

Annexure 10: Change Management, Communication & Awareness, and Capacity Building

This section is based on a fair understanding of police functioning and police human processes. State specific requirements are defined through a comprehensive understanding and analysis of police functioning for the State.

The requirements are illustrated in 3 broad heads:-

- A. Change Management
- B. Communication and Awareness Generation
- C. Capacity Building

A. Change Management

SI shall help the State with complete Change Management exercise needed to make this project a success. It is required that if SI doesn't operate in the Change Management, Communication and Training domain then SI collaborates with/ hires services of a specialist agency who will be responsible for complete implementation of Change Management, Awareness and Communication as required as per the scope of this RFP.

SI shall take lead in assisting State in implementing the change and State in turn shall provide all the necessary support for successful implementation of the change management plan developed by the SI.

The SI shall proactively work with State to address the project needs and gain buy-in and involvement of all the stakeholders in achieving the change. During the whole exercise, stakeholders' awareness, understanding and commitment to new ways of working should be raised. Stakeholders should also be encouraged, where appropriate, to contribute to or participate in the project to engender a joint sense of ownership.

It is to be noted that SI is required to incorporate the cost of all resources required for design, execution and management of Change Management Plan for project, in its overall project cost.

Change Management Workshops for Target Stakeholder groups

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

S. No.	Group Name	Officers	Place of Training	No. of Places	Approx. officers at one Location	Frequency in 1 st Year	Frequency in 2 nd Year	Frequency in 3 rd Year	Total Workshops
1	Group I	Key Officers of the rank of SP and above in Lucknow	State HQ, Lucknow	1	40-50	1	1	1	Year 1: 1 Year 2: 1 Year 3: 1
2	Group II	Range DIG/IG, District Police Chief/Add SPs/Cos	Range HQs	18	30-50	1	1	1	Year 1: 18 Year 2: 18 Year 3: 18
3	Group III	SHO/SO/Sis/HC/Constables	District HQs	72	100-200	1	1	1	Year 1: 72 Year 2: 72 Year 3: 72
4	Group IV	Special Unit PS and their HQ personnel	HQ office	18	25-50	1	1	1	Year 1: 18 Year 2: 18 Year 3: 18
5	Group V	Police Control Room Personnel	Range HQs	18	25-40	1	1	1	Year 1: 18 Year 2: 18 Year 3: 18
6	Group VI	General Public	District HQs	72	100-200	1	1	1	Year 1: 72 Year 2: 72 Year 3: 72

The main challenges to be addressed effectively by the SI are the geographically dispersed trainee base, wide variability in education and computer proficiency and minimal availability of time. The SI holds the responsibility for creation of a detailed and effective training strategy, user groups and classifications, training plan and guidelines, detailed training material, training programs designed and their delivery to the target groups.

Change Management Requirements

Following outlines the responsibilities of SI with respect to designing and implementation of change management for the Project.

1. SI shall conduct Change Management workshops to build appreciation of change management and develop change leadership across the stakeholder groups.
2. The SI is required to conduct the Change Management Workshops for all the identified Police personnel in a phased manner in line with the overall implementation plan. These workshops shall be conducted at the locations that would be decided based upon discussions with the state.
3. SI shall conduct workshops for each group of personnel in sync with the capacity building plan.
4. SI shall develop the content of the workshop in consultation with the department and department will identify appropriate stakeholders for the same.
5. The content for work shop will developed keeping in mind the audience and shall not be same for all groups.
6. SI shall conduct at least one Change Management Workshop (minimum of one-day duration) in the State Headquarters for Group I comprising of Key senior officers (SP and above) responsible for Crime, Law and Order, every year for the term of assignment and engagement.
7. SI shall conduct at least one Change Management Workshop (minimum of one-day duration) in each Range Headquarters for Group II comprising of key officers (Range DIG/IG, District Police Chief/Add SPs/Cos) in charge of a range/district every year for the term of assignment and engagement.
8. SI shall conduct at least one Change Management Workshop (minimum of one-day duration) in the District Headquarters of all Districts for Group III comprising of key officers (SHO/SO/Sis/HC/Constables) every year for the term of assignment and engagement.
9. SI shall conduct at least one Change Management Workshop (minimum of one-day duration) in the Headquarters of all the Special Units for Group IV comprising of key officers (Special Unit PS and their HQ personnel) every year for the term of assignment and engagement.

