

# Hr Policies In Assam Police: Present Scenario, Gap And Opportunities

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## Abstract:

Police is one of the important organizations of the government. It has the responsibilities to make the society safe, secure and regulated as per the law of the land. Moreover, apart from their envisaged duty, police has to perform various other types of duties such as traffic management, law & order duty, VIP duty etc. As such, police has to be strong enough physically as well as mentally. Therefore, well human resource polices should be in place in order to have satisfaction, mental peace and a descent and balanced work life, so that police can perform their duties with best of their abilities.

This study aims at gaining an in depth overview of the human resource policies in Assam Police context.

**Key points:** Police organisation, Human Resource Policies, Assam Police, Assam

## Introduction:

The focus of human resource policies are to manage human resources more productively and smooth functioning of the organization. There are multifaceted impacts of human resource policies in any organization. It impacts work culture, organizational behavior, employee satisfaction and motivation etc.

Police, being the primary face of the government should have well defined human resource policies. It will not only impact police professionals but also the society as a whole.

The Indian Police system is governed by the age old police act of 1860. Though being the state subject in the constitution of India, States have adopted their own police act. with slight modification. Further apart from few manuals, recommendations of various committees formed to look into many issues related to police, directives passed by the Hon'ble Supreme Court of India, few state specific notifications/ circulars and recommendation of pay commission, no specific policies can be found in police organization.

Assam Police as an organization primarily is governed by Assam Police Act. 2007, manuals (

Part I to Part V). There are notifications/circulars issued by the higher strata of the government as well as police, recommendation of commission formed to address issues related to police and report of pay commission which look after the remuneration part of police.

## Objective of the study:

1. To gain an overview of Acts, Manuals, Policies of Assam Police organization.
2. Present scenario of HRM policies in Assam Police.
3. To gain an overview of the governments initiatives in introducing HR policies in Assam Police.
4. Future aspects of HRM in Assam Police.

## Research Methodology:

For the purpose of this study, all data are collected from secondary sources. Such as Acts, Manuals, Recommendations of various committee, Recommendations of Commissions and circular/ Notifications issued by govt. and higher authority of police time to time.

## Indian Police System:

The history of Indian police system can be traced in early Vedic period. Through the delineate of “Shastras”, Veda, Kautilya’s “Arthashastra”, policing in ancient India can be acknowledged. The Rig Veda and Atharva Veda has mentioned crimes existed in ancient India. The evidences shows that, the Harappan civilization had security forces. Moreover, details about criminal justice system can be found in Kautilya’s Arthashastra.

The modern police system in India was laid by British through the act of 1861 (Act. V of 1861). The today’s police system is the updated/modern version of the police act. 1861. In India police is the State subject as per schedule seven of the Indian Constitution. Therefore, all states have adopted their own police act in order to fulfill the public expectations of today’s society. But sadly these acts are mere facsimile of the police act enacted by British with some changes. The base of the Indian Police system is still same. There is no basic structural change.

### **Indian Police Act 1861:**

The Police Act, 1861 is still the base which governs the functioning of the Indian police. According to this Act, the Inspector General of Police (now designated as the Director General and Inspector General of Police) heads the state police force. States are divided into different districts and a Superintendent of Police heads the district police.

### **Various Commissions at National level:**

There are many police commissions and committees were formed at National level in order to bring reforms in police organisation across the state. Some of the prominent commissions and their recommendations are mentioned below.

- National Police Commission (NPC)

National Police Commission was first organised in 1977 with terms of reference covering role, functions & public relation. Since 1981, NPC submitted eight reports. These reports were primarily on reforms to be included in police organisation. But in NPC’s recommendation, there is no specific recommendation related to human resource.

- Gore Committee on Police Training (1971-73)

The Gore Committee was formed to look into the police training. The main recommendations was to extend the police training from law and order & prevention of crime to sensitivity and human behaviour.

