Chapter 10

Suggestions and Recommendations

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Chapter 10

Suggestions and Recommendations

10.1 Introduction

The suggestions and recommendations are drawn by the researcher on the basis of analysis of primary and secondary data. Review of literature also provided the inputs for suggestions and recommendations. The informal discussions with the staff at police station level and interviews with the retired IPS officers also were taken into account while providing valuable suggestions and recommendations. Suggestions are provided in general and specifically in important areas of work culture at higher and lower level police force as well as on gender and designation basis.

Suggestions were provided with the objective to improve the present work culture existing in police stations in Mumbai Metro Region. These suggestions will be of great help to police stations, police headquarters and general public as a whole. They will be helpful to police training academies and training centers. They are going to help the academicians willing to pursue study in this area.

10.2 General Suggestions

1. Future Policing should be given topmost priority in changing present work culture. The police leaders must develop a wider vision and sense of direction to work out the strategy for meeting challenges ahead. The mission of Mumbai police also needs revision to include potential changes in policing work. There should be long term schemes and not ad hoc short term responses. Leaders should have training in management skills, technical, human and conceptual
skills. To develop a healthy work culture, there should be proper coordination between the home minister and the CP, Mumbai.

2. It is observed by the researcher that a good work culture is shaped and nurtured by top management. Prevention of the crime should be taken as the main activity of police force at police station in a city like Mumbai. Initiative should be taken by senior inspectors of respective police stations. It was also observed by the researcher that police employees at the lower level at police station would like to do constructive work if they are motivated and guided by their superiors in the right direction. Many police commissioners have introduced reforms in the areas like discipline, training, technology and administration. Police commissioners can be the agents of good change in the police department.

3. There is an urgent need that technology should be upgraded. Introducing new technology is not enough. It should be backed by comprehensive training. The budgetary sanctions should also be increased to include training to all police employees. Due to demands of third wave culture, the information revolution, globalization, economic liberalization, police employees should be professional service providers to the society rather than mere law enforcing agents. Training should not be limited to physical fitness. Today, it requires incorporating management training at police officer level, time management, and knowledge of computers, stress management, public relations and good habits. Retired police officers can be involved in training who can share their practical experiences and case studies to make training more meaningful.

4. The police workload can be reduced by adoption of e-governance. The information and communication technologies will help to reduce cost and time. Paper work can be reduced to a great extent. However, effective training to employees is a must and they must be motivated to use technologies. Most often, police department is criticized for under-utilization of imported and costly equipments like boats, wireless systems, etc. At the same time
continuous maintenance of such equipments should be the responsibility of the government (Home department). This will ensure smooth working at police station level. There is need for e-procurement of police employees. Public can lodge complaints electronically as and when possible to reduce the burden on police stations. In other words, maximum use of electronic media will reduce the burden on existing employees and will increase the efficiency at police stations. Most often, administrative work is given to any policeman available at that time. He is not trained in administrative work. At every police station, nearly 89 registers are maintained. It requires specialized clerical staff. Department should also ensure promotional opportunities to clerical staff.

5. Outsourcing of noncore functions of police stations is also suggested. This will help to reduce the pressure at constabulary level. Presently many of them are involved in non policing work. The functions like disposal of dead bodies, dead animals, checking I cards at the gate should be given to other authorities. The researcher feels that police staff is given rigorous training in policing which should not go a waste. The constables with IPS officers are doing more of domestic work. Alternative arrangements can be made so that this police staffs are available to serve the society and do real policing work. In Mumbai, another problem is that many police staff are engaged with security of politicians, film stars and ex-police commissioners. This system aggravates the problem of shortage of staff. There can be a provision of private security forces separately developed to avoid misuse of police force.

