

Goals and Objectives:

❖ Immediate Imperatives: Initiatives and Improvements

Proposed

- 1. Strict Enforcement of Law:** Zero tolerance for Non-Registration of Crime information, padding and misrepresentations of facts, Death in Police Custody, Attack on Public Servants during discharge of legitimate duties, Traffic rule violations and corruption.
- 2. Legal Advisor:** It has been observed that in course of performing legitimate duty, police personnel often face severe executive/judicial scrutiny. In these circumstances, many officers have also faced humiliation while they carried out instructions without any *mala fide* intention. It is proposed that the Unit in Charge at SP level (In districts/railways/battalions etc) may be allowed to depute legal advisors (the number of such posts may be in proportion to the number of police personnel working under the in charge) to tackle issues concerning *bona fide* actions/pitfalls.
- 3. Doctors in Police Hospitals on contractual basis:** In the ratio of one doctor per thousand of police personnel may be allowed to be appointed by SP/ SRP and COs on contractual basis until Police Base Hospitals start functioning.
- 4. Brainstorming Sessions:** A number of sessions within the police at different levels where free flow of ideas may be allowed (using Nominal group technique or Delphi method). It will help to realign goals and objectives depending upon the SWOT of the organization and possible roadmap.
- 5. Citizens' Group/Committee at District Level and PS Level:** Any citizen group having wide ranging participation from different sectors and strata of the society to ensure adherence to Human Rights norms.
- 6. Police say in Development:** As development activities are rapidly proliferating, Police permission for new construction (especially issues like parking space, etc), both personal and commercial should be mandatory. Else, managing consequences will be a headache for Police.
- 7. Rotation of personnel across functions and geography:** Transfers are the most important factor in the minds of almost all police personnel at every rank. It may be ensured that proper rotational policies are adhered to in postings and transfers with due consideration for personnel having less than five years of service left in their career.
- 8. Lady Police Personnel** may be attached with the duty officer in each police station from 8:00 Hrs to 18:00 Hrs to receive phone calls and help the officer in his table work. It will reduce complaints of Police misbehaviour and enhance police image.

9. **Traffic Police in suburban areas** needs immediate improvement. An earmarked Traffic Police with a separate uniform may be deployed taking out police personnel mainly from Armed Branch. All the Traffic Volunteers must also have a common uniform.
10. **Exemplary Reward and Punishment: Accountability and Responsibility:** Monitoring of strict implementation of Rewards and Punishment at each supervisory level with given departmental yardsticks will improve morale.
11. **Ensuring Leave and compensatory off:** Long duty hours and detachment from family has been a bane of the Police Organization. Regular leave and compensatory off after long duration of duty (like raid, etc) may be ensured and monitored. This is one of the biggest issues affecting the unhealthy triad of low morale, high stress and consequent misbehaviour.
12. **Training by IPS officers to recruits and cadets:** It has been observed that the new entrants at the bottom of the organizational hierarchy seldom have the opportunities to interact with the top brass. IPS officers at ADG/IG level may be invited to the District Training School (DTS)/ Police Training College (PTC) to discuss the ethos of policing, organizational goals and objectives and career opportunities.
13. **Access to online journals and books** both in **India and abroad** on Laws, Criminology and other relevant subjects is a must for officers.
14. **Continuous Learning—On-the-job training revamp:** Collaboration with specialized institutes for continuous learning and certificate courses may be initiated at all levels of police organization.

❖ Cybercrime and WBP: Challenges of the Future

Cybercrime

CID West Bengal has a special cybercrime investigation cell under the control of DIG, Operations, CID. Many of the districts are also themselves gearing up to fight this menace by creating cybercrime Cells of their own, such as North 24 Parganas district. The cybercrime cell of this district, for example, is capable of independently investigating cases involving Hacking Accounts of Internet Banking, Cyber-stalking, Theft of Laptop and other computer accessories, Nigerian 419 Scam, etc. However, the forensic/ legal reports regarding this form of crime have to come from the Central rather than the State forensic science laboratories, which greatly slows down investigation.

