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# DECLINE IN PROFESSIONALISM IN INDIAN POLICE - CAUSES AND SUGGESTED REMEDIAL ACTION

(A RESEARCH STUDY )

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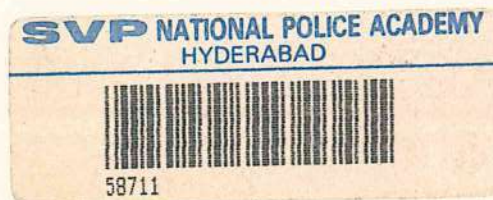
**DR. ANIL KUMAR SAXENA**  
**READER (TM)**  
**SVP NATIONAL POLICE ACADEMY**  
**HYDERABAD**

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**BUREAU OF POLICE RESEARCH AND DEVELOPMENT**  
**(MINISTRY OF HOME AFFAIRS: GOVT. OF INDIA)**  
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ANIL KUMAR SAXENA

## CHAPTER 1

# RESEARCH DESIGN OF STUDY

### 1.1. Introduction

Professionalism has been defined in the Longman New Universal Dictionary as, "the especially high and consistent conduct, aims, or qualities that characterize a profession or professional person". It also defines a professional as one who engages in a pursuit or activity professionally and one with sufficient experience or skill in an occupation or activity to resemble a professional. The profession is characterized by or conforming to the technical or ethical standards. It is also characterized by conscientious workmanship. In Longman Synonym Dictionary, a professional is characterized as efficient competent, capable, able, hardworking, conscientious, thorough, systematic, prompt, quick, practical, realistic, sensible, pragmatic etc. For Police, it can be said that proper recruitment, training, modernization, introduction or upgradation of techniques of detection and investigation of crime, computerization, introduction of sophisticated arms and ammunition and methods of communication, designing and introduction of decision making and operational systems, upgradation of skills along with clarity in roles and organizational goals represent essential prerequisites for churning out a "professional" policeman. It represents also the value orientation and ethos of police organization. Police professionalism represents the qualitative dimension of excellence in service to community. Devoid of high ethos, the policemen may degrade themselves to careerists. There are certain variables like recruitment, training and good leadership, proper political climate etc. which bring out the finer aspect of professionalism in police.

Professionalism cannot be an end in itself. It is always a means to achieving ends. Professionalism, therefore, cannot have short-term means, but would require long term preparation including study of the genesis of the organization and above all developing a group commitment. Against this backdrop of group commitment, it calls for a code of ethics of desired behaviour. Deviations to it would necessitate proper and timely remedial action. It is also necessary

that the working group as a whole should internalise the abiding values and ethics of the profession, so that deviations are kept to the minimum in order to make an organization effective. Therefore, not only the tasks and skills, but also the conduct characterises a professional. Since society is always in a constant state of flux, the professional group will have to keep pace with the changes in values and expectations of society. It is, therefore, very important that skills, attitudes and social objectives should be taken into consideration. History is replete with number of instances where even monarchies have been overthrown violently when they could not keep pace with peoples' aspirations. There is need for police to face the new challenges, offer lasting solutions to the problems of public through increased interaction and feedback and avoid ambiguity in their roles to ensure higher levels of professionalism. It is unfortunate that the Government institutions and departments functioning in the democratic polity in India were inherited from the British rule. The main intention of the British in India was to perpetuate British rule and all departments had to help the government in collection of revenue. The objective of the administration was very clear to people. Neither justice nor good of people at large was the consideration. An organization like police was not to maintain law and order in public interest, but to subjugate dissent and facilitate collection of revenue. The purpose of the judiciary was not to provide justice to people, but to ensure that punishment was for those who did not toe the line of Government by flagrant violation of human rights and gross injustice to various sections of society. With the freedom from British rule, it was expected that the role transformation would take place in governmental organizations by keeping modern democratic polity wedded to constitutional freedoms and directive principles of state policy. It is unfortunate that the same old work culture is prevailing.

With the rise in peoples' aspirations and the breakdown of time tested social institutions, it is natural that non-fulfilment of aspirations of people would lead to increased social tensions. The breakdown of moral code and ethical base in institutions and individuals are very well evident. The practice of politics by democratically elected government is amoral with the sole purpose of winning votes and remaining in power. Thus, every organization, avowedly working for a social objective, will have to tune its frequency to those in political power. Governmental institutions/departments, therefore, become handmaids of those in power devoid of any code of morality or professional ethics.

Thus, it is found that even in highly professional groups there have been violations of code of ethical conduct.

An important factor that contributed to the decline in professionalism is failure of leadership in police in enforcing ethical code of conduct. Only a good leader brings out the latent qualities of character in his followers. In our country, bureaucrats and officials do not feel sufficiently responsible for the conduct of subordinate ranks. At the same time, the leaders do not have free hand in determining policy in vital matters. They fail to evoke the respect and admiration of their followers. However, we cannot ignore the rich contributions made by a few leaders. The faith and respect of rank and file in their leaders is dependent on the prestige the leaders enjoy in Government and public. The erosion of credibility of the subordinates and their loss of faith in leadership have given rise to the promotion of self-centeredness and violation of code of conduct or ethics.

Accountability, however, means answerability for the proper performance on an assigned task. It is more than the mere responsibility to discharge the duties. Since community-based accountability is not linked with career advancement, the violation of rights of the members of community by Government servants is of no consequence to them. Professional competence is not fostered in organizations if the system is based on the whims and fancies, and subjective judgments of certain individuals.

Professionalism in police has partly declined on account of lack of any conscious effort for a public relations exercise and educating public on their role and responsibilities in relationship with them. The inordinate delays in the judicial proceedings is a contributory factor in the growth of violence and lawlessness in society. The delay in disposal takes away the fear of law from minds of people. It also affects police professionalism adversely which the society hardly understands. It is common experience that lower police hierarchical levels in India attract mediocre people in general. It comes in the way of promotions professionalism in police. Well designed measurement and evaluation techniques should be developed for recruitment at various levels in police organisation. It must be ascertained whether the person has potential to shape as a professional or not. Personality and psychological tests are very necessary to find out the strengths and adaptability to the police profession.

For recruitment to police organization, tests should be introduced to examine physical fitness, awareness, and attitudinal inclinations apart from basic qualifications. It is unfortunate that such measures are not being insisted at the time of recruitment in police. Therefore, all training efforts fall short of expectations. A more conscious and determined effort is necessary to bring about change in attitudes and behaviour through training.

In order to maintain professional standard it is required that the police department should be made immune from the bad effects of political whims and fancies, Political interference and extraneous influence on police administration.

The performance of police in field should be found out periodically through attitude and opinion surveys, so as to lend credence to the view that ultimately the community or locality should judge the performance of individuals in organization rather than the police top bosses and political leaders.

There have been tremendous advances in the frontiers of knowledge and technology of use to police. To make the police force professional , mechanisms of knowledge and technology transfer in day to day working of police will have to be evolved.

The funds utilized for research in police and conducting training programmes should not be considered as wastage of financial resources.

Professionalism, as already stated, means a proper balance of knowledge and skills on one hand and proper response to the needs of the people on the other hand. Popularity and acceptability of police by public can only be achieved by becoming professionally sound.

From above discussion, many questions arise in our minds :

1. What is professionalism ? What are the determinants of professionalism in Police?
2. Is professionalism on decline in police in India?



2(a). If yes, what is the theoretical and research base to prove it?

2(b). If not, then what are the points in favour of hypothesis that professionalism in Police is not on decline?

3. What internal and external factors have contributed to the decline in professionalism in Police?

4. What kinds of mechanisms should police organization evolve for self-renewal and restructuring for better professionalism?

5. What kind of help can be sought from various social and professional groups for improving professionalism in Police?

To the best of our knowledge no systematic research studies have been taken-up in our country to answer the above-cited questions. The research, if attempted earlier, might have led to proper understanding of the concept and practices for devising the ways and means for improving professionalism in Police. Keeping this in view, the present study was undertaken in the SVP National Police Academy, Hyderabad on the request of Bureau of Police Research and Development, New Delhi.

## **1.2. Statement of Study**

The project was worded as under:

"Decline in Professionalism in Indian Police

- Causes and Suggested Remedial Action"

## **1.3. Objectives**

Following were the objectives of study-

- i) To develop a conceptual frame of reference of 'Professionalism in Police' by integrating existing knowledge, opinions and perceptions of people from different strata of Society.

- ii) To ascertain whether Professionalism in Police is on decline or not.
- iii) To identify the factors contributing to decline in professionalism in police.
- iv) To identify the specific areas of policemen's job where high degree of police professionalism is required.
- v) To study how the following responsible sections may help the police in developing more professionalism by way of making suggestions :
  - Top echelons of police.
  - IAS Officers.
  - Lawyers.
  - Judicial Officers.
  - Journalists.
  - Citizens.
  - Community leaders.
  - Advocates and Activists of Civil liberties .
- vi) To identify the role of following organizations in developing Professionalism in Police -
  - Police organisation
  - Voluntary organisations
  - Legislature /law making agency
  - Government as implementer of policies and law (police being the visible arm of Government)
- vii) To recommend the ways and means for improving Professionalism in Police on the basis of the findings of study.

#### 1.4. Sample

The stratified random sampling procedure was adopted for collection of data. The distribution of sample was as under:

Table 1 : Categorywise Sample of Study

Category	Number
1. Top echelons of Police	80
2. Police Officers (SP/DIG level)	350
3. IAS Officers	50
4. Lawyers and Judicial officers	56
5. Advocates and Activists of civil liberties	20
6. Journalists	20
7. Citizens and Professionals	750
* Doctors	
* Engineers	
* Technocrats	
* University Professors	
* Teachers	
* Literate Public	

#### 1.5. Data Gathering Tools and Techniques

Following tools and techniques for collection of data were used:

1. Review and analysis of related literature. ( Books, articles, papers and reports).
2. Questionnaires

### 1.5.1. Opinionnaire on Professionalism in Police.

It was constructed for eliciting the views of top echelons of Police (DG level) either in service or retired on various aspects of professionalism in Police. It contains 6 open-ended questions on the following aspects -

- i) Concept of Professionalism in Police.
- ii) Reasons for decline in Professionalism in Police in our country.
- iii) Factors to be controlled for improving professionalism.
- iv) Code of Conduct and Professionalism in Police.
- v) Role of various agencies and organizations in helping police improve professionalism.
- vi) Action-plan for the improvement of professionalism. The content analysis of qualitative data generated from the response on various items helped in developing various questionnaires.

### 1.5.2. Questionnaire on Professionalism in Police for Police Officers.

The questionnaire was constructed for eliciting perceptions and views of S.P. and D.I.G. level police officers on the following aspects:

- i) Values to be upheld and observed.
- ii) Functional areas in police for higher degrees of professionalism.
- iii) Department's efforts to improve professionalism.
- iv) Factors contributing to decline in professionalism.
- v) Suggestions for the improvement of professionalism in police.

It contained both open-ended and closed-ended questions. Face and content validities were ascertained.

### 2.3. Questionnaire on Professionalism in Police for Civil Servants (IAS)

It is an open ended questionnaire having 5 questions :

- i) Agreement or disagreement on decline in Professionalism in Police.
- ii) Factors contributing to decline in professionalism.
- iii) Need for reviewing existing Magistracy - police relationship.
- iv) Possible changes in the administrative system for improving professionalism.
- v) Possibility of amending the existing legislations for improving professionalism.

Both content and face validities were established.

#### 1.5.3. Questionnaire on Professionalism in Police for officers of the Legal System (Lawyers and Judicial Officers).

For eliciting the views of Lawyers and Judicial Officers on the various aspects of professionalism, a questionnaire having 5 open-ended questions was constructed. It covered inter-alia:

- i) Agreement or disagreement on decline in professionalism.
- ii) Factors contributing to decline in professionalism.
- iii) Norms of conduct and behaviour for police in promoting better professionalism.
- iv) Harmonious links between police and judiciary for promoting Professionalism in Police.
- v) Important steps for improving professionalism in Police.

#### 1.5.5. Questionnaire on Professionalism in Police for Journalists

The questionnaire contained both open and closed-ended questions on various aspects of professionalism in Police. The journalists were requested to respond on the following important aspects -

- i) Opinion on the factors contributing to decline in professionalism.
- ii) Special policing contexts in which professionalism is necessary.
- iii) Role of citizens in building-up professionalism in police.
- iv) Role of community leaders in heightening professionalism in Police.
- v) Code of conduct for police and Professionalism in Police. The Face and content validities were established.

#### 1.5.6. Questionnaires on Professionalism in Police for Citizens & Professionals

The contents of questionnaire were same as the questionnaire for journalists. It was administered on

- i) Doctors
- ii) Engineers
- iii) University Professors
- iv) Teachers
- v) Literate public etc.

1.5.7. Structured and Unstructured interviews were conducted with the eminent people from various strata of society.

#### 1.6. Procedural Steps

Following procedural steps were adopted for the completion of study -

Step 1 : Literature Survey

- Step 2 :            i)            Construction of opinionnaire on professionalism in Police for top echelons of Police.
- ii) Data Collection
- iii) Content analysis of data for formulating framework and guidelines for study. It also helped in construction of other questionnaires.
- Step 3 : Construction of questionnaires with the help of experts.
- Step 4 : Selection of Sample
- Step 5 : Collection of data by sending questionnaires by post and sending persons to various parts of country.
- Step 6 :            Tabulation of data.
- Step 7 :            Analysis and interpretation of data.
- Step 8 :            Report preparation.

### **1.7. Delimitations of Study**

The study had the following delimitations:

1.7.1. It focused on defining professionalism in Police in operational terms and identifying the factors contributing for decline in professionalism. Because of multiplicity of roles of Policemen and the broad spectrum of competencies involved, in performance of job, no tests were developed to measure the degrees of professionalism.

1.7.2. For opinion survey, a representative sample was considered. Illiterates and were not considered for data collection.

### **1.8. Application of Statistical Treatment**

Following statistical treatment was applied for analysing the data for arriving at meaning conclusions :

- i) Content analysis of qualitative data.
- ii)  $\chi^2$  - test for comparisons.

\*\*\*

## CHAPTER 2

# POLICE ROLE, RESPONSIBILITIES AND PROFESSIONALISM

### 2.1. Role of Police In Modern India

Core Committee on Police Training (1972) has very rightly identified the role of police as under :

"The police have been called a vital element of the welfare of the people". Under the Police Act, they are required to execute all lawful orders and warrants promptly, collect intelligence affecting the public peace, prevent the commission of offences, detect them and bring offenders to justice, and take charge of all unclaimed property and dispose of the same in accordance with the order of the Magistrate of the district. The normal functions of the police are :-

- i) Prevention of Crime.
- ii) Detection of Crime.
- iii) Traffic Control.
- iv) Maintenance of Order.
- v) Internal Security.

The National Police Commission (1978) has articulated , "The fundamental basis for any criminal justice system is the law of the land, specially in a democratic society. The very process of evolution of law in a democratic society ensures a measure of public sanction for the law through consent expressed by their elected representatives. The entire criminal justice system in our country, therefore, revolves around laws passed by the Union parliament and State legislatures. Police come at this stage as the primary law enforcement agency available to the State. Enforcement by police is primarily an exercise of taking due notice of an infraction of law as soon as it occurs and ascertaining the connected facts thereof including the identity of the offender."



Following redefined role, duties, powers and responsibilities of the police were formulated by the National Police Commission (1978):

- i) to promote and preserve public order;
- ii) to investigate crimes, and where appropriate, to apprehend the offenders and participate in subsequent legal proceedings connected therewith;
- iii) to identify problems and situations that are likely to result in commission of crimes;
- iv) to reduce the opportunities for the commission of crimes through preventive patrol and other appropriate police measures;
- v) to aid and co-operate with other relevant agencies in implementing other appropriate measures for prevention of crimes;
- vi) to aid individuals who are in danger of physical harm;
- vii) to facilitate orderly movement of people and vehicles;
- viii) to counsel and resolve conflicts and promote amity;
- x) to provide other appropriate services and afford relief to people in distress situations;
- xi) to collect intelligence relating to matters affecting public peace and crimes in general including social and economic offences, national integrity and security; and
- xii) to perform such other duties as may be enjoined on them by law for the time being in force."

But when the actual conduct of policemen is observed many of its' facts shake our confidence in police and their role in the biggest democracy of world. Rao (1991) has very rightly observed , "The expectations and demands of the society from the police are rising even in the face of erosion of its image and decline in credibility. The image of police is characterised

by dominant attributes such as: brutal, corrupt, immoral, insular, complacent, careerist, casteist, communal, fragmented, hierarchical, centralized, absence of 'esprit de corps' and devoid of ethical standards. Due to the predominance of such a negative image, the positive attributes such as integrity, impartiality, anonymity, adaptability, ability to manage crises, are clouded."

A study was also conducted at the Indian Institute of Public Opinion, New Delhi at the instance of the Ministry of Home Affairs in 1987 regarding the image of Police in India. Following were the findings:-

- "i) Political interference is seen by the public as a major factor contributing to the poor image of the police and manifests itself in the misuse and abuse of police powers and disregard of the law by the police;
- ii) People consider political interference with police as a greater evil than even corruption; and
- iii) Political interference appears more pronounced in rural areas than in urban areas."

Some typical situations or matters in which pressure is brought on police by political executive or other extraneous sources were further identified in the study as follows:

- i) Arrest or non-arrest of a person against whom a case is taken up for investigation by the police.
- ii) Deliberate handcuffing of a person in police custody merely to humiliate him.
- iii) Release or non-release on bail after arrest.
- iv) Suppression of material evidence that becomes available during searches by police.
- v) Inclusion or non-inclusion in the charge sheet placed in court on conclusion of investigation.

- vi) Posting or non-posting of police force in an area of apprehended trouble to create an effect to the advantage of one party or the other.
- vii) Taking persons into preventive custody to immobilise them from legitimate political activity in opposition to the party in power.
- viii) Foisting false criminal cases against political functionaries for achieving political ends.
- ix) Discretionary enforcement of law while dealing with public order situations, with emphasis on severity and rudeness in regard to persons opposed to the ruling party.
- x) Manoeuvring police intervention by exaggerating a non-cognizable offence or engineering a false complaint to gain advantage over another party in a situation which will lie outside the domain of police action in the normal course.
- xi) Preparation of malicious and tendentious intelligence reports to facilitate action against an opponent.

Above-cited observations lead us to conclude that the police role and functions to a large extent are clouded by their bad behaviour, misconduct and typical ways of working leading to a very distorted image in society.

