

CHAPTER-IV
TRAINING SYSTEMS OF THE POLICE
COMMISSIONERATE

4.0 INTRODUCTION

The Police Commissionerate system is a segment of the Home Department of Government of Odisha having exclusive magisterial powers over criminal justice for the jurisdiction of the twin cities of Bhubaneswar-Cuttack inclusive of some satellite towns. The Commissioner of Police in the rank of Inspector General of Police reports to the Director General, Police, who in turn reports to the Home Secretary and Minister in charge of Home affairs. Thus, the Police Commissionerate is a part of the Bureaucratic structures of the Government of Odisha and as such all its personnel policies are governed by the norms of the State Government.

4.1 HRD CONTEXT OF TRAINING IN THE POLICE COMMISSIONERATE

It is pertinent to note that there is no separate cadre for the Police Commissionerate. The recruitment and selection, transfers, appraisals, training systems and career planning and promotions are all meant for the personnel engaged in the whole of the police administration of the State. People engaged in Police Commissionerate can be moved away to other police districts as deemed fit from time to time.

Due to the imperatives of fiscal discipline, the Government of Odisha had put a cap on general recruitment for almost two decades. A generation of policemen retired in the meanwhile there by creating acute shortage of manpower. In recent years, the efforts to fill the vacancies have not completely met the required manpower strength and the shortage still grips the police department. This status creates an imperative for multi skilling the police personnel and engaging them in various activities with varieties of skill loads. In this context training of police personnel has assumed great importance as a manpower adjustment process.

As has been indicated previously the twin cities of Bhubaneswar-Cuttack have undergone exponential changes in terms of political power centers and economic hubs. Policing challenges have gone beyond simple law and order and administering criminal justice. Therefore, for the Commissionerate, the training of multi skilled police personnel has assumed greater importance.

The HRD systems of appraisal, career planning, promotion, transfer are typically mired in the bureaucratic principles of seniority, confidential character rolls and such other archaic practices. Self- appraisal systems, merit based appraisals, organizational need based transfers, career plans are yet to take shape and make even a beginning. The typical centralized authority structure, unquestionable obedience to superior's orders, stifled upward communication still persist in the police organization.

In such a classical bureaucratic context of HRD, the Police Commissionerate is attempting to modernize itself beginning with new look organization structure, reporting systems using information technology, and communication systems. The status of training endeavours of the Police Commissionerate is studied in such a queer context.

4.2 TRAINING SYSTEM OF COMMISSIONERATE OF POLICE

To cope with the enormous demands and pressures, the Commissionerate police have been consistently bringing about changes in its training set up with an object of creating a just, unbiased, friendly and empathetic police service. They want to shift from patrolling cops in the neighbourhood, managing the chaos, rescuing the hapless and controlling the traffic to omnipresent omniscient cutting-edge police personnel more acceptable and adorable to the general public. The Commissionerate has realized that one of the feasible and effective ways of achieving this goal is through intelligently designed and enforced training programme.

4.2.1 The Training set up of the Commissionerate Police

Three institutes namely the Police Training College, Angul (1937); Biju Patnaik State Police Academy (BPSPA), Bhubaneswar (2002); and Urban Police & Traffic Training Institute (UP&TTI) Bhubaneswar (2008) are meant for the training of non-gazetted police personnel.

A) POLICE TRAINING COLLEGE, ANGUL

Police Training College, Angul established in the pre-independent India has been imparting training to the police personnel from the rank of Constable to Indian Police Services (IPS) probationers on its sprawling campus spread over an area of 109.77 acres of land, located at a distance of 150 Kilometers from Capital City of Bhubaneswar. After functioning of the Biju Patnaik State Police Academy at Bhubaneswar, the basic training of the officer's rank i.e. from the rank of Assistant Sub-Inspector to IPS Probationer has been entrusted to it. Currently only the basic and foundation courses for recruit Constables are taken up by this institute. The PTC, Angul has a capacity to train 500 Constables in one batch. The college has 9 classrooms each of 60 seating capacity with 245 residential staff quarters and 9 barracks and various training aids like 2 LCD projectors, 5 over head projectors, 9 audio system, 5 computers and 1 laptop, there by indicating low level of modern gadgets. It is headed by an I.P.S. officer of I.G. rank and there is 200 staff members engaged in providing training and other necessary services to trainees.

