Chapter 6
Recommendations
The study undertaken by the researcher involved an understanding of the deep rooted problems which the constabulary in Pune city is required to grapple with, day in and day out. An analysis of these issues has led to identification of five main areas of grievances which, if dealt with positively could be instrumental in bringing about a marked improvement in the quality of the working lives of the Pune city constables. These areas are:

6.1 The work profile
6.2 Perception of police in civil society
6.3 Family life
6.4 Individual growth
6.5 Wellness

The problems arising out of their gruelling job requirements, the implications on their personal life and family life, the impact on their wellness and the road blocks in their career advancement for professional growth and development were studied and understood by the researcher. Besides these, the other important focussed area which emerged strongly was the public perception of the police. The dynamics between the civil society and the police, the predominant manifestation of which is a sense of distrust by the former towards the latter were noted by the researcher.

While doing so, some rudimentary knowledge was acquired pertaining to the functions of the police department, the prevalent hierarchy and the internal problems faced while dealing with complaints from the general public and other matters pertaining to the police force. The prevalent charges against the police are of rampant corruption, extortion, arrogance, brutality and their connivance with the anti social elements like bootleggers and gamblers. There is a popular belief that a man in khaki lacks humility and humanism. The common man looks down upon a policeman with disdain as his chances of having been a past victim of harassment and humiliation at the hands of a policeman are on the higher side. Even after sixty years of political freedom from the British raj, the vestiges of the colonial rule are seen in the style of functioning of the police. The common man still fears the police so much that s/he would normally avoid
lodging a genuine complaint of house burglary, vehicle theft or criminal intimidation by a local goon since the civilian lacks the confidence that his/her complaint will be attended to promptly by the police force, with the seriousness that it deserves.

6.1 Suggestions and Recommendations from the researcher related to work profile

The researcher has spelled out certain recommendations after the study of the ground details of the job profile of the constabulary and the problems arising therein. These are as follows:

1. Recognition of their good work.
2. Superiors to communicate with them perfectly on professional aspects.
3. Training (should be given) by competent trainers at police training institutes.
4. To design basic and refreshers’ courses keeping in mind the performance problems of constables.
5. To allocate work in a proper manner.
6. To create promotional avenues.
7. To provide for a healthy work environment
8. Proper performance evaluation.
9. Strict supervision of work
10 To provide regular refreshers’ training.
11 To motivate them to improve their educational qualification.
12. The police department should have at least one petrol pump of its own or be provided in every zone for the police vans and jeeps, other than the solitary one which is presently situated only in Shivajinagar.

6.2 Recommendation regarding Perception of Police in civil society

A police organization, in a democratic polity can discharge its duties effectively only with the cooperation of the people. Public assistance is needed for prevention, detection, investigation and prosecution of cases, and also for maintaining peace during all major social, cultural, economic and political events. For eliciting and sustaining such a co-operation constant interaction with people needs to be maintained by professional public relations set up within the organization.
6.3 Recommendation regarding family matter

In order to keep law enforcement organizations operating at optimal levels, administrators must be able to identify the cause of dysfunctional stress on individual officers and take effective action to ameliorate its effect. Some of the ways to reduce stress are eating healthy, exercising, travelling for relaxation, talking with a friend, spending time with loved ones, working on a favourite hobby, spending time outdoors, using breathing techniques or visualization, listening to soothing music, being intimate with your partner, taking a relaxing bath as well as many other ways. One of the best ways to reduce stress is spending quality time with the family. The wonderful thing about stress management techniques is that they can be incorporated with family bonding.

Open communication, being a good listener, practicing patience, accepting criticism, avoiding defensiveness, admitting mistakes, showing forgiveness, and providing encouragement and support to our family members are some ideal ways that we promote quality family life. Family life is important because we need the mutual support of our family. Make time to go out together, you did it before you were married, so just do it again. Reserve some special time to be together. It could be exciting. And set aside a 'family day', even once a month, so that the kids can spend quality time with both parents. Police constables should learn to keep their professional life distinct from their personal life. They should avoid carrying the baggage of their work and the accompanying stress back home.

