CHAPTER VII
SUMMARY AND FINDINGS

VII.1 Introduction

In this chapter the researcher presents the summary and findings of the study undertaken by him. The human resource development of Tamil Nadu Police system, with a focus on the middle level supervisors of Madras city police has been studied. The summary and findings thereon will throw light on areas of strength and weaknesses and show how far the system can examine itself of its past performance and arrange for future advancement.

VII.2 Major Issues and Findings

Chapter -I: Human resource development is a social compulsion for the public sector. For an organisation to be dynamic and growth-oriented, its people must be dynamic and proactive. This can be achieved through Human Resource Development processes. Police ensures peace and upholds respect for law and paves the way for economic growth. Police functions of late have become more complex. The middle level supervisor is focused as he is a vital link in the organisation. He can be shaped through usage of management concepts and Human Resource Development Processes. Studies in this area are inadequate. The need of the hour is to rid the police of corruption and wean it away from the criminal's and politician's contaminations. The cleansing operations must start from within the police system.
Chapter-II: The importance of human resource development concepts and practices cannot be gainsaid. They would be immensely useful to the police department. The Singapore and Swedish Models are being worth emulated in the police system. Literature survey shows police as both sacrificing and selfish. In the light of legal framework and peoples' aspirations the future of the police will have to be regulated.

Chapter - III: Police historical background shows that 'Madras Police Model' is a forerunner to many states. On date, it continues to be a good instrument of service and sacrifice, though there may be some shortcomings. Exposure of the middle level manager to Human Resource Development culture and proactive attitudes will help the department to have overall face-lift.

Chapter -IV: Human Resource is both basic and supreme. It is more so in the case of a service organisation like the police. Police is an essential service with unique opportunities and challenges. The Human Resource Development model designed by the researcher would be helpful if it is properly understood and put to use. The model aims at exposing the police personnel to Human Resource Development culture which, as a result of constant practice, will give a comprehensive attitudinal change as also organisational approval of the new culture.

Chapter - V: The actual state of affairs as regards human resource climate present in police department of of Tamil Nadu in general and the Madras (Chennai) city police (Greater Metropolitan Police) in particular, needs a deeper study in the background of the Human Resource Development model discussed supra. Barring a very few areas, most of the aspects of the police functioning and conduct do not contribute for
good HRD culture. The mean scores for 40 out of 45 questions are less than the moderate score of 3. The reasons for this is both historical and bureaucratic and police and political interventions. Only in a four out of 45 variables the HRD climate is above 50% (and below 55%). The overall position of HRD climate in the police system of Tamil Nadu and Madras city Police is poor. The principle component analysis with the input matrix comprising of inter items correlations with unity with the principle diagonal yielded a 11 Factor solution under the criteria of Eigen value to be more than 1. The 11 factors together are able to explain a significant 68.2% variance in the data set.

Chapter - VI: The study on HRD and human aspects and various perceptions of the different groups of police personnel represented by the inspectors of police must be a continuous affair. A study on the perceptions of the middle level supervisors reveals that the promotion chances are few for them and they have to wait for a long time to get their promotions. Nearly 2/3rds of the samples get promotion only when they attain 40 to 58 years. Basic Training alone is given to 49% of samples and inservice training is given only to 38%. This is poor state of affairs. Free, frank and two way communication is also lacking. The study reveals that Armed reserve and Tamil Nadu Special Police are not happy regarding better quality of service. Age and education do not affect the performance. However, training affects performance appraisal system. Perceptions differ depending on the extent of training. Attitudinal changes at all levels participative management, career planning and potential development in the police system must be specially attended to. Grievance redressal procedure must have a separate machinery. The HRD model suggested by the researcher will go a long way to usher in an
era of police accountability, police culture of high standing and clean hands, coupled with high efficiency and total dedication to duty.

VII.3 RECOMMENDATIONS

i. Recruitment Planning, Salary, Training, Placement, Rotation

As far as the recruitment is concerned, total objective, transparent, purely on merit should be the premise on which the recruitment should take place. Extraneous influences of all sorts must be avoided corruption and political and Bureaucratic and other pressures should be removed at all levels. A police constable recruited should be assumed to become a Deputy Superintendent of Police or Superintendent of Police, a Sub Inspector should be assumed to become a Deputy Inspector General of Police and a Deputy Superintendent of Police or Assistant Superintendent of Police must be assumed to become the Director General of Police. This should be the right spirit of recruitment.

