

## **APPENDIX III**

### **Questionnaire**

#### **THE IMPACT OF FREQUENCY OF TRANSFERS ON EFFICIENCY AND EFFECTIVENESS OF SUPERINTENDENTS OF POLICE**

#### **QUESTIONNAIRE SET I**

This survey is a part of a study ' The Impact of Frequent Transfers on Efficiency and Effectiveness of Superintendent of Police' in India. This survey is being conducted in different States by the INSTITUTE FOR CONFLICT MANAGEMENT, New Delhi. The purpose of the study is to identify and analyze links between security and the length of tenure in the police force for the rank of Superintendent of Police and to document its impact on efficiency and performance in crime and law and order management. The study also intends to document norms, practices and experience relating to the State's transfer policy with regards to officers of the rank of Superintendent of Police in various States under various administrations and change in these norms and practices over a period of time. And lastly, the study would endeavor to define and evaluate appropriate norms and practices that ought to determine the State's transfer policy with regard to officers in the rank of Superintendent of Police.

The survey instrument is multiple-choice questionnaire. We intend to quantify your perception on a particular question on a scale of ten where 1 denotes Very High and 10 denotes Very Low. It is important to answer all the questions. The questionnaire is designed in such a way that your perception and experience are reflected properly. However, we are well aware that these standard questions cannot capture full complexity of the topic under study. Therefore, in addition to indicating which answer comes closest to describe your case, please provide additional comments to better explain the situation in your district/State. Also, please add comments if there have been important changes in the situation over the last ten years, noting the period and nature of these changes. We will take these comments into account when we analyze the findings.

**Note: The information obtained will be treated with the strictest confidence**

Name of the Respondent----- Place-----

Position of the Respondent-----

Name of the Field Investigator-----

Date-----

**The questionnaire comprises 24 questions and is divided into three Sections**

Section I: covers the frequency and Pattern of transfers.

Section II: covers the impact of frequent transfers.

Section III: covers the norms and practices governing the transfers of Superintendent of Police.

**SECTION I: FREQUENCY AND PATTERN OF TRANSFERS**

1. How do you rate the frequency of transfers of SPs in your State?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10

Very High

VeryLow

**Comments**-----  
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2. On what grounds and by what procedures are SPs transferred earlier than existing rules and norms?

Basis for Transfers	1	2	3	4	5	6	7	8	9	10
	Very High									Very Low
Performance appraisal										
Caste										
Cordial relationship with Political Executive										
Entrenched relationship with political executive										
Popularity among common people										
Nexus with criminal organizations										
Corruption										
Any Other (Please identify)										

**Comments**-----  
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3. To what extent do you agree to the observation that some of the SPs have been transferred more frequently than the other ones?

1	2	3	4	5	6	7	8	9	10	

Very High

VeryLow

**Comments**-----  
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3.a. What are attributes of SPs who have been transferred more frequently?

Attributes	1 Very High	2	3	4	5	6	7	8	9	10 Very Low
Honest										
Efficient										
Corrupt										
Good relationship with political executive										
Not so good relationship with political executive										
Good relationship with senior officials in the police hierarchy										
Not so good relationship with senior officials in the police hierarchy										
Popularity among common people										
Any other (please specify)										

**Comments**-----  
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4. Do you agree to the observation that some of the districts have witnessed more frequent transfers than the other ones? If yes, what are the attributes of those districts, which have witnessed more frequent transfers than the other ones?

Districts	1 Very High	2	3	4	5	6	7	8	9	10 Very Low
Crime Prone										
Communally sensitive										
Level of politicisation at the grassroots level										
Urban										
Rural										
Level of criminal-politician nexus										
Any other (Please identify)										

**Comments**-----  
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4.a. Can you identify some of the districts in your State, which have witnessed more frequent transfers of SPs than the other ones?

**Comments**-----  
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5. To what extent do external pressures play a role in transfers of SPs?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10
Very High								VeryLow	

**Comments**-----  
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5.a To what extent do the following groups have a say in transfers of SPs?

Groups	1	2	3	4	5	6	7	8	9	10
	Very High									Very Low
Leaders of Ruling Party										
Leaders of opposition Party										
Local leaders										
Criminal Organisations										
Social organisation										
General Public										
Any other (Please identify)										

**Comments**-----  
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6. To what extent does monetary factor play a role in transfers of Superintendent of Police?  
*According to secondary sources and media reports, it is increasingly felt that transfers have become an industry where money plays an important role and involves a number of beneficiaries/groups. Media reports also claim that in some States the SPs have to pay a large amount to get posting of his choice.*

<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>
1	2	3	4	5	6	7	8	9	10

Very High VeryLow

**Comments**-----  
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6.a To what extent are Superintendents of Police involve in this transfer industry?