6.4 Recommendation regarding self growth

The researcher lays a great deal of emphasis on induction and orientation training for new recruits at the police station level. It is suggested by the researcher that after the new constables have joined the service some time should be allotted for the same every day. Along with induction and orientation the junior police personnel should also receive regular training on yoga, stress management, communication skills, attitudinal training and technological training. This can greatly improve their efficiency, tolerance levels and stamina along with a positive change in their communication with the citizens. This would be instrumental in making a tremendous improvement in their quality of work life.
The Police department needs to take efforts in designing and developing various training programmes. The training needs to be divided into two modules. The first should cater to the much ignored motivational and attitudinal needs of the constables. This training should also include awareness sessions on human rights, citizen’s charter and gender sensitivity. Police constables must be taught to behave with dignity towards women, with care and tenderness towards children, with sympathy and understanding towards under privileged and with courtesy towards general public. The second area of training should concern with imparting knowledge and skills.

Such multifarious training sessions would obviously call for inputs from experts outside the police department. This would mean that in addition to the current dependence exclusively on police trainers, there should be some domain level experts from other fields that are the authority on matters like yoga, psychology, human relations, law, etc. Of course, these non-police trainers could be a blend of permanent cadres and guest speakers. If the subject matter is deemed an integral part of the curriculum and if the resource is easily available then there could be regular persons on the staff e.g. for Yoga, forensic science etc. If, on the other hand, limited numbers of lectures are to be delivered on some aspect, and also good quality resources would be difficult to acquire as permanent speakers, then they may be engaged as guest speakers. For instance, for topics like psychology, stress management, human relations, narcotics, etc. guest speakers would appear to be the more viable option.

Trainings should be, as far as possible, decentralized in nature. For this purpose we need not look towards the formal training institutes all the time to provide training. At each District for the lower level of police functionaries, some time can be dedicated for special training programmes at a negligible cost. Training should also not be considered as a one-time affair. Rather, depending upon resources of the State and other factors, it has to be a career long effort. Officers should be given refresher courses, after say, every five years. Interim sessions and guest talks could be organized to keep the constabulary abreast of the developments in related fields. For instance, noted criminal lawyers or PPs/APPs can be requested to guide policemen about various aspects of criminal cases. Likewise, some local psychologists or eminent citizens can talk to them about human rights or behavioural aspects towards different sections of the society. In a similar manner, medico-legal experts can educate them about their field.
This approach would have multiple advantages. First, such events being local and of short duration, attendance would be quite good. Secondly, expenditure to the exchequer will be very negligible. Third, it will create a better rapport and understanding between police and different sections of the society. An appreciation of mutual problems will lend more credibility to the efforts in this direction.

Orientation programme is an introductory stage in the process of assimilation of a new employee and a part of his or her continuous socialization process in an organization. Major objectives of orientation are to (1) gain employee commitment, (2) reduce his or her anxiety, (3) help him or her understand organisation expectations, and (4) convey what he or she can expect from the job and the organization. It is commonly followed by training tailored to specific job positions.

After completing the nine month training, junior police personnel at times undergo induction. However when they get deputed in a police station after their stipulated time at the head quarters is over, they surely need an orientation training which is in an organization. Planned effort to help employees acquire job-related knowledge, skills, abilities, and behaviour with the goal of utilising these out on the job. Induction and orientation training programmes are important components in the processes of developing a committed and flexible high-potential workforce and socializing new employees. It must also be delivered to the entrants who are either new to the organization or new to a particular work profile following a change in posting or designation.

**New challenges to Police department in the context of technological advancements and economic development**

A. Rapid technological advancements and economic development have given rise to serious challenges for the police department. Police officers therefore need to be made aware of a wide variety of threats as cyber crimes, violation of information and network security, credit card frauds etc. Appropriate training for personnel in the various segments of criminal justice system also needs to be arranged.

B. There is also a need to create an agency to identify the application of emerging technologies such as GIS, GPS, crime mapping, narco analysis, computer forensics in the police department for both prevention and detection work. This agency could
specialize in activities like forecasting, sensitizing etc through a multi disciplinary approach.

C. There should be a Technology Policy for the police with provisions for training and infrastructure development. This policy has to be included in an institutionalized mechanism for regular assessment of the technology scenario and its possible impact on crime.

D. The police organization should depute police officers with appropriate aptitude and educational background for specialized training to IITs/Universities etc to keep themselves abreast of technological advancements and their implications. Even the police training institutions should undertake the task of capacity building in this regard. Intensive specialized training also needs to be organized for police officers in tackling economic offences such as bank and credit card frauds, violation of intellectual property rights etc.

