Chapter VII
Conclusions, Suggestions and
Policy Implications
CONCLUSIONS, SUGGESTIONS AND POLICY IMPLICATIONS

CONCLUSIONS

Policing in 21st century is very tough job because of rapidly increasing crime, changing socio-economic and political environment in the nation. The large-scale advancement of industrial and information technologies, the problems of policing also becomes a very challenging job in present scenario. The present study, "Policing in modern state: A study of policy and administration of police in Himachal Pradesh", has concerned relating to the role of police in the welfare and development of society in the state of Himachal Pradesh. The state police administration has considered certain policies relating to role expectations of policemen to fulfill the objective of welfare of society and also studying the socio-economic impacts and political factors on policing in the state.

The first hypothesis of the study is relating to the lack of rational policy of police administration which has affected its functioning in the state, proved true in the study. The study has revealed that there has been frustration among the police officials starting from Constables to the rank of Inspectors in the Himachal Pradesh police forces, because of over burden of duties imparted to them. The police personnel in Himachal Pradesh have to work for 24 hours in a day. There is lack of police force at police stations in town as well as in rural areas. The crime rate is increasing day by day. Police personnel at each police station level, have to do multifarious jobs, like patrolling, investigation of cases, beat duty, traffic control & collecting intelligence and keeping records of criminals of concerned areas and visit to courts for proceedings of cases etc. This all has shown their tough working hours and working conditions in the state.

The study reveals that Himachal Police is not following a fair promotion policy. The lower level police personnel are not promoted well in time, this resulted in frustration and no job satisfaction among them in the state. In recruitment procedure there are some degrees of political pressure as well as favouritism in the police department in the state. Due to political interference, the command and control structure has collapsed in the state. The attitude
and performance of police force depend to a great extent on proper recruitment policy need based training, interaction, support of public motivation, high morale of the force, and most important the leadership in the police department. However, all these facts are rendered meaningless unless the political leadership leads a positive attitude in the state.

Further, there is also an urgent need to change the organizational set-up in the police department created under police Act of 1861. Other factors which have affected the police force in the state are improper management of manpower, lack of career planning and lack of appropriate training at all levels in the police department in the state. The avenues for promotion, lack of resources, sub-human living conditions, lack of prompt appreciation of work, and faith in numbers rather than on quality, faith in display of force and visibility to control law and order situations, have also affected the working conditions of the state police.

The study also gives an idea that there is over senior subordinate gap among police officers and police personnel in the state, this ultimately leads to poor co-operation between them. The Police personnel are working under pressure that their senior officers can spoil their annual record in ACRs, which is compulsory for promotion. There is no periodical evaluation of work of senior officers.

The study reveals that the degree of morale and job satisfaction are very poor among the police personnel. They are working under pressure of seniors. Thus, the study revealed that all parameters of quality of life like, safe & healthy working conditions, adequate salary structure, security, social relevance of work life and immediate opportunity to used and develop human capabilities, future opportunity for continued growth have not at all visible in the work life of policemen in the state.

There is also the problem of single line communication in the state police hierarchy between the senior and junior officers. This denies senior officers access to many good suggestions, which the field staff possess by virtue of their daily brush with numerous practical problems. There is no regular practice or mechanism of frequent review of the pace and quality of implementation of decisions and this is the main cause of neglect of personnel and administrative matters, adversely affecting the welfare of the police
personnel in the state. There is also considerable wastage of manpower and other resources in the police, for instance, the orderly system, where educated young policemen work as domestic help in the officer's homes is an anachronism and causes enormous wastage of trained manpower in the state.

Police training institutions in the state headed by disgruntled and demotivated officers who only bide their time to manage a better posting need dedicated commandants who have good knowledge of modern methods and techniques of training. The police leadership is to be blamed for it, as provision of good instructors and training aids is within its administrative competence and financial capacity in police training institutions. It is found that due to lack of funds by the Govt. to police department, very small amount of money is spent on training to new trainees in police training institutions and due to lack of infrastructural facilities P.T.C. is not in position to provide training to DySP and NGOs in the state. The habit of reading professional literature is scarce among police officers especially from Constables up to DySPs in the state. As a result, the police personnel are very slow in accepting bold and new concepts, techniques and technologies for performing their daily tasks.