- Ribeiro Committee

The Supreme Court of India formed the Ribeiro Committee, while it was deliberating over the PIL filed for police reformed. The main term of reference of this committee was to look into relevance of recommendations made by National Police Commission.

- Padmanabhaiah Committee

The Padmanabhaiah Committee has submitted its report in 2000 with 240 recommendations. However, these recommendations were primarily on IPS officers, age of entry, retirement etc.

- Malimath Committee

Justice V.S. Malimath, former Chief Justice of the Karnataka and Kerala High headed the Committee. In 2003, the committee submitted its report which is related to Criminal Justice System.

- Supreme Court Directives on Police Reforms

In 2006 the Supreme Court of India gave seven landmark directives to government while disposing a PIL filled by two former Director General of Police, Prakash Singh and NK Singh. These directives includes, constitution of state security commission so that no undue influence can be exercised by the State on police, appointment of DGP through a transparent and merit based system with minimum tenure of two years, minimum tenure for police officers on operational duties, separation of law & order and investigation, setting up of police complaints authority at state and district levels to enquire into complaints of the public against police officers, Police establishment board to take decision on transfer, promotion and setting up of a National Security Commission at the central level for preparing a panel for the selection of the Chiefs of the Central Police Organisations with a minimum tenure of 2 years.

### **Assam Police: A glance**

Like any other state of the country, the Act of 1861 is the base which has governed the Assam Police. The state government enacted Assam Police Act, 2007 which was published in The Assam Gazette on 31<sup>st</sup> August 2007. The aim of this act is to provide impartial and efficient police service, organized police personnel professionally, service oriented and accountable and to enable police professionals to act as an efficient, effective, people friendly agent etc.

**This Assam Police Act 2007** deals with –

- Constitution and Organization of the Police Force.
- Superintendence and Administration of Police.
- Role, Function, Duties and Responsibilities of Police.
- Policing in the Context of Public Order and Internal Security Challenges.
- Effective Crime Investigation, Including Use of Science And Technology in Investigation
- Regulation, Control and Discipline.
- Police Accountability.
- General Offences, penalties, and Responsibilities Order in streets and public places etc.

Apart from the police act. 2007, Assam police has five manuals that defines role, responsibilities, duty etc. of different offices, officers etc. These manuals are

- **Assam Police Manual Part I:** The Assam Police manual part I deal with the Gazetted Officers. The functions, power and duties of Inspector General of Police, Power delegated by government to Deputy Inspector General of Police, Recruitment, Duties, Powers, Leave, Conduct, Rules of Gazetted Officers etc. are included in Assam Police Manual Part-I
- **Assam Police Manual Part II:** The Assam Police manual part II deals with the Office of the Superintendent of Police. Ministerial Establishment, Security Bonds and Deposits, General

Police Rewards etc. are included in this part of Assam Police Manual.

- **Assam Police Manual Part III:** The Assam Police manual part III deals with the Reserve. Division of Forces, Pay and appointment of Non-Gazetted Officers, Pay and Enlistment of Constables, Rewards and Promotion of Non-Gazetted Officers, Punishments & Appeal, Transfer, Leave, Pensions, Discharge etc. are included in this part of manual.
- **Assam Police Manual Part IV:** The Assam Police manual part IV deals with the Court Office.
- **Assam Police Manual Part V:** The Assam Police manual part V deals with the Circle Inspectors. Definitions, Powers and Certain General Instructions, Instructions for certain registers, etc. are included in this part of Assam Police Manuals.

#### **The 7th Assam Pay And Productivity Pay Commission And The Report Of The Committee:**

The Government of Assam constituted the 7<sup>th</sup> Assam Pay and Productivity Pay Commission to examine and recommend changes that are desirable in the pay structure. The report submitted by the committee includes pay structures and other benefits to of all govt. employees and pensioners. Significant changes have been made in the pay structure. Components such as Kit Allowance, Modified Assured Career Progression Scheme (MACPS), Yearly Increment of 3%, City Compensatory Allowance (CCA), Hill/ Remote Area Allowance etc. are included in the report.

