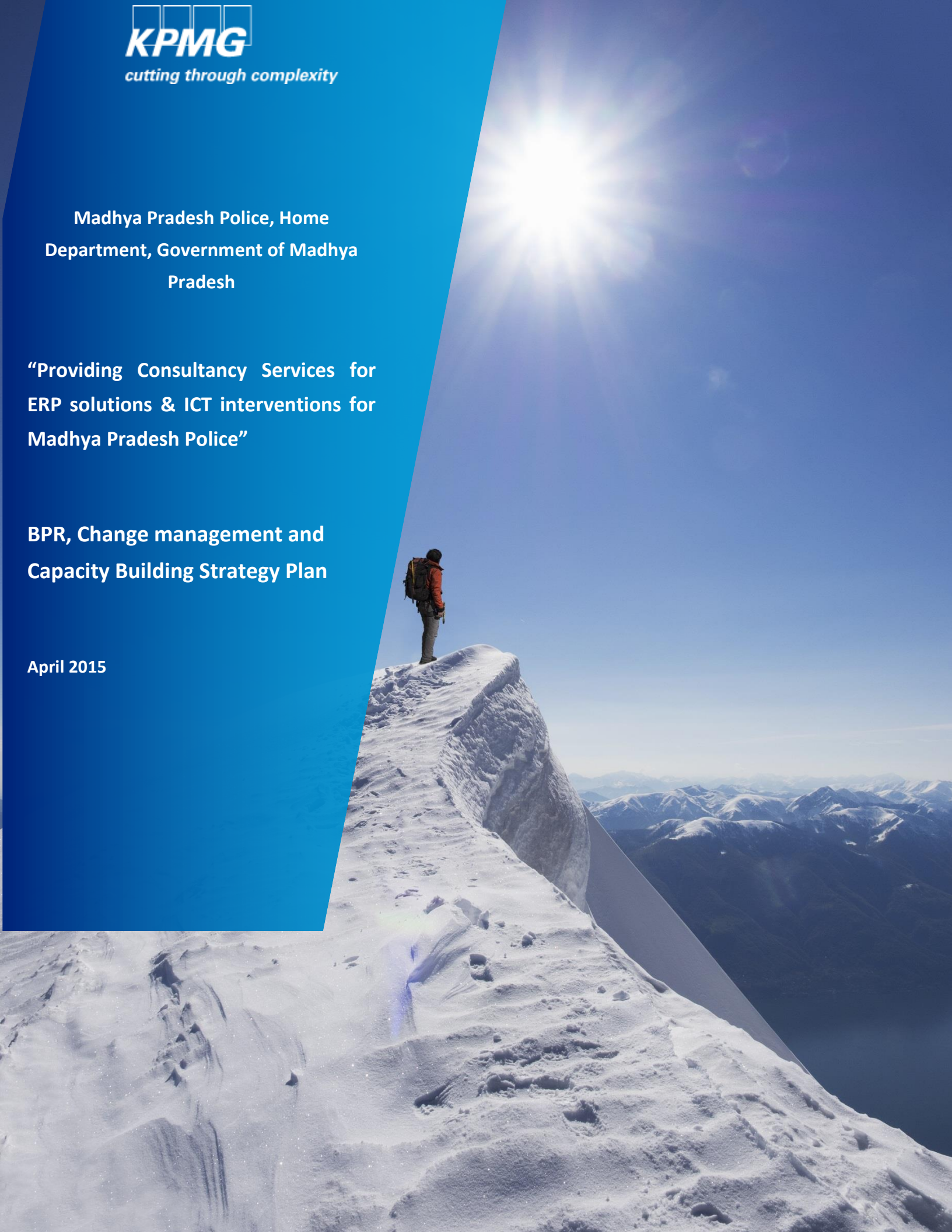**KPMG**

cutting through complexity

Madhya Pradesh Police, Home Department, Government of Madhya Pradesh

"Providing Consultancy Services for ERP solutions & ICT interventions for Madhya Pradesh Police"

BPR, Change management and Capacity Building Strategy Plan

April 2015

Contents

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We are grateful to the Madhya Pradesh Police and Government of Madhya Pradesh for assigning KPMG, for "Providing Consultancy Services for ERP solutions & ICT interventions for Madhya Pradesh Police". We are highly grateful to Shri Anvesh Manglam, IPS, Additional Director General of Police-Telecom, MP Police, Shri R.K. Arusia, IPS, Ex-SSP(Radio), Shri R. A. Choubey, IPS, SSP(Radio) and Smt. Monika Shukla, SP(Radio) for extending their continuous guidance, relentless support & co-operation without which the completion of the As-Is Report would not have been possible.

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1 Introduction

1.1   About the Project

The Madhya Pradesh Police Department intends to introduce automation and e-Governance by leveraging ICT to streamline and improve upon its functioning in order to bring efficiency, transparency and accountability. In this context, M/S KPMG has been selected by MP Police Department for providing consultancy services for Enterprise Resource Planning (ERP) solutions & Information and Communication Technology (ICT) interventions.

The following project goals and objectives are envisaged:

1. Increase Operational Efficiency by:

    a. Reducing the necessity to manually perform monotonous and repetitive tasks.

    b. Improving the communication e.g. messaging, email systems, etc.

    c. Automating back-office functions, and thereby release the police station and other staff for greater   focus on core police functions.

2. Improve service delivery to the public/ citizen/ stakeholders

    a. Access to services in a citizen-friendly manner

    b. Provide alternate modes of service delivery such as internet (for general requests such as NOC, copies of documents, character verification reports, summons etc.

As part of the scope of work, "As Is" report has been already submitted which describes a number of processes being carried on in various MP Police branches/ officer.

The "To Be" report has been prepared and submitted with the objective of defining the future process flow in the envisaged Enterprise Resource Planning (ERP) solution. For each of the process, activity/decision points recommended for ICT intervention were been identified. Moreover, specific ERP modules applicable for the processes were also been recommended in the same.

In addition, a Functional Requirement and Technical Specification document has also been prepared which states various functional requirement from different ERP modules and technical requirement of the ERP solution.

The Data Digitization and Migration Strategy Report has also been prepared with the objective of setting a strategy for digitization/ migration of documents/ files/ *note-sheets* of

MP Police Department. The ERP Project would require scanning, storing and indexing of files so that they can be made easily retrievable.

1.2   About the Report

The ERP project which has been envisaged has state wide scope and impacts more than one lakh police officials/ personnel. Project of such a large scale requires exceptional efforts from the Change management point of view.

The capacity building process for the change expected to come with the implementation of ERP solution. This would include designing and imparting appropriate trainings for various stakeholders and creating an organizational environment which conducive for change.

This report addresses some of the strategic issues pertaining to change management through identifying key stakeholders, Training needs analysis and capacity building.

2 Need for Change Management

As per one of the analysis done, only 15% e-Governance projects are successful while 50% of the projects are partial success. One of the major contributors to this is the inadequate focus given to the Change Management. The objective of this report is to identify the change Management interventions and to plan for it proactively.

In order to achieve the overall vision of implementing e-Governance technology is an enabler, equally important is the way people perceive the change, the way they orient to the change and adapt to the new process and work culture. In this context, the objective of Change Management is "To ensure successful implementation of e-Governance". Given below are some of the key drivers impacting this project which makes Change Management extremely critical:

✓ Implementation of e-Governance and institutionalization in the long run requires a focused Change Management Strategy that defines the nature, sequence of specific activities and creation of the appropriate infrastructure required to facilitate the change process.

✓ Need to create mechanism and framework to reduce resistance to change and maximize adoption of initiatives by developing required capabilities and creating a learning culture.

✓ Need to align the interests of the key stakeholders thereby synergizing various efforts.

✓ Need to build capacity of functionaries and to prepare them to manage the new work/ process environment. The police department should ensure that employees are aware of the ERP program and help them realize the benefits of using the system.

✓ Catalyze administrative, process and legal changes required.

✓ Provide stronger focus on change management through efficient communication, workshops, etc.

3 Change management framework for police department

For an effective change management plan, it is necessary to categorize change issues according to impact they might have on successful implementation of the redesigned processes and the urgency at which they need to be addressed.

Impact of issues on successful implementation is measured by the following parameters:

• Issues which are most critical for refined processes to succeed

• Issues which are necessary for ensuring that the present level of service will be maintained during the change phase

• Issues which if not resolved, will still be least disruptive to the new process

These issues in order of their importance have been listed below in the table:

S. No.	Change Issue	Impact on Implementation	Issue Resolution Time Frame
1	Commitment and support of Top Leadership of PHQ to the project	High	Immediate
2	Resistance by some clerical staff due to gradual fall of capacity to withhold file/ information leading to delayed decisions and functioning	High	Immediate
3	Orientation of staff to new processes and workflows	High	Immediate
4	Orientation of staff to new service levels and adherence to these levels	High	Immediate
5	Preparation for use of technology and system enabled processes	High	Immediate
6	Orientation towards a paperless processing System	High	Immediate
8	Loss of control over discretion on procedures by employees	High	Immediate
9	Preparation for procurement in the defined service levels using technology	Medium	Medium Term
10	Process driven systems with clear accountabilities and responsibilities due to standardized monitoring and reporting procedures	Medium	Long Term

3.1   Target Stakeholders

Stakeholder groups can be categorized into below categories, based on their influence and role in managing the change and making it successful:

Group I: This group comprises of all the IPS Officers and Special Officers like Associate Director Finance (A.D.F.), Finance Officers (FOs), S.T.O and Assistant District Prosecution Officers (A.D.P.Os) posted in Madhya Pradesh Police. The members of this group supervise

the State/ Branch/ Zonal/ Range/ Unit level operations and functions. The current sanctioned posts under this group are as below:

S. No.	Rank	Sanctioned Strength
	Indian Police Service	
1	DGP	1
2	Spl. DGP	2
3	ADGP	13
4	IGP	29
5	DIG	11
6	IG Range	11
7	DIG Range	15
8	SP	50
9	Commandant	22
10	AIG S.B General	1
11	SP Radio	1
12	SRP	3
13	Training/ Leave/ Junior Reserve	31
	Total IPS Officers (not including Central/ State reserve)	**189**
	Subject Experts	
14	A.D.F	1
15	F.O.	2
16	S.T.O	2
17	A.D.P.O	2
	Grand Total	**197**

(Source: Statistical Data 2014, Madhya Pradesh Police)

Sometimes it may be possible that a particular post sanctioned for IPS level officer is occupied by an SPS level officer due to various reasons. In such cases the officer is to be considered to be a member of Group I based on the post held.

