

## Chapter 1

# **Personnel Management :Concepts & Police Contexts**

### **Introduction**

1. Personnel management concerns with obtaining, organizing, utilising and motivating the human resources required by an organization. It develops requisite organization climate and management styles to promote effective effort of co-operation and trust among all employees. This also helps the organisation to meet its legal obligations and social responsibilities. To sum up, the personnel management aims at getting effective results by organizing and directing the co-operative efforts of human beings.

### **The Objectives**

2. Important objectives of the personnel management are following:

- (i) To make an effective contribution to the achievements of the organization and to the fulfillment of its social responsibilities.
- (ii) To design and develop an effective organization which will respond appropriately to change.
- (iii) To ensure that the activities required to achieve objectives are properly catered for.
- (iv) To group the activities logically together
- (v) To achieve effective integration of the activities
- (vi) To ensure that the people in the organization understand and accept their responsibilities
- (vii) To ensure that the organization climate and management style is conducive to enthusiasm, cooperation and trust.
- (viii) To obtain and develop the human resources required by the organization and to use and motivate them effectively
- (ix) To ensure that the quality and quantity of manpower is available to meet short and long term needs.
- (x) To train and develop manpower to achieve maximum effectiveness
- (xi) To make the best use of the skills and capacities of employees

- (xii) To provide the optimum amount of responsibility, challenge and opportunity in work
- (xiii) To design and implement effective reward and incentive systems
- (xiv) To integrate and balance individual needs with those of the organization
- (xv) To create and maintain a co-operative climate of relationships within the organization
- (xvi) To develop systems and procedures which will ensure that employees are treated fairly and equitably.
- (xvii) To encourage more active and productive participation at all levels
- (xviii) To enable better two-way communications.
- (xix) To meet the organization's social and legal responsibilities
- (xx) To provide ample scope for self-development and job satisfaction
- (xxi) To provide good, healthy and safe working conditions
- (xxii) To provide equal opportunity for employment and promotion
- (xxiii) To provide a reasonable degree of security and continuity of employment
- (xxiv) To reward employees in accordance with their contribution
- (xxv) To meet the spirit as well as the letter of the legal obligations of the organization.

### **The Purpose**

3. As a result of various activities of the personal management :

- (a) the organization develops and maintains its effective.
- (b) the organization obtains, develops and retains the quantity and quality of staff for its present and future needs;
- (c) the best use is made of staff and the maximum degree of effective effort is obtained from them;
- (d) constructive and harmonious relationships are established and maintained with the staff which will encourage the highest degree of cooperation from them;
- (e) staff are provided with the maximum scope to use their capacities to the full and to develop within the organisation;
- (f) equal opportunities are provided to potential or existing employees for employment or promotion;
- (g) conditions of employment, employee benefits and working conditions are established which will help to achieve the objectives set out above and will also

mean that the organization meets its social and legal responsibilities towards its employees.

### **Role of the Personnel Management**

4. Main role of the personnel management is to provide advice, services and functional guidance which will enable management to deal effectively with all matters concerning the employment of people and the relationships between the management of the organization, the people and the employees. Its overall aim is to make an effective contribution to the achievement of the objectives of the organization and to the fulfillment of its social and legal responsibilities. The particular aim is to ensure that the personnel objectives of the organization are achieved and the performance of the personnel functions is judged on the extent to which these objectives are met. Personnel function is a very critical sub-system of enterprise management. Through planned acquisition, organization and motivation of human resources it assists the management in efficiently achieving organisational goals and objectives. It provides a systematic opportunity to the organization in critically assessing and optimizing human contribution towards organizational effectiveness.

### **Effectiveness Parameters**

5. Effectiveness of Personnel Department depends upon the following five factors.

- a) Support of top management;
- b) Organic linkages with other sub-systems of the organization;
- c) Quality of co-operation from line managers;
- d) attitudes and insights of departmental functionaries, and
- e) Formulation and effective implementation of policies, systems and procedures.

### **The Role Profile**

6. Personnel Departments as a repository of data on the profile, roles and contributions of human resources not only acquire pre-eminent position in organizational hierarchy, but plays a significant role in achieving organisational excellence. Ideally speaking the Personnel Department should play the following roles:

- a) Advise top management in selecting strategies and approaches that will optimize the contribution of human resource;
- b) Formulate long and short range personnel policies, systems and procedures;
- c) Guide and assist line managers in effective implementation of policies and programmes;
- d) Serve as an effective link between management and employees;
- e) Improve the quality of information sharing through two-way communications;
- f) Create an enabling and facilitative climate to optimize employee cooperation, motivation, efficiency, discipline, growth and welfare.
- g) The personnel department advises on personnel policies, strategies, procedures and methods and on the approach that should be adopted to deal with personnel, and professional relations and the problem thereof.
- h) The personnel function has to carry out research and keep in touch with current developments in legislation, social thought, the behavioural sciences and the views of the stake holder.
- i) It must normally be aware of what is happening in the outside world, but it must be equally capable of relating environmental changes to the situation within the organization.
- j) The personnel function has to keep closely in touch with trends within the organization measuring its employees' level of morale, motivation, commitment and general satisfaction with the organization as employers.
- k) The functional guidance role of the personnel department is to interpret and help to communicate personnel policies and procedures approved by top management, and, on behalf of top management, to provide guidance to managers which will ensure that the policies and procedures are implemented and maintained.

### **Police Personnel Contexts**

7. Formulation of personnel policies for police should depend on the following specific contexts of police functional environs.

- I. Unity of command, centralized authority, rigid hierarchical structure, one way communication, impersonality, unquestioned compliance of orders and instructions are some of the significant features of police organization. Police, however, in a democratic set up can neither adopt the ways and

means of Defence Forces nor have the resources, institutional machinery and infrastructure of the civil organizations.

- II. In the absence of institutionalized systems and procedures and because of heavy pre-occupations with operational duties and management of civil crises from time to time, the staff matters do not receive adequate time and attention they deserve and eventually get pushed into the background. The existing personnel policies in the police are generally antiquated, adhoc and sketchy and do not do justice to the current and emerging needs of police personnel.
- III. Any one familiar with the working of the police system in the country will readily concede that personnel management in police organization lacks long-range planning, scientific exactitude and necessary infrastructure. The situation looks much grimmer, when comparisons are made between the police and other premier organization.
- IV. We can not run away from the reality that any neglect, adhocism and non-institutionalized approach towards the legitimate aspirations and expectations of the police personnel for a better quality of life will have very grave implications for employee morale, efficiency and the credibility of the force.

### **Rationale for Personnel Department in Police**

- i. While, work and social pressure on the police personnel, since, independence, have registered a quantum jump in quantitative and qualitative terms due to growth in population, mass education, socio-economic legislations, industrialization and planned economic development etc., the size of the Force, infrastructural facilities and management systems and procedures have lagged behind. Police officers and staff have to therefore discharge their duties under severe stress and proverbial constraints of human and financial resources.

- ii. Any further neglect of the needs and aspirations of the personnel is bound to have adverse impact on the morale of individual staff and officers and the effectiveness and credibility of the whole police system. Police administrators should initiate certain policy measures to cope with the present situation and take pro-active steps to qualitatively improve the working life of the police personnel.

### **The Mechanism**

8. Personnel Management Concepts in the police departments are in a vascular focus. Scientific, systematic and broad based concepts and polices couldn't be developed due to various reasons. This is high time that well developed mechanisms to look after various aspects of personnel management are developed and adopted in the police organisations. Following are some of the prerequisites in their contact

**(i) Set up Personnel Responsibilities Centers :** Responsibility Centers for perspective planning, monitoring, evaluation, anticipation and coping with man-management problems, issues and challenges should be created in each State and Central Police Organisations at relevant levels, i.e. State Headquarters, Zone, Range and District. This should serve as a nerve centre for feeling the pulse of police personnel at all levels and initiate appropriate remedial actions. The Personnel Department in the Police Force should be manned by police officers themselves and should be headed by an officer of the rank of Add DGP/Inspector General of Police who should be assisted by appropriate staff and suitable rank of officers at other levels.

**(ii) Modification & Updating of the Rules & Procedures :** The antiquated rules and regulations should be updated and modified to reflect contemporary conditions and circumstances. Man-management manuals should be codified expeditiously and circulated to all concerned for guidance and effective implementation of personnel policies and programmes.

**(iii) Manpower Assessment :** Manpower strength of the Personnel Department at various levels should be worked out on the basis of an exhaustive study of the current and likely work-flow and the size of the force at each location.

**(iv) Structure & Other Parameters :** While designing the structure of the Personnel Department sufficient care should be taken of the principles of organizational design e.g. unity of command, span of control, decentralization, delegation of powers, role clarity, interdepartmental co-ordination, cultural ethos of the police force etc.

**(v) The Sub- Systems :** Personnel Department should have the following sub-systems at the apex level.

- A. **Personnel Administration :** Recruitment, induction, placement, transfer, promotion, salary administration etc.
- B. **Staff Relations :** Grievances, Discipline, Communication, Public Relations, Staff Relations, Legal Matters etc.
- C. **Planning and Development :** Man-power planning, Career Planning, Appraisal of Performance, Personnel records, Manuals, Research and Publications and Training.
- D. **Welfare and Services :** Premises, Housing, Education, Sports, Medical, Provident Fund and Superannuation benefits, Consumer Co-operatives.

**(vi) Set up Apex Committee :** For effective planning and co-ordination of policies and programmes it is desirable to constitute an Apex Committee on Human Resource Management. All officers heading the sub-systems should be the members of this committee. The Committee should meet at the beginning of the year to plan, coordinate the activities of each sub-system and to allocate resources required in a scientific and equitable manner. A mid-term review of the progress made should be under taken, and corrective actions initiated in areas where progress has not been upto the mark.

**(vii) Job Description & Job Analysis :** To facilitate efficient discharge of duties by each role incumbent very comprehensive job descriptions and job analysis methods should be evolved. For this purpose the Police Department may appoint a "Task

Force" for time bound completion of the task. If required they may seek external professional expertise.

**(viii) Specialization Contexts :** The functionaries in the Personnel Department should clearly understand that their role is basically of a "Staff Specialist". Their effectiveness would therefore lie in the quality of guidance and support they can give to the operating (line) functionaries. The Head of the Organization should therefore make all efforts to reinforce the complimentary and supplementary features of the line and staff functions.

**(ix) Specialized Training :** Personnel officers should be given specialized training in scientific management to optimize their performance. The Central and State level training institutions should, therefore, arrange crash programmes in personnel management for various levels of functionaries.

## **9. Perspectives on Police Personnel Management**

- I. In a service organization like the Police, proper utilization of the human resource is the most important prerequisite for achieving the objectives. The need for the formulation of uniform and purposeful policies of selection, training, career planning, etc., has been recognized, but little attention has been paid to the planned growth, development and better utilization of the police personnel, which constitute the most important resource of the department. Neglect of this vital aspect has been mainly due to the fact that personnel management has been left-in the hands of individual unit commanders, who are unable to spare either the time or the attention that is required; nor is there any effective agency at the State police level to look after this significance aspect of police working.
  
- II. Great volume of work relating to recruitment, training, placement, promotion, transfer, welfare, retirement, etc., of large bodies of policemen continues to be attended to by small staff units working under Deputy Inspector-General of Police or an Assistant Inspector-General of Police with the help of a few clerical staff in the State headquarters and by the Superintendents of Police/Commandants at the District/Battalion levels.



- III. Recruitment procedures and stipulated qualifications are not reviewed at regular intervals. If the right types of persons are to be selected in order to make the force a more useful service organization, the task of selection to various posts needs to be entrusted to a specialised agency within the force.
- IV. Training of the selected personnel is of vital importance. There is great need for change in the attitude and outlook of the policemen towards society, and for the development of new methods and techniques in dealing with police problems. There is also a need to reorient and remodel training syllabi and methods. In-service training, which is the very basis for higher level of performance, is conspicuous by its absence in many States.
- V. Career management suffers a great deal in the police forces due to inadequacy of personnel policy. Identification of merit and finding the right person for the right job, is not being attended to properly in the present system of haphazard selection and unsystematic induction of persons to man various jobs requiring requisite skills, aptitudes and values.
- VI. There is no uniform promotion policy, either, to ensure fair and proper promotion opportunities to all persons. As a corollary to this, the existing personnel appraisal system, on the basis of which a man's suitability for promotion is often assessed, could also be called unscientific and casual in approach.
- VII. Some States and Central Police forces have gone into technical modernization in a big way and evidently in the near future policemen will be required to handle sophisticated equipment and work in technologically developed surroundings. The recruitment process, therefore, has to be sufficiently modified to cater to the personnel requirements needs of the future.

VIII. The existing systems of personnel management in the police are outdated and inadequate to cope with the ever growing human problems. The only alternative lies in the creation of Departments of personnel in the forces to deal exclusively with the human resources management.

IX. The objectives of the Department of Personnel will be to provide for a steady supply of competent, well-trained people at all levels and to help the operating management provide the climate wherein these people can work together towards the accomplishment of the goals of the organization.

### **Functions of Police Personnel Wing**

10. The function of the Department of Personnel Primarily concerns the manpower management. Manpower management is concerned with the maximum utilization of human resources to help attain the organizational objectives. It does so by ensuring that the required manpower is available when needed, and that, it is used effectively. Manpower management includes the following personnel functions:

- Recruitment
- Career planning
- Promotion
- Performance appraisal
- Discipline
- Grievances
- Welfare
- Policy and Research

### **Recruitment**

11. The vital importance of a sound and far-sighted recruitment policy need not be over-emphasized. The absence of a definite recruitment policy leaves too wide a gap between actual job requirements and the enlisted staff. It is, therefore, necessary to determine the job requirements first. For example, it has to be decided as to what type of work a Constable, or a Sub-Inspector or an Assistant Superintendent of Police is

required to do at present and may be required to do in the future. Once the requirements are defined, the next task is to select the required number and the right type of persons. Here long-term planning becomes imperative as the induction of too many persons at one stage will result in the denial of promotion and employment opportunities to a large number of persons in subsequent years. This is more so in the police force in which people are inducted at higher levels simultaneously. This phenomenon is too well known to those who are familiar with the working of the police forces in which only 20 - 30% of the Constables can ever hope to go even one stage up. A proper balance, therefore, has to be worked out between recruitment at higher levels and promotion opportunities.

### **Training**

12. The next important function of the Department of Personnel will be training. Training programmes are said to be as good or as bad as the personnel system, and as there is no link-up, at present, between recruitment and training on the one hand, and training and placement on the other, the benefits of training are often lost. This link-up can be affected only by a Department of Personnel which has the potential to formulate the various policies concerning the personnel, right from the time of recruitment. Higher level of performance needs carefully planned training at all levels. In-service training and training programmes for training staff are some of the methods to achieve this.

### **13. Career planning**

- i. An important function of the Department of Personnel is career planning. It is a scientific system which enables the organization to meet its current and projected manpower needs through optimum development and utilization of employees' skills and potential. Proper career planning is impossible in the present system which does not provide for the collection and processing of bio-data and performance-data of the personnel, and making recommendations on the basis of these fundamental inputs.
- ii. As a result, placements (postings and transfers) are made on an ad hoc basis. It will, therefore, be necessary to :-
  - identify job requirements;

- advise on the qualifications required for each post and prepare panels for selection;
  - hunt constantly for talent;
  - select persons for specialised training.
- iii. The aim should be maximisation of the career development of the individual and the operational efficiency of the force.

### **Promotion**

14. Ill-planned promotion policies lower the morale of the force. The Department of Personnel has to formulate promotion policies for various categories on the basis of studies made of the various promotion channels, possible fluctuation in the rate of promotion, optimum ratio of promotions to direct recruitment, etc.

### **Performance appraisal**

15. A proper personnel appraisal system is vital for career planning and is indispensable in matters of promotion and placements. The police forces in this country lack proper and scientific appraisal systems. The only instrument available now is the confidential reports. An objective appraisal of the personnel can hardly be done on the basis of the existing system. One of the functions of the Personnel Department will be to devise a proper system of performance appraisal and to review the system periodically. In addition, the department will also have to process the performance appraisal reports for career planning, placement, etc.

### **Discipline**

16. Discipline is another important area which has to come under the purview of the Department of Personnel. Though the responsibility of initiating and disposing of departmental proceedings will continue to rest with the operational authorities, processing and reviewing the departmental enquiries will be a function of the Department of Personnel.

## **Grievances**

17. Dealing with the grievances of the staff will be one of the major functions of the Department of Personnel. Individual or localized grievances concerning housing, leave, transfer, etc., could be dealt with more effectively and promptly by the staff of the Department of Personnel at the district or unit levels. Collective grievances concerning wage structure, working conditions, schooling and medical facilities, etc., will be dealt with by the Department of Personnel at the State level. The department will also serve as a liaison between the police staff associations and the head of the force. The effectiveness of the Department of Personnel will depend upon its ability to resolve the grievances of the staff promptly and efficiently.

## **Welfare**

18. Welfare of the force follows closely the function of grievance redressal. Positive welfare policies will have to be evolved and implemented. These should cover a host of welfare activities like accident relief, canteen, credit societies, compensation to and rehabilitation of handicapped employees, legal and financial assistance, post-retirement employment, vacations, holidays, recreation, sports, education opportunities, travel concessions, and other facilities. Medical aid and the safety and security of personnel are also to be supervised by the Department of Personnel.

## **19. Policy and Research**

(I) The policy formulation function of the Department of Personnel covers a variety of subjects some of which are listed below :

- (a) To formulate overall policies, in aspects like recruitment, promotion, morale, discipline, career development, training.
- (b) To undertake studies of comparative personnel systems and their applicability to the force.
- (c) To consult expert bodies with a view to evolving new policies.
- (d) To draft orders, reports and policy statements as necessary in respect of personnel management.
- (e) To conduct evaluation of policies from time to time.
- (f) To initiate proposals for the creation of new posts.

- (g) To study and suggest remedial measures for personnel problems referred to the department by operational authorities.
- (h) To keep personnel policies constantly under review.

(II) The area of greatest contribution for the Department of Personnel is that of innovating and introducing changes and raising the quality of employee performance to higher levels than before. It means keeping abreast of new developments and introducing new ideas which might contribute to growth. The twin objective of personnel management reforms should be to preserve and strengthen the good points of the existing system and simultaneously to find remedies for the prominent shortcomings of the old system.

(III) Personnel management has to cope with several new problems that are bound to arise as time goes by. Continuous research on the basic aspects of personnel management can, to a certain extent, anticipate problems of the future and devise means to deal with them.

### **The Structure of the Police Personnel Departments**

20. The Department of Personnel at the State level will be headed by a Director of the rank of Addl. DGP/Inspector-General of Police. The officer should be senior enough to project effectively the personnel policies. It is relevant to quote the recommendations of the Study Team of the Administrative Reforms Commission regarding the selection of the senior staff of the Department of Personnel. "If the new Department of Personnel is to make a decisive impact on personnel administration in the Government of India, its head should be no one less than a Secretary to the Government of India."

### **21. The Wings**

(I) The Department of Personnel will have five wings each under a Deputy Director assisted by Assistant Directors depending on the size of the force and the relative importance of the wings :-

#### **A. Recruitment A Staffing Wing**

Recruitment policy for all levels, Liaison with Employment Exchange, State Public Service Commissions, recruitment boards.

Fixation of ratio of promotions to direct recruitments

**B. Training Wing**

- Formulation and coordination of various training policies;
- Police Training Colleges and Recruit Training Schools;
- In-service training programmes,
- Publication of training material;
- Liaison with other training institutions.

**C. Career Planning Wing**

- Performance appraisal system;
- Determination of job requirements and man specifications;
- To hunt constantly for talent by identifying positions requiring special qualifications and by developing systems and methods to spot and develop the needed special talents;
- Liaise with other Ministries and departments where police personnel are deputed.

**D. Discipline and Welfare Wing**

- Conduct and discipline policies;
- Processing of departmental enquiries;
- Legal advice;
- Redressal of grievances;
- Salary and wage structure;
- Matters relating to police staff associations;
- All matters relating to welfare;
- Medical facilities;
- Sports activities;
- Motivation and incentives;
- Resettlement of retired police personnel

**E. Research, Policy and Planning Wing**

- Research on problems concerning Department of Personnel e.g.:
- Recruitment methods and selection techniques;

- Promotion policies and transfer policies;
- Performance appraisal;
- Staffing pattern;
- Manpower forecast and planning;
- Morale, motivation and incentives;
- Conduct and discipline;
- Comparative personnel systems, attitude surveys;
- Need for specialisation.
- Drafting reports, policy statements and orders relating to personnel management;
- Reference from and to Pay Commissions and other bodies;
- Review and evaluation of existing policies and rules;
- Advising unit officers on policy interpretation

(II) At the district or unit operational level, the Superintendent of Police or Battalion Commander also performs many functions relating to personnel which require the assistance of the Department of Personnel. A certain degree of decentralization of the Department of Personnel will facilitate this process. An officer of the rank of an Additional Superintendent of Police be posted in each district/unit to assist the district/unit head in matters relating to personnel management.

(III) The Zone Inspector General of Police, Range Deputy Inspector-General of Police also has to deal with matters concerning personnel management. He can draw the necessary assistance in these matters from the force level Personnel Department.

(IV) The Additional Superintendent of Police will assist the Superintendent of Police/Unit Commander in the following matters :

- Recruitment of constables
- Transfer of Sub-Inspectors, Head Constables and Constables
- In-service training of Sub-Inspectors, Head Constables and Constables
- Performance appraisal of Sub-Inspectors, Head Constables and Constables
- Processing of departmental disciplinary proceedings
- Redressal of grievances



- Welfare and Sports activities
- Maintenance of personnel record system
- Resettlement of retired police personnel

(V) Utmost care should be taken in the selection of the man to head the Department of Personnel. He is the chief personnel officer who deals directly with the top executive and bears the responsibility for the complete mission of the personnel function. He must have wide experience in matters pertaining to personnel management, training, welfare and all other functions of the Department. He must have the confidence required to interface with the head of the force.

(VI) The following blue-print for a whole time body which would undertake personnel planning for the State Police Forces in India deserves serious study at forums of senior police officers :

- a) There will be a Directorate of Personnel for every Force. The Director will ordinarily be of the rank of Inspector-General of Police. The object of giving him such high status is to ensure that he possesses enough authority to make his presence felt and is also in a position to directly liaise with the Government.
- b) The Director will be assisted by a Deputy Director (with the rank of IG/D.I.G.) who will be the Staff Officer and relieve the former of his day-to-day routine. There will be another Deputy Director who will be a field officer and to whom trouble-shooting exercises will be entrusted for personal attention. He will maintain active contact with all operational units which are required to formulate and implement subsidiary plans.
- c) Apart from preparing a perspective plan for personnel management to be updated from time to time and which would cover the entire Force, the Directorate of Personnel would
  - i. formulate recruitment policies and standardize procedures for selection;
  - ii. assist the Force headquarters in manpower planning;
  - iii. assist it in initiating welfare activities so that uniform standards are ensured throughout the Force;

- iv. assist the field officers in the matter of communicating with their men on policy matters; and
  - v. maintain close liaison with the Government to monitor plan proposals and their acceptance,
- d) In every District there will be a Planning Officer of the rank of Deputy Superintendent whose responsibility will be to formulate perspective and short-term personnel plans for his District and submit them to the concerned Range Deputy Inspector-General of Police through the District Superintendent of Police. While the latter will not have day-to-day planning responsibility and will be allowed to concentrate on his primary tasks of preservation of peace and prevention and detection of crime. He will broadly oversee the work of the Deputy Superintendent (Planning) so as to satisfy himself that planning tasks receive adequate attention. He should step in effectively when he feels that progress on this front is not adequate.
- e) Although it would be the responsibility of the above Deputy Superintendent and the Range Deputy Inspector-General to formulate personnel plans, their implementation (after acceptance of each District plan by the Directorate of Personnel) would be the task of field officers such as Sub-Divisional Officers and Inspectors. In this process they would, of course, receive the required guidance from the Deputy Superintendent (Planning) and the Range Deputy Inspector-General who are expected to monitor and ensure implementation of plans.

## Chapter 2

# **Manpower Planning: Parameters & the Police Contexts**

### **Introduction**

22. Manpower planning is the scientific process of evolving the right quantity of right men, required in future, at the right time, for the right job. This is a process by which it is determined as to how the organisation should move from its current manpower position to its desired manpower position. In the police contexts this process is often defined as re-organisation of police.

### **Main Features**

23. Manpower planning aims at ascertaining the manpower needs of the organisation both in right number and right kind. It includes an inventory of present manpower in order to determine the status of the present supply of available personnel and to discover undeveloped talent within the organisation. It also assesses future manpower requirements. Manpower planning must focus not only on the people involved but also on the working conditions and relationships in which they work.

### **Basic Elements**

24. The basic elements of manpower planning should be : forecasting the future needs of manpower, developing a sound requirement and selection procedure. Proper utilization of available manpower and controlling and reviewing the cost of work involved through manpower.

### **Objectives**

25. Specific objectives of manpower planning are :

- (i) making correct estimate of manpower requirements,
- (ii) managing the manpower according to needs of the organisation,
- (iii) helping in recruitment and selection,
- (iv) maintaining production and service levels,

- (v) making employees development programme effective,
- (vi) establishing harmonious relations,
- (vii) reduction in labour costs and minimisation of labour wastage.

### **Nature of Manpower Planning**

26. Manpower planning is a continuous process. Nobody will like the idea of recruiting manpower for the ultimate capacity in the first stage and pay for idle hours and induce in the staff with chronicity for lower efficiency. Manpower assessment is to be done every year, and should be revised periodically at fixed intervals keeping in view the organisations tasks and programmes of the year to cover and time required for introduction and training. For carrying out a healthy and fool proof manpower planning, an efficient, experienced, and highly skilled and qualified staff should be provided within the organisational structure.

### **The Constraints**

27. The manpower planning is a continuous and dynamic process. It should be looked upon by considering various limitations imposed upon the planning department. The national employment policy, organisational instructions, dynamics of the social and political forces which affect the financial, production, marketing and general management policies of the organisation should be taken into account when manpower planning process is in the pipeline. For effective manpower planning the job analysis, job description and job evaluation should be carried out, and then the element of uncertainty and probability of failure should be considered.

### **Factors Affecting Manpower Planning**

28. Manpower planning is one of the most complex, dynamic, critical and complicated task. A number of factors have to be considered for an effective and efficient manpower planning. A few important factors generally considered in manpower planning are working hours/number of shifts, nature of work, duties mix, performance parameters and hours lost and hours spent on duty.

### **Importance of Manpower Planning**

29. A sound personnel policy requires that there should be adequate number of persons of the right type to attain its objectives. Personnel objectives cannot be achieved without proper manpower planning. The importance of manpower planning can be judged on factors like increase in the size of work, functions and duties, effective recruitment and selection policy, effective employee development programmes, reduction in cost, efficient work force, avoiding disruption in production, good public relations, and working on the national policy on employment.

### **Pre-requisites for Manpower Planning**

30. Goals or objectives of business, support of top level management, well organised personnel department, determination of related policies, responsibility fixing, planning period and manpower standards are some of the important pre-requisites of manpower planning.

### **The Process**

31. Manpower planning is a multi-step process consisting of deciding objectives of manpower planning, estimating future manpower requirements, auditing human resources, planning job requirements and job descriptions or job analysis and developing a human resource plan.

### **The Police Contexts**

32. The system of manpower planning in the police has not been able to obtain a systematic, scientific and stable shape. The manpower needs are not assessed on a regular basis or on regular fixed intervals. Rather, such an exercise is undertaken after a long lapse of time, which at times may be more than a couple of decades. Such an effort in the police parlance is called re-organisation. In this context, a committee is often constituted which takes stock of the present state of manpower available, and in the context of existing work load and the future needs, prepares a report for the increase, revision and modification of force in various police units. The committee report is sent to the government, which if accepted, is often implemented in phases.

32.1 This ad-hoc or emergent process must be replaced with some systematic, scientific and stable arrangement. Each State Police Organisation and the CPOs should establish a manpower planning wing under their personnel management system. This wing should be given the responsibilities to take stock of the present state of manpower available, its adequacy and utility in the contemporary contexts, and in the light of future needs. Such an assessment, if done critically, systematically and regularly will evolve a system to work out the demands made on the police system for induction, revision and revaluation of manpower in various police units. Such an exercise when undertaken on regular basis would help the recruitment, selection and promotion processes to be more effective, goal oriented, rationalized and systematic.

### **Job Analysis, Description and Specification: Introduction**

33. Job analysis is the process of determining by observation, analysis and study, for reporting pertinent information relating to the nature of a specific job. It elaborates and specifies the tasks which comprise the job and of the skills, knowledge, abilities and responsibilities required by the employee for a successful performance. The job-analysis components also differentiate one job from the other jobs. The duty of the personnel department is to find out accurate information about the knowledge, skill, experience, and competencies that an individual should possess to perform a particular job. Job analysis is a process by which a job, its duties and responsibilities are defined and the information of various factors relating to jobs are collected and compiled to determine the work and conditions, nature of work, qualities of persons to be employed on job, position of the job, opportunities available and authorities and privileges assigned to a specific job.

33.1 The first operative function of personnel management is the procurement of personnel for the organisation to fill up future job vacancies and making the employment, selection and hiring practices more effective. No proper selection is possible without the precise knowledge of the duties, responsibilities, authorities and conditions of the work job. This process places a right man on the right job. A thorough job study is required before procurement of the personnel. Job description and its analysis are the fundamental techniques for making the job study meaningful. Job analysis is an essential ingredient in designing a sound personnel programme.

### **Purpose and Objectives**

34. The main purpose of job analysis is to describe and define the distinctions among various jobs in the organisation and their relationships. In job analysis information like content of a job, difference in the nature of various jobs, tasks involved in the job, need for professional requisites, equipment and tools required both for the job and the job holder. The requirements of the job are known as 'job description' and the qualities demanded from a job holder are termed as 'job specifications'. Job analysis consists of assessment, assimilation and evaluation of various parameters related with job description and job specifications. Job descriptions consists of various factors like job title, location, summary of duties, detailed statement of work to be performed, tools, equipment, machines, materials, responsibility, qualifications, working conditions, job hazards, and relation of the job with other jobs. Likewise job analysis would also consists of items like education, experience, training, skills, aptitude, initiative, responsibilities, analysis and judgment ability, adaptability, mental and visual demand and emotional characteristics of the incumbent.

### **Significance of Job Analysis**

35. Job analysis is an essential ingredient in designing a sound personnel programme.

Job analysis may be used for the following purposes:

- Organisation and manpower planning
- Recruitment and selection
- Training and development
- Wage and salary administration
- Performance appraisal
- Job re-engineering
- Health and safety

### **Process of Job Analysis**

36. Following steps are undertaken during the process of job analysis.

- Collection of factual material
- Developing a job-description
- Developing job specification

- Preparation of report
- Approval
- Implementation

### **Methods of Job Analysis**

37. Following methods are employed to collect information for job-analysis.

- Questionnaire
- Check -list
- Observation
- Interview
- Record
- Participation
- Technical conference

### **Characteristics of Job Description**

38. A good job description must possess the following characteristics.

1. It should be kept up to date i.e., necessary adjustments should be incorporated from time to time.
2. Job title should be short, definite and suggestive as to indicate the nature of the work.
3. Duties and responsibilities should be clearly defined.
4. Job description should give a clear, concise and readily understandable picture of the whole job. A new employee should understand the job if he reads the job-description.
5. Statements and opinions of general nature should be avoided.
6. Job specifications should be mentioned clearly.
7. It should be descriptive but concise.
8. Every item should be exactly and clearly worded.
9. Job description should clearly mention the job specifications.



10. Special work conditions and special qualifications for the job should be clearly explained.

### **Utility of Job- Description**

39. Job description has following uses :

1. Preliminary drafts can be used as a basis for productive group discussion, particularly if the process starts at the executive level.
2. It aids in the development of job specifications which are useful in planning, recruitment, training and hiring of people with required skills.
3. It can be used to orient new employees towards basic responsibilities and duties.
4. It is a basic document used in developing performance standards.
5. It can be used for job evaluation a wage and salary administration technique.
6. A job description enables the recruiter to frame suitable questions to be asked during an interview.
7. A job description becomes a vehicle for organisational change and improvement. It helps top executives in fixing the responsibilities.

### **Contents of Job - Specification**

40. Job specifications are developed with the cooperation of the personnel department and various supervisors in the whole organisation. The personnel department coordinates the writing of job descriptions and job-specifications and secures agreement on the qualifications required. These specifications include the following:

**(i) Physical characteristics**, which include health, strength, endurance, age-range, body-size, height, weight, vision, voice, poise, eye, hand and foot coordination, motor coordination etc.

**(ii) Psychological characteristics**, which include judgment, resourcefulness, analytical ability, decision-making ability, alterness etc.

**(iii) Personal characteristics**, which include appearance, manners, leadership, cooperativeness, initiative, drive, mental stability etc,

(iv) **Responsibilities**, which include supervision capabilities sense of responsibility, commitment, responsiveness and loyalty etc.

(v) **Other features of a demographic nature** such as age, sex, education, experience etc.

### **The Police Perspective**

41. In the absence of a regular department/wing of man power planning in the police department the important parameters of personnel management like job analysis, description and specification do not receive adequate attention and a proper handling. In the absence of proper job analysis, proper assessment of requisite traits and potentials expected from the prospective recruits and employees are not developed. Consequently, there are difficulties in identifying and recruiting appropriate personnel at different ranks. When job analysis is not done properly the further steps of job description and job specification also suffer with a raw deal. As a net result the role profile of the personnel becomes diffused and the role performance and execution of the various tasks by the police ranks tend to be out of proportion, when view in the light of job expectation and job aspiration. It is therefore, essential that the personnel department is established with adequate powers, responsibilities and wherewithal to look into the important aspects of manpower planning, job analysis, job description and job specification.

## Chapter 3

# **Recruitment, Selection & Placement**

### **Introduction**

42. Personnel department procures and maintains an adequate qualified working force of various jobs necessary for manning an organisation. Efficient personnel force leads the organisation to success. This calls for proper determination of manpower requirements. Procurement function of personnel department includes three major sub-functions: Recruitment, Selection, and Placement. Recruitment means search of prospective employees to suit the job requirements as represented by job specification; a technique of job analysis. Out of the prospective applicants, right types of persons to match the jobs are selected. Under placement, the selected person is placed on the job which is suited to him.

### **Meaning of Recruitment**

43. After assessment of manpower requirements, recruitment is the next logical step in the staffing process. Recruitment is the process of identifying the sources for prospective candidates and to stimulate them to apply for the jobs. Recruitment is the process of discovering the potential applicants for actual or anticipated organizational vacancies. It is a "linking activity" bringing together those with the jobs and those seeking jobs. Recruitment is a positive process because it increases the selection ratio by attracting a large number of applicants for the jobs. The function of recruitment is two fold: to discover sources of manpower, and to attract an adequate number of prospective employees.

### **Source of Recruitment**

44. The sources of recruitment fall into two categories: Internal and external.

(A) **Internal Sources** : Internal sources include personnel already on the payroll of the organization. Whenever any vacancy arises, somebody from within the organisation may be looked into. This consists of two methods i.e. promotion and transfer.

(i) **Promotion:** Promotion means shifting of an employee to a higher position carrying higher responsibilities, facilities, status and salaries. Various positions in an organisation are usually filled up by promotion of existing employees on the basis of merit or seniority or a combination of these.

(ii) **Transfer :** Transfer refers to a change in job assignment. It may be either temporary or permanent, depending on the necessity of filling jobs. Promotion involves upward mobility while transfer refers to a horizontal mobility of employees.

44.1 **Advantages :** Internal sources of recruitment have the advantages of familiarity, better utilisation of internal talent, economy and motivational value.

44.2 **Limitations :** The limitations this methodology are : restricted choice, in-breeding, absence of competition and generating internal conflict among the employee.

(B) **External sources :** External sources of recruitment refer to prospective candidates outside the organisation. They are new entrants to the organisation. Common external sources are : advertising, employment agencies, gate hiring, educational institutions, employee recommendations, labour unions, leasing, waiting lists, field trips, unsolicited applications, labour contractors and ex-employees.

45. **Advantages :** Advantages of external sources of recruitment are availability of wide options, infusion of new blood and element of competition.

45.1 **Limitations :** Limitations of external source of recruitment are : frustration among existing employees, high expense, time consuming and lack of certainty.

### **Elements of a Good Recruitment Policy :**

46. A recruitment policy avoids hasty and ill considered decisions. The principle elements of a sound recruitment policy are as follows :

- (i) Identification of recruitment needs i.e., manpower planning
- (ii) Preferred sources of recruitment
- (iii) Criteria of selection and selection techniques

## **Prerequisites**

47. Following are the prerequisites of a good recruitment policy :

- It should be in conformity with its general personnel policies and organisation's objectives.
- It should be flexible enough to meet the changing needs of an organisation.
- It should be designed to ensure employment opportunities for its employees on a long-term basis so that the goals of the organisation should be achievable and it should develop the potential of its employees.
- It should match the qualities of employees with the requirements of the work for which they are employed.
- It should highlight the necessity of establishing job analysis.
- It should assure employees fairness in all employment relationships including promotions and transfers.

## **Selection Process**

48. A planned recruitment programme provides for a job application form required for making selections. The selection process will divide the candidates into two classes i.e. those who will be called for employment and those who will be rejected. It is part of the elementary process. A good selection process ensures procurement of qualified and skilled incumbents with reduced cost of training and development with absence of personnel problems.

## **Process of Selection**

49. Selection is the process of logically choosing individuals who possess the necessary skills, abilities and personality traits to successfully execute specific jobs in the organisation. The selection process is entirely dependent upon proper manpower planning and recruitment. To ensure the selection of right type of persons for various jobs steps and techniques may be adopted in a systematic manner as part of scientific and vocational selection. This would involve knowledge regarding the qualities required for doing a given job properly and measurement of qualities possessed by a candidate. These activities are known as "job specification" i.e., "job analysis" and "job grading".

## **Procedure for selection**

50. Various steps of the selection procedure may be described as under :

1. Application blank
2. Screening application forms
3. Employment tests
4. Interviewing
5. Reference checks
6. Selection decision

**50.1 Selection Forms :** Information on application forms is used for selection purposes. Sometimes, detailed information is sought from the prospective employees. The criteria for the contents of the application form are generally to get data that are primarily factual.

**50.2 Selection Test :** A selection test is an instrument designed to measure selected qualities and abilities of a prospective incumbent in terms of job specifications. Such tests may be classified as intelligence tests, aptitude tests, achievement tests, interest tests, personality tests, and interviewing and reference checks.

## **Principles of Recruitment**

51. Following are the important principles of recruitment.

- Recruitment policies, principles and parameters for the whole organisation should be handled by the personnel department of the apex level.
- Internal and external sources of recruitment should be provided and adequate educated.
- Recruitment policies followed in similar organisations should be considered.
- Recruitment needs should be properly identified. The personnel department should prepare the profiles for each category of workers and accordingly work out the main specifications, decide the sections, departments or business where they should be placed and identify the particular responsibilities which may be immediately assigned to them.

- Statutory provisions regarding recruitment of personnel should be considered.
- The recruitment policy should be elastic to be amended suitably to achieve the organisational objectives.
- Recruitment policy should be in conformity with general personnel policies.
- The qualifications of the applicants should commensurate with the job specifications.
- Basis of recruitment whether recruit, merit or senconvis cum merit etc should be properly edeuliber.

### **Principles of Selection Policy**

52. Important principles of selection policy are following.

- Selection of employees should be assigned to an efficient and qualified selection agency.
- "Job first, man next" should be the basic and fundamental principle for selection.
- Selection source could be single or multiple i.e. it can from internal as well as external sources.
- There should be some standards with which a prospective employee may be compared. These should be available, before hand like a comprehensive job description and job specifications. If suitable candidate is not available the post should remain vacant till such time a right man is available.
- Selection policy should be within the frame-work of personnel policy and organisation policy.
- The selection policy of the organisation should be commensurate with the employment policy of the government.
- There must be a sufficient number of applicants from whom the required number of employees may be selected.
- Selection policy should be flexible; not rigid so that necessary amendments may be made whenever necessary.
- The selection policy should be unbiased and organisaton oriented.
- The selection policy should provide the vocational guidance for prospective candidates.

## **Recruitment and Selection Practices in India**

53. Some special features of recruitment and selection in India are as follows :

- There is a great disproportion between the number of positions available and the number of aspirants. Sometimes the ratio is as much as 1:100 or even more. Evaluation of such a large number of candidates is expensive and inconvenient.
- Persons with little or no experience are open recruitment consequently the new recruits have great difficulty in adjusting themselves to the rhythm, discipline and relationships parameters of the organisation.
- Under the existing statutes dismissal of an employee is very difficult. A person once recruited is going to be around for long.
- Manpower planning has not yet become popular and is practiced only by a few big organisation.
- Different types of recruitment are prevalent in the country. The following methods are used to recruit employees in organisations.
  - i. Employment Exchanges
  - ii. Internal advertisements
  - iii. Central Training Institute
  - iv. Deputation personnel
  - v. Transfers from other public undertakings
  - vi. Relatives and friends of the employees

## **Sources of Recruitment**

54. The major sources of recruitment are :

- Advertisements
- Employment Exchanges
- Relatives and friends
- Casual callers
- Ex- employee's dependents



## **Recruitment & Selection Procedures of Police**

55. Personnel development has not made much progress in police. Personnel policies, techniques and practices adopted by police are not very good. Some problems are as follows:

- A. Defective recruitment policies
- B. Old selection techniques
- C. Untrained selectors
- D. Prejudication
- E. Lack of manpower planning
- F. Attitude of employers

## **Selection Tests**

56. Following tests are adopted for selection & recruitment of employees.

- Intelligence tests
- Aptitude tests
- Interest tests
- Physical Measurement & Physical Endurance Test
- Personality tests
- Achievement tests

## **Police Recruitment Contexts**

57. The role of the police is becoming more and more complex in the new social context. They have now to be more than ever conscious of their role in safeguarding and fostering the processes of socio economic growth and development and ensuring social justice. They are responsible for preserving the democratic order of society and uphold the Constitutional provisions. In this restless and turbulent age, the challenges to established authority have made the task of the police delicate and exacting. The political, social, economic, regional, linguistic tensions, violent and heinous crimes and host of other factors have brought about a qualitative change in the nature and degree of the responsibility of the police in India. The induction of liberal principles of social defence into various aspects of law enforcement, the progress of science and

technology and a very large number of social and other enactments have added to the volume and complexity of police work.

57.1 Police exercise direct coercive influence on the individual citizen. They have been given discretion in order that they can be effective and responsive to the needs of the public. Their role calls upon them to make quick, perceptive judgments in the thick of conflict and in the glare of public scrutiny and errors of judgments on their part can cause irreparable harm. Policing in a modern society, therefore, calls for a deep insight into human behaviour and a pragmatic approach.

57.2 These considerations call for persons of exceptional ability, intelligence and alertness and a high level of physical courage and stamina. Besides, they should be honest and impartial and men of character. The quality of the police officers recruited in the coming years will affect the standards of performance of the force for more than quarter of a century and will provide the leadership which will face the challenges not only of today but also of the next two or three decades. The importance of sound recruitment procedures is, therefore, crucial.

57.3 However good the organisational structure, the procedures and the methods, it is the personnel who translate policy into action. Recruitment procedures must, therefore, keep in view the need for selecting the best and most suitable men in relation to the functions not only of the rank to which recruitment is made, but also of the higher ranks to which the candidate may become eligible in course of time.

57.4 The nature of the police role in a democracy requires that the members should be selected impartially; they should be administratively competent, politically neutral, and imbued with the spirit of selfless service. The recruitment procedures should, therefore, be so devised that they are free from political, personal or corruptive influences. The need for objectivity in selection cannot be over-emphasized.

57.5 It is necessary to ensure that no bias operates against any section of the people in the recruitment process. If it is found that any particular section is not, represented adequately, the reasons for this situation may be looked into for such action as may be necessary.

57.6 The recruitment procedure begins by laying down the qualifications and the criteria for the eligibility of candidates for particular posts. The nature of these qualifications is dictated partly by the requirements of the job and partly by the availability in the community of persons with particular qualities and qualifications. The availability in its turn depends partly on the emoluments offered, partly on the job opportunities and attractiveness and partly on the way the educational and other allocative mechanisms in society function.

57.7 Among the qualifications specified for recruitment to the police are age, education, intellectual ability, physical fitness and personal qualities. The age and educational qualifications are easily assessed. Physical fitness and suitability are sought to be judged through field tests and medical examination, psychological tests and pre-entry orientation.

### **Psychological Tests**

58. Different procedures should be adopted to ascertain whether an individual has the intellectual ability and personal qualities required for post. Many tests are being employed in different countries for appointments to the police. These tests are designed to furnish information as to the level of the intelligence of the person tested, his aptitude for specified jobs and the conscious and sub-conscious trends in his personality. The results of these tests put together can form a basis for forecasting the suitability of a person for a particular job. In the western countries psychological tests are being used in several police forces, which can be adopted for recruitment process for the police personnel.

58.1 In Delhi, candidates for appointment as Constables are administered certain psychological tests to evaluate their motivation for the police service, emotional stability and I.Q. rating. Intelligence and psychological tests were recommended for Constables and Sub-Inspectors by the Delhi, Tamil Nadu and West Bengal Police Commissions and the working group of the Administrative Reforms Commission on police Administration. Properly developed psychological tests, administered by well qualified and competent psychologists, can make a useful contribution in the police selection process. It is obvious that the tests would be different for the different ranks

of the police and a good deal of work will have to be done by way of research and field trials for developing suitable tests. A small cell should be set up in the Bureau of Police Research and Development consisting of one or two psychologists which should undertake this work expeditiously and on a whole-time basis. An Advisory Committee consisting of a few senior psychologists may be associated with the work of the cell so that it is carried on along correct lines. This cell can advise the recruitment agencies of State police force.

58.2 Carefully selected psychologists may be attached to all police forces to function in the first instance as counseling psychologists.

58.3 Great care is needed in the selection of persons for direct appointment to the higher ranks of the police, namely, the Sub-Inspector, the Deputy Superintendent and the Assistant Superintendent of Police. The procedures of their selection should be such as can assess, in addition to the qualities needed for police work, the qualities of leadership, decision-making and task-performance, and capacity to withstand stress and strain and to react to failure in the proper light.

### **Pre-entry Orientation**

59. Like any other profession, the police also require personnel who have an aptitude for or interest in police work. In order to create this interest among the youth, it might be useful to expose them to police work during their school/college education and to extend the study of criminology in the universities.

### **Police Cadet System**

60. The U.K. gave a lead by introducing a police cadet system as far back as 1935 and that similar systems are now in vogue in some States of the U.S.A., in Australia and in a number of continental countries with variations to suit local conditions. In brief the system provides for a job category known as cadet which is below the rank of Constable. Young men, who meet the basic requirements for appointment to the police force, but for age, are selected as cadets. This system should be adopted by the state police organisation for pre-orientation to police for the prospective recruits.

60.1 On the completion of the prescribed period of time in cadet status and on reaching the minimum age of entry into the police, they are considered for regular appointment 35 Constables. The added advantage of such a scheme for a country like India is that since all those who join as cadets will not necessarily remain in the police, all those who remain outside will constitute an increasing section among the people who have a fair understanding of the role of the police, their difficulties and problems and the value of cooperating with them in the solution of social problems.

60.2 It should be possible to introduce some aspects of the police administration in academic courses from the school stage onwards in the syllabus of such subjects as civics, political science and sociology and there could even be a subject of police science by itself at the degree level on the analogy of the subject of military science. This could be supplemented, for outdoor work, by a Police Cadet Corps on the lines of the National Cadet Corps (N.C.C.), which students could join voluntarily.

#### **National Service Corps Scheme**

61. A scheme was drawn up by the Ministry of Home Affairs (MHA) and instructions were issued to the various State Governments in June 1970 for the inclusion of a police programme in the National Service Corps scheme. The State Governments and the police as well as the educational authorities in the States should implement it with all the earnestness at their command. This scheme should be of positive help in bringing about among students a greater understanding of the role of the police.

#### **Study of Criminology**

62. The States have made no provision for some preference to be given to graduates holding degrees /diplomas in criminology in their rules for the recruitment of police officers of various ranks. Criminology should be one of the optional subjects for the competitive examinations held at the Centre end in the States.

## Chapter 4

# **Recruitment of Constable**

### **Introduction**

63. Constabulary plays a very significant role in the police department. Constable's duties are not limited to mechanical tasks. Most of his duties have to be performed with understanding, tact, sympathy and firmness. He has at times, to deal with situations by himself until the arrival of superior officers. He has to apprise and report incidents to his superiors deal with juvenile offenders and victims of social crimes and protect the rights of the non-affluent sections of society. With the introduction of Panchayati Raj, he has to deal with elected representatives of the people, village headmen and other officials appointed by the Government at the village level. The importance of the constabulary lies in the fact that they constitute the major part of the force, are the first to come into contact with the general public and the impressions of the people regarding the conduct of the constabulary contribute greatly to the image of the police.

### **Recruitment Prerequisites**

64. The physical, mental and professional traits and potentials required for efficient performance of constables' duties necessitate that the process, methods and procedures for the recruitment of constables must be sound, scientific and systematic so as to be capable and competent to attract suitable candidates for filling the vacancies and screen them to finally select the best out of the available lot. Following parameters for the recruitment of the constables should be adopted.

#### **(i) Educational Qualification**

65. Police Commissions and the working group of the Administrative Reforms Commission on Police Administration have recommended that the minimum educational qualification for recruitment to the rank of Constable should be the Higher Secondary or the Matriculation or an equivalent examination. A higher standard of education is required and the overwhelming opinion is in favour of the High School or an equivalent examination being prescribed as the minimum educational qualification for the recruitment of Constables.

65.1 In prescribing the minimum educational qualification for a Constable, it should be noted that, on promotion to the rank of Head Constable, he may be required to undertake even investigation of cases or to hold charge of an outpost independently.

65.2 The High School examination or its equivalent should be the minimum educational qualification for the recruitment of Constables both in the unarmed and the armed branches of the police uniformly throughout the country. The effort, however, should be to attract candidates with higher educational qualifications.

**(ii) Age**

66. The minimum age prescribed at present is eighteen years. The minimum age should be eighteen years and the maximum 20. In the case of candidates possessing higher educational qualifications, the latter may be relaxed up to two years. In the case of the scheduled castes/tribes candidates, relaxation up to five years may be given but in no case should the gap between the completion of education and entry into the police be more than three years.

**(iii) Physical Standards**

67. A policeman performing law enforcement functions works among the people all the time, especially while maintaining order. His build and appearance have, therefore, a direct impact on his effectiveness. A policeman standing in a crowd has a better view if he is taller than the average citizen. He is also likely, in that case, to be more effective. The height prescribed in different States in India varies from 160 cm to 170.18 cm (5'3" to 5'7"). In the Border Security Force, the minimum height prescribed is 165 cm (5'5") for hill tribes, Gorkhas, Garhwalis, Kumaonis and Dogras, 162.5 cm (5'4") for Adivasis of Bihar and adjacent areas and 170.18 cm (5'7") for the rest. A minimum height of 170.17 cm (5'7") was recommended by the Delhi Police Commission and 167.54 cm (5'6") by the Madhya Pradesh, Uttar Pradesh and Bihar Commissions and the working group of the Administrative Reforms Commission on Police Administration. The West Bengal Police Commission favoured the former for Biharis and upcountrymen and the latter for Bengalis and Santhals. The Assam and Maharashtra Commissions recommended a minimum height of 165 cm (5'5") and 162.5 cm (5'4") respectively for local considerations. Each State Police Organisation

may decide on a suitable height as per its general physical and height standard of the population.

**(iv) Other Measurements**

68. The deflated chest measurement varies from 78.74 cm (31") to 81.28 cm (32") in the States. In the Border Security Force, it is 76.2 cm (30") for Adivasis of Bihar and adjacent areas and 80 cm (31") for the rest. The minimum chest measurement recommended by the Police Commissions varies from 78.74 cm (31") to 81.28 cm (32") with an expansion of 5.08 cm (2").

68.1 For recruitment to the Army, minimum weights are also laid down for different height and chest measurements. In the Police, however, no minimum weight has been prescribed, except in West Bengal and Tripura, where it is 54.53 kg (120 lbs) and 51.71 kg (114 lbs) respectively. According to Army standards, it should be 54 kg for 168 cm height and 52 kg for 162 cm height.

**General Physical Standards**

69. Following norms should be adopted for the recommended of constables

(i) The minimum height should not be less than 167.64 cm (5'6") in general for both the unarmed and the armed branches and 165 cm (5'5") in the case of men from the hill and tribal areas. This may be raised or relaxed in the different States or for selected areas of a particular State for ethnological reasons.

(ii) The minimum chest measurement should be 78.74 cm (31") unexpanded and 83.82 cm (33") expanded for those whose height is 167.64 cm (5'6"), and 76.2 cm (30") unexpanded and 81.28 cm (32") expanded for those whose height is less.

(iii) Standard age-height-weight correlation tables should be consulted while prescribing the minimum weight limits so that these may be in accord with the height limits that may be adopted by the different States/Union Territories.

**(v) Physical Efficiency Tests**

70. No physical tests are prescribed in a number of States; even where prescribed, they vary from State to State. In Kerala and Tamil Nadu, the one-star standard of the



National Physical Efficiency Test is the qualifying test. The need for standard physical efficiency tests has been stressed by the Assam, Delhi, Tamil Nadu, Uttar Pradesh and West Bengal Police Commissions. The aim should be to provide physical efficiency tests which are easy to administer to large numbers of candidates and which do not require specialised equipment or previous specialised training. Keeping these requirements in view, the one-star standard of the National Physical Efficiency Test should serve as a model for the physical efficiency test for the recruitment of Constables.

**(vi) Selection Procedure**

71. Constables are recruited at present on a district/battalion basis and there is no standard procedure. In Delhi, recruitment is made by a board consisting of three officers of the rank of Superintendent of Police, the Senior Psychologist and the Educational Adviser. In the States, the Superintendent of Police or even a Deputy Superintendent is entrusted with this work. Recruitment is generally made as and when vacancies occur.

71.1 The Bihar Police Commission had recommended the appointment of a Police Service Commission on the lines of the Railway Service Commission for recruitment to the lower ranks of the police. Their view was that the selection of Constables should be held centrally on a range basis. The Tamil Nadu Police Commission recommended a qualifying examination by the Public Service Commission and final selection by a Committee comprising of the Superintendent of Police and two gazetted officers. The Uttar Pradesh Police Commission suggested that the Range Deputy Inspector General and the local Superintendent of Police should constitute the selection board. The West Bengal Police Commission recommended a Police Recruitment Board consisting of the Principal of the Training College, who is an officer of the rank of Deputy Inspector General, and a Commandant of the armed police. We agree with the view that there are main advantages in recruiting Constables locally and that their recruitment cannot be centralised on account of the large numbers involved. The procedure for the recruitment of Constables should not be cumbersome. It should, however, ensure a uniform standard all over the State, the selection of the best and the most suitable material available and objectivity and impartiality.

## **Acceptable Overall Standards, Norms and Procedures**

72. Keeping the various considerations detailed above the following procedure for the recruitment of Constables should be adopted.

- (i) Extensive publicity should be given to the recruitment programme in order to attract suitable candidates from all areas and all sections of the community in adequate numbers.
- (ii) The recruitment, both in the unarmed and the armed branches, should be made two months prior to the commencement of the course in the police training school/armed training centre. Since there will be more than one police training school depending on the size of the annual intake in a State, the courses may be staggered in the different schools so that recruitment is a continuous process and vacancies do not accumulate.
- (iii) Recruitment to the unarmed branch should be district-based and that to the armed branch unit-based. Since the qualifications for both branches are the same, recruitment to both may be made jointly.
- (iv) After the candidates have been screened with regard to the prescribed educational, physical and age qualifications, a physical test should be administered to them on the model of the one-star National Physical Efficiency Test or any other tests prescribed in this regard by the State Police Organisation.
- (v) Those who qualify in the physical test should be subjected to I.Q. tests. Candidates whose I.Q. rating is below a predetermined level should be dropped.
- (vi) The final selection may be made by a board consisting of the Superintendent of Police of the district/the Commandant of an armed battalion and two other officers, who should preferably include a representative of the police training school.
- (vii) Selected candidates should be subjected to a medical examination. Comprehensive instructions should be issued in every State for the guidance of the medical officers conducting this examination.
- (viii) The character and antecedents of the selected candidates may be adequately verified.

## Chapter 5

# **Recruitment of Sub-Inspectors and Subordinate Ranks**

### **Introduction**

73. Sub-Inspector of police is an important and vital functionary of the police organisation. He plays a key role in the overall functioning of the organisation in his various capacities. Most important of his role is that in the capacity of an SHO. The officer in charge of a police station popularly known as SHO, in fact, is the kingpin of all police actions and work whether preventive, detective and regulatory occurring in his jurisdiction. If the police station under his command functions properly, legally, constitutionally and honestly, the people will get an administration which is effective, efficient and responsive to their aspirations. It is the officer in charge of a police station who comes in continuous contact with the public and, while he works with the active co-operation and assistance of the staff under his control, it is he who shoulders all the responsibility and provides the leadership.

