

***EMERGING ISSUES IN GLOBAL POLICING
AND IT'S IMPACT ON MUMBAI POLICE WORK CULTURE***

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Abstract

Global Policing a frequently used term having major effects on all the sectors including police. The work of policemen has also changed with the new type of crimes including the drugs, illegal human trafficking, wildlife crimes, intellectual property, financial frauds and cyber crimes have largely international implications. Globalization has not only increased the reach and opportunities for organized crimes but has led to coming together of their networks and resources. Globally policing is a policy in future, which will increasingly involved in the international crimes, policing for extremism, terrorism, cybercrime and following the trail left by digital financial transactions of the suspects, represents the emerging trend in global policing. The present paper is an attempt to identify the global policy practice and its impact on Mumbai police work culture. It ends with the suggestions to modernize and to change the same to the professional work culture.

Introduction

Global Policing is a concept used often. In increasing interconnected world police can no longer remain locally marooned. The crimes like the drugs, illegal human trafficking, wildlife crimes, intellectual property, financial frauds and cyber crimes have largely international implications. Globalization has not only increased the reach and opportunities for organized crimes but has led to coming together of their networks and resources. Globally policing is a policy in future, which will increasingly involved in the international crimes, policing for extremism, terrorism, cybercrime and following the trail left by digital financial transactions of the suspects, represents the emerging trend in global policing. Tourism police is a concept gaining importance due to globalization. Tourism police is a specialized unit that was formed to provide security for tourists. Drug Trafficking remains the single most important activity for organized criminal groups in America. They include trafficking of marijuana, cocaine, heroin and other synthetic drugs. Human Trafficking is the illegal trade of human beings for the purposes of reproductive, commercial, sexual exploitation, slavery, forced labour or a modern day form of slavery. International concept of policing is changing. There are different theories followed Theory Z focused on increasing employee loyalty to the company by providing a job for life with a strong focus on the well being of the employee both on and off the job. Edward Demings made famous 14 points. Theory Z was developed by William Ouchi during 1970s. Whereas Theory P is doesn't attempt to introduce any new theories of management. It represents the style of management for a particular job segment perception. A particular management style is ultimately based on how a manager perceives an employee/workers' intelligence level, number of mistakes made by the subordinates and their ability to grasp new ideas.

An organization may have a huge capital and the most advanced machinery, but if it does not have capable, motivated and high performance employees, the organization is not likely to demonstrate sustained levels of high performance. Since all the physical and capital resources

depend on people for their efficient use maintenance and requirement the quality of people of an organization is important in attaining competitive advantage.

Objectives of the study

1. To identify the practices in global policing in different countries.
2. To study the impact of global policing on Mumbai police work culture.
3. To suggest the measures to make professional work culture.

Review of literature

Police culture is bound to have variations and differences in different countries. It is only in the U.S. that scientific study has been carried out.

Chaudhary¹ has elaborated on the reforms in police department in other countries to improve work culture. He says that the policing model in India is an adaption of Ireland model. A commission was set up which published its report in 1999, making far reaching and radical recommendations for the reform of policing. The recommendation included that model of society where the demands of security were met by the participation of local community and agencies, both government and non government, which would share the responsibility of crime and security. It recommended two levels of accountability and participation. The police system, which was given to India by British, is very much different than what they followed in their own country. The statutory duty of the police authority under the act in U.K. is to secure the maintenance of an efficient and effective police force for its area. The police arrangement is what is called the tripartite system of policing – the other two elements are the home office and police

¹ChoudharyRohit, *Policing -Reinvention strategies in a marketing framework*, Sage Publication, New Delhi, 2009, p.14.

force itself. The major police organizations, their missions, programmes and culture can be summarized as follows.

1. **Japan:** Choudhary's² study reveals that in Japan, there are four level centralized bureaucracies. The first level was the National Public Safety Commission. The second level contained seven regional bureaus which supervised the prefectural police. They are further divided into district police stations which constitutes the third layer. The bottom level consists of public boxes.

