6. FINDINGS AND RECOMMENDATIONS

6.1 The Research:

"To protect the society, we must protect the protectors first"

In India, the basic problem is of population and hence to deal with it is the most important issue. Actually, even today, we shall not treat population as a problem. Every resource has its plus and minuses, similarly the population of India can be considered positively also. To handle the huge population of India in a proper way and with disciplined manner, the agencies like police are very important. Considering this fact this research topic was selected so that this research may give solutions to the present problems of police officers. The limited purpose of this research and this chapter, is to help the police dept. to understand the training needs of PI and PSIs so that they can give better performance with the help of improved training inputs. In this research as per the objectives, the researcher has tried to find out the present training condition of PI - PSI, working in Pune and what kind of training PIs and PSIs want to be given to them. Presently they are certainly giving required out put (maintaining Law & Order) but with lot of adjustments and compromising at their personal level. Incidences of rude behavior and mal practices are there but percentage is low. Similarly,
who is the root cause for mal practices, the police personnel or political system, is also a question it self. With a hope, that this research shall provide some way out to this situation, following conclusion and recommendations are given here --

To deal with these problems, we may have to improve upon some current practices and systems of police department. Considering this fact, and improve the quality of research, the researcher has also collected primary data from the citizens of Pune which can be used as corroborative support. Based on the analysis of data of this research study, the following recommendations can be considered.

During this research it was expressed by the police personnel, that whenever the police officers think about training, they think mainly about constables, but the training is equally necessary for the PI, PSI and the officers above. (The incidences and cases which took place recently also prove the same)

The Police inspector and Police Sub Inspector (PI and PSI) cadre has been devastated at many places through neglect and work overload. Hence, there is a need to improve the performance of PI and PSIs, improve their working conditions, their knowledge, skills and attitudes through sustained and substantial effort. This can only be done through the process of professionalization. Professionalization is the key to quality improvement and rising of standards. It presupposes the professional enhancement programme, which consists of a series of activities. The series of activities consist of ideas
and proven solutions for professionalization, given in detail in point No. 7.3. Before that it is interesting to see the present status of Training for PI and PSIs.

6.2 Present Training Status For Police Officers

During this research and after the analysis of data, it is found that—(Based on Data Analysis discussed in Chapter Five)

- At present there are training programs designed and conducted for PI and PSI
- It is expressed by the PI and PSI that the present training programs are not effective as they expect.
- It is difficult for them to find out time to attend the training programs
- It is expressed that there is need for improvement in training
- At present there is less emphasis on Skills related training inputs.
- Most of the trainers are from police department only and there is need for inviting outside trainers.

6.3. Identified Training Needs for PI and PSI

In short, following kinds training needs got identified during the research and after the analysis of data (please refer charts and tables)—

- Training programs on – Physical Fitness
- Training Programs on – Stress Management
- Training Programs on – How to behave with people
- Training Program on – Communication
- Training programs must be conducted with proper frequency
6.4. Other Suggestions for better Police Service

During this research, some of the following suggestion could get emerged, similarly some of the citizens of Pune have given their suggestions (based on their day to day experience) which can be considered for better service of Police

- Working condition of PI and PSI is not very good so it must be improved
- Working timings of PI and PSI are very long so improvement is required
- Reducing work load is also important as many time they have to work more than 12 hours
- There should be policy to use the services of PI and PSIs for appropriate purpose. Their minimum time should be planned for the purposes like VIP Security and Bandobast, for such purpose some other kind of force can be trained.
- Monthly social and family activities shall be planned for PI and PSI

6.5 Proposed Quality Enhancement Activities for PIs and PSIs

During this research the researcher got an opportunity to find out great volume of data and also got opportunity to interact with many police officers and senior citizens. Considering the data which is collected and the overall information, the researcher has generated some suggestions for the improvement of police training and system for better performance of PI and PSIs, based on the data collected. The recommendations and suggestions are ---
6.5.1 Catch Them young

