



# ONE DAY WORKSHOP

## NATIONAL TRAINING INSTITUTES



By  
**National Police Bureau**  
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***Gratitude to:***

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## Al Quran

*"Then when you have taken a decision,  
put your trust in Allah, certainly,  
Allah loves those who put their trust (in HIM)."*

*(Surah Aal-e-Imran, verse 109)*

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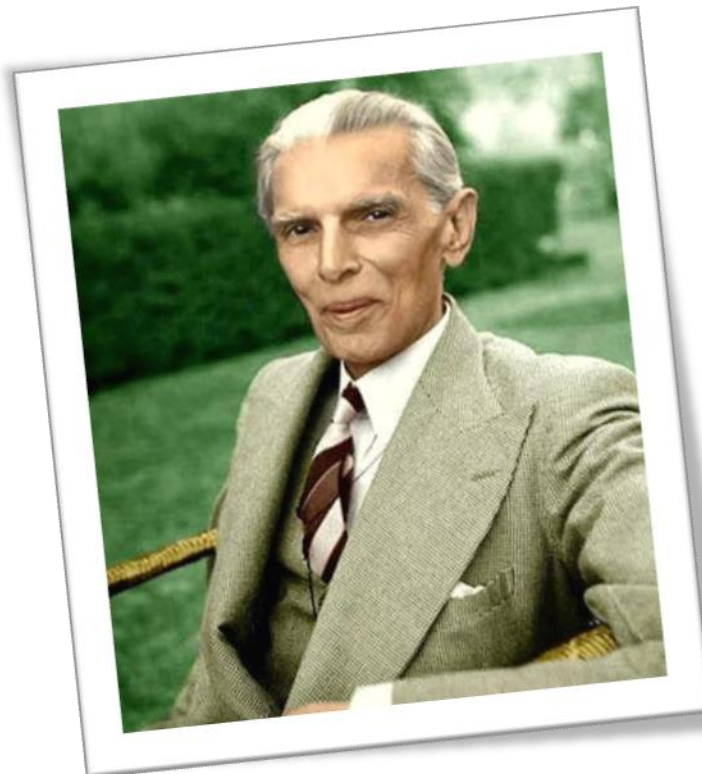
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## Quaid's words of wisdom

*"Think 100 times before you take a decision, but once that decision is  
taken, stand by it as one man".*

*(In 1937, following elections held under the new government of India Act.)*

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## **MESSAGE**

I am delighted that National Police Bureau held its first ever National Training Institutes Workshop to bridge all the agencies together under one roof for the capacity building of Pakistan's 28 Police Training Institutes.

It is imperative that the heads of all respective institutions regularly interact, share their modules, curriculum, training courses and other activities, enabling them to learn from each other and bring some uniformity in their practices.

Appreciation to all the police chiefs for sparing their officials for this workshop. I am hopeful that a national cohesion and uniformity further stems in the police organisations after this workshop.

Prayers and best wishes!



**(Iqbal Mahmood) PSP**  
QPM

Director General  
National Police Bureau  
Islamabad

## **FOREWORD**

It is enriching that NPB has consistently been making efforts and contributing in the various fields in order to bring betterment to the policing system. The capacity building workshop was supposed to be attended by officials from Pakistan's 28 Police Training Institutes but was participated by rep of 20 institutes. This portrays the law enforcers' interest and their trust in NPB capabilities.

The purpose was to provide a common ground to all Police Training Institutes in order to cover new arenas in fields by enlightening new methodologies and grasping new principles. The program was well organised. It gave an opportunity to all the officials to depict the respective working of their organisations.

The workshop had two sessions. First was the interactive session, in which workings, challenges, plans, drawbacks and future perspectives of respective organisations were covered. Whereas the second session had two resource personnel who shared their independent experiences and thoughts on how training institutes can transform and evolve towards betterment.

Gratitude to Police chiefs for sending their relevant officers, Mr. Iqbal Mehmood for supporting us in the endeavour, Dr. Abid Suleri for collaborating in the exercise and Bureau official's for their administrative support. A special thanks to ICITAP, and its officials for providing their valuable feedback and critical analysis over the conference.

Reminiscence and soliciting that an outline of National Training Workshop is being dispatched for a policy formation at your level

**Dr. Syed Kaleem Imam**

*TI, QPM, PPM, UNPM*

*Director (NPSC)*

*Islamabad*

# **OVERVIEW**

## **National Police Bureau**

In the aftermath of Police Reforms, Bureau of Police Research and Development BPRD was renamed as National Police Bureau on 16<sup>th</sup> November, 2001. It was established as a statutory body, under Article-162 of Police Order 2002, mandated to perform research and development function.

