

Model Project Report -2
Management Of Training Report
(M.O.T)

Project Title:
Training Needs Analysis
Of
Police Personnel on Human Behavior
PTS Meerut (Soft –Skills)

MOT Course
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Lucknow (UPAAM)

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Acknowledgement

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First and foremost, I extend my sincere thanks to the faculty and all the officers who participated in the MOT course. The insightful experiences shared during group discussions and various sessions have been instrumental in shaping my understanding of the training needs of both non-gazetted police officers, such as constables and sub-inspectors, and gazetted officers, including IPS officers, Deputy SPs and SPs. I am particularly grateful to the course trainers, Shri Umesh Chandra Joshi and Shri S.K. Pandey, for their sincere guidance and support throughout the course.

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Additionally, I acknowledge the valuable inputs provided by the trainees of various training courses conducted by the officers of the Uttar Pradesh Police Department, as well as the feedback given by the faculty of the training institutes. Their insights have greatly enriched my project, helping me identify crucial training needs to enhance the quality of police interaction with the public and ultimately improve the law and order situation in the state.

In conclusion, the collective support and wisdom of these individuals and institutions have been indispensable in my endeavor to analyze and address the training needs of the police force in Uttar Pradesh, specifically concerning their behavior towards the public. This marks the first step towards conducting a comprehensive Training Needs Analysis (TNA) regarding human behavior by police personnel towards the public. It is my aim to conduct this TNA for both gazetted and non-gazetted officers, including sub-inspectors and constables, to ensure that training in humane behavior is adequately addressed.

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Present Scenario/Context

1. **Lack of Human Behavior Training:** Currently, police personnel in Uttar Pradesh do not receive formal training in human behavior and interaction with the public. This gap in training has led to instances of miscommunication, mistrust, and tension between the police and the citizens they serve. Constables, being the frontline of law enforcement, often face challenging situations that require not just enforcement skills but also effective communication and empathy. Without proper training in these areas, their ability to handle such situations is compromised, leading to a strain in police-public relations. The absence of human behavior training also impacts the efficiency of police personnel, as they may struggle to de-escalate conflicts or gain the cooperation of the public in maintaining law and order.
2. **Impact on Police Image and Public Trust:** The lack of training in human behavior has significantly affected the image of the police in the eyes of the public. Incidents of perceived misconduct or harsh behavior by police personnel can erode public trust and confidence in the police force. This is particularly concerning in a state like Uttar Pradesh, where the police play a crucial role in maintaining social harmony and public safety. A negative perception of the police can lead to reduced cooperation from the public, making it more difficult for the police to perform their duties effectively. Introducing a three-day training program on human behavior could address these issues by equipping police personnel with the necessary skills to interact with the public in a respectful and professional manner. Such training would not only improve the efficiency of the police but also enhance their image, fostering better relationships with the community and increasing public trust.

Definition/Description of Area

The Uttar Pradesh Police is the largest police force globally, with an approximate strength of 3.10 lakh personnel spread across 75 districts, 33 armed battalions, and various specialized wings. The force is responsible for maintaining law and order, preventing crimes, and ensuring public safety in an area of approximately 243,286 square kilometers, serving a population of over 200 million. The Uttar Pradesh Police is headed by the Director General of Police (DGP) and is governed by the Department of Home and Confidential of Uttar Pradesh. The force is organized into several units, zones, ranges, and districts to enhance efficiency in crime prevention, detection, and administration.

Classification of Police Personnel

The Uttar Pradesh Police personnel are classified into two main categories: gazetted officers and non-gazetted officers. Gazetted officers include high-ranking officials such as the Director General of Police (DGP), Additional Director Generals of Police (ADGs), Inspectors General of Police (IGs), Deputy Inspectors General of Police (DIGs), and Superintendents of Police (SPs). Non-gazetted officers include lower-ranking personnel such as Assistant Superintendents of Police (ASPs), Inspectors, Sub-Inspectors, Head Constables, and Constables. Constables, being the backbone of the force, are the frontline personnel who interact with the public most frequently.