6.5.2 Quality Induction Training

6.5.3 Work Load Study & Time Management

6.5.4 Performance Linked Opportunities

6.5.5 Frequency of Physical and Attitudinal Training

6.5.6 In Time – Awards and Punishment

6.5.7 Avoid and Deal with Stress

6.5.8 People’s Participation in Policing

6.5.9 Quality of Supervision – Burocratic and Political

6.5.1 Catch Them Young

Quality and professionalism to begin in earnest has to start with recruitment. Recruitment process must be as per the need of future and must be based on research done for that particular department or organization. It is always expensive and not always easy to rectify mistakes in selection. Often the organization lives with the consequences of poor selection for years ahead. Development, motivation and performance all hinge on the best possible employment decisions. High caliber is not that only few persons have it, but it should be developed in the human beings. It is very rightly said that one must
hire for attitude and train for skills. Besides attitude, the candidate's qualification and physical fitness need to be kept in mind while selecting a person as PI and PSI. Since they have to perform very stressful tasks so there is a need to take younger people, who are energetic to face the work pressure. For the department like police it is necessary to recruit PI and PSI at young age, may be at the age of 18 or 20. The role of PI and PSI is very important in the police department, they are in between the top officers and the constables, who are dealing with the people. If PI and PSI is of good morale and caliber, the constables can not dare to misbehave. Recruitment at young age has many benefits as ---

- It is easy to develop caliber and attitude at young age
- The attitude developed at young age is long lasting
- At young age, person can change the job, if dissatisfied

It is found that in many cases, the selection process is distraught with corruption. During this research, while talking to Police officers and citizens from Pune, people viewed that the recruitment process of police dept. is not free from corruption. (recently the Chairman of MPSC got arrested for corruption) Those who pay to join the job will definitely be corrupt. So, there is a need to establish Recruitment Board like in Tamil Nadu and recruit without the possibility of corruption. Sometimes after joining as Police Inspector, some people regret joining the organization. For bringing awareness of the nature of task, as done in Norway and other countries. It came in my reading that in US
the advertisement for recruiting, a para containing "As a police officer, sooner or later you're bound to encounter abuse, threats, provocation, even physical violence. Be careful how you respond. Lose your temper and you could lose your job.... We need people who can cope. People who are tough, tender, sensitive, strong and disciplined, all at the same time" should be added, so that people do not accidentally land up in police department and curse themselves throughout their lives.

6.5.2 Quality Induction Training

(a) Training : Both - After Recruitment and In Service

For the departments like Police, the trainings specially, Induction training are very important, as it develops the base, on which the person is going to work for many years in the department. Training, education and practice are the tools used to transform good people into good employees. Without improving the conditions of police training schools nothing much can be achieved for the training of PI and PSI. ( In November, 2005, the Home Minister, Shri.R R Patil declared that he would recommend more autonomy for the Police Training Academy in Nashik )The infrastructure facilities of police training schools need to be improved. Suitable trainers need to be posted there with sufficient incentives. The police training schools need to be equipped properly with low
cost audio-visual aids and other necessary equipment. After considering the performance problem, and after conduction the training needs analysis, proper training modules need to be designed. The number of trainees at any police training school is so high (sometimes 500 or 600) that any particular class has more than 100 trainees. This should be avoided. In order to be effective, any class in any police training school should not have more than 40 trainees. The PTS should be located at Range Headquarters so that proper supervision by senior officers can be done, and resource persons can be made available for conducting the courses. About 159 Districts in India suffer from communal disturbances and 110 Districts are insurgency prone or / and extremism-infested. So specialized training courses that are region-specific; on role in handling communal disturbances and anti-insurgency, may be started in affected areas.

The Role Playing and Simulation exercise should be introduced, which will facilitate action learning. The police Training Schools need to be improved drastically so that basic training of the PI and PSI can improve.

Training Modules on planning, management, human rights, stress management, criminal law, procedural law, police organization, communication skills, unarmed combat, driving crowd control and investigational skills, need to be imparted at basic level thoroughly and also at different intervals.

Refresher Training Programmes should be conducted regularly so that the PI and PSI get opportunities to improve their learning and acquaint themselves with repertoire of knowledge and skills. The PI and PSI need to be mentally and physically alert. This can be achieved by proper design of outdoor trainings.
Besides inculcating the capacity for sustained physical endeavor outdoor training can be used as a powerful pedagogy for teaching self-reliance, cooperation, confidence, imagination and inventiveness. The outdoor training provides a totally positive experience which stimulates mind, body and soul, a unique method of building cohesive working groups. Outdoor activities can provide realistic situation and show the importance of teamwork, planning, coordination and communication. Team building skills need to be acquired by them. PI and PSI have to work and enforce their power with the help of subordinates and even superiors. So they need to learn team work. This can be inculcated through role-play or management games. Different management games must be conducted at police training schools so that cooperation and teamwork can be appreciated and synergy can be achieved.

