E-Governance
Mission Mode Project

Crime and Criminal Tracking Network and Systems

Framework and Guidelines for Change Management & Capacity Building

Ministry of Home Affairs
Government of India

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1 Introduction to CCTNS

CCTNS is a **Mission Mode Project (MMP)** under the **National e-Governance Plan (NeGP)** of Government of India. It has been conceptualized and sponsored by the Ministry of Home Affairs (MHA) and has appointed National Crime Records Bureau (NCRB) as the central nodal agency for managing the nationwide implementation of this project.

CCTNS aims at creating a comprehensive and integrated system for enhancing the efficiency and effective policing at all levels and especially at the Police Station level through adoption of principles of e-Governance, and creation of a nationwide networked infrastructure for evolution of IT-enabled state-of-the-art tracking system around "investigation of crime and detection of criminals" in real time, which is a critical requirement in the context of the present day internal security scenario.

The scope of CCTNS spans all 35 States and Union Territories and covers all Police Stations (14,000+ in number) and all Higher Police Offices (6,000+ in number) in the country. The CCTNS project includes vertical connectivity of police units (linking police units at various levels within the States – police stations, district police offices, state headquarters, SCRB and other police formations – and States, through state headquarters and SCRB, to NCRB at GOI level) as well as horizontal connectivity, linking police functions at State and Central level to external entities. CCTNS also provides for a citizen's interface to provide basic services to citizens.

1.1 Objectives of CCTNS

The key objectives of the CCTNS project are as follows:

- Provide Enhanced Tools for Investigation, Crime Prevention, Law & Order Maintenance and other functions like Traffic Management, Emergency Response, etc.
  - ✓ Utilize IT for efficiency and effectiveness of core policing operations
  - ✓ Provide information for easier and faster analysis
- Increase Operational Efficiency by:
  - ✓ Reducing the necessity to manually perform monotonous and repetitive tasks
  - ✓ Improving the communication e.g. Police messaging, email systems, etc.
  - ✓ Create platforms at State and Central levels for sharing crime and criminal information/ databases across States and across the country. This would enable easy sharing of real-time information across police stations and districts at the State level and across states at the National level, there by resulting in:
  - ✓ Automating back-office functions, and thereby release police staff for greater focus on core police functions
- Improved Investigation and Crime Prevention
  - ✓ Better tracking of criminals, suspects, accused, repeat offenders, etc.
  - ✓ Create a platform for sharing intelligence across the states, across the country and across other state-level and GOI-level agencies
- Improved integration with other governing agencies such as Jails, Courts, Medical Centres, etc.
- Improved service delivery to the citizens
  - ✓ Access to police services in a citizen-friendly manner
  - ✓ Provide alternate modes of service delivery such as Internet

1.2 Objective of this document

The objective of this document is to provide States with frameworks and guidelines around which they could address the challenges in managing the change involved in implementing and transitioning to CCTNS and plan their CCTNS Capacity Building programs. This document also provides the context to the changes expected due to CCTNS and their anticipated impacts on skill development requirements for the workforce.

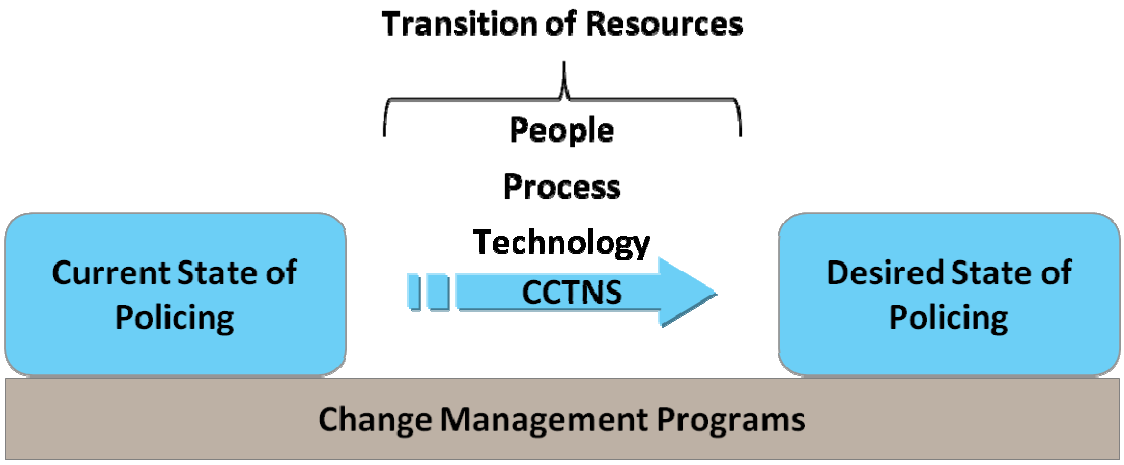
This document is based on a fair understanding of police functioning and police human processes. The State Nodal Agencies are required to customize this framework and guidelines befitting their State's specific needs. State specific requirements can be defined through a comprehensive understanding and analysis of police functioning for the State.

2 Need Change Management and Capacity Building

2.1 Why Change Management

As part of the CCTNS project, entire police functioning in India will be transformed. It would include implementing new technology and reengineering business processes. At the current stage of CCTNS, the success of this project is not merely dependent on hardware and software implementation but equally on how people would adapt to this change and support it. It is well known in the Indian context, that majority of the change efforts deployed in an Indian Government establishment fail to realize their full benefits if the Change Management process is not managed well.

A natural reaction to any form of big change is resistance. If the change and corresponding resistance is not managed properly, all the efforts put in to bring about that change can be wasted. Success of any project depends on the acceptance of the change by its resources, the end users. This transpires even more for a government organization particularly in the Indian context. Organizational Change Management is a structured approach to manage this resistance and to transitioning individuals, teams, and organizations from a current state to a desired future state. It is characterized by a shift in behaviours and attitudes in people to adopt and embrace the future state. The figure below illustrates transitioning of resources from current state to desired state.



As depicted above, the Change Management Programs would provide a strong platform that would sustain the entire transition incessantly.