Categorization of Roles and Responsibilities

The Uttar Pradesh Police personnel perform a wide range of roles and responsibilities, which can be categorized into four main areas:

1. **Law and Order Maintenance:** This includes patrolling streets, managing traffic, controlling crowds, and preventing crimes. Constables play a crucial role in this category, being the first responders to any disturbance or criminal activity.
2. **Investigation and Intelligence:** This involves investigating criminal cases, gathering intelligence, and maintaining records. Specialized wings such as the Crime Branch, Intelligence Unit, and Forensic Science Laboratory fall under this category.

3. **Administration and Support:** This includes administrative tasks, personnel management, training, and logistical support. The Police Headquarters, district police offices, and training institutions fall under this category.
4. **Specialised Services:** This encompasses specialized services such as the Government Railway Police, Municipal Police, Cyber Crime Cell, Fire Brigade, and Women Power Line. These services require specific training and expertise.

Categorization of Training Needs

Based on the roles and responsibilities, the training needs of the Uttar Pradesh Police personnel can be categorized into the following areas:

1. **Human Behavior and Public Interaction:** This includes training in effective communication, empathy, conflict resolution, and de-escalation techniques. This training is particularly crucial for constables who interact with the public frequently.
2. **Professional Skills Development:** This includes training in investigation techniques, forensic science, cybercrime investigation, and intelligence gathering. This training is essential for personnel involved in investigation and intelligence roles.
3. **Administrative and Management Skills:** This includes training in personnel management, resource allocation, strategic planning, and leadership. This training is vital for gazetted officers and those in administrative roles.
4. **Specialised Skills Training:** This includes training in specific areas such as traffic management, disaster management, counter-terrorism, and handling specialized equipment. This training is necessary for personnel in specialized services and units.

The introduction of a three-day training program on human behavior for police personnel in Uttar Pradesh is a step towards addressing the existing gap in training. This program aims to equip police personnel with the necessary skills to interact with the public effectively, thereby enhancing their efficiency and improving the image of the police in the eyes of the citizens.

Performance Problems

Due to Lack of Human Behavior Training

a. Organizational Level

At the organizational level, the Uttar Pradesh Police faces significant performance issues stemming from the lack of training in human behavior. This deficiency leads to a strained relationship between the police and the public, resulting in reduced cooperation and trust. The absence of a structured training program on human behavior contributes to a negative public

perception of the police force, impacting its overall effectiveness in maintaining law and order. Moreover, the lack of such training can lead to higher instances of public complaints and legal disputes, which further strain the organization's resources and reputation.

b. Job Level

At the job level, police personnel, particularly constables, often struggle to perform their duties effectively due to the lack of training in human behavior. This deficiency manifests in inadequate communication skills, poor conflict resolution abilities, and a lack of empathy when dealing with the public. As a result, constables may face difficulties in de-escalating tense situations, gathering crucial information, and gaining the cooperation of citizens. This not only hampers their efficiency but also increases the risk of misunderstandings and conflicts, which can escalate into more serious incidents.

c. Task Level

At the task level, the absence of training in human behavior affects the day-to-day interactions of police personnel with the public. Tasks such as patrolling, traffic management, and responding to public complaints require a high degree of interpersonal skills and emotional intelligence. Without proper training, police personnel may resort to harsh or inappropriate behavior, leading to public dissatisfaction and potential escalation of conflicts. This lack of training also impacts their ability to handle sensitive situations, such as dealing with victims of crime or managing public gatherings, effectively. Consequently, the quality of service provided to the public is compromised, further eroding trust and confidence in the police force.

Job/Task Description

1. Registering FIRs and Handling Complaints:

- Training Need: Enhancing interpersonal communication skills to effectively interact with the public during the registration of FIRs. This includes empathy training to understand the emotional state of complainants, ensuring that all necessary details are accurately captured. Constables should be trained to handle complaints with sensitivity and impartiality, as this is the first point of contact between the public and the police.

- Human Behavior Focus: Training on how to manage stress and emotions when dealing with complainants to avoid conflicts and ensure a calm, professional demeanor.

2. Assisting in Investigations:

- Training Need: Developing problem-solving and critical thinking skills to assist senior officers in investigations. This includes training on ethical decision-making, understanding the nuances of human behavior in various situations, and effectively gathering and analyzing information. Constables need to be trained in maintaining objectivity and avoiding biases that could impact the investigation process.

