

REFORMING SUB INSPECTOR TRAINING IN BANGLADESH POLICE: PUBLIC EXPECTATION AND REALITY

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Introduction

Bangladesh Police comprises of several ranks starting from Constable to Inspector General serving the nation by maintaining law and order, rendering various types service as per need that enhances peace and development of the country. Investigation of criminal cases are one of the major deeds of police department that is mainly done by Sub Inspectors (SI). SIs of Bangladesh Police are the key to investigating the criminal case namely the First Information Report (FIR) lodged in and recorded by the Officer-in-Charge (OC) of police station. Basically, the SIs are also ingrained strength to make the foundation of a criminal case. After the first responder to the Place of Occurrence (PO) and crime scene by the officers of Police Station (PS), the SIs are significant stakeholder to begin and uphold the journey of justice. From collecting evidence to giving testimony to the court of justice, SIs plays a pivotal role. But the quality and professionalism in the way of providing services to the people they are not completely capable to demonstrate all the times due to lack of accuracy in training.

Who are Sub-Inspectors?

According to Police Regulations of Bengal (PRB) Rule 241, SIs are the entry level police officers who are the key performers of Bangladesh Police. SIs are selected by the Deputy Inspector General of Police (DIG) either by direct appointments or by departmental appointments. After the character and antecedents of the persons (SI) selected have been verified and found to be such as do not render him unfit for appointment in the service of the Republic, the DIG of Ranges shall send the lists of selected candidates to the Police Headquarters.

What is Training?

According to Cambridge Advanced Learner's Dictionary, 2006, "Training is the process of learning the skills someone needs to do a particular job or activity".

Dale S. Beach defines training as 'the organized procedure by which people learn knowledge and/or skill for a definite purpose'. Training refers to the teaching and learning activities carried on for the primary purpose of helping members of an organization acquire and apply the knowledge, skills, abilities, and attitudes needed by a particular job and organization.

SI Training

Almost all the developing as well as developed countries expect that their land would be flourishing in democratic policing. In fact, democratic policing is about much more than simply "maintaining law and order". It is about establishing and nurturing a healthy relationship with the community, based on mutual respect and understanding. But in order to do this law enforcement agencies need to change their mindset. Emphasis ought to be on providing a service as a means to uphold that law.

Definition of Reform

Reform can be defined, 'is an effort to apply new ideas and combination of ideas to an administrative system with a conscious view to improving the system for positive goals of development' (Lee, 970:7). He contributes two concepts, i.e:

- New ideas are necessary and related to improving the system; and Whose application is related to positive goals of national development (Lee, 1976).

Police Training Reform in Some Developed and Developing Countries:

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Table 1: Police Reform in some Developed and Developing Countries			
Country	Committees/ Plan	Operational Suggestions	Organizational Suggestions
Japan	Police Reform Committee (PRC)- 2000, National Public Safety Commission, National Public Agency	Self-improvement, Affirmative response to Citizen's Complaints, Support Victims, Strong measures against organized crimes, Enhancement of international crime cooperation to cope with transnational crime and cybercrime.	Enhancement of Transparency, Strict Inspection over Police by PRC, Development of Human Resources, Burden reduction through new technologies and increase in personnel.
England and Wales	The long term development of British police system	Increase in professionalism, Increasing focus on police performance, Changed vision of police work between a ranges of agencies to be carried out in partnership at the local level.	Deployment of specialized and qualified personnel in the management of the police, Gradual centralization of the authority over police,

Table 1: Police Reform in some Developed and Developing Countries

Pakistan	New Police Order 2002 replaced the 1861 Police Act	New Police Ordinance solicit voluntary support and cooperation of the people. Enabled police to act proactively for ushering in a culture of rule of law.	Introduction of manifold accountability measures and independence from district magistrate's oversight at the district level.
Source: PSC Journal, Volume 1, Issue 1, Dhaka, pp 63-79			

