CHAPTER VII

CONCLUSION AND SUGGESTIONS

A close study at the police behavior shows that the Indian police has become unruly and turbulent. A policeman often lacks an expected attitude of sympathy and consideration towards public at large. There is dire need today to identify the factors behind policemen erratic attitude and to take initiative to rectify the aberration in police behavior and helps them to achieve the ideal police culture.

There is a change in the methodology of crime and terrorism. Police is interestingly becoming weak and vulnerable because events have outstripped its professional ability to handle them or even learn from them. When new problems engulfs the society, new challenges are faced by the state, new demands are made of it and it is exposed to new threats, the police organization needs to be reformed. It is revealed during the study that the police organization strongly indicated that no serious effort has ever launched to reform the police and there is need to change the entire system. The coordination of the International Police organization with various countries helps to control the increasing rate of crime. The following areas concludes the whole study which revolves around the police department and further demands more initiatives and thorough study to launch police reform as a serious, political and administrative agenda. Taking into consideration the prevailing gap between the police and the public which is very wide despite the concept of Community Policing. It is quite hopeful that these blueprints of proposals will make a long way in strengthening the relationship between the two and thus, achieving the desired goal of a society which is free from crime with the mutual help of the police and public in a true sense.

7.1 Conclusion

Police Administration is a complex and sensitive field of public administration in India. Its dimensions are multi-faced and varied. It would not be out of tune to say that an
effective police system existed in India in ancient times, yet, it suffered a setback during medieval due to foreign invasions, subjugations and over tunes. The advent of the company in trying to consolidate the administration destroy the moral and social set-up of the Indian Society and it was only under the British crown that any sincere attempt was made to give a proper police set-up. Police performs various functions in their routine work. It is pertinent to mention that the police believe on the view that it is only meant to deal with crime, criminals without realizing any relationship between cause and effect, the criminogenic factors, various other irresistible and irreversible changes in society and social order. Now a days, the police work has been claimed as one of the most stressful occupation. Recent development in the field of political, socio-cultural and economic has affected the role, functions and manner of then performance. Police should be given full autonomy and made an autonomous agency in conducting their functions efficiently in investigation and detection of crime, interrogation and search. There should not be any political pressure on the mind of police. Scientific investigation of crime needs strengthening which cannot be done without forensic science support service. Police should be given more powers in context of their functions laced with modern equipment and hi-technology.

The science of interrogation is not fully developed in our country. There is need for developing scientific and psychological interrogation. There should be flexibility between the interrogations. Now, there are new techniques available for identification of criminals by police. No doubt, the potential of police is immeasurable but the cunning criminals of this era commit the crime and leave no traces and evidence behind them. The department should also be technological sound and modern in every aspect for maintaining the potential. Aberrations in police behaviors should be the focus of prime concern for any right thinking police leader. Howsoever best, the police may be performing on its professional front, unless due care is excused to keep them excesses under check, the overall output will be a progressing lowering of police image in public perception. People see how the laws are enforced in the manner in which they are enforced by the personnel working. This necessitates a change in the Policy of the Police at the functional level particularly in their behavior, attitude and approach to people who are at the receiving end of the police service.
A cultural reorganisation in the operational fields of police is required. A change in the style functioning of the police would be necessary to make them people friendly. It has been made clear during the study that appropriate training and re-orientation alone can change the negative mindset and encourage necessary attitudinal change.

Crime has become far more pervasive, subtle, sophisticated, lethal and ruthless. The criminal negligence of police in *Noida’s Nithari Village and Arushi Murder* Case and recent terrorist attacks took place in Delhi, Hyderabad, Manglore, Mumbai, Ahmadabad, Surat, Guwahati and some other centers was pointed out to be the breakdown of policing at each level, particularity at cutting edge and the complete erosion of police at the basic institution for internal security. The perverseness dereliction of the basic duty by the police has recently revealed during the trials of *Priya Darshini Matoo and Jessica Lal* Murder case in the Nation’s capital. These trials show that the Indian police have lost its sheen both in efficiency. The pressure of unpreparedness for facing challenges like terrorism and aimed crime in a systematic organized fashion has led to encounter death. It is clear from the above study that a comprehensive reform at every level incorporating every aspect of policing deserves urgent and immediate attention.