Policy

For selection as PC, minimum graduation and for Sub Inspector, post graduation or Double degree graduation, for ASP / DSP / M.Phil. / Ph.D. qualification should be the criterion. Even at the selection stage they should be visualised to shoulder higher responsibilities. It is desirable that a law degree is prescribed as a must for all police officers from Inspectors level to Director General of Police. Let them study while in service also to equip them selves with law degree. The literature survey will strengthen this recommendation.
Salary

The emoluments should be attractive and special for the police, in view of 24 hours duty and personal risks involved in police functions. 24 hours duty at all levels must be eliminated and 8 hours shift must be introduced.

Training

Training must be comprehensive. Training should emphasise both brain and brawn, both in Drill, and Musketry, including training in all sophisticated and latest weapons, driving training to drive two wheelers, four wheelers including Car, Jeep and Lorry. Law, investigation, Psychology, Sociology, Literature with Tamil and English, Writing, Speaking, Communication, Computer, Behavioral Science, Management Principles and Practices, HRD, History, Geography, Security, Espionage, Bomb Disposal, Antiterrorism, Court work, Practical training, Institutional Visits, ‘Bharat Dharshan’ - “Brain storming,” case study,” “In Basket Exercise,” role-play, histrionic talents, Debates, and Public speaking.

After initial professional training, every Third or Fifth year on-the-job Training must be given to each rank both in theory and in practice, as the inservice training imparted is inadequate as seen from the study. The national level training and other institutional training should be increased at all levels.

Training institutions should have most talented, efficient, and highly educated police officer as the Head and as Instructor and they must be posted 2 years before their promotion to higher ranks. They must be paid high : separate higher pay scales : as per UGC scales. On-the-Job-Training personnel should be chosen from the promotion list and
compulsorily posted to get trained. As in the British Police system a craving to serve in the training institutions must be created.

Placement of the Personnel must be in keeping with one's aptitude, taste, talent, potential and interest. Job rotation, in Law and Order, Crime, Traffic, Intelligence, C.I.D etc., will have to be considered to each personnel.

Promotion chances must be bettered, as the study shows that the promotions are neglected. Stagnation in the same branch will have to be avoided; so also stagnation in the same rank should also be avoided and prevented. Promotions on time-bound manner must be planned and ensured for all ranks as in the case of Assistant Superintendent of Police. None should be allowed to retire without earning three promotions.

As a correctional process, for those personnel who are lazy, inefficient, corrupt, or indisciplined, a separate course, of 'Inservice Training' must be given as a correctional measure, after screening them through psychological tests and those who are beyond redemption may be weeded out as early as possible, giving a "golden shake hand".

The Individual in the organisation must be given all opportunities to fully develop himself or herself and the system / sub-system / dept. His/her initiative, interest, hardwork, and contribution must be surely rewarded, recognised and responded in words, deeds and in concrete terms as the career planning in the Police department is found in the study to be almost non-existent.
ii. Job Enrichment, Job Enlargement, Education- Technical and General, acquisition of knowledge, talents and training

It should be the endeavor of the organisation to enrich the job of each rank, and each rank must be fully exposed and educated in this regard.

Each job must also be enlarged; the scope, extent and ramifications of each job must be explained, expanded and explained to each person and each rank.

Each individual must be exposed, encouraged and enthused to fully developed themselves.

Such an encouragement need not necessarily be restricted to acquisition of technical knowledge. It can as well, and to the mutual benefits of both parties, be extended to non-technical, non-informal, literary, extra-curricular activities also.

Even training or educating the personnel who have got an aptitude may be thought of and undertaken after the work hours.

All talents of each one must be fully developed and recorded.

Attitudinal changes must be ushered in to make each individual service minded, social-service minded and community -service minded. This can best be done through training - basic/initial, on-the-job training, both formal and informal training, and various methods of HRD interventions and HRD processes.