The nature of duty of police personnel is very different than other govt. employees. Police has to work more than 8 hours a day and shall be ready to perform their duty 24X7. Moreover, policing is not a sitting job, police personnel has to perform their duty in remote areas, crises situation etc. But looking into varied nature of police, there is no significant pay benefits for police personnel of all ranks.

### Present Scenario of HRM Policies:

The Assam Police Manuals and Assam Police Act 2007 are the two vital documents that contain all human resource policies of Assam Police. These two documents contains all the components of HRM such as recruitment, training, transfer, posting, rewards, assessment, punishments etc. However, in reality the scenario is something different. No drastic reform in recruitment can be seen in all levels, training is still based on old syllabus and there is no IT enabled transparent transfer and posting system is in place. Assessment is done based on certain facts and figure such as case investigated and disposed ignoring the vital point like public relation. Promotion is taking longer time than mentioned in manuals.

Due to shortage of manpower, police personnel are failed to take their leave and force to live in a very unhealthy environment. Moreover, in most research conducted on police led to conclusion that police personnel don't have work life balance.

With the change of time, the society has changed in various dimensions. Polices has changed drastically and focused is shifted to physical as well as mental health of employees as a physically and mentally fit resource only can uplift the organisational goal. Further, in organisation like police, mental and physical health is very important as police have to deal with public courteously under any circumstances, and perform Law & Order duty and crime prevention, detection which needs physical fitness. But it is a matter of delve into whether human resource policies outline decades ago in various APMs, Acts can fulfil the needs of the twenty first century or not. When the concept of work-life balance took prominent place in corporate world, police personnel are still stuck in availing their own leaves, force to work long hours, same person have to perform various duty and importantly they failed to live in healthy environment.

Therefore, it can be said that Assam Police has policies but they are out-dated which needs drastic changes.

A study on police professional by BPR&D stated

that-

- 90% of the Police Station staff presently work for more than 8 hours.
- 73.6% police station staff indicated that they were not able to avail weekly offs even once in a month.
- 80% of the staff recalled for duty during their off time.
- 74% of police personnel reported that the current working hour regime led to various kind of health problems.
- 80% of police station staff felt that the current duty hour regime is not found conducive for attending to their personal/family needs and social life and commitment.

A research study conducted on **Assam Police**, reveals that

- The study reveals that a significant number of police personnel 224 around 14.6% are in the same rank for over 20 years. 9% of police personnel are in the same rank for more than 25 years.
- The study reveals that about 71% of police personnel have not received a single promotion till date irrespective of their age
- Only around 5% police personnel get to avail official cars.
- 5.7% of police personnel have official quarters. A large majority of constables and Assistant Sub Inspectors do not get official quarters. This is a major source of discontent
- The study reveals that a significantly low percentage of police personnel have had any awards or recognition from their organization

The multi-dimensional nature of work make police organisation distinct from other government organisation. To give their best, police personal need work life balance, healthy and non – toxic work environment, basic facilities, rewards to boost their morale, descent pay and perk, appraisals etc.

### Government of Assam's Initiatives:

In order to enhance the productivity of the police personnel government has taken various initiatives. However, govt. is still reluctant to made structural changes, introduced polices that matches the obligation of the 21<sup>st</sup> century. Some initiatives of the current government are-

- Partial fulfillment of directives issued by the Supreme Court of India.
- Filling up of vacancies at different level so that the organization gets sufficient manpower to carry out various policing works.
- Creation of new Commando Battalions.
- To boost the morale, special allowance to specific wing of Assam Police such as SB (Special Branch), CID (Crime Investigation Department), V&AC (Vigilance & Anti-Corruption) etc.
- Soft skill training for police personal of different ranks.
- Transparent transfer and posting through PEB (Police Establishment Board)
- Special Leave of thirty days for police personal deployed in various battalions in order to spend time with family.
- Special leave for police personnel deployed in districts to spend quality time with parents.
- Proposal to separate investigation and law & order function of police personnel.
- The Assam Government increases ex-gratia to rupees 50 lakh for martyrs.
- Full salary to wife/family member if a serving police personnel dies before the retirement age of 60 years.

