CHAPTER – 6
CONCLUSIONS AND SUGGESTIONS

The state of Himachal Pradesh, popularly known as ‘Dev Bhumi’ still is dominated by simple lifestyle and simplicity of its people. It is often said about the state that life and property is safe in the state with ‘THY GRACE’ as the miscreants were not many. But the effects and facts of development and fast lifestyle cannot be overlooked and as a result the police of the state has been precariously placed to address to the up-surging challenge to law and order and crime in the state in the backdrop of difficult geographical settings. In the wake of recent challenges like attitudinal change among the people, the active role of civil society, increased role of pressure groups and interest groups, people looking for transparency of police functioning, it has become inevitable to broaden the spectrum of Police-Public Interface by allowing community participation in almost all the police initiatives and making the Police a ‘Public Centric’ service. In the present study, the citizen centric initiatives and schemes of the state police along with public perception of the police working have been investigated and examined to reach the findings. In the pages to follow the efforts of the state in improving Police-Public Interface have been assessed with the help of responses drawn from the main stake holders; police personnel and public.

The major findings of the four chapters have been presented below and the research questions have been answered on the basis of these findings.

**Major Findings of Chapter-II: Police Administration: Setup, Functions and Working**

The state of Himachal Pradesh enjoyed the reputation of a ‘peaceful state’ largely due to two reasons; its difficult terrains and simple people. Police set up has been found adequate to meet the growing challenges except the staff strength and this observation has been made on the basis of reported crime in the state in last three years.

1. The crime rate in the state has remained under check with slight increase over the years. (Ref. table 2.7 and 2.8)
2. The crime rate (as per the reported cases) in the police district Solan has shown decline over the period of three years despite the fact the district being urban in nature. (Ref. table 2.7)

3. The Baddi police district has shown rise in reported crime due to the reason that Baddi happened to be an Industrial area and had the influences of labour, migrant labour, labour-conflicts and labour management conflicts.

4. The overall findings reflected that both the police districts despite several inadequacies, have been working and functioning satisfactorily by keeping the law and order and crime under check.

Observations
Following are some of the findings of the study based on the secondary data:

1. Each State and Union Territory of India has its own separate police force as has been provided by the Article 246 of the Constitution of India for maintaining law and order, however the Union Government can also use its own machinery for maintaining law and order in the country in emergency situations.

2. The 42nd Constitutional Amendment Act, 1976 has authorized the Union Government to deploy any armed force of the union or any other forces under the control of union for dealing with any grave situation of law and order or providing security to any installation in any part of the country.

3. The police force in Himachal Pradesh derived its authority, powers, duties and responsibilities from Indian Police Act of 1861 and subsequent Amendments made in the Act.

4. The state Home Department coordinated and supervised the Himachal Pradesh police.

5. The Director General of Police headed the police administration in the state.

6. The State has been divided into territorial divisions called ranges and each police range was under the administrative control of a DGP or Dy. Inspector General of Police.
Methodology used to assess the satisfaction. The sign of + (plus) indicated satisfaction whereas sign of – (minus) indicated dissatisfaction or disagreement

Major findings of the chapter III: Satisfaction Among Police Personnel with the Working Conditions (based on primary data)