## **2.2. Police Reforms in U.K.**

It is worth mentioning here the main principles guiding the police reforms in UK for developing effective mechanisms for professionalism in police in India :

### **The First Principle**

To prevent crime and disorder, as an alternative to their repression by military force and severity of legal punishment.

## **The Second Principle**

To recognise always that the power of the police to fulfill their functions and duties is dependent on public approval of their existence, actions and behaviour, and on their ability to secure and maintain public respect.

## **Third Principle**

To recognise always that to secure and maintain the respect and approval of the public means also the securing of the willing co-operation of the public in the task of securing observance of law.

## **The Fourth Principle**

To recognise always that the extent to which the co- operation of the public can be secured diminishes proportionately the necessity of the use of physical force and compulsion for achieving police objective.

## **The Fifth Principle**

To seek and preserve public favour, not by pondering to public opinion, but by constantly demonstrating absolutely impartial service to law, in complete independence of policy, and without regard to the justice or injustice of individual laws; by ready offering of individual service and friendship to all members of the public without regard to their wealth or social standing; by ready exercise of courtesy and good humour; and by ready offering of individual sacrifice in protecting and preserving life.

## **The Sixth Principle**

To use physical force only when the exercise of persuasion, a device and warning is found to be insufficient to obtain public co-operation to an extent necessary to restore order; and to use only the minimum degree of physical force which is necessary on any particular occasion for achieving a police objective.

### **The Seventh Principle**

To maintain at all times a relationship with the public that gives reality to the historic tradition that the police are the public and that the public are the police; the police being only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen, in the interest of community welfare and existence.

### **The Eighth Principle**

To recognise always the need for strict adherence to police executive functions, and to refrain from even seeming to usurp the powers of the judiciary of avenging individuals or the State, and of authoritatively judging guilt and punishing the guilty.

### **The Ninth Principle**

To recognise always that the test of police efficiency is the absence of crime and disorder, and not the visible evidence of police action in dealing with them.

In 1993, a white paper on Police Reforms as above was published by the Home Office of England and the Wales.

The need to change the present system in U.K. was established very effectively in white paper as follows:

- \* "The police service needs to be organised, managed and equipped to the best modern standards.
- \* We will maintain those traditions that people value most about the British police service, above all policing by consent. Police Officers will continue to uphold law and order on behalf of local people, relying on your active support and involvement.
- \* The police service will continue to be locally based and locally organised. And, as at present, the exercise of police powers will not be under political control.
- \* While keeping those things which are best about British policing, we want to change those things which are out of date or which get in the way of effective policing in the 1990s and beyond." They

recommended the following developmental directions for making police more effective :

"New working patterns, including more flexible shift systems, part-time working and job sharing. Improved training for officers at all levels.

Reducing the time spent on paperwork to allow officers to give more time to operational policing.

Improving value for money by compulsory competitive tendering.

### **2.3. 21st Century and Redefinition of Role of Police in India**

Twenty First Century is knocking at our doors. The role of police in India will have to be redefined in the light of role overload resulting from increasing crime rate, altered crime patterns, faster technological innovations, multifarious duties of police, rising expectations of public and demands from political leadership. It is evident that policemen are suffering from stress because of unclear role definition, role expectations conflict, role ambiguity, role overload, resource inadequacy and feeling of personal inadequacy. In this section extracts from the speech of Mrs. Margaret Alva and the papers of Narayanan (1994) and Subramanian (1991) are presented for better comprehension of role of police in 21st Century.

Mrs. Margaret Alva while addressing the IPS probationers of 45RR on their Passing Out Parade (POP) in 1994 had observed :

"The cult of violence all over the world has somehow caught up with us and extremism and terrorism, as political weapons are becoming a part of our daily lives in the region, as well as perhaps within our own country. And then with the democracy which is now going down to the grassroots in a real way, there are ever-increasing political pressures of a vibrant democracy throwing up pressures of caste, language, religion, local and state interests and group loyalties. Maintaining law and order, therefore, assumes a new dimension and a new urgency. Therefore, comes the importance of the maintenance, not just of law and order, but the emphasis on the rule of law, social justice and the rights of the individual cannot be ignored. The weak must be protected. The aspirations of the masses cannot be ignored. They cannot

be suppressed by threats and bullets. What we need today is a police force with courage and compassion."

Narayanan (1994) has truly identified the challenges facing the police in the 21st century :

- \* The police will face the emergence of the information society accompanied by the knowledge explosion. This will require of the police greatly extending the frontiers of their knowledge in the professional, technological and intellectual spheres.

- \* The next challenge would be how to raise the levels of consciousness in the Police and the Police leadership about the rate of obsolescence of their techniques and methods. Even highly specialised forces like the National Security Guard, various Commando outfits and the Rapid Action Force are unable today to keep pace with newer forms of attack being devised by antagonistic and militant elements. The problem gets worse when the opponents are aided and abetted by external powers.

- \* One of the weakest areas of policing and law enforcement is keeping abreast of knowledge relating to thrust areas such as aggravated militancy, terrorism, insurgency, religious/fundamentalist violence and secessionist movements. They need to unravel the kind of relationship that exists between domestic and international terrorist groups. Understanding the philosophy, methodology and techniques of militant, terrorist or insurgent groups would have to be among the first calls on a policeman's professional capability.

- \* Another major challenge would be presented by certain specialised areas of Police responsibility which require high quality inputs. Aviation Security for instance poses a major problem and the current gap between the threat and pre-emptive measures is very large . Contouring the threat from IEDs and keeping up with information of different types of explosives, as also methods of detection of explosive related devices, will also present a serious problem.

- \* Level of ignorance will also need to be brought down in the emerging high-tech areas of organised criminal and militant activity. These will pose a serious danger to society and be a test of Police efficiency in the 21st Century. Knowledge of nuclear, biological and chemical weapons, for instance, is almost non-existent. Even the dimensions of the threat are only dimly perceived.

- \* Growing sophistication in the area of organised crime constitutes a special challenge for the Police. Police forces need both better understanding and detailed knowledge of the nature of organised crime in different parts of the country, e.g. the nexus between drugs and the under-world.
- \* Police and law enforcement agencies in the 21st Century will face an even more potent challenge in the human rights area. How to be effective without transgressing cherished democratic and human rights of the masses will become a seminal issue.
- \* The need for technological innovation in the Police has become vital. Cascading technological innovations such as computer networking (specially useful in the detection of white collar crimes and frauds), use of nuclear tools for examination of forensic exhibits, computer finger printing identification including DNA identification, and enhanced capacity for surveillance and monitoring activities have become essential.
- \* Intelligence, an essential Police function which has been neglected, should be revitalised.
- \* The entry of a large number of knowledge workers i.e. individuals equipped with both knowledge and cerebral skills, into the lower hierarchies of Police organisations is likely to dramatically alter the character of the police.
- \* There is a necessity to empower policemen at each level to allow them to use their initiative and exploit their intrinsic potential. This would mean a drastic revision in existing norms of discipline, command and control in the force.
- \* Raising the productivity of the Police will be an important issue in the new century. Police leaders will have to be on the look out for the latest advances in technology and management. They will have to adapt and adjust this to the needs of the Police and devise technologies appropriate to Police functioning.
- \* Drastic redesigning of Police functions accompanied by restructuring of the Police organisation will also become necessary. It is worth mentioning here the points raised by Subramanian (1991) regarding Police training in India in the 21st Century. He visualised that "People will become more aware of their rights and privileges under Law. Law enforcement would need more sophistication and finesse. Professional knowledge required would be so vast, that universities would have to prepare prospective candidates through regular courses in police sciences."



In preceding paragraphs, the role of police in modern India and some perceived challenges before police on the advent of 21st Century have been discussed in the light of the state of professionalism in police in India.

#### **2.4. Police Professionalism in India - An Analysis**

Rao (1992) analysed the issue of 'Professionalism of Police in India' very effectively. His views are presented to analyse them for better proactive policing:

- \* We find a very high degree of centralization of authority devoid of accountability to performance. Democratic ethic is distorted by citizen alienation, increasing distance between the citizen and the state and also growing hostility in the relations between the two.
- \* Where the political process itself is being criminalised, the pre existing distortions in the society are tending to get aggravated instead of being resolved. The more glaring indicators of the distortions of development can be identified as :-
  - (a) increasing turbulence, unrest and violence,
  - (b) increasing awareness among tribal-rural poor of their democratic rights in the face of their continued suppression by the feudalistic forces, leading to human-rights civil-liberties movements and upsurge in the form of Naxalism and terrorism,
  - (c) state terrorism as reflected by torture, encounter deaths and police violence
  - (d) people tending to take law into their own hands on the basis of their perception that state and administrative apparatus are not only irresponsible, but partisan too.
- \* Police organisations are growing larger, and yet increasingly centralised, devoid of participative processes within and without. The society aims at moving in the direction of secularism; the police are tending to develop communal bias. Police cannot be an instrument of social change unless and until law relating to police is updated and attuned to its changing role.
- \* The criminal law , heavily weighed in favour of the accused with no weightage to the police credibility, proves a major handicap in the functioning of police. In their anxiety to bring the guilty to book,

the police seek to cover up their deficiencies by taking recourse to illegal methods rather than securing changes in law.

- \* Police functionaries have genuine and serious problems of interface with the politicians, the judiciary, prosecutors, criminals and most importantly their own juniors and seniors within the organization. The problems of interface adversely affect the performance of police. Police accountability cannot be isolated in the criminal justice system. If police and the politicians have common Constitutional obligations, police and judiciary have common obligations in delivering justice. Public tend to distance themselves and deny co-operation in the lawful duties of police. Not knowing what to do or how to overcome the dilemma, police give an impression that they release their frustration upon the innocent citizens.
- \* The fabrication takes place in order to meet demands of outmoded legislation and adverse judicial process cornered by outdated law.
- \* The professional ethos of the police is eroded not only by the politician outside but equally so by the politician (partisan) within the police organisation. The outside politician erodes professionalism through the internal politician. The result is that the police organisation is politicised at all levels. If the top layer tend to develop equations with the political bosses in power, the middle-level officers develop their own equations with the elected representatives. The constabulary develops equations either with the politicians or the mafia, as a safety valve. An important consequence is the police not only get politicised but also fragmented on party, communal or caste lines. Police leadership occasionally tends to reflect upon the dilemmas of a swing between professional ethos and political partisanship.
- \* The morale of the force has suffered a serious erosion due to the dilemmas presented by law, uncooperative public, unsympathetic press, constantly interfering politicians, multiplicity of command, unattractive working conditions, an indifferent leadership and a variety of other factors. When the organization does not provide institutional mechanisms for resolving dilemmas, aberrations such as encounter deaths, blindings, and other forms of police violence and brutality take place.
- \* Some of the prevailing police values (postings and transfers), police attitudes (administrative neutrality) and also police methods (lock-up deaths, third-degree) are tending to affect the police image adversely. Some people believe that evidence adduced, more often than not, is concocted by the police in their anxiety to satisfy the magistracy and secure conviction and justice. But if the police have to ensure judicial justice and also maintain their own professional image, they have to stop short-circuiting the criminal

justice system. Instead, they have to influence and secure statutory reform, substantial as well as procedural.

- \* The police mandate requires a sense of total involvement in the community's life. A narrow, simplistic, "We are only-here- to-enforce the law" philosophy will prove to be counter productive.
- \* The cardinal attributes of professionalism are : Recognition to the primacy of service to society, exemplary standards of organizational membership sustained by knowledge and skills continuously updated, attainment to the social goals and organizational innovation in order to meet such demands; ethical standards voluntarily set and self regulation rather than allowing the society to regulate through legislated norms and finally, social accountability. Professionalism is self- sustaining.

## **2.5. Code of Conduct for Police**

Many people believe that the code of conduct for police strengthens their Professional fibre. Various codes serve as mission statements for police to guide their actions as per the dictates of law and the aspirations of people.

### **2.5.1. Code Of Conduct for The Police (India)**

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 priority 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 judgement 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 the 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 realise that the efficient performance of their duties will be dependent on the extent of ready cooperation they 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 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 calm 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. Recognising 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 citizens.

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.
- 12 (A). 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.

#### **2.5.2. U.N.O. CODE OF CONDUCT FOR LAW ENFORCEMENT OFFICIALS**

United Nations Organisation has also adopted a Code of Conduct for Law Enforcement Officials.

Article 1 : Law enforcement officials shall at all times fulfil the duty imposed upon them by law by serving the community and by protecting all persons against illegal acts, consistent with the high degree of responsibility required by their profession.

Article 2 : In the performance of their duty, law enforcement officials shall respect and protect human dignity and maintain and uphold the human rights of all persons.

Article 3 : Law enforcement officials may use force only when strictly necessary and to the extent required for the performance of their duty.

Article 4 : Matters of a confidential nature in the possession of law enforcement officials shall be kept confidential, unless the performance of duty or the needs of justice strictly require otherwise.

Article 5 : No Law enforcement official may inflict, instigate or tolerate any act of torture or other cruel, inhuman or degrading treatment or punishment, nor may any law enforcement official invoke superior orders or exceptional circumstances such as a state of war or a threat of war, a threat to national security, internal political instability or any other public emergency as a justification of torture or other cruel, inhuman or degrading treatment or punishment.

Article 6 : Law enforcement officials shall ensure the full protection of the health of persons in their custody and in particular, shall take immediate action to secure medical attention whenever required.

Article 7 : Law enforcement officials shall not commit any act of corruption. They shall also rigorously oppose and combat all such acts.

Article 8 : Law enforcement officials shall respect the law and the present Code. They shall also, to the best of their capability, prevent and rigorously oppose any violations of them.

### 2.5.3. Code of Conduct for Police prescribed by the U.K.

*(Charles Rowan & Charles Mayne)*

Radical reorganization of police in U.K. was effected in 1826 and the then Joint Commissioners of Police, Charles Rowan and Charles Mayne propounded the following nine basic principles to govern all police actions:-

1. To prevent crime and disorder, as an alternative to their repression by military force and severity of legal punishment.
2. To recognize always that the power of the police to fulfill their functions and duties is dependent on public approval of their existence, actions and behaviour, and on their ability to secure and maintain public respect.
3. To recognize always that to secure and maintain the respect and approval of the public means also the securing of the willing cooperation of the public in the task of observance of law.
4. To recognize always that the extent to which the cooperation of the public can be secured diminishes proportionately, the necessity of the use of physical force and compulsion for achieving police objective.
5. To seek and preserve public favour, not by pondering to public opinion, but by constantly demonstrating absolutely impartial service to Law, in complete independence of policy, and without regard to the justice or injustice of individual laws; by ready offering of individual service and friendship to all members of the public without regard to their wealth or social standing, by ready exercise of courtesy and good humour; and by ready offering of individual sacrifice in protecting and preserving life.
6. To use physical force only when the exercise of persuasion, advised and warning is found to be insufficient to obtain public co-operation to an extent necessary to restore order; and to use only the minimum degree of physical force which is necessary on any particular occasion for achieving a police objective.
7. To maintain at all times a relationship with the public that gives reality to the historic tradition that the police are the public and that the public

are the police; the police being only members of the public who are paid to give full time attention to duties which are incumbent on every citizen, in the interest of community welfare and existence.

8. To recognize always the need for strict adherence to police executive functions, and to refrain from even seeming to usurp the powers of the judiciary of avenging individuals or the State, and or authoritatively judging guilt and punishing the guilty.

9. To recognize always that the test of police efficiency is the absence of crime and disorder, and not the visible evidence of police action in dealing with them.

#### **2.5.4 The Police Service Statement of Common Purpose and Values**

The purpose of the Police Service is to uphold the law fairly and firmly: to prevent crime; to pursue and bring to justice those who break the law: to keep the Queen's Peace: to protect, help and reassure the community: and to be seen to do all this with integrity, common sense and sound judgement.

ACPO 1990.

#### **2.5.5 Statement of Common Purpose and Values of West Yorkshire Police**

The purpose of the West Yorkshire Police is to uphold the law fairly and firmly; to prevent crime; to pursue and bring to justice those who break the law; to keep the Queen's peace; to protect, help and reassure the community; and to be seen to do all this with integrity, common sense and sound judgement.

We must be compassionate, courteous and patient, acting without fear or favour or prejudice to the rights of others. We need to be professional, calm and restrained in the face of violence and apply only that force which is necessary to accomplish our lawful duty.

We must strive to reduce the fears of the public and, so far as we can, to reflect their priorities in the action we take. We must respond to well-founded criticism with a willingness to change.



## 2.5.6 Victoria Police Code of Ethics

As a member of the Victoria Police Force, I have a duty to:-

- \* Protect life and property;
- \* Preserve the peace;
- \* Prevent offences;
- \* Detect and apprehend offenders; and
- \* Help those in need of assistance.

At all times:-

- \* I will carry out my duties without fear or favour, malice or ill will;
- \* I will act honestly and with the utmost integrity;
- \* I will make every effort to respect and uphold the rights of all people in the community regardless of race, social status or religion;
- \* I will strive for excellence and endeavour to improve my knowledge and professionalism;
- \* I will keep confidential all matters which I may learn in my official capacity, except as necessary in the course of my duties;
- \* I will practise self-discipline in word and deed both on and off duty;
- \* I will resist the temptation to participate in any activity which is improper or which can be misconstrued as being improper;
- \* I will not misuse my office for personal gain;
- \* I will accept responsibility for my own actions and for acts which I may order, and
- \* I accept the desirability of these ethics as an integral part of my personal and professional life.

### **Summing-Up:**

In this Chapter, an attempt has been made to highlight the Role and Responsibilities of Police in our country.

Report of Gore Committee on Police Training and National Police Commission Report have been reviewed and - an attempt is also made to redefining the role of police in the 21st Century which is already knocking the doors. Many significant points from the background paper of Rao (1992) on Declining Professionalism in Police have been analysed . As the strict adherence the Code of Conduct leads to better professionalism, some codes of conduct have been included in the Chapter.

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## CHAPTER 3

# REVIEW OF RELATED LITERATURE ON PROFESSIONALISM IN POLICE

In this chapter an attempt has been made to review the relevant literature on professionalism in Police. The reviews are categorised as under -

- Part I - Review reflecting the definitions and strategies to improve professionalism in Police.
- Part II - Review to understand the police practices in ensuring improved levels of professionalism.
- Part III - Review of recent judgements involving Senior Police personnel.

