



Bangalore City Police

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## Manpower Requirements Study

### March 2014

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Conducted By



JANAAGRAHA CENTRE FOR CITIZENSHIP & DEMOCRACY





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## Abbreviations

ASI	Assistant Sub-Inspector
ASM	Area Suraksha Mitra
CP	Community Policing
CPAG	Community Policing Advisory Group
FIR	First Investigation Report
HC	Head Constables
HR	Human Resources
KCSR	Karnataka Civil Service Rules
KM	Kilometre
NOC	No Objection Certificate
PC	Police Constables
PG	Post Graduate
PI	Police Inspector
PSI	Police Sub-Inspector
UDR	Un-natural Death Report



## Executive Summary

As part of the Community Policing initiative, Janaagraha conducted a number of studies on the functioning of a police station and working of police personnel. One of such studies was a Manpower Requirements Study. The study was preceded by a process mapping exercise. The Manpower Requirements Study focussed on arriving at a system of estimating the manpower requirements in a police station based on a work study. This report covers the findings of the study and provides guidelines for estimating the number of police personnel required in a police station. An important output of the study is the **Manpower Estimation Model**.

The study was undertaken in two police stations in Bangalore, namely, **Banaswadi** and **Rajagopalnagar**. The study covered a total of **170 police personnel**. The study focussed on collecting data on the work done by police personnel and the time taken for different types of duties. The information was collected by administering work study questionnaires and holding personal interviews.

The duties performed by police personnel were broadly classified into three categories namely, **fixed duty**, **variable duty** and **special duty**. The information collected during the work study was analysed and the time required for performing each unit of activity was worked out for the different activities. **Expert inputs were obtained** for arriving at assumptions where the data was insufficient or unstructured or where estimates had to be made based on experience.

A Manpower Estimation Model was worked out. The **Manpower Estimation Model** consists of five spreadsheets namely Summary Sheet, Annual Man-hour Calculation Sheet, Assumptions Sheet, Assumptions Working Sheet and Data Sheet. Given basic data about the workload of a police station, the Manpower Estimation Model gives the number of police personnel of various cadres required to man the police station. Guidelines for usage of the Manpower Estimation Model are detailed in the report. While the model can be applied in its raw form for police stations of similar profile to the stations covered in the study, for other stations the assumptions need to be suitably modified.

The Manpower Estimation Model was applied for two police stations, namely, Banaswadi and Rajagopalnagar where the study was conducted. The manpower requirement worked out to roughly **621% and 457% of the current strength** respectively for Banaswadi and Rajagopalnagar. This indicates an acute shortage of police personnel. An important point to note with regard to the manpower requirements calculation is the fact that the **requirement was worked out for an eight hour duty shift as against the current practice of 10 to 14 hour shifts**. Also, the calculations were done considering leave and weekly offs which gave a **leave reserve of 48.37%**. The current practice is that the police personnel avail very few of the leaves they are entitled to.

The **police to citizen ratio** as per the revised calculation works out to **1:520** on an average for the two police stations. The current average police to citizen ratio is **1:2,663** for the two stations.

Certain additional issues/discussion points came up during interactions with police personnel at various levels in the course of the Manpower Requirements Study.

These points have been listed in this report for the sake of triggering a discussion and are not supported by concrete data since the study objective was not directed at such issues. Some of such points are:

- **Overqualified personnel** serving as constables;
- **Limited promotion opportunities** for constables;
- **Working hours in excess of eight hours** in most cases with some extreme cases of more than 12 hours;
- **Inability to avail leave**, resulting in less time for family and friends;
- **Lack of structured training** to police personnel.

Though these aspects do not directly impact the manpower estimation per se, they give valuable insights to the policy makers who are expected to use the Manpower Estimation Model to implement changes in the staffing of the police stations.

The report also discusses the direct and indirect impact that **Community Policing** can have on human resources requirements of police stations. This discussion emerges from the experience that Janaagraha has gained over the past few years experimenting with Community Policing. Activities such as helping in **beat patrol, conducting awareness programmes, providing intelligence particularly about petty thefts, chain snatching incidents, information on new residents, verifications etc.** could be potential areas where Community Policing can provide tangible help. The overall impact on crime prevention and a reduction of crime rate are some intangible benefits that the police can reap out of Community Policing.

The inherent nature of policing as a function makes a scientific work study very difficult. Unlike an industrial environment where the outputs are clearly defined, the outputs of policing are not easily quantifiable. This makes a work study in its true sense impractical. Availability of data particularly with regard to time spent on cases was also another key constraint while arriving at the unit times for different activities. Certain issues relating to data reliability such as lack of information on unreported cases etc. could be a factor in the reliability of the final calculations of one station compared to another. The outputs and findings of the Manpower Requirements Study must be interpreted in this context. However, the study and the Manpower Estimation Model give a good starting point to the efforts aimed at addressing the issue of inadequacy of police manpower.



## Background

As part of the Community Policing initiative, Janaagraha undertook the project of mapping of processes in a police station. The process mapping was taken up in two stations namely, Banaswadi and Rajagopalnagar in Bangalore. A Police Station Process Document has been created. The exercise of process mapping in a police station helped in identifying various issues and process gaps at the operating level. One major issue which came out was the inadequacy of police personnel to carry on all the functions.

In order to gain a deeper understanding of the manpower requirements of a police station and to be able to come up with guidelines for estimating the number of personnel required, Janaagraha undertook a study of HR requirements in a police station based on a work study.

The HR requirements study provides guidelines for estimation of the required human resources for any police station based on certain input parameters and activity-time units which have been worked out as an output of the study. This study is also helpful in identifying activities which can be facilitated by Community Policing and its impact on the HR requirements.



## Objectives

The main objective of the study was to arrive at a model for calculating the total man-days/man-months required annually at each cadre for a police station. The study was also expected to provide guidelines for estimation of the required strength for any police station based on certain assumptions.



## Scope of the study

The study was undertaken in two police stations in Bangalore, namely, Banaswadi and Rajagopalnagar. The study covered a total of 170 police personnel in all. A brief profile of the two police stations is given below:

### A. Banaswadi Police Station

Banaswadi Police Station comes under jurisdiction of KR Puram sub-division. The area covered by the Police Station is approximately 10 sq. KMs with a population of 1.91 Lakhs. The area covered is mostly residential in nature. Banaswadi Police Station has a sanctioned strength of 87 (One PI, two PSIs, nine ASIs and 75 Constables) and an actual strength of 81 police personnel



(One PI, four PSIs, nine ASIs and 67 Constables). The Station jurisdiction is divided into 10 beats and 28 sub-beats. 28 police personnel are deployed for the beat work. **Figure 1** shows the jurisdiction map of Banaswadi police station.

#### B. Rajagopalnagar Police Station

Rajagopalnagar Police Station comes under jurisdiction of Malleshwaram sub-division. The area covered by the Police Station is approximately 8 sq. KMs with a population of 2.82 Lakhs. The area covered is predominantly industrial. Rajagopalnagar Police Station has a sanctioned strength of 90 (One PI, two PSIs, nine ASIs and 78 Constables) and actual strength of 87 police personnel (One PI, two PSIs, nine ASIs and 75 Constables). The Station jurisdiction is divided into 6 beats. 48 police personnel are deployed for the beat work. There are five Janasnehi points where constables are deployed. **Figure 2** shows the jurisdiction map of Rajagopalnagar police station.

A list of cases registered for last three years in both the stations is given in **Annex-I**.

The functioning of a police station is detailed in the Police Station Process Document. Relevant extracts from the Process Document pertaining to functioning and organization structure of a police station are given in **Annex-II**.

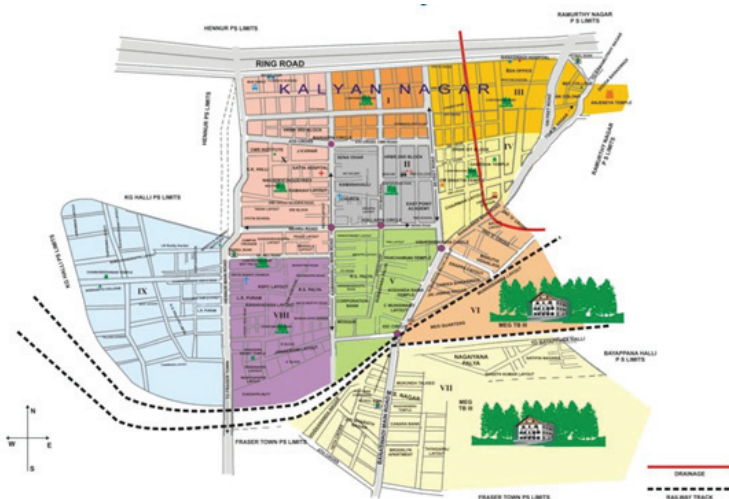


Figure 1: Jurisdiction Map of Banaswadi Police Station

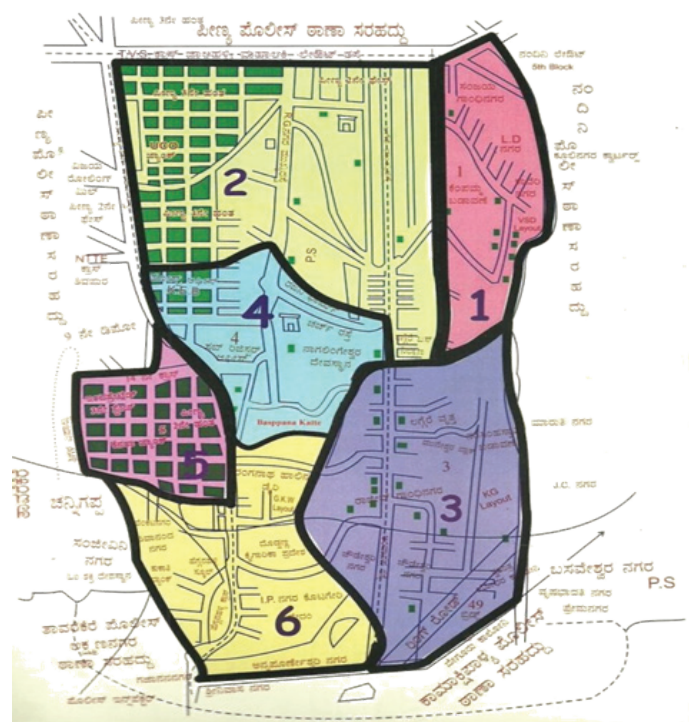


Figure 2: Jurisdiction Map of Rajagopalnagar Police Station



## Study Methodology

The following steps were followed for conducting the study:

- Preparation of **Job Analysis Form** to collect information on the regular, routine and occasional duties of police personnel along with their qualification, special skill and training undertaken. The sample format of Job Analysis Form is given in **Annex-III**;
- Preparation of **Time Ladder Sheet** to know about daily schedule of police personnel. The sample format of Time Ladder Sheet is given in **Annex-IV**;
- Meeting with Police Inspectors (PIs) of both the stations to sensitize them about the study and the proposed work plan;
- Circulation of Job Analysis Sheet and Time Ladder Sheet amongst the staff at both the police stations;
- Collection of filled Job Analysis Forms (a total of **129** forms were collected);
- Collection of Time Ladder Sheets (a total of **84** sheets for around five days);
- Analysis of filled up forms and sheets;
- Personal interviews of police personnel based on review of Job Analysis sheet and Time Ladder sheet. All PIs and PSIs were covered under personal interviews. Considering the uniformity of nature of duty performed by the Constables, a sample size of 35% was included for personal interviews. The list of interviewed police personnel is given in **Annex-VI**;
- Collection of data with regard to work volume of police station in Data Collection Sheet. The sample format of Data Collection Sheet is given in **Annex-V**;
- Translation and digitalization of all the forms and sheets collected;
- Development of Manpower Estimation Model;
- Discussion/validation of assumptions and Activity-Time Units of the Manpower Estimation Model with Janaagraha team, CPAG and the police personnel;
- Assessment of manpower requirements at the two police stations based on the data collected applying the Manpower Estimation Model.