Hence, the objectives of undertaking change management are:

- To create ACCEPTANCE of the main objectives of the CCTNS project
- To create WILLINGNESS, build up TRUST, and decrease RESISTANCE amongst the resources towards the changes resulting from implementation of CCTNS
- To create ABILITY amongst the resources who will be the key end users of the CCTNS applications

- To ensure SUCCESSFUL IMPLEMENTTAION CCTNS and embed sustainability of the project

2.2 Need for Effective Capacity Building

Capacity Building is a highly critical component of CCTNS. The objective of CCTNS Capacity Building (CB) initiatives is to empower the direct users and other stakeholders of CCTNS to optimally use CCTNS and enhance outcomes in crime investigation, criminals tracking and other core police functions; and also ensure a smooth functioning of CCTNS.

Success of CCTNS, both in short term as well as long term has unswerving dependency on the level of penetration it is able to accomplish. Drawing upon the diverse challenges expected for the implementation of CCTNS, specifically the workforce challenges, it is apparent that capacity building is the need of the hour to further ensure CCTNS as a program is successful.

The implementation of the multiple solutions and new process will significantly impact the functioning of police force across India. The challenge will be to empower and support the workforce to understand, learn, and adopt the new way of working in order to fully realize the potential benefits of this fundamental change.

To manage a large scale implementation which impacts a mammoth number of users directly or indirectly, a comprehensive and well-structured Capacity Building approach is required. Capacity Building approach would include availability of requisite infrastructure and resources to support the entire program. It would also ensure that the required user groups receive sufficient training to equip them with the skills required to efficiently use or be aware of the new processes and/or systems.

In totality Capacity Building Programs will assist in:

- Identify the training audience groups
- Training delivery methods
- Training development and delivery resource

Hence, the objectives of developing a Capacity Building Program are:

- To motivate, train and capacitate police workforce
- Efficiently embark on the revised roles and responsibilities as part of CCTNS
- Embed sustainability of the project
- To ensure successful implementation of CCTNS

2.3 Challenges Anticipated for CCTNS

Like all big **Information and Communication Technology (ICT)** changes in organizations as complex as the Indian Police, CCTNS is expected to face a lot of challenges. It is going to be a huge change for everyone and requires strengthening of all supporting levers. In the course of detailed As–Is assessment, following challenges were highlighted and needs to be kept in mind while designing and implementing the capacity building program for CCTNS:

S. No	Challenges Type	Challenges to Pre-empt
1.	People Challenges	• Low IT Education levels among police staff especially at Semi-urban and Rural PS • Varying basic education level among police staff across PS that impacts the uptake of any IT skills • Feeling of "…we were recruited for field work in police… and not for Data Entry" • Lack of incentives: o No extra incentives in terms of promotion, awards, rewards for people who take initiative to become computer savvy o Absence of training allowance: Executive staff that takes up training roles for these programs do not have a training allowance, while the training staff at regular PTCs, RTCs, PTSs have a separate training allowance • Among the duties of the Police, documentation and data entry holds least priority and value. Hence, it is very difficult for police staff to focus on IT knowledge/ data entry • Working on computers is considered as a special skill and a non – executive job • Resources that are IT savvy are overburdened with requests pertaining to computer operations by other colleagues • Age also plays a factor where staff beyond a certain age is hesitant to pick up IT skills and hence resist usage of such system
2.	Process Challenges	• State Police Manuals mandates maintaining multiple registers that contains redundant and repetitive data • There is no standardization of different reports and registers across states. • Manual preparation of reports such as Monthly Crime Review, Monthly Statement on Crime Statistic System • Manual delivery of these reports as physical copies to DCRB/ SCRB/ NCRB • Duplicate data entry at multiple stages, within the same office and at higher offices • Manual preparation of Query responses for RTI, Parliament, Higher Offices, etc
3.	Infrastructure/ Technology Challenges	• Power Supply Issues: o Irregular supply of electricity at Semi-urban and Rural Police Stations o There are power issues at certain urban PS o Improper / No charging of UPS at above PS

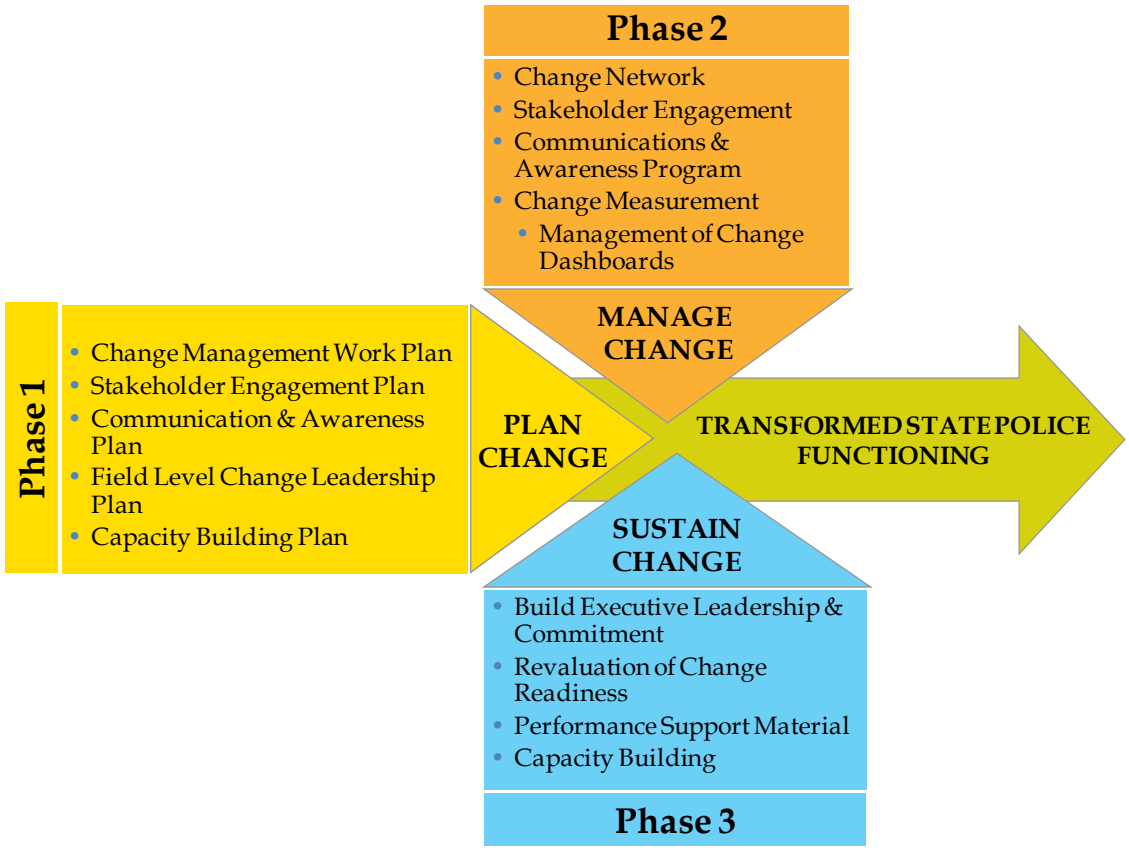
S. No	Challenges Type	Challenges to Pre-empt
		• Absence of generator(s)/ generator fuel budget at PS • Improper maintenance of hardware and software at PS • Absence of a common network and centralised database for the police personnel to utilise as part of their day to day activities • Information available in silos • Absence of an interconnected databases and networks at the Control room • Poor road connectivity at Semi-urban and Urban PS