### 3.1. Review of Literature (Part I )

#### DEFINITIONS

#### STRATEGIES

Deb(1991)	Making 'policemanship' to be the only religion of police	<ul style="list-style-type: none"><li>* Recruitment</li><li>* Equipment</li><li>* Training</li><li>* Conditions of service</li><li>* Provisions of punishment for policemen who indulge in padding, concoction and third degree methods in investigation.</li></ul>
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- |                   |  |  |
|-------------------|--|--|
| Diaz<br>(1993)    | <ul style="list-style-type: none"> <li>i) A systematic body of knowledge and skills of high level oriented to intellectual activity guiding all actions.</li> <li>ii) A set of well-defined principles and theoretical prosecutions,</li> <li>iii) A clearly laid-out objective,</li> <li>iv) Systematic training and accereditation,</li> <li>v) Service to the people, and not profit, regarded as the primary purpose,</li> <li>v) Accountability commensurate with authority.</li> </ul> | <ul style="list-style-type: none"> <li>* Purposeful service to people</li> <li>* Protection of society through clean and efficient performance</li> <li>* Regulation of service oriented actions according to law.</li> <li>* No political influence and influence of social power or money power.</li> </ul>  |
| Gallati<br>(1960) | Embodement of personal qualities and performance standards   | <ul style="list-style-type: none"> <li>* Technical competence</li> <li>* Proper Motivation Attitude</li> <li>* A sense of justice</li> <li>* Sensitivity to the dignity and worth of all human beings</li> <li>* The brotherhood of man under the fatherhood of God.</li> </ul>  |
| Ghosh<br>(1991)   | Police officers as professional should have certain qualities of charcter, the basic skills of profession and determination to be good officers.   | <p>By not -</p> <ul style="list-style-type: none"> <li>* registering false cases</li> <li>* making non-cognizable cases cognizable.</li> <li>* padding evidence</li> <li>* torturing suspects in custody.</li> <li>* protecting criminals, gamblers, goondas, black-marketeers, smugglers.</li> <li>* collecting money for politicians and themselves.</li> <li>* paying homage to power hungry politicians for their future prospects.</li> </ul> |

Gourley (1961)	Characteristics of a profession :	Not discussed.
	* Training.	
	* Certification of Licensing.	
	* Mobility in the Police service.	
	* Police Code of ethics.	
Jha (1991)_	Strict adherence to the rule of law is a sine-quanton of police professionalism	Strict adherence to code of conduct
Lobo (1992)	Professionalism in Police is the ability and skill to devise measures and techniques to overcome the causes of stress (psychological, emotional, intellectual and physical) for better decision making, ensuring quick, effective and purposeful action to deal with a problem, situation or set of circumstances.	* Give the police profession the formal stature of a corporate institution  * Establish an institute of police studies in collaboration with universities for fusion of police practice and academic systematisation.
Madhava Menon NR(1991)	The degree of professionalism is directly proportional to the( degree of training, autonomy in decision making and the extent of operational freedom).	* Let all concerned have a greater degree of clarity and understanding of what professionalism means, what it intends to achieve and what are the safeguards necessary to build-up efficiency and accountability. This needs wide debate in public and government besides within police organizations.

- \* Let police organisations everywhere experiment and evolve a more effective and credible system of enquiring into and remedying public grievances against the actions and omissions of individual policemen.
- \* Let a code of conduct be evolved and updated by police themselves to govern discretionary powers of the police vis-a-vis women, children, scheduled castes, scheduled tribes, communal conflicts, etc. It may be given wide publicity.
- \* Let there be greater rapport between the police on one hand and the other agencies of criminal justice system through joint training courses, seminars and the like. Let typical cases be discussed in joint meetings at the highest level and guidelines be evolved.
- \* Let public participation in a meaningful way be accepted as an essential aspect of police work and let prizes be awarded to those police organisations every year for being models of police public cooperation.
- \* Let legal aid be available in every police station and policemen be given greater respect to the requirements of law however inconvenient such a course appear to be in a given situation. This will prepare the ground for revising the standards of law by the appropriate authorities. In other words, give rule of law a fair trial in police processes.

Mathur (1991) Profession has an independent knowledge base, specialised skills and techniques, collectivity orientation and a sense of collegial solidarity as well as professional esprit de corps.

- \* Give primary importance in selection and training of police personnel at every level and let continuing education be cultivated as part of the professional culture.
- \* Reduce the disparity in status and emoluments between an ordinary constable and the officer cadre and give the constable more respect and recognition.
- \* Let police science be a subject at least in the +2 stage of education and promote University studies on police related problems. Policemen, who make such studies while serving the force, be awarded University degree if they are of the required standard. We need information and standards to promote professionalism.
- \* Finally, let political parties and politicians adopt by persuasion or by statutory direction, a certain Code of conduct while they deal with policemen and those who violate them be exposed and proceeded against according to law.
- \* Long term perspective planning.
- \* NPC recommendations should be implemented.
- \* Building in police organization culture of responsiveness.

Police culture is coloured badly with :

- \* Defensiveness.
- \* Suspicion.
- \* Secrecy.
- \* Cynicism.
- \* Organizational deviance.
- \* Corruption.
- \* Conservatism.
- \* Rigid hierarchical structure.
- \* Police brutalities.

✓ Malaviya(1991) Acquiring necessary skills through training and experience for doing job competently by strictly adhering to the code of conduct while dealing with the clients.

\* Research-work in police.

- \* ensuring organizational rewards as per the contributions made by personnel.
- \* In India, Police Associations, may
  - \_\_\_ create an internal climate of professionalism
  - \_\_\_ maintain internal vigilance
  - \_\_\_ enquire into any allegation of breach of code of conduct.
- \* optimal use of manpower resources .
- \* motivating subordinates.
- \* watching over and documenting the activities of habitual criminals.
- \* checking the abuse of preventive measures by corrupt subordinates.
- \* supervising crime investigation.
- \* assuring every subordinate a correct appraisal.



Narasimhan(1991)	Professionalism in Police is identified by their competence in law enforcement with adequate knowledge of law and the citizen's rights in a democracy, their integrity and impartiality in all their work and their total commitment to duty and discipline of a very high order under a hierarchical command system.	* By stopping growing politicisation of police in all ranks including the top rank.
Philips(1990)	Professionalism entails a combination of ethical standards, knowledge and skills.	Development of - established corpus of knowledge - ethics.
Rao(1991)	Professionalism represents the qualitative dimension of excellence in service to the community. It represents the value orientation of a group.	* Recognition to the primacy of service to society. * Exemplary standards of organizational membership by knowledge and skills continuously updated. * Attunement to the social goals. * Voluntarily set ethical standards. * Social accountability.
Reddy (1993)	Professionalism is the sense of involvement and commitment to the profession one belongs to for the fulfilment of professional objectives.	* By breaking politico-bureaucratic nexus. * Implementation of the recommendations of National Police Commission. * Controlling politicisation and political interference in police work * Stopping all pervasive corruption engulfing every rank.

- \* Imparting effective training.
  - \* Bringing changes in the perception of of police as boorish and unsympathetic.
  - \* Improving feudalistic and condescending relationship between seniors and juniors in police.  
(Pride prone senior and prejudice prone junior).
- Rustamji (1991) Professionalism is a comact term for integrity, independence and expertise.
- Stopping decline in-
    - \* Police Unity
    - \* esprit - de - corps
    - \* discipline
- Sen (1991) Professionalism implies acquisition of certain skills and expertise by members of the profession and constant efforts on their part to refine and improve those skills.
- Seeking people co-operation in police work.
  - \* Development of an established corpus of knowledge and ethics.
  - \* No politicisation of police
  - \* \*Observance of code of conduct
  - \* Leadership role for corrective measures.
- Souryal(1978) Main elements of a profession are:
- A clearly defined body of knowledge, constantly augmented and refined through specialised literature and research.
  - Facilities for ongoing education rather than one-time training.
  - Uniform minimum standards of excellence for selection, training, and performance.
- Not mentioned.

- A realistic code of ethics that defines the relations of the members of the profession to the public.
- An unequivocal service orientation
- A well developed sense of dignity sustained by a progressive culture respected by the public.

Troutman(1988)

- \* A profession requires formal and informal community sanctions of its power and privileges
  - \* It is perpetually innovated and progressive
  - \* It has high code of ethical standards.
- \* Acting, thinking and working like a professional

### 3.2. Review of Related Literature (Part-II)

Bayley (1994) observed, "Political control of police in a democracy becomes ultimate because police organisations are ultimately responsible to the parliament and state assemblies through the Home Minister who is responsible for law and order. Political control has led to political interference in police working in India. There are many instances where police were coerced to set aside all canons of conduct and worked in a manner which suited political expediency of the ruling political party. The Kerala Police Reorganisation Committee (1960) has observed "When police become a tool in the hands of politicians, it is reflected in the lawless enforcement of law". The need to ensure the efficiency and impartiality of the police organisations on one hand and its responsibility and accountability to the politicians and elected representatives of the people require delicate balancing.

A formal machinery for the investigation of complaints against police conduct can be categorised as follows:-

- i) Internal Review-Departmental Review Boards.
- ii) Civilian Review Boards-External Review Agencies.
- iii) The Ombudsman.
- iv) Hybrid of the Ombudsman and the external review agencies.
- v) Judicial Courts."

Bhardwaj (1994) identified the following reasons for decline in professionalism in police:

- Appalling living and working conditions.
- ✓- Lack of leadership.
- Low acceptability in the society.
- Lack of pride in job.
- Less Job satisfaction.
- No effective grievance redressal machinery.

- Human right violations.
- Lack of desired results.
- Increasing complaints or misbehaviour from the public at large.
- Indiscipline and lately the police agitations .
- Vulnerability to political influence.
- Adhocism.
- Rampant corruption.

The following points need immediate attention for taking care of the decrease in professional standards of police and to take the police to the 21st century with enhanced image -

- Provision of more resources and moving the police subject from non-plan to plan budget area.
- More independence at district and state levels in all spheres.
- The ratio of police-men and public has to brought down to 1:40
- To enhance specialisation and professional standards, separate branches may be initiated viz., Law and Order and investigation/detection.
- Cadre management of police should be left to police officers at National level and state levels. No bureaucratic or political influence should be brought over police.
- Police department should be accountable only to public and not to the politicians and / or to any other authority.
- More openings for IPS officers be created and all the disparities vis-a-vis other All India Services be removed.
- Streamlining of the grievance redressal machinery.
- All un-important jobs and jobs for which separate departments exist should not be entrusted to police department.

Chinnappa Reddy observed that -

" - The police have always been the object of attack by press and politician, Bench and Bar, lawyers and legislator, rogue and reformer, citizen and criminal. They have been pronounced as corrupt, barbarian and vile; they have been denounced as perjurers, man-hunters and so forth. There is, undeniably a general climate of opinion adverse to the police - a deep rooted prejudice, fear and suspicion.

- A critical and a hostile attitude on the part of the public towards the police naturally tends to develop a hostile attitude by the police towards the public. The police like some other departments can also publish hand-outs to keep the public informed about police activities. There should be continuous issue of police publications devoted to apprising and educating the public on police methods and activities.
- The public must be made to realise that the policeman is his friend and a friend in need. Once antagonism is replaced by friendliness, and distrust by confidence, police work will immediately become easy and smooth. It is well known that the power and efficiency of the London Bobby is due to the friendliness, confidence, respect, trust and affection that they receive from the people.
- \* Policemen must understand and it is the duty of all superior police officers to instil into their subordinates, that the essence of a correct police attitude is a willingness to serve with dignity and courtesy, without giving an appearance of being rude or stiffnecked.
- \* Two reforms are essential :
  - i) The prevalent practice of judging the merit of a police officer by the number of convictions invented to judge merit than that of mere percentage of convictions.
  - ii) The hostile atmosphere of the Criminal Court towards the policemen must change into one of sympathy."

Durai (1981) conducted a mass contact programme in 3 districts of Karnataka in 1981. This experiment in police-public relations covered 2,257 villages.

1,268 meetings at village level involving 1,04,842 people were conducted. Similarly, 20,830 people attended 144 meetings in towns. 471 meetings were conducted in Harijan Colonies. Following complaints were identified pertaining to police department for action :

- \* The treatment meted out to the public at the Police Stations was bad.
- \* Copies of First Information Report, receipts for petitions and replies to petitioners were not given by the Police Department.
- \* Although specific cases of political interference were not mentioned, many participants stated that Police should not allow politics to intrude into their work.
- \* It was reported in many villages that beat constables were visiting in plain clothes or they were not visiting at all.
- \* Many citizens both in towns and villages were vocal in their demand to increase the strength of constabulary in Police Stations.
- \* They also said that a jeep should be provided to every Police Station. In fact, in one town, the local Lions Club offered to subsidise the cost of a jeep to the local Police Station.

In a number of towns, traffic problems were in the limelight during the Mass Contact Meetings viz., the need to discipline auto-rikshaw drivers and drivers of buses and trucks, curbing of overspeeding, removal of stray cattle, introduction of "One Way" traffic on congested roads etc.

There were also complaints in towns regarding loud speaker nuisance, running of gambling stalls in so called exhibitions, carnivals and amusement shows.

Complaint against "Matka " gambling figured in almost every town.

In another town , there was a complaint about obscene film advertisements.

Some villagers represented that their jurisdictional Police Station was too far away and, therefore, their villages should be attached to the nearest Police Station.

Many cases of land disputes, harassment of Harijans and tenants etc., that were brought up in many villages were enquired into and settled at the spot.

Assuming that every public grievance has law and order dimension, during Mass Contact Meetings the police could come to know about many grievances of people. Action was also taken by police as such identified non-police issues. The experiments reported that the Mass Contact programme could bring the police closer to the people and promoted better understanding between the two.

Durai (1983) has reported some approaches experimented by him to develop constabulary in Karnataka during the years 1981 and 1983. Seminars for the constabulary at district level were organised by S.P. and D.I.G. range. The focus was on police- public relations, police corruption, improvements in investigation and improvement in discipline and morale. Subsequently one day seminars were held in Police Stations. The recommendations were sent to the District Superintendents of Police and Range D.I.G. for follow-up action. Interesting recommendations of the constabulary during these seminars were:

- \* Sufficient funds should be provided for the Police Stations to meet expenditure on stationery so that complainants and petitioners need not have to provide them.
- \* HCs and PCs should also be trained in the use of IO's kit box, cameras, etc.
- \* A set of law books in the regional language should be supplied to each Police Station.
- \* Officers should not address the men in disrespectful language.
- \* Each Police Station should be provided with a jeep to obviate dependence on complainants for transport.
- \* Corrupt and indisciplined elements in the force should be dealt with in an exemplary manner.
- \* All members of the Constabulary should be given better emoluments and cent percent housing.

People - oriented measures at Police Station level were reported as under-

- \* A visitors' corner was provided in each Police Station by supplying 4 to 6 chairs to each Police Station.



- \* It was observed that in the case of petitions there was no system of sending final endorsements after enquiry. This was introduced to ensure that petitioners received a reply within 10 days of lodging their petitions.
- \* It was ensured that miscellaneous IPC cases pertaining to hurt, accidents, rioting, etc., were not kept pending for more than two months on excuses like delay in receipt of wound certificates.
- \* Departmental funds were provided to each SHO for meeting miscellaneous expenditure.
- \* SHOs' conducted Mass Contact campaigns in towns and villages. They addressed meetings of all local people, ascertained their opinions, problems and suggestions and took follow-up action. It might be noted here that they heard the problems pertaining to both Police and other Departments and referred the non-Police complaints to the concerned Departmental Officers (the details and assessment of this programme were presented in a paper called "Mass Contact Programme - a new experiment" before the Police Science Congress held in 1981). HCs and PCs accompanied their Officers during these programmes and were indirectly motivated to pay attention to the problems of the people and the manner in which they have to be solved.
- \* Boards were prominently fixed up at each Police Station and out-post exhorting the people not to give bribes to Police personnel and to report any demand for bribe to the District Superintendent of Police.

Amongst other measures were job-enrichment for the constabulary, student contact programme, traffic training for school children, door to door visits by beat constables and petition enquiries by police constables.

Germann (1964) has spelt out five pre-requisites for a profession.

First : That an activity be identified as service oriented, rather than as product-oriented.

Second: That this service - oriented activity requires brain rather than brawn, and utilizes scientific knowledge and specialised technique.

Third : That this service-oriented, scientific specialised activity acquires representatives who achieve a high degree of competence in the application of knowledge and technique.

Fourth : That the representatives of this service-oriented, Scientific specialised activity form groups and associates in order to develop common interests. Usually, a unitary body is developed which represents all practitioners.

Fifth : That the groups and associations and individual representatives of this service-oriented, scientific, specialized activity take energetic action to elevate and protect its status, dignity and integrity by eliminating or ostracizing all incompetent and immoral members of the activity.

The Police renders, inter-alia, following more important services to the society.

- i. Registration of incidents of violations or apprehended violations of the law of the land.
- ii. Investigation of the incidents as enjoined by law.
- iii. Maintenance of peace and order.
- iv. Creating an environment of security for the life to go on with dignity (fear and threat are violative of dignity).
- v. Sovereign functions (Which includes national security):
- vi. Personalised and particularised services (This include VIP security, escorts etc.)

Gore articulated, "The police surprisingly is a very recent social institution in the form in which we know of it. The police are supposed to aid the regulatory and social control functions of the state, particularly in the area of crime. The idea of a police force comes out of the idea of rule of law as distinct from the rule of a person."

The first major function given to the police is that of prevention and detection of crime and with this, to help prosecute the alleged criminal and help meet the ends of justice. In the pursuit of this, the police have also to keep a watch on the activities of anti-social elements. They have to help maintain public law and order. They have also to undertake bandobust duties as required of the police during festivals, visits of VIPs to metropolitan

cities etc. They have to help enforce protective legislation in respect of weaker sections. They have to help maintain civic morale during periods of war, insurgency, epidemics or catastrophies. And finally, they have to maintain civil intelligence for purpose of internal security.

- \* The police have to uphold the law. They are required to uphold an elected government. But they are not required to uphold the party in power.
- \* There is much talk about police corruption. No Senior Police Officer denies that there is corruption in the police force. But they ask a counter question:- Is there any area of life in which corruption does not exist? This is not a justification for existence of corruption in the police force because corruption in the police poses a more critical problem.

Malaviya, while articulating the need for restructuring the police force, raised the following important questions :

- \* Whether any change is indicated in administrative ethos of the organisation. For instance, whether police leadership would change from predominantly authoritarian style to participative style, whether it is necessary to break social isolation of the police through better self-regulation, whether emphasis will be placed on greater 'openness' in police working. Ideally, the objectives of the informal organisation should align with the objectives of the top management.
- \* Whether, crime work will be separated from law and order and other work. Whether specialist units would be set up for crime prevention, investigation of economic offences, for police housing etc. If specialist units are envisaged, the manner of co-ordinating their work with other units has also to be worked out. The ratio of supervisory/service/support personnel might be reviewed.
- \* Whether improvement in police efficiency is to be brought about by application of Systems Analysis, Operations Research, Work Study, planning programming, budgeting etc.
- \* Whether improvement in police efficiency is envisaged through Human Resource Development. Whether a psychological testing unit could be set up to screen recruits and to examine the psychological stress which arise as a result of daily interactions of policemen and suggest ways and means of mitigating them. Whether the promotional avenues and communication systems are to be changed to facilitate HRD.