## Study Outputs

The Manpower Requirements Study produced the following main outputs:

1. **Police Station Manpower Estimation Model** – A spreadsheet model which on entering certain data about the police station can produce an approximate requirement of police personnel across different designations. The worked out model with actual data of Banaswadi and Rajagopalnagar Police Stations has also been given in this report.
2. **Guidelines for estimation of manpower requirements** of any police station using the Manpower Estimation Model.



## Police Station Manpower Estimation Model

The Police Station Manpower Estimation Model classifies all the major activities of police personnel into three different categories namely fixed duty, variable duty and special duty.

### 6.1. Categorization of duties

#### Fixed duty

Fixed duties are those duties which are compulsorily required to be carried out at police station irrespective of the number of cases. Duties such as Sentry duty, Reception, Wireless messaging, Writer, Day and Night beat duty, Lockup guard duty etc. are classified under fixed duty. The manpower requirement for fixed duty is generally fixed for a particular police station.

#### Variable duty

Duties which depend upon the numbers of cases to be handled or investigations to be done are classified into this category. The manpower requirements here are a direct function of the number of cases registered in the police station.

#### Special duty

Special duties are those where police personnel are deployed for special tasks such as elections, festivals, bandhs, Bandobast, etc. These are not regular in nature. The manpower requirements for special duty depend on the number of cases of special duty in the police station, the number of days and the number of personnel deployed.

### 6.2. Worksheets in the Manpower Estimation Model

The **Police Station Manpower Estimation Model** consists of five spreadsheets mentioned below:

#### 6.2.1 Summary Sheet

The Summary sheet has four sections. Section A is a brief profile of the police station. The basic details of the police station such as area covered, population within jurisdiction of police station, population density and crime rate are provided. Section B of the Summary Sheet is the calculation of annual man-hours requirement of the selected police station. The calculation is based on required man-hours for each type of duty and adding to those specific reserves for leave reserve and training. The reserves to be added are calculated based on certain assumptions. Section C of Summary Sheet shows the head count calculation for eight duty hours per day assumption. Section D shows certain manpower related ratios for the police station and the comparative figures of Karnataka and India.. This section covers the police strength per lakh of population, ratio of Head Constables to Constables, ASI to Head Constables and PSI to Constables.

### 6.2.2 Annual Man-hours Calculation Sheet

The Annual Man-hours Calculation Sheet contains the calculation of annual man-hours for each type of major activity within the above discussed categories of fixed duty, variable duty and special duty for the selected police station. These calculations are based on the assumptions given in the Assumptions Sheet and the data for the police station captured in the Data Worksheet.

### 6.2.3 Assumptions Sheet

The Assumptions Sheet contains all the assumptions underlying the annual man-hours calculation. The assumptions are based on the study, experience of police personnel and expert inputs. All the assumptions are explained in detail under section Activity-Time Units for Estimation.

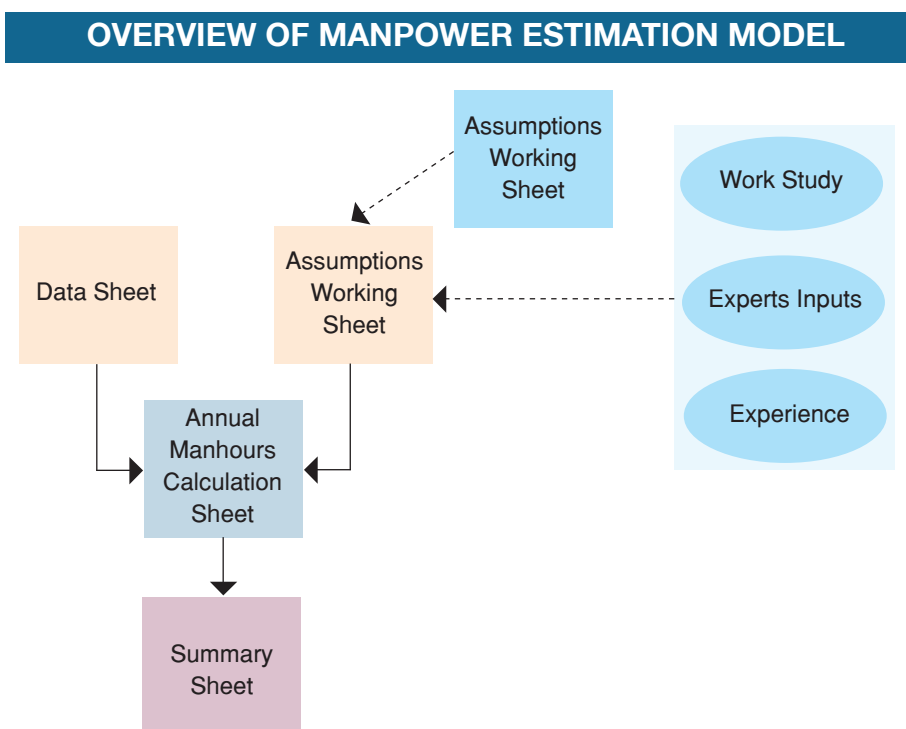
### 6.2.4 Assumptions Working Sheet

The Working Sheet contains all the workings underlying the Assumptions Sheet. These workings are based on information gathered at Banaswadi and Rajagopalnagar during the study.

### 6.2.5 Data Sheet

The Data Sheet contains all actual data of the selected police station. The data sheet has been prepared for Banaswadi and Rajagopalnagar which were covered in the study. This sheet is required to be updated as and when data is collected for other police stations. The data sheet is used for calculation of man-hours/head count requirements for the selected police station.

Figure 3 shows an overview of the different constituents of the Police Station Manpower Estimation Model and the relationship amongst the constituents.



### 6.3. Activity-Time Units for Estimation

Based on the information gathered during the study and expert inputs, a set of standard time for each unit of activity have been worked out for different types of activities. These can be used for any police station with similar profile as the Banaswadi and Rajagopalnagar stations.

The Annual Man-hours Calculation is based on these activity-time units.

The basis for arriving at the standard time required for each activity for different types of activities is given below.

#### 6.3.1 Fixed duty

1. **Sentry duty:** One person (Police constable) deployed round the clock for sentry duty throughout the year;
2. **Reception:** One person (Police constable) deployed round the clock for reception work throughout the year;
3. **Wireless Messaging:** One person (Police constable) deployed round the clock throughout the year;
4. **Station Reserve:** One person (Head constable) reserved round the clock at police station throughout the year;
5. **Juvenile/women case:** Two persons out of which one is a woman police constable deployed round the clock throughout the year;
6. **Writer:** One person (Police Constable) deployed for writer work throughout the year;
7. **Computer Operator:** One person (Police constable) deployed round the clock as computer operator throughout the year;
8. **Lockup duty:** One person (Police constable) deployed round the clock for lockup guard duty. A head constable could be deployed instead of constable. The duty is to be carried out throughout the year;
9. **Tappal duty:** One person (Police constable) deployed for Tappal duty for office hours (8 hours) only. It is assumed that the duty is to be carried out throughout the year since the person may have to visit Commissioner's Office or other police stations any day including on holidays and Sundays;
10. **Court Duty:** Two persons (One Police constable and one Head constable) deployed for court duty during court working hours. The duty is to be carried out on the days when court works. The court does not work on Sundays, second Saturdays and twenty four government holidays (As per Karnataka High Court Calendar);
11. **Beat Duty:**
  - a. **Day Patrolling:** Two persons (One Police constable and one Head constable) deployed for day patrolling (12 hours) The day patrolling duty is to be carried out throughout the year;
  - b. **Night Patrolling:** Two persons (One Police constable and one Head constable) deployed for night patrolling (12 hours). The night patrolling duty is to be carried out throughout the year;
  - c. **Day Hoysala Rounds:** Two persons (One Police constable and one ASI) deployed for patrolling through Hoysala vehicles for 12 hours. The day patrolling is to be carried out throughout the year;

- d. **Night Hoysala Rounds:** Two persons (One Police constable and one ASI) deployed for patrolling through Hoysala vehicles for 12 hours. The night patrolling is to be carried out throughout the year;
- e. **Janasnehi:** One person (Police constable) is deployed for Janasnehi duty during day time (8 hours) throughout the year.

Working on the above basis, the standard annual man-hours for each type of fixed duty for a Constable and a Head Constable is given in **Table 1**.

Table 1: Fixed duty assumptions for Constables and Head Constables

TYPE OF DUTY	NO. OF HOURS REQUIRED	NO. OF PERSONS REQUIRED	NO. OF DAYS REQUIRED	ANNUAL MAN-HOURS
<b>POLICE CONSTABLES</b>				
Sentry duty	24	1	365	8,760
Reception	24	1	365	8,760
Wireless messaging	24	1	365	8,760
Station Reserve	24	-	365	-
Juvenile/women cases	24	2	365	17,520
Writer	24	1	365	8,760
Computer Operator	24	1	365	8,760
Lockup duty	24	1	365	8,760
Tappal duty	12	1	365	4,380
Court duty	8	1	279	2,232
Beat duty				
Day Patrolling	12	1	365	4,380
Night Patrolling	12	1	365	4,380
Day Hoysala rounds	12	1	365	4,380
Night Hoysala rounds	12	1	365	4,380
Janasnehi points	8	1	365	2,920
<b>HEAD CONSTABLES</b>				
Station Reserve	24	1	365	8,760
Court Process duty	8	1	279	2,232
Beat duty				
Day Patrolling	12	1	365	4,380
Night Patrolling	12	1	365	4,380

### 6.3.2 Variable duty<sup>1</sup>

1. **Investigations:** Different types of cases require different sets of activities to be performed starting from registration of FIR till case closure. The man-hours required for each stage of processing a case is different and also varies widely from one case to another. The standard man-hours for cases have been arrived at based on the experience of the personnel interviewed and are not supported by data on actual time spent<sup>2</sup>.
2. **Warrant duty:**
  - a. **Updating of Process Register/PoliceIT** – Covered infixed duty of Writer/Computer Operator;
  - b. **Execution of warrant** - Two constables (One Constable and One Head Constable) for approximately six hours per warrant and seventy two hours for outstation warrant execution.
3. **Summons and Notice duty:**
  - a. **Updating of Process Register/PoliceIT** – Covered infixed duty of Writer/Computer Operator;
  - b. **Execution of summon/notice** - Two constables (Police Constable) for approximately two and half hours per summon/notice and forty eight hours for outstation summons
4. **Verification Services/Sakala Services:**

The entry in relevant registers is covered in fixed duty of the Writer/Computer Operator. The time units for the execution are given below:

  - a. **Police verification service/Permission/NOC** – One constable for approximately five hours per application;
  - b. **Passport Verification** – One constable for approximately six hours per application;
  - c. **Arms licence issue and renewal** - One constable for approximately seven hours per application;
  - d. **RTI Processing** – all activities covered in fixed duty of Writer and PSI.