Further an area, which is found to be short of requirement in the police, particularly in the police station, is the staff for crime work. There are no measures taken to increase and separate staff for crime work and over a period of time the crime staff either have been repeatedly taken for law and order duties which disturbed their concentration in crime work or the personnel posted for crime work are below standard and unable to meet the requirements. The study reveals that there is a lack of police force in the state and due to this the district police is over burdened and police officers spent their lot of time in patrolling, bandobast and other duties in the police stations. Similarly middle and top level of organization spent more time on technical skills rather than human and conceptual skills, due to over burden of duties, over pressure of political classes on top to bottom has reduced the effectiveness of police officers at all the levels to act freely.

It is cleared from the study that the police in the state is moving towards a service oriented goal with broadening of its role. Both police and
social welfare are directly and indirectly related and there is need for greater mutual understanding, appreciation and collaboration with each other. Women police have made themselves felt by making positive and meaningful contribution in the modern police role in the state. These categories of human resources are required to be utilized to the maximum advantage for modernization and humanization of police system in the state. But still the strength of women police in each district is not sufficient to meet the purpose in the state.

There is no modernization in the police stations in the state and this is due to the lack of financial provisions to police department. The purpose of modernization in terms of computers, weapons and transport facilities face acute shortage in the police department. There is an urgent need of modernization of the investigation technology. There is no change from the earlier facilities in investigation and forensic sciences in modern times. The yearly requirement of modernization expenditure of department of police in the state is approximately 13 crores, out of which only 50 percent is allotted to the department every year, which is not sufficient to meet the purpose of modernization in the state. Due to this reason the modernization of police stations in all the districts is pending and in inverse condition in the state.

Further, Computerization of police functioning is rather superficial and peripheral. Not only there is a dearth of funds, the facilities and equipment available are not fully utilized. The much-publicized Polnet has not come into existence effectively in the state, due to some geographical problems recently. The finger print bureau are very archaic and the advent of computers is not by and large helped computerization of finger print bureaux. The finger print search continues to be manual in the most states.

There is no proper arrangement of lock-up system in some police stations and arrested persons are simply tied with windows, chairs or tables. The feeding charges for arrested persons are in sufficient for two simple meals a day. The funds for stationary per month is not enough even for a week. The traveling allowance for remote area is not given to the sub-inspectors or S.H.O. in many police stations in the state. There are no vehicles provided in many police stations in the state, vehicles like, Vans etc. are provided in many police stations for which only 20 ltrs patrol/diesel are
provided which is not sufficient to meet out the purpose or to hunting out the criminals, who run away after committing the crime in the state a common phenomenon that is why police reaches after commission of crimes in almost all the places in the state.

It is clear from the study that CID plays a major role of collecting intelligence about the crime and criminals, information about terrorists, anti social elements and criminal gangs in the state. The political interference also affecting the working of CID and deviating it from its objectives in the state. It is concerned only about collecting information of apposite party leader to find out their loopholes and using this as main weapon for election agenda in the state rather than focusing it on criminals in the state. There is also a lack of training procedures, methods, initiatives and programmes in the state CID in Himachal Pradesh.

The second hypothesis is about the role of police, regarding the development of society is ineffective due to failure of adopted structure and procedure, proved wrong. During the study it is found that in spite of colonial role of police force, it started changing due to change in present society. With the impact of globalization, modernization of life style, development of information technology, scientific advancements in all spheres of life in the state, the philosophy of policing in modern state is also changed in 21st century. Police has started some innovative schemes like, Community Policing Scheme, Suvidha Yojna, Police Assistance Centers, Sarakshan Yojna, Women Cell for ladies, H.P. Police Web Site etc. and all these schemes have started a new era of cordial police-public relationship in the development of society. The citizens also wanted to change the misbehavior of police during duties, modification in the infrastructure and procedures of the police in the state.

The study reveals that only 50 per cent of public are aware of these programmes in the state, and more attention and efforts are needed in this regard by the police department in the state. The people are very much impressed by this community policing schemes in the state and are in favour of these schemes in the society. Citizens of the state have viewed that it would change the image of police from colonial police to modern police of the 21st century, which would be very co-operative to the citizens and helping,
listening the grievances of common men and solving problems of layman, for which police force has established in real sense. Under Vishwas Yojna Gazetted Officers started visits to schools to tell the importance of police in the state and how the children can help the police in future keeping in view this, many school children have started visit to the police stations to become familiar with the police working and organization. It is also found that the process of police accountability to the people has suffered considerable distortion in the recent past from elite groups and politicians in the state.