In few Districts of Madhya Pradesh like Bilaspur, Sehore, and Bastar. a particular system was evolved which proved to be successful. From each police station a constable according to Roster was summoned for training and one Head Constable used to be summoned for training from big police stations. They were given refresher training for 7 days. This made the District Level Training more meaningful and purposeful. Such kind of training programs can be designed based on the need of PI and PSI.

The PI and PSI should be so trained and retrained that they are able to perform their task with zeal, energy, and stamp their work with confidence, competence and positive social attitude.
(b) To Provide Knowledge by User Friendly Methods

Once the PI and PSI joins the regular duty after leaving the training schools they can not spend more time on reading, hence it is necessary to develop some kind of need based reading material for them. Also it must be easy to read and shall not take more time in understanding the meaning. Such material will help them to educate and convince the people on Law. Such user friendly material with using appropriate pictures can be displayed in the Police Station, it will be useful to constables as well as to complainant from public. If they can be provided continuously with learning materials then they can update their learning regularly. All the best police practices of different areas need to be collected, and supplied to police stations in the form of learning materials, so that from others' experience they can learn and develop themselves professionally. In short, the experiences can be gathered and delivered to them so that it can be used easily by police personnel and also by people.

6.5.3 Work Load Study & Time Management

Police have very unique kind of work nature. They have to work many times for 24 hours. Policing consists of routine work as well as emergency work. The routine work needs to be so systematized that wasteful efforts and wasteful practices can be discarded. The emergency works and special large-scale
operations can be organized in a better manner to minimize efforts, manpower and time. The time, effort and manpower wasted during large scale bandobust are enormous. Here comes the concept of preparedness and planning. Whether routine or emergency work, a systematic work study can help in standardizing the work design and help in discarding and eliminating wasteful practices, messy mistakes and false starts. Some of the PI and PSI are over-burned. So, if the work load is studied and division of labour done properly, then it can prevent damage to the image of police and also accidents. For achieving systematic, methodical work, re-examining and redesigning the work process is required. Similarly, one should remember that PI and PSI is also a human being. s/he also needs rest and to look after the family. To reduce unwanted work load and save the time of police officers, following points can be considered ---

- Adequate manpower shall be provided to every police station
- Adequate facilities shall be provided like vehicle, furniture, stationary, sophisticated weapons etc.
- In order to reduce monotony, proper job rotation at regular interval is essential.
- Instead of just order them, the superiors must take them in confidence and explain them the importance of the task.
6.5.4 Performance Linked Opportunities

"Desire / Want of Progress" is common in all individuals and PI and PSI are not exceptions to it. As we all wish to go ahead within the organisation, they also feel to make progress and progress means to them - Promotions. Without promotion their job reaches a dead end. It was learned that during the entire service police personnel get hardly two to three promotions. The lack of promotional avenues causes tremendous frustration among them and kills their initiative. So there should be scope for out-of-turn promotion for exceptionally good performance. The out-of-turn promotions in Punjab and Madhya Pradesh have yielded extraordinary results (in Punjab against terrorism and in Madhya Pradesh against the dacoity problem).

Also there shall be a proper policy for placement and transfer, besides promotion, which affects the level of motivation of PI and PSI. There is no uniformity with regard to placements after training. In some cases those who can manipulate, get postings of their choice just after basic training. There should be a proper policy with regard to postings. The policy should be once formed and then it should not be open for deviation for any reason what so ever.

