854
6	Gujarat	806	2728	8215	10505	41391	64007
7	Haryana	314	941	2060	7632	22132	33294
8	Himachal Pradesh	184	529	705	2139	9150	12908
9	Jammu & Kashmir	703	1849	2670	8658	31963	46451
10	Karnataka	1168	2892	3029	15679	52156	75465
#11	Kerala	455	1645	1557	8412	30923	45373
12	Madhya Pradesh	1409	4298	5298	17360	64648	94063
13	Maharashtra	2139	8076	6546	29676	111827	159080
14	Manipur	174	669	543	1812	9312	12706
15	Meghalaya	162	563	545	1223	9668	12297
16	Mizoram	167	496	444	1010	4727	6964
17	Nagaland	141	499	283	2248	11138	14480
18	Orissa	605	2463	2881	3816	26107	36276
19	Punjab	752	2120	4238	11340	51216	70282
20	Rajasthan	839	3246	3547	8643	52406	69389
21	Sikkim	59	155	89	341	2906	3617
22	Tamil Nadu	2415	5557	-	11439	65271	85602
23	Tripura	206	796	422	3092	10377	15113
24	Uttar Pradesh	1600	13606	-	26995	129398	173055
25	West Bengal	930	9275	*	68362	**	79307
26	A & N Islands	32	139	209	397	1722	2517
27	Chandigarh	48	257	185	853	2867	4227
#28	D & N Haveli	1	8	4	53	171	239
29	Daman & Diu	4	10	12	46	188	263
30	Delhi	975	4047	4402	15424	52654	55864
31	Lakshadweep	5	20	28	63	224	342
32	Pondicherry	27	98	34	344	1594	2114
	ALL INDIA	19529	82737	57456	296059	945844	1413602

Figures for Kerala and D & N Haveli are as on 1.1.98

* Included in Sub-Inspector

** Included in Head constable

APPENDIX - B

**FAMILY QUARTERS AND BARRACK
ACCOMODATIONS AVAILABLE AS ON 1.1.2000**

SNo	States	GOS	Insp. to ASI	HC & Const.	Total	No. of Barracks Accommodations Available
1	Andhra Pradesh	30	2,247	27,676	29,953	3,475
2	Arunachal Pradesh	49	627	1,140	1,816	119
3	Assam	77	801	6,742	7,620	167
4	Bihar	NR	NR	NR	NR	NR
5	Goa	18	54	1,159	1,231	114
6	Gujarat	339	9,213	34,940	44,492	26
7	Haryana	84	726	3,363	4,173	166
8	Himachal Pradesh	27	180	1,160	1,367	3,307
9	Jammu & Kashmir	73	377	3,292	3,742	254
10	Karnataka	137	2,120	23,471	25,728	110
11	Kerala	NR	NR	NR	NR	NR
12	Madhya Pradesh	-	3,232	36,410	39,642	1,722
13	Maharashtra#	633	4,757	73,272	78,662	-
14	Manipur	46	370	1,179	1,595	167
15	Meghalaya	38	864	1,899	2,801	362
16	Mizoram	45	108	1,315	1,468	173
17	Nagaland	105	463	1,827	2,395	82
18	Orissa	160	1,430	7,227	8,817	4,125
19	Punjab	47	1,215	8,969	10,231	7,604
20	Rajasthan	1,776	1,464	9,407	12,647	14,234
21	Sikkim	8	190	394	592	311
22	Tamil Nadu	187	2,319	29,590	32,096	18
23	Tripura	35	907	792	1,734	NR
24	Uttar Pradesh	340	12,434	38,411	51,185	50,568
25	West Bengal	-	10,459	*	10,459	14,987
26	A & N Islands	13	168	742	923	40
27	Chandigarh	22	714	2,730	3,466	124
#28	D & N Haveli	-	11	-	11	1
29	Daman & Diu	1	8	123	132	2
30	Delhi	125	2,060	7,750	9,935	321
31	Lakshadweep	2	42	171	215	-
32	Pondicerry	15	183	537	735	-
	ALL INDIA	4,432	59,743	3,25,688	3,89,863	102,979

Only Gos Figures is as on 1.1.1999

* Included in Inspector to ASI

NR – Not Received

APPENDIX - C

**TEST FOR PROFESSIONAL KNOWLEDGE
MEASUREMENT FOR CONSTABLES**

PART A

Instructions : Answer questions from 1 to 14 in either a word or a sentence.