A Case study: In Bidhan Nagar PS Case No. 07/10 dated 12.01.10 u/s 419/420 IPC and 66/66 (D) Information Technology Act, the bank account at ICICI Bank of a businessman in Salt lake was hacked by the criminals and they phished out Rs. 3,24,990/- by collecting URN and deactivating the SIM (of a Reliance number) of the mobile phone of the businessman. The investigating officers of the North 24 Parganas District Police studied the modus operandi, found out details and solved the crime. Investigation revealed that the bank account was hacked from Nigeria on three different dates. The most intriguing part of this case study is that this modern-day crime was solved by ordinary policeman of very junior rank, since WBP neither has a separate cadre of cyber-officers, nor is permitted to laterally induct specially trained individuals into the organization.

❖ Challenges Ahead and Proposed Solutions

Serial No	Challenges	Proposed Solutions
1	Professional makeover	
a.	The Police Manual is archaic and old. Urgent need to update the Police Manual.	<ol style="list-style-type: none"> 1. Draft Regulations may be submitted to a Committee for scrutiny and feedback by December 2012. 2. A liaison group may be formed to monitor quarterly progress.
b.	Expansion of Police Commissionerate system. (WBP has four Police Commissionerates at present.)	<ol style="list-style-type: none"> 1. As is well established now, the Commissionerate system of policing in cities having more than 10 lakhs population helps in better delivery of police services to society. 2. Kolkata Police is an established Police Commissionerate since 1856. WBP too has four police Commissionerates introduced in Howrah Town, Barrackpore, Bidhannagar and Asansol-Durgapur , recently in last one year . However, police Commissionerates with magisterial powers connected with law and order vested in the Commissioner of Police are also needed in upcoming urban areas like Siliguri, Haldia, Serampore, Kharagpur etc in the next few years. Refer to Appendix III for existing Police Commissionerates in India.
c.	Seeking political favour, especially for postings, transfers and tenure is a problem. Depoliticization of policing is needed.	<ol style="list-style-type: none"> 1. A strict ban over political overtones in activities of police associations/ samitis needs to be enforced. 2. Exemplary punishment to be accorded to defaulters, regarding lobbying.
d.	Zero tolerance for Corruption.	<ol style="list-style-type: none"> 1. State Vigilance Commission may publish in public space (e.g. on website) all officers against

		<ul style="list-style-type: none"> whom cases are pending. 2. IPS Association may adopt voluntary asset declaration of all IPS officers. 3. Exemplary punishment to dishonest people and wide publicity of it.
e.	Service Protection	1. There should be stronger and more assured protection for actions by police subordinates undertaken in good faith.
f.	Discipline for ministerial staff	1. As in the CPFs, the ministerial staff of WBP should be made to wear uniform and be entitled to the same perks as well as disciplinary rules of the executive staff.

2. Crime Prevention and Detection

a.	Ensuring free and fair registration of crime is the first and most important issue to provide justice to victims of crime.	<ul style="list-style-type: none"> 1. Zero tolerance for any deviation at the Police Station Duty officer level. 2. Monitoring nature and number of Court Complaint cases across Police stations/ Sub Divisions and Districts.
b.	Organized Crime:	1. Increase the manpower presently existing in specialized bodies of WBP fighting these crimes.
c.	Economic Offences	2. Sharply increase discretionary secret funds for operational work.
d.	Technical Intelligence (TECHINT)	3. Increase access to technology.
e.	Cyber Crime	4. Allow highly skilled personnel to continue in their specialized fields overriding the transfer policy.
f.	Crime against Environment including Wildlife Crime	
g.	Narcotics and Drugs	
h.	Human Trafficking	
i.	FICN (Fake Currency)	
j.	Trial Monitoring: Conviction numbers, Conviction ratio are very poor.	<ul style="list-style-type: none"> 1. Trial Monitoring to be part of induction training of officers in charge. 2. Directorate of Prosecution to

		be bound to convey prosecution data to WBP.
k.	Border and Coastal Security	<ol style="list-style-type: none"> 1. Coastal policing to make full use of grants and equipment given by Central Government. 2. Border wing of Intelligence Branch to be revived.
l.	Revival of Village chowkidari system.	<ol style="list-style-type: none"> 1. The highly effective system of village chowkidars and dafadars should be revived with regular chowkidari parades before the officer in charge of the police station. 2. To ensure effective control, payments to chowkidars and dafadars should be through district SP.
m.	Witness Protection Scheme	<ol style="list-style-type: none"> 1. We need to flesh out a witness protection scheme, especially for cases of organized crime.