3 Change Management Framework and Approach

Given the complexity of change and depth of impact resulting from implementation of CCTNS accentuated by the diversity of the police functioning in India, it becomes even more critical that the whole transition is managed with a well thought out Change Management Framework.

A well-planned and well-designed framework has to be followed for ensuring smoother transition of employees into their new roles and ensuring they are comfortable with the new processes and technology. It is necessary to formulate a change management strategy and to plan appropriate interventions for capacity building, training and stakeholder communications at the onset so as to effectively implement and manage the change occurring due to CCTNS.

Based on the field study, interviews, current status assessment and To – Be process review, the following framework and approach is recommended for the Change Management program that can be adopted by the States/ UTs.



The 3 – Phase Change Management Framework is basic yet a powerful tool to address all nuances of managing change in a government establishment:

1) Phase 1 – Plan Change
2) Phase 2 – Manage Change
3) Phase 3 – Sustain Change

The planning for all the phases will need to be done during the Detailed Assessment phase. The detailed plans then need to be handed over to the SI for execution during the Implementation Phase. Some amount of customization and refinement may be done by the SI while executing the same.

Like other e-Governance projects, ownership at all the levels and acceptability of the system remains the most important critical success factors in implementation of this project. The participation and sense of ownership from all the levels is very critical for sustaining the success of this project.

3.1 Plan Change

This is the first step of the Change Management Framework for CCTNS and needs to be built at the onset with detailed study and in-depth understanding of the environment in which change is happening. This involves identification of various Change Management & Capacity Building requirements for CCTNS. As a part of this activity the following should be studied and implementation plan should be based on the outcomes of these activities.

- Understand the nature of change and people impacts resulting from implementation of CCTNS
- Identification of To – Be state
- Define a Change Management Work Plan that would include change structure and governance
- Identify and analyze stakeholders for change readiness
- Communication and Awareness Plan – Audience and Communications Channel Analysis, Key messages, key milestones
- Capacity Building Plan – Training Needs Analysis, training curriculum, development and deployment of training programs. Guidelines for these are provided in a separate document, Capacity Building Frameworks for CCTNS

3.2 Manage Change – The Implementation Phase

The detailed plans for Manage Change as designed in the Plan Phase need to be handed over to the System Integrator (SI) for implementation. It will be the responsibility of the SI to effectively manage the business change and ensure that individuals receive the support and development they need throughout the change effort. This will involve equipping the workforce to respond positively to the change as well as to fulfil their roles and responsibilities. The SI can define a role, Change Manager or Change Champion, which would then drive the business change required as part of the CCTNS engagement.

The following activities need to be performed under Change Manager:

- Change Network – Setup, educate and mobilize the Change Network and monitor performance. This will ensure that the vision and end-point of the change are clearly articulated and understood by all, and that leaders are actively engaged and are leading their people through the change.

- Stakeholder Engagement – Conduct meetings with Individual stakeholders and focused group sessions on a periodic basis to assess the current state and concerns of stakeholders.
- Communications & Awareness – Implementation of the communication plan which involves communication content development, coordination and execution of communication activities.
- Measurement –
    - Conduct Change Readiness Surveys which will help monitor the readiness for change at the field level periodically and provide actionable insights for any mid-term course correction.
    - Management of Change Dashboards to report metrics from the Change Program such as Number of Stakeholders Interviewed, Training Completion Ratio, Change Readiness Scores etc.

3.3 Sustain Change

Phase 3 – Sustain Change will aim at constructing a sustenance model for the Change Management interventions. The objective of this phase is to create a continuous augmentation process with in-built feedback mechanism. In this phase the effectiveness of Change Management activities will be measure from a long term perspective. The activities of this phase would also ensure that the learning from various trainings has been imbibed and inculcate by the entire audience set.

The detailed plans and instructions need to be handed over to the SI for implementation. It will be the responsibility of the SI to ensure that the trained workforce is well equipped to sustain the change after the SI's exit. All the stakeholders of CCTNS should be able to fulfil their new roles and responsibilities after the transition and handholding period with minimal dependency on the SI. This would ensure that the change that has been brought on is long term and self sustainable.

The following activities will be performed for Sustaining Change:

- Build Executive Leadership and Commitment
- Empower Police Personnel to Act: Rewards and Recognitions Programs
- Revaluation of Change Readiness
- Performance Support Material
- Capacity Building: Taking action on various Capacity Building requirements identified in the plan stage.

4 Specific Change Management Interventions for State CCTNS Stakeholders

4.1 Specific Interventions for State Nodal Agency

4.1.1 Internal Change Agents Identification

The State Nodal Agency shall identify at least 2 qualified Change Agents within each District Mission Team and State Mission Team who will be responsible for interfacing with the System Integrator for all the Change Management Initiatives. These Change Agents will be responsible for initiating and implementing the Change management interventions beyond the scope of the System Integrator.