The study shows that the Police generally harass the general public due to some internal security purposes, like checking during day or night to keep check on smuggling of drugs, narcotic substances like “Afim”, ‘Bhang’ etc. in the state from Kullu-Manali to Goa and other parts of India and also to inter national drug mafia. Police has harassed the public generally strictness towards law during emergency and requirement of time to keep control over increasing criminal activities in the state. As far as the state police there has no such incidence of cruelty of police towards public in the state. It is inferred that it is because of corruption in police, general public call them, ‘Thulla’ and ‘Wardi Wala Gunda’ in the state, rather than ‘Officer’ as in America and Britain etc. Further because of the fear of “Wardi Wala Gunda” many cases have solved at their own level. Due to this image of police in the state, public did not co-operate with police. Fifty six percent respondents of general public are in favour of state human rights commission, but forty four percent respondents of citizens were not aware about human rights. Further, majority of respondents of general public are in favour of increase in strength of women police in the state, because it can change the image of ruler police to service oriented police of modern world in the state.

Internet facilities reached homes and workplaces across the state and international borders, facilitating international operations of criminals. This fostered cyber crime including bank frauds, cyber gambling, pornography, cyber stalking, corruption of digital data through virus, disruption of the computer security system, hostile infiltration into computerized information data banks of security forces and theft of intellectual property etc. are the new horizons of committing a new type of crime in the 21st century in Indian states today, but as far as Himachal Pradesh, the cyber crime rate is very low in the
state since 2001 onwards. The pornography, public indecency, enticement of youth and making sexual assignments with youths in the cities and towns of H.P. through the internet and illegal SMS through mobiles and blue CDs etc. are particularly alarming on line actives in the state.

Further, the Hydro projects of Himachal Pradesh and its religious centres like Temples of the state are under threat by terrorists in the state require special security arrangements by the state Police Department. The pressure of population and scarcity of resources are going to give rise to criminality and criminal tendencies particularly among the younger lots, causing innumerable pressures on the law and order maintenance in the state. It is also found that a general attitude is also developing among people that any illegitimate act is possible, through money and patronage.

The credibility and dependability of the police is at the lowest ebb. There is big gap between public expectation and the police performance in the state. The common citizen takes the help of the police as the last resort. He fears the police, whereas criminals not only violate the law of the land with impunity, but also get elected to the law making bodies and hold the reign of the government. The system still functions in colonial mould, to sustain the government of the day in power. There is no doubt that it needs to be revamped, so that it becomes public friendly and effective in dealing with the crimes and criminals. It is necessary that the existing weaknesses in the police are set right.

It is clear that in a more liberalized Indian society of 21st century, there is a likelihood of increase in promiscuity and crimes, particularly sex crimes. The video parlors, live bands, snooker joints, cyber caffes, disco joints and pubs are fast becoming centres of mating and contacts of anti-social elements. This is likely to grow especially in all districts head quarters and famous tourist places/towns in the state of Himachal Pradesh.

The last hypothesis of the study is regarding the social, political and economic factors that affect the functioning of police administration in the state, also proved true. It has found that in real life, police some times does nepotism, favoritism for their near & dears by giving relaxation in criminal cases and many times for financial gains. This phenomenon has generally happened in lower level up to Inspectors in the state police organization. The
criminals and gangsters are not born over-night, they start by committing marginal crimes, like bootlegging and prostitution, unlike serious crimes like murders. In such cases, the prima facie victimless nature of the crimes, of marginal category tends to reduce the involvement of the society. Most of these marginal crimes are aimed at meeting economic ends. Such criminal's acts (the marginal crimes like smuggling, bootlegging, prostitution) provide services and goods, which though illegitimate have a demand. A section of the society has a vested interest in such crimes. Enormous discretion is available to the police functionaries at grassroots level in handling such crimes and the senior officers of the police department also do no regard the occurrence of such crime as a threat to the existing set-up and at the best they have only a mildly intolerant attitude of such crimes. Sometimes even the policies behind marginal crimes are not clear.

The study depicts that fifty percent people do not help and support police during duties and in detecting criminals. This scenario really creates problem in detection criminals and providing speedy justice to the victimized person in the society. This all shows the negative image of colonial police in the 21st century still existing. Majority of respondents of police are belonged to middle and lower class i.e. 87 percent respondents of Constables and up to Inspectors. It also depicts that their family and social environment has responsible for their corrupt nature to fulfill their lust for money is also one of the negative image of police today.