- 1Q) Which Section of Cr.P.C. is meant for preventing cognizable offence?
- 2Q) What is Robbery?
- 3Q) Which type of crime needs intention to be proved?
- 4Q) What is the territory, where warrants may be executed?
- 5Q) Under which Section police can arrest anybody who refuses to give name?
- 6Q) To whom summons can be sent?
- 7Q) At a scene of bomb blast, when you reach alone, what you will do first ?
- 8Q) In any traffic accident, what you will do first?
- 9Q) After setting fire to a religious place an accused is fleeing away on a motorcycle, what will be your action ?
- 10Q) After arresting an offender, what will you do ?
- 11Q) When a constable takes a dead body to hospital for post-mortem, what is his duty ?
- 12Q) When a constable finds opium in person of anybody, what should he do?
- 13Q) Under which Law, unclaimed property will be seized by a police officer ?
- 14Q) According to which Law “Every police officer is to be considered always on duty”?

PART B

- Yes/No 15Q) Cheating consists of only wrongful gain?
- Yes/No 16Q) Can a constable fire on a thief who, after snatching a bag containing one lakh rupees, is fleeing away?
- Yes/No 17Q) Is it necessary legally to inform the relatives of the arrestee?
- Yes/No 18Q) While doing a Sentry duty can you fire without SHO's or any senior's order on a person who fires on you?
- Yes/No 19Q) You should put handcuffs to every accused while taking him to appear before a Magistrate?
- Yes/No 20Q) Any part of rifle is an arm under Arms Act?
- Yes/No 21Q) Bail is a matter of Right?

APPENDIX - D

**SELF ASSESSMENT QUESTIONNAIRE
PROFESSIONAL SKILL AUDIT**

Name : _____ Designation : _____

Place of Posting : _____ State : _____

Question 1 : How do you rate yourself on the following Professional Skills ?

Sl. No.	Professional Skills	Excellent	Very Good	Good	Satisfactory	Poor
1	Communication	5	4	3	2	1
2	Interviewing/interrogation	5	4	3	2	1
3	Riot control	5	4	3	2	1
4	Life saving (swimming)	5	4	3	2	1
5	Driving skills	5	4	3	2	1
6	Investigation skills	5	4	3	2	1
7	Collecting evidence	5	4	3	2	1
8	Skills of giving evidence in Court	5	4	3	2	1
9	Surveillance skill	5	4	3	2	1
10	Skill of field craft	5	4	3	2	1
11	Skill of using telephone	5	4	3	2	1
12	Unarmed combat skills	5	4	3	2	1

Question 2 : In which Professional Skills training in Police Training Schools was not imparted? Please tick the items.

Yes/No a) Communication

Yes/No b) Interviewing/Interrogating

Yes/No c) Riot Control

Yes/No d) Life saving (swimming)

Yes/No e) Driving Skills

- Yes/No f) Investigation skills
Yes/No g) Collecting evidence
Yes/No h) Skill of giving evidence in Court
Yes/No I) Surveillance skill
Yes/No j) Skill of field craft
Yes/No k) Skill of using telephone
Yes/No l) Unarmed combat skills

Question 3 : In which professional skills do you require further training? Please tick the appropriate response.

- _____ a) Communication
_____ b) Interviewing/Interrogating
_____ c) Riot Control
_____ d) Life Saving (Swimming)
_____ e) Driving Skills
_____ f) Investigation skills
_____ g) Collecting evidence
_____ h) Skill of giving evidence in Court
_____ I) Surveillance skill
_____ j) Skill of field craft
_____ k) Skill of using telephone
_____ l) Unarmed combat skills

APPENDIX - E

**ETHICAL VALUES QUESTIONNAIRE
FOR CONSTABLES**

Instructions: 10 situations are given below. Out of 4 options available for each situation, which will be your most likely response. Please put a tick mark.

1Q) What will I do when I am asked to arrest an accused who is my relative?