- \* Whether improvement in community relations is envisaged as a strategy that would enable police to obtain greater public support and enable them to do their jobs more efficiently with smaller number of men. Community relations might also be thought of as a strategy for securing leverage for removing some of the legal constraints on the police or for obtaining larger allocation of funds from the Government.
- \* Whether research units would be established for analysis of problems both operational and psychological or for evolving norms of standard of manpower resources for establishing output/input relationships in respect of various police functions so that future plans could be more realistically framed.
- \* Whether Forensic Science units would be set up at district level for improvement in techniques of investigation.
- \* Whether decriminalisation of offences like petty property offences, gambling, prostitution, etc. would be considered as a strategy for reducing the burden on regular police and such tasks reassigned to auxiliary police under the control of local bodies.
- \* Whether regulation of traffic would continue to be a police function or whether it would assigned to municipal authorities who might set up a special unit for holistic regulation of traffic, including traffic engineering, location of various facilities and issuance of licences to vendors, etc.

Nath Manoj (1994) observed that Professionalism is something directly related to the goals and objectives of an organisation. In any organisation avenues for advancement are limited with very little room at the top. Therefore, there is a keen competition for survival and success. Professionalism lends a sharp competitive edge, it enhances career prospects, ensures recognition and hence, it is the endeavor of every member of the organisation to vigorously pursue it. To borrow a phrase from biology, the pursuit of professionalism confers a selective advantage on the members of a particular organisation. Professionalism is a quality not to be had for its own sake but is directly related to the reward and recognition that it entails in the system. Therefore, it can be safely inferred that the decline could be attributed to the fact that professionalism no longer merits the reward and recognition it did. The inculcation of other qualities even in the absence of professionalism leads to success. The decline of professionalism, in the sense we understand it, could be because of a mismatch of acquired skill and the environment in which one is supposed to make a living.

**Marwah** (1994) articulated that in the face of mounting violence and crime in many parts of the country, police performance is under severe public criticism. The allegations of incompetence, corruption, brutalisation, violation of human rights, communalisation, unlawful and partisan behaviour have been made. The economically and socially weaker sections of the Indian society have always looked upon the police with some suspicion. By and large, they have regarded the police as servant of the rich and powerful and not as a protector of the weak and the poor. It is used and misused by the executive for all sorts of jobs.

With the other wings of the executive, and to some extent even the judiciary, in disarray, public dependence for all sorts of problems on the police is increasing. There is a wide gap between the popular perception of the police role, what the law lays down, and what it is in actual practice. Working under contradictory pulls and pressures, police performance has come up neither to the expectations of the people nor of the government. Even in the limited sense, the strategy to improve the functioning of the police has to be fitted into the overall requirements for the success of the criminal justice system as a whole, which includes prosecution agency, judiciary, prison administration and other correctional services.

In many states like U.P., non-registration and minimisation of crime is practised on such a large scale that the statistics have little relevance to the actual state of crime. The danger is that when large number of police officers themselves share this misperception about their role. With the Indian polity getting increasingly polarised on ethnic, religious and regional lines, the violent conflicts are increasing both in numbers and intensity. If the police is to successfully deal then the whole system of police recruitment, training, pay structure, personnel management, transport, communication laws and procedures will have to be modernised. Revamping of the entire criminal justice system should be the top-most priority. The role, duties, powers and responsibilities of the police cannot be defined in isolation from the other components of the criminal justice system. Growing nexus of criminals with the politicians, police and allegedly even with judiciary at some levels is creating havoc with the system. No political leader has any legal power to interfere with the police when it is discharging its legal duties.

In restructuring the existing Police system, high priority should be given to the strengthening the basic unit of all police work, that is the police station. The emphasis should be on how to motivate police officers to give their best rather than on fixing unrealistic targets on paper, which actually demotivate him. His working conditions must be improved. It is a matter of concern that in their anxiety to expand quickly to meet the ever increasing responsibilities, the police leadership and the government are not paying enough attention to the provision of infrastructural facilities like housing, transport etc. The postings to the training institutions are considered as punishment postings. In the past, due attention was paid to training. A police officer like his counterpart in the army, is supposed to periodically go through the training courses throughout his service career, but unfortunately this aspect has been sadly neglected in recent years.

The system of inspections used to be rigidly enforced till about two decades ago, to ensure that the supervisory officers maintained their direct link with the public, so that they have first hand knowledge of the law and order situation and the police functioning in their area. Many instances of police indiscipline and high handedness have been recently highlighted in the media. Police indiscipline cannot be treated in isolation, discipline is just one component of a sound management system. Only an integrated approach to improving police administration will achieve satisfactory results. The days of blind obedience to the orders by the superiors have gone. If discipline is to be improved then reasonable and lawful orders should be given.

The police leadership has to be more sensitive to public criticism and must not dismiss allegations of corruption and high handedness by saying that they are not the only ones in the government against whom there are such complaints. The decline in the professional standards in the police is primarily due to inability of the police to adjust to the changed conditions and to some extent due to lack of support from administrative, judicial and political institutions in performance of their legitimate role.

Mathur (1994) put forward the following view points regarding professionalism in police. Excessive police violence is a form of anarchy. Use of abusive language and excessive use of force over suspects make police misconduct a part of organisational deviance. Sociological research reveals that

extra-individualistic or social forces are operative in the context of police wrong doings. Specifically, community and departmental characteristics, police training procedures, patterns of sub-cultural solidarity and administrative attitudes must all be examined in order to fully understand police immorality. Ellwyn R. Stoddail has developed a sociological explanation emphasizing the group or organisational origins of deviant actions ranging from 'Mooching' to 'premeditated theft'. Some of the main marginal crime are enumerated below:-

- (a) Mooching:- It is an act of receiving free tea, coffee, cigarettes, meals, liquor, groceries and other items for the possible future acts of favouritism.
- (b) Chiseling:- It is an activity involving free admission to entertainment houses, and other public shows. 58711
- (c) Favouritism:- It is the practice of using licence tabs, window stickers, courtesy cards to gain immunity from traffic arrest and is sometimes extended to the wives, families and friends of the police personnel.
- (d) Shopping:- It includes demands made for advertisements in police magazines or purchase of tickets to police functions or the "street courts" where minor traffic tickets can be avoided by small payments to police personnel without official receipt.
- (f) Gifts:- It is in the form of payment of costly 'gifts' and presents on some trivial occasion for future assistance to avoid prosecution and to gain favour under the cover of friendship.
- (g) Shakedown:- It is the practice of appropriating or procuring expensive items for personal use and attributing it to criminal activity when investigating burglary, an unlocked door or dacoity cases.
- (h) Premeditated theft:- It is planned burglary and pre-meditated theft involving use of tools, keys etc. for unlawful acquisition of property.

- (i) 'Perjury and little lies':- It includes alteration in crime statistics, padding up of evidence and even creation of false evidence to secure conviction of the accused. It includes lies which police officers provide as an alibi for fellow officers apprehended in unlawful activity and informal organisational sub-culture of secrecy.
- (j) Abuse of police discretion:- It includes aggressive misuse of police discretion regarding arrest and use of force for personal gains.
- (k) Police brutality, assault and encounters:- Numerous instances can be quoted where police are exercising unnecessarily excessive police force during interrogation and in armed police- criminal encounters.

Some of the main causes of deviance and marginal crime are as follows:-

- The police-sub-culture of violence, power hunger and social alienation
- Organisation's insensitivity ,poor organisational health and in-effective leadership.
- Poor personnel management, low morale and lack of adequate motivation.
- inadequate housing and welfare facilities and 'depersonalisation' of police personnel.
- Political interference and lack of functional autonomy.
- defective and out-dated criminal justice system based on principle of distrust on police.
- existence of a pluralistic society having myriad sub-cultures resulting in sub-cultural conflicts and deviances.
- High tolerance level of society which allows prostitution, corruption,rape,violence and even daylight murders.
- Inadequate and insufficient training of policemen in appropriate behaviour,public service and human rights.
- Serious credibility questions regarding investigating policemen and absence of effective complaint system.



- Ineffective organisational control and self-correcting checks of police personnel.
- Activities of the police associations and unions under political patronage and democratic umbrella.
- Changing patterns of life values, norms and standards in terms of property, power and position.
- Inadequate police resources in terms of manpower, transport and other equipment and insistence on results.
- Expanding new challenges to police by ever-increasing social legislations and criminal law enactments.

18. Lack of effective community support and distorted depiction of police by mass-media resulting in hostile police media relations.

Humanising the police behaviour, professionalising the police personnel, building up an internal mechanism for satisfactory complaint redressal, ensuring operational autonomy, evolving scientific and rational selection and recruitment system, creating objective performance evaluation procedures, restructuring of the criminal justice system by giving credibility to the police, and building up police-public relations on healthy lines are important areas where police organisations require immediate reforms.

Mullik articulated that "Police service is an art directed to protection and safety of man from all kinds of dangers (Psychological, physical and mental). It is an institution which is devoted to the service of the people at all times and in all circumstances and, therefore, demands from its members the highest ethical standard. If the policeman deprives some other innocent person of his constitutional rights, he does exactly what he is there to prevent. One cannot eradicate one sin by committing another. It is the responsibility of policeman to cleanse their own houses before they put the blame on the political leaders or inadequate salaries or lack of public support.....Loyalty, determination, alertness, intelligence, unselfishness, honesty and moral ascendancy instantly appeal to all the people, while those which incur distrust and disrespect are bound to be resented and vigorously condemned.....Courtesy is one of the important qualities which the public demands from a policeman. A policeman's duty is to regulate the conduct to the needs of people from all walks of life. The rich and the poor, the old and the young, the firm and the

infirm, the learned and the illiterate, all are equally entitled to the protection of the Law.....Too many contacts with anti-social persons are likely to result in a policeman assuming a veneer of hardness. He often entertains an erroneous belief that courteous treatment of law- violators by a policeman is an indication of weakness and that criminals are not entitled to any lenient treatment. To appreciate and to sincerely and habitually perform acts of courtesy , it requires cultivation of appearance, voice, manners, intelligence, humour, temperament and unselfishness.....Flareness of temper, sarcastic criticism and periods of moodiness have no place in the conduct of a good police officer."

Nandy (1994) is of the view that professionalism is synonymous with efficiency and expertise for effectively performing the allotted task and responsibilities. In any trade and calling it is a function of quality of recruitment, institutional and inservice training, specialisation, individual and collective morale, integrity of character and accountability. Professionalism is dependent on an optimum combination of these factors both in individual and collective organisational profiles.

Recruitment, placement, promotion to higher ranks, and priorities of police work are coming under increasing interference from divergent and often conflicting political interest groups. Police officers at leadership levels tend to adopt a path of least resistance to pressures and, for petty personal benefits like posting to good stations etc., succumb very easily to the interference from outside. They set bad examples to their subordinates and loose moral control over them. Many police officers have become too much media obsessed and celebrity crazy by forgetting that there is honour in being nobody and there is grace in obscurity. Corruption, which was earlier mostly confined to lower level executive police functionaries, has crept into higher management levels. This has struck the death- nail or police efficiency.

Police training and specialisation have been lagging behind increasingly sophisticated techniques used for committing crimes and also for dealing with new forms of organised crime by criminal and mafia syndicates with cross-border links and coordination. Level of interstate and transnational police cooperation is much below par. Cross border crimes like immigration, smuggling, narco-terrorism, money laundering etc are neglected areas in police training and have lower prevention and detection priorities.The extent and type of serious

crossborder crimes like terrorism and drug trafficking are poorly understood by police officers, although this new genre for crimes is posing the most serious threat to the well-being of people and the stability of the country.

Police intelligence on terrorism and other sophisticated crimes is inadequate. Organised professional criminals, particularly those involved in transborder crimes, have generally considerable resources and are able to make full use of travel and communication facilities which are not available to the police force.

Besides setting - up effective operational policing structure, practices and procedures, a sophisticated information system, with national and transnational network, has to be devised to facilitate the micro-level investigation of specific offences. The National Police Academy and, state police training institutions, the Institute of Criminology and Forensic Science, BPR&D and the National Crime Information Centre have to overhaul their training curricula, to make them commensurate with the new and complex challenges that the police face today. Specialised courses on each aspect of growing challenges will have to be devised in consultation and coordination with organizations like the IB and CBI to guarantee that the new generation of police officers acquire a deep insight into the new security problems.

Professionalism will depend on their ability to anticipate events identify the true nature of each problem plan and implement timely and effective counter-measures.

**Sherman** (1978) has identified the following five conditions which must be met for a deviant action to be the product of organizational system :

- For an action to be organizationally deviant, it must be contrary to norms and rules maintained by the society to which the police organisation belongs.- The deviant action must be supported by internal informal norms which conflict with the police organisation's formal goals and objectives.
- The deviance is organisational when police socialisation involves an introduction to internal norms supportive of impropriety to the new entrants through training and practical field experience reinforced by peer group support.

- A code of secrecy requires police officers to remain silent about the deviant behaviour of colleagues and peer group support for the misbehaviour of colleagues.
- It must be supported by the domination-administrative coalition of the police organisation.

**Singh** (1994) viewed that a police professional is called the one who carries out the job of policing with competence and strong will, with no appetite for any personal gain except what is due to him by way of sanctioned pay, allowances and privileges. Competence, integrity and a strong will to discharge avowed responsibilities are thus the necessary ingredients of professionalism in police.

It is difficult to envisage a professional police officer competent in all the areas of policing namely prevention, investigation, collection and analysis of intelligence, para-military functions, administration etc. As such, it is reasonable to accept a professional police officer as the one who does not fall short of a certain minimum degree of competence and expertise in police work but has an ardent desire to contribute to the maintenance on public order. Some of the most significant factors conducive for professionalism to flourish in an independent, democratic India would appear to be the "Rule of Law" in all aspects including negation of political-wish as substitute for law of the land, ready and outspoken social approval and appreciation of professionalism and the political-will to back it up, on.

**Shukla** identified the following major problems in Police Administration:

- "Over the years, the crime investigation wing of the police is taking a rear seat due to the law and order problems emerging in different States.
- The additions of police force have been more in the armed police battalions than in the criminal investigation side.
- The police operations continues to be governed by the Police Act of 1861. The police officers at various levels have been vociferous to bring about modification in the Police Act.

- Confession before the police officer is not yet admissible as the conclusive proof before the Court of Law. It creates irritation in police personnel.
- A sizeable section of the personnel have no chance for promotion or could only earn one or two promotions in their entire tenure. The Police forces, therefore, have been vocal to introduce a concrete promotion policy in the police force. Some officers also carry grievances in regard to the inclusion of the officers recruited by the State in the Indian Police Service cadres.
- The recruitment, training, postings, and promotions continue to be serious concerns of the police administration in the country.
- The police continues to have the military tradition/orientation whereas they are expected to perform civil functions.
- The police suffers from variety of dilemmas: expectations of society and the state, expectations of the law and the public, expectations of the government and the public, expectations of the senior/subordinate officers and the actual conditions, etc. at the ground level."

**Thakur** (1994) articulated that the term professional denotes a calling requiring, (a) Specialized training and knowledge, (b) often long and intensive preparation including instructions in requisite skills and methods, (c) maintenance of high standards of achievement and conduct, (d) commitment to a kind of work where the prime purpose is rendering of a public service and (e) a code of ethics. The term professionalism or professionalisation similarly denotes (a) the conduct, aims or qualities that characterize a profession or a professional person and (b) extreme competence in an occupation or pursuit sometimes marked by absence of originality. The off quoted examples of profession are theology, medicine, engineering and Law. It must have specialized knowledge and skills, long and intensive training for the job and its methodology, keenness to maintain high standards of achievement and conduct and the prime aim of rendering a public service. 'Professionalisation' of the police is not only a necessity but also the expectation and desire of the society with whose consent and support, the police are to perform their role and functions. The tasks entrusted to the police by society and the statutes are : (a) establishment of order, peace and security (b) prevention and detection of crime (c) regulation

of traffic (d) regulation of assemblies, fairs and festivals (e) security and safety of public dignitaries and (f) enforcement of laws.

Sound basic training, continuous refresher and specialized training, exposure to actual challenges and duties on the ground, planned placement and rotation on various wings of the Police ensure better professionalism .security etc. It is generally agreed that of the attitude , orientation and preparation for a prospective role is built up and conditioned by the initial basic training schedule. Later in the service, there has to be correct placement and rotation of officers with emphasis on career planning . There have to be stable postings and minimum tenures with good opportunities for diversifying experience in various police wings. Thus a sound system for development of efficient lower,middle and higher level officers is ensured . It is felt that a strict code of ethics and behaviour has not emerged in the Indian police. Every organised profession performing stipulated functions and delivering service to a community is expected to have a strong code of ethics . The need for professionalisation in the police is recognised by everybody within the department and by society.

Waskow has identified three possible directions for community control.

- i) Formal restructuring of police departments into community police forces with control of each force in the hands of elected representatives.
- ii) Creation of countervailing organization responsible for hearing grievances of public and administer justice by corrective measures.
- iii) Transformtion of the police profession and role so as to end the isolation of policemen from the rest of the community thus to establish defacto community control by chiefly informal means."

### **Part III. Review of recent judgements involving Senior Police personnel**

Police officers are the custodians of law and should uphold the principles of rule of law without any fear of favour. But in the below-cited cases

they favoured the ruling political parties and the political bosses in power. They have exhibited high-handedness ignoring the elementary duties as custodian of law.

(1) Wilful neglect & deliberate inaction - (The Indian Express, Hyderabad, dated Sept.22, 1994).

The State sponsored pro-reservation processionists of U.P. indulged in violence and vandalism inside the premises of Allahabad High Court and ransacked the chamber of Chief Justice of the High Court on September 13, 1994. On the basis of the report submitted by Mr. K.Vijay Rama Rao, the Director of C.B.I. and on consideration of Submission of all concerned, the Supreme Court has initiated contempt proceeding against eight police officers including Mr.R.S.Pushkar, I.G. of Police, Allahabad Zone, Mr.Avinash Chandra, S.P., Allahabad, (and some civilian officials and practising lawyers) for their wilful and deliberate inaction in not having taken appropriate steps to prevent the entry of procession of some people in High Court premises, despite earlier assurance given by I.G. of Police, Allahabad zone and Senior Superintendent of Police, Allahabad to the High Court Chief Justice to ensure the safe and peaceful atmosphere at High Court premises on September 13, 1994. It is alleged that by wilful inaction the senior police officers have exposed the High Court premises to violence and vandalism. The officers have been suspended. The contempt proceeding is pending for final hearing before the Supreme Court.