The study reveals that seventy one percent respondents of all the categories have accepted that social relationship and nepotism has not created any problems in their daily working, but twenty nine percent respondents of all the categories have accepted that due to social relationship and nepotism some times some police officials give relief in law sections in lodging F.I.R.s in police stations and in putting challan of cases in the law courts. It shows the weakness and failure of law enforcement agency upto some extent in the state. Thirty three percent respondents of all the categories in which thirty percent respondents of constable and above ranking have joined the police force due to non-availability of jobs in the state. This percentage of NGOs are actually responsible for non-seriousness in effectiveness and corruption in the police and spoiling the work culture of the
Twenty nine percent respondents have joined police force due to status and authority of police. This all shows that they all bear police uniform not for serving the society, but for fulfilling their ego satisfaction. Only the majority of DySP and above official ranked persons have not satisfied with present existing culture, while all lower ranked police personnel are adjusted because they have no other option.

The study analyses that political environment of society has direct effect on police working in the state. Police personnel some time become puppet in the hands of politicians for financial gains, especially at lower level. The majority of police personnel do not like to be controlled by politicians because their independent functioning affected because of this. The criminalisation of politicians become a common scenario in the state, today. The involvement of criminal background people in politics, wake of anti-social elements who exploit their proximity with the politicians to gain protection from possible police action under law. The ruling party oftenly practice this in the state. The study has revealed that politicians create such circumstances for the police officials where they are forced to make compromise with the political supremacy, which threatens them to transfer to tribal area of the state.

It is clear form the study that the police is not fair and impartial in its dealing with the public in its attitudes, behavior and investigation of crimes. The general impression among the public is that it only takes care of the interests of the political and social elite. It is believed that it is a tool subject to the manipulation by the party in power. There is also a feeling of prevaience of rampant corruption at various levels in the department and some times are not registered without pressure or recommendations. It is also found that interference with any police system by extraneous sources especially the politicians encourages the police personnel to believe that their career advancement does not at all depend on the merits of their professional performance. It is only be secured by currying favour with politicians.

The present picture analyses that the liberalization of the world trade and economy is going to usher in a different scenario for policing in the state. The study clearly shows that economic factors also affected the police administration in the state. It is found that low pay scales have responsible to do corruption at lower level up to Inspectors in the department in the state.
is fact that order and security are essential conditions for economic growth. To achieve economic growth, police is most important system to stop economic crime according to the majority of respondents but white collar crime like corruption in police is also like rusting of iron, whoever strong it may be similar way it weaken and spoils the moral and motive of police force. It is found during interview that majority of respondents from Constables upto Inspectors are involved in doing corruption.

**SUGGESTIONS AND POLICY IMPLICATIONS**

In 21st century, police change its image from colonial police to modern police, for this police Act of 1861 should be changed & modified according to the need of present hours. Many Acts of Police Act 1861 are out dated and having no relevance in the modern world. Police persons feel bounded to the district magistrate, inspite of this SP of police should be given the power to act on the spot on the right time without waiting the orders of S.D.M. or D. M. in a district. This will ultimately increase the moral of police officials and provide their best service in maintaining law and order in the district. Police has to change its past role and should act as an agent of social change in the state. The police is the right hand of any ruling government, so it should be strengthen by the govt. by making strong polices to develop morale and job satisfaction of every police personnel in the police department in the state.

To increase the moral & job satisfaction of police personnel, the pay scales of all the police personnel below DySP ranks should be revised and should be changed according to their duties. Further, to increase the motivation of police personnel, the working conditions should be changed by the government as because they have to work for 24 hours and are being paid for only 8 hours, this phenomena specially happening in the police force and reduced their moral and motivation to work willingly. Because of this over burden, policemen resulted in many health problems like, high blood pressures, tension, sugar, heart problems, headache, poor digestive system etc. Thus to over come these problems their working hours should be reduced to 8 hours and should pay more for over time during duty in the police stations.

The financial provisions of police department should be increased by the govt. to provide good transportation facilities in police station and they
should be provided by new police Van’s /Jeeps/motorcycles etc. to prevent the escape of criminals from the spot. Special money package should be also given to the each police station regarding situation of crime in particular area. Further money for stationary etc. should be increased at each police station level in the state.

Due to rise in population, education, tourism and urbanization in the state, there is an urgent need to well equip police force in the state and districts level. To keep check on tourists, police department can start a separate tourist wing, under tourist policing concept, which will guide, keep check of criminals, surveillance the suspected persons, and can easily collect the intelligence and also catch the criminals at the spot, from the each tourist place in the state. This will need more police personnel in the police department because of over burden on each police men in each police station strength of police force should be increased to double the strength at present in the state to implement all the policies for the development of society in modern state.