By providing proper career incentives and by looking after the career ambitions they can be properly motivated and the commitments can be reinforced.
6.5.5 Frequency of Physical and Attitudinal Training

For Police Dept. physical training is very important as they have to deal with wrong doers and they may have to fight with them physically. It is noticed that the police officer could not give much time for physical exercise and hence they suffer lot of illness plus they have to be on duties even more than 10 hours. So it is recommended that ---

- The frequency of Physical and Attitudinal Training must be increased
- Police Officers must be relived time to time for such training in other words the situation must be so improved that they must be in position to attend training at least 3 to 4 times in a year. In primary data it has been indicated that many PI and PSIs could not attend a single training in last year.
- The Sr. superior officers must be sensitised for the need of training to PI and PSIs
- Good training facilities and training institutes must be provided

6.5.6 In Time – Awards and Punishment

Most of the police officers are working very hard and the job they are doing may be called as ‘Thankless Job’, in such situation, they must be awarded for good and prompt action taken by them. Not only the award must be given but the it
should be given in time also, as "Justice delayed - Justice denied". The recommendations could be –

- Political interference shall be stopped while in awarding a police officer
- A separate team must be given the task of finding positive contributions.
- Awards must be announced immediately or at least as soon as possible to have its positive impact on person
- The officer who is guilty of any misconduct shall be punished and shall not be protected for any reasons whatsoever.

6.5.7 **Avoid and Deal with Stress**

While analyzing primary data, it is noticed that most of the citizens from Pune have mentioned that PI and PSIs are suffering from Stress, hence researcher felt the importance of discussion stress and provide some suggestions for stress-free life.

Stress at work is a relatively new concept, emerged due to modern lifestyles. The nature of work has gone through drastic changes over the last century and it is still changing. Change has touched almost all professions, starting from an artist to a surgeon, or a commercial pilot to a sales executive. With change comes stress, inevitably. Professional stress or job stress poses a threat to physical health. Work-related stress in the life of organized workers, consequently, affects the health of organizations. Being unprepared for increasing demands of 21st Century, work causes stress and affects negatively on productivity and effectiveness. In Police Dept. there are several reasons for stress like –
According to Psychologists, everyone needs stress. Without it, life would be boring. Too much emotional stress can cause physical problems such as high blood pressure, ulcers, or even heart disease; physical stress from work or exercise is not likely to cause such ailments. Physical exercise can actually help you to relax and to handle mental or emotional stress. There are many definitions of Stress but in a simple language, we can describe stress as a "a kind of response of the body to difficult and problematic demands emerging out of changing situation". It's important that each individual learn to recognize "stressors" and how his or her body reacts to various demands and "stressors." When stress becomes prolonged or particularly frustrating, it can become harmful - causing distress or "bad stress."

Job stress is actually a result of lack of capacity to perform the required job. But in case of majority of Police officers, the job stress is the result of the acts which they have to perform against their will and continues and because of this kind of acts the PI and PSIs get stress while performing their job. Also the nature of Police job is different, they have to deal with antisocial elements every day and considering this fact they have to behave differently with criminals. Such kind of behavior also may cause physiological problems, which can lead to stress.
Following measures can be useful to reduce the stress in case of PI and PSIs, on which the Police Dept. can think –

- To design and conduct special Training programs on Stress Management
- To reduce the time of duty and plan it more practically
- To organize family get to gathers for PI and PSIs
- To reduce the political interference from the day to day work
- To design the uniform policy for transfers of PI and PSIs

In short, it is now high time for considering stress as a major problem of PI and PSIs. The above mentioned measures can certainly improve the performance of PI and PSIs.

6.5.8 Community Participation for Better Policing

While analyzing the primary data, it is noticed that citizens from Pune have mentioned that the numbers of Police personnel in the city is not sufficient. It is a fact that police have this problem and Govt. must recruit police personnel as per the requirement. But it may not be possible due to short of budget. Hence it is recommended to handle this problem in a different way.

India is a biggest democracy and in a democratic state like India, there is a very thin line of demarcation between the role and responsibilities of a citizen and a policemen. In fact a policeman is a good citizen in uniform, as a police man has his duties similarly every citizen also has his own duties. Both are concerned
with the safety and security of the society, maintenance of order and control of crime, traffic and social vices. They have to work hand in hand for the achievement of these goals. The need for close co-operation between the police and the public is indicated by the very nature of the police work, but it is particularly so in a poor economy which cannot afford to maintain a large and costly police force on a long term basis. The police efforts can be supplemented by the supporting public in many ways. The public participation in police work helps to remove several doubts about the police work. It helps to remove several doubts about the police work and reduces the criticism based on ignorance. It serves as vigilance and supervision to check the erring policemen from following incorrect and irregular practices. It reduces the pressure of work on the policemen and brings about involvement of the public in the law-enforcement activities. It helps in developing a rapport with the decent citizens and the youth which makes the police work easy and effective. There is thus a good case for the public involvement in police work. There are some solid reasons for the participation of people in policing, the reasons are –

- No criminal can sustain without the help/support of society, this way or that way.
- Criminal takes his/her start from the problems of society itself.
- Value system is the product of society and if values are strong enough, criminal can not get support from society.
Our law demands the participation for enforcement of law like – without witness, criminal will not be punished.