- Human Behavior Focus: Understanding the psychological aspects of witnesses, victims, and suspects to gather accurate information and maintain public trust during investigations.

3. Performing Patrol Duties:

- Training Need: Enhancing situational awareness and conflict resolution skills during patrols. Constables should be trained to de-escalate potentially volatile situations, interact positively with the public, and take appropriate actions in the absence of senior officers. Regular patrols require a strong understanding of community dynamics and the ability to build trust with the public.

- **Human Behavior Focus:** Training on community policing strategies, focusing on building positive relationships with the public to reduce tension and foster a sense of safety and cooperation within the community.

Data Collection and Evidence

(Through Facts / Interviews)

- Other duties include police verification, traffic police duty (if necessary), VIP security, etc. Police officers should perform other duties such as police verification, traffic police duty, and VIP security.

Questionnaire

1. Have you received adequate training in dealing with the public?
2. Do you feel the need for additional training to communicate with the public?
3. Do you think that sufficient information about human behavior was provided in your training?
4. Do you think that your training included ways to cooperate with the public?
5. Do you think that your training included ways to resolve problems with the public?
6. Do you think that your training included ways to practice sensitivity with the public?
7. Do you think that your training included ways to behave respectfully with the public?
8. Do you think that sufficient practice was done in your training to cooperate with the public?
9. Do you think that sufficient practice was done in your training to communicate with the public?
10. Do you think that sufficient practice was done in your training to resolve problems with the public?

Data Collection and Evidence

1. **Adequacy of Training:** 60% of 90 police officers said they did not receive sufficient training in dealing with the public.
2. **Communication Skills:** 70% of police personnel said they needed additional training to communicate with the public.

3. **Human Behavior:** 50% of police officers felt that sufficient information about human behavior was not provided in their training.

4. **Cooperation Methods:** 65% of police personnel felt that ways to cooperate with the public were not taught in their training.

5. **Problem Resolution:** 75% of police officers felt that their training did not teach them ways to resolve problems with the public.

6. **Sensitivity:** 60% of police personnel felt that their training did not teach them how to practice sensitivity with the public.

7. **Respectful Behavior:** 55% of police officers felt that their training did not teach them how to behave respectfully with the public.

8. **Practice for Cooperation:** 70% of police personnel felt that sufficient practice for cooperating with the public was not done in their training.

9. **Practice for Communication:** 65% of police officers felt that sufficient practice for communicating with the public was not done in their training.

10. **Practice for Problem Resolution:** 75% of police personnel felt that sufficient practice for resolving problems with the public was not done in their training.

This text was previously related to police officers for identifying their training needs regarding behavior with the public and human behavior. Now, it will be circulated among police personnel and senior police officers regarding human behavior training.

Data Analysis (Segregation of Symptoms/Causes) and Observations

The training of police officers on human behavior

1. Adequacy of Training:

Data shows that 60% of police officers did not receive adequate training in dealing with the public. This indicates that there are some deficiencies in the current training program that need to be addressed. To remedy this, the training should place more emphasis on methods for interacting with the public. It is crucial to ensure that police officers are well-equipped with the necessary skills to handle various situations effectively and professionally. This can be achieved by incorporating more practical exercises, role-playing scenarios, and case studies that simulate real-life interactions with the public.

2. Communication Skills:

70% of police personnel stated that they require additional training to communicate with the public. This indicates a need for improvement in communication skills. The training should focus more on communication methods, which include the correct use of language, understanding the emotions of the audience, and providing the right response at the right time. Effective communication is essential for building trust and rapport with the public. Training modules should include techniques for active listening, clear and concise speaking, and understanding non-verbal cues. Additionally, training should emphasize the importance of cultural sensitivity and the ability to communicate effectively with diverse populations.

3. Human Behavior:

50% of police officers felt that they were not given sufficient information about human behavior in their training. This suggests that more information on human behavior should be provided during training. This could include emphasizing the importance of empathy, respect, and sensitivity. Understanding human behavior is fundamental for police officers to respond appropriately to different situations. Training should cover topics such as psychological principles, emotional intelligence, and the impact of stress on behavior. This knowledge will help police officers to better understand the motivations and reactions of individuals they encounter, leading to more effective and compassionate policing.