73.1 Except in the bigger cities, the officer in charge of a police station is invariably a Sub-Inspector. Any weaknesses in him can have serious repercussions. With increasing consciousness among the people of their legal rights, the old, rough and ready methods can no longer be used in investigations and enquiries. A Sub-Inspector now has to be very well informed in the techniques of scientific investigation. His close contact with the public is an important link in the chain of police citizen relations and the image of the police depends largely on the satisfaction which his police station can give to persons approaching the police for help and on the judicious use of the discretion available to him. His attitude towards society should be up right and sympathetic in order that he can resist the temptation to indulge in malpractices and withstand extraneous pressure in the performance of his duties. He should be sensitive to socio-economic and political changes and be constantly aware of the fundamental rights of the people. He should be professionally competent and politically neutral, imbued with the spirit of service to the community and to the

weaker sections of society in particular, and above all, a man of unquestionable character.

### **Sub-Inspector's Recruitment Contexts**

74. In view of the expected special and specific physical, mental and professional requirements for suitable recruitment of the candidates for the post of Sub-Inspector, well-articulated and properly evolved standards, methods and norms are required to be developed with regard to effective and competent recruitment of Sub-Inspectors. Some of these standards and parameters can be the following.

#### **(i) Educational Qualifications**

75. The minimum educational qualification prescribed for the recruitment of Sub-Inspectors in the majority of the States is a graduate degree. All posts of Sub-Inspectors are filled by promotion from the rank of Assistant Sub-Inspector for whom the minimum qualification prescribed is the Intermediate examination. A degree from a recognized university has been recommended as the minimum educational qualification by the Police Commissions. A graduate degree from a recognized university should be the minimum educational qualification for the recruitment of Sub-Inspectors both the unarmed and the armed branches of the police.

#### **(ii) Age Limits**

76. The minimum age varies from eighteen to 21 years and the maximum from 23 to 25 years. Five years relaxation in age should be given to the scheduled castes/tribes candidates. Since a degree is normally obtained at the age of 19-20 years, we feel that the minimum age limit should be 20 years and the maximum 23 years.

#### **(iii) Physical Qualifications and Measurements**

77. The height prescribed varies from 162.5 cm (5'4") to 167.64 cm (5'6") and the deflated chest measurement from 78.74 cm (31") to 81.28 cm (32"). As a leader must have the same physical standards as those of his men, if not higher, the physical qualifications for Sub-Inspectors should be the same as recommended for Constables.

#### **(iv) Procedure of Selection**

78. Sub Inspectors are recruited centrally but the procedure varies from State to State. In Bihar and Kerala, recruitment is made through the Public Service Commission, in Haryana by the State Subordinate Services Selection Board and in Assam, Delhi, Jammu & Kashmir, Orissa, Tamil Nadu, Madhya Pradesh, Rajasthan, Maharashtra and Gujarat through a selection board on the basis of a written examination and an interview. In Andhra Pradesh, recruitment is made through a selection board but on the basis of an interview only. The chairman of the board is a Deputy Inspector General in Assam, Orissa, Rajasthan and Delhi. The Inspector General presides over the board in Madhya Pradesh, Gujarat and Maharashtra. In Mysore, the chairman is the Secretary Home Department. Only Delhi, Maharashtra, Gujarat and Uttar Pradesh have prescribed intelligence tests.

#### **Recruitment and Selection Tests**

79. Written tests were recommended by the Assam, Delhi, TamilNadu, Uttar Pradesh, Bihar and Punjab Police Commissions and also by the working group of the Administrative Reforms Commission on Police Administration. While the Uttar Pradesh Police Commission favoured a written test in general knowledge, psychology and Hindi, the Assam Police Commission recommended English essay and general knowledge as the subjects for the test. The Delhi Police Commission stated that the candidates should appear in the same test which is conducted by the Union Public Service Commission for the assistants of the Central Secretariat. The Tamil Nadu Police Commission recommended a combined competitive examination by the Public Service Commission for non-technical group II services and Sub-Inspectors. Physical efficiency tests were recommended by the Police Commissions of Assam, West Bengal, Tamil Nadu, Uttar Pradesh, Bihar and Punjab. Departmental selection boards were recommended by the Assam, West Bengal, Tamil Nadu and Madhya Pradesh Police Commissions. While the Bihar Police Commission recommended the constitution of a Police Service Commission, the Punjab Police Commission suggested a board comprising of a retired General of the Army, the Inspector General of Police and the Educational Commissioner presided over by the chairman of the State Public Service Commission. The Uttar Pradesh Police Commission recommended a board of two Deputy Inspectors General, a Commissioner and a non-official presided over by a member of the State Public Service Commission. The working

group of the Administrative Reforms Commission felt that recruitment to the subordinate police ranks should be the full time responsibility of a single body in police headquarters comprising "police experts" with a senior Deputy Inspector General as chairman, assisted by Commandants or Superintendents of Police and a Medical Officer. For Sub-Inspectors, one more Deputy Inspector General, a personality testing officer and a psychologist could be added to the board.

### **Special Tests**

80. Certain tests should be conducted with the object of assessing the qualities of leadership, courage, initiative, practical intelligence and stamina for hard and sustained physical work. The system adopted by the armed forces for the evaluation of these qualities through their Services Selection Centres can be adopted. These tests should be suitably adapted for the selection of Sub-Inspectors. The system of recruitment to this rank should ensure objectivity and impartiality.

### **Role of State Public Service Commission**

81. The selection of Sub-Inspectors should be handed over to the State Public Service Commission. The detailed procedure may be as follows:—

- (i) The physical efficiency tests may be organised by the Commission in districts through the agency of a board convened by the Superintendent of Police.
- (ii) Those qualifying in the tests should appear in a written competitive examination to be conducted by the Commission on the following pattern : —

S.No.	Subject	Duration	Maximum Marks
1	Essay writing (In English, Hindi or Regional language)	One & half hours	100
2	General knowledge (to be answered in English, Hindi or regional language) Paper I	2 hours	100
3	Current Affairs and History Paper II Science and Geography	2 hours	100

(iii) In addition to psychological tests, candidates should be subjected to a few simple aptitude tests, on the lines of those employed by the Services Selection Center, to be conducted by a selection board presided over by the Inspector General /Addl. Director General. The tests should carry a maximum 100 marks. The candidates should then be interviewed by a selection board consisting of a member of State Public Service Commission, the Inspector General, Superintendent of Police, and Psychologist. Candidates holding a degree or diploma in criminology may be given some weight in the interview.

(iv) The marks obtained in the interview should be added to those procured in the written examination and in the aptitude tests for drawing up the merit list. The vacancies existing should be offered to candidates from this list strictly in order of merit. Suitable candidates can be earmarked from this list for appointment as Reserve Sub-Inspect and Platoon Commanders in armed police also.

(v) Candidates finally selected should be subjected to a thorough medical examination and verification of antecedents.

### **Certificate of Appointment**

82. Every Police Officer of and below the grade of Inspector, shall, on appointment receive a certificate in the form provided for this purpose in the respective Police Act.

### **General Conditions**

83. The following, are some of the general conditions of service for the subordinate ranks.

- (a) Every Police Officer shall conform himself implicitly to all rules and orders which shall, from time to time, be made for the regulation and good order of the service and cultivate a proper regard for its honour and respectability.
- (b) He shall serve and reside wherever he may be directed.
- (c) He shall appear at all times in such Police dress and accoutrements as shall, from time to time, be ordered to be worn and shall always be neat and clean in his appearance.
- (d) He shall act with respect and deference towards all official authorities of the country and with forbearance, kindness and civility towards persons of

all ranks. He shall observe a respectable and dignified way of life and good conduct in his private life and should avoid the attitude of partisanship in his official behaviour.

- (e) Any Police Officer is liable for dismissal for unfitness, negligence or misconduct, and he may be suspended or otherwise punished for minor offences by the competent authority after following the prescribed procedure.
- (f) Every article of dress or accoutrement, lodgings, etc., which may have been supplied to a Police Officer at public cost, shall be immediately delivered up, or accommodation vacated, when he may cease to belong to the Police Force, unless otherwise exempted by Government.

### **Subordinate Police Ranks**

84. The subordinate Police Service ranks in State police organisations consist of the following ranks:-

- (i) Police Inspector
- (ii) Sub-Inspector of Police
- (iii) Assistant Sub-Inspector of Police
- (iv) Head Constable
- (v) Police Constable

84.1 The recruitment and promotion to the different ranks of the State subordinate Police Service are governed by the provisions of the Subordinate Police Service Rules of the respective State. Direct recruitment is made to the rank of Police Constable and Sub-Inspector while vacancies in other ranks in most of the States are filled up by promotion in accordance with the conditions stipulated in the rules. The method of appointment through direct recruitment or promotion is detailed in the respective service rules promulgated by the State govt.

### **Direct Recruitment**

85. Direct recruitment for the ranks of Constables or SI and in exceptional circumstances to other ranks like ASI or HC to civil or other branches of the police



organisation in the various States can be made by taking recourse to one of the following methods.

- (a) Recruitment by State Public Service Commission or by subordinate police service commission specific constitutes for this purpose.
- (b) Recruitment Boards or Committees should be constituted specifically for each case.
- (c) Recruitment with the involvement and cooperation of the Employment Exchange.

85.1 At present different States take recourse to recruitment through State Police Service Commission for recruitment of Su-Inspectors and Constables Recruitment Committees and Boards for the recruitment of Constables. In the light of new Police Acts being adopted by the States, it will be appropriate to constitute Subordinate Police Service Recruitment Boards for upgrading the recruitment procedures and for making recruitments more systematic, efficient and quality oriented in the light of professional demands being made on police for enthusing, merit, efficiency and citizen service orientation in their working, performance and attitudes.

85.2 As per the prevailing recruitment processes and procedures for the selection of Constables a Committee consisting of the Superintendent of Police of the District/Dy. Commissioner of Police, S.P. Railways as Chairman and D.C.P./Addl. S. P. of the District, Deputy Commissioner of Police/Addl. S.P. and a Dy.S.P. are nominated as members by the DGP.

### **Calculation of Vacancies**

86. The permanent or long term vacancies in the posts should be first classified by the Unit Officer as to whether they are to be filled by direct recruitment or by promotion as per the State Police Services Rules.

### **Verification of Character and Antecedents**

87. No person shall be appointed to any post in the Police Department, unless the appointing authority is satisfied that the candidates is of good character and is suitable in all respects for appointment to such post. The Government has issued instructions for verification of character and antecedents of candidates for appointment to the

several posts in Government service. The procedure laid down for detailed verification should be strictly followed in respect of all the candidates.

### **Medical Examination**

88. All recruits shall be sent to the medical board for medical examination, before issuing the appointment order.

### **89. Postings and Transfers of Junior Police Officers**

(i) The interest of Public service should be the only reason for transfers once in three years. Frequent transfers cause great personal inconvenience to the officers and result in considerable expenditure to the Government on account of payment of travelling allowance and other charges.

(ii) Frequent transfers also dislocate administrative work and render it difficult to fix responsibility in regard to in-ordinate delays and other lapses in the discharge of official duties. The authorities competent to transfer should bear these principles in mind while making such transfers.

(iii) No member of the service shall be transferred within a period of two years except with the prior approval of the Government.

(iv) No officer shall ordinarily be kept at the place without transfer for over three years.

(v) Transfers shall normally be made between the month of April and June every year.

(vi) No travelling allowance shall be paid in the case of transfers made at the request of the officer concerned.

(vii) No person shall normally be transferred outside the district in the case of district-wise posts and outside the range in the case of range-wise posts.

(viii) No member of the Police force (above the rank of constables) should normally be posted to his/her home towns or areas where he/she owns immovable property.

(ix) Joining time maybe granted in accordance with the provisions of the Rule. However, joining time cannot be claimed as a matter of right, and an officer may be directed to join the new post forthwith.

(x) When a Sub-Inspector/Inspector hands over the charge of a station, he shall give the relieving officer a charge list which shall contain details of property, registers and records maintained by the Station House Officer and also a memo of important matters to be attended to. While taking charge, the relieving officer shall check all the items of property, records and registers mentioned in the charge list and give an acknowledgement to the relieved officer. If he finds any discrepancy or shortage in the items handed over to him, he shall make an entry to that effect in the Station House Diary besides submitting a special report to the Superintendent of Police of the district or an officer of equivalent rank in the case of other units.

### **Powers of Transfer**

90. Subject to the conditions prescribed in the above orders, the powers of transfer of Police Officers are vested in the following officers :

- 1) Ordinarily, no member of the service shall be transferred from one branch of the service to the other save as provided in the recruitment rules.
- 2) Postings and transfers of Police Officers to specialised units like the C.I.D., Police Training School, and the State Intelligence shall be made in accordance with the Policy laid down by the Government and the Director General of Police in this behalf from time to time.
- 3) The Superintendent of Police of the district including Railway Police District may order the transfer of Police Officers of and below the rank of Sub-Inspectors of Police within his district.
- 4) Superintendent of Police, wireless, may order the transfer of all the personnel of Police Wireless of and below the rank of Sub-Inspector, Wireless.
- 5) The transfer from one Range to another and from a Range to City Commissionerates or vice-versa shall be made only by the Director General of Police.
- 6) The Transfer from one district to another within the range shall be made by the Inspector General of Police of the Range.

### **Pay**

91. The scales of pay admissible to the subordinate police personnel will be as per the Sub-ordinate Police Service rules as laid down by the State Govt.

## 92. Deputation

(i) The Director General & Inspector General of Police is empowered to order deputation or extension of the period of deputation of officers of State sub-ordinate Police Service to Central Police organisations and to the State owned industrial concerns in the State. The Government should however be informed of such deputation.

(ii) Deputation of officers shall be for specific periods and on specific terms and conditions.

(iii) Orders sanctioning deputation shall be communicated to all the concerned including the Accountant General, to enable him to watch the recovery of contributions from the borrowing authority.

(iv) On repatriation of member of the service from deputation either after the termination of the period of deputation or earlier, orders of repatriation shall be passed by the Director General and Inspector General of Police and copies of the order shall also be sent to all the concerned including the Accountant General.

(v) During the period of deputation, leave can be sanctioned by the borrowing authority, after obtaining the leave title from the Accountant General.

(vi) During the period of deputation the confidential personal files of officers on deputation shall be maintained by the Director General and Inspector General of Police, who will obtain periodical confidential reports from the borrowing authority.

(vii) Deputation of officers outside the State within India for the purposes of training is governed by the provisions of the respective civil service or police service.

(viii) Deputation of Police Officers or Police contingents for special duties in any other State or under the Government of India is governed by the terms of deputation approved for the purpose by the Governments concerned.

## 93. Leave

(1) Leave cannot be claimed as a matter of right. Discretion vests with the empowered authority either to grant or refuse or revoke leave at any time, according to the exigencies of public service.

(2) If, in the interest of public service, all applications for leave can not be complied with, the authority competent to sanction leave will have full discretion to decide who should be granted leave and in so doing, it may take into consideration the following.

- i. Police Officers who can be conveniently spared for the time being.
- ii. the leave due to various applicants;
- iii. the duration and nature of the previous continuous service that they have rendered;
- iv. the fact that a police officer had earlier been compulsorily recalled from leave; and
- v. the fact that a police officer had been previously refused leave in the public interest.

(3) Leave shall not be granted to an extent which would deplete the strength available for duty below the essential minimum.

(4) The members of the service applying for leave shall furnish their leave address in their leave applications. Any change in address while on leave should also be reported to their immediate superiors and to the sanctioning authority.

(5) A member of the service who remains absent after the end of his leave is not entitled to leave salary for the period of such absence and that period shall be debited to his leave account as though it were half-pay leave to the extent such leave is due and as extraordinary leave to the extent the period of half-pay leave falls short of the period of such absence unless the leave is extended by the competent authority.

(6) Any leave other than special disability leave admissible under the rules may be granted to a member of the service by the authority whose duty it would be to fill up his post when it falls vacant or by other competent authority.

(7) Acting or in-charge arrangements may also be made in such vacancies. No charge allowance will be admissible in such arrangements when the period of leave does not exceed thirty days. The minimum period required for claiming charge allowance shall be one month.

(8) The Commissioners, Inspector General of Police of the ranges and Deputy Inspectors General of Police may grant leave other than special disability leave to officers of and below the rank of Inspectors.

(9) The Superintendents and officers of equivalent rank may grant leave to members of the service as noted below :

<b>Rank</b>	<b>Nature of Leave</b>	<b>Period of Leave</b>
Police Inspector & Officers of Sub-Inspectors and officers of equivalent rank	E.L., Commuted leave, extra-ordinary leave <b>-do-</b>	Up to 3 months equivalent rank Maximum period as provided in rules.
Assistant Sub-Inspectors/Head Constables/Police Constables and officers of equivalent rank.	All kinds of leave except disability leave	-do-

(10) An application for leave or for an extension of leave must be made in the **form** prescribed in rules. through official channels to the authority competent to sanction such leave or extension.

(11) The leave applications should be sent well in advance to avoid inconvenience and dislocation of work.

(12) Leave preparatory to retirement should be applied for in accordance with the orders issued by the Government on the subject.

(13) Members should not proceed on leave in anticipation of sanction nor should it be presumed that any application for leave or for extension of leave will be automatically granted. Where a member has not received intimation that his request for leave has been granted, he should not proceed on leave, and where a member, who is on leave has applied for extension and the orders granting extension have not been received by him, he should forthwith join the post to which he was posted unless otherwise ordered.

(14) Whenever orders regarding transfer of a member have been issued, he should proceed to join duty at the new place forthwith or in accordance with the instruction contained in the order within the prescribed joining time. If any Government servant

fails to comply with the instructions given to him regarding transfer of charge within the date or time limit, disciplinary action may be initiated against him. Unauthorized absence of Government servants who are under orders of transfer should be viewed with concern and disciplinary action should be initiated immediately in such cases. Government servants producing Medical Certificates of illness should be subjected to Medical Examination by a Medical Board. Unless Medical Fitness Certificate is produced by him issued by the Medical Board, leave should not be granted.

(15) Failure to join his new post as per the joining instructions within the prescribed joining time, unless he has applied for and received orders sanctioning leave, will amount to unauthorized absence as defined in rules.

**94. Casual Leave**

(1) Casual leave may be granted only when it can be sanctioned without affecting public service.

(2) It shall not be granted in continuation of other leave, but it may be combined in any manner with Sundays and other notified holidays provided that not more than seven days casual leave, exclusive of Sundays and holidays, is availed of during one period of absence, and also provided that such period of absence shall not exceed ten days in all.

(3) The officers noted in Column-1 below are empowered to sanction casual leave to members noted against their names in Column-2

<b>The Authority competent to sanction Casual leave</b>	<b>Members of service whom Casual leave may be sanction</b>
Superintendent and Officers of equivalent rank : (In emergent circumstances Sub-Divisional Police Officers and officers of equivalent rank may permit the officers to proceed on leave in anticipation of sanction.)	Police Inspectors and Officers of equivalent rank.
Sub-Divisional Police Officers and Officers of equivalent rank	Sub-Inspectors and Assistant sub-Inspectors & Officers of equivalent rank.

Sub-Inspector of Police	Head Constable and Constables and Constables and Officers of equivalent rank.
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### **Composition and Strength of the Subordinate Service Cadre**

95. The Service may consist of four sections, viz-

**Section-I-** Armed Police, Civil Police and Intelligence Branch and General Duties Branch of the Tele-Communication Directorate.

**Section-II-** Special and Specified Wings

**Section-III-** Directorate of Tele-Communications

**Section-IV-** State Armed Constabulary

95.1 The strength of posts in each section shall be such as may be determined by Government from time to time.

95.2 Provide that the Government may create any post, permanent or temporary from time to time, as may be found necessary and may abolish any such posts in the like manner, without thereby entitling any person to any compensation. The Appointing Authority may leave unfilled or hold in.

### 96. **Recruitment**

(A) **Methods of Recruitment-** Recruitment to the service shall be made by direct recruitment, in accordance with the rules. Persons who are so recruited shall be eligible for transfer to the all branches after undergoing such induction course as may be prescribed by the Director General of Police from time to time, strictly in accordance to the seniority:

96.1 Recruitment by promotion will be made in accordance with the Rules provided that nothing in the Rules shall preclude the Government from appointing Officiating/Temporary Officials. The Seniority shall be according to their position in the existing interlaced seniority list.



**(B) Reservation of vacancies for the Scheduled Castes and the Scheduled Tribes-**

(1) Reservation of vacancies for the Scheduled Castes and the Scheduled Tribes shall be in accordance with the orders of the Government for such reservation in force at the time of recruitment i.e. by direct recruitment and by promotion.

(2) The vacancies so reserved for promotion shall be filled in by seniority cum-merit and merit.

(3) In filling the vacancies so reserved, the eligible candidates who are members of the Scheduled Castes and the Scheduled Tribes shall be considered for appointment in the order in which their names appear in the list prepared for direct recruitment by the Commission for posts falling in its purview and by the Appointing Authority in other cases and the Board or the Appointing Authority as the case may be, in the case of promotion, irrespective of their relative rank as compared with other candidates.

(4) Appointments shall be made strictly in accordance with the rosters prescribed separately for direct recruitment and promotion. In the event of non-availability of the eligible and suitable candidates amongst Scheduled Castes and Scheduled Tribes, as the case may be, in a particular year, the vacancies so reserved for them shall be filled, in accordance with the normal procedure and an equivalent number of additional vacancies shall be reserved in the subsequent year. Such of the vacancies which remain so unfilled shall be carried forward to the subsequent three recruitment years in total and thereafter such reservation would lapse.

96.2 Nationality - A candidate for appointment to the Service must be:-

- (a) A citizen of India, or
- (b) A subject of Nepal, or
- (c) A subject of Bhutan, or
- (d) A Tibetan refugee, who came over to India before the 1st January, 1962 with the intention of permanently settling in India, or
- (e) A person of Indian origin who has migrated from Pakistan, Burma, Sri Lanka and East African Countries of Kenya, Uganda and the United Republic of Tanzania (formerly Tanganyika) and Zanzibar, Zambia, Malawi, Zaire and Ethiopia, with the intention of permanently settling in India : Provided that a candidate belonging to categories (b), (c), (d) & (e) shall be a person in whose favour a certificate of eligibility has been issued by the Government of India.

**(C) Eligibility for Recruitment-** Notwithstanding anything contained in these rules provision regarding eligibility for recruitment to the service with regard to Nationality, age-limit and fee or other concessions to a person who may migrate from other Countries to India with the intention of permanently settling in India shall be regulated by such orders or instructions as may be issued by the State Government from time to time and the same shall be regulated mutatis mutandis according to the instructions issued on the subject by the Government.

**(D) Determination of Vacancies-** Subject to the provisions of the Rules, the Appointing Authority shall determine on 1st April every year, the actual number of vacancies likely to occur during the financial year. Where a post is to be filled in by single method as prescribed in the rules, the vacancies so determined shall be filled in by that method. The Appointing Authority shall also determine the vacancies of earlier years, year wise which were required to be filled in by promotion, if such vacancies were not determined and filled earlier in the year in which they were required to be filled in.

### **Age Provisions**

97. A candidate for direct recruitment to the services must have attained-

(a) for the post of Sub-Inspector/Platoon Commander, the age of 20 years and must not have attained the age of 23 years, on 1st January next following the last date fixed for receipt of applications.

(b) for the post of Constables, the age of 18 years and must not have attained the age of 21 years on 1st day of January next following the last date fixed for receipt of applications. However the upper age-limit for Constable (Driver) shall be 24 years :  
Provided that-

(1) the upper age-limit shall be relaxed upto 5 years in case of the candidates belonging to the SC/ST, and Women, and 3 years in case of the candidates belonging to State Government employees and the dependents of the deceased Police Officers/Officials killed in the discharge of their duties.

(2) the upper age-limit mentioned above shall be 40 years in the case of Ex-Service Personnel and the Reservists, namely the service personnel who are transferred to the Reserve.

(3) however the upper age-limit mentioned above may be relaxed by three years in exceptional cases by appointing authority, after previous approval of Government.

(4) that the released Emergency Commissioned Officers and Short Service Commissioned Officers after release from the army, shall be deemed to be within the age-limit, when they appear before the commission, had they been eligible as such at the time of their joining the commission in the Army.

### **Academic and Technical Qualifications**

98. A candidate for direct recruitment to the Service shall possess the qualifications as prescribed by the Rules and should also produce a certificate of good character from the Principal Academic Officer of the University or College or School in which he was last educated and two such certificates, written not more than six months prior to the date of application, from two responsible persons not connected with his School or College or University and not related to him.

### **99. Physical Fitness**

(1) A candidate for direct recruitment of the Service, must be in good mental and bodily health and free from any mental or physical defect likely to interfere with the efficient performance of his duties as a member of Service and if selected must produce a certificate to that effect from a Medical Authority notified by the Government for the purpose. The Appointing Authority may dispense with production of such certificate in the case of a candidate promoted in the regular line of promotion or who is already serving in connection with the affairs of the State, if he has already been medically examined for the previous appointment and the essential standards of medical examination of the two posts held by him are to be comparable for efficient performance of duties of the new post and his age not reduced his efficacy for the purpose.

(2) Except in the case of women candidates, no candidate, who is less than 168 Cms. in height and whose deflated chest measurement is less than 81 Cms. and inflated less than 86 Cms. shall be deemed to be physically fit :

provided that-

(i) the minimum height of the candidates belonging to the Hill and the Tribal areas shall not be less than 160 Cms. and their deflated and inflated chest should not be less than 79 & 84 Cms. respectively.

(ii) The height and weight of women candidates may not be less than 152 Cms. and 47.5 Kgs. respectively.

(iii) Candidates belonging to the Scheduled Castes and Scheduled Tribes whose height and chest measurements are less by 5 Cms. shall be deemed to be physically fit in case requisite number of suitable SC/ST candidates possessing physical fitness standards as laid down in Rule 14 (2) are not available.

### **Employment of Irregular or Improper Means**

100. A candidate who is or has been declared by the Recruitment Board/Commission or the Appointing Authority guilty of impersonation or of submitting fabricated documents, which have been tempered with or suppressing material information or of using or attempting to use unfair means in the examination or interview or otherwise resorting to any other irregular or improper means for obtaining admission to the examination or interview may, in addition to rendering himself liable to criminal prosecution be debarred either permanently or for a specified period :-

(a) by the Recruitment Board/Commission or the Appointing Authority for admission to any examination or appearance at any interview to be held under the provisions of these Rules, and

(b) by Government from employment under the Government.

### **Canvassing**

101. No recommendation for recruitment either written or oral than that required under the Rules, shall be taken into consideration. Any attempt on the part of a candidate to enlist support directly or indirectly for his candidature by any means may disqualify him for recruitment.

### **102. Procedure for Direct Recruitment**

**(A) Inviting of Applications :** Applications for direct recruitment to the post of Constables in all the Sections of shall be invited by such officers and in such manner as may be laid down by the Director General of Police. The applications for direct recruitment shall be invited by the Commission for the post of Sub-Inspector, Platoon Commanders, by a Recruitment Board for the posts of Inspector/Sub-Inspectors/Asstt. Sub-Inspectors by the department or through advertisement in the Official Gazette or

in such other manner as may be deemed fit by the Commission/Director General of Police.

**(B) Form of Application :** The application shall be in the form approved by the Commission in case of the post of Sub-Inspectors and Platoon Commanders and in case of other posts by the Director General-cum-Inspector General of Police and shall be obtained from the Secretary to the Commission or the Appointing Authority, as the case may be, on payment of such fees as may, from time to time be fixed by the Commission/Director General-cum-Inspector General of Police.

**(C) Examination or Application Fee :** A candidate for direct recruitment to a post in the Service shall pay examination or application fee, as the case may be, fixed by the Commission or the Director General of Police, as the case may be, in such manner as maybe specified by it or him.

**(D) Admission to the examination :** The applications which are found to be incomplete and have not been filled in accordance with the instructions issued by the Commission/Recruitment Board shall be rejected by them at the initial stage. The Commission/Recruitment Board shall permit rest of those candidates to appear in the examination provisionally to whom they consider it proper to grant the certificate of admission. No candidate shall be admitted to an examination unless he holds a certificate of admission to that examination granted by the Commission/Recruitment Board. Before appearing at the examination, it should be ensured by the candidate himself/herself that he/she fulfils the condition in regard to age, educational qualification, experience, number of chances, if any, etc. as provided in the rules. Being allowed to take the examination shall not entitle the candidate to presumption of eligibility. The Commission/Recruitment Board shall scrutinise later on the applications of such candidates only as Qualify in the written examination and shall call only the eligible candidates to viva voce, if any. The decision of the Commission/Recruitment Board as to the admission of a candidate to an examination, eligibility and consequent admission to viva voce if any, shall be final.

**(E) Authority for conducting the competitive examination :** The competitive examination for direct recruitment to the post of Sub-Inspector and Platoon

Commander shall be conducted by the Commission in accordance with the procedure laid down in Schedule-II appended to these Rules, and for the posts of Inspectors, Sub-Inspectors and Asstt. Sub-Inspectors shall be conducted by the Recruitment Boards as constituted by the Director General of Police :-

(a) For post of Inspectors :-

- |   |          |
|---|----------|
| (i) Director General of Police<br>or his representative not below<br>the rank of Inspector General of Police. | Chairman |
| (ii) One Deputy Inspector General of Police.  | Member   |
| (iii) Director, Police Tele-Communications.   | Member   |
| (iv) One Technical Expert not below the status of Class I Officer.  |          |

(b) For the post of Sub-Inspectors :-

- |  |          |
|--|----------|
| (i) Inspector General of Police.             | Chairman |
| (ii) One Deputy Inspector General of Police. | Member   |
| (iii) Director, Police Tele-Communications.  | Member   |

(c) For the post of Asstt. Sub-Inspectors:-

- |   |          |
|---|----------|
| (i) Deputy Inspector General of Police    | Chairman |
| (ii) Director, Police Tele-Communications | Member   |
| (iii) One Technical Expert                | Member   |
| (iv) One Superintendent of Police.        | Member   |

103. The syllabus for the examination to be conducted by the Recruitment Board and for the Physical Efficiency Test shall also be essential prior to interview and aptitude test by the Board shall be such as may be prescribed by the Director General of Police from time to time.

**(F) Recommendations of the Board/Commission :** The Board/Commission shall prepare a list of the candidates, whom they consider suitable for appointment to the post concerned, arranged in order of merit, and forward the same to the Director General of Police, who shall in his turn intimate to the Appointing Authority concerned, the name of the candidates in order of merit as mentioned in the list, up to the number of vacancies available. The Board, Commission shall not recommend

candidates, who have secured less than 36% marks in interview and 45% marks in the aggregate.

**(F) Disqualification for Appointment :** No male candidate, who have more than one wife living, shall be eligible for appointment to the service unless the Government after being satisfied that there are special grounds for doing so, exempt any candidate from the operation of this rule. No female candidate, who is married to a person having already a wife living; shall be eligible for appointment to the service unless Government after being satisfied that there are special grounds for doing so, exempt any female candidate from the operation of this rule. No married candidate shall be eligible for appointment to the Service if he/she had at the time of his/her marriage accepted any dowry.

### **Selection Board for Constables**

104. The selection to the post of Constable shall be made by the following Board :-

- |   |          |
|---|----------|
| (a) Dy. Inspector General of Police Range/Officer of equivalent rank in the concerned Unit. | Chairman |
| (b) Supdt. of Police/Commandant of the concerned District/Unit.                             | Member   |
| (c) One Officer of the rank of Supdt. of Police/Commandant nominated by the DGP.            | Member   |

### **105. Procedure for Appointment by Promotion**

**(A) Eligibility for Promotion :** Except in the case of specialised/technical post to be specified from time to time by the Director General of Police, the persons in holding substantive rank, shall be eligible in the case of Constable on District/Unit. Battalion basis, Head Constables/Assistant Sub-Inspectors on Range basis, and Sub-Inspectors/Platoon Commanders on State basis, for promotion to the next higher posts subject to their possessing such minimum qualification and experience as are specified by the Rules.

**(B) Procedure of selection :** After the vacancies to be filled by promotion have been determined, the Board for recruitment shall be constituted. The Board shall prepare correct and complete list containing names not exceeding five times the number of vacancies out of the senior most eligible members of service.

106. The Boards constituted under the rules shall consider the cases of all the persons included in the list, interviewing all of them and shall prepare a list containing names of suitable candidates in order of seniority.

106.1 In interviewing candidates for promotion regard shall be held to the following factors that :-

- (i) they have passed Part-I qualifying examination.
- (ii) their previous record of service (good and bad entries).
- (iii) integrity.
- (iv) intelligence, tact and energy.
- (v) technical and general knowledge.
- (vi) experience and efficiency.
- (vii) personality and character.
- (viii) physical fitness and capacity to discharge duties of the post to which promotion is to be made including aptitude to undertake extensive tours; and
- (ix) practical knowledge of law and procedure.

**(C) Constitution of Selection Boards:-**

(a) For promotion to the post of Head Constables :-

- (i) Dy. IG of Police Chairman
- (ii) Supdt. of Police/Commandant of the District/Unit concerned. Member
- (iii) One Addl. SP outside the Range concerned to be nominated by DGP. Member

(b) For the promotion to the post of A.S.I.

- (i) Dy. I. G. or Police, Range/Unit or an officer or equivalent rank. Chairman
- (ii) Supdt. of Police/Commandant of the District/Unit Concerned, Member
- (iii) One S.P./Commandant from outside the Range to be Member  
nominated by DGP.

(c) For promotion to the post of Sub-Inspectors/Platoon Commanders :-

- (i) Inspector General of Police Chairman
- (ii) Dy. Inspector General of Police. Member
- (iii) One Supdt. of Police/Commandant. Member-Secretary

(d) For promotion to the post of Inspectors/Company Commanders :-

- (i) Inspector General of Police Chairman



- |   |                  |
|---|------------------|
| (ii) Two Dy. Inspectors General of Police.  | Members          |
| (iii) One Supdt. of Police/Commandant.  | Member-Secretary |
| (e) For promotion to the post of Head Constables and Asstt. Sub-Inspectors Police-Tele-Communications :-                    |                  |
| (i) Dy. Inspector General of Police   | Chairman         |
| (ii) Director, Police Telecommunications.   | Member           |
| (iii) One Technical expert  | Member           |
| (iv) One Supdt. of Police   | Member-Secretary |
| (f) For promotion to the rank of Inspectors/Sub- Inspectors/Supervisors and Sub-Inspectors of Police Tele- Communications:- |                  |
| (i) Inspector General of Police   | Chairman         |
| (ii) Dy. Inspector General of Police  | Member           |
| (iii) One Technical Expert  | Member           |
| (iv) Director, Police Tele-Communications   | Member-Secretary |

106.2 All Boards shall be constituted by the Director General-cum Inspector General of Police.

**(D) Special nomination for promotion cadre course :** (a) Nomination for promotion cadre course for next higher rank upto Sub-Inspector and upto Platoon Commander upto 10% of the vacancies to be filled in by promotion in a particular year, may be made by the Director General of Police in case of those who have shown outstanding work in the anti- dacoity, anti-smuggling or in any special field of Police work including performance in Games and Sports, or have put in not less than 20 years service exclusively as member of the service and also have exceptionally good and unblemished record of service with integrity. Provided that no member of the service shall be nominated more than once on account of 20 years service as mentioned above.

(b) The Government may nominate for Promotion Cadre Course upto 10 per cent of the vacancies by promotion in a particular year from amongst the member of service holding substantive rank from the rank of Sub-Inspector /platoon Commander to

Supervisor/Inspector/Company Commander's rank and from Sub-Inspector/Supervisor to Inspector on the recommendation of the Director General of Police who have shown outstanding work in the anti-dacoity, anti-smuggling or in any special field of Police work including performance in games and sports or have put in not less than 20 years service exclusively as members of the service and also have exceptionally good and unblemished record of service with integrity. Provided that no member of the service shall be nominated more than once on account of 20 years service as mentioned above.

**(E) Qualifying Examination for "Promotion"** : (1) Qualifying examination for promotion means and includes-

Part-I : Written, Practical, Parade and other outdoor tests.

Part-II : Interview ;and Examination of service record, including Annual Confidential reports.

**(F) Promotion Cadre Course** : (1) The Promotion Cadre Course for various ranks shall be conducted at the training institution-, as may be decided by the Director General of Police from time to time.

(2) The Promotion Cadre Course shall be of such duration and shall have such Syllabus as may be approved by the Director General-cum-Inspector General of Police from time to time. In the Promotion Cadre Course due emphasis shall be laid down for indoor and outdoor work. The Promotion Cadre Course examination shall be conducted by such Board as may be constituted by the Director General of Police for the purpose.

**(G) Promotion** : Substantive promotion in the service shall be given in accordance with the order in which names appear in the Approved List: Provided that in case a person who has qualified for undergoing a Promotion Cadre Course is awarded a major punishment involving reduction in rank, dismissal or removal from service or has been Compulsorily retired before undergoing the Promotion Cadre Course or during the Promotion Cadre Course, he shall not be entitled to undergo the Promotion Cadre Course or the remaining part of the Promotion Cadre Course unless on appeal or review, the punishment inflicted on him is withdrawn or the nature of punishment

is modified to minor punishment other than withholding of promotion. Likewise, if such punishment is inflicted after the completion of the Promotion Cadre Course and preparation of approved list, promotion shall be withheld till he is exonerated as a result of the decision in appeal or review as the case may be or till he has undergone the punishment so inflicted.

**107. Appointment, Probation and Confirmation**

**(A) Appointment to the service-** Appointment to posts in the service shall be made by the Appointing Authority concerned by direct recruitment or by promotion as mentioned in the respective Rules of the particular police organisation.

**(B) Urgent Temporary Appointment-** Vacancy in the service, which cannot be filled in immediately either by direct recruitment or by promotion under the rules, may be filled in by the Appointing Authority as per the guidelines laid down by the Director General of Police by appointing in an officiating capacity thereto an officer eligible for appointment to the post by promotion or by appointing temporarily thereto a person eligible for direct recruitment to the service under the provisions of these rules: Provided that such an appointment will not be continued beyond a period of one year without referring the case to the Director General of Police or the Commission as the case may be for concurrence and shall be terminated immediately on their refusal to concur. Provided further that in respect of a post in the service for which both the methods of recruitment have been prescribed, the Appointing Authority shall not make a whole time Appointment for a period exceeding 6 months in a vacancy against the direct recruitment quota, save with the specific permission of the Government, in the Administrative Department, except by a short term advertisement out of persons eligible, by direct recruitment.

**(C) Seniority-** The seniority in the service shall be determined in each category of the service by the year of substantive appointment.

**(D) Period of Probation**— All persons appointed to the service by direct recruitment against a substantive vacancy shall be placed on probation for a period of two years and those appointed to the service by promotion/special selection against a substantive vacancy shall be placed on probation for a period of one year :

**(E) Reversion of Probationer-** Notwithstanding anything contained in the rule, if no order of confirmation is issued by the Appointing Authority within a period of six months, an employee appointed on temporary or officiating basis, who has after the date of his regular recruitment by either method of recruitment completed a period of two years service or less in case of those appointed by promotion, where the period of probation prescribed is less, on the post or a higher post under the same Appointing Authority or would have so worked but for his deputation or training shall on the occurrence of permanent vacancies be entitled to be treated as confirmed, if the same conditions as are prescribed, under the rules and in accordance with his seniority. In case a member of the service fails to give a satisfactory account of himself during the probation period and he is not confirmed in service he shall be reverted to the post on which he has a lien.

**(F) Confirmation, Extension of Probation and Discharge-** A member of the service who successfully completes his probation period and passes the Departmental Examination prescribed by Director General of Police shall be eligible for confirmation at the end of the probation period, provided the Appointing Authority is satisfied that his integrity is unquestionable and that he is otherwise fit for confirmation.

A. **Scale of Pay-** The scale of monthly pay of a person appointed to a post in the service, shall be such as may be admissible under the Rules or as may be sanctioned by the Government from time to time.

B. **Increment-** A probationer shall draw increment in the scale of pay admissible to him in accordance with the provision of the Service Rules.

## Chapter 6

# **Recruitment of State Service Officers**

### **Introduction**

108. The post of Deputy Superintendent longs to the State Police Service. His functions, powers and responsibilities are the as those of an Assistant Superintendent, his prospects of promotion to higher ranks are limited, although there have been cases where outstanding officers of the State Police Service have reached the top position Service.

108.1 The minimum educational standard and the tests are aimed at ensuring the induction of men of a high caliber in the rank of Sub-Inspector. It will be necessary to provide adequate avenues and incentives for attracting and retaining such men, and for motivating them to win public approbation for the police and improve its image and at the same time be a dynamic group of officers on whom the people can depend for protection, help and guidance.

108.2 The State Police Service consists of all the posts of the superior service which are not included in the IPS cadre of the State. The cadre strength of each State Police Service cadre is determined, reviewed and revised by the respective State Govt. from time to time. The cadre strength of the State Police Service is published and notified by the issuing amendments issued by the State Government from time to time.

### **Recruitment**

109. Appointment to the State Police Service will be made by the State Government either by direct recruitment through the State Public Service Commission or by promotion in accordance with the provisions of the State Police Services rules framed in exercise of the powers conferred by laws and enactments of each State.

## **Superintendents and Equivalent Posts**

110. Appointment to the posts of Superintendents of Police (promotion quota), Additional Superintendents of Police and equivalent posts will be made by promotion from the Cadre of Deputy Superintendents /Assistant Commandants as the case may be, on the basis of seniority-cum-merit, merit and the fitness of the candidate to discharge the duties of the post from among the persons eligible for promotion, in accordance with the State Police Services Rules Services (Recruitment) Rules, 1994. Appointment to the post of Superintendent of Police of various other branches like Wireless will be by promotion from the cadre of Deputy Superintendent of Police, of each cadre on the basis of combined seniority, seniority being determined on the basis of service rules. Appointment to the posts of Addl. Superintendent of Police will be by promotion from the cadre of Deputy Superintendents of Police (Civil) on the basis of seniority-cum-merit.

**110.1 Deputy Superintendent of Police (Civil) :** Out of the total number of posts of Deputy Superintendents and Assistant Superintendents, a specified number as may be prescribed by the Government of India once in three years, will be earmarked for Assistant Superintendents in the I.P.S. Cadre. The remaining posts shall be filled up as follows in accordance with the provisions of the Police Services rules as applicable in each State, which could normally be following:

- |   |   |         |
|---|---|---------|
| (a) by direct recruitment   | - | 33 1/3% |
| (b) by promotion/by selection from the cadre of Police Inspectors (Civil) | - | 66 2/3% |

## **Pay**

111. The scales of pay admissible to members of the State Police Services will be as laid down in the Civil Services (Revised Pay) Rules of the respective govt.

## **Composition and Strength of State Service Cadre**

112. The nature of posts and strength of posts in each grade of the Service shall be such as may be determined by the Government from time to time provided that the Government may create any post permanent or temporary, from time to time, as may be found necessary and may abolish any post in the like manner without thereby

entitling any person to any compensation and leave unfilled or hold in abeyance or allow to lapse any such post, permanent or temporary, from time to time, without thereby entitling any person to any compensation.

### **Provision for Recruitment of Ex-Army Officers**

113. Notwithstanding anything contained in the recruitment, appointment, promotion, seniority and confirmation etc. of a person who joins the Army/Air Force/ Navy during an Emergency shall be regulated by such orders and instructions as may be issued by the Government from time to time provided that these are regulated mutatis mutandis according to the instructions issued on the subject by the Government of India."

### **Reservation for the Scheduled Castes and the Scheduled Tribes**

114. Reservation of vacancies for the Scheduled Castes and the Scheduled Tribes shall be in accordance with the orders of the Government for such reservation in force at the time of recruitment i.e. by direct recruitment and by promotion. The vacancies so reserved for promotion shall be filled in by "Seniority-cum- merit and merit." In filling the vacancies so reserved the eligible candidates who are members of the Scheduled Castes and the Scheduled Tribes shall be considered for appointment in the order in which their names appeared in the list prepared for direct recruitment by the Commission, for posts falling in its preview, and by the Appointing Authority in other cases, and the Departmental Promotion Committee or the Appointing Authority, as the case may be in the case of promotee, irrespective of their relative rank as compared with other candidates.

114.1 Appointments shall be made strictly in accordance with the rosters prescribed separately for direct recruitment and promotion. In the event of non-availability of the eligible and suitable candidates amongst Scheduled Castes and Scheduled Tribes, as the case may be, in a particular year, the vacancies so reserved for them shall be filled in accordance with the normal procedure, and an equivalent number of additional vacancies shall be reserved in the subsequent year. Such of the vacancies which remain so unfilled shall be carried forward to the subsequent recruitment years.

### **Determination of Vacancies**

115. The Appointing Authority shall determine on 1st April every year, the actual number of vacancies occurring during the financial year. Where a post is to be filled in by a single method as prescribed in the rule or Schedule, the vacancies so determined shall be filled in by that method. Where a post is to be filled in by more than one method as prescribed in the rules or Schedule, the apportionment of vacancies, determined under each such method shall be done maintaining the prescribed proportion for the over all number of posts already filled in. If any fraction of vacancies is left over, after apportionment of the vacancies in the manner prescribed above, the same shall be apportioned to the quota of various methods prescribed in a continuous cyclic order giving precedence to the promotion quota. The Appointing Authority shall also determine the vacancies of earlier years, year wise which were required to be filled in by promotion, if such vacancies were not determined and filled earlier in the year in which they were required to be filled in."

### **Nationality**

116. A candidate for appointment to the State Service must be:-

- (a) a citizen of India, or
- (b) a subject of Nepal, or
- (c) a subject of Bhutan, or
- (d) a Tibetan refugee who came over to India before the 1st January, 1962 with the intention of permanently settling in India, or
- (e) a person of Indian origin who has migrated from Pakistan, Burma, Shri Lanka and East African Countries of Kenya Uganda and the United Republic of Tanzania (formally Tanganyika and Zanzibar) Zambia, Zaira and Ethiopia, with the intention of permanently settling in India: Provided that a candidate belonging to categories (b), (c), (d) and (e) shall be a person in whose favour a certificate of eligibility has been issued by the Government of India.

### **Age**

117. A candidate for direct recruitment to the post in the junior scale in the Service must have attained the age of 21 years and must not have attained the age of @33



years on the first day of January next following the last date fixed for receipt of applications provided:-

(i) that if a candidate would have been entitled in respect of his age to appear at the examination in any year after the commencement of these Rules in which no such examination was held, he shall be deemed to be entitled in respect of his age to appear at the next following examination.

(ii) that in respect of the first examination to be held under the provisions of these Rules the upper age limit shall be 30 years except in the case of a person employed in connection with the affairs of the State, who held, in a substantive capacity, a permanent post in one of the Covenanting States or had a lien on such a post would have held a lien, if it had not been suspended, for whom the upper age limit shall be 35 years; and

(iii) that in all of the above cases, the upper age limit for a candidate of a Scheduled Caste or of a Scheduled Tribe shall be deemed to have been raised further by five years:

(iv) that the upper age limit for the reservists namely the defence service personnel transferred to the reserve, shall be 50 years."

### **Academic Qualification**

118. A candidate for direct recruitment must hold a degree in Engineering or Technology, Arts, Science, Agriculture or Commerce of a University established by law in India or of a foreign University declared by Government in consultation with the Commission, to be equivalent of a degree of a University established by law in India.

### **Character**

119. The character of a candidate for direct recruitment must be such as to qualify him for employment in the Service. He must produce a certificate of good character from the Principal Academic Officer of the university, college or school in which he was last educated and two such certificates written not more than six months prior to the date of application from two responsible persons not connected with his college or university and not related to him.

### **Physical Fitness**

120. A candidate for direct recruitment to the Service, must be in good mental or bodily health and free from any mental or physical defect likely to interfere with the efficient performance of his duties as a member of Service and if selected must produce a certificate to that effect from a Medical Authority notified by the Government for the purpose. The Appointing Authority may dispense with production of such certificate in the case of candidate promoted in the regular line of promotion, or who is already serving in connection with the affairs of the State if he has already been medically examined for the previous appointment and the essential standards of medical examination of the two posts held by him are to be comparable for efficient performance of duties of the new post and his age has not reduced his efficiency for the purpose.

120.1 The minimum standards for height and Chest-girth, and physical fitness standard may be fixed by the respective state govt. keeping in view the general physical standard of the population.

### **Employment of Irregular or Improper Means**

121. A candidate who is or has been declared by the Commission/Appointing Authority, guilty of impersonation or of submitting fabricated documents, which have been tampered with or of making statements, which are incorrect or false or of suppressing material information or using or attempting to use unfair means in the examination or interview or otherwise resorting to any other irregular or improper means for obtaining admission to the examination or appearance at any interview, shall, in addition to rendering himself liable to criminal prosecution, be debarred either permanently or for a specified period:-

### **Canvassing**

122. No recommendation for recruitment either written or oral other than that required under the rules shall be taken into consideration. Any attempt on the part of a candidate to enlist support directly or indirectly for his candidature by other means may disqualify him for recruitment.

### 123. **Procedure for Direct Recruitment**

**(A) Frequency of examinations:-** A competitive examination for recruitment to the Service shall be held every year unless Government in consultation with the Commission, decide not to hold the examination in any particular year.

**(B) Authority for conducting the examination and syllabus :** The examination shall be conducted by the Commission and in accordance with the syllabus prescribed. Provided that the syllabus may be revised by Government from time to time as it may deem fit in consultation with the Commission. The Commission may, in consultation with the Government, hold a combined examination for direct recruitment to the Service and to any other service or services.

**(C) Inviting of Applications :** On a requisition for direct recruitment to the Service having been made by Government to the Commission, the Commission shall call for applications for permission to sit at the examination by publishing, a notice to that effect in the Gazette or in such other manner as they may deem fit.

**(D) Form of Application :** The application shall be made in the form prescribed by the Commission and obtainable from the Secretary to the Commission on payment of such fee as the Commission may from time to time prescribe.

**(E) Admission to the Examination :** No candidate shall be admitted to the examination unless he holds a certificate of admission granted by the Commission. Before granting such certificate the Commission shall satisfy themselves in each case that the application has been made strictly in accordance with the provision of these Rules. Provided that the Commission may at their discretion allow any bonafide mistakes made in the filling of the prescribed form or presentation of the application to be rectified or any certificate or certificates not furnished with the application to be furnished in good time before the commencement of the examination.

**(F) Examination Fee :** A candidate for direct recruitment to a post in the Service must pay to the Commission such fees as are fixed by them.

**(G) Medical examination fee :** Candidates who are required to appear before the Medical Board shall pay to the President of the Medical Board, a non-refundable fee before the medical examination is held.

**(H) Personality and viva voce examination :** After the marks obtained by the candidates in the written test have been received the Commission shall call for interview such candidate who have qualified for this

**(I) Recommendations of the Commission :** The Commission shall prepare a list of the candidates recommended by them for direct recruitment in order of their proficiency as disclosed by their aggregate marks. If two or more of such candidates obtain equal marks in the aggregate, the Commission shall arrange them in order of merit on the basis of their general suitability for Service.

**(J) Disqualification for appointment :** No male candidate who has more than one wife living shall be eligible for appointment to the Service unless Government after being satisfied that there are special grounds for doing so, exempt any candidate from the operation of this rule. No female candidate who is married to a person having already a wife living shall be eligible for appointment to the Service unless Government after being satisfied that there are special grounds for doing so, exempt any female candidate from the operation of this rule. No married candidate shall be eligible for appointment to the Service if he/she had at the time of his/her marriage accepted any dowry.

#### **124. Procedure for Recruitment by Promotion**

**(A) Criteria for selection** – For purpose of recruitment by promotion, selection on seniority-cum-merit shall be made from among all the Inspectors, who are eligible for promotion under the provisions of the Rules. No officer shall be considered for promotion unless he is substantively appointed and confirmed on the next lower post. If no of ficer substantive in next lower post is eligible for promotion, officers who have been appointed on such post on officiating basis after selection in accordance with one of the methods of recruitment or under any Service Rules promulgated under proviso to Article 309 of the Constitution of India, may be considered for promotion

on officiating basis only in the order of seniority in which they would have been had they been substantive on the said lower post.

**(B) Procedure for selection** – As soon as it is decided that a certain number of vacancies in the Service will be filled by promotion, the DGP shall call upon concerned officers to submit to him their recommendations in this connection by a prescribed date. On receipt of such orders, each Superintendent shall prepare in the form prescribed a list of all the Inspectors in order of seniority who are employed under him and are eligible for promotion under the provisions of the Rules. He shall then submit the list by the prescribed date to the Range Inspector General concerned along with the personal files of the candidates. On receipt of the lists from the Range Inspector General shall prepare a consolidated list in the form prescribed. He shall forward to the DGP the list.

125. The DGP shall scrutinize the lists and make preliminary screening of the candidates. He shall then prepare a list of candidates who are considered suitable for promotion. The list shall contain names of Inspectors not less than six times the number of vacancies. A Committee consisting of the Chairman of the Commission or a member nominated by him as Chairman, the Secretary to the Government in the Home Department, or the Special Secretary concerned nominated by him, the Special Secretary to Government in the Department of Personnel, the Inspector General of Police (senior most) as Member- Secretary will be formed. The lists prepared by the Committee shall be forwarded by Government to the Commission along with the character rolls, the personal files, and relevant extracts from the lists in the form prescribed. The Commission shall be requested to advice on their suitability for promotion to the Service. The names of the candidates, whom the Commission consider to be suitable shall be reported to Government for final selection.

126. **Appointment, Probation and Confirmation**

(A) **Appointment to the Service-** Appointments to the Service shall be made by Government on occurrence of substantive vacancies in the cadre of the Service by selection of persons in the manner prescribed by the Rules.

(B) **Urgent Temporary Appointment-** A vacancy in the Service which can not be filled in immediately either by direct recruitment or by promotion under

the rules may be filled in by the Government or by the Authority competent to make appointment" as the case may be, by appointing in an officiating capacity thereto an officer eligible for appoint to the post by promotion or by appointing temporarily thereto a person eligible for direct recruitment to the Service, where such direct recruitment has been provided under the provisions of these Rules.

(C) **Appointment to Senior post-** (1) Appointment to senior scale and selection scale posts shall be made by Government from amongst the members of the Service on the basis of merit and seniority- cum-merit on the recommendations of a Committee which may consist of the following :-

1 Chairman. Rajasthan Public Service Commission or a member nominated by him.	Chairman
2. Special Secretary to Government in the Appointments Department or his nominee not below the rank of Deputy Secretary.	Member
3. Secretary to the Government in the Home Department	Member
4. DGP	Member
5. Deputy Secretary to Government in the Home Department	Member Secretary

(D) **Period of Probation** : All persons appointed to the Service by direct recruitment against a substantive vacancy shall be placed on probation for a period of two years and those appointed to the Service by promotion Special Selection against a substantive vacancy shall be placed on probation for a period of one year.

(E) **Confirmation** : A person appointed to a post in the Service temporarily or on officiating basis who, after regular recruitment by any one of the methods of recruitment prescribed under the Rules, has not been confirmed, within a period of six months on completion of a period of two years service in case he is appointed by direct recruitment or within a period of one year's service in case he is appointed by promotion, shall be entitled to be treated as confirmed in accordance with his seniority. Persons who have been made

eligible for substantive appointment to a post under the rules shall be treated as having been regularly recruited; Provided that it shall not include urgent temporary appointment or officiating promotion which is subject to review and revision. Persons who hold lien on another cadre shall be eligible to be confirmed under this rule and they will be eligible to exercise an option whether they do not elect to be confirmed on the expiry of two years of their temporary appointment under this rule. In the absence of any option to the contrary, they shall be deemed to have exercised option in favour of confirmation under this rule and their lien on the previous post shall cease."

- (F) **Unsatisfactory Probation:-** If it appears to the Appointing Authority, at any time, during or at the end of the period of probation, that a member of the Service has not made sufficient use of his opportunities or that he has failed to give satisfaction, the Appointing Authority may revert him to the post held substantively by him immediately preceding his appointment, provided he holds a lien thereon or in other cases may discharge or terminate him from service or extend the period of his probation for making up the deficiency.
- (G) **Confirmation of a Probationer :** A probationer shall be confirmed in his appointment at the end of his period of probation if he has passed the prescribed departmental examination if any, completely, he has passed a departmental test of proficiency and Government are satisfied that his integrity is unquestionable and that he is otherwise fit for confirmation.

## Chapter 7

# **Indian Police Service (IPS)**

### **Introduction**

127. The Indian Police Service Cadre has been created by Parliament under Article 312 of the Constitution. The recruitment and conditions of the Indian Police Service are governed by the provisions of the Indian Police Service (Recruitment) Rules, 1954. These rules are framed in exercise of the powers conferred by sub-section(4) of section 3 of the All India Services act, 1951 (Central Act LXI of 1951). These rules and regulations are contained in the All India Services Manual, issued by the Government of India, Ministry of Home Affairs.