The Courts have played a balancing role between the societal need of crime detection through effective law enforcement and constitutional rights which an accused person possesses. The judicial dictates have served a purposeful purpose to expose and stop the use of third degree methods by the police on the person in their custody, when police administration channels have become callous indifferent. As in *Prem Shankar Shukla v. Delhi Administration* the Court said that handcuffing is prima-facie inhuman and unreasonable and absent of arbitrary fair procedure strategies repugnant to Article 21. Another example of serious action taken by the judiciary could be seen in *Joginder Kumar v. State of U.P.*, *D.K. Basu v. State of West Bengal*, *Parkash Singh and others v. Union of India* Comes at the very right time which opened the doors of reformation.

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1. AIR 1980 SC 1535
2. AIR 1994 SC 1349.
3. AIR 1997 SC 610.
4. (2006) 8 SCC.
process in police force by directing the states to enact their own police administration.

It is necessary that the people themselves may initiate reforms wherever possible. During the course of study and area that came up for criticism was the haphazard personnel management practices which makes the organization at certain level observe. Organizationally, the study has pointed out certain deficiencies. Most of this has been identified at the constabulary level where he has been given the least amount of participation in police functions accept mechanical, repetitive and drudgery. It has been made clear that proper training and re-orientation alone can change negative mindset and encourage necessary attitudinal change. In the background of rising crime, there is need to introduce required sophistication in the police organization to accept both criticism resistance to traditional police method.

A policeman omits the smell of frustration of dead brain cells. The leadership lacks the courage to think and act strategically. For proper functioning and efficient output, it is essential that Police organization should remain free from corrupted environment, political influence and frustrated employees. The skills of the police are not up to date and they are not learning the new ones. In this context, it is rightly said:

“You cannot fight today’s battles with yesterday’s solutions”

Therefore, to protect the nation’s security mechanism, the police organization should be made sophisticated in the sphere of new technological advancement and that advancement should inculcate in the training methodology for the right time recovery. The job of police is inherently conflictual. It is difficult hazardous even in normal times when it is related to prevention, detection of crime and maintenance of law and order. It becomes all the more challenging in situations of serious threats to internal security such as terrorism, insurgency besides posing a danger to the life, property of the people, subverting political institutions destroying its core values. Recently, in an Annual conference of Director Generals and Inspector–Generals of police, the Prime Minister Manmohan Singh while addressing the top brass cautioned the police forces to be prepared for the internal threat to the country. Making an indirect reference to the recent
Batala House Encounter following Delhi terror attack, he said that the police must seen to be fair in dealing with religious and ethnic minorities. He asked the police forces to be prepared for such an eventuality in future and to accomplish this purpose. Dr. Manmohan Singh pressed the need to set up task force to face the new challenges in the areas of terrorism, insurgency unrealism. He called for a setting up a task force to initiate a 100 days plan. The task force to be chaired by National Security Advisor would come up within 100 days with a roadmap regarding the decaled steps to be taken to ensure proper networked security architecture to deal with these threats. He further stresses and pinpointed recent terror attacks taken place in Delhi and some other centers and said, every time a terrorist attack took place, there was a public outcry over the failure of the Government, accompanied by the criticism of police intelligence agencies. I am aware that many terrorist attacks were prevented, thanks to the vigil of the police and intelligence agencies, but a single incident of reasonable magnitude cause repercussions and calls into question the capability and the capacity of the Government and is various agencies. These cautious statements to the police forces indicate that there is a growing danger to the internal security to the nation because of the continuous emergence of the new challenges in areas such as left wing extremism, terrorism, insurgency and realism. Therefore, there is a dire need for developing an integrated capability, besides improving ability to anticipate and pervert surprises through intelligence collaboration further strengthening inter-state and inter-agency co-operation ensuring innovation technological leadership. Last but not least, that the people repose faith in the Government and its agencies. The protectors of the country should upgrade their internal security mechanism for the betterment of the people’s faith strengthening democracy. Thorough study in the Police reform reveals that the police themselves may initiate reforms wherever possible and that changes at the police station level in treating the public with courtesy would be a good beginning. Police reforms should form part of a popular agenda, if it has to be transcending the present attitude of indifferent negative response.