- a) Check whether he is a real culprit or not.
- b) Arrest him.
- c) Influence the seniors to take his name out from the case.
- d) Arrange for anticipatory bail.

2Q) What will I do when I am asked to use lethal force during Law and Order Situations-

- a) Use the lethal force.
- b) Wait, the situation may improve.
- c) Look after personal safety by taking proper shelter.
- d) Show, but not use the lethal force.

3Q) What will I do when I am asked to attend official duty at the time of emergency problem at home?

- a) Attend the duty and ignore family.
- b) Ask for permission to attend to emergency/problem at home.
- c) Just remain absent and attend to the emergency/problem at home.
- d) Just show attendance, disappear and attend family emergency problem.

4Q) What will I do when during VIP duties frisking powerful

politicians or stopping the press I am asked to prohibit them from reaching the forbidden area?

- a) Let the seniors do that job.
- b) Do not check them as they are respectable people.
- c) Check them and invite problems.
- d) Wait for the senior to change their decisions.

5Q) What will I do when I am asked to arrest the accused who has political patronage?

- a) Arrest him.
- b) Take some colleagues and seniors because there may be some problem in arresting.
- c) Report that he is not available.
- d) Wait for the seniors to arrest.

6Q) When I am asked to arrest a habitual offender because of the loop-holes of Criminal Justice System, the offender got released and again has committed offence?

- a) Conduct some encounter.
- b) Re-arrest him.
- c) Do not arrest because it is wastage of time and energy.
- d) Catch him and give a good thrashing.

7Q) When I am asked to obey the orders of superiors which are clearly illegal?

- a) Obey the orders.
- b) Try to convince him and face trouble later on.
- c) Report the matter to other seniors.
- d) Will keep quiet as nobody will listen.

8Q) When I am forced to risk death or serious injury in order to protect the colleagues, I will ?

- a) Look after personal security first and forget about others.
- b) Do not worry as colleague should have been cautious.

- c) Just hint him of the danger.
- d) Take risk to protect him.

9Q) When I am asked to behave politely with public and subsequently get a bad behaviour from the public I will feel that -

- a) It always happens so I will behave firmly.
- b) It is a part of the job I will not worry.
- c) It never happens so I will behave politely.
- d) It sometimes happens so I will deal with the person accordingly.

10Q) When I am asked to collect information from criminals by talking to them then I am dubbed as mixed up with criminals, so I will -

- a) Not contact criminals even though they have intelligence.
- b) Contact criminals discreetly and collect vital informations.
- c) Contact criminals, collect information and will not be afraid of allegations.
- d) Not contact criminals because they do not have any intelligence.

APPENDIX - F

ATTITUDE SCALE FOR POLICE CONSTABLES

Please read each statement carefully and express your opinion by considering the following 5 point scale:-

SA - Strongly Agree

A - Agree

U - Undecided

D - Disagree

SD - Strongly Disagree

Most appropriate responses for each statement is to be circled

- | | | | | | | |
|----|---|---|---|----|-------|--|
| SA | A | U | D | SD | i. | If I work less, I will commit less mistakes so it is better to do less work. |
| SA | A | U | D | SD | ii. | I will work that much as I am told and devote more time on family. |
| SA | A | U | D | SD | iii. | Let anybody not work, I will be a devoted person. |
| SA | A | U | D | SD | iv. | Even if I do not contribute, the work will be completed. |
| SA | A | U | D | SD | v. | Without doing any work, other people are being rewarded. |
| SA | A | U | D | SD | vi. | Even though we are not told, we should work. |
| SA | A | U | D | SD | vii. | Even though nobody checks the completion of the tasks we should not avoid the work. |
| SA | A | U | D | SD | viii. | Police constable is not a very small person to fight the powerful criminals. |
| SA | A | U | D | SD | ix. | No legal protection is provided to policemen, so a large number are killed or injured by anti-social elements. |