+ High majority of police personnel agreed that the environment of their police district was work conducive.
+ Highly significant majority of police personnel satisfied with the basic facilities (like tables, chairs and fans) available at their work place.
  − Significant majority of police personnel agreed that they felt job pressure.
  − Majority of police personnel disagreed that their police stations were computerized for the purposes of keeping records.
+ Majority of police personnel agreed that their job involved no risks on daily basis.
  − Significant majority of police personnel disagreed that the public cooperated with police in maintaining law and order.
  − Significant majority of police personnel agreed that the police service was a challenging job.
+ Fair majority of police personnel agreed that they enjoyed cordial relations with their colleagues.
+ Fair majority of police personnel agreed that they conveyed their difficulties to their seniors without hesitation.
+ Significant majority of police personnel agreed that their job had enhanced their social status.
+ High majority of police personnel agreed that they had cordial work relations with their subordinates/colleagues.
  − High majority of police personnel agreed that they felt insecure as they were not properly armed to defend themselves.
  − Significant majority of police personnel disagreed that in difficult situations their colleagues supported them.
+ Significant majority of respondents disagreed that their colleagues indulged in their leg pulling.
− Majority of police personnel expressed that their officers did not pat them for their good work.
+ High majority of police personnel were satisfied with the emoluments they received in lieu of their job.
+ High majority of police personnel agreed that they were heard before any disciplinary action was initiated against them.
− Fair majority of police personnel were not satisfied with the working hours.
− High majority of police personnel were dissatisfied with the duty roster of their police station.
− High majority of police personnel responded that they were not satisfied with the medical facilities provided them by the police department.
− Fair majority of police personnel responded that they were not given extra incentives for the additional responsibilities.
− Majority of police personnel agreed that there existed no mechanism in the department to address to their grievances.
− High majority of police personnel opined that the frequent transfers affected the performance of the police personnel.
+ Fair majority of police personnel agreed that they got leave whenever they needed it.
− Fair majority of police personnel disagreed that their department had fool proof promotional policy.
− High majority of police personnel disagreed that their department promoted the employees whenever they were due for the promotion.
+ Majority of police personnel expressed that the rewards were given to the employees on merit basis.
+ Fair majority of police personnel were satisfied with the welfare measures provided by the police department.
+ High majority of police personnel felt proud to be a part of state police services.
– Fair majority of police personnel disagreed that they were motivated by the senior colleagues to improve their qualifications during service.
– Majority of police personnel disagreed that ACR was a fair method to evaluate the individual police official.
+ Majority of police personnel opined that they were given training to improve their skills from time to time.

Major findings of the IVth chapter on Public Perception about Police and their Functioning

+ High majority of respondents accepted that the society needed the police to maintain law and order.
+ Majority of respondents agreed that police responded quickly to the unlawful situations.
– High majority of respondents opined that the political leaders influenced the actions of the police.
– Majority of respondents disagreed that the police personnel were helpful when approached.
– Significant majority of respondents opined that the police was selective in dealing with the registered cases.
– Noticeable proportion of respondents responded that the police in their area did not alert the public in time about the likely emergencies.
+ Majority of respondents agreed that the police did put up the sign boards at suitable locations to indicate the help lines.
– High majority of respondents agreed that there was no transparency in police functioning.
+ Highly noticeable proportion of respondents opined that the police kept apprising its senior officers about the scene of incidence.
– Fair majority of respondents viewed that police of their area was not properly equipped to meet emergency situation.
– Fair majority of respondents disagreed that the police of their area had capability of solving the crime.
- Significant majority of respondents opined that the police often acted under various kinds of pressures.
- Significant majority of respondents agreed that the police officials worked with arrogance.
- Fair majority of respondents opined that police dealt unfairly in all the matters/cases.
- Significant majority of respondents disagreed with the statement that they visited the police station to give suggestions.
- Significant majority of respondents agreed that the common man avoided interaction with police.
- Majority of respondents responded that they avoided becoming party to the police investigations.
- High majority of respondents opined that they were dissatisfied with duty commitment of police of their area.
- High majority of respondents agreed with the statement that the scare of police stopped them from helping the victims.
- Majority of respondents supported the poser that police was aggressive.
- Significant majority of respondents responded that they approached the police only when no other alternative was left.
- Majority of respondents agreed that they avoided reporting to the police about any incidence of crime they have witnessed.
- High majority of respondents agreed that they would refuse to become witness to the incidence, which occurred in their presence.
- Fair majority of respondents agreed that they found the police created traffic chaos by putting up Nakkas.
- High majority of respondents agreed with the statement that the public avoided seeking guidance from police.
Major findings of the Chapter V\textsuperscript{th} on Police Public Interface

- The government of Himachal Pradesh has introduced community policing in the state.
- The state has launched various schemes and initiatives to bring police closer to public.
- The state has introduced web protocol by launching initiatives like:
  - i. Internet server
  - ii. Data Based Management System
  - iii. Motor Vehicle Coordination System
  - iv. Police Vehicle Tracking System
  - v. Official website
  - vi. Talash
  - vii. Common Integrated Police Application
  - viii. Digitalization
  - ix. Online Form-C
  - x. Digital Criminal Gallery
  - xi. Road Safety Management System
  - xii. Digital Monitoring System
  - xiii. Citizen help desk
  - xiv. Touch screen Kiosk and Video Conferencing System

Police Districts Solan and Baddi (Findings)

Police districts Solan and Baddi have introduced various community policing schemes.