This group shall have macro level view of the system to the extent of their authority. Within the ERP solution, they would have access to management dashboard and Management Information (MIS) Reports.

Group II: This group comprises of the officers of State Police Service (SPS) cadre. The members of this group supervise operations and functions of a relatively limited command.

Sanctioned strength of SPS Officers is as below:

SPS		
S. No.	**Rank**	**Count**
1	Ad. SP/ Dy. Commandant	221
2	Dy. SP/ Astt. Commandant	931
	Total	**1152**

(Source: Statistical Data 2014, Madhya Pradesh Police)

This group shall have macro level view of the system to the extent of their authority. Within the ERP solution, they would have complete access to all the data/ modules pertaining to their authority and limited access to management dashboard and Management Information (MIS) Reports.

Group I and II includes all the Gazetted officers (GOs).

Group III: This group comprises of Ministerial Staff which supports senior officials by doing the paperwork for all the official matters/ files received and processed in a Police Unit. The functions of member of this group include:

- Putting of receipt on a file/ *note-sheet*
- Drafting communication as per directions of senior officer
- Maintaining records
- Typing letters and other documentation
- Processing payments as per directions from senior officer

The total sanctioned ministerial staff in MP Police is 3705. This include Police Head Quarters (1288), District Executive Force (1710), Special Armed Forces (455) and Training Centers (175). A detailed breakup of sanctioned posts has been provided in Annexure II.

This group shall have module specific access of the system. That too shall be limited to the data related to their specific police unit. All the Group members may have to work on Workflow Management System. For example, a ministerial staff from Accounts section is expected to work on to Finance module and Workflow module only.

Group IV: This group comprises of police personnel deployed on the field for policing purposes. Although it primarily includes District Executive Force (DEF) and Special Armed

Force (SAF) but forces/ units like Forensic Science Labs, State Industrial Security Force (SISF), Finger Printing, State Cyber Cell etc are also a part of it.

This group may have limited access to the ERP solution and may only access ERP module for self-service purpose (like applying for leave, submitting expense details etc.).It is to be noted that all officers/ personnel are to have Self Service access.

As this group is expected to be the largest in terms of numbers (more that 60,000), it is recommended that classroom training should be imparted to minimum 15% of the personnel from each unit. Subsequent on the jobs trainings may be conducted at field offices.

Please refer Annexure III and IV for details for District wise DEF strength and Battalion wise SAF strength respectively.

Group V: This group comprises of the Police Personnel deployed at Police Training Units (PTUs) (please refer Section 4.2.2 for more details on PTUs) in Madhya Pradesh. The members of this group are to be trained by System Integrator as trainers. PTUs shall play a pivotal role in change management. This shall also develop long term capacity at Police Training Units for conducting trainings for Police Personnel on ERP solution. These officers/ personnel shall also be a part of Region Level Change Management team.

It is recommended that ten trainers/ faculty members may be selected from each PTU for training. As ten PTUs have been identified, the total membership of the group would be hundred.

3.2   Change Management Plan

 A robust Change Management (CM) and Capacity Building (CB) strategy is the backbone of any successful transformation. This section highlights the approach to change management - the capacity building and the communication requirements for ensuring that the employees/ external stakeholders (Works contractor/consultant, Vendors) are well prepared to deal with the new work/ process environment.
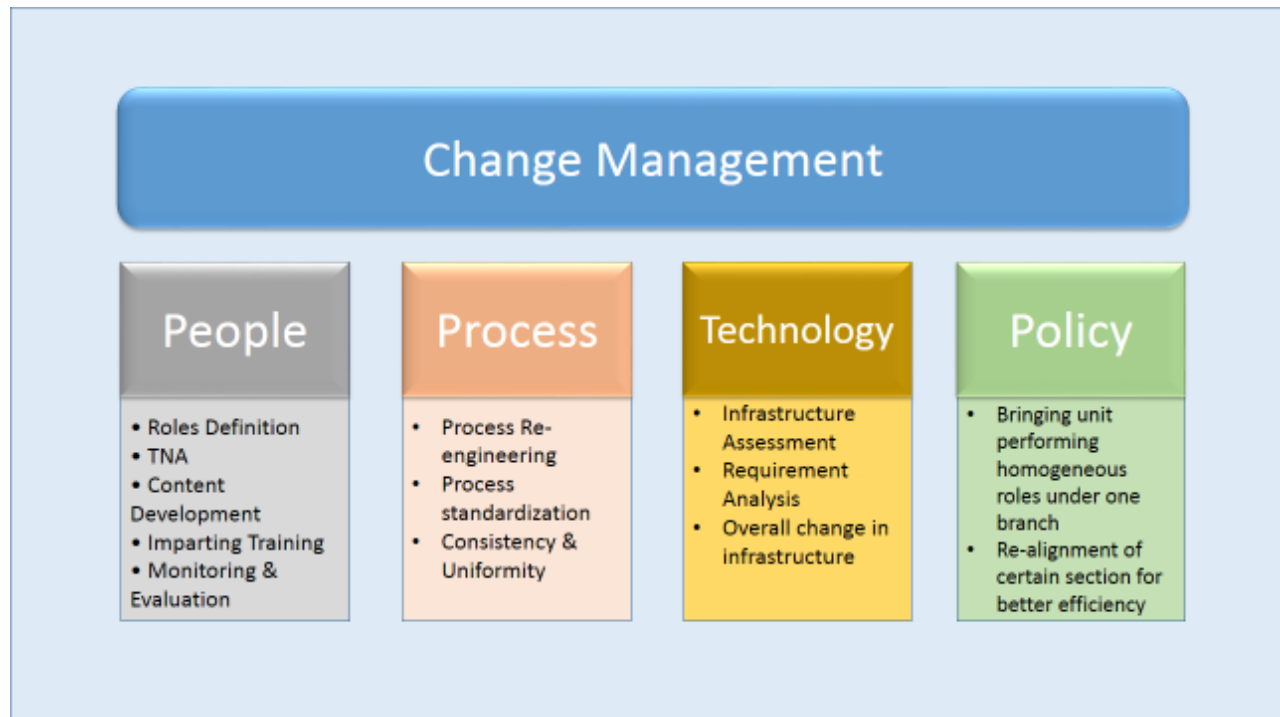
Capacity Building mainly comprises of four major components:
- ✓ Policy
- ✓ People
- ✓ Process
- ✓ Technology

People: This component emphasizes on overall capacity strengthening in terms of manpower at all levels. In implementation of proposed ERP systems, there will be colossal amount of capacity strengthening required. Training needs analysis Specific trainings, content development and delivery of training program are the core components of capacity strengthening. This document addresses people issues and its strengthening at all three levels.

Process: Process component of CB comprises of re-engineering of existing processes. It includes re-defining of roles and responsibilities of existing manpower standardization of existing process for smooth implementation.

Technology: Technological infrastructure strengthening is required to adopt changes in the new system. This component will help the police department to focus on strengthening of required infrastructure. To enhance the infrastructure the State Govt. has been providing solid moral and material support to the Police Department to improve the quality of police service to the citizens by strengthening the police force in term of much needed additional

police posts and infrastructure. In addition to above, modernization of Police Scheme was also started in collaboration with Union Govt., has contributed very significantly in terms of modernization of infrastructure, training facilities and welfare of the police personnel. In continuation of this the Enterprise Resource Planning (ERP) and intervention of ICT besides commissioning of a well-equipped Dial 100 facility for citizens in need of police assistance and CCTV surveillance to enhance safety and security and to improve traffic management in Cities, Towns and Highways can also be explore. Work is in progress to finalize these projects and to commission them expeditiously.

Policy: In the year 2012, DGP MP on the instruction of Hon'ble Home Minister of Madhya Pradesh had constituted a committee to improve the organizational structure of Police Head Quarters to integrate the Branches/ to define the role and functions of the Branches to enhance the efficiency and bring homogenous roles under one branch. After going through the report we find that certain recommendations have already been adopted by the department while in phases while some others are yet to be implemented.

We recommend following reorganization steps to be taken to maximize the effectiveness of ERP capabilities:

1. Bring all components of "Scientific Aids to Investigation" like Forensic Science Labs (FSL), Medico Legal Institute (MLI), Dog Squad, Questioned Document (QD), Finger Print etc under one separate Branch

2. Audit and Accounts Sections to be part of Planning Branch
3. Bringing all procurement functions under Provisioning Branch
4. Integration of Police Reforms, R&D and manual section
5. Development of Juvenile Aid Bureau(JAB) into Crime Against Children Branch

3.2.1 Training Needs Assessment (TNA)

An As-Is assessment is to be carried out for the Department by the System Integrator (SI), to understand the current levels of process performance and to inter alia assess the change readiness and to understand the broader level issues and concerns of the employees with respect to a changing environment. Understanding of IT may be varied at various level, the capacity building plan should be prepare in line with the need of various level.

The current level of IT and attitudinal readiness is to be gauged for all the target stakeholders. For Groups IV which is having large number of members, a sample may be taken for this activity.

The representatives of System Integrator shall visit Police Units and administer a questionnaire on the officers/ staff deployed at the unit. A sample questionnaire has been provided in Annexure I as reference.

The questionnaire is to have all components relevant to assessment from the change management point of view including:

- ✓ Group (I/ II/ III/ IV)
- ✓ Personal details
- ✓ Educational Background
- ✓ Years of Experience
- ✓ IT awareness (Including basic computer knowledge, Internet, Email, Online transactions etc.)
- ✓ Adaptability to change

Group wise information gathered from this activity is to be mapped against the capabilities required at various organizational levels by the ERP solution for successful implementation. This would quantify the training need gap which needs to be filled. The training material for different Groups is to be prepared accordingly.