- | | | | | | | |
|----|---|---|---|----|--------|---|
| SA | A | U | D | SD | x. | How so ever uncomfortable, we may be in uniform, we should wear it. |
| SA | A | U | D | SD | xi. | Even though courts do not punish criminals, criminals should not get punishment from police. |
| SA | A | U | D | SD | xii. | All down-trodden people have no criminal tendencies. |
| SA | A | U | D | SD | xiii. | Minorities should be dealt rudely as they are not loyal to our country. |
| SA | A | U | D | SD | xiv. | Long detention and use of third degree are not required for successful investigation. |
| SA | A | U | D | SD | xv. | Police should not inform the family members of accused because they will destroy evidence. |
| SA | A | U | D | SD | xvi. | Training is not a wastage of time. |
| SA | A | U | D | SD | xvii. | Teachers get tution fee, doctors gets consultancy fee, so the police should accept gifts. |
| SA | A | U | D | SD | xviii. | My children should join police force. |
| SA | A | U | D | SD | xix. | Let everybody show caste allegiance but the policemen should not support person of their own caste. |
| SA | A | U | D | SD | xx. | You can perform better only through tough and rude behaviour. |

APPENDIX - G**PROFESSIONAL HAZARDS OF
POLICE CONSTABLES**

A list of Professional Hazards which may be faced by police constables are presented below. Please tick below any ten professional hazards affecting police constables adversely in discharging their role effectively.

Sl.No Professional Hazards

- 1 Lack of time for personal development and family welfare.
- 2 Continuous long hour duties.
- 3 Deprived of basic amenities.
- 4 Odd time duties.
- 5 Poor Image in society.
- 6 Ineffective Criminal Justice System.
- 7 Lack of incentives for good work.
- 8 Political Harassment.
- 9 Lack of Equipment.
- 10 Lack of proper legal protection.
- 11 Threat to life.
- 12 Stress due to wrong behaviour of public.
- 13 Lack of proper job description and appraisal.
- 14 Low morale.
- 15 Threat to the family members from anti-social elements.
- 16 Role ambiguity.
- 17 Disciplinary action by Superiors.
- 18 Alienated/uprooted from the community.
- 19 Reprisals from anti-socials elements during off-duty time.
- 20 Lack of Proper Insurance Policies.
- 21 Uncomfortable uniforms.
- 22 Threat of Accidents.
- 23 Work place violence from criminal.

APPENDIX - H

**QUESTIONNAIRE FOR CONSTABLES FOR
IMPROVING PROFESSIONALISM
AMONG THEMSELVES**

To what extent the following measures will be useful for promoting professionalism in police constables?

Measures to improve Professionalism	Fully	To a Great Extent	To a considerable extent	To some Extent	Not at all
1. Continuous Refresher Training	5	4	3	2	1
2. Strict Supervision of work	5	4	3	2	1
3. Proper Performance Evaluation	5	4	3	2	1
4. Creating Promotional Avenues	5	4	3	2	1
5. Enhancing their pay scales	5	4	3	2	1
6. Superiors not to compel them to do the things Contrary to Law or Procedures	5	4	3	2	1
7. Providing mentoring system for learning the work	5	4	3	2	1
8. Superiors must communicate with them perfectly on professional aspects. (There should be scope for communication gap between superior and constable).	5	4	3	2	1
9. Recognition of their good work	5	4	3	2	1
10. Proper assignment of work	5	4	3	2	1
11. Continuous provision of professional learning material	5	4	3	2	1
12. Healthy work-environment (Physical Infrastructure)	5	4	3	2	1
13. Not frequently punishing them	5	4	3	2	1
14. Depoliticization of police force	5	4	3	2	1
15. Motivating them to improve educational qualifications	5	4	3	2	1

16	Developing in them more pride in service and uniform	5	4	3	2	1
17	Developing stress management competence	5	4	3	2	1
18	Conducting physical fitness programmes	5	4	3	2	1
19	Dead woods must be removed	5	4	3	2	1
20	Courses on Human Rights	5	4	3	2	1
21	Training in Time management	5	4	3	2	1
22	Provide proper Insurance Policies for constables	5	4	3	2	1
23	Reducing their vulnerability by providing proper equipment (B.P.Vests, B.P.Helmets)	5	4	3	2	1
24	Reducing their vulnerability by providing legal protection (eg: the killer of policemen must get capital punishment)	5	4	3	2	1
25	Encouraging them to have hobbies and relaxation activities	5	4	3	2	1
26	Creating better sports and entertainment facilities	5	4	3	2	1
27	Linking their promotion with training	5	4	3	2	1
28	Reducing the age of recruitment	5	4	3	2	1
29	Streamline the process of recruitment so that chances of corruption are eliminated	5	4	3	2	1
30	Put competent trainers at the police training institutes to train the constables	5	4	3	2	1
31	Design the basic and refresher courses keeping in mind the performance problems of constables	5	4	3	2	1
32	Provide adequate health services to the police constables and their family members	5	4	3	2	1