To reform police force, it is the constabulary, which needs to be over hauled and reformed since majority of police force is constituted by the constabulary. More over, mostly it is constabulary, which comes into contact with public and performs all duties in the field. Thus it becomes most important that what type of stock we have and by what means we select them. As usual, quality is going to dominant quantity and to have quality of officers we need a fair and just selection procedure. First of all corruption, which is prevailing at the time of recruitment of constables needs to be checked. By corrupt practices we compromise with quality, which is unacceptable at any cost. The candidates must be thoroughly tested by putting them to various types of tests viz. psychological tests and language test apart from the physical tests.

Stress should be given on training to change the behaviour pattern of police men, as majority of police personnel specially at lower level are of old age, they should be given the proper training to behave in well manner with the general public in the state. It is found that police behaviour is an out come of social, political and economic culture of state. Thus the remedy lies in changing our thinking living and education level too. Further, developing the
sense of discipline, nationalism and the stint of education and personnel duties in generation should be created. Training to directly recruited police officers viz. Assistant Sub-Inspector, Sub-Inspectors, Inspectors and DySPs should be started at Police Training College (PTC), Daroh, for this govt. should provide more funds and provide facilities to the trainees in this training college at Daroh, H. P. Govt. should establish Himachal Pradesh Police University to provide professional training & knowledge to the trainees of police service and should conduct research on police sciences. Keeping in view the role of police in 21st century, the content of training can be modified. Starting from the basic training, police officials must be exposed to the computers and other state of art, technologies prevailing over the world. In outdoors the police officer must be exposed to the sophisticated weaponry keeping in view the problem of global terrorism in 21st century. Police officials must be imparted training in counter insurgency and jungle warfare and there shall be compulsory attachment with the army in order to implement the Internal Security Scheme and for better coordination during internal security duties.

The training of the IPS officers should be modified to change their attitude towards the constabulary rather than emphasizing army pattern of the organization, they should be trained in human resources management. Training is the most impressionable stage in a police career. The goal should be to evolve a culture where corruption is disparaged. Also to generate peer pressure against passive acceptance of so-called ‘police culture’ where corruption is seen as a way of life. Training course at different levels should repeatedly reinforce.

Subjects like ethics, morality, behavioural pattern, stress management, national and international developments etc. need to be included in the curriculum of induction training as well as refresher training. A system of monitoring the function of instructors selecting right candidates for special training and utilizing them in that field has to be evolved. Refresher training need to be organized at regular intervals for the ranks of constables to inspectors so that they will acquire knowledge on the latest skills in their job which will boost their morale and interest in their profession. Police personnel need to be encouraged to continue their education after taking up the job.
Training for reduction of violence should be continuous. There is need for constant refresher training in violence prevention skills, otherwise, skill learnt are likely to atrophy into uselessness. Training should also address the role of police officers during non-working hours. Administrative authorities must define what they expect off-duty officers to do and to refrain from doing.

To increase the moral and motivation of police personnel at lower level the promotions should be done well in time, it should be done on prescribed period of time, which will boost up the subordinates to work effectively. The transfer should be free from political will and should not be done on partiality.

Police force must abandon the system of promotions based on seniority and number of years of service. But promotions should be based on continuous monitoring and evaluation of the official both indoors and out door subjects. All the additional inputs he or she has received through in-service course and the actual performance in the last assignment must be given due weightage at the time of promotion. Performance should be given preference than to procedures. There shall be no certainty in promotions with respect to time. Performance may not be linked with the quantitative incidence of crimes rather, it should be evaluated on the basis of out puts i.e. the number of case worked out and convicted. Further, performance and promotion should also be based on the human rights record of the person in the police station, number of complaints received and found true against him and his contribution to improving the police image and enhancing police public relations.

Politicization of police force is another abuse in the democracy at present times. The success of any police officer up to DySP level & above depends up to certain level on politician, and behave some puppet in hands of politicians for promotion. This scenario of police and politics should be removed and hence effect the justice to the general public. Further also up to some extent industrial development has affected the police working in modern world. Such type of relations should be under close supervision of senior officer C.B.I. and I.B.

The living conditions inside the police station should become a matter of priority with the senior level police officers. The provision of rest and recreation rooms in good condition fitted with coolers etc, good and well
maintained canteen which may also store household goods of daily use at reasonable prices, provision of a dining hall with proper sitting arrangement and quality food along with safe drinking water should acquire a priority on the agenda of police reforms. Thus, police friendly environment will promote people friendly or human rights-friendly frame of mind of the police. There should be regular checkup of the up-keep of the lock-up in the police station to ensure proper sanitary condition and prevention of over crowding and mal-administration. The superiors should also check whether the inmates were being given food with prescribed standards.

