



CRPF ACADEMY GURUGRAM

VISION 2022



"Reborn with the Nation, CRPF celebrates 75 years of independence of the country with a new vision"



सत्यमेव जयते



सेवा निष्ठा

तेजस्वि नावधीतमस्तु

केन्द्रीय रिजर्व पुलिस बल

अकादमी



“CRPF: Highly valued across the federal set up for its versatile skills as a professional Internal Security Force, with deep inroads into public order domains as well; CRPF Academy plays an important role in developing leaders who lead its warriors to create constant saga of bravery and sacrifice in keeping the Internal Security grid dynamically strong. A friend in need for all situations! ”

A. P. Maheshwari

DG CRPF

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FOREWORD



Vision 2022 is an attempt to envision CRPF Academy as a premier training institution under the aegis of the Central Reserve Police Force. CRPF Academy is to be developed as a well-recognized platform for sharing vast experiences of CRPF, State Police Forces, other Armed Forces and homeland security agencies worldwide so that trainee officers are better equipped to handle complex Internal Security problems.

The preparation of Vision 2022 document was initiated at the behest of Dr. A P Maheswari, IPS, DG CRPF who illustrated the need for CRPF Academy as a 'Growth Centre' with multi-dimensional roles. To achieve this, the need for drafting a vision document was felt. DG CRPF gave valuable insights about the scope and narrative of this document for which Academy is indebted to him.

The Project document was commenced during the tenure of Sh. Pankaj Kumar, the former ADG / Director CRPF Academy in the month of March 2020. The deliberations amongst the faculty continued and a final shape could be given recently. I compliment Sh.A. V. Chauhan, IG/ Jt. Director, Sh. R. Jay Kumar, Commandant (Trg) and his team of officers for their valuable inputs in preparing this document. I also thank 51st Batch of DAGOs for their inputs given during discussions held on the subject. Academy followed an extremely participative approach in the preparing the document.

Let us combine our energies to achieve the targets outlined in the strategy, thereby fulfilling the aspirations of vibrant Team CRPF in general and CRPF Academy in particular.

Date: 17/11/2020
Gurugram

Sh. K. S. Bhandari
Director/ADG
CRPF Academy



OUR MISSION

“CRPF Academy develops and delivers professional training to prepare leaders to meet current and future security challenges. Our purpose remains constantly focused upon grooming the leaders in battle craft, managing human resources and combat logistics.”

Our Mission is vital to the Nation and CRPF because we are the institution that trains superb professional officers with strategic advantage who strengthen the bonds between the CRPF and the people it serves.

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OUR VISION

Advance the legacy of the CRPF and its multi spectrum combat excellence through a forward-thinking institution that delivers world class Training to develop exceptional leaders of unmatched lethality.

To achieve our Vision, the CRPF Academy shall meet the following objectives:

Human Resource

Assist the Directorate General in preparing a roadmap for recruiting, training and retaining top quality, physically fit and mentally tough professionals, who will be ready to be deployed, fight and win decisively on any battlefield in any theatre.

Organise

Ensure, all officers are taught art of developing an expert organisation i.e. human resource to logistics, intelligence to reconnaissance and electronic warfare to cyber operations which will make them battle ready and confident to face multi spectrum challenges.

Train

Focus on training for high intensity asymmetrical warfare, besides hybrid threats. This training will require creation of synthetic training environments and simulation capabilities.

Lead

Prepare and groom confident, thoughtful and innovative leaders of character who are comfortable with complexity and capable of operating from the tactical to the strategic level. We will develop a talent-based training system that leverages the knowledge, skills and behaviour of our officers.

Assess

To achieve and sustain these objectives, the CRPF Academy shall continuously assess everything we do, identifying lower value training to discontinue and ways to improve what we must do in order to economise on time and resources both human and monetary.

Commitment

In all these efforts, we will ensure that our officers get unparalleled training to upgrade their professional skills. From top down, we will remain committed to CRPF values and instil the same in these leaders of the future coupled with Warrior Ethos which will serve us well in the face of adversaries and challenges.



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Chapter - 1

BRIEF HISTORY OF DIRECTLY APPOINTED GAZETTED OFFICERS (DAGOs) BASIC TRAINING AND RAISING OF CRPF ACADEMY

- 1.1.** Basic training of CRPF DAGOs was initially conducted at Central Police Training College (CPTC) Mount Abu. Infact, the first (1961) and second (1962) batches of CRPF Officers were trained along with IPS probationers at CPTC. The third batch of officers underwent training at Central Training College (CTC) Neemuch. Subsequently, till 1975, the basic training of Directly Appointed Gazetted officers (DAGOs) was held at CTC Neemuch.
- 1.2.** Consequent on shifting of CPTC to Hyderabad (further rechristened as NPA- National Police Academy), the Internal Security Academy- ISA was established at the vacated premises of CPTC Mount Abu on 1st Feb 1975. The basic training of DAGOs was shifted from CTC Neemuch to ISA Mount Abu and 14th batch DAGOs was the first batch to undergo training under ISA in 1975. Basic training of subsequent batches of CRPF DAGOs continued in ISA Mount Abu till 36th batch. However in between, whenever there was increase in the strength of trainees, the basic training of batches were shifted to other locations. (24th/25th batch to Neemuch and 31st batch at Pinjore).
- 1.3.** Post Kargil scenario, the developing situations in the internal security scenario had acquired complexity requiring professional handling and specialisation. In keeping with the demands of the emerging complex situations, the Force had also grown in numbers and in terms of

modernization of weaponry, equipment and transport. Till 2002, the Force had added 141 Bn and 85 establishments ever since it's raising. It remains constantly engaged in tackling internal security problems and continuous training requirement of officers was felt. ISA always had space constraints. All this had made the requirement of an exclusive Academy a necessity. Such an Academy was envisioned to be a Centre of Excellence for training the CRPF officer's cadre of the Force in the areas of basic, in-service and promotional level training.