127.1 An IPS officer who his recruited through the direct recruitment method, after completion of training is designated as Assistant Superintendent of Police, who is generally in charge of a sub-division and may be required to perform any of the duties of the Superintendent, subject to the latter's control. These include the supervision of the work of the various branches of the Superintendent's office and the police lines, the enforcement of discipline and the licensing and regulation of public assemblies and processions etc.,

127.2 On promotion to the rank of Superintendent, an ASP is called upon to keep the force under his control properly trained, efficient and contented and ensure by constant supervision that the prevention and detection of crime receive prompt and effective attention and that law and order is maintained. He is responsible also for the management of the internal economy of the police force of his district and its discipline.

### **Direct Recruitment**

128. Direct recruitment to the I.P.S. is made on the basis of a combined competitive examination held by the U.P.S.C., for the I.F.S., the I.A.S., the I.P.S., and certain Central Services Class I & II. The minimum age prescribed for the I.P.S. is 20 years as against 21 years for the other services. The number of optional subjects required to



be offered is two for the I.P.S., three for the Central Services Class I and five, including two of a higher standard, for the I.A.S., and the I.F.S. The personality test for the I.P.S., carries 200 marks as against 300 for the I.A.S., and 400 for the I.P.S. Preliminary written examination is held for screening and elimination of the application for main written examination. Those who qualify the main written examination form part of the main selective on order of merit and appointments are made from this selection list.

### **Cadre**

129. There is a separate Cadre of the Indian Police Service for each State. The strength and composition of each cadre is determined by the Central Government in consultation with the concerned State Government in accordance with the provisions contained in the Indian Police Service (Cadre) Rules 1954. For this purpose a trinnel revision is done. As part of the revision the Central Government at an interval of every three years, re-examine of the strength and composition of the IPS Cadre, in consultation with the State Government is done to make such alterations therein as deemed fit. The details of cadre strength of Indian Police Service of each State are contained in the schedule to the Indian Police Service (Fixation of Cadre strength) Regulations 1955.

### **Methods of Recruitment & Rules**

130. Appointment to the Indian Police Service is either by direct recruitment or by promotion from the cadre of State Police Service. The rules and regulations prescribing the method of recruitment to the Indian Police Service are contained in the following and Regulations.

- (1) The Indian Police Service (Recruitment) Rules 1954,
- (2) The Indian Police Service (Appointment by Competitive Examinations) Regulations, 1955
- (3) The Indian Police Service (Appointment by Promotion) Regulations, 1955 and
- (4) The Indian Police Service (Special Recruitment) Regulations, 1957.

### **Recruitment by Promotion**

131. The number of officers that could be appointed by promotion to the I.P.S. from the cadre of the State Police Service shall not exceed the prescribed time of the number of senior duty posts borne on the Indian Police Service Cadre of the concerned State. Promotion from the State Police Service to the Indian Police Service is normally at the rank of Superintendent of Police, except in cases where the recruitment is made under the Indian Police Service (Special Recruitment) Regulations, 1957.

### **Promotion of IPS Officers**

132. Appointment to the rank of Director General of the Police organisation is made by selection from among the officers who hold the rank of Director General of Police as per the provisions of the Police Act of the respective State police. If there are more than 2 DGsP, promotion to the rank of Director General of Police is made from the rank of DGsp and Additional Directors General of Police. Promotion to the rank of Additional Directors General of Police is made from the rank of Inspectors General of Police. Promotion to the rank of Inspectors General of Police is made from the rank of Deputy Inspectors General of Police. Promotion to the rank of Deputy Inspectors General of Police is made from the rank of Superintendents of Police. Appointments to the Selection Grade in the Indian Police Service are made by selection from the rank of Superintendent in the senior scale of pay. An Assistant Superintendent will be eligible for promotion to the senior scale of the Indian Police Service after completion of the period of service in the junior scale as prescribed by the Government from time to time and he shall be promoted in the earliest possible vacancy of Superintendent occurring after completion of that period of service, subject to his fitness to hold the higher post.

### **Pay**

133. The scales of pay admissible to members of the Indian Police Service and the fixation of pay in those scales of pay shall be as laid down in the Indian Police Service (Pay) Seventh Amendment Rules as amended from time to time as per the

recommendations of the Pay Commission. The existing scales of pay will be on the basis of the recommendations of the Sixth Pay Commission.

### **Promotion to Various Ranks**

134. Members of the Service, who are directly recruited to the service, enter in the 'Junior Scale' and hold the posts of Sub-Divisional Police officers or equivalent posts and are designated as Assistant Superintendent of Police. Those of the "Senior Scale" are appointed as "Superintendents of Police" and hold charge of districts or other equivalent posts. A member of the service will be eligible for appointment to the Junior Administrative Grade after completion of the 9<sup>th</sup> year of service calculated from the year of allotment assigned to him. He will be entitled to draw pay in the Junior Administrative Grade only on appointment to that grade. This grade is non-functional and shall be admissible without any screening, of all the officers in the senior time-scale who have completed 9 years of service. A member of the service will be eligible for appointment to the Selection grade after completion of 13 years of service calculated from the year of allotment assigned to him. He will be entitled to draw pay in the selection grade only on appointment to that grade. Appointment to the Selection Grade and to posts carrying pay above the selection grade of pay in the Indian Police Service will be made by selection on the ground of merit and suitability with due regard to seniority.

### **Departmental Examinations and Regulation of Increments**

135. A member of the I.P.S. under training in the State should qualify himself in the prescribed departmental examinations. The increments which fall due after joining the State Government but before the expiry of the above time limit of two years shall be granted as a matter of course. In case a member of the service does not successfully complete the prescribed examinations within the prescribed period, the increments due to the member of the service thereafter will be withheld. Subject to the provisions of Rule 7 of the Indian Police Service (Pay) Rules, 1954, the increments so withheld will be released to the member of the service from the date of his successful completion of the examinations prescribed, and future increments will accrue to him as if no increments were withheld; but arrears for the period during which the increments were withheld will not be paid. Under Rule 7 of the Indian Police Service

(Pay) Rules 1954, the first two increments may be granted to a member of the service on completion of the Accounts Higher, General Law Part I & II and State Examinations. The increments shall be granted from the date following the last day of the examinations irrespective of the length of service of the member.

### **Confirmation**

136. The confirmation or otherwise, after completion of training where such training is prescribed, of all members who are directly recruited to the service will be governed by the provisions contained in the Government Servants' (Probation) Rules. All appointments by promotion shall be on probation for a period of two years on duty. Any member so promoted may, after the expiry of the said two years be appointed permanently to such post if his work during the period in such post is found satisfactory.

### **137. Seniority**

(i) Every member of the I.P.S. is assigned a year of allotment by the Central Government in accordance with the provisions of the I.P.S. (Regulation of Seniority) Rules, 1988, and his seniority will be fixed by the Central Government on the basis of the year of allotment. In the case of special recruits, the seniority will be determined according to the IPS (Seniority of Special Recruits) Regulations, 1960.

(ii) The seniority of the members of the State Police service officers will be fixed by the State Government in accordance with the provisions of the State Government Servants' (Seniority) Rules.

### **138. Grants for Uniform**

(i) The uniform to be worn by the members of the I.P.S. and the uniform grant admissible to them will be in accordance with the provisions of the I.P.S. (Uniform) Amendment Rules, 1954 as amended in the IPS (Uniform) amendment Rules, 1987.

(ii) The uniform to be worn by the members of the State Service and the uniform grant admissible to them will be in accordance with provisions of the State Police Force (Uniform Amendment) Rules.

## **Resignation**

139. No Officer of the I.P.S. or the State Police service shall resign his appointment without the previous sanction of the Central Government or the State Government, as the case may be.

## **140. Punishments**

(i) The members of the Indian Police Service are governed by the provisions of the All India Services (Discipline and Appeal) Rules, 1969 for purposes of any disciplinary proceedings against them.

(ii) The members of the State Police Service will be governed by the provisions of the State Police (Disciplinary Proceedings) Rules.

## **141. Transfers**

(i) The postings and transfers of officers of and above the rank of Superintendent of Police will be ordered by the Government on the recommendation of the Director General of Police.

(ii) The transfer of Assistant Superintendents/Deputy Superintendents and members of equivalent rank will be ordered by the Director General and a copy of the order will be sent to the Government for information,

(iii) No member of the service shall, as a general rule, be retained in the same post for more than three years.

(iv) No member of the service shall ordinarily be transferred before the expiry of three years in a post. If, however, in public interest, it is found necessary to depart from this order in any case, special reasons for the transfer should be furnished and orders of the Government obtained.

(v) Transfers should generally be made between the months of April and June.

(vi) If transfers are made at the request of the officers concerned, the general rule is that they should forego transfer T.A. which they would otherwise draw if they were transferred in the public interest in accordance with Rules.

#### 142. **Certificate of Transfer of Charge**

(i) The Commissioners of Police, Inspectors General of Police, Deputy Inspectors General of Police and Superintendents of Police whenever they take charge of Cities/Ranges/ Districts respectively on transfer or promotion, should immediately send intimation by wireless or teleprinter to the Director General of Police mentioning the date and hour of taking charge.

(ii) Officers of and above the rank of Superintendents of Police posted to capital headquarter need intimate the ADG (Administration), over telephone, followed by a report of transfer of charge.

(iii) The wireless message is in addition to the report of transfer of charge which should be sent in the prescribed form by post.

(iv) After issue of orders regarding the transfer of a member, he should proceed to join duty at the new place forthwith or in accordance with the instructions contained in the order, within the prescribed period of joining time, unless he has applied for and received orders sanctioning leave. Relief from his old post and joining at a new station should not be postponed because leave has been applied for. Whenever an officer under orders of transfer applies for leave, the authority competent to sanction leave may on his own authority consider such application after the member joins his new post and grant leave to him.

(v) Joining time admissible according to the provisions of the Services Rules may be availed of. But it must be understood that joining time cannot be claimed as a matter of right, and a member may be required to join at the new place of posting forthwith or curtail his joining time. Whenever an Officer does not avail the prescribed joining time, the not availed portion of the joining time shall be credited to his E.L. account.

#### 143. **Handing Over Notes**

(i) Officers in independent charge of offices, should, on transfer or while proceeding on long leave, leave behind handing over notes drawing the attention of their

successors to the important items of work to which their successors have to give attention on priority basis.

(ii) The following headings, set out for guidance, may be adopted with changes suitable to particular circumstances.

(a) Law and Order situation with reference to factions, labour, communal or other situations;

(b) Crime position with special emphasis on cases of special interest requiring the attention of the officer;

(c) Pendency of cases in courts and important cases under investigation;

(d) A note on the strength of the force at all levels;

(e) District personages in so far as they concern Police administration;

(f) The District .Police Office Stores, Motor Transport and Armed Reserve;

(g) Important points for attention from the last Inspection Notes by the immediate superior;

(h) Relationship of the Police with Magistrates; (i) District Special Branch work;

(j) Recent and impending transfers of Inspectors, Sub-Inspectors, Assistant Sub-Inspectors and Head Constables.

(k) References to circulars touching on important matters of the administration of the district and executive working;

(l) References to work and character of subordinates.

(iii) Handing over notes for a Superintendent should rarely exceed four pages of typescript and for sub-Divisional police Officers, they should normally be shorter. Handing over notes prepared hurriedly is likely to be superficial and incomplete. Therefore, the notes should be prepared well in advance with a view to furnishing the successor, sufficient information about the state of administration and executive work in the charge.

(iv) The handing over notes should be typed with a half page margin and kept as a semi-permanent record in loose leaf form, the half margin can be used for marginal notes by the succeeding officer or officers.

#### 144. **Leave**

(i) Members of the I.P.S. are governed by the (1) All India Services (leave) Rules, 1955; (2) All India Services (Special Disability Leave) Regulations, 1957, and (3) All India Services (Overseas Pay, Passage and Leave Salary) Rules 1957.

(ii) The members of the State Police Service are governed by the provisions of the State Police Services Rules.

#### 145. **Casual Leave**

(i) Since casual leave is treated as duty for all purposes, the I.P.S. Officers serving in the State are governed by the casual leave rules of the state Government.

(ii) In the case of superior officers, casual leave may be granted -

(a) by Superintendents of the districts and officers of equivalent rank.	to all Gazetted Police Officers subordinate to them.
(b) by Deputy Inspectors General of Police and officers of equivalent rank	to Superintendents of Police and officers of equivalent rank and subordinate to them,
(c) Inspectors General of Police	to Deputy Inspectors General of Police/Officers of equivalent rank,
(d) Additional Director General of Police.	to IGP's working under them.
(e) by Director General of Police	Inspectors General of Police/ Additional Directors General of Police

(iii) A copy of the leave order issued by the officers at (a) to (c) above should be sent to the Director General of Police.



## **Register of Casual Leave**

146. The Register of Casual Leave prescribed by the Government should be maintained in respect of superior officers by the officers competent to sanction the leave.

## **147. Leave Other Than Casual Leave**

(i) Superior officers should submit their applications for leave to the Director General or the officer competent to sanction leave through the official channels.

(ii) The application for leave should be in the prescribed form and sent in triplicate to the officer competent to sanction leave. The leave sanctioning authority should then transmit two copies of the leave application to the concerned authority. The authority will retain one copy in his office and forward the other copy to the leave sanctioning authority with the necessary certificate regarding the title to the leave applied for.

(iii) The recommending authority should quote the particular leave rules applicable to the member.

(iv) Leave applications should be sent well in advance to avoid inconvenience and dislocation of work.

(v) Leave preparatory to retirement should be applied for in accordance with the orders issued by the Government on the subject.

(vi) Members should not proceed on leave in anticipation of sanction, nor should they presume that any request for leave or for extension of leave will be automatically granted. Where a member has not received intimation that his request for leave has been granted, he should not proceed on leave, and where a member who is on leave has applied for extension and the orders sanctioning extension have not been received by him, he should return and join the post to which he was appointed unless otherwise ordered.

(vii) In emergent circumstances, a member may be allowed to proceed on leave by the authority competent to sanction his leave', but sanction there to can be accorded only after the certificate of title to the leave applied for is received.

### **Departure on Leave**

148. Superior Police Officers, before proceeding on leave, should communicate their leave address to the Director General of Police or the leave sanctioning authority as the case may be.

## Chapter 8

# **Police Training-An Overview**

### **Introduction**

149. The training arrangements in the different States need to be improved qualitatively as well as quantitatively. The situation of general neglect and lack of genuine conviction towards the value of training needs to be immediately improved for bringing about overall effectiveness and impact of police training. This naturally calls for a planning, developing and coordinating agency at the Centre as well as in the States. The problems of police training must be tackled and solved by the States at their own level. The Central Government will have to provide financial as well as technical assistance in the important task of reorganising training for the police at various levels. A good, well-organised training programme is only one of the several components, though an important one, which determine the efficiency and morale of an organisation.

### 150. **Training Concepts and Objectives**

(i) The objectives of the training of police officers should be the inculcation of knowledge and professional skills and the development of attitudes appropriate to their work and the people they come into contact with. Police training should, in addition, be given the necessary bias for science and technology.

(ii) The training programmes must aim at providing a professional leadership which can help achieve the speedy transformation of an economically backward society into a secular, modern, technologically advanced society characterised by equal opportunity and social justice.

(iii) Training should help to develop positive attitudes, acquire technical and analytical skills and encourage initiative and the ability to anticipate situations and innovate in order to achieve the goals of the organisation. It should create a sense of involvement and participation at all levels.

(v) The trainees should develop an enquiring mind receptive to new ideas and a restless spirit which urges constantly to find ways of doing assigned tasks better and more efficiently and to keep away from cynicism and the line of least resistance.

### 151. **In-Service Training**

(i) There should be a phased in-service training programme in the form of refresher, orientation, specialised, middle level and senior level courses, besides the induction training of new recruits at different levels to make training purposeful and effective for the attainment of the goals of the organisation. For the higher level officers, there should be a greater input of managerial and conceptual skills in the training programmes.

(ii) In-service training courses should be linked with the channels of promotion to various levels of higher responsibility to ensure better motivation and greater effectiveness in the field. Persons who have undergone particular courses must be assigned to jobs where they can make use of the training imparted to them to ensure that they do not develop a cynical attitude to training which may infect others. It is desirable that individuals with promise should be selected for training as a part of their career development so that they can contribute their maximum to the organisation and to society.

### 152. **Effectiveness of Training**

(i) The effectiveness of training is determined by a combination of the trainee, the training system, in which the trainer plays the most important role, and the organisation to which the trainee will return. Any imbalance in this would offset the additional inputs given to the individual in terms of specific knowledge, skills and attitudes.

(ii) Effective training and positive attitudes of the trainees will not guarantee, by themselves, a full and proper utilisation of the knowledge, skills and attitudes imparted, if on returning from training, the trainee finds that his enthusiasm is not only not recognised but is even resisted and resented. Police officers at all levels must be so trained as to see themselves as persons who can offer help or counsel to those below them and facilitate their growth. Such a realization at the senior levels would

result in creating the necessary climate to permit the junior officers to change their "behaviour" and make the organisation as a whole more effective for the fulfillment of its new role.

(iii) The nature, level and content of the courses, the methods of instruction and the quality and quantum of the instructional staff will all need a periodic review with the object of constantly improving the training programmes.

(iv) Training cannot neutralise unwise promotions or ineffective methods of work; nor can it replace intelligent supervision, favourable environmental conditions, individual willingness to accept responsibility, etc. The effectiveness of training also depends on such factors as motivation, morale in the organisation, opportunities for growth and fulfillment of aspirations, recognition of merit, etc. Training should be considered as an investment in human resources.

(v) It is necessary to induct new concepts into police training programmes, and to provide training material, which may make police officers aware of tremendous problems of the minorities and the under-privileged classes and the need to deal with them with an understanding of the factors which give rise to particular situations.

(vi) The mental background of an officer is provided by a number of interacting factors, including his educational institutions. The officers of police training institutions must, therefore, set an example of behaviour, understanding and readiness to perform difficult tasks, which the trainees can emulate.

### **Important Considerations**

153. The following considerations deserve special emphasis in the training of the police:—

- i. Loyalty to the Constitution, commitment to the goals of the nation and the concepts of an egalitarian society, and the need for national integration
- ii. Awareness of the problems that arise in the wake of the developmental process including conflicts, social disorganisation, scarcity and controls, regional imbalances etc...

- iii. A deep social awareness for comprehending and reacting to complex situations
- iv. Development, of analytical and innovative skills since situations will continue to change and no ready-made solutions can be prescribed.
- v. A new orientation in dealing with the masses, who come from various strata of society, divided among many contours such as religion, caste, region and income, as may lead to the correct response in individual cases.
- vi. The need for the application of scientific techniques, management concepts and skills, and constructive attitudes and values in police work.

### **Instructional Methods and Aids**

154. Every instructor should work out a plan of handling his subjects with a view to achieving the following objectives:—

- 1. To impart the necessary knowledge regarding the subject.
- 2. To assist the participants to develop the necessary skills for translating the knowledge into action
- 3. To enable the participants to identify and understand the attitudes which would be desirable in handling different police situations.

**(A) The integrated or concentric method :** The integrated or concentric method of teaching should be adopted in all training programmes for developing in the trainees an understanding of the various aspects relating to the totality of a situation. In this method, all the aspects of a theme are taken up together and the focus is on problem-solving rather than on memorizing various sections or texts. This will involve close cooperation between the various staff members lecturing on different aspects of the same theme and will also require a relatively higher ratio of staff to trainees than is the case at present. The effectiveness of integrated teaching can be enhanced by supplementing the lectures with concurrent field exposure and other teaching methods and using modern teaching aids so as to ensure the maximum possible trainee participation in the training process. Tutorials, in particular provide a good opportunity to the instructor to help the trainees in developing the proper attitudes.

**(B) The teaching of management concepts and techniques :** The teaching of management concepts and techniques is facilitated by project assignments, management games and exercises, practical, discussions, role play and case study in addition to lectures. For teaching the subject of human behaviour and attitudes, a series of panel discussions should be included for understanding critical social groups, conflict situations, the dilemmas faced by the police and the attitudes appropriate in facing them.

**(C) The guide scheme :** The guide scheme introduced in the National Police Academy should be adopted in all police training institutions with a view to developing the all-round personality of the trainees through self-analysis and self-development.

**(D) The modern teaching methods :** The various modern teaching methods in vogue at present in professional training institutions like lecture, demonstration, observation, discussion and its varieties, case study, role playing, simulation, sensitivity training, syndicate, in-basket, incident, brain-storming, problem oriented exercises and projects and programmed instruction should become an integral part of police training methodology. The levels of police officers for whose training they are most appropriate and how they should be employed so as to make police training purposeful and effective should be part of the training process.

**(E) Use of scientific training aids :** A number of scientific training aids are available now which facilitate and enhance the effectiveness of the training/learning process. Not much use is being made of such aids in police training in the country at present. Several of them have been described in detail black-boards, display-boards, flannel-boards, training graphics, including models and cut-aways, films film strips slides, projectors and tape-recorders. It has also been indicated how they can and should be used to advantage in police training.

**(F) Use of films & audio-visual aids :** Frequent and regular use of films and audio-visual aids should be made for making the training process interesting and sustainable.

**(G) Training of police instructors & trainers :** The instructors in all police training institutions should be fully trained in instructional aids and methods. They should develop the ability to modify and adapt the various techniques and to identify which of them would be the most suitable for particular groups of trainees or for particular subjects or at particular stages of the trainees' career. In selecting a technique or a training aid, the instructor should be guided by the principles that the aid selected will help to deepen the trainees' insight into the subject under consideration, increase their abilities to analyse and solve problems, impart a more detailed and better integrated knowledge of the subject matter and stimulate them to think and broaden their interest. It should be accepted that their use will result in increasing the duration of training programmes.

**(H) Library facilities :** Adequate resources should be allotted for setting up a well-equipped library, with a documentation cell and micro-filming facilities in all police training institutions. These libraries have not only to acquire books and journals of police interest from the widest possible angle; they must also have a good deal of indigenous material relevant to the Indian context. The various kinds of material required and how it should be built up has been indicated. In this connection, it is suggest that—

- a) the Central Directorate of Police Training should commission competent writers to prepare standard manuals and text books on police subjects;
- b) the instructors should prepare digests of important books and articles etc., and circulate the same to the students and each institution should have an electrically operated cyclostyling machine to facilitate the circulation of this material;
- c) the Central Directorate, of Police Training should get a number of model case studies and role-play, problem-oriented and simulation exercises prepared with the help of experts for circulation to all Central and State training institutions; the State Inspectors General/Deputy Inspectors General, Training, should enlist the help of experts in the States to assist in preparing model case studies and exercises; there should be a Case Study Unit in the N.P.A. with staff properly qualified and trained in case study methods which would continuously obtain material both from the field and



the trainees and suitably structure it for use in training programmes and similar work of collecting material and structuring case studies etc., should be taken up by the other Central and State institutions also;

- d) proceedings and summaries of seminars, symposia, panel discussions and talks by eminent visitors or guest speakers should be properly recorded so as to be available to teachers and trainees alike, records of discussions in earlier training programmes on specific subjects, group discussions as well as the recommendations of the trainees and observations during discussions should form a part of the teaching material for future courses;
- e) the preparation of books on instructional methods should be taken up by the Training of Trainers Wing of the National Police Academy; and
- f) all this material should be classified and indexed for ready reference by teachers/trainees and the Central Directorate of Police Training should help in the preparation of a comprehensive bibliography and the exchange/circulation of new material as it is produced in the different training institutions.

**(I) Training Material :** Since there is uniform pattern of police training throughout the country, the methodology and to a large extent the training material should also be uniform. The Central Directorate of Police Training should co-ordinate the efforts at the Centre and in the States and assist the State Inspectors General/Deputy Inspectors General, Training and the heads of the State training institutions with advice and guidance in this work.

**(J) Training evaluation :** Sophisticated methods for evaluating the usefulness of training methods, techniques and aids should be evolved by the Central Directorate of Police Training in due course.

### **The Instructional Staff**

155. The present position with regard to the instructional staff of the police training institutions is quite discouraging. This is due to a lack of adequate interest in training matters on the part of the authorities and the posts of instructors not having any

attraction per se. A change in this situation is most urgent and pressing and it needs to be recognised that the instructor plays the role of a change agent in the organisation.

155.1 In order to attract the host talent for the instructional staff, it should be ensured that postings to the training institutions are not made a matter of convenience. Suitable Officers properly selected, should be kept in view for such postings so that they may be considered a matter of pride.

155.2 Teaching assignments at training institutions should be for a fixed duration. There should be planned turn over of the staff and a constant infusion of new blood. The normal tenure of the instructional staff should be for three years which may be extended to five years in the cases of officers found eminently suitable. An officer posted to a training institution should be allowed to do his full term even if his promotion accrues in the meantime. This could be done by giving him the benefit of promotion by temporarily upgrading the post held by him.

155.3 In order that posting to training institution is desired and not shunned as at present, steps should be taken to provide adequate incentives. The instructional staff should be entitled to rent free accommodation, special pay and/or rank promotion, schooling facilities for children, and recognition by way of promotion, good postings and rewards. Since rank promotion would be more attractive to the subordinate ranks than special pay, officers who are in the approved lists for promotion should be given accelerated promotion and posted to training institutions.

155.4 The guide scheme which aims at moulding correct attitudes and behaviour, requires the instructors and the trainees to have informal contacts and discussions. Adequate facilities should be provided to the instructional staff to enable them to invite and entertain the trainees at their residences.

155.5 The instructional staff of the training institutions should be encouraged to visit similar institutions in other States for promoting better understanding and advancement of knowledge and skills by interaction with colleagues.

155.6 An instructor should have adequate professional knowledge and experience of the subject which he is to teach, along with sincerity and enthusiasm for the job. For the young and impressionable trainees, the instructor's devotion to duty and enthusiasm should be catching. A good teacher must have a well-balanced personality and an even disposition. His bearing and appearance should display abundant self-confidence and vitality. Only then he will have the force of character sufficient to mould the character and attitudes of the trainees who come to the training institution as adults.

155.7 The heads of the police training institutions should be on the look out in every course for officers with instructional aptitude and potential and suitable entries should be made in the annual confidential rolls of officers considered likely to make good instructors. Simultaneously, applications should be invited from officers for posts on the instructional staff and the best persons should be selected out of those who volunteer through interviews.

155.8 The officers selected should be given a strong theoretical grounding in the philosophy of education, the various sociological factors which have a bearing on the educational attainment of individuals and the psychological elements which explain an individual's perception and motivation towards learning before they are assigned to instructional work. They will need also to develop effective leadership abilities and the skills essential in the art of teaching. They should be conversant with the various methods of instruction. In order to enable them to make effective use of these methods and audio-visual aids, they should be provided with opportunities to become proficient in their use. It is essential for instructors to learn to evaluate the performance and attitudes and values of their trainees, which will also enable them to know how effective or otherwise their instruction has proved to be. The instructors should also have a good knowledge of the organisation and administration of a training institution in all its aspects.

155.9 The instructors should be exposed to management training to enable them to see the need for change, to grasp new developments quickly, to retain themselves when necessary and to develop creativity, sound judgment and planning.

### **Feed-back and Follow-up Mechanism**

156. All training programmes must have a system of evaluation of instructors. The trainer should evolve a method of receiving feed back from his trainees and, wherever possible, an assessment from his colleagues. He should also have the capacity to evaluate his own performance by judging the reactions of his trainees and through the results of the various tests held by him from time to time. The head of the institution, who would be responsible for evaluating the effectiveness of the several instructors, should discuss with each the subjects to be taught by him, the preparation he has made, the methodology he proposes to adopt and the integration of instructional aids in the teaching process that he has planned.

156.1 The senior officers must display faith and belief in and extend their wholehearted support to the process of training in order to make the job of the instructor effective and rewarding.

## Chapter 9

# Training of Constables

### Introduction

157. The Constable is the most frequently seen police officer and the first to come in contact with the people, who expect him to use his authority for safeguarding their rights and rendering them assistance in the solution of their problems. His powers of arrest though limited, give him much scope for the use of his authority. His training should concentrate on imparting professional skills and developing his abilities and attitudes in such a way as will enable him to discharge his functions effectively. He has to deal with individuals as well as groups of people. The one aspect which deserves the maximum attention in his training, therefore, is his behaviour and attitude towards the common man. He must be physically fit and fully trained in unarmed combat.

### The Basic Training Course for Constables

158. The newly recruited persons on the rank of constables should be sent to undergo a nine months basic and foundational training course to be conducted by police/recruit training schools. A model syllabus for this training course has been prepared by the Gore Committee, which is reproduced below. The State Police Organisations may make suitable changes, amendments and incorporate modifications in the proposed syllabus as per their professional needs, demands and requirements.

### 159. Syllabus for the Basic Course for Constables

#### **I Modern India and the Role of the Police**

Periods 30

A. Indian National Tradition.

Gandhi, Tagore and Nehru.

B. 1. Salient features of the Indian Constitution.

2. Fundamental Rights and Directive Principles.

C. 1. Political, social and economic changes; in

India since independence and their implications for the police.

2. Major social problems.

3. National integration.
4. Uplift of weaker sections of the people.
- D. 1. Current affairs.
  2. Political and communal parties and their ideologies.
- E. 1. Role and functions of the civil police.
  2. Role of the Constable.

## **II Organization**

Periods 30

- A. 1. Organization of the Central Government.
  2. Central Police Organizations.
- B. Organization of the State Government—State district and sub-divisional set-up.
- C. Organization of the Civil Police—police headquarters, range, district, sub-division circle and police station.
- D. Organization of the Armed Police—battalion, company, platoon and section.
- E. Organization of the Railway Police and the Traffic, Crime and Special Branches and Village Police.
- F. Civil Defence/Home Guards Units and Co-ordination with them.
- G. Relations between the Police and the Panchayats, the Social Services, the Magistracy and other Departments.

## **III Human Behaviour**

Periods 90

- A. Understanding Human Behaviour—individual group and crowd.
- B. Police Behaviour towards the Public—
  1. Principles of police conduct.
  2. Selected short cases bringing out the policeman's attitude towards—
    - (a) disputes,
    - (b) bad characters,
    - (c) witnesses,
    - (d) men in custody,
    - (e) traffic offenders,
    - (f) complaints at the police station,
    - (g) the people while on boat duty, .

- (h) youth.
- (i) labour,
- (j) women and children, and
- (k) infirm and destitute,

#### **IV. Administration**

Periods 20

Badges of ranks, clothing, equipment, arms, and ammunition, pay and allowances, leave, discipline, complaints, punishments, appeals, promotion, rewards, decorations, housing, medical treatment, retirement benefits and service records.

#### **V. Police Duties**

Periods 125

- A. Causes of Crime.
- B. Types of Criminals.
- C. Observation and Collection of Criminal Intelligence.
- D. Prevention of Crime—beat and patrol duty, surveillance and attendance at jail parades.
- E. Investigation.
  - 1. Registration of crime.
  - 2. Elementary knowledge of scientific aids to investigation—preservation of the scene of crime and police portraits.
  - 3. Service of summonses and execution of warrants.
  - 4. Assistance in raids, searches, seizures and arrests and interrogation.
- F. Juvenile Delinquency.
- G. Maintenance of Order—control of meetings, processions and crowds.
- H. Pairs, Festivals and Village Bazaars.
- I. VIP Arrangements and Security.
- J. Guards and Escorts.
- K. Police Station Routine and Records.

L. Application of Science and Technology to Police Work.

M. Emergency Relief-assistance in natural calamities.

N. Fire Prevention and Fire Fighting.

O. First Aid Sanitation and Hygiene.

## **VI. Law**

A. Indian Penal Code.

Ss. 21 to 28, 33, 34, 39, 44 to 46, 52, 76 to 106,  
141 to 149, 152 to 161, 165, 165A, 170,  
171, 182, 186, 201, 211, 221 to 223, 230 to  
235, 279, 292, 294, 299 to 304A, 307 to 309,  
317 to 326, 332 to 333, 338, 339 to 340, 349  
to 351, 353, 354, 359 to 363A, 366, 366A,  
375 to 383, 390 to 396, 399. 402, 403, 406,  
410 to 412, 415. 416, 420, 425, 429, 435, 441  
to 447, -154, 457, 489A and B, 503, 506,  
511.

B. Criminal Procedure Code.

Ss. 4(b). (f), (1), (n), (o), (v) & (w), 42, 44 to  
61, 66 to 72, 75 to 77, 79 to 82, 87, 88, 101  
to 103, 107, 109, 110, 127, 128, 149 to 152,  
154, 155, 160, 163, 171, 174, 175, 497, 550,  
551.

C. Indian Evidence Act.

Ss. 25, 26, 27, 32(i).

D. Minor Acts.

1. Arms Act, 1959.

Ss. 2(1), a, b, c, 3, 4, 2-3(1), a, b, 19, 20, 27 to 29.

2. Cattle Trespass Act, 1871.

Ss. 10, 11, 24.

3. Excise Act,

Ss. 50, 60a, g, j.

Rules 40, 53(3) a.

4. Motor Vehicles Act, 1939.



Ss. 78, 81 to 85, 86(1), 87, 88, 89, 112, 113, 115 to 118A, 124, 128, 131.

Schedules IX to **XI**.

6. Opium Act, 1878.

Ss. 9, 14, 15.

6. Indian Railways Act, 1890. Ss. 120, 126 to 129, 131.

7. Railway Property (Unlawful Possession) Act, 1966

8. Police Act, 1861.

Ss. 2, 7 to 10, 22, 23, 25, 28, to 31, 34, 42.

9. Untouchability (Offences) Act, 1955.

Ss. 2 to 7, 10, 15.

10. Children Act, 1960.

11. Public Gambling Act, 1867.

Ss. 13, 13A.

12. Prevention of Corruption Act, 1917.

Ss. 3 to 5.

13. Indian Explosives Act, 1884.

14. Explosive Substances Act, 1908.

15. Telegraph Wires (Unlawful Possession)  
Act, 1950.

16. Essential Commodities Act, 1955.

**VII. Tutorials, Guest Lectures, Film Shows and Library**      Periods 175  
Total . Periods 645

## OUTDOOR

**I. Physical Fitness Programme Outdoor Life and Toughening**      Periods 190

A. P.T.

B. Route Marches.

C. Obstacle Courses and Cross Country Races.

D. Road Walk and Race.

E. Swimming.

## **II Drill**

Periods 190

A. Drill with and without Arms.

B. Kit Inspection.

C. Guard Mounting.

D. Ceremonial Drill.

**III Weapon Training** Periods 80

A. -410 Musket.

B. Rifle.

C. Range Courses.

**IV. Crowd Control** Periods 40

A. Lathi Drill.

B. Cane Drill

C. Tear Smoke.

**V. Embussing and Debussing** Periods 5

**VI. Traffic Control** Periods 30

**VII Field craft, including Extended Order Drill and Route Lining** Periods 30

**VIII. Unarmed Combat** Periods 70

**IX. Games and Athletics** Periods 75

Total Periods 710

160. Examinations and/or tests should be conducted from time to time throughout the course. The first examination may be held three months after the beginning of the course. Apart from these examinations and periodical tests, which could be either oral or written, there should be practical exercises to test the trainees' skills.

The guide scheme should be introduced in the police training schools also. A group of about fifteen recruits should be attached to each instructor, who would guide them in their studies and also develop informal contacts with them with a view to evaluating their attitudes and correcting them, whenever necessary. In respect of the other trainees also, each instructor should keep a record of any incident which comes to his personal notice in the class-room or outside. Twice a year, at the middle and again at the end of the session, all the instructors should meet in a conference to be presided over by the head of the institution. They should discuss the attitudes and behaviour of each trainee, make a final assessment and give the Commandant's marks. These marks should be added to the marks obtained in the written and practical examinations and other tests for the final grading.

160.1 The physical fitness programme should be conducted in the morning. All other outdoor training could be conducted in the afternoon. In view of the importance of night work for the police the entire training programme for a particular day may be conducted at night once a month.

### **Practical Training of Constables**

161. A system of practical training of Constables should be introduced in all States. It should be for duration of six months as detailed below.

161.1 **First Month** -Attachment to a police station to learn routine duties, such as sentry, escort and picket. Special attention should be given to the maintenance of the duty roster, the general diary and other police station records and returns, the accounts work of the police station, including the preparation of T.A. Bills and the use of the Police and Criminal Intelligence Gazettes. The Constables should attend the morning parades and kit inspection and acquire knowledge about local criminals.

161.2 **Second and Third Months**—Special attention should be given to preventive work, such as patrolling, beat duty, surveillance and Naka Bandi by day and night. The need for developing police-public relations, helping persons in need and dealing with juveniles with sympathy should be emphasised. Training should be given in developing contacts in haunts of bad characters, gambling dens and brothels for the collection of criminal intelligence. Memory and observation training should be given in order to develop the capacity to detect wanted or habitual criminals from their descriptive rolls or photographs.

161.3 **Fourth Month** —The Constables should be required to accompany investigating officers to learn duties relating to the preservation of scenes of crimes, searches, seizures, arrests and raids. They should be told how criminal record at the police station and in the M.O.B. is used for the detection of crime and the location of criminals.

161.4 **Fifth and Sixth Months**—Attachment to an urban police station for being made familiar with problems of urban policing with particular stress on duties relating to beat, and law and order. The Constables should be acquainted, under close

supervision, with the management of different types of peaceful crowds first and thereafter with the handling of mobs and unlawful assemblies requiring the use of force. The need for tact, courtesy, patience and restraint should be stressed.

161.5 There should be emphasis on night work and the training should include an attachment to social service institutions, wherever they exist, for about two hours a week. The proper maintenance of an observation note book should be made a regular habit with every Constable. This training can be best conducted at medium-sized police stations, which combine some urban and some rural areas and are also the headquarters of the Circle Inspectors. It should be the responsibility of a specially selected and well-motivated Sub-Inspector known for his integrity and efficiency, who might, if necessary, be an additional officer, depending on the number of Constables to be trained. The Sub-Inspector in-charge of the training should submit monthly progress reports on each trainee Constable to the Deputy Superintendent, Training. At the end of the practical training the Deputy Superintendent Training, should personally examine each Constable, and submit a report to the Inspector General/Deputy Inspector General, Training, pointing out the favourable characteristics and the defects, to enable the latter to decide whether the services of any Constables should be dispensed with or whether the period of probation should be extended in the cases of those reported upon adversely.

161.6 During the first few years of their service, Constables of the civil police should not be posted to the reserve, lines where they would either form part of the reserve or perform mechanical duties. They should spend the first three years in police stations so that they can acquire proficiency through experience of field work. In order to give them an incentive to learn their work intelligently and to perform it efficiently, they should be allowed to take the examination for promotion to the rank of Head Constable during this period. Career planning should make it possible for a deserving Constable to earn promotion by the time he has put in about five years service.

### **Refresher Course for Constables**

162. A refresher course of four weeks duration should be compulsory for Constables at intervals of seven years in order to maintain their professional efficiency and to ensure that they maintain the attitudes desirable in police officers. To be effective this

training must be imparted in the police training schools according to the syllabus detailed by the Gore Committee on police training as per the following details. The course should be utilised to identify promising Constables for being encouraged to work their way up. Constables who have completed 25 years of service or 50 years of age, those who have a persistently unsatisfactory record of service, and Constables who have done a promotion course or have been approved for promotion need not be sent for refresher training.

### 163. **Syllabus for Refresher Course**

#### **I. Modern India and the Role of the Police**

A. Fundamental Rights and Directive Principles.

B. 1. Political, social and economic changes in India since independence and their implications for the police.

2. Major social problems — uplift of weaker sections of the people.

3. National integration,

C. Current Affairs.

#### **II. Human Behaviour**

A. Understanding Human Behaviour — individual, group and crowd.

B. Police Behaviour towards the Public.

Principles of police conduct—selected cases to emphasise the importance of courtesy, impartiality and integrity.

#### **III. Police Duties**

A. Prevention and Detection of Crime with particular reference to Beat, Patrol, Surveillance and Collection of Intelligence.

B. Investigation — elementary knowledge of scientific aids to investigation — preservation of the scene of crime and police portraits.

C. Maintenance of Order with particular reference to Student and Labour Problems, Political Agitations and Communal Disturbances.

D. Role of Police in Social Defence — juvenile delinquency.

E. Application of Science and Technology to Police Work.

#### **IV. Law**

A. Revision of Important Provisions of I.P.C. and Cr. P.C.— general exceptions and definitions of cognizable offences, offences relating to obstruction or deterring public servant from duty and powers of arrest.

B. New Legislation.

**Promotion Courses**

164. The following promotion courses should be organised—

- i. A course of four months duration for Constables selected for promotion to the rank of Head Constable.
- ii. A course of three months duration for Head Constables selected for promotion to the rank of Assistant Sub-Inspector.

164.1 Constables should be encouraged to avail of correspondence courses and/or evening classes for improving their educational qualifications to the extent this can be done without detriment to their duties. It would facilitate this process if Government bears the charges on account of the fees for these courses. To provide the necessary motivation, suitable allowances may be sanctioned in the form of advance increments to Constables who pass the High School or higher examination.

## Chapter 10

### **Training of Sub-Inspectors**

#### **Introduction**

165. A Sub-Inspector has to control and supervise the staff under him to ensure that they perform their duties effectively and to the satisfaction of the people. He must have training in supervision and leadership, an adequate knowledge of social defence and faith in the preventive aspects of police work. He must have a thorough knowledge of the laws and his legal obligations and be fully aware of the fundamental rights and freedoms guaranteed to the citizens as also of the laws relating to social reconstruction and their implications for the progress of society towards its goals. He must be thoroughly trained in the techniques of investigation and the application of scientific aids and the way in which crimes, which are heinous or of grave consequence to society can be prevented or detected. The various aspects of the maintenance of order require very thorough attention, in this training. He is expected to be intelligence oriented so that he can anticipate events. Since he has to work often under gravely provocative situations, he must have a good insight into the behavioural patterns of various groups in society and the mental equipment required to deal with law and order problems with foresight, presence of mind and patience. He has to learn to deal with the delicate problems of security and must be trained in the special features of urban policing. He must also have the ability to tackle dangerous criminals.

165.1 Based on these considerations, a syllabus for the basic course of Sub-Inspectors of twelve months duration has been framed by the Gore Committee on police training which may be adopted by all State Police Organisation along with their contemporary professional needs and requirements.

#### **166. Syllabus for the Basic Training of Sub-Inspectors**

##### **(A) Indoor Papers**

##### **I. Modern India and the Role of the Police.**

This paper may include the subjects like the Political framework, the Social framework, the Economic framework, the Indian National Tradition, International

Relations, Implications of the changing Social for the Role of the Police and the Role of the Sub-Inspector.

## **II. Organisation & Administration**

- A. General Administration Set-up
- B. Police Organisation including the organization of State Police and the specialized and the CPOs

## **III. Leadership and Supervision**

## **IV. Human Behaviour and Police Attitudes**

## **V. Law which may include the important and relevant portions of IPC, CrPC, evidence along with the Special and Local Acts**

## **VI. Criminology**

## **VII. Police Science**

## **VIII. Tutorials, Guest Lectures and Library**

## **(B) Outdoor Training**

Outdoor training of Sub-Inspector should include the following subjects.

### **I. Physical Fitness Programme Outdoor Life and Toughening**

- A. P.T.
- B. Yogasanas
- C. Suryanamaskars
- D. Route Marches
- E. Obstacle Courses and Cross Country Races
- F. Road Walk and Race
- G. Swimming

### **II. Drill**

- A. Drill with and without arms
- B. Guard Mounting
- C. Ceremonial Drill
- D. Kit Inspection

### **III. Weapon Training**



- A. Rifle
- B. .410 Musket
- C. Revolver
- D. Range Courses

#### **IV. Crows Control**

- A. Cane Drill
- B. Mob Dispersal Drill
- C. Tear Smoke

#### **V. Vehicle & R/T Training**

- A. Maintenance and Mechanism of Motor-cycle and its Driving
- B. Handling of R/T Equipment

#### **VI. Unarmed Combat**

#### **VII. Games and Athletics**

#### **VIII. Attachments to Social Service Agencies (minimum of 2 hrs on holidays)**

167. Integrated teaching and concurrent field exposure should be included in the training of Sub-Inspectors also. This would help to place class room learning in the perspective of real life situations under proper guidance.

167.1 The daily schedule at the police training colleges should be modified on the lines of the schedule drawn up by us for the I.P.S. probationers' course.

#### **The Practical Training Programme**

168. The practical training of Sub-Inspectors should be for a period of twelve months according to the programme detailed below.

#### **Practical Training Of Sub-Inspectors—Civil Police**

169. **First Month**—Attachment to a rural police station as Head Constable-Writer. Special attention to be given to maintenance of the duty roster, the general diary and

the other police station records and returns, the accounts work of the police station, including preparation of T. A. bills of staff, the use of the Police and Criminal Intelligence Gazettes, and Receipt and disposal of complaints. The probationers should attend the morning parades and kit inspections and question the subordinates to check their knowledge.

170. **Second Month**—Attachment to a senior Sub-Inspector in a rural police station to learn duties relating to the prevention of crime—surveillance, checking of hotels, dharamshalas and other public places or haunts likely to be visited by bad characters, including bazars in the interior, and collection of intelligence about crime and criminals generally. The probationers should be taken out on tour extensively.

171. **Third and Fourth Months**—Attachment of the officer in charge of a rural police station to attend inquests and at least six investigations. The probationers should be taught how to collect clues for scientific examination and write case diaries independently. They should accompany the Circle Inspector for enquiries and investigations in at least two cases, attend one of his inspections and see the police arrangements on occasions for crowd control and mob dispersal. They should be initiated into public relations work by introduction to politicians, pressmen, panchayat members and the local public and social workers and taught how to develop understanding and tact. Special attention should be give to the development of the correct attitudes, matters relating to man-management, the role of the police with regard to social legislation and the art of report writing.

(As far as possible training in the first four months should be at the same police station).

172. **Fifth Month**—Attachment to the prosecution branch under the direct supervision of the Police Prosecutor. The probationers would learn office work, how to scrutinise challans and prepare briefs and accompany the Police Prosecutor to courts to watch the conduct of the one sessions case from the beginning to the end, including cross-examination of witnesses and arguments by lawyers for the prosecution and the defence. The probationers would be taken for interviewing unidentified prisoners in jail and explained how previous convictions are traced.

173. **Sixth Month**—Attachments with the district special branch, the crime branch and the MOB. Some cases of inter-district and inter-State crime would be explained.

174. **Seventh and Eighth Months**—Postings as a junior Sub-Inspector and extra investigating officer to a medium sized police station where he would have an opportunity to investigate a variety of offences and participate in different types of police station work.

175. **Ninth and Tenth Months**—Posting as extra investigating officer to a city police station where the crime work is heavy. He would be required to go on night rounds, supervise beat work and be associated with the work relating to traffic and sarafa (jewellery market) checking, handling law and order situations and industrial problems and dealing with white collar crime, smuggling, vice etc. The probationers should visit correctional institutions wherever they exist.

176. **Eleventh Month**—Attachment to the Superintendent of Police to work as his reader. The probationer would attend parades and also learn the work of the district reserve lines.

177. **Twelfth Month**—Attachment to an armed police battalion to learn the working of the armed police with particular reference to crowd control, mob dispersal, anti-dacoity work and incidents/movements involving violence. The probationers would also be taught to handle the weapons used by the armed police, and field craft. They would be attached for a period not exceeding one week to an armed police party, if one is required to be deployed for law and order work.

177.1 It should aim at the development of the total personality of the trainee and his character and attitudes. Since a lot of police work is performed at night, there should be due emphasis on night work during practical training also.

177.2 The responsibility for the practical training of Sub-Inspectors during their attachment to a police station should vest in the officer in-charge and the Circle Inspector concerned, who should be carefully selected for this purpose. Officers who

have imparted good training should be given due credit and an entry should be made in their service rolls stating the names of the probationers trained.

177.3 The trainee Sub-Inspectors should submit weekly work diary to the Deputy Superintendent, Training, through, the officer under whom they are posted. The Deputy Superintendent, Training, should meet the probationers once a month and submit monthly progress reports on the probationers to the Superintendent of Police, with a copy to the Inspector General / Deputy Inspector General, Training. The latter should visit the districts once a year and make an assessment on the basis of the progress reports and interviews of the probationers. Those found below standard should be recommended for termination of services or extension of the period of probation as merited. The evaluation report of the Inspector General/Deputy Inspector General, Training, should be filed in the probationer's personal record. Inspecting officers, including the range Deputy Inspector General, should see the probationers as frequently as possible, to assess their progress. Their remarks should be communicated to the Inspector General/Deputy Inspector General, Training.

### **Refresher Course for Sub-Inspectors**

178. Sub-Inspectors who have completed 25 years of service or 50 years of age, those who have a persistently unsatisfactory record of service and officers who have done a promotion course or have been approved for a promotion need not attend a refresher course. These courses should be utilised to identify officers who are suitable for or have aptitude for instructional work or particular areas of specialisation, e.g. special branch work, investigation of crime, etc., as a part of career planning. Officers who have put in about seven years service should be required to undergo a refresher course of six to eight weeks duration in the police training college.

178.1 The syllabus for SIs is detailed below :

#### **I. Modern India and the Role of the Police**

##### **A. The Political Framework.**

1. The Indian Constitution.
2. Civil liberties and fundamental rights,
3. The concept of a democratic, socialist and secular State.
4. Political parties, trade unions and other organised groups.

5. Disruptive forces—communalism, regionalism, etc.
6. National integration.
7. National flag, emblem and anthem.

#### B. The Social Framework.

1. Rural and urban communities.
2. The joint family.
3. Caste and untouchability.
4. Religion and religious institutions.
5. Growth of population and demographic changes.

#### C. The Economic Framework.

1. Agrarian structure—land reforms.
2. Industrial structure—private and public sectors.
3. Entrepreneurship and economic growth.
4. Fiscal policies and public finance.

#### D. The Indian National Tradition.

Gandhi, Tagore and Nehru.

#### E. International Relations.

Relations with neighbouring countries major international powers—their socio-economic impact on Indian life.

#### F. Implications of the Changing Social Scene for the Role of the Police.

The Role of the Sub-Inspector.

## **II. Human Behaviour and Police Attitudes**

#### A. Understanding Human Behaviour.

1. Why human being behaves the way they do.
2. Development of human personality.
3. Motivational mechanics.
4. Anxieties.
5. Attitudes to authority, authoritarian personality.

6. Characteristics of a stable personality.

B. Understanding Critical Social Groups and Conflict Situations.

Problems relating to students and youth, industrial workers, political parties, radicals and reactionaries communal strife, linguistic and regional conflicts, agrarian unrest, etc.

C. The Personality of a Police Officer.

1. Selected short cases involving dilemmas faced by the police and appropriate police attitudes.

2. Principles of police conduct.

D. Police Community Relations.

Importance and techniques.

### **III. Leadership and Supervision**

A. The Role of a Sub-Inspector as a Supervisor and a Leader—styles of supervision; the supervisory skill—its understanding, appreciation and development.

B. The Dynamics of Relationships—Inter-departmental, senior—subordinate and inter-personal; road blocks and gateway communication; engineering of an agreement; techniques of communications; understanding human behaviour; human needs; motivation; attitudes and self-development; recent trends in techniques of control and supervision.

### **IV. Crime Prosecution and Investigation**

A. Special Types of Crime and their Investigation and prosecution e.g. arson, sabotage, espionage etc. some selected cases.

B. Organised Crime, including White Collar Crime—some selected cases.,

C. Techniques of Prevention of Crime—people's participation in crime prevention.

D. Police Participation in Social Defence.

### **V. Law**

A. New Legislation.

B. Important New Rulings.

## **VI. Application of Science and Technology**

A. Latest Advances in Forensic Science and Forensic Medicine.

B. One Week's Training at the-State Forensic Science Laboratory.

178.2 Inspectors should also attend the above refresher course, provided they have not already gone through it or attended a promotion course.

### **Specialised Training Course**

179. The following specialised courses should be organised for Sub-Inspectors:—

- i. A six to eight weeks course on crowd control
- ii. A course on intelligence work for officers transferred from the executive to the special/intelligence branch.
- iii. A six to eight weeks course on the investigation of fraud, embezzlement, organised rackets and economic offences.
- iv. A four weeks course on the role of the police in dealing with juvenile delinquency.
- v. A two weeks course in police-community relations.

179.1 The States should take the fullest advantage of the courses in Advanced Scientific Methods of Crime Investigation run at the Central Detective Training School at Calcutta and Hyderabad for Sub-Inspectors and Inspectors.

### **Promotion Cadre Training Courses**

180. The following promotion courses should be organised :—

- i. A three months course for Assistant Sub-Inspectors selected for promotion to the rank of Sub-Inspector. In States in which there are no Assistant Sub-Inspectors and Head Constables are promoted directly as Sub-Inspectors, the duration of this course may be six months. In States where Constables are also eligible for promotion to the rank of sub-Inspector, those selected for such promotion should undergo the basic course for direct Sub-Inspectors.
- ii. A six to eight weeks course for Sub-Inspectors selected for promotion to the rank of Circle Inspector. This course may not be necessary in States where an Inspector has no supervisory functions.

## Chapter 11

### **Training of Senior Police Officers**

#### **Foundational Training of IPS Probationers**

181. The I.P.S. probationers undergo the foundational course at the Lal Bahadur Shastri Academy of Administration. The opportunity of living and working with officers of the other services helps to foster a spirit of understanding and cooperation.

#### **Perspectives on Training of IPS Probationers**

182. The I.P.S. probationers, who are the potential leaders of the force, must be equipped with all such professional knowledge, skills and attitudes as will not only prepare them for the effective performance of their tasks but also for higher responsibilities. They should have an understanding of the socio-economic changes going on in the country and their thinking should be in tune with the national goals and value systems and the urges and aspirations of the people.

182.1 Based on these considerations, the probationers' course was restructured by the Gore Committee on police training. The revised curriculum for the training of IPS probationers is outlined below:

#### **183. Syllabus of Basic Training Course for IPS Probationers**

##### ***(A) Indoor Training***

##### **I Modern India and the Role of the Police**

##### **II General Administrative Set-up and Police Organisation**

##### **III Management Concepts and Techniques**

##### **IV Human Behaviour and Police Attitudes**

##### **V Law**

##### **VI Criminology**

##### **VII Police Science**

##### **VIII Map Reading and Plan Drawing**

##### **IX First Aid and Ambulance Drill**



**X Motor Transport**

**XI Wireless Communication**

**XII Languages**

- A. Hindi
- B. Regional

**XIII Tutorials**

**(B) Outdoor Training**

**I Physical Fitness Programme Outdoor Life and Toughening**

- A. P.T.
- B. Yogansanas
- C. Suryanamaskars
- D. Body Building
- E. Route Marches
- F. Obstacle Courses and Cross Country Races
- G. Road Walk and Race
- H. Swimming
- I. Rock Climbing

**II Drill**

- A. Drill with and without Arms.
- B. Sword Drill.
- C. Guard Mounting.
- D. Ceremonial Drill.

**III. Weapon Training**

- A. Rifle.
- B. Light Machine Gun.
- C. Revolver and Pistol.
- D. H.E. No. 36 Grenade.
- E. Lighting Machine Carbine 9 M.M.
- F. Cleaning and Inspection of Arms.
- G. Range Courses.

**IV. Crowd Control**

- A. Lathi Drill.

B. Mob Dispersal Drill (riot drill).

C. Tear Smoke.

#### **V. Field Craft and Tactics**

#### **VI. Equitation**

A. Equitation.

B. Stable Management including Saddling and Bridling.

#### **VII. Unarmed Combat**

#### **VIII. Games**

#### **IX. Driving**

### **The Physical Fitness Programme**

184. The physical fitness programme for the IPS probationers should be following.

#### **Theoretical Training (fifteen periods) :**

185. About fifteen indoor periods would be necessary to indoctrinate the probationers into the why and how of physical health. The physiological effect of different types of physical exercises on the human body will be explained. Scientific analysis of suitable diet will be communicated to them. Even tips (regarding first aid to keep physically fit will be given to them.

#### **JOGGING (Thrice a week) :**

186. Running or jogging will be done thrice a week at the beginning of the P.T. period. The running should be about for half a mile to one mile. Up to 25 years of age one mile run should need about seven minutes, up to 35 years about eight minutes. Thus this running can be finished within the first ten minutes of the P.T. period. On the other days on-the-spot running should be done for five minutes. If a step is counted on the left foot, about 400 to 450 steps should be completed in this on-the-spot running. In the Indian system of Asanas this is called 'Eksthanpalayanasana'. On-the-spot running for three to five minutes for all age is recommended before each meal for keeping fit.

#### **BREATH CONTROL of DYNAMIC BREATHING—(Every-day):**

187. After the running or, if for any reason, it is not done, at the commencement of the P.T., breath control or deep breathing should be done without hurry and systematically. This breathing can be done from the sitting posture called 'Siddhasana'

or it can be done while standing in a relaxed manner. This systematic deep breathing may be done for five minutes (or for prescribed number of times which can be increased according to practice) each morning and last thing each evening.

**SURYANAMASKARS—(Every-day) :**

188. Every morning 20-25 Suryanamaskars which require about less than ten minutes should be performed. These suryanamaskars must be performed every day and as part of Mass P.T. also.