(B) BIJU PATNAIK STATE POLICE ACADEMY

Earlier called as the State Police Academy, Odisha and established in 1981, it was renamed as Biju Patnaik State Police Academy in the year 2002. Starting at the premises of Police Training College, Angul, the Academy was shifted to a rented building at Tulasipur, Cuttack in the year 1985 and finally shifted to Bhubaneswar in 2002. The head of the Academy was of Deputy Inspector General Rank which in the year 1986, was upgraded to the rank of Inspector General (I.G) of Police and was designated as Special I.G of Police Training, Coordination & Director, State Police Academy (SPA). Subsequently, the post of Special Inspector

General of Police, Training & Director, SPA was upgraded to the rank of Additional Deputy General of Police, Training. This change has made this Institute the head quarters of all police training institutes of the State.

THE LOGO

It comprises of a pair of crossed olive branches, with state emblem on the top and a star shaped maze. The crisscross lines of the maze signify the unorganized thought process of a newly recruited trainee who with the skill and training transforms the “thought” to “knowledge” and ultimately develop a “vision” for the organization. The academy strives to inculcate such values, skills and professionalism to each trainee as is required to develop a clear and meaningful vision.

THE VISION

Biju Patnaik State Police Academy is dedicated to be a centre of excellence in police training in the country to encourage highest standard of performance, inculcate such values, skills and professionalism to each trainee as is required to develop a meaningful vision towards fulfillment of the organizational objectives.

THE MISSION

“To train and educate police personnel with the highest level of professionalism and provide the state with skilled police officers who would strive towards promoting the dynamic rule of law, rendering impartial service to people, building a safe and secured society”.

The objectives of this Institute are -

- To impart basic and in-service training to Probationary IPS Officers, Senior, Additional, Deputy Superintendents of Police, Deputy and Assistant Commandants, Inspectors, Reserve Inspectors, Subedars and Sub-Inspectors and to directly recruited Sub Inspectors, Deputy Subedars,

and Sergeant, Sub Inspectors of excise and Promote Sub Inspectors and Assistant Sub-Inspectors of Police.

- To organize training programmes, seminars, workshops in collaboration with different governmental and non-governmental organizations in order to sensitize police officers on various professional matters.
- To publish books and journals on professional subjects for the benefit of police personnel.
- To conduct research on subjects and issues that will throw insight into the organization, its functioning and enables the policy makers and police leaders to take appropriate measures to achieve the organizational objectives.

INFRASTRUCTURE

The Biju Patnaik State Police Academy, Bhubaneswar campus is spread over an area of 50 acres. The huge building is basically divided into two parts such as (i) Administrative Block and (ii) Teaching Block. It can accommodate 300 officers at a time in 20 classrooms with class capacity of 50. It has A/C auditorium (200 seats), director's A/C conference hall (35 seats), one medium in-service A/C training hall (50 seats) and one large in-service A/C training hall (75 seats). It has a modest library and reading room. One can also find 2 gents hostel (each of capacity 120) and one ladies hostel (capacity 80) along with two dormitories named as Mahanadi house (capacity 75) and Brahmani house (capacity 60). Inside the campus there are senior officers' mess and junior officers' mess, police dispensary, control room, play ground & gymnasium, physical training ground, parade ground, obstacle course ground, play ground, gymnasium station to provide an atmosphere conducive for learning and purposeful living. Residential facilities to the Director, Asst. Director and trainers, are provided. The infrastructure is almost self-sufficient.

PARTNERSHIP

The Biju Patnaik State Police Academy has established meaningful and productive partnerships with other institutions like; Sardar Vallabhbhai Patel National Police Academy, Hyderabad; Bureau of Police Research and

Development, New Delhi, Institute of Social Science, New Delhi; National Foundation for Communal Harmony, Ministry of Home Affairs, New Delhi; International Centre for Political Violence & Terrorism Research, Singapore; Women & Child Development Department, Govt. of Odisha, Bhubaneswar; State Information Commission, Odisha, Bhubaneswar; National Institute of Public Co-operation and Child Development, New Delhi; State Aids Cell, Bhubaneswar, Odisha; Odisha State Disaster Management Authority, Bhubaneswar; and Odisha Human Rights Commission.

TRAINING STATISTICS

The Tables 4.1 to 4.4, presents the training statistics of Commissionerate Police.

