PREAMBLE:

Training is the acquisition of knowledge, skills and competencies. Training has specific goals of improving a person’s capability, capacity, productivity and performance. In addition to the basic training required for a profession, there is a recognised need to continue training beyond initial qualifications—to maintain, upgrade and update competencies throughout a person’s working life. Training of policemen is therefore not a one time, but a continual professional requirement. The present training infrastructure and the institutional training capacity is inadequate to meet the increasing demands of the times. In order to utilize the available man power with the Assam Police Organisation productively, an appropriate policy for upgrading knowledge, skills and attitude is required. Training is needed to be used as an effective tool for enhancing performance and improving the quality of policing in keeping with the expectation of the people. The standardization of systematic training interventions for the police personnel in different ranks will enable the police department to successfully move towards a competency-based approach which, in turn, will pave the way for a more efficient and effective police force.

(a) TRAINING CAPACITY GAP ANALYSIS:

(l) Basic Training :- Assam Police is fairly well equipped to conduct basic training of police personnel from the rank of Constable to Dy. S.P. Assam Police has four Training Institutes, viz. Police Training College, Battalion Training Centre, Recruit Training School and Armed Police Training Centre all located at Dergaon, Assam. Basic training courses of Dy. S.P., SIs and Recruit Constables are conducted in these Training Institutes. Various in-service / pre-promotional cadre courses / refresher courses are also conducted here. The Police Training College, Dergaon, is being upgraded to Assam Police Academy. Administrative approval have been received from the Govt. for an amount of Rs. 25 Crores for the purpose. Work in progress. Assam Police also has one Commando Battalion located at North Guwahati where some specialized courses are conducted. The projected number of police personnel to be trained is furnished below :-
<table>
<thead>
<tr>
<th>St. No.</th>
<th>Details</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>(i)</td>
<td>No. of newly recruited police personnel to be trained by the State. <em>(Tentative figures)</em></td>
<td>5000</td>
<td>4000</td>
<td>3500</td>
<td>4000</td>
<td>2500</td>
</tr>
<tr>
<td></td>
<td>Average No of Recruits to be trained annually.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3800 Nos.</td>
</tr>
<tr>
<td>(ii)</td>
<td>No. of Police personnel to be given in-service / promotional training. <em>(Tentative figures)</em></td>
<td>3100</td>
<td>2850</td>
<td>2850</td>
<td>2850</td>
<td>2950</td>
</tr>
<tr>
<td></td>
<td>Average No. of Police personnel to be trained annually.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2920 Nos.</td>
</tr>
<tr>
<td>(iii)</td>
<td>Specialized Training (Commando, Counter Insurgency, CIAT etc.)</td>
<td>3900</td>
<td>3950</td>
<td>3900</td>
<td>3900</td>
<td>3900</td>
</tr>
<tr>
<td></td>
<td>Average No. of personnel to be trained annually.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3910 Nos.</td>
</tr>
<tr>
<td>(iv)</td>
<td>Current Training capacity of the four Training Institute</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2450</td>
</tr>
<tr>
<td>(v)</td>
<td>Training Capacity of 3 (three) Nos. CIAT Schools</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>300</td>
</tr>
</tbody>
</table>

**ESTIMATION OF TRAINING CAPACITY GAP.**

**TRAINING CALENDAR OF ASSAM POLICE FOR THE YEAR 2014**

<table>
<thead>
<tr>
<th>SL. NO</th>
<th>NAME OF COURSE WITH BATCH NO.</th>
<th>LEVEL OF PARTICIPANT</th>
<th>VENUE</th>
<th>DURATION OF THE COURSE (D)</th>
<th>NO. OF BATCHES</th>
<th>CAPACITY FOR EACH BATCH</th>
<th>OFFICERS / MEN (APPROX) TO BE TRAINED DURING THE YEAR (N)</th>
<th>EFFECTIVE YEARLY OCCUPANCY</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Total Training Capacity required = \( 4630 + 381 + 521 = 5532 \)
Existing Training Capacity = \( 2450 + 300 = 2750 \)

\[ \therefore \text{Capacity Gap (5532 - 2750)} = 2782 \]
I. **TRAINING STRATEGY**: Assam Police will have a 5-pronged approach to training:

1. **Basic Training at the time of induction into the force**:- The basic training will be at various levels of induction:
   - (a) Basic training for Armed Branch Constables
   - (b) Basic training for Un-Armed Branch Constables
   - (c) Basic training for Un-Armed Branch Sub-Inspectors
   - (d) Basic training for Armed Branch Sub-Inspectors
   - (e) Basic training for Deputy Superintendents of Police.

   In addition, training courses will be designed and run for officers appointed through a special recruitment or through a limited departmental examination or by conversion from one stream to other stream.