The process of upgradation should be a continue in the police department and this needs regular research and planning in every functional unit. Human rights must transcend all places people and palaces, human rights must be omni present, omnipotent and omni conscience and the same must be bestowed upon the humanity with materials, mental and moral where withal. The 21st century policing, particularly in the state would require altogether a new orientation where the police personnel should have to be conscious of the human rights of every individual and not take any action which would deem to be violating the dignity and self respect of the individual. This would require better appreciation of the situation to collect evidence to nail the accused instead of nailing the accused to collect the evidence.

Another factor which reduces the effectiveness of any organization is cordial relationship between the senior and subordinates in an organization. In police department over senior-subordinate gap should be reduced and their behaviour should be changed and cooperative towards the subordinates. This will also increase the efficiency of their subordinates in the force. The procedure of performance should be good and rationalized during writing annual character reports by the senior officer and free from partiality and should be of motivating behavior to work effectively. The seniors shall have to give an empathetic and friendly treatment to the juniors. In other words, the policeman deserves more humanistic behaviour towards them. If that happens, it will produce a positive impact on the policing values and norms of action towards people. The constabulary should be trusted and given more responsibility. The nomenclature of the constables and head constables should be changed as the “police officer”. Senior should not only undergo
training in attitudinal change but implement in it practice too, and cultivate the habit of appreciating and motivating their subordinates for better performance.

There is need to select honest police personnel in all the levels of traffic police rather than corrupt police person or political backed police person for the post of traffic constables to Inspectors in each district police stations to reduce corruption in police. Higher authorities of the Traffic Department should take the initiative to initiate dialogue with different television channels in creating awareness of traffic controlling system among general public. Providing a platform for the Traffic Police Officers of al levels to share their problems with the higher authorities frankly and openly will be one of the outlets of releasing job related stress. A common fund should be generated for extending support to any staff during severe health and other family problems.

Intorduction of Yoga and meditation to reduce stress should be utilized Spiritualization of police, laying focus on love, compassion, help, morality and character may also be help full in brining down the levels of police brutality, rationalization of work load and introduction of duties should also be there.

The victims should be given right to known the status of investigation, as suggested by Malimath Committee, and to move the court to issue directions for further investigation on certain matters to a supervisory officer to ensure effective and proper investigation to assist in the search of truth. Police need to understand that all its efforts of investigation are futile if it does not enjoy cooperation and co-ordination with the prosecution, and equally well the vice-versa. Thus both need to work in close association with each other.

In the 21st century, with the total change in all the spheres of life there will be an increase in expectations of public. So the gap between expectations of public and performance by police has to be abridged. Unless and until we seek full co-operation from public, police cannot be successful in any of it's actions. Therefore image of police has to be revive in the years to come. Thus, public relation building exercise should be initiated at an earliest by opening public relation cell in each police district.

A very large percentage of policemen and officers are over weight and shabby-looking. The uniform upon a disproportionate body looks sloppy. A smartly dressed policeman having a lean and strong physique evokes admiration and awe. The officers themselves ignore the adverse cosmetic
effect of unhealthy and un-kempt looking policemen on the police image. It is a major responsibility of officers to improve the general health and turn –out of police personnel.

Courteous behaviour, just and fair handling of public complaints and transparency in their functioning must be consciously developed as compulsory traits of a policemen, lest the people lose whatever little faith is still left in the police. In 21st century, the policeman will have to be a thinking person who uses his mind more than his muscles. The paramount responsibility of in-calculating attitudinal reform in the police rests with its leadership. It is a basic command function to improve the quality of junior officers and men in the organization. Complaint and suggestion Boxes should be introduced in every police station. Local mass of population especially the vulnerable section of the society can express their complaints, grievances by maintaining anonymity. Retired police officers should form consultative groups and share their real life experiences of policing with the common mass. They should use the media to highlight the pros and cons of policing, problems encountered as well as to unfurl the hitherto unknown aspects of police & policing. The retired police officers consultative group, if formed should advise local citizens on matters related to civic issues, on law enforcement.

The policewomen and programmes started by H.P. Police from 2001 onwards like, ‘Community Policing Scheme’ etc. should be motivated, for this purpose more and separate police personnel should be attached to it at police station level by SP, so that more & more contact should be done with the general public and motivate public to co-operative with the police, so that cordial and heathers police-public relation can be built up in the state.