Working on the above basis, the annual standard man-hours required for variable duty are shown in **Table 2**.

Table 2: Variable duty assumptions for Constables and Head Constables

TYPE OF DUTY	MAN-HOURS REQUIRED PER CASE	
	POLICE CONSTABLE	HEAD CONSTABLE
1. INVESTIGATION		
Investigation – Crime		
Murder	560	250
Dacoity	460	205

<sup>1</sup>The time allocated for different type of cases is approximate and arrive at by applying thumb rule as recommended by CPAG.

<sup>2</sup>Currently, such data is not available either in the manual system or in PoliceIT.

TYPE OF DUTY	MAN-HOURS REQUIRED PER CASE	
Robbery	390	175
House Theft	390	175
Thefts – Others	366	163
Cheating and Breach of Trust	524	273
Cases under IPC (304, 498, 307 and 384)	460	200
Assault Cases	336	147
Rape	476	210
Rioting Cases	390	174
Kidnapping	506	225
Misc. IPC	290	125
Special & Local laws	290	125
Fatal Road Accident	388	175
Non fatal Road Accident	335	151
Missing Cases	378	171
Gambling	278	138
Security cases (102, 107, 109, 110, 145 and 151 of Cr PC.)	160	110
Investigation – Others		
UDR	285	137
Petitions	110	95
<b>2. Warrant Duty</b>		
Local	6	6
Outstation	72	72
<b>3. Police Escorts</b>		
Local	5	-
Outstation	48	-
<b>4. Summons/Notices Duty</b>		
Local	5	-
Outstation	48	-
<b>5. Verification Services/Sakala Services</b>		
Police Verification services/permission/NOC	5	-
Passport Verification	5	-
Arms Licence and renewal	7	-



### 6.3.3. Special duty:

One man-day of special duty comprises 13 hours of deployment of one person.

### 6.3.4. Leave Reserve:

1. **Leave entitlement:** 30 days of earned leave and 15 days of casual leave per person annually as per KCSR entitlement;
2. **Weekly off:** One day per week i.e. 52 days a year;
3. **Government holidays:** 22 as per Karnataka Government holiday calendar 2014;

Working on the above basis, a total of **119 days** of leave per person per year has been calculated. This translates to a leave reserve of **48.37%** of the total working man-days.

### 6.3.5. Training Reserve<sup>3</sup> :

**Refresher training:** Ten days per person per year (Training such as PoliceIT, Computer, Rifle, RTI, etc.). This translates to a training reserve of **4.24%** of the total working man-days.

### 6.3.6. Ratio- ASI, PSI and PI to constables:

It is observed that the ratio of ASI and PSI to Constables varies from station to station. For the purpose of the Manpower Estimation Model, the inputs provided by CPAG have been considered. Based on inputs, the standard ratio works out to:

- Head Constables to Constables – **Higher of** head count calculated by applying manpower estimation model or One Head Constable for every four constables (i.e. 25% of constable)
- ASI to Head Constables – One ASI for every four HCs (i.e. 25% of head constables)
- PSI to Constables – One PSI for every 24 constables (i.e. 4% of constables)
- Police Inspector – One person for a police station



## Manpower Estimation for Banaswadi and Rajagopalnagar

The Manpower Estimation Model has been applied for assessing the manpower requirements of Banaswadi and Rajagopalnagar Police Station which were part of the study. The Summary Sheets of the Manpower Estimation Models for the two stations has been shown separately in **Table 3** and **Table 4** respectively. The manpower requirement has been worked out for an 8-hour working day. The Summary Sheets also contain certain ratios such as police personnel per lakh population, population per policeman and so on along with the corresponding figures for Karnataka and India to the extent information is available .

<sup>3</sup>Provided by CPAG.

Table 3: Manpower Estimation of Banaswadi Police Station

## MANPOWER CALCULATION SHEET

A) BASIC PROFILE	
Name of the Police Station	Banaswadi
Population	1,91,000
Area covered (Sq KM)	10
Population Density (Population per Sq KM)	19,100
Crime Rate ( Average number of cases registered)	726

B) ANNUAL MAN-HOURS CALCULATION FOR PC AND HC		
Particulars	Police Constable	Head Constable
Fixed duty	1,93,492	98,592
Variable duty	4,14,843	2,06,643
Special duty	1,781	-
<b>Total</b>	<b>6,10,116</b>	<b>3,05,235</b>
Add : Leave reserve @ 48.37%	2,95,137	1,47,654
Add : Training reserve @ 4.24%	25,852	12,934
<b>Total Man-hours required annually</b>	<b>9,31,105</b>	<b>4,65,822</b>

C) ANNUAL MANDAYS AND HEAD COUNT CALCULATION				
Scenario 1 - Working hours per day				8
PC and HC		Police Constables	Head Constables	
	Mandays required	1,16,388	58,228	
	Manmonths required	3,880	1,941	
	Head count required	323	162	
	Head Constables as per standard ratio (1:4)		81	
PC	As per head count			323
HC	Higher of (Calculated head count and standard ratio)			162
ASI	Ratio-ASI to Head Constables @ 25.00%			40
PSI	Ration-PSI to Police Constables @ 4.17%			13
PI	Standard			1
<b>Total required strength of Police Station</b>				<b>540</b>

D) ANALYSIS SHEET				
	Particulars	Banaswadi	Karnataka	India
1	Police Personnel per lakh population			
	Population (In Lakhs)	1.91	595.00	12,058.00

‘The data related to Karnataka and India have been taken from the report - ‘Data on Police Organizations in India’ published by Bureau of Police Research and Development.

D) ANALYSIS SHEET				
	Particulars	Banaswadi	Karnataka	India
	Police personnel strength			
	-Existing(Sanction strength)	87	78,405	16,93,541
	Required for 8 Hours duty	540		
	Police Personnel per lakh population			
	-Existing	46	132	140
	-Based on required strength	283		
2	Population per Police man			
	-Existing	2,195	759	712
	-Based on required strength	354		
3	Ratio-Head Constables to Constables			
	-Existing	0.32	0.36	0.33
	-Based on required strength	0.50		
4	Ratio-ASI to Head Constables			
	-Existing	0.50	0.25	0.29
	-Based on required strength	0.25		
5	Ratio- PSI to Police Constables			
	-Existing	0.04	0.06	0.10
	-Based on required strength	0.04		

Table 4: Manpower Estimation of Rajagopalnagar Police Station

## MANPOWER CALCULATION SHEET

A) BASIC PROFILE		
Name of the Police Station		Rajagopalnagar
Population		2,82,000
Area covered (Sq KM)		8
Population Density(Population per Sq KM)		35,250
Crime Rate ( Average number of cases registered)		658

B) ANNUAL MAN-HOURS CALCULATION FOR PC AND HC			
Particulars	Police Constable	Head Constable	
Fixed duty	1,61,372	63,552	
Variable duty	3,15,021	1,57,806	
Special duty	2,015	-	
<b>Total</b>	<b>4,78,408</b>	<b>2,21,358</b>	
Add : Leave reserve @ 48.37%	2,31,425	1,07,080	
Add : Training reserve @ 4.24%	20,272	9,380	
Total Man-hours required annually	7,30,105	3,37,817	

C) ANNUAL MANDAYS AND HEADCOUNT CALCULATION			
Scenario 1 - Working hours per day			8
PC and HC		Police Constables	Head Constables
	Mandays required	91,263	42,227
	Manmonths required	3,042	1,408
	Head count required	254	117
	Head Constables as per standard ratio (1:4)		63
PC	As per headcount		254
HC	Higher of (Calculated head count and standard ratio)		117
ASI	Ratio-ASI to Head Constables @ 25.00%		29
PSI	Ration-PSI to Police Constables @ 4.17%		11
PI	Standard		1
Total required strength of Police Station			412

D) ANALYSIS SHEET				
	Particulars	Rajagopal-nagar	Karnataka	India
1	Police Personnel per lakh population			
	Population (In Lakhs)	2.82	595.00	12,058.00
	Police personnel strength			
	-Existing(Sanction strength)	90	78,405	16,93,541
	-Required for 8 Hours duty	412		
	Police Personnel per lakh population			
	-Existing	32	132	140
	-Based on required strength	146		
2	Population per Police man			
	-Existing	3,133	759	712
	-Based on required strength	685		
3	Ratio-Head Constables to Constables			
	-Existing	0.37	0.36	0.33
	-Based on required strength	0.46		
4	Ratio-ASI to Head Constables			
	-Existing	0.43	0.25	0.29
	-Based on required strength	0.25		
5	Ratio- PSI to Police Constables			
	-Existing	0.04	0.06	0.10
	-Based on required strength	0.04		



## Manpower Estimation Model Analysis

The total number of police personnel required for Banaswadi is 540 as against the current strength of 87. The corresponding requirement for Rajagopalnagar is 412 as against the current strength of 90. The requirement of number of personnel in each cadre as against the current sanctioned strength for both the stations is shown in **Table 5**.

Table 5: Sanctioned strength vs. Required strength

DESIGNATIONS			RAJAGOPALNAGAR	
	Sanctioned strength	Required strength	Sanctioned strength	Required strength
Police Constables	57	324	57	254
Head Constables	18	162	21	117
ASIs	9	40	9	29
PSIs	2	13	2	11
PI	1	1	1	1
<b>Total</b>	<b>87</b>	<b>540</b>	<b>90</b>	<b>412</b>

**Table 6** below presents the population per policeman of Banaswadi and Rajagopalnagar calculated based on required strength as against their sanctioned strength. A comparison is also shown in **Figures 4**.