<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>
1	2	3	4	5	6	7	8	9	10

Very High VeryLow

**Comments**-----  
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SECTION II: IMPACT OF FREQUENT TRANSFERS

**Part One: Motivation**

7. How do you feel when you are transferred from one district to another frequently?

- a. Normal, as part of the job
- b. Uncomfortable, not satisfied
- c. Victimized, if investigating case against some 'powerful' person
- d. Any other feeling (Please describe)

**Comments**-----  
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7.a. To what extent do you feel happy and satisfied to serve the district to your normal tenure?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10

Very High

VeryLow

**Comments**-----  
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7.b. To what extent do you agree to the observation that frequent transfers result in a feeling of disillusionment and demotivation among the SPs?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10

Very High

VeryLow

**Comments**-----  
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7. c To what extent does security of tenure have a positive impact on your sense of duty?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10

Very High

VeryLow

**Comments**-----  
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7.d To what extent do frequent transfers of SPs affect following attributes?

Attributes	1 Very High	2	3	4	5	6	7	8	9	10 Very Low
Honesty										
Integrity										
Impartiality										
Willingness to take up challenging assignments										
Any other (please specify)										

**Comments**-----  
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8. To what extent do you agree to the observation that security of tenure will make many police officials complacent about their duties?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10

Very High VeryLow

**Comments**-----  
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9. To what extent do you agree to the observation that some of the SPs compromise their duties to avoid frequent transfers?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10

Very High VeryLow

**Comments**-----  
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**Part Two: Crime and Law and Order Management**

10. To what extent are the following areas affected by frequent transfers of SPs?  
*The National Police Commission has classified functions of the police organisation in three categories. These functions have been affected by frequent transfers in varying degrees.*

Functions	1 Very High	2	3	4	5	6	7	8	9	10 Very Low
Preventive										
Investigative										
Service Oriented										

**Comments**-----  
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11. To what extent dose an insecure tenure of SP have a negative influence on law and order and crime management in the district?

1   
  2   
  3   
  4   
  5   
  6   
  7   
  8   
  9   
  10

Very High

VeryLow

**Comments**-----  
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11.a. To what extent does the current practice of frequent transfers make effective use of skills of police officers?

1	2	3	4	5	6	7	8	9	10	

Very High

VeryLow

**Comments**-----  
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11.b. To what extent does an insecure tenure have a negative influence on the following functions of SPs?

Functions	1 Very High	2	3	4	5	6	7	8	9	10 Very Low
Investigation of criminal cases involving 'powerful persons'										
Toleration of small acts of lawlessness										
Withdrawal of cases for extraneous reasons										
Concealment of crimes committed by 'powerful persons'										
Politically motivated and biased decisions against high degree criminals										
Sensitivity towards human rights										
Any Other (Please specify)										

**Comments**-----  
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12. To what extent does an insecure tenure make an SP vulnerable to local level criminal politician nexus?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10

Very High

VeryLow

**Comments**-----  
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**Part Three: Police Organisation**

13. To what extent does an insecure tenure of an SP affect police organisation's preparedness to fight crime?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10

Very High

VeryLow

**Comments**-----  
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14. To what extent does the current practice of frequent transfer have a negative impact on distribution of skill and experience around the force?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10

Very High

VeryLow

**Comments**-----  
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15. To what extent does an insecure tenure of an SP affect his/her ability to devise new strategy in crime management?

1	2	3	4	5	6	7	8	9	10	

Very High

VeryLow

**Comments**-----  
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16. To what extent an insecure tenure of an SP affect following areas of police organisation?

*It has been observed that frequent transfers of SPs bring an element of ad hocism and affects cohesiveness of police organisation. Since it takes some time to devise effective strategy of crime management, an insecure tenure affects the preparedness of district police to fight crime. It also hampers an effective effort to imbibe a team spirit in district police orgainsation so essential to fight organised criminal organisations. The limited tenure also hampers interaction with personnel of various level within the force and effective supervision of junior level officials. In turn, it encourages indiscipline in the police organisation and affects the command structure.*

Areas	1 Very High	2	3	4	5	6	7	8	9	10 Very Low
Organisational Cohesiveness										
Command Structure										
Leadership										
Morale of Junior Officials										
Discipline										
Any Other (Please specify)										

**Comments**-----  
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17. To what extent does an insecure tenure make a SP vulnerable to illegitimate pressure from superior officers?

