



**INDIAN
POLICE FOUNDATION**

AN ORGANISATIONAL STRATEGY OF CHANGE

AUGUST, 2023



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About this Paper

The 'IPF Organisational Strategy of Change' deals with a wide range of strategic choices for the Indian Police Foundation, pertaining to its mission of supporting the reform and modernisation of police and policing in India. This paper is the product of a study on organizational strategy and capacity building, conducted by the IPF over a span of nearly 5 years. The insights and recommendations presented here have been put together from a foundation of evidence, data, and research derived through literature reviews, scrutiny of publicly accessible government documents, official statistics published by the BPR&D and NCRB, survey reports from civil society organizations, Universities and research entities. The analysis also incorporates legal documents including court judgments and directives, and a series of structured interviews involving police personnel from both subordinate and senior ranks, police trainers, citizens, and political figures. It is to be mentioned here that certain subjects explored in this document may provoke differing interpretations and invite contested perspectives.

The views expressed here are those of the author and not necessarily those of individual members of the Indian Police Foundation, although they are in alignment with the overall vision and mission of the Foundation.

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Table of Contents

FOREWORD	vii
ABOUT THE INDIAN POLICE FOUNDATION	ix
OUR VISION	x
OUR MISSION	x
WHY THE INDIAN POLICE FOUNDATION?	x
PART I:	1
1. THE CONTEXT	1
2. THE NEED FOR A MULTI-DISCIPLINARY, MULTI-STAKEHOLDER AND MULTI-PRONGED APPROACH	3
3. BIRTH OF THE INDIAN POLICE FOUNDATION	3
4. UNDERSTANDING THE EXTERNAL AND INTERNAL FACTORS IMPACTING IPF	3
5. ENVIRONMENTAL FACTORS: ADVANCES IN SCIENCE AND TECHNOLOGY	5
6. A BRIEF SWOT ANALYSIS FOR THE IPF	6
PART II:	8
IPF ORGANISATIONAL STRATEGY OF CHANGE	9
1. IPF'S CAMPAIGN ON VISION-SETTING – NUDGING POLICE ORGANISATIONS TO CRAFT THEIR OWN VISION, MISSION, VALUES AND STRATEGIC GOALS	10
2. ADVOCACY FOR TRANSFORMATIVE REFORMS IN POLICE HR POLICIES : HARNESSING THE FULL POTENTIAL OF POLICE HUMAN RESOURCES	14
3. CULTIVATE A CULTURE OF COLLABORATION AND PARTNERSHIPS	29
4. STATE LEVEL CHAPTERS OF THE FOUNDATION	30
5. PROMOTING DATA-DRIVEN DECISION MAKING AND EVIDENCE-BASED POLICING	31
6. DEALING WITH CYBERCRIMES AND STRENGTHENING CYBERSECURITY	33
7. DEVELOPING & NURTURING POLICE AS LEARNING ORGANISATIONS	34
8. PROMOTING FORENSIC SCIENCES	36
9. DEVISING STRATEGIES TO ENHANCE SAFETY OF WOMEN AND CHILDREN – NATIONWIDE STAKEHOLDER CONSULTATIONS	37
10. GAUGING PUBLIC PERCEPTIONS ABOUT THE QUALITY OF POLICING AND TRUST	38

11. POLICY ADVOCACY AND POLICY INFLUENCE	39
12. ADVOCACY FOR LEGISLATIONS THAT KEEP PACE	39
13. A STRATEGY FOR STANDARDIZATION AND ACCREDITATION	42
14. ENSURING DEMOCRATIC ACCOUNTABILITY AND SUPERVISION WHILE INSULATING POLICE AGAINST ILLEGAL POLITICAL INTERFERENCE	47
15. A STRATEGY FOR CHANGE MANAGEMENT IN INDIA'S POLICE ORGANISATIONS	51
16. IPF'S STRATEGY FOR INTERNAL POLICE REFORMS	53
17. BUILDING A STRATEGY TO PROMOTE STRICT, IMPARTIAL AND PROFESSIONAL POLICING	56

FOREWORD

This Strategy Document of the Indian Police Foundation (IPF), not only presents strategic options for realization of the organisation's mission, but also outlines the contours of a roadmap for transforming India's policing landscape. As an organization dedicated to driving positive change and reform, the IPF recognizes that strengthening India's grassroots level policing is a fundamental pre-requisite for India's societal wellbeing, growth and national security. It is only upon this foundation that our political and economic strength can be built, and our democracy can flourish.

IPF's vision is to create a future where India's police forces are not only professionally competent, effective and efficient but also enjoys the trust and confidence of the citizens they serve. This document seeks to present a scheme to such a transformation.

In this strategy document, we attempt to explain the contextual factors leading to the creation of the IPF and its *raison d'être*, highlighting the need for change and the external and internal factors impacting the IPF's work. We examine the mindboggling advances in science and technology, and consequent social changes which have influenced and have been disrupting the policing landscape. Through a brief SWOT analysis, we evaluate our strengths, weaknesses, opportunities, and threats, providing a clear understanding of our organizational situation. Building upon this analysis, we present IPF's Organisational Strategy of Change. Each section of this document represents our commitment to driving positive change.

We campaign for vision-setting by India's police organisations, and we present a roadmap for internal reforms in the police, including fundamental reforms in police HR policies, developing police as learning organizations, promoting data-driven decision making and evidence-based policing, addressing cybercrimes and strengthening cybersecurity, leveraging science & technology including forensic sciences. We seek to regularly gauge public perceptions about the quality of policing and trust, continuously nudging for reforms from within; we call upon, and support police organisations to implement a strategy for change management. And above all, we lead advocacy for positively influencing policy.

In a democracy, the political leadership has the crucial prerogative and the duty to exercise oversight over the police and policing, upholding democratic accountability. However, it is essential to prevent any unlawful political interference in the operational work of the police. The Indian Police Foundation firmly believes that it is the duty of the police leadership to strike a delicate balance and ensure that the police is not misused or abused by those in positions of power. In an increasingly divided society, it is only by maintaining this fine equilibrium, that the police can effectively serve the public interest, enforce the law impartially and earn the trust of all sections of society.

History is replete with instances wherein the failure on the part of the police to enforce the law impartially and effectively, or taking sides based on religious, caste, tribal, or political loyalties has resulted in the rapid collapse of the state machinery, leading to communal and sectarian violence, anarchy and civil unrest.. While such display of loyalties may offer short-term gratifications to some players, the long-term consequences for national governance and integrity could be huge. This places a huge responsibility on the shoulders of the police leadership, to uphold the law strictly and without bias, under all circumstances.

This strategy document is an invitation to the country's police officers, trainers, government officials, political leaders and citizen stakeholders, to come together and work for the realization of our shared vision to build an Indian Police committed to professionalism, ethics, integrity and service to the nation.

IPF believes that by implementing this strategy in partnership with all stakeholders, we can help create a future where the Indian Police plays its role in building a safe and just society, becomes a key enabler of our economic growth, a crucial participant in national security and a vital contributor to the nation-building process.

N. Ramachandran
Founder & President
Indian Police Foundation

ABOUT THE INDIAN POLICE FOUNDATION

The Indian Police Foundation (IPF) is an independent, multi-disciplinary think tank and professional institution dedicated to the improvement of policing in India. The IPF brings together police, the civil services, political leadership and citizen stakeholders to collectively work towards reforms in policing, through scientific research and idea generation on police and policing. The organisation's focus is on enhancing professionalism, competence, integrity, ethical values and service delivery standards of the police. Governed by an eminent Board consisting of reputed police professionals, civil servants, researchers, and thought leaders from various sectors including civil society, academia, media, industry, and the legal profession, IPF is committed to driving positive change in the field of law enforcement.

Registered as an All India Society under the Societies Registration Act, 1860, under the name: "The Police Foundation and Institute," the organisation has two divisions namely:

- (1) The Indian Police Foundation - a think tank focused on research, idea generation and policy advocacy and
- (2) The Indian Police Institute - a professional institute for police officers, facilitating professional networking, research, knowledge development, and the exchange of ideas, experiences and resources.

The Foundation and its two divisions were inaugurated on October 21, 2015, by the former Union Home Minister, Hon'ble Shri Rajnath Singh. The IPF strives to be a catalyst for transformation in India's law enforcement system, fostering collaboration, innovation, and excellence in policing through our multifarious programmatic activities driven by a partnership between the Indian Police and its diverse stakeholders.

IPF maintains a steadfastly apolitical stance and refrains from engaging in any form of party politics. At the same time, we stand up for just, fair, unbiased, non-discriminatory and lawful policing, grounded on the principles of rule of law, human rights and professional excellence.

OUR VISION

Our vision is to be India's premier independent think tank and policy advocacy platform on law enforcement, focusing on scientific research and innovative idea generation in policing. Ever dedicated to enhancing the effectiveness and integrity of law enforcement practices, and upholding Constitutional values, we strive to represent the professional voice of the Indian Police.

OUR MISSION

Working with the India's Police Organizations to improve policing by enhancing professionalism and the quality of police service delivery, by forging partnerships with the police, academic, research, training and scientific institutions; building commitment to the core principles and values of fairness, integrity and rule of law that should guide the police in their daily behaviour and actions. We seek to support the Indian Police in building competencies and striving for professional excellence; promoting interdisciplinarity and bringing external expertise into policing. We bring together the police and citizen stakeholders, aiming to build a peaceful, secure and relatively crime-free society.

WHY THE INDIAN POLICE FOUNDATION?

India is changing fast, emerging as one of the world's largest economic growth engines, positioning itself as a global economic and political power. However, many aspects of our law enforcement and criminal justice system still remain archaic and have not kept pace with India's trailblazing story of economic growth and social transformation. Research from across the world has shown that a nation's ability to achieve its economic aspirations is directly linked to its security environment.

The idea of India as a modern, liberal democracy does not align with a law enforcement system which was designed by the colonial masters for subjugation of the natives. Moreover, the nature of policing itself has been undergoing rapid transformations, driven by technological and social changes. It is imperative for the central and state governments, political leaders, the police, and civil society to come together and re-imagine a modern police, befitting India's status as a 21st century global power, standing firmly on principles of democracy and the rule of law. The Indian Police Foundation seeks to provide a dynamic platform to bring the diverse stakeholders together, to work for this objective.

PART I

1. THE CONTEXT

The people of this country aspire to have a professionally competent, effective and socially sensitive police force, that optimally engages with the community, upholds the law impartially and operates with integrity. Seen against these expectations, the performance of the Indian Police has been mixed, leading to severe criticism and allegations of arbitrariness, incompetence, and corruption. Instances of police personnel committing crimes against the very citizens they are meant to protect, have eroded public confidence and undermined the legitimacy of the State. Regrettably, the culture of resorting to torture to extract confessions persists within some segments of the police force. The misuse of arrest powers to fabricate cases, sometimes under political influence or for extortion purposes, remains a significant concern. Equally troubling is the reluctance or unwillingness of certain police officers to take action against politically influential individuals accused of crimes, despite the presence of incriminating evidence.

At the same time, it would be grossly unfair and incorrect to brand the entire Indian Police as institutionally flawed. The silent and good policing work being done by tens of thousands of our policemen and policewomen, has safeguarded the nation against terrorism, militancy, crime, disorder and chaos. Their tireless dedication, their daily sacrifices and above all, the supreme sacrifices made by our police personnel in the line of duty, should never be forgotten. There are several outstanding examples of policemen and women who continue to display the highest standards of probity and professional ethics as well as those who have made invaluable contributions towards improving, modernizing and reforming the system. There are many, who have the strength of character and courage to stand up against undue interference, providing inspiring leadership to their colleagues. But the absence of robust systems and processes, coupled with the ability

of unscrupulous persons to manipulate, subvert and even criminalize the system, often eclipses the positive effects of whatever good work that gets done.

It is important to recognise that the challenges go beyond the police force alone. While it is easy to put the blame entirely on the police, the systemic failures and institutional shortcomings extend to the larger body politic, indicating a deeper malaise affecting the State. Addressing these issues requires a holistic approach and there is need to look at the diseased body as a whole.

The Policeman's dilemma: Navigating the complexities of Force, Restraint, Ethics and Public Scrutiny

Police officers are required to navigate a complex terrain and are required to walk a fine line between strict enforcement and safeguarding rights and expectations. They face criticism for action and inaction; both for insufficient and excessive use of force and are also caught in the political crossfire. While opposition parties accuse the police of siding with the ruling party, these very parties expect the police to serve their interests once they come into power. Consequently, even when officers discharge their duties faithfully, they find themselves facing criticism, with public opinion almost always split. This creates a complex environment that makes it incredibly difficult for police to fulfil their responsibilities in a manner that is lawful, just, fair and transparent.

In order to effectively maneuver through the complexities of modern policing, it is important that the police leadership, together with the rank and file, engage in internal debates and idea generation. Such a consultative strategy fosters creative problem-solving, enable evidence-based decision making, and promote accountability, all while strengthening team cohesion. For

example, if the police are criticized for their crowd control methods, internal debates can help in the formulation of a more effective standard operating procedure. Such dialogues not only contribute to immediate solutions but also prepare the force for future challenges by offering a nuanced understanding of complex issues, thereby also potentially improving public confidence and trust.

The Elusive Police Reform

Since independence, successive Police Commissions have submitted reports recommending drastic reforms in the police. The Supreme Court pronounced a path-breaking judgment in the year 2006 in the Prakash Singh Case, aimed at freeing up the police from unlawful political interference and abuse. Social scientists, intellectuals and the general public have lamented the apathy and indifference on the part of the Central and State Governments towards the implementation of even some of the fundamental reforms.

But why is it that every effort at police reform has failed to take off? While a lack of political will is touted as the most compelling reason, there are other reasons as well. The sad truth is that the elusive political will, coupled with a 'chalta hai' culture amongst many in the police leadership, have allowed matters to drift. There is inadequate realization that the fundamental responsibility for change lie within the system itself. In fact, there is a wrong expectation amongst many in the police leadership that someone else 'out there' in the political leadership or the bureaucracy should take responsibility for reforming the police.

Admittedly, the Police face significant deficiencies in professional skills, competencies and professional leadership. Police training in many States continues to remain outdated. The Governments as well as the Police leadership have not been able to invest adequate time or resources into training, research and development. Living and working conditions of the vast majority of our police personnel continue to remain deplorable.

Besides a negative image problem, there has also been a steady erosion of public trust in the police. The Indian Police urgently needs to re-orient itself as a professionally efficient, citizen-centric service, working closely with citizens and firmly grounded on the principles of professional ethics, accountability, and rule of law. The police needs to fight a war from within. A war against mediocrity, corruption and the pervasive culture of running after political and other forms of patronage. As long as these wars are not fought and won, police reforms cannot happen.

Considering the tumultuous technological and social changes, the frightening dimensions of security threats from the cyberspace and global terrorism being witnessed today, India needs to urgently transform her policing system into a modern, technology-driven enterprise.

This requires the continuous sharpening of knowledge and skills as well as collective action at all levels of the police. Standalone efforts by individual police officers and organisations and other linear strategies may not suffice to deal with these complex, dynamically evolving scenarios. The Indian Police Foundation is engaged in building a coalition of progressive police leaders and experts from multiple external disciplines to devise strategies to catalyse and drive a process of positive transformation.

Why an independent think tank on policing?

In a uniformed service characterized by hierarchical structures, the unrestricted flow of information is frequently nixed. Within a culture that considers the senior-most person as the wisest, junior officers are unable to open up, and often deprived of opportunities to voice their perspectives and share their ideas. Thus, most of the formal opportunities for interaction end up reflecting only the opinions and viewpoints of the top leadership, shutting off fresh insights and out of the box thinking. This is why there is need for informal platforms outside the formal hierarchy that facilitate professional networking, interaction and the exchange of ideas and experiences.

2. THE NEED FOR A MULTI-DISCIPLINARY, MULTI-STAKEHOLDER AND MULTI-PRONGED APPROACH

Traditional and linear ways of addressing the complex challenges of today's policing have not yielded satisfactory results. Considering the enormity and persistent nature of the challenges, as well as their causal complexities and interdependencies, a strong need is felt for the effective engagement of the multiple stakeholders, for their cross-sectoral expertise and perspectives from different disciplines, to drive a campaign for transformative reforms in the Indian Police.

Who takes responsibility for Police Reforms?

To gain the respect and trust of the community, it is imperative that India's police forces adapt to the changing times, by enhancing their professional standards and demonstrating their unwavering commitments to ethical and professional values. Obviously, this cannot be a lone journey by the police alone. This has to be a larger campaign, requiring the collective efforts on the part of the government machinery, the political leadership and civil society. Time has come for united action to assist and support the police to raise its professional and ethical standards, rather than dwelling on past shortcomings. While a multi-disciplinary approach is recommended for policy guidance and advocacy, it is crucial for police leadership to take responsibility for the reform process and lead the transformation from within.

3. BIRTH OF THE INDIAN POLICE FOUNDATION

It was in the above context that the Police Foundation and Institute was set up and registered as an All India Society, in July 2014, under the Societies Registration Act of 1860. Its two wings namely the Indian Police Foundation

(IPF), a think tank and policy advocacy platform and the Indian Police Institute, a professional institution of the Indian Police, were formally inaugurated by the then Union Home Minister Hon'ble Shri Rajnath Singh, on October 21, 2015. The purpose of the Indian Police Foundation is to support the Indian Police to build a robust, efficient, and people-friendly police service. It aims to do this, working closely with police organisations, by promoting best practices, introducing innovation, and instilling a sense of professionalism in the police forces across the country. The vision of the IPF is to see a transformed police service that upholds the rule of law, safeguards human rights, and ensures societal peace and public safety.

The IPF strives to achieve these goals by engaging police organisations, civil society, academia, and the public in constructive dialogue. It serves as a platform for collaborative problem-solving and developing effective strategies for police reform and improvement.

4. UNDERSTANDING THE EXTERNAL AND INTERNAL FACTORS IMPACTING IPF

The IPF operates within a challenging and complex environment. The environmental factors impacting the IPF are directly related to the environment in which the Indian Police functions.

Policing in India, as in other countries, is intricately tied to the political and social landscape. Although police is a State subject, the Central Government exercises significant control in multiple ways. Much like the colonial era when police forces were used as instruments of control and subjugation of the native population, post-independence governments too, view the police force as a potent tool to exercise control in furtherance of their political agendas. In most States, political establishments continue to view the police as a means to enforce their own political interests, ranging from benign influence to outright misuse of power, often interfering in administrative matters and operational policing.

Unfortunately, successive governments spanning across political parties have consistently shown resistance towards police reform, disregarding the recommendations put forth by numerous Committees, the National Police Commission, and even directives from the Supreme Court. This steadfast resistance to reform perpetuates a defective system that fails to fulfil its constitutional duties. Thus, biases and interferences persist, compromising both public order and effectiveness of crime investigation.

This biased approach to policing is not limited to any single political party but has permeated the entire system. While the majority of police officers in India discharge their duties with honesty and impartiality, the impact of those who operate for personal gain and corruption is deeply felt. The harsh reality is that many officers willingly collude with elements in the ruling dispensations, neglecting their constitutional responsibilities and displaying blatant bias. This results in gross mismanagement of public order and skewed crime investigation, often leading to the guilty walking free and the innocent being jailed and punished.

Obviously, hope lies with the progressive and conscientious police leaders as well as police officers of all ranks who tirelessly work day and night to safeguard our country and our democracy. It is important to strengthen their hands.

For understanding the external environment in which the IPF functions, it is crucial to acknowledge the coexistence of a mixture of both conscientious, upright and highly dedicated officers and the "bad apples" within India's police forces, which significantly impacts the policy advocacy of the Indian Police Foundation (IPF). The IPF recognizes the need for comprehensive reforms to address issues of unprofessional conduct, corruption, and abuse of power, while also supporting the exemplary work of dedicated officers who uphold the highest standards of

service and conduct. IPF's policy advocacy aims to promote accountability, integrity, and ethical conduct, advocating for robust mechanisms to prevent and address misconduct. Obviously, some of these efforts do encounter strong resistance from certain quarters. Nonetheless, the IPF remains resolute in its commitment to driving positive change and promoting a professional, transparent, and trustworthy police force for the betterment of our society.

