
Example 4: Mid-Career Training Program (MCTP) – Phase III for Indian Police Service (IPS)

Project:

ISB has been involved in conducting Phase III – MCTP from the year 2010 – 2012 as an Indian Partner for Charles Stuart University (CSU), Australia. ISB was an active partner with CSU for design and delivery of the Phase III – MCTP program for 3 years. ISB assisted CSU in assisting them and performing certain delegated parts of design and delivery of the program.

ISB designed a suitable program and mechanism to deliver a 6 day learning intervention for the Phase III program for 140 officers in a year (a total of 420 officer's approx in 3 years).

Participants' Profile

The participants for this program would be SP (Junior Scale) to SP (Junior Administrative Grade). They have worked as Sub divisional Police Officers, which is the first level supervisory post for a number of police stations or Police divisions. Many of these participants would have, in all probability done a tenure as District Police Superintendent, independently in charge of management of Crime and Investigation and for maintaining law and public order in a district.

Learning Needs Analysis

In order to draw upon the knowledge and experience of the participants in the Programme, the needs analysis was undertaken in consultation with a selected group of stakeholders through a one on one conversation over a two week period. Individuals within this group comprised of Programme participants at the DGP/ADGP level. Some key themes emerged from these conversations which helped form the objectives of the Programme, which are as follows.

- Staff Welfare and leadership
- Self Awareness and Improvement
- PR and Perception Management
- Motivation
- Emerging Challenges viz.. Naxalism, Urban Terrorism
- Accountability and answerability

Programme Design

Following further in-depth discussion, suitable sessions were formulated under five broad themes to be delivered across 6 weeks

Theme 1 – Strategic Environment

Theme 2 – Personal Leadership and Assessment

Theme 3 – Stress Management – Personal Health and Well Being

Theme 4 – Effective Communication Skills

Theme 5 – Change Management

Delivery

To ensure sufficient faculty-student interaction and effective learning, pedagogies used in delivery of the Programme were:

- Interactive group discussions
- Readings, case studies
- Lectures, power point presentations,
- Audio visual tools including video clips and movies
- Self evaluation tools

Programme Impact

The Programme was received positively by the participants. It helped participants understand that behaviour can indeed be changed. Participants also felt that the Programme would help them chart the remainder of their career.