### GAP Analysis:

An analysis of the available data and current system was carried out in order to find out the gap. Some of the notable gaps are-

- The assessment is an important aspect in police organization. This will enable authority to understand the police personnel as well as help to assign works as per their capabilities. Now the assessment is done through the traditional

system where only the Superintendent of Police assesses the police personnel. As the policing is directly related to public so there has to be a 360 degree assessment system mapped with rewards & punishments.

- Though transfers of non-gazetted officers are being done through PEB (Police Establishment Board) but there are chances of interference by political establishment.
  - Revised pay structure for police organization until the introduction of 8 hours duty shift system up to officers in-charge level.
  - Even after filling up of existing vacancies, there will be short of human resources to introduce shift system. So government should look into the creation of vacancies.
- According to report published by BPR&D, 2020, the population per police person in Assam is 396.88 only. And police person per lakh population is 68.73. However, according to United Nation the standard police person per lakh population is 222. Thus Assam is far away from the standard set by the United Nation.
- There is lack of basic facilities in Police stations as well as govt. quarters. The problem is worst even for women police personnel.
  - Police is a job where the stress is always high. But there is a lack of counseling and stress management training in the organization. Moreover, suicidal cases have increased in police organization due stress.
  - Behavioral training is another important aspect. Every police personal has to compulsorily undergo behavioral training.
  - Lack of IT enabled system to track service records of every police personal. Intra district transfer/posting, rewards and awards should be purely based on this system with any human interference.

### Future aspects of HRM in Assam Police:

According to Pigors and Myers, Human Resource Management is “basically a method of developing potentialities of employees so that they feel maximum satisfaction of their work and give their best efforts to the organization”.

It basically deals with the recruitment, training & development and maintenance of human resources and helps every individual of the organization to achieve individual, organizational and social objectives. It is the governance of an organization’s employees.

Assam Police as an organization has enough scope to work in HRM. The following facet of HRM can be introduced in Assam Police to make the work environment more conducive.

- Transparent recruitment process with more emphases on Psychological Aptitude Test and Intelligence Test, Group Task Testing, Group Discussion etc.
- Customized syllabus for training of officers and men with the inclusion of Behavioral Training, Stress Management, Crowd Management, Handling of Modern day Crimes such as Cyber Crimes, apart from regular training syllabus.
- Classification of trainees into law and order and investigation function based on their performance at police training college.
- An IT enable system to record their service so that decision can be made at higher level while making their transfer and posting.
- An IT based 360 degree assessment system so that an officer can be assessed not only by superior but also by sub-ordinates, general public of the locality where the officer get posted.
- A handsome salary/ Yearly Performance Appraisal/ Reward/ Award should be mapped with their assessment.
- Benefits such as vacations, holidays and sick time; health insurance; family leave should provided.
- A healthy workplace and govt. accommodation with all basic amenities.
- An in house Grievance Redressal

committee.

### Conclusion:

The word “Change” is the most significant & influential word in India. Everyone desperately wants a change in the system for the prosperity of human life. The perception of change differs from person to person. But the one factor in governance that has to change, to perceive the change in true & larger sense is “Police”. Police is the most visible face of governance that touches every aspect of our life in the society. A positive change in police will ensure changes in administration which will lead to effective administration. However, this change is possible only by inclusion of good human resource policies.

Being the first responder, each and every police person has to be satisfied and that satisfaction shall only come from robust human resource policies. A good human resource policy not only helps in organization goal but also helps in achieving personal goal.

Assam police as an organization and the current government has done lots in bringing changes in policies but there is a long way to go.

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