Lastly, improved social and economic conditions bring about greater awareness and consciousness of rights and privileges among the people. This calls for higher standards of policing which ultimately means better policemen, better training, better attitudes and better police-public relations. (Police Reforms in India by J.Y.Umarnikar pg 245-246)

Police constables should take responsibility for their personal health. Diet, exercise, and rest which are very important factors for keeping oneself fit must not be overlooked.

6.5 Recommendation regarding Wellness

A. A separate rest room for women police constables should be constructed at police stations as per the guidelines of the central government under modernization of police fund.

B. A need is felt for providing separate health care facility for the police men at the district level either on the lines of State Reserved Police Group / Headquarters or in collaboration with the private health care centres.

C. Public Police Partnership should be encouraged. Though there is a criticism on whether PPP should be encouraged, if competent and educated people come forward from the society to help the police, they would work more effectively. Even if the police job is unpleasant many times, performing it in a caring way, with honesty, integrity, impartiality and courtesy will earn public goodwill.
D. Police activities must be open to the public/media, exceptions being those regarding police operations, intelligence, privacy of individual and judicial requirements. There is a need for the police department to establish direct contact with various leaders of the society for winning their understanding and support.

E. The areas of PPP can be identified and communicated to public. More the community policing programmes, more will be the direct contact between the police and the public. The public will become informers and will take initiative in security of their respective areas.

F. Only providing new technology is not enough. Training should be imparted to everybody in the police station on a continuous basis. On job training is of primary importance. Every policeman and woman at police stations should possess minimum knowledge of cyber crimes, financial frauds, international crimes etc.

G. Manpower planning at the top level and filling up vacancies immediately to minimize the stress should be given topmost priority. At police stations, no doubt, there is a shortage of staff but at the same time, optimum and efficient use of available manpower resources is lacking. Strict disciplinary action should be taken against defaulters so that everybody follows the code of conduct.

H. Superior – Subordinate Relationship: A superior (police officer) must make his subordinates partners in the police venture. He must delegate authority, but those who have been delegated authority must be accountable. The objective is not to punish for mistakes done, but help to detect and overcome weakness. He must not allow his frustrations and strains to be reflected in his demeanour, voice, facial expression and the words used. The leader must be friendly to his subordinates, but not permit undue familiarity.

I. Professional counselling is needed for alcoholics, and for employees having family problems, health problems and psychological disorders. However, the researcher has found that there is no professional counselling available at police stations. With the initiative of headquarters, senior inspectors or NGOs that are working on these matters generally solve the problems at the police station level. On the other hand, complainants want the police to act as a counsellor in case of family disputes or quarrels in slums. Health camps are organized for medical check ups; yoga classes, and meditation programmes are conducted. Lectures on nutrition and food are
organized by police commissioner’s office. But there are few beneficiaries of such programmes due to lack of time.

J. Spirituality is the human dimension that shapes law enforcement practice, performance, vitality, and longevity. As an invisible weapon, spirituality does not weaken the best aspects of policing; rather, it greatly accentuates them. Spirituality matters to effective practice and performance in seven primary ways.

1) Spirituality nourishes the inner being of officers, inoculating, protecting, and refreshing them from dangerous levels of multiple stressors.

2) Spirituality unleashes vitality by reengaging officers in the spirit of the law.

3) Spirituality heals the deepest, most invisible trauma of wounded warriors.

4) Spirituality provides an antidote for the toxicity of evil, thereby promoting wellness beyond survival.

5) Spirituality nurtures longevity in law enforcement.

6) Spirituality enhances intuitive policing, emotional intelligence, and stress management.

6.6 Set of Guidelines for Good Quality of work life of Police Constables

“When the going gets weird, the weird turn professional” this dictum has been aptly justified by the prevailing conditions of the police constables. The constabulary cadre has been devastated at many places through neglect and work overload. Hence there is a need to improve the working conditions of the police constables, improve their performance, their knowledge, skills and attitudes through sustained and substantial efforts. This can only be done through the process of professionalization. Professionalization is the key to quality improvement by raising the standards. It presupposes the professional enhancement programme which consists of fully vetted ideas and proven solutions for professionalization.