In Japanese police, non specialized career paths are directly related to achieving ranks through nine tier promotional system. Management theory Z provides the consistency in structure and management process, which allows the national police force to be decentralized into semi-autonomous neighborhood centered system. Sergeants are directly accountable for actions of their subordinates and middle managers frequently defer their authority to the patrol officer without losing respect over subordinates.

Mathur³ has given an example of Japanese Police Management System. It applies Z theory as propounded by Archambeault and Fenwick. It is popularly termed as Japanese National Police approach which produces highly efficient, flexible and cost effective organization which is characterized by team work, holistic concern of worker's welfare, defined career paths, use of informal control mechanism and worker input in decision making.

2. **Singapore:** Choudhary⁴ has explained that Singapore Police Force (SPF) has realized the need empower their group officers to act decisively in the cause of their work. They equip the officers with the skills in leadership competency and allow the officers to gain easy access to procedures

²Ibid, p.67.

³Mathur K.M., *Police in India, Problems and Perspectives*, Gyan Publishingp.171. House, New Delhi, 1991

⁴ChoudharyRohit, *Policing-Reinvention strategies in a marketing framework*, Sage Publication, New Delhi, 2009, pp. 70-85.

and distilled policy position. The commissioner carries a dream of empowering every officer with a decision making skills of a Commissioner of Police. It adopts a collective leadership model .It operates a rather flat hierarchy. In the vision of SPF, it is articulated that people are their most valued assets. To this end, they have put up a system and structure to continually sense the motivation and morale of their officers so as to ensure that officers remain passionate in their work.OHSOrganisational Health Survey (OHS) is a unique programme. It is a regular staff feedback exercise in the SPF's journey towards the organizational excellence. It deals the issue like job satisfaction, working relationship, rewards etc.

3. **BPAD:** As written by Choudhary,⁵ Broken Arrow Oklahoma Police Department (BAPD) has experienced with employee participation. Since 2003, the agency has had participative management in the form of a cross-functional steering committee called the leadership team. It has conceived as a way of incorporating frontline personnel into important decision making processes of the department. The team created new policy on how the agency recruits , hires, evaluates, disciplines, rewards and promotes its people and how it uses force , drives its cars , trains its officers and protects their well beings. The team looks on nearly every issue that typically causes problems for police agencies. Additionally the team improved process, streamlined procedures and aided in problem resolution.

4. **South Africa:** Choudhary⁶ mentioned that Managing Change in South Africa is another classic example. By early 1990s, the police in South Africa acquired a reputation of brutality, corruption and ineptitude. South Africa Police was ruthless and notoriously effective against their political opponents. During 1991, the main police force in South Africa, embraced on an internal reform initiative, a response to the changing political environment, the pressure of changing crime trends and international scrutiny. Its strategic plan highlighted five areas of

⁵Ibid.p.71.

⁶ChoudharyRohit, *Policing-Reinvention strategies in a marketing framework*, Sage Publication, New Delhi, 2009, p.42.

change. They include depolitization of police force, increased community accountability, more visible policy, establishment of improved and effective management practices, reforms of police training system and restructuring of police force. South African Police arrangement can be described as multi-method and multi-trait techniques. Essentially, it is a series of individual and group exercises in which a number of candidates participate, while being observed. The competencies determined include strategic perspective, confidence as a leader, achievements, judgment, team building and maintenance, communication, negotiating and influencing information usage and technical and professional knowledge. The techniques used are Draft test, Written Appreciation, personality assessments, presentation, crisis management and role play.

6. **Hongkong:** Choudhary⁷ has given example that the Hongkong police strategy has adopted a holistic four pronged approach to address the issue of police integrity in 1996. The objectives are to promote a corruption free working environment, develop a culture of honesty and integrity identify and eliminate elements that may influence susceptibility to corruption, coordinate and monitor police and initiatives, education and training and discipline.

7. **California:** As written by Choudhary,⁸ the California Police has adopted different model. The Nepa Valley Academy in California provides an example of how PBL is being used across the United States. The PBL model is the exact process that law enforcement officers use every day to solve problem. They are changing their instructional style to reflect current learning and teaching needs.