**TABLE NO. - 4.1
TRAINING OF OFFICERS DURING 2008-2012**

Year	Officers			Total
	Cadet /Deputy /Sergeant	Sub-Inspector Subedar	Departmental Cadet Assistant Sub-Inspector	
2008	219		359	578
2009	131		200	331
2010	596		1742	2338
2011	242		213	455
Till July-2012	-		368	368

Source: BPSPA, Bhubaneswar

TABLE NO. - 4.2
ANNUAL TRAINING PROGRAMME FOR THE TRAINING COURSE CONDUCTED AT BPSA, BHUBANESWAR FOR
THE YEAR, 2013

Sl. No	Name of the Training	Duration	From	To	Capacity
1	Specialized Course of Training on Rape, Dowry Offences and Other Offences against Women for Inspectors/ Sub Inspectors.	2 days	30-01-2013	31-01-2013	30
2	Specialized Course of Training on "Homicide" for Assistant Sub Inspectors	3 days	12-02-2013	14-02-2013	30
3	Principles, Rules & Procedure of Departmental Proceedings for Deputy Commandants/Additional Superintendent of Police/ Deputy Superintendent of Police/ Assistant Commandants/ Inspectors/ Reserve Inspectors/ Subedars	2 days	20-02-2013	21-02-2013	30
4	Specialized Course of Training on "Human Rights" for Inspectors/ Sub Inspectors	3 days	26-02-2013	28-02-2013	30
5	Specialized Course of Training on Investigation of Cyber Crime Offences with related to Information Technology Act-2000 for Inspectors/ Sub Inspectors	3 days	14-03-2013	16-03-2013	30
6	Right to Information Act for Deputy Commandants/ Additional Superintendent of Police/Deputy Superintendent of Police/ Assistant Commandants/ Inspectors/ Reserve Inspectors/ Subedars.	2 days	25-03-2013	26-03-2013	30
7	Right to Odisha Public Service Act, 2012	2 days	11-04-2013	12-04-2013	30
8	Principles, Rules & Procedure of Departmental Proceedings for Deputy Commandants/Additional Superintendent of Police/ Deputy Superintendent of Police/ Assistant Commandants/ Inspectors/ Reserve Inspectors/ Subedars	2 days	29-04-2013	30-04-2013	30
9	Specialized Course of Training on "Atrocity Against Schedule Castes/Schedule Tribes and Weaker Section of Society" for Deputy Superintendent of Police/ Inspectors/ Sub- Inspectors	2 days	17-05-2013	18-05-2013	30
10	State & District Level Work Shop of Training of Trainers on Human Trafficking.	3 days	29-05-2013	31-05-2013	30
11	Specialized Course of Training on Rape, Dowry Offences and Other Offences against Women for Inspectors/ Sub- Inspectors	2 days	12-06-2013	13-06-2013	30
Continued...					

12	Specialized Course of Training on “Human Rights” for Inspectors/ Sub- Inspectors	3 days	20-06-2013	22-06-2013	30
13	Principles, Rules & Procedure of Departmental Proceedings for Deputy Commandants/Additional Superintendent of Police/ Deputy Superintendent of Police/ Assistant Commandants/ Inspectors/ Reserve Inspectors/ Subedars	2 days	05-07-2013	06-07-2013	30
14	Specialized Course of Training on Investigation of Cyber Crime Offences with related to Information Technology Act-2000 for Inspectors/ Sub Inspectors	3 days	18-07-2013	20-07-2013	30
15	Specialized Course of Training on Stress Management for Deputy Superintendent of Police/ Inspectors/ Sub Inspectors	2 days	30-07-2013	31-07-2013	30
16	Re-Orientation Course for Deputy Superintendent of Police/ Inspectors	4 days	05-08-2013	08-08-2013	30
17	Principles, Rules & Procedure of Departmental Proceedings for Deputy Commandants/Additional Superintendent of Police/ Deputy Superintendent of Police/ Assistant Commandants/ Inspectors/ Reserve Inspectors/ Subedars	2 days	19-08-2013	20-08-2013	30
18	Sensitization Training on “Mahila &Sishu Desk”	3 days	29-08-2013	31-08-2013	30
19	Specialized Course of Training on “White Collar Crimes- Dimensions & Combat Strategy” for Inspectors/ Sub Inspectors	4 days	04-09-2013	07-09-2013	30
20	State & District Level Work Shop of Training of Trainers on Human Trafficking.	3 days	26-09-2013	28-09-2013	30
21	Specialized Course of Training on Investigation of Cyber Crime Offences with related to Information Technology Act-2000 for Inspectors/ Sub Inspectors	3 days	29-10-2013	31-10-2013	30
22	Specialized Course of Training on Rape, Dowry Offences and Other Offences against Women for Inspectors/ Sub Inspectors.	2 days	15-11-2013	16-11-2013	30
23	One day Seminar/ Workshop on People with Disability Act-2005	1 day	30-11-2013	30-11-2013	30
24	Specialized Course of Training for Inspector In Charges/ Officer In Charges	4 days	10-12-2013	13-12-2013	30
25	Principles, Rules & Procedure of Departmental Proceedings for Deputy Commandants/Additional Superintendent of Police/ Deputy Superintendent of Police/ Assistant Commandants/ Inspectors/ Reserve Inspectors/ Subedars	2 days	27-12-2013	28-12-2013	30