The above factors explain the context in which the Indian Police operates. The mission of the Indian Police Foundation (IPF) is to work with, and support the progressive police officers to bring about meaningful police reform, while taking these challenges into account.

Thus, externally, the political, economic, social, and technological environment plays a significant role in shaping IPF's strategies. For instance, the political climate influences the legislative and policy framework within which the IPF operates. Economic factors such as funding and resource allocation can affect the IPF's capacity to implement reform strategies.

Internally, the organization's culture, leadership, and resources are significant factors that influence its operations. The IPF's internal strengths lie in its highly regarded and dedicated team of members, as well as, researchers, advocates, and well-wishers; its partnerships with other organizations, and its commitment to police reform. Their collective expertise, diverse perspectives, and unwavering commitment drive the IPF's initiatives forward. Similarly, IPF's partnerships with police organisations, training institutions, NGOs and Universities significantly help expand our reach and enable the exchange of ideas, best practices, and resources to amplify the impact of its work. Our partnerships do instil a sense of purpose and cohesion within our teams, driving their efforts to effect meaningful change.

5. ENVIRONMENTAL FACTORS: ADVANCES IN SCIENCE AND TECHNOLOGY

The world has been witnessing not only an exponential growth in computing and connectivity, but also the convergence of innumerable technologies, driving incredible changes in every aspect of human activity. In fact, what we are witnessing today, is a digital revolution of indescribable proportions.

Obviously, the police cannot remain insulated or impervious to these mind boggling developments. In fact, the police functions in the middle of it all and policing touches every aspect of human interactions. These dramatic technological upheavals have been presenting exciting promises and possibilities to the policing world as well. Digital technology has the potential to bring about unprecedented levels of efficiencies in police service delivery, investigation, prosecution, crime prevention, security management, intelligence gathering and its analysis, with speed, accuracy and transparency.

Most police organizations in the country are aware of this burgeoning trend as well as the criticality of keeping pace with the fast-moving world of technology. Many individual police leaders and some police departments have been taking the initiative to prepare their force to acquire the knowledge, the skills and the infrastructure, to adapt themselves to this immense reality. However, most of these initiatives are individual-centric and lack the strategic depth.

There is immense potential to harness the power of data, using cutting edge technologies for data mining and predictive analytics that could help in more targeted deployment of manpower and other resources. It is high time that police operations as well as police administration, training and management are digitised and data-driven, to unleash the full potential of technology for the larger public good. It is also crucial that police harness the mountains of data available at their command for analytics and A-I driven

insights and decision making.

Another issue is that of a multiplicity of disparate digital resources. According to a paper published by the BPR&D, there are numerous police Apps developed by States, Districts and individual police officers for services like 'crime reporting, traffic updates, matching of stolen vehicles, information about traffic signs, traffic offences and penalties, information about traffic notices and payment, road safety, information about nearest location based on geo location, apps for women's safety, tenant/ servant/employee verification, lost/found report, missing person report, etc'.

The potential of digital technology has already proved to be hugely transformational for crime investigation and prosecution. A concerted effort for their adoption and application at the police station level across the country, providing highly efficient and reliable tools for scientific investigation and prosecution at the hands of every field police officer, could potentially transform the entire Indian Police.

At the same time, the criminal use and exploitation of cyberspace has emerged as one of the most serious threats to lives and property of citizens, businesses and national security itself. Online financial frauds are increasing at an alarming rate. Sexual exploitation of women and children in the cyberspace has been increasing on an alarming rate. Even as cyber criminals become more sophisticated and resort to attacks using vicious and malicious software, the police has to continuously upgrade its strategic capabilities to deal with the emerging threats.

These developments present both opportunities and challenges to the operational and policy advocacy roles of the Indian Police Foundation (IPF) as well. The IPF recognizes the potential benefits of digital technology in enhancing operational efficiency, improving service delivery, investigation, crime prevention, security management, and intelligence analysis. It views these opportunities as avenues for progress and modernization in policing. However, the digital era also poses challenges such as addressing issues

of data privacy, cybersecurity, the burgeoning cybercrimes and ethical use of technology. By embracing the digital landscape, the IPF aims to advance its roles effectively and responsibly to support the progressive evolution of policing in India.

6. A BRIEF SWOT ANALYSIS FOR THE IPF

IPF's STRENGTHS

1. **Formidable Intellectual Capital:** The IPF benefits from the expertise and experience of its members, comprising progressive police professionals, retired police and civil service officers, eminent thought leaders from various sectors such as media, industry, legal profession, and reputed academicians. This diverse pool of experienced membership brings a rich resource of expertise and knowledge, that provides a strong foundation for the organization.
2. **Public Demand for Police Reform:** There is a strong groundswell of demand for police reform and modernisation. The increasing awareness that a modern, democratic police force is crucial for India's growth as a strong political and economic power acts as a pillar of strength for IPF.
3. **Police Reform is seen as Crucial for Investment:** There is an increasing recognition that a peaceful and a relatively crime-free society, which can be facilitated by a modern police force, are essential to attract foreign and domestic investments. This is to be seen as a strength for IPF.
4. **The Indian Police Foundation (IPF) draws immense strength from the growing number of progressive police officers aspiring for change.** Today's police officers across different ranks, are highly educated and technology-savvy. These individuals exemplify a strong commitment to professionalism, efficiency, and ethical policing. Their support

and active involvement serve as a significant source of strength for the IPF, fostering a collective drive towards positive change and the advancement of policing in India.

IPF's WEAKNESSES

1. **Absence of Political Will:** Despite the strong public demand for police reform, no political party in India has openly committed the political will for police reform. The lack of overt political support for the cause is a significant weakness for the IPF.
2. **Lack of Financial Support:** Lack of adequate funds hampers the operational effectiveness of IPF. An absence of funding restricts the hiring of professionals to run day-to-day activities, which are currently being executed by its members on an honorary basis. The lack of funding is a major hindrance to the IPF's operations and growth.

OPPORTUNITIES

1. **Emergence of Technology:** The emergence of technology presents a significant opportunity for policing as well as for the IPF. Technological advancements can play a pivotal role in strengthening and modernising the police force. Technology holds great promise for think tanks such as the IPF to carry out analysis, research for development of new ideas and tools for controlling crime and disorder. IPF has been indeed, able to provide support to police organisations and individual police officers in carrying out these tasks, though on a limited scale, thus far. Indeed, there are unlimited opportunities for ushering in a new world of technology-driven and evidence-based policing.
2. **Highly Educated Police Officers:** Unlike the past, most of the police officers, including subordinate members of the police, joining the force today are highly educated and technologically savvy individuals. Many of them have backgrounds in engineering,

science, and law. Today's police recruitments are also increasingly based on competitive examinations, which help the selection of the best candidates. This is an opportune moment for the police to modernise their forces. It also offers opportunities to the IPF to leverage an evolved human capital for achieving its objectives.

3. **Growing realisation** within the police as well as the political leadership about the benefits of reform.
4. **Opportunities for targeted capacity-building** initiatives and training programmes to promote professional development and enhance the skills and knowledge of police officers.
5. **Opportunities for engaging in open and constructive dialogue.**

THE THREATS

1. **Political Interference and Resistance to Reform:** The biggest threat to the police reform discourse is the intricate political interference and resistance to police reform from political parties and their factions. The rampant misuse of the police force for furthering political agendas hinders the modernization and democratization of the force. Think tanks like the IPF get impacted adversely in such environments.

2. **Headwinds from within:** Some persons within the police forces find comfort in the existing system. The prevailing opacity grants them extensive and unrestrained power, with relatively low levels of accountability. And then there are fence-sitters and those who do not possess the moral courage to stand up.
3. **Internal Corruption:** The prevailing culture within the police force, where some officers willingly collude with ruling powers, neglect their constitutional responsibilities, and displaying blatant bias, while also indulging in corruption, threatens IPF's mission. This leads to the mismanagement of public order and sometimes biased crime investigation, posing a substantial threat to the realization of IPF's objectives. The resistance to change from within the police forces itself may pose a threat to the IPF's mission.

The IPF needs to develop strategies to leverage its strengths and opportunities, while mitigating the weaknesses and threats that may hinder the realization of its mission. There is need to focus on building strong alliances with forward thinking police officers and influential stakeholders, who share the vision for reform. A supportive network for driving change is crucial.

PART II
IPF ORGANISATIONAL
STRATEGY OF
CHANGE

PART II

IPF ORGANISATIONAL STRATEGY OF CHANGE

IPF recognises that transformational change in policing requires visionary and inspiring police leadership as well as proactive political leadership working together. However, true transformation can only be realized when every member of the police force works together and collectively, propelled by a shared vision that embraces modernization, professionalism, accountability, and a genuine commitment to serving the community. In other words, effective and impactful reforms in the police force can only be achieved through the leadership and dedication of self-motivated police professionals who possess a visionary passion for transformative change. At the same time, it is crucial for the political leadership to exhibit a forward-thinking vision and political acumen in order to create an environment conducive to such transformation.

The strategy of the Indian Police Foundation (IPF) is to support governments, police organisations, training institutions and individual police officers in their journey towards reform. The IPF seeks to accomplish this by conducting research, generating innovative ideas, providing technical assistance, facilitating capacity building initiatives, and raising public awareness. Through collaborative partnerships, learning from national and international best practices, and promoting meaningful dialogue, the IPF aims to play a pivotal role in shaping a modern, effective, and citizen-centric police force in India.

With this in view, the IPF seeks to work collaboratively with police organisations to support them in this journey. Based on the IPF

organizational strategy of catalysing change, we have envisaged the following programmes/action plans for realisation of IPF's vision and mission:

1. A nationwide campaign for Vision Development: Calling upon every police organisation to develop a compelling and shared vision and action plan.
2. Advocacy for transformative reforms in Police HR Policies: Harnessing the full potential of Police Human Resources.
3. Raising the emphasis on the values of ethics, rule of law, integrity and accountability education during police training.
4. Fostering a culture of Continuous Learning and Improvement.
5. Promoting Data-Driven Decision Making and Evidence-based Policing.
6. Advocacy for a digital transformation of the police for better efficiencies, transparency and accountability.
7. Promoting the use of and awareness about Forensic Sciences.
8. Continuously gauging public perceptions about the quality of policing.
9. Policy Advocacy and Policy Influence.
10. Collaboration and Partnerships.
11. Supporting Police Organisations in Change Management.
12. Advocacy for legislations that keep pace
13. IPF's strategy for internal police reforms
14. Ensuring democratic accountability and supervision while insulating police against illegal political interference.

1. IPF'S CAMPAIGN ON VISION-SETTING – NUDGING POLICE ORGANISATIONS TO CRAFT THEIR OWN VISION, MISSION, VALUES AND STRATEGIC GOALS

On the occasion of its Annual Day on September 22, 2022, the IPF launched an ambitious, nationwide campaign, calling upon every police organisation in the country to develop their organisation's vision, in their efforts to build a competent and professional police force firmly grounded in the principles of professionalism, constitutional values, community orientation and dedication to the service of the nation. The vision document is to be built involving the rank and file, as well as citizen stakeholders for the near (2027), medium (2037) and long term (2047). The long term vision should describe our vision of the Indian Police when India completes 100 years of Independence. In case of requirement, the IPF would be happy to extend technical support to police organisations in carrying out this exercise. The IPF has also roped in services of some reputed consultancy organisations who would be willing to support the exercise without charging any fees.

Why build a shared vision?

Developing a compelling and shared vision for a police organization is crucial because it provides a clear direction and purpose for all its personnel. A shared vision aligns the efforts of individuals towards common goals, fostering unity, and a sense of belonging to the force or the unit. It serves as a guiding framework that inspires and motivates police officers, creating a collective understanding of the organization's mission, values, and desired outcomes. With a shared vision, the police organization can effectively navigate challenges, make informed decisions, and cultivate a positive and inclusive culture that promotes excellence, innovation, and the delivery of high quality police services.

IPF firmly believes that our police organizations will benefit immensely from creating a collective vision supplemented by concrete actions, resulting in a more professional and trusted police service for our society in the coming decades and beyond. It is crucial for police personnel to define what they are today, envision the type of police service they aspire to build together, and establish clearly defined minimum service standards that are upheld across all ranks.

This initiative is based on our belief that a fast-growing and rapidly modernizing India requires a modern, professionally efficient and people-centric police. The context within which India's police forces operate, is also rapidly evolving. The country's policing needs today are very different from those of the colonial times in which India's law enforcement system was designed. A roller coaster of social changes, expanding individual rights, disruptive technologies, social media, the explosion of knowledge, cybercrime, and digital threats to public safety and national security mean that policing has had to evolve with the times.

Two compelling examples of transformations within the Indian police force can be cited here. Firstly, there has been a notable improvement in police response time, with most urban and semi-urban areas now experiencing a response within five minutes. This signifies a departure from the past when citizens were uncertain about receiving timely assistance during emergencies. Secondly, the successful implementation of the Crime Criminal Tracking and Networking System (CCTNS) has made numerous police services accessible online nationwide. Police organizations have made commendable efforts to meet the expectations of the people, providing us with hope and inspiring a pursuit of more far-reaching changes.

However, despite these positive developments, there remains a significant lack of public trust in our police. The commendable police work being done often gets overshadowed by reports of misconduct, corruption and bias, which are frequently amplified by mainstream and social

media platforms. Therefore, it is crucial for the police to strive for fundamental changes in both perception and performance in a unified manner. For large police organizations with a diverse and distributed workforce, influential external stakeholders, and complex legacy factors, any transformative change necessitates a shared vision that motivates leaders and frontline personnel to act resolutely in the immediate, medium, and long term. As the saying goes, "Vision without action is merely a dream. Action without vision just passes the time. But vision with action can change the world."

Our police forces do possess the vigour and capability to surmount current challenges and move towards a new horizon through resolute and collective efforts by the entire team. The vision setting exercise provides a unique opportunity for the police leadership to unleash that potential. IPF believes that police organisations should beneficially adopt this strategy to create and nurture new visionary and inspiring leadership and to inspire and motivate the entire team, clearly articulating the goals and objectives that the organization aims to achieve. Defining a shared vision that resonates with the team members, helps instil a sense of purpose and direction.

It would be equally important to define and communicate the organization's core values, which serve as guiding principles for decision-making and daily actions of the police. By bringing the team around a common vision and shared values, the leadership can ignite a sense of unity, purpose, and determination within the police force.

For the strategy to succeed, the police organisations should also outline the systems, processes and strategies that will be employed to reach the envisioned goals. This involves developing comprehensive plans and setting achievable targets. The leadership must emphasize the importance of concerted actions, emphasizing that success will be attained through collective efforts by the entire rank and file rather than individual endeavours. The leadership must ensure that their actions consistently reflect the

principles and values they have proclaimed. They should lead by example, always adhering to the standards, in order to instil trust and credibility within the team.

Creating and nurturing new leadership in police organizations can be triggered by such a vision-setting exercise that inspires the team, articulates goals and values, and outlines the path to success through concerted actions. It requires effective and inspiring communication, setting clear targets, encouraging teamwork, and consistently demonstrating the resolve to abide by the core values and principles. It is necessary to cultivate a strong leadership culture that drives positive change and empowers the entire team.

It is this conviction that propels our commitment to collaboratively create visions for 2027, 2037, and 2047 in partnership with all central and state police organisations.

The Recommended Process

For State Police organisations, we suggest vision setting at the State, District and Police Station levels, although the vision setting at the organisational level is most crucial. Similarly, Central Police Organisations should undertake the vision setting exercise at the organisational level, although similar exercise at the lower levels may also be considered.

To develop a shared vision for the police organisation, we recommend the following four steps:

1. PREPARE

- i. Conduct workshops and conferences involving senior leadership, middle level officers, and selected officers from subordinate ranks - to gain an understanding of the current situation and identify priority areas for change.
- ii. Explore the existing values, mindsets, and behaviours within the police organization.
- iii. Conduct ethnographic documentation of key policing units, such as police stations, armed battalions etc. to understand their functioning.

- iv. Identify the 5 or 6 key behaviours that, when integrated into the organization, can make the most significant difference in achieving the vision. (This may include identifying some of the behaviours that we must discard!)

2. IDEATE

- i. Develop a first draft of the vision statement that encapsulates the aspirations for the transformation.
- ii. Work with police leaders to establish a compelling "change story" that addresses crucial questions and concerns, ensuring that they genuinely believe in and can effectively communicate the vision.
- iii. Design creative and engaging methods to capture the attention of police personnel at every level, organising large meetings, broadcast communications, leaflets, district / unit level meetings, and other relevant platforms including social media channels.
- iv. Personalize leadership workshops for officers and coach them to exemplify the desired behaviours, transforming them into change leaders who can drive the transformation journey. It is crucial for these change leaders to be embedded in key field units with exposure to the public.

3. ACTIVATE

- i. Collaborate with IGP, DIG, and SSP/ Commandant level officers to finalize simple expected behaviours for frontline policemen, such as listening patiently to citizens seeking help at police stations. Establish everyday tasks or "rituals," such as the Record-Resolve-Follow-up process for each complaint on a daily basis.
- ii. Obtain agreement from leaders on these behaviours and prepare to roll them out across teams.
- iii. Clearly communicate what behaviours are unacceptable and what constitutes "gold standard" behaviour at the frontline,

ensuring that reform permeates to the grassroots level.

- iv. Identify "cascade champions" (e.g., SI/ Inspectors/Deputy SP) who will serve as role models and actively promote the changed behaviours across police stations.
- v. Conduct sub-division/circle-level train-the-trainer workshops with the cascade champions, empowering them to train personnel at every level within the police stations and further propagate the desired behaviours.

4. SUSTAIN

- i. Establish a robust monitoring mechanism to track various initiatives, such as conducting citizen satisfaction surveys or "on-spot checks" through informal, local citizen feed backs or undercover visits to different police stations, ensuring that personnel demonstrate the expected behaviours.
- ii. Implement a strong follow-up mechanism through State/District /unit level meetings and broadcast communications to reinforce the shared vision, purpose, and new behaviours.
- iii. Clearly define the roles of senior officers and assign monthly exercises or tasks to sustain the change on the ground.
- iv. Develop a comprehensive reward and recognition program to encourage the adoption of changed behaviours and foster a culture of motivation and compliance.
- v. Integrate systemic changes, including key performance indicators (KPIs) related to the shared vision and behaviours, for specific groups within the police force, such as Inspectors and Sub-inspectors, emphasizing the importance of the transformation.
- vi. Establish progress review forums for districts and sub-divisions to identify any units that may be lagging in the transformation journey and provide necessary support and guidance.

At every stage described above, attempt should be made to refine the draft vision document, capturing every aspiration of the organisation which has been collaboratively agreed upon, to arrive at the shared organisational vision.

Central forces can tweak and develop the above steps to suit their specific needs.

How the vision-setting exercise aligns with IPF's organisational strategy

Through this transformative exercise, the IPF aims at the following objectives:

- a. Foster a shared organisational direction, with a strong commitment from all, especially the leadership.
- b. Embrace an effective and professional style of policing, enhancing the existing system, as well as a nuanced leadership approach, valuing opinions and perspectives of colleagues at all levels, seeking opinions and inputs.
- c. Forge partnerships with all ranks, avoiding the marginalization of any group.
- d. Re-evaluate policing practices and re-engineer processes to align with democratic principles and citizen-centric policing practices.
- e. Review the Use Of Force Doctrines and police powers, aligning them with democratic values, the law of the land, especially the Indian Constitution.
- f. Encourage police organisations to cultivate openness and empathy towards the public, actively listening and engaging with them. Involve the public to drive and sustain the reformative changes.
- g. IPF will encourage police organisations to embrace self-regulation and external audits to ensure transparency and accountability.

Long-term strategic planning and a cultural transformation

The vision-setting project includes creating strategic plans with specific goals, objectives, and action steps to achieve transformative change. IPF can provide support to police organizations in developing their visions as well as their long-term strategic plans.