The Indian police are running in twenty first century and people want a socialized police service which is professionally competent. A service people oriented police is the need of

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5 *The Tribune*, November 24, 2008.
the hour. What is required now is a democratic honored police. There is a need to evolve a strategy on the part of the police to initiate certain normal methods of improving social relations with the public. After all, what is required of the various sub-systems in police force is mutual trust, a spirit of “give and take”. Let us stress the common ground and overlook the narrow gulf. And if the suggestions mentioned work in a proper spirit, the day is not far when we shall be able to say, in the words of whittier:

Thank God! That I Have lived to see the time when the great truth begins at last to find an utterance from the deep heart of mankind earnest and clear, that all revenge is crime, that man is holier than a creed, that all restrain upon him must consult his good hopes, sunshine linger on his person health and love look in upon his attitude.

In this arena, the organization autonomy of the police, the question of political control is a matter that deserves serious discussions. There is need for more intense debate and expert opinion field. If policing policies are properly laid out the need for close political and bureaucratic control to micro-manage policing will not be necessary. The Parkash Singh case needs to be viewed by the State Government not as a threat to their authority, or it should be seen in a transparent and systematic manner. As can be seen from the above discussion, the study demands more initiatives in this regard.

### 7.2 Suggestions

Following are the recommendations to improve the police administration.

1. **Healthy Police Public Relations:** Good Police-Public Relations is the need of hour. Police should work as a public servant, it must work for the welfare of people and not a Director. Police must work as a friend and helper of people. A police station visitor’s week should be introduced in all over the country as it is working in Uttarakhand found enthusiastic public response it form part of policing paradigm for future. In this way, they get more publicity. Therefore,
police administration would be improved by Community Policing.

2. **Selection of able candidates:** In the coming time for the improvement of the Police administration, the candidates selected in police must be capable. Selection process should be made more objective, scientific, qualification emoluments of the policemen must be substantially reversed so as to attract better person. They are able to meet the demands of society and they must be aware of their duties, it can be possible only if the selection procedure is changed.

3. **Use of scientific methods:** One of the major reasons which are responsible for the bad reputation of police is the methods which are used during investigations by the Police. They are very cruel and inhuman. Those methods must be changed and scientific methods have to be used like mind mapping, Narco Test etc. The investigation should be conducted in a transparent way. For a top class investigation, there is need to develop a specialized cells to deal with each type of the major crimes like kidnaping, extortion, murder, car thefts, organized cyber economic crimes. Police lacks ‘the interest’ factor in conducting investigation. Therefore, a credible, transparent and effective methods should be evolve to make accountable police towards public.

4. **Modernization:** Police must used new methods, new source, modern means of transport and modern arms etc. So that efficiency of police is improved by controlling the crime and by that trust of the people can be win. There should be more modernized police force on the lines of foreign countries and for this purpose, the State Government should be properly allocated the trends per modernization in each district for modernizing police station by introducing science technology in their work. Funds assessing civilization committee should be set up for assessing the proper channelization of modernization process. Science must be fully invoked act as a dual purpose option as a check on the use of unjustified force on one hand and on other hand, documentary proof of police desire to pursue the actions strictly within the bounds of law. So audio and video technology during police interrogation must be used. Another problem faced by
the rural areas from urban one. Due to non-access of wireless equipment, police department suffers a lot. So, remote control devices should be brought to improve police administration in the rural areas. By increasing the efficiency of police by modernization, its reputation can also be improved.

5. **Rapid Action on complaints:** Delay can be the reason for the people’s loss of trust which has gone from the police. For the improvement of police administration, the police must take rapid action on complaints of the people, people want that police must not only hear their problems. But also give them rapid justice, so police must work on this side also. The investigation wing should not be mingled with law and order and kept separated for proper functioning of police. The PCR should be made technological hi-tech and technologically sound.

6. **Provision of adequate facilities:** Police is generally suffering from lack of resources, adequate force and transport etc. Until and unless, they are not satisfied from their jobs, they cannot do their duty properly. Therefore, for decreasing the corruption and increasing the efficiency, police must be given proper facilities. The existing police force is not satisfactory or proportionate to the crime. Personnel management should be improved. The extra police should be recruited at State and District level particularly at the constabulary level. Hence, this issue needs top security intensive planning. The Government should provide police personnel at field work with better accommodation, education, health and other social infrastructure which are needed at their domestic front. The police personnel who work around the clock in the field should be adequately provided with better working conditions. They need to be properly armed equipped. There should be better area wise transport equipment facilities to carry on police administration efficiently.