Source: BPSPA, Bhubaneswar

TABLE NO. - 4.3
IN-SERVICE TRAINING COURSES CONDUCTED AT BIJU PATNAIK
STATE POLICE ACADEMY IN EVERY YEAR

Sl. No.	Name of the Course
1	Specialized course of training on “Socio-Economic Reforms” for Inspectors/ Sub- Inspectors
2	Specialized course of training on “Social Defense Measures” for Inspectors/ Sub- Inspectors
3	Right to Information (RTI) Act.
4	Principles and procedure of Departmental Proceedings
5	Refreshers Course of training for Inspectors/ Sub- Inspectors
6	Workshop on Juvenile Justice
7	Specialized Course of training on “Embezzlement” for Inspectors/ Sub Inspectors
8	Specialized Course of training on “Homicide” for Inspectors/ Sub Inspectors
9	Specialized Course of training on “Atrocities against SC/ST and weaker Sections of society” for Inspector/ Sub Inspectors
10	Specialized Course of training on “Drug Abuse” for Inspectors/ Sub Inspectors.
11	Specialized Course of training on “Economic Offence” for Inspectors / Sub Inspectors
12	Specialized Course of training on “Rape, Dowry Offences & Offences against Women” for Inspectors/ Sub-Inspectors
13	Capsule Course of training for newly recruited Cadre Junior Assistants & Junior Clerks of .
14	Specialized course of training on Extremist Threat
15	Specialized Course of training on “ Human Rights ” for Inspectors /Sub Inspectors
16	Specialized Course of training on “Mob Control” for Inspectors/Reserve Inspectors/ Subedars/ Sub-Inspectors/ Sergeants/ Jemadars
17	Specialized Course of training on for Inspector In Charges/Officer In Charges.
18	Refreshers Course of training for Superintendent of Police/ Additional Superintendent of Police/ Assistant Superintendent of Police
19	Reorientation Course of training for Deputy Superintendent of Police/Inspectors.
20	Sensitization training programme on Mahila and Sishu Desk.
21	Basic Computer Training for Police personnel and Ministerial officers.

Source: BPSPA, Bhubaneswar

TABLE NO. - 4.4
SEMINARS, WORKSHOPS, SENSITIZATION PROGRAMMES,
SPONSORED COURSES CONDUCTED AT BPSPA, BHUBANESWAR

Name of the sponsor	Name of the Course/Seminar/Programme	Duration
National Institute of Public Cooperation and Child Development, New Delhi	Sensitization on Juvenile Justice	February 2009
Intelligence Bureau, New Delhi	Training on Basic Intelligence	April 2009
Bureau of Police Research & Development, New Delhi	Training of Trainers	20.07.09 - 24.07.09
Institute of Social Sciences, New Delhi	Human Rights issues and counter terrorism	7 th August 2009
National Foundation for Communal Harmony, Ministry of Home Affairs, New Delhi	Role of Police in Maintaining Communal Harmony	18 th August 2009
State Information Commission, Odisha	Sensitization Programme for Public Information Officers, Assistant Public Information Officers in Police department	September 2009 onwards
State Aids Cell	Training of Trainers course for Police trainers	14.09.09 - 16.09.09

