CHAPTER VII
RECRUITMENT, TRAINING AND CONDITIONS OF SERVICE

Overview

In this chapter an attempt has been made to analyze whether the present system of recruitment, training and conditions of service is adequate or any changes are required for the effective functioning of the District Police Administration.

Recruitment

The efficiency of a Department largely depends upon the intellectual and technical qualifications of its incumbents. No matter how sound the structural organization or managerial mechanics may be, administrative excellence can never be attained unless the organization is staffed by intelligent and energetic persons. If the Police service is manned by qualified, alert, honest and industrious and dedicated persons, its public image and reputation will certainly be of high order. Any attempt of reform or reorganization of the existing Police organization, therefore, necessarily presupposes the introduction of a sound and correct recruitment procedure. There cannot be any place for inadequate persons in any rational scheme of recruitment.

Problems of Recruitment

An important problem of recruitment is whether the recruitment should be at one level or at three levels. Recruitment in the various Police forces in India takes at three levels. Except in Punjab and Haryana, direct recruitment takes place to the rank of Constable, Sub-Inspector and Deputy Superintendent of Police. In

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Punjab\textsuperscript{2} direct recruitment does not take place to the rank of Sub-Inspector, but to the rank of Assistant Sub-Inspector. There are also few direct appointments to the post of the Inspector in Punjab.\textsuperscript{3} Whether direct recruitment should be made only at the lowest level and each higher rank should be filled by promotion, or the present system of recruitment at various levels should continue. When the present system of recruitment India was introduced, the standard of general literary in the country was very low. If at the time a high educational standard had been fixed for the constable, it would have been impossible to get sufficient recruits on the party and status offered, it was difficult even to get a sufficient number of candidates who had passed the middle class examination for recruitment as Constables. Hence, the educational standard required of a constable was bare literacy, and mere stress was laid on physical attributes. Moreover, the Constable of those days was looked upon as a sort of automation possessed of a good physique and trained to carry out orders in a mechanical manner without using his own intelligence or discretion. This worked more or less satisfactory up to the 1920s but generally as the educational standards in the country standard rising, it was found not enough to make a good Police constable. So a higher educational standard was prescribed. When India attained independence, in most of the states the minimum educational standard required of a constable was the passing of the middle class, though matriculates were preferred in many states.

In most of the countries of the world, two or three recruitment has been adopted. Only in England, recruitment is confined to the level of Constable, and the position has become so traditional in England now that it is impossible to change it and introduce recruitment at different levels. The Royal Commission of

\textsuperscript{2} Ibid., 1962.
\textsuperscript{3} Ibid., 1962.
1960 naturally was bounded by the Government decision that recruitment must be at the lowest level, but it expressed grave concern with the fact that even amongst Chief Constables there were very few University Graduates. The Commission made various recommendations designed to improve the educational standard of men after recruitment. For people who had qualified at the Grammar school the Commission recommended that the constable should be eligible for promotion to the next higher rank of Sergeant (Head Constable in India) within three years of joining the cadet course. The Commission also felt that if this prospect of quick promotion to higher ranks were held out, it would be possible to attract university graduates in the lower rank also. In other words, whilst the Commission’s hands were bound by the Government decision that there should be no recruitment at any level higher than that of the constable, the Commission was not at all satisfied with the quality of men, the Police force was getting both at the lowest level and (by promotion) at higher levels to lead the force.\(^4\)

Therefore, it is desirable that recruitment should be kept open at three levels. They are Constable, Assistant Sub-Inspector of Sub-Inspector and Assistant Commissioner of Police/Deputy superintendent of Police/Assistant superintendent of Police.

**Recruitment at Constable Level**

Whatever is the complexion or composition of the Police force in a country, the vast majority of the Policemen will be of the rank of Constable or of officers who have risen by promotion from that rank. The public’s contact with the Police is usually the contact with a Constable and so the impact which the Constable makes on the public mind by his work his attitude, his performance, promptness, Conduct, culture and education. There may be brilliant officers at the top of Police force, highly cultured and efficient, but the man-in-the-street

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remains unacquainted with them. He sees the Constable every day, and in his eyes, the Constable is not only the representative of Police organization, but is the visible manifestation of the executive arm of the Government. Therefore, no Police force can be satisfactory from the point of view of the public unless the Constable gives satisfaction.

If he is not educated, intelligent, interested, painstaking, alert and physically vigorous, he will not be able to meet the demands that will be made on him in rapid succession. A single alert Constable intelligent and mindful or his duties with initiative and proper judgement may be able single handed to prevent a small incident on a public thorough fare from developing into a serious communal riot, which may extend to other parts of the country. On the other hand, failure at such a crucial juncture may well prove calamitous.

So from whatever angle one sees this pivotal Policeman, it is essential that he must be a man of stature, educated-intelligent, alert, truly interested in his work, possessing, a good judgement, initiative and courage.

Some people fondly that even without improving the standard of the constabulary. The position can be improved by increasing the percentage of officers. But they do not realize that a certain number of individuals are necessary for the performance of certain types of work.

**Educational Qualification**

The Punjab Police Commission recommended that the passing of the higher secondary school course should be the minimum qualification for a constable. The Uttar Pradesh Police Commission recommended that only matriculates should be recruited. The Bihar Police commission whilst fixing the compulsory educational level at the 8th standard in the higher secondary school recommended that

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5 Ibid., 1968, p.412.
preference should be given to matriculates. The Maharastra\textsuperscript{8} and Bengal\textsuperscript{9} Police Commission whilst raising the educational standard did not insist on matriculation being the minimum qualification. What influenced the Bengal\textsuperscript{10} and Maharastra\textsuperscript{11} Police Commissions was that, at the pay, which was being offered, it was no use insisting on matriculates, for in that case there would not be enough recruits available. This must also have influenced the mind of the Bihar Police Commission\textsuperscript{12} when it refrained from making a categoric recommendation in favour of only matriculates being recruited.\textsuperscript{13}

The Delhi administration has made matriculation the minimum qualification, and it has not found it difficult to get a sufficient number of recruits.\textsuperscript{14}

The National Police Commission recommended that the minimum qualification for recruitment to the post of Constable should be high school. However, it has recommended that the Police force should draw people with even higher qualification at the level of Constable. It has further recommended that at the time of recruitment some weightage in the form of bonus marks may be given to candidates with higher qualifications.\textsuperscript{15}

**Age**

The age recruitment is another important factor for consideration. The minimum age of recruitment for Constable is 18 years in all states except Haryana and West Bengal where it is 17 years and 20 years respectively. The upper age limit varies from State to State ranging from 21 to 30 years. There is relaxation of upper age

\textsuperscript{10}Ibid., 1964.
\textsuperscript{12}Ibid.,
\textsuperscript{15}India – Fifth Report of the National Police Commission, 1980, p.2.
limit upto five years in case of scheduled Caste/Scheduled Tribes and Backward classes in some of the states. It is desirable that the minimum age is 18 and the maximum age is 21. The maximum age is fixed at 21 so that there is not too wide a gap between his leaving school and entering the Police. By 18, a person has sufficiently matured and will be able to take his training profitably and also improve himself physically and mentally in the service. At this age, the young man is malleable, is still fired by ideals and has not started developing a sense of frustration and cynicism.16

**Physical and Medical Qualification**

The impact of the Policeman on the public depends upon his personality strength, performance and endurance at the cutting edge of the law enforcement; the Constable has the maximum visibility and interacts with the time in maintaining order. His effectiveness is, therefore, indirectly proportionate to a large extent to his physical fitness, stamina and appearance. This is one of the main reasons for laying down higher standards of physical qualifications for the Police forces all over the world. Any relaxation in the physical qualifications will have an adverse impact on the performance of the Policemen and the force as a whole.