33	Evolving proper uniform (eg: The boot is unsuitable for chasing criminals	5	4	3	2	1
34	By controlling alcoholism in constable	5	4	3	2	1
35	By decreasing police brutality	5	4	3	2	1
36	By acquainting the constables perfectly on code of ethics and rules of conduct	5	4	3	2	1
37	Policing the police to be made more strict	5	4	3	2	1

APPENDIX - I**TIME USED BY THE CONSTABLES**

Name:

Designation:

Educational Qualifications:

Please put a tick mark in the appropriate boxes.

- 1) How many hours do you work per day?
8 hrs 9 hrs 10 hrs 11 hrs 12 hrs 13 hrs 14 hrs More than
14 hrs
- 2) How many holidays you work per month?
1 holiday 2 holidays 3 holidays 4 holidays More than
5 holidays
- 3) How many nights shifts you work per week?
1 Night 2 Nights 3 Nights 4 Nights 5 Nights 6 Nights 7 Nights
- 4) What time your day starts?
Before 6 A.M. 7 A.M. 8 A.M. 9 A.M. 10 A.M. More
6 A.M. than 10 A.M.
- 5) What time your day finishes?
6 P.M. 7 P.M. 8 P.M. 9 P.M. 10 P.M. 11 P.M. 12 P.M.
- 6) How much time daily you devote on journey?
1 Hour 2 Hours 3 Hours 4 Hours More than 4 Hours
- 7) How much time daily you spend on the following: -
 - a) Physical Exercise
 - b) Surveillance Work
 - c) VVIP/VIP Security
 - d) Beat Duty
 - e) Law and Order Duties
 - f) Traffic
 - g) Supporting Investigation Work
 - h) Summons/Warrant
 - i) Helping People
 - j) Training
- 8) Do you find shortage of time ?

APPENDIX - J**SENIOR POLICE OFFICERS' PERCEPTION OF
POLICE CONSTABLES**

A list of Professional Traits desirable in constables are presented below. Please specify to what extent these traits are present in police constables by circling an appropriate number for each trait.

Please respond to the questions open mindedly.

Domain - I**PERSONALITY TRAITS**

SNo.	Personality Traits	Excellent	Very Good	Good	Satisfactory	Poor
1	Self Esteem	5	4	3	2	1
2	Physical Fitness	5	4	3	2	1
3	Emotional Stability	5	4	3	2	1
4	Sociability	5	4	3	2	1
5	Personal Hygiene	5	4	3	2	1
6	Sensitivity Towards People	5	4	3	2	1
7	Tactfulness in communication	5	4	3	2	1
8	Courage	5	4	3	2	1
9	Truthfulness	5	4	3	2	1
10	Politeness	5	4	3	2	1
11	Courtesy	5	4	3	2	1
12	Pride in Uniform	5	4	3	2	1
13	Espirit de corps	5	4	3	2	1

Domain - II**PROFESSIONAL KNOWLEDGE**

Given below is a list of major areas of Professional Knowledge required/expected from police constables. Please specify to what extent the police constables possess knowledge in listed Professional Knowledge areas by circling an appropriate number.

SNo.	Professional knowledge areas	Excellent	Very Good	Good	Satisfactory	Poor
1	Knowledge of law regarding his powers	5	4	3	2	1
2	Knowledge of area of his place of posting	5	4	3	2	1
3	Knowledge of criminals	5	4	3	2	1
4	Knowledge of crime	5	4	3	2	1
5	Knowledge of people of police station	5	4	3	2	1
6	Knowledge of traffic rules	5	4	3	2	1
7	Knowledge of fundamental rights	5	4	3	2	1
8	Knowledge of his duties	5	4	3	2	1
9	Knowledge of procedure of arrest	5	4	3	2	1
10	Knowledge of procedure of search	5	4	3	2	1
11	Knowledge of execution of warrants and serving of summons	5	4	3	2	1
12	Knowledge of basic rules and procedures	5	4	3	2	1

Domain - III**PROFESSIONAL SKILLS**

Given below is a list of some major areas of Professional Skills required/expected from police constables. Please indicate by circling an appropriate number to the extent of professional skill possessed by police constables in each skill area.