4.1.2 Identification of Stakeholders

The State Nodal Agency shall form various stakeholder groups to address the Change Management Initiative. Stakeholders are all those who need to be considered in achieving project goals and whose participation and support are crucial to its success. A key individual stakeholder or stakeholder group is a person or group of people with significant involvement and/or interest in the success of the project. Stakeholder analysis identifies all primary and secondary stakeholders who have a interest in the issues with which the CCTNS project is concerned. The stakeholder groups will be the set of core users (Change Agents) who will directly participate in the awareness and communication initiatives, workshops, and provide feedback to the District and State Mission Teams.

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

- Group I: Identify the key senior officers (ADGP, IG, DIG) responsible for Crime, Law and Order, … who are directly impacted by the CCTNS with respect to receiving/analyzing the reports through CCTNS.

- Group II: Identify a few of the key officers (IG, DIG, DCP, ACP, SP) in charge of a zone/range/district/sub-division who are directly impacted by the CCTNS with respect to reviewing the police station performance through CCTNS, reviewing the reports generated by the system, carrying out the required analysis using CCTNS and providing the necessary guidance to the officers at the cutting edge.

- Group III: Identify a few of the key officers (SHO, SI, ASI,…) in the Police Stations and Higher Offices who will use CCTNS for police station management, filing the necessary investigation forms, and utilize the basic and advance search features of CCTNS to facilitate their investigation process.

- Group IV: Identify a few of the key officers/constables (Station Writers, Court Duty, Head Constables,…) in the Police Stations and Higher Offices who will use CCTNS for capturing the data/investigation forms, generating the reports and utilize the basic and advance search features of CCTNS to service the general service requests and aid in investigation process.

4.1.3 Regular Communications to the Police Stations / Higher Offices

The State Mission Team and District Mission Teams should be mandated to communicate with all the stakeholders at least once a month through multiple channels:

- Workshops
- Video conferencing
- Monthly Newsletters or Existing Internal Magazines
- Email Communications
- Any forums that has wider participation of the Change sponsors/agents/targets such as training institutes, internal seminars,…

The communications should highlight the following:

- Success Stories from the Field Officers where CCTNS has provided the perceived benefits. (ex, quality / turnaround time for investigations, citizen perception,…)
- New functionality/features released in CCTNS and how it can be leveraged in the Police Station
- Capacity Building Schedule for new / refresher trainings

4.1.4 Regular Feedback from the Police Stations / Higher Offices

In addition to the communications to the end users, The State Mission Team and District Mission Teams should provide a channel for gathering the feedback on the CCTNS (application, utility, training programs, incentive schemes, success stories) and take the necessary interventions to address any challenges faced by the end users in implementing CCTNS. The mission teams should assist the users in the resolution of any issues impacting the progress of the project either directly or through the System Integrator.

4.1.5 Implement Subsequent Change Management Interventions

The identified internal change agents from within the District and State Mission Teams should be responsible for initiating and implementing the Change management interventions beyond the scope of the System Integrator such as conducting additional workshops in the districts and collating and addressing feedback from the end users. The official communications shall be formulated based on the content designed by the System Integrator and communicated to all the Police Stations as required by the internal change agents.

4.1.6 Implement Incentive Scheme

Building capability, generating trust and providing motivation are the three keys to making any change acceptable. It is very important for the workforce undergoing any kind of change, to understand the overall benefits of the change and also relate to personal gains from it.

Quick wins and quick gains, in form of rewards or recognition go a long way in creating the trust and excitement around any change and bring about the feeling of involvement by one and all.

To ensure that the same motivation is developed amongst the police workforce who currently struggles with a lot of demands on its time and help them embrace this change brought about by CCTNS, the following rewards and recognition program should be implemented:

Rewards

- For the best District Mission team – every month – decided and handed over by the State Mission team.
- For the best District Core team member – every fortnight - decided and handed over by the District Mission team.
- For the best Police Station – every month – for effectively using CCTNS

Recognition

- For the best trainee of each training workshop – recognised by the trainer with a note to his/her supervisor
- For the first 5 users of CCTNS in every PS – recognized by the SP/CP

Incentives

- Monetary incentives, supported from the project budget, should be defined for the identified Trainer who will assist the training of the workforce as part of the train the trainer program. These should be in line with the special allowances being received by dedicated training staff of existing training colleges and schools in the state, applicable for days spent on training other people.
- Monetary incentives, in the form of additional daily allowance for the duration of training, should be defined for the users undergoing training. The daily allowance should be increased for users taking up the refresher courses or re-training to ensure that users undergo the training at least twice in the specified duration.

4.2 Specific Intervention for State SI

4.2.1 Stakeholder Analysis

A detailed study needs to be carried out to understand the impact on each of the stakeholder and the influence that they can exercise on their respective areas of control, for making CCTNS successful. System Integrator (SI) shall ensure that the all stakeholders are aligned to the program and their concerns are documented and addressed. This activity would ensure that the Communications and Awareness Plan is in sync with the overall project's deployment schedule and to develop and deliver effective stakeholder interventions to individual stakeholders and stakeholder groups.

The stakeholders are distributed across the State/ UT and the SI should ensure that innovative and effective methods are used to conduct the Stakeholder Management activity which should cover the following but is not limited to points mentioned in the table below.