3.2.2 User Capacity required for ERP Solution

ERP Component/ User	Key Responsibility Area (KRA) of the concerned Officer/ Section	Skill Sets & capacities required
Senior Officers	Functional supervision	Operational Skill Sets ➢ Basic skill sets in operating Office applications, Email Training on Modules Proposed in To-Be Processes / System proposed ➢ Workflow & File Management ➢ Management Dashboard and MIS ➢ Self Service
Inventory Management	Addition to stock, Issuance/ Transfer from stock, Deletion from Stock	Operational Skill Sets ➢ Creating and using Knowledge repository containing templates of EOIs & RFPs for various requirements

		➤ Basic skill sets in operating Office applications (for e.g. MS Word, MS Excel, MS Project, MS Powerpoint, Auto CAD etc.) Training on Modules Proposed in To-Be Processes / System proposed ➤ e-Tendering solution ➤ Workflow & Document Management System ➤ Self Service
Human Resource	Performing functions related to service matters	Operational Skill Sets ➤ Basic skill sets in operating Office applications (for e.g. MS Word, MS Excel, MS Project, MS Powerpoint, Visio etc.) Training on Modules Proposed in To-Be Processes / System proposed ➤ Workflow & Document Management System ➤ Training Module ➤ Human Resources management module ➤ Self Service
Accounts and Finance	To ensure effective and efficient execution of financial operations so as to ensure: Robust handling of funds inflows and outflows Reconciliation of funds Efficient financial vetting To meet the legal / statutory/ mandatory guidelines	Operational Skill Sets ➤ Basic skill sets in operating Office applications (for e.g. MS Word, MA Excel, MS Project) Training on Modules Proposed in To-Be Processes / System proposed ➤ Finance & Accounts Module & related modules like HR/ T&E/Legal ➤ Workflow & Document Management ➤ Self Service
Workflow/ Project Management	Effective planning and monitoring of the projects	Operational Skill Sets ➤ Creating and using Knowledge repository containing templates of EOIs & RFPs for various requirements

		➢ Basic skill sets in operating Office applications (for e.g. MS Word, MS Excel, MS Project MS Powerpoint, Auto CAD etc.) Training on Modules Proposed in To-Be Processes / System proposed ➢ e-Tendering solution ➢ Project management Module ➢ Workflow & Document Management System ➢ GIS Module ➢ Self Service
IT Support	To manage the IT support function in an efficient and convenient manner involving : • Internal IT • Miscellaneous	Operational Skill Sets ➢ Basic skill sets in operating Office applications (for e.g. MS Powerpoint, MS Word, MS Excel, MS Project) ➢ Technical Knowledge Training on Modules Proposed in To-Be Processes / System proposed ➢ Technical knowledge of the ERP solution ➢ Asset Management System ➢ Workflow & Document Management ➢ BI Reporting ➢ Self Service

4 Capacity Building

In government system for transformation like adoption of automated system require a systematic change management in the existing system. Capacity Building is a vehicle to achieve the change management. A systematic Capacity Building Plan would help in strengthening of the existing capacity and its optimal use to achieve the goal.

The importance of building capacities within the police department to implement automated system is very high. Following challenges may be identified in embracing the new system:

✓ Low IT awareness at all levels
✓ Limited skills availability
✓ Aversion to change
✓ Limited capacity for capacity building
✓ Lack of infrastructure

4.1   Capacity Building Strategy

Subsequent sections focuses upon manpower strengthening and its five step approach for implementation of Capacity Building Plan.
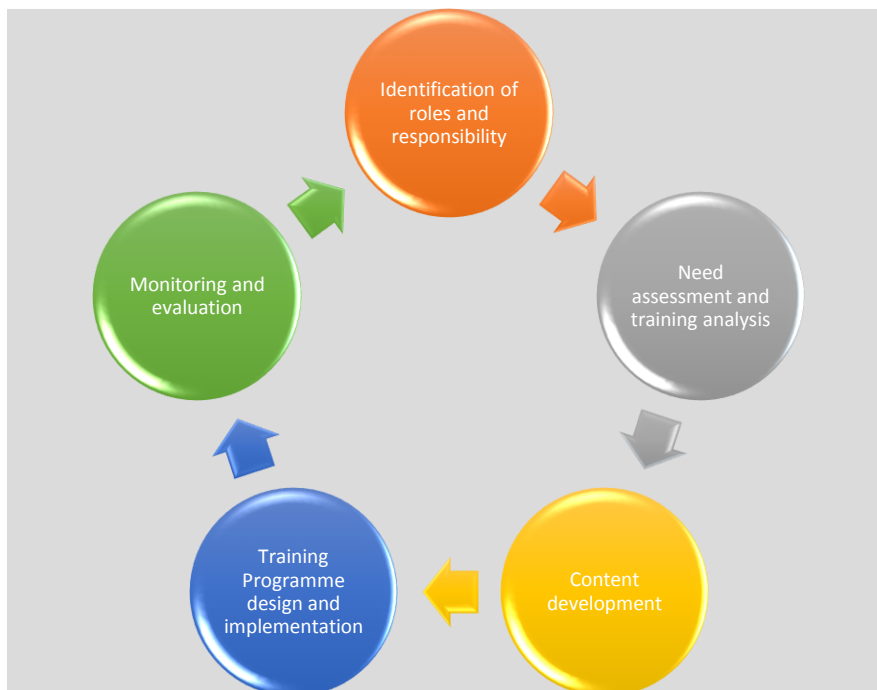
Identification of Roles and Responsibility: This phase consists of identifying roles and responsibilities of the stakeholders at all the levels. An institutional mechanism need to be derived with clear responsibilities of top to bottom, which will play role in change management. In every Branch/ District/ Unit there is need to identified a small change management team which should consist of change agents, trainers and a supervisory officer.

Need Assessment and Training Need Analysis: Need assessment is the next step which focuses upon varied training needs of all stakeholders, upon implementation of the proposed system. Implementation of the new system will require remarkable changes in the existing system. Manual to automated system will bring functional, technological, behavioral and managerial changes in the system; these changes would originate diverse training needs.

A tentative Template of Training need analysis is given in annexure-1.

Content development: Content development is the subsequent step of training need analysis. For one time project based training, course content can be developed by the department with the help of project implementation team.

Training Program Design and Implementation:

The objective of police department Capacity Building (CB) initiatives is to equip the direct users and other stakeholders of department with the right skills, and knowledge to optimally use the IT solution being implemented.

Every user group would have a separate Pre and Post Implementation Training. The Training program would be split into series of sessions for different user groups and across functional areas of the ERP.

The IT Solution provider will be responsible for the following activities as part of the User and Train the Trainer Training:
- ✓ Develop overall training plan including formation of user groups and classifications
- ✓ Develop district-Wise Training Schedule, Curriculum, and Training Material for police Staff
- ✓ Deliver training to end users including carrying out the training effectiveness evaluation
- ✓ Measuring the Effectiveness of Knowledge Transfer

4.2　　Develop Overall Training Plan

The Implementation agency shall be responsible for finalizing a detailed Training Plan and role based training curriculum for the program in consultation with police department. System Integrator shall own the overall Training plan working closely with the police department.

The Training plan should cover the following aspects:

Training schedule
- Content of each training course
- Training methodology
- Tools used for training
- Concept for continuous support after initial training

Trainer manuals
- Training schedule and timing
- Training Documentation
- Slides
- Activities and answers
- Online Material
- Assessment/Validations

User manual
- Theory
- Process
- Functional activities
- System activities
- Frequently asked questions
- User support procedure
- Glossary of terms
- Assessment/Validations
- User manual

In addition, it should also specify a methodology to assess the quality of Training and

4.2.1　Training Schedule and Courses

Implementation agency shall develop the Region/ District Wise training schedule in consultation with PHQ level steering Committee and Region level Change Management team. The schedule is to be aligned with the overall implementation roadmap of the project and coordinate the same with all parties involved. Training schedule shall be developed Group wise and shall be optimized to reduce administrative/ operational impact and effective utilization of Training infrastructure and capacities.　The annual 'Law & Order/ event calendar" may be shared with the Implementation Agency so that the training schedule may

be prepared accordingly. The training schedule outlines the mode of delivery, module structure and outline, duration and target audience.

These sessions should be conducted such that the users of the application/modules are trained by the time the application "goes-live" with possibly no more than a week's gap between completion of training and going live of modules. Continuous reporting (MIS) and assessment should be an integral function of training.

The following training programs may be proposed. The System Integrator shall make an assessment and discuss with police department before finalizing the content, course and schedule.

- ✓ Basic Skill Set Training
- ✓ Process Training
- ✓ ERP Module Training
- ✓ Power Users
- ✓ Super Users
- ✓ Advanced Users
- ✓ Technical Training

4.2.2 Training Infrastructure and facilities requirements

Below ten training units of Madhya Pradesh Police Department have been identified as training center:

1. Rustamji Armed Police Training College (RAPTC), Indore

2. Jawaharlal Nehru Police Academy (JNPA), Sagar

3. Madhya Pradesh Police Academy (MPPA), Bhauri, Bhopal

4. Police Training and Research Institute (PTRI), Bhopal

5. Police Training College (PTC), Indore

6. Police Training School (PTS), Rewa

7. Police Training School (PTS), Umariya

8. Police Training School (PTS), Makroniya (Sagar)

9. Police Training School (PTS), Tigra

10. Police Training School (PTS), Panchmarhi

Current training capacities of these training units are as below:

S. No.	Police Training Unit (PTU)	Training Capacity	Capacity for Computer training
1	Police Training College, Indore	1103	60
2	Police Training School, Panchmarhi	319	100
3	Police Training School, Rewa	385	102
4	Police Training School, Umaria	371	44
5	Police Training School, Tigra	553	135
6	Police Training School, Sagar	477	103
7	Madhya Pradesh Police Academy, Bhauri	208	38
8	Jawaharlal Nehru Police Academy (JNPA), Sagar	193	35
9	Rustamji Armed Police Training College (RAPTC), Indore	335	44
	Total	3944	661

Trainings for Group I, II may be conducted at JNPA (SAGAR), RAPTC (Indore) or MPPA, (Bhauri) or PTRI, Bhopal (if required).

Trainings of Group III and IV may be conducted in any of the training units of MP Police based on proximity from the parent unit. The Training Unit shall be region wise and Group III and IV staff is expected to receive training from the Training Unit within the same region. Such trainings are recommended to be done in rolling basis so that day to day work is not impacted. Moreover it is to be noted that Ministerial Staff (Group III) sanctioned for PHQ is a large portion of the overall Group III strength (Sanctioned PHQ strength of ministerial staff is close of 35% of the total ministerial staff sanctioned for MP Police. Please refer Annexure II for more details). It is recommended that dedicated training sessions are conducted from them on rolling basis at MPPA, Bhauri or PTRI, Bhopal.