SNo.	Professional skill areas	Excellent	Very Good	Good	Satisfactory	Poor
1	Communication Skills	5	4	3	2	1
2	Human Relation Skills	5	4	3	2	1
3	Skills in using wireless sets	5	4	3	2	1
4	Skills in driving mobikes/ vehicles	5	4	3	2	1
5	Skills in using telephones	5	4	3	2	1
6	Skills in collecting intelligence	5	4	3	2	1
7	Skills in using firearms	5	4	3	2	1
8	Skills in unarmed combat	5	4	3	2	1
9	Skills in crowd control	5	4	3	2	1
10	Observation skills	5	4	3	2	1
11	Skills of life saving	5	4	3	2	1
12	Interviewing/interrogating skills	5	4	3	2	1

Domain - IV**PROFESSIONAL VALUES**

Given below is a list of some major areas of professional values required/expected from constables. Please indicate by circling to what extent these values are upheld by police constables.

SNo.	Professional Values	Excellent	Very Good	Good	Satisfactory	Poor
1	Concern for Life and Liberty of people	5	4	3	2	1
2	Regard for under-privileged	5	4	3	2	1
3	Secular outlook	5	4	3	2	1
4	Sense of Accountability	5	4	3	2	1
5	Sense of Responsibility	5	4	3	2	1
6	Integrity	5	4	3	2	1
7	Responsiveness to the problems of public	5	4	3	2	1
8	Respect for Human Rights	5	4	3	2	1
9	Respect for Minorities	5	4	3	2	1
10	Respect for Law	5	4	3	2	1
11	Honesty	5	4	3	2	1
12	Uprightness in enforcing Law	5	4	3	2	1
13	Respect for the uniform and the institution	5	4	3	2	1
14	Respect for Police Organisation	5	4	3	2	1

APPENDIX - K**PROFESSIONAL HAZARDS OF
POLICE CONSTABLES**

A list of Professional Hazards which may be faced by police constables are presented below. Please tick below any ten professional hazards affecting police constables adversely in discharging their role effectively.

Sl.No Professional Hazards

- 1 Lack of time for personal development and family welfare
- 2 Continuous long hour duties
- 3 Deprived of basic amenities
- 4 Odd time duties
- 5 Poor Image in society
- 6 Ineffective Criminal Justice System
- 7 Lack of incentives for good work
- 8 Political harassment
- 9 Lack of equipment
- 10 Lack of proper legal protection
- 11 Threat to life
- 12 Stress due to wrong behaviour of public
- 13 Lack of proper job description and appraisal
- 14 Low morale
- 15 Threat to the family members from anti-social elements
- 16 Role ambiguity
- 17 Disciplinary action by superiors
- 18 Alienated/uprooted from the community
- 19 Reprisals from anti-social elements during off-duty time
- 20 Lack of proper Insurance Policies
- 21 Uncomfortable uniforms
- 22 Threat of accidents
- 23 Work place violence from criminal

APPENDIX - L

IMPROVING PROFESSIONALISM IN POLICE CONSTABLES

To what extent the following measures will be useful for promoting professionalism in police constables?