- 1.4. The foundation stone of the CRPF Academy was laid on 23rd March 2002 by the then Hon'ble Deputy Prime Minister and Home Minister of the Country Shri L.K. Advani, at Kadarapur in district Gurugram, Haryana.
- 1.5. In October 2005, training of 37th batch DAGOs was shifted ISA to CRPF Academy, Gurugram. Since then the CRPF Academy has continuously nurtured the future leaders for CRPF. So far 1728 DAGOs [37th-51st batches] including lady Officers have passed out from CRPF Academy. Till 2020, 118 DAGOs have garnered 01 Kirti Chakra, 05 Shaurya Chakra, 02 President Police Medal for Gallantry and 131 Police Medal for Gallantry which by itself is a unique record. The list is going to grow in days to come. The 52nd batch is presently under training.
- 1.6. The manpower for CRPF Academy was officially authorised vide MHA letter no. 27012/36/2007-PF.III dated 01.09.2009.
- 1.7. The insignia of the CRPF Academy embodies this mission. The crossed swords in the insignia is the symbol of "Shakti" (power), the open book

with burning flame of light is the sign of “Knowledge and wisdom” for service with loyalty and the olive leaves denote “Peace”. The motto is “**Nation First, Follow Me**” & the credo is “**Let brilliance emerge out of our endeavour**”.

- 1.8. The CRPF Academy since 2005 is in continuous endeavour to update and revise the academic inputs to keep pace with the ever-changing ground realities particularly challenges with the growing complexity of internal security scenario. The CRPF Academy regularly updates the training curriculum in a scientific manner and reorients the same to the ever-changing needs of the field requirements.



Chapter - 2

CRPF ACADEMY: A SWOT ANALYSIS

In this chapter, the need to recognise the progress already made, identify binding constraints and suggest the way forward for achieving the stated objectives were undertaken through a SWOT analysis. This was followed by internal consultation with a diverse group of field commanders, trainees, think tanks etc.

2.1. STRENGTHS

1. Adequate experience in conduct of basic training of DAGOs since 2005.
2. Module based basic training of DAGOs with Systematic approach to training.
3. Adequate experience in basic training of DEGOs/MOs also since 2009.
4. Experience in conducting combatisation training to probationers of IRS(C&CE) and CBI since 2017 and 2014.
5. Adequate availability of all types of Training infrastructure like Training block, Parade ground, Squad posts, 1000 Yards/25-50 metres baffle range, Field Firing Range, Indoor Sports Complex, PT/Play grounds, Weapon Labs, IED lab, Simulators, Swimming Pool, Artificial Wall Climbing, Library etc.
6. Adequate availability of Adm infrastructure like DAGOs Hostel, Participants Hostel, Well Equipped Class Rooms, Conference Halls,

Auditorium, Dry Canteen, Cafeteria, Cooperative Shop, Banking, UFO Digital Cinemas, Hospital etc.

7. Availability of experienced in house faculty.
8. Excellent surface, air connectivity.
9. Availability of experienced/prominent guest faculty on all subjects.
10. MoU with National Law University-Delhi / Indian Institute of Management - Rohtak, Morarji Desai National Institute of Yoga, N/Delhi and St John Ambulance/Delhi.
11. MoU with SPUP Jodhpur in terms of identifying the basic training program & syllabus of DAGOs for award of Post Graduate Diploma in Policing and Internal Security.
12. Experience in conduct of Intelligence training through CIS since 2012.
13. Adequate Experience to conduct various Training Development Programmes by Master trainers of DOP&T since 2012.
14. Significant Experience to conduct visit /seminar/courses for international/regional country Police Officers.
15. Availability of SOP/Checklist for event managements: Academy is a Co-host along with GC Gurugram to all major regimental function of the Force in the campus.

2.2. WEAKNESSES

1. Inadequate authorization of manpower and dependency on attachments.

2. Lack of augmentation of strength or manpower since initial authorization of Academy in 2009.
3. Lack of dedicated demonstration company/troops/support staff.
4. Engagement of trained instructors in administrative duties.
5. Inappropriate weather and Lack of adequate space for training environment.
6. Lack of adequate accommodation for SOs.
7. Lack of approved pattern of Sports grounds.
8. Lack of dedicated medical staff for trainees and staff of Academy.

2.3. OPPORTUNITIES

1. Scope to consolidate its position as leading training institution of nation in matters of Low Intensity Conflict Management.
2. Scope to conduct various specialized in-service courses for other CAPFs, state police.
3. Scope to be recognized / accredited by DOP&T Nodal centre for CAPFs so as to handle Training development courses.
4. Scope to conduct DOP&T sponsored courses/seminars.
5. Faculty exchange programme with reputed training institute / educational institutes etc.
6. Scope to provide wide variety / quality guest faculty on all subjects.
7. Scope for regular publication of research papers, manuals/journals.
8. Scope to build a vibrant library and R&D cell.

2.4. THREATS

1. Presence of various institutions including GC in single campus and consequent implications in training programmes.
2. Posting of personnel without concurrence of Academy and its impact.
3. Continuous dependency on attachment and its impact.

2.5. While preparing the strategic goals of CRPF Academy-2022, all aspects of SWOT analysis were kept in mind. The overarching focus of the SWOT is to further improve the environment in which the trainers & trainees can contribute their fullest towards achieving the goals set out for CRPF Academy. A well-documented Vision paper will certainly help and assist the CRPF Academy leadership to readily identify the initiatives for road mapping the future steps to create appropriate training environment as per internal security challenges of Nation.