Training of Group V is to be done by Implementation Agency's team at respective PTUs. It is recommended that these trainings are conducted first so that trainings for other groups may be conducted in close coordination of Implementation Agency and Group V trainers.

Classification of region wise districts and Police Training Units for imparting training to police officials/ personnel:

RAPTC, PTC, Indore	PTS, Panchmarhi	PTS, Rewa	PTS, Umaria	PTS, Tigra	JNPA, PTS Sagar	MPPA, Bhauri
Indore	Hoshangabad	Rewa	Umarria	Tigra	Sagar	Bhopal
Dhar	Harda	Satna	Sahdol	Gwalior	Damoh	Vidisha
Jhabua	Betul	Singhroli	Annupur	Shivpuri	Chatarpur	Sehore
Khargone	Narsighpur	Seedhi	Mandla	Guna	Panan	Rajgarh
Alirajpur	Chindwada		Dhindori	Ashoknagar	Teekamgarh	Raisen
Badwani	Balaghat			Bhind	Jabalpur	
Burhanpur	Seoni			Morena		
Ujjain				Sheopur		
Agar				Datia		
Dewas						
Shajpur						
Ratlam						
Mandsour						
Neemach						

In addition, to rapidly scale up the capability of police personnel through training, Police recreation halls/ clubs/ Barracks may be used on temporary basis as training halls/centers.

As a long term training solution, it is also recommended that Police Line in all Districts be developed as a training center with Self learning training modules setup at the desktops. This will go a long way in assisting field staff which are not able to attend training at designated training centers due to any reason. This shall also ensure minimum impact in terms of strength available in field due to training. Resident Inspector (RI) level officer who supervises the operations of Police Line and may conduct monthly/ fortnightly training on ERP solution for field staff facing challenges in the same.

Also, to strengthen the need of training institute for imparting the training, the state government has set-up 15 Regional Capacity Building Centres (RCBC) at Bhopal, Chhatarpur, Diwas, guna, Gwalior, Hoshangabad,s Indore, Jabalpur, Khandwa, Mandsaur, Morena, Rewa, Sagar, seoni and Shahdol district headquarters. These institute are well equipped "State of the Art" Centres developed uniformly across the state. Institutes are having network of 25-30 Computers with SWAN @ 2mbps and Backup of 10 KVA UPS, Projectors, PA system, etc.

A Centre of excellence (CoE) is established by the name training and collaboration unit (TCU) at Madhya Pradesh Agency for Promotion of Information Technology (MAP-IT), Bhopal.

4.2.3   Tentative Training Plan region-wise

As described in the para 4.2.2, ten Police Training Units (PTUs) have been identified as capacity building centers available in each region. These PTUs can be leveraged for imparting training. Following is the tentative training plan for all the 51 districts, which could be used for delivery of training.
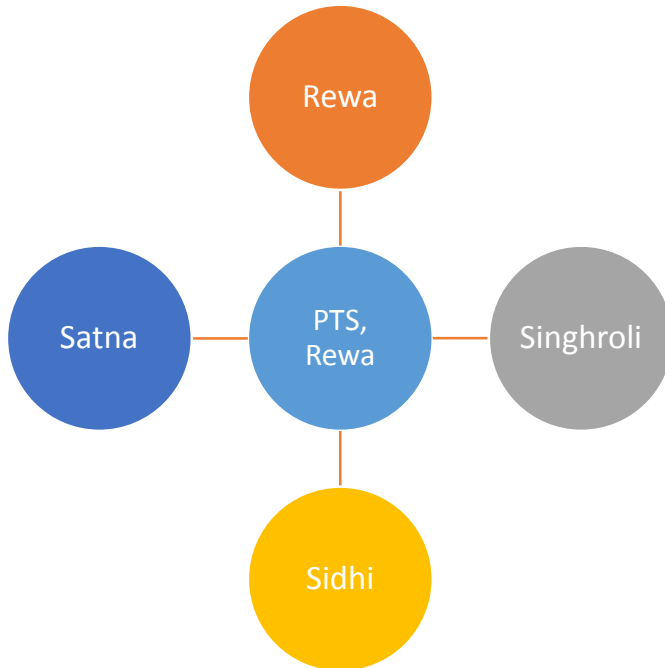
Hub and Spoke model for imparting the training

For imparting training this model can be use where there is a Hub (Rewa) at center location and identified spokes in each of the district. Hub will coordinate with all spokes. Training content needs to be developed at Hub and will forwarded to all spokes. Proposed steering committee at hub will coordinate with capacity building coordinator at every spokes.

System integrator should be integral part of same.

Steps for training plan implementation:

Each area should have a PTU which should have committee which will help and coordinate with other district in that region. For example given above PTS, Rewa could act as training coordination center.

Rest of the districts under the same region should identify one training coordinator who will be responsible for following activities:

- Conduct training need analysis
- Coordinate with training coordination centers and send training requirement of respective staff in the district
- Identify effective users for training
- Nominate the name of persons to be trained
- After receiving training the person will become trainer who will be trained other users

Responsibility of coordination center:

- Coordination center will collate the data received from various districts and categorize.
- It will coordinate with state level steering committee and obtain training material.
- Prepare training calendar for their respective zone

Collate data of training completion status along with results and send it to hub for necessary action.

District wise personnel taking training at PTS, Rewa may be classified Group wise as tabulated below:

S. No.	Districts Covered	Group III	Group IV	
			District Executive Force	15%
1	Rewa	109	1490	223
2	Satna	27	1367	205
3	Singroli	40	957	143
4	Sidhi	30	738	110

Please note that for Group IV, SAF and other non DEF force deployed in the district is also to be considered. The details of the same may be provided by the concerned SP or other competent authority.

Note
For classroom training, sitting capacity of number of personnel needs to be identify, subsequently training can be organized in various batches
Every district training coordinator may identify number of personnel to be taken from each police station

In the same manner training plan can be created for all the Police Training Units (PTUs)

4.2.4 General Guidelines on Training Material

✓ The Implementation agency shall ensure that the training content meets all the objectives of the training course.

✓ The material shall be developed in Hindi language for Group

✓ The Implementation agency shall also develop the training material for delivery through Computer Based Training, Instructor Led Training, Online User Material/Help Manuals and Job Aids.

✓ The Implementation agency shall provide detailed training material providing step-by-step approach in soft and hard copies. This will enable the trainers to make additional copies of the training manuals.

✓ If the training material requires modifications / updates either because of the feedback from the end users, the Implementation agency shall undertake these modifications with the prior approval of the police department.

4.2.5 Preparation of Online training modules

Use of recommended ERP training tools / software(s) for providing various training is essential. Adequate training material which includes training manuals, quick reference cards etc. should be provided during the training sessions. The recommended training material should be in paper & electronic media with courses on ERP fundamentals, business process overview, job activity training, and delivery options being on-line, instructor led class rooms, etc. Online training modules shall be made available so that users can keep on taking these training in case of eventualities like promotion and transfers

4.2.6 Imparting of regular refresher trainings

The System Integrator shall also be responsible for retraining the above staff whenever changes are made in the application and/or personnel. It is the responsibility of the system Integrator to ensure that the staff from police department involved in the operations is familiar with new versions (if any) of the IT system.

4.2.7 Training Techniques and Tools

Use of recommended ERP training tools / software(s) for providing various training is essential. Adequate training material which includes training manuals, quick reference cards etc. should be provided during the training sessions. The recommended training material should be in paper & electronic media with courses on ERP fundamentals, business process overview, job activity training, and delivery options being on-line, instructor led class rooms, etc.

The training will take place in a classroom environment. The Implementation agency can use the following methods training techniques and tools for delivering the sessions:

- ✓ **Introductory Presentations:** All topics will first be introduced in detail using a PowerPoint. Presentation consisting of goals, objectives, introductions, screenshots, business rules and all other necessary details. The delegates will have a have a copy of all presentations to take away with them.

- ✓ **Hands-on Training:** The users will work through the system step by step with the trainer on their own computer, following his commands on a projected screen.

- ✓ **Q and A Sessions:** Questioning in a training environment is one of the most effective learning methods after a particular topic has been covered in hands-on training. It promotes audience interaction and requires all users to contribute and think about what has been covered.

- ✓ **Revision Sessions** : At the end of every training segment a revision session will be conducted to ensure thorough knowledge of the entire scope of that segment from beginning to end; this can be used in conjunction with Q and A.

- ✓ **Scenarios:** The last step of the training process makes use of various scenarios which pose real-life problems to the users and requires their newly found skills to solve these.

- ✓ **Examination:** The exam will be a practical test in which the delegates will solve real-life problems. Upon completion, the users are issued with a "Pass" or "Fail" grade. In the event of users failing, the trainer will take them through where they have gone wrong and ensure they fully understand where they have gone wrong, they will then work through the exam again.

- ✓ **Evaluation:** Upon completion of all the training modules, the users will be required to complete an evaluation form on the quality of the training received. This is very important as it allows the Implementation agency to evaluate our own performance and identify any problematic areas which can be improved and also note where we are doing things well.