Table 6: Population per Policeman

PARTICULARS	BANASWADI		RAJAGOPALNAGAR	
	Sanctioned strength	Required strength	Sanctioned strength	Required strength
Population per Policeman	2195	354	3133	685

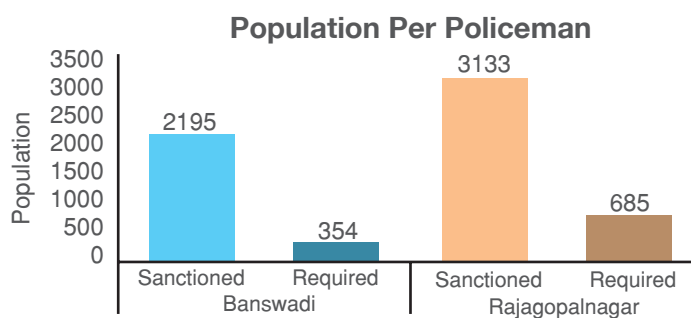


Figure 4: Population per policeman

**Table 7** below presents the key ratios of Banaswadi and Rajagopalnagar as against the Karnataka average and India average. A comparison of the ratios are also shown in **Figures 5**.

Table 7: Analysis of key ratios of Banaswadi and Rajagopalnagar<sup>5</sup>

Particulars	Required strength		Karnataka	India
	Banaswadi	Rajagopal-nagar		
Police Personnel per lakh population	283	146	132*	140*
Population per Policeman	354	685	759*	712*
Ratio - HC to Constables	0.50	0.46	0.36*	0.33*
Ratio - ASI to Head Constables	0.25	0.25	0.25*	0.29*
Ratio - PSI to Constables	0.04	0.04	0.06*	0.10*
*Including Civil and Dist. Armed Police excluding State Armed Police				

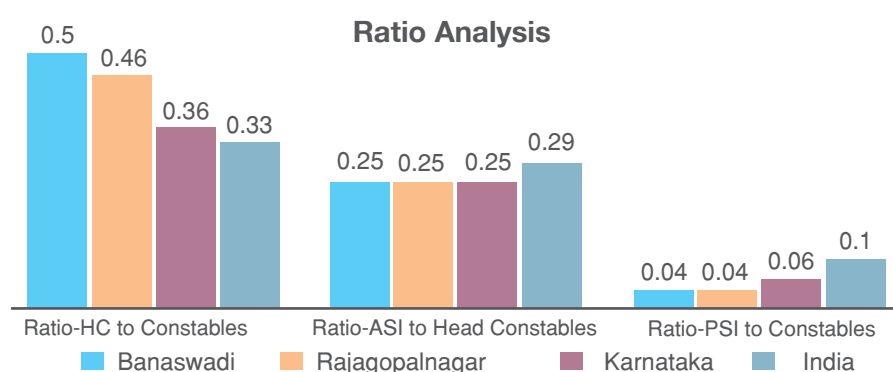


Figure 5: Ratios Analysis

The ratio of ASI and PSI to Constables of the two stations covered by the study are more or less in line with the Karnataka and India ratios. An important point to note is that the population per policeman and police personnel per lakh population ratios vary widely between Banaswadi and Rajagopalnagar. The difference between manpower requirement figures between Banaswadi and Rajagopalnagar could possibly be attributed to one or more reasons below:

1. The difference between number of beats - 10 beats in Banaswadi and 6 beats in Rajagopalnagar;
2. Possibility of unreported cases - the number of cases in Rajagopalnagar is almost same as Banaswadi even though population is much higher in Rajagopalnagar (148% of Banaswadi);
3. Since Rajagopalnagar covers a predominantly industrial area, security arrangement by private companies, resulting in lesser policing requirement.

The Manpower Requirements Study needs to be taken up in a larger number of police stations before benchmarks can be assigned to the key ratios.

<sup>5</sup>Population per policeman related to Karnataka and India have been taken from the report - 'Data on Police Organizations in India' published by Bureau of Police Research & Development



## Observations incidental to the Study

During interactions with police personnel at various levels in the course of the HR requirements study, certain points came up which are related to and which impact the Human Resource aspects. Though these aspects do not directly impact the manpower estimation per se, they give valuable insights to the policy makers who will subsequently use the Manpower Estimation Model to implement changes in the staffing of the police station.

1. **OVERQUALIFIED PERSONNEL:** Though the qualification requirement for a constable is SSLC, people with higher qualification apply and are selected for the post of constable. There are cases where post graduates are occupying constable posts. This has resulted in persons in seniors in the same cadre as well as in higher cadre (PSI) with lower qualification. Such overqualified constables are easily demotivated when the job requirements do not match their qualification. Such demotivated persons either do not perform well or quit the job on getting a better opportunity. **Table 7 & Figure 6** below show the education qualifications of police constables and head constables in both the police stations. As can be seen, more than 68% (Banaswadi) and 47% (Rajagopalnagar) are graduates and post graduates though the requirement for a constable is SSLC only

Table 8: Education Qualifications of Police Constables and Head Constables

EDUCATION QUALIFICATIONS	BANASWADI			RAJAGOPAL-NAGAR		
	PC	HC	Total	PC	HC	Total
SSLC	-	6	6	9	7	16
PUC	8	3	11	14	3	17
Graduates	27	3	30	16	8	24
PG	5	-	5	5	-	5
<b>Total</b>	<b>40</b>	<b>12</b>	<b>58</b>	<b>44</b>	<b>18</b>	<b>62</b>

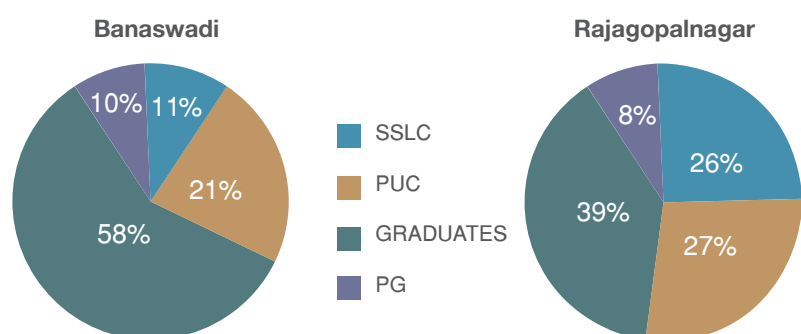


Figure 6: Analysis of Education Qualifications of Constables

<sup>6</sup>These observations came out of discussions and verifiable data is not available to fully substantiate the points raised in certain cases.

- 2. LACK OF PROMOTION OPPORTUNITIES:** The promotion opportunities are limited in the Police department and it takes a very long time (in excess of 20 years) for a Police Constable to become Head Constable. In many cases, a person joining as Police Constable may retire as Head Constable or at the most as an ASI.

An analysis (as shown in **Figure 7**) of the number of years taken for promotion from PC to HC for a total of 29 Head Constables shows that it takes a minimum of 15 years and in some cases, it takes as many as 24 years.

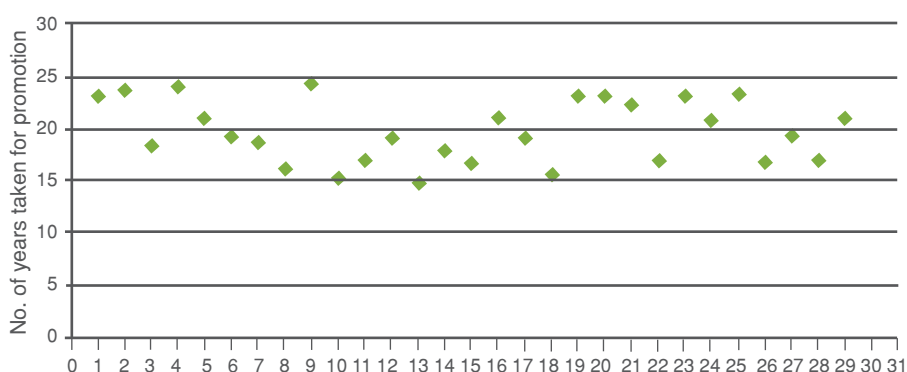


Figure 7: Number of years for promotion from PC to HC

**Figure 8** below shows the number of years in service for the same 29 Head Constables. The average number of years works out to 24 which indicates that most of them spend a major portion of their service either as PC or HC.

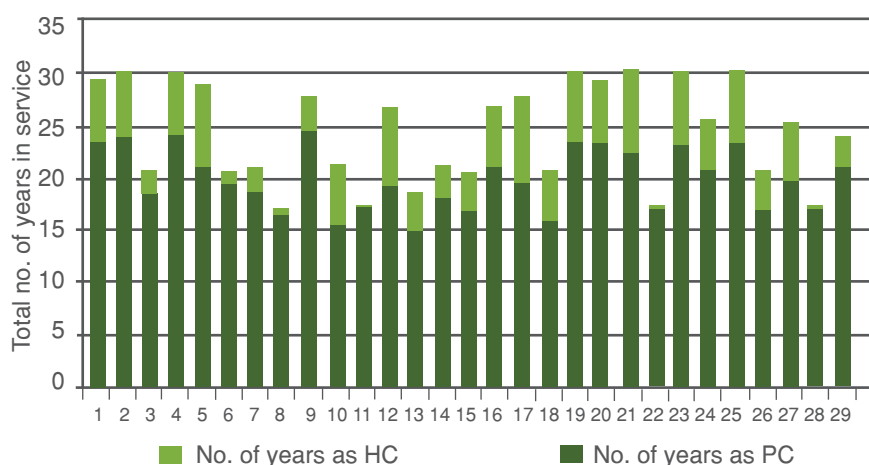


Figure 8: Head Constables- Number of years in service



The raw data collected for the above analysis containing details such as joining date, promotion date, time taken for promotion, etc. for the police personnel of the two police stations is given in **Annex-VII**.

3. **Long working hours:** It was observed that the police personnel normally work for about 12 hours a day which may extend upto 14 hours.
4. **Unstructured shifts:** In some cases it was observed that the night shift is followed immediately after the day shift which itself was for 12 hours. This resulted in a continuous duty period of 24 hours.
5. **Insufficient leave/weekly offs:** At constable and head constable levels, out of the entitlement of four weekly offs in a month, personnel are allowed to take only two weekly offs. At higher levels of ASI, PSI and PI, weekly offs are rarely taken. Also, police personnel are allowed to take only 15 days a year as leave as against other government employees who enjoy leave as per KCSR eligibility.
6. **Less family time:** As a result of stretched working hours and insufficient leave, the police constables and HCs expressed their inability to attend to family matters such as attending Parent Teacher Meetings held in the schools, family functions, attending to elders etc.
7. **Health problems:** It was expressed that because of excessive work pressure, a majority of police personnel suffer from High Blood Pressure and in a few cases it has resulted in paralytic strokes and poor health condition in the middle age itself.
8. **Lack of people at senior levels with ground experience:** Since most of the top officials in the Police Department are recruited directly through competitive examinations, it is likely that they are not exposed to day to day operation of a police station. Hence, they may not be in a position to understand the constraints and issues faced by the lower level personnel. Having people in the top who have come up the ranks from the lower cadres would help.
9. **Insufficient training:** It was observed that the police personnel are not regularly sent for training. Even the training given in PoliceIT was expressed to be insufficient by the personnel interviewed. The different types of training undergone by police personnel are given in **Annex-VII**.