Chapter - 3

PROGRESSIVE GAP ANALYSIS, RECTIFICATION MECHANISM & COMPETENCY FRAMEWORK

3. CRPF Academy was established to deliver professional training to prepare cutting edge leaders to meet current and future security challenges. The purpose remains constantly focused on updated grooming of the leaders in the realm of the changing dynamics of the internal security in contemporary turbulent times. As a prelude to the vision document, TNA and two pronged feedback analysis were conducted in March 2020 to identify gaps & rectification protocol to redress these gaps.

3.1 Summary of TNA report on Basic training:

Expectations from a Trainee: *वेदा निष्ठा*

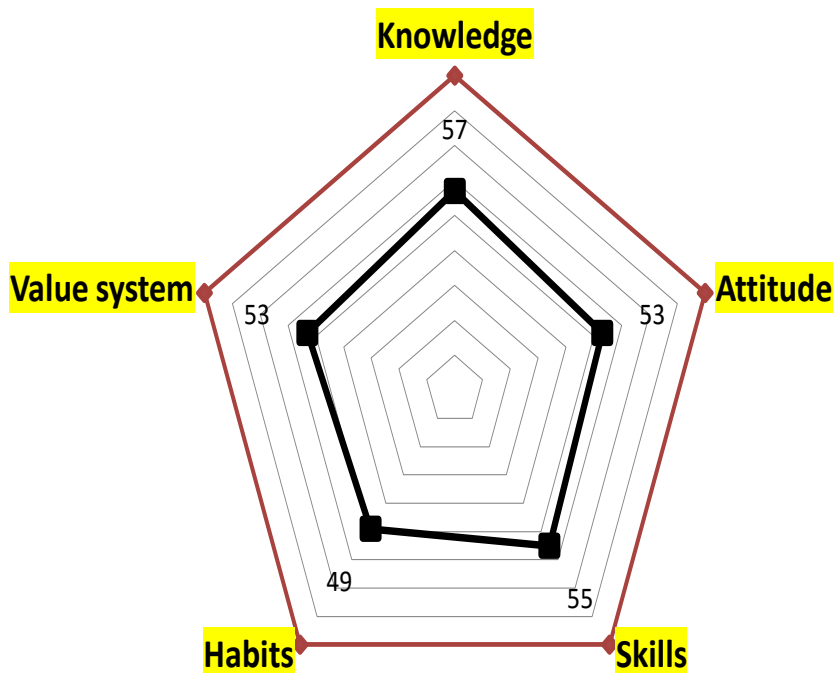
- Confidence in dealing with both Adm and Ops related tasks.
- Trainee should be well versed with Rules and regulations.
- Trainee should be able to manage and organize regimental functions.
- Ability to designate task according to command structure.
- Able to handle contemporary field requirements
- Possess organizational pride and sense of belonging.
- Should be able to cope up with present day societal requirements amidst tough field conditions.
- Upkeep the legacy and traditions of the force.
- Smooth Man management /Grievance redressal

- Excellent firing/Physical/navigational/Tactical capabilities.

3.2 Summary of Feedback Analysis:

The feedback focused on five aspects of basic training i.e. Knowledge, skill, attitude, Habits & value system. The feedbacks were analyzed to find out the gap between desired outcome and actual outcome with the methodology of content research [Table 1.1]. Based upon the analysis of the five domains of the training by assigning a numerical code to the responses (i.e. below good was assigned 1 mark, Good- 2, Misc-3, Very Good-4, Excellent-5), the following gaps emerged:

GAP Analysis between Field Requirement & Training imparted



| Sl No | Domain | Desired Maximum score | Actual outcome Score | Central Tendency of the data | Remarks |
|-------|--------------|-----------------------|----------------------|------------------------------|-----------------------|
| 1 | Knowledge | 90 | 57 | Mean 53.4 | |
| 2 | Skill | 90 | 55 | | |
| 3 | Attitude | 90 | 53 | | |
| 4 | Habit | 90 | 49 | | Less than mean |
| 5 | Value system | 90 | 53 | Equals Central tendency | |

Table 1.1

3.3 Following derivatives also emerged from the said feedback:

- Present training methodology must continue to have enhanced focus on desirable habits formation amongst trainees.
- Knowledge about various office procedures and its application needs to commensurate with the modern competencies of “People first”.
- Case study as a predominant teaching methodology needs to be increased and promoted.
- Increased handling of special equipments is to be reiterated.
- Fault finding periods needs be changed to Value Addition periods in training at all levels.
- Enhanced sessions on interpersonal skill development.
- Situation reaction/TEWT should be increased.

- Man power & leave management in Company needs to be given more attention.
- Spontaneous Briefing capabilities to Large audience.
- Need for Communication equipment lab and Counter Insurgency lab.
- Regular tracking/Mentoring end of probation by Academy.
- Management of duties with lesser strength and high age profile of troops.
- Latest Advanced techniques in riot control drill & crowd control.
- Enhanced session on latest navigational methodologies, Information mapping and scientific analysis in ops area.

3.4 Feedback and suggestion were also obtained from Commandants of newly passed out Officers (on random basis) from 43rd batch to 49th batch. The Feedback Performa encompassed views of the Commandants on 10 key attributes. The analysis indicated the following learning gaps.