It is recapped that NPB persevere with the vision to “Reshape police into a professionally competent, operationally neutral and publicly accountable service-delivery organization” strives with its mission to venture “Building standards for professional policing, and acting as a national think tank on issues relating to criminal justice reform, public safety and police information technology”.

It is heartening that NPB is now the premier institution for steering the police reform efforts in the country. It has the legal responsibility to act as the Secretariat of the National Public Safety commission, the highest body meant for accountability of police through society's representation.

Likewise, it is the secretariat of the National Police Management Board, a body comprising senior police leadership, which provides leadership in professional and organizational matters. It is in the context the think tank on police and prison reforms and acts as the focal point for reforms and coordination.

The NPB is also mandated to deliberate on most of the criminal justice related matters and be the generator of policy initiatives on police reforms. The bureau correspondingly stand-in as the repository of knowledge about police professional standards, helps the Ministry of Interior improve the quality of policing in Pakistan.

In the context NPB has successfully held Retired Inspectors General of Police's Conference, Media and Police Executives Workshop, National Police Executive Seminar, training on “Gender Based Violence Advocacy and numerous Capacity Building programs, to upsurge the participants knowledge about their profession, institutions and related national police interrelated practices.

## **CONCEPT NOTE**

Training and unabated orientations of human resource are keys to achieve organization's objectives and maximize its proficiency. Organization's yearning to be trained in fact is honouring commitment to outshine for cherishing results.

Fifteen police organizations have 28 training institutes, breakdown revealing that Punjab has 07 training institutes (One college and six schools), Sind has 12 training institutes (02 colleges, 01 School, & 09 training centres), KP has 02 institutes (01 college & 01 School), Balochistan has 04 institutes (01 college & 03 training centres), Gilgit-Baltistan, FIA and IB have one each.

All of these institutions are doing a commendable job. It is imperative that they regularly interact, share their modules, curriculum, training courses and other activities, enabling to learn from each other and bring some uniformity.

To standardized best practices and stem semblance of upgraded collaborated teaching mechanism. National Police Bureau organized a first ever National Training Institutes Workshop on Wednesday, 20<sup>th</sup> July 2016, 10:00 AM at NPB's conference Hall.



# **AGENDA & PROCEEDINGS**

## **A. Inaugural Session**

1. Recitation of Quranic Verses
2. Fateha for Shuhada
3. Introduction of the participants
4. Welcome address by DG NPB

## **B. Cohesive and Partaking Session**

5. Deliberations; milieu, challenges, ailments, methodology, future programs
6. Summing up of the deliberations

## **C. Lunch**

## **D. Capacity Building and Awareness Session**

7. Discourse by resource person
8. Q & A

## **E. Closing Session**

9. Award of certificates by DG NPB to the participants
10. Group photograph

## **INAUGURAL SESSION**

Training started with recitation of the Holy Quran and prayer for martyred.

## **INTRODUCTION**

Dr. Syed Kaleem Imam, Director National Public Safety Commission cordially welcomed all the trainees and gave an overview of the program. After a quick round of introduction, of all the participants, Mr. Iqbal Mehmood, Director General, National Police Bureau has emphasized that the basic purpose of this gathering is to listen to the actual problems faced by the Police Training Centres and how we can overcome those challenges, to improve the effectiveness and efficiency of training centres. He asked all the participants to feel free to share their ideas and thought so that a holistic and true picture can be seen and suitable alternative can be proposed for implementation. D.G handed over to the moderator of the session Dr. Syed Kaleem Imam to facilitate the discussion. He mentioned that in Pakistan 28 Training Centres are working and the purpose of this meeting is to identify the areas of further improvement. The moderator gave 5 minutes to each participant to share the problems and also proposed solutions for their training institutes.

# **COHESIVE AND PARTAKING SESSION: CHALLENGES**

Director General, NPB emphasises that National Police Bureau will invite all the participants again so that, all should be at same page. This platform is for knowledge sharing and learning from each other. Highlights of deliberations are:

## **1. Mechanism of hiring and promotion**

- Ratio of officers and lower rank in police force (85% at low-rank and 15% is at command part) is not comparable worldwide
- Recruitment is at only four (4) levels
- No promotion mechanism for junior ranks especially constables, even completing 25 years of service, they retired with same grade

## **2. Capacity Building**

- Lack of knowledge how to behave with public, common complaints are that police uses abusive language
- Police official don't know their tasks and how to perform their duties.
- Lack of training for utilization of latest weapons
- Trainees cannot focus on course because exhaustive physical training

## **3. Accountability Mechanism**

Another important issue: No accountability mechanism adopted.