The physical standards should remain at the present level viz. 5’7” in height and 33” round the chest. With these minima to start with the Constable should fill out and get more robust and vigorous during his training period. But it is not enough to lay down these standards. What is needed is that the Constable should be physically tough; he should be of the athletic type and willing to do hard and arduous work; he should be able to stand on his legs in all types of weather for long hours at a stretch. Hence a very thorough medical examination is needed, and the presence of the least weakness or defect in any of his physical functions should debar him from

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enlistment. There should be in addition, physical tests to determine the candidate’s capacity in running, jumping, climbing a wall, climbing a rope, etc. Those who pass the medical examination but fail in these tests should be disqualified.

The National Police Commission has recommended that physical efficiency tests should form an essential criterion for recruitment. The impact of the Policemen on the public depends upon his personality, strength, performance and endurance. This is one of the main reasons for laying down higher standards of physical qualification for the Police forces all over the world.\textsuperscript{17}

**Character Verification**

Police efficiency cannot be maintained properly merely by recruiting persons who satisfy the prescribed physical standards. The men and women in the Police must have a sound moral character. A spotless character is very vital for the job that the Policeman has to do. Persons who have served prison sentence for criminal offences, and so forth should not be accepted for the Police.

It will not be enough to get a routine certificate from the village, which can easily be maintained. It is necessary that in case of every recruit adequate enquiry be made at the village level at his previous places of employment to study his character. An enquiry at the school, which he attended, is also essential. The intelligence Bureau method of verification for its employees can be recommended.

**Mental Calibre**

As regards the mental caliber, merely passing the Higher Secondary School examination is not enough. The Constables responsibilities demand that his intelligence should be above the national average. The tests conducted by the Police for this purpose are not satisfactory.\textsuperscript{18}

\textsuperscript{17}India – Fifth Report of the National Police Commission, 1980, p.3.
Constables are recruited on a District battalion basin throughout the country. But there is no standard to make the recruitment. In some states and Union Territories recruitment is made by a Board with the Superintendent of Police as the presiding officer. In some other states the Superintendent of Police is himself authorized to make the recruitment. It is generally viewed test, which would test the mental caliber of the Constables. The minimum educational qualification for the Constable is qualification for the Lower Division Clerk is also matriculation. The public service Commission conducts a written examination for them. No better method can be devised for testing the mental caliber of the Constable than putting them through a similar test.\textsuperscript{19} The Deputy Inspector General of Police and the District Superintendent of Police may help the public service commission in setting the question papers and valuing the answer scripts.

**Recruitment of Sub-Inspector**

The next level of recruitment is for the post of Sub-Inspector. All the State Police Commissions have recommended that the Sub-Inspector should be a graduate. In Punjab the Assistant Sub-Inspector also used to be a graduate and he is a graduate now.\textsuperscript{20} It is found that the Sub-Inspectors who are promoted or directly recruited with matriculation qualification are mentally and educationally not suited for the heavy responsibility, which they have to undertake.\textsuperscript{21} Therefore, the minimum educational qualification for a direct recruit to the rank of the Sub-Inspector should be a university degree. Preference should be given to those who have graduated with Criminology or Forensic Science as one of the subjects read in B.A., or B.Sc., or who have done a Diploma Course or a Master’s degree in these subjects.

\textsuperscript{19}Ibid., p.414.  
\textsuperscript{20}Ibid., pp.415-416.  
\textsuperscript{21}Ibid., p.416.
Age

As regards the age of recruitment for Sub-Inspector, it should be between 21 to 24. It cannot be much lower, as a person would normally graduate at the age of 20. The higher age limit will allow young men with even higher qualification to enter the service. At this age, the recruit will be able to undergo the hard physical training which he will receive at Police Training College and learn the essential of a good Policeman.\(^{22}\)

Physical Standards

As regards the physical standards of the Sub-Inspector should be same as those of a Constable, and there should be no relaxation. He should also pass a stringent medical test should be put through the some physical and athletic tests as have been recommended for a Constable. The Sub-Inspector is to be the leader and the test of leadership is that at an equivalent age should be able to do physically all that he expects his subordinates to do. Any one found defective in any of his physical functions or any one not being able to pass all the physical and athletic tests should be eliminated.\(^{23}\)

Character Verification

A through enquiry into the antecedents at the village level, at the school where the candidate had studied and at all places where he had stayed during his university studies and places where the worked since leaving the university should be made. Persons who have taken part in any type of subversive or communal activities and against whom, there are any suspicion of delinquency or bad behaviour should be rigorously excluded. The Police Department cannot afford to have tarnished or blemished character nor those to whom a suspicion of immoral conducts attaches. As recommended for

\(^{22}\)Ibid., p.416.
\(^{23}\)Ibid.,
the Constables the verification should be of the same type as is conducted by the intelligence Bureau for its employees.

**Mental Calibre**

It is not enough that the recruit be a university graduate. What is essential is that the mental standard of the recruit should be above the average of the national standard at the level. It is not possible for the Police authorities to prescribe a proper test and judge this standard. It is felt that the best test would be that which the union public service Commission prescribes for candidates for recruitment to the rank of Assistants in the secretariat. As in the case of Punjab, the recruitment could be taken over by the public service Commission as its chairman.²⁴

But in addition to the written test, there must be an oral examination and the applicants should be put through the same type of intelligence tests as have been prescribed for the Constables, but of a higher standard. The test should be designed to assess his general knowledge of day-to-day affairs not only of this country but also of the world, his power of the observation, his power of expression, his mental alertness and his general behaviour and demeanour at the time of the interview.

**Direct Recruitment to the Deputy Superintendent of Police/Assistant Superintendent of Police/Assistant Commission of Police**

Direct recruitment to the above rank is entrusted to the union public service commission and State public service Commissions. The National Police has recommended that the position of the Deputy Superintendent of Police should be reserved for promotions and the State Public Service Commission should not have the responsibility to recruit the Deputy Superintendent of Police

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²⁴Ibid.,
directly.\textsuperscript{25} So far, this recommendation has not been accepted by the state Governments. If the State Governments concedes to the recommendation, the direct recruitment to the above rank will be made by the Union Public Service Commission. The present system of recruitment to Indian Police Service Officer is based on the recommendation of the Kothari Committee which was appointed by the Union Public Service Commission in 1975 to suggest suitable changes in the scheme of examination and selection methods of the all India and Central services.

**The New Scheme of Recruitment**

The new scheme of Civil Services competitive examination based on the Kothari Committee recommendations came into force in 1979. It consists of two separate parts. They are a preliminary examination (objective type) and the civil services main examination and the personality test (interview).

**Preliminary Examination**

The preliminary examination consists of one compulsory paper (general studies) and one optional paper to be chosen by the candidate out of a list of 19 subjects usually taught in the Universities. The general studies paper carries 150 marks, while the optional paper 300 marks. Both the papers contain questions of objective type. This examination is regularly held in late May or early June every year.