6. Working conditions at the police station level requires to be greatly improved. Police should have permanent buildings of their own as far as possible. Government should take up the responsibility to maintain the minimum hygiene conditions like drinking water, sanitary facilities, adequate furniture and cleanliness. This will help to prevent the dissatisfaction on the part of employees who are spending maximum hours at the police station/beat or on the street. Police station’s ambience also determines the public image of police.
7. The maintenance of police station buildings should be done on a regular basis so that the senior inspectors will not depend on local authorities and be under their obligations. Public Works Department (PWD) must do the repairs of the buildings and housing colonies of the police on priority basis. There should be adequate supply of water and other such facilities so that a common policeman’s family need not bother about such basic requirements. These petty matters at home do bother a constable and he gets further frustrated if there are fights with the wife. Such a policeman with a disturbed personal life either takes out the frustration on complainants, colleagues or becomes victim of health problems or falls prey to bad habits like alcoholism.

8. To avoid the incidences like suicides and shootouts on immediate superiors, Mumbai police require lessons in stress management. Though the stress is inevitable in the police force, each policeman should know how to cope with increasing stress. Immediate superiors can play a vital role in reducing stress among subordinates. Counseling on regular basis can help employees to a great extent. Work life balance is an important area which needs urgent attention to reduce such unfortunate incidences.

10.3 Specific Suggestions

Specific suggestions are those which are related to the two types of police employees at police station. The suggestions with respect to police constables and others at lower level management and police officers at higher level management are given below:
10.3.1 Specific Suggestions Related to Constables

1. Empowerment to constables and treating them as skilled labour and investigation officers will certainly motivate them. Constables are generally given field duties. Their maximum time is spent in nakabandi and bandobast. Very often, they are visible on the road without any specific and clear objective. They just wait for directions from their superiors. This indicates the waste of manpower resources. The constable should be given powers to investigate matters, community policing, information collection from local people and prevention of potential crimes. It is often observed that he is either reading the newspaper or talking over the phone. A majority of them have habits like tobacco chewing and alcoholism. Such practices should be strictly discouraged by the superiors, and the police staff with such habits, and they should be subject to disciplinary action. This also creates bad impression on public as police staff is supposed to be extra alert. It is also found by many superiors that this sometimes results in not reporting to duty, eating unhealthy food just to pass the time. In other words, there is a tendency to adopt non-work culture. To avoid monotonous duties, job rotation is desirable. They should be engaged in some constructive work and spend quality time with the public.

2. Police constables require the facilities to improve the quality of police service and provide prompt services to public. Vans, other vehicles, arms and ammunitions, wireless systems are very much essential for effective policing work. The vehicles should be in proper condition and regularly maintained basis to avoid any delay in providing services to the local people. More constables should be trained as drivers to cope with the shortage.

3. Recruitment and selection of police at entry level should be purely on merit basis, physical fitness and emotional maturity. Training of the police constables should be a regular feature of the human resource development
policies of Mumbai Police department. On-the-job training should be preferred over off-the-job training.

4. Human relations management is the area which needs urgent attention. The self respect of the constables should be elevated by the superiors. Fair human treatment from superiors is what they expect. Continuous abusing, hire and fire policies demoralize the constabulary force. If they are abused often, the same treatment is given to the public who come into their contact, be a complainant, criminal or senior citizens. The abilities of the police constables should not be underestimated. There is always a loyalty among this staff. This quality of police constables at lower level can be used to develop a strong team work. The distance between senior officers and constables should be reduced to a great extent. Senior inspectors should take personal interest in knowing strengths of police constables in their respective police stations and take initiative in their career and personality development. They should be informed about the outcomes of the meetings, and their suggestions should be welcome. In other words, they should be treated as important part of police department and should be given the humanly treatment that they deserve. Their self respect should be elevated by motivating and rewarding their good performances.

5. Constables should be specialized in different fields like investigation, law and order, patrolling, legal matters, community policing and administration in general. His duties and responsibilities should be clearly defined. Performance appraisal report should not be used as a weapon to threaten the constables. It should be used as an effective tool to know his strengths and weaknesses. He should not be made to run around for bandobast, court and administrative work at the police station on the same day. There is a need to educate them regarding career planning and career development.
10.3.2 Specific Suggestions Related to Police Officers at Police Stations Level

1. As police department is dealing with security of the people in Mumbai city, top priority should be given to the department as far as the allocation of resources is concerned. Lack of financial resources, particularly for modernization and lack of human resources, not filling up the vacancies, can be dangerous. Senior inspectors should be provided with adequate resources like manpower, vehicles, computers, photocopying machines and mobile medical van for effective functioning. In other words, adequate resources at the police station should be available. They are very essential because working conditions decide the job satisfaction of employees including senior police officers.