**YOGASANAS—(Thrice a week) :**

189. Simple Yogasanas will be performed twice a week in the P.T. period. After running, the following Asanas will be performed :—

(a) Padmasana. (b) Sarvangasana. (c) Halasana. (d) Bhujangasana. (e) Salabhasana (f) Dhanurasana (g) Pascimotthasana. (h) Matsyasana. (i) Viparitarani. (j) Shavasana (deep relaxation) (k) Yogamudra

**Body Building And Development Without Equipment :**

190. (This should be done on holidays (Twice a week), also privately for 20-30 minutes).

A. The most important and basic exercises are:

1. Press-up
2. Knees bend (Squat)
3. Sit-ups
4. Calf raise
5. Neck exercises
6. Wrist exercises
7. Feet exercises
8. Arms exercises
9. Abdominal and back muscles exercises

**Body Building and Development with Equipment**

191. Concurrent field exposure is an essential part of the instructional technique in order to establish a link between the theory and reality. Study-cum-cultural tour cannot be converted into a part of the programme of concurrent field exposure, the

probationers should be taken to fewer places and more time should be provided in their programme to study the problems relating to the subjects on which they have been given instruction.

### **Practical Training**

192. Practical training should be related to instructions received in the institution and the latter must take note of the field conditions and seek to provide practical answers to real life problems. There should be due emphasis on night work during practical field training. The probationers should go back to the N.P.A. for a month to round off this training. The post-N.P.A. training of I.P.S. officers should be conducted according to the programme detailed by the Gore Committee, which is detailed below:

### **Integral or Sandwich Pattern of Training**

#### ***193. Programme of Post-N.P.A. Training***

- a) First & Second Months—State police training college or I.G.P's office to learn local laws and languages.
- b) Third Month—Training in police stations (rural and urban).
- c) Fourth Month—Station house officer.
- d) Fifth Month—Attachment to Circle Inspector/Sub Divisional Police Officer.
- e) Sixth Month—Attachment to prosecution branch.
- f) Seventh, Eighth & Ninth Months—Attachment to district police office and district H.Q.
- g) Tenth Month—Attachment to crime branch, State C.I.D./intelligence branch.
- h) Eleventh Month—(i) First two weeks at H.Q. of armed police battalion.  
(ii) Second two weeks— miscellaneous non-police officers.

### **Integrated Teaching & Training**

194. The best system for the training of I.P.S. officers is the method of integrated teaching linked with concurrent, field exposure to be followed by practical training in the States for eleven months and a final rounding off at the Academy for one month.

194.1 If the concurrent field exposure cannot be arranged because of the non-availability of facilities in the vicinity of the Academy, the alternative would be a sandwich pattern of training. Outdoor training will go on during both periods at the Academy and the institutional and post-institutional training will have to be split up and inter-woven. The splitting up of the institutional and the practical training, each into two parts, as envisaged in the sandwich pattern of training, will not be conducive to the training programme as a whole to achieving its objectives in an effective manner which is so necessary for successful police work in the present difficult, times.

### **The Daily Training Schedule of NPA**

195. The daily schedule of training at the N.P.A. should be revised as follows:—

0630—0700—Physical fitness programme.

0900—1300—Class-room work.

1500—1640—Language studies.

1600—1830—Parade and games.

2030—2200—Self-study.

195.1 In view of the addition of important subjects to the syllabus, like the Role of the Police in Modern India, Management Concepts and Techniques and Human Behaviour and Police Attitudes, which are considered essential to meet the present-day requirements and the increasing responsibilities of the future, the use of more effective instructional methods which, by themselves, demand more time and the requirements of guest-lecturers, concurrent field training, etc., the total period of training of I.P.S. probationers at the N.P.A. may be extended to fifteen months.

195.2 In order to ensure that trainees are developing properly a system of evaluation, which can serve as the basis of further improvements in teaching as well as learning, should be introduced. It should be continuous, comprehensive enough to cover both the academic and non-academic areas, and related to the objectives of the training programme. Formal evaluation, through written examinations in theoretical subjects and practical tests in outdoor work, should be accompanied by an informal evaluation through question and answer sessions in the class-room, group discussions, role playing and other problem oriented exercises, tutorials, etc.

## **Evaluation of Training**

196. For the evaluation of practical work and personal and social qualities, various items should be listed and rating scales for their evaluation developed. Some methods of evaluation could be on the basis of following rating scales.

### **Rating Scales**

#### **A. Discipline**

0/E	1/D	2/C
Rarely or never obeys rules and regulations.	Occasionally breaks serious rules or regulations.	Usually obeys rules and regulation, but may be careless of minor rules.
3/B	4/A	
Obeys rules and regulations most of the time, knows responsibility.	Always obeys rules and regulations accepts the role assigned to him.	
<b>B. Performance</b>		
0/E	1/D	2/C
Has no understanding of the techniques.	Shows poor understanding of the techniques.	Has some understanding of the techniques but does not possess essential skills.
3/B	4/A	
Has some understanding of the techniques and also has acquired essential skills.	Has a thorough understanding of the techniques and has mastered the essential skills.	
<b>II. Personal &amp; Social Qualities</b>		

<b>A. Sense of Responsibility</b>		
0/E	1/D	2/C
Indolent, refuses to assume responsibility.	Not sincere, shirker avoids assuming responsibility.	Assumes responsibility but slack.
3/B	4/A	
Assumes responsibility most of time.	Sincere, conscious of his duties, assumes responsibilities willingly	

**B. Initiative**

0/E	1/D	2/C
Lacks creativity and leadership qualities.	Initiates but generally needs goading.	Usually self-reliant, occasionally needs to be urged to action.
3/B	4/A	
Usually acts on his own, frequently undertakes creative activity without stimulation by others	Highly creative, has leadership, always thinks, plans and acts on his own.	

**C. Emotional Stability**

0/E	1/D	2/C
Easily excitable and irritable most of the time.	Sensitive, often loses emotional control, rarely composed.	Usually well balanced, but may lose emotional control under stress.
3/B	4/A	
Composed most of the time, keeps emotions under control.	Thoroughly composed, rarely, if ever loses temper.	

**D. Industry**

0/E	1/D	2/C
Seldom works even under	Needs constant	Occasionally needs to

pressure.	goadng.	be reminded of work.
3/B	4/A	
Performs assigned work without reminder.	Works hard, seeks additional work.	
<b>E. Cooperation</b>		
0/E	1/D	2/C
Tends to clash with others, disturbs group activity.	Dislikes joining others to carry out an assignment.	When desired cooperates with others.
3/B	4/A	
Works quite harmoniously with others most of the time.	Works with others towards the common goal subordinating his own interest.	
<b>F. Spirit of Social Service</b>		
0/E	1/D	2/C
Hostile to social work and never volunteers for any.	Participates in social work on rare occasions.	Is indifferent to social service activities but participates when required.
3/B	4/A	
Volunteers for social work on some occasions.	Always works for the good of the society, initiates and volunteers for social service work.	

196.1 The development of the attitudes desirable in police officers is an important objective of the present training programme. "Pending research into effective ways of assessing attitudes, this should be attempted through observation of how the trainees behave in different situations by all the teachers, who should maintain a personal record for each trainee. It may be possible to develop rating scales for desirable attitudes also. The final assessment may be made at a joint meeting of all the teachers.



Among the attitude on which special emphasis may be laid are integrity, impartiality and sympathy towards the weaker sections of the people.

### **The Final Examination**

197. The final examination of the I.P.S. probationers should be conducted according to the new pattern suggested by the Gore Committee, which is reproduced below:

#### Part I— Indoor Work

Serial No.	Subject	Max. Marks	Duration
1	(a) Modern India and the Role of the Police. (b) Police organisation. Office Records and Procedure	50	2 hrs.
2	Law (With books) Paper I—Indian Penal Code Paper II—Criminal Procedure Code Paper III—Indian Evidence Act and Minor Acts	100 100 100	3 hrs 3 hrs 3 hrs
3	Police Science. Paper I—Crime Prevention Paper II—Crime Investigation Paper III—Forensic Medicine Paper IV—Forensic Science Paper V—Maintenance of Order, Traffic Control and Security of Foreigners Forensic Science—Practical	50 75 25 50 75 25	2 hrs 3 hrs 1 1/2 hrs 2 hrs 2 hrs Time to be fixed by the examiner
4	Criminology	50	2 hrs
	Total Marks	700	
5	Management Concepts and Techniques (Instructors would maintain observation/evaluation sheets carrying marks depending on rating scales)	75	

6	Human Behaviour and Police Attitudes (Instructors would maintain observation/evaluation sheets carrying marks depending on rating scales)	75	
	Total Marks	150	850

**PART II—OUTDOOR WORK**

1	Physical Fitness	50
2 (a)	Personal performance in Squad Drill, Arms Drill and Sword Drill including turn out	25
(b)	Command & Control	25
(c)	Field craft	10
(d)	Crowd Control	15
3	Weapon Training and Musketry, handling and firing of Rifle, Revolver, L.M.G. and the Sten Gun and acquaintance with the use of Hand Grenades and Tear Smoke	50
4	Equitation (Optional)	25
	Total Mark	200

**Qualifying Tests**

198. Every probationer should also be required to obtain such standard of proficiency, as the Director, N.P.A., might determine with the previous approval of the Central Government in the following subjects—

(i) A regional language, shown in column 2 of the Third Schedule against the State to which he got allotted. Where more than one regional language is shown against a State, the Director, N.P.A., should ascertain whether the probationer was already familiar with any of them and thereafter decide in consultation with the State Government in which one of the regional languages the probationer should be examined.

(ii) Hindi, except for candidates who are examined in Hindi as a regional language under clause

198.1 The test in regional language and Hindi would comprise translation, free composition, set composition, conversation and dictation. The probationer's knowledge of grammar would be tested chiefly by composition, conversation and by passages for comment.

(iii) Map Reading and Plan drawing.

(iv) First Aid and Ambulance Drill. The probationers would be trained and tested in First Aid and St. John's Ambulance Drill.

(v) Swimming (depending upon facilities).

(vi) Unarmed Combat.

(vii) Lathi Drill.

(viii) Motor Transport, which will include driving, and the maintenance of motor vehicles; and elementary knowledge of their working and knowledge of traffic duties.

(ix) Wireless training, which will include a general knowledge of the maintenance of wireless telegraph units and the police grid system, mobile wireless patrolling and inter-vehicular communication by wireless.

### **Training Courses for Senior Officers**

199. The re-training of the senior officers is essential for the success of the new role of the service. It is required for changing the old law and order-oriented attitudes, increasing responsiveness towards the legitimate demands and difficulties of the citizens, updating professional knowledge and skills to meet new problems and challenges and for providing a new and dynamic leadership to the force. The revised syllabus of a fourteen weeks course for I.P.S. officers of six to eight years service and Deputy Superintendents with a comparable length of service, who are on the select list of promotion, is given below. This course should be attended by every officer as a part of career development.

#### **200. Syllabus for Senior Officers course—Fourteen Weeks**

##### **I. Public Order and Security**

A. Internal and International Situations and their Implications for the Police.

B. Dealing with Unlawful Assemblies and Riots. Intelligence planning for public order, use and development of police equipment and communications for effective

public order and security, case studies of selected riots and command and control exercises.

C. Coordination with Armed Forces, Central Police Organisations and Magistracy. (Panel discussion in which a senior magistrate and a representative of the Armed Forces should also participate).

D. Internal Security and Communal Riot Scheme.

E. Police and Industrial Development—Industrial relations in modern society.

F. Counter Insurgency and Political Extremists.

G. V.I.P. Security.

H. Planning for Police Assistance in Emergencies.

H. Planning for Police Assistance in Emergencies.

## **II. Crime**

A. Special Types of Crime and their Investigation and Prosecution, e.g., arson, sabotage, espionage etc.—some selected cases.

B. Organized Crime, including White Collar Crime— some selected cases.

C. Techniques of Prevention of Crime and People's Participation in Crime Prevention.

D. Police Participation in Social Defence.

## **III. Law**

A. New Legislation

B. Important New Rulings.

## **IV. Application of Science and Technology to Police Work**

A. Latest Advances in Forensic Science and Forensic Medicine.

B. Improvements in Transport and Communications (W/T).

C. Other Applications of Electronics, e.g., closed circuit T. V.

D. Modernization of Criminal Records and Statistics.

E. Use of Computers.

## **V. Research and Training**

Importance of research and training—A small project to be completed.

## **VI. Human Behaviour and Police Attitudes**

A. Understanding Human Behaviour.

1. Why human beings behave the way they do ?

2. Development of human personality.

3. Motivational mechanics. .

4. Anxieties.

5. Attitudes to authority, authoritarian personality.

6. Characteristics of a stable personality.

B. Understanding Critical Social Groups and Conflict Situations.

Problems relating to students and youth, industrial workers, political parties, radicals and reactionaries communal strife, linguistic and regional conflicts, agrarian unrest, etc.

C. The personality of a Police Officer.

1. Selected short cases involving dilemmas faced by the police and appropriate police attitudes.

2. Principles of police conduct.

D. Police Community Relations : Importance and techniques

## **VII. Management Concepts and Techniques**

A. State and Society—role of social institutions and State governed institutions in society; interdependence of institutional services in society; review of police function and its contribution to society.

B. Policing and Managing—objectives of business; organization structure and functions; concepts of authority and responsibility; centralization—decentralization; process of management planning, organizing, control and coordinating; communicating and motivating.

C. Effective systems for Managing Money—budgeting, accounting, auditing, concepts of cost and value.

D. Organization—its significance; recruitment and selection; manpower planning—job analysis and job evaluation; performance appraisal and counseling; training and development; concepts of job enrichment, enlargement and career development; induction; human needs; attitude; motivation; communication—written, face to face, techniques of communication, speech making and discussion leading; leadership styles.

E. Managing the Material—stores and inventory control; transportation management; office engagement; evolving procedures and office forms; work study approach to

increase productivity, programme evaluation and review techniques (PERT) and critical path method(CPM).

### **Police Executive Development Programme**

201. Officers who are due to be promoted or have been promoted as Deputy Inspectors General should go through a police executive development programme of four to six weeks duration as detailed below.

### **202. Syllabus for Police Executive Development Programme**

#### **I. Maintenance of Public Order**

The administrative and operational aspects of the control of civil disturbances, development of police equipment intelligence, planning, command, coordination with Army, Central Police Organizations and Magistracy, judicial enquiries with reference to some case histories, internal security schemes, counter-insurgency operations, traffic control, crowd control, etc.

#### **II. Crime**

Organised crime, inter-State crime and criminals, white collar crime, crime on railways, modernization of crime records, use of advanced scientific aids in detection and prevention of crime, role of police in social defence and combating corruption.

#### **III. Security**

VIP security, collection, evaluation and dissemination of intelligence, counterespionage.

#### **IV. Personnel Management**

A Leadership—relations with employees, delegation and control, authority, responsibility and communications.

B Development of Personnel—training, promotion system, staffing and recruitment, performance appraisal, morale, motivation and discipline.

C. Welfare Plans and Social Security Schemes. ,

D. Manpower Planning and Cadre Management.

#### **V. Management Processes and Administrative Techniques**

Managing principles and practice, decision making, planning, forecasting and policy formation, modern aids to administration like O. & M., operations research, work study, systems analysis, methods of supervision and inspection, application of modern technology (like computers) to administration.

## **VI. Management and Allocation of Resources**

Budgeting, accounting, purchasing, etc., from the point of view of materials planning, police equipment including communications.

## **VII. Interaction with Environment**

Police and social change, *i.e.*, pulls and constraints of changing the social situation and responsibility of police and administration, public relations, relations with peoples' representatives and organised groups, students, labour etc., police and democratic processes, machinery for grievances.

## **VIII. Legal Processes**

Rule of Law, Centre-State relations, writs and departmental proceedings, private prosecutions against police, etc.

## **IX. Administrative Behaviour**

Four-day workshop.

## **Probation and Training**

203. An IPS Officer will be on probation for a period of two years from the date of appointment and the probationary service is governed by the provisions of the Indian Police Service (Probation) Rules, 1954.

## **Role of National Police Academy (NPA), Hyderabad**

204. Every Probationary Assistant Superintendent shall undergo such training and for such period as the Central Government may direct in Sardar Vallabh Bhai Patel National Police Academy at Hyderabad and such other places as the Central Government may direct. At the end of the period of training in the Academy, he shall be required to appear in a final examination to be conducted at the Academy in the manner laid down in the Indian Police Service (Probationers' Final Examination) Regulations, 1969.

## **205. Training in the State**

(a) The Probationary Assistant Superintendent, on his reporting for duty in the State after completion of the I phase of training in Sardar Vallabh Bhai Patel National Police Academy at Hyderabad will undergo practical training for a period of 34 weeks in the State after which he will report back at National Police Academy,

Hyderabad for the II phase of training. It will be open to the State Government to extend the period of training beyond 34 weeks if it is considered that he has not made satisfactory progress in his practical training.

- (b) During the first six weeks, he will be attached to the State Police Academy, which will also include attachment to Rural P.S. and for the remaining 28 weeks he will be placed directly under the Superintendent of Police of a District for practical training.
- (c) The details of the training during the period of 34 weeks will be on the basis of prescribed and laid down pattern, schedule and programme.
- (d) The practical training of the Assistant Superintendent in a district should be closely watched and supervised by the Superintendent concerned, Inspector General of Range and the Director General bestowing keen interest in the matter. The Director General shall send a quarterly report on the progress of training to the Government.
- (e) After completion of training, the Director General will send to the Government a final assessment report in respect of each Assistant Superintendent of Police in the prescribed.
- (f) After Satisfactory completion of training the Assistant Superintendent of Police will be posted to be in charge of a Sub-Division.
- (g) On satisfactory completion of the probationary period, the I.P.S. Probationer is eligible for confirmation in the service.

### **Training of State Services Officers (Dy.SP)**

206. Deputy Superintendents recruited directly shall be on probation for a period of two years specified in the State Police Services (Recruitment) Rules, and shall undergo training during that period and will be governed by the provisions of the State Police Services Rules pertains to the Probationers of respective State.

#### **206.1 Training in the State Police Academy :**

- (a) During the first year, the probationers will be trained in the State Police Academy, and given instructions in the Indoor and Outdoor subjects as per the prescribed syllabi.



- (b) For imparting training in survey and plan drawing, first-aid, ambulance, part-time lecturers may be engaged from the concerned departments with the sanction of the Government, if no member of the Academy staff can handle these subjects.
- (c) During the period of training, separate classes should be arranged for probationary Deputy Superintendents for imparting instructions in Law and other subjects. They should be given training in drill and parades weapon training and other police practical subjects. Separate arrangements should be made for their boarding and lodging.

**206.2 Examination in the State Police Academy** - After completion of training, a final examination will be held in both indoor and outdoor subjects in the State Police Academy, as per the provisions made in this regard.

### **206.3 Training in Districts**

- (a) The Probationary Deputy Superintendents, on completion of the training in the State Police Academy, will undergo practical training for the prescribed period of weeks in districts. It will be open to the State Government to extend the period of training of any trainee beyond the prescribed period, if it is considered that he has not made satisfactory progress in his practical training.
- (b) The probationary Deputy Superintendent should send a weekly report of the work done during his training in the district to the Inspector General of the Range through the Superintendent of Police.
- (c) The Superintendent of Police, in whose district the probationary Deputy Superintendents are under training, will send quarterly reports on the progress of their training to the Director General of Police with his remarks. On completion of training, a final assessment report will be sent to the Government by the Director General.
- (d) On completion of their training in the Districts they will undergo training for ten weeks in the CID and other specialised units.
- (e) After completion of the training, the Deputy Superintendent will be posted to be in charge of a Sub-Division by the Director General.

206.4 The Basic Training Courses for the State Service Police Officers (Dy.SP) should be designed, formulated and executed on the pattern and design formulated for the IPS probationers. However, suitable and appropriate modifications and amendments can be made keeping in mind, the needs and requirements of the respective State Police Organisation.

### **Refresher Training for State Police Officers**

207. A two months refresher training course for the State Police Officer on the basis of the following syllabus should be organized at the State Police Academy and every State Police Officers should be made to undergo this course once in five years.

#### **I. Modern India and the Role of the Police**

##### A. The Political Framework.

1. The Indian Constitution.
2. Civil Liberties and fundamental rights.
3. The concept of a democratic, socialist and secular State.
4. Political parties, trade unions and other organized groups.
5. Disruptive forces—communalism, regionalism, etc.
6. National integration.

##### B. The Social Framework.

1. Rural and urban communities. a. The joint family.
3. Caste and Untouchability.
4. Religion and religious institutions.
5. Growth of population and demographic changes.

##### C. The Economic Framework.

1. Agrarian structure—land reforms.
2. Industrial structure—private and public sectors.
3. Entrepreneurship and economic growth.
4. Fiscal policies and public finance.

##### D. The Indian National Tradition. Gandhi, Tagore and Nehru.

##### E. International Relations.

Relations with neighbouring countries and major international powers—their socio-economic impact on Indian life.

##### F. Implications of the Changing Social Scene for the Role of the Police.

G. The Role of the Sub-divisional Police Officer and the Superintendent of Police.

## **II. Human Behaviour and Police Attitudes**

A. Understanding Human Behaviour.

1. Why human beings behave the way they do?
2. Development of human personality.
3. Motivational mechanics.
4. Anxieties.
5. Attitudes to authority, authoritarian personality.
6. Characteristics of a stable personality.

B. Understanding Critical Social Groups and Conflict Situations.

Problems relating to students and youth, industrial workers, political parties, radicals and reactionaries, communal strife, linguistic and regional conflicts, agrarian unrest, etc.

C. The personality of a Police Officer.

1. Selected short cases involving dilemmas faced by the police and appropriate police attitudes.
2. Principles of police conduct.

D. Police Community Relations. Importance and techniques.

## **III. Management Concepts and Techniques**

A. The Role of the Deputy Superintendent of Police as a Supervisor and a Leader—styles of supervision; the supervisory skill—its understanding, appreciation and development.

B. The Dynamics of Relationships—inter-departmental, senior-subordinate and inter-personal road blocks and gateway to communication; engineering of an agreement; techniques of communication; understanding human behaviour; human needs; motivation; attitudes and self-development; recent trends in techniques of control and supervision.

## **IV. Public Order and Security**

A. Dealing with Unlawful Assemblies and Riots—intelligence planning for public order; use and development of police equipment and communications for effective public order and security; case studies of selected riots; command and control exercises.

B. Co-ordination with Armed Forces, Central Police Organizations and Magistracy.  
(Panel discussion in which a senior Magistrate and a representative of the Armed Forces should also participate).

C. Internal Security and Communal Riots Schemes.

D. Police and Industrial Development—industrial relations in modern society.

E. Planning for Police Assistance in Emergencies.

**V. Crime**

A. Organized Crime, including White Collar Crime—some selected cases.

B. Techniques of Prevention of Crime and People's Participation in Crime Prevention.

C. Police Participation in Social Defence.

**VI. Law**

A. New Legislation.

B. Important New Rulings. .

**VII. Application of Science and Technology to Police Work.**

Latest advances in forensic science and forensic medicine.

## Chapter 12

# Training of Armed Police

### Perspective on Training of Armed Police

208. Personnel in the armed police must not only be efficient in the use of their weapons and equipment and the performance of their duties, but also physically tough, disciplined and capable of working in a team. Since they are being increasingly deployed on duties which bring them into intimate contact with the public, their training must be enlarged to impart a proper understanding of their role in relation to the people. The officers in the armed police must be capable of motivating the personnel under their command to work with a spirit of service, be capable of tackling problems with competence and assurance and with a proper understanding and appreciation of the situation to be faced.

### Gore Committee Recommendation

209. Keeping these considerations in mind Gore Committee had devised new syllabi for basic courses of nine months duration each for Constables and Sub-Inspectors.

### Basic Training Course for Constables (Armed)

210. The syllabus of the Basic Training Course for constables of armed wing may be designed on the basis of following format.

#### **I. General**

Periods 50

- A. Indian National Tradition. -Gandhi, Tagore and Nehru.
- B. 1. Salient features of the Indian Constitution.
- 2. Fundamental Rights and Directive Principles.
- C. 1. Political, social and economic changes in India since independence and their implications for the police
- 2. Major social problems.
- 3. Uplift of weaker sections of the people.
- 4. National integration.
- 5. National flag, emblem and anthem.
- D. 1. Current affairs

2. Political and communal parties and their ideologies.

E. Role and Functions of the Armed Police.

## **II. Organization and Administration**

Periods 107

A. Organization and Functioning of the Central and State Governments.

B. Armed Forces and Auxiliary Units.

C. District and Sub-divisional Set-up—all departments.

D. Organisation of the Civil Police—police headquarters, range, district, sub-division, circle and police station.

E. Organization of the Armed Police battalion, company, platoon and section.

F. Civil Defence Units and coordination with them. .

G. Badges of Ranks, clothing, Equipment, Arms and Ammunition, Pay and Allowances, Leave, Discipline, Complaints, Punishments, Appeals, Promotion, Rewards, Decorations, Housing, Medical Treatment, Retirement Benefits, Service Records and Educational Examinations.

## **III. Human Behaviour**

Periods 50

A. Understanding Human Behaviour—individual, group and crowd.

B. Police Behaviour towards the Public.

Principles of police conduct selected cases to emphasise the importance of courtesy, impartiality and integrity.

C. Police Behaviour towards Officers and Colleagues.

## **IV. Police Duties**

Periods 57

A. Maintenance of Order—control of meetings, processions and crowds.

B. Fairs and Festivals.

C. VIP Arrangements and Security.

D. Guards and Escorts.

E. Emergency Relief—assistance in natural calamities.

F. Fire Prevention and fire Fighting.

G. First Aid, Sanitation and Hygiene.

H. Application of Science and Technology to Armed Police Work.

## **V. Law**

Periods 70

A. Indian Penal Code.

Ss. 76, 79, 80, 82 to 85, 87, 96, 97, 99, 100, 103, 105, 106, 141, 143, 145 to 149, 159, 160, 186, 223 to 225, gist of 299, 300, 339, 340, 360 to 363, 378, 380, 390 to 397, 399, 402, 410 to 412 and 511.

B. Criminal Procedure Code.

Ss. 4(b), (n), (o), (h), 46 to 54, 57, 102, 103, 127 to 129 and 151.

C. Police Act, 1861.

Ss. 2, 7, 10, 20, 22, 23, 25, 28, 29, 30 to 34 and 44.

D. Important Provisions of the Act promulgated for each Armed Police Force.

E. Minor Acts.

1. Arms Act, 1959.

Ss. 20, 25, 27, 28, 36 and 38.

2. Indian Explosives Act, 1894.

S. 13.

3. Explosive Substances Act, 1908.

Ss. 3 to 6.

4. Motor Vehicles Act, 1939 and Rules.

Important Sections only.

5. Indian Railway Act, 1890.

S. 131.

6. Excise Act.

S. 60.

7. Indian Forests Act, 1927.

Ss. 52, 63, 64 and 78.

## OUTDOOR

### **I. Physical Training, Outdoor Life and Toughening**

A. P.T.

B. Route Marches.

C. Obstacle and Assault Courses and Cross Country Races.

D. Road Walk and Race.

E. Swimming.

F. Physical Efficiency Tests.

### **II. Drill**

A. Drill with and without Arms.

B. Guard Mounting and Duties of Sentries

### **III. Weapon training**

A. Rifle including Classification Course.

- B. L.M.G. including Classification Course.
- C. Grenade including Lobbing of Hand Grenades and Firing Rifle Grenades.

#### **IV. Crowd Control**

- A. Lathi Drill.
- B. Cane Drill.
- C. Tear Smoke.
- D. Duties during Melas, Processions and Crowds.
- E. Control of Mobs and Unlawful Assemblies.
- F. Use of Gas Masks and Protective Equipment.

#### **V. Field craft and tactics—Section training**

- A. Field craft and Tactics (section training).
- B. Anti-Extremists Operations.
- C. Elementary Map Reading including use of Compass.
- D. Elementary Knowledge of Field Engineering :— Mines, booby traps, overcoming obstacles and laying telephone lines.
- E. Street Lining.

#### **VI. Miscellaneous**

- A. Fire Prevention and Fire Fighting.
- B. Escorting and Guarding Prisoners.
- C. Cycling.

#### **VII. Unarmed Combat**

#### **VIII. Games and Athletics**

### **Basic Course for Sub-Inspectors (Armed Police)**

211. Following is the syllabus and framework for this training.

#### **I. General**

Periods 50

- A. The Political Framework.
  - 1. The Indian Constitution.
  - 2. Civil liberties and fundamental rights.
  - 3. The concept of democratic, socialist and secular State.
  - 4. Political parties, trade unions and other organised groups.
  - 5. Disruptive forces—communalism, regionalism, etc.
  - 6. National integration.
  - 7. National flag, emblem and anthem.
- B. The Social Frame work.



1. Rural and urban communities.
2. The joint family.
3. Caste and Untouchability.
4. Religion and religious institutions.
5. Growth of population and demographic changes.

C. The Economic Frame work.

1. Agrarian structure—land reforms.
2. Industrial Structure—private and public sectors.
3. Entrepreneurship and economic growth.
4. Fiscal policies and public finance.

D. The Indian National Tradition.

Gandhi, Tagore and Nehru.

E. International Relations.

Relations with neighbouring countries and major international powers—their socio-economic impact on Indian life.

F. Implications of the Changing Social Scene for the Role of the Police, with special reference to the Armed Police.

**II. Organisation and Administration**

Periods 120

A. Organization and Functioning of the Central and State Governments.

B. Armed Forces, Para-military Forces and Auxiliary Units.

C. District and Sub-divisional Set-up—all departments.

D. Organization of the Civil Police—police headquarters, range, district, sub-divisions, circle and police station.

E. Organization of Armed Police—battalion, company, platoon and section.

F. Civil Defence Units and Coordination with them.

G. Badges of Ranks, Clothing, Equipment, Arms and Ammunition, Pay and Allowances, Leave, Discipline, Complaints, Punishments, Appeals, Promotion, Rewards, Decorations, Housing, Medical Treatment, Retirement Benefits, Service Records and Educational Examinations.

**III. Leadership and Supervision**

Periods 60

A. The Role of a Sub-Inspector as a Supervisor and Leader—styles of supervision, the supervisory skill-its understanding, appreciation and development.

B. The Dynamics of Relationships—interdepartmental, senior-subordinate and interpersonal; road blocks and gateway to communication; engineering of an agreement;

techniques of communication; understanding human behaviour, human needs, motivation, attitudes and self-development, recent trends in techniques of control and supervision.

#### **IV. Human Behaviour and Police Attitudes**

Periods 85

A. Understanding Human behaviour.

1. Why human beings behave the way they do
2. Development of human personality.
3. Motivational mechanics.
4. Anxieties.
5. Attitudes to authority, authoritarian personality.
6. Characteristics of a stable personality.

B. Understanding Critical Social Groups and Conflict Situations.

Problems relating to students and youth, industrial workers, political parties, radicals—reactionaries, communal strife, linguistic and regional conflicts, agrarian unrest, etc.

C. The Personality of a Police Officer :

1. Selected short cases involving dilemmas faced by the police and appropriate police attitudes.
2. Principles of police conduct.

D. Police Community Relations.

Importance and techniques.

#### **V. Police Duties**

Periods 96

A. Maintenance of Order-control meetings, processions and crowds, unlawful assemblies and use of force-internal security and riot schemes.

B. Pairs and Festivals.

C. Security of VIPs and Vital Installations.

D. Guards and Escorts.

B. Maintenance of Registers, Documents, etc., of a Platoon.

P. Duties of Subedar Adjutant and Working of 'A' Branch.

G. Working of 'Q' Branch and Duties of Subedar Q.M.

H. Maintenance of Cash Book, T.A. Medical Reimbursement and Financial Rules.

I. Running of Messes and their Accounts.

J. Emergency Relief-assistance in natural calamities.

K. Fire Prevention and Fire Fighting.

L. First Aid, Sanitation and Hygiene.

M. Application of Science and Technology to Police Work.

**VI. Law**

Periods 97

A. Indian Penal Code.

Ss. 76, 79, 80, 82 to 85, 87, 96, 97, 99, 100, 103, 105, 106, 141, 143, 145 to 149, 159, 160, 186, 223 to 225 gist of 299, 300, 339, 340, 360 to 363, 378, 380, 390 to 397, 399, 402, 410 to 412 and 511.

B. Criminal Procedure Code.

Ss. 4(b), (n), (o), (h), 46 to 54, 57, 102, 103, 124 to 132 and 151.

C. Police Act, 1861.

Ss. 2, 7, 10, 20, 22, 23, 25, 28, 29, 30 to 34 and 44.

D. Important Provisions of the Act Promulgated for each Armed Police Force.

E. Minor Acts :

1. Arms Act, 1959.

Ss. 20, 25, 27, 28, 36 and 38.

2. Indian Explosives Act, 1894.

S. 13.

3. Explosive Substances Act, 1908.

Ss. 3 to 6.

4. Motor Vehicles Act, 1939 and Rules.

Relevant sections only.

5. Indian Railway Act, 1890.

S. 131.

6. Excise Act.

S. 6.

7. Indian Forests Act, 1927

Ss. 52, 63, 64 and 78.

Periods 37

**VII. Transport and Communications**

A. Motor Transport of Armed Police.

B. Types of Wireless Sets and Telephones, Elementary Radio Telephony and Maintenance and Charge of Batteries.

C. Cipher Work.

OUTDOOR

Periods 1030

## **I. Physical Training. Outdoor Life and Toughening**

- A. P.T.
- B. Route Marches.
- C. Obstacle and Assault Courses and Cross Country Races.
- D. Road Walk and Race.
- E. Swimming.
- F. Physical Efficiency Tests.

## **II. Drill**

- A. Drill with and without Arms.
- B. Guard Mounting and Duties of Sentries.

## **III. Weapon Training**

- A. Rifle, including Classification Course.
- B. L.M.G., including Classification Course.
- C. Grenade, including lobbing of Hand Grenades and Firing Rifle Grenada.
- D. Revolver, including Classification Course.
- E. Sten/T.M.C., including Classification Course.
- F. Handling and Firing 2" Mortar.

## **IV. Crowd Control**

- A. Lathi Drill.
- B. Cane Drill.
- C. Tear Smoke.
- D. Dispersal of Riotous Mobs and Unlawful Assemblies.
- E. Duties during Melas, Processions and Crowds.
- F. Use of Gas Masks and Protective Equipment.

## **V. Field craft and Tactics**

- A. Field craft and Tactics —section and platoon formations, field signals, duties of scouts and battle procedure.
- B. Anti-extremist Operations.
- C. Elementary Map Reading including use of Compass.
- D. Counter-insurgency Operations up to Platoon Level.  
Patrol and ambush, infiltration and raid, road blocks and living off the land.  
Appreciation.  
Defence, general and of a Post.  
Abandonment of a Post.

Raiding of a stronghold/hideout.

E. Elementary Knowledge of Field Engineering—mines, booby traps, overcoming obstacles and laying telephone lines.

F. Street Lining.

#### **VI. Miscellaneous**

A. Fire Prevention and Fire Fighting.

B. Escorting and Guarding Prisoners.

C. Cycling/Motor Cycling.

#### **VII. Unarmed Combat**

#### **VIII. Games and Athletics**

### **Orientation Course**

212. Officers of the rank of Sub-Inspector, Inspector and Deputy Superintendent transferred from the civil police to the armed police should attend an orientation course of four months duration based on the following syllabus.

#### **I. General**

Implications of the Changing Social Scene for the Role of the Police with particular reference to the Armed Police.

#### **II. Organisation & Administration**

A. Organization of Armed Police—battalion, company platoon and section.

B. Armed Forces, Para-military Forces and Auxiliary Units.

C. Role of Sub-Inspector/Inspector/Deputy Superintendent in the Armed Police

#### **III. Police Duties**

A. Maintenance of Order—control of meetings, processions and crowds, unlawful assemblies and the use of force—internal security and riot schemes.

B. Fairs and Festivals.

C. Security of VIPs and Vital Installations.

D. Guards and Escorts.

E. Working of Adjutant's and Battalion Offices.

F. Working of 'Q' Branch.

G. Maintenance of Cash Book, T.A., Medical Reimbursement and Financial Rules.

H. Rules pertaining to Welfare Activities and their Accounts.

I. Application of Science and Technology to Armed Police Work.

#### **IV. Law**

Important Provisions of the Act Promulgated for each Armed Police Force.

**V. Transport and Communications**

- A. Motor Transport of Armed Police.
- B. Types of Wireless Sets and Telephones, Elementary Radio Telephony and Maintenance and Charging of Batteries.
- C. Cipher Work.

**OUTDOOR**

**I. Physical Training, Outdoor Life and Toughening**

- A. P.T.
- B. Route Marches.
- C. Obstacle and Assault Courses and Cross Country Races.
- D. Road Walk and Race.
- E. Swimming.
- F. Physical Efficiency Tests.

**II. Drill**

Platoon, Company and Battalion Drill.

**III. Weapon Training**

- A. Rifle including Classification Course.
- B. L.M.G. including Classification Course.
- C. Grenades including Lobbing of Hand Grenades and Firing Rifle Grenades.
- D. Revolver including Classification Course.
- E. Sten/T.M.C. including Classification Course.
- F. Handling and Firing 2" Mortar.

**IV. Crowd Control**

- A. Dispersal of Riotous Mobs and Unlawful Assemblies.
- B. Use of Gas Masks and Protective Equipment.

**V. Field craft and Tactics**

- A. Field craft and Tactics—section and platoon formations, field signals, duties of scouts and battle procedure.
- B. Anti-extremist Operations.
- C. Elementary Map Reading including use of Compass.
- D. Counter-insurgency Operations up to Platoon Level.  
Patrol and ambush, infiltration and raid, road blocks and living off the land.

Appreciation.

Defence, general and of a Post.

Abandonment of a Post

Raiding of a stronghold/hideout.

E. Elementary Knowledge of Field Engineering—mines, booby traps, overcoming obstacles and laying telephone lines.

## **VI. Unarmed Combat.**

### **Promotion Courses**

213. The following promotion courses of fourteen/fifteen week's duration should be organised-

- i. A course for Constables selected for promotion as Head Constables.
- ii. A course for Head Constables selected for promotion as Sub-Inspectors.
- iii. A course for Sub-Inspectors selected for promotion as Inspectors.

### **Refresher Courses**

214. The following refresher courses should be organised—

- A three months refresher course for NCOs (Head-Constables and Naiks) to be conducted in the units.
- A fourteen weeks refresher course for Sub-Inspectors (Platoon Commanders) to be conducted at the State armed police training centre.
- A fifteen weeks refresher course for Inspectors to be conducted at the State armed police training centre.

### **Specialized Course**

215. The following specialist courses should be arranged—

- a) Weapon training for Section and Platoon Commanders. A Platoon Commander should attend this course within the first four to five years of his service. Head Constables doing well in this course can be selected to work as instructors in their units (three months).
- b) Handling of un-exploded bombs and explosives (one week).

- c) Field engineering (one month).
- d) Quarter Master's duties (one month).

### **Instructor's Course**

216. Instructor's courses should be conducted in the following branches of specialization—

- i. Drill
- ii. Physical fitness
- iii. Unarmed combat
- iv. Weapons
- v. Tear-smoke
- vi. Anti-dacoity operations
- vii. Counter-insurgency and anti-extremist operations.

### **Evaluation of Training**

217. The system of evaluation for the armed police should be the same as for the corresponding ranks of the civil police. The trainee should, in addition, be assessed regularly on his performance in the handling of weapons and equipment and in the deployment and management of personnel. A general impression note should be maintained by the instructors in respect of each trainee. The general impression notes should be discussed and the Commandant's marks should be awarded in a conference of the instructors with the head of the Institution towards the end of the course. These marks should be added to the marks obtained in the written and other tests for final grading.

217.1 The integrated method of teaching should be used wherever possible. The maximum use should be made of audio-visual aids, including sand model discussions, tactical exercises without troops and outdoor exercises.

217.2 There should be a regular physical training programme intended to make the personnel tough. Their daily schedule of training should begin with physical training in the morning and the indoor classes should be held when the trainees are least



fatigued, i.e., in the forenoon. Outdoor work like weapon training, tactical exercises and other practical work can be done during any time of the day.

## Chapter 13

### Organisation of Training

#### The Basic Structure

218. There should be three kinds of institutions in the States for the training of police officers—

- i. A police training college for the training of Deputy Superintendents/Inspectors and Sub-Inspectors.
- ii. One or more police training schools for the training of Constables and Head Constables.
- iii. An armed police training centre for the training of personnel of the armed police battalions.

#### Course to be run by Police Training Colleges

219. The police training colleges in the States should run the following courses—

- i. Basic course for directly recruited Sub-Inspectors—one year.
- ii. Refresher courses for Sub-Inspectors and Inspectors—eight to ten week.
- iii. Courses on crowd control for Sub-Inspectors, Inspectors and Deputy Superintendents—six to eight weeks.
- iv. Courses on the investigation of fraud, embezzlement, organised rackets and economic offences for Sub-Inspectors, Inspectors and Deputy Superintendents—six to eight weeks.
- v. Courses on the role of the police in dealing with juvenile delinquency for Sub- Inspectors, Inspectors and Deputy Superintendents- four weeks.
- vi. Courses on police-community relations for Sub-Inspectors, Inspectors and Deputy Superintendents— two weeks,
- vii. Courses for Head Constables/Assist ant Sub-Inspectors selected for promotion to the rank of Sub-Inspector—six months for Head Constables and three months for Assistant Sub-Inspectors.
- viii. Course for Sub-Inspectors selected for promotion to the rank of Inspector— six to eight weeks.

- ix. Basic course for Assistant Police Prosecutors—six months.
- x. Refresher course for Assistant Police Prosecutors—six to eight weeks.
- xi. Basic course for directly recruited Deputy Superintendents—one year.
- xii. Refresher course for Deputy Superintendents—eight weeks.
- xiii. Course for Inspectors selected for promotion to the rank of Deputy Superintendent— ten weeks.

### **Assessment of Training Workload**

220. The exact workload of each police training college should be worked out by the State concerned on the basis of the present sanctioned strength of its police force and the plans, if any, for expansion in the near future. The existing facilities should be expanded and new colleges set up as necessary in the different States.

### **Course to be run by Police Training Schools**

221. The police training schools of the State should run the following courses:—

- i. Basic course for recruit Constables—nine months.
- ii. Refresher course for Constables—one month.
- iii. Refresher course for Head Constables/ Assistant Sub-Inspectors—eight weeks.
- iv. Course for Constables selected for promotion to the rank of Head Constable— six months.
- v. Course for Head Constables selected for promotion to the rank of Assistant Sub-Inspector—three months.

222. The size of the constabulary is very large in some of the bigger States. A police training school with a capacity of 400 appears to be the most viable. The States and Union Territories may examine this matter in the light of their actual requirements and expand the existing schools or set up new ones as necessary to organise the training of Constables and Head Constables as recommended by us.

### **Course to be run by Armed Police Training Centers**

223. The armed police training centers of the States should run the following courses—

- 1) Basic course for recruit Constables—nine months.

- 2) Basic course for directly recruited Sub-Inspectors—nine months.
- 3) Re-orientation courses for civil police personnel transferred to the armed police—four months.
- 4) Course for Constables selected for promotion to the rank of Head Constables—fourteen-fifteen weeks.
- 5) Course for Head Constables selected for promotion to the rank of Sub-Inspector—fourteen-fifteen weeks.
- 6) Course for Sub-Inspectors selected for promotion to the rank of Inspector—fourteen-fifteen weeks.
- 7) Refresher course for Sub-Inspectors—fourteen weeks.
- 8) Refresher course for Inspectors—fifteen weeks.

223.1 All States which have a large enough strength of armed police battalions should have a separate training institution for this purpose. If the facilities at this Centre prove inadequate for the training of recruits, a State may convert one or more battalions into training battalions, solely for this purpose. The States, which have only a few armed police battalions, may group together to have an armed police training centre for which staff and finances could be provided jointly. In the alternative the States falling in the latter category could start an armed wing at their police training college/school.

### **Centre to set-up Training Units**

224. The Central Government should set up at least one police training college and one police training school for States and Union Territories where the annual intake as well as the total complement of the police force is small and where independent institutions may not be feasible. The central police training college and school can serve as models for the States.

### **Location of Training Institution**

225. A police training institution should be located in or near a city with a university and well connected by rail, road and air communications to facilitate external contacts and well connected by rail, road and air communications contacts and to ensure that

the trainees can be exposed to real-life problems during their training and that there is a ready availability of scholars and guest lecturers for imparting instruction in the social and behavioural sciences, current affairs, etc.

### **Buildings, Infra-Structure and Facilities**

226. Most of the police training institutions have been accommodated in an ad hoc fashion in buildings constructed for altogether different purposes, e.g., old forts, temporary army lines, etc. The maintenance of the existing buildings also leaves much room for improvement. Many of them have no regular class room facilities; most have no auditorium or a meeting hall: and a large number do not provide any common room facilities for the instructional staff. In some even the head has no separate office of his own. Barrack and hostel accommodation and such essentials as toilets, baths, messes and dining rooms for the trainees are woefully inadequate. The library facilities are meager and often accommodated in make-shift arrangements. Canteen facilities are generally lacking. The furniture provided, even for class rooms is mostly insufficient and unsuitable and at many places the trainees bear either wholly or partly the cost of the cooking utensils of their messes and pay for the services of washer men and cobblers as also for electricity. Recreational facilities need improvement; some institutions do not have adequate playgrounds; swimming pools have been provided in very few and most lack hospital facilities. A very small number provide residential accommodation for all the instructional staff.

### **Improvement and Enhancement of the Facilities**

227. The question of providing all essential physical facilities in the police training institutions should receive urgent consideration in the States. The lay-out and the design of the buildings should make adequate provision for the administrative offices, assembly hall and class-rooms, a library and reading room, a gymnasium, a swimming pool, garages, canteen, married accommodation for the instructional staff and single accommodation for the trainees, with adequate toilets, bath rooms, cook houses and dining rooms, extensive grounds for parades and games and facilities for various forms of recreation and artistic and cultural activities. Every police training institution should have a hospital for the treatment of all minor ailments, with arrangements for specialist treatment in the city hospitals as and when necessary. The members of the families of the instructional staff should be eligible for treatment in

these hospitals. The campus as a whole should permit the development and growth of a healthy corporate life in the institution. Furniture, fixtures and fittings should be adequate to ensure a reasonable degree of comfort and should facilitate the use of modern aids to instruction. Sub-Inspector trainees should be provided with hostel accommodation in single or double seated rooms. Barrack accommodation will suffice for recruit Constables, but each recruit should get a cot to himself and at least a wooden rack or a table to keep his essential belongings and reading material for study. In all training courses, the trainees should be required to pay only for their food and all other institutional and establishment expenses should be borne by Government. The Government of India should evolve and lay down a standard blue-print and aid the States with suitable building grants for the above purpose.

### **Forensic Lab**

228. Every police training college should have a miniature laboratory with sufficient equipment to enable demonstrations to be given in various items of forensic work. In the bigger States one regional laboratory should be established in the town where the police training college is located.

### **Model Police Station**

229. Every police training college/school should have a model police station, which should have a complete set of the forms and registers used in police stations preferably duplicated from entries in the records of an actual police station. It should also have the case diaries and judgments of a sufficient number of cases which may help to give a practical bias to theoretical training.

### **Workshop**

230. A small workshop with skilled personnel should form a part of every police training institution to develop and prepare audio-visual aids and repair and maintain equipment.

### **Training Grant**

231. Every police training institution should be given an annual training grant of Rs. 20,000 in addition to funds under specified items. The head of the institution should

be empowered to spend the same at his discretion for miscellaneous expenditure with regard to training programmes and aids.

231.1 The head of a State police training college should be a Deputy Inspector General or an Inspector General in the bigger States and a Senior Superintendent of Police of the selection grade elsewhere. The Police training school should be headed by an officer of the rank of Superintendent of Police. A Deputy Commandant of the rank of Superintendent of Police and an Adjutant (Deputy Superintendent) should be placed in exclusive charge of the armed police training centre. Where, armed wings are set up in police training colleges, an officer of the rank of Commandant, but junior in service to the Principal, should supervise all the work of the armed wing.

### **Upgrading the Staffing Pattern**

232. The existing staffing pattern of police training institutions should be upgraded and indoor instructors in the police training colleges and schools should not be below the rank of Deputy Superintendent and Inspector respectively.

### **Setting -up the Various Department**

233. Every police training institution should have a department of legal studies, a department of police science and a department of social sciences. In the police training college, the legal studies department should be headed by a senior Police Prosecutor, that of police administration by a Superintendent or senior Deputy Superintendent and that of social sciences by a sociologist, psychologist or criminologist of the grade of Reader in a university. The heads of these departments may be one rank lower in the police training schools/armed training centres. All the teaching of law in the various courses to be run at the college/school should be systematically organised by the legal studies department and the two other departments should likewise organise the teaching of all subjects relating to police organisation and administration, etc., and general education respectively, A departmental organisation will ensure constant inter-communication within the staff and a pooling of feed back from the trainees.

### **Composition of Indoor Classes**

234. Ordinarily, an indoor class should not consist of more than 30 trainees in the case of the lecture method and fifteen trainees in the case of syndicates and tutorials. The staff requirements of the three departments may be worked out on this basis.

### **Arrangements of Guest Lectures**

235. It will be necessary to invite guest lecturers to deliver talks on some subjects. The institution should bear their travelling expenses and it should be within the powers of the heads of the training institutions to pay an honoraria to guest lecturers at the rate of at least Rs. Five hundred per lecture.

### **Outdoor Training Composition**

236. The outdoor instructors should not be below the rank of Head Constable and some of those in the police training college should be of the rank of Sub-Inspector. There should be one instructor for every 20 trainees in drill and musketry and one for every 40 in physical training. Every institution should have a 'demonstration squad' and a firing range.

### **Research Base and Orientation**

237. In order that the police training institutions remain intellectually vibrant and up-to-date in their knowledge of police problems etc., research should be one of their basic-functions. While fundamental research may be undertaken by the Central and State Police research units, the training institution should undertake some applied research through its instructional staff. Every institution should have a separate cell under a competent instructor for this purpose. These cells should confine themselves to problems in the training field for which satisfactory answers have yet to be found and which have been enumerated in the body of the report. This research work should be undertaken under the guidance of the Inspector General/Deputy Inspector General, Training, and in coordination with the Central Directorate of Police Training.



### **Training Schools for Special Wings and Branches**

238. Each State should have a well organised training school for officers of the special/intelligence branch. Model syllabi for the courses required should be drawn up and the instructors trained by the Intelligence Bureau.

### **Motivation for Training to Participants**

239. In order to motivate officers to attend courses, we recommend as follows—

- i. An officer deputed to a course, whose duration does not exceed three months, should not be liable to transfer. This would not apply to officers deputed to courses, the successful conclusion of which is accompanied by rank promotion.
- ii. Officers deputed to courses should be entitled to a compensatory allowance to enable them to meet their incidental and other expenses.
- iii. The courses that an officer has attended and his performance therein should be taken fully into account in all selections for promotion.
- iv. The selection of officers for attending courses should be related to considerations of career planning, the merits of the various officers in the field of selection and their qualifications and experience from the point of view of their capacity to benefit from the proposed course.
- v. Constables passing refresher or specialist courses should also be entitled to wear a stripe on their arms to distinguish them from those who have not attended any such course.

### **Enhancement of Supervisory Level**

240. In each of the bigger States, a senior officer of the rank of Addl. DGP/Inspector General should be appointed to devote whole time attention to important matters relating to personnel administration like recruitment, training, career development and promotion, and the management and supervision of the institutional and practical training of police officers of all ranks. There should be a separate officer for the post of Principal of the police training college.

240.1 The Inspector General, Training, should be provided with a Superintendent, Training, as an assistant at his headquarters and a number of Deputy Superintendents,

Training, in the field either on a range basis or by groups of districts, to supervise the practical training of Sub-Inspectors and Constables. This arrangement should not minimise in any way the involvement of the District Superintendent in the practical training of the officers concerned.

### **Better Finance & Funds for Training**

241. The States should find more money for police training to improve the existing arrangements. A major financial investment will also have to be made by the Central Government if police training is to be reoriented and modernised throughout the country.

### **Training of Trainers**

242. The Police Academy (NPA/State Academy) should have a Training of Trainers' Wing and a Case Study Unit. The number of courses to be run will also increase in the future. All these activities for the training of senior- police officers cannot be carried on effectively in any institution located in an inaccessible place and away from any university or other institutions of learning. The Academy draws officers from all parts of the country and the respective State. It should be a reservoir of up-to-date professional knowledge, promote effective instruction, a community of outlook and objectives, a team spirit, ideals of national integration and public service and be a source of inspiration to its alumni.

### **243. Basic and Important Parameters**

- i. The work of the apex Academy should be organised into four departments as follows—
  - (a) Department of Legal Studies.
  - (b) Department of Police Science.
  - (c) Department of Social Sciences.
  - (d) Department of Research, Development and Information.
- ii. The professional background and qualifications requisite in the heads of the different departments and the staff pattern of each department should be worked out by the Director of the Academy in consultation with the

Central Directorate of Police Training and experts in universities and other institutions of learning. Adequate supporting staff should be provided to attend to the management, welfare and other work of the institution.

### **Central Detective Training Schools**

244. More Central Detective Training Schools should be opened on a regional basis. In addition to the existing Schools new Schools may be started at appropriate locations to serve the needs of various States/Union Territories. The capacity of the existing Schools may be increased to the extent possible without prejudice to the quality of the instruction provided there.

### **Training of the Instructional Staff**

245. There are no arrangements in the country at present for the training of the instructional staff of police training institutions. Their number will increase with the reorientation of the existing institutions and the setting up of new ones. The Central Government should aim at setting up an Institute for the Training of Trainers, when the requisite expertise has been developed. Instructors so trained can be utilised to train instructors of lower ranks in the States by establishing similar or analogous training programmes in their own police training institutions.

### **Courses for the Outdoor Instructors**

246. The States should send selected outdoor instructors to the following courses regularly:—

- i. Courses on counter-insurgency and anti-extremist operations, anti-dacoity operations and weapon training conducted at the Central School of Weapons and Tactics, Indore.
- ii. Course on unarmed combat conducted at the Central Reserve Police Training College, Neemuch.

### **Courses at Different Training Schools**

247. A new course for training instructors in the new physical fitness programme should be started at the Police Training college, Nasik. Course for drill instructors

should be organised and run by the Armed Training Centre, Sitapur. Central programmes for training instructors on tear smoke should be started at the Police Training Colleges at Phillaur and Vellore.

### **Role of Institute of Criminology and Forensic Science**

248. The Institute of Criminology and Forensic Science should develop new courses in techniques of management, personnel management and leadership, application of computer technology to police work and social defence for I.P.S. officers, organise a series of symposia and seminars on various aspects of police work with a view to maintaining a constant dialogue between police officers and various other sections of public opinion and start a system of fellowships to encourage interested police officers to undertake research work on a whole-time basis. The Institute might be affiliated to a university for this purpose. The courses on management could be arranged in the existing institutes of management till the Institute of Criminology and Forensic Science is in a position to undertake them.

### **Traffic Training**

249. Traffic problems are becoming more and more complex and difficult, in the urban as well as the rural areas. These problems will necessitate a rapid increase in the strength of the traffic police and will call for specialised training to be imparted to the higher ranks in the latest techniques of traffic policing. At present there is Traffic Institute in Bombay and a Traffic Training School in Calcutta. The Government of India should take urgent steps to set up a Central Traffic Institute for imparting training to officers from the rank of Sub-Inspector or Sergeant to Superintendent of Police at a suitable place, preferably Delhi, where the Central Road Research Institute is located. More institutions of this kind will be necessary later on at places like Calcutta, Bombay and Madras.

### **Facilities to All Training Institutions**

250. The State and central police training institutions should be provided with all essential physical facilities including arrangements for the board and lodging of the officers attending courses in these institutions.

It will be indispensable for the success of the scheme of the training of police officers that there should be a Central co-ordinating unit at the Centre. There is no machinery at present which can devote full attention to this work. There is also no arrangement for any periodic evaluation of the functioning of the training system. A Central Directorate of police Training is an important and urgent need. The Directorate should be located in the Bureau of Police Research and Development at Delhi as an integral part of the Ministry of Home Affairs.

### **Collaborative Mechanism for Police Training**

251. There should be collaborative arrangements between police training institutions and universities and other appropriate institutions for undertaking research projects on matters of interest to the police and training programmes designed to meet the requirements of police officers at various levels. These will help to establish a channel of communication between the police and the academic world, capitalise on knowledge and the skills developed in other institutions and universities, develop training material and make the public aware of the work being done by the police, thereby improving police community relations and the police may police image.

## Chapter 14

# **Performance Appraisal**

### **Introduction**

252. People differ in their abilities and aptitudes. It is necessary to know these differences so that certain programmes may be developed for those who possess better potentials to accept the challenges of higher jobs. Programmes may also be developed for rectifying the deficiencies of the employees. Every organisation therefore, likes to appraise its personnel and their performance. The system of appraising the man is not new, but the systematic approach of evaluating the man is a new development.

### **The Techniques**

253. The technique of appraising the man by superiors or others is widely known as merit rating. It is also sometimes, termed as 'employees appraisal' 'personnel rating', 'personnel appraisal' and 'personnel performance evaluation' etc.

