



**Project Report
on
Soft Skills Training for
Police Personnel**

(Project No.01/MM:02)

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Introduction/Background

As far as performance is concerned, Indian Police forces are rated among the best in the world. However, when it comes to image they are rated among the worst. The main reason for the difference in performance and perception lies in the attitude and behaviour of police personnel. Hence, if programmes for improving the attitude and behaviour patterns of police personnel, especially those at the cutting edge level, viz., police personnel posted in Police Stations, Control Rooms, Traffic Branch, Immigration Counters, Foreigners' Registration Counters etc., are taken up, public perceptions can change, various types of service deliveries by the police will improve and the police would receive much better cooperation from its constituents.

2. Overview

2.1 Project Title

Soft Skills Training for Police Personnel

2.2 Vision

To improve the attitude and behaviour of police personnel to make them citizen friendly, service-oriented and develop a positive and helping attitude in them.

2.3 Organisational Objectives

1. To make the police personnel aware about the nuances of their own attitudes and behaviour and changes required in them.
2. To inculcate in them a citizen-friendly, service-oriented attitude and improve the service delivery of the police.
- 3 To improve the inter-personnel relations among the police personnel.
- 4 To improve the “hardiness” of police personnel.
- 5 To reduce the stress level of police personnel.
- 6 To improve the role perception and role effectiveness of the police personnel.
- 7 To encourage police personnel to adopt a problem solving approach.
- 8 To develop positive attitude and social skills.
- 9 To improve the emotional intelligence of police personnel.
- 10 To improve the motivational levels.
- 11 To improve the communication skills.

3. The Business Case

3.1 Purpose of the Business Case

A large number of persons who approach the police do so when they are faced with some problem and at that time they expect a sympathetic hearing from the police personnel. They also expect that their problem should receive top priority, however small the problem is. In actual practice, most of the police stations, particularly those in the urban centres, have always their hands more than full and they find it difficult to even grapple the serious problems. In the process, problems that are insignificant in the eyes of the police tend to get brushed aside. However, for the individual who has taken the trouble of approaching the police with the problem, his problem is the most important one and he gets antagonized if he is not get listened to sympathetically in the police station and his complaint is not acted upon promptly. This is a major dilemma the police have to face every day. If they have a sympathetic and helping attitude they would listen to all complainants patiently and sympathetically, try to help the complainant, and if they are not in a position to act immediately on the complaint, or if they are not authorized to take any action at all, they will explain their difficulties to the complainant. If the police does this, the complainant may not be fully satisfied, but his antagonism will be minimized.

Many complaints which come to a police station are of a routine nature and if the police personnel can deal with them tactfully, they can bring about rapprochement and lasting peace among the parties involved in the dispute. The arrest normally made under the preventive sections of the law in India are, in a large number of cases, not fully justified, and they result in building up antagonism against the police. If positive attitude and problem solving skills are developed among the police personnel the possibility of this can be minimized.

The police are expected to be on duty round the clock and they do not even get a weekly off. This coupled with the pressure of work and inherent danger to his life and limb results in considerable stress among the police personnel. This stress manifests itself in different ways, one of them being offensive and aggressive behaviour, particularly with the poor persons who approach the police station. Stress and aggressive behaviour can result in unjustified use of force, use of abusive language, misbehaviour, which may even result in law and order situations.

The police may often tend to forget that all the persons visiting the police station are not criminals or anti-social elements. In fact such people hardly ever visit the police station on their own, they are arrested and brought to the police station.

The persons who voluntarily visit the police station are complainants of various types, witnesses and others who want to get different types of work done. Policemen often tend to club these categories of persons also with the criminals and behave in a very negative fashion with them, which is the major cause for poor police image in India. If the attitude and behaviour of the police personnel are improved, the service delivery by the police will automatically improve and result in considerable customer satisfaction.

3.2 Sponsor

Looking to the large number of personnel involved in policing in India, especially those who come in contact with the citizens on a regular basis, the execution of a soft skills training programme will involve huge costs. Hence, it is proposed that part of the programme can be done in the PPP mode and the rest sponsored by the central and state governments. Organizations like the FICCI and the CII have already come forward to sponsor such programmes in different parts of the country. Industrial houses of repute and management institutes can also be requested to sponsor such programmes. Whatever the gap is left will have to be filled up by the central and state governments. The conduct of such programmes will primarily be the responsibility of the state governments. However, many state governments may not be in a position to launch them in a major way due to financial constraints. Hence, the central government may consider making it a part of Police Modernization Programme and partly fund it.

4 Situational Assessment and Problem Statement

Experience has shown that police personnel at the cutting edge level, who normally have no exposure to soft skills training programmes, are quite receptive when they are exposed to such programmes. A perceptible change in their attitude and behaviour can be seen after they undergo a 2-3 day soft skills training module. There are two major problems which are pertinent to soft skills training in police personnel viz. (i) the large number of personnel involved and the consequent costs and (ii) the requirement of putting the personnel through such programmes at the intervals of at least every six months.