It may be noted that the preliminary examination is essentially a screening test. It is designed not only to weed out those showing no promise or proficiency but also to rescue the competitive examination from the pressure of numbers. It is also a mere pass test, since the marks obtained in this examination will not be carried forward for determining the final merit order of the candidates.

\textsuperscript{25}India – Fifth Report of the National Police Commission, 1980, p.17.
The Main Civil Services Examination

Those who are declared qualified in the preliminary examination appear at the main civil services examinations held in November-December every year. This examination consists of a written test comprising eight papers and an interview.

Of the 8 papers in the main examination the first 4 are compulsory and the remaining 4 papers are to be covered by any two subjects selected by the candidate out of a list of 20 subjects generally taught in our Universities (e.g. Agriculture, Bombay, Chemistry, Civil Engineering, Commerce, Economics, Indian History, Law, Mathematics, political Science, Sociology and so on).

The written examination consists of the following 8 papers, each carrying 300 marks.

Compulsory Papers

Paper – I  : One of the Indian languages to be selected by the candidates from the languages included in the eighth schedule of the constitution.

Paper – II  : English

Papers – III and IV: General Studies

Optional Papers

Papers V, VI, VII and VIII are to be covered by any two subjects which a candidate can choose from a wide range of optional subjects. Each subject will have two papers. Certain combinations of optional subjects have been disallowed (e.g. Political Science and Public Administration). The papers on Indian languages and English are of Matriculation or equivalent standard and are of qualifying nature. The marks obtained in these papers do not count for ranking.

Interview

Those who have qualified in the written part of the main examination are eventually called for the personality test. The
The interview lasts for nearly half an hour and carries 250 marks. The candidates are interviewed by a Board of competent and unbiased observers. The object of the interview is to assess the personal suitability of the candidate for the service or services for which he has applied. He will be asked questions on matters of general interest. The test is intended to judge the mental caliber of the candidates. In broad terms, the interview test is really an assessment of not only their intellectual qualities but also their social traits and interest in current affairs. Some of the qualities to be judged are mental alertness, critical faculties, powers of assimilation, clear and logical exposition, balance of judgement, variety and depth of interest, ability for social cohesion and leadership, intellectual and moral integrity. The technique of the interview is not that of trick crass-examination but of a natural though directed and purposeful, conversation, which is intended to reveal the mental qualities of the candidate.

Just after the interview is over the candidate is asked to write a ‘resume’ of the discussions he has had with the president and the members of the Board. This is intended to assess the candidate’s powers of composing a synopsis accurately and concisely. The time allowed for this purpose is 15 minutes or so. A list of candidates equal in number to the vacancies is at the end prepared and published by the Union Public Service Commission.

Marks obtained by the candidates in the main examination (written part as well as interview) determine their final ranking. The allocation of the candidates to the various services is made on the basis of their ranks in the final examination and their preferences for the various services and posts.

**Indian Police Service**

The realities of life in the Indian Police Service (IPS) are not visible to many candidates when they apply for it. But soon the difficult service conditions, increasing professional hazards, lack of
prestige vis-à-vis the other services and a sense of uncertainty arising from political situations give rise to frustrations. Quite often the youth is involved in such conflicts and hostility and feeling of antagonism engendered during such situations are reflected in the prejudice against the Police service as a whole. There is persistent public criticism of the Police and its role in society, which is in contradiction to the glamour associated with some other services.

A service which is thus associated with a high degree of personal risk and professional hazards, which suffers from lack of status because of the very nature of its work and which does not have within its pays structure and service conditions and adequate element of compensation cannot be expected to be popular with young men while choosing a career from among a number of avenues open to them specially when in some services the hazards and risks are negligible, conditions of work are not so exacting, emoluments and benefits are greater and social status and recognition better. There are occasions when unpleasant action has to be taken. There are times when personal considerations have to be sacrificed for the public good. The general unpopularity of the service is due to an unattractive pay structure not commensurate with the responsibilities and hazardous nature of duties, meagre promotion prospects; lack of social recognition vis-à-vis the other services and a sense of uncertainty arising from political situations.

Therefore, the Indian Police Service (IPS) has been given lower preference than the Indian Administrative Services candidates. In actual practice, even after joining the Indian Police service most officers keep trying for other grade a service and leave the Indian Police Service as soon as they get an opening elsewhere and some of those who fail in these attempts remain disgruntled. Attempts should be made to attract the best candidates for Indian Police Service by
providing better service conditions, promotion possibilities comparable with those of the best services.

**Conclusion**

Under the heading recruitment, the present system of recruitment and the improvements needed in the various aspects of recruitment such as the problems of recruitment, recruitment at Constable level, educational qualification, age, physical and medical qualification, character verification, mental caliber, recruitment of Sub-Inspector level, age, physical standards, character verification, mental caliber, direct recruitment to the Deputy Superintendent of Police/Assistant Superintendent of Police/Assistant Commission of Police, the new scheme of recruitment, preliminary examination, the main civil services examination, compulsory papers, optional papers, interview and Indian Police service have been discussed in the body of the Thesis.

**Promotion**

Promotion means moving up an employee from a given position in the hierarchy to a new and higher position usually involving at least some new duties and responsibilities. Thus promotion involves change of duties, more difficult work, greater responsibility and change of title and an increase of pay. In any Governmental agency promotions are made according to certain laws, rules and practices.

Promotion is important for several reasons. A good promotional system and promotional opportunities will attract ambitious and capable people to public services. It helps to retain talented people in the government service. It acts as an incentive to hard work among the employees. An employee who knows that he has got sample promotional opportunities works hard and better. Otherwise, he is disinterested in his work and gets frustrated. Such
employees may cause unrest in the organization. Such an atmosphere is also not congenial to the efficient working of the organization.

A London, Police Constable, who qualifies from a Grammar School, is considered eligible for promotion within a year of his appointment as Constable. The Royal Commission of 1962 recommended that he should be promoted after a year’s probation as Constable. This was intended to popularize the service and attract more educated people to enter it.26 An Assistant Superintendent of Police in three or four year’s time gets a promotion. Therefore, there is no reason why a Constable could not be able to become a Head Constable after three years service. A quick promotion is justified on the grounds that the minimum educational qualification of a Constable has been fixed at matriculation. Promotion from Head Constable to Sub-Inspector, Sub-Inspectors to Inspector and Inspector to Deputy Superintendent of Police etc. can be considered at short intervals for the well-qualified Police personnel and who get through various examinations and training programmes successfully conducted for various promotions. Such promotion should be on the basis of merit. This merit should be judged by his record of service, by written test in educational matters and in constitutional law and the law relating to a Policeman’s duties and powers and by field-tests in practical Police duties of a Constable and in P.T. drill and other physical tests.

Some Police personnel may not be able to get promotion through merit. For such persons more avenues must be made to promote at least one rank higher in their career on the basis of seniority. Those Constables who have more than 15 years of service with good service record can be considered for promotion to the Head Constable rank on the basis of seniority.

Promotion to Indian Police service Officer who join as Assistant Superintendent of Police is comparatively quicker to the Superintendent of Police. But promotion from Superintendent of Police to Deputy Inspector General of Police, Deputy Inspector General of Police to Director General of Police is very slow. This is mainly because the promotion avenue is restricted to the Police Department. Government should take steps to absorb the senior Police officer to other Departments and Government undertakings so, that they can get quick promotion. This is highly essential to attract the best-qualified candidates to the Police Department.