### **Merit Rating : The Concept**

254. Performance appraisal, personnel rating, merit rating or performance evaluation is one of the most important functions of personnel management. Merit rating technique has been evolved to know the relative worth of the employee quantitatively and qualitatively on the job, in comparison to other fellow workers. Merit rating is used for measuring the merit or performance of an employee and comparing it with that of others in the same group. Merit rating rates the man and not the job. It is concerned with assessing the abilities of the individuals. Job evaluation rates the jobs in order to determine their worth. Job evaluation is used as a basis of wage structure while merit rating is used as the basis of sound personnel policy in relation to transfer, promotion etc. The process of merit rating starts at the time of recruitment and continues throughout the life of an employee in the organization.

### **The purpose**

255. The following factors or qualities should be considered for making evaluation of the performance of the employees.

- Ability and capacity to do the assigned work
- Skills and capabilities, i.e., knowledge of various jobs and various operations
- Personal qualities of the employee and his work habits like dependability, cooperation etc
- Quantity and quality of output
- Supervisory qualities

### **The Steps and the Procedure**

256. The steps necessary for designing an effective merit rating programme are : Determining objectives, establishing the standards of performance, selection of appraiser, collection of data, rating the employee, consultation, designing the development and follow up.

### **Essentials of a good Appraisal System**

257. Following are the essentials of a good appraisal system :

- It must be easily understandable.
- It must have the support of all line people.
- It should fit the organisation's operations and structure.
- The system should be both valid and reliable.
- It should have built in incentive.
- The system should be periodically evaluated.

### **Criteria of Performance Appraisal**

258. There are a number of criteria which can be used to appraise the performance of different classes of employees in an organisation. Some of the important criteria are : Production, quality of work, length of service, training, ratings of supervisors.

### **Methods of Performance Appraisal**

259. The performance of employee may be appraised by a number of ways and methods. Two basic types of performance appraisal used are :

1. Appraisal according to his traits, attributes and general behaviour on the job i.e., trait approach
2. Appraisal of result, work and goal achievement of the employee known as appraisal by result

### **Common Appraisal Factors**

260. Basic elements common to most result oriented appraisals should be the following :

- A. The superior and each of his subordinates jointly plan the subordinate's tasks and responsibilities.
- B. The subordinate prepares a plan for specified period, say six months, or a year. Through mutual consultation, the final target to be achieved is fixed.
- C. Through mutual consultation, they also fix up and clarify superior's supporting and evaluative role.
- D. At the end of the specified period, the superior makes a performance evaluation of the subordinate on the basis of mutually agreed criteria.
- E. Superior discusses the results and his evaluation with the subordinate. Corrective actions, if necessary, are suggested, and mutually agreed upon targets are fixed for future.
- F. The method emphasized traits and other characteristics, focusing on performance results.

### **Success Parameters**

261. The success of a good appraisal system depends on the following factors.

- i. Good job descriptions specifying areas in which goals are to be developed
- ii. Trust in the subordinate to establish responsible goals
- iii. Specification of specific rather than general goals
- iv. Problem solving rather than criteria discussion of ensuring performance

### **Barriers to Performance Appraisal**

262. Among the principal barriers to effective appraisal programmes are following :



- Faulty assumptions
- Psychological block and
- Technical pitfalls

### **Modern Methods of Performance Appraisal**

263. Most traditional methods emphasise either on the task or the worker's personality. In order to bring about a balance between these two, following modern methods have been developed:

- A. Assessment centre methods
- B. Human asset accounting method
- C. Behaviourally anchored rating scales
- D. Management by objectives

### **Management by Objectives (MBO)**

264. Management by objectives approach is designed to overcome the limitations of the more traditional system. This is a result oriented appraisal. The approach of merit rating is based on the quantitative measurable performance goals often agreed jointly by superior and subordinates. Instead of asking the superior to rate his subordinates under this approach, each subordinate is requested to set for himself short-term goals by which he may improve his own efficiency and that of his department.

### **Features of MBO**

265. Main features of MBO are superior subordinate interactions, superior and subordinate mutually set goals, superior and subordinate mutually set performance criteria, progress evaluation, superior's supportive role and the focused method.

### **Performance Appraisal in Police**

266. Performance appraisal is one of the accredited modes of judging, gauging, scaling and monitoring the quality and standard of work execution by an employee. Human resources development and performance appraisal are interrelated processes. Their mutuality supplements and supports the specific and collective objectives of an organization.

Performance appraisal as operational reality can provide a continuous and holistic manifestation to various organizational attempts to develop, stabilize and modify the potentials of policemen of different ranks.

### **Basic Considerations**

267. Performance appraisal is one of the oldest management tools for work assessment. Being universal in nature, it is also the widely accepted tool for assessing the quantity, quality and standard of the human resources available and utilized by the working personnel of an organization. As an efficient supervisory and control mechanism it tends to evaluate both the personality traits and performance potentials of employees.

267.1 Performance appraisal as a managerial style aims at the systematic evaluation of an individual's standard of performance. It also screens the potentials which require further development. Such an assessment is ordinarily made by the immediate supervisor of an employee. A further review is made by the next supervisor. Though there are minor modifications in this mode of performance appraisal from organization to organization yet the general pattern of assessment by the immediate senior and a review by the next superior is the most common and widely accepted mode of performance appraisal in all organizations. The police organization is no exception to this general rule.

267.2 Performance appraisal has been accepted as a valid and objective tool for the evaluation of work standards. It is also widely used as a valid tool for the modification of working standards and as an instrument for HRD. Performance appraisal, in order to be an efficient tool for personnel growth, should represent impartiality and objectivity in its nature and content. Operationally, it should be in consonance with the organizational philosophy and its objectives. An impartial and objective system of performance appraisal can give relevance and equilibrium to input-output efforts at goal attainment. Such a system alone can create faith in the employees. It can then provide vision, feedback and follow-up for the ideal functioning of an organization.

267.3 Performance appraisal evaluates the existing performance potentials of an employee and tends to work as a pointer for his possible further growth. It thus has contemporary as well as futuristic relevance for managers and men.

### **The Stages**

268. The various aspects of performance appraisal can be staggered into different stages. Some of the important ones can be the following. :

1. Identification of organizational objectives
2. Familiarization of the employees with the objectives
3. Identification of tools, techniques and work equipment for the attainment of goals
4. Assessment of the working conditions
5. Specification of targets to be achieved during a given period of time
6. Intermittent and terminal assessment of the performance of each employee
7. Self-appraisal of his performance by the employee
8. An objective, critical and unbiased assessment along with adequate guidelines to improve performance.
9. Modification and improvement efforts by the employee.
10. Final assessment and the setting of new goals for the next year.

### **Anatomy and Morphology**

269. The quality of PA in the police organization is in no way better or worse than the one available in most of the governmental departments. The standard mode of PA is filling in ACRs or APAs at the end of a year. The ACR forms and performance appraisal performs in police and those applicable to the rest of the employees of various governmental services are common. The existing performance appraisal techniques intend to do an evaluation of the personality traits of the policeman concerned. Such an evaluation is often subjective in nature and tends to depend largely on the personal whims, eccentricities, likes and dislikes of the assessing office. The secrecy syndrome shrouding the system makes the situation still worse.

### **Shortcomings & Drawbacks**

270. Some of the defects and drawbacks of the existing PA system in the police organization are the following :

1. The PA system is stereotyped, orthodox and traditional in nature.
2. No specific and efficient modes of appraising the performance of each policeman in his particular position are available.
3. The system tends to be tainted by subjective and personal considerations.
4. There is lack of clarity as objectives and goals for each man and each rank are often not spelled out properly and in advance.
5. There is often only one assessment at the end of the year and the junior subordinate hardly gets an opportunity to reform or improve himself in the absence of intermittent evaluation of his performance.
6. The system is unduly secretive in nature.
7. The system lacks adequate communication between seniors and juniors with reference to performance objectives and working conditions,
8. The system of PA is monotonous, dull and routine.

### **The Bottle Necks**

271. Some of the elements which work at cross-purposes in the system of performance appraisal in police could be the following:

1. Policemen of all ranks often remain overburdened with routine and unpredictable workload; hence they find it difficult to maintain the requisite quality in job performance.
2. The senior officers have neither time nor scientific tools to control the quality of their subordinate's job performance.
3. Each and every task performed by the junior subordinates does not get subjected to a critical test.
4. It is often felt that SHOs lack the qualities of becoming efficient leaders and therefore they can neither control nor guide their subordinates properly on various matters pertaining to their job performance. Consequently, the significant aspects of PA suffer from some sort of cruel negligence.
5. In a nutshell, the much awaited development of human potentials in police personnel as part of organizational development suffers from a vigorous loss of time and energy because of the defective PA system in police.

## 272. A Stratification

(i) **Performance appraisal** as an efficient mode for judging the quality of police socialization in entrants should be vigorously used by training schools. Police training schools should devise various input-output control and modification mechanisms to ensure that the requisite conversion of new recruits as efficient policemen for the field takes place in the desired manner. The performance appraisal styles of training schools should concentrate on the following parameters:

1. Physical aspects
2. Mental development
3. Professional evaluation
4. Instillation of police skill and job enlightenment
5. Qualities to manage and face crises

(ii) **Physical Fitness** : The physical fitness, strength and stamina of each trainee should be judged on the basis of the standard he achieves in self-defence and assault styles. Physical appearance, muscular development and increase in physical fitness over the period of training can be worked out mathematically by charts and graphs showing the target achievement and the progressive development/deterioration. The quality and standard of performance of each trainee can be classified into categories A, B, C and D according to his individual performance and target achievement. A trainee obtaining a particular category should be guided to achieve a higher category. Response, drive and initiative exhibited in achieving the given goals should be carefully recorded. While sending the performance appraisal of a trainee to the appointing authority, his strong and weak points should be discussed in detail. A short guideline should also be given to the appointing authority as to how best and where the new employee can be utilised.

(iii) **Foundational Courses**: Foundational and basic recruit courses are designed to expose entrants to the basic role of and general information about the police organization. Mentally and professionally the trainees have to take off from introductory preliminaries about the organization and ultimately, at the close of a course, they are made to explore the organizational realities in detail. The progress made by the trainee has to be subjected to a critical scrutiny in order to work out the

impact of training on him. Desired attitudinal change and instillation of police skills for rendering the trainee an efficient and competent policeman also form part of a basic training course. The performance of the trainee should be analysed in order to inform him of the type of progress he has been making during the course of his training. Such analysis can measure the overall utility of training efforts.

**(iv) Refresher & Specialized Courses :** Refresher, advanced and specialized training courses should be worked out keeping in mind the specific objectives which are aimed to be achieved through these training efforts. The performance appraisal of these courses should be based on the following parameters :

1. Educational and professional profiles of each trainee should be made available to the training schools.
2. The participation, involvement and willingness of a trainee in the various training activities and his aptitude for and attitude towards the training should be observed minutely.
3. Self-appraisal of his performance should be obtained from each trainee.
4. The contribution of each trainee to the execution of the course, along with his initiative, participation and involvement in the training, should be recorded regularly.
5. Assessment of the "entry" and "terminal" behaviour of each trainee should be recorded.
6. Gradation of performance at the training school should become part of career planning and promotional prospects.
7. Trainees who obtain A and B grades in the course should be suitably rewarded and their role, contribution and participation in the course should be made an integral part of their annual performance appraisal.

### **273. Performance Appraisal in the field**

(i) Performance appraisal, in order to be an effective parameter for assessing the work performance of employees and for the efficient development of human resources has to be properly utilized not only at the training level but also at the level of field functioning. The system of performance appraisal in its form and application at the professional levels is presently too generalistic and unspecific, structurally as well as

functionally. Performance appraisal, in order to be objective, impartial and specific, should be based on the targets given to each policeman by his superior. The popularly accepted style of PA is management by objectives. This should be made applicable to the policemen of all ranks. More weight should be given to the specification and allotment of concrete targets and their realization and the provision of congenial working conditions and functional equipment than to a general narration and comment on personality traits and virtues. The performance appraisal system to be operationalized on policemen of various ranks should be based on the following guidelines :

1. The PA system must be task-oriented.
2. Job and task profiles should be worked out in detail and each man should be given the job and task chart well in advance for the period for which his performance is to be assessed.
3. The job and task charter should be specific, clear and rank-oriented. General police tasks having indirect bearing on his individual functioning should be given less weight compared to his primary tasks and responsibilities.
4. The job and task charter can be divided into three categories :
  - (a) Category A should include primary and basic tasks to be performed by an employee.
  - (b) Category B should include the tasks which are expected to be performed with someone else or at the behest of some superior, junior or colleague.
  - (c) In category C the tasks of general police functioning must be included.
5. The tasks to be performed and the targets to be achieved should be neither too ambitious nor ambiguous. Along with the job chart, an information sheet about the mode of executing the given tasks, their how and why should also be given to the employee. The physical facilities, working conditions and performance equipment required for job performance should also be made part of this information sheet.
6. Performance appraisal should be intermittent and terminal in nature. A self-appraisal report should be submitted by the employee at the expiry of a specified period. A critical assessment of the self-appraisal report should be made by the reporting and reviewing officers. The positive and negative points of the performance should be discussed at length, and on the basis of overall evaluation the employee should be categorised as "**outstanding**", "very good", "good",

"average" or "below average", as the case may be. An employee getting a lower ranking should be provided with a guideline as to how he can improve his category. Each terminal appraisal should be seen in the context of the employee's previous performance. The subsequent and previous terminal performance reports should work as a continuous part of the assessment scheme, and at the end of the year a final report should be drawn. It should include a summary of all the terminal reports, and an elaborate assessment indicating the individual's potentials and the quality of his performance should be highlighted in unambiguous terms.

7. The performance appraisal system in police must have a broad base. In addition to the annual reporting, other terminal modes of PA like terminal assessments, interviews etc should also be made part of the police performance appraisal.
8. The appraisal of an employee's performance can be realistic and qualitative only when the reporting, reviewing and other officers making an assessment of the employee have a close association with his functioning. These officers must have adequate, real and interactional opportunities and should keep watch, control, and supervision on the working of the employee reported upon. Only those officers who have a direct bearing on and relation with the working and functioning of the reported officer should be allowed to make assessment of his performance.
9. In the existing system of performance appraisal there are more than three officers who are to assess the performance of an officer. There are no specific guidelines as to what weight should be given to the assessment of each officer making an evaluation. The closer the supervisory officer, the more should be the weight given to his assessment. The reporting officer should cite reasons for grading an officer outstanding, average or below average. If the reviewing officer or any other supervisory officer up to two ranks higher wants to tone down or tone up the remarks, he should be required to record specific and concrete reasons for doing so.

### **Instructions of Govt of India**

274. The Govt of India has issued some very important instructions regarding the mode and manner in which the performance of an officer should be evaluated. It would be pertinent to quote them here :



1. The Confidential Report is an important document. It provides the basic and vital inputs for assessing the performance of an officer and for his/her further advancement in his/ her career. The officer reported upon, the Reporting Authority and the Accepting Authority should, therefore, undertake the duty of filling out the form with a high sense of responsibility.
2. Performance appraisal through Confidential Reports should be used as a tool for human resource development. Reporting Officers should realise that the objective is to develop an officer so that he/she realises his/her true potential. It is not meant to be a fault-finding process but a developmental one. The Reporting Officer and the Reviewing Officer should not shy away from reporting shortcomings in performance, attitudes or overall personality of the officer reported upon.
3. The columns should be filled with due care and attention and after devoting adequate time. Any attempt to fill the report in a casual or superficial manner will be easily discernible to higher authorities.
4. Performance evaluation by the Reporting Officer must not be done without having conducted at least one detailed inspection of the work of the subordinate unless the subordinate is one with whom his senior is inter-acting almost daily.
5. If the Reviewing Authority is satisfied that the Reporting Authority had made the report without due care and attention he shall record a remark to that effect.
6. Every answer shall be given in narrative form. The space provided indicates the desired length of the answer. Words and phrases should be chosen carefully and should accurately reflect the intention of the authority recording the answer. Please use unambiguous and simple language. Please do not use omnibus expressions like 'outstanding', 'very good', 'average', 'below average' while giving your comments against any of the attributes.
7. The Reporting Officer shall, in the beginning of the year, set quantitative/physical/financial targets in consultation with each of the officers with respect to whom he is required to report upon. Performance appraisal should be a joint exercise between the officer reported upon and the Reporting Officer. The targets/goals/objectives be set at the commencement of the reporting year, i.e.

April, in the case of the All India Service Officers. In the case of an officer taking up a new assignment in the course of the reporting year, such targets/goals/objectives shall be set at the time of assumption of the new assignment.

8. The targets /objectives/goals should be clearly known and understood by both the officers concerned. While fixing the targets for achievement, priority should be assigned item-wise, taking into consideration the nature and the area of work and any special features that may be specific to the nature of the work of the officer to be reported upon.
9. Although performance appraisal is a year-end exercise, in order that it may be a tool for human resource development, the Reporting Officer and the officer reported upon should meet during the course of the year at regular intervals to review the performance and to take necessary corrective steps.
10. It should be the endeavour of each appraiser to present the truest possible picture of the appraisee in regard to his/her performance, conduct, behaviour and potential.
11. Some posts of the same rank may be more exacting than others. The degree of stress and strain in any post may also vary from time to time. These facts should be borne in mind during appraisal and should be commented upon appropriately.
12. Aspects on which an appraisee is to be evaluated on different attributes are delineated below each column. The appraiser should deal with these and other aspects relevant to the attributes.

### **Integrity Aspect of PA**

275. The following procedure should be followed in filling up the column relating to Integrity.

- i. If the officer's integrity is beyond doubt, it may be so stated.
- ii. If there is any doubt or suspicion, the column should be left blank and action taken as under :

- (a) A separate secret note would be recorded and followed up, a copy of the note should also be sent together with the confidential report to the next superior officer who will ensure that the follow up action is taken expeditiously. Where it is not possible either to certify the integrity or to record the secret note, the reporting officer should state either that he had not watched the officer's work for sufficient time to form a definite judgment or that he has heard nothing against the officer, as the case may be.
- (b) If, as a result of the follow up action, the doubts or suspicions are cleared, the officer's integrity should be certified and an entry made accordingly in the confidential report.
- (c) If the doubts or suspicions are confirmed, this fact should also be recorded and duly communicated to the officer concerned.
- (d) If as a result of the follow up action, the doubts or suspicions are neither cleared nor confirmed, the officer's conduct should be watched for a further period and thereafter action taken as indicated at (b) and (c) above.

## Chapter 15

# **Police Welfare and Grievance Redressal**

### **Introduction**

276. A Policeman's job is very tough and arduous. Long hours of duty and the monotonous nature of work have an adverse impact on his health, apart from depriving him of normal comforts and consolations of family life. The policemen are exposed to both physical and mental stress which takes a heavy toll, not only in respect of their health but also their behavior and conduct. The environment in which they have to work, the persons whom they come into contact and deal with, exposes them to many undesirable influences and temptations. The serious risk to life and bodily injury to which the policemen are exposed, on the call of duty, make the families vulnerable and insecure. The rigours of discipline and restriction on them underline the need for a sound and effective welfare policy apart from a responsive grievance redressal mechanism. Several welfare schemes, mechanism for grievances redressal and sports facilities have been instituted for policemen and their families in the different police organisations.

### **Administration of Welfare Activities**

277. The Welfare Division of the DGP Office functions under the direct control of Addl. DGP/IGP (Welfare and Sports) who reports to DGP. IGP (Welfare and Sports) is assisted by an officer of the rank of DIG (Welfare & Sports) / AIGP (Welfare & Sports) in his day-to-day activities.

277.1 The welfare and other related activities for the police personnel and their family members are carried out under the auspices of units like Police Welfare Society, Policemen's Family Welfare Society, and Police Employees Benevolent Fund. Police Health Care and Family Welfare Trust and Police Employees Welfare Association etc. DGP holds the ex-officio position of Chairman / President for various societies and committees. All the committees/ boards/ trusts/ associations/ societies at the state level consist of such members as prescribed by the rules and byelaws made for the purpose in respect of each scheme. These

committees/boards/trusts/associations/societies conduct their business as per byelaws and rules framed thereunder.

### **Funds:**

278. Various funds are constituted which are managed professionally in accordance with the Rules, and such executive directions as issued by the Management Committee from time to time.

- Police Welfare Fund
- Police Education Fund
- Police Widow Fund
- Police Commemoration Day Flag Fund

### **Police Welfare Fund**

279. Police Welfare Fund is mainly funded by the periodical grants-in-aid received from the state government, as well as income generated from various sources which is accepted only with the permission of state government.

### **The Facilities**

280. The corpus of Welfare Fund is invested with various banks, financial institutions etc. in order to generate the maximum returns with security. The income so generated is used for extending interest free loans to the wards of non-gazetted police officers (i.e. of and below the rank of Inspector of Police and equivalent). Such loans are given for the marriage of daughter/son, self and dependent sister. The maximum limit of marriage loan should be Rs.25,000/- in the case of marriage of daughter; Rs.10,000/- for the marriage of son; Rs.7,500/- for self marriage and Rs.10,000/- for marriage of dependent sister. The loan sanctions should be in consonance with repayment capacity of the individual officer. The loan will be recovered in appropriate installments. Interest free loans should also extended for meeting any emergent expenditure on any medical treatment. Such interest free medical loans to the extent of Rs.15,000/- may be given only if the officer or his dependent family members suffer from a disease of a grave nature and reimbursement facilities are not available/cannot be availed under the Government rules or any other scheme of the Department. In certain grave situations, where the ailment is life-threatening and

urgent surgical intervention is necessary, interest free advances can be extended, which should be paid in lump sum, on the receipt of reimbursement money by the officer. The medical loans are normally extended to the non-gazetted officers. However, in exceptional cases, medical advances may be given to other officers also. In rare cases, where no other assistance is available, a medical grant not exceeding Rs.25,000/- may also be sanctioned. Normally, only one type of loan is sanctioned at a time and therefore no request is entertained for a loan in case there is an outstanding loan from any welfare scheme.

### **Unit Police Welfare Fund**

281. The districts/units may also maintain Unit Welfare Fund, Corpus for which is provided by the State Police Welfare Fund or from the income derived from other legitimate and authorised sources etc. The Superintendent of Police/Commandant or Unit Officer may sanction interest free medical loan upto Rs.5,000/- in emergent cases. Such loan will be recovered in installments of Rs.500/-. The Unit Officers are required to submit detailed annual audited accounts to the office of the IGP (Welfare) as per orders in force.

### **Other Sanctions**

282. Apart from the loans mentioned above, there are number of other activities relating to welfare of the police personnel and their families, which are partially or completely funded from the Central Welfare Fund. Liberal assistance may be given in the form of grant and loan for establishment of computer training institutes in collaboration with reputed and well established computer training companies, so that the children of the police personnel could acquire computer skills and related vocational qualifications recognised by the government. The assistance is also provided for construction of the police rest houses for the non-gazetted police personnel at district headquarters. A nominal charge may be collected from the visiting police personnel to meet the recurring expenditure towards maintenance and upkeep. Refundable interest free loans are also provided for establishing LPG godowns, cooperative stores at district / battalion headquarters. From time to time, certain assistance may also be provided for arranging medical camps for the police personnel and their family members.

### **Co-operative Welfare Store**

283. Departmental stores can be operated by Employees Welfare Association. It can supply items of daily necessity to police families at competitive rates. This departmental store can also act as a Nodal Agency for supply of various office items such as furniture, stationery, uniform cloth, liveries and other general supplies to the Police Department and sister departments and state public undertakings.

### **Police Education Fund**

284. Corpus for Police Education Fund can be generated from the monthly subscription collected from the officers. The rates of subscription can be Rs.20/- from the rank of Sub- inspector and below and Rs.30/- from the rank of Inspector and above. A similar contribution is also collected from the ministerial staff wherein the officers of Junior Assistants and below contribute Rs.20/- and other ministerial staff contributes Rs. 25/- per month. The officers of DSP and equivalent ranks also contribute Rs.50/- per month. Out of the subscription and income generated from the Education Fund, which is invested in various banks, financial institutions etc., the following benefits are extended to the non-gazetted officers. Such benefits are restricted to two children only. Important provisions with regard to grants from this fund are as follows:

- A. Children of Police officers from the rank of PC to Inspector including ministerial staff scoring 60% or corresponding grade point average in the SSC and joining higher courses can be given one time grant of Rs.1, 000/-
- B. Children of Police officers from the rank of PC to Inspector including ministerial staff scoring 80% or corresponding grade point average and above in SSC and joining higher courses can be given one time grant of Rs.2, 000/-
- C. Children of Police officers from the rank of PC to Inspector including ministerial staff scoring 75% or corresponding grade point average and above in Intermediate/10+2 course and joining higher classes like B.A/B.Sc./M.A/M.Sc. etc., are given one time grant of Rs.3, 000/-
- D. Children of Police officers from the rank of PC to Inspectors including ministerial staff undergoing professional courses such as BE, BBA, B.Tech,

M.Tech, MBA, MBBS, BCA, MCA, LLB etc. and scoring 60% can be granted educational aid of Rs.3, 000/-

E. Children of Police officers from the rank of PC to Inspectors including ministerial staff undergoing professional courses such as BE, BBA, B.Tech, M.Tech, MBA, MBBS, BCA, MCA, LLB etc. and receiving 80% will be given educational aid of Rs.6, 000/-

F. The loan facility is also available for DSsP who are regularly contributing to the educational fund. The DGP may grant special interest free loan up to Rs.20,000 for needy officers whose children are going abroad for studies.

### **Police Widow Fund**

285. The Police Widow Fund formed and sustained primarily by subscriptions received from the police officers. The monthly subscription may as per the norms decided in this regard by the respective organizations and the State Govt. The Widow Fund thus collected is retained to the extent of 50% by the concerned unit and the remaining amount is deposited with the Welfare Division of DGP office. Apart from the above subscription, the non-gazetted police officers also make a one time contribution of Rs.200/- at the time of recruitment, which is sent to the Welfare Division of DGP office. The widows of the non-gazetted police officers may be given a one-time grant, lump sum grant, or suitable additional amount if death occurs due to a violence of extremists.

### **Police Commemoration Day Flag Fund**

286. On the occasion of Commemoration Day observed on 21<sup>st</sup> October of each year, commemoration day flag stickers are sold to the general public @ Rs.5/- voluntary contribution of each. The fund so generated is used for extending assistance to the families of deceased police personnel for medi-care and educational need of minor children. The funds could also be used for similar benefits for in-service personnel and their families in emergent situations. The districts may also be permitted to retain part of the collections made on the sale of flag stickers and the amount could be used by the Superintendents of Police for the purpose of extending small interest free loans / assistance in cases of grave medical emergencies for the deceased police personnel staying in their jurisdiction and in-service personnel and their families.



### **Ex-gratia**

287. In addition to the above mentioned welfare measures, the government may introduced other benefits for the families of police personnel killed by extremists / anti-social elements and while on official duties. The disbursal of benefits granted under these government schemes are also overseen by the Welfare Division of DGP Office.

### **Group Personnel Accident Insurance Policy**

288. Group Insurance Policies including disablement by accidents as a welfare measure may be introduced in the police department. The Government should pay the entire premium for Group Personnel Accident Insurance Policy. The sum assured in terms of this Insurance Policy may be in accordance with the terms and conditions offered by the department and the insured. The insured who receive injuries leading to total / partial disablement may be entitled for 100% and 50% of the sum assured as per the conditions of the Group Personnel Accident Insurance Policy.

### **Arogya Bhadratha and Health Care Schemes**

289. A self group health insurance scheme can be introduced to take care of serious ailments / medical conditions of police personnel and dependent family members including those on deputation with other Departments. The scheme can be managed by Board/Trust. The term of nominated trustees is two years and they continue in office till the Chairman nominates new trustees. The Trust Board can appoint a Secretary who is responsible for administration of the trust and to look after the various aspects of financial management such as keeping accounts of subscriptions/reimbursement of money and other funds received, maintaining bank accounts, making investments, releasing payments to the hospitals etc.

289.1 The Arogya Trust may obtain funds from the following sources:

- Monthly subscription from the members
- Government re-imburement of the individual members medical expenses.
- Grant-in-aid from the Central Welfare Fund of Police Department

- Donations, Charities and grants from the States/Union Govts./Local bodies/Associations etc.
- On any other miscellaneous revenue

289.2 The police officers and their families should be entitled to medical treatment from the Government hospitals and other Government health institutions like Municipal hospitals, Primary Health Centres etc. The preventive health measures are also carried out by the medical and health staff of the department concerned. The local bodies are generally responsible for sanitation. The concerned SHOs and other senior officers should maintain a good liaison with the heads of the hospitals and establish practices and procedures that help policemen and their families get easy access and prompt treatment. Similar action is called for in the matter of sanitation, water supply, drainage, cleanliness etc. of the police buildings and residential quarters.

### **Unit Hospital and Dispensaries**

290. Unit hospitals for policemen and officers can be located in battalions and the police training institutions. These are departmentally run and function under the concerned unit officers. At district headquarters and cities the police clinics are run in police buildings. The medical officers from medical department attend these clinics on part time or on full time basis as per the need but the expenses on medicines etc. are met from the regular budget of department by the unit officers.

### **Allotment of Subscription of the Sports Fund**

291. Out of the subscriptions 60% can be retained by the units and 40% is sent to Police sports fund. Out of the sports fund the state also meets the annual contribution of Rs.5/- for each executive police officer of the state to a Central Fund of the all India Police Sports Control Board and all India Police Meet maintained by Intelligence Bureau, Ministry of Home Affairs, and Government of India.

### **Sports Activities**

292. Each unit shall provide necessary sports and recreational facilities for this use of policemen and family members. The cost of such facilities should be met from the unit sports fund and grant from the Police Sports Fund. The sports, recreational and

health facilities like sport grounds, indoor stadiums, gymnasium etc. available in all district headquarters and at other places in the district may be made available to the families at certain timings and occasions, when these are not in use for official or regular training purposes. Wherever grounds are available in police residential complexes or nearby whether they belong to the police or other organisations, the policemen and their families may use them. The District/Unit Sports Committee will be responsible for providing and maintaining these facilities. The officers in charge of the Training Centre at the unit shall be responsible for overall supervision and upkeep of all infrastructures, sports, recreational and health facilities whether in the lines or elsewhere.

292.1 The annual sports meet of the unit should be conducted before 31st July of the year. Competition in games and sports for family members of policemen of the entire district should also be held during the sports meet. Those of the family members who are outside the district headquarters should be sent along with the sub-divisional teams to the district meet. They should be provided transport and accommodation. The sub-divisional officers also may hold every year a sport meet for the policemen and their families once a year at any convenient time. The state sports and games meet shall be conducted normally in the month of October. The zonal teams should include the teams of police families. Cultural meets should be conducted as part of the sports meet in the districts and the State.

### **Grievance Redressal**

293. There are two channels of grievance redressal available to police officers. The first channel is by direct representations to the concerned officers at various levels. The individual grievances, problems, service matters etc. are brought to the notice of the concerned officers for immediate action and redressal wherever proper and appropriate. Various orders in the manual provide for the senior officers during inspections, tours, parades, visits, orderly rooms and by any other direct means to ascertain and properly deal with the grievances of the personnel.

293.1 Direct channel of representations is prohibited in certain matters to the DGP and to the Unit officers. The formal channels of grievance, redressal will be effective if the officers particularly at the level of SHO and above scrupulously observe the

instructions and procedures prescribed in the matter. Instructions also exist making it incumbent on the part of the officers to ascertain the problems of the personnel working under them and solve them as per rules and with sympathy and understanding. Apart from the formal channels, the police officers are authorised by the Government to form Associations for expression and redressal of grievances.

### **Association for Grievance Redressal**

294. The aims and objective of the Association can be the following :

- A. Providing a forum of discussion on the common service problems and to ventilate grievances;
- B. promote and advance the welfare of the members;
- C. improve the service and living conditions of members;
- D. promote professional standards and excellence among the members;
- E. promote social, cultural, educational and recreational activities among the members and their families etc.

### **Legal Assistance to Policeman**

295. Police officers will always be protected when it appears to the Government that they have acted in good faith, but the Government will not bind themselves to undertake their defence when this is not the case. Legal proceedings in which the police officers are likely to be involved may be classified as follows :

- a) Proceedings, civil or criminal, instituted by Government in respect of matters connected with official duties or the position of a police officer ;
- b) Proceedings by a police officer against a private party or vice versa in respect of matters not connected with his official duty or position ;
- c) Proceedings by a private party against a police officer in respect of matters connected with his official duties or position ;
- d) Proceedings by a police officer to vindicate his official conduct when called upon by Government to do so ; and
- e) Proceedings instituted by a police officer suo moto to vindicate his conduct connected with his official duties or position with previous sanction of the Government though not required by Government to do so.

(i) In cases falling under (a) the Government will not give any assistance to a police officer for his defence In any proceedings, civil or criminal, instituted against him by the State in respect of matters arising out of or connected with his official duties or his official position. Should, however, the proceedings conclude in favour of the police officer, the Government will entertain his claim for reimbursement of costs incurred by him for his defence, and if Government are satisfied from the facts and circumstances of the case that the police officer was subjected to the strain of the proceedings without proper justification, they will consider whether the whole or any reasonable proportion of the expenses incurred by the police officer for his defence should be reimbursed to him.

(ii) In cases falling under (b), the government will not give any assistance to a police officer or reimburse the expenditure incurred by him in the conduct of the proceedings in respect of matters not arising out of or connected with, his official duties.

(iii) In cases falling under (c), if the Government, on consideration of the facts and circumstances of the case, considers that it will be in the public interest that the Government should themselves undertake the defence of the police officer in such proceedings and if the police officer agrees to such a course, the police officer should be required to make a statement in writing, as in the form below this order and thereafter, the Government will make arrangements for the conduct of the proceedings as if the proceedings had been instituted against Government-

### **Civil Suits or Criminal Prosecutions Against Police Officers**

296. In the case of a civil suit or criminal prosecution launched or threatened to be launched against a police officer in connection with the discharge of his official functions, the following procedure should be adopted :

#### **(1) Procedure to be Adopted When There is a Threat**

(a) A Police Officer who receives any communication containing a threat of civil or criminal proceedings against him for acts done in his official capacity should forward

forthwith, through the proper channel, a copy of such communication, intimating whether he wishes to reply thereto or not, and if he proposes to send a reply, submitting the proposed reply to his Unit officer.

(b) The Unit Officer who receives the communication along with the explanation should send the same with his observations to the Director General through the Range Inspector General, and the Director General will forward the same to the Government, i.e., Home Department. The Home Department will examine the draft reply and then send the same to the Law Department for their opinion and also for action, which will make the legal assistance available, if it is a fit case to be defended.

(c) The question of defending at the cost of the Government, a Police Officer who has received a communication containing a threat of legal proceedings need not ordinarily be taken up till the proceedings have been actually instituted. If, however, in criminal proceedings as well as civil proceedings the DGP considers that the proceedings are likely to be instituted against a Police Officer, he may examine the question as soon as he receives a copy of the communication from the concerned Officer.

**(2) Procedure When Civil Proceedings are Launched**

(a) Whenever a civil suit or criminal proceedings is launched against a Police Officer, the Superintendent of Police or the Unit Officer will examine the following points before recommending legal assistance to the Government:

- i. Whether the suit has been filed within the period of limitation;
- ii. Whether prior sanction of the Government has been obtained;
- iii. Whether prior notice with sufficient description of the wrong complained of has been given
- iv. Whether the legal requirements have been complied with

(b) If the suit has been instituted contrary to these provisions he will immediately direct the concerned subordinate Police Officer to request the court to dismiss it on these grounds. If, however, the provisions of the sections have been complied with then the Unit Officer shall forward the report to the Director General for further action regarding obtaining legal assistance.

### **297. General Instructions in Civil Suits and Criminal Prosecutions**

(1) If the Government sanctions the defence of an officer, it would ordinarily be sufficient to engage a Government Pleader or a Public Prosecutor at the expense of the State. In criminal cases in which a private counsel has to be engaged, a daily fee subject to a maximum for the whole case will be fixed by the Government.

(2) In civil suits also in which a private counsel has to be engaged, the Government will fix a daily fee subject to the maximum for the whole case. In petty cases, appearance in person may be often quite sufficient and where this is so, the employment of a pleader is superfluous.

(3) In cases falling under sub-orders (1) or (2) above, the fees payable will be settled and got approved by the Government prior to the engagement of the private counsel.

(4) The rate of fees payable to such counsel should not normally exceed the rates payable to Government Pleaders and Public Prosecutors fixed by the Government from time to time. Government, however, may fix higher rates of fees in cases of unusual type, where marked ability and industry are required to be put in by a Government Pleader or a Public Prosecutor.

### **Stress on Police and its Management**

298. Incidents of aggressive, undisciplined, indifferent, insensitive and irresponsible behaviour and conduct by policemen are attributed to the stressful situations and working conditions which inevitably cause unwarranted stress to the police people working on various positions. Incidents of suicides, attempted suicides, and attack on seniors, juniors and colleagues coupled with unfortunate incidents of firing and senseless use of weapons are manifestations of stress on police.

### **Components of Police Stress**

299. The various studies conducted to examine the stress situations of policemen indicate that there is relationship between job stress and personality factors among police officers and constables. Components of job stress are physical factors, factors intrinsic to the job, role in the organization, relationship at work, career development, organizational structure and climate, extra organizational sources of stress, personality and behavioural factors along with mental stagnation, physical and psychological

fatigue, uni-directional growth of personality, dehumanizing working conditions, work overload, lack of proper training, professional and personal obligations, etc., etc. The researches prove that law enforcement personnel are at the upper end of the spectrum when stressful jobs are measured. Review of studies conducted in India reveal that crucial problem of job stress in policemen arise from the personal problems, the nature of police organization, the work environment and personality characteristics. Keeping in view, the significance of job stress, it has become obligatory to analyze the underlying components and to scientifically assess the extent of job stress and its relation with personality factors among policemen in India along with evolving remedial measures to cope with stress situations of police profession.

### **Specific Factors**

300. The personality factors causing stress include among others factors like lack of empathy, ego-ideal, pessimism, introversion, neuroticism, lack of need achievement, lack of self confidence, dogmatism and dominance. Further, there is also a deep relationship of job stress and its components as well as personality and its attributes with personal and family background variables of policemen. The personal and family background variables are age, educational qualifications, present salary, number of jobs changed, total years of service, years of service in the present position, marital status, size of the family, number of dependents, total family income, number of children and native place of policemen etc.

### **Realities Identified**

301. Some of the important realities about police stress are listed below :

- i. There is difference in the magnitude of perception of various factors of stress and their contribution to overall stress situation
- ii. Factors intrinsic to the job and relationships at work are the most dominant contributors towards stress.
- iii. There is no particular trend in the hierarchical position of the job stress factors. Rather, a remarkable similarity is observed in the perception of various factors towards their contribution to overall stress.
- iv. The factors of job stress are found to be truly different in nature.
- v. Relationships at work and factors intrinsic to the job have high positive significant correlation with total job stress.



- vi. Neuroticism is the most dominant characteristic of a policeman's personality followed by introversion. Ego-ideal is an attribute having highest positive significant correlation with overall personality followed by neuroticism and need achievement.
- vii. Pessimism has a negative significant correlation with all the job stress factors. Department's pessimism reveals negative significant correlation with factors intrinsic to the job, relationships at work, organizational structure, climate, personality and behavioural factors.
- viii. Self-confidence (lack of) reveals negative significant correlation with physical factors, factors intrinsic to the job, extra-organizational sources of stress and personality and behavioural factors.
- ix. Overall job stress has negative significant correlation with pessimism, neuroticism and lack of self confidence.
- x. Personal and family background variables play a significant role in perception of job stress by policemen.
- xi. Age has a positive significant correlation with organization structure and climate and career development.
- xii. Educational qualifications of policemen have negative significant correlation with physical factors, factors intrinsic to the job, career development, personality and behavioural factors and total job stress.
- xiii. Marital status has positive significant correlation with extra-organizational sources of stress of policemen. Size of the family of policemen has positive significant correlation with total job stress and its components. Positive significant correlations are also revealed between number of dependents of policemen and total job stress and its components. Number of children of policemen show positive significant correlation with stresses arising from career development and organizational structure and climate. Total family income has positive significant correlation with organizational structure and climate. Native place of policemen is found to have no significant relationship with the stress course or its components. Personal and family background variables have significant relationship with personality and its attributes. Age, present salary, total years of service, marital status, total family income and number of children of policemen reveals no relation with their personality or its attributes. Educational qualifications reveal negative

significant correlation with ego-ideal of policemen. Number of jobs changed has negative significant correlation with dominance among policemen. Years of service in the present position has negative significant correlation with pessimism whereas native place has positive significant correlation with this personality attribute. Size of the family has negative significant correlation with neuroticism among policemen. Number of dependents of policemen reveals negative significant correlation with ego-ideal, pessimism, neuroticism; need achievement, lack of self confidence, lack of dogmatism and overall personality.

- xiv. On the whole personality attributes and personal and family background variables of policemen play a significant role in their perception of job stress.
- xv. In nut shall it can be said that the crucial problem of job stress in policemen arise from the personal problems, the police organization, the work environment, personality characteristics and personal and family background variables.
- xvi. Relationship between behavioural, physiological and health effects and experience of stress should be studied and kept in mind while handling stress situations and problems of policeman.
- xvii. The socio-political environment studies should be conducted on pre-terrorism and post terrorism stresses among policemen.

### **Remedial Measures and Techniques for Coping with Police Stress**

302. The stress situations in the police department should be handled both at the macro and micro levels. The macro level measures would include reforms at the organizational level, improvement in the personnel parameters, modification in the work procedures and reorientation of the behavioural and response patterns. The micro level strategies for copying with the stress situations would include measures like organizing specific training courses, developing guts in the policeman to make them capable to handle the stress situations, counseling and one to one interactions and improvement in the work environment and behavioral patterns at all levels.

302.1 The training courses to be organized at the institutional level along with on the job formal and informal training courses and interactions should include subjects like understanding of stress, the factors of stress, stress and personality, recognizing the harmful stress situations, self control, stress fundamentals, managing stress by fixing priorities and perspectives and learning stress management techniques.

302.2 In addition to these activities, field and research studies should be conducted from time to time and the senior-subordinate interactions and the colleague interactions should be meaningfully utilized to assess the stress situations. The observations and findings of these studies, interactions and various inputs pertaining to stress situations at the micro and macro levels should be subjected to critical scrutiny and examination for finding out solutions commensurate with mitigation of stress situations for relieving the common and individual policeman in his personal and professional settings.

## Chapter 16

# Conduct and Discipline

### Introduction

303. A Para-military-civil organisation like police and its personnel must, at all times, exhibit high standard of official and personnel conduct and must maintain prescribed norms of discipline under all circumstances. Norms of conduct and parameters of discipline should, therefore, be prescribed and laid down by all police organisations. Members of the Indian Police Service are governed by the All India Services (conduct) Rules, 1968. Police officers other than the officers of the Indian Police Service are governed by the State Civil Services (conduct) Rules, prescribed and promulgated by all State Govt. in this regard.

### Principles of Code of Conduct

304. The principles of code of conduct of Police Forces, in their specific contexts, should be following :

- (1) Every Police Officer shall at all times maintain absolute integrity and devotion to duty and shall do nothing which is unbecoming of a police officer.
- (2) No police officer shall in the performance of his duties or in exercise of the powers conferred on him :-
  - i) act otherwise than in his best judgment except when he is acting under the direction of his official superior and shall obtain such direction in writing, wherever practicable, and where it is not practicable, shall obtain written confirmation as soon thereafter as possible.
  - ii) evade the responsibility devolving legitimately on him and seek instruction from, or approval of a superior authority when such instruction or approval is not necessary in the scheme of distribution of powers and responsibilities.

## **The Basic Areas**

305. The broad frame-work of code of conduct and discipline norms should be inclusive of the following parameters.

### **(i) Politics and Elections**

No police officer shall take part in any movement or activity tending directly or indirectly to excite dissatisfaction against or to embarrass the government as by law established or to promote feelings of hatred or enmity between different classes of subjects of the Indian Union or to disturb the public peace.

### **(ii) Connection with the Press, Radio or Television**

Police officers should not habitually engage themselves in the activities of broadcasting on radio, telecasting on a TV or contributing articles to the press, except the purely literary, artistic or scientific character. A Police officer who is invited or who wishes to deliver a broadcast or televised talk should intimate the Director General of Police through proper channel, the subject on which he proposes to talk and if it is on the subject directly or indirectly connected with his official duties, or if so required, shall submit the full text of the talk for his approval before it is delivered.

### **(iii) Publication of Books**

A police officer is not required to obtain the sanction of the competent authority for publishing a book etc., on a purely literary, artistic or scientific subject. However, he has to obtain the sanction of the prescribed authority for accepting any remuneration for the work from a source other than the consolidated fund. The competent authority may also decide whether any portion of such remuneration received by a police officer should be credited to the government.

### **(iv) Receiving Gifts**

Except for the fare-well entertainment on the occasion of a police officer's retirement or transfer, no police officer shall accept gifts of more than trifling value as specified in Conduct Rules at the time of transfer or retirement.

**(v) Public Functions in Honour of Government Servants**

No police officers shall attend any public function in his honour except at the time of retirement from active service, designed as an acknowledgement of acts done by him while in the service of Government.

**(vi) Association of Government Servants' Name with Public Institutions**

The association of the names of serving police officers with public institutions or works, such as libraries, hospitals, schools, roads, buildings, etc., is prohibited. Similarly, police officers are prohibited from associating their names with such objects as shields, trophies, prizes, medals and cups. In exceptional circumstances and in the case of retired police officers the prior sanction of government should be obtained.

**(vii) Private Trade or Employment**

Police officers may take part in the promotion of co-operative societies, but no police officer shall, except with the sanction of the competent authority, hold office in any co-operative society or serve on any committee appointed for the management of its affairs, unless the society is composed wholly of police officers or partly of police officers and partly of other Government servants in the Police Department. The superior police officer should get the previous sanction of the Director General of Police, while the subordinate officers should get the written sanction of the Superintendent/Deputy Commissioner of Police concerned. A Police officer who is a member of a co-operative society composed wholly of police officers or partly of police officers and partly of other Government servants, in the police department may accept remuneration for keeping the accounts of the society, with the sanction of the Director General.

**(viii) Lending and Borrowing**

If a police officer wants to take a loan from any society or other source, he must inform the Director General. The prohibition as regards the lending and borrowing of money prescribed in the respective Rules applies to all loans, credits, advances, supply of articles or accommodation at unduly low rates, or for insufficient

consideration and to sales of property for exorbitant prices. The fact that a police officer lending the money is acting as an executor, administrator, or as a trustee without profit or advantage to himself, in no way affects the prohibition.

**(ix) Insolvency and Habitual Indebtedness**

If a police officer is adjudged or declared insolvent or has incurred debt aggregating to a sum which in ordinary circumstances, he could not repay within a period of two years or if a part of his salary is frequently attached for debt or has been continuously so attached for a period of two years or is attached for a sum which, in ordinary circumstances, he could not repay within a period of two years, he may, unless he proves that the insolvency or indebtedness is the result of circumstances which, with the exercise of ordinary diligence, he could not have foreseen or over which he had no control and has not proceeded from extravagant or dissipated habits, be presumed to have contravened the provisions of conduct rules. A police officer who has been removed from the service on account of insolvency will not be eligible for re-employment in any branch of the public service

**(x) Movable, Immovable and Valuable Property**

The restrictions imposed by the conduct rules on the acquisition of immovable property by purchasing or taking it as a gift, apply equally to all the circumstances, the prices offered or demanded and in the case of disposal by sale or otherwise the method of disposal etc., should be furnished while seeking sanction contemplated in the rules.

**(xi) Financial Transactions**

(1) When a superior police officer purchases any immovable property exceeding 50,000/- in value for the construction or extension of a house, he shall report it to the prescribed authority.

(2) Similarly, a subordinate police officer shall submit such reports when he purchases any movable property exceeding Rs.20,000/- in value for the construction or extension of a house. The details in these forms shall be furnished wherever it is possible to do so.

(3) Where the expenditure to be incurred on repairs or minor construction work in respect of an immovable property exceeds Rs.150000/- in the case of a superior police

officer or Rs.75000/- in the case of a subordinate police officer, prior sanction of the prescribed authority should be obtained. The powers of sanction in respect of movable or immovable property may be prescribed by the State Govt as they deem proper.

**(xii) Return of Immovable Property**

By the 31st March of each year, a report in the prescribed form should be prepared by every police officer and sent directly to the officer or the government, as the case may be in accordance with the rules and provisions made in this regard by the respective State govt. or the police organisation.

**(xiii) Vindication of Acts and Character of Police Officers**

No police officer should, except with the previous sanction of the Government accept from any person or body of persons, compensation of any kind for any malicious prosecution brought against him or for any defamatory attack made on his public acts or character, unless such compensation has been awarded by a competent court.

**(xiv) Canvassing of Non-Official or Other Outside Influence**

A police officer causing his own case to be made the subject of an interpolation in the Central or State Legislature contravenes the provisions of conduct rules and should be strictly prohibited.

**(xv) Association of Police Officers in Trade Union Movement**

No police officer should pay or contribute towards the expenses of any trade union.

(a) be a member of or be associated in anyway with, any trade union, labour union, political association or with any class of trade unions, labour unions or political associations.

(b) be a member of, or be associated in anyway with, any other society, institution, association or organisation that is not recognised as part of the Force of which he is a member or is not of a purely social, recreational or religious nature

(c) communicate with the press or publish or cause to be published any book, letter or other document except where such communication or publication is in the bona-fide discharge of his duties or is of a purely literary, artistic or scientific character or is of a prescribed nature.



(d) shall participate in or address any meeting or take part in any demonstration organised by any body of persons for any political purpose or for such other purposes as may be prescribed.

**(xvi) Restriction of Rights of Police Officers**

The Police Forces (Restriction of Rights) Act is applicable to all the police officers.

**(xvii) Police Officers Not to Participate in Strike**

No police officer should engage in any strike or similar activities which include commission or omission involving a deliberate intention to compel his superior officers or Government to do something and shall include any demonstrative fast usually called "Hunger Strike" for similar purposes.

**(xviii) Religious Activities**

Though the police officers are entitled, in their private lives, freely to profess or practice any religion, they should so conduct themselves in public as to leave no room for an impression to arise that they are likely in their official dealings to favour persons belonging to any religion. Participation in proselytizing activities or direct or indirect use of official position or influence in such activities by a police officer is strictly prohibited.

**(xix) Use of Vehicles**

"The habitual use by police officers of transport belonging to members of the public is prohibited.

**(xx) Payment of Camp Expenses**

As far as possible camp supplies should not be purchased through the subordinate officers. Where, however, the employment of subordinates or village officers for making purchases of camp supplies becomes unavoidable, touring officers should make an advance payment for the required supplies at the beginning of their camp, settle the accounts at the end of the camp and obtain receipts for the same. All police officers, whenever they go on tour for inspection or otherwise, should at the end of the inspection or before leaving the camp publicly enquire of the officer whose office has been inspected or the village officers, as the case may be, if their staff has in any

way levied enforced entertainment, gratuitous supply of provisions or any presents. They should ensure that all the services rendered or supplies provided for themselves and their staffs are paid for in full before leaving the camp. Whenever the Director General, Commissioner or the Superintendent receives complaints about non-payment of dues by any officer subordinate to them they should look into them and try to find out if the officer concerned really owes any money to the applicant. If, on enquiry, it is found that a police officer does owe money to the applicant, he should be instructed to pay it off within the specified time. If the police officer concerned refuses to pay the dues or prolongs payment, he will be liable for departmental action. If on enquiry it is found that the police officer does not owe any money, the applicant should be informed accordingly and if he is not satisfied with the reply, he should be asked to go to a civil court.

**(xxi) Use of Subordinate Police Officer on Private Business**

The employment of a subordinate police officer in making purchases or in any private matter in which receipt or expenditure of money is concerned, is strictly prohibited. It is however, not intended that this prohibition should preclude any officer from employing his subordinates to provide for him a conveyance or necessary supplies while he is travelling on duty on payment, though in all such transactions constant vigilance is needed to prevent cheating and extortion.

**(xxii) Prohibition of Receipt of Rewards From Public**

Police officers are strictly forbidden from receiving any kind of "Bhakshis, rewards or gratification" from members of the public, though the offer of such gratification may be trivial or of a customary nature on occasions like "Diwali, Dasara, Christmas", etc.

**(xxiii) Behaviour Towards Members of Parliament and Legislatures**

All police officers should give due courtesy and regard to the members of Parliament and State Legislatures who are representatives of the people. It should be borne in mind that these representatives chosen by the people have important functions to perform under the Constitution and it is the duty of every police officer to listen to them and redress the grievances put forth by them according to law to the best of their ability. When officers are unable to accede to the requests or suggestions, the reasons for the officer's inability to do so should be courteously explained to them. The

superior police officers should freely meet the Members of Parliament and Members of Legislative Assembly and Members of Legislative Council and understand the problems of their constituencies.

**(xxiv) Representations from Members of the Legislature**

Whenever members of the Legislature approach Superintendents or other police officers, a patient hearing should be given to them, as they have a certain responsibility towards the public, As far as possible local members should be taken into confidence.

**(xxv) Prompt Attention to and Disposal of Complaints From the Public**

Prompt and efficient disposal of public grievances is the primary duty of every police officer. Officers should be ready to hear complaints requiring immediate attention at any time of the day, as far as possible, so that members of the public would feel confident that they can always approach the police officers concerned for redressal of their grievances in a sympathetic manner. The senior most officers present should receive the complaint.

**(xxvi) Behaviour of Police Officers Towards the Public**

(a) Every member of the police force should regard himself as a servant and guardian of the general public and treat all law-abiding citizens, irrespective of their social position, with unflinching patience, courtesy and tact. While addressing members of the public, all officers and men must use the honorific plural to the person addressed. The aim should be to make the police force trusted and respected by the people.

(b) The heads of offices should ensure that their subordinates treat the members of the public approaching them on official business with consideration and courtesy, so as to encourage them to represent their grievances to them. They should also take steps to ensure that members of the public, when they come to see them on business are not kept waiting unnecessarily and their complaints and applications are promptly looked into and disposed of.

(c) A police officer should always remember to keep his temper. He is likely to be much more effective, if he is tactful, conciliatory or firm as the occasion demands.

(d) By the employment of tact and conciliatory but firm methods, the public ordinarily can be induced to comply with directions and thus the necessity of employing force may be obviated. But where strong action is really needed, a police officer should not feel shy of taking it for fear of allegations or complaints being made against him by the public, nor should he allow himself to be deflected from the right course of action by interference from any source. He can count upon the support of his superiors so long as he discharges his duties loyally, faithfully and honestly.

**(xxvii) Tending Evidence**

While giving evidence and on every other occasion, a police officer should speak the truth, the whole truth and nothing but the truth. He must not be swayed by any desire to assert his own importance or to secure a conviction or an acquittal by any other temptations. When repeating a conversation or statement, he should not exaggerate, misrepresent or suppress any part of it. Every police officer should adopt every legitimate means in his power to assist in raising the prestige of the service in the estimation of the public and in securing its goodwill and respect by right behaviour on or off duty. He should always be available to those who seek his aid.

**(xxviii) Guidance by Superior Officers**

Superior officers should encourage the subordinate officers to be upright, honest and faithful. They should put down with a firm hand arrogant, overbearing, rough or unmannerly conduct on the part of the subordinate police officers whenever it comes to their notice. It should be realised that no matter how successful one may be in the detection of crime or proficient in any field of police work, he is liable to be punished if he shows himself incapable of treating the public properly.

**(xxix) Behaviour of Station House Officers and The Staff**

Continuous efforts should be made to improve the existing relations between the force and the public by Station House Officers. They should treat complainants with consideration and not regard them as persons creating work or soliciting a favour. They should not keep them waiting unnecessarily to have their complaints registered and attended to. Similarly, the complainants should not be harassed by asking them to provide supplies and transport. It should be remembered by the police officers that the

complainant has already suffered a loss of some kind and unless he is treated with sympathy, understanding and consideration, the reputation of the police would be in serious jeopardy. Witnesses should be treated with consideration and with full respect due to their standing in society. In dealing with suspects, officers should be as forbearing and reasonable as possible. Torture or use of force in any form should be strictly avoided. Under trial prisoners should be treated with consideration. Whatever the investigating officer may think of the charge and evidence against them, it should be borne in mind that the law does not consider them guilty until they are convicted. They are entitled to such reasonable consideration as is compatible with their safe custody and production before the Court. An ex-convict must be watched carefully to see whether he is really a bad character, but this can be done sympathetically and without harassment. If he improves, the watch can be gradually reduced. If he does not, the police are still in a position to know his movements and associates. It should be remembered that an ex-convict reformed means so many crimes not committed and hence considerate treatment which gives him a chance of reforming is a sound preventive measure.

**(xxx) Visitors to Residences**

Police officers should discourage visits of private persons, who have any dealing directly or indirectly with their work, to their residences and should not deal with official monetary transactions with them in their residences.