3. Law and Order Management

a.	Development initiatives, Land issues, frequent elections, especially in local units and educational institutes have necessitated police arrangements more frequently than in the past. It will intensify in the days to come.	<ol style="list-style-type: none"> 1. Specialized teams for Law and Order; Minimum two sections per subdivision. 2. Clearer division of Law and Order police from Crime police. 3. Above all, a sharp increase in manpower.
b.	Weaponry	<ol style="list-style-type: none"> 1. Purchase planning to take greater cognizance of lead time.
c.	Law and Order Equipment	<ol style="list-style-type: none"> 2. Far greater emphasis on both non-lethal munitions (NLM) and body protection.
d.	Counter Insurgency Measures	<ol style="list-style-type: none"> 1. Policing and Development to go hand in hand.

4. Traffic Management

a.	Police view to be taken during Road engineering, new Route permit etc.	<ol style="list-style-type: none"> 1. Police Representation in Road Transport Authority (RTA). 2. 'No objection certificate' from Police to be made mandatory
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		for new commercial buildings and assessment of peak parking volume of vehicles.
b.	Manpower Rationalization	<ol style="list-style-type: none"> 1. Greater emphasis on training. 2. A target Police-Population ratio may be envisaged. (United Nations recommend 222 police personnel per 100000 population i.e. 1:450)
c.	Coordination Issues	<ol style="list-style-type: none"> 1. A senior officer suitably empowered to coordinate between different wings of WBP for DG&IGP and between West Bengal Police Directorate (WBPD) and Kolkata Police for Government.
d.	Tools and Technologies	<ol style="list-style-type: none"> 1. Sufficient budget for purchase, maintenance and training.
5.	Infrastructure Development	
a.	Police headquarters to be in a separate headquarters in a separate building.	<ol style="list-style-type: none"> 1. A separate PHQ will ensure that WBP discipline and work culture are not contaminated.
b.	DGP to be declared as Secretary of his department, with corresponding financial resources	<ol style="list-style-type: none"> 1. In particular, he must be empowered to re-appropriate the budget. 2. The O/C of a PS has significant out-of-pocket expenditure, ranging from snacks for visiting VIPs to transportation of dead bodies. He should be allotted sufficient discretionary funds, so that he does not have to resort to unholy practices. 3. Intervening ranks, especially District SPs, should have corresponding discretionary financial powers. At present, an Inspector-General of Police has financial powers significantly less than that of a Block Development Officer.
c.	Computerization	<ol style="list-style-type: none"> 1. Sufficient budget for purchase and maintenance of machines and training of personnel.

		2. Lateral entry for employment of Computer experts.
d.	Police Budget	1. The instrument of West Bengal Police Housing Corporation to be used with greater effectiveness.
e.	Police station Building; Making sufficient provision for basic amenities like water, electricity, accommodation and sanitation for police personnel, especially for the welfare of lower subordinates, women police at official living-areas as well as at work-places.	2. All future police stations to be based on a 'Model Plan', barring exceptions like those in Left Wing Extremism (LWE) areas or Coastal areas.
f.	Vehicle tracking and GPRS in Police Mobile vehicles	1. This is vitally necessary, and will reduce misuse as well.
6. Human Resource Reengineering		
a.	Transparent policy of transfer and postings	1. Zonal rotation for IPS, Range wise Rotation of DySP, District wise rotation for Inspectors, Sub Divisional Rotation for SI and ASI and PS level rotation for constables should be a 'must'.
		2. A Transfer guideline for units in charge should be in place issued by Police Directorate.
		3. Policies followed must be rationally reconcilable and clear.
b.	Orientation and Induction Policy	1. Police personnel at the time of orientation/induction training should be imbued with the basic ethos of the organization and the noble job of a policeman.
		2. Etiquette and manners for police personnel must be printed in a booklet and be provided to recruits/cadets/probationers.
c.	Career Development: Guidance for careers, especially at	1. Senior Police Officers from various departments may be requested to come over to