The police responsibilities and work is of highly specialized nature which needs high degree of skill and knowledge. Though the support of the public may be useful in these areas, there can be no substitute for the efforts of a well-trained and experienced police operator. These activities have to be the exclusive preserve of the specialists. However, there are some field where the work is of general nature which can be shared and supported by the carefully selected members of the public. Some of these are suggested below:

Police Bandobast for VIPs: While organizing Bandobast for VIPs, it is possible to take participation of young persons who are not having any job on voluntary basis or on some kind of allowance.

Traffic Control in Cities: Most of the cities are facing the problem of traffic control. Police can train some of the unemployed persons and use them on some allowance basis.

Informants: Today Police are having their informants for giving them information from criminal world, but presently this activity is not well organized. Police can use people and organize this activity systematically.
Other Duties: Other duties also can be managed by using people’s participation like – night patrolling, crowd control, providing services to VIPs and officers and so on.

6.5.9 Quality of Supervision – Bureaucratic and Political

Police Dept. has to control the ill behavior within the society and hence they have given many powers and hence the supervision task of police is crucial one. To supervise the PI and PSI the superior officer must be equally knowledgeable and clean. Hence the quality of supervision in police dept, is very important. In police system they have to be responsible at two level. One is Bureaucratic Supervision and another is Political Supervision.
Figure No 6.1 – Police Reporting System

POLITICAL HEAD (HOME MINISTRY)

DIRECTOR GENERAL OF POLICE

COMMISSIONER OF CITY (OR S.P.)

DCPs AND ACPs

PI AND PSI

CONSTABLES
It is noticed that Police Officers feels it very difficult to deal with both the fronts as the objectives of both the supervisors may be different. Some time even confronting to each other. In some other situation they know that the order given by superiors (both kind) is not fitting in to their duty but they have to obey. In primary data, most of the citizens have expressed that there is lot of political interference in police dept. (% is given in data analysis) Following recommendations could be considered --

- Political supervision must be as minimum as possible
- Police officers refusing unjust and illegal orders shall be protected by the department
- Rigorous training on this topic should be given to all superior officers
<table>
<thead>
<tr>
<th>Factors / Areas of Problems</th>
<th>Possible ways of resolving</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Personal and Attitude</td>
<td>Training and group discussions for Behavioral Aspects</td>
</tr>
<tr>
<td>2. Developmental</td>
<td>Developmental Coordination and Management</td>
</tr>
<tr>
<td>3. Role Perception</td>
<td>Case Study / Experience sharing</td>
</tr>
<tr>
<td>a) Personality</td>
<td>To deal with Behavioral Aspects</td>
</tr>
<tr>
<td>b) Family</td>
<td>Counseling / Time Management</td>
</tr>
<tr>
<td>c) Team</td>
<td>Group Work / Clarity on Responsibilities</td>
</tr>
<tr>
<td>d) Ability</td>
<td>Training Programme / Performance Appraisal, Coaching and Physical fitness.</td>
</tr>
<tr>
<td>Organizational Issues</td>
<td>Reviewing the climate and addressing each issues</td>
</tr>
</tbody>
</table>
6.6 RECOMMENDATIONS FOR PIs AND PSIs FOR BETTER AND TENSION FREE OUT PUT

It is very well known that a Police Officers has lot of tension as he / she has to deal and handle all kinds of problems of citizens and take corrective action as and when possible. The nature of this job itself is quite time consuming and complicated. Similarly they have to deal with various kind of persons, having different background and different class. Considering the nature of job, PI and PSIs can consider following suggestions for having better professional life.

6.6.1
It is recommended that PI and PSI shall have open discussion with their superiors regarding their day to day problems.