Job - rotation in different branches is welcomed by the samples. All personnel must be given an opportunity to serve in different wings of the
department. Training must be the life-blood of police service, activity and operation. It should be total, continuous, life-long, comprehensive, adequate, scientific, and fully professional. As in Swedish and Singapore Models (as seen in the in earlier chapter), we can organise our training programmes.

Training must be a means to an end and must not be routine, dull and monotonous. It should be articulated, experimental, and result oriented. Better and Academic of proven merits of the rank of Director of Collegiate Education is made the Director of Police service education. Under him the principal will be working and he will be of the rank of Deputy Inspector of Police or Superintendent of Police. Training should cover not only the police personnel in service, but also those rejected from selection or prosperous candidates for selection for the post. Those semi-literate and not-fully-educated must be exposed to systematic Adult Education Programmes which should be arranged in the evening hours, after the working hours are over.

There is vast potential, brain power and reservoir of knowledge, experience and technical know-how left with the retired personnel of the police organisation which remain untapped, unused and uncared for as seen from the study. Their chivalrous deeds, sacrifices, contributions, must be scientifically preserved the perennial assets for years to come.

Such taping, tabulating and codifying of experience must be made applicable to all ranks and all wings of the police. Serving police personnel of all ranks must be encouraged, exposed and allowed to carry on correspondence studies, non-formal continuous education, collegiate and university education, like in Law, Management studies, different
languages learning, literature studies, and the like. They should be encouraged to go abroad to attend colleges, conferences, workshops, etc, both professional, literary, monetary and non-monetary incentives may be given. An educated police in the respected by one and all.

This recommendation is made because, instances came to notice of the researcher expressed by some of the samples that they were not allowed to study B.L., M.L. part-time and in the evening hours without affecting their work and there are instances which figured in the discussions with the samples where permission was refused to certain personnel to go abroad to attend professional, literary or language conferences, and seminars even using their own money and it was done 'technically' so as to deny opportunity to certain persons owing to personal prejudices, and whims and fancies. The fetters of the slaves (the subordinates) should be removed. Then only the police department will be freed from suffocation. Participative management at all levels is the only solution. As in the District Welfare committees were constable upwards are nominated to be committee members, it is recommended to have the following committees: (a) grievance redressal committee (b) promotion committee (c) disciplinary committee (d) medal committee. The motto will be to raise the morals of men and officers decorrupt them; select IPS from state cadre through interview and written examination and let them be interviewed by a high power committee of a Judge, lawyer, police officer, psychologist, IAS officer etc. Same principle will have to hold good at all levels of promotions. Policemen and police personnel must be fully and totally trained to be like an Army man plus an advocate, a scientist, a professor, a politician, a dramatist, an artist, a poet and a statesman - all put together as a mosaic as it were.
iii. Job Environment, Job Enlargement and life-long exposure to growing knowledge and practical wisdom

Job environment is polluted with nexus with criminals and politicians and with corruptions. So decorrupting the police and depoliticising the police becomes necessary. They should be taken away from the influence of the criminals. Job enrichment and job enlargement are the twins that are to be nurtured so as to diversify the police jobs and to make them interesting, useful, efficient and effective. Towards this end, all efforts must be taken at all levels and particularly the top management must be committed and their vision should be passed on as mission to willing personnel and informal leaders to make all ranks proactive. The line authorities should be particularly involved in this exercise, while the staff-authorities and HRD managers must focus attention on proactivities of last-level leaders, ‘training the trainers’ and activating the supervisors.

Life long learning must be planned and imparted by the organisation, apart from encouraging individuals and groups to expose themselves to such expanding branches of knowledge. In this connection, a separate on-the-job Training Institute must be established for the police as in the case of public service.

iv. Communication

There must be communication from top to bottom and also from bottom to top. The ‘Feed-back’ system should be bettered. In the name of discipline, dissenting voice is not relished, which should be replaced by a consultative culture; but one’s decision is taken it shall be carried out. Subordinates are afraid to give their views freely as is seen in the study. The superiors must create can atmosphere of give and take.
We may make Inspector and Deputy Superintendent of Police to function like the Tahsildar and Revenue Divisional Officer with all administrative and financial powers.

Not only the formal communication, but also the informal, "grapevine" attributes must be given due weight to sort-out things.