## Guidelines for usage of the Manpower Estimation Model

The Manpower Estimation Model prepared as part of this study can be applied for estimating the manpower requirements of any other police station . The important steps to be followed for applying the model are:

1. Draw up a profile of the police station which includes information such as area covered, population, population density, demographic information, crime rate, total strength of police personnel and any specific aspects affecting the functioning of the police station. This will give an indication of whether the Manpower Estimation Model can be applied as it is or certain assumptions/ Activity- Time Units need to be modified. If any modifications are found necessary, the same may be made with suitable justification;
2. Collect data relating to the police station in the Data Sheet of the Manpower Estimation Model. Historical data must be collected at least for three years so that the averages are meaningful;
3. Calculate the total man-hours required (Section B of the Summary Sheet);
4. Calculate the headcount of the personnel required (Section C of the Summary Sheet) depending on the number of working hours;
5. Calculate the ratios (Section D of the Summary Sheet) and compare the ratios with the standards.

Figure 9 shows an overview of the process for usage of the Manpower Estimation Model.

## USAGE OF THE MANPOWER ESTIMATION MODEL

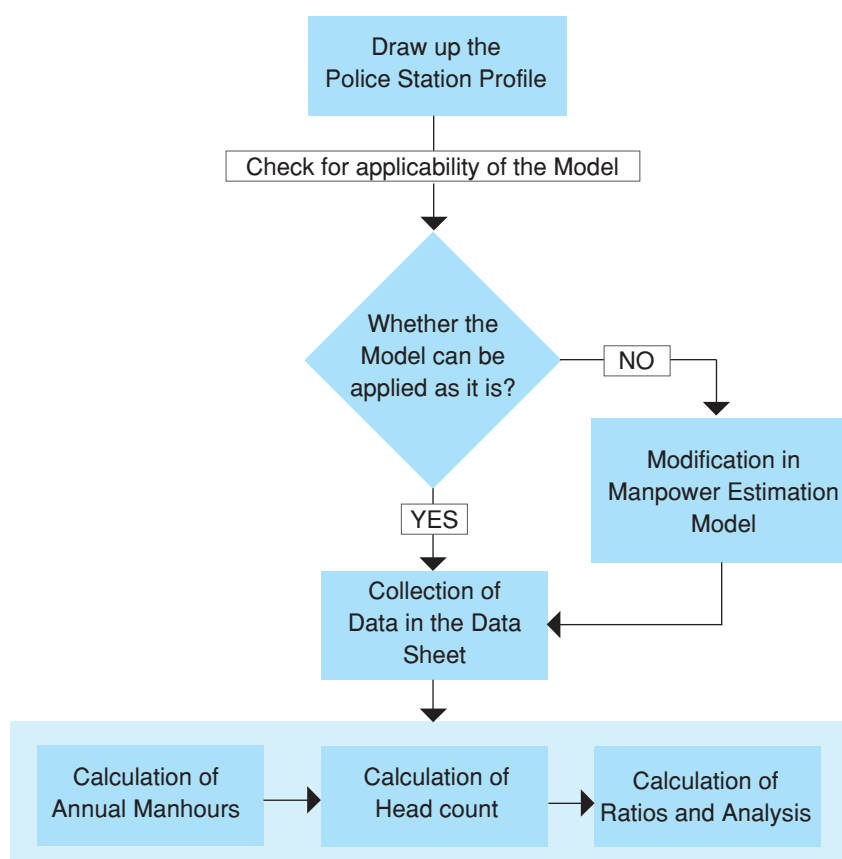


Figure 9: Usage of Manpower Estimation Model

<sup>7</sup>Police stations with similar profile as Banaswadi and Rajagopalnagar

<sup>8</sup>The Manpower Estimation Model is suitable for a typical law and order police station and cannot be applied for special police stations such as traffic police, railway police, reserve police and others. This model cannot be applied to the police stations which perform traffic duties also.

The Manpower Estimation Model is based on a study of two police stations only. It also depends upon certain standards which are based on estimations. Every instance of application of this model for manpower estimation will give further insights into the assumptions underlying this model. These insights need to be listed and necessary modifications to the model need to be made periodically.



## Impact of Community Policing

As per the **Security Perception Index** (a baseline study conducted by Janaagraha) police and citizen share the vision that Community Policing should create better relations between them as well as create a sense of awareness and knowledge among communities about crime and security. While police favour the program as a means to capacity-build, and focus strongly on the inputs that the program will need to be successful in the long term, citizens put more attention on the deliverables pointing to specific threats that they would like the program to address .

During the Manpower Requirements Study, it was observed that there are certain activities where Community Policing may help the police personnel in their functions. Activities such as helping in patrolling of beats, conducting awareness programmes, keeping an eye at chain snatching points, information on new residents, verifications of persons, etc. could be entrusted to the Area Suraksha Mitras (ASM). The following services already being rendered by ASMs are listed below :

1. Informed about unknown vehicles parked;
2. Informed about youth taking drugs, keeping rods and hockey sticks;
3. Information about people quarrelling;
4. Information about crimes such as murder, theft, child abuse , gambling, etc.;
5. Information about smoking at public places;
6. Awareness programme on crime prevention, safety and security, child abuse, teasing, etc.;
7. Meetings - Jana suraksha Samithi, Citizen Committee and Peace committee and
8. Night beat along with constables

Therefore, Community Policing can have a direct as well as an indirect impact on the policing function and the corresponding manpower requirements. The direct benefits arise from the ASMs reducing the workload of the police personnel by taking up or helping the police personnel in some of their duties as explained above. The indirect benefits arise when there is a noticeable reduction in the crime rate in the areas covered under Community Policing, thereby reducing the number of cases which require the intervention of the police station.

<sup>9</sup>Observations from "Security Perception Index" a baseline study conducted by Janaagraha

<sup>10</sup>Taken from Janaagraha publication- "Update on Community Policing"



## Limitation of the Study

The approach to the HR requirements study was to identify the activities forming part of the processes in a police station and arriving at certain standards for the time required for each activity. Due to the inherent nature of working of a police station and due to data constraints, the study was subject to certain limitations. As such, the study outputs must be read keeping in mind the constraints of the study.

1. The study was limited to only two police stations. This might have an impact on the averages and estimations underlying the assumptions;
2. The study did not go into the technical aspects of policing such as the adequacy of the number of beats, persons per beat, number of vehicles, deployment of police personnel, investigative methods and so on which could potentially have an impact on the staffing aspects;
3. Non-uniformity of responses in the Job Analysis Forms and Time Ladder Sheets;
4. Inconsistencies between the data collected from the two police stations;
5. Reliance on estimation for time units for variable duty items since the actual time taken varies widely from case to case;
6. A large portion of the functioning of a police station do not involve outputs in quantifiable terms (such as investigations) making it difficult to arrive at per unit standard times.

# Annexes

## Annex-I: List of number of cases registered

CRIME HEADS		BANASWADI			RAJAGOPAL-NAGAR		
		2011	2012	2013	2011	2012	2013
Part-A							
<b>I</b>	<b>Murder</b>	<b>5</b>	<b>4</b>	<b>2</b>	<b>8</b>	<b>8</b>	<b>4</b>
	Murder	5	4	2	8	8	4
	Murder for gain	-	-	-	-	-	-
<b>II</b>	<b>Dacoity</b>	<b>7</b>	<b>9</b>	<b>11</b>	<b>8</b>	<b>19</b>	<b>16</b>
	Dacoity (Prof.)						
	(a)for Preparation	-	-	1	8	19	16
	(b)to attempt	-	-	-	-	-	-
	Dacoity (Technical)						
	(a)for Preparation	7	9	10	-	-	-
	(b)to attempt	-	-	-	-	-	-
<b>III</b>	<b>Robbery</b>	<b>18</b>	<b>21</b>	<b>27</b>	<b>5</b>	<b>4</b>	<b>2</b>
	Robbery	7	3	5	1	3	1
	Attempt to Robbery	-	-	-	-	-	1
	Mobile Robbery	-	3	2	2	1	-
	Chain Snatching	11	15	20	1	-	-
	Chain Snatching Attempt	-	-	-	1	-	-
<b>IV</b>	<b>House Theft</b>	<b>76</b>	<b>73</b>	<b>89</b>	<b>45</b>	<b>44</b>	<b>37</b>
	HBT By Day	5	5	7	7	16	5
	HBT By Night	30	25	35	22	19	14
	House Theft	41	43	47	16	9	18

CRIME HEADS		BANASWADI			RAJAGOPAL-NAGAR		
		2011	2012	2013	2011	2012	2013
<b>VI</b>	<b>Thefts - Others</b>	<b>153</b>	<b>159</b>	<b>162</b>	<b>99</b>	<b>60</b>	<b>77</b>
	Servant Theft	5	9	7	6	3	3
	Ordinary Theft.	25	41	42	15	4	7
	Mobile Theft.	3	8	13	-	-	-
	Two Wheelers	93	77	74	65	45	55
	Three Wheelers	3	3	5	2	2	2
	Four Wheelers	20	16	12	8	5	8
	Motor Parts	2	1	1	3	1	2
	Pocket picking	-	-	-	-	-	-
	Car Stereo	2	3	4	-	-	-
	Cycle Theft.	-	-	4	-	-	-
	Copper/ACS wire	-	-	-	-	-	-
	C.J. Theft.	-	-	-	-	-	-
	Sandalwood Theft.	-	1	-	-	-	-
	Cattle Theft	-	-	-	-	-	-
	R.S. Property	-	-	-	-	-	-
<b>VII</b>	<b>Cheating and Breach of Trust</b>	<b>41</b>	<b>36</b>	<b>42</b>	<b>42</b>	<b>13</b>	<b>18</b>
	Cheating	36	31	39	40	11	18
	Criminal breach of Trust	5	5	3	2	1	-
	C.C. Notes	-	-	-	-	1	-
	<b>Total (Part-A)</b>	<b>300</b>	<b>302</b>	<b>333</b>	<b>207</b>	<b>148</b>	<b>154</b>

