

NOTICE INVITING EXPRESSION OF INTEREST

Mid-Career Training of the Indian Police Service Officers

1. The Sardar Vallabhbhai Patel National Police Academy (SVP NPA), Hyderabad, Ministry of Home Affairs (MHA), Government of India, invites Expression of Interest (EOI) from reputed Academies and Training Institutions for the Mid-Career Training of Indian Police Service (IPS) Officers. The selected institution(s) would be required to undertake the design, development and delivery of one or more of the three phases of the proposed Mid-Career Training programmes. **A background note that includes the scope of work is enclosed (Annexure-I).** The assignment is expected to be for a duration of three years but may be extended further. The training courses are required to be conducted w.e.f. January 2013 with two rotations of each MCTP Phase every year. Thus, there will be a total of 6 courses for the 3 MCTP phases in a calendar year.

2. The selected institution(s) would be required to execute the assignment in coordination with Sardar Vallabhbhai Patel National Police Academy (SVP NPA), Hyderabad, India. It is expected that the selected institution(s) would be able to demonstrate strong capabilities in the field of Police Sciences and Management and should have a commendable record of running academic and training programmes especially for senior level civil servants. In case the institution selected is a foreign one, it may be required to identify a domestic partner and shall ensure the necessary capabilities within the faculty of the domestic partner. However, satisfactory delivery and conduct of the courses shall be the responsibility of the principal institution. However, all partners of the contract shall be active participants in the delivery of the contract. Preference will be given to the institution having a working tie-up with a foreign police organization/institution.

ELIGIBILITY

3. The selected institution(s) should have a strong track record of running academic and training programs in the area of Police Sciences and Management for mid-career civil servants as indicated in the background note. They should be able to position quality personnel, a good percentage of whom should be the best resource available on that subject and may be from outside that institution.

4. The selected institution(s) would be expected to lead the design and delivery of one or more of the three phases of Mid-Career Training programmes. If there are two institutions jointly proposing to conduct the training, both the partners of the contract should be active participants in the conduct of the MCTP. The principal institution would, however, have to coordinate the design and delivery.

5. In submitting the Expression of Interest, information may be furnished on the nature of business of the institution, more particularly the programmes being run in the area of Police Sciences and Management. A short resume of the key resource persons likely to be deployed may also be given. Further, names of possible institutions with which collaborations are proposed to be established for the design and delivery of these programmes may be mentioned.

6. The shortlisted institutions that have expressed interest would be sent detailed terms of reference and criteria for final selection, to enable them to submit their technical and financial bids. Such a shortlist would be prepared primarily based on the acknowledged reputation of the interested institution in conducting courses in Police Sciences and Management. SVP NPA reserves the right to shortlist even an institution that has not submitted its Expression of Interest, provided such an institution otherwise meets the short listing criteria.

Responses may be sent to reach the under-mentioned by 1200 hrs (IST) on 09 August 2012.

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Note: - It may kindly be noted that no communication will be sent to the responding parties except to the shortlisted institutions. Those sending their offers electronically will, however, receive an electronic acknowledgement of the receipt of their Expression of Interest.

BACKGROUND NOTE ON MID-CAREER TRAINING PROGRAMME

I. INTRODUCTION

1. Indian Police Service (IPS) is one of the three All India Services constituted under the provisions of Article 312 of the Constitution of India. The IPS Officers provide senior level leadership to police forces both in the states and at the center. Though the minimum qualification for being selected into IPS is Bachelor's Degree in any discipline, given the high level of competition, many of the officers selected have a Master's Degree and an outstanding academic record. They come from a wide range of backgrounds such as history, Political Science, Literature, Economics, Sociology, Psychology, Public Administration, Physics, Mathematics, Agricultural Sciences, Engineering, Medical Sciences, etc.

2. Appointment to IPS is done in two ways, namely, recruitment through Combined Civil Services Examination conducted by the Union Public Service Commission (UPSC) every year and by promotion of the State Police Service (SPS) Officers. Upon selection through UPSC, each officer is allocated to a State Government. Thereafter, they undergo a Foundation Course for 15 (fifteen) weeks at the Lal Bahadur Shastri National Academy of Administration, Mussoorie and 46 (forty six) weeks Basic Course at Sardar Vallabhbhai Patel National Police Academy (SVP NPA), Hyderabad, followed by various attachments with Central Police Armed Forces (CPAFs), Intelligence Bureau (IB), Army, districts, etc. The Foundation Course, the Basic Course and various attachments form part of the Induction Training of about 2 (two) years duration. The Officer

promoted from the State Police Services to IPS, also undergo Induction Training of 6 (six) weeks at SVP NPA, Hyderabad. They are elevated to higher ranks generally at around 15th, 19th, 27th and 31st year of their service. To discharge their responsibility effectively in these higher positions, they are given training from time to time.