Communication being the most vital and complex one, due attention must be paid to expose all ranks to transparency where called for, without sacrificing securities which may be necessary in areas requiring them.

Autocratic, and bossing over tendencies at all levels must be deprecated; instead a "we" feeling must be cultivated at levels. Delegation of authority will help a lot. Care must be taken to use right words, unoffending ones and similarly the tone also will have to be so conditioned depending on the situations.

The top level executives, the "superior police" should feel that subordinates also are capable of thinking and respect them. This must be cultivated at all levels.

v. Directing and supervising

Directing the operations of the police must be done effectively and efficiently at all levels and there must be "accountability" at all levels. The professional standards which are sagging must be raised at all levels. Police must be made fully professional like a doctor.

Leadership must come from all ranks starting from Head constables upto Director General of Police.
Supervision must be continuous and at all levels; the ranks should not feel that it is none of their job. It should be a total, and united.

Wherever remedial action, or disciplinary action is called for, it must be indicated at levels instead of passing on the ball to the other court.

Inspections of and visits to stations and other units must be real, and effective.

vi. Controlling, and Monitoring

Control mechanism must be built-in in the system and sub-system, both by written instructions and by oral instructions. Monitoring must be a continuous-all-time job to echo mistakes and correct them then and there. Punishment should not be the only the mode of correction. Counselling must be encouraged at all levels. A Research and Analysis wing must function under the Director General of Police to go into all aspects of police functioning.

vii. Performance Appraisal and Counselling

Performance Appraisal must be objective, transparent and open.

Performance Appraisal must be there for all ranks including the constabulary, ministerial staff and even class IV-sweepers, and gardeners.

Performance Appraisal system should be broadbased, and its writing should be more periodical: to include societal commitments, accountability Potential talents, care for the Poor and socially Backwards, Protection of human rights, scientific bearing, planning for the future, supervision ability, correctional ability, Legal knowledge, investigative
ability, media management, Communication skills, man-management ability, welfare work and social service work done, and aptitude to learn and educate himself and educate others.

Adverse remarks must be communicated in writing and orally and it should be done within a week of its coming into being and counseling to avoid such loopholes must be done within a week of its communication. The whole thing should be recorded.

Counseling must be all pervasive to cover not only the duty, but also the working and living conditions domestic matters, educational affairs, training matters, and it may sometime extend to family members too.

Counseling should be done in a three-pronged manner 1. by the immediate superior 2. by the scrutinising/accepting officer and 3. by a psychologist.

viii. Rewards, Medals and Promotions

Rewards, medals and promotions should be immediate and without regard to the whims and fancies of the higher ranks of individuals concerned.

Reward rolls must be simplified: not to run one or two pages: to be in set form to be filled up and sent immediately by the superior official and not to be prepared by the “self” to be signed by the superior official.

Medals should be given to the really meriting personnel.

Dispersal of Medals must be for all ranks and all communities and must not be the monopoly of chosen community people.
Communal considerations for promotion which saps the life of the organisation and done by certain communal-minded higher-ups must be replaced by objective, transparent, fair, and non-prejudiced, system judicial manner of giving promotion.

The 'promotion boards' should be made fair, open, and justice-minded.

The gradings given as 'good', 'very good,' 'excellent,' 'outstanding' should have relevance to the entries and the actual work done and chronicled in the assessment report and they should not be just left to the reporting officer to size up to his fancies.

The promotion Board should not merely give concrete shape to the wishes of the higher-ups and politicians whose hands may not be clean all the time.

The Scrutinizing Officer and the Accepting Authority should really exercise their mind and write their own views in so many words and should not merely "initial" in the report.

Sudden Adverse entries by the same officer in a short time, unsupported "average" entries, giving of some charge or other at the time of selection or just before or just after it, and the-so-called "charges-are-being-contemplated" "enquiry pending" should not be allowed.

Certain adverse entries passed, but not communicated for months together and used to damn a person's promotion etc. must not be allowed; the Board members should go through them and each one should comment in writing his individual opinions; it should not be a mere 'chorus' decision.
In the Board Meetings for promotion each person's case must be given half-an-hour time compulsorily. His entire records should be studied and discussed. In each case, note should be taken, and recorded by each member of the Board.