8. **Dutch:** Choudhary⁹ also narrates that Dutch Police has following features. The main components of the vision memorandum 'The Police Evolution' that gives the directions in which

⁷Ibid, p.112.

⁸ChoudharyRohit, *Policing-Reinvention strategies in a marketing framework*, Sage Publication, New Delhi, 2009, p.130.

⁹Ibid, p.140.

the Dutch Police service wants to develop in the next few years. Points on Horizon are to contribute to safety, subordination with authority, the community focuses, form an organisational entity, close collaboration with European police services as a self evident element of the joint Safety Policy. According to Choudhary, the policy plan of the Dutch police, the policy targets are set out in the form of results based agreements in the Dutch police National framework 2003-06 .The agreements have also being made to reduce nationwide levels of sick leave among the police personnel to a maximum of 8 percent to improve police efficiency and to increase the strength of the police force.

9. **Belgium:** As Choudhary¹⁰ says, Belgium Police has a vision, is linked to the image of building a house, it provides in society and at standing police function, which is the vision for police. The police decide what they put inside and how they furnish it beyond the building plans and foundations, which means that police has the necessary local authority for carrying out their operations and functions. The vision of Excellent Police is based on four basic principles - societal security, community oriented police function, information led police function and optimal management.

10. **Canada:** As written by Choudhry,¹¹ the Royal Canadian Mounted Police (RCMP) is an agency that ensures public safety in Canada. It plays a role in fighting international terrorism. The strategic Architecture gave shape to the RCMP mission of safe homes, communities. Today, it leads Canada's counter terrorism efforts, while demonstrating excellence at on the ground community based policing across Canada. The four elements include Strategy map, value positions, and Strategic pathways. The four elements is to identify and put in practice the process to improve the quality of RCMP human capital and enabling technology that are required to

¹⁰Ibid,p.163.

¹¹Ibid, p. 143.

become an organization of excellence. Performance management processes linked by the balanced scorecards are used for implementing these measures in the organization .

11. **U.S.:**Choudhary¹² elaborates the case of Aurora Police Department, U.S. which began developing a strategic plan for the department's future. It emphasized providing a more efficient and effective delivery of police services through an enhanced problem solving approach. The new approach will concentrate on the main police mission areas, Crime, Quality of life and Traffic or CQT. Under new philosophy, the traditional pillars of law enforcement, random patrol, fast response and turning all cases over to the detective for follow ups are replaced with team work, problem solving and accountability. According to him, United States police have adopted Compstat model. The principles followed are timely and accurate information and intelligence, effective tactics, rapid deployment and relentless follow-up and assessment. The Washington State Patrol model is a comprehensive approach to public safety and general management is meant to address problems that lay outside a narrow understanding of law enforcement, such as the failure of some facilities like housing, children and senior citizens. The Lodi police, New Jersey, USA, used a survey instrument to measure resident satisfaction with the agency's services. The agency measures satisfaction with several aspects of the police agency including respondent's perception of officers' demeanor, helpfulness and professionalism. It receives the comments and suggestions which provide an idea about how the agency can improve its service and what other service the department should provide.

12. LosAngeles: Following the recommendations of the planning unit, the Los Angeles police responded to the task of handling 1,00,000 common drunks per year through their jail system by acquiring 588 acres to handle approximately 1500 prisoners in a new rehabilitation center. Such centers allowed the department to continue its efforts in rebuilding alcoholics physically, morally

¹²ChoudharyRohit, *Policing-Reinvention strategies in a marketing framework*, Sage Publication, New Delhi, 2009, p.145.

and mentally. Financially they offered a superior opportunity towards rebuilding alcoholics into useful citizens, eventually saving the cost on repeated imprisonment.