7. **Legitimate use of Powers and Rights:** Police must use their duties and rights properly, whenever, police used their powers and rights beyond their limits, its consequences had to born by the reputation of police. The attitude of police
towards public must be changed. Indeed, a law enforcement agency cannot function effectively if the public is antagonistic to its basic aim goal. The ‘Fear Factor’ among the public to approach the police for their grievances should be removed by strengthening more Community Policing Initiatives. The educational standard of policemen needs to be enhanced for changing their attitude behavior.

8. **Establishment of Branch of public relations:** For saving the public from problems and misbehavior of police, there must be branch of public relation in every police station and the one who is employed in these branches must be a common citizen, who not only registered the complaints but also take steps to give justice to the victims. It will result into better rapport between police and public.

9. **Better relation with Mass Media:** Today is the era of Mass Media, every one is directly or indirectly related with Media, so media is the only source by way of which everyone can meet common man, so police must take steps for better relations with media.

10. **Arrangements of Exhibition, Games, Police Fair and Seminar:** Police have to arrange the exhibition, games, fair, seminars etc. so they came into contact with public and share each other news, ideas, feelings, and helps to improve the police administration. The refresher course should be properly implemented. They should compile in their training phases to present them more informed rejuvenated policemen. The physical fitness programme for the policemen should be implemented in each district like Bhangra or cultural programme. It should be organized for their fitness and also reduce their stress level.

11. **Training of police functions in schools and colleges:** Government has to provide training of police functions, the problems which are faced by police in schools and colleges, so the coming and the new generation understands the functions of police and become a vigilant citizen.
12. **Prevention of Corruption:** Corruption is the evil which has been rooted in every field. But it is more established in the police department because it is very famous that police is not only misbelieved but also take bribe. Stringent punishments must be awarded to the corrupt policemen. They should not go easily. Police Complaint Authority should be provided with more teeth to deal with the manace of Corruption and and other irregularities. By this, to some extent reputation of the police can be improved.

13. **Lack of Political Interference:** The efficiency of police can be increased, by decreasing or lack of political interference. Generally the politicians used the police for their own work and they are compelled to do legal or illegal work on the order of politicians, like Judiciary, Legislature and Executive. They are different and not interfering in each other, same must be with police, political interference must not be there, so that, they work in a proper and efficient way to improve the police administration. Therefore, there is a need to be very few fundamental changes in the Police Act. Political pressure is a major problem in the police working. It should be removed at the early time. There is a great pressure on the shoulders of Police constable to top brass. All powers should be kept under the control of the Governor. A new mechanism of control supervision should be made which would help the state Government in an open manner under the framework of law.

14. **Rigid Discipline for Police Department is the essence of police service:** The objective will not be achieved merely by mechanical enforcement of disciplinary rules and procedures. It must be appreciated that discipline is just one of the several components of good management. The supervisory rank also have to show a strict observance of the norms which they expect from their subordinates. However, prompt and effective disciplinary action must be taken whenever, there is violation of the departmental norms.\(^6\) If police be honest and disciplined, then its reputation would surely be improved.

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15. **Organizational Structure:** The structure of Police organization needs to be flattened. As recommended by National Police Commission, there must be only two entry points—one at a constable level and the other at Indian Police Service level. This will provide opportunities for constables to rise to the ranks of investigators and supervisors. Accordingly, constables will have to be college educated and better trained. This will help in raising their status and necessary in improving their working conditions. The continuance of Indian Police Service cadre should be supported. Since, it attracts the best college graduates in the country and thereby injects fresh thinking at the leadership level. There should be co-ordination between the civil police and administration. However, system of local accountability for the Indian Police Service and the police by giving extensive powers to citizen Boards needs consideration.