(2) High handedness and favouritism coupled with swearing false affidavit: (The Deccan Herald, dated Sept.23, 1994).

The Haryana police illegally detained one taxi driver alongwith one Mr.Dhananjay Sharma, an employee with a business firm which had a civil dispute with the company owned by Shri Anoop Bishnoi, Son-in-law of Mr.Bhajan Lal. The senior police officers favoured the son-in-law of the Chief Minister and swore false affidavit before the Supreme Court in connection with writ of habeas corpus. By invoking contempt jurisdiction the Apex Court sentenced Sri Anil Davra, 1982 batch, IPS, S.P., of Hissar to imprisonment for two months. Shri Shyam Lal Goel, IPS, Addl.S.P., Hissar and Rajinder Singh Yadav,

SHO, Sardar Police Station, Hissar have to undergo imprisonment for three months in the same contempt proceeding. They have been serving the term of sentence in Tihar Jail. The observation of the Supreme Court is that the police officials concerned deliberately clogged their mind and shut their eyes to the realities and the fact that primary duty and function of the members of the police force is to prevent and detect crime, take such measures to ensure the safety of the life, property and liberty of the citizens. It was for this object for which the police force was conceived and it was for this purpose for which it exists.

(3) High handedness of Superior Officer of Police : ( The Hindusthan Times, dated Sept.30, 1994).

Seven persons ranging in age from 85 to 14 were alleged to have been abducted by a Senior Police officer and Sundry Policemen of Punjab using official machinery for the purpose. The allegations were found to be true from the enquiry conducted by D.I.G. (Crime) who recommended for registration of a case against the abducting police officer u/s364 of IPC. But no case was registered. No disciplinary action was taken against the delinquent police officer. The Supreme Court directed the Director of C.B.I. to make enquiry, inter-alia, on :

- (1) The circumstances of abduction of Seven persons by high ranking police officer;
- (2) The present whereabouts or the date and circumstances of their liquidation;
- (3) Whether there has been an attempt to cover up the misdoings of police officers and policemen involved in abduction.



- (4) Why the enquiry into the complaint of abduction was delayed by two years.
- (5) Who are responsible for abduction and subsequent incarceration or liquidation of seven persons;
- (6) Whether it is conformity with good police administration that a complaint of abduction of seven citizens by a high ranking police officer should not be required to be brought to the attention of the officer in command of the police force even after the allegations made in the complaint had been found to be correct on enquiry by a specially designated officer.

The fate of the senior police officer involved in the incident will be decided by the Supreme Court on the basis of report of the Director of Central Bureau of Investigation. (Inder Singh V. State of Punjab - AIR 1995 S.C.312).

(4) Negligence in carrying out direction of Supreme Court : (The Hindu, dated October 10, 1994).

A journalist of the State of Kerala complained of an attack on his person and property at the instance of Suptd. of Police. The Supreme Court directed Mr.M.G.A. Raman, D.I.G. of Police, Central Range to complete within two months investigation of allegations of physical violence on the journalist and destruction of his printing press by police. The concerned D.I.G. abandoned the supervision work by accepting an appointment on deputation elsewhere and the investigation was not completed even after lapse of three years. The Supreme Court has called upon the concerned D.I.G. to appear before the Supreme Court to face the contempt proceeding. The fate of the contempt proceeding is not known. The Supreme Court has directed the State Government to transfer the matter of investigation to the C.B.I. forthwith. The court has directed the State of Kerala to pay Rs.10,000/- to the journalist for his

unnecessary harassment. (Maniyeri Madhavan v. Inspector of Police, Cannanore - 1993 S.C.C. (Cr.) - 696).

### **Summing-up**

The review of literature has highlighted the concept of professionalism, factors contributing to decline in professionalism and the strategies for improving professionalism in police. Since individual opinions are only floated, a few valid conclusions can be drawn from the reviews. The extensive reviews have provided guidelines for structuring data gathering instruments. The findings of study were also validated with the help of the contents of the chapter. Many recommendations were derived from this chapter for implementations in police for accelerating the growth of professionalism.

## CHAPTER 4

# PERCEPTIONS ON PROFESSIONALISM IN POLICE IN INDIA

(Analysis & Interpretation of Data)

In this Chapter, the views of various strata of people on decline in Police professionalism are being presented. Questionnaires were circulated for data collection and the data was compiled for analysis. The Chapter is organised in the following heads :

- 4.1. Perceptions of top echelons of Police.
- 4.2. Perceptions of senior police officers.
- 4.3. Perceptions of IAS Officers.
- 4.4. Perceptions of the officers of legal system.
- 4.5. Perceptions of activists and civil liberties advocates.
- 4.6. Perceptions of journalists.
- 4.7. Perceptions of citizens and professionals.

### 4.1. Perceptions of Top Echelons of Police

To elicit the views of the top echelons of police (DGP level) either in service or retired, an open-ended questionnaire having six questions was constructed. The questions focused on-

- the concept of professionalism in police in operational terms.
- identifying the reasons of decline in professionalism in police in our country.

- identifying the factors to be controlled for improving professionalism in police.
- ascertaining the extent to which the code of conduct has helped in improving professionalism in police.
- locating the agencies which may be helpful in improving professionalism in police.
- deriving an action-plan for improving professionalism in police.

70 senior police officers, either in service or retired, constituted the sample of the present study .

Analysis and Interpretation of Data Content-analysis of data was done to arrive at the conclusions.

### **Research Question 1:**

**How do you define Professionalism in Police in operational terms?**

### **Responses**

They defined professionalism in police as under-

- \* Efficient , honest and impartial performance of duty in accordance with law inspite of political interference.
- \* Anticipation, planning, proper assessment of situations, self-discipline, proactive thinking, timely action, impartiality, tact, intelligence, close contacts with all subordinates and superiors and keeping abreast of social changes.
- \* Cultivation of ability and competence, backed by sincere ambition of handling problems related to law and order and prevention and detection of crime.
- \* Thorough knowledge of law, rules, VIP security, ballistics and forensic science. Doing the job with integrity.
- \* Professional competence based on knowledge, skills, techniques, high esteem, control over subordinates, code of ethics, esprit-de-corps and building confidence in public.
- \* A professional policeman (all ranks) is one who knows his job thoroughly well and does it conscientiously.

- \* Learns the role of a parliamentary democracy and total commitment to the goals and objectives of the organisation. Professionalism is the hallmark of true leadership in police. A watchful eye on the integrity of his men is a 'Sine-qua-non' of true professional leader.

It can be inferred that the concept of Professionalism in Police encompasses the traits of effective leaders blended with professional knowledge and skills.

## **Research Question 2**

**What are the important reasons of declining professionalism in police in our country?**

### **Responses**

In order of priority, the following reasons of declining professionalism in police were put forward -

- \* For quick promotions and good postings, policemen have contacts with politicians and other influential persons. These contacts may lead to dysfunctional work patterns.
- \* Political support to the delinquent police officers.
- \* Politicised transfers in the department.
- \* Decline in values and moral fibre of average policeman because of socio-political and economic reasons.
- \* Lack of downward communication in the department affecting proper supervision and conduct of subordinates.
- \* Training is far away from reality in field.
- \* Nexus among criminals, politicians and police.
- \* Multiplicity of police functions because of changing socio-economic and political developments.
- \* Trade Union tendencies in police force.
- \* Yellow journalism and inadequate support from media.
- \* Inadequate application of science and modern technology in police work.
- \* Ineffective and obsolete criminal justice system.
- \* Stronghold of IAS over IPS.

- \* Communication gap between people and public.
  - \* Failure of superior officers to protect dedicated subordinate officers.
- Above-cited reasons pertained to both external and internal factors having bearing on police functioning.

### **Research Question 3**

**What are the factors to be controlled for improving Professionalism in Police?**

#### **Responses**

In order of intensity following factors were identified to be controlled for improving professionalism in Police -

- \* Corruption in police.
- \* Extra legal and immoral methods in detection of crime.
- \* High-handedness with public.
- \* Tough and ineffective training with no ground reality flavour.
- \* Ineffective police-community relationships.
- \* External influences in police work.
- \* Communication gap within police department.
- \* Violations of human rights by police.
- \* Unethical acts by police.
- \* Ineffective crime data bank.
- \* Inadequate transport and communication facilities.
- \* Strained police-judiciary relations.
- \* Interference in the postings by political bosses.

### **Research Question 4**

**To what extent Code of Conduct for police officers has helped in improving Professionalism in Police?**

## Responses

"Not much "as communicated by the respondents.

Detailed explanations have not been provided by the respondents for enabling the investigator to arrive at any valid conclusion regarding the perceived role of code of conduct in improving Professionalism in Police.

## Research Question 5

**Which agencies may be helpful in helping police improve professionalism?**

## Responses

According to the respondents, the following agencies may help Police improve professionalism .

- \* Mass and electronic media for heightening the police image.
- \* Expert help from HRD professionals.
- \* Links with leading social organisations/groups committed to the general welfare of society.
- \* Judiciary, education and social welfare departments helping the weak and underprivileged.
- \* Support from Government.
- \* Senior Police Officers with active support from politicians and IAS Officers.
- \* Parliament and State Assemblies for making suitable amendments in statutes.
- \* National Informatics Centre (Computer Application in policing).
- \* Management Institutes for Training and Research.
- \* Panchayat Raj agencies at village level.
- \* Voluntary organisations.
- \* Scientific, technological and academic institutions.

Many agencies may be useful for making police more professional. HRD professionals, social organizations, mass and electronic media and computer professionals are amongst the key agencies to be involved. Suitable amendments

in statutes by Parliament and State assemblies giving freedom to police and limiting political interference will also help police improve professionalism.

### **Research Question 6**

**What is your Action Plan for the improvement of police professionalism?**

### **Responses**

Following set of points may be incorporated in the action plan for improving professionalism:-

- \* Recommendations of NPC should be implemented in toto.
- \* Transfers should not be made by the Ministers but by a board headed by judges.
- \* Corruption and malpractices by subordinate ranks must be taken severe note of by the superiors.
- \* Entry at a younger age, frequent deputation to the Government of India, periodic exposure to changing environment, very strict system of rewards and punishments may help.
- \* Service Association Office bearers should visit NPA/BPR&D for briefings on the requirements of a professional service and monitoring of work needs.
- \* Raising of police education corps at All India level.
- \* Positive police philosophy, a healthy police culture, occupational commitment, professional specialisation, decentralisation, accountability, autonomy, modernisation and brotherhood will help breed more professionalism.
- \* Police science as an academic discipline should be inducted at appropriate levels of education and be made compulsory for entry to police.
- \* Research on police equipment, arms, operational technology, and HRD should be carried -out by police organisation and universities on continuous basis.
- \* Courses on public relations, crisis management, HRD , collection of intelligence, surveillance and interrogation should be conducted for in-service police personnel.
- \* Intervention by politicians should be discouraged at all cost in police functioning.



- \* Inservice refresher training should be made compulsory before promotions of police functionaries.
- \* Improvement in police training at all levels and emphasis on the importance of police code of conduct in training will develop police personnel with strong moral base.

### **Summing-up**

The top echelons of Police (DGP level) defined professionalism as fusion of personality factors and professional knowledge and abilities leading to competence in Police functioning. Dysfunctional contacts of Police personnel with politicians and influential persons, politicised transfers, decline in values and moral fibre of policemen, ineffective downward communication, unrealistic training, multiplicity of police function, trade union tendencies, yellow journalism etc. have been identified as important reasons for decline in professionalism in police.

Corruption in police, use of extra legal methods in detection of crime, high handedness, ineffective training, external influences in police should be controlled for making police force highly professional. NPC recommendations should be accepted fully.

### **4.2. Perceptions of Senior Police Officers**

The police officers of the ranks of S.P. and D.I.G. were requested to respond to a questionnaire having items on the following:

- i) values reflected by police in day to day working.
- ii) subdomains of job in which policemen require higher degree of professionalism.
- iii) organisation's efforts to improve professionalism.
- iv) factors contributing to the deterioration in professional performance of police.
- v) ways and means for improving professionalism among police personnel.

The data was analysed and the results are discussed in the following paragraphs of the chapter:

## FINDINGS AND DISCUSSION

### Research Question 1

Police Officers in India are expected to imbibe and uphold certain values in their day-to-day functioning. According to you, to what extent these values are upheld and observed in the day-to-day practice of police personnel?

### Responses

The responses are presented in table

Value	Response in percentages					X <sup>2</sup>
	Very High	High	Moderate Low Value	Low	Very	
1. Integrity	10.22	27.65	42.43	16.67	3.03	47.3(s)
2. Respect for the fellow human beings	8.79	23.44	45.79	20.52	1.46	58.4(s)
3. Honesty	7.81	20.82	44.98	24.16	2.23	51.9(s)
4. Sincerity	13.31	37.64	38.40	10.27	0.30	73.5(s)
5. Allegiance to Constitution	19.33	35.79	33.21	9.96	1.11	45.3(s)
6. Respect for woman-hood	14.28	38.43	30.60	13.06	3.73	39.3(s)
7. Empathy to the poor and weaker sections	10.00	23.70	34.81	26.67	4.81	31.1(s)
8. Truth	9.29	20.07	45.35	21.56	3.72	55.1(s)
9. Feeling of Accountability to the society	5.95	24.54	39.03	23.79	6.69	40.7(s)
10. Secular outlook	17.52	32.12	35.77	11.88	2.92	38.1(s)

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Discussion The perceptions of Police officers on the values upheld by police in day to day practice were as under:

1. 'Integrity' was found to be practiced in moderate manner. [ $X^2$ - value was (=47.3%) found to be significant at 0.05 level of significance.]
2. 'Respect for fellow human beings' was found to be moderate in practice by police men. ( $X^2$ - value (=58.4) was found to be significant at 0.05 level of significance.)
3. 'Honesty' was found to be exhibited by police in moderate way in day to day working ( $X^2$ -value (=51.9%) was found to be significant at 0.05 level of significance.)
4. 'Sincerity' was found to be transparent in moderate to high degrees in day to day working. ( $X^2$ - value (73.5%) was found to be significant at 0.05 level of significance.)
5. 'Allegiance to Constitution' was found to be in moderate to high degrees in day to day policing. ( $X^2$ - value (45.3) was found to be significant at 0.05 level of significance.)
6. 'Respect to womanhood' was found to be exhibited in high degree at 0.05 level of significance. ( $X^2$ -value (39.3) was found to be significant.)
7. 'Empathy to the Poor and Weaker Sections' was found to be displayed in moderate manner at 0.05 level of significance ( $X^2$  - value (=31.1%) was found to be significant).
8. 'Truth' was found to be practiced in day to day working moderately. [ $X^2$ - value (=55.1) was found to be significant at 0.05 level of significance.]
9. 'Feeling of accountability to the Society' was found in moderate degree in Police while serving people. [ $X^2$ - value (=40.7) was found significant at 0.05 level of significance.]

10. 'Secular outlook' as a value was found to be reflected in job-behaviour moderately by policemen. [ $\chi^2$  -value (=38.1) was found to be significant at 0.05 level of significance.]

### Research Question 2

Suggest the specific areas of your job where you require high degree of professionalism.

### Response

The response is presented in table 3 -

Areas of Police Work	Perception of Importance
1. Crime detection	84.88%
2. Traffic management	49.22%
3. Dealing with the public	71.32%
4. Internal administration	48.84%
5. Court Work	43.41%
6. Man management	62.79%
7. Use of modern weapons	52.37%

From the table 3, it is evident that as per the police officers' perceptions 'Crime Prevention', 'Dealing with Public', and 'Men Management' were found to be the most important areas for high degree of professionalism.

Following areas of police work were also identified by police officers requiring for higher degrees of professionalism-

- Ensuring discipline in force.
- Police-public relations.

- Intelligence collection.
- Attitude towards weaker sections.
- Functional relationship with press and politicians.
- Anti corruption work.
- Facing judicial enquiries.
- Recruitment of people.
- Use of Computers.
- Inter departmental coordination.
- Crime Records management
- Use of modern technology in police work.
- Training and developing subordinates.
- Handling violent mobs.

### **Research Question 3**

**Were there any efforts made to improve your professional competence through training, education etc. at any time during your service? If so, state in detail.**

### **Response**

- \* 80% Police Officers reported that they were given opportunity to attend the training courses for heightening their professional competence. But they were not convinced on the frequency of courses for their development. They wanted more professional courses.
- \* 20% police officers have reported that they were developed through-

Performance Appraisal,

Career Planning,

Reward Systems,

Potential Appraisal, and

Performance Counselling

(Besides training above-cited strategies also develop people.)

#### **Research Question 4**

**Please state five important factors which 'have contributed to the deterioration in the professional performance of police in India.**

#### **Response**

On content analysis of data, following 5 factors were found to contribute, as per the perception of police officers, to the deterioration in the professional performance of police in India:

1. Political interference in Police work.
2. Corruption in Police.
3. Poor facilities to Policemen.
4. Lack of equipment.
5. Ineffective professional training.

Other identified factors were -

1. Erosion of values.
2. Lack of manpower resources in Police.
3. Overwork.
4. Fear of punishment.
5. Lack of public co-operation.
6. Faulty recruitment.



## Research Question 5

**Suggest specific ways for improving professionalism among police personnel.**

### Suggestions

Professionalism may be improved among police personnel:

- \* By improving and modernizing the training of Police personnel. Professionally oriented inservice training courses should be conducted e.g. Reflex shooting, Ring round training, computers, Human Relations training.
- \* Police Station and district training must be organised under competent supervisors. Initial training should be both tough and ideal.
- \* Petition in recruitment age and improved recruitment procedure are necessary for inducting better personnel in police.
- \* Police should behave properly with public. They should develop positive attitude towards them.
- \* Modern weapons and equipment should be provided in every police station.
- \* Good facilities, adequate resources, attractive pay, and fixed of hours of duty should be provided to the police personnel.
- \* Steps should be taken to ensure adequate compensation to the families of those police personnel who sacrifice their lives at the alter of duty.
- \* Corruption at every level in Police should be curbed.
- \* The National Police Commission's recommendations to bring- out structural changes in police should be implemented for ensuring improvement in professionalism, performance, morale and accountability.
- \* Political influence in police should be reduced drastically.
- \* Senior police officers' interference, favouritism in giving postings, bad behaviour towards subordinates and indiscipline should be controlled within the police organisation.
- \* Promotions should be timely and of merit based.
- \* Police performance should be evaluated by performance audit by a reliable and professional agency or a committee of representatives of all parties of the State.