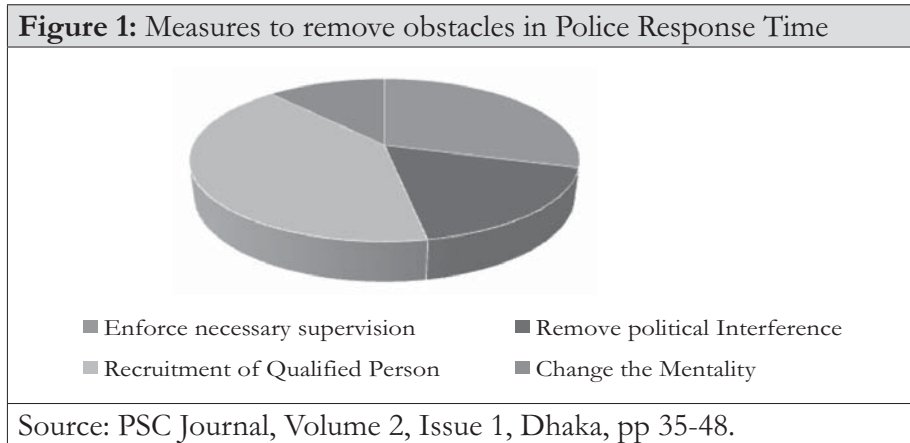
Legal Service Delivery Mechanism in Thana: Bangladesh Police Perspective

People's satisfaction depends on getting services without any obstacle. But the scenario is that service seekers are not fully satisfied. They face many difficulties to get service from Thana. Mst. Tania Hashan (2015) conducted a study named "Legal Service Delivery Mechanism in Thana: Bangladesh Police Perspective". The study was done at 06 Thanas (urban 03 and rural 03) on 60 respondents (30 police personnel and 30 general public) and got the scenario which was really disappointing and obviously it's not the sign of good policing. Police service seekers are harassed and delaying in response. She also finds lack of facilities, shortage of manpower, lack of knowledge and unwanted influences are prevailing in police service.

Table 2: Level of Satisfaction about Police Response and Behavior

Level of satisfaction	Response		Behavior	
	Number	Percent	Number	Percent
Very Satisfied	4	13.3	4	13.3
Moderately Satisfied	7	23.3	5	16.7
Satisfied	11	36.7	13	43.3
Dissatisfied	6	20.0	5	16.7
Very Dissatisfied	2	6.7	3	10.0
Total	30	100	30	100
Source: PSC Journal, Volume 2, Issue 1, Dhaka, pp 35-48.				

The level of satisfaction is higher than dissatisfaction but it could not possible to ignore the percentage of dissatisfied service seekers in case of police response and behavior. The study also tried to find out the solution how to solve the obstacles which are shown in Figure 1.



Most of the respondent emphasized on two important issues those are to recruit qualified personnel (23.3) in police and to increase the salary of police at Thana level.

Training Overview of Bangladesh Police

Existing Training Institutions and Conducted Courses

There are 52 authorized police training centers in Bangladesh. Police Academy (BPA), Sardah, Rajshahi is providing one year basic training and in-service training of different duration from Constable to ASP. Police Staff College (PSC), Dhaka is providing various in-service training to the BCS (Police) officers only. Police Training Center (PTC) Tangail, Rangpur, Khulna and Noakhali are providing both basic and in-service training, others are providing in-service training. SI recruitment is followed by one year-long training course at BPA, Sardah as Outside Cadets. After this, the recruits are put through another year-long practical training at different field level operational police units. After successful completion of

practical training SIs are confirmed in the post and eligible for conducting responsibilities including investigation. SIs also undergoes different in-service departmental and extra-departmental training courses.

Figure 2: Basic Training of SI at BPA, Sardah, Rajshahi



Source: Author

Role of Police in Quality Investigation

‘Investigation’ is ‘collection of evidences’ and criminal investigation as articulated by the American Law and Legal Information is process of collecting information (or evidence) about a crime in order to -

- Determine if a crime has been committed
- Identify the perpetrator
- Apprehend the perpetrator
- Provide evidence to support a conviction in court.

If the first three objectives are successfully attained, then the crime said to be solved. Several other outcomes such as recovering stolen properties, deterring individuals from engaging in criminal behaviors and satisfying crime victims have also been associated with the process.

Strength of Police Station

The numerous duties leave the Thana unable to respond to all the needs of the people within their jurisdiction. Keeping aside all other factors if the number of manpower now available in a Thana is taken into consideration one can easily observe extreme inadequacy in this regard.

Table 3: Strength of a Thana										
Pattern	Inspector		SI		ASI		Constable		Others	
	M	F	M	F	M	F	M	F	M	F
Metropolitan	3	0	24	3	9	4	46	2	3	0
District	3	0	9	1	4	1	26	5	2	0
Upazila	2	0	4	0	1	0	21	0	3	0
Source: TIB (2004), Investigation Report on Three Police Station, Dhaka.										