Creating a shared vision requires a strategic approach. IPF proposes establishing a Strategic Management Unit at the State Police Headquarters to develop a vision not only for the entire State police force but also for each organization within the police. Additionally, setting up a Project Management Unit with external consultants would ensure continuity and prevent disruptions caused by police transfers. Another aspect is the transformation of at least one police station to global standards, similar to how airports in India have been upgraded. Police stations, as the basic units of policing, should be improved to enhance their effectiveness.

The call

IPF calls upon every police force in the country to develop a shared vision of the future of their organisation and also develop a strategic plan that outlines specific goals, objectives, and action steps for achieving the desired transformation. IPF would be happy to support police organisations in developing their organisational vision. The IPF does not seek to impose a vision template, but rather encourages police organizations to envision their own future. After all, dreams cannot be dictated—they must arise from within.

2. ADVOCACY FOR TRANSFORMATIVE REFORMS IN POLICE HR POLICIES : HARNESSING THE FULL POTENTIAL OF POLICE HUMAN RESOURCES

The role of police personnel extends beyond maintaining law and order. They are the pillars of public safety and the first responders in every adverse situation, including extraordinary situations like terrorist attacks and natural calamities. The success of these functions heavily relies on the competency, professionalism, and social sensitivity of the individuals serving in the police forces. Police personnel are at the forefront of protecting communities and maintaining public safety. Their presence, actions, and interactions with the public significantly impact people's trust and cooperation. Competent and socially sensitive officers who possess effective communication skills, professional expertise and empathetic attitudes can build positive relationships with the citizens, foster trust, and encourage citizen participation in crime prevention efforts.

Even 76 years after independence, certain issues that plagued the Indian police during the time of independence still persist today. While there have been incremental improvements, corruption, insensitivity, inadequate expertise, bias, lack of accountability and favouritism towards the politically powerful and influential, continue to be matters of deep concern. Given this backdrop, the IPF strongly believes that the police organisations in the country need to take an honest look at their existing HR policies and adopt strategies to cleanse the system and harness the full potential of their Human Resources.

In the corporate world, organizations that employ large workforces invariably have a robust and well-developed HR strategy, based on modern management principles. In comparison, India's police organizations have not kept pace and many

of them still hold on to outdated attitudes and procedures for personnel administration.

Our police organisations have shown a lack of imagination, failing to evolve modern methods of recruitment and talent acquisition, training practices, performance management and transparent career advancement policies. There has been an abiding failure on the part of many police organisations to recruit and fill vacancies on a regular basis, allowing large numbers of vacancies to accumulate. Unplanned, large-scale recruitments follow, flooding training institutions with unmanageable numbers of trainees, resulting in suboptimal training..

The failure begins at the Central government levels, where crucial appointments to the positions of heads of CAPFs like CRPF, BSF and even Investigative agencies are routinely delayed, often allowing these organisations to remain headless for several months in a row. A constructive practice that the armed forces follow in naming successors months before retirement of incumbents could be easily followed in the case of appointment to senior positions in the police and CAPFs. Similarly, promotion committees are delayed at almost every level in both Central and State Police Forces,. This situation has resulted in systemic neglect of career progression at nearly every level, resulting in stagnation, dissatisfaction and demotivation.

While many corporate entities leverage advanced HR solutions and digital tools for activities such as employee self-service, and performance tracking, police organizations mostly rely on outdated manual systems and paperwork. Embracing technology-driven HR solutions can streamline administrative tasks, improve data accuracy, and enable more efficient decision-making within the police force. Adopting modern digital solutions can help boost morale, enhance job satisfaction, and ultimately improve the overall performance of the police force.

It is time for police organisations to adopt contemporary HR practices for building a competent and motivated police force that is better equipped to address the complex challenges of maintaining law and order.

Building a Competent and Motivated Workforce: A Holistic Strategy for Police Human Resources Development

It is one of the focus areas of IPF's strategy to advocate for harnessing the full potential of Police Human Resources. Developing an efficient and well-motivated workforce requires a holistic strategy beyond traditional departmental personnel policies. Police leadership as well as the governments should pay attention to several key elements of human resources empowerment and development. Some of the key factors that require careful attention are listed below:

1. A Transparent, Rigorous and Fair Recruitment Process.
2. Training and Development – a comprehensive strategy that keeps pace with the future of policing
3. Reinforcing values education throughout the training journey of police recruits and beyond.
4. Dealing with subordinate police officers with respect and dignity.
5. Leadership Development to nurture effective and inspiring leaders within the police force.
6. Career Development and Progression that provides clear career paths and opportunities for advancement within the police force. Recognition of good work, Appreciation and Rewards.
7. Promoting a non-discriminatory Employee Engagement, fostering a positive work culture.
8. Work-Life Balance, Physical and Mental Health, Well-being and Support.

1. A transparent, rigorous, and fair recruitment process

One of the reforms that has been substantially achieved, is the introduction of the Transparent Recruitment Process (TRP), introduced in many State and Central Police Organisations. But we still have a long way to go.

The Context

Corruption, favouritism, and opacity in the recruitment process have long tainted the image of our police forces in some states, leading to a public perception of systemic corruption. Rampant corruption resulted in the side-lining of deserving candidates and undermined public trust, while also perpetuating a vicious cycle of tainted careers and a tarnished public image of the police.

Learning from past incidents of extensive corruption in recruitment reported from many States, the Ministry of Home Affairs (MHA) and the Bureau of Police Research and Development (BPR&D) had taken the initiative to develop the Transparent Recruitment Process (TRP). Technology holds immense potential, with comprehensive applicant tracking systems, and standardized and transparent evaluation methods, enabling the fair assessment of candidates based on merit and suitability, enhancing efficiency, and restoring faith in the recruitment process. TRP substantially eliminates human bias and ensures that merit is the principal determinant of recruitment.

The outstanding work done by some police officers to develop and institutionalise the concept of TRP, helping to ensure transparency and fairness in the recruitment process has been laudable. Their efforts have shown that change is possible and that a clean, efficient, and trusted police force is within our reach. Many states have adopted and institutionalized TRP, building robust recruitment rules and practices. These states have demonstrated that transparency is not only achievable but also beneficial to the integrity of the police force and its public perception. However, it is unfortunate that some states continue to hold on to a discredited and opaque system of selection and recruitment, thereby perpetuating corruption and nepotism.

It is high time for the Central and State governments, as well as the police leadership, to crack the whip. Time has come to break the cycle of corruption and restore the public's trust in our police recruitment system.

IPF recognises that Transparent Recruitment Process is not only important for the integrity of the police forces; it is also a fundamental right of every aspirant. IPF considers that TRP is not just an option, but a mandate that we must actively and urgently pursue. In pursuit of this strategy, the IPF has been regularly organising events to spread awareness while carrying out advocacy with government agencies for the adoption of TRP in all States.

The Way Forward

Despite the substantial success in introduction of the Transparent Recruitment Process (TRP) scheme, and its ability to carry out the process transparently, we cannot claim that we have achieved comprehensive reform in police recruitment. The prevailing recruitment system does not effectively identify individuals who possess the right aptitudes, skills, and character traits required for a career in policing.

Modern policing requires recruiting individuals with diverse skills and competencies, necessitating the scouting of a variety of quality requirements for each position. Personal qualities such as integrity, ethics, resilience, and adaptability are also recognized as crucial in maintaining public trust and responding effectively to crises. To address these gaps, police leadership must engage in a comprehensive review, consulting behavioural scientists and policing experts, benchmarking best practices, and seeking input from officers and stakeholders. Moreover, the rapidly advancing digital landscape calls for the recruitment of individuals with expertise in complex digital domains.

The IPF strategy involves bringing together these diverse variety of experts and stakeholders to generate the ideas to address this gap and evolve and refine tailor made recruitment strategies suited for the situation of each organisation.

2. Training and Development – a comprehensive strategy

It is worth noting that a national level, comprehensive review of police training has not

taken place for over five decades. It was way back in 1971, that the Government of India established a committee chaired by Prof. M. S. Gore, Director of the Tata Institute of Social Sciences, along with esteemed academicians, lawyers, civil servants, and serving/retired police officers.

Since the 1970s, the landscape of policing has transformed significantly, rendering the paradigms of the past, largely irrelevant. While some states have conducted Training Needs Analysis (TNA) and developed training infrastructure, many others have neglected this crucial aspect. It is disheartening that in certain states, the syllabus for police training has remained unchanged for years or even decades, highlighting the state of neglect and stagnation. IPF has consistently written to the Ministry of Home Affairs, drawing attention to the situation and advocating for a comprehensive review of police training methodologies to align with the evolving needs and challenges of modern day policing.

As traditional approaches to training have proven to be insufficient, police departments must adopt out-of-the-box solutions that go beyond conventional training methods. This would require adopting multidisciplinary approaches that draw insights from various fields and disciplines. For example, incorporating perspectives from behavioural sciences, sociology, ethics, and conflict resolution can help enhance the understanding and skills of police personnel. By infusing diverse knowledge domains into training programs, it would enable police trainees to develop a broader understanding of the societal issues and gain insights into effective problem-solving and community engagement.

IPF has written to the Committee on Standardization of Police Training Curriculum:

Recently, Government of India has set up a Committee under Shri K. Vijay Kumar to review the existing training curriculum for different ranks and to prescribe national training standards. IPF has offered the following suggestions to the Committee on Standardisation of Police Training:

- a. **State-specific Training Needs Analysis:** The National Police Training Standards document should establish a baseline of knowledge and practical skills that every police officer must possess. They must prescribe the minimum standards that the State Police Training Academies should incorporate and integrate into their curriculum to ensure that their training programs are in line with the standards established at the national level. However, while the national standards distil the wisdom of several experienced police leaders, it is essential to gather feedback from serving subordinate officers in different ranks to identify training gaps based on their practical experience. State Police Training Academies should have the flexibility to customize their training curriculum and incorporate modules relevant to their local context, making use of modern concepts of periodic Training Needs Analyses, to ensure that they remain relevant and effective. While carrying out TNA exercises, it should be kept in mind that the crime and policing landscape has drastically changed in recent times and has been evolving over the years, largely due to advances in technology, digitization, emergence of the social media and the unprecedented social changes that we are witnessing today. This calls for undertaking a well-thought out, forward looking Training Needs Analysis by every State Police, incorporating local factors before finalization of the training curriculum for police in different ranks.
- b. **Excessive militarisation of police training:** The colonial policing DNA still lingers in our training attitudes. Time has come to seriously reassess whether it is necessary to continue with a high degree of militarisation in police training which has been continuing since the 19th century. The militarisation of police forces was a product of historical and political contexts that existed in the colonial era when police forces were instruments of repression and exploitation. Do we need so much emphasis on combat training, and military style drills and tactics? Does our training result in a more confrontational approach to law enforcement? Do we need to allocate large chunks of training time for arms drills, parades, and military grade discipline? IPF believes that it may be time to discard the last vestiges of that legacy by making conscious efforts to change the ethos at the training stage itself, without which, no reform efforts can succeed. Such a transition from a militarized approach of colonial policing to a democratic policing approach is a crucial step in building a police that is professionally efficient, socially sensitive and trusted by the people.
- c. **This is not to denigrate the importance of outdoor training.** Physical fitness is essential for police work and for overall job performance. A scientifically designed physical fitness training is needed, that would also motivate trainees to continue a passion for physical fitness regimen throughout their life. Arms drills and weapons training are important for equipping police officers with essential professional skills and developing a pride in the uniform. However, it is important to carefully calibrate the time budgeted for the outdoor activities, to free up more training time for an array of proficiencies, intellectual inputs, theoretical knowledge, attitudinal and soft skills. During training, it is important to present the uniform as a symbol of pride in the service of the people and the nation rather than as a mark of authority and repression.
- d. **Emphasizing a Strong Training Focus on Professional Ethics and Sensitive Behaviour:** Training standards should include a strong focus on professional ethics, constitutional policing, protection of rights, integrity, and bias awareness. Sufficient training time and resources should be allocated to instil these principles, ensuring that police officers serve with professionalism, integrity, and respect for the individual. Sensitivity training and the avoidance of unnecessary or disproportionate force should be given equal importance, promoting a culture of respectful and ethical policing.

e. **Use of Force Doctrine and Non-Violent Conflict Resolution:** Developing clear guidelines and standards for the use of force is essential in police training. Much of the public criticism of the police is because many officers resort to arbitrary and excessive use of force as many of them are not clear about the doctrine that force is to be used only when it is necessary, as a last resort and proportionate to the demands of the situation. Arbitrary use of force can be curtailed if appropriate training standards are developed and followed. Training should include techniques of non-violent conflict resolution, de-escalation techniques, and the use of non-lethal force options. This will enhance public trust and reduce criticism of the police.

f. **Procedural Justice:** Police training standards should prioritize the principles of procedural justice that will help promote unbiased and just policing and the respect for human rights. 'Human rights at the police station level' is part of the proposed curriculum, which is a very progressive step. While teaching procedural law, it is important to emphasise the importance of procedural justice and the concept of due process, treating all individuals with respect and dignity, and ensuring that the police actions are perceived as fair and legitimate. This includes providing clear explanations of police actions, listening to the concerns of the people, and showing empathy and understanding. The right to life, liberty, and security of the person, as well as the rights to due process, equality before the law, and freedom from discrimination should be emphasised in the Constitutional Law classes. The training should help officers in identifying and addressing unconscious biases and stereotypes, as well as on recognizing and addressing systemic discrimination against minorities, Dalits and economically and socially marginalised people.

g. **Accountability:** Maintaining high standards of professionalism, integrity, and ethical conduct is of utmost importance within police departments. Human resources practices,

such as Transparent Recruitment Processes (TRP) and background checks, play a significant role in ensuring the accountability and integrity of the workforce. It is essential to incorporate comprehensive training on ethical principles and organizational values to instil a strong sense of responsibility among officers. This training should emphasize adherence to constitutional principles and respect for human rights. Traditionally, police training standards have overlooked the importance of accountability and transparency in policing. Therefore, it is crucial to include training that raises awareness about reporting and investigating complaints of police misconduct, as well as promotes a culture of openness in acknowledging and learning from mistakes. Trainees must understand that concealing issues does not lead to positive outcomes. From the early stages of training, police officers should be made aware that those who violate the law will be held accountable. Measures should be implemented to prevent the development of a sense of impunity among certain officers, ensuring that ethical standards are maintained throughout their careers.

h. **Community Policing:** Recognizing that community engagement is central to the democratic policing model we aspire to build, it is imperative to prioritize its inclusion in the training syllabus. Training standards should be aligned with this model, emphasizing the importance of police officers working closely with civil society and local residents. Building trust and fostering cooperation through community policing approaches should be integral to the training curriculum, ensuring that police personnel understand the significance of engaging with the community for effective law enforcement and public safety. Training should encourage officers to actively participate in community events, establish community policing units, and create opportunities for meaningful interactions between police and citizens. This approach promotes understanding, builds trust, and ensures a citizen-centric approach to policing.

- i. **The opportunities and threats from the ever-expanding digital world demands adequate attention in police training.** It is crucial to equip officers with the necessary knowledge and skills to navigate this digital landscape and effectively address emerging forms of crime. Training in these areas should be regularly reviewed and re-calibrated, to keep pace with evolving technologies. The following key areas should be prioritized:
 - i. **Cybercrime Investigation and Prevention:** Police officers should receive comprehensive training in understanding various types of cybercrime, such as hacking, phishing, identity theft, and financial fraud. They should be equipped with investigative techniques and evidence-gathering methods specific to cybercrime investigation.
 - ii. **Data Analysis:** Training should focus on data analysis techniques, enabling officers to identify patterns and trends in criminal activity. Familiarity with data analytics tools, software, and statistical analysis methods will enhance their ability to leverage data for effective law enforcement.
 - iii. **Digital Evidence Collection:** Police officers must be trained in collecting and preserving digital evidence, recognizing its increasing significance in modern day investigations. This includes expertise in computer and mobile device forensics, as well as retrieving data from social media and other online sources.
 - iv. **Privacy Laws and Digital Privacy:** Officers should receive training on basic privacy laws related to digital information, ensuring they understand what information can be legally obtained and how it can be used in criminal investigations. Additionally, they should learn how to respect and protect the digital privacy of individuals during investigations.
 - v. **Social Media Intelligence:** Training should encompass gathering intelligence from social media platforms, including monitoring and analysing social media activity to identify potential threats or criminal activity.
 - vi. **Online Radicalization:** Understanding how extremist groups exploit online platforms for radicalization and recruitment is crucial. Training should focus on recognizing early warning signs, intervening before radicalization occurs, and effectively countering online radicalization efforts.
 - vii. **Online Harassment and Cyberbullying:** Officers should be educated on identifying, investigating, and responding to incidents of online harassment and cyberbullying. This training will enable them to address these issues and support victims effectively.
 - viii. By integrating these digital-focused training modules, police personnel will be better prepared to tackle cybercrime, leverage technology for investigations, and maintain public safety in the digital age. Continuous evaluation and adaptation of training programs will ensure their relevance and effectiveness.
 - ix. **Soft Skills Training:** Recognizing the importance of building trust and effective communication with the community, police training programs should incorporate comprehensive soft skills training. Sufficient time should be allocated to develop essential skills such as cultural awareness, emotional intelligence, and active listening. These skills enhance the ability of police officers to establish rapport, resolve conflicts, and effectively solve problems. By emphasizing the importance of soft skills, police departments can foster stronger relationships with the community and improve overall policing outcomes.

- x. **Occupational health and stress awareness:** should be an integral part of police training, reflecting a progressive approach. It is crucial to facilitate open discussions regarding psychosocial factors and mental health issues that police personnel may face. By promoting awareness and providing education on these matters, police departments can create a supportive environment that addresses the well-being of their personnel. Recognizing and addressing occupational stress and mental health concerns contributes to the overall resilience and effectiveness of police officers in their demanding roles.
- xi. **Communication skills:** It is essential to integrate comprehensive training in communication skills in the core curriculum of police personnel. This training should encompass verbal and nonverbal communication skills, active listening techniques, de-escalation strategies, and conflict resolution methods. Role-playing exercises can be employed to simulate realistic scenarios, including handling domestic disputes, land disputes, managing irate crowds, or negotiating in hazardous situations. Following these exercises, trainers should provide valuable feedback and evaluations to the trainees, highlighting their strengths and areas for improvement. Active listening, in particular, plays a pivotal role in effective communication, enabling police officers to attentively understand and address people's concerns.
- xii. **Continuous Professional Development:** Establish a culture of lifelong learning and continuous professional development within the police force. Encourage officers to pursue advanced education, attend relevant workshops and seminars, and engage in cross-training with other agencies or professions. This approach broadens perspectives, enhances expertise, and fosters innovation within the police force.
- xiii. **Fostering an open-minded approach and breaking away from insularity** are essential for police personnel. To achieve this, it is crucial to collaborate with external experts, including universities, research institutions, and NGOs. These partnerships can offer specialized training modules on diverse subjects such as anti-corruption measures, human rights, forensic sciences, and community policing. By embracing external expertise, the police force can benefit from fresh perspectives, access the latest knowledge, and adopt best practices. This approach encourages police personnel to expand their horizons and seek expertise and solutions beyond the confines of their own fraternity.
- xiv. **Cultural Transformation and Leadership Development:** Foster a cultural transformation within police organizations by promoting inclusive leadership, diversity, and gender sensitivity. Develop leadership training programs that emphasize ethical leadership, emotional intelligence, and the ability to inspire and motivate personnel towards the shared vision of public service and professionalism.
- xv. **Organizational Effectiveness:** A police department's effectiveness relies on its ability to strategically deploy and utilize its human resources. Proper workforce planning, job analysis, and talent management practices enable departments to allocate personnel efficiently, matching skills and capabilities to specific roles and responsibilities. This optimization enhances operational efficiency, response times, and overall service delivery, leading to better outcomes for the community.
- xvi. **Crisis Management and Adaptability:** Human resources are crucial in times of crisis, emergencies, and rapidly changing

situations. Police departments require personnel who can effectively assess, plan, and respond to crises, whether natural disasters, terrorist incidents, or civil unrest. Resilient and adaptable officers who possess problem-solving skills, situational awareness, and the ability to work collaboratively contribute to effective crisis management and maintaining public order.