2. **Mandatory in-service courses and Pre-Promotion Cadre Courses** :- The following will be the scheme of various in-service courses and Pre-Promotion Cadre Courses:
   - (a) Armed Branch :-
     - (i) Junior NCO Cadre Course for promotion from Constable to Lance Naik – Duration – 60 working days.
     - (ii) Senior NCO Cadre Course for promotion from Lance Naik/Naik to Havildar – Duration – 42 working days.
     - (iii) Pre-Promotion Cadre Course for promotion from Havildar to AB Sub-Inspector – Duration – 42 working days.
   - (b) Un-Armed Branch :-
     - (i) Junior NCO Cadre Course for promotion from Constable to Naik – Duration – 8 weeks.
     - (ii) Senior NCO Cadre Course for promotion from Naik to Head Constable – Duration – 12 weeks.
     - (iii) Pre-Promotion Cadre Course for promotion from Head Constable/Asstt. Sub-Inspector to UB Sub-Inspector – Duration – 8 weeks.
     - (iv) Pre-Promotion Cadre Courses for promotion from Un-Armed Branch Sub-Inspector to Inspector – Duration – 6 weeks.
(1) For officers of Assam Police Service:
   (i) Junior Management Course for Deputy Superintendents of Police having 5 to 8 years of service.
   (ii) Senior Management Course for officers who have put in 12 to 15 years of service.

3. Trade based Specialized Training Courses: Trade based Specialized training courses will be run for officers working in various organizations:
   (a) Special Branch Training School: Courses on Intelligence, Security, VIP Security, Anti Sabotage check etc.
   (b) Criminal Investigation Department: This organization is have a training faculty to conduct training courses relating to investigation of cases, Computer theory and Network, Investigation of various special types of crime, CCTNS, Cyber Security etc.
   (c) Assam Police Radio Organization: This organization will have its dedicated training facility for officers of all ranks working in APRO.

4. Advanced Training Courses:
   (a) For Armed Branch officers, advanced training courses will be conducted at various Training facilities:
      (i) Counter Insurgency and Tactics Courses at the CIAT training schools.
      (ii) Police Commando Training at the Commando Battalion training school, North Guwahati.
      (iii) Training on Counter Insurgency and Jungle Warfare at the CIJW Training School, North Guwahati.
      (iv) Pre-Courses for various advanced courses outside the state will to be conducted at APTC, BTC, Commando Battalion and CIJW Training School.

   (b) For Un-Armed Branch and for Senior Officers: A training centre for Advanced Training for Police Officers namely Assam Police Academy for Advanced Training is being set up in Kahilipara, Guwahati to conduct specialized courses for Senior Officers and for officers of the Un-Armed Branch. These will be short duration thematic courses on specific areas of work. These courses can be put in four broad categories:
(i) Courses designed to sensitize police officers to various issues and problems prevailing in the society. These courses will also address issues relating to individual and organizational behavior.

(ii) Training courses designed to enhance various professional skills. They will include reading, writing and verbal communication skills, relation with public and media, training of trainers, VVIP Security, investigation of special cases, crisis management, Hostage negotiation, Interrogation techniques etc.

(iii) Training courses designed to broaden professional knowledge and to provide perspectives to formulate policies and to plan strategies. These training courses will be on various themes such as Internal Security, Public Order Management, Insurgency and Terrorism, Advances in Police Sciences, Use of Advanced Technology in Police Work, Cyber Security, Leadership and Motivation, Coordination with other Agencies of the Criminal Justice System etc.

(iv) Training Courses on various administrative matters :- These courses will deal with Accounts and Budgeting, Office Automation, Service Rules and Departmental Enquiry, Human Resource Management etc.

5. **Specialized and Advance Training Courses outside the State :-** Assam Police will continue to depute officers to various training courses conducted by reputed training institutes of the country. Nominations of suitable officers for the training courses will be drawn from various units and training organizations from time to time based on the officers’ attitude, willingness, interest and background. While considering the suitability of a person for a particular job or post, his/her training background will be taken into account. Assam Police Headquarters will ensure as far as possible that an officer who has done specialized training course or has acquired special skills will be posted on a job where he/she can apply those skills and where the job requires those skills.