- \* 'Espirit-de-corps' should be fostered among all ranks by better two way communication.
- \* Integrity, efficiency, honesty and truthfulness should be encouraged in police system.
- \* Research in police matters should be encouraged.

### **Summing - up**

Police Officers perceived that 'Sincerity' and 'Allegiance to Constitution' were being practiced in high degrees by policemen of our country. Other values like 'Integrity', 'Respect for fellow human beings', 'Honesty', 'Empathy', 'Truth', 'Feeling of accountability', 'Secular outlook' etc.. were found to be moderately practiced by them. In crime prevention, 'dealing with public' and 'man management' was perceived to be important for promoting high degrees of professionalism in Police . Police Officers were not satisfied with a few opportunities provided to them to attend professional courses.

Political interference, corruption in police, poor facilities to police personnel, lack of equipment and ineffective professional training were identified as 5 main causes of deterioration of 'Professionalism in Police'. Effective need-based training, adequate material resources, effective recruitment procedures, behaviour towards public, adequate compensation to deceased families, controlling political interference and curbing corruption were identified as very important steps to build up professionalism in police.

### **4.3. PERCEPTIONS OF IAS OFFICERS**

On various aspects of Professionalism in Police, the senior IAS Officers responded on a questionnaire having 5 items on :

- i) Perceptions on decline in professionalism in Police.
- ii) Factors contributing to decline in professionalism.
- iii) Magistracy-Police relationship and its impact on professionalism in police.

- iv) Possible changes in the administrative system for improving professionalism.
- v) Suggestions for amendments in the existing legislations for improving professionalism in Police .

Content-analysis of qualitative data was done. The findings are reported as under :

### Research Question 1

**How far do you agree that professionalism among the police personnel is on the decline?**

### Response

The category-wise response was under:

**Table 4**

Category	Frequency	$\chi^2$ value
Yes	21(63.64%)	76.32 (S)
No	8(24.24%)	
To some extent	3 (09.09%)	
Can't say	1 (03.03%)	

The IAS officers asserted that professionalism was significantly on decline in Police [ $\chi^2 = 76.32$  (S) ]at 0.05 level of significance]. 63.64% respondents perceived decline in professionalism whereas 24.24% respondents didn't agree that professionalism was on decline in Police in India.

### Research Question 2

**What factors, according to you, have contributed to the decline of professionalism?**

### **Response**

According to IAS Officers the following factors have contributed to decline in Professionalism in Police in order of severity :

<u>RANK</u>	<u>FACTOR</u>
1	Political interference .
2	Inadequacy and ineffectiveness of training .
3	Threats of transfers and frequent transfers.
4	Inadequate resources and modern scientific equipment .
5	Least recognition by society .
6	Corruption in Police .
7	Ineffective recruitment .

Following reasons were also cited:

- Lack of dedication .
- Time pressure because of workload .
- Absence of good leadership .
- Lack of motivation .
- Ineffective information management and record keeping .
- Fear of punishment .
- Power consciousness .

### **Research Question 3**

**Do you feel that the existing Magistracy-Police relationship is retarding the growth of Police professionalism? Does it need to be changed?**

### **Response**

The IAS Officers' response was as under -

Table 5

Category of Response	X <sup>2</sup> -value
Yes 13(46.43%)	0.143 (NS)
No 15(53.37%)	

*Ans = 50  
Mixed Opinion*

The calculated value of  $X^2$  (=0.143) was not found to be significant at 0.05 level of significance meaning thereby that there was mixed opinion on the role of Magistracy - Police relationship in either accelerating or retarding the growth of professionalism in police.

The IAS officers, who responded affirmatively to the perceived need for changes in the existing Magistracy-Police relationship, put forward the following suggestions:

- \* There should be more exchange of views between Magistrates and Police.
- \* Effective need-based structured in-service training programmes involving both should be conducted.
- \* More magisterial powers to Police should be given .
- \* Hierarchy should be very well defined between them.
- \* Ego problems should not surface and affect the relationships.

**Research Question 4**

Can you suggest other possible changes in the administrative system for improving professionalism among police personnel?

## Response

Following changes in the administrative system for improving professionalism among police personnel may be made as suggested by the IAS Officers-

- \* Very well defined training policy for police personnel should be formulated
- \* Monthly seminars, discussions, and problem centered sessions at district level should be conducted for interaction between police and the other components of criminal justice system.
- \* There should be overall control of police by D.M. One IAS officer suggested the implementation of previous system of checks and balances for guaranteeing accountability at each level as below :

OC(PS)	_____	Tehsildar
SDPO	_____	SDO
SP	_____	DM
DIG	_____	Commissioner
IG	_____	Home Secretary
DG	_____	Chief Secretary
		Home Minister/Chief Minister
		Public (Electorate)

- More emphasis should be laid on physical fitness.
- Police personnel, who are found unfit and corrupt, should be removed from service.
- Interference of politicians in postings of police personnel should be stopped.
- Proper recruitment and reward systems in police should be evolved

### Research Question 5

Do you suggest any amendments to the existing legislations for improving the professional standards among police personnel?

#### Response

A large majority of IAS officers did not respond to the question. But a few individual suggestions have surfaced -

- The Police Act and manuals should be amended not to withdraw the magisterial controls but to improve the procedures, training and working conditions of police.
- The role of police should be redefined in the context of "welfare state" and "citizen friendliness".
- The performance of Police Officers should be judged by their success in percentages in successfully investigating the cases.
- Judiciary powers may be given to the police .
- Tenure should be fixed. Frequent transfers adversely affect performance levels and competence of police personnel.
- Provisions should be made to privatise essential duties like traffic, prisons etc. as in the United Kingdom.
- There should be legislations for non-interference of politicians, power groups etc. in Police work.

#### Summing-up

63.64% IAS officers were of the opinion that professionalism in Police was on decline in our country. Political interference, inadequate and ineffective training, frequent transfers, inadequate resources, and the least recognition by society were identified as the most influential factors responsible for decline in professionalism in Police. 46.39% IAS officers perceived the need for better Magistracy-Police relationships for professionalism in Police. Amongst many suggestions by them following are worth considering ,effective training, frequent interactions with Magistracy, fixed tenures of postings, judiciary powers to police, privatisation of some police functions, and legislations for non-interference politicians and power groups in Police work .

#### **4.4. PERCEPTIONS OF THE OFFICERS OF LEGAL SYSTEM**

The officers of legal system contributed to the study by responding to a questionnaire inviting their perceptions and views on the following aspects

- i) State of Professionalism in Police.
- ii) Factors contributing to decline in professionalism.
- iii) Norms of conduct to be observed by police.
- iv) Liaison between police and judiciary.
- v) Self-initiated roles by police to improve professionalism.

#### **Analysis and Interpretation of data**

##### **Research Question 1**

**How far do you agree that professionalism among police personnel is on the decline in recent years?**

##### **Response**

\* 75% respondents were of the opinion that the professionalism was on decline in police. 12.5% of them partially agreed that professionalism was on decline whereas 12.5% of them were not convinced that it was on decline.

Some positive comments on police professionalism were :

- Professionalism in Police personnel has been on increase in recent years. Police are mentally prepared to take-up any situation.
- Professionally sound policemen, if provided with the latest scientific infrastructure, would prove themselves as one of the best law enforcing agencies in world. The outdated methods of investigation and the British period laws do require a good-bye.



- Because of expertise in police many cases are being detected. They are upholding the criminal justice system and the rule of law.

### **Research Question 2**

**Can you highlight the factors which have contributed to a decline in professionalism?**

### **Response**

In order of priority following factors were identified as contributors to decline in professionalism in Police -

- \* Political interference and tendency to succumb to pressure of power.
- \* Inadequate and ineffective training.
- \* Negative image in public.
- \* Corruption.
- \* Lack of duty consciousness, discipline, morale and knowledge of law.
- \* Illegal detentions and custodial violence.
- \* Multiplicity of role but shortage of manpower in police.
- \* Unrealistic expectations of public and undue pressure from superiors.
- \* Lack of modern scientific aids to police.
- \* 'What we said is law and what we have done is law' attitude prevailing in police personnel.
- \* Involvement of lower cadres in ticketless travelling etc.
- \* Ineffective recruitment procedures in police forces .
- \* Misconduct and high-handedness in dealing with public.
- \* Discriminatory behaviour towards poor and underprivileged sections of society.
- \* Non-registration of complaints and hostile behaviour towards complaining people.
- \* Use of third degree methods in investigation.

### Research Question 3

Can you suggest the possible norms of conduct required to be observed by the police personnel in order to upgrade their professionalism?

#### Response

The following suggestions were made by the respondents -

- \* The possible norm of conduct required to be observed is discipline and maintaining public confidence.
- \* Bring confidence to the people at all costs. The sense of insecurity that prevails should be removed. Criminals and law breakers should not be spared. Police should have the courage to handle matters firmly without fear or favour.
- \* Being custodian of law and order, the police personnel must be sincere. They should have devotion to duty. They should feel that they are answerable to public and law for their acts. As investigators, they must be healthy, alert and energetic.
- \* The police personnel should always bear in mind that they are the guardians of law who are entrusted with the responsibility to tackle day to day illegal activities in society. The weightage of the words "guardians of law" is that the seed of fear psychosis should not be sown in the mind of a common man. Logically speaking, the uniforms of the police personnel impress the public of their duty to safeguard them but not to exploit anyone in the guise of their uniforms. Police personnel should learn how to conduct themselves in dealing with the masses to earn their trust and confidence in any eventuality.
- \* Discussing the problems of police organisation with the judiciary on one side and with the Government on the otherside will make the police organisation less rigid. Cordial relations should be maintained between the police and judiciary. The loop -holes that are existing in the police department should be checked. Recent methods have to be applied in discharge of police duties.
- \* The following are the possible norms of conduct required to be observed by the police personnel in order to upgrade their professionalism -  
Dedication to their work, sincerity, honesty.
- \* They must acquire sufficient knowledge of scientific investigation. The police must develop rapport with common man and try to dispel the

fear in his mind the police should develop the courage to withstand the political pressures.

- \* They should know that, there are more responsibilities than the power given to them. The sadistic mentality should be thrown out.
- \* They should observe rules laid down by law. They should not use rude language against the public who approach them for help.
- \* Following the law and non acceptance of bribes and political interference should be practiced. Development of self-respect is important.
- \* They must know the legal consequences of their acts.
- \* They should not harrass innocent people. They should not be affected by political interference. Criminals should not be let off by influence. Without any fear or favour they should nab the criminals. They should not make the complainants and victims make several rounds to police stations like accused. They should create impression that policeman is a friend of innocent person.
- \* Any act of police personnel, whether in official or personal capacity, eroding the credibility of police has to be avoided. Police personnel should not hold any office or even membership of any Club, Society or Association. Undue proximity with political leaders must be avoided.
- \* Regularity, sticking to the law and proper implementation of the same, empathy, treating less privileged people at par with others, and listening to their genuine requests, sense of accountability , and dedication to service should be developed.

#### **Research Question 4**

**Is the working of criminal justice system satisfactory? What steps are necessary to ensure harmonious working between the Police and the Judiciary? What can be done to improve Professionalism in both the wings of criminal system?**

#### **Response**

- \* Co-ordination between the police and judiciary is required . The Creation of permanent prosecution wing is suggested.
- \* The incompetence on the part of police personnel affects very much the judiciary in administering justice. From day to day experience

it seems that either inactivity or lack of man- power in police force has caused delay in administering justice.

- \* There is no room for interaction and discussion on the problems. The Superintendent of Police of a district should, as a matter of courtesy, meet the Districts and Sessions judge and Chief Judicial Magistrate when he assumes charge. It will help him to acquaint himself with the happenings in the court on matters relating to police. Police should be impressed that their obligation to the courts is also of paramount importance. The officers incharge of various police stations should be alerted that the matters concerning the judiciary be taken by them on priority basis. The Judiciary should also try to see the genuine difficulties faced by police in matter of rendering service and delay in filing the charge-sheets. They should arrange meetings with Superintendents of Police and Deputy Superintendents of Police (incharge crime ) from time to time.
- \* There should be a separate prosecution wing with fulltime public prosecutor and Assistant Public Prosecutors:
- \* Police will have to be acquainted thoroughly with the judicial system and procedural laws followed in courts. Frequent crime meetings involving Judicial and police officers should to be conducted atleast once in a month.
- \* Police should learn to pass on correct information to the courts. They should comply with the directions of the courts.
- \* Judicial supervision and co-ordination between the police and judiciary will improve professionalism in Police.

#### **Research Question 5**

**What steps Policemen themselves and Police Organisation should take to improve professionalism?**

#### **Response:**

The responses were as under -

- \* Regular physical training and exercises.
- \* They should be free from intoxication or any unhealthy habits.
- \* They should possess high degree of moral character and should be both honest and sympathetic.

- \* The following traits should be exhibited by police in order to improve professionalism:
  1. Dedication to their work .
  2. Sincerity.
  3. Honesty .
  4. Polite Behaviour towards the complainants.
- \* The following steps should be taken to improve professionalism :
  - a) Proper training should be provided to police personnel in law.
  - b) Interrogation cells must be manned by trained personnel.
  - c) Direct recruitment at all levels by Public Service Commission should be done.
  - d) Corruption should be eradicated by raids by Anti Corruption Bureau as and when necessary.
  - e) Intensive supervision of subordinates by Sub Divisional Police Officers (SDPOs) should be done.
- \* More emphasis on registration of cases for statistical purpose increases probability of innocent to be implicated in many cases. The heads of Police departments should think about it for less emphasis.
- \* Every policemen should feel and act as if he is the custodian of law and society. Every policeman should be made free to act in investigation. He should not be subjected to any influences from the politicians and the superiors.
- \* The police should be alert. They should respond to public well. Police should not use harsh methods.
- \* Motivation to work, adhering to the principles of justice, strict discipline and empathy should be transparent in their day to day working .
- \* Police must take interest in presenting the cases and in assisting the prosecutors for effective trial of cases. If there is a death in police custody the senior police officers should supervise the case.

- \* Frequent inspections of police stations are necessary by senior police officers.
- \* Following measures may also be taken for improving professionalism in police -
  - More manpower resources in police at par with crime rate.
  - Latest training techniques to tackle the various types of crimes.
  - Weekly-offs to police personnel.
  - Limiting the bandobust/security duties for very important people only.
  - Proper rewards to police personnel for their good work.
- \* Police constables require training in the methods of registering crimes, sending victims for examinations, preserving the scene of crime, recognising the physical evidence for analysis, and identifying the suspect and his environment.
- \* The police laws do require amendment. Highly efficient officers with high morale, integrity and academic bend of mind should be appointed as instructors in police training Academies.
- \* Police should evolve a self-regulatory code and they should abide by that. They should behave properly with public. No foul language should be used.
- \* As a stepping store for professionalism, the police organisation should be made free from political inference. There should be regular refresher courses for police.
- \* They should instil the feeling of accountability towards society and dedication in the process of protecting the criminal-law from being broken. \* Police Stations should be well equipped with all modern facilities.

### Summing-Up

The officers of legal system felt that professionalism in police was on decline. Political interference, ineffective training, negative image, corruption in police, and lack of duty consciousness are the main factors for decline in professionalism.

#### **4.5. PERCEPTIONS OF ACTIVISTS AND CIVIL LIBERTIES ADVOCATES**

For eliciting the views of activists and civil liberties advocates, a questionnaire was constructed . It covered the following important aspects of professionalism in police:

- i) Decline in Professionalism in Police.
- ii) Factors contributing to decline.
- iii) Self-checks by Police.
- iv) Community's help to police.
- v) Judiciary's role in police professionalism.
- vi) Special draconian powers to police and professionalism.
- vii) Executive and political interference in police work.

The questionnaires were administered. Content -analysis of data was done. The results are presented as under:-

##### **Research Question 1**

**How far do you agree that professionalism among police functionaries is on the decline?**

##### **Responses**

It was found that -

- \* 7.7% activists and civil liberties advocates felt that the professionalism in police was not on decline.
- \* 84.6% activists and civil liberties advocates felt that the professionalism in police was on decline.
- \* 7.7 of them were of the opinion that professionalism was partially on decline.

They were of the opinion that the decline in professionalism was because of lack of professional outlook and decline in the standards of politicians, judiciary and executives.

### **Research Question 2**

**Can you suggest the possible factors which contributed to the decline in professionalism?**

### **Responses**

Following factors were identified as contributors to decline in professionalism in police:

1. Political Interference.
2. Lack of devotion to duty.
3. Low salary to police personnel.
4. Statutory procedural burden on policemen.
5. Bribe practices.
6. Recruitment on - consideration other than on merit.

### **Research Question 3**

**What are the means you suggest by which the police personnel themselves can check the decline in professionalism?**

### **Responses**

Following suggestions were put forward by the activists and civil liberties advocates:

- \* Police personnel should have a sense of dedication, conscience, honesty and sincerity. They should tell spade a spade.
- \* Police should realise their increasing role in chaotic society. Application of mind is required for handling problems.
- \* Nexus between police and political parties should be checked by senior officers.



- \* There should a separate body to check political interference in police work.
- \* Recruitment should be on the lines of military recruitment practices.
- \* Training for police personnel should be organised in specialised fields.
- \* Policemen should be mentally prepared to serve anywhere.

#### **Research Question 4**

**To what extent ther citizens can help in strengthening professionalism among police personnel?**

#### **Responses**

The citizens, according to activists and civil liberties advocates, may help police in heightening professionalism by -

1. having confidence in police.
2. not luring policemen with money.
3. allowing them to follow statutory rules and regulations.
4. not refraining from giving eyewitness account.
5. becoming more vigilant to what wrongs are being done to society by police (violation of human rights etc.).
6. extending friendly cooperation to police in day to day working.

#### **Research Question 5**

**Has the judiciary any specific role to play in improving professionalism among police personnel?**

#### **Responses**

The opinion of activists and civil liberties advocates on role of judiciary in helping police develop professionalism was as under -

1. By not granting bail loosely. It enables the accused to enjoy liberty and develops a feeling that law cannot do anything to him .
2. By recommending necessary amendments in law.
3. By checking police when they fail in effective discharge of their duties. While delivering judgements proper guidelines should be given.
4. By indirectly observing the investigations and making constructive suggestions.
5. By expediting criminal justice system and awarding maximum punishment to the guilty.
6. By praising police for good work.
7. By being strict in dealing with the malpractices and crimes committed by police.