Mathur¹³ former DGP, Punjab has elaborated various programmes introduced by different countries to improve work culture and thereby overall efficiency and public image. Policing by Objectives (PBO) was developed by Val Lubans and James Edger following the review of the use of Management By Objectives (MBO) by police forces in the United States. It is the process built upon three basic management concepts planning; implementation and evaluation. The purpose is to allow a greater degree of decentralized decision making. James Auten has developed a new approach to management for productivity in public service organizations and particularly law enforcement organizations. Theory PBO asserts that if we are seriously seeking to motivate employees to higher productivity through the use of certain incentives, then there are alternatives which include improvement in work culture, recognizing employee achievements, standardizing, enlarging and enriching jobs and providing full opportunities for Human Resource Development within the organization.

As written by Raghavan,¹⁴ one of the prominent features of the United States experiments is the endeavor to decentralize police operations. The belief is that every effort should be made to bring the police physically close to the community. In United States, every patrol officer has a car exclusively for himself. In India, the picture is totally different. Patrolling by individual constable is still by foot or by bicycle or motor cycle. According to him, this provides the setting for a larger day to day interaction between the lowest rank of police and the citizen in India than in the United States. Raghavan also provides insight into the personnel management in United States Police. It highlights the wide prevalence of third degree in police dealing with the public thus bringing about the importance of inducting personnel with a balanced mind and set of

¹³Mathur K.M., *Police in India, Problems and Perspectives*, Gyan Publishing House, New Delhi,1991,p.167.

¹⁴Raghavan R.K., *Policing a democracy,- A comparative study of India and the U.S.*, Manahar Prakashan,1999, p.188.

values. It also aims at professionalization of the force, setting high personnel standards and strengthening officers who have attained positions of leadership. It is also important to know that in United States, several methods are adopted to reach potential applicants. There is a use of continuous examination announcements in local newspapers, posters in public place, spot announcements, and targeting college graduates.

Verma¹⁵ states that in the U.S., some analytical studies on the attitudes, reflexes and outlook of the police personnel have been made by behavioural scientists. It was found that a small number of policemen were sadists. The police work attracts not only some tough and aggressive personalities but also men imbedded with idealism. Many policemen in different ranks have a high degree of motivation that enables them to withstand the stress and strain of their thankless jobs. In U.S., in many large departments, there is a district personnel bureau or division that takes care of all personnel matters including training. In U.S. the 1967 commission clearly called for an up gradation of personnel standards. It pleaded for the recruitment of college graduates. The police selection process in many departments usually comprises a combination of a written examination, background information and oral interview. The selection process has six phases, beginning with a primary interview and ending with a medical examination, drug testing and evaluation. A psychological stress evaluator is being increasingly used now. They include intelligence test, interest test, preference test, personality test and situation tests. A majority of states have local police training boards charged with the task of ensuring minimum training standards. Generally speaking, the style and emphasis of the police training have changed since 1980, the shift from its original quasi-military stress character has been marked. Training is now less traditional and focuses attention on issues such as use of discretion, police ethics, community relations and crisis management in live situation. There is also a quantitative change in the mode of administering on the job training programmes.

¹⁵Verma Arvind, *The Indian Police,-A critical Evaluation*, Regency Publications, New Delhi, 2005, pp.238-253.

13. **U.K.:** As given by Choudhary,¹⁶ United Kingdom Citizen Focused Policing is another example. The United Kingdom police have adopted the concept of citizen focused policing. It is a new way of policing in which the needs and expectations of individuals and local communities are always reflected in police decision making and service. It focuses on improving the experience of those who have contact with police, public understanding and local accountability of policing and organizational and cultural change to bring about increasingly responsive services, where feedback from frontline staff and the public is used continuously. The National Intelligence Model (NIM) in United Kingdom provide the framework for gathering and using intelligence and driving strategy in all areas from road safety to organized crime targeting active criminals and tackling problems on the basis intelligence. The NIM is quite simply a system for managing intelligence that will ensure uniform practices across the country. It is structured to impact three levels of activity. They are local issues, cross-border issues and serious and organized crime at national and international levels. In United Kingdom, consultative committees offer a formal way for the community to raise concerns about policing in their area and to offer their views on what police priorities should be. These committees are made up of local councilors, police authority members, representatives of police and people from voluntary, statutory and community groups. Procurement is becoming increasingly popular means of acquisition in policing. This is the use of electronic methods in every stage of the purchasing process from identification of requirements through to payment and potentially to contract management. There is also a government agency called Police Information Technology Organization which coordinates collective procurement arrangement for the United Kingdom agencies. The police service in England and Wales introduced its quality of Service Initiative in 1990. Forces ask local people for their views on police priorities in their area. The Police Science and Technology strategy group remains a main driver of the science and technology in United Kingdom. The head office at Glasgow set up a unit in 1994 to begin the process of