For promotion to every higher rank, i.e., from constable to Head Constable, from Head Constable to Assistant Sub-Inspector, Assistant Sub-Inspector to Sub-Inspector and Sub-Inspector to Inspector, honesty must be made the most important qualification. A person, whose integrity is doubted, must never be promoted. Whatever other merits may be dishonesty must be a complete bar against promotion, and this must be thoroughly understood by all ranks from time they enter service.27

Tamil Nadu Police services have been broadly divided into Tamil Nadu Police service and Tamil Nadu Subordinate Service. Tamil Nadu Police Service consists of two category groups and Tamil Nadu Police Subordinate service consists of five category groups. At present Tamil Nadu Police service is called Tamil Nadu Police Executive Service and Tamil Nadu Police Subordinate service is called Tamil Nadu Police Constabulary Service. The principal category of posts included in Tamil Nadu Police Executive service is Additional Superintendent of Police/Deputy commandant. The Principal category of posts Reserve included in the Tamil Nadu Police Constabulary Service is Inspector/Reserve Inspector, Sub-Inspector/Reserve Sub-

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27Ibid., p.426.
Inspector, Assistant Sub-Inspector Reserve Assistant Sub-Inspector, Head Constable and Police constable.

Vacancies occurring in each category-group are filled in some cases wholly by direct recruitment, in some cases wholly by promotion and in some cases partly by direct recruitment and partly by promotion. How in each a vacancy should be filled, who should fill it and by whom and on what basis that person is to be chosen are all matters which are regulated by service Rules. These Rules define the constitution of the cadre. The operation of the process of planned manpower management and planned career development is based on this constitution. The manner in which this system works at present is described below.

**Tamil Nadu Police Executive Service - I – Additional Superintendent/Commandant**

All vacancies are filled exclusively by promotion within the cadre from the principal category of Deputy Superintendent. The power to make appointments by promotion rests with Government.

**Tamil Nadu Police Executive Service - II Deputy Superintendent/Assistant Commandant**

One third of the vacancies in the principal category are filled by direct recruitment through the public service Commission on the results of a competitive written examination of M.A., standard, as well as an interview test.

Two third of the vacancies in the principal category are filled by what is technically described as a “transfer” from the principal category of inspectors in the subordinate service. In fact this process should be described as a “promotional transfer” in order to distinguish it from transfers from one cadre to another which do not involve a promotion from one category to a higher category; and in order also to distinguish it from promotions from one category to another category within the same cadre. Such “promotional transfers”
to the Tamil Nadu Police Executive service-II are, at present subject to a prescribed age ceiling of 52 years.

There are certain subsidiary categories in Tamil Nadu Police Executive Service II, which are normally reserved for promotional transfer of Reserve Inspectors, but they may also be filled by simple non-promotional transfer from the principal category. There are certain other subsidiary categories in the Armed Police Battalions, which are filled partly by direct recruitment and partly by promotional transfer from other categories.

**Tamil Nadu Police Constabulary Service - I Inspector/Reserve Inspector**

All vacancies are filled by selective promotion with the cadre from sub-Inspector to Inspector and from Reserve Sub-Inspector to Reserve Inspector. Such promotion is limited by an age ceiling of 52 years. The power to make appointments by such promotion is vested in the Deputy Inspector-General.

**Tamil Nadu Police Constabulary Service - II Sub-Inspector/Reserve Inspector**

Vacancies are filled partly by direct recruitment and partly by selective promotion within the cadre from the general Head Constable and Assistant Sub-Inspector to Sub-Inspector and from Reserve Head Constable category and Reserve Assistant Sub-Inspector to Reserve Sub-Inspector. Direct recruitment is required to be made up to not less than 70 percent of the cadre for Sub-Inspectors and not less than 85% for Reserve Sub-Inspectors. Selective promotions are limited correspondingly to 30% and 15 percent respectively. Promotion to Sub-Inspector is further limited by a prescribed age ceiling of 45 years.

Direct recruitment is carried out by the Department itself without reference to the public service commission. The B.A. degree is a prescribed minimum qualification, which is relaxed for backward
classes. Selection is made on the basis of a qualifying written test followed by a “double interviews”. There is one interview in each of the Ranges followed by another for the entire state.

There are Selection Committees, at two different levels at which interviews are conducted. There is one committee at the state level comprising all the Deputy Inspectors-General of Police and the Commissioner of Police of Madras City. The senior most among them is the chairman of the committee. There is a Committee for each Range comprising Superintendents for their equivalents in the city again with the senior-most among them as chairman.

The power to make appointments by direct recruitment or by promotion vests in the Deputy Inspector General of Police or Commissioner of Police. The machinery and procedure for selection described above are well adopted for reconciling the need for maintenance of uniform standards of selection for all cadres with the required decentralization of responsibility for manpower management.

**Tamil Nadu Police Constabulary Service - III Sub-Inspector/Reserve Assistant Sub-Inspector**

This is numerically small category-groups. The general category was created in 1960. The Reserve Category represents the renaming of an old category. Provision is made for filling vacancies both by direct recruitment and try promotion from the appropriate category of Head Constable. Such promotions are required not to exceed 40 percent in the general category and not to fall short of 50 per cent in the Reserve category. There is a prescribed age ceiling of 40 years in both cases. The prescribed education qualification for direct recruitment is the same as for the Junior Assistant in the ministerial service (i.e. a Secondary School Leaving Certificate with the prescribed minimum of marks in specified subjects); selection is made on the basis of the “Written test” and “double interview” already described; and here again the Deputy Inspector-General of Police or
Commissioner is vested with the power to make appointments both by direct recruitment and by promotion.

**Tamil Nadu Police Constabulary Service - IV Head Constables**

All vacancies are filled exclusively by selective promotion from the category of Constable. The Police District is the unit for such promotion and the power to make appointments by such promotion is vested in the Superintendent.

**Tamil Nadu Police Constabulary Service - V Constable**

All vacancies in each District are filled exclusively by direct recruitment. The District Armed Reserve and the Police stations are taken together as a single unit for such recruitment.

The power to make appointment by direct recruitment is vested in the Superintendent. Unlike the direct recruitment in the higher categories there is no Commission or Committee entrusted with the duty of making selections. The Superintendent makes the selection directly with the help of a Reserve Inspector for performing routine duties.

There is a long established procedure, which require one day of every month being set apart for interviewing candidates for recruitment and the placement of selected candidates on a waiting list. A simple dictation test is administered. Physical measurements are taken and Medical check up is carried out. There is nothing in the nature of inter-se ranking of selected candidates.

**Conclusion**

Under the heading promotion, the present system of promotion and the improvements needed in the various aspects of promotion such as promotion in Tamil Nadu Police Executive Service - I – Additional Superintendent/Commandant, Tamil Nadu Police Executive Service - II Deputy Superintendent/Assistant Commandant, Tamil Nadu Police Constabulary Service - I Inspector/Reserve
Inspector, Tamil Nadu Police Constabulary Service - II Sub-Inspector/Reserve Inspector, Tamil Nadu Police Constabulary Service - III Sub-Inspector/Reserve Assistant Sub-Inspector, Tamil Nadu Police Constabulary Service - IV Head Constables and Tamil Nadu Police Constabulary Service - V Constable have been discussed in the body of the Thesis.