**(xxxi) Courteous Behaviour**

Every police officer must constantly remember that he is a servant of the public and is, therefore under an obligation to behave with proper courtesy towards them. Any police man whether in a police station or an outpost or on patrol duty or for that matter anywhere, is bound to help the public to the best of his ability. Police man should not impose more restrictions on the people than are warranted so far as their harmless actions, movements, conduct and speech are concerned. It is his duty to refrain from rude behaviour and the causing of annoyance while conducting searches, to act with strict regard for decency and with gentleness in dealing with women and children, and to treat every member of the public with politeness. When on duty, he must give his name and number, when asked by any member of the public.

**(xxxii) Police Officer's Behaviour While on Duty**

It is improper for police officers, while on duty in uniform to smoke, chew pan or talk leisurely with friends in public. Such exhibition creates an unfavourable impression in the minds of the public who cannot distinguish whether such men are on or off duty at that time. While on duty in plain clothes, the police officers should carry with them identification cards for being shown when required.

**(xxxiii) Neglect of Family and Children**

Police officers should maintain a decent standard of conduct even in their private lives and should not neglect to take proper care of their wives and children. Disregard by them of obligations towards their wives and children tend to injure their reputation and thereby undermine the trust and confidence which the public repose in them.

**(xxxiv) Behaviour Towards Officers of Other Departments**

The police officers should treat the officers of the other departments and organizations such as Judiciary, Home Guards and the Armed Forces with respect and courtesy due to their status and the rank they hold. Whenever the Army is called in aid of the civil power to deal with civil disturbances, senior police officers should ensure that the Army personnel of all ranks are given due respect by the members of the police force.

**(xxxv) Behaviour of Police Officers Towards Subordinates and Superiors**

Senior police officers must strictly avoid the use of unduly harsh language while addressing or talking to their juniors and subordinates. They should show their subordinates the same consideration as they themselves would expect from their superiors. It is essential that members of the subordinate staff, in turn, should behave respectfully towards their superiors and do their duty satisfactorily.

**(xxxvi) Consumption of Alcohol Drugs**

A police officer shall not consume any intoxicating drink or drug in a public place.

**(xxxvii) Behaviour of Police Parties During Journeys**

When police parties are sent from one district to another on duty, officers in charge of the parties must keep their men under proper control throughout the journey. When

travelling by rail they should get suitable seating arrangements made by the railway authorities and should not inconvenience other passengers. Whenever possible, Superintendents or other police officers concerned should give timely intimation of the dispatch of large parties by train to the railway authorities not only of the starting stations but of all junctions on the route where the parties may have to change the trains.

**(xxxviii) Grant of Certificates to Individuals by Police Officers**

Police officers should not issue character certificate to members of the public as there is a grave danger inherent in this practice since a certificate of good character issued by a police officer creates an impression that the police authorities have nothing against the individual. Police officers are also forbidden from giving certificates of character or conduct to their subordinates other than discharge certificates. Superior police officers may attest copies of documents like testimonials, marriage, birth or death certificates required for recruitment or other purposes on request from the members of the public. This work, though not a legal formality, is only a civic duty related to their status.

**(xxxix) Salutes and Official Greetings**

(1) A salute is the military and police method of greeting superiors and not a servile act. It is an outward sign of inward spirit of discipline and respect for superior. The unity and discipline of a force are indicated by the manner in which the men salute and the officers return them.

(2) Failure to salute shows disrespect, idleness and a low standard of discipline. Failure by an officer in uniform to insist on being saluted is a breach of discipline.

(3) A subordinate officer will always salute a superior officer first. It is good manners for a junior officer to salute a senior officer, when they meet, though they may be of the same rank.

(4) Any police officer who is saluted will smartly acknowledge the salute. The importance of returning a salute correctly and with courtesy cannot be over-emphasized. It is bad manners to acknowledge a salute by raising a stick, by an indifferent gesture of the hand or with the disengaged hand in the trouser pocket.

Officers returning the salutes of subordinates must regard it not as a matter of condescension but as a bounden duty.

(5) The salute will be given and returned with the right hand. Where, however, a salute with the right hand is impossible through physical incapacity, he will stand to attention.

(6) When a police officer in civilian clothes meets another police officer to whom a salute is due, he should smartly come to attention.

(7) When a police officer in civilian clothes meets a person other than a police officer to whom a salute is due, he should greet him in the traditional Indian style "Namaste".

(8) When a police officer who is in civilian clothes receives a salute, he should acknowledge with appropriate greeting or order.

(9) Police officers should salute when passing, addressing or being addressed by police officers, senior to them in rank, whether in uniform or in plain clothes.

(10) Subordinate police officers in uniform should salute all gazetted officers of the Government and commissioned officers in uniform of the Navy, Army, Air and Auxiliary Forces, when addressing them or being spoken to by them.

(11) Subordinate police officers in uniform should salute all the magistrates, when the latter are on magisterial duty.

(12) If the nature of the duty such as regulating traffic or other special circumstances make it undesirable, a police officer will not be required to salute unless spoken to by a person entitled to be saluted.

(13) When a senior officer enters a room in a police station or class room, the men in the room will stand to attention until they are told to resume their seats or occupation. The senior officer present will call the men to attention; otherwise, the first man who observes any senior officer entering a room should give notice to the others by calling them to attention.

(14) When two or more officers are together, the senior only, whether in uniform or not, will return the salute.

(15) Officers or men passing the troops with uncased standards, guidons or colours will salute except when they are carried by units forming part of the escort at a military/police funeral.



- (16) Cased standards, guidens and colours will not be saluted.
- (17) Officers, men and colours, passing a military police funeral will salute the bier. When two or more officers are standing at a group or in a line, the senior most of them will salute after calling the others to attention.
- (18) When appearing in a conference or assembly of superior officers, only the senior most officer will be saluted. It is incorrect to salute in turn other officers.
- (19) An officer in uniform, wearing a headdress and appearing in an office or orderly room before a senior officer, will salute, retain his head-dress and stand to attention unless he is asked to sit down. On being asked to sit down, he should remove his head-dress. It is highly improper to place the head-dress on the table of the superior officer, or to retain it on one's head while sitting. It is similarly improper to wear dark glasses when addressing or being addressed by a senior officer.
- (20) All officers and constables will salute the court (the Magistrate or Judge) on entering the Court room.
- (21) When wearing western style civilian dress, it is etiquette and good manners to remove the head-dress before entering the room of a superior officer or a dwelling place of any kind.
- (22) When a senior officer comes to a function accompanied by a lady, the officer will be greeted first if the function is an official parade and the officer is to be the reviewing officer. Otherwise, on all other occasions the lady will be greeted first.
- (23) When officers are in a body apart from the parade, all of them will salute independently on the approach of a superior officer. If, however, they are on an official parade, they will be called to attention by the senior-most officer among them who alone will salute.
- (24) When a senior officer arrives on parade, he is greeted by the parade commander who calls the parade to attention and salute. It is not necessary for an officer on the parade to salute when the senior officer is going round to inspect the parade unless addressed by him or having occasion to address him.
- (25) If the senior officer arrives after the parade has started, the parade will not be called to attention. The parade commander will himself salute the superior officer and obtain instructions from him.

(26) When the superior officer goes round the parade ground, the sub-unit commanders only will salute, if they are not engaged in instructing their squads. They will otherwise continue without diverting their attention to greet the officer. If, however, the superior addresses any squad commander, the latter will immediately stop his instructions, bring his squad to attention, and will himself salute. After having done with the superior officer, he will proceed with his squad in accordance with the programme.

(27) When at a ceremonial parade the command 'National Salute- Present Arms' is given, and the national anthem is not played, all police officers present but not on parade will stand to attention until the order 'Slope Arms' is given. When, however the national anthem is played all officers of and above rank of Assistant Sub-Inspector not on parade except those officers attending or accompanying the personage taking the salute, will salute. Other non-gazetted officers will stand to attention without saluting. Officers attending or accompanying the personage will stand to attention but will not salute.

(28) All those who are not wearing uniform will stand to attention when the national anthem is played. Those wearing hats will doff them.

(29) The following orders should be observed when the national anthem is played :

- i. While on parade, all officers of the rank of Assistant Sub-Inspector and above will salute, and the men will come to attention. This does not apply to ceremonial parade when men will present arms.
- ii. While on the move, the party commander will halt the party and will salute, whereas the rest of the men will remain at attention.
- iii. If standing in an organised party, the salute will be given only by the officer of the rank of Assistant Sub-Inspector and above, except that a Head Constable will salute, if he is in charge of a party and the others will come to attention.
- iv. All ranks wearing Indian style civilian dress will stand to attention.
- v. All sentries on duty will slope arms.
- vi. All officers carrying a drawn sword will remain at the carry.

(30) When police are posted for street lining on public occasions such as Presidential or Governor visits, mounted and dismounted officers of and above the rank of Inspector will salute every member of the President's family, the Governor or other distinguished personage for whom the occasion is held, the colours of the Navy, Standards and Colours (uncased) of the Army and Air Force, and senior police officers. Police officers below the rank of Inspector will not salute, but stand to attention.

(31) A police officer in uniform should salute the wife of his superior or colleague or a lady of superior or equal status; it is incorrect to do 'namaste' while in uniform.

## Chapter 17

# Rewards

### Introduction

306. In an organisation like police, risk, danger and adventure remain ever present in the job performance. Motivations of varied sort, therefore, play a significant role in the professional life of the policemen. Provision for giving rewards for exceptional and commendable performance, has to be naturally an integral part of the over all police functioning. Rewards for such a performance are given to the subordinate ranks, senior officers and even to the public. Such rewards can be given by the senior officers to the juniors and to the public. Governments, both State and Central, make adequate provisions for rewarding the commendable performance by the policemen and public.

### A Classification

307. Such rewards can be of the following categories :

1. Appreciation letters and commendation certificates
2. Cash Rewards
3. Reward in the form of Weapons
4. Merit certificates
5. State Govt. Rewards
6. Rewards by Central govt.
7. Medals
8. Other Rewards

### Rewards and Monetary Rewards

308. Rewards may be granted to subordinate police officers and private individuals in deserving cases for services rendered. Money rewards within the sanctioning powers of the officers may be granted to police officers of and below the rank of Inspectors of

police and officers of corresponding ranks. All police officers, other than Superior Police Officers, are eligible for money rewards offered by the Government and by courts.

308.1 Rewards offered by private persons or corporate bodies or other departments of Government may go to the individuals concerned or to a Police Fund or partly to both as per the decisions by the competent authority.

### **No Direct and Private Rewards**

309. Police Officers should under no circumstances, accept rewards direct from any source. All sums of money tendered by private persons or corporate bodies, or offered by Courts or by other departments, or other States should first be received by the Commissioners of Police and Superintendents and deposited in the Treasury under the head "Revenue Deposit". Before accepting the rewards offered by private persons and corporate bodies, the Commissioners, Superintendents will satisfy themselves that they are given voluntarily. All money rewards received should be ordered by the Government for distribution by issue of an order.

### **No Delay in Giving Rewards**

310. Rewards of whatever nature, whether for services in aid of public justice or for the capture of escaped convicts, or in encouragement of acts of humanity and courage, should be granted and disbursed as speedily as possible. Rewards in connection with cases brought to trial should be granted after convictions and on the expiry of the time limit for appeals or revisions against such convictions, or in any such event, only after their disposal. All recommendations for grant of rewards should be submitted in prescribed to the sanctioning authority and should at every stage be treated strictly confidential.

### **Sanctioning Powers of Officers**

311. The following should be the financial powers of officers, which may be modified by the Govt from time to time.

312. **Director General and Inspector General of Police**

- i. To sanction reward for good service out of fine amount and value of confiscated property up to a limit of Rs.50,000=00 in each case and Rs, 5000=00 per individual. This is subject to the condition that the amount of reward in each case should not exceed half the fine amount or value of confiscated properties or out of private contribution.
- ii. To sanction rewards up to a limit of Rs.10,000/- in each case (subject to a maximum of Rs.2500 to any one individual) to Police officers below the rank of Police Inspectors and Government servants of similar rank in other departments and private persons for meritorious services rendered by them. The same limits apply to acceptance and distribution of rewards offered by private persons and other departments.

313. **Additional Director General of Police / Commissioner of Police /Inspector General of Police**

- (iii) Same as the powers of Director General of Police.

314. **Inspector General/Deputy Inspector General of Police**

- (iv) To sanction rewards up to a limit of Rs.5000 in each case (subject to a maximum of Rs.1500 to any one individual) to Police Officers of and below the rank of Police Inspectors and of Government servants of similar rank in other departments and private persons for meritorious services rendered by them. The same limits apply to acceptance and distribution of rewards offered by private persons and other departments.

315. **Superintendents of Police and Officers of the Corresponding Rank**

- (v) To sanction rewards up to a limit of Rs.3000 in each case (subject to a maximum of Rs.1000 to any one individual) to Police Officers of and below the rank of Police Inspectors and of Government servants of similar rank in other departments and private persons for meritorious services rendered by them. The same limits apply

to acceptance and distribution of rewards offered by private persons and other departments.

### **Recapture of Escaped Prisoners From Jails and Lock-Ups**

316. Rewards for the recapture of prisoners escaping from Jails will be sanctioned by the Prisons Department and rewards for recapture of prisoners escaping from Sub-jails guarded by the Police or from police lock-ups or from police custody, by the Police Department. Recommendation rolls applying for reward for the recapture of prisoners escaped from Jails should be sent to the Superintendent of the Jail concerned for transmission to the ADGP/Inspector-General of Prisons explaining the part played by the Police Officers in the recapture of the prisoner and showing clearly how the Police Officers recommended are deserving of rewards.

### **Rewards for the Capture of Deserters**

317. Rewards are granted by the Military authorities for the apprehension of deserters from the Army, but they will not be given in a case in which the deserter surrenders himself.

### **Rewards for Saving Life and Property and Putting Out Fires, Etc.**

318. The DGP, ADGP, Commissioner, Range Inspectors General, Superintendents and officers of the corresponding rank can also sanction rewards to subordinate Police Officers of and below the rank of Inspector of Police for rescuing life and property and putting out fire, subject to the financial limit, prescribed.

### **Communication of Rewards**

319. All money rewards granted to Police Officers by the Department and all money rewards accepted from courts, private individuals, corporate bodies, other departments and other States will be communicated to the Police Officer or officers concerned with a copy filed in the personal confidential file, entries being made in the service register and confidential personal file/confidential personal sheet.

### **Other Rewards**

320. "Meritorious Service Entries" will be "awarded" for conspicuous good work meriting special recognition. Inspectors of Police and Officers of the corresponding rank are eligible for these awards, which will be made by the Director-General and Inspector General of Police. The Director General of Police is empowered to issue letters of appreciation and commendation to gazetted Police Officers in recognition of good work done by them.

### **Good Service Entries**

321. "Good Service Entries" will be awarded for good detection, display of skill or any work meriting special recognition. Such Good Service Entries will be awarded to Sub-Inspectors, Assistant Sub-Inspectors, Head Constables, and Police Constables and officers of corresponding rank by the Superintendents of Police or an officer of the corresponding rank. Such Entries should be awarded in the prescribed with a copy filed in the personal file of the officer concerned and an entry made in his Service Register and in the Confidential Personal Sheet in the case of Head Constables and Police Constables.

### **Commendation Letters**

322. A Commendation Letter may be issued to a superior Police Officer to place on record any work of outstanding merit. Such a letter will be issued in the form of a Demi-official letter and will be signed by the Chief Secretary or the Home Secretary or Director General of Police. A copy of this letter will be placed in the Confidential Personal File of the concerned Police Officer.

### **Rewards Offered by Foreign Government**

323. Acceptance of any present, emolument or office of any kind from or under any foreign State without the consent of the President is prohibited under the Constitution.

### **Rewards to Government Servants of Other Departments**

324. Government servants of other departments may also be granted rewards as an incentive for assisting the police in the detection of any heinous or serious case or for



the apprehension of offenders. Rewards to Government servants of other departments should be paid through the Head of the Department concerned.

### **Rewards to Private Persons**

325. Rewards may be in cash or any other suitable article in the case of private individuals. Rewards to private persons for the apprehension of the offenders and for giving information leading to the detection of crime may be sanctioned within the powers of sanctioned

### **Certificates to Private Individuals**

326. Officers of and above the rank of Superintendents may grant to private individuals and others, letters of thanks or in exceptional circumstances certificates acknowledging the services rendered by these persons to the police in cases where money rewards are not appropriate. Police Officers of and below the rank of Sub-Divisional Police Officers are prohibited from granting certificates in their official capacity to private individuals and others for any services rendered to the Police. Rewards of special nature granted to private persons for extraordinary help rendered by them should be presented to them at a suitable public function, if one could be easily arranged, provided the persons concerned are willing to accept the rewards openly.

### **Publication**

327. Rewards granted by the Government or by the Director General and Inspector General of Police will be published in the Police Gazette. Rewards granted by the Commissioner, Range Inspectors-General and the Superintendents will be published in the crime and occurrence sheet.

### **Medals**

328. The Government of India have instituted the following medals :

- i. The President's Police and Fire Services Medals for gallantry or distinguished service.
- ii. Police Medals for gallantry or meritorious service;
- iii. Prime Minister's Medal for life-saving; and

iv. Police (Special Duty) Medal.

328.1 The President's Police and Fire Services Medal and the Police Medal will be awarded to the members of the Police Forces and organised Fire Services in consideration of gallantry or meritorious services and outstanding devotion to duty. While the medals, either the President's Police Fire Services Medal or the Police Medal, for gallantry are awarded for particular acts of gallantry, the President's Police and Fire Services Medal for distinguished service will be awarded for exceptional skill or conspicuous devotion to duty and the Police Medal for conspicuous merit.

**Eligibility Parameters**

329. Normally no recommendation should be made for the award of President's Police Medal for distinguished Service unless the officer has completed 20 years of service and a period of 6 years has elapsed since the award of Police Medal for meritorious service. Similarly, no recommendation should be made for the award of Police Medal for meritorious service unless the officer has completed 15 years of service. There may, however, be very exceptional cases where it should be proper to award these medals although the conditions in respect of length of distinguished or meritorious services and the period which should lapse since the previous award, are not fulfilled, in such cases the conditions may be relaxed at the discretion of the Government of India. Such recommendations should be sent separately from the normal provision and they should be accompanied by a statement of reasons which would justify the waiving of the normal requirements. It should, however, be borne in mind that recommendations under these special provisions are to be made only under very exceptional circumstances. This criterion does not apply to the recommendation for gallantry award.

329.1 It would be incongruous to award a lower medal like Police Medal for meritorious service where an officer has already been given medal for distinguished service like President's Police Medal. But there could be no objection- for the award of a lower gallantry medal, e.g., Police Medal for gallantry notwithstanding the fact that the officer holds a higher gallantry medal.

## **Procedure and Method**

330. Recommendations for the award of medals for gallantry should be marked secret and submitted to the Director General and Inspector-General of Police through the Range Inspector General/ or Commissioner, as the case may be, immediately after the promulgation of the act which occasions the recommendations. These will be considered by the Government of India, as and when they are received. In other cases, the awards will be made twice a year on the occasion of the Republic Day (26<sup>th</sup> January) and the Independence Day (15<sup>th</sup> August). Recommendations for the awards, which are due with the Government of India by the 26<sup>th</sup> October and 15<sup>th</sup> May, should be marked secret and submitted through the Range Inspector general or the Commissioner, as the case maybe, so as to reach the Director General and Inspector-General of Police by the 10<sup>th</sup> September and the 1<sup>st</sup> April, respectively, each year. Full names of the individuals recommended, their rank, the number of years of their service in the police and full details of their previous good work and of the particular act or acts for which the grant of the medal is recommended, with dates of incidents referred to, should be given, A list of good service entries and rewards carried by each person should accompany the recommendations. The citation should be comprehensive without being unduly long. The citation for the President's Police Medal for distinguished service should clearly indicate whether the officer has already been awarded the Police Medal for Meritorious Service.

## **Certification**

331. A certificate in the following form should be furnished in respect of each recommendation:

### **CERTIFICATE**

Certified that the integrity of Shri.....recommended for the award of the President's Police and Fire Services Medal/Police Medal for gallantry/ Distinguished/Meritorious service is above suspicion and that he has neither incurred censure nor was concerned in proceedings that were censured in a court of law. It is further certified that in respect of the conduct of the nominee underlying the present recommendation, no judicial proceedings are pending.

331.1 No recommendation for award of medal for distinguished or meritorious service should be sent, where an officer has been awarded a punishment. However, in cases

where an officer has been censured or awarded minor punishment outside a court of law for minor shortcomings, a statement should be furnished showing the nature of punishment and the circumstances in which the officer was punished indicating the reasons which justify the officer being considered especially for the award.

331.2 While forwarding nominations for the award of the President's Police and Fire Services Medal for distinguished services and the award of the President's Police and Fire Services Medal and Police Medal for gallantry, copies of photographs of the officer who is considered for such award should be sent. The photographs of the nominees should be secured without divulging the recommendations of their names for the award of the medals.

331.3 While sending the recommendations for gallantry, in addition to the citation, the following information/document should be furnished:-

- (a) A copy of the first information report or the report made to the Director General or the State Government about the incident.
- (b) Details about the composition of the Police Party and in case the party has been divided into groups, the number of Policemen included in each group should be mentioned. The details of arms carried by the Police party should be mentioned.
- (c) The details of the injuries, if received, by the Police personnel should be furnished.
- (d) Details of the injuries, if received, by the criminals and in case the criminal was killed in the incident a copy of the postmortem report should be furnished.
- (e) If any magisterial inquiry and/or departmental inquiry was conducted into the matter, a copy of the inquiry report should also be furnished.

### **Publicity of the Award**

332. The award of the President's Police and Fire Services Medal for distinguished service and gallantry and the award of the Police Medal for gallantry are ordinarily given pictorial publicity. Citations of only gallantry awards and distinguished service will be read out at the time of the presentation of the medals to the recipients, in an investiture parade. The Master of Mint, Government of India, sends the respective

medals to the State Government which, in turn, sends them to the Director General and Inspector-General of Police for safe custody and presentation to the awardees during the investiture parade arranged for the purpose.

332.1 Whenever departmental or criminal proceedings are pending against the awardees of the medal, their names should be promptly reported to the Director General and Inspector-General of Police, so that the presentation of the medals could be withheld till the proceedings are over. The President's Police Medal and the Police Medal are liable to be forfeited when the holder is guilty of disloyalty, cowardice in action or such conduct as in the opinion of the President brings the force into disrepute.

### **The Prime Minister's Medal for Life-Saving**

333. The Prime Minister's Medal for Life-Saving will be awarded in cases where exemplary devotion to duty is shown by a Police officer in saving human life. Recommendations for the award of the medal should be marked secret and submitted to the Director General and Inspector-General of Police through the IGP/Deputy Inspector-General or Commissioner, as the case may be, soon after the event takes place, with full facts of the case. The announcement and the presentation of the award will be made by the Government of India during the All-India Police Duty Meet.

### **The Police (Special Duty) Medal**

334. The Police (Special Duty) Medal will be awarded to the members of the Police Forces in recognition of their services under condition of particular hardship and severe climate. Recommendation for the award of this medal should be sent as soon as officers become eligible for the award through proper channel. If an officer recommended for the award of any of the medals dies before the award is actually announced, necessary intimation should be given to the Director General and Inspector-General of Police, immediately. In the case of officers on deputation, the borrowing authority will consult the lending authority before recommending a medal and vice-versa.

### **The Order and Manner of Wearing Decorations and Medals**

335. The order of precedence of wearing the various medals and decorations as per the rules should be strictly followed. When medals and decorations are worn on the breast, the ribbon will be one inch in length, unless the possession of clasp necessitates its being longer. The uppermost clasp will be one inch from the top of the ribbon. When two or more medals and decorations are worn, they will be so arranged that the lower edges are in line. The length of all ribbons will be regulated by that of the decoration or medal which, including clasps, is the longest, subject to the condition that the total length of the ribbon and the decoration or medal together should be 3 "These instructions apply equally to miniature medals and decorations but their length including ribbon should be 2". The bar from which badges of orders, decorations or medals are suspended will be placed immediately above the left breast pocket of jackets with an open collar, and the centre of the bar midway between the first and the second buttons of jackets fitted with a stand-up collar. When the decorations and medals cannot, on account of their number, be suspended from the bar so as to be fully seen, they are to overlap. The medals are to be worn so as to show the State Emblem.

### **Loss of Medal to be Reported**

336. All losses of medals should be reported by the recipients to the Director-General through proper channel. They will be replaced on payment of the cost by the recipient subject to the orders of the Government after due enquiry. In order that the good work done by the recipients of the Police Medals should not be lost sight of and should serve as an incentive to young officers, a board should be maintained in the District Police Offices, Unit Offices and District Armed Reserves on which the names of officers and men, who have been awarded the medals instituted by the Government of India, should be written.

### **Award by State Govts.**

337. The State Govt may formulate rules for giving rewards, and medals as they deem fit and proper from time to time.

## Chapter 18

# **Departmental Action, Punishments and Appeals**

### **Introduction**

338. Reward and Punishment are two essential tools of administration and management. That good and commendable performance must be suitably rewarded and the dereliction of duty should be punished, are the two universally accepted principles of administration. Use, utility and inevitability of these principles become more apparent for the organisation like police, where code of conduct, discipline and performance expectations occupy significant place in the overall professional milieu. The parameters, procedures and methods of punishment and departmental proceedings like those of the rewards, should also be based on judicious, objective and just foundations. For every category of personnel, separate rules and provisions are made for this purpose and police organisations are no exception to this general rule.

### **The Rules**

339. The IPS Officers are governed by the All India Services (Discipline & Appeal) Rules, 1969 called the 'IPS Rules.' The members of the State service are governed by the State Police (Disciplinary Proceedings) Rules, and for subordinate ranks, disciplinary rules on the similar lines are formulated by every State Govt.

339.1 The acts of commission and omission at variance from the prescribed procedure and standards, misuse of office, moral turpitude and unprofessional conduct, are all met with disciplinary action so as to have a salutary deterrent effect on the erring members as also on others. The cardinal principle of disciplinary proceedings is that no one shall be punished unless he has been given reasonable opportunity to defend himself against the action proposed to be taken against him.

### **Classification of Punishments and Penalties**

340. The penalties authorised under the various rules and Acts could be the following.

1. Major penalties

## 2. Minor penalties

340.1 There two categories of penalties, are prescribed in the 'IPS Rules', also.

### **General Principle of Punishment**

341. Punishment should fit the default and should be sufficiently deterrent without being harsh, and above all it should be immediately felt.

(a) If minor punishments have no effect on a delinquent a major punishment should be called for. If, such punishment has no effect on him, then he must be removed from service. Removing a Police officer from service without first awarding him minor punishments and lastly a major punishment will mean that proper steps were not taken to correct him in time and make him a useful member of the force.

(b) The degree of severity of punishment should depend upon the seriousness of the default and incorrigibility of the delinquent and should aim, as far as circumstances permit, at improving him and giving him a chance to improve.

(c) It is not correct to punish a person merely on suspicion or insufficient evidence. If the charge is not proved and the circumstances of the case demand that benefit of doubt should be given, officers should state their opinion clearly.

(d) Police Officers found guilty of behaving improperly towards members of the public should be dealt with severely in the interest of creating and maintaining good relations between the police and the public. Similarly, insubordination warrants the maximum punishment of dismissal from service, unless there are any extenuating circumstances or other valid answers to the charge. Leniency in such cases tends to foster a sense of indiscipline and indifference towards superior officers.

(e) Fraud, dishonesty, corruption or continued and willful negligence and all offences involving moral disgrace meet with their appropriate punishment in dismissal.

(f) Offences of gambling committed by the Police Officers should be treated as cases involving moral turpitude. Accordingly such Police Officers as are found guilty either by courts of law or any departmental proceedings should be dealt with severely.

(g) Removal should be the penalty in all cases where it is not thought necessary to bar future re-employment under Government in another department for which the Police Officer may be suited, and an order of removal, should not be accompanied by any subsidiary orders which would operate as such bar or otherwise prejudice him.



- (h) Except for absence without leave, fine shall not be inflicted as a punishment.
- (i) Fine should ordinarily be imposed only on Head Constables and Constables.
- (j) The black-mark system should be applicable only to Assistant Sub-Inspectors, Head Constables and Constables and Officers of corresponding ranks. The system of punishment by black-marks should follow a system and a delinquent police officer shall not be punished by the award both of a specific punishment and of a black-mark. A black-mark should not be awarded for petty offences for which punishment drill, extra guard duty, extra work or fatigue duty might be sufficient. Three black-marks shall ordinarily entail reduction of pay or rank or reduction to a lower grade of pay in the same time-scale whenever such reduction is possible. When no reduction is possible the three black-marks will stand with a warning that more than three marks will entail dismissal. Six-black-marks shall ordinarily entail dismissal. Before ordering dismissal or reduction referred to above, the procedure laid down in the Rule, shall be followed. Uninterrupted good conduct for a period of two years spent on duty shall cancel one black-mark and every such successive period of two years uninterrupted good conduct shall cancel one black-mark. A reduction in grade or reduction to a lower rate of pay in the time-scale in lieu of black marks shall cancel all black-marks outstanding. Black-marks shall take effect from the date of the offence, unless otherwise stated.

### **Censure**

342. Censure should not be awarded for minor irregularities or lapses, where a warning would suffice.

(1) The main distinction between 'warning' and 'censure' or 'black-mark' is that an order of 'censure' or 'black-mark', as the case may be, should be a penalty under the Police Act. It is intended to convey that the Police Officer concerned has been held guilty of some blameworthy act or omission for which it has been found necessary to award him a formal punishment. Nothing can amount to a 'censure' unless it is intended to be such a formal punishment and imposed for 'good and sufficient reasons' after following the procedure prescribed in the Rules.

(2) There may be occasions when a superior officer may find it necessary to criticise adversely the work of his subordinates which calls for some informal action,

communication of a written warning, admonition or reprimand may be taken recourse to.

(3) It is a matter of simple natural justice that written warnings, reprimands, etc. should not be administered or placed on a Police Officer's confidential record unless the authority doing so is satisfied that there is good and sufficient reason to do so.

### **Withholding of Increments or Promotion**

343. An increment is admissible as a matter of course unless it is specifically withheld. It may be withheld from a Police officer (i) if his conduct has not been good or his work has not been satisfactory, and (ii) as a definite punishment for a specific fault. The procedure prescribed in Rule shall be followed before withholding an increment. Where it is proposed to withhold an increment in an officer's pay as a punishment, the authority inflicting the punishment should, before the order is actually passed, consider whether it will affect the officer's pension and, if so, to what extent; if it is decided finally to withhold the increment, the order should make it clear that the effect of the punishment on the pension has been considered and that its effect is intended. In ordering the withholding of an increment, the withholding authority shall expressly state in the order :

- I. the period for which it is withheld;
- II. whether the period for which it is withheld shall be exclusive of any interval spent on leave before that period is complete.
- III. whether the postponement shall have the effect of postponing future increments.

### **Reduction to a Lower Rank, Grade or Stage**

344. No Police Officer should, who was directly recruited, be reduced to a rank lower than that to which he was directly recruited. Wholesale reduction by a number of grades or stages at a time should not be ordered. Drastic reductions may be within the letter of the rules, but they are not in keeping with their spirit and are undesirable from every point of view.

In ordering a reduction, the punishing authority shall expressly state in the order :-

- a) the rank, grade or stage to which reduced ;

- b) the period for which reduction is ordered ;
- c) the period of reduction should be wholly spent on duty excluding any period of leave or suspension ;
- d) whether reduction, if to a lower stage in the same time scale, shall have the effect of postponing future increments ;
- e) whether the effect of the punishment on pension has been considered and whether the order is intended to have that effect ; and
- f) whether in the case of reduction to a lower rank he should gain promotion to the next rank in the ordinary course but not restored to his original rank at the expiration of the period of reduction.

### **Imposition of Minor Punishments**

345. The procedure laid down in Rules of the 'State Rules' or the 'IPS Rules', as the case may be, shall be followed for imposing any of the minor penalties.

### **Imposition of Major Penalties**

346. The procedure laid down in the 'State Rules' or the 'IPS Rules', as the case may be, should be strictly followed before imposing any one of the major penalties on a police officer. Neglect in the due observance of the provisions of the rule is liable to vitiate the whole proceedings and the ultimate order passed thereon. It may often happen that though on merits an order of punishment may be fully justified, it may have to be set aside on account of technical defect or omission or irregularity committed in the disciplinary proceedings. This may often enable a guilty officer to escape punishment as also cause considerable financial loss to the Government.

### **Suspension**

347. Suspension, as a specific punishment, should be rarely awarded and used only in special circumstances, and the period should not in any case exceed to an unreasonable extent.

Suspension will take effect from the date of receipt of order by the Officer suspended. Suspension as a specific punishment should not be inflicted in cases where a Police Officer has been placed under suspension pending disposal of inquiry or criminal

prosecution. During the period a Police Officer undergoes this punishment, his powers, rights and liabilities will be the same as those of an Officer placed under suspension pending inquiry or criminal prosecution. During the period of suspension, the pay and allowances will be regulated in accordance with Rule.

348. **Basic Consideration for Suspension**

- 1) Placing a Police Officer under suspension would imply the commencement of an inquiry in a disciplinary proceeding. An officer should be suspended only, if, a prima-facie case exists for instituting an inquiry.
- 2) The purpose in placing an officer under suspension is to keep him away from a position where he can interfere with the conduct of the inquiry or tamper with the documentary or oral evidence in any manner, or, where, having regard to the nature of the charges against him, it is felt that it would be unsafe to continue to vest in him the powers of his post.
- 3) In cases of criminal prosecution, the concerned accused Police Officers should ordinarily be suspended.
- 4) Before placing a Police Officer under suspension, the authority competent to place him under suspension should examine the case as to whether the default is so serious as to merit suspension. He should also carefully consider whether on the basis of evidence available there is a prima-facie case for dismissal or removal from service or if there is reason to believe that his continuance in active service is likely to cause embarrassment or hamper the inquiry. In other cases, the concerned Police Officer could be transferred to a far-off place, if such a course is necessary in the interest of the inquiry.
- 5) The officer who passes an order of suspension of a Police Officer should record his reasons therefore under his signature.
- 6) The following are the circumstances under which the Police Officer may be placed under suspension.
  - i. Where continuance in office of the Government Servant will prejudice the investigation, trial or any inquiry (i.e., apprehended tampering with witnesses or documents).

- ii. Where continuance in office of the Government Servant is likely to seriously subvert discipline in the office in which the Government Servant is working;
- iii. Where a Government Servant is prosecuted for any offence committed in the course of his duty involving moral turpitude.
- iv. Corruption, embezzlement or misappropriation of Government money or money of a foreign employer under whom the Government Servant has worked on deputation or otherwise, possession of disproportionate assets, misuse of official powers for personal gain.
- v. Serious negligence and dereliction of duty resulting in considerable loss to government and to the foreign employer while the Government Servant had worked on deputation.
- vi. return to duty after unauthorised absence.
- vii. refusal, or deliberate failure, to carry out written orders of superior officers.

348.1 The Officer of the rank of Deputy Inspector-General and Superintendent of Police may suspend an Inspector or a Reserve Inspector or a Subedar Major or a Subedar and below pending inquiry into charges of misconduct. A Deputy Superintendent or an officer of the corresponding rank may suspend an officer not above the rank of Head Constable and obtain later the approval of the Dy. Inspector General or the Superintendent of Police. The authorities superior to these authorities may also order suspension of a Police Officer pending disposal of an inquiry-or a criminal prosecution. Suspension shall take effect from the date of receipt of the order by the officer affected, unless he is an absentee without leave, in which case it will take effect from the date of absence from duty. In the case of criminal prosecution, it takes effect from the date of arrest.

### **Suspended Person not to leave Headquarter**

349. When a Police Officer is placed under suspension pending inquiry, he should not leave the station where his office is situated without obtaining the permission of the authority competent to fill up the appointment. When the permission is granted, he is

free to go anywhere he likes. But he must leave his address with the Head of Office. He must also leave his address with the officer, if any, holding the inquiry. If and when there is a change in his address he must promptly intimate the same to all concerned. All correspondence relating to the inquiry will be communicated only to notified addresses and this would be in full compliance with the serving of notices to an accused officer.

349.1 When a Police Officer, occupying the Government quarters without licence fee concession is suspended from service, he will cease to get the government quarters without licence fee concession from the date of suspension. Where the accommodation free of licence fee is attached to his post he may be allowed two months' time to vacate the quarters. However, from the date of suspension licence fee will be recovered from him on the assumption that he was not in occupation of accommodation without licence fee at the time of suspension. If he does not vacate the quarters within the specified time, three times the usual licence fee shall be recovered for the first three months beyond the specified period. If he does not vacate the quarters within a period of three months, the quarters shall be got vacated by taking appropriate steps.

349.2 Where a Police Officer is placed under suspension, it is particularly necessary to expedite the inquiry against him and to complete it as early as possible. Arrangements should be made to divest the officer to be placed under suspension, of arms and ammunition on his-person and/or in his custody, and thereafter the orders of suspension served on him. Even while holding inquiries, the Inquiry Officer should ensure that the accused Police Officer whether under suspension or otherwise facing the inquiry, is completely disarmed and is not in possession of any kind of arms, ammunition or other implements. A Police Officer under suspension on a charge of misconducts either facing inquiry or criminal prosecution may be permitted to retire on reaching the date of superannuation.

349.3 When a Police Officer is placed under suspension at the instance of the Lokayukta he should not be reinstated before completion of the inquiry without consulting the Commission. When the authority competent to release him under

suspension does not agree with the views of the Lokayukta in this regard, he should refer the matter to the Government through the Director General, for orders.

### 350. **Period of Suspension**

(1) Police Officer placed under suspension should be reinstated in service if the stages of investigation or inquiry/trial following the date of suspension are not adhered to according to the schedule below i.e., where -

- the investigation into the allegations against Government Servants have not commenced within three months from the date of suspension;
- the investigation into the allegations against Government Servants is not completed within six months from the date of commencement of the investigation;
- the inquiry/trial has not commenced within three months on conclusion of the investigation;
- the inquiry/trial has not concluded within twelve months from the date of commencement of the inquiry/trial or from the date of suspension whichever is later. The period laid down for continuing a Government Servant under suspension is only an outer limit and does not prevent the appropriate authorities from reinstating the Government Servant earlier if circumstances of the case warrant.

2. Where any department, having regard to the gravity of the allegation and the complexity of the case in respect of the following types of cases is of the view that the time schedule laid down in the preceding para cannot be adhered to and further continuance of the suspension of Government Servants is justified, such cases may be examined on their own merit and a decision taken by the Minister concerned whether to continue suspension;

- Moral turpitude;

- Corruption (including trap cases, embezzlement or misappropriation of money of Government or a foreign employer, possession of disproportionate assets and misuse of official power for personal gain);
- Refusal or deliberate failure to carry out written orders of superior officers

### **Preliminary Enquiry**

351. Before commencing any disciplinary action against a Police Officer, it is necessary that sufficient evidence is gathered by way of preliminary enquiry for the satisfaction of the authority that there is sufficient prima facie evidence to start disciplinary proceedings against the Police Officer concerned. This preliminary enquiry may be made by or under the orders of any officer under whose administrative control the officer alleged to be at fault is working but the decision to hold the inquiry can only be taken by the disciplinary authority under the Rules.

351.1 Such preliminary enquiry may be conducted against the Police Officers by their senior rank officers as per the decision of the competent authority.

351.2 On completion of the preliminary enquiry the authority should, after going through the papers of enquiry, decide :

- (a) whether a prima-facie case exists for further action ;
- (b) if so, whether an inquiry should be held or whether the Police Officer should be prosecuted in a court of law ;
- (c) whether the Police Officer concerned should be suspended pending an inquiry or prosecution ;
- (d) whether the services of the Police Officer concerned could and should be terminated without an inquiry.

351.3 Any officer may ask for an explanation from a subordinate officer in respect of any matter pertaining to his duties and it will often be advisable before initiating an inquiry to obtain the explanation as, after obtaining it, the reporting authority may feel that there is no case to initiate an inquiry at all. The taking of such explanation is, however, not compulsory and the authority competent to order the inquiry will have to



decide, according to the circumstances of each case, whether or not any such explanation should be obtained before issue of a memo of charge.

351.4 If the preliminary enquiry does not reveal misconduct of such serious nature as to merit the imposition of any of the major penalties, but is felt that some informal action is called for, a written warning, or reprimand may be communicated to the erring officer. In appropriate case action for imposing minor penalties may be taken.

### **Inquiring Authority**

352. Once the disciplinary authority is satisfied that an inquiry is necessary, or he is directed by higher authority to hold an inquiry, the first step will be to appoint an Inquiring officer. If the higher authority has directed the officer to hold the inquiry himself, he himself will be the Inquiring Authority. While appointing the Inquiring Authority the competent authority should ensure that the officer selected to conduct the inquiry is a person who has not conducted the preliminary enquiry and who has not at any time, before being so appointed, expressed an opinion about the guilt of the accused Police Officer.

352.1 Appointment of an Inquiring Authority should ordinarily be made by designation and not by name. If the incumbent in an office is changed due to transfer, etc., his successor shall continue the inquiry from where it was left by his predecessor. The Disciplinary Authority, issuing the order of appointment of an Inquiring Authority to conduct an inquiry, should prepare four copies of the order. The original and duplicate copies should be sent to the Head of the Office under whom the accused Police Officer is serving, for service and return of the duplicate copy bearing the acknowledgement of the accused Police Officer direct to the Inquiring Authority. The third copy should be sent to the Inquiring Authority and the fourth copy should be retained by the disciplinary authority as his office copy. The acknowledged duplicate copy received from the accused Police Officer should be filed in the original departmental enquiry records. Joint Inquiry Where more than one Police Officer of different ranks are involved in a single default and it has been decided to hold a joint inquiry against all such accused Police Officers, the disciplinary authority in respect of the accused Police Officer holding the highest rank or post, should appoint the Inquiring Authority in respect of all accused Police Officers. In such cases, sufficient

number of copies of the order should be prepared for service on all the accused Police Officers.

### 353. **Precautions**

(1) It is desirable that, in all instances where the charge is grave enough to warrant dismissal, removal, compulsory retirement or reduction to a lower rank of Inspector, the officer who conducts the inquiry should ordinarily be not lower in rank than that of a Superintendent.

(2) The officer appointed to conduct the inquiry should conduct it himself and not entrust it to any other officer.

(3) An officer who is to be cited as a prosecution witness during an inquiry cannot hold the inquiry. If he is required as a defence witness by the accused officer, the latter should be asked to state in writing what points the officer is cited to elucidate. If the Inquiring Authority considers it unnecessary to allow himself to be examined as a defence witness, he will file that representation with his remarks as part of the records of the inquiry and incorporate the facts contained in that application and his remarks thereon in the minute. In case, however, the Inquiring Authority thinks that his examination as a defence witness is really necessary, he should immediately report the matter to his immediate superior and seek instructions for the appointment of another' inquiring Authority. When the officer's evidence is considered such as is likely to have a bearing on the result of the inquiry, the inquiry should not be conducted by him but by some other officer.

(4) The Inquiring Authority should maintain a record in the form of an order sheet, in which he should make a brief record of the day-to-day proceedings of the inquiry including oral and written requests of the accused Police Officer and the orders passed on such requests.

### **Issue of Memo of Charge**

354. The Inquiring Authority should frame a memo of charge containing :

- (1) Definite charge or charges.
- (2) Under each charge, the grounds on which that charge is based.
- (3) Any other circumstances which it is proposed to take into consideration in passing orders in the case.

- (4) Each charge should be drawn up clearly and precisely and care should be taken to avoid vagueness.
- (5) The place, date and time of the incident should invariably be specified in the charge.
- (6) A full and clear statement of the allegations in support of each charge shall be set forth in the memo of charge.
- (7) The names of prosecution witnesses (to be styled P.Ws.) and documents to prove each charge, will be mentioned.
- (8) Three copies of the memo of charge should be prepared and duly signed. The third copy will be retained by the Inquiring Authority. The original and duplicate copies will be delivered to the accused Police Officer requiring him to return forthwith the duplicate copy duly acknowledged retaining the original for his personal use.

### **Written Statement in Defence**

355. The Inquiring Authority should fix a reasonable lime within which the written statement must be filed. In dealing with requests, if any, for further time by the accused Police officer, the Inquiring Authority will consider whether he accused Police Officer is sufficiently serious in the preparation of his defence and whether the time asked for is really necessary. An accused Police Officer must have reasonable facilities for the preparation of his defence, and subject to this condition, it is the Inquiring Authority's responsibility to complete the departmental proceedings with the greatest despatch and submit his report to the appropriate authority. Normally, the maximum period for which an officer can be kept under suspension is six months and, as within this period final orders have to be passed, it would be reasonable to expect the Police Officer concerned to put in his defence within two weeks. These limits are only meant for general guidance and are not being taken as absolute limits. If the accused Police Officer, for some substantial reason, applies for extension of time to enable him to put in his written statement, the Inquiring Authority, if he is satisfied that the application is reasonable, may grant further reasonable time to put in his written statement. If, on the contrary, the Inquiring Authority considers that the application should be refused on the ground that it is made for the purpose of vexation or delay or for defeating the ends of justice, he may, after recording the reasons in writing, reject the application and call upon the accused Police officer by a written

notice, to put in his written statement within such further date, as may be specified in such notice.

355.1 If, on the receipt of the written statement of the accused Police Officer, the Inquiring Authority finds that the accused Police officer has pleaded guilty to the charge or charges, he shall conclude the inquiry and draw up his findings.

355.2 If the accused Police Officer fails to acknowledge the receipt of the memo of charge or does not offer his explanation within the time specified, the inquiry will be proceeded with on the presumption that the accused officer has no explanation to offer.

### **Inspection of Documents by the Accused Police Officer**

356. The Inquiring Authority should give every reasonable facility to the accused Police Officer to inspect any documents or records necessary for the purpose of preparing his defence. Such inspection should be arranged in the presence of a responsible police Officer to ensure that the records are not tampered with in any manner. The documentary evidence in the custody of the accused should be produced by him along with his written statement. If it is produced later, the Inquiring Authority may admit or reject it in his discretion. Normally, such evidence should not be rejected unless it has the effect of unnecessarily prolonging the inquiry and the accused Police Officer has not offered a reasonable excuse for not having produced the evidence earlier. Documents and records not referred in the memo of charge but which the accused Police officer considers relevant should be made available to him, unless there are special and valid reasons for not doing so. If any particular record has been withheld, the reasons for doing so should be recorded in writing in the proceedings file and also communicated to the accused officer in the form of a separate order, a copy of which, with the accused officer's acknowledgement, should be kept in the proceedings file.

### **Provision to be Heard in Person**

357. If, within the prescribed time, or such further time as the Inquiring Authority may give, no written statement in defence is filed and no request, in writing, is made

for an inquiry or for being heard in person, the Inquiring authority may either record his findings forthwith without holding any further enquiry, or, at his discretion, inquire into the matter further to satisfy himself about the truth of the charges. An inquiry must be held if the accused Police officer asks for it, or has expressed a desire to be heard in person, or having regard to the written statement in defence or the statement made by the Police Officer himself when he is heard in person, a further inquiry is necessary to decide the truth of the charges.

357.1 Except in respect of very straightforward cases, the Inquiring Authority will always find it useful to examine the accused Police Officer concerned orally, irrespective of whether the accused Police Officer desires to be heard in person or not. If the accused Police Officer refuses to submit for any reason a list of defence witnesses with his written statement, he will not be precluded from citing his witnesses during the inquiry.

### **No Appearance by Lawyers**

358. An accused Police officer may, if he desires, present his case with the assistance of another serving police officer or a retired police officer. Lawyer should not be permitted to appear in enquiries for the accused police officer or against the accused police officer. If the retired police officer is also a legal practitioner then the police officer shall not engage such a person unless the presenting officer appointed by the disciplinary authority is also a legal practitioner or the disciplinary authority or specially empowered authority as the case may be, having regard to the circumstances of the case.

358.1 All orders passed permitting or rejecting the assistance of a Police Officer should be communicated in writing to the accused Police Officer and his acknowledgement obtained. A request for the assistance of a Police Officer can only be made at the time of submission of a reply to the memo of charge and the accused Police Officer shall be bound by such orders as the Inquiring Authority or a superior Police Officer may make in this behalf and no appeal lies against such orders. The period spent by the officer permitted to assist the accused Police Officer should be treated as on duty and should be paid T.A. admissible to him according to rules.

### **Regular Start of the Proceedings**

359. Thereafter, the Inquiring Authority should fix a date of first hearing of the inquiry, which should be communicated in writing to the accused Police Officer and others required for the inquiry. When the accused Police Officer appears for the inquiry on the date of first hearing, the Inquiring Authority should put the following questions, and the answers, should be recorded in writing in the 'proceedings' file :

- 1) Have you received a copy of the charge memo with a statement of the allegations?
- 2) You have submitted a written statement in reply to the memo of charge. It has been taken on record.
- 3) Have you understood the charges ?
- 4) Have you any objection to my holding the inquiry against you ?
- 5) Have you anything else to say before I proceed with the inquiry ?

359.1 The answers must be read over (and translated, if necessary) to the accused officer, and his signature and that of the Inquiring Authority appended to it. The following certificate should be written at the end of each set of questions and answers: "Recorded by me, read over (and translated) to the deponent and acknowledged by him to be correct".

359.2 When an accused Police Officer who is on leave fails, without sufficient cause, to obey a written order requiring him to attend the inquiry on a specified date, he will be liable to have his leave cancelled. It is incumbent on the accused Police Officer whether he is under suspension or on leave, to leave his address in the District Police Office and the officer conducting the inquiry and also communicate any change of address. Any orders intended for the accused Police Officer will be sent to the address furnished by him, and it is, therefore, his responsibility to see that he makes proper arrangements to receive such communication. If he claims that he was unable, on account of ill-health, to attend the inquiry, his claim will be rejected, unless it is supported by a medical certificate value. In such a case, the Medical Officer should be asked to state clearly whether the accused Police Officer is not in a condition to attend the inquiry. If the accused officer absents himself without leaving his address, he should be struck off as a deserter. If he has left his address, notice giving the date

of hearing should be served on him personally under acknowledgement or sent to him by registered post, acknowledgement due. If he does not receive the communication, or having received it, does not attend the inquiry without giving adequate reasons, the inquiry should be held ex parte.

### **Recording of Evidence**

360. At the inquiry, evidence should be heard on charges which are not admitted or which, though admitted, the Inquiring Authority desires to investigate. The inquiry, however, should not extend to matters not mentioned in the memo of charge. The evidence in support of the charges should be recorded first in the presence of the accused Police Officer and then the accused Police Officer be given an opportunity to cross-examine the witnesses. At the head of each statement, the name, father's name (or husband's name), age, occupation and address of the witness should be entered and in the case of an official witness, his name, rank and number (if any) or designation should be written.

360.1 The evidence of each witness should be recorded in the form of a narrative in the first person and when the evidence is completed, the accused Police Officer should be called upon to cross-examine the witness. If, as a result of cross-examination, any doubts are raised, the Inquiring Authority may re-examine the witness for clarification and if, as a result of such re-examination, any new matter is introduced, the accused Police Officer should be afforded an opportunity to further cross-examine the witness with reference to the new matter. If the accused Police Officer says that he has no cross examination or refuses to cross-examine, a record should be made thus 'Cross-Examination Nil' or 'Declines to cross-examine'.

360.2 Thereafter, it should be read over to the witness and, if necessary, explained to him in the language in which it was given. If the witness denies the correctness of any part of the evidence when it is read over to him, the Inquiring Authority may either carry out the correction or instead of correcting the evidence, make a memorandum of the objection and add such remarks as he thinks necessary.

360.3 In a joint inquiry where there is more than one accused Police Officer, each of such accused Police Officer should be afforded an opportunity to cross-examine the

witnesses examined in support of the charge. In a joint inquiry where there is more than one accused officer, an accused Police Officer should be given an opportunity to cross-examine the witnesses of a co-accused officer if the evidence of such a witness supports the charge levelled against the accused Police Officer.

360.4 At the foot of the completed deposition including cross-examination of each witness, the following certificate should be written and signed by the Inquiring Authority, the witness and the accused officer. "Recorded by me, read over (and translated) to the deponent and acknowledged by him to be correct". If there is more than one page of deposition, the pages other than the last should also be initialed by all the parties mentioned, preferable below the last line, if space is available.

### **Documents to be Taken on Record**

361. Documents in support of the charges should be marked in red ink in a conspicuous place and marked as Exhibits P-I, P-II, and so on. They should be kept in a separate file with an index showing the particulars in brief of each exhibit, the witness who produced it and its page number(s) in the file. The Inquiring Authority may also put in documents and evidence, if he considers it important, to find out the truth. Such exhibits will be indicated as : Exhibit by Inquiring Authority - Ex. C.I, II, III, and so on. (C-indicating court).

361.1 After taking all the oral and documentary evidence in support of the charge and the case for the prosecution is closed, the Inquiring Authority should put the following questions to the accused Police officer and record both the question and the reply of the accused Police Officer in his very words in the 'Proceedings' file :

- Q. 1. You have heard the evidence of the witnesses against you. What have you to say?
2. Have you any witnesses to be examined in your defence?
3. Do you wish to produce any documents in your defence?

361.2 He must be given a reasonable time to draw up and present a list of witnesses and documents. The Inquiring Authority can question him for what purpose each witness is required so as to avoid protraction of the inquiry by the citation of unnecessary witnesses. Normally, the request to call an official witness should not be



rejected. When, however, it appears that the request is frivolous or vexatious and that it is made with a view to unnecessarily prolong the inquiry and that the facts which he is expected to speak to (according to the statement of accused) are not relevant for the purpose of inquiry, the request should be refused. The reasons for refusing to call a witness (official or private) should be recorded in writing and communicated to the accused Police Officer and his acknowledgement obtained. Failure to do this will vitiate the inquiry.

### **Defence Witnesses**

362. Defence witnesses, styled 'D.Ws', are thereafter examined-in-chief by the accused Police Officer and cross-examined, if necessary, by the officer leading the evidence and also by the Inquiring authority, but not by other witnesses to the inquiry, however much they are impugned. The accused Police Officer may re-examine such of the defence witnesses as he considers necessary, after which the Inquiring Authority may again question the defence witnesses further. If the accused Police Officer makes a written or oral application for permission to examine himself as a witness in his defence, the application should be granted and the accused officer examined as a defence witness. Defence exhibits should be marked in red ink as D-I, D-II, and so on.

362.1 If, in spite of reasonable opportunity afforded to the accused Police Officer for adducing defence evidence, he fails to adduce such evidence, it is open to the Inquiring Authority to conclude the inquiry on the basis that the accused Police officer has no defence evidence to produce.

362.2 If the accused officer dispenses with any of the defence witnesses or documents cited by him, this fact should be recorded in the 'Proceedings' file under the signatures of the accused officer and the Inquiring Authority. Copies of such evidence as are required by the accused Police Officer may be permitted to be taken by him.

### **Attendance of Witnesses**

363. The officer holding the inquiry has no power to enforce the attendance of any non-official witness. As regards official witnesses, he should be able to procure their presence either by writing to them direct or to their superior officers at appropriate

levels. Normally, the request to call an official witness, when his evidence is relevant, should not be rejected. When, however, it appears that the request is frivolous or vexatious or it is made with a view to prolong unnecessarily the inquiry, the request should be refused and the reasons thereof recorded in writing. In all cases where the Inquiring Authority feels that the evidence of an official witness is relevant for the inquiry whether called at the instance of the accused Police Officer or at his own discretion, the expenditure should be borne by Government. In all other cases where the Inquiring Authority feels that the evidence of a particular witness is not relevant for the inquiry but is called at the instance of the accused Police Officer, the expenses of such witnesses should be borne by the accused Police Officer. Before asking such a person to appear before him as a witness, the Inquiring Authority should require the accused Police Officer to deposit the necessary expenses with him. If he fails to deposit the amount, the Inquiring authority may decline to summon the witnesses and examine them.

### **Responsibility of the Inquiring Authority**

364. It is the Inquiring Authority's responsibility to arrive at the truth or otherwise of the charges against the Police Officer, on the evidence brought on record during the inquiry. For this purpose, it is his responsibility to put whatever questions that may be considered necessary both to the witnesses examined in support of the charge and to the witnesses produced by the accused Police Officer.

### **Submission of Another Written Statement by the Accused Police Officer**

365. The Police Officer charged shall, if he so desires, put in a further written statement in his defence and also explain his defence orally to the Inquiring Authority after all the evidence both for and against the charge has been heard. If the accused Police Officer forthwith files a written statement it should be taken on the inquiry file. If, on the contrary, he applies for some more time to file a written statement, the inquiry should be adjourned to a date not later than 7 days within which time the accused Police Officer should file his statement. If he fails to do so, it is open to the Inquiring Authority to conclude the inquiry on the basis that the accused Police Officer has no such statement to file in his behalf.

### **366. Precautions for Inquiring Officer**

- i. The officer holding the inquiry must be strictly impartial. It is particularly important that the formalities prescribed in the statutory rules and orders should be followed. It is essential that the conduct of the proceedings should be such as to inspire a belief that the inquiry is being conducted in an impartial and a detached manner.
- ii. Inquiry should be completed with as little delay as possible. Care should be taken to avoid all dilatoriness, and adjournment or postponement of the inquiry should be allowed only when absolutely necessary. Where an officer is suspended pending an inquiry into his conduct, it is all the more necessary that the inquiry should be completed with expedition and orders passed as early as possible.
- iii. If, at any state, in an inquiry, the accused Police Officer declines or expresses his unwillingness to take part in the proceedings before the Inquiring Authority, the said Authority is entitled to, and should proceed with the inquiry ex-parte, conclude it upon the materials placed before him and record his findings.