Presently, there are a total of 615 (including 65 model Thana) sanctioned Police Stations of which 80 in Metropolitan areas. The lowest but the most stratum of the police system is the Thana. Thus effectiveness of police in the performance of their functions can best managed by the efficiency of the Thana. With the passage of time the facets of crime have changed and the rate of crime has increased in manifold. Simultaneously demand for police service has increased at a rate faster than the growth and expansion of the service delivery capacity of the police (Iqbal 2015).

A gap remains between expected service of the people and the actual services provided by the police. It is always creating big distance from each other. The undergoing cause is people's level of expectation which appears to be always higher than the level of capacity held by the police force.

Necessity of Reforming SI Training

Sub Inspector of Bangladesh Police is in need of training reform because of its alleged inefficiency, attitude and lack of skill in different areas. They are lacking behind in using modern scientific technology. Training is for need-based, problem oriented and high stress based. SIs should have positive attitude, creative and innovative thinking, planning and decision making ability, commitment and integrity to society. So, it has become one of the important government agenda which needs immediate attention to reform training curriculum and facilities which should be technology based and practical oriented. To tune them in such a way that they should be capable of handling any situations both physically and mentally for which need to go through series of training. Training should be

Designed to Enhance

- Practical Police-work
- Personal dignity
- Sense of responsibility
- Consideration for the feelings of subordinates and of the people.

Research Analysis

A questionnaire was distributed among 100 police personnel of different ranks starting from SI to DIG at different units of the country and also among 50 higher levels of citizens including government and nongovernment officials, civil and military, NGO and businessmen. A total of 10 questions (open and close) on police training system, need for reform, activities, skill, efficiencies, attitudes to crime victims, investigation and use of scientific method, technology based investigation, public expectation and realities were asked. 55% Police and 80% Non-Police personnel opined that present training system for SI need to reform.

Field of Reform in Skill, Knowledge and Attitudes of SI's

Most of the respondents opined that there are major deficiencies in regard to skill, knowledge and attitudes of SIs. Suggested field of reforms are:

- Psychologically positive and human rights training to be imparted.
- Cyber Crime, Mobile Tracking and ICT related training to be ensured.
- Recruitment should be proper and fair.

Field of Reform in Behavior, Norms and Customs

- There are deficiencies in attitude, behavior, norms and social customs.
- Developing self-respect, public dealing and attitude towards service seekers to be positive.
- Negative attitude and hostile behavior should be given up.

Field of Reform in Crime

93% police and 90% non-police opined that SI's should undergo two weeks training per year. Both 74% police and 90% non-police are agreed on important cases to be investigated by expert team. Field of reforms are:

- Crime scene investigation and analysis of the exhibits need to be more realistic.
- Victims should not be harassed and grievances should receive cordially.
- Trust in police is missing and lacking in procedure.
- More Victim Support Center should established.

Seperate Training Institute

60% respondents (police and non-police) are in the same opinion that there should be separated training institute for each Specialized Police unit.

Field of Reform in investigation

- More advanced and user friendly technology is needed.
- Man behind technology and Technical knowhow is important.
- Foreign training to increase the technology based investigation capacity like Federal Bureau of Investigation in USA, Europe, China or Scotland Yard.

Public Expectation from IO

- Should be sincere, unbiased in unearthing the fact.
- Maintaining transparency and impartiality to promulgate the fact.
- Positive to public service and more cooperative.
- To stabilize social unrest.

Reality in Terms of Investigation in Present Days

- Lost faith and credibility.
- Dearth of evidential proof and violating Rules and Regulations.

- People are being harassed and arbitrary arresting of innocent people.
- Lack of appropriate technical knowledge of IOs.

Quality Investigation can be Ensured in the Following Process

- More realistic and need based training may imparted.
- Positive attitude, self-thinking capacity and foresight to be inculcated.
- Avoiding subservient attitude and psychological counseling.
- Maintaining transparency and accountability of IO.
- Stick to Rules and Regulations and upholding professionalism.