**Training**

Training of the Police personnel performance of an organization depends largely on the quality of its members and the efficiency of the members in turn depends on the type of training, which has been imparted to them for fulfillment of the organizational goals. Training is an effective tool for bringing about requisite professional skills, competence and attitudes. Krishna Mohan Mathur says that training is a practical and vital necessary because it heightens the morale of the employees helps in reducing dissatisfaction, complaints, grievances and indiscipline and it helps in bridging the gap between existing performance ability and desired performance, training generally aims at improved individual performance.  

According to Mohit Battacharya training to be effective and meaningful should be made an integral part of the Police on career development.

K. Pandurangan has observed that a well-organized scheme of Police training should envisage the six types of training. They are Pre-Service Training, Recruitment Training, Specialized

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29 Bhattacharya, Mohit, Organization and System of Policing of Medium Size Cities, The Indian Institute of Public Administration, New Delhi, Updated, Mimeographed, pp.204-205.
Training, Roll-Call Training Promotion Training and Refresher Training.\textsuperscript{30}

**Pre-Service Training**

In view of quantitative and qualitative task involved in the process of identification of training needs, it is desirable that the training to the Police personnel should start even before they get into the Police service. The training that is available to Police Personnel before entering into regular Police service is called pre-service training. Pre-service training is available to the Police personnel through the cadet scheme and through college and university programmes and they should form part of Police training.

**The Cadet Scheme**

The cadet scheme provides opportunities to Youngman who appear to meet the basic requirements except for age, for appointment to the Police force and to acquire training both on duty and off-duty. The position of cadet is below the rank of a patrolman. He is assigned duties performed by Policemen with no Police authority. The introduction of the cadet scheme has certain advantages according to Leonard.

They are it serves as an added recruiting mechanism, it serves to contact promising young persons before they have developed an interact in other occupational areas, it gives the high school and college students an immediate job opportunity, the young persons have the advantage of extensive Police training before reaching the age of 21 years, it provides an opportunity to develop career attitudes and outlook, it provides the Department with an excellent opportunity to observe and evaluate the young persons and the cadet assumes

\textsuperscript{30}Pandurangan, K., Women Police in India, Centre for Rural and Urban Studies, Madurai, 1983, p.97.
clerical and related duties releasing personnel for other assignments.31

In America, the cadet scheme was introduced to attract men of high intelligence and sanguine temperament to fill the blue ranks.32 In England the cadet scheme is in force to attract more suitable candidates to the Police force and to offer career prospects to school leavers before they find a rich in industry.33 The cadet scheme in India can be introduced in the Police service, as the aim of our Government is to vocationalise the education system.

Royal commission on the Police in England34 and the Administrative Reforms Commission in India35 have suggested that some instructions on the duties and functions of the Police on the school, college and university curriculum should be explored to create a favourable attitude for Police career. It is pointed out that Police training at university and college level is essential to give the future Police officer a broad liberal arts education in conjunction with intensive professional training; to provide the future Police officer a thorough command of those tools in the arts and sciences, which are essential to the successful delivery of Police service in a modern social order; to provide a strong foundation for a career in the professional field; to develop the qualities of leadership and executive potential; to provide a reservoir or personnel reserve from which that can draw the Police officers of tomorrow; to give a long-range perspective of the role of the Police in modern society; and to foster the ideals of professional’s achievement in the branch of the public services.36

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32 Smith, Bruce, Baltimore Police Survey, Institute of Police Administration, New York, 1941, pp.63-64.
33 Whitker, Ben., The Police, Eyre and Spott is Woode, London, 1964, pp.122-123.
In India pre-service institutional training has been made available in starting courses on Criminology. Police Administration, forensic science in the universities and colleges in Tamil Nadu the Department of Criminology, and the Department of Forensic science have been started in Madras University and a paper on Police Administration has been introduced in political science and public administration Departments of Madurai Kamaraj, Madras and Annamalai Universities. This type of Police institutional Training is essential for those persons who want to enter into Police service because, the Police work is becoming more complicated and be better performed only by fully trained Police personnel.

**Recruit Training**

The training that is available immediately after direct recruitment is called recruits training. This training is available to the Constables, Sub-Inspectors, Deputy Superintendent of Police/Assistant Superintendent of Police, who are directly recruited. The training is conducted firstly in the training institution or District headquarters and is followed up by a course of practical training before the direct recruits and drafted for actual Police duties. This is the period of physical and mental preparation, character formation and indoctrination for a long, difficult responsible service.

In Tamil Nadu, the Inspector General of Police (Armed Police) is the senior most Police officer directly supervising and administering the training. He is assisted by Deputy Inspector General (Training). There are three training institutions in the State. The Police Training College is situated at Ashok Nagar, Madras 83 and conducts Reorientation Course for Indian Police Service Probationers (3 months), Condensed Course for Head Constables fit for promotion to the rank of Assistant Sub-Inspector (nine weeks), Basic Course for directly appointed Deputy Superintendent of Police (one year), Basic
Course for directly recruited Sub-Inspectors (one year) and Refresher Courses for Deputy Inspectors and Sub-Inspectors (six weeks).

The Police Recruits School is located at Vellore and Coimbatore for training the constabulary. Sometimes when more Constables are recruited temporary Police Training Schools are started with temporary Police Personnel at Kancheepuram, Madras and Salem and these Schools are disbanded as soon as the training is over.37

The directly recruited District Police Constables are at present trained in two Police Recruits Schools at Vellore and Coimbatore each of which, can under pressure, accommodate 600 recruits. The recruits are taken in batches every month from all Districts. Each School has a permanent classroom institutional staff of one inspector is drafted from the Districts at one Instructor for every 20 to 30 recruits for classroom instructors. NGO Instructors are drafted from the Armed Police Battalions on the same scale for parade ground and out-door training. The period of training is nine months. The curriculum is comprehensive and is intended to fit constables for service in the local Police Stations. In practice, on completion of the Police Recruits School Training all man are first posted to the District Armed resources, and after a spell in the Reserves, they are posted to Police stations. Better educated men, such as those who have studied up to S.S.L.C. are given preference in earlier postings to Police stations.

The Sub-Inspectors are given one year institutional training in the Police training college, Ashok Nagar and one year practical training in the related Districts to learn practical work. After the completion of one year institutional training, the recruits are required to pass an examination conducted by the Training College. After the completion of they're institutional training in the Police Training College. They re posted to selected Districts to learn practical

work, under the supervision of specially selected Deputy Superintendent of Police. On being attached to Districts, they are made familiar with the work of the Headquarter office, go into camp with the Deputy Superintendent of Police to obtain and insight into methods of inspection, touring and investigation work. In fact they are brought in touch with the practical application of what they were taught at the Police Training College. While thus observing and learning the details of Police work in its different branches, the probationers are still required to devote two-hours daily to the study of the Indian language selected under a competent teacher. Such of them as had not sufficient grounding in the languages are allowed to return to the college for about a month to get proficiency in the use of language. Thus they become acquainted with the language, and are made to prepare briefs of cases and to attend the hearing of cases in the courts of the magistrates and session Judges. Probationers continue to send weekly reports which are submitted to the Inspector General of Police. Finally they are placed in charge of inspector’s Circles for three months for three months. When a probationer has shown himself capable of managing a sub-Division he is posted as personal Assistant to the Deputy Superintendent of Police. The principal of the Police training college and the Deputy Superintendent of Police who guide the recruits in their practical training submit a confidential report half yearly on the progress and conduct of probationary officer to the Inspector General of Police.