There are several advantages to having a common set of training standards, as it becomes easier for State police departments to coordinate and collaborate with each other, especially in developing training material and even faculty development. This can help ensure that officers receive a consistent level of training across the country. Such collaboration also brings about interoperability of processes where officers from different States have to work together, such as in the case of natural disasters, major events, or cross-jurisdictional investigations. Moreover, when police trainees are held to a common standard of training, officers across the States are more likely maintain high and comparable standards of performance and conduct.

In the above set of suggestions, IPF also recommended the inclusion of a scheme for Evaluation and Assessment of training curriculum followed by the various national and state level training organisations. It was recommended that the training standards document should include provisions for evaluating and assessing the effectiveness of the training programs, to ensure that they are in line with the latest national training standards as well as international best practices. Above all, State Police Training Academies should use the national training standards as a benchmark for quality.

IPF believes that police reform should come from within the police force itself and no messiah is going to appear one day from the external world to kickstart reforms. Much of the reforms that the citizens as well as the police officers crave for, can be driven through intelligent calibration of the training process itself. Content development,

faculty development and methodologies for delivery would be the other challenges that also need addressing.

3. Reinforcing values and ethics education throughout the training journey of police trainees

The respect for the law and for the dignity of every individual should receive much more emphasis in police training. These values should be instilled in recruits from the outset and consistently reinforced throughout their training journey. However, the current syllabus of police training in most states, do not provide adequate emphasis on ethics and rule of law education, making only passing references to these crucial aspects.

To address this gap, a drastic re-prioritization of values education in police training is necessary. This would involve several key elements:

- a. **Comprehensive Curriculum:** Revise the police training curriculum to include a dedicated and substantive module on values and ethics. This module should cover topics such as the principles of justice, fairness, respect for human rights, non-discrimination, integrity, accountability, and professional conduct. The curriculum should be designed to promote critical thinking, ethical decision-making, and the application of these values in real-world scenarios.
- b. **Expert Faculty:** Engage experienced professionals reputed for their integrity, including legal experts, psychologists, and practitioners from within and outside the police force, to deliver training sessions on values and ethics. Their expertise can provide valuable insights, practical examples, and guidance in navigating ethical challenges encountered by police officers in their day to day work.
- c. **Interactive and Engaging Methods:** Utilize interactive teaching methods, such as case studies, role-playing exercises, group

discussions, and scenario-based simulations, to actively engage trainees in ethical dilemmas commonly faced by police officers. These methods foster critical thinking, ethical reasoning, and the development of sound judgment.

- d. **Ethical Leadership Development:** Emphasize the importance of ethical leadership within the police force. Trainees should be encouraged to recognize the influence they have as role models and future leaders in upholding the highest standards of professionalism, integrity, and ethical behaviour. Leadership development programs should focus on promoting a culture of ethics, accountability, and transparency within the police organization.
- e. **Continuous Training and Reinforcement:** Recognize that values education is not a one-time event but an ongoing process. Implement regular and periodic training sessions, workshops, and refresher courses to reinforce ethical principles, update trainees on emerging challenges, and provide opportunities for discussions on ethical dilemmas encountered in practice. This continuous training approach ensures that values and ethics remain at the forefront of a police officer's professional development throughout their career.

Thus, police training programs need to undergo a drastic change, with a substantive re-prioritization of values education. This will help cultivate a new generation of police officers who not only possess the necessary technical skills but also demonstrate unwavering commitment to upholding the rule of law, protecting human rights, and serving our citizens with the utmost respect, integrity, and professionalism.

As part of its strategy, the IPF advocates for values education throughout the training journey of police trainees. This strategy will help instill a strong ethical foundation and ensure that police officers are guided by principles and values in their daily work.

4. Police leaders should deal with their subordinate ranks with respect and dignity

One enduring legacy of our colonial-era police administration is the unfortunate tendency of some police commanders to treat their subordinates with disdain and disrespect, a feudal mindset that perpetuates a highly authoritarian approach to leadership. It is possible that the British masters who officered the Indian Police, wanted to keep the largely native subordinates under a strong leash. This situation is no longer relevant today. This medieval culture, perpetrated often under the guise of enforcing discipline, is one of the major roadblocks to police reform.

When senior commanders ill-treat their subordinates, it creates a toxic culture that tends to trickle down the ranks, influencing how police officers interact with each other and, eventually, how they engage with the public. The lack of respect and dignity towards subordinates results in low morale, decreased motivation, and a breakdown of teamwork and trust within the police force.

Officer training at the NPA, other Central and State Police Academies should effectively and proactively address this issue, emphasising on the importance of treating subordinates with respect, dignity, and fairness. IPF calls upon police leaders to consider the following:

- a. **Promote accountability** at all levels of the police hierarchy. This includes ensuring that grievances and complaints regarding disrespectful behaviour are addressed promptly and transparently. Establish channels for open communication where subordinates feel safe to report instances of ill-treatment.
- b. **Lead by Example:** Police leaders at all ranks must set the standard by demonstrating respectful behaviour towards their subordinates. Through positive leadership practices, such as active listening, constructive feedback, and recognition of achievements,

they can foster a culture of mutual respect and dignity.

- c. **Foster Collaborative Decision-Making:** Encourage participatory decision-making processes where input from subordinates is valued and considered. This inclusive approach empowers subordinates, instils a sense of ownership, and promotes a culture of collaboration and mutual respect.
- d. Regularly evaluate the conduct and behaviour of senior commanders to ensure adherence to respectful practices. Provide continuous training and professional development opportunities that reinforce the importance of respectful leadership and the impact it has on the overall effectiveness and morale of the police force.

Ultimately, cultivating a culture of respect and dignity from the top down is vital for building a professional, accountable, and a modern, citizen-oriented police force. The IPF has been actively engaging in and implementing a targeted communication and messaging strategy, emphasizing the importance of police officers treating each other with respect and dignity. The objective is to cultivate an environment that fosters teamwork within the police forces. By advocating for mutual respect, the IPF aims to enhance team building, morale, and overall effectiveness among officers, ultimately contributing to a positive and harmonious work atmosphere.

5. Leadership development: Nurturing effective and inspiring leadership within the force

Effective and inspiring police leaders should be visionary, uphold integrity, act with honesty, and earn trust. They possess courage to make difficult decisions and challenge the status quo. They stand up against illegal and illegitimate pressure. They show empathy, actively listen, and foster unity. Effective communication, accountability, and adaptability are key traits. They invest in mentorship, empower others, and promote continuous improvement. They demonstrate

resilience, remain composed, and support their team. They engage with the rank and file and listen to their concerns. Their personality traits inspire and lead their team towards a common purpose.

The effectiveness of the police force is largely determined by the quality of its leadership. Quality leadership not only ensures the smooth functioning of the force, but it also plays a pivotal role in shaping the image of the police in the public eye. As such, it is imperative that effective leadership development programs are implemented within the police force.

Leading a highly manpower-oriented organisation like the police requires effective Leadership at every stage, both for administrative and operational leadership, for maintaining law and order, building community trust, and promoting professional growth within the police force. The role of leadership within the force cannot be understated. Making sound decisions under pressure and in complex situations requires strong leadership. Effective leaders inspire and motivate their teams, fostering a positive work culture and enhancing employee engagement. They inspire trust, foster professionalism, and promote ethical conduct within the ranks of the police force. Developing competent leaders within the police force is therefore not an option, but a necessity.

Police leaders serve as the face of the department and play a vital role in building and maintaining trust with the community. Leadership development programs emphasize community-oriented policing approaches, cultural sensitivity, and effective communication skills to strengthen relationships between the police and the public. This fosters cooperation and mutual respect, leading to a more harmonious work environment.

Importance of leadership development

It is important that police organizations establish a culture of continuous leadership development and succession planning, ensuring a smooth transition of leadership and maintaining organizational stability. Investing in leadership development ensures a succession of competent leaders who can progressively fill higher positions within the

police force. Leadership development programs focus on cultivating essential skills such as communication, empathy, and conflict resolution, enabling leaders to build strong relationships with their subordinates and create a supportive and empowering work environment. Leadership development programs equip police officers with the necessary skills to analyse situations, consider multiple perspectives, and make informed and strategic decisions that benefit both the community and the police force.

Leadership Development Training Programmes

IPF calls upon every police organisation to conduct regular leadership development programmes and training workshops that focus on essential leadership skills, comprising the elements described here. It is crucial that these workshops cover topics such as ethics, integrity, and diversity to foster ethical and inclusive leadership practices.

A well-structured and comprehensive leadership training program should focus not only on enhancing technical skills but also on developing soft skills such as communication, critical thinking, and emotional intelligence. Above all, these programs should promote ethical conduct and discourage corruption and favouritism.

Police organisations should also provide opportunities for leaders to engage in real-life scenarios through simulations, case studies, and role-playing exercises. These experiential learning opportunities allow leaders to apply their knowledge and skills in practical situations, honing their decision-making abilities and problem-solving skills.

Mentoring and Coaching

Mentoring and coaching are powerful tools for leadership development. Experienced leaders should be encouraged to mentor promising officers, providing them with guidance, feedback, and support. This facilitates the transfer of knowledge and skills from experienced leaders to future ones.

Leadership Succession Planning

Effective leadership development requires planning for the future. Leadership succession planning involves identifying potential leaders early and grooming them for higher positions. This ensures a smooth transition of leadership when current leaders retire or move on. This should apply not only to the IPS, but also to the State Police Services and CAPFs.

The importance of leadership development in police departments cannot be overstated. Competent, professional, and socially sensitive officers are essential for maintaining public safety, building community trust, upholding ethical standards, and ensuring organizational effectiveness. Investing in human resources development, training, and well-being is crucial for creating a highly skilled, accountable, and resilient police force capable of adapting to evolving challenges and safeguarding society's well-being.

A large focus of the IPF lies in supporting police organizations in leadership development. The IPF has been organizing conferences, seminars, and forums where police leaders come together to exchange ideas, share best practices, and learn from one another's experiences. Such platforms foster a collaborative environment that strengthens leadership capabilities and encourages innovation in policing practices. A number of IPF workshops are specifically designed for enhancing leadership skills, fostering effective communication, and promoting ethical decision-making, to help leaders adapt to the evolving challenges of law enforcement.

6. A strategy for career development of personnel

A clear path for career progression and fair promotional opportunities is one of the most important motivators for police personnel. It gives them a sense of purpose, boosts their morale, and improves job satisfaction. It is an important facilitator of personnel development, continuous learning and professionalism in the force. Career progression of personnel is also an important determinant of the overall efficiency and

effectiveness of the police force. Police personnel who see clear opportunities for advancement are more likely to take ownership of their roles, which is crucial for better performance and productivity. Career progression is not merely about promotions or salary increments, but about creating a conducive and fair environment for growth of every member of the organisation.

The Indian Police Service (IPS) that provides leadership to the entire police force in the country, has not paid adequate attention to the crucial career progression of subordinate ranks. While the IPS has ensured a structured and assured career advancement for its own members, it has not dedicated sufficient attention to establishing equally structured career development schemes to ensure reasonable promotional prospects for subordinate ranks. This has resulted in severe stagnation within certain State and Central Police organizations, leading to widespread discontent that requires immediate attention of the police leadership.

It is imperative for the Indian Police Service (IPS) to prioritize this crucial aspect of leadership and strive for a fairer and more promising future in every rank of the police forces. This requires the development of a comprehensive strategy to urgently address the issues involved, and extend career progression opportunities in every rank, taking into account their seniority, merit, competency and performance as well as the evolving needs of the respective police organisations.

A Strategy for Career Progression Planning

A strategy for career progression in police organisations should include the following elements:

- a. Objective considerations to guide promotions: Promotion policy should take into considerations of seniority as well as factors that include merit, competency, and performance. This should include a fair assessment mechanism, that will ensure that deserving officers are recognized and rewarded for their skills, achievements, and contributions. Seniority-cum-Merit-based promotions not only enhance motivation and job satisfaction but also foster a culture of excellence within the police forces. However, extreme care needs to be taken to avoid cronyism and preferential treatment to those close to power centres in the organisation.
- b. Transparent Career Pathways that give the personnel a clear understanding of what they need to do to advance in their careers. This could involve setting clear performance expectations, providing regular feedback, and identifying opportunities for skill development. Transparency is crucial while deciding promotions based on merit – to avoid cronyism and feudal patronage.
- c. Structuring career development programmes: These programmes should include a combination of formal pre-promotion training, and exposure to diverse assignments. Providing officers with opportunities to acquire specialized skills, attend advanced promotion training courses, and engage in leadership development initiatives will equip the police personnel with the necessary competencies, with clear timelines.
- d. It is worth-noting here that IPS officers at different seniority levels are put through Mid-Career Training Programmes (MCTPs) to prepare them for new leadership roles. It is important that similar MCTPs are conceived and executed for every police rank in both State and Central Police Organisations.
- e. Getting more out of the Annual Performance Assessment Reviews (APAR): How objective is the existing APAR scheme in carrying out the performance assessments of the proficiency, potential, and suitability of staff and officers for higher-level responsibilities. These assessments should encompass a range of factors, including job performance, leadership abilities, ethical conduct, and public perception. Performance-based assessments should also provide effective feedback to individuals, identify areas for improvement, and guide career development initiatives.

- f. Job rotations: within the police forces / units, enable officers to gain diverse experiences and broaden their skill sets. This strategy not only prevents stagnation, but also enhances cross-functional knowledge, and prepares staff and officers for higher leadership roles. Rotation programs should be accompanied by adequate training and support to ensure seamless transitions and optimal performance. For example, within the same rank, officers should have the opportunities to serve in crime investigation, law and order, intelligence, traffic regulation, etc. Aptitude for specialised functions like dealing with crimes against women and children, anti-corruption etc should also be taken into consideration. Having said this, within the scheme for separation of crime investigation from law and order roles, it would be a good idea to allow officers with investigational aptitudes to specialise in that field.

The above is to highlight the vital significance of career progression for police personnel. IPF advocacy emphasizes the need for clear pathways and equitable promotional opportunities within the police forces. Such a strategy is essential for fostering a healthy and effective functioning of police organisations. As part of its strategy, IPF supports police organizations in developing comprehensive career progression plans, with particular attention to subordinate ranks. By providing guidance and assistance in this area, IPF aims to enhance professional growth and advancement opportunities for police personnel, contributing to a motivated and dedicated workforce.

7. Promoting non-discriminatory employee engagement, fostering a positive work culture

Many police organizations have successfully developed and nurtured a positive internal work culture characterized by mutual respect and cooperation. It is truly inspiring to witness top leadership guiding and mentoring their juniors, fostering open and fearless communication across all ranks. In such organizations, there is

excellent vertical and horizontal communications and their productivity levels reach optimal levels. The Special Protection Group (SPG), for example, is a living example of an organisation with a 'zero error' work doctrine, that has adopted a progressive employee engagement culture. There is much to learn and emulate from the SPG, as far as police human resources development and management are concerned.

Sadly, there are also organisations where toxic work cultures prevail, marked by pervading animosity and distrust. In some cases, senior leadership fails to establish adequate interaction with their subordinates, leading to a detrimental lack of open communication and a negative work environment. It is disheartening that certain police leaders, whether intentionally or unintentionally, perpetuate discriminatory behaviour by displaying biases. For organizations having the responsibility of maintaining public order and preserving internal security, the presence of such a negative work atmosphere can prove to be immensely costly.

The Indian Police Foundation (IPF) has been advocating for the development of an open organisational work culture, which is an essential precondition for bettering the quality of service delivery. We believe that:

- a. Police leaders should strictly follow non-discriminatory practices, fostering a positive work culture, based on fair and non-discriminatory treatment.
- b. Police organisations should develop and implement policies that explicitly prohibit discrimination and promote inclusivity. These policies should address areas such as promotions, rewards and punishments, assignments and postings to prestigious units; and career development, ensuring transparency and fairness in all cases.
- c. Management practices should address unconscious biases, creating an open environment that values diversity and treats all staff members with respect and fairness.

- d. It is important to establish effective Grievance Mechanisms to deal with genuine grievances within police organizations. These mechanisms should provide an avenue for employees to report discriminatory behaviour, seek resolution, and protect whistle-blowers from retaliation. The problem is that in a uniformed service, people are scared of openly pointing out wrongdoings, and this gives a wrong assurance to the leadership that everything is hunky-dory.
- e. Constructive feedback mechanisms, such as suggestion boxes, and confidential channels for reporting grievances, can help identify and address discriminatory behaviour within the organization.
- f. Forums such as sainik sammelans in police forces, armed police battalions, and CAPFs, serve some purpose, but they do not effectively identify underlying grievances. It is a leadership function to nurture trust and encourage subordinates to air their grievances. Building accessibility and active communication can help break down barriers, promote understanding, and foster a more inclusive work environment.
- g. Recognize and celebrate the diversities within organisations. Every rank and cadre has its purpose and there is no inherent competition between them. There should be no insecurity in working together for the progression of all ranks and cadres. This is essential to nurture a sense of belonging and inclusion among all staff members.

True leaders recognize the significance of equal opportunities for all personnel within the organization. They actively work to ensure that promotions, rewards, and disciplinary actions are based on merit, performance, and adherence to established standards, rather than on personal biases or discriminatory factors. It is crucial to establish transparent processes for promotions, rewards, and punishment. This includes clear and well-defined criteria, performance evaluations based on objective metrics, and accountability mechanisms to prevent favouritism or discrimination.

Visionary and effective police leaders act as a nurturing figure, fostering the professional and personal growth of every member of the force. Promoting a non-discriminatory employee engagement and cultivating a positive work culture are vital for the success of any police organization. Effective leaders serve as role models by actively practicing and promoting non-discriminatory behaviour. They set the tone for a positive work culture through their actions, treating all staff members with respect, dignity, and fairness.

8. Work-life balance, wellness, well-being and mental health of police personnel

The working and living conditions of police personnel in India pose significant challenges to their psychosocial health, work-life balance, and overall well-being. Factors such as long and unpredictable work hours, limited family time, inadequate sleep and rest, external interference in their work, and substandard living conditions contribute to immense pressure on police officers. High incidence of suicides, self-harm, and fratricides among stressed policemen have been a cause of concern. Insufficient awareness about psychosocial stressors and mental health further exacerbate the problem. The combination of these issues necessitates urgent attention and comprehensive interventions to address the psychosocial challenges faced by police personnel.

The challenging work environment and its impact on the psychosocial health and work-life balance, encompasses several factors that contribute to high levels of stress and mental health issues among police officers. Some of these factors include:

- Long and unpredictable work hours: Police personnel often work extended shifts and irregular work hours, including night duties. There are occasions when they are not able to obtain rest even after 2 or 3 days of continuous duty. Such demanding schedules disrupt their sleep patterns, result in chronic fatigue and mental stress.

- **Inability to spend time with family:** The nature of police work, including emergencies, investigations, and round-the-clock shifts, often restricts the amount of time officers can spend with their families. This lack of personal time and inability to participate in family activities or spend quality time with their children, can strain relationships and affect overall well-being.
- **Inadequate sleep and rest:** Irregular work hours and the need to remain vigilant can lead to insufficient sleep and rest for police personnel. Sleep deprivation can negatively impact their cognitive abilities, emotional stability, and physical health, contributing to higher levels of stress.
- **Extraneous interference in work:** Police work is sometimes subject to external interferences, such as political pressure, corruption, or interference from influential individuals. These factors can compromise the ability of police officers to perform their duties impartially and lead to additional stress and frustration.
- **Living conditions and facilities:** In some states, police personnel work and live in substandard or even sub-human conditions, lacking proper sanitation and hygiene facilities. Such living environments can adversely affect their physical health and overall well-being, exacerbating stress levels.
- **Inadequate awareness / stigma about mental health:** Awareness about mental health issues and access to mental health support may be insufficient within the police force. Stigma surrounding mental health can prevent officers from seeking help, aggravating their emotional struggles and increasing the risk of self-harm.
- **High incidence of suicides and self-harm:** The combined effect of the aforementioned factors can contribute to a higher prevalence of mental health challenges among police personnel. This can manifest in an increased risk of suicides and self-harm, highlighting the urgent need for intervention and support.