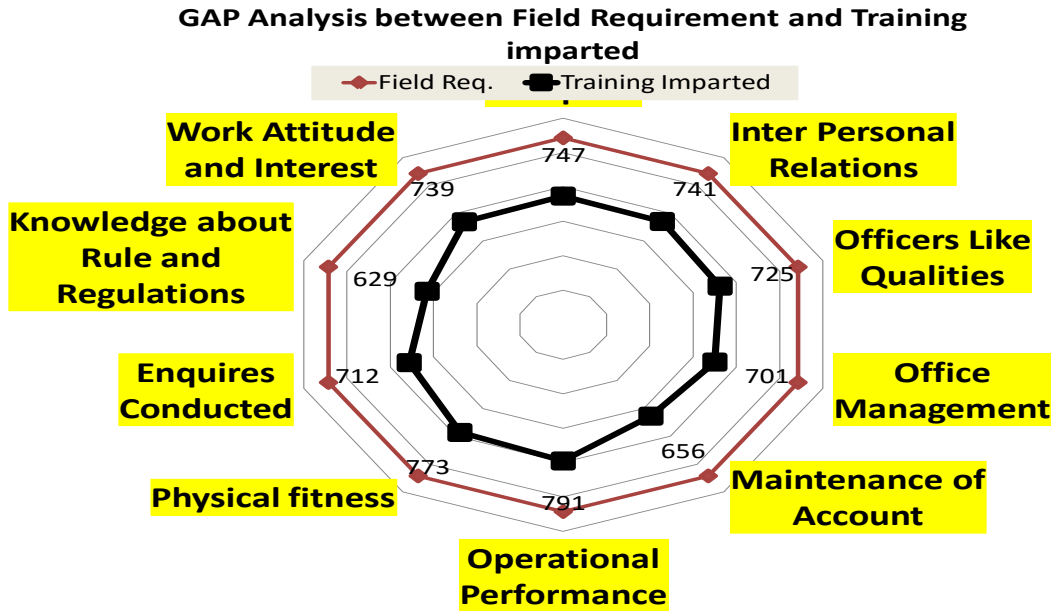
| Sl No | Domain | Desired outcome score | Actual outcome Score | Central tendency of the data | Remark |
|-------|-------------------------|-----------------------|----------------------|------------------------------|--------|
| 1 | Operational performance | 1085 | 791 | | |
| 2 | Physical fitness | 1085 | 773 | Mean 721.3 | |

| | | | | | |
|----|---------------------------------------|------|-----|---|----------------|
| 3 | Maintenance of accounts | 1085 | 655 | Median - 732 Mode- 753.4 | Less than mean |
| 4 | Office management | 1085 | 701 | | Less than mean |
| 5 | Enquiries conducted | 1085 | 712 | | |
| 6 | Knowledge about rules and regulations | 1085 | 629 | | Less than mean |
| 7 | Work attitude and interest | 1085 | 739 | | |
| 8 | Interpersonal relations | 1085 | 741 | | |
| 9 | Officer like qualities | 1085 | 725 | | Less than mean |
| 10 | Discipline | 1085 | 747 | | |

Table 1.2

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3.5 From the above it can be deduced that Commandants of the trainees have opined that the training methodology given in Academy needs greater emphasis to give desired outcome in enquiries, knowledge about rules & regulations, office management, maintenance of accounts, officer like qualities [Sl no. 3, 4, 6, and 9 of Table 1.2]. However they opined that other domains are handled befittingly by Academy. Other aspects noticed in the feedback of Commandants for trainee officers are as under;

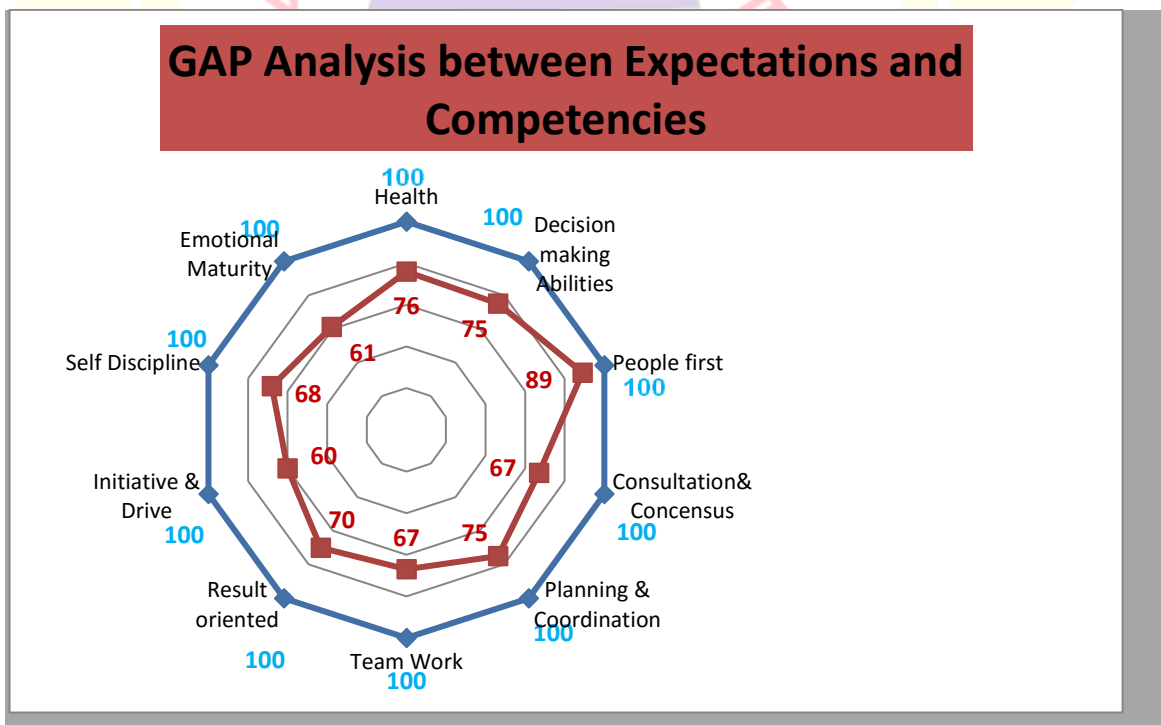
- Ability to take Combat fitness sessions to Coy personnel.
- Emphasis on Jungle firing skills. Enhanced practice in snap and reflex shooting as per ground needs.
- Functioning of Sister CAPF/Civil Police/Civil Administration /Courts set up.
- Awareness on Cyber crimes/ Social Media sensitivity.
- Intel collection methods.