4.2.7.1 Proposed Training Courses

S. No.	Training Course	Target Group (s)	Course Details	Course Duration
1	Super Users	Group I	• Should focus on the awareness of the general benefits of IT Integrated system such as automation of routine tasks or moving from the paper-based records management to a computer based electronic records system • Reporting and Management Information System Dashboard • Training on Workflow, Human Resource, inventory management modules • Use of digital signature • Monitoring of tasks pending with subordinates • Email and Outlook training • Training on Employee Self Service functionalities of the ERP solution like leave application, duty certificates, Bill submission, viewing Service Record, ACRs, Pay slips etc. • Meetings management • Search and Refining Search Results (on Internet) • Generic File Management System features	3 Days

| 2 | Power Users | Group II | • In-depth working knowledge on interfaces etc. and understand its correlation with other outputs Respective Core Function modules of the ERP and other related
• Reporting and MIS Dashboard interfaces
• System Administration
• Should focus on the awareness of the general benefits of IT Integrated system such as automation of routine tasks or moving from the paper-based records management to a computer based electronic records system
• Reporting and Management Information System Dashboard
• Training on Workflow, Human Resource, Inventory management modules with greater focus on workflow management module
• Use of digital signature
• Monitoring of tasks pending with subordinates
• Email and Outlook training
• Training on Employee Self Service functionalities of the ERP solution like leave application, Bill submission, viewing Service Record, ACRs, Pay slips etc.
• Meetings management | 5 Days |

			• Search and Refining Search Results (on Internet) • Generic File Management System features	
3	Sensitization Training	All Groups	Change Management Workshops for addressing Behavioral Change Understand & sensitize impact of change & manage smooth adoption Sensitization with and awareness of IT Integrated Solution • Refresher courses should also be available as a part of this training.	1 Day
4	Basic Skill Set Training	Group IV	• Should focus on the awareness of the general benefits of IT Integrated system such as automation of routine tasks or moving from the paper-based records management to a computer based electronic records system • Fundamentals of computer usage should focus on the basics of using the computer, keyboard, and mouse in order to make the users feel comfortable with the computer MS Windows XP/Windows7 - Operating System	3 Day

| | | | • MS Office 2007/ 2010 – MS Word, MS Excel, MS Power point - Overview
• Email and Outlook training
• Search and Refining Search Results (on Internet)
• Training on Employee Self Service functionalities of the ERP solution like leave application, duty certificates, Bill submission, viewing Service Record, ACRs, Pay slips etc. | |
| 3 | ERP Module Training | Group III (for respective module) | • Training would cover basic knowledge on the various ERP modules, Meeting Management. Workflow management module is to be covered in greater detail
• Meetings management, Portal, Generic DMS features Dashboard and its benefits. And also it should cover specific use/working knowledge in depth of each module for the end user.
• Various scenarios to be demonstrated in test environment.
• The training should focus on the users getting comfortable to use the police department's IT Integrated Solution.
The Training is Role based and would focus based on user category. A single user might get trained on different modules. | 5 Days |

			The Training would cover complete life cycle of an activity and would have interconnection with different modules of application. This training should be in a role based, benchmarked and standardized format, in Hindi and lead to learning completion and assessment. It should also allow for self-learning and retraining. Training would include mechanism for demonstration using audio/ video/ simulated/ demo practice exercises and evaluation of trainees.	
6	Advanced Users	Group V	• Course specifically developed to teach the identified Trainers who will also be a part of Region level Change Management committee. This training is to develop capability to conduct above discussed trainings and ensure participant skills up gradation implement agency must arrange for training for approximately 100 people. training will necessarily include but not limited to: • Functional & Technical training for core team as proposed by the Departments Conducting training in line with official ERP course curriculum mapped with the IT	15 Days

| | | | Integrated Solution implemented in MP Police.
• Conducting training at the training facilities (respective PTUs)of police department
• Defining training program and all the other modalities of the training in consultation with the police department
• Conducting training in 10 batches and for 20 days per batch (maximum 10 participants per batch from each PTU) by Instructors of Implementing agency | |
| 7 | Technical Training (optional) | police department technical team | The Implementation agency must conduct separate technical training program to train the core technical staff of the IT department of police department. Should provide training about technical operations and configurations of various equipment's incorporated in the integrated IT Solution.
The training should cover system design, installation, configuration, set-up, upgrade, administration, testing, management, and maintenance of equipment (hardware, software, network, security and DBMS). | 5 days |

4.3   Monitoring and Evaluation

The Monitoring, Evaluation & Assessment Phase intends overall supervision and appraisal of the Capacity Building implementation and post implementation. The monitoring and

evaluation framework will be an ongoing process all throughout the phases of Design, Implementation and the operations; post implementation. The key activities pertaining to this phase are:

Institutional Involvement – The PTUs, those identified and imparting training program, shall hold interactions with the Police Units at regular intervals on an ongoing basis. The performance measures for each of the training institutions, (training program, respective faculty and the infrastructure & facilities, etc.) shall be periodically reviewed by Region Level Change Management team and PHQ level Steering Committee.

Program Monitoring, Evaluation & Assessment – The program shall be monitored on a periodic basis right from the inception phase to the post implementation phase. The Region Level Change Management Team shall develop the training schedule for the respective Region in consultation with PHQ level steering Committee and Implementation Agency. It would facilitate the training activity and shall also would be competent to approve deviations from the initial training plan.

4.3.1 Proposed IT Governance Structure at Police Department

To ensure successful implementation of ERP solution, a robust Governance Structure at departmental level needs to be created that will ensure that ICT supports and meets department's functional objectives. A strong governance structure will also give assurance over the delivery process and will provide necessary support for achieving established objectives taking the following factors into account:

- ✓ Large number of stakeholders spread across various project implementation units
- ✓ Standardization of approach and use of standards to be enforced
- ✓ Ongoing alignment to business objectives is mandatory
- ✓ Interdependency and conflicts need to be managed
- ✓ Continuous monitoring and course correction required
- ✓ Budgets prepared for the ICT Roadmap need to be adhered to

Propose governance structure at state level:

It is proposed to create PHQ Level Steering Committee which will facilitate in providing assurance over program delivery. It would be nodal entity for MP Police Department which would approve all the deliverables including training plan.

A Region Level Change Management committee shall have representation from all the unit heads from the Region and ten PTU officers/ personnel identified as ERP trainers. It shall work towards ensuring training of all the police personnel identified for training. It shall coordinate with Unit Heads within the region and Project Management Consultant to generate training status report. This shall assist in proper monitoring of training activity.

The Implementation Agency shall have a team at all PTUs for the entire duration of training activity. The team shall train the Group V and Supervise/ facilitate trainings for all the others Groups in the particular Region.

A Project Management Consultant (PMC) shall prepare timely reports of the capacity building activity like monitoring projects implementation, controlling vendor relations, training process, ensuring adherence with policies, training course/ schedule and standards.

Objectives recommended for PHQ level Steering Committee

- Support the program by addressing any policy level issues at the state level.
- Support the implementation of the projects at the district level identifying capacity building resources such as training institutes/ common training programs, etc.
- Provide inputs to the police department on policy/ roadmap making process.
- Support the project by coordinating with various institutes/ departments/ Units at State level.
- Support the programme by involving in various key activities like promotion of awareness programs to the employees.
- Address any specific issues related to governing people.

4.3.2 Implementation plan and Phasing Strategy

There are some key steps in change implementation which can assist in the change implementation phase. These are highlighted in the figure below:
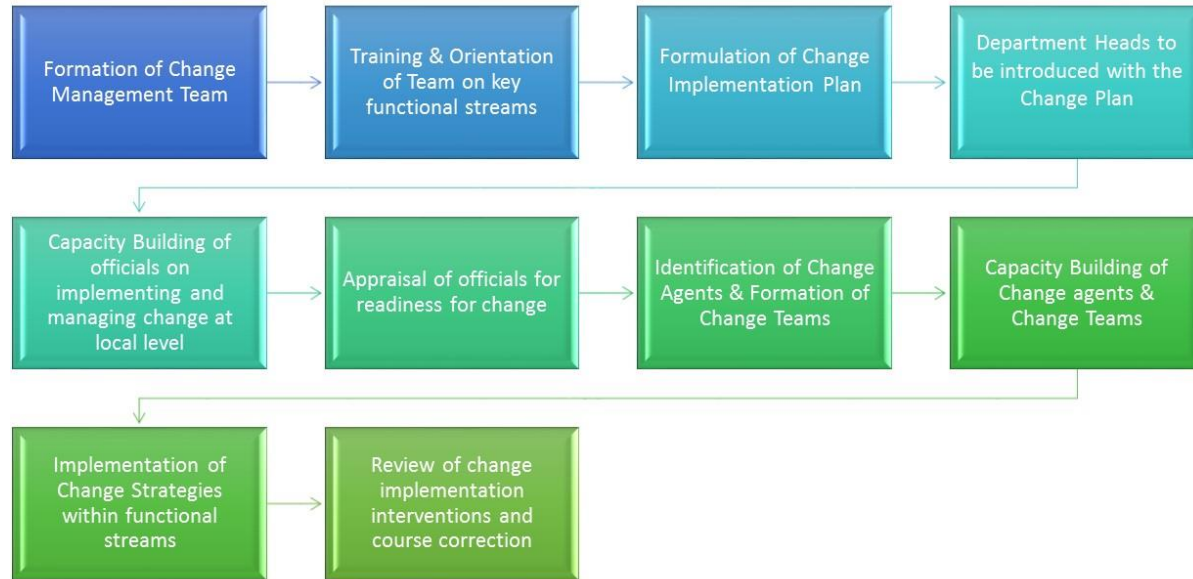
Sl. No.	Change Management Initiative	Project Activities with respect to the project schedule
1.	Formation of Change Management Team	Before the release of the RFP
2.	Training & Orientation of Team on key functional streams	Immediately
3.	Formulation of Change Implementation Plan	Post selection of IA
4.	Division Heads to be introduced with the Change Plan	Post selection of IA
	Capacity Building of officials on implementing and managing change at local level	Post selection of IA
5.	Appraisal of officials for readiness for change	Post selection of IA
6.	Identification of Change Agents & Formation of Change Teams	Post kick-off by the IA
7.	Capacity Building of Change agents & Change Teams	Post Identification of Change Agents & Formation of Change Teams
8.	Implementation of Change Strategies within functional streams	Before approval of SRS document
9.	Review of Change Implementation interventions and course correction	At regular intervals (weekly) in the implementation phase

4.3.3 Communication Strategy

ERP projects are complex in nature and requires coordinated effort of a large number of groups. It also needs substantial investment and has a long completion period. Once the Analysis and Design Phase (Phase I) is complete (refer Project Implementation and Monitoring Report for details), the implementation agency shall have all the ERP solution requirements. At this point, work towards developing a communication strategy for creating a conducive environment around incoming ERP solution shall initiate.

The change managing team would ensure the following elements in the communication planning:

- ✓ Conceptualization of a communication campaign with appropriate project branding. The branding would have a common project logo, project vision and mission statement, standardized communication templates
- ✓ The communication messages should rely on story-boards, events, contests and other innovative mediums.
- ✓ Consistency of messages across all locations
- ✓ Use of Hindi language

Some phrases may be developed which work towards creating awareness among the MP Police Officers/ Personnel. Such phrases/ tagline should revolve around the benefits from the ERP solution for the employees working on various roles. These phrases may be communicated to the employees in multiple ways including:

a) Sending out Short Message Service (SMS) messages to Closed User Group sim.
b) Announcing the phrases on a frequent basis during roll calls at various units
c) Use of such phrases as header/ footer of official documents like files/ *note-sheet/* letters etc.