IX. Career planning, succession planning and potential development

Career Planning and Succession Planning must be made from constable upto Director General of Police and it can be done by individuals as well as by the department.

Career planning must be through a process of initial interview, and periodical interview involving the individual and the official above him. A separate interview with a psychologist must also be held and his written observations must be obtained.

In cases of proposed weeding out, or easing off, a "golden shake hand" may be given, giving the retirement benefits, compensation etc.

Succession planning must be thought of regarding every individual by the reporting officer. In each case of promotions, not merely the records perusal and scrutiny, but also the personal interview of the official concerned, from police constable upto Director of General police level must be held, questions put, clarifications sought, adverse entries explained, if punishments are contemplated or inflicted, the reasons and versions of the affected to be heard, recorded and disposal given.
X. **Discipline, Redressal of grievance and Feelings of ranks (Union Activities).**

Discipline is the hall-mark on which any para-military organisation would rest. Police, being a Para-military organisation has its edifice on the Bed-rock of Discipline. But in the name of Discipline, we must not sacrifice human feelings, humane considerations and human necessities and safeguards must be provided.

In the name of discipline, a higher rank should not suppress the growth, well being, feelings, liberties and thinking of the lower rank, safeguards must be ensured.

Redressal of grievances must be given top priority; every time an official/officer visits a station or unit, the grievances of ranks must be heard, recorded and immediate action taken to redress their grievances.

The relevant Police Standing Order, which envisages policemen being marched in orderly room by an Inspector of police before a DSP or ASP or Superintendent of police to ventilate their grievances is too cumbersome, time consuming, ritualistic and archaic. This system can be modified/abolished. Any individual can be made free, including a policeman, to meet any officer and ventilate his grievances.

A 'Suggestions Box' may be kept at every station/unit / office so as to attract grievances, suggestions, criticisms etc. This will encourage free flow of Feedback, which, otherwise, will not be forthcoming in view of the phobia of police operations and operatives.

Police Associations must be allowed as in the UK and USA. If the government wants some functional or procedural restrictions, they may be enforced in the interest of discipline and governmental functioning.
There must be a forum (even a social forum) to voice their rights and grievances: separate for each rank, a forum may be allowed.

The feelings of subordinates must be respected and a disposal must be given after satisfying their needs, wants and desires.

xi. Welfare

Welfare for a Force is as essential as Discipline of a Force. So the welfare of all ranks must be safeguarded. It is not enough if only constabulary welfare is looked after, as is usually and traditionally taken care of.

The old British type “line-huts” must be demolished and multi Flats buildings must be raised on war-footing; it should accommodate all ranks upto Director General of police.

Similarly, all police stations should be housed in Government buildings; this too on war-footing.

Police guest house-cum-mess must function in all taluk and District and State Head Quarters.

Canteens must function at subsidised rates at every unit, office, Taluk, Armed reserve, Armed police Head Quarters or units if there are more than 30 personnel working.

Exclusive Engineering, Medical and Law colleges must be run for police children; so also polytechnics and high schools.

“Ex-police service Board”, on the lines of “Ex-service men board” for Army, Navy, and Airforce must be sanctioned and must function.
Ten years before retirement, each police personnel must own a house/flat to be sanctioned to him/her and recovery should be by installments.

Dry Latrine system should be abolished in police stations and police line huts, Tamilnadu special police, and Armed reserve units and Quarters; they must be replaced by flush-out Toilets.

Wholesome drinking water, health care, nutritional diets for women and children of police must be given.

‘No transfer from one place to another before three years’ must be ensured. If one is disturbed from one unit, he/she may be posted to another unit at the same place.

Instead of supply of free rations, cash may be paid from Constables upto sub Inspectors. For Inspectors of Police, free supply of rations may not be obviously a must.

Priority and reservation must be given to personnel of the police in all educational institutions and job-opportunities.

Police women must be employed in welfare units of Tailoring etc. and allowed to earn.

Cool Drinking water must be provided in all stations and units.

Retired police officials/officers must be given free rations, and travel concessions in Bus/Train/Air.

Interest free Loans and financial assistance must be given to retired police personnel.
For police children ‘Evening Tuition’ may be organized or Fee paid to them.