The Deputy Superintendent of Police after their direct recruitment, are given two years training. One year practical training is imparted to the recruits in the Police training college at Ashok Nagar. One year practical training is provided to the recruits at the District Police Head quarters under the Superintendent of Police. The National Police Commission is not in favour of direct recruitment to the position of deputy superintendent of Police. Till such time, the
Commission has recommended that the recruits should be given the same training that is due to Indian Police Service Probationers.\(^{38}\)

The Central Police Training College, Mount Abu, in the state of Rajasthan, established in 1948 was shifted to Hyderabad during the internal emergency period. The college imparts training to the new entrants to the Indian Police service. The Contents of the training have a direct link with the job of a Police officer. While the training is based on the same lines as the Indian administrative Service (I.A.S) training, the syllabus differs from the latter and comprises Criminal Law and Procedure, Criminal Psychology, Scientific Aids in Detection of Crime, Physical Training, methods of combating corruption, riding and shooting etc. After the completion of the one year training, the recruit has to appear for the examination held by the Union Public Service Commission. He also gets practical training for another year and is required to work in various posts of the Police hierarchy such as Head Constable Sub-Inspector, Inspector of Police etc. Having done so, he is posted on Assistant Superintendent of Police.

It is generally felt that the Training institutions are inadequate to meet the needs of an expanding organization. They are ill-prepared to equip the professional Policeman for his new responsibilities. Even the basic amenities like proper buildings and accommodation are lacking. The training institutions do not have many properly qualified, competent and well motivated instructors. The serving Police officers are not willing to join as instructional staff as low value and prestige are attached to training posts in comparison with the operational posts. The teaching equipment and facilities are also out-moded. The development of awareness of the social and political climate in which the Policemen have to work is not upto the requirements. The needs and compulsions of a more humane role of

the Police are not adequately understood. No emphasis is placed on knowledge and skills in human-relations, management and communications strategies. The syllabi are out-moded and oriented mainly to the paramilitary culture of crime control agency and the lecture methods of teaching. It is found that the main reason for the situation of general neglect was the lack of a genuine interest on the part of the Government and higher ranks in the Police in the value of training, (though everyone recognized and paid up service to the value of training). This is largely due to such organizational pressures like non-availability of trainer a trainee man power, defective man power planning due to pressures on the job, and even the gulf between theory and practice. These have become part of the system and even now it is not going to be easy to bridge this gap. It is urged that special efforts will have to be made to make up for neglect of all the past years.

**Specialized Training**

Training that is available to the Police personnel to perform specialized tasks is called specialized training. Delhi Police Commission has recommended that training in Criminology, Forensic Science and Medical Jurisprudence, training in various trades such as training of traffic Constables, training in security duties and wireless operations and maintenance workers course should be provided to the Police personnel to carry out the specialized tasks allotted to them.\(^{39}\)

Indian Police Service Probationers undergo the following courses a fleet management course of 12 days duration at the Central School of Motor Transport (Sagar) Madhya Pradesh (M.P); Weapons and Tactics Course at Central School of Weapons and Tactics at Indore; Ten Days Course on Wireless at Central Police Radio Training Institute, New Delhi; a Ten Days Internal Security Course at Internal Security Academy, Mount Abu; a Ten Days Course on Police-Public...
Relations at Institute of Criminology and Forensic Science, New Delhi; a Four-Week’s Advance Course in Criminology at the Institute of Criminology and Forensic Science, New Delhi; and Senior Officers’ Course after five to eight years of service at Sardar Vallabhbhai Patel National Police Academy, Hyderabad as a part of career planning to acquire specialized knowledge.\textsuperscript{40}

**Roll Call Training**

Roll call Training was introduced in America to pass on some of the experience of the field Supervisors to their subordinates. It was first handled through a sort-discussion period at roll-call time. Later the plan was extended to all divisions and the roll call period was lengthened to thirty minutes daily. Since the field supervisors were pre-occupied with their regular duties to spend the time necessary for research in preparing teaching material, a field unit of training division was created to do this work. This training was carried on seven days a week, the first five days were devoted to teaching discussing, and reviewing material prepared by the field training unit. These lessons consisted of information on topics suggested in the survey and other problem confronting the officers. Two days of the week were reserved for special review of previous lessons or to the discussion of divisional problems. Information in the training bulletins often was not available source. So, Los Angels Police Department developed some of the material from conferences and interviews among officers and supervisors.\textsuperscript{41}

Since the training is intended to give during roll call this training is called Roll-Call Training. Roll-Call Training Programme can be used to help to improve Police service in India; to pool the knowledge experience and wisdom of the Department personnel and

\textsuperscript{40}Krishna Mohan Mathur, Administration of Police Training in India, Gian Publishing House, Delhi, 1987, pp.139-140,

the information thus obtained can be used for purposes of instructing the entire membership of the organization; and to encourage Police personnel to seek assistance from their superiors when they encounter difficult problem and are uncertain how to proceed.

**Promotion Training**

Training that is available for Police personnel immediately after promotion is called promotional training. This training is necessary to the Police personnel for imparting the requisite knowledge and skill for performance of duty in higher and more responsible charge. Delhi Police Commission has recommended that Constables selected for promotions to the rank of Head Constable on the basis of merit. Six months training and of four months training for older Constables selected for promotion to the rank of Assistant Sub-Inspector promoted to the rank of Sub-Inspector should be given three months training. The Sub-Inspector promoted to the rank of inspector should be given advanced course in detective training.\(^{42}\)

**Refresher Training**

Police Standing orders 286 contemplates refresher courses in Drill for Sub-Inspectors and subordinates at District or Circle head quarters the period so spent to be treated as on tours.\(^{43}\) Refresher Training is given to the Police personnel to keep them up to date in the respective fields of activity and who acquaint them with latest administrative techniques. S.R. NIGAM says that it is also helpful in breaking the monotony, and drudgery of the routine work.\(^{44}\) Refresher training is given to Constables and Head Constables in the District Police Lines under the supervision of the District Police Lines

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\(^{43}\)Training Bulletin Tamil Nadu Police, October 1976, p.11.

Staff in Uttar Pradesh, Rajasthan, Madhya Pradesh, Bihar, Punjab and other States.45

Refresher training should be imparted to the Police personnel to reorient the serving personnel after periodic intervals with a view to provide an opportunity for study, reflection and a readjustment of values and attitudes.46

Police officers should undergo the above-mentioned different kinds of training because they should acquire a high degree of professional competence and be fully aware of the means whereby Science and Technology can help in Police work. They must develop a clear understanding of the social purpose of their activity and sensitivity to the trends and forces at work in the environment, which they have to act. They must develop attitudes consonant with the concept of social justice contained in the constitution and the development programme with particular reference to the weaker sections of the community, including the poor, the minorities and the scheduled Castes/Tribes.

**Conclusion**

Under the heading training, the present system of training and the improvements needed in the various aspects of training such as for policy level, for supervisory level, for action level, pre-service training, the cadet scheme, recruit training, specialized training, roll call training, promotion training and refresher training have been discussed in the body of the Thesis.