The SI can deploy Change Management Consultant (CM) who would be responsible for the following activities:

S. No	Requirements	Details	Frequency
1.	Stakeholder Analysis	• SI shall be responsible for interviewing stakeholders, analyzing data and recommending action plan to address concerns related to the CCTNS project. • Finalize questions to understand stakeholder concerns, what success means for them, influence on project, what is the impact of the program on the stakeholder etc • SI shall be responsible for refreshing the stakeholder engagement plan in consultation with the State's Nodal Agency, whenever the project scope or the program implementation timelines undergo a change.	One time activity Given the number of stakeholders, SI will use innovative ways to interview/interact with Stakeholders including, Phone/VC/Face to face/Focused Group etc so as to reduce costs of interaction.
2.	Develop Stakeholder Engagement Content	• SI's CM Consultants shall develop content – discussion scripts, presentations or videos to explain the objectives of the program, what is in it for them and their people, what the benefits are.	Recurring activity over the entire duration of the SI

Other Requirements:

- CM Consultant shall cover all the identified stakeholders and stakeholder groups identified in all the higher offices, State Headquarters, District Headquarters, SCRB, DCRB and Police Stations.
- SI will recommend additional Stakeholder or Stakeholder Groups – Internal and External who need to be covered under this activity.
- SI shall also cover the extended teams and should not limit to the direct identified stakeholders
- SI shall come up with innovative ways of stakeholder engagement in addition to the video conferencing, one on one meeting and teleconference

- SI shall ensure that the stakeholder engagement activity is a continuous activity and buy-in and commitment of the stakeholders are key drivers for the success of this project
- SI shall make recommendations to best manage this process
- SI shall also develop Job Aids, an important component of sustaining the change by ensuring that there is enough support material available to maintain the performance of the transformed workforce. A job aid is a repository for information, processes, or perspectives that is external to the individual and that supports work and activity by directing, guiding, and enlightening performance. Since job aids are external to the individual and would be applicable to those set of activities which are complex and difficult to memorize. For example, in the beginning stage, searching of records in the CAS might require a Job Aid. However, as the time progresses and user becomes more thorough and comfortable with the new system Job Aids for such activities may no longer be required. Also, for more complex activities such as generating a MIS report from the system might require a Job Aid for a much longer duration. These Job Aids must be revised on periodic basis.

4.2.2 Change Readiness Survey

The Change Readiness Assessment should be used to determine the changes, requirements, concerns, type and level of resistance and expectations emerging as a result of the CCTNS program. The analysis should be performed for the whole State/ UT, for each of the identified stakeholders impacted by CCTNS.

Assessing change readiness will help the change team to:

- Pinpoint where risks are likely to occur
- Clarify issues associated with CCTNS
- Identify potential responses to change
- Identify and target where change activities are most needed

Change Readiness Survey shall involve collecting information about affected groups within the organization to determine how ready they are to accept and assimilate forthcoming changes. **At least four Change Readiness Surveys** are recommended during the project to measure if the project is on track and is aligned to the intended end state objectives (This may change as per the size of the target police personnel).

SI shall conduct 4 Cycles of Change Readiness Survey:

- 1st Cycle shall measure readiness to change
- 2nd & 3rd Cycle shall measure progress of change
- 4th Cycle shall measure the State/ UT police department's acceptance to change, potentially on the job.

S. No	Activities	Details	Frequency
1.	Develop Change Readiness Survey approach	• SI's CM Consultant shall be responsible for developing the objectives, scope, and process for change measurement • SI shall also finalize the target audience, timelines, method of change measurement	One time activity
2.	Develop and Configure	• SI shall develop or configure an appropriate change measurement	Recurring Activity (at least four times in two

S. No	Activities	Details	Frequency
	Change Measurement Survey/ Instrument	instrument that is convenient for audience and easy to assimilate for CM Team • SI shall configure the change measurement instrument based on the requirements of the project	years)
3.	Select Sample Audience and Administer the survey	• SI shall select the sample for the survey and should ensure that the targeted audience is a fair mix representing all State Offices, solutions and all levels of the organization. • SI shall be responsible for administering the survey- paper based or electronic, as the case may be.	One time activity followed by review of sample audience for each subsequent cycle
4.	Analyze reports and devise corrective action plan	• Analyze the result of the survey and generate survey reports (Higher Office-wise, State Headquarters -wise, District Headquarters - wise and Police Station-wise) to be shared with respective leadership team. • Identify the key patterns that emerge out of the survey for all groups of stakeholders	Once for each survey
5.	Share the result with the leadership and refresh change management plan	• SI's CM Consultants shall share the results of each survey with audience identified by ***State's Nodal Agency*** and validate the corrective action plan with their inputs. • CM Consultant shall refresh the Change Management Plan with new interventions in consultation with ***State's Nodal Agency's*** Change Management Plan	Once for each survey

Other Requirements:

- Change Readiness Survey should be deployed at significant milestone along the project implementation timelines but not limited to four in number, considering different go-lives in the project implementation plan
- SI should conduct at least four change readiness surveys- First survey shall be a baseline survey and should be deployed at the beginning of Track-2. Second survey should be conducted after 3-4 months of the first survey. Third survey should be completed at least a month before the go-live. Fourth survey should be conducted after the CAS (State) go-live.
- Proper mechanism for survey validation and verification should be devised. The survey result shall not be considered as valid if the participant audience is less than 60% of the target audience.
- SI's CM Consultants should ensure that the sample selected for the change readiness survey is a fair mix representing all solutions, State Offices and levels of the organization. SI shall utilize both computer based and paper based method of survey deployment
- SI should ensure that the change measurement report gives insight to the leadership team if the change is on track or off-track and the corrective action plan for desired result. Report should bring forth results for higher offices, State Headquarters, District Headquarters, SCRB, DCRB and Police Stations.

- Change management plan should be revisited and revised based on the survey results and corresponding corrective actions in consultation with ***State's Nodal Agency's*** Change Management Team

4.2.3 Awareness and Communication

Introducing reforms needs to be accompanied by efforts to communicate the change implication to all the stakeholders. This will include communication to all levels of employees on how to use services in the proposed system. The objectives of the Communication Strategy are:

- Identify and provide consistent key messages to all stakeholders (Top – Down approach)
- Provide relevant and current information to reduce fear
- Minimize the spread of miscommunication
- Build stakeholder ownership, commitment and readiness to change with a target oriented communication
- Identify existing communication channels, their rationale and effectiveness
- Develop communication themes and ideas

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/ UT's 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 CCTNS 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.

Communication & Awareness campaigns will be conducted throughout the duration of the implementation of the CCTNS project across the State/ UT at Project, Program level as well as for General awareness.