Source: BPSPA, Bhubaneswar

Organization Structure of BPSPA

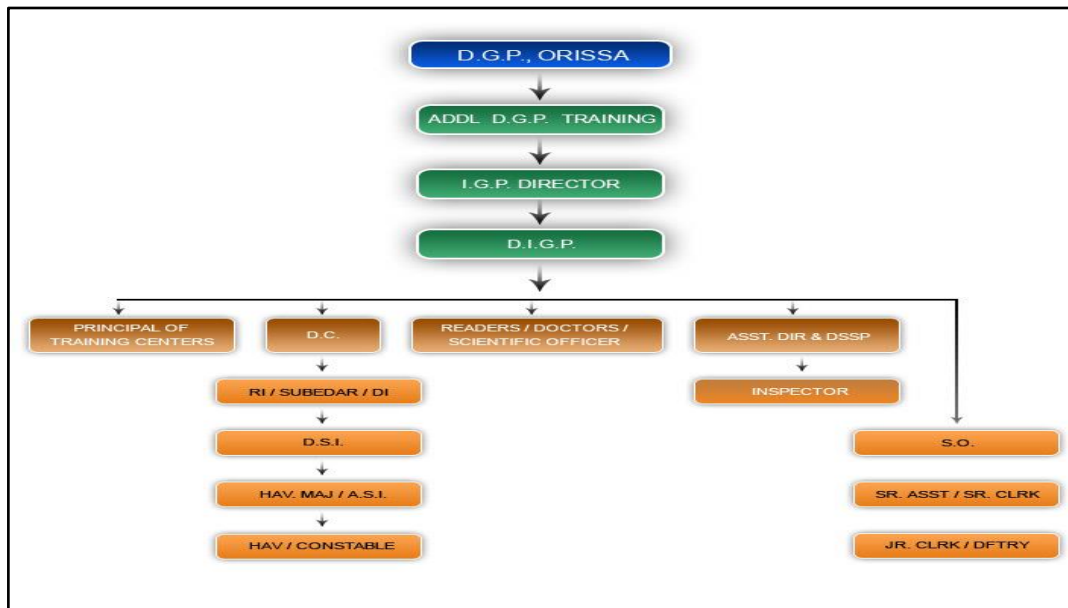


Fig: 4.1 Organization structure of BPSPA

The Additional Director General (training) cum Director BPSPA, Odisha oversees the training programme of the other police training institutions in Odisha which includes Police Training College, Angul, Police Training School, Nayagarh and Armed Police Training Centre, Jharsuguda. For the past five years, the BPSPA has also been undertaking professional training for Transport and Excise Departments of Government of Odisha.

C. Urban Police & Traffic Training Institute, Bhubaneswar

Earlier known as Traffic Training Institute, it came into existence in Feb.1981 with the motto to train police personnel in different aspects of traffic training and management. Now re-designated as Urban Police & Traffic Training Institute (UP&TTI) since 01.01.08, it has emerged as alternative centre for imparting basic course of training to recruit constables/ sepoy and drill instructor course to Havildar and others. It has been placed under the exclusive administrative control of the Commissioner of Police, Bhubaneswar-Cuttack since 1st January 2008.

OBJECTIVES

- To train officers & men of police and the sister departments to keep them fit in body & mind.
- To make them aware of their powers & obligations under the law.
- To train them on different aspects of police work like wireless, Very High Frequency (VHF) sets, motor vehicles, first aid, fire fighting, scientific aids, bomb disposal, computer, VIP security etc.
- To make them public service oriented with adequate attitudinal change & behavioural modification.
- Honouring & guarding the values & position of women & protecting weaker & suppressed sections of the society.
- To train in collection of intelligence for effective prevention & detection of crime & maintenance of law and order.

The UP&TTI has sprawling campus of 11.790 Acres, modern lecture halls, classrooms, hostels, gymnasium, trainees' canteen, library, dispensary and many other facilities which provide an atmosphere conducive for learning and purposeful living. The administrative block is a three stored building consisting of 4 classrooms accommodating 150 recruit constables/sepoy, one classroom accommodating 40 traffic trainees, library, trainers' room, office, reception etc. There are two Air Conditioned (A.C.) guest rooms and one non-A.C. guest room available in the campus. Residential facilities to the trainers/ other officials inside the campus are provided. The courses offered by this institute are given in Table - 4.5.

TABLE NO. - 4.5
DURATION OF VARIOUS TRAINING COURSES

Name of the Course	Duration
Basic Course for Recruit Police Constables	6 months
Basic & Advance Course of Recruit Sepoys	9 months
Course for Sub- Inspector/Assistant Sub- Inspector/Havildar on Sophisticated Weapon Training	1 week
Drill Inspector Course Training of Lance Naik & Havildar	6 months
Refresher course on Traffic Training to Police Personnel, Home guards & Students	15 days
Basic & advance course for Special Police Officer	6 months

Source: Commissionerate Police, Bhubaneswar-Cuttack

FACULTY: The UP & TTI, has experienced police officers, law officers, medical officers, traffic engineer, drill instructors as faculty. The institution has an impressive list of eminent resource persons who are engaged as guest faculty.

TRAINING

The institute imparts training to police personnel of different ranks including Sub Inspector/Sergeant., Havildar, driver Havildar, constables, Asst. driver, fire man & home guards. There are two types of training being imparted in the institute, one is formal training and the other is non-formal training. Formal training is usually institutionalized training and basically covers basic/foundation courses and in-service courses such as promotional, refresher and professional or specialized courses. A major share of courses falls under the formal stream. The non formal or continual training or on –the –job training includes weekly parades, roll-calling, briefing and debriefings by the senior officials. Under the non-formal stream, there is a provision in police Commissionerate, for verbal and written instructions being given every now and then by the seniors where they brief the subordinate staff on the tasks that need to be performed. Regular circulars, memoranda, official letters form an important part of this type of training. The Table- 4.6, presents the statistics relating to the number of different categories of police personnel and the period of training.