- Maitri Yojana at district level
- Sahyog Yojana and Samarth Yojna at sub-divisional level
- Community Policing Schemes, Vishvas Yojna and Police Club at police station level
- Beat Policing Team, Sanrakshan Yojna and Police Sahayta Kaksh at beat level
Inadequacies

Despite the fact that these initiatives and schemes were introduced by both the police districts, it was found that:

- Meetings of the Active Groups were not held regularly.
- Baddi police district had inadequate number of Active Groups.
- Senior citizens were not regularly contacted by the police in both the police districts rather the police did not identify senior citizens.
- Inadequate number of police Shahayata Kaksh (See table 5.4)
- The Vishwas Yojana in both districts were not functioning as per the requirements and expectations of the community (See table 5.6)
- Both the districts had inadequate number of meetings of Police Clubs at the district level. (See table 5.7)
- Samarth Yojana was not working effectively in both police districts (See table 5.9)
- Both the police districts failed to initiate Maitri Yojana at the district level.
- Website of police district Solan has not been updated whereas Police district Baddi has not created its website till date.

Observations

The researcher has observed the followings:

- Lack of trust in the relationships between police and public.
- Lack of committed, dedicated and responsive police staff.
- Police lacked communication skills because many complaints were regarding tone and attitude of the police.
- Dissatisfaction amongst police personnel with the police working.
- Resistance to change according to the needs and aspirations of the society.
- Old and out-dated methods of police working.
- Inadequate staff strength of the police.
- Unresponsive attitude of both toward each other.
- Difficult terrains and long distances.
The police organisation find it difficult to get additional resources from the government to develop infra-structure.

**Some Suggestions to Better Public Relations**

Some of the suggestions have been given below to improve the relations with the public:

- Sharpen staff communication skills and maintain good media relations by both receiving and transmitting information of interest to the organization.
- Police should keep the eyes and ears open to peoples’ reactions.
- Police should act as an ambassador of the state.
- Police leadership should create an all-round understanding of management problems and actions.
- The Public Relation wing should serve as an antenna-cum-receiver by providing feedback information and disseminating department's policies both to the employees and the public.
- Identifying the problems and taking measures to solve them.
- Make the police management public relations conscious.

**Testing of Research Questions**

**Research Question No. 1: Whether the organizational structure of the police in Solan district is different from other districts of State Government?**

The Solan district has unique feature that the district has been divided in to two separate police districts for the purpose of policing. The local setting of Solan district boarding Punjab on one side and Haryana on other side making it entry and exit point for these two boarding states, thus bearing the burden of the cross boarder illegal activities of mafia, smuggling, tax evasion of goods and other notorious and criminal activities and the pressure of tourists and visitors. The industrial belt of the district (Baddi, Barotiwal, Nalagarh and Parvanoo) attracts labour migrants from all over the country, as result of this all the district has been crucial from the policing point of view. The Solan district comprises of two police district namely police district Baddi and police district Solan which has been the unique feature of district nowhere
else in the state this kind of arrangement has been found. The reason for having two police districts in the administrative districts could be due to the large size of the district, the inter-state borders, the industrial belt within the district. Therefore, the two Superintendents of police were heading these two police districts to maintain law and order and curb the crime which so far has been successfully achieved. (see table 2.7 & 2.8)

Thus, organisational structure of Solan district has been found different.

Research Question No. 2: Whether the police personnel are satisfied with the working conditions.

The answer to the Research Question No. 2 has been primarily based on findings of the Chapter-III.