2. Police officers at the police station are middle level managers who have a difficult task to report seniors and control and coordinate with subordinates at the police station level. They should be consulted by their superiors for important matters in their area. Financial budgets should also be fixed by taking them into confidence. Their performance should be checked on the basis of preventing crime in the area. Senior officers should be role models for the constables.

3. It is observed that the working at the police station is run by few people. This increases the load of work. There should be effective supervision of police stations by senior offices to avoid demoralization of hard working constables. The values like humanity, integrity, secularism, punctuality should come from the top. Corruption should also be effectively checked at police station level to enhance the image of police force.

4. Parade in the morning and evening should be used for effective communication with the lowest level of policemen. The good suggestions should be rewarded and grievances should be listened to and redressed. If
there is an element of informal communication, the police constables will feel the sense of belonging and police officers will get their willing cooperation. The biggest asset that police officers have is the loyalty of subordinates. As it is a discipline force, a majority of their subordinates are willing to listen to their bosses without questioning.

5. The pressure on senior officers should be reduced by participative management. Empowerment and delegation of authority to the capable subordinates will not only reduce the burden of routine matters on officers but will motivate the police constables. It will also provide them on-the-job training. The style of leadership should be more of a democratic or situational type to enable the police station to work as a single unit. Decentralization of authority is the key word to improve the present work culture.

10.4 General Recommendations

General recommendations cover the common areas which need to be improved like policy decisions, powers to top management, training, administration, police public partnership, stress management etc. They are summarized as follows.

1. The Police commissioner should be given more powers to look after the overall welfare of the police community in Mumbai. The strong recommendation is made to not to leave the police at the mercy of bureaucrats. The policies to govern police in Mumbai Metro region should be the sole responsibility of the police commissioner of those regions. There should be transparency in procedures and rules and regulations. The police staff at police station should be informed from time to time regarding new programmes. Small documentaries should be prepared to make the programmes more effective. The post of CP should be free from political influence.

2. There should be effective co-ordination among various wings of Mumbai police. The differences and ambitions among the top officers should not be
made public. The behavior of the top leaders in police should be matured enough to discuss and solve their problems before it becomes an emergency. Unhealthy competition among the important departments must be avoided. Otherwise, the work culture will become polluted and it will lose the trust of general public.

3. The administrative staff at police commissioner’s office should be increased in proportion to the new recruitment of police force to ensure the prompt implementation of their dues. When numbers of constables are added to the police staff, keeping their records from recruitment to retirement is the responsibility of this department. The existing staff is burdened with too many records. Besides, the researcher has observed that the department has very few computers for database. It should be provided with more computers and staff should be trained by professionals. Effective data warehousing and data mining will help police stations to work efficiently.

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

5. 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. 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.

6. Manpower planning at top level, filling up vacancies immediately to minimize the stress should be given topmost priority. At police station, 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.

7. It is strongly recommended that police alone should not be held responsible for increase in crime in cities like Mumbai. Police culture is a sub-system of society culture. Values of the police personnel reflect the values of the society. In a cosmopolitan city like Mumbai where two different classes are to be handled by the police are following different culture. Slum areas have different problems for law and order whereas rich people are influenced by western culture. There is a strong debate going on related to morale policing and the role of police. Always police is criticized for interfering and there is confusion as to what is good and what is bad. When society expects the police to follow ethical behavior, it is the duty of the citizens to follow the same. Human rights commission, Women development cells should guide the police in this respect. There are serious issues like behavior of young couples at public places, lesbian, rave parties, drug addicts and their crimes, encounters, prostitution where police plays an important role. Otherwise police will become indifferent to such issues with a fear of criticism and disciplinary action,