10. SI shall conduct at least one Change Management Workshop (minimum of one-day duration) in all the Range HQs for Group V comprising of key officers (Police Control Room Personnel) every year for the term of assignment and engagement.
11. SI shall conduct at least one Change Management Workshop (minimum of one-day duration) in the District Headquarters of all Districts for Group VI comprising of key personnel (General Public) every year for the term of assignment and engagement.
12. SI is required to provide the necessary material for the workshops including presentations, training material etc. in both soft and hard copy formats. The workshop content & material shall be designed with specific focus on the requirements of the personnel. SI shall design the necessary content (reading material, presentations) in English and Hindi for the Change Management Workshops. SI shall develop content – discussion scripts, presentations or videos to explain the objectives of the program, their content and advantages.
13. SI shall also associate and train the identified internal change agents (identified from the District and State Mission Teams) during these workshops so that subsequent workshops can be conducted by the internal change agents.
14. SI shall employ innovative methods for the conduct of Change Management Workshops like
 - Interactive Discussions
 - Case Studies / Success stories
 - Group Projects
 - Individual Presentations
 - Panel Discussions
 - Role Plays
 - Quizzes
 - Assessment Exercises
 - Audio-visual aids
15. SI's performance in this area will be evaluated on the basis of an incremental usage of the CAS (State) Application at all levels in the Police hierarchy.
16. At the end of each workshop , SI shall submit a report on Change Management Workshop which shall contain the key points and observations from workshop which requires intervention.
17. At the end of all workshops SI will suggest at least 5 major change initiatives which will have direct bearing on CCTNS implementation in and these initiatives shall be presented to State Nodal Officer for implementation with approval of SEC.

B. Communication and Awareness

Communication and Awareness aims at engaging officers of the police force in two way interactive communications about the changes so that all individuals in the State police department understand the target vision and strategy for moving forward. The purpose of

communication plan is to educate and involve all audience groups to build understanding and ownership of the CCTNS Project. The communication plan also ensures that the CAS (State) project provides relevant, accurate, consistent and timely project information to relevant stakeholders to promote and gain support for CCTNS Project. This plan provides a framework to manage and coordinate the wide variety of communications that take place during the project covering who will receive the communications, how the communications will be delivered, what information will be communicated, who communicates, and the frequency of the communications.

Few critical areas of intervention of SI from Communication and Awareness generation are as follows:-

- i. Communication & Awareness campaigns will be conducted throughout the duration of the implementation of the CCTNS project across the State at Project, Program level as well as for General awareness.
- ii. SI shall work with the identified internal change agents (identified from the District and State Mission Teams) for all the Communication and Awareness Programs.
- iii. SI shall utilize existing channels of communication and at the same time use innovative methods of communication for effectiveness.
- iv. SI should ensure that the communication messages are consistent, continuous and easy to understand and wherever possible in vernacular medium using all available channels.
- v. SI shall align communication content, timing and delivery to the deployment phases/plan of each solution.
- vi. SI should also prepare motivational calendars, posters, pictures and diaries etc. to ensure heightened interest in the audience for the training.
- vii. SI should also organize workshops for the general public to ensure awareness about the program and the application.

Key Activities for SI are identified as below:-

S. No	Activities	Details	Frequency
1.	Develop and Validate detailed communication plan	<ul style="list-style-type: none"> • SI shall facilitate an exploration of specific objectives; i.e., who must understand what, by when, and why with respect to the project, to ensure successful uptake of the project. • SI shall prepare a detailed communication plan for the program in line with the 	Once per quarter

S. No	Activities	Details	Frequency
		<p>implementation timelines of each solution</p> <ul style="list-style-type: none"> SI shall ensure that all the impacted audience is covered in the communication plan and the most appropriate mode of communication is being used to deliver the messages to the target audience These key audiences are not the only ones who will receive information, but their demographics will shape the strategy in terms of message and vehicle selection. 	
2.	Develop Communication Content	<ul style="list-style-type: none"> SI shall be responsible for developing the content for communication material in English, Hindi. SI shall ensure that the communication is simple, continuous and consistent. 	Recurring Activity over the entire duration of the SI
3.	Deliver Communication Events	<ul style="list-style-type: none"> Prior to implementing the plan, the SI shall obtain the necessary sign-offs from State on the Communication Strategy & plan and make necessary changes as recommended by State. SI, in consultation with the nodal agency, shall determine who needs to approve communications prior to dissemination, who is responsible for distributing the message, and who is responsible for ensuring that those accountable for specific elements of the plan follow through on their responsibilities. SI shall organize the communication events or interventions for the target audience. SI shall ensure consistency between messages delivered via different interventions, since the engagement of a key individual stakeholder or stakeholder group is an integrated effort, aiming at the same objective. Communication shall explore all possible options of communicating with the end users. communication should use audio visual, pictures , numbers, Success stories etc. following are the indicative modes of 	Recurring Activity (once a month) over the entire duration of the SI