In each police station, unit, or office newspapers, and magazines, must be supplied free of cost. Local Library Authority library must be opened in all large police Quarters.

Welfare officers, Public Works department Engineers, plumbers, and electricians are to be appointed in all big police quarters; so also sanitary/scavenging staff.

Each district unit/department must have a Deputy superintendent of police as Welfare Officer to report direct by to Director General of Police. He will be the grievance redressing other too for the subordinates for the superiors, an Additional Deputy General of Police level officer must be appointed.

xii. Personnel management/HRD process

A psychologist, non-police personnel officer, and HRD manager must be appointed to work under Director general of police to organise and run the Personnel department. All personnel records must be computerised.

Similar set up must be there in each District police office, Battalion, and other units.

All units of police personnel department must be exposed to HRD processes and interventions.

All personnel functions and HRD functions must be attended by officers and supervisors faithfully. In this regard, all units, and even circle
offices must have computers; even in stations typists should be employed separately for this and not the police personnel.

Human Resources Managements records and studies must be attended to by the HRM manager to be newly appointed from non-police sources.

xiii. Research and Development wing

At Director General of Police's office and at each District Police office, criminal Investigation Department, Armed police, crime branch, a wing called “Research and Development” wing must function under a Ph.D graduate and his field staff. (non-police). Research and Development studies will be undertaken by them. The police research centre attached to Criminal Investigation Department with police staff may be disbanded.

The proposed wing will undertake research to improve efficiency, innovate and experiment new ideas and programmes.

"Think-tank" must function under Director general of police. “Quality control” type of voluntary police officers, sociologists, leftist ideologists, advocates, judiciary, students, labour, women, and two each from each rank of police officers of both the sexes will form this organ. They will meet every week and advise the top executives.

xiv. Organisational Goal and Individual goal

"To strive to serve" is the organisational goal of the police department; ie. to serve the public in maintenance of peace, prevention of crime, and regulation of Traffic, ensuring peace and Law enforcement."
The Individual goal would be to achieve the organisational goal and the individual must be developed into versatile personalities.

The organisation itself must develop individuals fully so that the organisation itself will be rich, versatile and fully developed.

Video pictures, and documentaries must be taken to portray the organisational goal and also individual goal and should be shown at all levels and periodically.

There should be Fortnightly magazines for the State police, District police, unit police etc. -This will be the Family/Unit magazine

Police Image must be built. To have better co-ordination with the press, media, public, and other offices, a Public Relation Officer (non-police officer) must be posted under Director General of Police, and Superintendent of Police; so also in Criminal Investigation department etc.

There is 'police culture' in the department marked by (1) bossism (2) one man-ship (3) concentration of powers at certain levels (4) corruption (5) stress (6) over work and no rest. This culture must be changed through constant training, exposures and injecting new blood. It is desirable to give a chance to all deserving officials to become Director General of Police for one year let him due his best during this period instead of allowing a single person to occupy the top post for 7 to 8 years with no turn out.
xv. **Women police**

To remove gender bias, women police stations and women police personnel must be encouraged and activised.

It is the policy of the Government to ensure 33 and 1/3% women in all government jobs. In Police also it must be done and laterally inducted at all levels by direct recruitments. i.e. in the rank of Grade one constable, Head constable, sub-Inspector, Inspector, Deputy superintendent of police/ASPS, and superintendent of police, because we cannot wait for promotions to take place from the existing meagre strength of women police and do not make them to specialise only in certain areas.

Women police may be used in computer, and Personnel Management records maintenance etc and in the general law and order work, crime investigation and traffic control.

Women Police Personnel can be used in observation work, special Branch duties, and liaising with media, office reception, and investigation of cases involving women victims.

Kakhi saree and Blouse may be supplied to them as uniform.

xvi. **Tamilnadu special police and Armed reserve**

As they do the most monotonous and arduous nature of work, their welfare, sports, and recreational matters must be adequately and properly arranged and attended to by the top executive and by the supervisors. They are the most unhappy lot as seen from the study. Therefore it is better to make them happy and diversify their functions and make them interesting.
The personnel must be transferred to the local police after a time-frame at all levels with law training etc.

Each IPS officer and direct DSP must serve at least for one year in a Tamil Nadu Special Police Battalion.