### **Drawing up of the Inquiring Findings**

367. On completion of the inquiry including the personal examination of the accused Police Officer, if any, as the case may be, the Inquiring Authority shall record his findings which will be known as minute in respect of each charge, with reasons thereof. A minute shall be written in all cases. The minute will be written under the following heads :

- (a) statement of the charge(s)/statement of allegations or brief facts of the case ;
- (b) summary of the prosecution evidence ;
- (c) summary of the defence evidence ;
- (d) a memo of the points urged by the Police Officer concerned during the personal hearing, if any ; and
- (e) findings on each charge or charges.

367.1 No reference to the demeanour of witnesses should be made in the minute unless a note was made in the records at the time of the inquiry in this regard. This is necessary to ensure that the Inquiring Authority, who frames the minute, does not speak about the demeanour of witnesses merely from memory. The summary under items (b) and (c) of the minute should contain only so much of the evidence on record as is essential for the adequate discussion of the facts in issue.

367.2 The finding on each charge should be recorded separately after careful consideration of the evidence adduced for and against it. Where there are several charges,

367.3 the Inquiring Authority should deal with each charge completely, analyse the evidence in respect of each charge and come to the conclusion as to whether he considers a charge is proved or not, before passing on to the next charge. A full and final summing up will be given at the end, covering all the charges.

367.4 When only a part of a charge is proved by the evidence on record or a charge is proved in a modified form, it shall be recorded accordingly, detailing the extent to which or the form in which the charge is held to be proved. When it becomes necessary to record findings on charges different from those originally framed, the Inquiring authority may record findings on such charges provided reasonable opportunity has been given to the accused Police Officer to defend himself by way of cross-examination and by adducing other defence evidence in respect of such charges.

### **Forwarding the Inquiry Report and the Minute**

368. The Inquiring Authority should forward the minute and other records of inquiry with a covering letter through the proper channel to the authority competent to award the penalty, which should be treated as confidential. He will also send the service register and personal file of the accused officer, if they are in his custody; otherwise, the officer through whom the records are sent to the competent authority should attach the service register and personal file in original, if they are with him. The authorities through whom the records of inquiry pass may also add their remarks on the covering letter.

368.1 Along with the covering letter, a statement showing the following particulars of the accused Police Officer should be prepared and enclosed:

- (1) Date of birth.
- (2) Date of enlistment.
- (3) Length of service.
- (4) Substantive rank.
- (5) Date of promotion to present rank or grade.
- (6) Pay in the substantive grade or rank.
- (7) Pay in the present grade or rank.
- (8) Date of next increment due.
- (9) Number of monetary rewards and Good Service Entries.
- (10) Number of punishments: Major & Minor.

### **Systemization of the Inquiring Record**

369. The inquiry records should be sorted and arranged in four files as under:

**(A) File No. One :** File No. One called the "Proceedings File" should contain the following records:

- 1) Order-sheet.
- 2) Acknowledged copy of the suspension order, if the accused Police Officer has been placed under suspension pending inquiry.
- 3) Acknowledged copy of the order (or memo) of the Disciplinary Authority, appointing the Inquiring Authority to conduct the inquiry.
- 4) Acknowledged copy of the memo of charge.
- 5) Written statement of the accused Police Officer submitted in reply to the memo of charge.
- 6) First oral statement of the accused Police Officer recorded on the first day of the hearing of the inquiry.
- 7) Statements of witnesses recorded in support of the charge(s) including cross-examinations and re-examinations, etc.
- 8) Oral statement of the accused Police Officer recorded after examination of the witnesses in support of the charge(s).
- 9) Statements of witnesses examined in defence including cross-examinations and re-examinations, etc., if any.

- 10) Documents in support of the charge.
- 11) Documents in support of the defence, if any.
- 12) Oral statement of the accused Police Officer recorded, after the examination of witnesses in defence.
- 13) Further written statement of defence, if any, of the accused Police Officer.
- 14) Minute of the Inquiring Authority.

**(B) File No. Two :** File No. Two called the 'Preliminary Enquiry File' should contain the entire preliminary enquiry records including the statement of witnesses recorded, if any, during the preliminary enquiry and report of the preliminary enquiry filed chronologically,

**(C) File No. Three :** File No. Three called the 'Miscellaneous File' should contain the following records : All petitions of the accused Police Officer requesting for supply of copies of records and other correspondence exchanged by the Inquiring Authority in connection with the inquiry including notices issued and acknowledged, etc.

**(D) File No. Four :** File No. Four called the 'Order File-' should consist of -

- (1) Recommendations of the Inquiring Authority and/or any other superior officer through whom inquiry records pass.
- (2) Findings of the Disciplinary Authority, if the Inquiring Authority is not himself the Disciplinary Authority.
- (3) Show cause notice (copy acknowledged by the accused Police Officer), if any.
- (4) Representation of the accused Police Officer in reply to the show causes notice.
- (5) Proceedings of the Disciplinary Authority passing final orders.
- (6) Correspondence such as notices, etc., exchanged by the Disciplinary Authority.

369.1 Each page of each file should be numbered in book form and an index prepared. All the four files together form the Inquiry File which should be docketed.

### **Provisional Conclusion**

370. The authority competent to impose punishment shall examine the minute along with the records of the inquiry and record its provisional findings on each charge

giving reasons therefore. Thereafter it shall come to a provisional conclusion in regard to the penalty to be imposed.

### **Second or Further Opportunity to the Delinquent**

371. Where the penalty proposed is of major nature, the person charged should be supplied with a copy of the report of the Inquiring Authority and be called upon by the competent authority or such other officer authorised by it in this behalf to show cause within a reasonable time, not ordinarily less than one week, but not exceeding one month, against the particular penalty proposed to be inflicted. Any representation in this behalf submitted by the accused Police Officer shall be duly taken into consideration before final orders are passed.

### **The Final Order**

372. The final order containing the decision of the authority competent to impose the penalty should be a self-contained order. The order should set out briefly the relevant facts, findings of the Inquiring Authority; Disciplinary Authority's decision thereon with reasons in brief for any departure from the findings of the Inquiring Authority and it should be signed by the Disciplinary Authority.

372.1 In the case of punishments, other than compulsory retirement, removal or dismissal from service, the Disciplinary Authority should also pass orders releasing the accused Police Officer from suspension, if he is the appointing authority. If he is not the appointing authority, then he should refer the matter to the appointing authority, with a copy of his final order, requesting him to release the accused Police Officer from suspension and to give him a posting.

372.2 The Disciplinary Authority passing final orders should prepare sufficient number of copies of the proceedings. The first and the second copy of the order should be sent to the Head of the Office, under whom the accused Police Officer was serving, with instructions to serve the original copy on the accused Police Officer, obtain his dated signature on the duplicate copy for having received the original copy, and to return to the Disciplinary Authority the acknowledged duplicate copy for being

included in the original inquiry records. The third copy should be sent to the appointing authority if the Disciplinary Authority is not himself the appointing authority. The fourth copy should be sent to the drawing officer who was drawing the pay of the accused Police Officer till then. The fifth copy should be endorsed to the "Establishment Section" concerned, as the case may be. The sixth copy should be the spare copy and the seventh copy as office copy, to be filed in the office file of the Disciplinary Authority.

### **Entry of Punishment in Defaulter Sheet**

373. All punishments including judicial, awarded to subordinate Police Officers of the ranks of Police Inspectors, Sub-Inspectors and corresponding ranks will be entered in their service registers and also in their confidential personal files. A copy of the final order will also be placed in the confidential personal files. In the case of subordinate Police Officers of other ranks, all punishments except punishment drill, extra guard duty, extra work and fatigue duty shall be entered in the Service registers and defaulter sheets attached to confidential personal sheets. Similar action shall be taken in respect of all punishments including judicial awarded to senior Police Officers.

### **Appeals**

374. Appeals must be accompanied by a copy of the minute and a copy of the order appealed against. No appeal shall be entertained if it is not preferred within the time limit prescribed in Rules. The period intervening between the date of application for a copy of the minute or any other material forming the contents of the appeal and the receipt thereof by the appellant may be excluded from the calculation of the time limit for appeals. A Police Officer is entitled statutorily to only one appeal against any order imposing a penalty on him.

### **Records to be Sent With Appeals**

375. Every appeal shall be forwarded to the appellate authority with an expression of opinion and with remarks on each paragraph of the appeal in regard to the accuracy of the statements made and inferences drawn. In forwarding appeals, the records connected with the order appealed against and records of inquiry in the case of penalties of dismissal, removal, compulsory retirement or reduction should be forwarded to the appellate authority, together with a copy of the appellant's defaulter



sheet and confidential personal file sheet. However, the records of the inquiry and defaulter sheet need not be sent with time-barred appeals. The appellate authority will call for them if he requires them. A certificate that the copy of the minutes furnished by the appellant is genuine should also be sent.

375.1 When an appeal is presented, the appellate authority should first satisfy that the requirements of the Disciplinary Proceedings Rules have been complied with. If there are any procedural defects to occasion prejudice to the appellant or causing miscarriage of justice, the case should be returned to the authority which passed the original order,

375.2 If the procedural defects are of a minor nature which could not have caused miscarriage of justice to the appellant, the appellate authority may dispose of the appeal on its merits, but it will specify the irregularities in its order and state why they have been disregarded. The appellate authority will consider ;

- (a) whether the facts on which the order was based have been established ;
- (b) whether the facts established afford sufficient ground for inflicting punishment ;
- (c) whether the penalty is excessive, adequate or inadequate; and if it thinks necessary may require the authority passing the order to make further inquiry on any point or points specified and shall then pass such orders as it thinks just and proper, including the enhancement of any punishment given, or the awarding of a more severe punishment;

375.3 Provided that a punishment shall not be enhanced, or a more severe punishment awarded in appeal, unless notice to show cause against such enhancement or more severe punishment, as the case may be, has been given and any cause shown thereon considered.

375.4 In cases where Police Officers are reinstated in service, after suspension, compulsory retirement, removal or dismissal from service, specific declaration as to whether the previous service rendered by the Police Officers counts for pension or not, should be recorded in the service Book and attested by the Head of the office.

375.5 When an admissible appeal is submitted to the Government, all the evidence, documentary and oral, which forms part of the record of the inquiry should be submitted with the appeal, together with the remarks of the Director-General on the points raised in the appeal.

### 376. **Revision**

- I. The State Government shall alone have the power of revision. The Director-General may, in respect of punishments which are appeal-able, call for the records of the case on his own motion or otherwise to satisfy himself about the propriety or correctness of an order passed and if he is of the opinion that the order passed is improper, he may forward the proceedings to the State Government with his report containing recommendation for revision.
- II. Similarly, a superior Police Officer in respect of punishments inflicted by an officer subordinate to him call for records and if, on a perusal of the records, he is of the opinion that the order passed is improper, he may forward the proceedings to the Director-General through the official channel for a review by the Government.
- III. Any Police Officer who is aggrieved by the orders of the appellate authority may prefer a revision petition to the Government within three months from the date of the order of the appellate authority.

### **Reinstatement and Payment of Arrears**

377. In cases where an order of dismissal, removal or compulsory retirement passed by the competent authority is set aside in appeal or revision or under an order of court of law and the Police Officer is reinstated in service on grounds of equity, the questions as to what pay and allowances should be allowed for the intervening period and whether or not the period should be treated as duty will be dealt with under Rules.

### **Non-Appealable Punishments**

378. The following punishments which are not appealable may also be imposed on Assistant Sub-Inspectors, Head Constables and Police Constables and officers of corresponding rank :

(i) Punishment drill	up to a maximum of six hours not exceeding one and half hours a day;
(ii) Extra guard duty	for a maximum of 14 days when awarded by officers of and above the rank of Superintendent and 7 days when awarded by officers below the rank of Superintendent.
(iii) Fatigue & other duty	for a maximum of 14 days not exceeding two hours a day when awarded by officers of and above the rank of Superintendent and 7 days only when awarded by officers below the rank of Superintendent.

378.1 An Inspector or a Reserve Inspector or an officer in charge of the District Armed Reserve or any superior officer may award the above punishments. When the order of punishment drill, extra guard, fatigue duty or other duty is passed by an officer below the rank of Commandant, it shall not exceed 7 days. These punishments may be imposed after a summary enquiry in the orderly room.

### **Register of Punishments**

379. All the Superintendents and Unit Officers will maintain a register of punishments in which will be entered the details of all the inquiries instituted against the Police Officers in their charge.

## Chapter 19

# **Police Stores, Arms, Ammunition and Equipment**

### **Introduction**

380. The Para-military organisation like police is always in the need of constant supply and support of various items and articles for their professional and functional existence. Establishment of police stores at various levels, therefore, becomes a functional need and a basic pre-requisite for their operational modalities. Central store at the PHQ level, regional stores at regional level, district stores at the district level and local stores at other levels, thus, become essential points of procurement, supply, collections and distribution of various items like clothing, tents, arms and ammunition, vehicles and different types of aids, equipment and operational articles.

### **Indenting and Supply of Stores**

381. The articles of stores, clothing and equipment will be purchased by the Police through the Central Stores Purchase Organisation or through other recognised agencies. The requirements in respect of articles to be purchased will be referred to the Central Stores Purchasing Officer, who will call for tenders and in appropriate cases also make negotiations with various contractors and obtain samples of articles from them. After complete examination of the tender samples by the Central Stores Purchasing Officer, there will be a joint scrutiny of the samples by the representatives of the Central Stores Purchasing Committee. The DGP will communicate the samples approved by him to the Central Stores Purchasing Officer, who will place orders for the articles required with the contractors whose offers and samples have been accepted. Contractors will then supply the articles direct to the Superintendents of Police concerned.

### **The Procedure**

382. After the tenders are invited, the specifications of the articles required must be adhered to, and if any change in them becomes inevitable, fresh tenders should be invited. The Central Stores Purchasing Officer will send the approved bulk supply

samples where necessary to the indenting officer *i.e.* the Inspector-General of Police who in turn will send the same to the concerned officers for the purpose of checking up the stores when supplied by the contractors. For this purpose, if the indenting officer has any doubt, he will make an immediate reference to the Central Stores Purchasing Officer to depute his inspecting staff in order to check up the specifications on the stores in question.

382.1 In respect of those articles which are purchased as per the Indian Standards Specifications, samples will not be sent by the inspecting authorities to the indenting officer or the consignees.

### **Size Statements**

383. On receipt of the annual indents from the Districts/Units, the DGP will do the allotment of various articles to each District/ Unit. After the allotment order is received, the officers concerned will send the size statements, wherever necessary, to the DGP/Superintendent of the Jail concerned/Welfare Centre or any other recognised agency, as the case may be, immediately.

### **Articles received by Railway**

384. Officers taking delivery of goods at Railway stations should examine thoroughly and weigh carefully in the presence of the goods delivery clerk all consignments before accepting them. Should any tampering with the parcel be noticed or should the actual weight of the parcel not tally with that given in the Railway receipt, this fact should at once be brought to the notice of the responsible Railway official and a signed certificate giving the exact description and weight of the package concerned obtained from him. This certificate will support any further representation to the consignor or facilitate the claim from the Railway.

384.1 The consignee should ask for open delivery whenever the outer packing is damaged; or whenever such open delivery is considered necessary by him and the same is possible under the rules of the Railway Administration. While taking delivery, the extent of any loss, destruction or deterioration should be noted by the consignees in the delivery books of the Railways, giving full details of such loss, destruction or deterioration. A copy of the remarks noted by the consignee in the delivery book

should be obtained from the Station Taster. As soon as possible after any loss, destruction or deterioration is notified in the case of open and/or partial delivery, and in the case of non-delivery immediately after the expiry of the time when the goods should have ordinarily arrived at the destination; and in every case within six months from the date on which the goods were delivered to the Railway Administration for being carried.

### **Supply-Examination Committee**

385. Whenever a consignment of stores of any description required for the department is received, it will be inspected by a committee presided over by the Superintendent of Police or Dy.SP consisting of the following members:-

- i. One Inspector
- ii. One Sub-Inspector, and
- iii. Incharge Store

### **Samples**

386. A cupboard should be specially kept at the Head quarter for all clothing samples, which should be neatly folded and looked at from time to time to see that they are in good order, with the seals and labels intact. Inside the shutter of the cupboard, a list of contents should be affixed which should be a copy of the list of samples received from the DGP. The samples are always taken on the Stock Registers as they form part of the supply for which an order is placed. Whenever a new consignment of the same article is received, the sample in the cupboard will ordinarily be replaced by the sample received with the new consignment unless, of course, the transaction in respect of the old sample is not complete. In the former case, the sample removed from the cupboard should be issued, and in the latter case both the old and new samples will continue to be kept in the cupboard.

### **Accounting for Articles Received**

387. All articles received must be accounted for in the appropriate parts of the stock accounts.

### **Marking of Articles**

388. All articles of clothing and accoutrements on issue are numbered in oil paint or by imprinting, with the policeman's number and date of issue. The date of original issue should invariably be maintained.

### **Life of Uniform and Other Articles Supplied to the Constabulary**

389. The minimum periods for which uniform and other articles supplied to Head Constables and Constables from the clothing grant should ordinarily last, the prescribed period. The periods specified are the minimum periods during which articles must last. If any article of a man's kit becomes unfit for wear in less than the period specified, its replacement should be made following the procedure prescribed.

### **390. Disposal of Condemned Clothing and Accoutrements**

(1) The power of condemnation and disposal of all time expired and unserviceable articles of clothing and accoutrements issued to men has been delegated to the Sub-Divisional Police Officers with regard to men in their respective Sub-Divisions, and to the Police Inspector in respect of men not coming under the control of any Sub-Divisional Police Officer. As regards swords, the power has been delegated to the Superintendent of Police.

(2) Unserviceable articles of clothing that are really worn out and will fetch little when old will not be taken away from the men, but will be allowed to be used by the men for private wear, subject to the following:—

(a) All condemned uniform which is capable of being made use of in Government interests is to be withdrawn.

(b) Shirts, shorts and fatigue caps are to be used as fatigue suits for the use of working parties.

(c) Carpets should be sewn together as jajams for subordinate offices.

(d) All leather - accoutrements should be used for repairs of boots and other leather articles.

(e) Unserviceable socks should be burnt.

(f) Ordinarily, Jerseys, boots and haversacks should be retained by the men, but Superintendents are at liberty to withdraw them if they can otherwise make good use of them.

(g) The best among condemned chevrons may be kept for wear with fatigue dress worn by Head Constables.

(h) Time-expired unserviceable kit boxes after being condemned should be sold and the proceeds credited to Government.

(3) The condemned clothing articles other than woolen and those allowed to be retained by the Police-men as per sub-rule (2) above should be sent to the Range Central Motor Transport Workshop instead of selling them by auction.

(4) Accoutrements, other than leather accoutrements, swords and scabbards, when worn out, will be sold and the sale proceeds credited to Government.

(5) Whenever unserviceable articles of uniform are given to the Police or are sold, all buttons, detachable numbers, district letters, chevrons, etc. should be removed there from.

(6) When a man leaves the force on pension or otherwise, he will give up the articles supplied to him at Government cost. The Superintendent of Police has, however, discretion to permit those who retire on pension or gratuity or proceed on long leave preparatory to retirement to retain such articles of clothing as are, in the opinion of the Superintendent, not fit for re-issue.

(7) Jamadars who are permitted to wear uniform after retirement should be allowed to retain one set of clothing articles comprising their first kit.

(8) Police Officers on leaving the force should be required to hand over articles of clothing at the Police Station to which they are attached and not be called on to pay the expenses of conveying them to Head quarters.

(9) Head Constables, on promotion to the grade of Police Sub-Inspectors, in which case uniform articles are to be provided at their own expense, should return all the uniform articles supplied to them from the clothing grant.



### **391. Stock Position of Uniform Articles**

(1) In order to ascertain the actual stock position of clothing and accoutrements in all the districts, the Superintendents of Police should send to the DGP with a copy to the concerned Inspector General of Police, before 5th of every month, information in the prescribed form.

(2) The Superintendents of Police should specify the surplus stock position in the remarks column of the prescribed monthly statement so that the Inspector General of Police may transfer certain items of such surplus stock to the needy districts/units.

### **Source of Supply of Ordnance Stores**

392. Arms, ammunition and other ordnance stores including component parts of arms, bayonets, armourer's tools, lubricants, cleaning material, respirators, etc. required for the use of the Police will be supplied by the Ordnance Department. Ordnance Stores consist of stores of all description supplied by the Director of Ordnance Services, Army Head-quarters, New Delhi, including guns, machine guns, small arms, etc., and materials for repair and preservation allowed by the Regulations for the equipment of the Army including small arms, light automatics, machine guns, rifles, muskets, bayonets, pistols, revolvers, etc.

### **Annual Indents and Forecasts of Requirements in Ordnance Stores**

393. The supply of ordnance stores may be required for two purposes :-

- a) For normal maintenance; and
- b) For meeting extraordinary demands due to additions to the force or the creation of new organisations.

393.1 In order that the supply of ordnance stores may be made economically, without administrative inconvenience and as per scale, the annual firm demand for one year and the forecast demand for the subsequent two years are prepared in the office of the Inspector General of Police on the strength of quarterly returns received from the

districts/units after taking into consideration the stock position of the arms and ammunition and also increase in strength on or before the 31<sup>st</sup> of March each year.

**394. Instructions for the Preparation and Submission of Indents**

- (1) In all indents for arms and ammunition, the correct description of the various types of arms and ammunition must be strictly adhered to.
- (2) For the correct nomenclature of other ordnance stores, the Vocabulary of Army Ordnance Stores, Indian Addendum, should be consulted.
- (3) Requisitions for Army and Indian Army Forms should be forwarded direct to the 2<sup>nd</sup> Deputy Controller of Printing, Forms, Stores, 166 Dharamtala Street, Calcutta, for compliance.
- (4) Demands for ammunition should be for not less than 100 rounds for any type of ammunition.
- (5) Indents for arms and ammunition should be prepared in quadruplicate.
- (6) Full consignment instructions (viz. nearest Railway Station, name of Railway, designation of consignee, Head of charge, etc.) should be furnished in respect of every indent.
- (7) Indents for Ordnance stores, other than arms and ammunition, will be submitted annually.

**Purchase of Armourer's Tools**

395. Superintendents of Police are empowered to purchase from sources other than the Ordnance Department armourer's tools not authorized by the "Equipment Table of the Civil Police and Jails", subject to the condition that the cost of the tools ordered can be met from the budget grant of the year concerned.

**396. Disposal of Surplus or Unserviceable Ordnance Stores**

(i) **Method of disposal** : Ordnance Stores issued on payment which become unserviceable, will be disposed of at the discretion of the head of the department concerned. Local sale will, in most cases, be the most profitable method of disposal. If, however, it is desired to return any stores to the Indian Army Ordnance Corps for disposal, I.A.F.Z./2098 (in duplicate) should be forwarded to the nearest Chief Ordnance Officer showing in details the unserviceable stores it is desired to return.

The Chief Ordnance Officer will use his discretion in allowing the return of any, or all, of the stores reported for disposal.

**(ii) Disposal of sale proceeds :** The sale proceeds of stores disposed of locally in accordance with para (i) will be retained by the department concerned. Credit for Stores returned voluntarily to the Indian Army ordnance corps for disposal will be allowed by the Army at the actual sale of scrap value (or in cases where this is inconvenient at a rate to be assessed by the Chief Ordnance Officer, not exceeding their approximate sale or scrap Value) of the articles returned less expenses incurred in breaking the articles up or preparing them for sale.

**(iii) Freight charges :** Freight charges on stores voluntarily returned will be prepaid by the consignor.

### **397. Issue of Ammunition for Private Practice**

- (1) Ammunition required for private practice should be issued from Head Quarters stores, the cost being recovered from the officer concerned at the rates quoted in the voucher, and credited into the treasury.
- (2) It is permissible to issue, on payment, to all Police Officers of and above the rank of Head Constables 50 rounds of revolver ammunition per annum for practice purposes. A strict check should be maintained on the ammunition so issued and measures taken to ensure that it is completely expended on practice.

### **398. Care of Arms**

(1) Hammer protectors for revolvers may be obtained on indent. When in use, the protector should be adjusted in the proper position. In order to adjust the hammer protector in that position, the revolver should be cocked (care being taken that there are no cartridges in the chambers) and the protector then slipped on to the hammer to the base of the striker. The hammer should then be lowered gently, when the protector will be found in the proper position. The revolver may then be loaded in the usual way. All officers armed with revolvers should be instructed in the use and manner of adjustment of the protector.

(2) Arms in charge of the Police are generally kept in clean condition except as regards the actions, which get clogged and dirty owing to want of proper cleaning and lubrication. The actions should, where possible, be stripped, cleaned, overhauled and oiled monthly; otherwise they clog and are liable to give misfires, non-extractions and other failures causing an unnecessary expenditure of components in repairs. Moreover, that part of the barrel which is imbedded in the stock fore-end requires lubricating half-yearly with a mixture of 1/2 kg of bees wax to one pint of lubricating oil and unless this is done, the barrels rust and eventually become unserviceable from deep external corrosion.

### **399. Special Inspection by Armourers**

- (1) The inspection year is from April 1st to March 31st.
- (2) 100 per cent inspection of the arms of the Police will be carried out in a period of three years. 100 per cent inspection of one-third of the arms of each district/unit will be carried out annually.
- (3) Special inspection of all units will be carried out on request.
- (4) Inspections will be carried out by a team consisting of one Assistant Inspector of Armourers and two Armourers.

### **400. Instructions for the Storage of Ammunition**

- (1) "Ammunition in sealed boxes" means ammunition in boxes with the factory or Arsenal seal intact, or in open boxes if the tin lining is unopened and has obviously not been tampered with or, briefly, ammunition in a hermetically sealed box which has not been opened since leaving the factory or Arsenal.
- (2) "Loose ammunition" means ammunition other than that held in sealed boxes, e.g., cartridges carried in pouches or stored loose in boxes etc.
- (3) Where no proper magazine is available, cartridges may be stored in any substantially constructed building, or in any room, cupboard or other compartment in such a building, provided that the following conditions are fulfilled:—
  - (i) The "place selected" must be free from easily inflammable materials, and must be subject to no undue risk of fire. Provided that these conditions are fulfilled, it is not necessary that the "place selected" should be detached from other buildings.

- (ii) The building must be weather proof and be kept dry.
- (iii) The "place selected" must be in charge of a responsible person, be kept scrupulously clean and devoted exclusively to such storage.
- (iv) The safe custody of the ammunition must be provided for at all times and the officer in charge of the Head quarters will be responsible that the places selected are suitable in all the above respects.
- (4) Boxes containing ammunition will be raised at least fifteen centimeters from the floor by means of battens or other suitable supports.
- (5) The boxes should be arranged according to date of manufacture (the latest being at the bottom and oldest at the top) and stacked headers and stretchers, each stack being a few inches away from its neighbouring stack. Boxes must be stored away from the wall.
- (6) The service and practice ammunition should be stacked separately. The oldest ammunition should always form the practice stock. Ammunition for training should be included in practice stock.
- (7) To prevent deterioration of ammunition, care must be taken to exclude damp from the place of storage and the minimum number of boxes only opened at one time; loose ammunition must be kept at a minimum.
- (8) Turnover will be carried out in the following order :-
  - (a) The contents of broken boxes, viz., boxes, the tin linings of which have been opened, and loose rounds.
  - (b) Boxes of ammunition on which the words "Examined (year)" are enfaced on the lables, in order of date of examination.
  - (c) Other ammunition the oldest dates being used first.
- (9) Whenever fresh stocks are received they should be placed in the service stock and the oldest ammunition from service stock should be transferred to the practice stock.
- (10) Where service ammunition must be held loose, ready for use (*e.g.*, guards, during emergency etc.), it should, as far as possible be of the latest date of manufacture available from the service stock. For this purpose a few boxes of latest date of manufacture from the service stock should be kept aside.

(11) Loose ammunition referred to above should be turned over at least once annually and replaced by new ammunition from sealed boxes, the old ammunition being expended at the earliest opportunity.

(12) No explosives, other than Government Police ammunition received from the Arsenal or Government ammunition for the rifles of members of the I.T.F., should be kept in the Police magazine.

(13) Ammunition belonging to the Excise Department may be kept in the Police magazine at every district Head Quarters on the conditions that:—

(i) the ammunition boxes are properly sealed by the Excise Officer who deposits or removes from time to time any ammunition.

(ii) the Police are responsible for the safe custody of the boxes only and are in no way concerned with the contents thereof, and

(iii) the Excise officer will apply for access to this Excise ammunition at reasonable times in direct consultation with the Officer incharge of the Head Quarters.

#### 401. **Examination and Test of Ammunition**

(1) Ammunition in sealed boxes may be considered fully serviceable up to five years from the date of its manufacture, provided that the boxes have not been subjected to bad storage conditions. If cartridges of the same date of manufacture as ammunition held in sealed boxes have been expended in practice during the previous 12 months and have functioned satisfactorily, all ammunition, held in sealed boxes may be regarded as serviceable irrespective of age.

(2) Ammunition over five years old which has not been used for practice during the previous 12 months or ammunition in boxes which appears to have been subjected to bad storage conditions will be examined and tested.

(3) To do this a sample box from each make and date of manufacture on charge will be opened and the cartridges examined for deterioration. This is indicated by verdigris or other signs of corrosion on the case or round the cap chamber or by rust on the base disc of rolled case cartridges. The latter should be tested also by thumb pressure for any weakness in their attachment to the case. Forty rounds will then be fired from a serviceable rifle or musket into a bank of earth or other safe place to test for misfires,

hang fires, pierced caps, bursts etc. In the case of rolled case cartridges, difficulty in extraction, due to the base disc coming off will be regarded as a serious defect. Splits at the mouth may be ignored, unless the number is high or their severity is such that they extend down below the shoulder of the case.

(4) The ammunition will be dealt with as below on the result of this examination and test:—

(i) If the visual condition of the ammunition appears good and the cartridges function satisfactorily at the above firing test, it should be regarded as serviceable.

(ii) If the visual condition is good but the ammunition fails at the firing test a re-test should be carried out with another serviceable musket or rifle. If, at this re-test, failures occur again and the weapon is above suspicion, the ammunition will be regarded as unserviceable.

(iii) If at the visual examination, marked signs of verdigris are noticed around the cap or, in the case of rolled case cartridges, the base disc becomes loose or falls off on thumb pressure; the ammunition should be regarded as unserviceable. '

(iv) The result of the examination and test of the ammunition from the sample box covers the remaining ammunition of the same make and date, unless there is reason to think that the box is not representative of the whole. In this case discretion must be exercised as to what further test will be necessary to eliminate boxes containing unserviceable ammunition.

(5) Boxes of ammunition of the same make and of dates of manufacture with not more than one month between extreme dates may be regarded as one group for the purpose of this examination and test. The number of boxes in any one group, however, should not exceed about 20 boxes.

(6) Loose ammunition should be examined periodically. The frequency of the examination will depend on local conditions, storage and the handling etc. which the ammunition has been subjected to.

(7) The examination and test will be as follows:—

(i) Loose rounds, except those obviously unserviceable due to deterioration or excessive handling, of the same make and year of manufacture will be treated generally as one group.

(ii) If a large number of rounds are held and some obviously have been subjected to worst treatment than others, it may be necessary to divide them into several groups, a test being carried out from each separate group.

(8) In any case of doubt the advice of the Chief Ordnance Officer at the nearest Arsenal should be requested. This Officer will arrange for any inspection or test necessary to be carried out.

(9) The breaking up of ammunition locally is forbidden.

Any ammunition found defective should be returned to the nearest Ordnance Depot or Arsenal for break-up under expert supervision.

#### **402. Loss of Arms and Ammunition**

(1) It is essential to maintain the closest possible check over losses of arms and ammunition, and a committee of three members should usually be appointed to investigate cases in which arms or ammunition have been lost. The members of the committee might ordinarily be a Magistrate, the Superintendent or a Sub-Divisional Officer and an Inspector. In places where three members are not available, the Ordnance Department will accept the certificate of the Superintendent of Police that a committee of the required number or even of two Officers could not be convened.

(2) It is not necessary to hold committee proceedings in connection with the loss of empty paper cases of blank cartridges or component parts of arms such as screws.

(3) When metal blank ammunition cases have been lost in circumstances that call for no detailed investigation (e.g., during skirmishing or ceremonial parades), the Superintendent of Police should attach to his requisition for fresh blank ammunition a certificate to the effect that the circumstances in which the missing cases have been lost have been investigated to his satisfaction and that there is no objection to their being written off.

(4) Committee proceedings held over the loss of arms and ammunition should be submitted in type and in duplicate in form.

#### **Arms and Ammunition**

403. The armament of the Police consists of 303 rifles, 110 muskets, automatic weapons and pistols and revolvers. The arms of the headquarters force are kept in the



armoury of the quarter guard. A guard of one head constable and four constables is posted for the protection of the armoury, magazine and store room. The keys of the armoury, magazine and store room should be kept by the Reserve Inspector in his own possession, in district headquarter lines and by the Subedar in sub-divisional headquarter lines. The Reserve Inspector in district headquarter lines and the Subedar in sub-divisional headquarter lines are responsible that the arms are kept securely and in good condition. The day before each fortnightly inspection parade all the arms in the armoury must be thoroughly cleaned. A fatigue party of recruits and men undergoing punishment drill should be put on for the purpose. A register of arms is maintained under the direction of the Reserve Inspector in district headquarter lines and the Subedar in sub-divisional headquarter lines. All weapons will be branded on the stock with a serial number which will be entered in the register. The number of each weapon given out for guard or escort duty and the name of the officer to whom it is issued will be recorded in the lines diary.

**403.1 Arm repair and maintenance :** The following rules govern the repair and maintenance of arms :

- i. The maintenance (i.e., stripping, cleaning, overhauling and lubricating) of arms will be undertaken at the headquarters of districts/ Battalions/sub-divisions,
- ii. The repair of arms, and the replacement of component parts, will be undertaken at headquarter of each district/Battalion/sub-division.
- iii. Components parts will be stocked at the headquarters of each district Battalion/sub-divison. The Senior Superintendent of Police/Superintendent of Police-Commandant will submit to the Inspector-General's office a quarterly statement showing (he broken and missing parts replaced, and asking for sanction to their being written off. The annual indent will be based on the actual issue of component pans from stock Component parts which have become unserviceable will be returned to the Arsenal.
- iv. The Reserve Inspector/Quarter Master/Subedar will maintain a stock book of components, in which a column should be given to each article. The number of each article in hand should be entered in red ink, any expenditure being entered bellow, with a note of the number of the weapon dealt with. A balance should be struck monthly, Every half-year, the balance should be

checked with the stock in hand by a gazetted officer, and the stock book countersigned,

- v. An index in the prescribed form should be maintained for each district, showing the issue of component parts.
- vi. All the weapons in every district must be lubricated at least once a year by the district armourer. This can best be affected at headquarters during the musketry season, the muskets being brought in from outlying police stations in turn. The stock fore-end should be removed and a mixture of bees' wax and Rangoon oil in the proportion of 1 lb. of wax to one pint of oil applied to the stock and that part of the barrel which is embedded in it. In the case of arms at headquarters, lubrication must be done twice a year. Whenever possible, the armourer should be sent around to outlying police stations during the open season to lubricate the arms mere a second time.
- vii. The action of all weapons, i.e., the Bolt, Striker, Striker point, Cocking-piece, Extractor, Safety Catch and Locking Bolt should be kept well oiled.
- viii. Ordinarily, the action should be stripped, cleaned and overhauled once in six months in the case of muskets at headquarters and once yearly of weapons on charge at police stations. The superintendent may however, order that the stripping, etc, of arms may be carried out more or less as often as he think fit.
- ix. Subject to the control of the Senior Superintendent of Police Superintendent of Police Commandant, the Reserve Inspector Quarter Master, the Reserve Inspector in district/Battalion headquarters and the Sudbedar in sub-divisional headquarters are responsible for the proper maintenance of all arms.

**403.2 Receipt of Ammunition Consignment :** Delivery of consignments of ammunition must be taken by the Reserve Inspector or Reserve Subedar in person. The consignment must be weighed and checked with the railway receipt, and the boxes and labels examined. If the weight agrees with the railway receipt and all boxes are correctly labeled, delivery should be taken.

**403.3 Custody and issues of Magazine and Stores :** The following rules regulate the custody and issue of magazine stores.

- ii. On each box of cartridges received, a label shall be affixed stating (1) date of receipt, (2) description and (3) quantity, and the box or boxes shall be deposited in the magazine.
- iii. A register of magazine stores shall be maintained under the direction of the Reserve Inspector or the Subedar in the case of sub-divisional headquarters, who is personally responsible for the safe custody of all magazine stores and for the correctness of the register entries relating to them. The number and date of Receipt Vouchers should be entered against each entry of receipt in the Register.
- iv. At least twice in the year the Superintendent and the Sub-Divisional Officer will ascertain by comparison of the stock with the register that there are no deficiencies.
- v. The stock of ammunition shall be divided into two portions, the one to be called "the reserve stock and the other "the expense stock"; and only so much as will suffice for a fortnight's supply should ordinarily be kept in the "expense stock".
- vi. Practice ammunition shall be issued from time to time on the order of the Superintendent to the officer superintending the practice. All surpluses remaining after the day's practice shall be returned at once into the magazine.
- vii. The ammunition used at practice will always be taken from the oldest stock on hand, ordinarily; the service ammunition should be called in for this purpose, being replaced by fresher stock.
- viii. The proceeds of sale of lead taken from the butts after target practice and of damaged bullets shall be credited to Government under the heading "Police Receipts — Miscellaneous" and shall not be utilized in the repairs of butts and targets.
- ix. Empty cartridge cases shall be collected for return to the Central Ordnance Depot, save in exceptional circumstances, Indents for the supply of fresh ammunition should be accompanied by the return of an equivalent number of empty cases.
- x. With the exception noted in Rule (vii), the sale of arms, ammunition and the component parts thereof, however, unserviceable they may be, is absolutely

prohibited. Material which has become unserviceable should be returned to the Central Ordnance Depot.

**403.4 Replacement of arms and ammunition :** The following procedure will be adopted for the replacement of arms or ammunition lost or become unserviceable :

- i. A committee of three members shall usually be appointed to investigate cases in which arms or breech-loading ammunition have been lost, as well as to condemn arms which have become unserviceable.
- ii. The committee should ordinarily consist of a magistrate, the District or Assistant Superintendent of Police and an Inspector.
- iii. The proceedings of the committee in quadruplicate together with a requisition in triplicate for arms or breach loading ammunition to be replaced must be submitted to the DGP, who, after countersigning the same, will transmit the papers to the Central Ordnance Depot.

### **Clothing**

404. Police officers of and above the rank of Assistant Sub Inspector provide their own uniform. Head Constables and Constables are supplied by the Government with articles of clothing, kit and accoutrements free of charge. Head Constables and Constables of the Special Branch, Local Intelligence Branches and Criminal Investigation Department including District Branches will receive a grant for maintaining civilian dress in lieu of the uniform supplied free of cost to the men of Civil Police.

### **Clothing Allowance**

405. All non-gazetted officers of and above the rank of Assistant Sub-Inspector are granted uniform allowance at rates fixed by Government. Likewise IPS officers and State Service officers also get uniform allowances as per the uniform rules applicable to them.

### **Accoutrements Demands**

406. Large demands for accoutrements, either for new articles or to replace unserviceable articles, are met by DGP office to which an annual indent should be

submitted by the 31<sup>st</sup> May of each year. Indents on divisional depots should be sent through the Inspector General of the range to the Superintendent in charge of divisional stores, who will issue the articles required on orders of the Inspector-General. The Superintendents in charge of the depots will also obtain the orders of the Inspector-General for the issue from divisional stores of articles for their own districts.

406.1 Accoutrements at the time of submitting his annual indent for the accoutrements required in his own district, a Superintendent in charge of a divisional depot will forward a statement showing the issues made from his depot during the year. The DGP office will issue orders to him for the distribution of his surplus stock in part compliance with district indents, and will supply him with fresh stock up to the required amount.

### **Rules for Receipt of kit and Accoutrements**

407. The following rules will be observed regarding the checking of consignments of clothing or equipment received from contractors, jails or a distributing office : —

(1) In the case of uniform or equipments received from contractors, a committee consisting of the Superintendent, the Reserve Inspector and the Subedar will assemble and will proceed to examine the supply. The examination should take place within a fortnight from the date of receipt of the consignment. A copy of the committee's report will be forwarded at once to the office of the DGP and the delivery receipts will be returned to the contractors. No articles shall be returned to the contractors without the sanction of the DGP, The committee should not condemn any article except for some serious defect. If a sealed sample has been supplied by the DGP, the articles received must be compared with the sample.

407.1 **Clothing of dismissed and deceased men :** Clothing and accoutrements supplied by Government do not become the property of the wearer, but must be delivered up by every man who leaves the job, and the accoutrements of deceased constables should be handed over to the Superintendent. The clothing and accoutrements infectious diseases will be destroyed. Other clothing and accoutrements will, if serviceable, be re-issued as required.

407.2 **Care of kit during leave :** Men who go on leave must deposit their uniform and accoutrements in the headquarters store-room, an entry of deposit being made in the register kept for the purpose. Any deficiency or damage must be made good at the time of deposit. On the return of the depositor from leave he will take back his kit and sign a receipt for it.

407.3 **Kit Inspection :** A regular fortnightly inspection of the clothing kit and accoutrements of constables and head constables will be held through out each district on the first and third Mondays of each month. At headquarters the Reserve Inspector or the Subedar in sub-divisional headquarters will hold the inspection under the instructions of the Superintendent. The inspection should be thorough, each article of kit being examined. The office in charge of each police station will hold a similar inspection in respect of the men under his charge, and will note the result in the general diary. Men will parade for kit inspection without arms. When each article of kit has been examined by the inspecting officer, the parade will be dismissed and the men will carry away kit to their quarters. They will then fall in again with arms, and the arms will be inspected.

## Chapter 20

# **Transfer and Relief of Officers**

### **Introduction**

408. Transfer and postings are integral parts of administration. These are effective tools of providing continuity and change to an organisation. They are essential for the meaningful survival and organisational effectiveness. Transfer and postings are also the important methods of HRD, innovation, motivation and proper utilisation of manpower in any organisation. These methods should be used keeping in mind the basic principles involved in their execution. Transfers and postings should not be done too frequently nor should an individual be allowed to stay on a particular posting for unduly long period of time. Transfers and postings should always be affected in the public interests and for the organizational well being.

### **Postings and Transfers in Police Organisation**

409. Postings and transfers of Police Officers are regulated by the Government under statutory provisions and guidelines issued from time to time. The Government has powers of transfer of all Officers. These powers have been delegated, to the extent considered appropriate to the Officers at various levels. The general policy of the transfer is that no officer should be transferred within a stay of 3 years on a post without valid reasons and should not be retained at a particular post for more than 5 years, and that, transfers should generally be made during summer vacation and first week of the month and that they are not used as a punishment, that the vacancies in rural and remote areas should not be left unfilled, and that personal preferences of employees should be accommodated subject to administrative requirements/convenience and the suitability of individual.

### **The Transfer Authorities**

410. The authorities empowered to order transfers and postings of various levels of Officers in Police Department are given below:

- A. Government in respect of all IPS Officers

- B. Government in respect of all wings of State Service Officers of the rank of Addl. SsP and above including Officers of such levels in Communication, Transport and other wings of the Department.
- C. DGP in respect of Dy. Supdt. of Police and their equivalent ranks in all other wings of the police department in consultation with the Government as prescribed/recommendation of the police establishment committee.
- D. Addl. DGP/CP Zonal/Unit Heads, in respect of Sub- Inspectors (Inter-district or to other unit only), Inspectors or equivalent ranks.
- E. SP in charge of Districts or other Unit Heads of equivalent rank in respect of all officers of ranks of Sis, ASIs, HCs and Constables within the Unit. The SDPOs should have power to transfer Constables in their jurisdiction.
- F. The Government is the Cadre controlling authority for IPS in the State. All proposals of postings, deputations, training etc. of IPS officers shall ordinarily be initiated by DGP as Head of Police Department and the Government would issue appropriate orders on his proposals. However, nothing will preclude the Government from issuing such orders, as deemed fit, directly.
- G. All authorities with powers of transfer shall comply with the policy guidelines of the Government and the Department with regard to transfers as stipulated from time to time.

### **Reports of Relief of Gazetted Officers**

411. A report of transfer of charge shall be submitted to the Accountant-General, the Chief Secretary to Government, the Secretary to Government, Home Department, Director-General of Police, and Zonal Inspector-General of Police/DIGP and to the SP/CP by Sub-Divisional Officers/ACPs, and also concerned treasury officers simultaneously. Officers of and above the rank of Superintendent of Police should send a copy of the above report to the Secretary to the Governor. Assumption of charge of office by Officers of the rank of Deputy Superintendent of Police and above in all wings of the Police Department shall be communicated by Automex, Fax or Radio message immediately to the Director General of Police and all other officers concerned followed by certificate of transfer of charge.



## **Handing Over Notes**

412. All officers of and above the rank of Sub-Inspector, shall, when relinquishing charge, prepare and hand over 'Handing over Notes', marked confidential designed to enable their successors to gather in the shortest time the threads of administrative and executive work in their new charges, with a copy to his immediate superior. Copies of the notes by subordinate officers shall be sent to the SP/CP, while those of Districts and other Unit Officers shall be sent to DGP.

412.1 The following points or such of those as are applicable in each case shall be covered in the handing over notes:

- A. Extremists, factions, labour, political or communal, -caste conflicts, atrocities against SCs and STs, women and children or other situations in which a breach of the peace is apprehended;
- B. offences of special interest or consequence requiring relieving officer's attention;
- C. vacancy and status of recruitment of constables;
- D. district personages in so far as they concern to police administration;
- E. District Reserve Police including motor transport and Special Forces, if any;
- F. District Police Office and Stores;
- G. Important points for attention from the last inspection by the immediate superior;
- H. Executive Magistrates and their relation with the police;
- I. District Special Branch work and personnel;
- J. Public Prosecutor and Assistant Public Prosecutors, court pendency, coordination with prosecutors, steps for proper disposal;
- K. Recent and impending transfers of Inspectors, Sub-Inspectors and Head Constables;
- L. References to circulars touching important matters of administration of the District/Unit;
- M. Policing, quality and result of preventive measures including surveillance, beats and security work programme, and functioning of community policing police response and public relations;
- N. Matters relating to important cases under investigation;
- O. References to the work and character of named personnel and instances of lack of integrity, action taken, discipline, morale of the personnel; and
- P. Welfare.

412.2 The handing over notes should be carefully drawn up and should be brief and precise not exceeding 3 typewritten pages. Copies of these notes should be maintained in one file as a permanent record in every office.

#### **413. Postings and Transfers of Non-Gazetted Officers**

1. Postings and transfers of members of the Police Subordinate Service are regulated by the Police Subordinate Service Rules and guidelines framed by the Govt. from time to time. According to these rules and guide lines, all transfers and postings of subordinate police officers shall be made by the appointing authority or by an authority to whom the appointing authority is administratively subordinate, but transfers can be made by the SsP within his jurisdiction and by the DPC in respect of Police Communications Branch. The Director-General of Police has the authority to transfer and post all subordinate Police Officers any where in the state on administrative grounds and in public interest, except permanent inter-zonal transfers.
2. The Zonal IG/DIGP is empowered to transfer Inspectors, Sub-Inspectors, SIs, RSIs within the range. But as posts of RIs of Armed Reserves are Multi-zonal posts, the Director General of Police and Addl. DGP Administration on his behalf will order their transfers.
3. The SP in the Districts, the CP or DCP authorized by the CP in the Cities may transfer Sub-Inspectors, Head Constables and Constables within the district or within their jurisdiction.
4. The Sub-Divisional Police Officer may transfer Head Constable and Constables from one police station to another within his jurisdiction, but he must report all such transfers to the Superintendent of Police, giving reasons.
5. Transfers of Inspectors and Reserve Inspectors should be communicated to the Director-General of Police for publication in the Police Gazette. Sub-Divisional Officers transferring Constables in their Sub-Divisions should send the original orders to the District Police Office for the issue of necessary District Orders.

6. The Commissioner of Police may transfer directly recruited Sub-Inspectors of the City Unit on their completion of their induction training, to the Districts for practical training and also for experience in Police work for a period of 3 years and to fill up the vacancies in the City Police by transfer of direct recruit Sub-Inspectors with sufficient experience from the Districts in consultation with the Zonal IsG/DIsGP concerned.

#### 414. **Points of Consideration for Transfers**

1. Officers of and above the rank of Sub-Inspectors should not, as far as possible, be allowed to serve in the districts in which their homes are situated or in which they or their near relatives have landed property or other vested interests.
2. Head Constables and Constables should not be posted or allowed to serve in the Taluqs/Mandals in which their homes are situated and in which they or their near relatives have landed property or other vested interests.
3. Mutual transfers of Head Constables and Constables may be affected from one district or unit to the other by the Government. Travelling Allowance will not be admissible in cases of mutual transfers made on request. The personnel have to forego their seniority in the respective ranks in parent units and take last rank among the approved probationers of the unit to which they are transferred. They are required to give an undertaking to this effect. Mere willingness of the two persons for mutual transfer does not automatically entail their transfer. The Government shall use its discretion in acceding to such requests and should recommend inter-District transfers only under rare circumstances, after ensuring that the Presidential Order on local cadre is not affected.

#### 415. **Transfers not to be Frequent**

1. Frequent transfer of personnel is forbidden. The Zonal Inspectors-General DIsGP/Commissioners of Police shall ensure that needless transfers are not made.

2. No officer shall be transferred from a station within a period of three years save for exceptional reasons. Where an officer has to be transferred earlier owing to exigencies of public service, special reasons shall be recorded in the file and a copy of the order of transfer together with a note on the special reasons shall be forwarded to the immediate official superior to the officer ordering the transfer.
3. As regards transfers of officers ordered by the Government on the recommendations of the Director-General within the three-year period, a statement showing the special reasons for the proposed transfer and the period for which the officers concerned has served at various places during the three years prior to the date of transfer proposals, should be furnished.
4. No Police Officer, except Constables (Civil) should be retained in the same place for more than three years. No Constable (Civil) should be retained in the same place for more than five years. However, in Public interest, if it is found necessary to deviate from this order, in any case, specific sanction should be obtained in advance from the Director General of Police in case of Officers of the rank of Inspectors, from the Zonal IsG/CPs/DIsGs in the case of officers of the rank of Sis and below and from the Government in the case of officers of and above the rank of DSsP and above.

### **Exceptional Cases**

416. The following classes of Police Officers are exempted from the scope of the orders contained in the above order:

- A. Police Constables and Head Constables in the District Reserve Police including those in State Reserve Police and City Reserve Police;
- B. The District SB Staff including Sub-Inspectors provided they are not continued beyond five years at the same place.
- C. Non-gazetted personnel of and below the rank of Reserve Sub-Inspectors in the Armed Battalions - provided RSIs and ARSIs are changed inter-company in the same battalion;
- D. Officers and personnel of the Police Transport Organization;
- E. Officers and personnel of the Police Radio Organization;

- F. District Crime Records Bureau staff, in districts and Band staff.
- G. Subordinate officers deputed to training establishments
- H. Personnel posted to Investigation Units and Squads in Districts or Cities.

**417. Transfers after Academic year**

1. Orders transferring officers and men should normally be issued at the end of the academic year so that the education of their children may not suffer.
2. Constables and Head Constables under orders of transfer should be relieved in the first week of the month immediately after they receive their pay and directed to join their new stations not later than the 15<sup>th</sup> to enable drawal of pay etc. in the new station for the month and eliminate need for advances and supplemental claims. This procedure shall be followed except in very special cases where transfers are ordered to be given effect immediately.

**Joining Time**

418. Joining time may be granted in accordance with the provisions of the Fundamental Rules. It must be understood that joining time cannot be claimed as a right and that any officer may be directed to join without availing himself of full joining time.

**419. Relief of Inspectors and Sub-Inspectors**

1. When an Inspector or Sub-Inspector hands over charge, he shall hand over to the relieving officer all the records required to be maintained by him. He shall also furnish him, under acknowledgement with (i) a memorandum of all money handed over, (ii) a list of pending papers and (iii) handing over notes.
2. The distribution list of arms and stores kept in the stations shall constitute the record of property, and the relieving officer shall immediately check the property and their register and report deficiencies to the SP through proper channel. The station store ledgers shall comprise a record of

property and registers in the charge of/or to be maintained, by a Station House Officer.

3. The pay of an officer leaving the force shall not be finally settled and paid to him, until the above check is carried out or the thirty days allowed for it, are expired.
4. In the case of a Reserve Inspector all property for which he is responsible shall be checked by the relieving officer before taking charge, and any deficiencies reported to the concerned Superintendent of Police promptly.
5. Where the transfer of charge by an Inspector/a Reserve Inspector is prolonged, concerned Superintendent of Police can allow a maximum of three working days for the transfer of charge, during which period both the relieved and relieving officers become entitled to draw pay and allowance. In such cases the Superintendent of Police should certify in the last pay certificate of the relieving officer, that the time taken by him to check and take charge of the Government property is reasonable and that the whole of it should be treated as on duty.

## Chapter 21

# **Financial Management**

### **Introduction**

420. The general rules regarding financial management, the drawl of Pay and Allowances of Government employees are contained in the Financial Code, Accounts Code, Budget Manual, Treasury Code, Manual of Special Pay and Allowances and financial rules made by the govt. and are applicable to the police department.

### **Budget Manual**

421. Preparation of departmental estimates, new expenditure, the distribution of grants, control of expenditure including powers of re-appropriation and on the submission of revised estimates are given in Budget Manuals of the respective States amended from time to time. Budget sub-heads under which the budget estimates are submitted are also shown in the Budget Manuals.

### **422. Monthly Statement of Expenditure**

(1) In order to ensure that the amount allotted to each disbursing officer is not exceeded without permission, the controlling officer should call from each subordinate officer for a statement of his expenditure for the month and his total expenditure up-to-date. This statement must be despatched by the subordinate disbursing officer on the 10th of the month following that to which the accounts relate. The statement will be prepared, so far as contingencies .are concerned, from the figures recorded in the contingent registers maintained by the disbursing officer and, in regard to other items, from the treasury slips attached to bills when sent to the treasury for encashment, which contain complete account classification of the respective items of expenditure.

(2) The orders regarding the noting of account, classification on the bills and the nomenclature to be adopted in referring to various classes of expenditure should be meticulously followed and the utmost care and accuracy must be exercised in supplying these figures, as any difference between the figures compiled in the DGP's

office from such returns and the figures posted in the Accountant General's registers from the vouchers received with treasury accounts will lead to avoidable and troublesome correspondence.

(3) When bills are endorsed for payment at Sub-treasuries after the 25th of a month, they are incorporated in the district treasuries in the next month. In such cases the amounts of the bills which are actually cashed and incorporated in the District Treasuries in a particular month should alone be included in the statement of that month in consultation with the Treasury Officers.

#### **423. Refund of Unspent Balances**

(1) Superintendents of Police are responsible in respect of their own and subordinate Police offices for seeing that unspent balances of grants which lapse with the close of the financial year and all other moneys that require to be refunded are remitted into the treasury on 31st March.

(2) No money should be withdrawn from the treasury, unless it is required for immediate disbursement. It is not permissible to draw advances from the treasury either for the prosecution of works the completion of which is likely to take considerable time or for preventing the lapse of budget grants. The following irregularities must, therefore, be strictly avoided :-

(a) The drawing of money, in advance of requirements to save a lapse of grant.

(b) The payment for goods before the firms with whom orders are placed are in a position to deliver them.

(c) The holding of undisbursed money not needed for actual requirements.

(d) The certification that detailed bills for previous months had been furnished, when no such bills had actually been prepared on the date of drawal of money.

(3) These irregularities are attended by many risks. They tend to set up a vicious circle. The accounts are inflated by exaggerated figures of expenditure leading to excess budgeting, which in turn leads to extravagance in expenditure, and the evil effect is cumulative.

(4) Police Officers should not issue orders sanctioning disbursement of money towards the close of a financial year, unless there is a reasonable chance of its being spent before the end of the year.



(5) It is the duty of all disbursing officers to watch and liquidate betimes their liabilities to other departments entitled to charge for public services rendered or for articles supplied by them, to avoid lapse of grants sanctioned for the purpose.

(6) It is the duty of controlling officers of the departments receiving supplies or services from other departments to see that all debits are raised by the serving departments and adjusted in the accounts of the year to which they relate. If the debits are not received within a reasonable time, the matter should be taken up with the serving departments and vigorously pursued. This will avoid large saving in the final grants of the receiving department owing to the delay in the receipt of debit for supplies and services.

(7) The procedure of obtaining a large quantity of stamps or other supplies towards the close of a financial year, in excess of probable and reasonable requirements up to the end of the year, is opposed to the spirit of financial rules, and must be strictly avoided.