#### **Research Question 6**

**Do you think that special Draconian powers given to Police under special laws like TADA etc. are imbibing on Police Professionalism?**

#### **Responses**

40% respondents were of the opinion that special laws like TADA etc. were not necessary at all because -

- i) in a civilized society people are expected to be self- disciplined.
- ii) power corrupts and absolute power corrupts absolutely. It may lead to misuse of power.
- iii) TADA, ESMA etc. are often used for political goals. The ruling party always want to wreck vengeance by using draconian laws.

- iv) These powers to police will result in decline in their professionalism. 60% respondents believed that such provisions would help police perform their role in disturbed areas more professionally but the enforcement of law should be proper .

#### **Research Question 7**

**Can you suggest ways and means by which police can function without executive and political interference in their operational matters?**

#### **Responses**

According to the activists and the civil liberties advocates police can function without executive and political interference in their operational matters by -

- \* using less physical force.
- \* considering that duty is first.
- \* maintaining discipline.
- \* developing better public rapport.
- \* ignoring unjust requests.
- \* operating without fear or favour.
- \* putting the oral instructions of superiors in writing and them acting on them.
- \* not allowing political interference.
- \* becoming ready to serve any time anywhere.
- \* becoming fearless and discharging duties lawfully.

#### **Summing-up**

A majority of activists and civil liberties advocates were found to be of the opinion that Professionalism in Police was on decline. Political interference, lack of devotion to duty, and low salary were identified as three most rampant factors contributing to the decline. According to them, citizens and judiciary can help police improve professionalism. Provisions of special acts like TADA and EMSA may not help police act professionally. By using less force, becoming dutiful, maintaining discipline and developing better public rapport police may become more professional.

#### 4.6. PERCEPTION OF JOURNALISTS

For eliciting the views of journalists on declining professionalism in Police, a questionnaire having the followings aspects was used:

- i) Factors leading to decline in police professionalism.
- ii) Sources of help for police to improve professionalism.
- iii) Essential tasks demanding higher degrees professionalism in police.
- iv) Community leaders' role in improving professionalism in police.
- v) Code of conduct and professionalism in Police.

The data was analysed for drawing-out meaningful conclusions.

##### Research Question 1

**Do you think that the professionalism among police is on the decline?**

Yes/No

ii) If yes, please state the five important factors which have led to the decline in professionalism among police personnel.

- i. Low educational level
- ii. Rude behaviour
- iii. Poor training
- iv. Lack of guidance in investigation
- v. Close linkage with politicians other groups
- vi. Any other

**Responses** a) Cent-percent (100%) journalists were found to have an opinion that professionalism was on decline in police.

b) The following factors affecting professionalism in police were identified in order of severity as under :

- \* Rude Behaviour
- \* Close linkages with politicians and other pressure groups.
- \* Poor Training
- 4. Lack of guidance in investigation

A few journalists identified the following factors also:

1. Lack of proper social interaction.
2. Lack of sense of accountability.
3. Corruption in Police.
4. Population explosion and illiteracy among masses.
5. Religion and caste factors.
6. Too much power to police.

#### **Research Question 2**

**Can citizens help in building-up professionalism among police personnel?  
If so, how?**

#### **Response**

The citizens can contribute in building-up professionalism in police by way of cooperation and erasing out misconceptions related to police and their ways of functioning. Citizen forums should be given due importance in dealing with various cases. Police should develop good public relations. They should not harrass the innocents.

Better supporting mechanisms should be developed between law enforcement machinery and the public by creating more awareness in public on the role of police in maintenance of law and order.

### **Research Question 3**

**What are the specific contexts in which you consider the police professionalism is absolutely essential?**

1. better Crime detection
2. Receiving public complaint
3. Traffic management
4. Dealing with poor and minorities
5. Any other

### **Response**

The specific contexts in which police professionalism is absolutely essential were rated by the journalists as under -

#### **Rank Contexts**

- 1 Receiving public complaints.
- 2 Crime detection.
- 3 Dealing with poor and minorities.
- 4 Traffic Management.
- 5 Dealing with mobs and groups.
- 6 Dealing with religious processions.

### **Research Question 4**

**Can professionals such as Doctors, Lawyers, Chartered Accountants etc. help in strengthening the professional competence of the police?**

### **Response**

Journalists opined that the professionals like doctors, lawyers etc. were helpful in strengthening the professional competence of police. But the response of police is very poor. Frequent interactions of police with opinion leaders, administrators and journalists can influence police positively.

### **Research Question 5**

**Have the community leaders any role to play in improving Police professionalism?**

### **Responses**

Following were the suggestions :

1. Community leaders may play a vital role in strengthening professionalism if police do not have an eye of suspicion on community leaders. Frequent consultations amongst police and community leaders should be there.

2. Community leaders, without any political colour, may help in improving professionalism in Police.

3. Community leaders can come to the rescue of weak and ignorant citizens from exploitation by giving proper guidance and advice to them. They can play a vital role in protecting them from falling prey to arrogant and impolite behaviour of Police . Infact, these community leaders can help reduce the rate of crime in society by their the active participation in crime detection.

4. Community leaders can always represent genuine cases of high-handedness. Instead of talking about the matters in streets, they can always bring these matters to the notice of higher police authorities. They can also guide and brief police personnel on sensitive issues properly.

### **Research Question 6**

**Do you feel that Professionalism requires adherence to the code of conduct?**

## **Responses**

Various responses are summed up as follows -

1. It is imperative to follow code of conduct for maintaining professional character of police personnel. But the application of code of conduct requires professional skills. The code of conduct is to be explained during training courses and workshops.
2. There should be a moral code of conduct for police. "Morality" and 'sense of accountability' should be checked".
3. Code of ethics may be practiced so that the society's confidence in Police system is improved. The feelings in public that 'your contact with police means you are in trouble' and 'feeling of harassment' should be removed from the public psyche.

## **Summing-up**

The journalists were of the opinion that professionalism in Police was on decline. 'Rude behaviour', 'close linkages with politicians' and 'poor training' were identified as main factors responsible for decline in professionalism. Citizens, community leaders and other professionals were perceived to be helpful to police in improving professionalism. Adherence to moral and ethical code of conduct by police was recommended by the journalists to win confidence of public.



#### 4.7. PERCEPTIONS OF CITIZENS AND PROFESSIONALS

The views on various aspects of Professionalism in Police were invited from the citizens and professionals by using a questionnaire. Doctors, engineers, technocrats, professors, bank officers and literate members of public responded to the questionnaires.

##### Analysis of Data

##### **Research Question 1**

**Do you think that the professionalism among police is on the decline?**

Yes/No

##### **Responses**

The responses are recorded in Table -

**TABLE 6**  
**DECLINE IN PROFESSIONALISM IN POLICE**

Respondents	Response in Yes	Percentage No
Doctors	98.10	1.90
Engineers	98.43	1.57
Technocrats	86.21	13.79
University Professors	78.69	21.31
Scientists	89.80	10.20
Teachers	96.00	4.00
Bank Officers	87.50	12.50
Agricultural Officers	95.45	4.55
General Public	90.31	8.69
OVERALL	91.17	8.83

From the above table 6, it is evident that 91.17% citizens and professionals perceived professionalism in Police to be on the decline.

**Research Question 1(b)**

If yes, please state the five important factors which have led to the decline in professionalism among police personnel.

**Response:**

The response pattern is presented in Table -

**TABLE 7**  
**FACTORS CONTRIBUTING TO DECLINE IN PROFESSIONALISM**

		Rankings									
<u>Factors</u>		Doctors	Engi- neers	Techno- crats	Univ. prof.	Scien- tists	Teachers ers	Bank offrs	Ag. offrs	Gen. pub.	Med rep.
1.Low Edn. Level		5	5	4	3	2	3	3	5	5	5
2.Rude Behaviour		2	2	2	2	5	2	2	2	2	2
3.Poor Training		3	3	5	5	4	5	5	3	3	3
4.Lackof Guidance in Invest.		4	4	3	4	3	4	4	4	4	4
5.Close linkages with politicians		1	1	1	1	1	1	1	1	1	1

From table 7, it is very clear that the following factors contributed to decline in Police Professionalism in order of priority.

1. - Close Linkages with the politicians.
2. - Rude Behaviour towards public .
3. - Poor Training of police personnel.
4. - Lack in guidance in investigation by superiors.
5. - Low educational level of police personnel.

Other factors were also identified as eroders of police professionalism.

- Corruption in Police.
- Long working hours.
- Low moral standards.
- Lack of will to serve people.
- Less recognition and appreciation for good work.
- Meagre manpower, financial and modern technological resources.
- Interference of judiciary.
- No mechanisms for effective performance measurement .
- Lack of devotion.
- Delayed response and impersonal approach in work.

#### **Research Question 2**

**Can citizens help in building -up professionalism among police personnel?  
If so, how?**

#### **Responses**

Amongst many suggestions, following were identified with high loadings for developing professionalism in police by public help :

- \* The citizen will be able to create conditions for heightened professionalism in police by enforcing self- discipline, becoming conscious of their rights and moving away from slavish mentality.

- \* By close monitoring of police action, reporting the unprofessional behaviour and mobilising public opinion professionalism may be increased in police.
- \* By appreciating the good work done by police.
- \* By realizing the limitations of police and by not forcing them to do unlawful acts.
- \* By not offering bribe to the police for self interest.
- \* By giving whole-hearted co-operation to all lawful police action, giving timely information about the movements of criminals, disposal of stolen property, communal/terrorist/drug peddling incidents etc.
- \* Responsible citizen should form committees for helping police function better. Debates, panel discussions, meetings etc. may be arranged by them. Police officers should be invited to participate in sorting-out problems and searching perspective to serve people better.
- \* By helping police in various tasks like night patrolling, traffic management etc.
- \* Voluntary agencies can help police to build professionalism by way of organising seminars, dialogues and working groups for identifying areas of mutual help and support.
- \* Integrated professional building programmes involving sociologists, scientists, psychologists, psychiatrists and advocates etc. may be organised by responsible citizens.
- \* By extending co-operation and goodwill, having positive attitude to police, and instilling confidence in police for better discharge of their duties.

### **Research Question 3**

**What are the specific contexts in which you consider the police professionalism is absolutely essential?**

1. Crime detection.
2. Receiving public complaints.
3. Traffic management.
4. Dealing with poor and minorities.
5. Any other.

## **Responses**

Summated ratings reflected that in the following contexts police professionalism was absolutely essential -

### Rank Context

1. Crime detection
2. Receiving public complaints
3. Dealing with poor and minorities
4. Traffic Management

Besides above -cited contexts, the respondents have put forward the following areas where Police professionalism was absolutely essential :-

- After detecting crime, producing effective reports in courts.
- Prompt registration of complaints .
- Dealing with communal problems and providing help quickly in disasters, epidemics etc.
- Taking action against defaulting police personnel.
- Creating confidence in public by behaving properly, not using third degree methods, helping in crisis and controlling crime.
- Gaining legal knowledge and updating statutory information.
- Dealing politely with illiterates and women.
- Keeping physically fit and mentally alert.

### **Research Question 4**

**Can professionals such as doctors, lawyers, chartered accountants etc. help in strengthening the professional competence of police?**

### **Response**

The respondents responded very favourably and optimistically. They were of the opinion that the other professionals like Doctors, Lawyers, Chartered Accountants etc. would be able to help police if they approach them for advice at right time. Frequent interactions with them will educate police personnel for effective discharge of their duties. Timely professional assistance will help police in detection of crime at faster pace. Special courses with the help of other professionals should be organised for understanding the complexities of human behaviour, socio-economic factors in crime prevention and detection of hightech crimes, law and forensic medicine concepts.

### **Research Question 5**

**Have the community leaders any role to play in improving police professionalism?**

### **Response**

It was found that the respondents held diametrically opposite views on this aspect. Many perceived the community leaders as selfish, aligned to political parties in power, exploiters of community feelings, hirers of goondas and bad elements and money spinners. Such kind of leaders, according to them, cannot help police. Their interactions would amount to decline in professionalism in Police further.

The following suggestions were offered by the respondents for possible intervention of community leaders for building up professionalism in Police-

- \* Community leaders and political leaders should not interfere with the police in their professional work.
- \* Policemen should be made to realise that they belong to society. The leaders of community and social organisations can play a vital role in involving policemen in the activities of society .
- \* At present, police officers do not get adequate co-operation from public in investigation. They are reluctant to convey any information. Community

leaders can play a role in changing public opinion and attitudes so that they may co-operate without fear.

- \* Police need close co-ordination with the community leaders in the form of community participation in policing. They can advise public to cooperate with police. They should be prepared to divulge the truth without fear for effective investigation. Police should also instil confidence in public by not unnecessarily harassing and embarrassing them.
  - \* Since community leaders are respected members of society, they have the thorough knowledge of town and its inhabitants. They should share information of immense value to police for facilitating investigation.
  - \* Community leaders want people to live in peace and harmony and lead good lives without the shadows of fear. They believe that disturbances, disharmony, violence, etc. affect peace and harmony in community adversely. Combined efforts of the community leaders and police can possibly help police personnel to detect and identify bad elements in society for ensuring peace in community.
  - \* Community leaders can contribute to improving police professionalism by actively cooperating with police and by standing-up impartially against police unprofessionalism. For both non-communalisation and non-politicisation of issues, the community leaders can create indirectly an atmosphere in which police can act professionally.
  - \* The attitude of community leaders towards police needs change. Blaming police for minor things unnecessarily may demotivate them.
  - \* By properly putting forward the grievances of public before police. They should also bring to the notice of senior police officers the wrong-doings of police.
  - \* There should be collaboration among community leaders and police. The village panchayat should work closely with police.
  - \* By making the public understand the role of police and their limitations.
  - \* Community leaders can bring pressure on rude police officials to change their behaviour.
  - \* The community leaders can help police by - not tampering the evidence - not getting honest officials transferred by serving as informers.
- Encouraging the officials to do good to society.

- \* Community leaders can act as guardians of people's rights by mobilizing people and protesting whenever there are incidents of police high-handedness and police-politician nexus.
- \* A community leader commands a lot of respect and local support. if community leaders start recognising the good deeds of policemen, moral of police force will be higher . On the other hand, if the community leaders are bad elements and try to exploit policemen for their selfish motives, they will cause damage to police profession indirectly.
- \* Community leaders should help police in reducing anti-social activities.
- \* In necessity, the Community leaders should present the real picture of the happenings in his community. He should not unnecessarily protect unlawful persons in community. They should convince people to help police for their own betterment .

#### **Research Question 6**

**Do you feel that Professionalism requires adherence to the code of conduct?**

#### **Response**

The responses were as under -

- \* Professionalism without adherence to code of conduct would tend to be like a tree without roots. That is, without adherence to code of conduct professionalism would lack stability and further growth.
- \* Adherence to the code of conduct becomes necessary as it affects ultimately the freedom and liberty of people.
- \* Professionalism, especially in police, requires strict adherence to a humane, rational and professional code of conduct. It would not only provide the police personnel a frame-work for carrying out their duties objectively but also ethical standards for governing and guiding there attitudes and actions.
- \* All district head quarters and training establishments should have a specific code of conduct. Minimum force-maximum restraints, psychological handling of tricky situations etc. should be written into the codes.
- \* Orderliness i.e. doing neat and methodical work, punctuality, courtesy, adaptability, tactfulness, concentration, sound judgement, loyalty, co-operation



and knowledge of cultivating human relations build up professionalism in police.

- \* Any code of conduct has to be tempered with flexibility and consideration for citizens and particularly the poor and economically weaker sections.
- \* The police should be taught to treat the common people with respect and compassion. Police politician nexus should be broken. There should be a general code of conduct to ensure that the human rights are not violated by police during searches, interrogations etc.

### **Summing-up**

The citizens and professionals perceived factors like 'close linkages with politicians', 'rude behaviour', 'poor training', 'lack of guidance in investigation' and 'low education levels of police personnel' as main contributors to decline in Professionalism in Police. They were found to be very positive in perceiving the role of citizens and community leaders in helping police heightening professionalism. In crime detection, receiving public complaints, and dealing with poor and minorities high degree of police professionalism is perceived to be vital. According to them, strict adherence to the code of conduct is necessary for police to be truly professionals.

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## CHAPTER 5

# RECOMMENDATIONS AND SUGGESTED RESEARCH

In this chapter, an attempt has been made to propose the concrete measures in the form of recommendations for the police organisation to bring about changes for ensuring higher levels of professionalism in consonance with the law of land and the societal expectations. Many areas for further research have been identified for facilitating wider understanding of the mechanisms to facilitate restructuring in police for the greater good of our country.

### 5.1. Recommendations

Based on the findings of study, following are the recommendations:

5.1.1. Steps may be taken-up by the chiefs of State Police and paramilitary forces to communicate the main findings of this study to the subordinate ranks specially District Superintendents of Police to enable them to evolve mechanisms for effective professional policing.

5.1.2. At State level, workshops, seminars and symposia may be organised for formulating the guidelines for implementation of the findings of this study. In workshops, seminars and group discussions eminent academics, media persons, journalists, judges, advocates, civil liberty advocates, and politicians may be invited to participate.

5.1.3. National Police Commission (1977-80) has observed, "We, however, find that the process of the police accountability to the people has suffered considerable distortion in the recent past. Various pressure and elite groups have come to develop in society having infinite expectations from all Government departments including the police and seeking favours to the exclusion of legality and fair play. There are members of State and Central Legislations, the local bodies, important functionaries of political parties, particularly the ruling ones, representatives of the local yellow-press, other important persons of the

locality and Government Servants holding important positions who have tended to divert the police accountability from the people themselves. Police functionaries, therefore, also have tended to divert the police accountability from the people to these pressure groups. This has had obvious effect on the attitude of the common people themselves who feel that the public services including the police service is meant to serve the elitist groups and in case they wish to avail of any public service, they have to purchase it through illegal gratification or secure it through exercise of pressures from power-wielding sections of the society."

Setting of a 'State Security Commission' in each State was recommended by the National Police Commission. This body envisaged by the Commission is similar to the 'Police Authority' of the U.K. The Chairman of the proposed State Security Commission is to be the Minister in charge of police departments with the Director General of Police as its Secretary. On the panel would be Members of State Legislature, from ruling as well as opposition parties and some eminent citizens. The role of Security Commission was envisioned to lay down broad policy framework and oversee the functioning of the State Police. One of the important tasks of Security Commission was to evaluate the performance of the State Police with the assistance of an independent cell, which should not be a part of the police and might include experts from other disciplines according to the requirement.