*According to secondary sources and media reports, in many States the superior hierarchy in the police administration has become vulnerable and in many cases a willing party to illegitimate extraneous pressures and has been putting pressure on SPs to favour a set of politicians, pressure groups or even criminal organization in contravention of established rules and norms.*

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10

Very High

VeryLow

**Comments**-----  
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### **SECTION III: NORMS AND PRACTICES**

18. To what extent have rules and regulations governing transfers of SPs been implemented in your State?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10

Very High

VeryLow

**Comments**-----  
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18.a. To what extent has the government been consistent in applying the norms governing transfers of SPs?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10

Very High

VeryLow

**Comments**-----  
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18.b Does the problem lie in the present transfer policy or the more general issue of how the process is managed?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10

Very High

VeryLow

**Comments**-----  
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18.c. To what extent do you agree to the observation that SPs should have a fixed tenure?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10

Very High

VeryLow

**Comments**-----  
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18.d. What tenure length should apply to the post of SPs?

- a. One year
- b. Two year
- c. Three year
- d. More than three year

**Comments**-----  
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18.e. To what extent do you think that the current policy is open to abuse?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10

Very High

VeryLow

**Comments**-----  
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19. To what extent does the political executive responsible for poor implementation of rules and regulations relating to transfer of SPs?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10

Very High

VeryLow

**Comments**-----  
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19.a. To what extent do the elements within the police organisation responsible for poor implementation of rules and regulations relating to transfer of SPs?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10

Very High

VeryLow

**Comments**-----  
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20. To what extent do you agree to the observation that the process of selection of the State Police Chief has a bearing on the procedure relating to transfers of SPs?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10

Very High

VeryLow

**Comments**-----  
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20.a. Do you agree to the observation that if the selection procedure of the State police chief is made more transparent, it will have an impact of tenure of SPs?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10

Very High

VeryLow

**Comments**-----  
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21. To what extent do you agree to the observation that if the decision to transfer a SP is taken by a collective and impartial body, it will have an impact on the frequency of transfers?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10

Very High

VeryLow

**Comments**-----  
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22. To what extent do you agree to the observation that there should be proper mechanism train the SPs returning to a district after some time in other posts/organisation?

It has been observed that some of the SPs who have been kept away from the responsibility of policing a district are transferred to a district without gap of their skill being filled. Proper assessment of these gaps and structured programme of retraining have a positive influence on their efficiency and effectiveness.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10

Very High

VeryLow

**Comments**-----  
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23. Do you think it is possible or desirable to limit the State government's control over investigative role of the police to ensure that the police performance is strictly in accordance with the law?

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24. Do you think that transfers should be used as punishment under the law? If yes, under what circumstances transfers should be used as punishment under the law?

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**QUESTIONNAIRE**

**SET II**

This survey is a part of a study ' The Impact of Frequent Transfers on Efficiency and Effectiveness of Superintendent of Police' in India. This survey is being conducted in different



States by the INSTITUTE FOR CONFLICT MANAGEMENT, New Delhi. The purpose of the study is to identify and analyze links between security and the length of tenure in the police force for the rank of Superintendent of Police and to document its impact on efficiency and performance in crime and law and order management. The study also intends to document norms, practices and experience relating to the State's transfer policy with regards to officers of the rank of Superintendent of Police in various States under various administrations and change in these norms and practices over a period of time. And lastly, the study would endeavor to define and evaluate appropriate norms and practices that ought to determine the State's transfer policy with regard to officers in the rank of Superintendent of Police.

The survey instrument is multiple-choice questionnaire. We intend to quantify your perception on a particular question on a scale of ten where 1 denotes Very High and 10 denotes Very Low. It is important to answer all the questions. The questionnaire is designed in such a way that your perception and experience are reflected properly. However, we are well aware that these standard questions cannot capture full complexity of the topic under study. Therefore, in addition to indicating which answer comes closest to describe your case, please provide additional comments to better explain the situation in your district/State. Also, please add comments if there have been important changes in the situation over the last ten years, noting the period and nature of these changes. We will take these comments into account when we analyze the findings.