**Condition of Service**

No amount of care in recruiting and training Police personnel would make the Police attain a high standard of efficiency unless the service conditions are soundly conceived. Service

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conditions is a comprehensive term and includes scale of pay, special pay and other allowances, housing, leave and pension benefits, medical, educational, recreational and other welfare facilities and the system of reward and punishment.

**Scale of Pay**

Police work is strenuous, exacting and difficult, involving irregular hours of work, work during holidays and festival occasions, emergency deployment at any time and frequent encounter with criminals and anti-social elements.

Mary Holman writes, Police would work long hours without thanks or recognition that they would work in the heat when it was hot, in the cold when it was cold, in the storm when it was storming and on holidays when everyone else was celebrating and having a good time.\(^{47}\) They are required to display and exemplary standard of official and personal conduct at all times and are expected to be free from corruption and malpractices despite numerous temptations to which they are regularly exposed. In no other civil service, there is so much risk of life or threat of physical injury as is the case in the Police Department.\(^{48}\)

The task of Police in India has indeed become much more complicated and difficult in recent times owing to deterioration in law and order situation, rapid urbanization, students and labour unrest, growth of extremism in politics leading to “Gheraos” and various forms of violent activities, communal and linguistic agitations, growth in population and unemployment. Thus the duties performed by the Police force, bear no comparison with the work of any other subordinate Government servants. The Police force, therefore, must be by and large better educated, more efficient, more honest, more self-sacrificing, physically fit and mentally more alert than the personnel.


of any other service. The first and foremost measure is the payment of good wages because without these it is impossible to obtain good and efficient Police force. A.C. Germann points out that the process of selection is closely connected with the matters of payment. “To recruit the best, the Police service must offer an equitable scheme of remuneration.”

The pay scales of Policemen are too meager when compared to the nature of his duties and responsibilities. Nigam, S.R., points out that the Policeman has to meet the expenditure on festivals and marriages as those are almost of an obligatory socio-religious nature, with the consequence that he runs into debt... This greatly adds to his misery, and is responsible greatly for the bribery and corruption that prevails in the Police. Therefore, in the interest of Police integrity and efficiency, it is necessary that the Policemen’s pay should be raised taking into account of the nature of duties and responsibilities.

**Special Pay**

The special pay in addition to the basic pay, is granted in consideration of specially arduous nature of the officer’s duties or a specific addition to his work or responsibility, or the unhealthiness of the locality in which the work is performed. The quantum of special pay varies form State to State, and generally the officers engaged in the Special Branch, CID, Security or Anti-Corruption work are in receipt of Special pays because of the heavier responsibilities which they should and the more important nature of the work they perform. Motor Transport drivers, armourers, photographers also get special pay because of the special skill which they must acquire in order to discharge their duties properly. In some Sates but not in all, members

of the Traffic Police are paid a special pay on the ground of the more arduous nature of their work. In some States special pay is given to the members of the Armed Police because they do not enjoy all the facilities which the Policemen posted at the Police Station get. The personnel belonging to the Tear Smoke Squad and Buglers are also given special pays because their work is considered more difficult than and of a different kind from what the normal armed Policemen have to perform. The staff engaged in training schools also gets a special pay because the work is of a new type and officers possessing the necessary aptitude and capability have to be specially selected for it.

Policemen engaged in special work must be well educated and intelligent and must be highly alert. They must have kept up their studies and must have a very high understanding of the political and social problems. Therefore, the special pay that is paid to the different category of the Police officers is justified.

**Allowances**

The allowances generally paid to the Police personnel include Dearness Allowance, Traveling Allowance, City Compensatory Allowance, Uniform Maintenance Allowance, Conveyance Allowance, Overtime and Meal Allowance, Barbour Allowance, Children’s Education Allowance, Medical Allowance and House Rent Allowances.

These allowances are paid to the different category of the Police personnel to meet the increased cost of livings, to meet out the expenses connected with traveling, food and stay while in camp, to cover the expenses incurred in maintaining a conveyance required for official tours for which no traveling allowance is generally paid to reimburse to extra expenditure incurred while living in cities where the commodities are expensive, to maintain a high standard of health and to provide education facilities to the children of the Police personnel.
Dearness Allowance

Dearness allowance is given to the Police personnel to meet out the increased cost of living. This allowance is increased or decreased according to the price index level. This is calculated according to certain percentage of basic pay. This percentage varies from state to state.

Traveling Allowance

Traveling allowances is intended to cover the actual journey expenses. The traveling allowance is paid to the different category of Police personnel for journeys made beyond eight kilometers limit at the rate and fixed on the basis of the salaries.

Conveyance Allowance

Conveyance allowance is intended to maintain a conveyance which is required for official tour for which no traveling allowance is paid. Though conveyance Advance is allowed for all the personnel to maintain a vehicle, the vehicle allowance of Rs.20/- is given only to Reserve Sub-Inspector, Armed Reserve. The Conveyance allowance can be given to all Police personnel who make use of conveyance for official tour for which traveling allowance is not paid.

City Compensatory Allowance

City compensatory allowance is allowed to the Police personnel living in big cities to reimburse the extra expenditure incurred while living in cities where the commodities are expensive.

Uniform Maintenance Allowance

A Policeman is expected to wear a well-starched and well-ironed uniform. The cost of washing has increased inordinately and unless a special allowance is paid, it would be impossible for a Policeman to maintain a smart appearance with his meager salary.

Free uniform is given to the personnel particularly of low category. Unfortunately Government is unable to provide free uniform
in time. Therefore, the majority of the Police personnel are not highly satisfied with the uniform facilities. Suitable steps should be taken by the Government to provide free uniform in time so that they cannot find it very difficult to maintain their family with their meager salaries.

**The Risk Allowance**

As the most visible arm of Government, the Policeman symbolizes security in some segments of the community and a threat in others. To some he is a champion, to others he is either boutal or biogoted or too soft. Some desire strict law enforcement, while others want limited enforcement or no enforcement at all. The Policeman is charged with bringing all law-breakers to justice, but while doing so he is compelled to observe their constitutional rights. In quiet times he is ignored; in turbulent times he is be littled. Operating from prescribed laws and statutes, he is made to enforce popular and unpopular laws. He is subjected to pressure by the legal-political structures on the one hand and the myriad vocal and angry groups on the other. In view of the great risk involved in carrying of the duties, particularly while working in the field, they are given risk allowance.

**Overtime and Meal Allowance**

A Policeman is required to do duties in special emergencies or in event of some unusual occurrence. The Policeman has to work on holidays and sometimes has to do overtime work which may even last for sixteen to eighteen hours. The practice of limiting has hours of work in factories and Government offices cannot be observed in the Police force. Many of the extra hours which he has to do are incidental to the work which is in his hand. When a Policemen is on a long stretch of duty it is necessary in the interest of work that he should be supplied with his meal or refreshment at the spot. Obviously he cannot work if he has not had a meal for 12 hours.