Efforts may be made to transform the vision N.P.C. of State Security Commission into a reality . It will improve professionalism in Police positively because political directions in arresting anti-social elements, criminals and communal elements; Political interference during law and order disturbance, and based postings of police personnel will be checked.

5.1.4. Police training institutions may provide effective forum for discussing the findings of study with the cutting edge level police personnel for facilitating quick implementation of the findings of study resulting in proactive effective policing for serving the people better.

5.1.5. Many organizations have defined their mission statements for channelising the knowledge, attitudes, skills and motivation of their employees for achieving excellence . Some examples are :

"Become a leader in Service and quality for total customer satisfaction. Become number one in the products we manufacture "- (A Fragrance Company).

"To contribute to the country's need of earning foreign exchange by manufacturing textile products of desired quality."

"We want to develop performance excellence by the most efficient use of productive assets and creating maximum degree of flexibility in production pattern by training the employees so that with minimum use of capital, high value addition at least cost is achieved to remain competitive" - (A Textile Mill).

"To be center of excellence through continuous learning. To be a caring partner to our customers, employees and suppliers and other stake holders. To be a catalyst for personal and professional growth - (A Software company).

"Good People Good Medicine

Where Quality is an obsession

Young and Learning Organisation

Zero Rejection

Products of International Standards and Cost."

- ( A Pharmaceutical Company).

"To achieve a status of a world class company by March 1998 which will ensure:

Customer satisfaction and preference.

Profitable growth

- Perpetuity.
- Stakeholder satisfaction and pride.
- Fulfilment of social obligations.

**Through continuous improvements of process focused on :**

- **Total quality**
- **Resource Productivity**
- **Cost Effectiveness**

**And by creating an environment which encourages team efforts and where:**

- **Each individual's contribution is recognised and valued**
- **Each individual enjoys his work and has urge to excel**
- **Each individual gives his best to achieve the shared vision**  
"- (An Engineering Company).

"The purpose of the West Yorkshire Police is to uphold the law fairly and firmly; to prevent crime; to pursue and bring to justice those who break the law; to keep the Queen's peace; to protect, help and reassure the community; and to be seen to do all this with integrity, common sense and sound judgement.

We must be compassionate, courteous and patient, acting without fear or favour or prejudice to the rights of others. We need to be professional, calm and restrained in the face of violence and apply only that force which is necessary to accomplish our lawful duty.

We must strive to reduce the fears of the public and so far as we can, to reflect their priorities in the action we take. We must respond to well-founded criticism with a willingness to change." (The West Yorkshire Police).

The National Police Academy (India) in 1994 has also defined the mission statement as under -

**"The primary purpose of the National Police Academy is to prepare leaders for the Indian Police, who will command the force with courage, uprightness, dedication and a strong sense of service to the people.**

**The Academy will endeavour to inculcate in them the following norms and values :**

- **Integrity of the highest order.**
- **Sensitivity to the aspirations of the people.**

- **Respect for Human Rights.**
- **Broad perspective of law and justice.**
- **High standard of professional knowledge and ethics.**
- **Physical fitness and mental alertness."**

The State Police and CPOs should undertake research projects with the help of OD and management experts to evolve their mission statements. The mission statements are the guidelines for shaping the present for better tomorrows of the organization. The training interventions are derived-out from the well defined mission statements.

5.1.8. Police training institutions may consider the following inputs for inclusion in the training designs -

- \* Human Relation Skills Training.
- \* Proactive Approach to public complaints.
- \* Policeman commitment to serve weaker sections, downtrodden, minorities and women.
- \* Effective Reports for Courts.
- \* Beyond third degree methods in investigation.  
( Scientific aids in investigation.)
- \* Updation on law and legislations.
- \* Interdepartmental coordination among all organs of the criminal justice administration.
- \* Public participation in policing.
- \* Records Management.
- \* Effective Police Investigation.
- \* Superior-Subordinate Relationships in Police.  
(Interpersonal Relationships in Police)

5.1.9. Following issues should be discussed at length in police training institutions for preparing fully professional police force -

- \* Human Rights and Police.

- \* Rights of Women and Children.
- \* Drug menace and Police.
- \* Explosives.
- \* Economic offences.
- \* Tele-communication .
- \* Effective Communication (within & between departments).
- \* Recent advances in Forensic Science and Forensic medicine.

5.1.10. By using role-play and sensitivity training interventions in police training institutions, following aspects may be developed very effectively in police personnel :

- \* Listening and Empathy.
- \* Will to serve people.
- \* Sensitivity to poor, minorities, downtrodden and neglected sections of people.
- \* Behaviour towards public.
- \* Self-esteem.

5.1.11. Adherence to police code of conduct ensures better professionalism. Attempt should be made to communicate the code of conduct to every policeman for internalization so that his action and behaviour are guided by it. The communication process of code of conduct may be facilitated by -

- \* translating the code of conduct in Hindi and regional languages.
- \* transforming several aspects of code of conduct in various forms by creative artists for better comprehension by subordinate ranks.
- \* developing slide and video programmes on code of conduct.
- \* conducting awareness programmes at micro and macro levels in police organization. In public and private sectors half a day programmes were conducted to make people aware of ISO 9000.
- \* developing charts, diagrams and posters on various contents of the code of conduct.

5.1.12. To make police more professional, following modern methods and techniques may be adopted for improving the functioning:

- \* Quality circles.
- \* Suggestion Schemes.
- \* Re- engineering.
- \* Total Quality Management.

In U.K., Quality circles in police were created for improving the functioning of police. In public and private sectors, the above-cited concepts and practices have already been applied for restructuring the organizations. The results are extremely encouraging.

5.1.13. The police organization should evolve better corrective mechanisms for ensuring higher degrees of professionalism on the following aspects through debate, discussions, public opinion and internal democratic processes :

- Defective recruitment and promotional policies and procedures.
- Corruption in Police.
- Dysfunctional interference of politicians and pressure groups in police work.
- Ineffective supervision of subordinates.
- High levels of stress among police personnel.
- Poor reward system.
- Poor pay and inadequate facilities.
- Reactive, less-interactive and poorly structured performance appraisal system.
- Ineffective training and development plans for police personnel not ensuring lifelong learning. (Organizational learning mechanisms may serve the police organisation better).
- Absence of mechanisms for communication of recent rulings, constitutional amendments, judgments, and literature of significance to police personnel at all levels in hierarchy.



- Absence of motivational mechanisms for police personnel to pursue higher studies and to undertake research studies in police related matters.
- Defective and biased transfer policy in police.

5.1.14. Gore Committee on Police training (1972) recommended the establishment of 'Research Cells' in police training institutions. The findings of research studies reinforce the course inputs for promoting professionalism in police force. For example, Research findings will be helpful in improving the police functioning. The functions of 'Research and Programme Development Branch' of Canadian Police College are as under -

"The research programme is a set of studies which vary according to the priorities of the time, and which are relevant to the practices of leadership and of management within law enforcement. This ensures:

- that advances in law enforcement and related knowledge are brought into the College.
- that the College, on its part, contributes to the knowledge.
- that beyond classroom purposes, the knowledge be disseminated within the police community.
- that studies in support of law enforcement be encouraged within the social science research community.

The research studies reflect the emphasis given to :

- Canadian society as it influences the functions of policing,
- new police initiatives,
- police personnel development, and
- executive and senior executive development." Hence, creation of 'Research Cells' or 'R & D Wings' in police training institutions is very essential.

5.1.15. The Management Development Programmes (MDPs) for senior police officers on the following aspects may be conducted -

- \* Human Resources Management in police.
- \* Problem-Solving and Decision Making skills.

- \* Creativity and Innovation at work.
- \* Time and Stress Management.
- \* Vision workshops for perspective planning.
- \* Norm establishment and values workshop.
- \* Recent Advances in Scientific Aids to Investigation.
- \* Use of computers in Police - work.
- \* Vertical Interaction Courses.

(involving Politicians, IAS officers, Judicial Officers and Police Officers).

- \* Interpersonal Effectiveness Training.
- \* Personnel Management in police.
- \* Human Resources Development in police.
- \* Financial Management.
- \* Effective Policing systems of foreign countries.  
(U.K., U.S.A., Canada, Australia and Japan).

5.1.16. Rewards and adequate publicity for exemplary conduct, work and innovations of policemen should be given frequently.

5.1.17. To make the police force highly professional, the higher level police officers, as Kelley (1992) articulates, should create environments where exemplary followers flourish. They should act less as heroes more hero makers. Following findings of research conducted by Kelley may help police leaders: \*

"Leaders contribute no more than 20% to the success of an organization. Followers are critical to the remaining 80%.

- \* Two out of five bosses have questionable abilities to lead.
- \* Only one in seven leaders is someone that followers see as a potential role model to emulate.
- \* Less than half are able to instill trust in their subordinates.
- \* Nearly 40% have "ego" problems. They are threatened by talented subordinates and have a need to act superior and do not share the limelight."

5.1.18. National Police Commission's recommendations on various aspects of policing need serious consideration for implementation. Action plans may be prepared for approval by the State and the Central Governments for speedy implementation of recommendations to make police more professional.

5.1.19. To make policing more resonant with the peoples' demands and expectations action research work should be undertaken in the following areas at district level -

- \* People expectations survey.
- \* Police image.
- \* Citizens' complaints.
- \* Community resources for effective policing.
- \* Activity analysis of police stations.
- \* Crime Trends at district level etc.

The Senior Police officers should be trained in action research methodology.

5.1.20. At various levels, the police personnel should initiate formal and informal interactions with public, judiciary, journalists and media persons for gaining support in their work. It will ensure higher levels of professionalism in police.

5.1.21. Through training and other HRD mechanisms developing a feeling in policemen that they are the 'servants of people not the masters of people' will help them channelise their competence, motivation levels and power to serve the people for the greater good of our motherland.

## **5.2. Suggestions for further Research:**

The research studies in the following areas will help the police organization strive to the higher levels of excellence and professionalism :

5.2.1. Police-Politician interface for effective policing.

5.2.2. Establishing the bonds of collaboration for building-up linkages among various organs of Criminal Justice System.

✓ [ 5.2.3. Evolving mechanisms for transforming police organization into a learning organization for promoting professional competence of personnel.

✓ [ 5.2.4. Strategies for on-the-job training and development of subordinate ranks in police.

5.2.5. Developing training modules for all ranks on the following aspects:

- \* Role of police in modern India in 21st Century.
- \* Human Rights and Police.
- \* Scientific Aids to Investigation.
- \* Motivational Mechanics.
- \* Stress Management for Police.
- \* Investigation Techniques.
- \* Essentials of law for police.  
(recent rulings, amendments etc.)
- \* Human Relation Skills for Policemen.
- \* Report - writing.
- \* Management concepts for Police.

5.2.6. Evolving effective recruitment procedures for various levels in police.

5.2.7. Development and validation of psychological OB questionnaires and other evaluation techniques for use in police in the following areas -

- \* Recruitment.
- \* Training.
- \* Placement.
- \* Promotion.

5.2.8. Identifying indicators of efficient and effective professional performance in police.

5.2.9. Identifying personality and other psychosocial factors which shape highly effective and professional policemen.

5.2.10. Restructuring the performance appraisal system for better development of subordinate - ranks in police.

5.2.11. Public opinion surveys for pro-active policing.

5.2.12. Comparative studies of various police systems of foreign countries with the Indian Police System.

5.2.13. Role-linkage surveys of people and police for effective policing.

5.2.14. Research should also focus on developing less than lethal equipments for dealing with riotous crowd. Infrastructure for manufacturing weapons suitable for functioning effectively during civil disturbances, should be developed.

5.2.15. Survey of Judicial commissions' reports, police commissions and committees reports, Supreme Court rulings, important judgements reports and other important documents for drawing lessons for effective policing.

5.2.16. Trying-out the innovative models of policing like problem-oriented policing, community policing and proactive policing for increasing the levels of professionalism. Durai (1994) enlisted the following gains of Community policing :

- \* Better police image
- \* Better police morals and ethics
- \* High police morale
- \* Better discipline and professionalism.
- \* Humanisation of police force.
- \* Respect for 'Human Rights' by Police.
- \* Reduction in complaints against police.

- \* Effective Leadership.
- \* On-the-job development of police personnel.
- \* Job enrichment.
- \* Better job satisfaction."

Following effective models of community policing may be further validated by impact evaluation studies :

- i) Delhi Police Experiments (1989) (Shri R.Vijay Karan)
- ii) Mass Contact : A Karnataka Experiment (Shri A.P.Durai)
- iii) Community Policing by Friends of Police (FOPs) and Constables on Patrol (COPs) (Shri K.R.Shyam Sunder)
- iv) Community Services for Salt Lake and Lake Town (West Bengal) (Shri Rajat Majumdar)
- v) Community Policing in Small Town and Rural America - Weisheit etal (1994)
- vi) Community Policing Experiments in U.K.

5.2.17. To gain further insights into the professionalism in police; the perception of farmers, businessmen, weaker sections, minorities, landless labourers, victims of crime (blue and white) etc. should be studied.

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## APPENDICES



**SARDAR VALLABHBHAI PATEL NATIONAL POLICE ACADEMY  
(GOVERNMENT OF INDIA : MINISTRY OF HOME AFFAIRS)  
HYDERABAD-500 252**

For Research Use only

**OPINIONNAIRE  
PROFESSIONALISM IN POLICE**

1. HOW DO YOU DEFINE PROFESSIONALISM IN POLICE IN OPERATIONAL TERMS ?
2. WHAT ARE THE 5 MOST IMPORTANT REASONS OF DECLINING PROFESSIONALISM IN POLICE IN OUR COUNTRY ?
3. WHAT ARE THE FACTORS TO BE CONTROLLED FOR IMPROVING PROFESSIONALISM IN POLICE ?

**SARDAR VALLABHBHAI PATEL NATIONAL POLICE ACADEMY  
(GOVERNMENT OF INDIA:MINISTRY OF HOME AFFAIRS  
HYDERABAD - 500 252**

For Research Use only

**PROFESSIONALISM IN POLICE**

For Police Officers

1. Police Officers in India are expected to imbibe and uphold certain values in their day-to-day functioning. According to you, to what extent these values are upheld and observed in the day-to-day practice of police personnel?

	Very high	High	Moderate	Low	Very Low
1. Integrity	4	3	2	1	0
2. Respect for the fellow human beings	4	3	2	1	0
1.3. Honesty	4	3	2	1	0
1.4. Sincerity	4	3	2	1	0
1.5. Allegiance to Constitution	4	3	2	1	0
1.6. Respect for womanhood	4	3	2	1	0
1.7. Empathy to the poor and weaker sections	4	3	2	1	0
1.8. Truth	4	3	2	1	0
1.9. Feeling of Accountability to the society	4	3	2	1	0
1.10. Secular outlook	4	3	2	1	0

2. Suggest the specific areas of your job where you require high degree of professionalism.

- 2.1 Crime detection
- 2.2 Traffic management
- 2.3 Dealing with the public
- 2.4 Internal administration
- 2.5 Court Work
- 2.6 Men management
- 2.7 Use of modern weapons
- 2.8 Any other, specify

**SARDAR VALLABHBHAI PATEL NATIONAL POLICE ACADEMY  
(GOVERNMENT OF INDIA : MINISTRY OF HOME AFFAIRS)  
HYDERABAD - 500 252**

For Research Use only

**PROFESSIONALISM IN POLICE**

For Civil Servants

1. How far do you agree that professionalism among the police personnel is on the decline ?

2. What factors, according to you, have contributed to the decline of professionalism?

3. Do you feel that the existing Magistracy-Police relationship is retarding the growth of Police Professionalism? Does it need to be changed?

**SARDAR VALLABHBHAI PATEL NATIONAL POLICE ACADEMY  
(GOVERNMENT OF INDIA:MINISTRY OF HOME AFFAIRS)  
HYDERABAD - 500 252**

**For Research Use only**

**PROFESSIONALISM IN POLICE**

**For Journalists**

1. (i) Do you think that the professionalism among police is on the decline?

Yes/No

(ii) If yes, please state the five important factors which have led to the decline in professionalism among police personnel.

- i. Low educational level
- ii. Rude behaviour
- iii. Poor training
- iv. Lack of guidance in investigation
- v. Close linkage with politicians and other groups
- vi. Any other

2. Can citizens help in building-up professionalism among police personnel? If so, how?

3. What are the specific contexts in which you consider the police professionalism is absolutely essential?

1. Crime detection
2. Receiving public complaint
3. Traffic management
4. Dealing with poor and minorities
5. Any other

**SARDAR VALLABHBHAI PATEL NATIONAL POLICE ACADEMY  
(GOVERNMENT OF INDIA:MINISTRY OF HOME AFFAIRS)  
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For Research Use only

**PROFESSIONALISM IN POLICE**

For Officers of the Legal System  
(Eminent lawyers and judicial officers)

1. (a) How far do you agree that professionalism among police personnel is on the decline in recent years?

(b) Cite 1-2 concrete cases, if directly known to you, which show erosion of Police Professionalism?

2. Can you highlight the factors, which have contributed to a decline in Professionalism?

**SARDAR VALLABHBHAI PATEL NATIONAL POLICE ACADEMY  
(GOVERNMENT OF INDIA:MINISTRY OF HOME AFFAIRS)  
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**PROFESSIONALISM IN POLICE**

**For Activists/Civil Liberties Advocates**

1. How far do you agree that professionalism among police functionaries is on the decline ?

2. Can you suggest the possible factors which contributed to the decline in professionalism?

3. What are the means you suggest by which the police personnel themselves can check the decline in professionalism?

4. To what extent the citizens can help in strengthening professionalism among police personnel?

**SARDAR VALLABHBHAI PATEL NATIONAL POLICE ACADEMY  
(GOVERNMENT OF INDIA:MINISTRY OF HOME AFFAIRS)  
HYDERABAD - 500 252**

For Research Use only

**PROFESSIONALISM IN POLICE**

For Citizens & Professionals

1. (i) Do you think that the professionalism among police is on the decline?

Yes/No

(ii) If yes, please state the five important factors which have led to the decline in professionalism among police personnel.

- i. Low educational level
- ii. Rude behaviour
- iii. Poor training
- iv. Lack of guidance in investigation
- v. Close linkage with politicians and other groups
- vi. Any other

2. Can citizens help in building-up professionalism among police personnel? If so, how?

3. What are the specific contexts in which you consider the police professionalism is absolutely essential?

1. Crime detection
2. Receiving public complaint
3. Traffic management
4. Dealing with poor and minorities
5. Any other