S. No	Activities	Details	Frequency
1.	Finalize detailed communication plan	• SI's CM Consultant shall prepare a detailed communication plan for the program in line with the implementation timelines of each solution • 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	Once
2.	Develop Communication Content	• SI shall be responsible for developing the content for communication material in English, Hindi and vernacular language. • SI shall ensure that the communication is simple, continuous and consistent.	Recurring Activity over the entire duration of the SI

S. No	Activities	Details	Frequency
3.	Deliver Communication Events	• 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.	Recurring Activity (once a month) over the entire duration of the SI
4.	Measure Effectiveness of Communication and Update Change Management Plan	• 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's*** Change Management Plan	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
- SI should ensure that the communication messages are consistent, continuous and easy to understand and wherever possible in **vernacular medium** using all available channels
- The SI shall conduct Communications & Awareness Campaigns for each Technology Solution offered in CAS (State) being implemented through various means – Print, Electronic, Face to Face, Audio/Visual etc.
- SI shall align communication content, timing and delivery to the deployment phases/plan of each solution.

The following template can be used to develop the communication plan, drawing inputs from the Stakeholder Change Readiness Analysis and components identified to be a part of the Communication Plan:

S. No.	Audience / Audience group	Main Message in communication	Who will present the communication	Channel	Frequency	Date and Time	Development responsibility?	Approvals from?
1								
2								
3								
4								

4.2.4 Change Management Workshops

State SI shall conduct Change Management workshops build appreciation of change management and develop change leadership across the stakeholder groups. SI shall define the requirements based on the detailed analysis and design the necessary content (reading material, presentations) in English, Hindi, and Local Language (if different) for the Change Management Workshops. SI shall conduct at least three Change Management Workshops (minimum of one-day) in the State Headquarters and at least one Change Management Workshop (minimum of one-day) all of the Districts (at the District Headquarters) covering at least 3 officers/constables (SHO, SI/ASI/HC, and Station Writer) from each police station in the district.

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.

4.2.5 Capacity Building

Capacity Building for CCTNS Project will allow ***State's Nodal Agency's*** to manage day to day challenges faced as a result of the project and to ensure a sustainable operating model during and after implementation and stabilization.

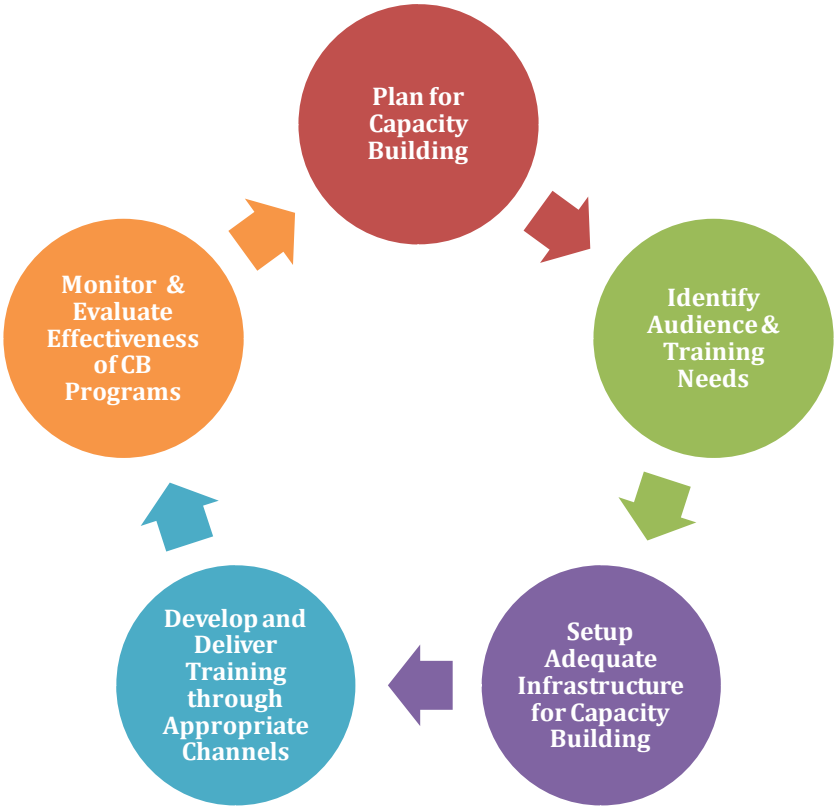
A separate section is provided with detailed guidelines and frameworks, ***Capacity Building Frameworks for CCTNS***.

5 Capacity Building Framework and Approach

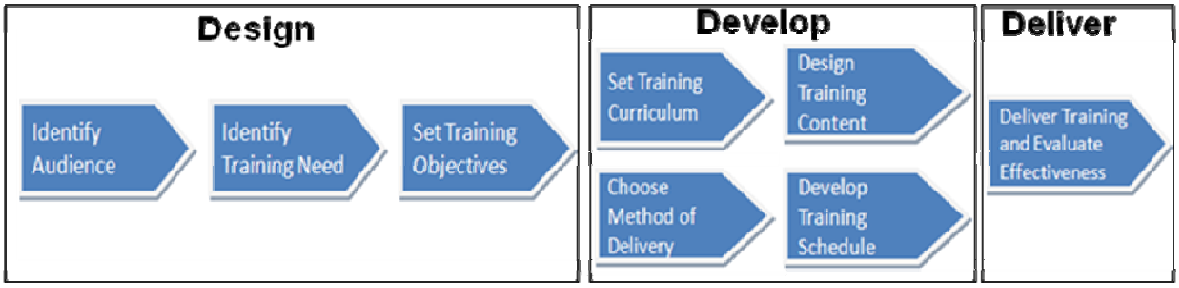
Capacity Building for CCTNS project aims to engender an environment which is apposite for it successful implementation. Capacity Building Framework primarily includes:

- Planning for Capacity Building
- Identify Audience & Training Needs
- Arrange for Requisite Infrastructure
- Impart Training through multiple Channels
- Monitor & Evaluate Effectiveness
- Ensure Sustainability of the CB Programs

A high level approach for Capacity Building is illustrated below in a lifecycle layout. Since Capacity Build Programs would be a continuous process, the lifecycle model has been adopted. This would provide the requisite agility and flexibility to the meet the continually varying demands in the dynamic scenario of policing.