TABLE NO. - 4.6
CATEGORY AND PERIOD OF TRAINING

Sl. No.	Category of Trainees	Gender		Period of Training
		Male	Female	
1	Recruit Constables	2613	967	1-1-2008 to July 2012
2	Sub- Inspector/Assistant Sub- Inspector	654	184	1-1-2008 to July 2012
3	Recruitee Sepoys	410	95	1-7-2010 to July 2012
4	Recruit Constables undergoing Training during the Period of Data Collection	220	84	1-5-2012 to Nov 2012

Source: Commissionerate Police, Bhubaneswar-Cuttack

Some of the sub-divisions under Commissionerate police have a provision for holding informal training for the subordinate ranks which was being conducted occasionally. Moreover the sub-divisions have been asked to hold informal training on different areas of policing such as maintenance of crime records at police stations, techniques of interrogation, role of police in landlord-tenant disputes, investigation on theft cases, handling of dowry deaths, preparation of history sheets, beat policing, police behaviour with public, human rights, anti-sabotage checking, searching, frisking, enforcement of Narcotic Drugs and Psychotropic Substances Act., Civil Rights Act., VIP Security and gender sensation. There is no special training center for women recruits, the women recruits are being trained along with the male trainees in UP&TTI, BPSPA, Bhubaneswar and other training institutes.

4.2.2: Training Policy and Programme for the Commissionerate Police

The Commissionerate police have no training policy of its own as stated by the Deputy Commissioner of Police (Training) and Additional Commissioner of police. But the Biju Patnaik State Police Academy (BPSPA), which is the apex body in training of police personnel for the State of Odisha including the Commissionerate police ostensibly have adopted the policy designed by Bureau of Police Research and Development (BPR&D) at the National level, which states that, “all the personnel shall receive and continue to receive necessary and needed training to do all their jobs in an efficient and effective manner”.

However there is a comprehensive training programme which makes it mandatory for all police persons to undergo foundation, promotional, refresher and professional training in their careers as per norms of BPR&D, which states that, “3% of the total police personnel retiring every year and 3% of the existing personnel below age of 40 years are to be trained every year so that in next 5 years 30% of the Police Force is trained”.

The training policy asserts the need for concentrating on three thrust areas, infrastructure for training, the functional areas of training and its coordination and linkages. The broad goals of training policy are research-oriented identification of

varied training needs, facilitation of research activities and elevation of the general intellectual levels of the personnel so as to maximize professional and managerial competence. Broad policies for training the trainers and up gradation of library facilities at the training centers are an integral part. The trainers, it lays down, need to be chosen with deliberate care out of panel of trainers and be provided with necessary incentives. A data-base of information network concerning the personal training needs has been suggested to be set up at police headquarters to determine their trainability and to rationalize the training process and utilize the potential of the work force. A good percentage of police budget also needs to be made available for meeting the training needs of the organization. The training programmes in the police training institutions shall be organized keeping in mind the managerial inputs at the leadership levels and technical inputs at appropriate levels.

Underlying the present approach to training, the training policy lays emphasis on the need to fully comprehend the training needs of the individuals at various levels and also the cumulative needs of the organization as a whole. The assessment, analysis and evaluation of training needs must focus on the 'constable level' and upwards in so far as the personnel are concerned and look vertically up as well as horizontally from 'police out-posts' in so far as the organization is concerned. As the entire complexion of 'training ethos' merits to be given a dynamic thrust, it envisions that it has become very essential to keep the infrastructure development as a priority item. It lays that it has become inevitable that the training institutions should now constantly undertake a thorough and searching scrutiny of their functioning in order to keep pace with the changing scenario.

4.2.3: Nature of Training Courses

A) For Direct Recruittee Constables/Sepoys and Sub Inspectors (Including Promotes)

The Table - 4.7 presents the nature of course, categories of personnel for whom training is meant and the subjects covered.