## **4. Weak Leadership**

- Leadership in police force is weak
- Senior officials stays in offices and juniors are always in the field
- Long duty hours for lower ranks

- If a junior wants to approach his senior officer, he has to consider his good mood for favourable results

## **5. Training Institutions**

One of the participants said that to perform as institution we have to perform professionally. He further added that we should correct ourselves for the better results. Training institutions are not performing well and should work hard to improve the working of training institutes. Promotion may not be reference based or “salute based”.

## **6. Defined Objectives**

One of the participant said that our social environment is really tough. We cannot perform well independently.

## **7. Ethical Issues**

Another important concern is ethical and behavioural issues among staff. If a junior police official commits a minor mistake he gets hard punishment.

## **8. Old Rules and Regulations**

Rules and regulations taught in training institutes should be relevant. Training methods should be moderate and implementable.

## **9. Parade Timings**

Parade is part of training but the due to long hours and tough physical training, trainees cannot focus on relevant courses.

## **10. Infrastructure**

Most of the participants were off the view that infrastructure of training institutes is not up to the standard. Budget is not enough for the renovation. Some institutes do not have proper washrooms and Toilets. At some places they don't have classroom for trainings as well.

## **11. Facilities for Staff and Families**

Non availability of accommodation for staff and their families is a serious issue. Education and medical facilities to the families are not provided.

## **12. Courses and Syllabus**

Training heads told that courses at training institutes are irrelevant and outdated. Major part is theoretical and less practical. Laws related subjects are not delivered completely. Due to over burden, trainees lose focus on their course.

## **13. Training of Trainers**

Trainers are not skilled enough and don't have proper grip on their subject. Instructors are mostly unprepared and ill-equipped with relevant course material. Trainers are not given incentives for conducting trainings.

## **14. Evaluation System**

Some participants argued that evaluation system is improper; though some said that evaluation system in their institute is fair and centralized as well.

## **SUGGESTIONS AND WAY FORWARD**

Following suggestions were made:-

- Trainings on ethics and behaviour must be ensured at all levels; from the level of Inspectors General (IsG) to Constables
- Training material and courses should be re-designed. All training institutes must have uniformed training material
- Laws should be taught more and in detail
- Stress management courses should be included in training
- In many areas infrastructure is completely missing. Adequate budget should be allocated
- Rules and regulations needs to be revised
- Concept of ownership should be introduced for trainings
- Incentives should be given to performers
- Accommodation, education and medical facilities for training staff and their families must be ensured
- Promotion mechanism should be revisited. Ranks should be increased as of Army. Additional ranks should be introduced
- Latest weapons must be made part of the training
- Training of trainers is needed. They need to develop and formulate their plan properly. Well trained people should be hired
- Train the trainers institutes are direly required
- Right person should be deputed at right place and their roles and responsibilities must be pre-defined
- Evaluation system should be fair enough and centralized
- Human rights courses must be made part of training
- Mechanism of information sharing must be devised
- Learning visits should be arranged to other training schools
- Sports competitions with other institutions should be promoted. Co-curricular activities should be valued
- Water filtration plants should be made available for clean drinking water

- Guidelines and syllabus for Chief Law instructors should be prepared externally
- A balanced, modernized and state of the art training curriculum must be designed
- Lower ranked staff must be considered for timely promotions
- Police officers must deliver post training briefings and produce report on completing their inland or foreign training
- Minimum two years training program must be introduced for all fresh recruits
- Highly educated and well trained youth should be hired to bring change
- Islamabad training school should be given status of a training institute
- Transportation needs to be improved
- Capability test before training to understand the level of trainees
- Guest lecturers should be promoted. Lectures on crises management, human protection, bomb disposal etc. be arranged
- Chair of the session emphasized that according to National Training Policy 1994, 1996: every province will have its own training unit. So every province should implement it
- Sponsored research is required in every province
- Each province has its specific training needs. It must be analysed through Research and Development (R&D).
- To increase capacity building of constables, number of firing drills should be increased to 200 at least
- In Punjab, at induction level, recruited courses are highly relevant and these are developed by training units. They need attention
- G3, pistol and latest weapon must be used for the firing drill
- Training audits should be done. 3<sup>rd</sup> party evaluation should be promoted in this regard
- Focus on behaviour as well as on physical training required
- Accountability and punishment is also important and can't be neglected
- Improved mechanism for staff induction using BMI standard be ensured

- Psychological test to gauge aptitude level
- No meeting of Training Management Board since last 5 years; NPB must consider this
- ASP course was revised 20 years ago, needs revision on priority
- Islamic education must be made part of training
- A well gripped law instructor should be hired
- Modern technological gadgets should be introduced in training institutes
- For capacity building, help of army officers can be sought



# **CAPACITY BUILDING AND AWARENESS SESSION**

**Presentation by Daniel A. Miller, Senior Law Enforcement Advisor, ICITAP**

Daniel shared that the purpose of this program is to familiarize participants with the competencies needed (tactical level) for effective training managers and to discuss the obstacles against effective training management practices (strategic level) in either Pakistan or U.S.