10.5 Specific Recommendations

These are the recommendations made by the researcher in a specific area like recommendations related to police constables and recommendations for senior officers at police station. They are summarized as follows:

10.5.1 Specific Recommendation with Respect to Police Constables

1. Training plays a crucial role in healthy work culture. It should not be limited to entry level. Continuous training as per the change in technology and human
rights education should be made compulsory for policemen. Training should not be limited to physical training. Efforts are taken to introduce management and stress management training. Investigation skills and knowledge of laws can be effectively implemented by immediate superiors.

2. There should be more emphasis on team work among constables. The group pressure will automatically result into changing non work culture into healthy work culture. It is observed that punishments don’t result in improvement of performance. Peer pressure is good for better performance. This requires developing team spirit at police station with common goals.

3. In Mumbai city, most of the police employees face two important problems. travelling to the police station and housing. It is practically impossible to provide housing near the police station. Many police colonies are in the worst stage in the absence of maintenance. After night shift, if the policeman resides at far place, it hardly provides rest after reaching home and indirectly affects his health. A housing facility should be provided at the nearest to the police station. If not possible, more loans should be given for buying house in a city like Mumbai. There is an urgent need to provide hygienic conditions at housing colonies and police station level.

4. Recruitment is a very crucial stage. It decides the quality of human resources in the organization. In police, the recruitment system should be free from corruption. If competent, the children of existing police force should be given preference. A plan should be developed by police headquarters to attract educated youth. In other countries, police science has been developed as a separate specialization course in Universities. Such professional courses can be developed by Universities in Mumbai. Constables have major grievance of lack of promotional opportunities. Maximum scope is to become ASI whereas in developed countries, there are many opportunities during the entire service in policing. Opportunities should be provided for career development and promotion.
5. Medical facilities should be improved for these employees. Along with major illness, the health cover should be provided for minor sickness, like malaria, which is frequent due to unhygienic working conditions. Medical facilities like other government officers should be made available after retirement and to the policeman/woman up to death.

6. There should be a permanent post of employee relationship officer to look after their day to day grievances and professional counselors. Today the police employees have to act as counselors themselves. Any kind of abnormality in the behavior of subordinates should be brought to the notice of superiors and immediate counseling to be done to avoid any serious problem in future.

7. The constables should be given more privileges during admission of their children, hospitalization, and transport. In other words, their family should be taken care of to relieve him from pressures. There can be separate schools for the children of policemen. However, the constables should also follow self discipline and should take leave only for genuine reasons. They should take care about their fitness, exercise and especially eating habits. They should also remember that they are public servant and should behave with courtesy.

8. The constables at beat system should be provided with minimum facilities like drinking water, sanitary facilities, better quality uniforms etc. to enable him to do his duty properly.

9. Recent incidences also point out that the constables are demoralized. Steps should be taken by leaders to boost their morale. The constables are not safe on road, They are supposed to safeguard public.

**10.5.2 Specific Recommendations Related to Police Officers at Police Station**

1. There should be effective decentralization and delegation of authority for senior officers so that it motivates them to work on their own. ACPs and DCPs
who control the working of police station should implement the policies of headquarters more effectively. There should be communication with senior inspectors on a day-to-day basis. The police officers in charge of police stations should be properly treated and guided by seniors from time to time. They should take care of grievances of police stations.

2. Police officers should be given training in Human Resource Management and Human Relations Management. This will help to reduce the distance between superiors and subordinates to a great extent. Superiors should act as mentors and guides. They should be leaders than the bosses (saheb). Improved self esteem of the subordinates will definitely result in willing cooperation on the part of subordinates. Lack of support by superiors is a major concern at police stations. Upward, free and open communication is a key to amicable superior-subordinate relationship.

3. Meaningful and consistent training programmes will help to build efficient police force. Revision of training programmes, appointment of competent faculty, value based curriculum will help to nurture healthy work culture. Regular courses should be conducted for stress management and health related matters.