The role of police is changing and police has to play a role in socio-economic cultural and political development of the state in present scenario. The police can be changed into an agent and rights sensitive if the political masters and the police leaders come together to take a holistic view of the contracts and duties of the police force. The society has a need to care for its police in order to get human response from them. Both the public and the police can be mutually supportive and responsible. The women police cell in district police helps in changing traditional police role to service oriented goal of police in the society needed more strength of women police so that a
people friendly atmosphere can be built up in the society. It is time to think about the implementation of police reforms as suggested by a number of commission including the National Police Commission, Padammabhai Committee and Rebeior committee etc. to learn and internalize the core values of service, openness, mutual trust and expectancy, innovation and total dedication in its relations with the people.

Successful implementation of community policing experiments require an infrastructure, which to a large extent is not available. A high level of civic sense contributes to schemes success. In the present social political scenario there has been an erosion of civic sense, moral and ethical values. It is necessary to rejuvenate the educational system of the state. Chapters on "Police Administration", policing should be included in the school syllabus. At the college and university level criminal justice system and its operation should be taught. Social science department of universities should set up research institutes where issues on different aspects of police and policing, like community policing, psychological stresses suffered by the police personnel may be intensively probed and researched. A joint effort of social scientist and police personnel may pave the path towards an arduous journey of a crime free society. Institutionalization of community policing programmes should be done, even though institutionalization has some negative consequences, yet it is necessary to institutionalize the schemes & programmes (at least tie-up with some social welfare departments) which will ensure the implementation of such community policing schemes even when political and departmental leaders change.

Police station should have provided by new infrastructure like, buildings, computers and new means of transportation etc. to change the colonial image of police. The police station should have different units like investigation units, intelligence and operations unit, logistics unit, community police units etc. These should be manned by the newly decided rank of the police officer. The unit in charge will be called the police team leader. They will not be higher in rank compared to their members but will be selected on the basis of competence by the police station in charge. It will be prerogative of the police station in charge to select the team leaders and the supervisory authorities will not interfere as it is expected that he will select the best of the
police officers as the performance of the police station will deepened on the performance of these team leaders and their teams.

Corruption is the root cause of both politicization and criminalisation of the police force. In addition to corruption on an individual level like organized crime there is also organized corruption in the form of "Hafta" or group collection. In spite of such rampant corruption, no concerted, fast and uncompromising steps have been taken to put down corruption. Instead of being put in the fear or rising job, the corrupt person is encouraged by these half-hearted measures. The common response of shifting an officer who is well known as a corrupt person to an 'inconsequential post' is a mockery of administration. Corruption has to be fought on time fronts. The status of the Constables, the living and working conditions, proper housing, some facilities like provision for schooling of their children, medical help should be improved. The other hand, a war has to declare against the corrupt personnel. A group consisting of a senior police officer known for his integrity, an IAS officer and a law officer of the govt. should be tasked to prepare a new departmental Enquiry Manual, under the supervision of the CVC.

'Police officer' property returns, in the beginning of their service and annually must be ensured. It must be made compulsory for non-gazetted officers also, to file properly returns. Property return should be in three parts: First part should relate to property hold by officer, second part should relate to property hold by his/her spouse, third part should relate to property held by his children. The source of money for acquiring the assets should be clearly indicated.

Availability and accessibility of police officers at their offices to the public is absolutely essential. It is a universal complaint that right from SHO onwards, very few officers are available in their offices and if available, are not accessible to the public. It is again a universal complaint that it is generally impossible to reach these officers on phone also. The general reason given for non-availability is that the officer is on VIP duty. May be it is not true and is only an excuse. We strongly recommend that all officers must reserve sufficient time in a day to meet the public and these timings must be well publicized. Such accessibility would give valuable feedback about working of
the subordinates, builds confidence in the public and would improve police-
public relations in general.

A carbon copy of the First Information Report (FIR) should be handed
over to the complainant and his signatures taken for having received it. The
distinction of cognizable and non- cognizable should disappear. The
supervisory officers must examine all arrests and searches. The station house
officer and circle officers must properly ensure the service of summons and
warrants. Bails should not be accepted at the police station except with out
the written order of the circle officer or the Superintendent of Police.

Strengthening of anti- corruption Machinery like CBI. Establishment of Lok
pal and Lok Ayukta should be done through constitutional amendment.

Telecommunication training for police personnel in the state is not
satisfactory. Police personnel should have the basic knowledge of
communication. Present training is centered only on operating/handling of
wireless sets and fax. More equipment should be added, as it does not cover
other advanced areas in telecommunication. The exposure to the latest and
state of the art equipment plus and latest trends in communication should be
given at National Police Academy and to some extent in state police training
college, Daroh too. Officers are not imparted any telecommunication training.
It results in network indiscipline while communicating. Refresher courses are
necessary to cops up with the latest developments in the field of
telecommunication. Telecommunication training should be made compulsory
for every policemen in the state. With the advent of IT, it is imperative that
police personnel in the state should be given adequate training in telecom and
computers to make themselves more efficient in policing.