¹⁶ChoudharyRohit, *Policing-Reinvention strategies in a marketing framework*, Sage Publication, New Delhi, 2009.p.153.

professionalizing the forces of media relations. This exercise was for integrating the media into operational strategy and enhancing corporate image but an adaptation to the demands of changing society

Sen and Saxena¹⁷ have stated that unlike the job of trainers in police training institutions in the United Kingdom is a prestigious one and in every force, there is a long list of officer willing to serve in the training institutions.

14. **Netherlandspolice:** Chaudhary¹⁸ has also studied the case of Netherlands police. The regular police officers receive support from two groups in the exercise of their duties that is the town watchers and volunteers. Town watchers carry out their duties on the basis of municipal safety and security programmes. The presence of uniformed town watchers makes people safer and help to prevent antisocial behavior.

15. **Germany:** Chaudhary¹⁹ also informs that the Germany police have the Federal Intelligence Service, the Military counter-intelligence Service and the Federal Prosecutor General. They work together as Joint Internet Center. They analyse, monitor the websites of individuals, organizations, newsgroups and forums in order to detect extremists and terrorist activities.

16. **China:** Chaudhary²⁰ also narrates the case of China, where efforts are taken to combat the current rise in crime, the government advocates overall strategy that is referred to as “Comprehensive Management”. The strategy calls for mobilizing all possible social forces to strengthen public security and prevent crime. Choudhary has rightly said that for countries

¹⁷SenSankar, *Police Training, Problems and Perspectives*, Rawat Publications, New Delhi, p.21.

¹⁸ChoudharyRohit, *Policing-Reinvention strategies in a marketing framework*, Sage Publication, New Delhi, 2009.p.206.

¹⁹Ibid, p.173.

²⁰Ibid,p.167.

seeking to move ahead in the global marketplace, innovation in public sector will be as important as in the private sector. Today's environment necessitates that public institutions including the police be more flexible and adaptable in their functioning, deliver high quality services, be sensitive to the needs of their customers, give their employees a sense of meaning, control and purpose and empower citizens, while providing them with world class services that they have increasingly begun to expect.

Umranikar²¹ has cited the example of successful reforms in British, Japanese and Singapore police are possible due to firm political will, commitment, committed and visionary leadership which is able to visualize the future, preparing roadmap for change and implement the changes with determination. According to him, no reform is possible without the ownership of the vision by entire force commitment and acceptance of middle management and cutting edge level. Reforms are also possible with respect and support of the public. With persistent and visible good conduct of the police; citizen would develop a vested interest.

Research Methodology

The researcher has interviewed the 283 police officers and 1009 police constables at 40 police stations in Mumbai city. The research is completely descriptive in nature and the conclusions are drawn on the basis of findings.

Impact of Global Policing on Mumbai police work culture

Work culture is a comprehensive concept. It has various dimensions like psychological, sociological and managerial. It is difficult to define work culture because it is very broad but we can highlight various attributes of work culture. It is a set of properties of work environment perceived directly or indirectly by the employees, who work in this environment and is assumed

²¹Umranikar.J.Y., *Police Reforms in India, A sisyphean saga*, AmeyaPrakashan, Pune, 2009,p.30.

to be a major force in influencing their behaviour on the job. It is a function of ambient societal value system.²² It is the atmosphere of working together for identical goals. However, it must be aligned with the demands of environment.