S. No	Activities	Details	Frequency
		communication events <ul style="list-style-type: none"> • Following are the mediums for communication A) E-mail—once in a week B) Poster—once in Quarter C) Team Huddle—in Police Stations. D) Officers meeting at various levels. 	
4.	Measure Effectiveness of Communication and Update Change Management Plan	<ul style="list-style-type: none"> • After implementing the communications program, SI shall seek feedback and measure the impact of the communications program. • SI shall evaluate the effectiveness of the communication by electronic or paper based survey or focused group discussion and develop an action plan to improve the effectiveness of communication • SI shall refresh the Change Management Plan in consultation with State's Nodal Agency • Through feedback, SI shall assess which messages have been delivered most clearly; which vehicles are most effective; and whether the appropriate target audiences have been identified. Based on such assessment, SI shall update the communication strategy & plan and shall ensure that objectives of communication program are ensured, which further should lead to successful uptake of system. 	Once in Six Months

Other Requirements:

- SI shall work with the identified internal change agents (identified from the District and State Mission Teams) for all the Communication and Awareness Programs
- SI shall utilize existing channels of communication and at the same time use innovative methods of communication for effectiveness. These should include: usage of the Audio-Visual Media, Road Shows, and Print and Publication Media.
- SI should ensure that the communication messages are consistent, continuous and easy to understand and are in **HINDI** using all available channels

- The SI shall conduct Communications & Awareness Campaigns for each major revision/deployment of CCTNS being implemented through various means – Print, Electronic, Face to Face, Audio/Visual etc.
- SI shall work with UP Police Technical Services to facilitate Press Conferences for the launch of CCTNS during all phases of implementation and roll-out
- SI shall design an effective media plan for creating awareness in the general public about CCTNS to bring about a change in perception of the public regarding the police functioning and the Organisation. Towards this, the SI will coordinate with media agencies and make use of mass media like popular FM Radio channels and popular dailies in the print media.
- SI shall align communication content, timing and delivery to the deployment phases/plan of each solution.
- SI shall coordinate and facilitate field visits for identified personnel of the Police department across various groups in consultation and concurrence with UP Police Technical Services. The field visits would be to demonstrate the success of IT implementation in some advanced states like Karnataka, Gujarat, AP etc.

C. Capacity Building

Capacity Building is a highly critical component of CCTNS. The objective of CCTNS Capacity Building (CB) initiatives is to equip the direct users and other stakeholders of CCTNS with the right skills, and knowledge to optimally use CCTNS and achieve its objectives in terms of enhancing outcomes in crime investigation, criminals tracking and other core police functions.

Uttar Pradesh Police recognizes the significance of Capacity Building and has been imparting Basic and Advance level IT Training and training on other Police Applications that are in use today. More than 10,000 police personnel of various levels have been trained till date.

SI holds the responsibility to further strengthen the Capacity Building initiative of UP Police. SI will be responsible for creation of a detailed and effective training strategy, user groups and classifications, training plan and guidelines, detailed training material, training program designed their delivery to the target groups. The main challenges to be addressed effectively by the SI are the geographically dispersed trainee base, wide variability in education and computer proficiency and minimal availability of time.

The SI shall be responsible for the following activities as part of the End User and Train the Trainer Training:

- a) Develop overall training plan

- b) Develop District-Wise Training Schedule, Curriculum, and Training Material
- c) Deliver training to end users including carrying out the training effectiveness evaluation
- d) Deliver Training to Trainers (Internal and Trainers from the Training Colleges)

The details of the each of the above items are given below:

Develop Overall Training Plan

SI shall be responsible for finalizing a detailed Training Plan for the program in consultation with UP Police Technical Services covering the training strategy, environment, training need analysis and role based training curriculum. SI shall own the overall Training plan working closely with the UP Police Technical Services Headquarters. SI shall coordinate overall training effort.

Develop District-Wise Training Schedule, Curriculum, and Training Material

SI shall develop and manage the District-Wise training schedule in consultation with UP Police Technical Services, aligned with the overall implementation roadmap of the project and coordinate the same with all parties involved. Training schedule shall be developed Module-wise and shall be optimized to reduce business impact and effective utilization of Training infrastructure and capacities. The training curriculum for the CCTNS training program should be organized by modules and these should be used to develop the training materials. The training curriculum 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” in the District 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.