CRIME HEADS		BANASWADI			RAJAGOPAL-NAGAR		
		2011	2012	2013	2011	2012	2013
Part-B							
<b>I</b>	<b>Cases under IPC (304,498,307 and 384)</b>	<b>35</b>	<b>42</b>	<b>22</b>	<b>32</b>	<b>37</b>	<b>54</b>
	304(B)IPC	2	3	-	3	-	4
	306IPC	4	4	3	-	-	-
	498(A)IPC	11	8	9	8	14	19
	D.P. Act.	9	9	1	8	11	17
	304(A)IPC	1	3	1	3	2	4
	307IPC	2	2	3	4	7	7
	384IPC	-	3	-	6	3	3
	others	6	10	5	-	-	-
<b>II</b>	<b>Assault cases-354 IPC</b>	<b>50</b>	<b>74</b>	<b>98</b>	<b>51</b>	<b>54</b>	<b>68</b>
	Assault cases	4	8	14	8	8	7
	Hurt Cases	46	66	84	43	46	61
<b>III</b>	<b>Rape-376IPC</b>	<b>1</b>	<b>1</b>	<b>-</b>	<b>5</b>	<b>6</b>	<b>3</b>
<b>IV</b>	<b>Rioting Cases</b>	<b>5</b>	<b>12</b>	<b>3</b>	<b>1</b>	<b>7</b>	<b>7</b>
	Rioting Cases	5	12	3	1	7	7
<b>V</b>	<b>Kidnapping</b>	<b>20</b>	<b>22</b>	<b>18</b>	<b>3</b>	<b>8</b>	<b>6</b>
	For ransom	-	-	-	-	-	-
	For other reason	20	22	18	3	8	6
<b>VI</b>	<b>Misc. IPC</b>	<b>47</b>	<b>20</b>	<b>59</b>	<b>41</b>	<b>61</b>	<b>18</b>
	Misc. IPC	45	18	59	35	52	16



CRIME HEADS		BANASWADI			RAJAGOPAL-NAGAR		
		2011	2012	2013	2011	2012	2013
	292IPC	-	-	-	-	-	-
	294IPC	-	-	-	-	-	-
	317IPC	1	-	-	-	-	-
	318IPC	-	-	-	2	2	1
	309IPC	1	2	-	4	7	1
<b>VII</b>	<b>Special &amp; Local laws</b>	<b>62</b>	<b>34</b>	<b>75</b>	<b>21</b>	<b>40</b>	<b>44</b>
	Referred Case	13	7	22	13	17	12
	SC/ST Act	-	-	-	1	3	2
	PCR Act	-	-	-	-	-	-
	Arms Act	-	-	-	1	-	-
	Explosive Act	-	-	-	-	-	-
	Cinematography Act	-	-	-	-	-	-
	Excise Act	18	2	16	1	9	7
	E.C. act	1	1	-	3	2	-
	NDPS Act	3	4	1	-	-	-
	Cow Slaughter Act	-	-	-	-	-	-
	Animal Sacrifices Act	-	-	-	-	-	-
	Disfigurement Act	-	-	-	-	-	-
	Copy Right Act	3	5	2	-	1	5
	Foreigners Act	18	9	12	-	-	-
	Goonda Act.	-	-	-	-	-	-
	Extradition Act	-	-	-	-	-	-

CRIME HEADS		BANASWADI			RAJAGOPAL-NAGAR		
		2011	2012	2013	2011	2012	2013
	PIT Act	6	1	1	-	2	-
	Other Spl. & Local laws	-	5	21	2	6	18
<b>VIII</b>	<b>Missing Cases</b>	<b>102</b>	<b>133</b>	<b>135</b>	<b>189</b>	<b>191</b>	<b>190</b>
	<b>Total (Part-B)</b>	<b>322</b>	<b>338</b>	<b>410</b>	<b>343</b>	<b>404</b>	<b>390</b>
Part-C							
<b>I</b>	<b>Gambling</b>	<b>2</b>	<b>4</b>	<b>1</b>	<b>14</b>	<b>17</b>	<b>14</b>
	Gambling	1	2	-	9	9	7
	78(3)K.P. Act	-	2	1	1	-	-
	96(B)K.P. Act.	1	-	-	-	2	-
	96K.P.Act.	-	-	-	-	-	-
	98K.P.Act.	-	-	-	4	6	7
	<b>Total(Part-C)</b>	<b>2</b>	<b>4</b>	<b>1</b>	<b>14</b>	<b>17</b>	<b>14</b>
Part-D							
<b>I</b>	<b>Security cases (102,107,109,110,145 and 151 of CrPC)</b>	<b>44</b>	<b>57</b>	<b>64</b>	<b>63</b>	<b>132</b>	<b>85</b>
	41(2)R/w 102Cr.P.C & 379 IPC	1	2	3	4	5	6
	107 Cr.P.C	5	-	-	1	2	3
	109 Cr.P.C.	27	35	38	38	83	26
	110 Cr.P.C.	11	20	23	20	42	50
	145 Cr.P.C.	-	-	-	-	-	-
	151 Cr.P.C.	-	-	-	-	-	-
	<b>Total (Part-D)</b>	<b>44</b>	<b>57</b>	<b>64</b>	<b>63</b>	<b>132</b>	<b>85</b>
	<b>Total No. of cases (Part A, B, C &amp; D)</b>	<b>668</b>	<b>701</b>	<b>808</b>	<b>627</b>	<b>701</b>	<b>643</b>



## Annex-II: Functioning of police station (Extracts from the Police Station Process Document)

For regular functioning, the police station is organized into different departments/ sections based on the work assigned. The work is divided mainly into sections namely investigation section and supporting section.

### INVESTIGATION SECTIONS

This category can be further divided into three sections namely; i) Law and order ii) Crimes, iii) UDR, Missing and petitions

#### Law and order

It is the duty of the police department to see that there are no disturbances among different sections of society and peace is maintained in the community. In case disturbances are reported necessary action is taken by the police personnel assigned to the Investigation - Law & Order section.

#### Crimes

Crimes of different types occur in the society regularly. Whenever crimes are reported, the Investigation- Crime section handles such cases right from preliminary spot visits till the offenders are caught and the investigation is completed.

#### UDR, Missing and petition

This section handles all unnatural death cases, missing persons as well as different types of petitions received from higher authorities of police department and also petitions received directly in the police station from the general public.

### SUPPORTING SECTIONS

#### Writer section

More than 50 registers are being maintained in every police station relating to investigations and other activities. One senior police staff is in-charge of the Writer section and the registers are updated every day in this section. Different data are compiled and submitted to superior officers from time to time by this section.

#### Process section

There are different processes to be executed relating to Law and order, Crimes, Petitions such as issue of notices, issue of summons and execution of warrants which are done by the Process staff.

### Court Duty Staff

A few police constables are allotted for Court duty. Apart from attending to Court regularly, they also do many coordination activities between Court and police station. The Court staff take witnesses, complainants, accused, etc. to the public prosecutor. They also note down the progress of each case on daily basis and produce the investigation report, if asked to. They also coordinate in body warrant cases. Progress diary and Court Disposal diary are updated by Court duty staff on a daily basis.

### Passport Section

Each Police station has a Passport section and one PC is assigned the work of Passport verification and recommendation. The Passport section constable obtains verification details of the applicant from the Beat staff. He verifies the criminal background if any, of the applicant and based on the details collected gives recommendation whether to issue Passport or not.

### Beat Staff

Continuous patrolling and roaming within the jurisdiction of every police station is carried out by beat staff. Verification of applicants' details in the case of passport applicants, verification of institutions and offices when No Objection Certificates are to be issued and confirmation of the addresses of applicants etc. are other duties performed by the beat staff.

### Hoysala, Cheetah and Janasnehi Police

Hoysala (Police patrol car) and Cheetah (Police patrol bike) are given to beat staff for patrolling work. Janasnehi Police points are identified in the jurisdiction of every police station. Police constables identified for Janasnehi points conduct their duties at these points and render service to the general public.

### Women Cell

It is required that each Police station should have women constables. Such women constables constitute the Women Cell.

### Reception

Each Police station has a reception section. The WPC/PC attending to the reception work interacts with the visitors coming to the police station and directs the visitors to the concerned section and assists them in writing complaints, if required.

### Station Sentry

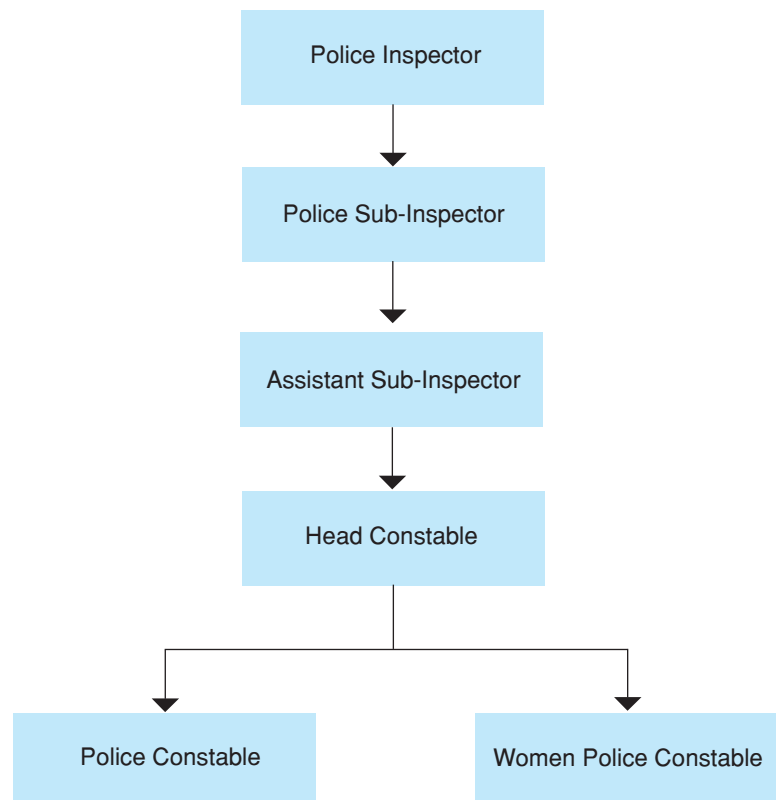
Each Police station has a police constable attending to the Sentry duty round the clock. The Police constable conducting sentry duty is equipped with arms and his main activity is to protect the Police station from external attack as well as to protect the government property held in the Police station from loss/misuse.

### Computer wing

All police stations in Karnataka run the PoliceIT software for their day to day operations. Key activities such as registration of FIR/UDR/Missing, maintenance of case diaries, maintenance of key registers, passport verification and others are performed using the PoliceIT software. Inter station communication is also assisted by the PoliceIT software. Certain Police Constables are trained and deployed to assist the other staff in data entry, generation of reports and related activities. Such constables constitute the Computer wing.

### ORGANIZATION OF A POLICE STATION

The organization structure of a police station in terms of the hierarchy of the officers and staff is shown below.



### Police Inspector (PI)

An inspector is a non-gazetted police officer ranking above a Sub-Inspector and below a Deputy Superintendent of Police (DySP) or an Assistant Commissioner of Police (ACP). Inspectors are the Station House Officer (SHO) at every police station.

### Police Sub Inspector (PSI)

A sub-inspector ranks above an assistant sub-inspector of police (ASI) and below a Police Inspector. In the absence of a PI, the Sub-inspector acts as the SHO of the police station. He is the lowest ranked officer who can file a charge sheet in Court and is usually the first investigating officer. Officers subordinate to him cannot file charge sheets, but can only investigate cases on his behalf.