- Emphasis on software enabled briefings.
- Enhanced exposure to disciplinary proceedings such as orderly rooms and enquiries.
- Organizational skills related to conduct of regimental functions.

The Academy took cognizance of these suggestions and incorporated redressal plan in the vision project.

3.6 Research Work on Competencies:

As part of vision 2022 document, CRPF Academy initiated a study on desirable competencies of trainee officers in contemporary scenario. The DoPT Competency Toolkit was taken as a reference and given to 292 personnel. They were made to undergo self-assessment with the help of Self-concept Questionnaire. Based upon the analysis of the data, following expectations and competencies emerged:



| Sl No | Domain | Desired outcome score | Actual outcome Score | Central tendency of the data | Remark |
|-------|-----------------------------------|-----------------------|----------------------|------------------------------|----------------|
| 1 | Health | 100 | 76 | Mean 71.4 | |
| 2 | Decision Making Ability | 100 | 79 | | |
| 3 | People first | 100 | 91 | | |
| 4 | Consultation and Consensus | 100 | 67 | | Less than mean |
| 5 | Planning & Coordination | 100 | 75 | | |
| 6 | Team Work | 100 | 67 | | Less than mean |
| 7 | Result orientation | 100 | 70 | | Less than mean |
| 8 | Initiative and drive | 100 | 60 | | Less than mean |
| 9 | Self discipline | 100 | 68 | | Less than mean |
| 10 | Emotional Maturity | 100 | 61 | | Less than mean |

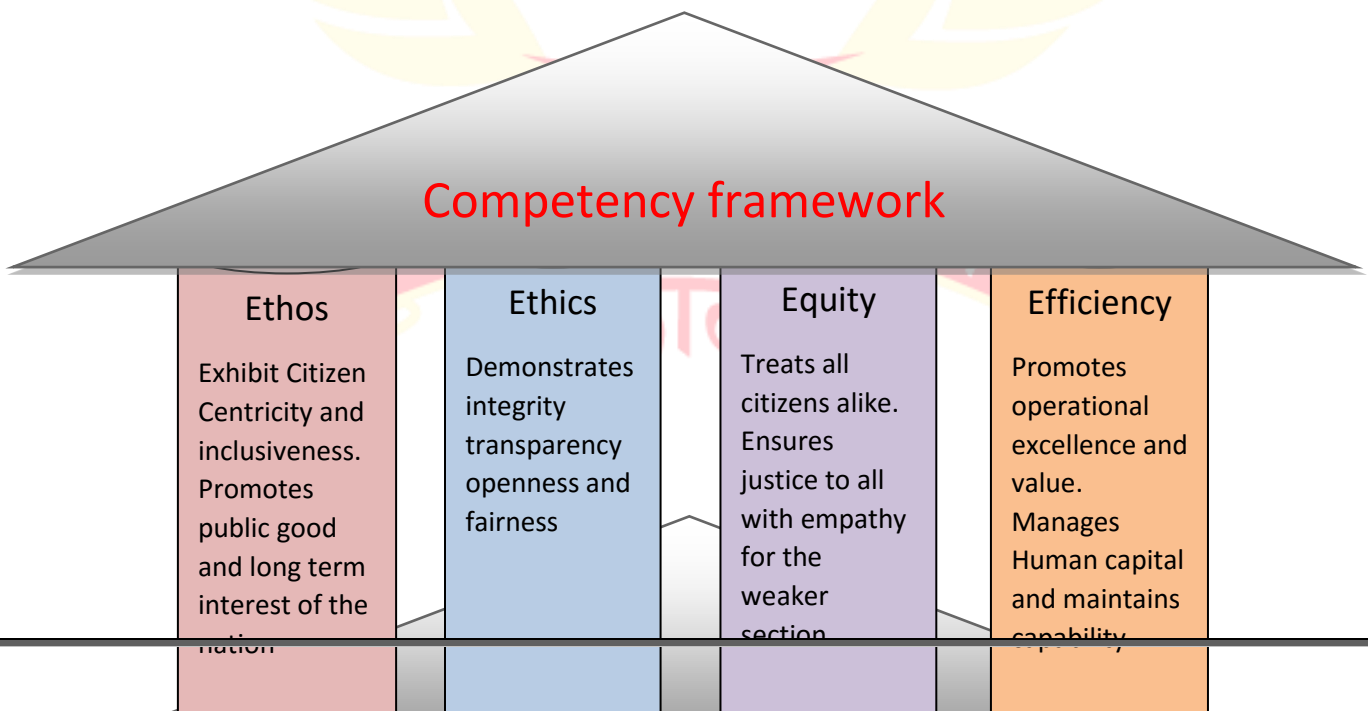
Table 1.3

- 3.7 **Deduction for Academy viz a viz Vision 2022-** Academy needs to address the Issues raised in SL no 4, 6, 7, 8, 9, and 10 by introducing specific training modules/intervention.
- 3.8 The need for competency based training is a principal derivative that also emerged from the research work on competencies. Such a requirement would necessitate looking trainee as an iceberg with two components: externally visible skills & knowledge displayed explicitly which can be taught quickly and secondly, components which are not visible outside (his/her value system, traits, Motives & self-concept) which will take time to learn.