4. Cooperation and Problem Solving:

65% of police personnel felt that they were not taught methods of cooperating with the public, and 75% stated that they were not taught ways to resolve problems. This indicates that more attention should be given to cooperation and problem-solving methods in training. This could include focusing on teamwork, problem-solving techniques, and the importance of cooperation. Effective cooperation and problem-solving skills are vital for maintaining public order and resolving conflicts peacefully. Training should include scenarios that require collaboration with other agencies, community members, and fellow officers. Problem-solving techniques such as conflict resolution, mediation, and negotiation should be taught to enhance the ability of police personnel to handle complex situations.

Based on these points, improvements can be made to the training program to help police officers and personnel interact better with the public. By addressing the identified deficiencies in training, police officers will be better prepared to serve the community effectively, build stronger relationships with the public, and enhance the overall image of the police force.

1 SCENARIO

Currently, approximately 1.6 million employees and officers are working in the Uttar Pradesh Police. 30% of the total UP Police personnel and officers work in 75 districts, including various 33 armed battalions (PAC), intelligence investigation, anti-corruption, technical training, forensic science, civil police, etc., spread across different categories.

Uttar Pradesh Police is the largest police force in the world. It was formed in 1863. The UP Police is operated by the Home and Confidential Department of the Uttar Pradesh government. The state police is led by the Director General of Police (DGP).

3. Details of Gazetted Officers:

- 406 IPS Officers

- 963 PPS Officers

Goals and Objectives of Human Behavior Training

1. To train gazetted and non-gazetted employees of UP Police about human behavior.
2. To improve police conduct towards the public/society.
3. To bring changes in the behavior of employees.
4. To bring qualitative improvement in the image of the police.

5. To effectively use new technology and language in the changing environment.
6. To provide training on human behavior to newly recruited male and female constables and sub-inspectors in UP Police at a total of 10 training centers with a ratio of 30:50:50.

Current Training Status

1. Currently, no separate training program for human behavior has been developed during police training at UP Police training centers.
2. During police training at training centers, main points on the above subject are covered through guest lectures. However, it is very important to organize a 3-day training program for gazetted and non-gazetted employees of UP Police.

Training Needs for Human Behavior of Police Personnel in Uttar Pradesh

1. Understanding Human Psychology:

- Basic concepts of human behavior, motivation, perception, and cognition should be included in the training programs for police officials. This will help officers better understand the psychological aspects of the situations they encounter.

2. Communication Skills:

- Effective verbal and non-verbal communication techniques, active listening, and conflict resolution are essential skills that should be taught to police officers. This training will improve their ability to interact positively with the public.

3. Emotional Intelligence:

- Police officials need to recognize and manage emotions, demonstrate empathy, and build rapport with the public. Training in emotional intelligence will enhance these skills, leading to better community relations.

4. Crisis Management:

- Handling high-stress situations, such as hostage negotiations and crowd control, is crucial for police officers. Training in crisis management will prepare them to respond effectively to such situations.

5. Interpersonal Skills:

- Training should focus on teamwork, leadership, and negotiation skills. These interpersonal skills are vital for police officers in their daily interactions with colleagues and the public.

6. Profiling and Suspect Assessment:

- Identifying behavioral patterns and predicting behavior are critical skills for police officers. Training in profiling and suspect assessment will help them make informed decisions during investigations.

7. Cultural Sensitivity:

- Understanding diverse communities and avoiding biases is essential for police officers. Training in cultural sensitivity will ensure that they treat all members of the public fairly and with respect.

8. De-escalation Techniques:

- Police officials should be trained in managing aggressive behavior and preventing violence. De-escalation techniques are crucial in reducing the likelihood of conflict and maintaining public safety.

9. Practical Exercises:

- Practical exercises, such as role-playing and simulations, should be incorporated into training programs. These exercises will give police officers real-world experience in handling situations effectively.

10. Current Training Status:

- Currently, no separate training program for human behavior has been developed during police training at UP Police training centers. It is essential to organize a dedicated 3-day training program for both gazetted and non-gazetted employees of UP Police.

Non-Training Needs for Human Behavior of Police Personnel in Uttar Pradesh

1. Realistic Simulations:

- Real-life scenarios should be used to practice the skills acquired during training. This will help police officers apply their training effectively in real-world situations.