Following are the thrust areas for improving quality of the work life of Police Constables:

1. Recruitment of High quality Individuals

2. Arrange Induction/Orientation Training Programme after the pre-joining training and before posting to any Police station and Headquarters
3. Establishment of a full fledged training and development department
4. Organizing capacity development programmes
5. Providing learning material
6. Improved career opportunities
7. Proper work design and job enrichment
8. Effective supervision
9. Proper evaluation of performance
10. Recognition of good work
11. Stress level elimination plan
12. Proper time management
13. Proper communication
14. Improving the scope for personal development
15. Appointment of professional counsellors at police station level (Career, Solving Family Matters)
16. Steps for improving police public relations
17. Need to improve the basic welfare facilities at police station level.

1. Recruitment of High quality Individuals-

As per the eligibility for recruitment of police constables given in Police Manual 3, the minimum educational qualification for recruitment to the rank of Constable should be Higher Secondary or Matriculation or an equivalent examination. A minimum height of 165 cm (5'5") for male constables and 162.5 cm (5'4") for females. It is the norm within Pune city. The age criterion for the recruitment of police constables is minimum eighteen years and the maximum twenty years.

The researcher wants to recommend that the minimum educational qualification should be at least a bachelor’s degree from a recognised university. Accordingly the minimum age should be 20 years and maximum should be 24 years. The reason behind this is that the job of a police constable is a specialised and skilled one. Persons of high calibre need to be recruited as constables. The recruitment of poor calibre people as constables spoils the department and causes great miseries to the society. Besides attitude, the candidate’s qualification and physical fitness need to be kept in mind while selecting a person as a constable. The person should be energetic to face the work pressure.
It is observed by the researcher that, the newly recruited staff, especially women, is not fit to face the work pressure. So when the researcher had talk to 100 police constables they recommended that the government should relax the condition of reservation of 30% for women. There should not be any reservations for women in this profession. The demands of this profession are high and it involves combating day to day with physical and psychological hazards. Thus for a woman, who faces a lack of a proper support system back home, to maintain a fine balance between her professional and family life and to devote considerable time to her children is very difficult. In such a demanding job profile only aggravates attitudinal and behavioural problems resulting in complexities in personal and professional relationships.

2. **Arrange Orientation Training Programme after pre joining training and before posting to Police station and Headquarters.**

There is a need to organise Orientation Training Programme focusing on the areas mentioned below. Presently the newly recruited police constables directly get posted at Headquarters, Traffic or CID Headquarters after an initial training of nine months. After two to three years they get posted at some police station which is again a new challenging profile for them and they do so without any orientation.

After undergoing the induction of nine months, an orientation training programme is very necessary for the police constables. The orientation training programme should be introduced at Police Station level and it may cover the following aspects:-

a. Visit to campus of the designated police station to make it familiar.

b. To Introduce the jurisdiction of a police station.

c. Awareness about the police chowkies under the jurisdiction of that police station

d. Introduction of all superior officers

e. Vestibule training of the work in the police station. This entails simulation of the working environment and conditions prevalent in a police station at the training venue.

f. A daily newspaper reading session should be conducted at the time of attendance.

g. After every two months there should be an upgradation in knowledge of the police constables on the law and related matters.

h. Outdoor games should be conducted.
3. Establishment of a Full fledged Training and Development Department:-
Currently Head Quarter 2 Deputy Commissioner of Police and his team, is involved in designing, organising, and implementing the 15 day refreshers’ training programmes for the police constables that happen on a regular basis. Head Quarter 2 Deputy Commissioner of Police thus invests more time, energy and intellect in this activity which reduces his efficiency in some other important work. He does not have specialised staff. So the researcher wants to suggest that a full fledged Training and Development Department be established, so that minimum police personnel get involved in designing and implementing the training programmes. In such cases specialised candidates can be recruited for the above mentioned profile.