3. On completion of the training, Officers are posted to respective states allocated to them and assigned postings as Sub-Divisional Police Officers, which require professional skills & knowledge, appropriate sensitization & orientation and management & leadership qualities. After a few years of experience, they are promoted to District level posts and are entrusted with a wide range of functions relating to the prevention and detection of crime and maintenance of law & order of the Districts.

II. PROPOSED SYSTEM OF MID-CAREER TRAINING

4. Given the highly responsible and critical positions that officers are required to hold, it is imperative that they possess the necessary knowledge, skills and attitudes to discharge their responsibilities effectively. With this in mind, a system of mid-career training has been launched which would be more intensive and would enable the IPS officers to acquire “next level competency.” Performance in these MCTP courses would be evaluated and satisfactory completion of the programme would be a pre-condition for officers to get promoted to higher positions. The performance may also be taken into account in deciding some of their placements for special assignments.

5. The proposal is to conduct mid-career training as follows:-

S.No	Phases	Training for Promotion/ Getting annual increment	Duration	Year of Service
1	III	SP (Junior Scale) to SP (Junior Administrative Grade)	6 weeks (4 weeks in India and 2 weeks abroad)	Between 7 th to 9 th year of service
2	IV	DIG to IGP	6 weeks (4 weeks in India and 2 weeks abroad)	Between 14 th to 16 th year of service
3	V	To get annual increment after 28 years of service	4 weeks (3 weeks in India & 1 week abroad).	Between 24 th to 26 th year of service

6. Each of these programmes would have to be delivered twice a year to the batches of 80 eligible IPS officers with admissibility of 10% as additional strength. Since the numbers are relatively large, they may be required to be divided in smaller groups for the classroom sessions/ study tours/ other group activities etc. The programmes would be completely residential.

III. SCOPE OF WORK

7. The selected institution (s) would be required to undertake the following:-
- i) Carry out the detailed design of each of the mid-career phases of training, namely the Phase III, IV and V programs based on the outline given in **Annexure - II**.
 - ii) Evolve a training methodology which includes case studies / lectures / seminars / workshops by eminent personalities and field visits.
 - iii) Develop pre-course material that a participant would be required to come prepared with and also design evaluation measures to test the level of preparation before the participant comes for the programme.
 - iv) Identify the resource persons for the different components of each of the programmes, drawing such resource persons from institutions abroad or in India and also ensuring a right mix of academic faculty and practitioner faculty, considering that the participants are practicing managers and need strong practical inputs to back theoretical frameworks. At least 40% of the resource persons/faculty should be experts from outside the Institution. The institution should clearly indicate the ratio of in-house faculty to guest faculty in the EOI.
 - v) Deliver the programs for a period of three years in the first instance and simultaneously help develop local resource persons (to take over from such resource persons as are drawn internationally). **The Indian leg of the program would be delivered at SVP NPA, Hyderabad, India.**
 - vi) For the required design and tie up logistics for the international study visits, the interested Institutions would be required to have proper tie-up with the foreign police organizations during the exposure visit.

- vii) Evaluate the performance of each of the participants and submit an evaluation report (numerical measures) to the SVP NPA.
- viii) The participants of MCTP are required to be given single room accommodation with facilities viz. Internet, Gymnasium, Swimming Pool, Outdoor and Indoor sports during their foreign component.

Broad Scheme and Proposed Contents of Modules

for Mid Career Training of IPS Officers

Phase III

Participants of the Phase III Training Programme would have already undergone the following training programmes prior to this Phase:-

1. Foundation Course in LBS National Academy of Administration.
2. Basic IPS Training Phase I at the S.V.P. National Police Academy.
3. Practical training in their respective States in various branches of police and more specifically in executive branch of policing dealing with regular policing functions like crime control, investigation, patrolling, public order management, Law and Order control, etc. for over one year.
4. Phase II of the IPS Basic Training at the SVP National Police Academy.
5. Miscellaneous trainings like military attachment, attachments with Central Para Military Organization: (Federal Armed Police Forces), Revenue administration and a short programme in the State Police Academy Training with special emphasis on local procedures, Local Laws, etc.