### Assistant Sub Inspector (ASI)

In the police Station, an assistant sub-inspector (ASI) ranking is above a police head constable and below a sub-inspector. Assistant sub-inspector (ASI) is appointed to assist the Station House Officer in his duties and responsibilities. ASIs function under the overall supervision of SHO and their duties in brief are as follows;

- Full investigation of simple cases, petition enquiry, checking of enquiries;
- Supervision of process work, section duties;
- Allotting, exercising supervision and control over police men during sub inspector's absence;
- Maintenance of arms and ammunition;
- Maintenance of the relevant registers

### Head Constable (HC)

A head constable attached to a Police Station may, in the absence of the sub inspector, perform all the duties of a Station House Officer. However, when the sub inspector is present, the Head Constable cannot undertake independent investigation of cases unless deputed to do so.

The broad duties of a Head Constable are: Supervising the work of constables, checking of beats, particularly night beats, being in charge of escorting duties, investigation of simple cases, conducting enquires on petty complaints, visiting the beat areas in the jurisdiction of the police station.

### Police Constable (PC)

The Police Constable is the junior most rank in a police station. A police constable performs such duties as entrusted to him by his superior officers such as conducting spot visits, verification and enquiries, patrolling and roaming, collection of information, execution of warrants and summons, escorting prisoners, keeping a watch on earlier convicted persons, sentry duties and any other special duties assigned.

### Woman Police Constable (WPC)

Certain cases involving women and children require the involvement of Women Constables. Each police station has a few women constables to handle such cases. When the offender is a woman, investigation must be undertaken by a woman constable or in the presence of a woman constable. Similarly, arrest and custody of women and children also must be done by women constables.



## Annex-III: Job Analysis Form

### Job Analysis Form for Police Stations

### ಪೊಲೀಸ್ ಸ್ಟೇಷನ್‌ಗಳಿಗೆ ಕೆಲಸದ ವಿಶ್ಲೇಷಣೆಯ ನಮೂನೆ

#### I. General ಸಾಮಾನ್ಯ

Name	Designation	Police Station
ಹೆಸರು	ಹುದ್ದೆಯ ಹೆಸರು	ಪೊಲೀಸ್ ಸ್ಟೇಷನ್
		<input type="checkbox"/> Banaswadi <input type="checkbox"/> Rajagopalnagar

ID No	No. of persons in the same designation	Type of Duty
ಗುರುತಿನ ಸಂಖ್ಯೆ	ಒಂದೇ ಹುದ್ದೆಯಲ್ಲಿರುವವರ ಸಂಖ್ಯೆ	ಕರ್ತವ್ಯದ ವಿಧ

#### Languages Known:

ಎ/ಇ/ಒ/ಉ/ಝ/ಞ/ತಿ/ದಿ/ವ ಭಾಷೆಗಳು: ಕ/ಇ/ಮ/ಹ/ಉ/ತೆ/ತ

Educational Qualifications		Date of Joining Karnataka Police
ವಿದ್ಯಾಭ್ಯಾಸದ ಅರ್ಹತೆಗಳು		ಕರ್ನಾಟಕ ಪೊಲೀಸ್ ಇಲಾಖೆಗೆ ಸೇರಿದ ದಿನಾಂಕ
1		<div>Last promoted on</div> <div>ಕಡೆಯ ಬಡ್ತಿ ದಿನಾಂಕ</div>
2		
3		
4		
5		

## II. Routine Duties

ವಾಡಿಕೆಯ/ ಮಾಮೂಲು ಕರ್ತವ್ಯಗಳು

Sl. No	Details	No. of occasions	Time per occasion
ಕ್ರ.ಸಂ.	ವಿವರಗಳು	ಸಂದರ್ಭಗಳ ಸಂಖ್ಯೆ	ಪ್ರತಿ ಸಂದರ್ಭಕ್ಕೆ ಬೇಕಾಗುವ ಸಮಯ
1			
2			
3			
4			
5			
6			

## III. Regular Duties

ಕ್ರಮಬದ್ಧ ಅಥವಾ ಸಕ್ರಮ ಕರ್ತವ್ಯಗಳು

Sl. No	Details	No. of occasions	Time per occasion
ಕ್ರ.ಸಂ.	ವಿವರಗಳು	ಸಂದರ್ಭಗಳ ಸಂಖ್ಯೆ	ಪ್ರತಿ ಸಂದರ್ಭಕ್ಕೆ ಬೇಕಾಗುವ ಸಮಯ
1			
2			
3			
4			
5			

<sup>1</sup>Use additional sheets, if required



## IV. Occasional Duties

ಕ್ರಮಬದ್ಧ ಅಥವಾ ಸಕ್ರಮ ಕರ್ತವ್ಯಗಳು

Sl. No	Details	No. of occasions	Time per occasion
ಕ್ರ.ಸಂ.	ವಿವರಗಳು	ಸಂದರ್ಭಗಳ ಸಂಖ್ಯೆ	ಪ್ರತಿ ಸಂದರ್ಭಕ್ಕೆ ಬೇಕಾಗುವ ಸಮಯ
1			
2			
3			

## V. Are you required to go out of Police Station as part of your duties?

ನಿಮ್ಮ ಕರ್ತವ್ಯಗಳ ಭಾಗವಾಗಿ ನೀವು ಪೊಲೀಸ್ ಸ್ಟೇಷನ್ನಿಂದ ಹೊರಗೆ ಹೋಗಬೇಕಾದ ಅಗತ್ಯವಿದೆಯೇ?

☐ YES ಹೌದು☐ NO ಇಲ್ಲ

If yes: refer the details given below (\*)

ಹೌದಾದರೆ ಕೆಳಗಿನ ವಿವರಗಳನ್ನು ಉಲ್ಲೇಖಿಸಿ

Sl. No	Details	No. of occasions	Time per occasion
ಕ್ರ.ಸಂ.	ವಿವರಗಳು	ಸಂದರ್ಭಗಳ ಸಂಖ್ಯೆ	ಪ್ರತಿ ಸಂದರ್ಭಕ್ಕೆ ಬೇಕಾಗುವ ಸಮಯ
1			
2			
3			
4			

## VI. Trainings attended

ಹಾಜರಾಗಿರುವ ತರಬೇತಿಗಳು

Name of the training	Period
ತರಬೇತಿಯ ಹೆಸರು	ಅವಧಿ
1	
2	
3	

## VII. Any Special Skills

ಯಾವುದೇ ವಿಶೇಷ ಕೃತೃತೆ

Name of the training	Period
ತರಬೇತಿಯ ಹೆಸರು	ಅವಧಿ
1	
2	
3	

## VIII. Awards Received

ಸ್ವೀಕರಿಸಿದ ಪ್ರಶಸ್ತಿಗಳು

State Awards	Central Awards	Date of receiving
ರಾಜ್ಯ ಪ್ರಶಸ್ತಿಗಳು	ಕೇಂದ್ರ ಪ್ರಶಸ್ತಿಗಳು	ಸ್ವೀಕರಿಸಿದ ದಿನಾಂಕ

## IX. Registers maintained

ನಿರ್ವಹಿಸುತ್ತಿರುವ ರಿಜಿಸ್ಟ್ರರುಗಳು

1	
2	
3	
4	

<sup>2(\*)</sup> Types of outside duty

On spot visit/Court duty accompanying accused/witnesses/Handing over FIR/(Magistrates office)/ Bandobust duty/Permission/NOC enquiries (Passport, Arms license) /Visiting DGP/Commissioners office/Any other

<sup>2(\*)</sup> ಹೊರಗಿನಕರ್ತವ್ಯದ ರೀತಿಗಳು

ಸ್ಥಳಕ್ಕೆ ಬೇಟಿ/ ನ್ಯಾಯಾಲಯ ಕೆಲಸಕ್ಕೆ ಆಪಾದಿತರ ಮತ್ತು ಸಾಕ್ಷಿಗಳ ಜತೆ ಹೋಗುವುದು/ ಎಫ್.ಐ.ಆರ್. ಅನ್ನು ಹಸ್ತಾಂತರಿಸುವುದು (ಮೇಜಿಸ್ಟ್ರೇಟರೇಟ್‌ಗೆ)/ ಬಂದೋಬಸ್ತ್ ಕರ್ತವ್ಯ/ ಅನುಮತಿ/ ಎನ್.ಒ.ಸಿ. ವಿಚಾರಣೆಗಳು (ಪಾಸ್‌ಪೋರ್ಟ್, ಆಯುಧ ಪರವಾನಗಿ)/ ಡಿ.ಜಿ.ಪಿ./ಕಮಿಷನರ್‌ಕಛೇರಿಗೆ ಬೇಟಿಕೊಡುವುದು/ ಯಾವುದೇ ಇತರ ಕಾರ್ಯಗಳು.

A study conducted by



X. Responsibility for equipment used  
ಬಳಸುತ್ತಿರುವ ಉಪಕರಣಗಳಿಗೆ ಜವಾಬ್ದಾರಿ

Sl.No	Equipments/Items	What Responsibility?
ಕ್ರ.ಸಂ.	ಉಪಕರಣಗಳು/ ವಸ್ತುಗಳು	ಏನು ಜವಾಬ್ದಾರಿ?

XI.

No. of people you supervise	Reporting to
ನೀವು ಮೇಲ್ವಿಚಾರಣೆ ಮಾಡುವವರ ಸಂಖ್ಯೆ	ಗೆ, ವರದಿ ಮಾಡುವುದು
Signature	Signature of senior officer
ಸಹಿ	ಮೇಲಾಧಿಕಾರಿಯವರ ಸಹಿ
Designation	Designation
ಹುದ್ದೆಯ ಹೆಸರು	ಹುದ್ದೆಯ ಹೆಸರು
Date	Date
ದಿನಾಂಕ	ದಿನಾಂಕ



## Annex-IV: Time Ladder Sheet

## Time Ladder Sheet

### ಸಮಯದ ವಿವರಣೆ ಹಾಳೆ

Name	Designation	ID No	Police Station
ಹೆಸರು	ಹುದ್ದೆಯ ಹೆಸರು	ಗುರುತಿನ ಸಂಖ್ಯೆ	ಪೊಲೀಸ್ ಸ್ಟೇಷನ್
			<input type="checkbox"/> Banaswadi <input type="checkbox"/> Rajagopalnagar
Date	Duty Start Time		Duty End Time
ದಿನಾಂಕ	ಕರ್ತವ್ಯ ಪ್ರಾರಂಭವಾಗುವ ಸಮಯ		ಕರ್ತವ್ಯ ಮುಕ್ತಾಯವಾಗುವ ಸಮಯ

Sl. No	Details of work done	Nos/ Qty	Time spent in minutes
ಕ್ರ.ಸಂ.	ಮಾಡಿದ ಕೆಲಸದ ವಿವರಗಳು	ಸಂಖ್ಯೆ/ ಪ್ರಮಾಣ	ನಿಮಿಷಗಳಲ್ಲಿ ತಗುಲಿದ ಸಮಯ

Signature	Signature of senior officer
ಸಹಿ	ಮೇಲಾಧಿಕಾರಿಯ ಸಹಿ
Designation	Designation
ಹುದ್ದೆಯ ಹೆಸರು	ಹುದ್ದೆಯ ಹೆಸರು
Date	Date
ದಿನಾಂಕ	ದಿನಾಂಕ



## Annex-V: Data Collection Sheet

### Data Collection Sheet

#### 1. General Information

Police Station Name	
Jurisdiction of police station	
Area covered (Sq. kms)	
Ward numbers	
Population in police station jurisdiction	
Population density	

#### 2. Police Personnel details

DESIGNATION	PI	PSI	ASI	HC	CONS-TABLE	TOTAL
Sanctioned strength						
Current strength						

## 3. When was the sanctioned strength revised?

.....