4. Encouragement should be given to women police officers. There should be equal opportunity in promotion. Many of them have proved to be efficient leaders and trend setters. They are effective in handling crimes related to women and children. No discrimination should be made between male and female employees.

5. There is an urgent need to depoliticization of police force. There should be complete withdrawal of political interference of politics in day-to-day matter of functioning of the police. Police in megacity like Mumbai must be professional in their attitude, technologically upgraded and open to new culture at police station.
6. Senior officers should encourage participation of public in controlling the crimes in local area. Community policing, if implemented effectively can help the police to improve, their public image. Mumbai police has already taken an initiative in forming Mahila Dakshata Samiti, Mohalla committees, Zopadpatti Panchayat Yojana and so on.

7. Dynamic leadership on the top without the influence of political leaders with good vision and self discipline will bring new reforms in police community in Mumbai Metro Region. Core values of the organization can be stressed by the leader to cultivate healthy work culture at police station.

8. Police union in Maharashtra was lfst formed in 1981. The efforts were made to revive the same in 1997. DGP convinced the policemen not to form the union and their problems will be looked after by Vrinda Commission, which is hardly working. Today, there are main administrative problems like less salary, irregular payment of salary, mental stress, housing problems and corruption in transfers and promotions for which they need common platform.

10.6 Development of Models

Model building is a component of research. A model can be a narrative statement or a mathematical equation which describes the relationship between and among concepts and variables used in research. The police organization of Mumbai Metro Region needs to be improved in the area of stress among policemen, administration and coordination among top, middle and lower level management and effective leadership to increase the morale of constabulary. The researcher had an objective to develop a model of healthy work culture suitable to Mumbai police department. Removal of hindrances and improving human resource practices will help to cultivate the new professional work culture. Three models are related with work culture model, stress related model and 360 degree leadership model.
Work Culture Model for police organization in Mumbai

Ministry of Home Affairs
- Effective planning of Future policing
- Priority to policies of police department in budget
  - Monetary incentives
  - Minimum Interference in CP’s decisions
- Modernization of police force

Top Management
- Effective Leadership at CP level
- Effective coordination with all wings
- Healthy completion among departments (Team work)
- Insignificant interference by politicians
  - Technological up gradation
- Priority to training on continuous basis
  - Effective administration
    - Discipline

Middle Management
- Effective implementation of the policies of headquarters
  - Training of HRM
  - Prompt redressed of grievances
    - Professionalism
- Full cooperation to police station and effective control
- Liaison between top management and lower level management

Police Station
- Community Policing
- Amicable superior subordinate relations
- Raising morale of subordinates
  - Team work
  - Curbing corruption
- Improvement in working conditions
  - Awareness to local public
- Change in the attitude and mindset of every employee
The above Model 10.1 is developed by the researcher which is an effort to contribute a development of an ideal work culture. Healthy work culture at police station requires change in the attitudes, mindset of everybody associated with Mumbai police. Basically, the core values should reflect in the revised missions, visions at top level management i.e. Ministry of Home Affairs and office of CP, Mumbai and other regions. Overall management and administration by top management should be professional. Broad policies and programmes like HRM policies, grievance handling, community policing, budget for modernization and discipline should be revised and effectively communicated to all police stations. Incentives like reward for good policing work is required to improve present state of low morale in police department. Office of CP issues orders from time to time. It should take care of absenteeism at police stations, discouraging and malpractices improving the image of police with the public. Work at police station is closely supervised by frequent visits of ACPs and DCPs. These middle management employees act as a liaison between top level management and police stations under their division or a zone. They can play a constructive role in developing healthy work culture at police station level. At police level, senior inspector is in charge of functioning of his police station. Some police stations are more sensitive and thus have more burden of work. The pressure of work is tremendous. Most often, the senior inspectors are held responsible for the crime rate in their area. He has to manage with the given workforce. He can effectively implement the community policing programmes in his area, should be well versed with local people and their problems, improve working conditions at police station level and the most important thing is to improve the morale of constabulary force to covert non work culture into healthy work culture. At all above levels, there should be effective communication and coordination. They should replace the present authoritative style of leadership with participative and democratic style. Decentralisation of authority also is a need for today.
Stresses for Mumbai Police