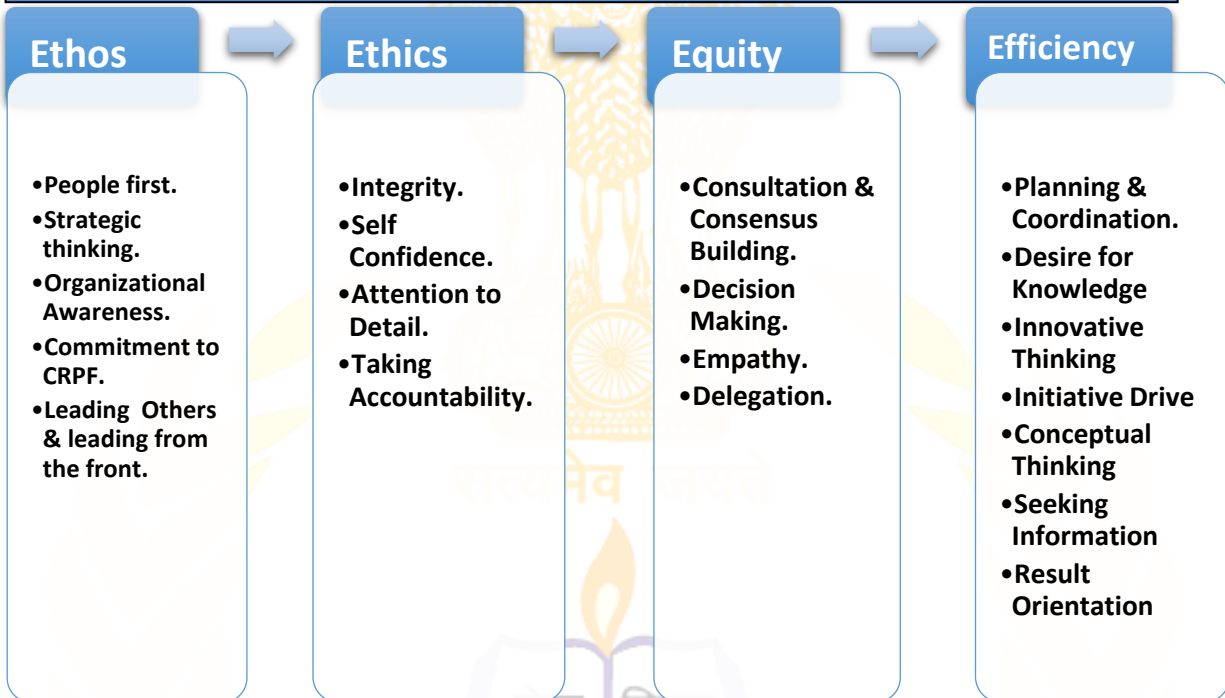


3.9 Competency framework & Toolkit : Way Forward

CRPF Academy must prepare a customized competency toolkit for desired outcome and efficiency. This needs to be based on field and organizational requirements. It must focus on Ethos, Ethics, Equity and Efficiency aspects. One such similar model is shown below.



COMPETENCY TOOLKIT



3.10 The competency toolkit that will be prepared by Academy will help to sensitize and bridge the gap of learning of CRPF officers. This will continue to be an inescapable approach in conduct of basic training. The Vision plan must address these issues as critical strategic goals.



Chapter - 4

VISION 2022 : STRATEGIC GOALS

4. "He who wants to speak the truth must have one foot in the stirrup"- Turkish Proverb

The strategic goals outlined in the succeeding paragraphs is basically a summary of wider discussions held with faculty and other stakeholders in terms of prevailing CRPF Academy training system in its retrospect and prospect, identification of critical areas of the training system, future areas of expectations, immediate concerns and action, to crystallise thinking on the training system so that Academy remains continuously attuned to the needs of the field formations. It also includes providing direction to the future course of the Academy training system and enables its mechanism for sustaining growth and promoting organisational excellence. There is a natural temptation to attempt to reduce any future progress to a concise formula and prepare a manifesto of policies or strategies that would enable the CRPF Academy to realize its full potential during that period. Keeping that perspective, the following strategic goals have been configured in succeeding paragraphs.

- 4.1 **Continuous Refinement in Basic Training:** The primary mandate of CRPF Academy is the conduct of basic training. It mandates regular review of syllabus/test policies through a Board which has representation from field formations also. The CRPF Academy must establish formal network with field formations in making needful

refinements, modifications etc in terms of tactics & techniques, relevant aspects on command factors etc as and when required. Faculty visits to conflict zones//undertaking case studies etc are a must. Integration with IED School in Pune, CoBRA school in Belgaum, RAPO in Meerut, Army training Institutes other CAPF training Academies, Centre of Excellence Schools under the aegis of BPR&D etc must be in place. CRPF Academy must obtain feedback of their trainees from concerned Commanding Officers on regular basis till completion of their probation. Faculty mentoring must be extended for at least one year after pass out. Informal groups can be established so that trainees continue to remain connected with CRPF Academy.

- 4.2 **Enhanced Role of Trainers:** Trainers in CRPF Academy inevitably operate in complex environments that present new challenges and opportunities. Nevertheless, they still must meet standards that have not changed, such as engaging participants, creating an environment that encourages learning, risk taking, practice and checking for understanding. Most important, trainers enhance organisational capacity- one trainee at a time. Trainer's effectiveness can be enhanced significantly when they understand what impact they have on other organisational procedures. CRPF and CRPF Academy must keep these aspects in perspective while identifying and selecting their trainers. Trainers must recognise that every individual posses an inherent Instinct to grow and improve. Therefore, training ambience should not be based on creating fear and negative reinforcement for the desired behaviour instead should reinforce positively, motivating individual

and considering the individual difference in progressively becoming a better version of self in all physical, mental and emotional domains. Rewards and incentive system should be in proportion to their performance. Scope should be given for making mistakes especially in training that's where trainees can afford to make mistakes and learn from them. Trainers must provide balance between learning and evaluation where risk taking, problem-solving abilities could be nurtured.