TABLE NO. - 4.7
SUBJECTS COVERED FOR VARIOUS CATEGORY OF TRAINING

Nature of Course	Level	Category of personnel	Subjects Covered
Basic	Level 1	Constable, Sepoy	Law, police manual, police behaviour, drill, familiarization with weapons, extensive musketry practice, sensitization to threat of extremists.
	Level 1A	Sub- Inspector and Inspector	Law, Forensic Science, Public order, investigation, human rights, criminology, intelligence collection skills, interrogation skills and familiarization with weapons and explosives
Advanced	Level 2	Constable, Sepoy	Proficiency in handling and use of weapons, elementary knowledge of explosives, Quick Response tactics, Field craft engineering, vehicle search, raids on hostile hideouts, cordoning, topographical knowledge and area search, handling of insurgency, ambush and extremists and terrorists, road opening patrols, mobile check posts, night march, use of tracker dogs, convey protection and Special Operation.
	Level 2A	Sub- Inspector and Inspector	Leading in insurgent areas, commando operations

Source: BPSPA, Bhubaneswar

A cursory look at the training content of various courses offered to different categories of police personnel can be surmised as below:

- The basic training course for recruit constables, offered over a period of six months, contains subjects like modern India and role of police; human behaviour; organization and administration; police duty; Indian Penal Code (IPC) and Criminal Procedure Code (CrPC); Human Rights; and Computers. The course carries 1200 marks and distributed over 712 periods.

- The basic training course for Sepoys, offered over a period of six months, includes subjects like Physical training and drill; crowd control; wireless technology; field craft; traffic; disaster management; first aid; fire fighting; VIP security; IPC, CrPC and Orissa Urban Police Act, Indian Evidence Act, organization and administration; armed police duty; modern India and role of police; Constitution of India; Human Behaviour and Human Psychology; Computers; Comprehension and Report writing; and police etiquettes. The course carries 1090 marks and distributed over 1172 periods.
- After finishing the above two courses both the constables and sepoy are offered advanced training course over three months. The subjects taught are Minor Act; Organization of Police Administration; Duties of Armed Police; Guard of Escorts Duty, Human Rights and Naxal activities. The course carries 650 marks and distributed over 542 periods. The sepoy during the training period are attached to Special Operation Groups (SOG), Central Industrial Security Force and such other bodies where they are exposed to map reading, explosives, Islamic fundamentalism.
- The basic training course for cadet Sub-Inspectors, offered over a period of one year, includes subjects like organization and administration; leadership and supervision; human behaviour and police attitude; criminology; court duty; reserve duty; computer; police wireless; plan drawing; law; crime prevention and investigation; maintenance of order and security of foreigners; figure print; photograph; terrorist, extremist, naxalite ideology; anti-terrorist activity; bombs and explosives detection and disposal; medical jurisprudence; writing of case records; and human rights. These are over and above outdoor activities like physical fitness, crowd and traffic control. Unarmed combat; map reading; elementary field craft; driving and maintenance of automobiles; counter terrorist course. The course carries 1700 marks and distributed over 1692 periods.

(For details of these courses visit www.bpspa.org)

B) In-Service Promotes like Asst. Sub Inspectors & Drill Instructors:

- The In-service training course for cadet Assistant Sub Inspector, offered over a period of four months, includes subjects like IPC, CrPC Indian Evidence Act and Minor Act; crime prevention and investigation; court and reserve; computers; human rights; writing of case records; medical jurisprudence; scientific aids to investigation, and maintenance of public order. The course carries 900 marks and distributed over 360 periods.
- The Drill Instructor course, offered over a period of two months, includes subjects like physical training; 5 kilometers walk and run; drill; crowd control and riot drill; map reading; explosives; law and rules, and range course. The course is covered in 600 periods.

4.2.4: Training Capacity

As prescribed by the BPR&D norms mentioned above, the BPSPA has calculated the required capacity of training centers for Odisha at 2700. The existing capacity of Odisha is 1500 (B.P.S.P.A. -300, P.T.C.-500, Police Training School-250, Armed Police Training College, Jharsuguda-300 and U.P.T.T.I.-150). Thus the short fall is of 1200 (2700-1500) in the training capacity of the State Police.

The Government of Odisha has approved establishment of a new Police Training Institute with a capacity of 1000 at Bairee under Jajpur District. Besides, a number of new Battalions are being raised. Considering the huge backlog of Basic training of Sepoys and Armed Constables, another new exclusive armed training center is desired.

4.2.5: Training Need Projections made by the BPSPA

The following two tables indicate the training need projections over the period 2010 to 2014. The Table - 4.8 depicts the projections on basic training needs. The Table - 4.9 presents the projections on Advanced/ specialized training needs. Compared with the capacity of all training institutes of the State i.e. 1500, the deficiency calculated by taking the average of five years projection of basic training needs comes to $3125-1500 = 1625$ which is more than 108%. Further, taking into account the capacity of all training institutes of the State i.e. 1500, the

deficiency calculated on the average of five years projection of advanced / specialized training needs comes to $3732 - 1500 = 2232$ which is more than 148%. Therefore, the capacity of the training institutes to handle the training need load of the Police personnel is dismally low. Now reflecting on the qualitative capacity of the training institutes in terms of trained trainers, training tools, and facilities much remains to be achieved. This is a serious lacuna.