**Note: The information obtained will be treated with the strictest confidence**

Name of the Respondent----- Place-----  
Position of the Respondent-----  
Name of the Field Investigator-----  
Date-----

**The questionnaire comprises 29 questions and is divided into three Sections**

Section I: covers the frequency and pattern of transfers of SPs.

Section II: covers the impact of frequent transfers.

Section III: covers the norms and practices governing transfers of SPs.

**SECTION I: FREQUENCY AND PATTERN OF TRANSFERS**

1. How do you rate the frequency of transfers of SPs in your State?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10

Very High

VeryLow

**Comments**-----  
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2. To what extent do you agree to the observation that some of the districts have witnessed more frequent transfers than the other ones? Please identify some of the attributes of the districts which have witnessed more frequent transfers?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10

Very High

VeryLow

**Comments**-----  
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3. To what extent do you agree to the observation that some of the SPs have been transferred more frequently than the other ones?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10

Very High

VeryLow

**Comments**-----  
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4. Is there any correlation between following attributes of SPs and frequency of their transfers? Please mark appropriate option in the following table.

Attributes	1 Very High	2	3	4	5	6	7	8	9	10 Very Low
Honest										
Corrupt										
Cordial relationship with Political Executive										
Entrenched relationship with political executive										
Successful career records in handling sensitive situations.										
Popularity among common people										
Nexus with criminal organisations										
Law abiding										
Any Other (Please identify)										

**Comments**-----  
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5. To what extent do you agree to the observation that a large number of SPs are transferred earlier than existing rules and norms? Please mark appropriate reasons for such transfers in the table given below.

Reasons	1 Very High	2	3	4	5	6	7	8	9	10 Very Low
Administrative convenience										
Mishandling a situation										
Public protest										
Pressure from politicians										
Pressure from criminal organisations										
Any Other (Please identify)										

**Comments**-----  
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5.a To what extent do you agree to the observation that extraneous political pressure is one of the most important reasons for frequent transfers of SPs?

1	2	3	4	5	6	7	8	9	10	
Very High									VeryLow	

**Comments**-----  
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5.b. Which of the following groups most frequently puts pressure on the government for transfer of Superintendent of Police?

Category of Persons/Groups	1 Very High	2	3	4	5	6	7	8	9	10 Very Low
Leaders of ruling party										
Leaders of opposition party										
Trade Unions										
Criminal Organisations										
Any Other (Please identify)										

**Comments**-----  
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6. To what extent do you believe that factors like caste, religion and other primordial identities are playing important role in transfers of Superintendents of Police?

Factors	1 Very High	2	3	4	5	6	7	8	9	10 Very Low
Caste										
Religion										
Region										
Any Other (Please specify)										

**Comments**-----  
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7. To what extent does monetary factor play a role in transfers of SPs?

*According to secondary sources and media reports, it is increasingly felt that transfers have become an industry where money plays an important role and involves a number of beneficiaries/groups.*

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10
Very High									VeryLow

**Comments**-----  
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7.a. To what extent are officials of the rank of SPs involved in this 'transfer industry'?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10
Very High									VeryLow

**Comments**-----  
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PART II: IMPACT OF FREQUENT TRANSFERS

Part one: Impact on Individual Officials

8. To what extent do you agree to the observation that a SP requires fix tenure to function efficiently?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10
Very High								VeryLow	

**Comments**-----  
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9. Do you agree that frequent transfer of SPs have negative impact on some of the key attributes which are essential for efficient functioning?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10
Very High								VeryLow	

**Comments**-----  
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10. To what extent do you agree to the observation that efficiency and effectiveness of SPs condition efficiency of district police organisation as a whole?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10
Very High								VeryLow	

**Comments**-----  
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11. To what extent do you agree to the observation that frequent transfers result in a feeling of disillusionment and demotivation among the SPs?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10
Very High									VeryLow

**Comments**-----  
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12. To what extent do you agree to the observation that some of the SPs compromise their duties to avoid frequent transfers?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10
Very High									VeryLow

**Comments**-----  
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13. To what extent does frequent transfers of Superintendent of Police affect following attributes?

Attributes	1	2	3	4	5	6	7	8	9	10
	Very High									Very Low
Honesty										
Integrity										
Impartiality										
Law Abiding										
Willingness to take up challenging assignments										
Leadership										
Any other (Please specify)										

**Comments**-----  
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13.a In what ways SPs with insecure tenure compromise to avoid frequent transfers?

