

❖ 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.