2. Mentorship and Coaching:

- Experienced officers should guide new personnel through mentorship and coaching programs. This will provide valuable insights and help new officers develop their skills.

3. Regular Refresher Training:

- Police officers should undergo regular refresher training to keep their knowledge and skills up to date. This will ensure that they remain effective in their roles.

4. Access to Resources:

- Psychological support, debriefing sessions, and stress management tools should be made available to police officers. These resources will help them manage the emotional and psychological demands of their job.

5. Performance Evaluation:

- Regular feedback and performance improvement plans should be implemented to help police officers improve their conduct and effectiveness.

6. Opportunities for Advancement:

- Career progression and specialized training options should be made available to police officers. This will motivate them to continue improving their skills and advancing in their careers.

7. Adequate Staffing Levels:

- Ensuring adequate staffing levels is essential to reducing burnout and improving officer well-being. This will also enhance the overall efficiency of the police force.

8. Modern Equipment:

- Providing police officers with modern equipment will enhance their capabilities and safety. Access to the latest tools and technology is crucial for effective law enforcement.

By addressing these training and non-training needs, the UP Police can improve the human behavior of their personnel, leading to better public relations and increased trust in the police force.

Knowledge, Skills, and Attitudinal Deficiencies

Knowledge Deficiencies

Police officials require crucial knowledge to interact effectively with the public. A lack of this knowledge can hinder their ability to handle public interactions appropriately. The following areas may reflect knowledge deficiencies:

1. Knowledge of Human Behavior:

Police officials often lack sufficient understanding of human behavior. They need to be informed about proper interaction techniques with the public, maintaining sensitivity, and demonstrating respectful behavior.

2. Problem-Solving Knowledge:

Police officials need to learn how to solve issues involving the public. They should be trained to identify problems, analyze them, and develop solutions.

3. Legal Knowledge:

To engage appropriately with the public, police officials must possess a strong grasp of legal principles. They need to be well-versed in laws and regulations to ensure accurate and lawful interactions.

4. Social Knowledge:

Understanding social dynamics is essential for police officials. They need to be educated about social structures, cultural norms, and traditions to enhance their public interactions.

Skills Deficiencies

Certain key skills are vital for police officials to interact effectively with the public. A deficiency in these skills can impede their ability to manage public interactions. The following areas may reflect skill deficiencies:

1. Communication Skills:

Effective communication is essential for police officials. They should be trained in selecting appropriate words, using body language effectively, and engaging in clear and proper communication with the public.

2. Cooperation Skills:

Police officials must develop the ability to cooperate with the public. They should be trained in methods of collaboration to foster stronger relationships with the community.

3. Problem-Solving Skills:

Skills in problem-solving are crucial for police officials. They need to be trained in identifying, analyzing, and resolving issues that arise during public interactions.

4. Sensitivity Skills:

Maintaining sensitivity during public interactions is vital. Police officials should be trained to recognize and respond to public emotions with appropriate sensitivity.

Attitudinal Deficiencies

The right attitude is critical for police officials to interact effectively with the public. A deficiency in attitude can lead to challenges in managing public relations. The following areas may reflect attitudinal deficiencies:

1. Respectful Behavior:

Police officials need to maintain a respectful attitude towards the public. They should be trained in practices that encourage respectful interactions, fostering better community relationships.

2. Cooperative Behavior:

Cooperation with the public is essential. Police officials should be encouraged to adopt a cooperative attitude, which will help them build stronger, more positive relationships with the community.

3. Sensitive Behavior:

Sensitivity towards public needs and emotions is crucial. Police officials should be trained to understand and respond to the emotional states of the public with sensitivity.

4. Enthusiastic Behavior:

An enthusiastic approach to public service is important. Police officials should be encouraged to engage with the public enthusiastically, promoting better relations and community trust.

Addressing the Deficiencies

To overcome these knowledge, skills, and attitudinal deficiencies, specialized training programs should be developed and implemented for police officials. These programs should focus on enhancing understanding of human behavior, improving communication and problem-solving skills, and fostering sensitivity. By addressing these areas, police officials will be better equipped to interact effectively with the public, thereby improving their overall efficiency and public trust.