Response	1	2	3	4	5	6	7	8	9	10
	Very High									Very Low
Becomes close to criminal-political nexus										
General indifference towards duty										
Use corrupt means to avoid transfers										
Any Other (Please identify)										

**Comments**-----  
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**PART TWO: IMPACT ON LAW AND ORDER AND CRIME MANAGEMENT**

14. To what extent do you agree to the observation that the SPs require sufficient time to understand and formulate effective strategies in crime management?

<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>
1	2	3	4	5	6	7	8	9	10
Very High								VeryLow	

**Comments**-----  
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14.a To what extent do you agree to the observation that the current practice of frequent transfers have a negative impact on preparedness of the district police organisation to fight crime and lawlessness?

<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>
1	2	3	4	5	6	7	8	9	10
Very High								VeryLow	

**Comments**-----  
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14.b. To what extent do you agree to the observation that the current practice of frequent transfers does not make effective use of skill of SPs?

□	□	□	□	□	□	□	□	□	□
1	2	3	4	5	6	7	8	9	10
Very High									VeryLow

**Comments**-----  
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15. Which area of the police functioning has been most affected by the frequent transfers of SPs?

The National Police Commission has divided the functions of the police in three categories: preventive, investigative and service oriented. All these three functions have been affected by the frequent transfers of SPs in varying degrees.

Areas	1	2	3	4	5	6	7	8	9	10
	Very High									Very Low
Preventive										
Investigative										
Service oriented										

**Comments**-----  
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16. To what extent does an insecure tenure have a negative influence on the following functions of SPs?

Functions	1	2	3	4	5	6	7	8	9	10
	Very High									Very Low
Compromise on investigations of crime										
Toleration of small acts of lawlessness										
Protection of interest of criminals at the cost of common people										
Withdrawal of cases against 'powerful persons'										
Initial hesitancy in handling a situation involving 'powerful persons'										
Politically motivated and biased decision against high degree criminals										
Any other (Please identify)										

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**PART THREE: IMPACT ON POLICE ORGANISATION**

17. Do you agree to the observation that volume of movement of SPs across the State due to current practice of transfer have a negative impact on the police organisation?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10
Very High								VeryLow	

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18. To what extent do you agree to the observation that the current practice of frequent transfers has a negative impact on the distribution of experience and skill around the force?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10
Very High								VeryLow	

Comments-----  
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19. To what extent the practice of frequent transfers of SPs affects following areas of police organization?

Areas	1 Very High	2	3	4	5	6	7	8	9	10 Very Low
Organisational Cohesiveness										
Command Structure										
Leadership										
Morale of Junior officials										
Initial hesitancy in handling a situation involving 'powerful persons'										
Discipline										
Abuse of police authority										
Any Other (Please identify)										

**Comments**-----  
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20. To what extent do you agree to the observation that an insecure tenure of SP strengthens the influence of criminal organizations in the functioning of police?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10
Very High									VeryLow

**Comments**-----  
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21. To what extent does an insecure tenure make SPs vulnerable to local level criminal-politician nexus?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10
Very High									VeryLow

**Comments**-----  
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**SECTION III: NORMS AND PRACTICES GOVERNING TRANSFERS OF SPs**

22. To what extent have rules and regulations governing transfers of SPs been implemented in your State?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10
Very High									VeryLow

**Comments**-----  
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23.To what extent do you agree to the observation that the process of selection of the State Police chief has a bearing on the procedure relating to transfer of Superintendents of Police?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10
Very High									VeryLow

**Comments**-----  
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23.a. To what extent do you agree to the observation that if the selection process of the State police chief is made transparent and accountable, it will have a positive impact on the tenure of SPs.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10
Very High									VeryLow

**Comments**-----  
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23.b To what extent do you think that recommendations of the National Police Commission should be implemented in this regard.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10
Very High									VeryLow

**Comments**-----  
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24. To what extent do you feel that there should be fix tenure for SPs?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10
Very High									VeryLow

**Comments**-----  
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25. Do you think there is a need to have a coherent transfer policy in your State? If yes, what are the main hurdles in the way of formulating a transfer policy?

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26. Do you agree to the observation that if the decision to transfer a Superintendent of Police is taken by a collective body such as the State Security Committee, it will have an impact on the frequency of transfer?