II. **HUMAN RESOURCE REQUIREMENT AT THE TRAINING INSTITUTES :**

(a) **Strength of Training Staff :** It is estimated that for both indoor and outdoor training two trainers are required for every 25 – 30 trainees. The training capacity requirements in the next 10 years have been worked out below:
(b) ETC, Dergaon

<table>
<thead>
<tr>
<th>Principal</th>
<th>Dy. SP</th>
<th>CDI</th>
<th>Inspector (AB)</th>
<th>Inspector (UB)</th>
<th>SI (AB)</th>
<th>SI (UB)</th>
<th>Li</th>
<th>Hav</th>
<th>Naik</th>
<th>L/Naik</th>
<th>Const</th>
<th>Dvr/Const</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
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<td>1</td>
<td>0</td>
<td>17</td>
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<td>4</td>
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<td>6</td>
<td>24</td>
<td>26</td>
<td>12</td>
<td>141</td>
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</table>

(c) APTC, Dergaon

<table>
<thead>
<tr>
<th>Commandant</th>
<th>Dy. SP</th>
<th>CDI</th>
<th>Inspector (AB)</th>
<th>Inspector (UB)</th>
<th>SI (AB)</th>
<th>SI (UB)</th>
<th>Li</th>
<th>Hav</th>
<th>Naik</th>
<th>L/Naik</th>
<th>Const</th>
<th>Dvr/Const</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>5</td>
<td>4</td>
<td>33</td>
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<td>0</td>
<td>38</td>
<td>6</td>
<td>91</td>
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(d) RTS, Dergaon

<table>
<thead>
<tr>
<th>Commandant</th>
<th>Dy. SP</th>
<th>CDI</th>
<th>Inspector (AB)</th>
<th>Inspector (UB)</th>
<th>SI (AB)</th>
<th>SI (UB)</th>
<th>Li</th>
<th>Hav</th>
<th>Naik</th>
<th>L/Naik</th>
<th>Const</th>
<th>Dvr/Const</th>
<th>Total</th>
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</thead>
<tbody>
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<td>0</td>
<td>38</td>
<td>3</td>
<td>94</td>
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</tbody>
</table>

(e) BTC, Dergaon

<table>
<thead>
<tr>
<th>Commandant</th>
<th>Dy. Comdt.</th>
<th>Asstt. Comdt.</th>
<th>CDI</th>
<th>Inspector (AB)</th>
<th>Inspector (UB)</th>
<th>SI (AB)</th>
<th>SI (UB)</th>
<th>Li</th>
<th>Hav</th>
<th>Naik</th>
<th>L/Naik</th>
<th>Const</th>
<th>Dvr/Const</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1</td>
<td>4</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>12</td>
<td>2</td>
<td>30</td>
<td>13</td>
<td>6</td>
<td>112</td>
<td>10</td>
<td>195</td>
<td></td>
</tr>
</tbody>
</table>
As per the training capacity projections given above, human resource requirement can be worked out as under:

Any training institute will have at least 4 levels of officers and instructors. At the top is the commanding officer of the institute. He should normally have 3 deputies. Each deputy should have 4 - 8 senior instructors. Under the senior instructors will be the instructors at the rate of 2 instructors per 30 trainees.

(f) Ranks of Faculty and Instructor:

(i) For training of Constables to Asstt. Sub-Inspectors :- Instructors will be of the rank of Constable to Sub-Inspector.

(ii) For Basic Courses of Sub-Inspectors and Deputy Superintendents of Police and for Pre-Promotion Cadre Courses for Sub-Inspectors to Inspectors :- Outdoor training - Instructors from the rank of Havildar to Inspectors. For Indoor Training - Instructors from the rank of Inspector to Superintendent of Police.

(iii) For In-Service Courses of Sr. Officers :- Instructors from the rank of Deputy Superintendent of Police to Addl. Director General of Police.

(iv) For Specialized Courses and Advance Training Courses :- Instructors / Faculties having specialized knowledge / skills of the particular subject.

(Note :- For any or all of the above courses guest faculty may be invited from various profession having special knowledge/experience).

(g) Posting and Tenure of Training Instructors:

(i) Police Officers found suitable, proficient and willing will be posted in training institutes. Assam Police Headquarters will draw a pool of such suitable and willing officers. The initial tenure of an officer in a training institute will be for 5 years.

(ii) The tenure can be extended to further 3 years if the officer is willing to continue and found suitable for extension.

(iii) No instructor will be suddenly shifted out of a training institute without obtaining the views of the Addl. Director General of Police (TAP), Assam and without posting a suitable replacement.
(h) **Minimum Training Infrastructure:** All the Battalions are required to have minimum training infrastructure to conduct basic, in-service and refresher courses. Every Battalion should have training staff under an Asstt. Commandant as mentioned below:

1) Asstt. Commandant - 1 (Overall In-charge)
2) Inspector (UB) / Inspector (AB) - 1 + 1
3) Sub-Inspector (AB) - 4
4) Hav / Naik / Lnk / Constable - 10

(i) **Training Allowance for Instructors:** All officers posted as training instructors will be paid a training allowance which will be 15% of their Basic Pay plus Grade Pay.