6.6.2
Press Reporters shall play important role in supporting PI and PSI for better output, as in many cases even superior officers are also helpless in taking proper decision. Making representation of day to day problems can be possible within the given system. Also Police Officers can adopt some of the following practices which can help them to work more efficiently.
(i) Take breaks every 30 – 40 minutes. It is proved that we do our best work in 30 – 40 minute segments. Take a short break and close your eyes, take a short walk, or do some deep breathing. Even one can take a break and do some different work for some time.

(ii) While doing important work, avoid interruptions. One can certainly ask others not to disturb for some period. This practice gives you time for thinking in depth.

### 6.7 PROPOSED TRAINING MODULES FOR PI AND PSIs

It is extremely necessary to have better quality training programs for the PI and PSIs. After having the data analyzed, the need of following training modules is felt by the researcher. There is great need to design Training Module in detail on these training topics for PI and PSIs. Every PI and PSI must be given training or must be trained, at least for 14% of his total time, in other words he/she must get training or attend training for 40 to 45 days in a year.

#### 6.7.1 Training Topics

- Training on Attitude related issues
- Training on Gender Sensitization
- Training on Behavioral Issues (with people)
- Training on Communication
Training for having People’s Participation

Training on Physical Fitness

6.7.2 Training Methodology

Training methodology plays a very important role in the overall effect of the training. Hence for the training for PI and PSIs, one must be careful about the training methodology. While designing training, the following methods shall be considered.

- Process Lab Method
- Group Exercise and Discussion
- Training Games
- Highly Interactive Sessions
- Case Study Method

Even at present, PI and PSIs are getting training but mostly it is with the help of very common training methods like lecture and discussion. Similarly the superiors from Police Dept. must pay attention to training activities and must give importance to training.
<table>
<thead>
<tr>
<th>SR. NO</th>
<th>TRAINING TOPIC / SUBJECT</th>
<th>DURATION</th>
<th>FREQUENCY</th>
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<tbody>
<tr>
<td>1</td>
<td>ATTITUDE RELATED TRAINING</td>
<td>3 DAYS</td>
<td>2 TIMES IN A YEAR</td>
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<tr>
<td>2</td>
<td>BODY LANGUAGE AND BEHAVIOURAL ISSUES</td>
<td>4 DAYS</td>
<td>2 TIMES IN A YEAR</td>
</tr>
<tr>
<td>3</td>
<td>COMMUNICATION SKILLS</td>
<td>4 DYAS</td>
<td>2 TIMES IN A YEAR</td>
</tr>
<tr>
<td>4</td>
<td>PHYSICAL FITNESS</td>
<td>20 DAYS</td>
<td>2 TIMES IN A YEAR</td>
</tr>
<tr>
<td>5</td>
<td>COMMUNITY PARTICIPATION FOR POLICING</td>
<td>3 DAYS</td>
<td>1 IN A YEAR</td>
</tr>
<tr>
<td></td>
<td>FOR EVERY PSI AND PI MUST ATTEND THESE TRAININGS IN EVERY YEAR</td>
<td>45 DAYS IN TOTAL</td>
<td>IN ONE YEAR</td>
</tr>
</tbody>
</table>
6.8 FUTURE RESEARCH DIRECTIONS

This research is a special research on Training Needs of Police Officers and the main objective was to find out the training needs of Police officers for better performance. After having the data analyzed, the researcher has given many suggestions for the better performance of PI and PSIs. Similarly the Training Module which came out from the demand of PI and PSIs and also suggested by the citizens of Pune, are given and suggested with Training methodology. In future, these Training Module can be considered while designing the training programs for the Police Officers.

The researcher has also given some direct / solid suggestions for the improvements in the Administrative System of Police Dept., which can be considered to have better and motivating environment for the police officers in future. Research in following areas is possible in future –

- Training Needs Identification for Hawaldars in Pune Dist.
- Training Needs Identification for PI and PSIs in Pune Dist.
- Administrative Reforms for Police Dept.
- More Effective Management Practices for Police Dept. in Maharashtra

Such kind of research activities can be taken up in future as at present Police Dept. is in need of such kind of support.
Reference For The Entire Chapter:

1. Data collected from PI and PSIs

2. Data collected from citizens of Pune, for this research with the help of questionnaire – (format enclosed)