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27. Do you think it is possible or desirable to limit the State government's control over investigative role of the police to ensure that the police performance is strictly in accordance with the law?

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28. Do you think that the decision to transfer a SP should be left exclusively to the police hierarchy?

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29. Do you think that bifurcation of Police functioning into general law and order and investigation wings will help insulating police functioning from politics?

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**THE IMPACT OF FREQUENCY OF TRANSFERS ON EFFICIENCY AND  
EFFECTIVENESS OF  
SUPERINTENDENTS OF POLICE**

**QUESTIONNAIRE**

**SET III**

This survey is a part of a study ' The Impact of Frequent Transfers on Efficiency and Effectiveness of Superintendents of Police' in India. This survey is being conducted in different States by the INSTITUTE FOR CONFLICT MANAGEMENT, New Delhi. The purpose of the study is to identify and analyze links between security and the length of tenure in the police force for the rank of Superintendent of Police and to document its impact on efficiency and performance in crime and law and order management. The study also intends to document norms, practices and experience relating to the State's transfer policy with regards to officers of the rank of Superintendent of Police in various States under various administrations and change in these norms and practices over a period of time. And lastly, the study would endeavor to define and evaluate appropriate norms and practices that ought to determine the State's transfer policy with regard to officers in the rank of Superintendent of Police.

The survey instrument is multiple-choice questionnaire. We intend to quantify your perception on a particular question on a scale of ten where 1 denotes Very High and 10 denotes Very Low. It is important to answer all the questions. The questionnaire is designed in such a way that your perception and experience are reflected properly. However, we are well aware that these standard questions cannot capture full complexity of the topic under study. Therefore, in addition to indicating which answer comes closest to describe your case, please provide additional comments to better explain the situation in your district/State. Also, please add comments if there have been important changes in the situation over the last ten years, noting the period and nature of these changes. We will take these comments into account when we analyze the findings.

**Note: The information obtained will be treated with the strictest confidence**

Name of the Respondent----- Place-----  
Position of the Respondent-----  
Name of the Field Investigator-----  
Date-----

**The questionnaire comprises 32 questions and is divided into four Sections**

Section I: covers the frequency and pattern of transfers of SPs.

Section II: covers the impact of frequent transfers.

Section III: covers the norms and practices governing the transfers of SP.

Section IV: covers norms and practices that ought to govern State's transfer policy.

**SECTION I: FREQUENCY AND PATTERN OF TRANSFERS**

1. How do you rate the frequency of transfers of SPs in your State/District?

Very High

VeryLow

**Comments**-----  
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2. To what extent do you agree to the observation that frequency of transfer is determined by socio-economic development of the district?

Very High

VeryLow

**Comments**-----  
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2.a. To what extent do you agree to the observation that rural-urban dichotomy in a particular region have a bearing on the tenure of a SP?

<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>
1	2	3	4	5	6	7	8	9	10
Very High								VeryLow	

**Comments**-----  
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2.b. To what extent do you agree to the observation that levels of politicisation at the grassroots level influence the frequency of transfers of SP?

<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>
1	2	3	4	5	6	7	8	9	10
Very High								VeryLow	

**Comments**-----  
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2.c. Can you identify attributes of districts, which in your opinion have witnessed more frequent transfers?

Attributes	1	2	3	4	5	6	7	8	9	10
	Very High									Very Low
Crime Prone										
Communally Sensitive										
Districts which are considered 'lucrative'										
Districts which are considered 'dry'										
Districts with more visible police politician criminal nexus										
Any other (Please identify)										

**Comments**-----  
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2.d. Can you, on the basis of above criteria, identify some districts in your State, which have witnessed more frequent transfers than others?

**Comments**-----  
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3. In your opinion, what are the attributes of an efficient SP? Please indicate your preference on a scale of ten.

Attributes	1 Very High	2	3	4	5	6	7	8	9	10 Very Low
Honest										
Impartial										
Law abiding										
Good Leadership qualities										
Popularity among common people										
Popularity among subordinate officials										
Good relationship with superior officials in hierarchy										
Direct recruit										
Promoted										
Any other (Please identify)										

**Comments**-----  
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3.a. On the basis of above criteria, can you rate previous five SPs in your district?

Names of SPs	1	2	3	4	5	6	7	8	9	10
	Very High									Very Low

**Comments**-----  
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3.b. To what extent do you agree to the observation that efficient SPs are transferred more frequently than the other ones?