	Constable and SI level, is absent.	<p>Police Training College (PTC)/ Detective Training School (DTS) and new recruits should be allowed to interact with them and garner insight into different aspects of policing.</p> <p>2. Case studies may be made out of successful police station management, adept dealing of law and order situations etc.</p>
d.	Vacancy Positions	<p>1. Timeline for vacancy review and fill up (May be staggered, but should be clearly delineated).</p> <p>2. Creation of new posts has financial obligations. A Committee (directly under Police Recruitment Board) may be asked to look into it.</p>
e.	Training Needs Analysis	<p>1. PTC Board of Governors may include eminent personalities from other fields as independent directors who will review the training programmes annually and put up proposals for requisite sanction in budget.</p> <p>2. Phase III, IV, V training may be started for SIs.</p>
f.	Gender sensitization	<p>1. A clear policy regarding recruitment, training, posting and transfers of women police personnel.</p> <p>2. All the police units and especially, the police stations must have basic minimum environment for 24x7 work by women police personnel.</p>
g.	A whistle-blower policy	<p>1. An effective policy may help in reducing corruption.</p>
7.	Family welfare and support system	
a.	Financial rehabilitation package for police widows	<p>1. Since, several subordinate ranks die in harness, a system of giving kerosene/ LPG shops, etc. to the widows as in the Armed Forces, may be</p>

		considered.
b.	Police Hospital	<ol style="list-style-type: none"> 1. The system of Police Hospitals should be thoroughly revamped with comprehensive Base Hospitals at Siliguri, Kharagpur, Barrackpore and Saltlake by 2015. 2. Police Hospital at each District headquarters by 2020. 3. Until such time, SPs, SRPs and COs etc may be permitted to contractually hire doctors in proportion to the police personnel under their control. 4. The type of doctors to be hired or employed in the police hospitals should bear relevance to the physical and mental hazards of policeman's job.
c.	Police Housing	<ol style="list-style-type: none"> 1. All IPS officers should be given residences in the Capital city. 2. All Deputy Superintendents of Police (DySPs) should be given residential quarters at Zonal headquarters. 3. All Inspectors should be given residential quarters at Range headquarters. 4. All Sub-Inspectors (SI) should be given housing at District headquarters. 5. All ASI and Constables should be given housing at Sub Divisional headquarters.
d.	Police Public School	<ol style="list-style-type: none"> 1. One Police Public School at each Range headquarters by 2015. 2. One Police Public School at each District headquarters by 2020.
e.	Crèche and Childcare	<ol style="list-style-type: none"> 1. All Police stations must have crèche and childcare cell by 2020 as more women workforce will join Police in the years to come.

8. Miscellaneous		
a.	Community Participation	<ol style="list-style-type: none"> 1. Citizens' committees at the Police Station and District level are a must. 2. Police Cadets along the lines of NCC, to expose the youth to positive aspects of WBP, and to provide auxiliary manpower to WBP.
b.	Policy of Policing	<ol style="list-style-type: none"> 1. DG & IGP may have a formal think-tank for his personal brainstorming, selection for which will be based on the officers' imagination rather than their rank.
c.	Forensic Science Laboratories	<ol style="list-style-type: none"> 1. Government may like to invest large sums on new Forensic Science Laboratories (FSL), since this is a crucial bottleneck for WBP. 2. Several new FSLs could be established in the larger districts.
d.	Disaster Management	<ol style="list-style-type: none"> 1. Every five years, every WBP personnel to go through a certified life-saving course.