4. Capacity Development Programmes- 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 constables. The infrastructure facilities of police training schools need to be improved. Suitable trainers need to be posted therein 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 problems and after conducting the training needs analysis, proper training modules need to be designed. Endurance training is highly essential for the constables, because physical and mental endurance can help them cope with the stress of the job. The constables need to be mentally and physically alert. This can be achieved by a proper design of an outdoor training. Besides inculcating the capacity for sustained physical endeavour outdoor training can be used as a powerful pedagogy for teaching self reliance, cooperation, confidence, imagination, and inventiveness. The outdoor activities need to be wedded to the concept of management games, only then can it fulfil the above mentioned objectives. Outdoor training provides a totally positive experience which stimulates mind, body and soul, and is a unique method of building cohesive working groups. Outdoor activities can include realistic situational games and show the importance of teamwork, planning, coordination and communication.
Team building skills need to be acquired by the constables. These can be inculcated through role play or management games so that cooperation and teamwork can be appreciated and synergy can be achieved. Since the year 2010 the police department has started conducting inter zone cricket matches which help improve team building skills.

The responses of constables on further training in different skills reveal the need for retraining. Not only should the constables be trained but also they should also be retrained at particular intervals. With reference to refresher training, it can be said that Andhra Pradesh is the only state which trains more than 50% of constables annually at District level by conducting refresher training. In Ahmadabad, the police authorities contacted a hotel management group and started a training module to improve the niceties of reception and communication skills of the constables. To receive complainants and other people is a major irritant in police work. As the problem in Ahmadabad has been taken care of in this manner, it has improved police-public relationship. So there should be innovation in police training to update the knowledge base and methodology.

5. Providing Learning Materials-
The constables need to be provided small ready reckoners containing provisions of law, rules, regulations, do’s and don’ts to be followed in different situations.

6. Improved Career Opportunities-
Without promotion a constable’s job reaches a dead end. A large number of constables are recruited as constables and retire at the same level. The lack of promotional avenues causes tremendous frustration among constables and kills their initiative. So there should be scope for out of turn promotion for exceptionally good performance. There should be minimum two regular promotions within the entire career of a policeman. Instead of the traditional method of promotions based on years of service, focus should be given on merit based promotions.

There is a direct relation between promotion and the level of motivation. There is no uniformity with regard to placements of constables after training. There should be a proper policy with respect to postings of the constables. By providing proper career
incentives and by looking after the career ambitions of constables they can be properly motivated and the commitments can be reinforced. Professional career counsellors can be appointed for proper career counselling and guidance.

7. Proper work Design and Job Enrichment-

There should be proper division of labour. Police constables are at the lowest rung of the ladder, so their position gets deeply undermined as one which does not have any skills, which is largely untrue. The researcher suggests that police constables should considered as skilled employees. So that they get necessary professional recognition which will help them to motivate to perform their task, professionally (as per the expectation). Further the researcher also wishes to recommend that there should be certain specialised areas such as duty of a driver, clerical work, writer, surveillance, patrolling, crime investigation etc.

For achieving systematic, methodical work, re-examining and redesigning the work process is required. This will ensure that all constables are loaded with equal amount of work without instances of either underutilization or overburdening. Besides job design there is a need for job enrichment too. Job rotation at regular interval is essential. Police constables should be thoroughly made aware of their roles and responsibilities through clearly documented job descriptions and job specifications. Only then can the constables be expected to discharge their duties and perform their assignments with the required vigour and zeal. Favourable job environment for the constables is essential to the concept of quality of work life.

8. Effective Supervision

Police supervision should be progressive, so that the supervisory officer can intervene at the right stage and keep the work on the right track.

9. Proper Evaluation of Performance-

Unless the performance is properly evaluated, the constables will not apply themselves to work. Currently there isn’t any proper format or structured process for evaluation of performance of constables. As per the profile of the police personnel, modern methods
of performance appraisal can be used and the same should be stated in the police rules and regulations of the police manual.

10. Recognition at work-
Recognition infuses enthusiasm in a person and motivates him to work better in future. Public appreciation and acknowledgement of one’s contribution to the department satisfies everyone. It engenders teamwork and breeds camaraderie.

11. Stress Level Elimination Plan-
The high pressures and demands of this job profile yields a lot of stress which can be minimized through the following efforts:

a) Providing sports facilities at unit levels.
b) Encouraging constables to pursue their hobbies.
c) Arranging cultural activities
d) Yoga
e) Being liberal in providing leave to constables
f) Arranging for counselling
g) Providing for life insurance and accident insurance.

The constables should be insured against accidents and deaths so that in case of any unforeseen circumstances their family does not face financial strain and the concern of the constables about the future of their families is reduced to a great extent.