Training Strategy Proposed

Training Strategy

1. Time Management and Coordination:

Time management and coordination are very important for the training of police officials. Police officials should be given training during their duty hours so that there is no disruption in their duties. For this, training programs can be divided into smaller sessions, which will help police officials balance both their work and training. Additionally, online training modules can be used, which will allow police officials to take training at their convenient times.

2. Large-Scale Training:

When a large number of police officials need to be trained at the same time, a special strategy should be adopted. This can be done by dividing large groups into smaller groups for training, ensuring that each police official receives individual attention and support. Furthermore, training programs can be organized at various locations, so that police officials do not have to travel far from their work. This will increase the effectiveness of the training and allow police officials to be trained more effectively.

Specialized Training Program: Develop and implement comprehensive training programs for police officials to address identified knowledge, skill, and attitude gaps. Focus on enhancing understanding of human behavior, effective communication, problem-solving, and empathy.

Three-Day Intensive Training: Conduct a three-day training module for police officials covering diverse aspects of human behavior, interpersonal skills, and public interaction. This will provide practical tools for improved public engagement and trust-building.

Skill Enhancement: Equip police officials with the necessary skills to interact effectively with the public. This includes active listening, conflict resolution, and de-escalation techniques. Foster a sensitive and empathetic approach to enhance public perception and cooperation.

DESIGN BRIEF

1. Aim

To equip all police officials, gazetted officers, all IPS officers, and police personnel with the skills to interact politely with the public. The aim of this training is to teach police officials how to behave respectfully and cooperatively with the public.

2. Constraints

Time and scheduling may be constraints, but these will be overcome as the training will be organized. Training programs will be conducted between the duty hours of police officials to avoid any disruption in their duties.

3. Benefits

- For police officials: Police officials will gain skills to interact better with the public, which will increase their efficiency.
- For the police: The image of the police force will improve, and public trust in the police will increase.
- For the public: The public will have better relations with the police, which will increase their safety and cooperation.

3. Outcome

There will be long-term benefits, including improved efficiency of police officials, an improved image of the police force, and increased public trust in the police. This will lead to an overall increase in safety and goodwill in society.

4. Target Groups

All police officials, gazetted officers, all IPS officers, and police personnel will be given training. These police officials will learn skills to interact properly with the public.

5. Target Population

Approximately 16.1 lakh police officials, including newly recruited personnel who will be trained at the Meerut Police Training School in the future. These police officials will be trained to interact politely with the public.

1. Present Scenario/Context

Currently, approximately 1.6 lakh personnel and officers are working in the Uttar Pradesh Police. Around 30% of these, roughly 75,000 personnel and officers, are deployed across 75 districts of Uttar Pradesh. These personnel serve in various categories including 33 armed battalions (PAC), intelligence units, anti-corruption units, technical training, forensic science, and civil police.

2. TNA (Training Needs Analysis)

The Uttar Pradesh Police is the largest police force in the world, established in 1863. The operation of the Uttar Pradesh Police is managed by the Home and Confidential Department of the Uttar Pradesh Government. The state police are led by the Director General of Police (DGP).

3. Details of Gazetted Officers:

- 406 IPS Officers
- 963 PPS Officers

Goals and Objectives of Human Behavior Training

1. To train the gazetted and non-gazetted employees of Uttar Pradesh Police on human behavior.

2. To improve the image of the police towards the public/society.
3. To bring changes in the behavior of employees.
4. To achieve qualitative improvement in the police image.
5. To effectively use new technology and language in the changing environment.
6. To provide training on human behavior to newly recruited male and female constables and sub-inspectors at a total of 10 training centers with a ratio of 30:50:50.

4. Current Training Status

1. As of now, no separate training program for human behavior has been developed during police training at the 50 training centers in Uttar Pradesh.
2. During police training at these centers, the main points on the above subject are covered through guest lectures. However, it is highly important to organize a 3-day training program specifically for gazetted and non-gazetted employees of Uttar Pradesh Police.

Note:

- The training strategy should ensure that all police officials, including gazetted officers and IPS officers, receive comprehensive training without disrupting their duties.
- Online training modules and flexible scheduling should be considered to accommodate the diverse needs and schedules of the target population.
- The training should be designed to be inclusive and accessible to all police officials, ensuring that no one is left behind in receiving the necessary skills and knowledge.