- 4.3 **Understanding today's trainees:** Today's CRPF trainee population is no longer a homogenous group, regardless of similarities amongst the participant's job classification or skill profile. It is becoming increasingly important to consider a training audience as a group of unique individuals who will make their own judgements about training's mission and learning outcomes and to discover how best to meet individual preferences in group settings. Today's CRPF trainees are influenced by prior learning experiences, variety of different/extended workplaces, value propositions behind every training, personality development goals etc. CRPF Academy hence, must shape, regularly review its delivery, content and objectives that would shape the organisational priorities and consolidate its strategy of learning organisation. CRPF Academy must recognise the desire of people to learn and grow and provides them with that opportunity to enhance the future of CRPF. Training curriculum must also integrate essentials of mental health in the wake of present day societal requirements and tough field conditions. Life skills, including coping

with crises/ stress management must be given full emphasis. Wherever possible, Pedagogy should move beyond presentations and squad post to include group discussion, role playing, documentary, audio-visual stimulation considering the individual's strength and interest domains.

4.4 Impact of Technology & Social Media: Future conflicts will occur in increasingly connected environments, which will be characterized using new communication and information technologies. "Social Media" and its numerous digital tools are here to stay. The internet has acted as a catalyst in helping it infiltrate every nook and corner of the society and penetrate all levels of organization. Swift and easy access to information has become a vital factor for success in battlefields of today. The knowledge obtained from social media platforms, if appropriately used can multiply the effects of success or if mishandled can lead to catastrophic failures. Social Media platforms also hold a serious sway on the effect of propaganda in the operational and administrative domain. Regardless of the threats and weaknesses, social media has the power of making CRPF stronger due to its transparency and fast speed of dissemination. Training must cater to this aspect. Leveraging social media is a process that requires strategy, goals, manpower and foresight. Finding clever and innovative ways to help achieve the desired ends may be the key to success in a continuously evolving social media environment. This demands cultural and organizational changes to adapt to the world of digital inhabitants. Effective training will ensure that trainee officers

are aware of the pros and cons of the social media space leading to enabling CRPF personnel. CRPF Academy should consider launching mobile apps to engage with the serving and retired fraternity. There is a need to train officers on 'Non-Kinetic Warfare' of which social media is also an important domain. CRPF Academy should consider hosting of DAGOs batch pages on the internet. Academies all over the world have realized the importance of managing the social media space. CRPF Academy should embrace the social media space with an aim to leverage it as a training multiplier.

4.5 **Centre of Excellence in Low Intensity Conflict Management**

subjects: CRPF is the principal lead Counter Insurgency Force in the maintenance of Internal Security. The Force is literally deployed in all conflict theatres and remains main fulcrum for all operations. The first maiden posting of CRPF officers on maximum occasions are in the conflict theatres only. The Insurgents are presently choosing to orchestrate & modify tactical attacks in their campaign to engineer a potential resurrection in various conflict theatres. The rebels are fighting a battle for their very existence now. Given the trajectory of the violence in Conflict theatres, it is always going to be a battle of patience and wits which demands a balance of self preservation and initiatives. CRPF Academy is well poised to develop its infrastructure as Centre of Excellence for handling the subject of Low Intensity Conflict Management in an encompassing manner. This will also benefit the trainees coming from various Central / State Police Organisations and other departments. The CRPF Academy must

endeavour to conduct appropriate training modules / strategy sessions, theme rooms etc. for field commanders to tackle these Low Intensity Conflicts. Metrics of Counter Insurgency success in LIC can be prepared by Academy in consultation with FOS cell.

4.6 **Nodal centre for TDP courses:** DOPT is nodal agency for framing training modules and policies for Centre and States. It has been deduced that in comparison to the total strength of 10 lakh of CAPFs, they have merely 10 DOPT approved trainers to conduct Trainer Development Programmes. Located in the close proximity of New Delhi, CRPF Academy can be declared as a Nodal Centre for TDP courses of DOP&T for CAPFs. This will bring in huge dividends, standardisation and up gradation in trainer capacities in CAPFs.

4.7 **Nodal Training Centre for sponsored Courses:** CRPF Academy can be designated as Nodal Centre for Vertical Interaction Courses, Seminar and Workshops held under the aegis of BPRD/ NIA/MoEF. CRPF Academy has conducted similar such training programmes to police personnel of 23 nations under the aegis of BPR&D and MEA in the past and this can be institutionalized. MOU can be executed in this regard.

4.8 **Linkage with prestigious universities and Academic Tie-Up for faculty exchange and recognition of In-Service Courses:** CRPF Academy must continue its endeavour to tie-up with prestigious universities, Police & Military institutions, training institutions, think tanks within the Nation and abroad. Internship for student/research paper by serving/retired officers on internal security and allied issues

can also be corroborated through this linkage. This will result in wider benefits to the Force. CRPF Academy must link up with e-learning portals of various international law enforcement agencies like Interpol, UNDOC etc., and also with other departments like NCERT, Universities etc. It must also strengthen its integration with BPRD to obtain huge amount of training material available in hard & soft copy, book case study etc, with BPR&D and also with various Police Academies. CRPF Academy must take lead in uploading in e-Ustaad portal of BPR&D. CRPF Academy must enrol itself as a member in International Association of Police Academies (INTERPA), a worldwide association for cooperation in police training among police academies or equivalent institutions. This will help in setting up a communication and collaboration platform for CRPF Academy to boost up the efficiency and effectiveness of police education and training on a global level. In this manner, the association will enhance the capacity of training in policing and increase the policing standards in line with international law and human rights requirements throughout the world.

- 4.9 **Integration of R&D cell with FOS cell at DTE:** There is an urgent requirement of tie up between R&D cell of Academy and FOS cell at Directorate General so as to coordinate their ground visits/ preparation of assessments and their linked activity. It is crucial that Academy is kept in the loop of contemporary developments so that the trainees are given regular updates. Infact based on the inputs given by these two cells, customized & relevant operational courses must be

conducted in terms of latest tactics and techniques in conflict zones. Similarly, metrics of success in counter insurgency operations in conflict theatres can be another immediate area of collaboration.