The elements mentioned above would ensure high recall of key messages in each communication. All office material used by the official / staff at their workplaces should have the some element of the branding. This approach ensures high visibility of the project creating excitement for change and emphasizes its importance to the organization.

5 Conclusion

Implementation of technology in Government requires colossal amount of change in the system. To administer the change, effective Change Management plan is required at various stages of project implementation. Capacity Building and Knowledge Management is the vehicle to implement Change Management. Strengthening of capacity at various levels i.e. state police head quarter various wings of police associated with it and at district level.

This document contains an overall program implementation approach which focuses upon various actionable for implementation of Capacity Building and Knowledge Management plan at all the levels.

Successful implementation of KM Framework involves restructuring of certain organizational processes and cultural changes to ensure that KM center is effectively managed and efficiently used. These processes should be clearly defined and strongly enforced.

Capacity building plan describes Capacity Building assessment, training need analysis, content development design of training program and overall project monitoring at all levels while, objective of the Knowledge Management Framework is to provide an approach for ULBs to implement processes related to Knowledge Management and enable them to collate, organize, and facilitate knowledge-sharing amongst all the stakeholders and across all the ULBs at the State and National level.

The proposed framework on Capacity Building and Change Management will help to realize following benefits in the short and long run:

- ✓ Capacity strengthening at all levels.
- ✓ Identify, coordinate and build synergies between existing and future efforts.
- ✓ Prioritize the inclusion of capacity building as a component for all the stakeholders.
- ✓ Encourage and enable police department to identify and address their capacity building needs to access, use and produce services on a sustainable basis.
- ✓ Enhance access to data and information, especially on a real-time basis and encourage information sharing.
- ✓ Create knowledge repositories which will allow employees to share, manage and effectively utilize the contents present in the repository.
- ✓ Leverage knowledge and experience in improvising systems and processes.
- ✓ Enhance competency to use knowledge assets.

Annexure-1: Questionnaire

<u>प्रोफार्मा – प्रश्नावली</u>

(कृपया संबंधित अधिकारी / कर्मचारी द्वारा भरा जावे)

District/ Unit :	
Office:	

(I)   पुलिस विभाग में कितने वर्षों से सेवारत हैं ?

(1) 5 से कम वर्ष   (2) 6—10 वर्ष   (3) 11—15 वर्ष   (4) 16—20 वर्ष

(5) 21—25 वर्ष   (6) 26—30 वर्ष   (7) 31 — से अधिक वर्ष

(II)   कम्प्यूटर का उपयोग कितने वर्षों से कर रहे हैं?

(1)0—1 वर्ष   (2)1—2 वर्ष   (3) 2—3 वर्ष   (4) 3 — से अधिक वर्ष

(III)   शासकीय तौर पर कम्प्यूटर का उपयोग किस कार्य में कर रहे हैं?

(1) केवल टाईपिंग   (2) टाईपिंग व Data Storage

(3) Data Retrival   (4) Presentation

(5) Internet Banking   (6) Accounts.

(7) Messaging

(IV)   आप निम्न में से किस कार्यालय में कार्यरत हैं?

(1) स्थापना   (2) क्रय,   (3) प्रशासन   (4)एम टी   (5)एसआरसी

(6) लेखा	(7) पर्सनल असिस्टेंट	(8) Provisioning	(9) फील्ड ड्यूटी	(10) आवक–जावक
(11) स्टोर	(12) अन्य _____			

(V) आप **ई–मेल** प्रयोग करने में कितने सुविधा जनक है ? कृप्या 01 से 05 में से एक अंक चुने ।

    1   2   3   4   5

(अत्यंत   (अत्यंत

सुविधा जनक)   असुविधा जनक)

(VI) आप **Internet** प्रयोग करने में कितने सुविधा जनक है ? कृप्या 01 से 05 में से एक अंक चुने ।

    1   2   3   4   5

(अत्यंत)   (अत्यंत

सुविधा जनक)   असुविधा जनक)

(VII) क्या आप **On line transaction** (पैसो का लेन देन) करते है ?

    (1) हॉ   (2) नहीं

(VIII) क्या आप Social Media (Facebook, Whatsapp) प्रयोग करते है?

    (1) हॉ   (2) नहीं

(IX) प्रशिक्षण किस प्रकार से लेना चाहेंगे :–

    (1) कार्य स्थल पर प्रशिक्षण   (2) कम्प्यूटर आधारित प्रशिक्षण

    (3) दो–तरफा Audio-Video कांफ्रेसिंग (4) Classroom Training

(X) वर्तमान पद ………………………………………………………
(XI) पद स्थापना दिनांक …………………………………………

(XII) पुलिस विभाग में सेवा अवधि

    (1) 1–5 वर्ष   (2) 6 से 10 वर्ष   (3) 11–15 वर्ष

(4) 16–20 वर्ष   (5) 21–25 वर्ष   (6) 26–30 वर्ष

(7) 31 वर्ष से अधिक

(XIII) वर्तमान पद स्थापना पर सौंपा गया दायित्व –

(XIV) वर्तमान पद का स्वरूप –

(1) अधीनस्थ (अवधि सहित)   (2) पर्यवेक्षक (अवधि सहित)

(3) प्रबंधक (अवधि सहित)   (4) अनुसचिवी बल (अवधि सहित)

(XV) वर्तमान पद पर सेवा अवधि .... (वर्षों में)

(XVI) वर्तमान पद स्थापना स्थल ....

(XVII) नाम ....

(XVIII) पुलिस विभाग में प्रवेश पद .... एवं वर्ष ....

(XIX) विशेष योग्यता .... (जिस क्षेत्र / विषय में विशेष योग्यता हो वह लिखें)

(XX) शैक्षिक योग्यता (टिक करें)

(1) हाई स्कूल से कम शिक्षा

(2) हाई स्कूल / हायर सेकेण्डरी

(3) स्नातक :–

     a. कला संकाय

     b. कामर्स संकाय

     c. विज्ञाान संकाय

     d. अन्य

(4) स्नातकोत्तर –   विषय   (कृपया विषय लिखें)   ☐

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(5) डाक्टरेट डिग्री –   विषय   (कृपया_विषय लिखें)   ☐

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Annexure-II: Sanctioned Strength of Ministerial Force

	Name of Unit	Reporter Superintendent Cartographer	Subedar UDC-I / Hd.Clerk /AS and Auditors	Subedar Steno	Subedar Accountant.	Sub Inspector(M)	A.S.I.(M)	Head Constable(M)	Constable.(M)	Total
1	**Bhopal**	0	1	6	3	9	27	0	3	49
	M.T. Workshop	0	0	0	0	15	20	0	0	35
	D.S.B.	2	0	0	0	0	2	0	0	4
	F.S.L.	0	0	0	0	0	1	0	0	1
	Rang.S.P.A.J.K.	0	0	1	0	0	1	1	0	3
	Zonal.Women Cell	0	0	2	2	2	2	0	2	10
2	**Rajgarh**	0	1	2	3	4	12	0	0	22
	D.S.B.	0	0	0	0	0	2	0	0	2
	F.S.L.	0	0	0	0	0	1	0	1	2
3	**Sehore**	1	1	2	2	4	12	0	2	24
	D.S.B.	0	0	0	0	0	2	0	0	2
	F.S.L.	0	0	0	0	0	1	0	1	2
4	**Vidisha**	1	1	2	2	4	10	0	0	20
	D.S.B.	0	0	0	0	0	2	0	0	2
	F.S.L.	0	0	0	0	0	1	0	1	2
5	**Hoshangabad**	0	1	2	3	5	14	1	0	26
	D.S.B.	1	0	0	0	0	2	0	0	3
	F.S.L.	0	0	0	0	0	1	0	0	1
	Rang.S.P.A.J.K.	0	0	1	0	0	1	1	0	3
6	**Harda**	0	1	2	2	3	8	1	2	19
	D.S.B.	0	0	0	0	0	1	0	0	1
	F.S.L.	0	0	1	0	0	0	0	1	2
7	**Betul**	0	1	2	2	3	13	1	2	24
	D.S.B.	0	0	0	0	0	0	2	0	2
	F.S.L.	0	0	0	0	0	1	0	1	2
8	**Raisen**	0	1	2	2	3	11	0	2	21
	D.S.B.	0	0	0	0	0	2	0	0	2
	F.S.L.	0	0	0	0	0	1	0	1	2
9	**Gwalior**	0	1	4	3	7	23	0	0	38
	D.S.B.	2	0	3	0	1	4	0	0	10
	F.S.L.	0	0	0	0	0	1	0	1	2
	Rang S.P.A.J.K.	0	0	1	0	0	1	1	0	3
	Zonal Women.Cell	0	0	2	2	2	2	0	2	10

	Name of Unit	Reporter Superintendent Cartographer	Subedar UDC-I / Hd.Clerk /AS and Auditors	Subedar Steno	Subedar Accountant.	Sub Inspector(M)	A.S.I.(M)	Head Constable(M)	Constable.(M)	Total
10	**Shivpuri**	0	1	2	2	5	12	0	0	22
	D.S.B.	0	0	0	0	0	2	0	0	2
11	**Guna**	0	1	2	2	4	14	0	1	24
	D.S.B.	0	0	0	0	0	2	0	0	2
	F.S.L.	0	0	0	0	0	1	0	1	2
12	**Morena**	0	1	2	2	6	13	0	0	24
	D.S.B.	0	0	0	0	0	2	0	0	2
	F.S.L.	0	0	0	0	0	1	0	1	2
	Rang.S.P.A.J.K.	0	0	1	0	0	1	1	0	3
13	**Sheopur**	0	2	2	1	3	7	1	1	17
	D.S.B.	0	0	0	0	0	1	0	0	1
	F.S.L.	0	1	0	0	0	0	0	1	2
14	**Bhind**	0	1	2	2	5	13	0	0	23
	D.S.B.	0	0	0	0	0	2	0	0	2
	F.S.L.	0	0	0	0	0	1	0	0	1
15	**Datia**	0	1	2	1	3	11	1	0	19
	D.S.B.	0	0	0	0	0	2	0	0	2
16	**Jabalpur**	0	1	4	4	10	28	0	1	48
	D.S.B.	1	0	0	0	0	2	0	0	3
	F.S.L.	0	0	0	0	0	1	0	1	2
	Rang.S.P.A.J.K.	0	0	1	0	0	1	1	0	3
	Zonal.Women Cell	0	0	2	2	2	2	0	2	10
17	**Katni**	0	2	2	1	3	7	1	1	17
	D.S.B.	0	0	0	0	0	1	0	0	1
	F.S.L.	0	0	1	0	0	0	0	1	2
18	**Narshinghpur**	0	1	2	2	3	12	1	1	22
	D.S.B.	0	0	0	0	0	2	0	0	2
19	**Seoni**	1	1	2	3	4	12	1	1	25
	D.S.B.	0	0	0	0	0	2	0	0	2
20	**Chhindwada**	0	1	2	2	4	13	1	0	23
	D.S.B.	1	0	0	0	0	2	0	0	3
	F.S.L.	0	0	0	0	0	1	0	0	1
21	**Sagar**	0	1	2	2	6	21	1	0	33
	D.S.B.	1	0	1	0	0	2	0	0	4
	F.S.L.	0	0	1	0	0	0	0	1	2
	Rang.S.P.A.J.K.	0	0	1	0	0	1	1	0	3
22	**Damoh**	0	1	2	2	4	14	1	0	24