5 Critical Assumptions and Constraints

Assumptions

1. Police personnel at the cutting edge level will develop a positive attitude and better behaviour if they are given soft skills training.

2. The motivation levels and the work output of the police personnel will improve through soft skills training programmes.
3. The stress level of police personnel can be reduced through soft skills training programmes.

Constraints....

1. The effect of soft skills training programmes tend to wane with passage of time.
2. Many police personnel find it difficult to implement some of the techniques taught by trainers in their actual work situation of the police station.

6 Implementation Strategy

The first step will be to do a Training Need Analysis (TNA) by a group of H.R. experts. Thereafter they can formulate appropriate training modules.

The topics which are generally covered by trainers who give soft skills training to the police personnel include -

- ❖ Psychological mapping for understanding self and others.
- ❖ Effective inter-personnel communication and team building.
- ❖ Role perception and role effectiveness.
- ❖ Emotional intelligence.
- ❖ Stress and time management.
- ❖ Self-motivation and motivating others.
- ❖ Conflict resolution.
- ❖ Developing organizational effectiveness.
- ❖ Developing assertiveness.
- ❖ Managing change.

The conceptual/theoretical input during such training programmes should be kept to the minimum. The methodology of the training should lay more emphasis on the use of recognized instruments for psychological testing, use of case studies, role plays, interactive sessions, group tasks etc.

The duration of these programmes should be ideally 2-3 days only. There should be refresher programmes every 4-6 months, particularly during the initial period, since the effect of such training programmes start waning gradually. Longer duration programmes may not be cost effective and their outcome tend to drastically reduce after 2-3 days. Hence, repeat programmes at intervals will be ideal.

The use of police officers/personnel for imparting soft skills training programme, after putting them through a training of trainers' course, may not be a feasible idea. On the one hand all, police forces in India face serious problems in getting trainers with proper attitude and career graph. On the other, police officers, even after undergoing a training of trainers' courses, will only be able to impart the theoretical training. They may not be in a position to develop the necessary skills and attitudes among the participants, which actually is the aim of these training programmes. Hence, for imparting soft skills training, professional trainers will have to be engaged.

For optimum results and cost effectiveness soft skills training can be coupled with counselling. Counselling can be done by seniors, colleagues (peer counselling), and by psychologists. Generally, group counselling will suffice. However, in the case of some personnel having serious personality problems, this can be supplemented with individual counselling.

Police officers/personnel, however, can be used for counselling. Peer counselling is a cost effective and quick means to target the wide base of the police force – the constabulary. Articulate and motivated Constables having positive attitude and good track record of work performance can be trained in the art of counselling by a psychologist. They can then be deputed to police stations to periodically do group counselling of Constables there. During the initial counselling the Constables are likely to come up with lots of 'ifs' and 'buts' and raise several problems, the answers to which can be suggested by the police officer who are involved in the training of the counsellors. These trained counsellors can also used to do group counselling during training courses organized for Constables. Such counselling programmes can be supplemented by counselling by senior officers who can also be trained for this by psychologists and police officers. This will be an almost zero cost initiative. If peer counselling is supplemented by soft skills training the



attitude and behavioural patterns of police personnel at the cutting edge level can be improved very quickly.

6.1 Mission Statement

The mission statement is: “Sensitized Police for Empowered Society”
(*Samvedi Police – Sasakth Samaj*)

6.2 Deliverables

1. Problem solving approach, better motivation, increased work output.
2. Improved service delivery by the police.
3. Positive attitude and better behaviour among the police personnel.
4. Better public satisfaction and cooperation from the public.
5. Improved police image.

6.3 Stakeholders

1. Police personnel
2. Police Department
3. Central and state governments
4. Sponsors
5. Community

6.4 Milestones

1. Training Need Analysis.
2. Drafting of curricula.
3. Identification of resource persons.
4. Funding/sponsorship.
5. Conduct of soft skills training modules.
6. Peer counselling.
7. Counselling by seniors, psychologist.
8. Impact study.
9. Refresher programmes.

7.0 Budget requirements

Since the number of police personnel who have to be put through such programmes run into several lakhs, refresher modules are to be conducted periodically and the programmes are to be conducted by H.R. professionals who are specialist in this field, the cost of training will run into several crores of rupees. A single programme may cost anywhere between Rs. 5,000/- to 50,000/- depending upon level of the resource persons. On an average, it can be safely assumed, that about Rs. 10,000/- to 20,000/- will have to be spent on one module for a group of 25-30 persons.

Related Projects

1. Police-Community Partnership (PCP)
2. Community Counselling Centres