Proposed Training Courses

The following training programs are proposed by UP Police. The bidder shall make an assessment and discuss with UP Police Technical Services before finalizing the content, course and schedule.

1. Awareness and sensitization of benefits of IT (Basic IT Awareness Program)
2. Role based training for application users
3. Trainers Training
4. System Administration & Support Training
5. Trouble Shooting

In addition, Role based training for application users will have a refresher training program after 6 months.

Type of Training
Basic Computer Awareness & Sensitization of Benefits of IT
Tentative Areas / Modules to Cover
<ol style="list-style-type: none"> 1. Should focus on the awareness of the general benefits of IT systems such as automation of routine tasks or moving from the paper-based records management to a computer based electronic records system 2. 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. 3. Email and Office(only relevant) suite training 4. Search and Refining Search Results (on Internet) 5. Training on analytical functions of the computer 6. Typing Training 7. Elements of a Computer System, Uses and Advantages of Computers, Hardware & Software. 8. Mouse and Keyboard. Remington & Inscript Keyboards 9. Use of Word, Spreadsheets and PowerPoint presentations 10. CPU, Memory, Input/ Out devices, Types of Memory- Internal & External Memory. SAN. 11. Printer, Scanners, Multi-functional Printer, Types of Printer – Dot Matrix. Inkjet & LaserJet Printer 12. Operating system Concepts – GUI & CUI, examples of O/S– DOS, WINDOWS, UNIX, LINUX. System software, Common Software & Application Software. 13. Secondary memory devices - CD, DVD, USB Drives (Flash / Pen Drives) 14. Types of CD – R & RW 15. Introduction to different types of computers like Servers, Desktops etc. 16. Proper handling of a computer system, Virus / Antivirus. 17. Networking and Types of networking, Types of internet connection, Brief knowledge about internet working and modem. 18. Introduction about Application Software using by Police – CCIS, CIPA, CCTNS, AFIS, MVCS, Portrait Building etc.
Minimum Expected Duration
48 hours (6 days) of Class Room Training spending sufficient time spent on practical sessions and Typing lessons/practice
Responsibility of Course Content
Will be provided by SI

Type of Training
Role-based CCTNS Application Training
Tentative Areas / Modules to Cover
<ol style="list-style-type: none"> 1. All major functionality of Registration, Investigation, Prosecution 2. All major functionality of Crime, Law and Order, and Traffic 3. Search functionality and MIS Reports <p>Additional Guidelines</p> <ol style="list-style-type: none"> a. The training should focus on the users getting comfortable to use the CCTNS application. b. The Training is Role based and would focus based on user category. A single user might get trained on different modules. c. The Training would cover complete life cycle of an activity and would have interconnection with different modules of application. d. Training would cover basic knowledge on the application and its benefits. And also it should cover specific use/working knowledge in depth of each module for the end user. e. 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.
Minimum Expected Duration
<ol style="list-style-type: none"> 1. All major functionality of CAS (State) and Extensions developed by SI (5 days) 2. Search Functionality and MIS Reports (3 days)
Responsibility of Course Content
SI in collaboration with CAS SDA (Wipro)

Type of Training
Trainers' Training
Tentative Areas / Modules to Cover
<ol style="list-style-type: none"> 1. The Training will comprise of advance training on Desktops, Servers, Network Devices, Networking concepts and trouble shooting skills. 2. The trainees will be selected by UP Police based who have relevant educational background, technical skill sets and also inclination towards technical roles. 3. Select set of police staff with high aptitude and/or relevant prior training is to be

<p>imparted with the training/skills to act as trainers and also as Incident Management Support staff with basic system maintenance task</p> <p>4. The Trainees shall be identified from each Police Station and higher offices. This would ensure presence of people with technical know-how to troubleshoot issues of lesser complexity.</p>
Minimum Expected Duration
80 hours (10 days)
Responsibility of Course Content
SI will propose and to be finalized with UP Police

Type of Training
System Administrator Training
Tentative Areas / Modules to Cover
<ol style="list-style-type: none"> 1. The Training will comprise of advance training on Desktops, Servers, Network Devices, Networking concepts and trouble shooting skills. 2. The trainees will be selected by UP Police based on relevant educational background, technical skill sets and also inclination towards technical roles. 3. Select set of police staff with high aptitude and/or relevant prior training is to be imparted with the training/skills to act as system administrators and also as Incident Management Support staff with basic system maintenance task 4. Possibilities should be explored to impart technology specific training to staff.
Minimum Expected Duration
To be proposed by the SI
Responsibility of Course Content
SI will propose and to be finalized with UP Police