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at stretch. The prospect that he will get a meal allowance a month later will not relieve the pangs of hunger whilst he is on extended hours of duty, nor can his work in that condition be efficient. Therefore, it is essential that the Police administration have arrangements for mobile canteens to serve meals to Policemen on outdoor duty on occasions when long stretches of duty become essential, e.g., on a Very Important Person visit or Independence or Republic Day parade or important religious festivals or prolonged disturbances in the City. Besides this, there should be canteen facilities at all Police Stations and Police Posts where the Policeman on extended duty at the Police Station can buy his meal. Whilst the buyer should pay for the food he buys, the overhead expense of maintaining a cook or keeping the necessary utensils, etc., should be met by the Government. In view of the nature of the Police duties, it is necessary that these allowances can be extended to the Police personnel of Tamil Nadu. Unfortunately the Police personnel in Tamil Nadu are not given these allowances. These allowances should be extended to the Police personnel in Tamil Nadu to maintain integrity in Police service.

**Barbour Allowance**

To maintain a smart appearance, it is necessary that the Police personnel of the lower category are spending considerable amount on hair cutting and shaving. The Police personnel working in the special battalions are extended with barbour allowance. The barbour allowance can be extended to the Police personnel at the Constable and Head Constable categories in view of their meager salary they receive.

**Children’s Education Allowance**

In view of the arduous nature of duties to be performed by Police personnel and as they are liable to be called upon for duty at any time, and they are supposed to be on duty during emergency, they hardly find any time to look after their Childrens’ education in their
homes. Police personnel are supposed to be on duty for 24 hours in a day unlike other Government servants. The education of the children of Police personnel suffer to a great extent on account of the above mentioned factors. It is, therefore, necessary to provide educational facilities to the Police personnel. Free educational facilities should be provided for the children of Constables and Head Constables as their pay is meager and cannot meet the expenses of their Childrens’ education.

**House Rent Allowance**

Provision of housing is an important element in the conditions of service of the Police force. Government has power under the rules to prescribe where any Police officer shall reside. Government has also undertaken the obligation to provide free quarters, under the service rules, to all members of the Madras City Police, all non-gazetted personnel of the Armed Police and Armed Reserves and to all Non-Gazetted Officers of and below the rank of Sub-Inspector of the Local Police. When such officers are not provided quarters, they are eligible for a houses rent allowance, for which however, a ceiling has been prescribed for each category.

The Government should take immediate steps to provide family accommodation to all the members of the Police force. Until such time as Government should be able to provide family accommodation, members of the Police force should either be given requisitioned family quarters or they should be reimbursed the actual house rent paid on production of a certificate from the Superintendent of Police. Otherwise, as Tamil Nadu Police Commission has recommended when Government Quarters are not available, the Government should move the State Housing Board to make an
allotment of a suitable number of quarters, for Police officers stationed in the area concerned.52

**Medical Facilities**

All Police officers and members of their families are entitled to free medical aid, as in the case of other Government servants. This facility, in fact, is often not as freely available as it should be. The Government Hospitals are generally overcrowded, and there is no assurance of prompt in-patient accommodation or of treatment. For Police officers and men who have a difficult life, this is hard. It is equally hard on them, when there are pressing duties, to find the time to take their family members to hospitals and wait there for long periods before they get attention. Tamil Nadu Police Commission has suggested that Hospital facilities should be provided in Madras City and the District Headquarter towns exclusively for all Government servants in all Departments, on the same lines as for industrial workers under the Employees State Insurance Scheme. There could be a chain of clinics or dispensaries with a limited number of emergency beds, with adequate staff and equipment. A limited number of beds could also be reserved in the Government Hospital for more specialized attention when necessary. These measures would ease the pressure in the Hospitals and thereby benefit the public, while Government servants could have adequate separate facilities.53

**Welfare and Amenities**

In order to maintain a high standard of discipline in an organized force, it is essential to pay a great deal of attention to the welfare of the men and the members of their families and provide them with various amenities to make their otherwise hard and monotonous lives bearable.

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Special attention should be paid to the welfare of the families of the Police personnel on deputation in difficult areas. These measures may include the continued use of allotted accommodation, assistance in the education of children, medical facilities and also assistance in difficulties, of the families, such as litigation, land dispute, etc. The Commandants of the Police Battalions should be encouraged to write to an officer nominated at the State Level about these difficulties which should be attended to promptly at a sufficiently high level. Amenities, such as radio sets, reading material, sweets, warm clothing, etc. should be arranged for Policemen serving in difficult areas outside the State, on a voluntary basis by making collections, organizing knitting and cooking parties, etc. In the Police Lines in every District and Sub Division, satisfactory arrangements should be made for medical facilities and for the education at least upto the primary stage of children of Policemen. Arrangements should also be made for mid-day meals or other nutritional supplements such as milk or balanced protein foods which are not very expensive. If possible, uniforms, a shirt and a pair of shorts-should be provided to these children. In isolated Police Stations where these facilities cannot be provided independently for Police personnel, satisfactory arrangements should be made with the local agencies for giving similar facilities to them.

**Leave Facilities**

Police personnel in Tamil Nadu are allowed leave facilities, Tamil Nadu Leave Rules, 1933 (TNLR) – give an account of leave facilities available to the Police personnel. The Police personnel are allowed different kinds of leave facilities. They are Earned Leave, Unearned Leave on Private Affairs, Unearned Leave on Medical Certificate, Surrender Leave, Special Disability Leave, Maternity Leave, Casual Leave, Special Casual Leave, Compensatory Leave, Extra-Ordinary Leave, Leave on Restricted Holidays and Hospital Leave.
Though provision for different kinds of leave is available to the Police personnel, in practice, they are not able to enjoy the leave facilities. The Police personnel are not able to proceed on leave when they require it as their substitutes are not readily available. The leave reserve is kept at Police Headquarters. But these facilities are not sufficient enough to give substitutions for those who take leave. Sufficient number of Police personnel should be kept as leave reserve to facilitate Police personnel to proceed on leave when urgently required without difficulty.

**Rewards and Punishment**

A system of punishment and reward is essential for maintaining discipline and increasing efficiency in the Police Service. When the Policeman feels that no one cares if he does a good job that his efforts go unrecognized, or that there is no chance in the present organization for him, he becomes frustrated and either he likes to leave the organization or falls back into a non-productive mould. In this way the Police Department loses potentially a good Policeman. Therefore, in the interest of Police service, meritorious services of the Police personnel should be suitably rewarded. Tamil Nadu Government has made certain provisions of monetary rewards to Constables and Head Constables and certificate of merits for the deserving meritorious Police personnel.\(^{54}\)

The corrupt, inefficient, Police personnel will completely tarnish the image of the Police and therefore, it is necessary in the interest of the Police Department that they should be immediately removed from service. The system of punishment to the corrupt, inefficient personnel is necessary to safeguard the integrity of the Police personnel. Tamil Nadu Government has made provisions to punish the corrupt and inefficient Police personnel.\(^{55}\)


**Conclusion**

Conditions of Service is a comprehensive term and includes scale of pay, special pay and other allowances, housing, leave and pension benefits, medical, educational, recreational and other welfare facilities and the system of reward and punishment. Under the heading conditions of service, the present system of conditions of service and the improvements needed in the various aspects of conditions of service such as scale of pay, special pay, allowances, dearness allowance, traveling allowance, conveyance allowance, city compensatory allowance, uniform maintenance allowance, the risk allowance, overtime and meal allowance, barbour allowance, children’s education allowance, house rent allowance, medical facilities, welfare and amenities, leave facilities and rewards and punishment have been discussed in the body of the Thesis.