It has been found on the basis of the responses of the police officials that there were fifteen (15) satisfiers (+) and seventeen (17) dissatisfiers (-) proving that Police personnel of both police districts were not found satisfied with the prevailing working conditions.

It was opined by the police personnel of both police districts that they were satisfied with the basic facilities, enjoyed cordial relations with their colleagues, could convey their difficulties to their seniors and were also satisfied with their salaries and could avail leave and when needed and had proud feeling to be part of state police service.

Whereas they were dissatisfied with computerization process of the Police stations and were of the opinion that Police services was a challenging job and they were not properly armed to defend themselves. They also expressed that public always remained non cooperative with them and public avoided becoming party to the police investigation.

Thus, can be concluded that police personnel were not satisfied with the working conditions barring some areas of their working.
Research Question No. 3: Whether the public is satisfied with the functioning of the police in Solan District (police district Solan and Baddi)

To assess the satisfaction level of police personnel with the working conditions only reflect one side of the story. The other side of the Police Public Interface is to assess the public opinion about the police working. The answer to the research question no. 3 has been based on the findings of the Chapter IV. As per the findings there were only 4 (four) satisfiers (+) and 21 (twenty one) dissatifiers (-) thus, clearly establishing that the public was far from satisfied with the working of police of the two police districts.

The society agreed that they needed police to maintain law and order and the police responded to the unlawful situations and the police has put up sign boards at suitable locations to indicate the police help lines. But to all other posers the public respondents were dissatisfied as they found that political leaders influenced the police actions, police did not alert the people in time, the police functioning lacked transparency and police was not properly equipped to meet emergencies and was not capable to solve with the crime.

Research Question No. 4: Whether the state government has taken initiatives to improve the Police-Public Interface in the state and the Solan district

The Himachal Pradesh Police has introduced various public friendly schemes with a view to improve the police-public interface in district Solan. The community policing schemes, which has been running by the police department in Himachal Pradesh at the district, sub-divisional, police station and beat level. At the district level Maitri Yojna, at the sub-divisional level Sahyog Yojna and Samarth Yojna, at police station level Community Policing Schemes, Vishvas Yojna and Police Club, whereas, at the beat level three other schemes namely : Beat Policing Team, Sanrakshan Yojna and Police Sahayta Kaksh has been started by the Himachal Pradesh Police.

In order to avoid delay in registration of cases and harassment to the public, police department has introduced 'Suvidha Yojna' in the State under which, a complaint can be lodged at any police station irrespective of jurisdiction, which further transfers to the concerned police station, many cases have been registered in various police stations in the state under this scheme. In
order to win the confidence of the people, ‘Vishwas Yojna’ has also been introduced, many school children were benefited under the scheme in the state.

The Himachal Pradesh Police has produced a documentary film titled 'Aap Aur Hum' which is an educational film for school children. It also enlightens about the functioning of police personnel at various levels and rights and responsibilities of citizens vis-a-vis police working. Many video cassettes have so far been distributed free of cost. Judo-karate training is also being imparted to the school girls for instilling a spirit of self-defence and many girls have got this training so far. In order to mobilize the police support and involve active public participation in the prevention and detecting of crimes and maintenance of law and order. The Police Assistance Centers have also been established at important places for the convenience of people, especially tourists in the State. The introduction of innovative and people friendly schemes by the police department has brought about tremendous improvement in the functioning of the police organization in the state and people are considering the police as their friends and protector both.

Himachal Pradesh Police Web Portal (HIMPOL) has been web based software that may be accessed globally, it very effective tool to improve police-public interface. The major online services available on the portal include Online Complaints/Information/ FIR, Online Traffic Challan System and content Management System (CMS). It has major administrative impact in the functioning of the Police Department in Himachal Pradesh. It has led to transparency in the functioning and better monitoring of activities. Besides increasing efficiency, the gaps have been eliminated. It has social impact too because the quality of public services has improved which were available from the home of the citizen. The procedures have been simplified and available round the clock from any location.