Type of Training
Trouble Shooting Training
Tentative Areas / Modules to Cover
<ol style="list-style-type: none"> 1. The Training will comprise of Troubleshooting Techniques, Performing Shut Down, Error Logs, Troubleshooting Other Hardware Issues and Troubleshooting Power and POST Problems. 2. The trainees will be selected by UP Police based on relevant educational background,

technical skill sets and also inclination towards technical roles.
3. Select set of police staff with high aptitude and/or relevant prior training is to be imparted with the training/skills to act as troubleshooting and also as Incident Management Support staff with basic system maintenance task
4. The Trainees shall be identified from each Police Station and higher offices. This would ensure presence of people with technical know-how to troubleshoot issues of lesser complexity.
5. Possibilities should be explored to impart technology specific training to staff.
Minimum Expected Duration
To be proposed by the SI
Responsibility of Course Content
SI will propose and to be finalized with UP Police

General Guidelines on Training Material

1. SI shall ensure that the training content meets all the objectives of the training course.
2. The material shall be developed in English and Hindi languages.
3. SI shall also develop the training material for delivery through Computer Based Training, Instructor Led Training, Online User Material/Help Manuals and Job Aids.
4. SI shall provide detailed training material providing step-by-step approach in soft and hard copies to all police stations and offices for reference.
5. If the training material requires modifications / updates either because of the feedback from the end users / UP Police Technical Services or because of the enhancements to the CCTNS application, the SI shall undertake these modifications with the prior approval of the State.

Deliver Training to End Users

SI shall deliver training to the end users utilizing the infrastructure at the District Training Centers. Role-based training for the Senior Officers will be carried out at suitable location in the State Headquarters by the System Integrator.

SI shall also impart simulated training on the actual CAS (State) with some real life like database. The SI should create case studies and simulation modules that would be as close to the real life scenario as possible. The objective of conducting such trainings would be to give first hand view of benefits of using CCTNS system. Such specialized training should also be able to provide the participant a clear comparison between the old way of crime and criminal investigation against the post CCTNS scenario. This training needs to be conducted by the SI at the very end when all the other trainings are successfully completed. This training may seem similar to role play training mentioned in the section above however, in this simulated training,

the SI would ensure that the IO's are provided an environment that would be exactly similar at a Police Station post CCTNS implementation.

Most of the training would be an Instructor-Led Training (ILT) conducted by trained and qualified instructors in a classroom setting. To maintain consistency across CCTNS trainings, standard templates should be used for each component of a module.

An ILT course will have the following components:

- Course Presentation (PowerPoint)
- Instructor Demonstrations (CCTNS Application training environment)
- Hands-on Exercises (CCTNS - Application training environment)
- Application Simulations: Miniature version of CCTNS Application with dummy data providing exposure to the IOs to a real life scenario post implementation of CAS (State)
- Job Aids (if required)
- Course Evaluations (Inquisition)

In addition to the ILT, for the modules that may be more appropriate to be conducted through a Computer Based Training (CBT), a CBT should be developed for them. CBT should involve training delivered through computers with self-instructions, screenshots, and simulated process walk-through and self-assessment modules.

Select set of police staff with high aptitude group and/or relevant prior training, are to be imparted with the training/skills to act as system administrators and also as trouble-shooters with basic systems maintenance tasks including hardware and network.

The Police Personnel in Uttar Pradesh has been categorised into groups, Approximate Number of People to be trained course wise and group wise is given below:

S. No.	Group Name	Total No. of personnel	Role Based Training		Refresher Training		Basic Training		IT		Trouble Shooting		System Administration		Trainers Training		Total
			% Coverage	No. of Trainees	% Coverage	No. of Trainees	% Coverage	No. of Trainees	% Coverage	No. of Trainees	% Coverage	No. of Trainees	% Coverage	No. of Trainees	% Coverage	No. of Trainees	
1.	Senior officers of SP rank and above	300	100%	300	100%	300			2%	6	2%	6	2%	6	618		
2.	Additional SP and Dy. SPs	1200	100%	1200	100%	1200	50%	600	2%	24	2%	24	2%	24	3072		
3.	Inspectors/SHOs/Sis/ASIs	20000					50%	10000	1%	200	1%	200	1%	200	10600		
4.	Head Constable /Constables	140000					25%	35000	1%	1400	0.1%	140	0.1%	140	36680		
Specific Groups																	