- **Fatricides:** Extreme stress levels and impaired mental health have been cited as reasons for the instances of fratricidal killings within the police force. Such incidents, where stressed officers harm their colleagues, underline the severity of the problem and the potential consequences of unaddressed psychosocial issues.

Addressing these challenges requires comprehensive measures, and IPF's advocacy covers the following areas:

- **Advocating for policies that prioritize work-life balance, reasonable work hours, and adequate rest periods for police personnel.** Many police organisations in India have experimented a shift system for police personnel. It is important to study their impact and reliability and scale up such good practices.
- **Improving living conditions and facilities for police officers, ensuring access to basic amenities, sanitation, and hygiene.**
- **Providing mental health awareness and training programs to increase understanding and reduce the stigma surrounding mental health issues within the police force.**
- **Establishing accessible and confidential mental health support services specifically tailored for police personnel.**
- **Encouraging a supportive work culture that promotes open communication, psychological well-being, and peer support among police officers.**
- **Conducting regular screenings for psychological, or mental health issues and providing proactive interventions to identify and address potential problems early on.**
- **Incorporating well-being, resilience-building programs and stress management techniques into police training programs.**

The IPF's discourse, outreach and advocacy places great emphasis on promoting work-life balance of police personnel. The IPF firmly believes in creating a healthy and supportive work environment and enhancing the overall well-being of police personnel. IPF works with police

organisations, academic and research institutions and behavioural scientists to promote this cause. Recently, the IPF has also forged a partnership with the All India Institute of Medical Sciences, New Delhi, in furtherance of this strategy.

3. CULTIVATE A CULTURE OF COLLABORATION AND PARTNERSHIPS

IPF actively engages with State and Central police organizations to foster partnerships, cooperation, and knowledge sharing. By working together, India's police organisations as well as the IPF can leverage their collective expertise and resources to drive meaningful change. IPF actively engages with State and Central police organizations, police training institutions, Universities, NGOs, social sector organizations, media, industry, the legal profession and other stakeholder groups. IPF aims to foster mutually beneficial cooperation, experience and knowledge sharing through these partnerships.

Rationale for Collaboration and Partnerships

1. **Leveraging Expertise:** Each stakeholder brings unique knowledge, skills, and experiences that, when combined, can lead to comprehensive and effective solutions for the challenges faced by the police force. Collaboration allows for the exchange of best practices, innovative ideas, and expertise, enabling police organizations to enhance their capabilities.
2. **Resource Optimization:** Partnerships enable the pooling of resources, including financial, technological, and human resources. By leveraging collective resources, police organizations can address resource constraints and implement impactful initiatives more efficiently.
3. **Holistic Approach:** Collaboration with diverse stakeholders ensures a holistic approach to policing. Engaging with academia, NGOs, and social sector organizations brings a

multidisciplinary perspective, incorporating social, psychological, and community-focused strategies into policing practices.

4. **Knowledge Sharing and Capacity Building:** Collaborative initiatives facilitate the sharing of knowledge, research findings, and training programs. Police training institutions and universities can gain from this scheme while also helping to contribute to the professional development of police personnel, fostering a culture of continuous learning and capacity building.

Benefits of Collaboration and Partnerships

1. **Effectiveness:** Collaborative efforts lead to improved efficiency and effectiveness in crime prevention, investigation, and community engagement. Shared expertise and resources allow for the implementation of evidence-based practices and innovative strategies.
2. **Improved Public Perception and Trust:** By actively engaging with stakeholders, the police forces can enhance public trust and confidence. Collaboration with NGOs, media, and the legal profession promotes transparency, accountability, and better communication between the police and the community, fostering a positive image of law enforcement.
3. **Innovation and Adaptability:** Partnerships with industry and technology providers facilitate access to cutting-edge tools, systems, and expertise. This enables the police force to stay abreast of emerging trends, leverage technology for efficient operations, and adapt to evolving crime patterns and challenges.
4. **Policy and Legal Reforms:** Engaging with legal professionals and policy experts allows for the identification of gaps in existing legislation and policies. Collaborative efforts can lead to informed policy recommendations and legal reforms that align with the evolving needs of society and enhance the effectiveness of policing.

There is a compelling case for working together to drive meaningful change in India's police forces. By leveraging collective expertise, resources, and diverse perspectives, our initiatives for collaboration can enhance the effectiveness, public perception, innovation, and policy environment of the police force. Through active engagement and partnerships, the IPF aims to foster a culture of collaboration and knowledge sharing, enabling India's police organizations to meet the evolving needs and challenges of a modern society. With its multidisciplinary board and highly experienced members, the Indian Police Foundation (IPF) is perfectly positioned to spearhead such a collaborative movement. IPF has entered into partnerships with a number of reputed universities, training institutions, NGOs and research organisations. We believe that meaningful collaborations can lead to a two-way exchange, helping in addressing a number of areas of concern.

Traditionally, our police organisations have been brought up in an atmosphere of insularity and aloofness and they have been shy of open collaboration. This has done harm to police organisations, as they lose the opportunities for multidisciplinary external expertise. Thankfully, this culture is changing and many police organisations today openly partner with external agencies and institutions of higher learning. The IPF supports and advocates for active collaborations between police organisations and universities/ research institutions.

Police organisations hold large piles of data which can be beneficially used for research. However, research scholars are unable to access these data for want of active opportunities for collaboration. Many research scholars require active support of the field police to pursue their data collection. It would be in the mutual interests of both the police and the researchers to develop a collaborative partnership.

4. STATE LEVEL CHAPTERS OF THE FOUNDATION

The issues confronting the police differ from State to State. Even the issues having national and trans-national ramifications, have local nuances and obviously, the police will need to devise local solutions. Today's complex challenges make it imperative that the police leadership in each State nurtures a habit of brainstorming and intellectual discourse, to seek innovative strategies. The Memorandum of Association (MoA) of the IPFI envisages to set up State Level Chapters, to enable police professionals at the State levels to meet and engage in professional interaction and experience sharing.

The critical importance of regular professional interactions for idea exchange, experience sharing and dissemination of best practices among police officers, do enable the development of strong leadership skills to tackle present and future challenges. Today's rapidly changing policing challenges and social and technological landscape demands continuous knowledge and skill enhancement. Fostering a culture of multidisciplinary consultations becomes essential to meet the high expectations of both governments and citizens.

The Indian Police Foundation urges police officers to champion this idea by establishing State Level Chapters of IPFI in their respective states. As the Foundation is already registered under the Societies Registration Act 1860, no additional registration is necessary. Securing the support and patronage of the Director General of Police of the State would be crucial.

The Chapter should include active and retired police officers, along with experts from diverse fields such as academia, law, and judiciary, among others. Upholding intellectual rigor and maintaining high-quality standards in discussions and documentation is essential. The Convener can seek support from other officers, retired or serving, to handle administrative functions and logistical matters of the State Chapter.

5. PROMOTING DATA-DRIVEN DECISION MAKING AND EVIDENCE-BASED POLICING

The exponential growth of computing and convergence of technologies have led to dramatic changes in every aspect of human activity, including the policing sector. Our police organisations, functioning at the forefront of these technological upheavals, must adapt to harness the immense potential of these profound transformations. Digital technology offers unprecedented efficiencies in police service delivery, investigation, prosecution, crime prevention, security management, and intelligence gathering.

The Indian Police Foundation (IPF) recognizes the transformative potential of leveraging data and cutting-edge technologies to drive efficiency, accuracy, and transparency in police service delivery. Thus, a digital transformation of the police itself, promoting a comprehensive approach to data-driven decision making and evidence-based policing, seems to be at the heart of future needs of proactive problem-solving and intelligent resource allocation.

Most police organizations in the country are aware of this burgeoning trend and its criticality. Many individual police leaders and some police departments have been taking the initiative to prepare their force to acquire the knowledge, the skills and the infrastructure, to adapt themselves to this immense reality. However, many of these initiatives remain individual-centric, lacking the strategic depth required for comprehensive and sustainable transformation. The following steps may be necessary to usher in this transformation.

1. Police organisations must make a strategic choice of collecting, and analysing data for their decision making process. In fact, our police organisations are sitting on mountains of legacy data, while they are also generating huge amounts of data on a daily basis. For the effective utilisation, management and crunching of this data, police organisations will require to make investments in the necessary infrastructure, including data storage systems, secure networks, and data management tools. This strategy should include creating in-house capacity to ensure the integrity of data and also to interpret data, and promoting continuous review of data-driven policy and practice outcomes. It may be necessary to digitize the existing legacy data and this is where the IPF would be in a position to support the police organisations by sifting through the legacy data and fishing out what can be analysed for future learning and strategic planning.
2. It is necessary to provide training and resources to police personnel on data collection methods, data management, and data analysis techniques to enhance their analytical capabilities. It may also be necessary to develop standardized protocols and formats for data collection across police departments to ensure consistency and compatibility for analysis and comparison.
3. Police organisations should adopt advanced data mining and predictive analytics techniques to identify patterns, trends, and potential risks, enabling proactive problem-solving and targeted deployments of resources. This strategy has been successfully adopted across the world, including many Indian States.
4. Improving Crime Investigation and Prosecution: The potential of digital technology is transformative for crime investigation and prosecution. A concerted effort for adopting and applying digital tools at the police station level can provide efficient and reliable tools for forensics and scientific investigation. This could potentially transform the entire Indian Police.
5. It is time for our police organisations to explore the potential of artificial intelligence and machine learning algorithms to derive actionable insights from the vast amounts of data they possess, aiding in decision making and resource optimization.

6. It is important to equip police officers with efficient and reliable tools for digital forensics to investigate and prosecute cybercrime cases effectively, addressing the growing threat of online crimes.

Considering that most police organisations do not possess adequate levels of expertise in the use of technology, it would be necessary to forge collaborations with Academic and Research Institutions as well as the Industry, to leverage their expertise in data analysis, artificial intelligence, and related fields to develop innovative solutions and enhance data-driven decision making.

Police organisations must foster partnerships with technology companies to access cutting-edge tools, platforms, and expertise for data analytics, predictive modelling, and technological advancements relevant to policing. It would be equally important to engage in knowledge-sharing and collaboration with international law enforcement agencies to learn from best practices and adopt innovative approaches to data-driven decision making and evidence-based policing. IPF is ideally placed to effectively interface with these entities and leverage such partnerships for the larger benefit of the entire police fraternity.

Police departments need to develop strategies for effective training and awareness campaign for this transition. They should proactively conduct training programs and awareness campaigns to educate police personnel about the benefits of data-driven decision making and evidence-based policing, fostering a culture that values and embraces the use of data.

The police should ensure leadership commitment and support for the integration of data-driven decision making into the organizational culture, emphasizing the importance of evidence-based approaches in decision making and resource allocation. Encourage continuous refinement of data analysis methods and tools to keep pace with evolving technologies and emerging trends.

To sum up, embracing data-driven decision making and evidence-based policing should be seen as essential steps towards police reform

and for the modernization and effectiveness of police organizations. The IPF advocates for the strategic adoption of data collection systems, leveraging cutting-edge technologies, fostering collaborations, and nurturing a culture that values data-driven approaches. By implementing this comprehensive strategy, Indian police organizations can harness the power of data, technology, and analytics to optimize resource allocation, enhance operational efficiency, and proactively address emerging threats, ultimately ensuring public safety and security in the digital era.

Balancing the technology and the craft of policing

IPF believes that policing is an art and a craft rooted in human interaction. Implementing a digitalization strategy does not necessarily mean reducing the human touch in the craft of policing. Instead, technology should be seen as a tool to enhance and support the work of police officers, enabling them to be more effective and efficient in their day-to-day functioning.

To strike a balance between technology and the humane approach, it is crucial to view technology as a complement rather than a replacement for human interactions. While digitalization can streamline processes, improve data analysis, and enhance decision-making, it should be implemented in a way that preserves the essential human elements of empathy, understanding, and discretion.

One way to maintain this balance is through thoughtful integration of technology into police practices. This involves providing officers with the necessary training and resources to effectively utilize technology while also emphasizing the continued development of interpersonal skills. It is essential to prioritize training that cultivates empathy, communication, and community engagement.

Thus, fostering a culture that values both technology and a humane approach is vital. Police organizations should promote a mindset where technology is viewed as a tool to augment

the human intervention, not replace it. Such an approach can maintain the human touch and craft of policing while leveraging the benefits that digitalization brings.

6. DEALING WITH CYBERCRIMES AND STRENGTHENING CYBERSECURITY

The criminal use and exploitation of cyberspace pose huge threats to citizens, businesses, and national security. As cybercriminals become more sophisticated, the police must continuously upgrade their strategic capabilities to deal with emerging threats.

As the world increasingly relies on digital technologies, the threat of cybercrimes has proliferated. From data breaches and identity theft to online scams and cyberterrorism, these crimes have severe implications for individuals, organizations and nations alike. Cybercriminals are adapting to advancements in technology, developing sophisticated methods to exploit vulnerabilities in systems as well as in the digital behaviour of people.

Tackling Financial Crimes and Frauds

Financial crimes and frauds are among the most common forms of cybercrime, with thousands reported daily across the nation. To effectively tackle these crimes, police departments can adopt the following strategies:

1. **Awareness and Education:** Many financial crimes succeed due to a lack of awareness among potential victims. Some police departments as well as banks and financial institutions have been running public awareness campaigns to educate citizens about common scams and how to protect themselves.
2. **Reporting Mechanisms:** Ensuring that victims can easily report financial crimes is crucial. One strategy could be that police departments should establish dedicated

hotlines, online portals, or mobile apps for this purpose, ensuring swift action against perpetrators.

3. **Data Analysis:** By leveraging data analytics, police departments can identify patterns and trends in financial crimes, police departments may be in a position to effectively collaborate with financial institutions, regulatory bodies, and other stakeholders to share information and coordinate responses.

The Indian Police Foundation (IPF) recognizes the importance of addressing these cyber threats and aims to support police departments in dealing with them. To effectively combat cybercrimes, police departments need to enhance their investigation and forensics capabilities in the digital realm. IPF proposes to support police departments by:

1. Providing specialized training, organize training programs to equip police officers with the necessary skills and knowledge in cybercrime investigation, digital forensics, and the use of advanced tools and technologies.
2. Establishing dedicated cybercrime units: IPF has been advocating for the establishment of dedicated cybercrime units within police departments, equipped with modern technology and staffed with trained personnel to handle cybercrime cases effectively.
3. Facilitating collaboration: IPF can foster collaborations between police departments, cybersecurity agencies, the IT industry and other stakeholders to share information and best practices in combating cybercrimes.

Creating awareness among the public about cybercrimes and promoting cyber hygiene practices is crucial in preventing cyber incidents. IPF can support police departments in:

1. **Conducting awareness campaigns:** IPF can assist in organizing public awareness campaigns, workshops, and seminars to educate individuals, businesses, and communities about common cyber threats, preventive measures, and reporting mechanisms.

2. **Collaborating with educational institutions:** IPF can collaborate with schools, colleges, and universities to integrate cybersecurity education into curricula, promoting a cyber-aware culture among the youth.
3. **Providing resources and educational materials:** IPF can develop and disseminate educational materials, guidelines, and resources for individuals and businesses to enhance their cybersecurity awareness and practices.

To effectively deal with cybercrimes, police departments need to develop robust cybersecurity expertise, infrastructure and collaboration mechanisms. There is a need for increased investments in cybersecurity infrastructure, including advanced tools, technologies, and resources necessary for effective cyber threat prevention, detection, and response. IPF intends to foster collaborations between police departments and private sector organizations to share expertise, resources, and threat intelligence, enabling a coordinated response to cybercrimes.

Police departments should consider establishing a centralized cyber incident reporting and coordination centre at the State and District levels. Many States have done this, to help citizens to facilitate crime reporting, seamless communication, information sharing, and coordination among various stakeholders involved in combating cybercrimes.

Dealing with cybercrimes and strengthening cybersecurity requires a comprehensive and collaborative approach involving police departments, government agencies, private sector organizations, and the public. The Indian Police Foundation (IPF) can play a crucial role in supporting police departments in this endeavour by organising training, promoting public awareness, and facilitating collaboration.

7. DEVELOPING & NURTURING POLICE AS LEARNING ORGANISATIONS

In the rapidly evolving landscape of policing, it is crucial for police forces to become 'learning organizations', continuously learning and improving to stay effective and relevant. The Indian Police Foundation (IPF) recognizes the significance of continuous learning, fostering a culture of research and innovation within the police forces, in their quest for organisational excellence. This not only involves staying abreast of new technologies and scientific developments but also includes learning from past experiences and mistakes.

Policing today is very different from what it was even two decades ago. With the advent of advanced technologies, emerging social issues, and changing public expectations, our police forces are required to adapt and evolve in numerous ways. The ability to learn and improve continuously is critical in this context. And if they fail to keep learning, they risk being swept off their feet by the tide of change. Therefore, the Indian Police Foundation (IPF) emphasizes the importance of building a culture of continuous learning and innovation within the police forces to keep pace with the fast-changing world.

Importance of Continuous Learning

1. **Adapting to Change:** Policing is subject to constant social, technological, and scientific advancements. Continuous learning enables police personnel to stay abreast of emerging trends, new crime patterns, and innovative approaches to effectively address evolving challenges.
2. **Enhancing Professionalism:** Learning opportunities, such as training programs, workshops, and knowledge-sharing platforms, contribute to the professional development of police personnel. Continuous learning fosters the acquisition of new skills, knowledge, and best practices, enhancing overall professionalism within the police force.

3. **Building Resilience:** Learning equips police organizations with the ability to adapt and respond effectively to unforeseen circumstances, crises, and emerging threats. A culture of continuous learning enhances organizational resilience and ensures the delivery of efficient and effective services to the citizens, while also discharging police's crucial role as the building blocks of societal peace, national security and resilience.

Learning from Past Mistakes

The police are not infallible and there is nothing wrong in acknowledging unintentional mistakes. At the same time, if there are intentional wrongdoings, it is the responsibility of the leadership to accept the same and hold the persons responsible to account. A crucial aspect of building a learning organization is acknowledging and learning from past mistakes. The prevalent culture in some police organizations, of denial and justification, or sweeping issues under the carpet, can be detrimental to organizational growth, which in turn, may deepen public distrust in the police. In fact, police organisations have frequently landed in embarrassing situations or attracted the wrath of general public / governments for having suppressed such intentional wrongdoings on the part of officers. It is, therefore, essential to foster a culture where mistakes are seen as opportunities for learning and growth.

1. **Post-Incident Analyses:** Conducting thorough post-incident analyses allow police organizations to identify both the strengths and weaknesses. Such exercises will help in identifying mistakes and shortcomings and also to recognize the areas for improvement. Analyses of critical incidents helps prevent their recurrence and strengthens the decision-making and operational capabilities of the police force.
2. **Culture of Accountability:** Encouraging a culture of accountability, where mistakes are acknowledged and addressed rather than denied or covered up, is essential for organizational growth. Embracing transparency and accountability fosters trust

within the organization and in the eyes of the public.

3. **Public Trust and Confidence:** Learning from mistakes and taking corrective actions demonstrates a commitment to improvement and accountability, thus enhancing public trust and confidence in the police force. Openly addressing shortcomings and implementing necessary changes contribute to building a positive perception about the police.

Preserving Organizational Memory

To ensure continuous learning and improvement, it is vital to document and preserve details of past experiences and lessons learned for future reference. This organizational memory serves as a repository of knowledge and experiences that can be utilized by future generations of the police force. It can help prevent the repetition of past mistakes and enable the organization to build on previous successes. The following elements are crucial here:

1. **Documentation:** Police organizations should prioritize the documentation of lessons learned, best practices, and successful strategies. Documenting experiences, case studies, and operational insights ensures that valuable knowledge is preserved and accessible for future reference and learning.
2. **Knowledge Transfer:** Establishing mechanisms for sharing knowledge and experiences among police personnel facilitates the transfer of institutional wisdom and expertise. Mentoring programs, peer-to-peer learning platforms, and training initiatives play a vital role in disseminating knowledge and preserving organizational memory.
3. **Future Preparedness:** Preserving organizational memory equips future generations of police personnel with the collective wisdom and lessons learned from the past. It enables them to build upon previous successes and avoid repeating past mistakes, promoting continuous improvement and ensuring a strong foundation for the police force's future endeavours..