Measures to improve Professionalism	Fully	To a Great Extent	To a considerable extent	To some Extent	Not at all
1. Continuous Refresher Training	5	4	3	2	1
2. Strict Supervision of work	5	4	3	2	1
3. Proper Performance Evaluation	5	4	3	2	1
4. Creating Promotional Avenues	5	4	3	2	1
5. Enhancing their pay scales	5	4	3	2	1
6. Superiors not to compel them to do the things contrary to Law or Procedures	5	4	3	2	1
7. Providing mentoring system for learning the work	5	4	3	2	1
8. Superiors must communicate with them perfectly on professional aspects. (There should be scope for communication gap between superior and constable).	5	4	3	2	1
9. Recognition of their good work	5	4	3	2	1
10. Proper Assignment of work	5	4	3	2	1
11. Continuous provision of professional learning material	5	4	3	2	1
12. Healthy Work-Environment (Physical Infrastructure)	5	4	3	2	1
13. Not frequently punishing them for mistakes (failures to be treated as learning lessons)	5	4	3	2	1
14. Depoliticization of police force	5	4	3	2	1
15. Motivating them to improve Educational Qualifications	5	4	3	2	1

16	Developing in them more pride in service and uniform	5	4	3	2	1
17	Developing stress management competence	5	4	3	2	1
18	Conducting physical fitness programmes	5	4	3	2	1
19	Dead woods must be removed	5	4	3	2	1
20	Courses on Human Rights	5	4	3	2	1
21	Training in Time management	5	4	3	2	1
22	Provide proper Insurance Policies for constables	5	4	3	2	1
23	Reducing their vulnerability by providing proper equipment (B.P.Vests, B.P.Helmets)	5	4	3	2	1
24	Reducing their vulnerability by providing legal protection (eg. the killer of policemen must get capital punishment)	5	4	3	2	1
25	Encouraging them to have hobbies and relaxation activities	5	4	3	2	1
26	Creating better sports and entertainment facilities	5	4	3	2	1
27	Linking their promotion with training	5	4	3	2	1
28	Reducing the Age of Recruitment	5	4	3	2	1
29	Streamline the process of Recruitment so that chances of corruption are eliminated	5	4	3	2	1
30	Put competent trainers at the police training institutes to train the constables	5	4	3	2	1
31.	Design the basic and refresher courses keeping in mind the performance problems of constables	5	4	3	2	1
32	Provide adequate health services to the police constables and their family members	5	4	3	2	1

33	Evolving proper uniform (e.g The boot is unsuitable for chasing criminals)	5	4	3	2	1
34	By controlling alcoholism in constable	5	4	3	2	1
35	By decreasing police brutality	5	4	3	2	1
36	By acquainting the constables perfectly on code of ethics and rules of conduct	5	4	3	2	1
37	Policing the police to be made more strict	5	4	3	2	1

Appendix - M**PERCEPTION OF GENERAL PUBLIC
QUESTIONNAIRE**

Sl. No.	Traits / Characteristics	Yes / No	My Experience	Experience of others	Hear Say	TV	News paper	Any other means
1.	Service oriented							
2.	Dependable							
3.	Fighters of crime							
4.	Competence							
5.	Hardworking							
6.	Empathetic							
7.	Responsible							
8.	Corruption Oriented							
9.	Inhuman							
10.	Abusive							
11.	Have nexus with Criminals							

DETAILS OF COURSES IN STATE POLICE TRAINING CENTRES

Andhra Pradesh

SP/Principal, Police Training College Ananthapur-515004.

Basic Courses: 9 months basic training to stipendiary Cadet Trainees Constables Civil.

Refresher Courses: 3 months conversion course Police Constables. 2 1/2 Months refresher course PCs fit to act as HCs (42) civil.

Specialized Courses: Crime against women (10 days course) Physical efficiency (14 days) Forensic Science Policing of weaker section (10days course). Surveillance and control of anti-socials.

SP/Principal, Police Training College, Amberpet, Hyderabad-510013.

Basic Course: 9 months induction training for Civil SPCs.

Specialized/Inservice Courses: Computer Basic Training for executive and Police Communication System Ministerial staff. Simulator training in Small Firearms, Policing of Weaker Sections, Inquest and Post-mortem, Crime Against Women, Investigation. Physical Efficiency Course, Surveillance & Control of Anti-Socials, 2 1/2 months Refresher Course, 3 months training for AR to Civil.

Addl. SP/Principal, Police Training College, Distt. Vizianagaram-3.

Basic Courses: Nine months Induction course for Stipendiary Civil Police Constables. Six Months Induction course for Armed Reserve PCs. 3 months Induction course for Special Protection Force PCs and PC operators of Police communications.

APPENDICES