Further, Finger Print Bureaux, facilities in forensic science laboratories
are unsatisfactory in the state. Forensic science should be established in
various parts of the states and competent experts should either be recruited
or taken on contract basis to fill up the posts, which have been lying vacant for
decades. Regular and enough funds should be made available to Finger Print
Bureaux and Forensic science clubs in the state.

The Internet facilities have reached homes and work places across
international borders, facilitating international operations of criminals. This has
fostered cyber crime, including bank frauds, cyber gambling, pornography,
cyber stalking, corruption of digital data through, viruses, disruption of the computer security systems, hostile infiltration into computerized information data banks of security forces, and theft of intellectual property are the coming new horizons of cyber crimes in 21st century, to overcome and tackle these crimes, there is need of separate cyber crime cell/force in police department in the state. Thus cyber crime force should be created separately to overcome these new type of crimes in the state.

The CID should be free from the jaws of political evil in the state to achieve its objectives and goal for which it has established in the state. CID should not used to collect the information of political reveals in the state only. It should collect the information of crime, criminals and terrorists and anti-social elements in the society. Proper training should be imported to CID personnel in the state for this a CID school of training should be run in collaboration with center govt. with the help of I.B. and C.B.I. in the state, more training programme should be organize for the CID personnel to meet the security and intelligence purpose in present scenario in the state. CID should be high-tech to cope with the terrorism situation in the state. It should be provided by good transportation and communication facilities in the state. The organizational strength should be increased in CID and more skilled educated and intelligent persons should be recruited in the state CID. The personnel should not be transferred to battalions or district police for effective working of CID in the state.

Reforms are required not only in the police, but in all sectors connected with the prevention, detection, and prosecution of the crime and the judicial system. One without the others would not serve the required purposes. For an efficient criminal justice system, it is essential that not only the police should be very efficient the prosecution branch should be well officered, with dedicated officials. The system of judicial administration should also be streamlined by suitably increasing the number of courts, and also changing the laws to bring them on a par with the changing social scene and society. An efficient police without an equally efficient prosecution agency and a responsive judicial system would never be able to meet the challenges of a changing society. It is no use finding fault with the judiciary because in the existing system of laws, violent characters and known criminals get away. The
judiciary is required to go by the evidence placed before it. It acts more like an umpire. It is not its job to hunt for the real criminal. It is unlike the French system where the investigating Magistrate also acts in the interest of the justice to find out the truth, when we find fault with the judiciary, it will be fair only to say that judiciary is ham shackled by the rules of the Game under which it is required to provide justice. Many judicial luminaries, including the law ministers, former chief justices of the Supreme Court, Prime Ministers, and even the President have remarked about the urgent need for judicial reforms.

There is an urgent need of setting up (i) state security commission, (ii) police establishment board, (iii) police complaint authority at district level. Further there is also an urgent need in future regarding the advanced technological application can have beneficial for policing which should be adopted, to modernize the police force of 21st century in the state.

DNA Analysis- can help identify a suspect by even a small sample of hair, sweat or blood from the suspect.

Net Working Analysis – is an application of topology to understand gang membership, cliques and organizational bottlenecks.

Ecological Analysis - of urban areas using census information helps understand criminality of place and location of hot spots.

Informatics & Crime – seeks to understand the impact of modern communications on crime.

Geographical Profiling – helps understanding the probable places of residence/work from knowledge of where they commit crimes.

Criminal Profiling/Modeling – helps understand the behaviour patterns of criminals to determine their characteristics and identity.

Cyber Surveillance & Behaviour Modeling – deciphering the pattern of messages to identify the identity of the cyber-offender.

Smart Gun Locks- matches the fingerprint of the user and prevents unauthorized usage.

Accessing & Monitoring – from an off-site is used for keeping surveillance from a distant, safe and secret location.

Firewalls: Virtual Proxy networks – prevent intrusion by compartmentalizing the network domain.
Crime Prevention through Environmental Design- uses information about the environment (both physical and socio-economic) as well as situational to block specific crime types.

All these above technologies should become apart of professional police departments in the near future. Just as wireless, motor-vehicles and cameras are seen as essential for the Indian police, the time is not far away when above-mentioned technologies would also be seen as necessary for any police department.