For example, our police organisations should gather and collate all details regarding pandemic policing during the Covid-19 season. It is important that all vital documents and best practices are gathered and preserved in a central repository for future reference and research.

As policing continues to evolve in response to social, technological, and scientific changes, police organizations must embrace the concept of continuous learning and improvement. The IPF emphasizes the significance of learning from mistakes, conducting post-incident analyses, and preserving organizational memory. By fostering a culture of continuous learning and innovation, police organizations can enhance their professionalism, resilience, and public trust.

Adopting this strategy would involve a tremendous cultural shift and even courage to openly admit mistakes and learn from them. It is a leadership function to inspire and guide the rank and file to follow the path of truth and continuous learning.

The IPF is committed to supporting and promoting initiatives that enable police organizations to become dynamic learning organizations, capable of effectively addressing present and future challenges in service of the nation.

8. PROMOTING FORENSIC SCIENCES

One of the primary areas of policy advocacy for the IPF is the promotion of the use and awareness about forensic sciences. The application of forensic sciences, which involves the scientific examination and analysis of evidence, plays a crucial role in modern crime investigation and prosecution. It ensures that the real criminals are brought to justice, while the innocent are absolved from suspicion.

The utilization of forensic sciences can significantly enhance the quality of investigations,

leading to improved conviction rates and reducing reliance on subjective ocular evidence that has plagued the criminal justice system. Recognizing the importance of forensics, the Constitution of India, Article 51 A (h), urges citizens to develop a scientific temper, humanism, a spirit of inquiry, and reform. The Prime Minister and Home Minister have also shown support for forensics through various initiatives such as the establishment of the National Forensic Sciences University and the enactment of relevant legislation.

In line with these efforts, the IPF has established the Centre for Forensic Sciences as a platform to promote excellence in the study, development, and dissemination of ideas in this field. The Centre brings together passionate police officers, forensic scientists, academic scholars, and institutions to conduct research, organize seminars, conferences, workshops, and ideation sessions. It will foster partnerships, generate awareness, and exchange ideas among various states in India and abroad. The broad objectives of the Centre include:

- Developing strategies to popularize forensics among police officers.
- Facilitating continuous dialogues, idea generation events, workshops, etc., with the police fraternity, forensic science laboratories, universities, and external experts.
- Creating and continually updating a Forensic Science Strategy for the Indian Police.
- Learning from best practices both in India and internationally.
- Establishing collaborative interfaces with external agencies.
- Exploring opportunities for adopting new and disruptive technologies and innovations in forensics to support the police.

The IPF has also been extending internship facilities to students of forensic sciences from across India.

9. DEVISING STRATEGIES TO ENHANCE SAFETY OF WOMEN AND CHILDREN – NATIONWIDE STAKEHOLDER CONSULTATIONS

One of the most successful programmatic activities of the IPF has been the nation-wide series of stakeholder consultations on strategies to improve safety of women and children. These consultations are intended to construct a credible and evidence-based set of SOPs, strategies and action plans for the police and a draft policy framework for submission to the Central and State Governments for better safety and security of women and children. This is a collaborative process of stakeholder engagement to look at our policies and practices rigorously, identify the strengths and weaknesses in the system, flag the main issues and to help evolve a well-researched and comprehensive strategy document to support policy makers and field police officers.

The Context

The country has been witnessing a distressing surge in sexual assaults and crimes against women and children, with several horrifying incidents of gang rapes and brutal violence, prompting widespread outrage and public demonstrations. While some State Governments and Police organizations have taken proactive measures to combat these crimes, the lack of consistency remains an issue. Effective strategies are often unsupported by research evidence and remain sporadic in many areas.

The Indian Police Foundation has launched a rigorous, nationwide series of review and evaluation of existing practices to determine their efficacy and the need for rethinking traditional approaches. Learning from successful practices in certain states and implementing them elsewhere after empirical evaluation is crucial. There are also concerns about police personnel's training and sensitization across India. Ensuring that officers possess the necessary professional and forensic

skills to deal with crimes against women and children, while treating victims with empathy and dignity is vital to prevent further trauma.

The Stakeholder consultations, a partnership between IPF and State Police, seek to understand the current levels of preparedness and response systems. Collaborative stakeholder engagement involves police officers, NGOs, activists, scholars, lawyers, and civil society representatives. The objectives are:

- Study the prevalence of various forms of sexual violence against women and children across states and cities, exploring the complexities involved.
- Map existing security practices and strategies, evaluating their effectiveness and identifying successful interventions.
- Foster a community-centric vision for the security of women and children, encouraging joint ownership and proactive, preventive measures.
- Utilize the knowledge gathered to develop a comprehensive framework of actionable strategies and recommendations to guide field police, considering regional perspectives and local conditions.

Main Themes of the Consultations

The Stakeholder Consultations have the following major themes. Usually, expert groups are set up before the Consultation date to study the local problems and the groups make presentations on these topics, followed by interactive sessions with stakeholders.

- Harassment of women in public places including public transport
- Sexual Harassment of women at workplace
- Harassment of girls in schools and educational institutions, tuition centres etc
- Trafficking of women and children
- Threats to women and children in cyber space – online harassment, cyber stalking etc.
- Sexual Harassment of women and children by relatives and family members

The IPF has already conducted Stakeholder consultations in 12 capital cities across India, garnering enthusiastic participation from DGPs, Chief Secretaries, senior and field police officers, NGOs, academics, judiciary members, and political leaders. Chief Ministers or Deputy Chief Ministers attended as Chief Guests in some states.

With the onset of the pandemic, the consultations were temporarily suspended in early 2020. Recognizing the need to bring stakeholders together, the IPF will now revive and resume the consultations in the remaining states. The structured discussions will involve police leadership, government departments, prosecutors, lawyers, women's rights NGOs, child rights activists, and representatives of working women in various sectors. IPF shall continue this strategy of consultations, in which stakeholders are provided a space to speak freely and candidly, and are able to bring different perspectives and practical ideas to the table. The outcome document will aim at setting and recommending standards of policy, identify areas for further research and documentation as well as a roadmap for training, sensitization, capacity building and empowering of field police personnel.

10. GAUGING PUBLIC PERCEPTIONS ABOUT THE QUALITY OF POLICING AND TRUST

The IPF Citizen Satisfaction Survey programme is a pioneering effort by the Indian Police Foundation, aimed to assess public perceptions of the quality of policing in India and the level of public trust in the police. Through annual longitudinal surveys, IPF seeks to gather evidence-based insights into how Indian citizens perceive the police. The first IPF Survey, conducted in 2021, achieved an impressive sample size of n=161,192 responses. However, the distribution of samples was uneven, with significant variations between states and union territories (UTs).

While most states scored slightly higher ratings for professional competency-based indicators, pointing towards efforts made by police administrations and senior officers to improve professional efficiencies, most police organizations received lower scores for values-based indicators. This highlighted existing dissatisfaction regarding police corruption, bias, insensitivity, and custodial violence. While substantial chunks of the population expressed satisfaction with policing in their areas, a significant number also expressed disenchantment, with many harbouring deeply negative sentiments.

From the 2021 survey, we concluded that negative feedback should be seen as an opportunity to examine the reasons behind citizens' responses. It is crucial to understand the factors triggering negative perceptions and disappointments among the people. This understanding can guide efforts to improve service quality, change citizens' perceptions, and enhance trust.

The 2023 Survey process has already commenced, and IPF has partnered with the Tata Institute of Social Sciences, Mumbai to finalize the questionnaire. The survey is expected to be rolled out soon, further advancing IPF's ongoing efforts to gain valuable insights into citizen satisfaction levels.

IPF hopes that it would be possible for the police to use the insight from our surveys to improve legitimacy, restore confidence, build trust and strive to progressively bring about a transformation in policing. We firmly believe that our surveys can serve as a catalyst for motivating State Police to continuously improve their performance over time. Moreover, we anticipate that these surveys will contribute to raising awareness among citizens, prompting police organizations to develop strategies aimed at enhancing competencies and reinforcing values – the two fundamental dimensions critical for the improvement of policing and the establishment of trust. Through these collective efforts, we strive to create a positive impact on the overall quality of policing and the level of trust between the police and the citizens.

11. POLICY ADVOCACY AND POLICY INFLUENCE

Policy Advocacy is one of the fundamental purposes for which the IPF has been established, seeking to influence policy formulation and implementation by advocating for progressive, evidence-based approaches and best practices in policing. IPF recognizes that a robust advocacy strategy is essential for the realization of our vision and the specific goals and objectives that the IPF aims to achieve. Our advocacy targets specific policy changes, raising awareness on key issues, and influencing the decision-making processes.

In this process, the IPF has been addressing the State and Central Governments, Police organisations at the State and Central levels, other key stakeholders and decision-makers who have the power to influence the desired policy changes. We have been addressing political leaders, parliamentary groups and committees, key government / police officials, policymakers, civil society organizations, and the public.

The proposed IPF strategy involves the crafting of clear and compelling messages that resonate with the target audiences in the political establishment, bureaucracy, citizenry and the police rank and file. These messages would highlight the importance of the desired changes in the police and policing, and the positive impact they can have on maintenance of law and order, crime control, public safety, and overall societal peace.

IPF strategy seeks to engage directly with policymakers and decision-makers. We believe that establishing policy networks is crucial, to engage in dialogues with relevant policymakers, government officials, and influencers. IPF has been continuously organising policy discussions, conferences, and working groups to contribute expertise, share insights, and influence policy debates. An informal group of Parliamentarians was set up in the year 2018, but this group requires further rejuvenation, as it had lost some momentum during the Covid-19 pandemic season.

The IPF recognises that our policy advocacy needs to be supported by comprehensive research and analysis to gather evidence, data, and insights on the issues at hand. It is important to present evidence-based arguments to demonstrate the need for policy changes and their potential impact on improving law enforcement, public safety, and overall societal peace. This would involve studying best practices, conducting surveys, commissioning research studies, and analysing existing policies and their impact. There are challenges too. Firstly, substantial financial and other resources will need to be mobilised, for pursuing high quality research. Moreover, police organisations should be willing to share their data for further research and analysis.

In the years to come, IPF plans to pursue its strategy of policy advocacy and policy influence, with the support of its highly experienced and respected members, following a robust plan for engaging with policy makers and police officers, enabling them to effectively shape policies that can drive positive change in the field of policing and police administration in the country.

12. ADVOCACY FOR LEGISLATIONS THAT KEEP PACE

Laws should keep pace with the evolving challenges faced by the police and strengthen their hands. The choice is often between tough laws and tough cops. For example, when a hardened criminal is caught after much effort, he manages to get himself released on bail. As the trial drags on, the person again goes underground. 'Bail is the rule, jail is the exception' is a welcome maxim for an ordinary citizen who falls foul of the law but not for someone repeatedly committing heinous crimes. There are cases where a serial rapist-cum-murderer gets released on bail taking advantage of the maxim and commits the crime again. Bail laws should be modified to distinguish offenders involved in serial and heinous crimes. Expeditious trials should also be mandated in such cases to ensure swift justice.

When introducing new laws or amending existing ones, it is important to seek and consider the perspectives of the police, as they are key stakeholders in the criminal justice system. For example, as new forms of protest and emerging problems arise, the legal framework must evolve to meet the new needs. For instance, in England, the emergence of slow marching tactics resulting in blocking of roads by protesters, and the 'locking-on' maneuvers in which protesters hold on to others, objects, and buildings, new provisions have been suggested in the Public Order Bill to handle such new forms of protest. Similarly, our laws also need to keep pace with changing times. Rule by law is possible only when the laws adequately empower the enforcers to tackle emerging problems. There is need to reconsider certain laws and court directives like the ban on the use of handcuffs while arresting criminals, which has led to many police officers getting injured or even losing their lives while dealing with violent arrestees.

One of the strategies followed by the IPF has been to study progressive legislations in other countries that have made law enforcement easier and more streamlined. For example, there is a strong case for the IPF to study the salient features of the UK's Police and Criminal Evidence Act (PACE), 1984, which has been widely regarded as an innovative and successful attempt to modernize procedural and evidence laws in the UK, effectively balancing the rights and freedoms of the public with the powers of the police.

Many countries have legal provisions that give out enhanced punishments for offenses committed against law enforcement personnel. Considering the frequent occurrence of physical attacks and violence against the police, it would be desirable to have specific legislations that criminalize attacks on police officers, imposing enhanced penalties to deter such forms of violence. While it is necessary to pass legislations that specifically empower and protect police officers acting in good faith, it would be equally important to prevent police officers from abusing the law and the powers vested on them.

Again, it is to be understood by all concerned that there are limitations to what the police can achieve. This understanding is often lacking among political leaders and even in some police officers themselves. Properly managing public expectations is vital to avoid undue pressure on the police that sometimes lead to artificially creating false narratives, inflating crime detection rates, the recovery of property and burking of cases. While the IPF should always remain supportive of the good policing work that happens on a daily basis, it should also be the IPF's efforts to create awareness, to foster a realistic understanding of what the police can achieve within their capabilities and resources at their command.

The new Criminal Law Bills

Meanwhile, the Central Government has recently introduced three bills in the Lok Sabha to repeal and replace the Indian Penal Code, the Code of Criminal Procedure (CrPC) and the Indian Evidence Act. Government sources say that the Bills have been framed after extensive consultation with various stakeholders including Supreme Court and High Court Judges, Law Universities, Chief Ministers, Governors, etc. Members of the drafting committee are known to be eminent academicians and legal luminaries. However, it is understood that the police officers of the country have not been widely consulted, while drawing up these bills.

According to news reports, the Bills have been referred to the Parliamentary Standing Committee of MHA and it is likely that there may be another round of consultations before the Bills go to the next stage of Parliamentary approval process. Meanwhile, it would be crucial for the police fraternity to carry out a thorough study and analysis of the new bills to understand how they align with the purposes of improving law and order and simplifying the criminal justice process. The IPF's proposed strategy will involve the following steps:

1. Study the Bills to understand their provisions, implications, and potential impact on law enforcement, investigation-related criminal procedure, evidence gathering and prosecution.
2. Evaluating the new criminal law bills from the point of view of police and policing will require extensive consultations with police personnel of different ranks, followed by a comprehensive analysis of their views, taking into account how the new provisions will impact the efficacy and practical implementation of the extensive changes that have been proposed. It would be necessary to critically examine
 - (a) whether the amendments provide clear definitions of new offences, procedures and the principles of marshalling evidence, as ambiguities in language can lead to misinterpretation and hinder effective enforcement;
 - (b) how the amendments influence the investigative process; do they strengthen the police's ability to gather evidence, interrogate suspects, and build strong cases;
 - (c) whether the new laws require new and additional capabilities, resources, training, or infrastructure for their proper enforcement;
 - (d) whether the amendments address the use of modern technology in criminal activities and investigations;
 - (e) how do they impact police's cooperation and coordination with other agencies like prosecution, judiciary, prisons and regulatory bodies;
 - (f) how do the proposed changes help in the involvement of local inhabitants and citizens in general, in crime prevention and reporting;
 - (g) how do the amendments balance policing needs with the rights of the accused, such as fair trial procedures, due process, and safeguards against abuse of power;
 - (h) whether the police personnel can clearly understand their roles and responsibilities under the new provisions;
 - (i) how will the changes impact police training in the immediate future, in terms of obtaining absolute clarity on the roles and functioning of the police, preparation of training material and locating qualified and appropriate training faculty resources;
 - (j) what would be the practical challenges faced during implementation;
 - (k) what strategy is required to be followed by the police during the transition period to adapt to the changes;
 - (l) what are the cross-jurisdictional implications, and finally,
 - (m) what would be the implications of the extensive re-ordering and re-numbering of the legal provisions of the existing IPC, Cr PC and Evidence Act in their implementation, how will they impact the familiarity of the law of the police personnel and other limbs of the criminal justice system; how will the re-numbering impact the operation of the CCTNS and other interoperable CJS operating systems ?

The IPF's objective is to conduct intensive deliberations involving both serving and retired police officers and legal experts to understand how the new frame work will cater to the evolving needs of maintaining law and order, crime prevention, and investigation, as well as the practical implications on policing. After carrying out this exercise, the IPF shall seek an opportunity to present its views and suggestions before the Parliamentary Committee.

13. A STRATEGY FOR STANDARDIZATION AND ACCREDITATION

The standardisation and accreditation scheme described below is a key strategic initiative of the IPF which was submitted to the Ministry of Home Affairs and the Bureau of Police Research & Development (BPR&D). The scheme aims at setting clear standards of police governance, human resources management, leveraging of technology and forensics, as well as accessibility, responsiveness and responsibility of police personnel to the community. The scheme has been visualised, based on the recognition that raising the professional and ethical standards of the police requires rigorous and high quality research, learning from experiences and best practices from different parts of the country and from across the globe, as well as a relentless commitment and pursuit of professional excellence.

Introduction

The scheme envisages that the process of setting standards should be a joint exercise to be undertaken by the BPR&D and IPF in close consultation and collaboration with the State and Central Police Organisations, while the process of accreditation will be an independent process, free from involvement of government departments or agencies to ensure its impartiality and credibility. In the Indian context, police being the responsibility of the State Governments, any accreditation or regulatory function being offered by a Central Government agency may meet with needless controversies and possible resistance from States. Therefore, a regime of Voluntary Accreditation by a professionally competent body like the IPF or similar organisations having the requisite competence, would be ideal. This is because, independence of the accreditation body from traditional government control is vital to ensure the credibility and public acceptability of the entire process.

How does standardization and accreditation benefit?

The standardization of police services, coupled with the scheme of Voluntary Accreditation of police organizations and units, have a huge potential to bring about positive transformations in the police and policing system. This could be an effective tool to build a culture of pursuing continuous improvements in the system against measurable standards, encouraging police personnel to strive for higher levels of service quality and professional excellence. The acceptance of standards and accreditation as an integral part of the police culture will lead to increased internal communication, and higher morale of police personnel, which is again a prerequisite to increased efficiency. Some of the benefits of standardization and accreditation are summarized below:

- Provides a clear understanding on the part of police personnel about their roles, responsibilities and standards of performance, requiring them to set clear goals towards achieving standards;
- Sets clarity in terms of systems, processes and protocols in critical areas of police administration, management and service delivery;
- Encourages a clear commitment to rules of ethical and lawful behaviour and conduct, and an abiding commitment to uphold the Rule of Law;
- Provides assurance to citizens, the government and all other stakeholders that there are appropriate internal processes and mechanisms within the department to ensure that the service and processes followed by the police unit concerned, meets or exceeds established standards;
- Fosters a culture of transparency and accountability in police functioning;
- Encourages continuous improvement in policing, identifying specific areas for improving service quality;

- Fosters a culture of teamwork and a collective commitment within the Department or Unit to work collaboratively to achieve results, through an established set of clear and measurable standards.
- Promotes the pursuit of professional excellence amongst staff – encourages them to acquire professional knowledge and skills – ensuring the up to date knowledge of important laws and regulations, current methodologies and processes, policies and guidelines, important court pronouncements etc.
- Sets clear standards of accessibility, responsiveness and responsibility of police personnel to the citizens;
- Helps build better police-community partnerships .
- Promotes a positive service culture – demonstrated through positive attitudes, behaviours and professional qualities of police personnel.
- Improves citizens' satisfaction outcomes through positive improvement of public confidence in the police machinery, when the citizens know that police have well-established standards and processes to comply with.

ESTABLISHMENT OF QUALITY AND PERFORMANCE STANDARDS

What are standards?

The primary purpose of establishing Standards is to provide a framework of principles that benchmark the collective vision of the Indian police, with explicit indicators that define the quality of internal administration, management, internal controls, process integrity as well as the quality of service delivery performance. These will define the quality of services set at reasonably achievable levels, with clear, targeted and measurable criteria which can be monitored, measured and reviewed. It is to be noted that

Standards constitute the core of the accreditation system and the choice of standards, their focus and the level at which they are to be set, would be crucial in determining the acceptability and effectiveness of the system.