TABLE NO. - 4.8
PROJECTION OF BASIC TRAINING NEEDS DURING 2010-2014

Sl. No.	Rank	No. of vacancy as on 31.12.09 backlog	Likely vacancy due to retirement and promotion to higher rank/ recruitment for training in next five years					Total to be trained	Training Capacity
			2010	2011	2012	2013	2014		
1	Deputy Superintendent of Police	Nil	10	10	10	10	10	50	Officers will be trained at BPSPA, Training capacity-300
2	Sub- Inspector	640	100	100	100	1000	100	1140	
3	Deputy Subedar	332	20	20	20	20	20	432	
4	Sergeant	41	5	5		5	5	66	
5	Assistant Sub-Inspector	205+1500	150	150	150	150	150	2455	
6	Constable (civil)	1475	700	700	700	700	700	4975	Training capacity PTC-500, PTS-250, APTC, Jsg.-300 UP&TTI-150
7	Sepoy	1985	350	350	350	350	350	3735	
8	Constables of Indian Reserve Battalion	1391	122	122	122	122	122	2001	
9	Assistant Driver	151	50	50	50	50	50	401	
Cumulative Total								15625	
Average Training Need								3125	

Source: BPSPA, Bhubaneswar

TABLE NO. - 4.9
PROJECTION ON ADVANCED/SPECIALISED TRAINING NEEDS
FOR THE PERIOD 2010-2014

Types of Training	Numbers needed
Arms & Explosives Tactics (AET) Training	16,050
Commando Training	670
Explosive Handling	800
Very Important Person(VIP) Security	125
.Craft of intelligence Training	1,000
Investigation of extremist/terrorist officer	25
Total	18,670

Source: BPSPA, Bhubaneswar

The policy visualizes that every non-gazetted police officer (up to the level of Sub- Inspector of police) shall necessarily undergo training as per BPR&D norms as mentioned earlier. The special units and sub-divisions of the Commissionerate police also are required to follow the basic policy approach to ensure systematic training of all their personnel. This is being attempted through raising operational and functional standards of the training centers and urging the personnel to come forward and participate in the measures for up gradation of their skills. The training policy is yet to envisage the integration of non-formal training with distance education.

4.3: METHODS OF TRAINING NEED ANALYSIS

Training Needs Analysis (TNA) is a fundamental part of training system because it determines what training needs to be done so that money, time and effort are not wasted on unnecessary training activities. Tovey (1997, p. 43) defines the TNA as “a systematic and thorough investigation of a problem with the purpose of identifying exactly the dimensions of that problem and whether or not it can be solved by training”.

The Tables 4.8 and 4.9 mentioned earlier provide overall futuristic training need projections. However, it is needed that TNA shall be a continuous exercise. As has been indicated in the beginning of the chapter, there is an acute

dearth of manpower in the police department. With ever expanding role challenges cropping up, the Commissionerate is finding it imperative to prepare quickly the police personnel in multi-skill tasks. Due to such approach, the training centers are required to design short duration quick fix training programmes to meet urgent contingencies. More than organizational long duration problems, operational short duration challenges become the basis of TNA. This is over above the traditional training in physical fitness, and such other routine job skills. Therefore, it can be inferred that formal TNA exercises at organizational level are almost conspicuous by their absence.

Referring to identifying the trainable police personnel, every new Recruittee is subjected to a routine induction cum placement training. It is only for in-service police personnel that trainability becomes an issue for determination. In the absence of formal performance appraisal, identifying the training needs of individuals becomes a difficult task. It is the impressionistic judgment of the authorities on the trainability of individuals which might be becoming the decisive factor. Thus, it can be inferred that there are no formal systems in place in the Commissionerate of Police for TNA.

4.4: CHAPTER SUMMARY

This chapter embodies the data pertaining to the profile of the three training institutes operative currently to train the non-gazetted police person of the Police Commissionerate. The genesis, mission and goals are detailed out along with the infrastructure, nature of training courses offered for both in-service and direct recruittees. The methods adopted for training need analysis along with the projections made by the training institutes have found place in this chapter. The objective data has been analysed in the light of the subjective opinions of different categories of respondents. This is attempted in the next chapter.