While discussing the effective training management at tactical level he discussed the following points in details:

- The Role of Training within the agency
- Analyzing employee performance problems
- The responsibilities of a Training Manager
- Conducting a Job Task Analysis
- Conducting a Training Needs Assessment
- Adult learning principles
- Developing Learning Goals and Performance Objectives
- Reviewing Training Content
- Lesson Plan Development
- Testing and Evaluations
- Methods of Instruction
- The Instructional Design System
- Validating The Training Program
- Using the Results from Training Evaluations for Training
- Budgeting for Training Managers

A major part of his session was on the following Effective Training Management related strategic level objectives which were discussed in details:

- **National Oversight** – Should the federal government establish training standards?

- **Standardization** – Should law enforcement personnel be trained on the same topics over the same term nationwide?
- **Curriculum** – Who determines when updates are required?
- **Certification** – Should personnel lose certification for misconduct?
- **Certification** – Can personnel lose certification?
- **In-Service** – Do personnel maintain certification via frequent attendance at training courses?
- **Lateral Transfers** – Can it happen?
- **Training Compacts** – Can provinces accept trained personnel from other locations?
- **Carrot & Stick** – Example: U.S. uses federal funding to compel compliance. Omnibus Crime Act, Highway Safety Act etc.

#### **Suggestions:**

- He proposed to have a certification body for PSP which allows the Police Officers to work anywhere in the world by joining the Police Service
- He emphasized that all the curriculum and the training facilities all over the country should be same

#### **Presentation by Dr. Arif, Trainer**

After observing, all the discussion which took place daylong on the subject of how to improve Police Training Centres, Dr. Arif shared a brief presentation with all the participants. The key outline of his presentation is:

- Challenges training departments are facing
  - Increasingly pressed training budgets
  - Diversified skills development requirements
  - Average education of new recruits is increasing so we need to develop/change curriculum
  - Illusive or non-existent measurement of effectiveness
- Significances of training
  - Myth that we don't need training
  - College's faculty training

- HEC now measures number of hours training provided to the faculty
- Developing Culture of Learning
  - Start from yourself
  - In last 3 months what's new you learn – may be a new book
  - Need leaders/yours commitment
  - Start from need identification
  - Measure how frequently, for how long an individual gets training – build a database
  - Measure to what extent individuals are applying the skills/knowledge learned during training
  - Make training a continuous process
  - Make training and development an individual's responsibility
  - Align it with job objectives – and more is social skills
  - Formal training and development plan
  - Give recognition to learning
  - Make knowledge sharing a formal process – e.g., book groups even for the short duration
- Questions we need to think
  - We can't motivate without removing de-motivating factors
  - How long and how frequently we bring back these constables/higher level ranks to provide periodic training
  - Do we measure ab-normal behavior and whether we try to see how what were the reasons and can we link this to training
  - How frequently we provide training to the people working with you e.g., instructors, supporting staff
  - We can't motivate without removing de-motivating factors
  - How long and how frequently we bring back these constables/higher level ranks to provide periodic training
  - Do we measure ab-normal behavior and whether we try to see how what were the reasons and can we link this to training
  - How frequently we provide training to the people working with you e.g., instructors, supporting staff

**Suggestion:**

Dr. Arif proposed that in order to train the trainees we may seek the help of trainers/facilitators working in existing training institutes/universities and colleges.

## **QUESTIONS AND ANSWER SESSION**

After the presentations, of both the speakers' floor was open for question and answers. One of the participants asked a question that we are living in a society where political differences do exist and how can we implement the said proposed solutions when we are bound by the political system? In response to that, speakers said, we need to sensitize our politicians so that they can realize our problems. They said we need to do a strategic lobbying with the politicians to get our work done by them.

## **CONCLUDING REMARKS**

Mr. Iqbal Mehmood, Director General, National Police Bureau in his concluding remarks thanked all the participants for taking time out and attending this very informative and important discussion. He said minutes of the meeting will be compiled and will be shared with all participants for reference. He awarded certificates to all the participants.

## **ATTENDANCE SHEET**

<u><b>S #</b></u>	<u><b>Name</b></u>	<u><b>Designation</b></u>	<u><b>Organisation</b></u>	<u><b>Email Address</b></u>	<u><b>Contact Number</b></u>
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## WORKSHOP PHOTOS







## **DISCLAIMER**

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