(8) An unusually large proportion of various grants is spent in the last month of the financial year. This is objectionable and must be avoided. All officers should consider the state of their grants carefully and, where expenditure is necessary for *bonafide* reasons, should order what they want, as far as possible, in November and arrange to pay for it before the end of January.

(9) It should be noted that accounts are kept open beyond the 31st of March for the definite purpose that as far as possible all the transactions of the year may be entered in the accounts of the year; but it is not essential that transactions relating to earlier years should be booked in the accounts of the latest year which are still open. If it is impossible to have any expenditure booked in the accounts of the year to which it relates owing to the fact that the actual incidence of the expenditure is under dispute, it ought to be charged to the accounts of the year in which the final decision is taken, though at the same time all possible efforts should be made to expedite the decision as far as possible. On the other hand, adjustments should not be made in the accounts of the past year, if the disbursements could not have been reasonably anticipated in time for a grant being obtained from the proper authorities. This implies that when demands (original or supplementary) for appropriation of the necessary amounts for expenditure are being placed before the Legislature, suitable provision should always be made for anticipated liabilities, and the provision that adjustment should not be

made in the previous year's expenditure in certain circumstances should not be used as cloak to conceal the results of defective budgeting. The onus of providing that the disbursements could not have reasonably been anticipated should lie on the controlling officer. In all cases where the expenditure could have reasonably been anticipated, as for example, recurring payments from one Government or department to another and payments which though not of fixed amount are of a fixed character, the Accounts Officer will automatically make the adjustment in the accounts before they are finally closed. Superintendents of Police should strictly observe these instructions.

### **Quarterly Statement of Expenditure**

424. The DGP will submit to Government in the Finance Department quarterly statements of actual expenditure incurred by all the offices under his control during the quarter. All the disbursing officers should furnish the requisite information regarding progress of expenditure to the DGP before the 10th of the month following the quarter to which the accounts relate.

### **Account Procedure**

425. The following account related procedures should be strictly complete with

**(A) Form of payment of government dues :** Departmental receipts are ordinarily realised in currency notes, cheques payable on demand including crossed cheques, remittance transfer receipts and demand drafts. Officers of Government may accept in payment of Government dues or in settlement of other transactions, cheques, which must invariably be crossed, of only those banks which have a clearing account with the Reserve Bank or the State Bank of India. Final receipt will be granted, not when the cheque is tendered, but when it is cleared. A register of cheques and drafts received should be maintained in the prescribed form.

**(B) Receipt to be passed for every payment :** Government servants receiving moneys on behalf of Government must give the payer a receipt. This receipt should be signed only by a responsible officer, who should satisfy himself at the time that the amount has been entered in the Cash Book. Receipt books should be used in all cases and the blank receipt books should be kept in the safe custody of the officer who

issues them. Receipts for all sums exceeding Rs. 100 except those given by or on behalf of Government must be stamped with a Revenue stamp of one rupee.

**(C) Issues of duplicates or copies of receipts, etc. :** No Government servant may issue duplicates or copies of receipts granted for money received or duplicates of copies of bills or other documents for the payment of money which has already been paid, on the allegation that the originals have been lost. If any necessity arises for such a document, a certificate may be given that on a specified day a certain sum on a certain account was received from or paid to a certain person. This prohibition extends only to the issue of duplicates on the allegation that the originals have been lost, and does not apply to cases in which, according to special provision, duplicates are prepared and tendered with the originals. In the case of a bill or deposit repayment voucher, passed for payment at a treasury but lost before encashment or payment, the officer who drew the original bill or voucher should ascertain from the treasury that payment has not been made on the original before he issues a duplicate, which should bear distinctly on its face the word "duplicate" written in red ink.

**(D) Payment through a Messenger :** Whenever a messenger is deputed to cash a bill at a bank or treasury the dated signature of the messenger should be taken on the bill or letter of authority, as the case may be, in the presence of the officer deputing him. The treasury official should first compare the officer's signature on the letter of authority or on the bill, as the case may be, with the specimen signature in the treasury and secondly compare the messenger's dated signature taken in his presence with the signature on the letter of authority or on the bill. If both these signatures tally, payment may be made or the bill may be made over for being encashed at the bank. If they do not agree, the bill may be returned with a statement of objection to the officer concerned directly and not through the messenger.

**(E) Expenditure and payment of money:** (1) No authority may incur any expenditure or enter into any liability involving expenditure or transfer moneys for investment or deposit from Government account unless such expenditure or transfer, as the case may be, has been sanctioned by general or special orders of Government or by any authority to which power has been duly delegated in this behalf.

(2) Every Government servant incurring or authorizing expenditure from public moneys should be guided by his high standards of financial propriety. Every Government servant shall also enforce financial order and strict economy at every

step and see that all relevant financial rules and regulations are observed by his own office and by subordinate disbursing authorities. Among the principles on which emphasis is generally laid are the following:-

(i) Every Government servant is expected to exercise the same vigilance in respect of expenditure incurred from public moneys as a person of ordinary prudence would exercise in respect of expenditure of his own money.

(ii) The expenditure should not be prima facie more than the occasion demands.

(iii) No authority should exercise its powers of sanctioning expenditure to pass an order which will be directly or indirectly to its own advantage.

(iv) Expenditure from public moneys should not be incurred for the benefit of a particular person or a section of the people, unless:-

(a) a claim for the amount could be enforced in a court of law, or

(b) the expenditure is in pursuance of a recognised policy or custom.

(v) The amount of allowances granted to meet expenditure of a particular type should be so regulated that the allowances are not on the whole a source of profit to the recipients.

**(F) Account classification of certain miscellaneous receipts :** The following miscellaneous receipts should be credited to '055 Police Miscellaneous-Other items :

(i) The sale proceeds of worn-out articles of Police clothing, and sums recovered from the men on account of articles supplied in substitution of those damaged or lost through culpable negligence, whether the articles in question were originally purchased during the current year or in a previous year.

(ii) Miscellaneous recoveries, such as sale proceeds of condemned dead stock articles, rents of Police building and lands, sale proceeds of litter of Government horses and grass grown on Police lands, cost of strychnine powders recovered from Municipalities and ammunition issued to Police Officers on payment and other receipts which cannot conveniently be taken to other heads.

(iii) Recoveries for Ordnance stores returned by the Police Department.

(iv) Fees for examination of documents received by Photographic and Handwriting Experts.

(v) Recoveries of the recoverable expenditure on account of messes and canteens from the Policemen.

**(G) Loss of Government Money :** (1) Public money in the custody of the department should be kept in strong treasure chests and secured by two locks of different patterns. In the absence of any precise orders from Government, the officer in charge of the chest should make such arrangements for the custody of the key and the proper disbursement of all money as he considers requisite. All the keys of the same lock must be kept in the same person's custody and, as a general rule, the keys of the one lock should be kept apart from the keys of other locks and in a different person's custody, when practicable. When there is a Police guard, the officer in charge of the guard should usually be the custodian of one set of keys. The chest should never be opened without both custodians being present. The officer in charge of the guard should always be present when a treasure chest is opened and until it is again locked. Whenever a cashier is attached to an office, the keys of one of the locks of the treasure chest will necessarily remain in his possession.

(2) If considered desirable, the duplicate keys of the cash chest may be placed, under the seal of the officer in charge, in the custody of the Treasury Officer. In the event of this practice being adopted, a duplicate key register should be maintained, and once a year, in the month of April, the keys should be sent for, examined and returned under fresh seal, a note being made in the register that they have been found correct.

(3) Heads of Offices should check up the existing arrangements obtaining in their offices for safety of Government money which they are required to handle or keep in their custody, see that the rules laid down by Government in that regard are observed scrupulously, ensure that accounts relating to all transactions of Government moneys pertaining to their Offices are maintained and checked properly and regularly and that the various rules laid down and orders issued by Government from time to time with a view to minimizing the risk of embezzlement, misappropriation, theft etc., of Government money or property, are followed rigidly and invariably.

**(H) Responsibilities for losses :** (1) Every subordinate authority shall realize fully that he will be held responsible for any loss sustained by Government through fraud

or negligence on his part and that he shall also be held personally responsible for any loss arising from fraud or negligence on the part of any other Government servant to the extent to which it may be shown that he contributed to the loss by his own action or negligence.

(2) The cases of loss should be reported immediately to the Audit Officer so that assistance can be obtained in regard to the technical investigations. The subordinate authorities should also inform the Administrative Departments at the earliest so that remedial action may be taken, in consultation with the Finance Department, in rectifying defective procedure, etc. In any case in which recourse to judicial proceedings appears necessary, competent legal advice should be taken as soon as this becomes apparent. In all cases, departmental proceedings should also be instituted at the earliest and concluded expeditiously in accordance with the prescribed procedure. The question of enforcing pecuniary liability should also be considered in addition to the disciplinary action that may be taken against the officials concerned.

(3) All drawing and disbursing officers should follow the following procedure in order to minimise the risk of misappropriation, theft, etc.:—

(i) The officer concerned should invariably make a surprise check of the cash section once a month and certify that the cash balance with the cashier is in order.

(ii) The officer concerned should issue instructions for the guidance of the staff in his office dealing with cash transactions which should among other things, specify a panel of names of clerks and peons, who should be sent for encashing bill or credit any money into a treasury or a bank; the name or names of persons actually sent being entered on each occasion in the relevant register.

(iii) A superior officer should, during periodical inspection of an office, verify as to whether the provisions of the relevant rules and the procedure prescribed under these instructions are properly observed.

**(I) Checking of cash on hand :** At the end of each month, the Head of the office should verify the cash balance in the cash book and record a signed and dated certificate to that effect mentioning therein the balance both in words and figures. Such certificate must be signed by the Head of the office who should invariably date the signature.

**(J) Theft or embezzlement :** (1) (a) Except in petty cases, any loss or shortage of public moneys, departmental revenue or receipts, stamps, opium, stores or other property held by, or on behalf of Government, caused by defalcation or otherwise, including losses and shortages noticed as a result of physical verification, which is discovered in a treasury or other office or department, shall be immediately reported by the subordinate authority concerned to the next higher authority as well as to the Audit Officer, even when such loss has been made good by the party responsible for it.

(b) If the irregularity is detected by the Audit Officer in the first instance, he shall report it immediately to the subordinate authority as well as to Government, if he considers it necessary.

(2) Petty cases mean the cases involving losses not exceeding Rs. 500 each. Such cases need not be reported to the Audit Officer, unless they are, in any case, important features which merit detailed investigation and consideration.

(3) The reports should be submitted as soon as suspicion arises that there has been a loss; they should not be delayed while detailed enquiries are being made. When the matter has been fully investigated a further and complete report showing the errors or neglect of the rules by which such loss was rendered possible and the prospects of effecting a recovery, should be submitted.

**(K) Pre-Audit :** (1) Heads of Offices, before sanctioning investigation or submitting to Government proposals relating to time-barred claims, should thoroughly investigate into the delay in preferring the claims with a view to fixing responsibility and taking necessary action against the persons found guilty of negligence. Their proposals should invariably be accompanied by detailed report containing information regarding the action taken by them against the person(s) found responsible for the delay.

(2) The bills which are passed after pre-audit by the Accountant General's office are forwarded to the Treasury Officer concerned with the instructions that the payment may be made to the drawing officer on production of the audit letter or authority (number specified) either in person or with a written and duly signed application. The drawing officer can send a written application to the Treasury Officer mentioning the name of the person to whom the amount of the bill is to be paid. The application should be accompanied by the drawing officer's portion of the form of letter of

authority when payment is received at the Treasury. There is no objection, however, if the endorsements on the bills are recorded at the time of submission of the bills for pre-audit to Accountant General's office. If the drawing officers are not in a position to stick to the original endorsements they may intimate new names in the written and duly signed application referred to above.

**(L) Every payment to be supported by a voucher :** (1) As a general rule, every payment, including repayment of money previously lodged with Government for whatever purpose, must be supported by a voucher setting forth full and clear particulars of the claim. As far as possible, the particular form of voucher applicable to the case should be used. Suppliers of stores and others should be encouraged to submit their bills and claims in proper departmental forms. But bills not prepared in such forms should not be rejected, if they set forth the necessary details of the claims. In such cases, the additional particulars required should be added by the disbursing officer.

(2) When it is not possible to support a payment by a voucher, a certificate of payment, prepared in manuscript signed by the disbursing officer, and endorsed if necessary, by his superior officer, should always be placed on record. Full particulars of the claims should invariably be set forth, and where this necessitates the use of a regular bill form, the certificate itself may be recorded thereon.

(3) Cash memoranda issued by tradesmen for sale against cash payment should not be regarded as sub-vouchers, unless they contain an acknowledgment of the receipt of money from the purchaser as named therein for the price of the articles sold.

(4) Every voucher must bear a pay order signed or initialed and dated by the responsible disbursing officer. This order should specify the amount payable both in words and figures.

(5) No payment should be made on a voucher or order, unless it is signed by hand and in ink.

**(M) Over payment and recoveries from officers :** Over-payments made to Government servants as a result of wrong fixation of pay and allowances should be regarded as a debt owed to the public and should not be recommended for being waived. All



possible action should be taken to effect recovery of over-payments wherever they occur.

**(N) Payment of postage :** (1) In payment of postage on letters and other articles, service stamps of the highest possible denominations should be used, as the use of too many stamps of lower denominations means extra work of manufacturing and obliterating them.

(2) All communications made by officers regarding their leave, pay, transfer, leave salary, fund subscriptions and analogous matters are private and not official and should not be sent at the public expense.

(3) Police officers should refer to the Post Master before paying postage demanded as due on an official article in any case in which an alteration or erasure in the figure entry of the amount due is not supported by the signature in full of the Post Master or other duly authorized officer of the post office of delivery.

(4) To secure the proper use of service postage stamps purchased annually in every office, it is necessary to take account of the stock consumed and the balance at periodical intervals.

### **GENERAL RULES REGARDING ACCOUNT PAPERS**

426. Some of the important rules regarding accounts papers are following which should be strictly followed by all concerned

**(A) Use of official designations of officers in account papers :** In all account papers, bills, receipts, proposition statements etc., the official nomenclature of the different ranks or grades of the Police should be used.

(1) All corrections and alterations in the total of a bill whether made in words or figures, should be attested by the full signature with date of the person signing the receipt as many times as such corrections and alterations are made.

(2) Erasures and over-writings in any bill are absolutely forbidden and must be avoided; if any correction is necessary, the incorrect entry should be cancelled neatly in red ink and the correct entry inserted. Each such correction or any interpolation deemed necessary should be authenticated by the drawing officer setting his dated initials against each.

**(B) Drawing Officers' Specimen Signature :** Every Government officer who is authorised to draw cheques or sign or countersign bills payable at a treasury shall send a specimen of his signature to the Treasury officer through some superior or other officer whose specimen signature is already with the treasury. When such an officer makes over charge of his office to another, he shall likewise send a specimen of the signature of the relieving officer to the Treasury officer concerned. Specimen signatures when forwarded on a sheet of paper other than the forwarding letter itself must be duly attested by the officer signing the forwarding letter.

**(C) Signing of Bills, etc. :** (1) All bills, account books and registers prepared or maintained in the Superintendent's Office will be checked and signed by the Superintendent of Police himself or other Gazetted Officer subordinate to him, who is authorised to do.

(2) The Assistant Inspector-General of Police, Superintendents of Police, Special Branch or Crime Branch, Criminal Investigation Department, and Inspectors of Police in the districts have been empowered to sign all pay bills, travelling allowance bills, contingent bills, pension papers, increment certificates and all papers concerning accounts and also to countersign all travelling allowance bills and to operate Bank Accounts, as personal assistants to the controlling officers.

(3) The Deputy Assistants to the Inspector-General of Police have been authorised to sign for the Inspector-General of Police all pay bills, travelling allowance bills, contingent bills, pension papers, increment certificates and all papers concerning accounts, to countersign all travelling allowance bills etc. and to operate Bank accounts.

(4) Superintendent of Police, Head Quarters is authorised to sign for the Commissioner of Police all pay bills, etc. for the staff serving under him. For the rest of staff, Deputy Commissioner of Police, Headquarters and Superintendent of Police, Administration have been authorised to sign for Commissioner of Police, the pay bills etc.

(5) In the same way, Assistant Commandants and Adjutants of all the State Reserve Police Force Groups are authorised to sign for the Commandants, pay bills etc.

(6) (a) Rubber stamps are not to be used for signing papers relating to account matters.

(b) All papers concerning account matters shall be signed in ink and not with a ball pen.

### **Account Books**

427. Following are important Accounts Books which are required to be maintained meticulously, regularly and carefully

**(A) Cash Book :** (1) The cash Book should be written as follows:—

(a) Each credit and debit entry should be numbered serially commencing from the first day of the financial year. The debit entry should also show the consecutive number of the Cash Memo. These chalangas should be filed separately according to the class. The entries in the Cash Book should be as brief as possible, as full details can be obtained at once from the respective credit and debit vouchers.

(b) Each credit and debit voucher will bear the serial number corresponding to the entry relating to it in the Cash Book.

(2) All money whether received from official sources or from outsiders should at once be credited in the appropriate Cash Book.

(3) All drafts and cheques should be similarly accounted for in the appropriate cash books before they are sent for encashment. They should be credited on the date of receipt and when they are sent to the treasury for encashment, they should be debited. When money is received on encashment, it should be credited and when it is disbursed, it should be debited. This double entry will not be necessary if the draft or cheque is received and is cashed on the same day.

(4) If any money received represents money already spent from the permanent advance, it should be recouped by making an appropriate debit entry in the general Cash Book and a corresponding credit entry in the Day Book of Permanent Advance. Public conveyance receipts should, however, be recorded directly in the Public Conveyance Day Book.

(5) Separate Day Books will be maintained in the offices of Superintendents of Police as shown below:—

(i) Permanent Advance Day Book.

(ii) Public Conveyance Day Book.

#### 428. Police Funds Cash Books

(a) As the following funds are not concerned with "Public money" and as separate account books are maintained in the Superintendents' Offices for the same, entries of receipts in connection with them may be recorded directly in the respective account books and it is not necessary to enter them in the general Cash Book in the first instance and then to transfer them to the appropriate account books:—

- (i) Band Fund.
- (ii) Sports Fund.
- (iii) Watchman's Fund.
- (iv) Police Club Fund.
- (v) Police Families Welfare Fund

(b) There should be only one Day Book for Police Families Welfare Fund account and all the transactions of the welfare activities (receipts and debits) should be entered in this Day Book only. However, there is no objection if separate sub-accounts for different welfare activities like Poultry Farm, Canteen, Agricultural Produce, Flour Mill, Sewing Centre, Dairy Farm, etc., are maintained by the officers to facilitate knowing the actual receipts and expenditure for a particular welfare activity and to see whether it is profitable or otherwise. All these transactions should invariably be done from the Police Families Welfare Fund Day Book.

(7) A bill endorsed on a Sub-treasury should be considered as cash transaction in the Superintendent's office, and should be brought on the Superintendent's Cash Book on the very date on which it is received from the treasury.

(8) The actual cash received on a bill should be credited on the day of its encashment and the cash orders, drafts and cheques, on the date of their receipt from the treasury! The cash will be debited as usual according to the dates of actual disbursements and cash orders, drafts and cheques on the dates they are despatched to the payees concerned.

(9) The balance at the end of the day should be struck and should be written in words. It is of utmost importance that the balance should be so written.

(10) The Cash Books should be closed daily even if there be no transactions.

**(B) Receipt Book :** (1) Receipt for money received from outsiders i.e., all sources other than the treasury, must be prepared at once in the prescribed form and the entries being written with indelible copying pencil.

(2) Receipts for fees under the Public Conveyance Act should also be issued from a separate book.

(3) The receipt should be taken along with the Cash Book to the Superintendent or Home Inspector for signature, and if none of them is present in office, the receipt should be signed by the Head Clerk "for the Superintendent" and the credit entry in the Cash Book should be initialed. He should intimate to the Superintendent or the Home Inspector on his return to office such money transaction, and obtain his initials on the duplicate receipt voucher and against the credit entry in the Cash Book.

(4) No receipt should be passed for money received, until it is signed by a Gazetted Officer or by the Head Clerk as laid down above.

(5) (a) The receipt books must be kept under lock and key in the personal custody of the officer, authorised to sign the receipt on behalf of the Government.

(b) Before a receipt book is brought into use, the number of forms contained therein shall be counted and the result recorded in a conspicuous place in the book over the signature of the Government Officer-in-charge of the Book. Counterfoils of used receipt books shall be kept in his personal custody.

**(C) Day Book Receipt Book :** In order to fix the responsibility on persons entrusted with money for payment into the bank, the treasury or the Post Office, or for local delivery to any person, a Day Book Receipt Book should be maintained, in which the cashier or other person delivering the money to the messenger will enter the amount of money, the purpose for which it is delivered and the date and obtain against the entry the dated signature of the messenger. After disposal of the amount the messenger will produce before the cashier the receipt or other voucher for the money, if paid, and the whole or part of the money, if it remains unpaid; whereupon the cashier will enter the same in the Day Book Receipt Book and acknowledge the receipt of the same by putting his dated signature near the entry.

**(D) Bill Register :** This register will be maintained for all bills sent to the treasury for encashment and must be entered in it.

(2) The Police Accountant before taking any bill for signature to the signing officer must enter in the Bill Register the serial number allotted to the bill, the nature of the bill and the amount of the bill. He will stamp on the Office Copy of the bill with a rubber stamp in the prescribed manner.

(3) The Police Accountant, when taking the bill to the signing Officer, will take with him the Bill Register. The signing Officer will then compare the amount on the bill with the amount shown in the Bill Register and initial the entry in the Bill Register.

(4) After the bill is signed, the Police Accountant will send it to the Treasury Officer along with a treasury slip for encashment or Payment order, as the case may be.

(5) On cash or its equivalent such as a payment order or drafts or cheques being received, the Police Accountant will enter the date of encashment or payment order, as the case may be, the Bill Register and bring it with the Cash Book the same day to the Officer who checks and signs it.

(6) The signing officer will compare the entries in the Bill Register with the Cash Book and place his initials on the Office copy of the bill, near the rubber stamp, in token of its being checked by him. The Bill Register will be reviewed monthly by a Gazetted Officer who should record result of the review on the Register.

(8) When bills on the treasury are prepared both the office and fair copies of each bill will be put up before the Home Inspector of Police by the Accountant. The former should not sign these bills until he is satisfied that the details and the total shown in the office copy tally with those in the fair copy. He should also see that the amount appertaining to each bill is correctly entered in the Bill Register.

**(E) Incoming Bills Register :** In order that the bills received in Police offices are not delayed, an "Incoming Bills Register" should be maintained by all Police Offices. All bills received should be given serial numbers (from 1st January to 31st December every year) in the manner they are given to applications received. This will facilitate posting of entries in future in the bills register. This register should be checked every week by the Head of the local office to ensure that no bill remains pending longer

than a month. Inspecting officers should also check this register during their inspections and mention about it in their inspection notes.

**(F) Token Register :** (1) In order to prevent misappropriation by persons entrusted with treasury duty of money drawn from the treasury on encashment of bills, a Token Register should be maintained in each office having transactions with the treasury.

(2) As soon as a bill is ready for transmission to the treasury the relevant columns will be filled up and the bill then handed over to the person entrusted with the work of encashment, who will acknowledge them with his dated signature. In the course of the day, he should return the token received from the treasury to the Cashier who will fill in the Column and put his initials in. The token will be in safe custody till it is required for delivery to the person. When he takes it back, he will initial it with the date. On return from the treasury or bank in the afternoon, he will hand over the money to the Cashier and the relevant columns will be filled up.

(3) When the register is reviewed by a responsible official, he will put his dated initials. So also will the Gazetted officer in charge of office do either weekly or monthly, as may be convenient.

**(G) Book for Reimbursable Expenditure :** (1) In order that the expenditure initially incurred by the State Government on behalf of various agencies such as (i) Government of India(ii) other Government offices (iii) private agencies, etc., which are subsequently to be reimbursed fully or partly may not remain outstanding for a long time , the drawing and disbursing officer should keep a separate account book for such expenditure and all such bills/vouchers should be affixed with the rubber stamp in RED-INK, with the words "Expenditure Reimbursible" on the top of the bills/vouchers, so that such vouchers could be easily separated by the Accountant General while posting in expenditure registers.

(2) Such expenditure incurred should be reconciled with the figures booked by the Accountant General in their records periodically, and necessary certificate to that effect should be obtained from the Accountant General so that necessary consolidated audit certificate for the purpose of reimbursement could be obtained from the Accountant General easily and in time and arrears will not increase.

**(H) Personal Ledger Accounts :** (1) In view of the provisions of article 284 of the Constitution of India, it is not permissible to keep the moneys received by Government servants in their official capacity outside the Government account. The article requires that all moneys received by or deposited with any officer employed in connection with the affairs of the State in his capacity as such other than revenues or public money raised or received by the Government of the State shall be paid into the public account of the state. Personal Accounts within the public account should, therefore, be opened in the treasuries in respect of various funds administered.

(2) All personal ledger accounts like (i) Police Families Welfare Fund, (ii) Police Sports Fund, (iii) Police Club Fund, (iv) Police Band Fund, (v) Watchmen's Fund etc. should be got audited through a Chartered Accountant every year.

#### **429. Account Procedure in Police Station**

**(A) Day Book:** (1) The Day Book should be maintained at the police station level.

(2) Cash deposited at a Police Station by an accused person as security for his attendance in Court on the date fixed should invariably be accounted for in the Police Station Day Book.

(3) In making entries of pay and travelling allowance disbursements, the serial numbers from the pay abstract and travelling allowance bills should be shown. This will render the abstract on the bill unnecessary and save the inspecting officer's time and labour in checking the Day Book.

**(B) Receipt Book:** (1) For all moneys received otherwise than from the treasury, receipts signed by the officer actually in charge of the Police Station, and be passed on Receipt Book. The officer signing the receipt should at the very time initial the entry in the Day Book.

(2) A Day Book Receipt Book (Manuscript) should be maintained in the Sub-Inspector's office in the same way as in the Superintendent's office.

**(C) Credit Voucher File :** (1) For each entry on the credit side of the Day Book, a voucher must be kept on the credit voucher file, arranged according to the serial number of the Day Book entries.



- (2) Generally, the credit vouchers are—
- (a) Cash memos,
  - (b) memos for amounts, received from municipalities for killing stray dogs etc.
  - (c) memos, from Magistrates remitting money in recoupment of the permanent advance,
  - (d) receipts for recoveries from Policemen or any money received from, outsiders,
  - (e) receipts (for money received or recovered under the Public Conveyance Act, and
  - (f) memos of amounts received at auction sales of condemned articles etc.

**(D) Debit Voucher File:** (1) The debit voucher file should be maintained on the same lines as the credit voucher file, except that pay abstracts and travelling allowance bills will be kept in their respective files.

(2) All account, receipt and chalan books, vouchers, bail bond, dead stock, and lock-up registers etc. should be kept in good order and produced for audit purposes whenever required.

**(E) Registers**

- A. Cash book
- B. Printed Receipt Book
- C. Preliminary receipt book
- D. Register of cheques, demand drafts, etc.

**(F) Subsidiary Registers**

- E. Permanent Advance Register
- F. Undisbursed pay register
- G. Undisbursed Acquittance register
- H. Treasury bill book
- I. Separate cash book for non-departmental balances.

429.1 A cashbook shall be maintained in every Police Station. It shall be a record of all cash transactions of the police station. All moneys received on Government account, whether in cash, cheques, cash orders, remittance transfer receipts, or bills,

which are convertible into cash, shall be brought to account by appropriate entries in the registers.

### **Procedure Relating to Pay**

430. A pay bill is ordinarily payable at the treasury of the district in which the claim arises. The claims on account of pay and allowances of the non-Gazetted personnel should be deemed to arise at the station where the drawing and disbursing officer, who draws the claim, is stationed.

**(A) Drawing of pay for the period of absence from duty :** A Government servant who proceeds on leave after the preparation of the pay bills of his office should not in the absence of any sanction for the leave be allowed to draw duty pay for the entire month. In such a case he should be paid his duty pay and allowances, and his leave salary should be paid only when the leave is sanctioned. If there is no difference between the pay and the leave salary the Audit Office should specifically be informed of the fact indicating the period of leave, leave salary, etc., so as to enable that officer to keep notes of the period of leave on the original bill. In case there is a difference between the pay and the amount of leave salary due to Government servant, a supplementary bill may be prepared. If the latter exceeds the former, the supplementary bill should show the amount due on account of leave salary and at the same time show the refund of the amount already drawn and the difference will be claimed from the treasury or the Audit Office as the case may be. If on the other hand the amount of leave salary due is less than that already drawn, the refund of the latter to the extent of the amount claimed should be shown in the supplementary bill and the same sent to the treasury or the Audit Office, as the case may be, for audit etc. In such a case the bill in which the remaining balance of the amount still to be refunded has actually been refunded should be communicated to the audit Office. The undisbursed pay should ordinarily not be refunded into the Treasury but should be adjusted by short drawal in the bill of the next month.

**(B) Pay abstract and Muster Roll :** (1) The officer in charge of a Police Station or the Head Quarters will prepare and send to the Superintendent's office, so that it may reach there not later than the 20th of each month, one copy of the pay abstract for each of the following classes:—

(i) Sub-Inspectors.

(ii) Head Constables (armed and unarmed).

(iii) Constables (armed and unarmed),

(iv) Temporary establishments.

(v) Extra guards,            } if any

(vi) Watchmen                }

(2) These pay abstracts will be checked in the Superintendent's account office and will be returned to the officers from whom they were received, with remittance in the form of cash, a cash order or a draft as the case may be.

(3) On receipt of the remittance, the Officer concerned should arrange to distribute the pay immediately to the men present at the Police Station or Head Quarters, obtain their signatures on the pay abstract and arrange to send the pay of those men who are on leave and residing outside the station direct by money order (not through a Police Station officer of other district).

(4) For those men who are stationed at outposts, acquittance rolls should be prepared (one copy only) for each Outpost.

(5) The pay of men transferred between the dates of the presentation and payment of a bill should be remitted by means of cash orders/drafts, in favour of the officer under whom the men are transferred.

(6) The acquittance rolls, after being receipted by the payees, should be attached to the pay-abstract and returned to the Superintendent's office.

(7) A note should be made against the names of those men whose receipts have not been taken, either on the pay-abstract or on the acquittance roll, intimating briefly the reason for non-payment.

(8) As soon as such outstanding receipts are received, they should be forwarded to the Superintendent's office where they will be pasted on the respective pay-abstracts to which they refer.

(9) The payee's signature will not be taken on the Police Station muster roll and pay abstract. The pay abstract in this form is merely for the information of the officer in charge of the Police Station or the Head Quarters, as the case may be.

(10) The pay abstract, duly receipted, will be sent to the Superintendent's office along with the next month's pay abstract to enable the Police Accountant to verify the latter. In case any payment remains to be made, a remark viz., "Receipt will follow on acquittance roll" should be made against the name of the individual concerned.

**(C) Pay Bills in Superintendent's Office :** (1) The sheet clerk should on the 22nd of each month supply the Police Accountant with a statement showing the number of vacancies in each grade.

(2) The Pay abstracts received from Police Stations or Head Quarters will be checked and an abstract in English for the use of the Treasury prepared from them. An Office copy in English must also be prepared and kept in the Superintendent's account office.

(3) When leave salary on<sup>1</sup> average pay is drawn in a pay bill, a statement showing the calculations by which the amounts drawn on account of leave salary have been deducted should be attached to the pay bill in which the leave salary is first drawn, duly signed by the drawing officer. If the calculation is based on pay drawn outside the Government servant's substantive section or office, a reference to the vouchers in 'or the office from which such pay was drawn should be given in the statement. If leave salary is based on actual and not on average pay, the drawing officer should attach to the bill a certificate that such pay is the pay of a permanent post held, substantively by the absentee at the time of taking leave.

### **Supplementary Bills**

431. Arrears of pay, fixed allowances or leave salary shall be drawn not in the ordinary monthly bill, but in a separate bill, the amount claimed for each month being entered separately with quotation of the number and date together with date of encashment of the bill from which the charge was omitted or withheld or on which it was refunded by deduction, or of any special order of a competent authority granting a new allowance or an increase in pay. A note of the arrear bill shall invariably be made in the office copy of the bill for the period to which the claim pertains, over the dated initials of the drawer of the arrear bill, in order to avoid the risk of the arrears being claimed over again.

### **Payment of Pay to a Person Quitting Service**

432. The last payment of pay should not be made to a Gazetted Government servant or to a Government servant whose pay is drawn on pay bill forms of a Gazetted Government servant, finally quitting the service of Government or placed under suspension, until the Treasury Officer has satisfied himself, by reference both to the Accountant General and to his own records, that there are no demands outstanding

against him. In other cases payment may be made without reference to the Accountant General on the responsibility of the Head of the office concerned.

### **Contingent Bills**

433. Whenever any office subordinate to the Superintendent of Police requires any article, for the supply of which financial provision has been placed at the disposal of the Superintendent, the officer in charge of such subordinate office will purchase the articles locally to the extent permitted by the orders of the Superintendent of Police, the payment for the article being made out of the permanent advance, which will be recouped by submitting a contingent bill to the Superintendent of Police. Articles not covered by the Superintendent's orders will be purchased by such subordinate office only after obtaining the previous sanction of the Superintendent, the cost being met either out of the permanent advance or out of amounts received from the Superintendent on submission of contingent bills for the articles concerned.

### **434. Contingent Bills in Offices Subordinate to the Superintendent of Police**

(1) Bills for the recovery of amounts expended by a Police Station officer for the conveyance, subsistence allowance etc., of all undertrial prisoners including those to be sent to other States, should be preferred and sent direct to the Magistrates concerned, and not through the Superintendent of Police, together with the necessary vouchers.

(2) Bills for the recovery of amounts expended in killing stray dogs should be preferred to the Corporations/Municipalities/Panchayats and the voucher kept in the Police Station Office.

(3) Contingent bills to be submitted to the Superintendent of Police should be prepared and should be accompanied by only one copy of receipt for an item of expenditure from the permanent advance.

(4) The Day Book entry and the bill number should be shown on the top of each voucher in red ink.

(5) On the top of the first page of each class of bill, the number of pending bills should be shown in red ink.

(6) Subordinate Police Officers should submit contingent bills once a week; say on every Saturday, to the Superintendent's office accompanied by vouchers. The Superintendent's account office will then prepare contingent bills.

435. **ACCOUNT PROCEDURE RELATING TO REWARDS**

(1) A Police Station Officer, who desires to make recommendations for monetary rewards or good service tickets, should prepare a recommendation statement and submit it to the Superintendent through the Sub-Divisional Police and also through the Circle Police Inspector when the latter has taken part in the investigation. The Circle Police Inspector and Sub-Divisional officer should make any remarks they think proper on the recommendation statement and the latter will forward the same to the Superintendent with the case diaries connected with the recommendations. On receipt of the statement in his office, the Superintendent of Police should deal with it without any preliminaries and record his orders thereon after verification by reference to the case diaries concerned.

(2) After the Superintendent passes his orders, the reward statements should be filed in a file marked "Reward Recommendations" and the case diaries should be returned to the officer who forwarded them. After the rewards are sanctioned the sheet clerk will make the necessary entries in the service books/sheets and obtain the initials of the officer responsible for initialing them. The officer must check the service books/sheets entries with those in the Gazette.

(3) On the authority of sanction of the reward, the Police Station Officer will, unless orders are issued for the presentation of the rewards in some other manner, prepare an abstract pay bill in the case of men granted money rewards, and send the same to the Superintendent's office for the drawal of the money for disbursement.

(4) On receipt of the amount, the Police Station Officer should disburse the money immediately to the persons concerned, obtain the payee's signature on the acquittance roll and return the same, duly receipted, to the Superintendent's office.

(5) In making payment under this head, the Police Station Officer should enter the rank and number of the payee in the Day Book, as there will be no other record of the payment in his office.

**436. Bills for Drawing Amounts of Rewards**

- (1) Claims for rewards to Police Officers should be prepared on pay bill forms.
- (2) It should be certified on the bills that the amounts sanctioned by the authorities concerned do not exceed the limits of sanction.
- (3) In the case of rewards to private persons the money should be drawn on contingent bills for disbursement.
- (4) If Superintendent of Police sanctions or recommends rewards to the Police of another district, they must be drawn and disbursed from the grants of the district to which the police belong, irrespective of the Minor Heads of the budget grant involved.

**437. ACCOUNT PROCEDURE RELATING TO SECRET SERVICE MONEY**

(1) Control over this grant is vested in the Superintendents of Police in the mofussil, in the Commissioner of Police, in the Range Deputy Inspectors General of Police in the Ranges, in the case of State Intelligence Branch in the Deputy Inspector-General of Police, Criminal Investigation Department (Intelligence) and in the case of Crime and Railways, in the Deputy Inspector-General of Police, Criminal Investigation Department (Crime and Railways). The supervision of expenditure from this grant is exercised by the Range Deputy Inspector General of Police concerned so far as districts and railway are concerned and by the Inspector-General of Police in the case of Commissionerate, Ranges and the Criminal Investigation Department.

(2) (i) Payments on account of secret service should be made in the first instance out of the permanent advance of the officer concerned and should later be recouped by ordinary contingent bills. A demand order from a Superintendent to his Accountant for a certain amount for expenditure from his grant is sufficient authority for the Accountant to pay the amount from the permanent advance and to recoup it later. This demand order from the Superintendent will be also regarded as a voucher for expenditure and will be filed with other vouchers with the office copy of the contingent bill.

(ii) Any bills or receipts for expenditure in connection with this grant will be retained by the Superintendent in his personal custody along with the book. After the audit by the Range Deputy Inspector-General of Police, the bills and receipts should be destroyed. These orders also apply, mutatis mutandis, to the Commissioner of Police and the Deputy Inspectors-General of Police, Criminal Investigation Department and the Range Deputy Inspectors General of Police.

(3) The secret service account should be maintained by the Superintendent in his own handwriting in the prescribed form and manner.

(4) (i) The Deputy Inspector-General concerned will audit every year (for periods of approximately one year) the secret service grant of every District or Railway Superintendent of Police, in his charge. The audit should be carefully carried out to see that only such expenditure is made from his grant as can be strictly justified. On completion of this audit, the Deputy Inspector-General will furnish the certificate to the Accountant General.

### **Pay bills, Employee rolls and Long rolls**

438. Employee rolls and long rolls shall have the following details:

- A. Each employee will have a sheet in the long roll containing the name; rank; date of birth; date of enrolment; month of increment; GPF No; LIC policy No; place of duty; residential address; date of occupation of govt. quarter; scale of pay; date of promotion etc.
- B. Such roll shall contain reference of orders of punishments or rewards, placing and release of suspensions etc.
- C. Recovery of dues, over draws etc. shall be noted in these rolls.

### **Disbursement**

439. The District Treasury/PAO will issue Demand Draft or cheques on sub-treasuries or on the State Bank in favour of the Drawing Officer or on the party mentioned in the pay order of the bill submitted by the Drawing Officer. The Officer/party receiving the DD/cheque will acknowledge the Payment and the acquittance obtained from the staff/party to whom the payment is made.

### **Return of pay Acquittances**

440. The SHOs/RIs will return the pay acquittances signed by the recipients, to the district office by the 15<sup>th</sup> of the month with memorandum in prescribed Form. The undisbursed pay will be retained by him for a maximum period of 90 days after which the undisbursed amount should be returned to the Govt, account.



### **Re-endorserment nor Permitted**

441. Pay and travelling allowance bills and bills for office contingencies are not negotiable instruments and re-endorsements on them are prohibited. Bills payable at the bank or treasury at the headquarters will be endorsed by the Drawing and Disbursement Officer (DDO) who is ordinarily the Administrative Officers of the office, to an officer selected by him. Those payable at out-stations will be endorsed to the SHO. All bills to whomsoever endorsed will be sent only to the Administrative Officer who should send it to the officer in whose name the bills are endorsed and watch the actual encashment and subsequent disbursement as if he had himself endorsed the bills to the subordinate.

### **Payments due to a Deceased Government Servant**

442. Pay, leave salary and other emoluments can be drawn irrespective of time of a Government employee's death. Pay, leave salary and other emoluments including TA claims due to and claimed on behalf of a deceased employee may be paid without the production of the usual legal authority subject to the following conditions:

- A. To the extent of Rs.10,000/- under the orders of the officer responsible for the payment, on satisfaction of head of office into the rights and titles of the claimants; and
- B. To the extent over Rs.10,000/- under the orders of the Government or Head of Department as the case may be on the execution of an indemnity bond with skuii juch sureties as they may require.
- C. If there is any doubt as to the claimants legal right to the amount, payment should be made only to the legal heirs.
- D. In case of Gazetted Officers, AG may be consulted if any dues exist and in case of non Gazetted officers the head of office should on his own responsibility and satisfaction disburse the amounts as stated above.

### **Recovery of Excess Payment**

443. If any amount is drawn in excess of what is due, the drawing officer will be required to make good the amount so drawn. The DGP may waive recovery of over-payment of pay and allowances up to a limit of Rs.500/- in each individual case,

where the amount is irrecoverable due to death, desertion, dismissal or removal or retirement of a police subordinate.

## **Pension**

444. The grant of pension to all employees including police personnel is regulated by the Pension Rules.

1. **Superannuation Pension:** A superannuation pension shall be granted to a Government servant who is retired as per Rule & on attaining the age of superannuation.
2. **Retirement on completion of qualifying service:** A Government servant shall have the option to retire from service voluntarily after he puts in not less than twenty years of qualifying service. provided that he gives a notice in writing of his intention to retire voluntarily at least three months in advance to the authority, which has power to make a substantive appointment to the post from which he intends to retire. However a notice of less than three months may also be accepted by the competent authority.
3. **Invalid Pension:** An employee declared by the appropriate medical authority to be permanently incapacitated for further service, in accordance with the instructions on the subject, may be granted invalid pension. This shall not be less than the amount of admissible family pension.
4. **Compensation Pension:** If Government servant is discharged owing to the abolition of his permanent post, he shall, unless appointed to another post on equal conditions as deemed fit by the authority competent to discharge him, be entitled for this pension,
5. **Compulsory Retirement Pension:** A Government servant compulsorily retired from service as a penalty may be granted, by the authority competent to impose such penalty, pension or gratuity or both at a rate not less than two thirds and not more than full invalid pension or gratuity or both admissible to him on the date of his compulsory retirement.
6. **Retirement on completion of 33 years of qualifying service:** A Government servant who has completed (33) years of qualifying service but before attaining superannuation, may retire from service by giving a notice in writing

to the appointing authority at least three months before the date on which he wishes to retire. He may also be required by the appointing authority to retire in the public interest and in the case of such retirement the Government servant shall be entitled to a retiring pension. In such cases the appointing authority should give a notice in writing to the government servant at least 3 months before the date on which he is required to retire in public interest or 3 months pay and allowances in lieu of such notice as the case may be. When a notice of voluntary retirement is given under this scheme, the authority competent to accept the notice shall immediately review the case to see whether departmental disciplinary or court proceedings are pending or contemplated against the Government servant seeking voluntary retirement, which in his opinion are likely to culminate in major penalty of dismissal or removal from service. The notice of voluntary retirement may be refused in such cases by the competent authority.

### **Gratuity**

445. In the case of a Government servant retiring in accordance with the provisions of the rules before completing qualifying service of ten years the amount of service gratuity shall be as set out in the rules. However in the case of a government servant retiring in accordance with the provisions of the rules after completing qualifying service of not less than 10 years, the amount of pension shall be as per the provisions made under rules in this regard.

**(A) Retirement Gratuity:** A Government servant, who has completed five years qualifying service and has become eligible for service gratuity or pension, shall on his retirement, be granted retirement gratuity.

**(B) Persons to whom gratuity is payable:** The gratuity payable under Rule 46 shall be paid to the person on whom the right to receive the gratuity is conferred by means of nomination under Rules.

**(C) Nomination:** A Government servant shall on his appointment make a nomination in Form 2, as may be appropriate in the circumstances of the case, conferring on one or more persons the right to receive the retirement gratuity payable under Rule 47.

**(D) Family Pension:** The provisions of family pension shall apply to a Government servant entering service in a pensionable establishment.

### **Forfeiture of Service on Resignation**

446. Resignation of service or post entails forfeiture of past service unless he takes up another job in Government with permission, where he is qualified for that service. In such cases, it is in fact not a resignation from public service. However, when such resignation is accepted the order should state clearly that it is for taking up another appointment and benefits would be admissible. A direct recruit when appointed to another post in the same or different category, class or service, is deemed to have resigned the earlier post. Joining time for the new post can be adjusted as admissible leave or condoned to avoid break in service.

### **Interruption of Service**

447. An interruption in the service entails forfeiture of his past service, except in the following cases:

- A. Authorized leave of absence;
- B. Unauthorized absence in continuation of authorized leave so long as the post of absentee is not filled substantively;
- C. Suspension, where it is immediately followed by reinstatement, whether in the same or a different post, or where the employee dies or is permitted to retire or is retired on attaining the age of compulsory retirement while under suspension;
- D. Abolition of office or loss of appointment owing to reduction of establishment;
- E. Joining time while on transfer from one post to another.

447.1 **Condonation of interruption in service:** The interruption between two or more spells of Government service or between non-Government service (like service under Municipalities, District Boards etc.) shall be treated as automatically condoned without any formal order of the sanctioning authority without restrictions as regards periods of interruption as well as the length of period preceding interruption.

### **Retiring Officer to Furnish Address**

448. On retirement, officers should furnish their address in order that the authorities may communicate with them, if necessary.

### **Traveling Allowance and Warrants**

449. The grant of Traveling Allowance is regulated by the Traveling Allowance Rules.

#### **(A) Journeys within jurisdiction.**

For a journey by road on escort duty, subordinate Police Officers may, where the journey exceeds 8 km but does not exceed 32 km be granted the amount of mileage allowance limited to the amount of one full clearness allowance at normal rates. The rates of dearness allowance and mileage allowance as stipulated by the Government from time to time are applicable in different scales of pay and also classes of cities specified.

#### **(B) Training Courses**

- 1) A Government employee, who is deputed to undergo training in any training institution in India, other than at his place of duty, may be allowed traveling allowance as for a journey on tour. Daily allowance at the rates applicable to the place of training is admissible for the first 90 days. If the period of training exceeds 90 days, only transfer traveling allowance is admissible.
- 2) If, during the period of training, the Government employee has to visit several places, travelling allowance may be allowed for such journeys as on tour.
- 3) A person on first appointment required to undergo a prescribed course of training, before is entitled to travelling allowance for joining the training center, as on tour excluding daily allowance. If the training is held at more than one place, he is entitled to draw travelling allowance as on tour for journeys from one training center to another. This rule is not applicable to cases of acquisition of higher academic qualifications like M.Tech/M.E./M.V.Sc. and other allied disciplines. If an employee is transferred while on training, he shall be deemed to have been transferred from his permanent headquarters and be entitled to return to his headquarters before the transfer takes effect. On completion of a course of training if an

employee is posted to a station other than that from which he was deputed, will draw travelling allowance as for a journey on transfer to the new station either from the old station or from the place of training whichever is less. However, the transfer travelling allowance for family, personal effects, conveyances and personal servants is admissible only from the old station to the new station. Employees who were provided hostel facilities with free boarding & lodging facilities during the course of training, the daily allowance is admissible only at half the rates. However, if the charges towards boarding & lodging are met by the Government employee, daily allowance is admissible at full rate. If either boarding or lodging is provided free of cost, daily allowance is admissible at three-fourths rate.

**(C) Journeys in attendance to a sick officer**

If a Government employee is advised by his authorized medical attendant to go to another hospital of specialties, either within the State or outside the State, he shall be entitled to draw travelling allowance for the journeys undertaken by him (to and fro) as on tour excluding daily allowance. In addition, one member of his family may also travel with him and travelling allowance for the journeys of that family member (to and fro) may be allowed i.e., either rail fare by the class in which the Government employee is entitled to travel or the bus fare, as the case may be, excluding daily allowance.

**(D) Journey for Special purposes**

An employee who is permitted or required to attend any investiture ceremony elsewhere than at his headquarters may draw travelling allowance & dearness allowance as for a journey on tour.

- i. Members of Police teams who participate in trial matches or tournaments conducted by recognized associations or bodies and the members of the teams attending the District/Range/State and All India Police Sports (including athletic meets and duty meets) and inter-company sports of Special Police battalions.
- ii. The Police constables accompanying tents required in connection with these sports.
- iii. The members of the Police Bands attending the sports

- iv. The Officers attending the sports meets to serve as judges within and outside their districts.
- v. Officers of the Police Department participating in various sporting events of the Police Department who are permitted to attend the Annual Police Sports and conference.

### **T.A. to the Family Where an Employee Dies in Service**

450. If a Government employee dies while in service, members of his family may be granted travelling allowance for the journey to their home or to any other place, where they wish to reside, either from his headquarters or from the place of his death provided that the amount shall not exceed what would be admissible for a journey from the Government employee's headquarters to his home town. If the Government employee is on leave at the time of his death, his headquarters shall be where he was last on duty. The travelling allowance shall be the allowance admissible for a journey on transfer by the eligible family members, transport of personal effects, conveyance and personal attendants as per rules. The allowance must be claimed within three months of the date of the death of the employee. The travelling allowance bills shall be drawn and paid by the controlling officer of the Government employee concerned. In cases where the deceased Government Officer was himself the controlling officer, the Head of the Department/Secretary to the government concerned, shall draw the travelling allowance bill and disburse to the legal heir. In the case of death of an officer belonging to All India Services while serving the affairs of the State, the family shall be entitled for the payment of travelling allowance to go to the home town or any other place as per the rules framed by Government of India in force, on the date of death of the Officer,

### **Passing of Travelling Allowance Bills**

451. The following instructions are for the guidance of Station House Officers and others in order to ensure that Traveling Allowance bills are systematically prepared.

- A. On the first day of the month, the office copy of the Travelling Allowance bill should be opened in the prescribed Travelling Allowance bill form. Separate pages should be allotted for each of the Asst. Sub-Inspector, Head Constables and Constables in the Station or Unit. It is the duty of the Sub-Inspector. SHO or in his absence the senior-most or in his absence the Station Writer, to make

entries in the office copy of the bill, day by day, as and when journeys are completed by the staff and passports are handed over by them on return to the station. Claims entered by the Station Writer in the absence of the Sub-Inspector should be checked by the SHO personally on his return. Every claim should be supported by proof. At the end of the month all claims for the month entered in the office copy of the bill should be fair-copied. The TA bills should be dispatched direct and reach the District Police Office by the fifth of the month following the one to which the bill pertains. Before dispatch of the bill to the District Police Office, the Station House Officer should check the claims again in the bill with the entries in the prescribed of the record and document so.

- B. It is most important that the claims of ail persons who have returned after performing journeys are entered in the office copy of the travelling allowance bill immediately on the same day. Inspecting Officers should scrutinize the entries in the Office copy of the travelling allowance bill whenever they visit the station or Unit and ensure that the above instructions are strictly complied with.
- C. The SHO and/or Sub-Inspectors should write up the office copy of their own travelling allowance bills day by day, and make out a fair copy of the bill at the end of the month and send both the office and fair copies to the SDPO by the first of the month following the one to which the bill pertains. It is the duty of the SDPO to crosscheck the claims of the SHOs and Sub-Inspectors and then forward the bill with his remarks, if any, to the District Police Office by the fifth of the month.
- D. As claims for travelling allowance must be supported by the Tour Book of the men. A copy of this and railway/bus warrant foils must be retained by the Station House Officer and attached to the travelling allowance bill. These documents will be filed in the District Police Office with the office copy of the bill.
- E. The bill should be scrutinized in the District Police Office with the passports and amount admissible for each journey or halt entered in the respective column. Any claim not covered by a passport will be held under objection and dealt with supplementally. The District Chief of Police or the Superintendent



of Police or Addl. SP in charge of Administration is responsible for passing the travelling allowance bills and see that improper claims are not included in them.

- F. After obtaining pass orders on the bill, it will be sent to the Station House Officer, along with an acquittance roll, for its encashment at the treasury or sub-treasury concerned and disbursement of the amount to the concerned. After due disbursement, the Station House Officer should resubmit the acquittance roll to the District Police Office for final audit.

### **Time Limit for Claim**

452. Where the journeys of the Government employee, his family members, personal effects, conveyances and personal attenders take place on different dates, the limit of three months shall apply to each journey by the Government employee, family members, personal effects, conveyances and personal attenders. Separate travelling allowance bills for each journey so performed shall be submitted.

### **Disbursement of D.A.**

453. No delay shall be permitted in the disbursement of DA and the return of acquittances. For any amount subsequently disbursed, a separate receipt should be obtained and forwarded to the District Police Office. After the amount drawn from the treasury/Bank is completely vouched for, the District Police Office will certify on the acquittance roll that it has been audited, noting the date of audit in the relevant column of the Check Register of Travelling Allowance Bills, and the Superintendent of Police/Addl. SP in charge of Administration will attest both.

### **454. Railway Warrants**

- I. Railway Warrants will be accepted without question by Station Master or booking clerks as a cash payment for the value of tickets supplied. Before railway warrant books are issued to Stations, each of the three foils of the warrants should be clearly stamped in the district stores with the name of the district/Unit in the space allotted at the top.
- II. Railway warrants shall be made out in English. The foil headed "For Office Record" will be retained in the Office of the issue and the remaining two foils

handed over to the Officer in charge of the travelling party, who will fill up relevant column in each, sign the railway foil and present them both at the railway station. The railway authorities will then issue the tickets required and also return the foil "For the Superintendent of Police" with the blanks filled in. This foil will be sent by the Officers in charge of the party to the Officer in charge of his station, who will collect all the foils received in the course of the month and attach them to the TA bill of the station for the month.

- III. The foil headed "For Railway" will be presented by the railway administration to the Accountant General of the State to which the police party belongs, and the Accountant General will forward it after payment to the controlling officer for scrutiny and countersignature. To enable the railway administration and the Accountant General to send the warrant to the proper officers, the officer issuing it will, when the party does not belong to the same State or district as that of issue, endorse in red ink at the top of the foil headed "For Railway".

### **Concessional use of Railway Warrants**

455. Attention should be paid to the rules on the reverse of the foil headed "For Railway" of the form of railway warrants. Whenever possible, railway warrants shall be issued at the station of departure for the return journey also.

Railway warrants should be issued to all Head Constables and Constables, including those in the City, for journeys to and from hospital and from one hospital to another and also for journeys to seek medical advice covered by Travelling Allowance Rules. Railway warrants may be used for the conveyance of tappal to officers in camp provided that expenses and time can be saved.

### **Safe Custody of Railway Warrants**

456. The book of railway warrants should be kept under lock and key in the personal custody of the Officer to whom it is supplied and treated as cash. In the absence of the SHO from the station, it will be in charge of the next senior officer present. The rules for the safe custody of railway warrant printed on the inside cover of the railway warrants book should be strictly enforced. Warrants should be issued in strict serial order only. The station DA bill sent every month to the District Police Office should be accompanied by a statement showing (a) the numbers of the railway warrant foils attached to the station bill, Inspector and Sub-Inspector's bill, (b) the numbers of the

warrants already issued and to be accounted for with the bills of the following months, and (c) the numbers of the warrants still in the custody of the station house officer. The District Police Officer should cross check to ensure that item (a) above agrees with the numbers of the warrants actually received by them and that the foils of the warrants mentioned in item (b) in the statement of the previous month have been received. Whenever transfer of charge takes place, the printed numbers of the railway warrants handed over should be given in the certificate of transfer of charge.

### **Particulars to be Entered**

457. Each Station House Officer, Reserve Sub-Inspector, Inspector and Reserve Inspector should invariably enter the following particulars on the railway warrant:

1. Name and number of Police Officer and nature of duty
2. Reasons for travelling by Mail or Express or long distance train
3. In the case of a transfer, whether it is on public grounds or at the request of the officer or for misconduct
4. In the case of treasure escorts, the weight of treasure, number of free passes issued and the number and date of luggage ticket should be recorded on the railway warrants for both forward and return journeys.

### **Bus Warrants**

458. Bus warrants will be in the prescribed format and Form. Instructions applicable to the railway warrants also apply mutatis mutandis to bus warrants.

### **Additional Instructions**

459. The following additional instructions on the use of railway and bus warrants by police officers shall be complied with.

1. Railway warrants and Bus warrants shall be used by all Police Officers and staff of police department for forward and return journeys on Govt. duty.

2. Officers and staff whose TA is not debited to 2055 Police shall not use railways or bus warrants even if they are under the administrative control of Police Department.
3. The use of Railway and bus warrants is optional in respect of journeys on transfer where transfer is on public interest.
4. Bus warrants shall not be used for journeys outside the State by any Police Officer except with permission of the authority competent to grant permission to travel beyond the State.
5. Railway warrants and bus warrants shall be used for the journeys of prisoners under police escorts.
6. Police Officers using railway/bus warrants for Journeys in connection with treasury or in connection with escort, postal or other escorts will make out separate travelling allowance bills for those journeys, as expenditure on such journeys is not debited to 2055 - Police, and the cost has to be recovered from concerned departments or parties.
7. Bus and Railway warrants shall be issued only by SHO and Officers above him.