S. No.	Group Name	Total No. of personnel	Role Based Training		Refresher Training		Basic Training		IT Training		Trouble Shooting		System Administration		Trainers Training		Total
			% Coverage	No. of Trainees	% Coverage	No. of Trainees	% Coverage	No. of Trainees	% Coverage	No. of Trainees	% Coverage	No. of Trainees	% Coverage	No. of Trainees	% Coverage	No. of Trainees	
5.	Support Staff of SP office and higher offices (eight from each office like Reader, Head Peshi)	800	100 %	800	100 %	800											1600
6.	Support Staff of District Additional SP and	1100	100 %	1100	100 %	1100											2200

S. No.	Group Name	Total No. of personnel	Role Based Training		Refresher Training		Basic IT Training		Trouble Shooting		System Administration		Trainers Training		Total
			% Coverage	No. of Trainees	% Coverage	No. of Trainees	% Coverage	No. of Trainees	% Coverage	No. of Trainees	% Coverage	No. of Trainees	% Coverage	No. of Trainees	
	CO (2 persons from each office)														
7.	4 Police Personnel from every Police Station	6016	100%	6016	100%	6016			100%	6016	100%	6016	100%	6016	30080
8.	2 Police Personnel from every Special Unit	76							100%	76	100%	76	100%	76	228

S. No.	Group Name	Total No. of personnel	Role Based Training		Refresher Training		Basic Training		IT		Trouble Shooting		System Administration		Trainers Training		Total
			% Coverage	No. of Trainees	% Coverage	No. of Trainees	% Coverage	No. of Trainees	% Coverage	No. of Trainees	% Coverage	No. of Trainees	% Coverage	No. of Trainees	% Coverage	No. of Trainees	
	Police Station																
9.	5-10 Persons from every Headquarter	100								100%	100	100%	100	100%	100		300
10.	Technical Services/ SCRB/Computer Center (50 Persons)	50								100%	50	100%	50	100%	50		150
11.	Police Control	1000	100%	1000	100%	1000											2000

S. No.	Group Name	Total No. of personnel	Role Based Training		Refresher Training		Basic Training		IT Troubleshooting		System Administration		Trainers Training		Total
			% Coverage	No. of Trainees	% Coverage	No. of Trainees	% Coverage	No. of Trainees	% Coverage	No. of Trainees	% Coverage	No. of Trainees	% Coverage	No. of Trainees	
	Room Personnel														
	Total	170042		10416		10416		45600		7872		6612		6612	87528

Note – Please note that these numbers may vary by 20% on actual implementation.

Training requirements during Phase I

The no. of personnel in each group that would be trained on the four training themes during Phase I are provided in the table below:

Table: Training to be covered in Phase I

Training Program	Senior officers of SP rank and above	Addl. SP and Dy. SPs	Insp./SHOs /SI/ASI	Head Constable/ Constables	Support Staff of SP office and higher offices	Support Staff of District Additional SP and CO	4 Police Personnel from every Police Station	2 Police Personnel from every Special Unit Police Station	5-10 Persons from every Headquarter	Technical Services/ SCRB/Computer Center (50 Persons)	Police Control Room Personnel
Role Based Training	17	70	0	0	11	63	345	0	0	0	57
Refresher Training	17	70	0	0	11	63	345	0	0	0	57
Basic IT Training	0	34	574	2009	0	0	0	0	0	0	0
Troubleshooting Training	1	1	11	80	0	0	345	4	6	3	0
System Administration & Support Training	1	1	11	8	0	0	346	4	6	3	0
Trainers Training	1	1	11	8	0	0	345	4	6	4	0

Training requirements during Phase II

The no. of personnel in each group that would be trained on the four training themes during Phase II is provided in the table below:

Table: Training to be covered in Phase II

Training Program	Senior officers of SP rank and above	Addl. SP and Dy. SPs	Inspectors/SHO /SI/ASI	Head Constable/ Constables	Support Staff of SP office and higher offices	Support Staff of District Additional SP and CO	4 Police Personnel from every Police Station	2 Police Personnel from every Special Unit Police Station	5-10 Persons from every Headquarter	Technical Services/ SCRB/Computer Center (50 Persons)	Police Control Room Personnel
Role Based Training	117	468	0	0	78	429	2345	0	0	0	390
Refresher Training	117	468	0	0	78	429	2345	0	0	0	390
Basic IT Training	0	234	3899	13646	0	0	0	0	0	0	0
Troubleshooting Training	2	9	78	546	0	0	2345	30	39	19	0
System Administration & Support Training	2	9	78	55	0	0	2345	30	39	19	0
Trainers Training	2	9	78	55	0	0	2345	30	39	19	0