1   
  2   
  3   
  4   
  5   
  6   
  7   
  8   
  9   
  10  
 Very High Very Low

**Comments**-----  
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4. To what extent do you agree to the observation that apart from established rules and norms, following factors play an important role in matters relating to transfers of SPs?

Factors	1	2	3	4	5	6	7	8	9	10
	Very High									Very Low
Administrative Convenience										
Mishandling a situation involving 'powerful persons'										
Public protest										
Pressure from political leaders										
Pressure from criminal organisation										
Monetary factors										
Any Other (Please identify)										

**Comments**-----  
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5. Which of the following groups most frequently put pressure on the government for transfer of SPs?

Group	1 Very High	2	3	4	5	6	7	8	9	10 Very Low
Legislature from ruling party										
Legislature from opposition party										
Common Public										
Trade Union										
Any other Group (Please identify)										

**Comments**-----  
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6. To what extent do you agree to the observation that there has been growing nexus between police-politicians and criminals in your state?

1 2 3 4 5 6 7 8 9 10

Very High

VeryLow

**Comments**-----  
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6.a To what extent has this nexus been responsible for frequent transfers of SPs in your State/District?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10
Very High									VeryLow

**Comments**-----  
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6.b To what extent are police officials willing partners to this nexus?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10
Very High									VeryLow

**Comments**-----  
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7. To what extent do you agree to the observation that factors like caste, religion and other primordial identities are playing important role in the politics of your State?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10
Very High									VeryLow

**Comments**-----  
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8. To what extent do these factors impinge on frequent transfer of SPs?

Identities	1 Very High	2	3	4	5	6	7	8	9	10 Very Low
Caste										
Class										
Religion										
Any other (Please identify)										

**Comments**-----  
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**SECTION II: IMPACT OF FREQUENT TRANSFERS**

9. To what extent do you agree to the observation that a SP requires fix tenure to function efficiently?

<input style="width: 30px; height: 20px;" type="checkbox"/>	<input style="width: 30px; height: 20px;" type="checkbox"/>	<input style="width: 30px; height: 20px;" type="checkbox"/>	<input style="width: 30px; height: 20px;" type="checkbox"/>	<input style="width: 30px; height: 20px;" type="checkbox"/>	<input style="width: 30px; height: 20px;" type="checkbox"/>	<input style="width: 30px; height: 20px;" type="checkbox"/>	<input style="width: 30px; height: 20px;" type="checkbox"/>	<input style="width: 30px; height: 20px;" type="checkbox"/>	<input style="width: 30px; height: 20px;" type="checkbox"/>	<input style="width: 30px; height: 20px;" type="checkbox"/>	
1	2	3	4	5	6	7	8	9	10		
Very High										VeryLow	

**Comments**-----  
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10. Do you agree that frequent transfer of SPs have negative impact on some of the key attributes which are essential for efficient functioning?

<input style="width: 30px; height: 20px;" type="checkbox"/>	<input style="width: 30px; height: 20px;" type="checkbox"/>	<input style="width: 30px; height: 20px;" type="checkbox"/>	<input style="width: 30px; height: 20px;" type="checkbox"/>	<input style="width: 30px; height: 20px;" type="checkbox"/>	<input style="width: 30px; height: 20px;" type="checkbox"/>	<input style="width: 30px; height: 20px;" type="checkbox"/>	<input style="width: 30px; height: 20px;" type="checkbox"/>	<input style="width: 30px; height: 20px;" type="checkbox"/>	<input style="width: 30px; height: 20px;" type="checkbox"/>	<input style="width: 30px; height: 20px;" type="checkbox"/>	
1	2	3	4	5	6	7	8	9	10		
Very High										VeryLow	

**Comments**-----  
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10.a. To what extent the frequent transfers of a SP have a negative impact on the following attributes?

Attribute	1 Very High	2	3	4	5	6	7	8	9	10 Very Low
Honesty										
Impartiality										
Leadership										
Ability to take up challenging assignments										
Ability to formulate new strategies for crime and law and order management										

**Comments**-----  
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11. The National Police Commission has divided the function of police in three categories: preventive, investigative and service oriented. To what extent have these activities been affected by frequent transfers of SPs?