Model of stressors for Mumbai Police

Causes of Stress
- Neglect of Family Life
- More Travelling Time
- Poor Housing Facilities
- Less opportunities for career development

Effects of Stress
- Health problems
- Work life imbalance
- Psychological disorders like depression

Stress
- Physical tiredness
- Pressure of work
- Stressed relations with superiors
- Negative public image
- Negative publicity by media
- Lack of resources at police station
- Lack of motivation
- Public noncooperation

- Mental Fatigue
- Suicidal tendencies
- Negative perception towards work
- Lack of sleep/rest
- Indifference /Insensitiveness
- non cooperation with superiors
- Resistance to change

Model 10.2
Model 10.2 is developed by the researcher which represents the stress among police in Mumbai Metro region. After the analysis of primary data, it was concluded by the researcher that both at police constables and police officers level, the job is quite stressful in nature. Interviews with senior officers, discussions with police constables and observation at police stations indicate that there are number of occupational stressors and the effects of stress on police employees. They are summarized by the researcher in the above model.

**Leadership in Police Department**

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360 Degree leadership in Police department

Demands from leaders on the top (CP, ACP, DCP)

A. Demand from customers (Public)
B. Leaders in the middle (Senior inspectors at police station)
C. Expectations from vendors (Media, political leaders, NGOs)

Expectations from followers (Subordinates including constabulary)
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Model 10.3
The concept of 360 degree leadership was introduced by Maxwell John. Model 10.3 above represents the nature of 360 degree leadership in police department. Senior inspectors and other officers at the level of police stations have expectations from different stakeholders. The orders from superiors are to be strictly followed as police is a defense force. Reports consisting records about crimes in their area, progress and outcome of community policing programmes, a ACRs of the subordinates are to be sent to the superiors from time to time. There is a pressure from public regarding the situation of law and order, follow-up of pending complaints, increased rate of crimes etc. At the same time, being a spokesman and representative of police station, besides the PRO, he has to deal with media, political leaders and local NGOs. Expectations from followers reflect the demands of subordinates. Day–to–day decisions are to be taken keeping subordinates as a focus. Problems at police station should be solved immediately to develop a strong team of well trained, skilled and highly motivated subordinates.

10.7 Scope for Further Study

The researcher has made an observation while reviewing the literature that few research has been undertaken related to police department. More research is done in the areas like criminal procedures, legislations etc. The study of work culture in police is limited to some north states and recently Karnataka. There is a need to study areas suggested by the researcher which are as follows:

a. Study of Human Rights Education in policing

b. Comparative analysis of work culture in police stations in urban and rural area.

c. Study of work culture of traffic police in Mumbai.

d. Impact of new technology on work culture of police stations in Mumbai.
e. Study of satisfaction level of the complainants related to police stations in Mumbai.

f. Moral Policing - Role of policemen in changing culture of the society.

g. Community Policing - participation of public in a city of Mumbai.

h. Study of problems of constabulary.

i. Analysis of the lowering morale of Mumbai Police

10.8 Conclusion

The researcher has made an attempt to study the various factors that affect the work culture in police stations in Mumbai city. Through this chapter, the researcher has made humble efforts to summarise valuable suggestions and recommendations that will help the police in Mumbai Metro Region to create healthy work culture. The researcher has indentified the limitations for non application or limited application of core values in police department. No doubt in spite of increasing civilization, education and technology, the crime rate is increasing. Police-population ratio is very minimal in a city like Mumbai. Only healthy culture will prevent further deterioration in the police force. It requires dedicated, committed and professional leadership and political willpower to bring the desirable changes. Decentralisation of decision making and high morale among police constables backed by latest technology and training will help to build image of Mumbai police as a friend, efficient service provider and a social worker for uplifting deprived section of the society.