Training requirements during Phase III

The no. of personnel in each group that would be trained on the four training themes during Phase III is provided in the table below:

Table: Training to be covered in Phase III

Training Program	Senior officers of SP rank and above	Addl. SP and Dy. SPs	Inspectors/SHOs /SIs/ASIs	Head Constable/ Constables	Support Staff of SP office and higher offices	Support Staff of District Additional SP and CO	4 Police Personnel from every Police Station	2 Police Personnel from every Special Unit Police Station	5-10 Persons from every Headquarter	Technical Services/ SCRB/Computer Center (50 Persons)	Police Control Room Personnel
Role Based Training	116	466	0	0	78	427	2334	0	0	0	388
Refresher Training	116	466	0	0	78	427	2334	0	0	0	388
Basic IT Training	0	233	3880	13580	0	0	0	0	0	0	0
Troubleshooting Training	2	9	78	543	0	0	2334	29	39	19	0
System Administration & Support Training	2	9	78	54	0	0	2334	29	39	19	0
Trainers Training	2	9	78	54	0	0	2334	29	39	19	0

Training requirements during Phase IV

The no. of personnel in each group that would be trained on the four training themes during Phase IV is provided in the table below:

Table: Training to be covered in Phase IV

Training Program	Senior officers of SP rank and above	Addl. SP and Dy. SPs	Inspectors/S/O/SI/ASI	Head Constable/ Constables	Support Staff of SP office and higher offices	Support Staff of District Additional SP and CO	4 Police Personnel from every Police Station	2 Police Personnel from every Special Unit Police Station	5-10 Persons from every Headquarter	Technical Services/ SCRB/Computer Center (50 Persons)	Police Control Room Personnel
Role Based Training	49	198	0	0	33	181	991	0	0	0	165
Refresher Training	49	198	0	0	33	181	991	0	0	0	165
Basic IT Training	0	99	1647	5765	0	0	0	0	0	0	0
Troubleshooting Training	2	5	33	231	0	0	992	13	16	8	0
System Administration & Support Training	1	4	33	23	0	0	992	13	16	9	0
Trainers Training	1	4	33	23	0	0	992	13	16	9	0

Note:

- 1 If the number of personnel to be trained in any phase is over and above the actual numbers of personnel being covered in the respective phase as per the locations, then the rest of the number would be taken from the rest of the phases and the exact names of the additional personnel to be trained would be on the discretion of UP Police Technical Services.
- 2 Role based training for application users will have a refresher training program after 6 months.

Training Effectiveness Evaluation

SI shall be responsible for the evaluation of the effectiveness of all end users trainings by an independent Third Party Assessment Agency using electronic or manual surveys. SI shall be responsible for analyzing the feedback and arrange for conducting refresher training, wherever needed.

State will periodically monitor the training effectiveness through the performance metrics and Service levels and the SI shall comply with the same.

Incentive Model

Giving incentives to the employees for acting as change agents and facilitating CCTNS project will help in motivating the employees for improved performance and will also help in minimizing resistance towards change. It is proposed to provide Incentives at two levels:

1. Group incentive scheme – *Non Monetary/ Monetary Incentives*
2. Individual incentive scheme – *Non Monetary Incentives*

Under the Group incentive scheme, the success of the CCTNS project will be measured across the following groups:

- Top Two best performing Police Station in the District
- Best Performing Police Station in Range
- Best performing Police Station in the State
- Best Performing District in the State
- Best Performing Range in the State

Primary parameter to evaluate the performance of Police Unit would be based on the usage CCTNS system. The broad parameters for evaluation can be as follows:-

Sr. No.	Parameter	% Weight age
1	Quantum of data entry	50
2	Quality of data entered	30
3	Subjective	20

Annually Unit would be evaluated (calendar year) by Core Teams in consultation with SPMU and SI, which would be responsible for randomly evaluating the performance of Police Units. CCTNS System itself would enable the generation of random 50 cases for which data entry and its quality would be evaluated. District Mission Team would be made responsible for evaluating Police Stations and District Units by State Mission Team. **System Integrator**

would be responsible for configuring the CCTNS solution in such a manner that it meets the desired objectives behind this exercise.

The subjective evaluation of Units would be done based on the adherence to departmental parameters like regularity of reports and registrations, pro-activeness in reporting issues faced, and based on periodic inspections by the top officials of UP Police or by third party random audit exercise.