A high level training plan and approach is depicted in the figure below.



- **Identify Audience:** With the release of CCTNS, though the police functioning will remain the same, the way processes are executed, will go through a change. This change will impact different resources in a different manner. Similarly different skills will be needed for different resources. Hence the first step is to identify the audience groups based on similar kind of roles and similar kind of impacts expected from CCTNS.
- **Training Needs Analysis:** The next step which is the training needs analysis will identify the learning needs of each resource identified as part of the above audience groups. It will bridge the identified gaps between the current skill-set and the future requirements to deliver the change. The results of the training needs analysis serve as the basis for the content of the training programs.
- **Set the Training Objectives:** For training to be considered effective a number of high level objectives need to be set. These need to be monitored at periodic intervals and need to be met completely to showcase effective completion of the training effort.
- **Set Training Curriculum:** A training curriculum summary is designed, developed and delivered in order to meet the audience training needs and objectives. This curriculum determines what method of delivery will be used. There are various options for training delivery such as instructor led training, class room based training, online training etc.
- **Design Training Content:** Training content for each of the modules pr courses as identified in the curriculum will be built and will be shared with the trainers to be used during the delivery. This will include development of module content, job aids, evaluation and practice exercises etc.
- **Design Training Plan:** Training schedule is prepared to start training of end users well in advance of the go-live date. The training batches are to be created by nominating candidates with similar roles.
- **Training Delivery:** The use of in-house team of trainers for training delivery is an effective way to increase the levels of knowledge and expertise of users quickly. The trainers will be trained effectively through a 'train the trainer' session and will then cascade the training plan across the police workforce in the State.
- **Training Effectiveness:** Evaluation helps in measuring the effectiveness of trainer and training program to increase the knowledge and skills of the end users. End user feedback will also be used to make improvements in the training content and delivery.

The key steps in the Capacity Building Approach are summarised below:

5.1 Plan for Capacity Building

Before any Capacity Building Exercise is started a meticulous plan should be drawn out and that would meet the requirement of the program in totality. In the same way, comprehensive planning of Capacity Building Program for State CCTNS is fundamental as it has direct association with the success of the overall implementation. The planning for capacity building should include the following:

- Plan for Detailed Assessment
- Formulation of detailed Training Plan

5.2 Identify Audience & Training Needs

- **Identify Audience:** With the release of CCTNS, though the police functioning will remain the same, the way processes are executed, will go through a change. This change will impact different resources in a different manner. Similarly different skills will be needed for different resources. Hence the first step is to identify the audience groups based on similar kind of roles and similar kind of impacts expected from CCTNS.
- **Training Needs Analysis:** The next step which is the training needs analysis will identify the learning needs of each resource identified as part of the above audience groups. It will bridge the identified gaps between the current skill-set and the future requirements to deliver the change. The results of the training needs analysis serve as the basis for the content of the training programs.

5.3 Setup Adequate Infrastructure for Capacity Building

All the Capacity Building Programs will be incessantly supported by infrastructure at the State Level as well as the District Level. This infrastructure will ensure all the requisite resources are provided to the CB Programs meeting the precise needs and on time. Already existing infrastructure could be utilised for this purpose and if required new infrastructure could be created. The Supporting Infrastructure would include:

- State Police Academies
- Police Training Colleges (PTCs) & Police Training School (PTSs)
- District Training Centres (DTCs)
- City Training Centres (CTCs) & Other Regional Training Centres (RTCs)
- Academic Institutions for any specialised training
- Trainings through tie up with private organisations

5.4 Develop and Deliver Training through Appropriate Channels

After formulation of a Training Plan the biggest challenge is to implement it and put it into operation. In order to realise this training plan, it is suggested that States follow a two phase approach:

1. **Phase I – Develop**: It includes setting training curriculum and designing training content and developing training schedule
2. **Phase II – Deliver**: It includes defining training deliver methods, setting training curriculum and delivering training

To address State's unique training needs the various channels may entail:

- Purchasing training programs
- Hiring trainers
- Developing in-house training capabilities

5.5 Monitor & Evaluate Effectiveness of CB Programs

The most significant part of any Capacity Building Approach is to have in place a firm monitoring and evaluation processes. Hence the Capacity Building Approach for CCTNS must also include metrics for measuring the outcomes in the areas of Capacity Building. These metrics must cover the progress of the entire implementation as well as their effectiveness. The effectiveness metrics should cover short-term metrics as well as metrics that monitor the effectiveness of the CB plans on an on-going basis.

6 Specific Capacity Building Interventions for State CCTNS Stakeholders

6.1 Specific Interventions for State Nodal Agency

6.1.1 Identification of Trainers (Internal)

The State Nodal Agency shall identify at least four qualified Trainers with relevant IT experience and training competency within each District Mission Team and State Mission Team who will be directly trained by the System Integrator and will be responsible for interfacing with the System Integrator for all the Capacity Building Initiatives. These Trainers will be responsible for implementing the Capacity Building interventions beyond the scope of the System Integrator.

6.1.2 Identification of Trainers (Police Training Colleges)

The State Nodal Agency shall identify the Trainers within each of the Police Training Colleges in the State who will be directly trained by the System Integrator. These trainers will be responsible for including training on CCTNS within the training college curriculum and impart the training on CCTNS to the new recruits and current personnel (refresher training) at the Police Training Colleges.