Areas	1 Very High	2	3	4	5	6	7	8	9	10 Very Low
Preventive										
Investigative										
Service oriented										

**Comments**-----  
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12. To what extent do you agree to the observation that SPs succumb to illegitimate extraneous pressure due to threat of transfers?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10
Very High									VeryLow

**Comments**-----  
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13. To what extent are SPs willing partners in this collusive network of politicians, criminal and police?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10
Very High									VeryLow

**Comments**-----  
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14. To what extent does an insecure tenure of a SP affect his/her relationship with superior hierarchy in the organization?

*According to secondary sources and media reports, in many States the superior hierarchy in police administration has become vulnerable to illegitimate extraneous pressures political pressure and has been putting influence on Superintendents of Police to favour a set of politicians or pressure groups in contravention of established rules and norms.*

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10
Very High									VeryLow

**Comments**-----  
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15. Do you think that such vulnerability introduces a system of patronage and impunity in police organization?

<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>
1	2	3	4	5	6	7	8	9	10
Very High							VeryLow		

**Comments**-----  
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16. To what extent do you agree to the observation that an insecure tenure of Superintendent of Police has a negative impact on the organizational cohesiveness of the police organization?

<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>
1	2	3	4	5	6	7	8	9	10
Very High							VeryLow		

**Comments**-----  
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17. To what extent does an insecure tenure of Superintendent of Police affect following areas of police functioning?

Areas	1	2	3	4	5	6	7	8	9	10
	Very High									Very Low
Morale of junior police officials										
Command structure										
Police discipline										
Misuse/Abuse of Police authority										
Any other										

**Comments**-----  
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18. To what extent does an insecure tenure of Superintendent of police affect the preparedness of district police in crime management?

<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>	<input style="width: 30px; height: 20px;" type="text"/>
1	2	3	4	5	6	7	8	9	10
Very High							VeryLow		

**Comments**-----  
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19. To what extent do frequent transfers of Superintendent of Police have a negative influence on the following areas of police functioning?

Areas	1	2	3	4	5	6	7	8	9	10
	Very High									Very Low
Toleration of small acts of crime										
Withdrawal of cases for extraneous reasons										
Protection of interests of criminals at the cost of common people										
Concealment of crimes										
Initial hesitancy in tackling a situation involving powerful persons										
Politically motivated and biased decision towards high degree criminal										
Any other (Please specify)										

**Comments**-----  
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20. To what extent do you agree to the observation that some of the SPs compromise their duties due to their insecure tenure?

1	2	3	4	5	6	7	8	9	10
Very High								VeryLow	

**Comments**-----  
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21. To what extent do frequent transfers of Superintendent of Police have a negative influence on the following areas of police functioning?

Response	1 Very High	2	3	4	5	6	7	8	9	10 Very Low
Becomes party/beneficiary in criminal network										
General indifference towards duties										
Use corrupt means to stay at a lucrative posting										
Seeks political patronage										
Any other (Please specify)										

**Comments**-----  
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**SECTION III: NORMS AND PRACTICES GOVERNING TRANSFERS OF SPs**

22. To what extent have rules and norms governing the transfers of Superintendent of Police been implemented in your State?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10
Very High									VeryLow

**Comments**-----  
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23. To what extent does the process of selection of the State police chief has a bearing on the procedure relating to transfer of Superintendents of Police?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10
Very High									VeryLow

**Comments**-----  
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24. If the selection procedure of the State Police Chief is made transparent, to what extent will it affect the security of tenure of Superintendent of Police?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10
Very High									VeryLow

**Comments**-----  
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25. If the decision to transfer a Superintendent of Police is taken by a collective body like State Security Committee, what impact will it have frequency of transfer?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10
Very High									VeryLow

**Comments**-----  
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26. To what extent the present government serious about reforms in the existing system?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10
Very High									VeryLow

**Comments**-----  
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27. To what extent the bifurcation of Police functioning into general law and order and investigation wings will help insulating police functioning from politics?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7	8	9	10
Very High									VeryLow

**Comments**-----  
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28. If yes, what steps are being taken by the present government in this direction?

**Comments**-----  
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**Section IV: Norms and Practices that ought to define State's transfer policy**

29. Do you think it is possible or desirable to limit the State government's control over investigative role of the police to ensure that the police performance is strictly in accordance with the law?

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30. If the State police chief were made exclusively responsible for selecting and posting Superintendent of Police, will it improve the present situation?

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31. What are the main constraints, which have prevented the successive State government in implementing the recommendations of various committees/commissions on the issue?

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32. If yes, what are the main hurdles in the way of formulating a transfer policy?

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