Deliver Training to Trainers (Internal and Trainers from the Training Colleges)

SI shall help State's Nodal Agency in assessing and selecting the internal trainers as well as the trainers at training colleges who can conduct the end user training subsequent to the training by the SI. SI shall coordinate the 'Train the Trainer' session for the identified trainers to ensure that they have the capability to deliver efficient training.

In addition to the training delivered to the end-users, the trainers should also be trained on effectively facilitate and deliver training to end users. Also, it is advisable to always run pilots for any training program before deployment. This training will hence serve as the pilot and as a training session for trainers as well. In addition the end-user training sessions, Training of Trainers training will consist of three segments:

The first segment will be set of workshops covering effective presentation skills and coaching techniques and discussing the benefits and structure of the trainer model.

The second segment will be the formal CCTNS training which will consist of all modules of CCTNS relevant for their role.

The third segment will be a teach-back session where trained trainers will present course content and receive feedback regarding content, flow, and presentation techniques. This will also include a feedback session where trainers can provide feedback on the training materials, flow, comprehension level, and accuracy.

Training Infrastructure Available for the SI

The details of the training infrastructure available for the SI for carrying out the training are given below:

Following Table provides the Training centres which are functional.

S. No	Training Centers	Remarks	Estimated Seating capacity (Only for CCTNS Training)
1	Dr. BR Ambedkar UP Police Academy, Moradabad	Co-Sharing with Units.	25
2	Police Training College, Moradabad		15
3	Police Training College, Sitapur		15
4	Armed Training Center, Sitapur		15
5	Police Training School, Moradabad		15
6	Police Training School, Gorakhpur		15
7	Police Training School, Unnao		15
8	Police Training School, Meerut		15
9	Recruits Training Center, Chunar, Mirzapur		15
10	Regional Police Computer Training Center, Lucknow	Meant for IT Training	45
11	CAS (State) Training Center SCRB, Lucknow		15

Also under CCTNS Project UP Police is in the process of establishing District Training Centres in all 72 Districts of Uttar Pradesh and in 3 GRP Districts while further strengthening the capacity of Regional police Computer Training centres and Training centre at SCRB. Following are the locations for the same.

List of District Training Centres

Category of District	District Name	Estimated Seating Capacity
A+	KANPUR CITY	20
	AGRA	20
	ALLAHABAD	20
	LUCKNOW	20
A	BAREILLY	15
	MEERUT	15
	MUZAFFAR NAGAR	15

Category of District	District Name	Estimated Seating Capacity
	MORADABAD	15
	GORAKHPUR	15
	VARANASI	15
	BULANDSHAHR	15
	GHAZIABAD	15
	ALIGARH	15
	GAUTAMBUDH NAGAR	15
	JHANSI	15
B	JAUNPUR	9
	SAHARANPUR	9
	SULTANPUR	9
	BALRAMPUR	9
	SITAPUR	9
	AZAMGARH	9
	GHAZIPUR	9
	HARDOI	9
	BUDAUN	9
	SHAHJAHANPUR	9
	BARABANKI	9
	BALLIA	9
	RAIEBAREILI	9
	KHERI	9
	BIJNOR	9
	BAHRAICH	9
	PRATAPGARH	9
	ETAWAH	9
	FATEHPUR	9
	FIROZABAD	9
MATHURA	9	
SIDDHARTH NAGAR	9	
DEORIA	9	
ETAH	9	

Category of District	District Name	Estimated Seating Capacity
	FAIZABAD	9
	JALAUN	9
	UNNAO	9
	AMBEDKAR NAGAR	9
	BANDA	9
	KUSHINAGAR	9
	MAHARAJGANJ	9
	GONDA	9
	BASTI	9
	SONBHADRA	9
	CHANDAULI	9
	LALITPUR	9
	MIRZAPUR	9
	RAMPUR	9
	KANPUR DEHAT	9
	HAMIRPUR	9
	FATEHGARH	9
	MAINPURI	9
	PILIBHIT	9
CHHATRAPATI SAHUJI MAHARAJ NAGAR	9	
C	KAUSHAMBI	8
	MAU	8
	JYOTIBA PHULE NAGAR	8
	AURAIYA	8
	HATHRAS	8
	BAGPAT	8
	KANSHIRAM NAGAR	8
	CHITRAKOOT	8
	KANNAUJ	8
	MAHOBA	8
	SANT RAVIDAS NAGAR	8
	SANT KABIR NAGAR	8

Category of District	District Name	Estimated Seating Capacity
	SRAVASTI	8
GRP Districts	LUCKNOW	10
	ALLAHABAD	10
	MORADABAD	10