.....

## 4. Leave entitlement

TYPE OF LEAVE	PI	PSI	ASI	HC	CONS-TABLE
Casual leave					
Medical leave					
Earned leave					
Training leave					

## 5. Holiday details

TYPE OF LEAVE	PI	PSI	ASI	HC	CONS-TABLE
Weekly off					
Compensatory off					
Leave without pay					

## 6. Crime Rate (in the police station limits)

YEAR	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004
Crime Rate										

## 7. Complaint details (mention the numbers in the boxes)

PARTICULARS	YEAR-2013	YEAR-2012	YEAR-2011
FIRs registered			

## 8. Case details (Number of cases)

CRIME STATISTICS OF BANASWADI POLICE STATION					
Crime Heads		2011	2012	2013	Average
Part-A					
<b>I</b>	<b>Murder</b>				
	Murder				
	Murder for gain				
<b>II</b>	<b>Dacoity</b>				
	Dacoity (Prof.)				
	(a)for Preparation				
	(b)to attempt				
	Dacoity (Technical)				
	(a)for Preparation				
	(b)to attempt				
<b>III</b>	<b>Robbery</b>				
	Robbery				
	Attempt to Robbery				
	Mobile Robbery				
	Chain Snatching				
	Chain Snatching Attempt				
<b>IV</b>	<b>House Theft</b>				
	HBT By Day				
	HBT By Night				
	House Theft				

CRIME STATISTICS OF BANASWADI POLICE STATION					
Crime Heads		2011	2012	2013	Average
<b>V</b>	<b>Thefts - Others</b>				
	Servant Theft				
	Ordinary Theft.				
	Mobile Theft.				
	Two Wheelers				
	Three Wheelers				
	Four Wheelers				
	Motor Parts				
	Pocket picking				
	Car Stereo				
	Cycle Theft.				
	Copper/ACS wire				
	C.J. Theft.				
	Sandalwood Theft.				
	Cattle Theft				
	R.S. Property				
<b>VI</b>	<b>Cheating and Breach of Trust</b>				
	Cheating				
	Criminal breach of Trust				
	C.C. Notes				
	<b>Total (Part-A)</b>				
Part-A					
<b>I</b>	<b>Cases under IPC (304,498,307 and 384)</b>				



CRIME STATISTICS OF BANASWADI POLICE STATION					
Crime Heads		2011	2012	2013	Average
	304(B)IPC				
	306IPC				
	498(A)IPC				
	D.P. Act.				
	304(A)IPC				
	307IPC				
	384IPC				
	others				
<b>II</b>	<b>Assault cases-354 IPC</b>				
	Assault cases				
	Hurt Cases				
<b>III</b>	<b>Rape-376IPC</b>				
	Rape cases under 376 IPC				
<b>IV</b>	<b>Rioting Cases</b>				
	Rioting Cases				
<b>V</b>	<b>Kidnapping</b>				
	For ransom				
	For other reason				
<b>VI</b>	<b>Misc. IPC</b>				
	Misc. IPC				
	292IPC				
	294IPC				

CRIME STATISTICS OF BANASWADI POLICE STATION					
Crime Heads		2011	2012	2013	Average
	317IPC				
	318IPC				
	309IPC				
<b>VII</b>	<b>Special &amp; Local laws</b>				
	Referred Case				
	SC/ST Act				
	PCR Act				
	Arms Act				
	Explosive Act				
	Cinematography Act				
	Excise Act				
	E.C. act				
	NDPS Act				
	Cow Slaughter Act				
	Animal Sacrifices Act				
	Disfigurement Act				
	Copy Right Act				
	Foreigners Act				
	Goonda Act.				
	Extradition Act				
	PIT Act				
	Other Spl. & Local laws				

CRIME STATISTICS OF BANASWADI POLICE STATION					
Crime Heads		2011	2012	2013	Average
<b>VIII</b>	<b>Missing Cases</b>				
	Missing				
	<b>Total (Part-B)</b>				
Part-C					
<b>I</b>	<b>Gambling</b>				
	Gambling				
	78(3)K.P. Act				
	96(B)K.P. Act.				
	96K.P.Act.				
	98K.P.Act.				
	<b>Total(Part-C)</b>				
Part-D					
<b>I</b>	<b>Security cases (102,107,109,110,145 and 151 of CrPC)</b>				
	41(2)R/w 102Cr.P.C & 379 IPC				
	107 Cr.P.C				
	109 Cr.P.C.				
	110 Cr.P.C.				
	145 Cr.P.C.				
	151 Cr.P.C.				
	<b>Total (Part-D)</b>				
<b>Total No. of cases (Part A, B, C &amp; D)</b>					

CRIME STATISTICS OF BANASWADI POLICE STATION					
Crime Heads		2011	2012	2013	Average
Other Cases					
	UDR Cases				
	Petitions				
	Petty Cases				

## 9. Beat operations details

Sl. No.	PARTICULARS	PSI
i.	Number of beats in police station jurisdiction	
	a. Day	
	b. Night	
ii.	Number of police personnel deployed for beat duty	
iii.	Duration of a beat	
iv.	Number of two wheelers	
v.	Number of four wheelers	
vi.	Number of Janasnehi points in police station jurisdiction	

## 10. Bandobust details

PARTICULARS	YEAR - 2013	YEAR - 2012	YEAR - 2011
Number of instances police personnel sent for Bandobust			
Total number of man-days			
Number of Police Personnel deployed for Bandobust duty			

## 11. Summons, notices and warrants details

PARTICULARS	YEAR - 2013	YEAR - 2012	YEAR - 2011
Number of summons/notices issued			
Total number of visits for issuing summons/notices			
Number of warrants executed			
Total number of visits for execution of warrants			

## 12. Family dispute and property dispute case details (Number of cases)

PARTICULARS	YEAR - 2013	YEAR - 2012	YEAR - 2011
Family dispute cases			
Property dispute cases			

## 13. Police verification details

PARTICULARS	YEAR - 2013	YEAR - 2012	YEAR - 2011
Number of police verification certificates/ NOC issued			
Total number of visits for police verification			
Number of passport verification applications received			
Total number of visits for passport verification			

## 14. Arms licence details

PARTICULARS	YEAR - 2013	YEAR - 2012	YEAR - 2011
Number of fresh arms licences issued			
Number of arms licences renewed			

## 15. RTI queries

PARTICULARS	YEAR - 2013	YEAR - 2012	YEAR - 2011
Number of RTI queries received			

Name:	Signature:
Designation:	Date:



## Annex-VI: List of police personnel interviewed

## A. Banaswadi

Sl. No.	Name	Designation	ID No.
1	Basavarajappa MC	Police Constable	PC8580
2	Chandrashekar YT	Police Constable	PC12817
3	Ankith SJ	Police Constable	PC9271
4	SiddappaSangappaBellulli	Police Constable	PC12815
5	Kudigi DS	Police Constable	PC9982
6	MH Raghu	Police Constable	PC6318
7	Gurumurthi	Police Constable	PC10497
8	Chowdappa	Police Constable	PC9339
9	PY GirihiVaddar	Police Constable	PC12606
10	MahamudSaifulla	Police Constable	PC12816
11	Mallikarjuna	Police Constable	PC10013
12	Lokesh S	Police Constable	PC9616
13	Madhu H	Police Constable	PC12820
14	Manjunatha HG	Police Constable	PC9705
15	Lingaraju	Police Constable	PC6242
16	Ramya MR	Woman Police Constable	WPC11388
17	Sudhamani	Woman Police Constable	WPC4029

Sl. No.	Name	Designation	ID No.
18	Aliceclémentina	Woman Police Constable	WPC3344
19	Savitha SN	Woman Police Constable	WPC5990
20	MahammudAjamathulla	Police Constable	PC8716
21	Syed Moinulla	Police Constable	PC9741
22	Cheluvaraju	Police Constable	PC11507
23	Jagadesh YS	Police Constable	PC4605
24	Dharmesha	Police Constable	PC9611
25	Harinath M	Head Constable	HC5540
26	PK Venkataramana	Head Constable	HC739
27	Anatha Kumar	Head Constable	HC4340
28	BT Maregowda	Head Constable	HC4939
29	R Krishnamurthi	Head Constable	HC224
30	Riyaz Pasha	ASI	
31	RK Hanumanthaiah	ASI	
32	Lohith CE	ASI	ASI7439/09

## B. Rajagopalnagar

Sl. No.	Name	Designation	ID No.
1	Narasamma K	Woman Police Constable	WPC 8314
2	T Devaraju	Police Constable	PC6903
3	Jagadeesh MB	Police Constable	PC2087
4	Shiva Kumar R	Police Constable	PC8905
5	Ramesh DR	Police Constable	PC8531
6	Hanumanthayya GN	Police Constable	PC5985
7	Basavaraj T Dasara	Police Constable	PC7283
8	NanjundeGowda M	Police Constable	PC12978
9	Maregowda N	Police Constable	PC7175
10	Ramesh A	Police Constable	PC8167
11	Puttaraju	Police Constable	PC8163
12	DyamanaGowda M	Police Constable	PC11112
13	Devaraju MC	Police Constable	PC2905
14	Lokesh	Police Constable	PC9033
15	Sowbhagyamma	Woman Police Constable	WPC3717
16	Shobharani H	Woman Police Constable	WPC2600
17	Savitha DK	Woman Police Constable	WPC3148
18	Prasanna P	Police Constable	PC8583

Sl. No.	Name	Designation	ID No.
19	Narasimhaiah	Head Constable	HC4069
20	Pandurangaiah	Head Constable	HC4797
21	TM Narayana Gowda	Head Constable	HC1660
22	Venkataswamy	Head Constable	HC5320
23	KS Nagaraj	Head Constable	HC3974
24	H Ramappa	Head Constable	HC4013
25	Venkatappa	ASI	
26	Lakshmidēvi	WASI	
27	KR MestriNaik	ASI	
28	Girish BP	ASI	











JANAAGRAHA CENTRE FOR CITIZENSHIP & DEMOCRACY