But the matter of fact has been that most of these initiatives/schemes were not put into implementation and these were found more on papers than the practice. The findings of chapter V has signified without any doubt that majority of these initiatives were not fully operational and those which were operational had inadequacies in their implementation (inadequate infrastructure or inadequate number of meetings)
Research Question No. 5: Whether there existed satisfactory Police-Public Interface in district Solan

The Police-Public Interface in the district Solan was found inadequate and not fully operational. Many of the community policing initiatives have been launched in the district (see table 5.2 to 5.9) yet these were neither fully operational nor the public has been sensitized about these efforts (see table 5.10) thus, it has been found that Police-Public Interface lacked satisfactory operationalization. The majority of the efforts of the police involve community in the policing matters have the face value. The website of the Solan police district has not been updated and the police district Baddi has no website.

Thus, Police- Public Interface was not found satisfactory on the scale of community policing and web portal.

Suggestions

The respondents were asked to give suggestions for improvement in the working of Police. The suggestions covered a number of issues, the major ones have been mentioned below;

- Police headquarters in State should periodically compile and circulate among the field officers a detailed note indicating the scope and responsibility of the police for the investigation of specified offences under Central and State Acts.
- The Government fix parameters for effective policing with respect to weaker sections.
- It’s suggested for the formation of special cells to monitor police actions
- It preferred segregation of investigating officers from officers doing general law and order duty
- It recommended that all arrests are not necessary.
- Nature of police work requires politeness courtesy while interacting with the public.

Strengthening of the basic unit of all police work and policing the Police Stations. As Police Station is the most important unit of the police administration the public expectations from the police can only be fulfilled if the public are satisfied with integrity professionalism fortitude, impartiality, promptness in the services rendered by the jurisdictional Police Stations.
Accountability means answerability for the proper performance of the assigned task. It means more than mere responsibility to discharge the duties involved in a job and includes that the discharge of duties shall be to the satisfaction of the party for whose benefit the duties are being discharged.

There must be surprise visits to police stations and similar units by the senior officers. It felt that all adhoc and short cut methods of investigation should be avoided and recommended that adequate emphasis should be laid on the honesty and cleanliness of investigations and the adoption of proper methods while handling all the connected work. It opined that, training institutions should pay special attention to the development of interrogation techniques and imparting effective instructions to trainees in this regard. As remedial measures, the Commission suggested that:-

- Police should interact with the public especially students in non-conflict situations.
- Emphasizing on the need of police accountability towards the law of the land, towards the people and towards the organization.
- Police officers should be able to communicate goals, plans, procedures clearly and persuade the subordinates to follow his guidance.
- The policeman is to show the followers a better way to achieve both their own and organizational objectives.
- Influence and Adaptability covering both influencing and negotiating ability and being adaptable in various types of situations and cultures.
- Police personnel should be more educated and should have the feelings of brotherhood towards every citizen.
- Recruit polite and educated police personnel.
- The police should not have any partiality among public. They should have a general view and treat the public equally.
- The police should try to act more politely towards the students and try to make the students feel more free to approach them in case of any need.
- Make them immune from political pressure.
- While dealing with hard core criminals and prima facie criminals, give them liberty.
- Do not increase the work load of formalities on them and to decrease their working hours.
- The general feeling that police are corrupt should be eliminated and Police is our friend and for us alone. Spread this message.
- Increase more interaction between police and public.
- District Police Complaints Authority
- Strict enforcement of code of conduct
- Raising the status, conditions and skills of constabulary
- Separating invest from Law & Order
- Repeal 1861 Act and bring about the New Police Act

Conclusion

The study has brought-out some significant findings establishing that state government and the police at district level have undertaken some good practices and initiatives to bring the police and public closer to each other so that rift and conflicts between the two turns in to cooperation and strengthening of their relations. But, the findings have suggested that till date not much has been achieved. These efforts of community policing needs to be driven with more commitment on the part of both the main stake holders. The researchers has made a sincere endeavour to cover the important aspects but, due to paucity of time any of the aspects might have been ignored and these issues can be taken up by other researchers in the future in this field.