Ineffectiveness of training is considered as another hindrance in cultivating healthy culture in police stations in Mumbai city. No doubt the training is mandatory to the police officers at different levels. The limitations always occur due to the shortage of staff in the department. The researcher has made an attempt to collect the data regarding the training in handling international crimes. The justification is that the nature of crimes is fast changing over the years. The criminals and gangsters are working at global level and Mumbai is always a target. The technology used by criminals is more advanced as compared to police force. Thus, the question regarding training covered the areas like cyber crimes, global terrorism, drug trafficking, human trafficking, crimes relating to wildlife, intellectual property and financial frauds.

Though it is commendable that initiative is taken by the Mumbai police department to create awareness about such nature of crimes, however according to research, such training facilities are definitely inadequate and lack quality. The researcher believes that such training is must for the police officers who actually deal with the problems in their respective areas and can guide their subordinates in a significant manner.

Table 1 shows the responses of police officers in the area of training.

Table 1-Response related to Training Related to International Crimes by police officers.

Sr. No.	Training to police officers for handling international crimes	YES		NO	
		No.	Percentage	No.	Percentage
1	Cyber crimes	147	50.17	135	46.08

²²Sawant, Sundaram, Rajput, *Work Culture in Public Service Institutions*, Himalaya Publications, Mumbai, 1993, p.9.

2	Global terrorism	80	27.30	203	69.28
3	Drugs	39	13.31	243	82.94
4	Human trafficking	32	10.92	251	85.67
5	Wildlife crimes	24	8.19	257	87.71
6	Intellectual property	32	10.92	249	84.98
7	Financial frauds	147	50.17	135	46.08

Source: Compiled from primary data.

Table 2 shows responses of police constables in the area of training .

Table 2: Responses of police constables for Training in International Crime Handling

Sr. No.	Training in International crime handling	YES		NO	
		No.	Percentage	No.	Percentage
1	Cyber crimes	184	20.35	720	79.65
2	Global terrorism	84	9.40	810	90.6
3	Drugs Trafficking	49	5.45	850	94.55
4	Human Trafficking	33	3.69	861	96.31
5	Wildlife crimes	27	3.03	864	96.97
6	Intellectual property	45	5.04	848	94.96
7	Financial frauds	202	22.49	696	77.51

Source: Compiled from primary data.

Conclusions and Findings

1. It was unfortunate to note that the training in new technology is a neglected area for police constables and other policemen who handle the crime on day-to-day basis. Only 20.35 percent of the respondents were trained in cyber crimes, 9.4 percent in handling global terrorism, illegal

trafficking of human and drugs (3.69 and 5.45 percent respectively), crimes related to wildlife (3.03 percent), crimes related to intellectual property (5.45 percent) and financial frauds (2249 percent). As the nature of technology and nature of crimes are changing, the constable, who is the first person to deal the crime, must know the international crime handling procedures and impacts

2. Again the training to police officers in new technology and international crimes is found to be inadequate in case of police officers at police station. It was found by the researcher that 50 percent police officers were trained in cyber crimes, only 27 percent in fighting global terrorism, 13 percent in drug trafficking, 11 percent in human trafficking, 8 percent in wildlife crimes. 11 percent in intellectual property and 50 percent in financial frauds. The researcher concludes that training at police officers' level is still inadequate as far as international crime handling is concerned. Training in cyber crimes and financial frauds are increasing and more than 50 percent respondents got training in the same.

3. The leadership style is still autocratic which fails to motivate the subordinates.

4. There is a lack of empowerment in police department. There is less autonomy in decision making.

5. Technology is old and outdated. Policemen find it difficult to deal with crimes at international level.

6. Political interference and corruption are the main issues which adversely affects the reputation of Mumbai police at international level.

Suggestions:-

1. Upgrading the technology and providing adequate budget to meet international standards.

2. Urgent need to provide continuous training to all police personnel including police constables to handle international crimes.
3. Effective leadership to face challenges of global policing.
4. Comparative study of global practices in policing and modifying it as per local needs.
5. Change in work culture at police station level. They should provide effective services to the public which needs change in the attitude and mindset.
6. Improvement in working conditions at police station.

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