6.1.3 Identification of Trainees

Based on the nature of their responsibilities and their requirements from CCTNS, police staff can be classified into the following categories for training purposes:

- Group I: Identify the key senior officers (ADGP, IG, DIG) responsible for Crime, Law and Order, … who are directly impacted by the CCTNS with respect to receiving/analyzing the reports through CCTNS.
    - Role-based training will be carried out for these officers at suitable location in the State Headquarters by the System Integrator

- Group II: Identify the key officers (IG, DIG, SP, DCP, ACP) in charge of a zone/range/district/sub-division who are directly impacted by the CCTNS with respect to reviewing the police station performance through CCTNS, reviewing the reports generated by the system, carrying out the required analysis using CCTNS and providing the necessary guidance to the officers at the cutting edge.
    - Role-based training will be carried out for these officers at suitable location in the State Headquarters and respective Districts/Commissionerates by the System Integrator

- Group III: Identify the key officers (SHO, SI, ASI,…) in the Police Stations and Higher Offices who will use CCTNS for police station management, filing the necessary investigation forms, and utilize the basic and advance search features of CCTNS to facilitate their investigation process.
    - In addition to the computer awareness training, role-based training will be carried out for these officers at District Training Centers in the respective Districts/Commissionerates by the System Integrator
    - Refresher training can be carried out by the internal trainers subsequent to the System Integrator trainings

- Group IV: Identify at least 3-4 key officers/constables (Station Writers, Court Duty, Head Constables, Constables,…) in each of the Police Stations and Higher Offices who will use CCTNS for capturing the data/investigation forms, generating the reports and utilize the basic and advance search features of CCTNS to service the general service requests and aid in investigation process.
    - In addition to the computer awareness training, role-based training will be carried out for the identified officers at District Training Centers in the respective Districts/Commissionerates by the System Integrator
    - Refresher training, subsequent training to the remaining officers/constables in the Police Station and Higher Offices can be carried out by the internal trainers subsequent to the System Integrator trainings

- Group V: Identify 2 constables for each Circle Office that can provide the basic computer operation support to the police stations within the Circle.
    - Technical training will be carried out for the identified constables at District Training Centers in the respective Districts/Commissionerates by the System Integrator

6.1.4 Collate Feedback from the Trainees

The State Mission Team and District Mission Teams should provide a channel for gathering the feedback on the CCTNS training programs and take the necessary interventions through either modification of the training schedule/curriculum/content/duration to address any of the end users issues. The mission teams should assist the users in the resolution of any issues impacting the progress of the project either directly or through the System Integrator.

6.1.5 Implement Subsequent Capacity Building Initiatives

The identified internal trainers from within the District and State Mission Teams should be responsible for implementing the Capacity Building Initiatives beyond the scope of the System Integrator such as conducting additional training sessions in the districts for the Police Station Personnel not covered by the System Integrator, and collating and addressing feedback from the end users.

States must device metrics to measure the effectiveness of the training programs and monitor the same constantly to ensure that desired levels of learning. Metrics must be devised to measure immediate learning as well as retention and effectiveness over a period of time. Throughout the duration of CCTNS, states should try and leverage to the extent possible, existing police and other government training institutions and infrastructure. This would include not only the institutes identified above (such as PTC, RPCTC, etc.) but also other government institutes such as ATI (Advanced Training Institutes). States must explore possibilities of partnering with academic institutions in their state for training programs where appropriate.

6.2 Specific Intervention for State SI

The SI would render CB services in both areas, as per the "bundling" approach adopted for CCTNS. The SI holds the responsibility for creation of training material, designing the training programs and their delivery to the target group. The State SI shall be responsible for the following activities as part of the End User and Train the Trainer Training:

6.2.1 Develop Overall Training Plan

SI shall be responsible for finalizing a detailed Training Plan for the program in consultation with ***State's Nodal Agency*** covering the training strategy, environment, training need analysis and role based training curriculum. SI shall own the overall Training plan working closely with the ***State's Nodal Agency's*** Training team. SI shall coordinate overall training effort.

6.2.2 Develop District-Wise Training Schedule and Curriculum

SI shall develop and manage the District-Wise training schedule in consultation with ***State's Nodal Agency***, aligned with the overall implementation roadmap of the project and coordinate the same with all parties involved. Training schedule shall be developed by solution 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.

6.2.3 Develop Training Material

Based on their needs and the objectives of CCTNS, training programs could be organized under the following themes:

1. Basic IT skills and use of computers to creating awareness about the benefits of ICT and basic computer skills
2. Role-based training on the CCTNS application – Basic and Advanced
3. "Train the Trainer" programs, where members of the police staff would be trained to enable them to conduct further training programs, thus helping build up scalability in the training program and also reducing the dependency on external vendors for training.
4. System Administrator training: a few members of the police staff with high aptitude would be trained to act as system administrators and troubleshooters for CCTNS.

In cases where the training material may be made available by MHA/NCRB, it is the SI's responsibility to ensure the relevance of the material to the state, customize if necessary and own up the delivery and effectiveness.

SI shall ensure that the training content meets all the objectives of the training course. The material shall be developed in English, Hindi and vernacular language. SI shall also develop the training material for delivery through Computer Based Training, Instructor Led Training, Online User Material/Help Manuals and Job Aids.

6.2.4 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 for 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 had view of benefits of using CAS system. Such specialised 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 CAS (State) 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 (CAS - Application training environment)
- Hands-on Exercises (CAS - Application training environment)
- Application Simulations: Miniature version of CAS Application with dummy data providing exposure to the IOs to a real life scenario post implementation of CAS
- 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, 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 troubleshooters with basic systems maintenance tasks including hardware and network.

6.2.5 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, ToT training will consist of three segments:

1. 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.
2. The second segment will be the formal CCTNS training which will consist of all modules of CCTNS relevant for their role.
3. 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.

6.2.6 Training Effectiveness Evaluation

SI shall evaluate the effectiveness of all end users trainings using electronic or manual surveys. SI shall be responsible for analyzing the feedback and arrange for conducting refresher training, wherever needed.

7 Appendix

7.1 Training Evaluation Form

CCTNS Training Assessment

Name: _____Team: _____

Course: _____ Date: _____

Trainer(s):

_____

Please rate the effectiveness of the speakers and presentations on a scale of 1-5 (where 5 is excellent and 1 is poor.

Training Components	Excellent				Poor
Introduction	5	4	3	2	1
Presentation					
Job Aids					
Modules					
Module A					
Module B					
Module C					
Overall rating for the class					
Did the class begin and end on time					
You will be able to use this information now or in future					
Effectiveness of Trainer on Module Knowledge					
Effectiveness of Trainer on Delivery of Course					
Attending this session was valuable to you					

Please describe any aspects of the course that you liked.

Please describe any aspects of the course that you feel could be improved

Please identify the modules or processes on which you think you would need more practice?