The determination and development of standards will be carried out by selected police officers and external experts drawn from multiple disciplines, known for their professional standing and expertise. The process will involve extensive study of the existing structures, policies, management and supervision related practices, processes and service delivery systems as against the expected standards, to be set in relation to nationally and internationally recognized best practices.

Areas for standardization

Under the Seventh Schedule of the Constitution of India, 'police and public order' fall within the responsibilities of State Governments. Moreover, there are specific cultural and contextual situations under which the police works in each State. Most State Governments have their own 'Police Manuals' that lay down rules and procedures for the police. At the same time, all substantive and procedural laws governing law enforcement being central laws, there are certain common standards of compliance that are expected of the police throughout the country.

The standards to be prescribed under the Manual will strictly conform to the letter and spirit of the Constitution of India, the laws of the land and various rules and procedures notified by the Central and respective State Governments. Within parameters prescribed by the law of the land, the standards will also take into account the national and international best practices. Some of the broad, indicative areas where standardization is required, are listed below:

- Internal Policies and Processes Standards: Clarity and effectiveness of institutional and managerial processes, internal control systems, and checks and balances.
- Police Recruitment Standards: Transparency and corruption-free recruitment,

effectiveness in attracting suitable candidates for specific roles.

- Training and Professional Development Standards: Adherence to Training Needs Analysis, curriculum relevance, qualified instructors, and periodic curriculum review.
- Police Station Standards: Compliance with building standards, jurisdiction, workload distribution, deployment of women police, and victim protection.
- Crime Prevention and Investigation Standards: Capabilities in crime prevention, investigation, support to prosecution, and maintenance of public order.
- Standards for Protection of Disadvantaged Sections: Compliance with gender-sensitive policing, safety of women and children, and Juvenile Justice systems.
- Internal Management Standards: Checks and balances for personnel transfers, appointment of Chief of Police, and financial management delegation.
- State Armed Police Standards: Ensuring efficiency and effectiveness of State Armed Police.
- State Security Commission Standards: Conformity and effectiveness in laying down policy framework and evaluating police performance.
- Accountability Standards: Supervisory monitoring and fixing responsibilities, protocols for addressing complaints against police misconduct.
- Crime Records Standards: Quality and process governing collection and maintenance of crime records.
- Community Policing Standards: Engagement effectiveness with the community and people-friendly initiatives at the police station level.
- Standards relating to Service and living conditions of police personnel: Average duty hours, holidays, leave, in-service training, housing and other basic amenities;
- Standards relating to Forensics: Penetration and extend to which Forensics are adopted at

the level of police station, District levels and State Crime Investigation, ATS etc. Level of application of Digital and Mobile Forensics;

- Standards of practice relating to social media
- Standards of adoption of technology, penetration and application of CIT, data systems, analytics and interpretation of data etc.

Preparation of Process Manual

The first step here is to prepare a Process Manual, that would govern the processes involving standards-setting and accreditation process. The Process Manual will need to be first discussed and adopted by an Apex Committee before it is submitted to DG BPR&D for approval.

Standardisation Committees

All matters relating to identification, development, and approval of standards will be decided by multidisciplinary committees consisting of police officers known for their professional standing, external experts from the industry, academia and relevant professions, who are well known for their expertise and experience in the subject. The Principal Committees are as below:

- Apex Policy Committee: This committee will advise DG BPR&D on all policy matters and exercise overall superintendence and oversight over the functioning of the technical committees. This Committee is also responsible for finalization and adoption of the Standards Process Manual and its periodic review and revision.
- Technical Committees: to be jointly constituted by the Police Foundation and the BPR&D, comprising of police officers with relevant experience and expertise, subject matter experts, and well known professionals, including experts from multiple fields like academia and the industry, as considered necessary. The Technical Committee will review, evaluate and recommend the Draft Standards, before it is placed before a Approval Committee of the BPR&D and the Police Foundation.

- Approval Committee: will have 5 members, comprising nominees from BPR&D, the field police organisations and IPF as considered necessary and will be headed by ADG BPR&D. All Draft Standards are submitted to the Approval Committee which examines and approves them before they are put up to DG BPR&D for final approval and adoption.

Steps involved in the establishment of Standards: Standards will cover the broad areas of Policies, Systems and Processes, Quality of Service Delivery and Outcomes. The basic rule will be that all standards are desirable, practicable, are in the interests of the larger public good and are in complete consonance with all laws and regulations of the land, the canons of the Rule of Law and respectful of Human Rights and Dignity. The suggested steps are:

- Identification of areas for standardization and identification of operational best practices both at domestic and international levels;
- The Drafting Committee to discuss and develop the draft standards making use of and guided by the best practices, keeping in mind their practical desirability, conformity to the laws and canons of ethics, human rights, good governance and transparency. All standards should support and promote the rule of law.
- At this stage, the draft standards may be simultaneously placed on the website of both the BPR&D and the IPF, inviting comments of police officers and the general public on the subject. The comments and feedback received through this process would help in evolving standards that reflect the current trends in policing, best practice principles and continuous improvement of its quality.
- It is also desirable to hold specific roundtable discussions involving young police officers who are expected to bring their practical and contemporary inputs from the field.
- Review and independent analysis by a Technical Committee to be established by the Police Foundation and the BPR&D, comprising of subject matter experts, and well known professional leaders, including experts from multiple fields as considered necessary. The

Technical Committee will review, evaluate and recommend the Draft Standard, before it is placed before a Draft Approval Committee of the BPR&D and the Police Foundation.

- Ratification of the Standard after due process of approval by the Approval Committee, to be headed by the Addl DG BPR&D and final approval by DG BPR&D.
- Publication of the Standard.
- All existing standards to be reviewed first by Technical Committee and subsequently by a joint committee of the IPFI and BPR&D, once in two (?) years. Any changes need to go through a well documented change request process, which will need formal approval, following the same process as prescribed for creation of a new standard.

The Accreditation Scheme

It is important that the police leadership opting for accreditation have a good awareness and understanding of the rationale, the process and the benefits that can accrue from a regime of accreditation.

Accreditation is a formal process of third party evaluation, certification and recognition of a Police Organization or Unit (example : The State Police as a whole, District Police or the Police Station) that its levels of competence as well as quality and efficiency of service practices conform to pre-determined standards. Accreditation provides confidence that the accredited entity has achieved appropriate levels of organizational proficiency and that it has reliable mechanisms in place for continually improving the quality of its services.

Accreditation is expected to demonstrate the police organization's accountability, meeting standardized best practices, and proving the optimal organizational capacity through a framework of continuous and ongoing performance quality improvement. Quality assurance will mean a relentless quest for improvement and aspiration to achieve higher standards. It also would be demonstrative of the assurance that the citizens are safe, and getting

the best possible service from the police, that can be reasonably expected.

The Accreditation scheme will employ tools to evaluate and measure organizational, professional and outcome-oriented quality and performance standards.

Who will assess? : The assessment of compliance with standards requires professional judgment. Needless to say, it is important that professionals of high integrity and technical competence are enrolled to act as assessors or surveyors. It is important that multiple disciplines and multiple constituencies are represented in the assessment / surveyors teams as well.

The Process of Accreditation is an exercise in growth and corrective action : While the surveyors are expected to carry out independent and impartial assessments of compliance, they would also act in a management development capacity, helping the police unit to achieve standards, by advising and guiding them of the reasons for the gap and drawing their attention to the best practices. The surveyors can also use the standards to diagnose problems in organizational structures, systems and processes, and point them out to the supervisory or senior officers of the police.

The Process of Accreditation

The process involves the following (indicative) steps:

- The Police Organisation which desires to apply for accreditation, submits the Form of Intent to the Indian Police Foundation & Institute and a confirmation mail is sent to the Unit, signifying the enrolment of the Unit for the Accreditation Programme.
- The Assessee is provided with a copy of the Standards and Accreditation Manual that will guide the Assessee through the process of Accreditation.
- The Assessee is provided with a Pre-accreditation orientation or a Pre accreditation training.
- There will be a detailed review, analysis and evaluation of the assessee's existing administrative operations and service delivery processes. Guidance will be provided to strengthen the administrative, operational and service delivery protocols, and how to prepare and work towards conformity with pre-determined standards.
- The Expert Team will provide support by conducting assessment of readiness for accreditation and identify areas for training, technical assistance and mentoring, to successfully navigate through the accreditation process;
- The Assessee commences a Self-Assessment phase which involves a full understanding of the applicable standards and compliance with those standards. The assessee will develop and collate the evidence of such compliance during this stage.
- After completion of the Self Assessment Phase, the Assessee submits the Service Quality Assessment Forms online. Following a collation and analysis of the Self Assessment Data, the evidence is evaluated by the Expert Team, before the on site Assessment is initiated.
- The Assessment Team comprising of Technical Experts carries out the on site assessment of compliances by the assessee, following the prescribed processes, which will include interaction with the senior officers as well as subordinate personnel of the assessee Department / Organisation, representatives of stakeholders, and also review the evidences produced by the assessee;
- Questionnaires are to be designed for Senior Police Officers, different levels of Police Staff, Community Leaders, representatives of other stakeholders etc.
- The Assessment Team will go into issues in depth, and identify areas for avoidance of mistakes, improvement of systems and processes and clearly point out in their reports, all weaknesses that will require attention.

- At the end of the Assessment process, the Assessment Team will prepare a (i) Quality Enhancement Report and a (ii) Quality Assessment Report for final approval by the Accreditation Body, based on the evidences collected. The report will provide a complete set of ratings for all applicable standards, including list of strengths and list of areas for improvement.
- The Final Scores will be recorded in a Scoring format which will be submitted to the Accreditation Body and after due approval process, the decision regarding Accreditation will be conveyed to the Organisation / Unit concerned.
- There could be multiple levels of accreditation, (example: A+, A, B+, B etc) depending upon the level and quality of compliances.
- The Accreditation of an Organisation remains valid for a period of two years. During this period, the assessee organisation is required to comply with all prescribed criteria of accreditation and maintain evidence of continued compliance. At the end of two years, the organisation successfully goes through a similar process to be eligible for Re-Accreditation.

Attributable Benefits of the Standardisation / Accreditation Scheme

It is strongly felt that focusing on setting and monitoring of police administration, internal governance and service delivery standards can have transformational impact on the police personnel and their functioning. This scheme could in fact, be a game changer and help in achieving systemic transformations beyond symptomatic benefits. Similar models of standardization and voluntary accreditation have been successfully implemented and are in existence in different parts of the world.

A Call to Action

The scheme of Standardization and Accreditation is one of the most promising strategic initiatives of the IPF, that offers a clear pathway for establishing and monitoring benchmarks for police administration, internal governance, operational performance and service delivery. Similar models have been successfully implemented across various global police systems. The transformational impact on police personnel's attitudes, professionalism, and efficiency has been universally recognized.

IPF calls upon the Ministry of Home Affairs, the BPR&D, State Governments as well as Police Organizations in the country to adopt and implement the Standardization and Accreditation scheme. It is time for India to adopt this game-changing strategy, that could redefine not only how our police forces operate but also how they are perceived. The IPF is ready to collaborate at all levels to make this vision a reality.

14. ENSURING DEMOCRATIC ACCOUNTABILITY AND SUPERVISION WHILE INSULATING POLICE AGAINST UNLAWFUL POLITICAL INTERFERENCE

In a democracy, it is essential for the police to operate under political oversight. The political leadership has the prerogative to exercise supervision of the functioning of the police. It is important that the police remain accountable to the political leadership and ultimately, to the people. At the same time, it is crucial that the police should have reasonable levels of administrative, operational and financial autonomy, so that they can discharge their functions impartially without fear or favour, and without suffering any unlawful interference in its operational functions. Unlawful political interference in operational matters like crime investigation and maintenance of law and order

impedes the police's ability to function fairly and impartially. Thus, striking a balance between the need for democratic supervision, while shielding the police against unlawful political interference is crucial. This is a topic that has not received sufficient attention in our public discourse, and it is important that the IPF brings it up for public awareness and debate.

Following up on the Supreme Court Directives on Police Reform

The Supreme Court's 2006 judgment in the Prakash Singh case marked a watershed moment and an impactful step towards ensuring democratic oversight and strategic management of the police while at the same time, aiming to free up the police from illegitimate political influence and interference. In its order delivered on September 22, 2006, the Supreme Court of India issued several directives to the Central and State Governments aimed at ensuring police's functional autonomy, enhancing accountability, transparency, and efficiency. The judgment was the culmination of a prolonged saga of a Public Interest Litigation (PIL) filed in the Supreme Court of India by legendary police officer Shri Prakash Singh and others seeking reforms in the functioning of the police.

The Supreme Court famously issued the 'Seven Steps to Police Reform', designed to 'kick start' essential reforms in India's police forces. These reforms aim to curtail undue political influence, elevate professional standards, and mitigate human rights abuses. Intended to instill both autonomy and accountability within the police, these seven directives serve as the cornerstone of the envisioned reforms. These seven steps are:

1. **State Security Commissions (SSCs):** The Supreme Court directed the establishment of State Security Commissions, to ensure the strategic management, effective governance and accountability within the police at the state level. Under this scheme, the Chief Minister or the Home Minister of the State would chair the SSCs, providing political leadership and guidance to the Commission. Other members of the SSC would include
 - (i) The Leader of the Opposition in the State Legislative Assembly,
 - (ii) The Chief Secretary, who is the highest-ranking civil servant in the state, whose role is to provide administrative support and coordination between the government and the commission and the
 - (iii) Director General of Police (DGP), the Head of the Police Force. The DGP is a pivotal member of the SSC and serves as the member Secretary of the SSC. The DGP brings the perspective and expertise of the police force to the commission's deliberations.
2. **Selection and appointment of State DGPs** through a merit based and transparent process and ensuring that officers so appointed, have a minimum tenure of two years.
3. **Ensuring Fixed Tenures:** With a view to reducing political interference in postings and transfers and ensuring stability in the tenures of key police leaders and functionaries, the Supreme Court mandated fixed tenures for senior police officers, including District Superintendent of Police (SP), and Officers

Thus, the SSC brings together key stakeholders who are expected to collectively oversee and guide the functioning of the police force, ensuring transparency, accountability, and adherence to the rule of law. The primary role of State Security Commissions is to provide oversight and guidance in the functioning of the police, setting broad policies and guidelines for the police, promote accountability, and address issues related to police personnel, infrastructure, and resources. SSCs should play a crucial role in formulating and implementing police reforms, ensuring that the police force operates within the framework of the law and respects the rights of citizens. By establishing these commissions, the Supreme Court aimed to create a system of checks and balances within the police governance and reducing political interference.

in Charge of Police Stations. The intention was to insulate police officers from frequent transfers and postings that could adversely impact their independence and effectiveness.

4. **Separation of Functions:** The Court directed the gradual separation of investigative and law and order functions within the State police. This meant that different units or branches of the police force would be responsible for handling criminal investigations and maintaining law and order respectively. The objective was to develop and nurture a specialized investigative wing, aimed at ushering in professionalism, prevent conflicts of interest, and improve the quality of investigations. Having a dedicated investigation wing within the police force offers a multitude of advantages and the most important of them is the specialization it enables. It is expected that a separate investigative wing can develop deeper expertise in crime scene analysis, evidence collection, documentation, and case building.

A distinct investigation wing allows for a clear division of labour within the police force. Uniformed officers can focus on maintaining public order and responding to emergencies, while the specialized investigators can allocate their time and resources exclusively to solving complex cases. Moreover, having a separate investigative unit can contribute to improved transparency and accountability. These units can be structured to operate independently, reducing the potential for conflicts of interest or undue influences in high-profile cases. This independence adds to the credibility of investigation outcomes and ensures that justice is served without bias.

5. **Police Complaints Authorities:** The Supreme Court ordered the establishment of independent Police Complaints Authorities (PCAs) at the state and district levels. These authorities were tasked with receiving and investigating complaints against police personnel for misconduct, abuse of power, or human rights violations including custodial violence. Their purpose was to provide a

mechanism for citizens to seek redressal and hold the police accountable for their actions.

6. **Police Establishment Boards (PEB)** were to be established in every State, which would be responsible for personnel-related decisions within the police department, including transfers, postings, and promotions. The PEBs were intended to act as a safeguard against political interference, ensuring that decisions relating to postings, transfers and promotions are made based on objective criteria and merit rather than subjective factors. The PEB's composition typically includes senior police officers, with the Director General of Police (DGP) serving as the Chairperson. The PEB's role, as envisaged in the Supreme Court order was crucial in upholding transparency, professionalism, and accountability in the functioning of the police force, fostering a merit-based and fair approach to police's personnel management.
7. The Supreme Court also directed the establishment of a National Security Commission (NSC) at the Central Government Level to prepare a panel for selection and appointment of Chiefs of the Central Police Organisations, with a minimum tenure of two years.

Compliance with Supreme Court Directives

According to a study carried out by CHRI, both the central government and the states, as well as the union territories, have consistently demonstrated a lack of genuine commitment in fully complying with the Supreme Court directives. This indicates the persistent resistance to police reform demonstrated by key functionaries of governments as well as our political parties, across the spectrum. The essential checks and balances aimed at professionalizing and holding the police accountable are being obstructed in various ways. Not even one State is fully compliant with the apex court directives, and the majority of States are non-compliant with most of the directives. This widespread indifference and resistance to police reform is truly disheartening.

Currently, only a few states employ independent shortlisting processes for the appointment of Director Generals of Police (DGPs), and an even smaller number provide security of tenure for police chiefs. Many States cleverly resort to making temporary appointments to the position of DGP, so that they do not need to follow the procedure prescribed by the SC, while also aiming to keep the Head of the Police Force subservient to the system.

According to the above study, although as many as 13 states have set up Police Establishment Boards, their effectiveness in serving as mechanisms to facilitate transfers and postings free from political interference remains questionable. Sadly, in some States, posting and transfer of subordinate police officers can be done only with the express approval of the local MLA. Again, the absence of a credible selection processes for Police Complaints Authorities in most states, further undermines the purpose.

More importantly, the State Security Commissions which were intended to function as independent authorities overseeing the functioning of the police and for providing the strategic direction, have not stood up to the expectations. SSCs have been unable to position themselves as an effective policy making body or as a buffer between the police and the political leadership. The recommendations issued by State Security Commissions are non-binding in nearly all states, except in one. These findings highlight the lack of commitment to police reform and the achievement of a professional and accountable police force nationwide.

This pervading resistance to implementation of the Supreme Court's directives raises concerns about the commitment to police reform and the establishment of a professional, transparent, and accountable police force in the country. In such an environment, the IPF is required to explore and draw up strategies to work through the system, while continuing to set its sights high:

1. **Public Awareness:** The success of police reform campaigns will depend on public awareness, as well as better awareness within the police force. In the absence of public pressure, or a large groundswell for change, the political will to drive reforms have remained subdued. The IPF strategy, therefore, should focus on creating widespread awareness about the importance of police reform and the need for effective implementation of the Supreme Court directives. IPF needs to engage in more campaigns, workshops, and public outreach programs to educate the public, civil society organizations, and policymakers about the benefits of police reforms and the challenges hindering their implementation.
2. **Addressing political parties:** The IPF has been writing to political parties during the preparatory phases before major elections to the State Legislative Assemblies and Parliament, calling upon them to include police reform as one of the promises in their election manifesto. IPF's efforts need to be further intensified.
3. It is important that the IPF supports the ongoing legal battles seeking Supreme Court intervention to establish a mechanism for monitoring and tracking the progress of reforms across states and union territories, and regularly publishing reports on the implementation status and challenges.
4. IPF should engage with key stakeholders such as state governments, police departments & CAPFs, civil society organizations, and the legal fraternity to foster collaboration and commitment towards police reform and modernization. IPF has been conducting dialogues, roundtables, workshops and conferences to facilitate discussions on overcoming challenges and identifying best practices for implementation.

Tensions and conflict between democratic supervision and resisting political interference

Democratic supervision emphasizes the importance of civilian oversight and accountability, ensuring that the police operate within the parameters of the law and serve the interests of the public. The political leadership has an important role in setting policies, providing guidance, and ensuring that the police align with democratic values. On the other hand, avoiding unlawful political influence and interference in policing is crucial to maintain the operational independence of the police force. It aims to shield law enforcement operations from undue political influence that may compromise impartiality, professionalism, and the rule of law. Insulating the police from unlawful political interference is essential to ensure that decisions related to investigations, maintenance of law and order, dealing with communal and caste conflicts etc are carried out strictly according to the law and constitutional principles and based on professional criteria rather than narrow political considerations.