	Name of Unit	Reporter Superintendent Cartographer	Subedar UDC-I / Hd.Clerk /AS and Auditors	Subedar Steno	Subedar Accountant.	Sub Inspector(M)	A.S.I.(M)	Head Constable(M)	Constable.(M)	Total
	D.S.B.	1	0	0	0	0	2	0	0	3
23	**Panna**	0	1	2	2	2	12	1	1	21
	D.S.B.	0	0	0	0	0	2	0	0	2
	F.S.L.	0	0	0	0	0	0	0	0	0
24	**Tikamgarh**	0	1	2	3	3	15	1	0	25
	D.S.B.	0	0	0	0	0	2	0	0	2
	F.S.L.	0	0	0	0	0	1	0	1	2
25	**Chhatarpur**	0	1	2	2	6	15	1	1	28
	D.S.B.	0	0	0	0	0	2	0	0	2
	F.S.L.	0	0	0	0	0	1	0	1	2
26	**Indore**	0	1	6	4	12	26	0	1	50
	D.S.B.	2	0	0	0	0	2	0	0	4
	F.S.L.	0	0	0	0	0	1	0	0	1
	MT Workshop	0	0	0	0	15	21	0	0	36
	Rang.S.P.A.J.K.	0	0	1	0	0	1	1	0	3
	Zonal Women Cell	0	0	2	2	2	2	0	2	10
27	**Dhar**	0	1	2	2	4	11	0	0	20
	D.S.B.	0	0	0	0	0	2	0	0	2
28	**Jhabua**	0	1	2	2	5	15	0	0	25
	D.S.B.	0	0	0	0	0	2	0	0	2
	F.S.L.	0	0	0	0	0	1	0	1	2
29	**Khandwa**	0	1	2	2	5	11	1	0	22
	D.S.B.	1	0	0	0	0	2	0	0	3
	F.S.L.	0	0	0	0	0	1	0	1	2
30	**Khargone**	0	1	2	3	6	11	0	0	23
	D.S.B.	1	0	0	0	0	2	0	0	3
31	**Badwani**	0	2	2	2	3	8	1	2	20
	D.S.B.	0	0	0	0	0	1	0	0	1
	F.S.L.	0	1	0	0	0	0	0	1	2
32	**Ujjain**	0	1	5	2	7	17	0	0	32
	D.S.B.	1	0	1	0	0	2	0	0	4
	F.S.L.	0	0	0	0	0	1	0	0	1
	Rang.S.P.A.J.K.	0	0	1	0	0	1	1	0	3
33	**Dewas**	0	1	2	2	4	10	0	0	19
	D.S.B.	1	0	0	0	0	2	0	0	3
	F.S.L.	0	0	0	0	0	1	0	1	2
34	**Mandsore**	0	1	2	2	5	14	0	2	26

	Name of Unit	Reporter Superintendent Cartographer	Subedar UDC-I / Hd.Clerk /AS and Auditors	Subedar Steno	Subedar Accountant.	Sub Inspector(M)	A.S.I.(M)	Head Constable(M)	Constable.(M)	Total
	D.S.B.	1	0	0	0	0	2	0	0	3
	F.S.L.	0	0	0	0	0	1	1	0	2
35	**Neemuch**	0	2	2	2	4	7	1	1	19
	D.S.B.	0	0	0	0	0	1	0	0	1
	F.S.L.	0	0	1	0	0	0	0	1	2
36	**Ratlam**	0	1	2	2	5	15	0	1	26
	D.S.B.	1	0	0	0	0	2	0	1	4
	F.S.L.	0	0	0	0	0	1	0	1	2
37	**Shajapur**	0	1	2	2	4	12	0	1	22
	D.S.B.	1	0	0	0	0	2	0	0	3
38	**Rewa**	0	1	3	2	5	17	1	2	31
	D.S.B.	1	0	1	0	0	2	0	0	4
	F.S.L.	0	0	0	0	0	1	0	1	2
	Rang.S.P.A.J.K.	0	0	1	0	0	1	1	0	3
39	**Satna**	0	1	2	2	4	12	1	1	23
	D.S.B.	0	0	0	0	0	2	0	0	2
	F.S.L.	0	0	0	0	0	1	0	1	2
40	**Sidhi**	0	1	1	2	4	15	1	3	27
	D.S.B.	0	0	0	0	0	2	0	0	2
	F.S.L.	0	0	0	0	0	1	0	0	1
41	**Singhroli**	0	1	2	1	3	10	1	2	20
	F.S.L.	0	0	1	0	0	0	0	1	2
42	**Shahdole**	0	1	3	1	3	9	1	0	18
	D.S.B.	0	0	0	0	0	2	0	0	2
	F.S.L.	0	0	0	0	0	1	0	1	2
43	**Umaria**	0	1	2	2	3	9	1	2	20
	D.S.B.	0	0	0	0	0	1	0	0	1
	F.S.L.	0	0	1	0	0	0	0	1	2
44	**Balaghat**	0	1	3	3	4	12	1	1	25
	D.S.B.	0	0	0	0	0	2	0	0	2
	Rang.S.P.A.J.K.	0	0	1	0	0	1	1	0	3
45	**Mandla**	0	1	2	2	3	14	1	1	24
	D.S.B.	0	0	0	0	0	2	0	0	2
46	**Dindori**	0	1	2	2	3	8	1	1	18
	D.S.B.	0	0	0	0	0	1	0	0	1
	F.S.L.	0	0	1	0	0	0	0	1	2
47	**Burhanpur**	0	1	3	3	4	10	1	1	23
	D.S.B.	0	0	0	0	0	1	0	0	1

	Name of Unit	Reporter Superintendent Cartographer	Subedar UDC-I / Hd.Clerk /AS and Auditors	Subedar Steno	Subedar Accountant.	Sub Inspector(M)	A.S.I.(M)	Head Constable(M)	Constable.(M)	Total
	F.S.L.	0	0	1	0	0	0	0	1	2
48	**Ashoknagar**	0	1	3	3	5	12	1	2	27
	F.S.L.	0	0	1	0	0	0	0	1	2
49	**Anooppur**	0	1	3	2	3	11	1	2	23
	F.S.L.	0	0	1	0	0	0	0	1	2
50	**Alirajpur**	0	1	3	2	3	9	1	2	21
	F.S.L.	0	0	1	0	0	0	0	1	2
51	Agar Malwa	1	1	2	2	2	6	1	4	19
	D.S.B.	0	0	0	0	0	1	0	1	2
51	A.D.G. Rail Bhopal	0	0	1	0	2	2	0	0	5
52	S.R.P. Bhopal	0	1	1	2	3	10	0	0	17
	S.B. Rail	0	0	0	0	0	2	0	0	2
53	S.R.P. Indore	0	1	1	2	3	9	0	0	16
	S.B. Rail	0	0	0	0	0	2	0	0	2
54	S.R.P. Jabalpur	0	1	1	2	3	10	1	0	18
	S.B. Rail	0	0	0	0	0	2	0	0	2
55	B.D.S. Gwalior	0	0	0	0	1	1	0	2	4
56	B.D.S. Sagar	0	0	0	0	1	1	0	0	2
57	Fire Brid. Indore	0	0	2	2	2	3	0	0	9
58	Narcotics Indore+Mandsaur	0	0	4	1	2	8	2	3	20
59	F.S.L. Sagar	0	1	3	1	4	6	1	9	25
	Total DEF	**23**	**61**	**171**	**129**	**286**	**886**	**48**	**106**	**1710**
60	1st Bn. Indore	0	1	2	2	3	10	1	0	19
61	2nd Bn. Gwalior	0	1	2	2	2	10	1	0	18
62	5th Bn. Morena	0	1	2	2	3	10	1	0	19
63	6th Bn. Jabalpur	0	1	2	3	3	9	2	0	20
64	7th Bn. Bhopal	0	1	2	4	4	13	2	0	26
65	P.A.R.W.BPL	0	0	1	0	2	4	1	2	10
66	8th Bn. Chhindwada	0	1	2	2	3	9	1	0	18
67	9th Bn. Rewa	0	1	2	2	3	10	1	0	19
68	10th Bn. Sagar	0	1	2	2	3	9	1	0	18
69	13th Bn. Gwalior	0	1	2	2	3	9	1	0	18
70	14th Bn. Gwalior	0	1	2	2	3	9	2	0	19
71	15th Bn. Indore	0	1	2	2	3	9	1	0	18
72	17th Bn. Indore	0	1	2	2	3	9	1	0	18
73	18th Bn. Shivpuri	0	1	2	1	0	5	0	0	9