12. Proper Time Management
Timeliness of response is the crux of policing. The police constables should also get time for personal growth or relaxation. Hence time management is a crucial skill that needs to be developed and practised to reduce stress levels and to achieve efficiency at work.

13. Proper Communication-
Communication is involved in all human relations. Communication is the lifeblood of police administration. The constables need to master the techniques of non-verbal communication such as maintaining a proper posture, gestures and making eye contact.
Communication skills are vital to the job of a police constable especially because they represent the face of the police department in the eyes of the public and they are the most visible interface between the public and the police force. Their verbal and non-verbal communication skills can make or break the perception of the police personnel in the minds of the citizens.

14 Improving the scope for personal development-
The most effective way to sustain employee commitment is to provide an environment in which the quality of work life meets individual’s needs and aspirations. Police constables should get at least the basic facilities at the police station level and at a personal level as far as living conditions are concerned with basic amenities like regular supply of water and electricity along with hygienic surroundings. It can be said that improvement in quality and work will take place only through proper investment in welfare. The supervisor should also motivate the police personnel to improve their educational qualifications.

15 Appointment of professional counsellors at the police station level
Generally, professional counselling is needed for alcoholics, employees having family problems, health problems and psychological disorders. The researcher has suggested that there should be professional counsellors available at police station level. With the initiative of headquarters, senior inspectors or NGOs that are working on these matters generally solve the problems at police station level. Ironically, the citizens who come as complainants want the police to act as a counsellor in case of family disputes or quarrels in slums. Although health camps for medical check ups, yoga classes, meditation programmes, lectures on nutrition and food are organized by police commissioner’s office, there are few beneficiaries of such programmes due to lack of time. Care should be taken to improve the attendance of the constables for these allied activities.

16 Police –Public Relationship :-
Police constitute an important wing of the executive. They are the primary law enforcement agency. The execution of police duties presupposes citizen and public support to police. Police need assistance of the public as witnesses, informers and
supporters. The police should therefore endeavour to create a positive impression in the minds of the public that they are their friends and are there to help them in case of need. The intention to serve the public, to understand the problems of others and a commitment to job are bound to earn laurels from the citizens leading to healthy police public relations

**Steps to improve Police Public Relations**

a. Staff communication skill should be developed and good media relations should be maintained by both receiving and transmitting information of interest to the organization;

b. Staff should keep their eyes and ears open to peoples’ reactions;

c. Police demeanour should be befitting as an ambassador of the department;

d. Police leadership should create an all-round understanding of management problems and actions;

f. The PR wing should serve as an antenna-cum-receiver by providing feedback and disseminating department’s policies both with the employees and the public

g. Problems should be identified and measures should be taken to solve them;

h. Serve as facilitators of communication between the department and the public;

17. Need to improve the basic welfare facilities at police station level-

There is need to improve basic facilities at the police stations. i.e Washroom facilities, Rest room facility. It will help improve quality of work life of the police constables.

6.7 Suggestions from Police Constables

After a detailed interaction with 630 constables in Pune city it was found that they struggled on various fronts due to lack of adequate knowledge which resulted from an acute lack of good quality training. They also cited reasons other than domain knowledge which hampered their efficiency at the job. The training needs which surfaced are enumerated as follows: -:

a. Cyber Laws
b. Cyber Crimes
c. How to handle these crime
d. Short Term law courses
e. Stress Management
f. Periodical (weekly/ monthly/quarterly) lectures on law and related amendments.
g. Sessions on current affairs.
h. Yoga

**Other Suggestions**

1. Revision of Promotion Policies
2. After training the police constables should be posted to police stations rather than traffic department and CP Office.
3. Periodical seminars should be held for various legal aspects related to Police Department.
4. Distribution of law books in induction.
5. Need for publication of law books in induction which contain the major laws and sub sections that are commonly used.
6. Succession planning should be done.(Junior personnel should be given duty with a senior personnel.)
7. Pre and post training examination/ evaluation be conducted as a tool for measuring the effectiveness of the training.
8. Preparation of a training calendar by fixing the minimum number of hours of training per year is necessary.
9. Weekly holiday is a must and it should be implemented.
10. Working hours should be limited up to 8 hours.
11. Equal treatment to all the employees regarding policy matters is necessary. House ownership as well as housing loan facilities should be extended.
12. Political interference should be strictly prohibited.