Challenges of SI Training Reform

Lack of Knowledge and Skill in Investigating Officer

In reality, there are some deviations from existing rules and regulations due to over exercise and misuse of power by some police personnel. This happened due to lack of knowledge, skill, attitude and tact. It is found that some IOs are not aware of existing laws relating to criminal investigation and the standards of investigation and they lack skills and experiences about investigation techniques, crime scene management, evidence preservation etc. Proper training imparts knowledge, skills and practical experience. The study also disclosed that many investigation officer are not experienced in using the instruments even what they have right now let alone advances technologies. For investigation, specialized training is imperative (Aziz and Shakhawat 2014).

Issues and Challenges for Bangladesh Police Reform

Two former IGP and an expert in this field (Shajahan, 2005, Karzon 2008, and Huda 2009) have correctly pointed out that unless there is significance change in the beliefs, values and attitudes of the members of police service

there is little prospect that there will be a promising result. MA Kabir committee on Police Training Reform constituted in the year 1977 onward to police reform initiated by UNDP (2005) made a significant number of recommendations in different points of time but most of those are still waiting for implementation. In this connection observation made by Justice Aminur Rahman Khan's commission (1988-1989) deserve special mention (Khan, et al. 1989) on training such as-

- Defect of police recruitment, training facilities and promotion procedure.
- Interference in the discharge of duties by the police.
- Lack of strict discipline and effective supervision, inspection and control.

Causes of Ineffectiveness

The principle causes of ineffectiveness of the Bangladesh Police are as follows:

- Inadequacy of SIs and deficiencies in the skill, knowledge and attitude.
- Lack of proper in-service training & motivation of SIs.
- Shortage of transport and logistics including electronic devices.
- Inadequate accommodation in offices and residences.
- Inadequate modern technology and ICT based skill.
- Presence of discrimination, nepotism and partiality on personnel by the authority.
- Dependency of IO on the decision of senior officer or political master.
- Inadequate incentive and incoherent professional status.
- Absence of carrier planning and faulty evaluation procedure.
- Political influence on recruitment, deployment and promotion process.

Recommendations

Police in Democratic Society

Policing in a democratic country should be according to its constitution, different criminal acts, rules and regulation and that of the government's directives to uphold the citizen's right, maintaining law and order, ensuring human rights and dignity. Police officer in field operation need to keep in mind that each and every action will have to answerable to the nation. So, accountability and transparency should inculcate in each and every personnel mainly SIs as they are in the focus. It is the only department who can directly create the congenial atmosphere for peace and tranquility, maintaining law and order, enhancing the environment for development of the country. Time to time, it needs to scrutinize the activities where to put more emphasis, what are the upcoming challenges and how to redress those.

Findings of the Study

SI of Bangladesh Police is in need of training reform because of its alleged inefficiency, attitude and lack of skill in different areas. They are lacking behind in using modern scientific technology. Training is for need-based, problem oriented and high stress based. SI's should have positive attitude, creative and innovative thinking, planning and decision making ability, commitment and integrity to society. To tune them in such a way that they should be capable of handling any situations both physically and mentally for why need to go through series of training. In a democratic society, policing should be in accordance with the expectation of the people, community engagement, timeliness and prompt in action, unbiased and neutral in discharging duties to fulfill the government agenda for the betterment of the country.

Table 4: Strategic Action Plan for Reforming SI Training					
SI No	Goal	How change will take place	Responsible unit	Tentative time for achieving goals	Scenario after the change
1	Effective Basic Training	To be oriented with field experience	Bangladesh Police Academy (BPA), Sardah and Police Head Quarters (PHQ)	First 9 month in BPA, 3 month in a Thana and last 3 month in BPA	One can compare training experience with field experience
2	Field training	Intensive care need to be taken, trainee should be examined by the unit head monthly	Respective unit head	One year	Personnel will be more efficient
3	Development of skill and knowledge	Through timely imparting of legal and tactical knowledge in both basic and in service training	All related departmental and extra departmental Training Institutes	One year of basic training and yearly 60 hours of in service training	More skilled, more knowledgeable police officers in functioning
4	Specialized investigation team	Special crime like- cybercrime, organized crime, transnational crime, financial crime, trafficking in human being, arms and ammunitions and narcotics should be investigated by separate special team	There should be special team for each types of special crime by Respective unit, Police Bureau of Investigation (PBI) and Criminal Investigation Department (CID)	Two months training in every 3 year	SI will be efficient in investigating respective types of heinous crime