	Name of Unit	Reporter Superintendent Cartographer	Subedar UDC-I / Hd.Clerk /AS and Auditors	Subedar Steno	Subedar Accountant.	Sub Inspector(M)	A.S.I.(M)	Head Constable(M)	Constable.(M)	Total
74	23th Bn. Bhopal	0	1	2	2	3	9	1	0	18
75	24th Bn. Jawra	0	1	2	2	3	9	1	0	18
76	25th Bn. Bhopal	0	1	2	2	4	9	0	0	18
77	26th Bn. Guna	0	1	2	2	4	9	1	0	19
78	29th Bn. Datia	0	1	1	2	3	9	1	0	17
79	32th Bn. Ujjain	0	1	2	2	3	4	1	0	13
80	34th Bn. Dhar	0	1	2	2	4	12	1	0	22
81	35th Bn. Mandla	0	1	4	1	2	2	0	0	10
82	CPMT Bhopal	0	1	0	1	8	8	0	0	18
83	Ist Bn sisf Rewa	0	1	1	2	4	9	1	0	18
84	Ist Bn sisf Singhroli	0	1	1	2	4	9	1	0	18
85	Security Gaurd Bn.	1	1	2	2	4	7	0	0	17
	TOTAL	**1**	**25**	**48**	**50**	**84**	**221**	**24**	**2**	**455**
84	S.P. Radio Bhopal	1	1	1	2	3	6	1	4	19
85	Radio Gwalior	0	1	1	1	1	4	1	2	11
86	Radio Indore	0	1	1	1	1	4	1	2	11
87	S.P. Range Indore	0	0	1	0	0	0	0	0	1
88	Zonal S.P.Radio Rewa	0	1	1	2	2	4	1	1	12
89	Zonal .S.P.Radio Ujjain	0	1	1	2	2	4	1	1	12
90	Radio Jabalpur	0	1	1	1	1	4	1	2	11
	TOTAL	**1**	**6**	**7**	**9**	**10**	**26**	**6**	**12**	**77**
91	I.T.I. Bhopal	0	1	0	1	2	2	0	3	9
92	I.T.I. Indore	0	0	0	1	1	2	0	2	6
93	P.R.T.S. Indore	0	1	2	2	2	4	1	1	13
94	P.T.S. Pachmari	0	1	1	1	5	5	0	1	14
95	P.T.S. Rewa	0	1	1	1	5	5	0	1	14
96	P.T.S. Umaria	0	1	1	1	5	5	0	1	14
97	P.T.S. Makroniya	0	1	1	1	3	5	1	2	14
98	P.T.C Bhouri	0	1	3	1	3	7	1	4	20
99	P.T.C. Indore	0	1	3	1	5	5	0	1	16
100	P.T.S. Tigra	0	1	3	1	5	5	0	1	16
101	A.P.T.C. Indore	0	1	3	2	3	5	1	0	15
102	J.N.P.A. Sagar	0	1	2	1	4	4	1	5	18
103	M.T.S. Rewa	0	1	0	1	2	2	0	0	6

	Name of Unit	Reporter Superintendent Cartographer	Subedar UDC-I / Hd.Clerk /AS and Auditors	Subedar Steno	Subedar Accountant.	Sub Inspector(M)	A.S.I.(M)	Head Constable(M)	Constable.(M)	Total
	TOTAL	**0**	**12**	**20**	**15**	**45**	**56**	**5**	**22**	**175**
104	R.H.Q. Bhopal	0	1	0	0	0	1	0	1	3
105	G.B. PHQ	21	74	99	19	206	299	38	177	933
106	S.C.R.B. PHQ	1	3	4	1	3	12	4	12	40
107	C.I.D. PHQ	1	5	6	1	14	29	1	19	76
108	S.B. PHQ	13	29	21	1	47	42	4	15	172
109	Hawk Force	0	1	2	1	1	2	1	3	11
110	S.T.F.	1	0	4	1	2	4	2	4	18
111	A.T.S.	0	0	11	0	0	0	0	0	11
112	SISF HEAD Q.BHOPAL	1	1	3	0	3	5	1	2	16
113	C.M. Security	0	0	1	0	1	1	2	3	8
	TOTAL P.H.Q.	**38**	**114**	**151**	**24**	**277**	**395**	**53**	**236**	**1288**
	GRAND TOTAL	**63**	**218**	**397**	**227**	**702**	**1584**	**136**	**378**	**3705**

(Source: Statistical Data 2014, Madhya Pradesh Police)

Annexure-III: District wise Sanctioned Strength (Non-Ministerial)

S. No.	Branch	DSP-2	RI	Inspector	Subedar	Sub Inspector	A.S.I.	Hd. Const.	Constable	Total
1	AGAR MALWA	0	1	11	2	33	55	76	210	388
2	ALIRAJ PUR	0	1	13	2	35	57	127	374	609
3	ANOOPPUR	0	1	12	2	37	60	124	334	570
4	ASHOK NAGAR	0	1	10	3	49	75	153	415	706
5	BALAGHAT	1	1	31	4	75	129	313	1276	1830
6	BADWANI	0	1	15	2	45	71	141	406	681
7	BETUL	1	1	14	3	62	80	169	512	842
8	BHIND	1	1	22	3	78	118	282	963	1468
9	BHOPAL	3	1	138	32	357	528	1145	3018	5222
10	BURHANPUR	0	1	12	3	52	66	148	418	700
11	CHHATARPUR	1	1	24	3	102	151	300	1017	1599
12	CHHINDWARA	1	1	24	3	89	132	225	726	1201
13	DAMOH	1	1	13	4	63	89	193	635	999
14	DATIA	1	1	10	3	59	88	191	600	953
15	DEWAS	1	1	24	4	97	129	234	665	1155
16	DHAR	1	1	20	3	84	126	230	771	1236
17	DINDORI	0	1	12	2	30	57	107	271	480
18	GUNA	1	1	13	4	67	91	205	607	989
19	GWALIOR	1	1	63	13	215	255	581	1908	3037
20	HARDA	0	1	10	2	32	56	98	235	434
21	HOSHANGABAD	1	1	17	3	87	103	220	678	1110
22	INDORE	1	1	141	31	403	566	1085	3188	5416
23	JABALPUR	1	1	63	13	269	285	633	2070	3335
24	JHABUA	5	1	14	3	45	54	146	484	752
25	KATNI	0	1	15	4	52	87	170	495	824
26	KHANDWA	1	1	18	4	62	87	191	586	950
27	KHARGONE	1	1	22	3	76	100	219	782	1204
28	MANDLA	1	1	18	4	55	75	163	510	827
29	MANDSOUR	1	1	19	3	71	98	206	594	993
30	MORENA	1	1	27	3	100	132	289	873	1426

S. No.	Branch	DSP-2	RI	Inspector	Subedar	Sub Inspector	A.S.I.	Hd. Const.	Constable	Total
31	NARSINGHPUR	1	1	10	3	50	72	143	455	735
32	NEEMUCH	0	1	15	3	45	83	137	432	716
33	PANNA	1	1	13	3	50	72	157	555	852
34	RAISEN	1	1	16	3	77	106	192	591	987
35	RAJGARH	1	1	19	1	93	129	232	704	1180
36	RATLAM	1	1	28	5	97	116	259	808	1315
37	REWA	1	1	30	4	104	133	286	931	1490
38	SAGAR	1	1	33	7	167	181	393	1348	2131
39	SATNA	1	1	21	4	112	150	281	797	1367
40	SEHORE	1	1	14	3	68	86	178	608	959
41	SEONI	1	1	14	3	49	83	157	482	790
42	SHAHDOL	1	1	17	4	68	97	216	615	1019
43	SHAJAPUR	1	1	15	3	52	73	161	481	787
44	SHEOPUR	0	1	11	3	41	60	128	395	639
45	SHIVPURI	1	1	18	3	78	126	245	815	1287
46	SIDHI	1	1	11	3	49	77	156	440	738
47	SINGROLI	0	2	15	5	63	105	203	564	957
48	TIKAMGARH	1	1	16	3	73	119	232	716	1161
49	UJJAIN	2	1	40	9	180	193	419	1439	2283
50	UMARIA	0	1	10	2	31	52	96	237	429
51	VIDISHA	1	1	16	4	84	123	247	812	1288

(Source: Statistical Data 2014, Madhya Pradesh Police)

Annexure-IV: Sanctioned Strength of S.A.F. Battalions

S. No.	Name of S.A.F. Bns.	Company Commander	Subedar	Platoon Commander	Assistant Platoon Commander	Head Constable	Constables	Total
1	1st Bn. Indore+High Cout.Set.	17	0	51	98	301	937	1404
2	2nd BN. GwaliorHigh Cout.Set.	15	0	42	78	240	788	1163
3	5th BN. Morena	9	0	30	64	159	681	943
4	6th BN.Jabalpur+D.G.P.R+High Cout.Set./PTS SAF JBP	18	0	48	88	318	935	1407
5	7th BN. Bhopal+D.G.P.R.	17	0	47	69	181	778	1092
6	P.A.R. W/S, Bhopal/P.T.S ARMS BPL	2	0	4	10	21	30	67
7	8th BN. Chhindwara/PTS SAF CWA	11	0	36	61	186	842	1136
8	9th BN. Rewa	9	0	32	59	161	714	975
9	10th BN. Sagar	10	0	30	59	152	676	927
10	13th BN. Gwalior/PTS SAF GWL	9	0	30	49	151	668	907
11	14th BN. Gwalior+D.G.P.R.	10	0	30	60	154	706	960
12	15th BN. Indore/PTS SAF IND	9	0	29	59	150	659	906
13	17th BN. Bhind	9	0	30	61	153	669	922
14	18th BN. Shivpuri	8	0	24	14	152	768	966
15	23rd BN. Bhopal	15	0	43	59	210	799	1126
16	24th BN. Jawara	8	0	24	64	161	681	938
17	25th BN. Bhopal	9	0	30	59	152	675	925
18	26th BN. Guna	9	0	30	61	152	672	924
19	29th BN. Datia	8	0	23	61	152	670	914
20	32nd BN. Ujjain	8	0	25	0	161	731	925
21	34th BN. Dhar	9	0	31	74	161	748	1023
22	35th BN. I.R. Mandla	8	0	25	18	164	770	985
23	C.P.M.T. W/S, Bhopal/P,T.S MOTER TRESHPORT	1	1	4	42	52	74	174
	M.T.POOI P.HQ.BPL	1	0	2	4	10	33	50
24	Spl. Auxiliary Police	0	0	0	0	100	900	1000

25	Security Bn.	10	0	55	75	236	28	404
26	Govr.House.Sec.Squad	7	0	9	0	0	0	16
	Grand Total	**246**	**1**	**764**	**1346**	**4190**	**16632**	**23179**

(Source: Statistical Data 2014, Madhya Pradesh Police)