They would have worked as Sub Divisional Police Officers, which is the first level supervisory post for a number of Police Stations, or Police Divisions, (which is the basic unit of policing in India). They would have, during this period, personally undertaken investigation of a number of criminal cases, supervised the investigation of various types of heinous crime, inspected police stations, commanded ceremonial parades, organized crime control measures like patrolling, surveillance, maintenance of crime records, etc., made arrangements for large scale public functions like VIP visit, arrangements for huge gathering as in the case of festivals, fairs, large political rallies, etc. and also completed one posting as Additional Superintendents of Police. In the above capacity, they are usually given charge of the administration of a police district, supervision of major police arrangements, collection of field intelligence and overseeing of security arrangements. Many of the participants would have, in all probability done a tenure as District Police Superintendent, in charge of management of Crime and investigation and for maintaining law and public order in a district. Usually in one district, there are two or more Sub Divisions with supervisory charge over three to five Police Stations.

This Phase, therefore intends to build upon the field exposure and experience gained by the officer in the initial years of his service following his elaborate and lengthy training programme and help him improve his personal performance levels. He would also get an opportunity to test the validity of his academic learning and

to gather new skills and knowledge for applying at workplace for professionally improving the performance of the Force he commands and to improve his management skills in the context of the emerging scenario.

Four weeks in India by the selected institution (s) would mainly cover the following streams of topics to give exposure to-

- Emerging challenges, viz., naxalism and other low-intensity conflicts, cyber threats in urban areas and necessary field visits
- Updating Professional Skills and Knowledge
- Responsive Policing
- Welfare and Leadership
- Self Improvement, and
- Innovations
- Community Policing Experiment (Field visits and interaction with stakeholders and players)
- Traffic Management (Lecture, demonstration and field visits)
- Modern Control Room and Communication Management (Visit)
- Modern innovations in Police Training (Lecture/ demonstration/ visits)
- Managing security of Olympics Games and mega events (Lecture/ presentation)
- Use of ICT in police
- Urban patrol management (Actual patrolling, witnessing dispatch management and observing actual briefing sessions)
- Securing cooperation of other departments (Lecture)
- PR and Perception Management (Lecture)
- Excellence in leadership: Interaction with the best and the brightest leaders from various walks of life including, business, industry, teaching, banking, politics, Defence Forces (Interaction)
- Motivation (Management experts)
- Accountability and answerability (Interactive session with police leaders, public administrators and political leaders)

Foreign Component (2 weeks)

The inputs during the foreign tour for a duration of 2 weeks excluding travel time are expected to include visits to institutions and locations to study best practices, classroom lectures, interaction with eminent personalities and senior police managers with experience in International policing and management.

Phase IV

Participants at the training programmes at this Phase would have put in over 16 years of actual service in various fields of policing including, Crime Management, Public Order Management, Armed Police, Intelligence, Anti-Corruption, staff jobs, Training, HRD, etc. Most of them would have had more than one tenure as District Superintendent of Police, in charge of general policing and administration of a Force of over a thousand police personnel. Many of them would also have been posted as supervisory officers of Superintendents of Police in charge of Districts.

This Phase is intended to help them consolidate their experiences and help them analyse the current practices in developed countries in the light of the requirements of a modern police management at the top level. Emphasis would be on helping them on their skills in Human Resources management, strategic planning, planning, directing and team building.

In the India Module (4 weeks), during 4 weeks the selected institution will cover the following streams:

- Professional Topics
- Best Practices and innovations
- Leadership and Team Building
- Strategic Management

Foreign Module (2 weeks)

The emphasis during visit abroad also shall be on the same topics suggested for the India module. In fact, the idea is to develop this visit as an extension of the Indian Module so as to learn at first hand the best practices and innovations in developed countries. During the visit abroad, the participants should be exposed to best practices in policing and management in a developed democratic country closer to Indian system. Classroom lectures, visit to field units and organizations, interaction with the most eminent personalities in the above areas and project work based on observation and study in the foreign country shall be included.

Phase V

Phase V is meant for officers who would be expected to occupy the top positions in police and other Government departments. The idea is to broaden their worldview and invest them with conceptual management skills suitable for a world class organization head, not restricting to managing police force alone.

India Module (3 weeks)

The modules by the selected institution (s) will be based on the following:-

- Basic concepts of Strategic management
- Top level leadership
- Change management
- Team building
- Interaction with top level government leaders/management experts

Foreign Module (1 week)

The Foreign Component for a duration of one week will be based at one of the top B Schools or Management Schools and inputs on the subjects mentioned above shall form the core content. Interaction with top management, leadership and Strategic thinkers and practitioners, visits to centres of excellence in various fields, group discussions, field visits etc. will be included.