Table 4: Strategic Action Plan for Reforming SI Training					
5	Overseas training	At least 5% of SI should be trained in different developed countries on terrorism, organized and transnational crime	PHQ, Ministry of Home Affairs (MOHA), Ministry of Foreign Affairs (MOFA), Ministry of Finance Affairs (MOFin)	Continuation	Police officers will be specialized as international standard
6	Orientation Training	Should undergo orientation training to Bangladesh Army	PHQ, AHQ and MOHA	Two weeks training for every individual	It will increase mutual respect and understanding
7	Community engagement	Interaction with community through community Policing, OHD, Spots and various types of cultural and social events	Respective unit	Throughout service life	Ensuring people friendly policing
8	Citizens right	Human rights, Children's right, victim's right, women's right, arrestee's right etc should be vigorously trained.	All training institutes and PHQ	Throughout service life	Attitude, behavior and responsibilities of police personnel will be positive towards citizen
9	Recruitment	Graduates in Police Science should be given priority	Recruitment board, PHQ, MOHA, Ministry of Public Administration (MOPA)	As per recruitment rules and calendar	Personnel will be law abiding, patriotic and courageous

Table 4: Strategic Action Plan for Reforming SI Training					
10	Evaluation	Training performance, field efficiency, behavior, skill in ICT, reputation and community orientation should be monitor and reflected in ACR.	Police Intelligence Oversight(PIO) and Intelligence report should be taken into consideration by the Report Initiating Officer(RIO) and Counter Signing Officer (CSO)	As per Annual Confidential Record rules	Personnel will be sincere, well behaved, ICT friendly and people's oriented policing can be ensured.
11	Posting	There should be a carrier planning and posting policy. All units should be categorized as - (i) Operational unit, (ii) Training unit and(iii) Desk job unit.	PHQ and respective unit head	Throughout service life	SIs will be efficient in all types of policing and will work spontaneously and systematically
12	Creation of Training Management Board (TMB)	Coordination and consultation with all police training institutions, research on training need to be carried out on a regular basis.	PHQ, MOHA	Permanent by next 2years	Appropriate and quality training will be ensured.
13	Creation of Training Development Unit (TDU)	Reviewing existing training curriculum and providing recommendation for future development	PHQ, MOHA	Permanent by next 2years	A need based training curriculum will be ensured.

Table 4: Strategic Action Plan for Reforming SI Training					
14	Public expectation and Reality	All officers should be monitored secretly for honesty, neutrality, sincerity, unbiasedness, politeness, efficient and promptness in action etc.	Respective unit head and PHQ	Continuous	Scenario will pro-people oriented
Source: PRP					

Conclusion

Police station is the most important and the oldest unit of police department. It is the police station from where the activities of police embark in order to ensure service to the grassroots. The SI being the protagonist of the police station create a conduit between people and the police which paves the way for emanation of peace, order and tranquility in the nook and corner of the society.

The study has identified some important and crucial areas like deficiencies in skill, knowledge, attitude, promptness in action, using modern scientific technology, over assignment, lack of proper in-service training & motivation and intelligence management of SI of Bangladesh Police where immediate reforms are needed. It has been found that these areas are most vital for smooth functioning of criminal investigation and to maintain peace and tranquility to the society by Police department. Bangladesh Police, as a service provider will win public soft-corner, if a considerate reformation and massive modification is brought in reforming infra-structure, developing training curriculum and upgrading the standard of instructors with a view to saving life and property, detecting & preventing crime and providing service with diligence and ethics.

It is very much important to improve service delivery through:

- Awareness raising.
- Humanitarian activity.
- Crime management and.
- Law enforcement.

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He served in Angola (1997-99) and Sudan (2005-06) as United Nations Peace Keeper in different capacities. He was promoted to the rank of Superintendent of Police in 2003 and served in several districts as SP. He also commanded Armed Police Battalion at Belaichari and Dhaka in 2003-05 and Range Reserve Force in Khulna in 2007-08. He served as Police Commissioner of Barisal Metropolitan Police (2012-14) and Rajshahi Metropolitan Police (2015-16).

He attended a good number of professional courses at home and abroad. He did Counter Terrorism Course in Thailand and Philippines arranged by INTERPOL. He visited many countries across the globe. He is a keen lover of cricket, Lawn Tennis, Badminton, Gardening and listening music.