16. **Changing the Police Culture:** The existing system operates as a colonel model where the organizational welting places police officers, especially the Indian Police service leadership at an elevated level that breeds class hierarchy and making style inconsistence with democratic ideals. By flattening the organizational structure and adopting modern management practices that makes the police function as a public service system, the present mindset of officers will slowly undergo changes. In the twenty first century, the Indian Police have to deal with cyber crimes, enforcement of socio-economic laws, terrorism, rapid development, urbanization, migration, highway traffic management. Then, it is the duty to inform or educate the people. So due to this materialization or development, the police organization need to have to change the police culture.

17. **Police attitude in Respect of People is more effective:** Police attitude in respect of people is not good. They continue to function and behave in an authorized manner though they become service-oriented. India is now a sovereign, Socialistic, Democratic and Republic. The police Department are being infected with evils prescribed to wrong type of attitude of policemen. Therefor, there are sufficient reasons to believe that the Policemen ordinary do not have a healthy
and responsive attitude towards the people and their problems. Therefore, there is also need to develop moral virtues for improving the image of police. Moral values must be given to police so that they can do their duty in a better way. In this way, the police become sincere and change its attitude in respect of people, then it will surely improve the police image and decrease the gap between the two.

18. **Police torture the offenders within limits**: Use of third degree methods by Police during the course of investigation has been subject of severe criticism and a matter of shame for the police as well as for the society. The police point of view is that there is no first degree method of dealing with the hardened criminals. Conversely, it is no more than true that no civilized society and still a less in a democratic society can tolerate and use of third-degree methods of torture, abuse and violence on suspects, involved in the process of sorting out real criminals. It violates the dignity of the individual. So for the improvement of police, it is necessary that the police use their powers within limits and observe Supreme Court case’s directions religiously.

19. **Human Rights Education for Police Personnel**: The Police should be sensitize to human rights issues. The Commission also circulated syllabus to all the states evolved by it in respect of human rights training for all ranks of the police force. In response, the Commission has been informed by police authorities of various States that they are undertaking regional training programmes and those concerted efforts are being made to sensitize their officers and men. Even though number of special workshops and seminars have been organised by the police authorities at the State level to emphasise the human rights imperatives of police work but, unfortunately violation of human rights are frequently seen. It is pertinent to mention that such training programmes, when properly structured and conducted, can have a salutary effect on the police officers and men and better the quality of their response, even in tense situations. There should be an authority to address the officers and men which discuss with them, their practical problems
which they are facing in the discharge of their responsibilities.

20. **Provide more teeth to Police complaint Authority, NHRC, SHRC:** There should be provision for providing enormous powers to Police Complaint Authority so that they can work or inquire independently against erring Police Officers. National Human Rights Commission and State Human Rights Commission should be vigilant about the violations of Human rights and provide speedy justice and compensation to victim of crime. There should be Prosecution of Corrupt policemen who are involved in fake encounters or torture. They must be given stringent punishments so that deterrent lesson reach to the other policemen.

21. **Improvement in Police Training:** Police training has been subject of serious debates in and outside the police organization. *The Gore committee’s* findings and recommendation have gone a long way to improve the organization and the police culture which is very much in accessible to all knowledge and learning.\(^7\) The present constabulary should improve their training by infusing in them more inputs of skills like interpersonal relations, public dealings and basics of computer. The misuse of office and corrupt practices are likely to be controlled. The Police Act should mandate careful selection, training and continuous learning on the part of officers. Efficiency of police investigation is fundamental to criminal justice. For improving the reputation of police, Government has to give them proper training because training is foundation of Police working. Training as an integral system of personnel administration. It needs a modern effective methodology. The investigation conducted recently in Arushi Murder reveals that the police are totally lacking in their finding. Better training boost up police morale. Hence, in order to make the police training healthy and effective, it should be intensified in a more sophisticated way.

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Therefore, all the problems faced by the Indian Police will have to be taken into account to re-organize the Indian police. The question of recruitment, training, corruption, service condition, political influence, stress management etc. are all inter-linked and will have to be taken as an integrated problem. The organizational structure and adopting modern management practices that makes the police function as a public service system, the present mindset of officers will slowly undergo changes which make them public friendly which would be helpful in Combatting Crime and it is the duty to inform or educate the people that it is a two way procedure to make the Concept of Community Policing a success.

*The police are the public and 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 interests of community welfare and existence.*

— Robert Peel