At the same time, any strategy for police operational autonomy cannot succeed without reasonable levels of financial autonomy. Operational autonomy allows the police to make decisions and execute their duties without undue external influence, enabling them to act promptly and impartially in maintaining law and order. It empowers police officers to exercise professional judgment, respond swiftly to emerging situations, and enforce the law fairly and impartially. At the same time, the police require a high degree of financial autonomy to ensure that they have adequate resources, budgetary control, and flexibility to meet operational needs, including investments in training, technology, IT and physical infrastructure, and modern equipment. Reasonable levels of financial autonomy should be an essential aspect of administrative and operational autonomy.

While there may be a potential conflict between the crucial need for democratic supervision and avoidance of political interference, it is important

to strike a balance that upholds both principles. This balance can be achieved by establishing clear guidelines, legal frameworks, and oversight mechanisms that provide democratic accountability while safeguarding the operational independence of the police. It requires a system where political leaders play a statesmanlike role in policy formulation and civilian oversight, but do not unduly interfere in day-to-day operations, investigations, or transfers and postings. IPF shall continue to advocate for striking this delicate balance, in the interests of promoting the integrity and professionalism of the police.

Above all, it is important that the police leadership, as well as the rank and file, continue to grow professionally, and strive themselves to be worthy of the trust of the people, while also demonstrating their capacity to discharge the constitutional responsibilities vested on their shoulders.

Needless to say, developing the professional competence, the capacity to deliver, the credibility and trustworthiness should receive higher priority, even before seeking operational autonomy.

15. A STRATEGY FOR CHANGE MANAGEMENT IN INDIA'S POLICE ORGANISATIONS

Managing change in a hierarchical organization like the police, with deeply entrenched cultures built over 160 years and strong vested interests, may present huge challenges. Introducing drastic changes in hierarchical organizations with well-established power structures often encounters resistance from individuals who fear losing control. These individuals may oppose changes that disrupt their established authority or challenge existing practices.

Each police organization in the country has developed a unique and strong organizational culture of its own over the years, shaped by traditions, norms, and values. Altering deeply ingrained cultural aspects can be challenging and may encounter resistance from individuals

who are accustomed to the current operating methods. Moreover, the bureaucratic structure of the police organizations as well as the controlling government departments can impede change, even if such change is initiated by their own top leadership. Layers of hierarchy, rigid processes, and centralized decision-making can slow down the implementation of reforms and hinder agility and adaptability.

Moreover, building trust among stakeholders, including police officers, can be challenging when there is scepticism or suspicion regarding change efforts. Also, ineffective or inconsistent leadership can erode trust and make it harder to gain buy-in and support.

The biggest headwinds can arise from strong vested interests within the police organization or the government department that may resist change that could threaten their power, influence, or personal benefits. These interests can be deeply ingrained and may require careful navigation to overcome. Moreover, external pressures can also adversely impact change management efforts in the police. Political motivations, interference, or changes in government priorities may disrupt or hinder the implementation of reforms.

Addressing these challenges requires a comprehensive change management strategy that takes into account the unique context of the Indian Police in general and the specific police organisation in particular.

How IPF can support and assist police organisations in their Change Management Strategy

1. Assessing Organizational Readiness & building a roadmap: Individual police forces should conduct their own internal assessment to understand their organisational readiness for change, evaluating factors such as culture, leadership commitment, and resources available for the change initiatives being planned. IPF can support the police organizations to carry out such an internal assessment and also develop a detailed change roadmap tailored to their specific needs and challenges. This roadmap will outline the goals, objectives, timelines, and key actions required for successful change management.
2. Design and deliver training programs to police personnel on change management principles and practices that could help effectively navigate and lead change initiatives.
3. Organisations should identify change champions within and outside police organizations who can serve as influential advocates for change. Provide them with additional training and support to effectively communicate the vision, manage resistance, and inspire others to embrace the change.
4. IPF can offer technical assistance to police organizations in implementing change initiatives. This may include providing resources, tools, and templates to support the planning, implementation, and evaluation of change efforts. IPF can also provide technical support in facilitating and fostering open and transparent communication channels between police leaders, personnel, and citizens. IPF support can develop effective communication plans to ensure the dissemination of key messages, progress updates, and address concerns related to the change initiatives.
5. IPF can serve as an effective platform for police organizations to share experiences, challenges, and best practices in change management. It can facilitate peer learning and collaboration among police organizations to foster a supportive and learning-oriented environment.
6. IPF will be in a position to establish mechanisms to monitor and evaluate the progress and impact of change initiatives. It would be important to regularly assess the effectiveness of implemented changes and make necessary adjustments to ensure that desired outcomes are achieved.

A strategy that the IPF has been regularly following is the practice of Recognizing and Celebrating Success. It is always important to acknowledge and celebrate successes achieved during the change process. Recognizing individuals and teams who have contributed to successful change implementation to foster a positive and supportive environment.

By adopting these strategies, the Indian Police Foundation aims to engage with police organisations and other stakeholders to help create an environment conducive to transformative change, helping to bring about a systemic change in the quality of policing, uplift professional standards, and enhance service delivery. By working in close collaboration with police organizations, IPF envisions a future where the police are trusted, keeping pace with India's trajectory as a global political and economic power.

16. IPF'S STRATEGY FOR INTERNAL POLICE REFORMS

The IPF believes that there are a number of fundamental, non-controversial and politically neutral reforms that police departments can undertake, relatively easily and without much of additional financial or other resources. These reforms, focused on enhancing police access and service to citizens, and building trust, are crucial for transforming police stations into citizen-friendly institutions. The IPF has prepared a well-thought out strategy to drive internal police reforms, calling upon police departments to adopt some of these reforms, which can bring substantial relief to ordinary citizens. These internal reforms can be seen as the low hanging fruits on the police reform tree.

Internal police reforms, distinct from institutional reforms, can have a direct impact on police-citizen relationships and their non-implementation have been a major source of dissatisfaction among the public. While institutional reforms are essential, waiting for their implementation should not hinder police officers from taking steps to improve their own systems, processes and

behaviour towards citizens. Research by many senior police officers indicates that a number of recommendations of the National Police Commission (NPC) can be implemented by the police themselves, without waiting for political approval.

Police stations serve as grassroots level institutions responsible for crime prevention, investigation, maintaining public order, and providing security and services to citizens. They are often the first point of contact for individuals in distress or emergencies. Transforming police stations into citizen-friendly institutions requires improving accessibility, responsiveness, and the behaviour of police officers. This transformation is well within the remit of the police leadership itself and there is no prior political clearance necessary to undertake this reform aimed at making the police station a citizen friendly space. In fact, the political leadership will only be too happy if the police took the initiative for such reform.

These reforms are expected to encourage continuous improvement in policing, foster a collective commitment within the Department to achieve improved quality of service delivery and enhance citizens' satisfaction levels and trust in the police and higher morale of police personnel. IPF aims to establish clear and standardized operating procedures for various police functions, including investigation, patrolling, traffic management, and handling emergencies. SOPs should prioritize citizen rights, professionalism, and transparency.

What are the focus areas of the Centre for internal police reforms

- a. Ensuring Prompt and Professional Response to all complaints including calls made to helplines like Dial 100; Improve efficiency in handling complaints to provide timely assistance to citizens.
- b. Abolishing Illegal Detentions and Abuse: Minimize and ultimately eradicate illegal detentions, including those of relatives of the accused.

- c. Eliminate custodial torture, rapes, and fake encounters to safeguard human rights.
- d. Preventing Misuse of Legal Processes like the menace of false, suo moto or motivated FIRs; Ensure correct application of sections of the law to prevent misuse and artificially raising or diluting the gravity of the offence.
- e. Minimizing Harassment by frequently and unjustifiably calling people to police stations for inquiries, particularly of women and the elderly; Prevent unjustified search and seizure procedures without proper reasons or warrants.
- f. Reducing Unnecessary Arrests: Adhere to the 2009 amendment to the arrest law, which requires issuing notice before arrest in cases with punishments of less than 7 years; Enlarge on bail, people arrested in petty cases, or in bailable cases.
- g. Make efforts to improve the Quality of Investigation: by focusing on effective interrogation, accurate recording of statements, and utilizing scientific methods for evidence collection; Promote professionalism and competence in the investigation process.
- h. Make all efforts for improving Police Behaviour and Accessibility: better police behaviour towards complainants and witnesses, ensuring respectful treatment; Improve accessibility to the police for the public, provide assistance to victims, facilitate the grant of compensation, and protect witnesses.
- i. Strengthening Police Training: Enhance police training programs to develop professional competence in various areas, including investigation, preventive policing, law, and managing public order; Improve soft skills for effective communication with complainants, victims, media, political representatives, and telephonic interactions. Improve police behaviour with citizens.
- j. Managing Crowd Control with Minimum Force: As far as possible, minimize the use of force by police in managing peaceful or agitating crowds, students, laborers, farmers, and employees. Promote non-violent approaches to crowd management and ensure the protection of citizens' rights.
- k. Eliminating Unnecessary Preventive Detentions: Streamline preventive actions for bolstering statistics, avoiding unnecessary arrests and bindings under sections 106 to 110 of Cr. PC. While strict enforcement of traffic rules is a must, discourage the imposition of excessive traffic fines for record-keeping or revenue generation purposes.
- l. Streamlining Citizen Services: Simplify and streamline various citizen services such as permissions, NOCs, licenses, police verifications, and providing copies of documents; Improve transparency and efficiency in these processes while keeping citizens informed of progress in their cases.
- m. Combating Corruption and Partisan Behaviour: Actively address instances of corruption within the police force.
- n. Promoting a culture of impartiality and fairness in everyday policework; Implement measures to ensure ethical conduct and prevent partisan behaviour.
- o. Enhancing Work Environment and Morale: Improve the work environment in police stations to foster a positive atmosphere; Boost the morale of the constabulary and subordinate police officers through motivation, recognition, and adequate support. Make efforts to enforce a shift duty system to ensure adequate rest of personnel.
- p. Strengthening Community Engagement: Promote community policing initiatives to build trust and cooperation between the police and the community. Encourage collaboration, partnerships, and proactive engagement to address local concerns and maintain public safety.

It will be seen from the above list that these are all basic reforms that can bring huge relief to citizens. Moreover, their implementation does not require any political approval or financial investment. The IPF Centre for Internal Police Reforms focuses on a wide range of areas to bring about meaningful changes within the police system. By addressing issues such as prompt response and curtailing human rights violations, misuse of legal processes, harassment, corruption, and focusing on community engagement, the aim is to transform the police into a more accountable, efficient, and citizen-centric institution. Through comprehensive internal reforms, the police departments can enhance their professionalism, improve public trust, and provide effective services to the citizens.

What are the Expected Outcomes of the IPF Strategy on Internal Police Reforms ?

- a. Reducing Citizens' Fear of Police and Improving Access: Decreasing the fear of the police among the general public; Enhancing police accessibility and availability for common citizens, especially those from the poor and marginalised sections of society.
- b. Improving Police Response to Complaints and Crimes: Enhancing the responsiveness of the police to public complaints and reported crimes. Ensuring timely and efficient handling of complaints.
- c. Enhancing Service Delivery to Citizens: Improving the delivery of services provided by the police to citizens; Ensuring efficient and effective assistance to individuals in need.
- d. Improving Attitude and Behaviour of Police: Improving the attitude and behaviour of police officers towards the general public; Fostering courtesy, and respect in all interactions.
- e. Improving Professionalism and Quality of Investigation: Enhancing the professionalism and quality of police investigations. Improving the overall efficacy of the criminal justice system.
- f. Standardizing Police Functioning: Establishing benchmarks and common minimum standards for various aspects of police functioning; Standardizing response times, document delivery, and other essential services provided by the police.
- g. Compilation of Best Practices: Compiling and sharing best practices from various states, union territories, and from police organisations abroad; Facilitating the replication of successful initiatives across the country.
- h. Revision of Standard Operating Procedures (SOPs): Developing, Updating and frequently amending State Police Manuals to ensure SOPs are human rights compliant and citizen-oriented. Incorporating best practices and ensuring uniformity in policing processes.
- i. Promoting Community Engagement and Policing: Encouraging community engagement and community policing in day-to-day police functioning. Enabling the flow of intelligence and information from the public to the police, leading to a reduction in crime and improved security.
- j. Combating Misuse of Powers and Misconduct: Minimizing the misuse of discretionary powers and instances of misconduct in investigations. Improving training, sensitization, and close supervision, and establishing citizen/society oversight mechanisms.
- k. Minimizing the Excessive Use of Force: Reducing the unnecessary use of excessive force by the police in maintaining law and order. Ensuring continuous training, briefing, and providing adequate protection gear and equipment.
- l. Bringing Transparency and Accountability: Promoting transparency and accountability in police functioning. Establishing mechanisms for internal controls, oversight and ensuring adherence to ethical standards.

- m. **Enhancing Public Satisfaction and Police Image:** Improving public satisfaction with the functioning of the police. Enhancing the overall image and reputation of the police among the public.
- n. **Building Trust:** Enhancing the trust in the government, and other stakeholders in the policing system. Establishing a positive perception about the police.
- o. **Promoting People-Friendly and Democratic Policing:** Establishing a culture of people-friendly and democratic policing in India. Ensuring that the police force serves the public with professionalism, fairness, and respect for human rights.

To achieve these outcomes, the reform agenda must be ingrained in every member of the police force, starting from their training days. It should be a mission and motto for the police leadership and the entire police force, promoting a comprehensive and lasting transformation in the way policing is conducted.

IPF, in consultation with a selected number of State Police Organisations, has drawn up an action plan to drive internal police reforms, particularly at the police stations level, to improve citizen services and build trust between the police and the public. The plan includes establishing clear and standardized operating procedures that prioritize citizen rights, professionalism, and transparency in various police functions such as investigation, patrolling, traffic management, and handling emergencies. The ultimate goal is to foster continuous improvement in policing, leading to higher citizen satisfaction, increased trust in the police, and improved morale among police personnel.

The Internal Police Reform Project, being the first, structured effort at the national level to drive positive change at the grassroots level functioning of the police, holds the potential to be of tremendous transformative impact in India's policing, perfectly aligning with the strategic vision of the Indian Police Foundation.

17. BUILDING A STRATEGY TO PROMOTE STRICT, IMPARTIAL AND PROFESSIONAL POLICING

Lately, a worrying trend has been the propagation of hatred and animosity between different political groups, castes, ethnicities and religions. It is disturbing to see radical elements openly propagating hate messages, calling for social boycott and even open incitements to commit violence. We have also been witnessing rival political factions, warring ethnic groups and fringe elements using hate messages to amplify each other's alleged vulnerabilities and defects, thereby intensifying existing tensions between them. The capacity of social media to rapidly amplify such divisive and inflammatory messages only serves to exacerbate the flames of hostility among these groups. Left unchecked, this dangerous trend has the potential to ignite communal tensions, unrest and violence.

There have been instances in some States, where gangs linked to different political parties have been frequently clashing with rival groups, leading to senseless acts of violence resulting in loss of lives and the destruction of property. Similarly, there have been sporadic instances of incitements of communal passion and violence in some States.

Even as divisive elements continue to create schisms among people based on caste, communal affiliations, ethnicities, sub-nationalities, and political allegiances, setting small fires in different parts of the country for their ulterior motives, it becomes increasingly imperative for the police to remain alert, while acting swiftly and fairly, without bias, fear, or favouritism. It is important that the police recognize and neutralise potential threats to public order at an early stage, taking firm, decisive, and impartial action, regardless of political or other affiliations. Police officers do recognise that if the initial opportunities are lost to bring the situation under control, there is a risk that the situation could escalate beyond their control.

A compelling case study could be of the recent ethnic clashes in Manipur, where escalating mistrust between ethnic groups led to unprecedented levels of violence. During the outbreak of violence, certain police officers were alleged to have openly favoured their respective tribes, displaying open partiality in both their actions and inactions. There have been allegations of failure in protecting citizens under their care. The alleged handing over without resistance of sophisticated arms and ammunition of the police to marauding groups has led to a dangerous situation in the State. These incidents are still under investigation, and the circumstances under which they happened are still being ascertained. However, it is important that police organisations in the country draw lessons from these incidents, which have led to a complete breakdown of policing and governance and the total loss of trust in the State's law enforcement system.

Considering these alarming trends, the Indian Police Foundation calls upon all police organisations in the country to craft a comprehensive strategy to promote strict, impartial and professional policing. Such a strategy must include the following elements:

- Respond swiftly to incidents, even if they are of minor nature, that may have the potential to escalate. Proactive action can prevent these incidents from spiralling into larger conflicts.
- Implement specialized training modules for police officers focused on handling sensitive situations, diversity, and impartial conduct. This equips police officers with the tools to defuse conflicts and ensure fair treatment irrespective of background.
- Initiate community outreach programs that facilitate open discussions between police and citizens. Regular interaction can help build trust, dispel misinformation, and address concerns, fostering a sense of unity and shared responsibility.
- Establish dedicated units within police departments to monitor and address hate speech and incitement online and offline. Rapid intervention can prevent the escalation of conflicts and demonstrate the police force's commitment to maintaining harmony.
- Enforce a strict policy of non-partisanship in handling clashes between political factions or rival groups. Impartial actions signal the police's dedication to upholding law and order rather than favouring any group.
- Institute mechanisms for oversight and accountability, ensuring that police officers are held responsible for any partial behaviour or misconduct. This transparency helps build public trust in the police force.
- Invest in leadership development programs that emphasize ethical decision-making and conflict resolution skills. Strong leadership at all levels of the police force sets the tone for professional conduct.
- Develop clear crisis communication strategies to disseminate accurate information during tense situations. Timely communication can prevent the spread of rumours and misinformation.
- Launch public awareness campaigns to educate citizens about the consequences of hate speech, communal discord, and violence. Creating awareness can discourage participation in such activities.
- Forge partnerships with civil society organizations, religious leaders, and community influencers to collectively combat hate speech and promote unity.
- Identify communally sensitive areas: Identify areas that are prone to communal tensions and conflicts. Develop a focused approach by deploying officers who are well-versed in community dynamics and possess cultural sensitivity. Establish regular dialogues and partnerships with leaders from various communities, emphasizing unity and understanding. Collaborate with local NGOs, religious institutions, and community associations to create platforms for peaceful interactions and discussions.
- Identify and monitor sensitive religious processions and conflict points: Identify religious processions and events that have

previously encountered resistance or conflicts among different communities. Plan well; deploy adequate personnel to ensure the safety and smooth progression of these events. By maintaining a visible and neutral presence, the police can deter potential provocations and promptly address any disturbances. Engage with religious leaders to ensure cooperation and adherence to guidelines, minimizing the chances of confrontations.

- Identify troublemakers from rival groups; individuals with a history of instigating conflicts and violence within rival groups. Maintain updated databases of individuals involved in past incidents and clashes. Allocate resources to enhance surveillance on individuals known for causing trouble within rival groups. Employ modern technology, such as CCTV cameras and social media monitoring tools, to track their movements and communications. This proactive approach can help the police to intervene before situations escalate.

These are some of the fundamental preventive measures that every professional police officer is familiar with and most police organisations are

adhering to them. Nonetheless, the above list will serve as an indicative checklist, so that none of these essential elements are overlooked.

The recent occurrences must be seen as a clear writing on the wall. As a think tank, IPF is happy to work with police organisations to evolve and implement a comprehensive strategic framework that combines

- (i) Research and Data Analysis
- (ii) Creating awareness
- (iii) Policy Advocacy
- (iv) Capacity building and
- (v) Monitoring and Evaluation.

IPF believes that the professionalism, courage and resolve of police officers to stand up against illegal acts and their effectiveness in enforcing the law swiftly, strictly, and without bias, regardless of political affiliation, ethnicity, caste, or religion, will ultimately determine how peaceful our country will remain in the months and years to come.

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