Each battalion may be given a different uniform for greater cohesion and identity.

xvii. Radio Branch

This being a sensitive arm of the police, this wing should report directly to Director general of police. A distinct uniform must be given to them.

xviii. Protection of civil rights wing

This can be attached to Harijan welfare department for a better coordination. The police staff attached to this wing may be treated as on deputation with Harijan Welfare Department.

xix. Railway police

In view of Railway Protection Force being there, and as the Railway police have outlived their purpose, the Railway police may be closed down; Law and order and crime problems can be handled by the Jurisdictional Local police.

xx. Technical Services

Computer wing should be up-dated and scientifically managed by technically trained staff and the police must not man them.
xxi. Idol wing of criminal Investigation department

Temple protection Force may be attached to the Hindu Religious, Endowment Board for operational purposes and the Superintendent of police and other police staff attached to Temple Protection Force may be on deputation to Hindu religious and Endowment Board.

xxii. General

A particular shade of khaki must be used only by the police and by none-else.

All private security wings can be abolished and the State can train them and earn through them.

xxiii. Youthful police

As in the Army, so with the Police, their retirement age must be reduced.

As suggested by police National commission, the Police must be taken away from the control of politicians; police must be made to function independently as recommended by the National Police Commission.

xxiv. 'Depolice the Police'

We must depolice the police which has feudal thinking, bossing over and “Superman” mentality. It should start from the bottom to top and from top to bottom-both vertically and horizontally.

The police must be freed of communal aristocracy, and caste considerations of high caste and low caste syndromes.
Policing the police is a must. This can best be done by a body consisting of the elite: Sitting Judge of the High court, State Public Prosecutor, Senior Most Director General of Police, who is on deputation with other units of the state, a women IAS officer, A young Assistant Superintendent of Police, Deputy Superintendent of Police and Inspector of police, a professor of Criminology, a Professor of Victimology, a Professor of psychology, a Jail Superintendent of repute, one Vigilance Superintendent of police of repute, one advocate with leftist ideas. One women social worker and one women office-bearer from five non-governmental organisations.

Every year, 15 days comlpulsory and paid Holidays must be sanctioned to each rank and it should be staggered throughout the year so that the ranks will take comlpulsory rest: this Holiday should be made non-cashable. The ranks will be relived on' CTC' for 15 days and re-posted to same unit on return from leave.

A ‘get-together’ of all ranks of each sub division -in-turns held in one place, exposing them to fun, feast and play every fortnight will relieve the boredom, and create better feedback; senior officers to mingle with them freely. All will be with their family and children for this meet.

Similar get-together at District, Range and State headquarters monthly, quarterly and half-yearly respectively of all police ranks with their family will go a long way in ushering in a better police.

As an All India policy, we may make police as a concurrent subject and bring it under planned expenditure. We may remove the 24 hour duty
and remove suspicious and offending sections from the statute to give respect to the police.

xxvi. Enquiry Officer

It is desirable to have enquiry officer of the judiciary on deputation at sub divisional and district levels and remove the police enquiry officers on disciplinary matters.

xxviii. Torture and the Like

Police torture, annihilation, false encounters, false charging, etc must be made punishable as per the general law so as to inject better accountability.

xxix. New Culture

The new culture of paying and getting job posting and promotion must be replaced by a system of honesty, efficiency and selfless service.

xxx. Scrutiny

Those who are killed in police action and the police people getting killed on duty or off-duty must be scrutinised to moritfy or mar each incident.

These recommendations are mostly based on the study made in this research project, views expressed by the samples and by the senior police officers and to some extent based on the personal observations and practical experience of the researcher. They are given here without fear or favour with the sole object of cleansing up and overhauling the police system. What applies to Tamil Nadu may apply to other states in India and elsewhere.
VII.4 Conclusion

It can be concluded finally that implementation of the above suggested systems and schemes will definitely enhance the personnel management practices and the HRD climate result in very high levels of efficiency in discharging the police responsibilities and functions towards achieving the mission of Tamil Nadu Police “To strive to serve” and be a model - “A Madras (Chennai) Model” to the whole of India and perhaps to strive to near the 'London Bobbies', if not overtake them.