4.10 Independent Gurugram Campus and training facilities: CRPF Academy co-exists with Group Centre Gurugram, National Police Band Institute, Central Intelligence School along with presence of various Central Sports Teams in Gurugram Campus. They all work under different administrative umbrellas. The estate officer is GC GGM and as such Academy has to depend on GC GGM for its basic Works related repairs / activities. Other than this, the GGM campus is highly involved in other administrative assignments/duties assigned by Force Hqr. Training activities of the Academy are often sidestepped because of these administrative duties. These activities inevitably and undoubtedly contaminate the training environment and have proved to be of adverse impact. Either the Gurugram campus be exclusively dedicated for basic training alone or GC GGM be brought under the administrative umbrella of CRPF Academy. Even an exclusive Gurugram Zone integrating these offices under Director CRPF Academy can be explored. This will usher in proper coordination and therein the activities of training and administration can be smoothly ironed out without any dilution. Similarly, the financial powers of Director CRPF Academy must be at par with Zonal ADGs.

4.11 Organizing CAPF training seminar and attachment training: CAPFs play key role in internal security. The national level training institutes of all CAPFs impart basic training to entry grade assistant

commandant of their concerned force. The 75% syllabus on common soldierly skills is same for all CAPFs. There is no system to streamline the best practices and suggestions on syllabus review. To achieve optimum standardization / Up gradation of facilities amongst CAPFs, CRPF Academy must take the co-ordinator role to conduct annual training seminar of CAPFs under the aegis of BPRD. CRPF Academy must strengthen its role as principal coordinator for the civil police training attachment module of all CAPFs. This also necessitates in immediate review of prevailing prolonged attachment period with Army for CAPFs officers after basic training.

4.12 Repository of Traditions: Only by giving constant attention and focus on organizational pride and self-esteem, CRPF Academy can embark upon the advantages of technological up gradation and other related developments, which in turn would usher in excellence. The importance of traditions, grooming and legacy can never be underestimated. Adherence to Symbols, traditions, stress on distinctiveness and pride in the outfit promotes cohesion, self-esteem and subsequently metamorphosing into positive organizational growth. It is a steady source from which trainees draw their strength. Reviving pride through constant enforcement of traditions calls for careful preparation and flawless execution on all CRPF functions in the Academy. The CRPF Academy must conceptualise various projects including documentaries to the above mentioned outlines and emerge as the ultimate custodian of such traditions. CRPF Museum in the CRPF Academy must be established in independent building,

regularly updated and maintained with pride. The Archives cell of the Force must be established in the CRPF Academy.

4.13 Training Sessions to Focus on Ensuring Dignity and Leadership: A

host of priority areas like ensuring fair treatment at workplace, according societal recognition, insulating men from outside influences, care/benefits etc are some of the areas which needs to be fine-tuned for enhancing the dignity of the personnel . Training must cater to these requirements. Management experts could be roped in by CRPF Academy for formatting CRPF index of human development/progress amongst the Force personnel with variables on self esteem and dignity. Preparation of Annual wellness report of the Force can also be assigned to CRPF Academy. Competency Toolkit must be prepared.

4.14 Enshrining Legacies: The efforts of updating and chronicling the

experiences of Force through CRPF History book should be regularly undertaken by CRPF Academy in consultation with Directorate. CRPF History book has to be prepared in Hindi and made as a mandatory reading for all who join the Force. Online courses of CRPF History can also be explored. CRPF Academy must undertake in coordination with Directorate on AV briefing campaigns in various educational institutions about the organisation in general and about employment opportunities in particular. The faculty can conduct motivational sessions to graduates and can also help them in preparing for competitive exams in terms of officers entry. It can also conduct tour visits of college/school students to apprise them about various

avenues. Remembering living gallant heroes or Martyrs Gallery would generate emotional and sensitive feeling amongst the men. Events and sacrifices should be recollected in a formal function so that trainee officers get their due inspiration. Alumni wall, Gallant officer's gallery and faculty/staff wall must be established.

4.15 **Grooming Mechanism:** Only by proper grooming mechanism, officers will take pride in operational and administrative achievements. Changes from both 'top down' and 'bottom up' must be brought in so that we are able to groom the next generation of officers which can practice the immutable principles, 'Know yourself' and 'set the example'. The CRPF Academy has a crucial role to play in this regard. Vertical and Horizontal interactions between trainers and trainees should be strengthened and intensified through formal and informal systems in the Academy. The training courses must be engineered accordingly. Grooming must enable them to take timely and informed decisions. Attitudinal Training must enable them to maintain harmonious balance between critical/analytical thinking, skills in problem solving process and making certain action as patterned behaviour and muscle-memory on the other hand.

4.16 **Spirit of Camaraderie:** The nature of the future combat and the challenges converge most forcefully at the junior leadership levels and DAGOs must gain the appropriate frame of reference. The training modules for DAGOs have to focus on such issues and customize the learning process by which men develop a strong sense of belonging which acts like a catalyst for enhanced performance.

4.17 Nurturing Values: The general decline in the moral and ethical health of the society cannot be denied. Standards of integrity have fallen, and some of the new generation officers consider patriotism and honour as less fashionable. Materialism, careerism and expediency are replacing the Chetwoodian motto. To rectify this we need role models. The CRPF Academy should reinforce the three central concepts to the young officers in their interactions namely; Duty, Country and Honour and similarly the chief ingredients of leadership; Character, Courage and Competence. Pride in public service and core public service values with effective and responsive delivery have to be rebuilt. Training must attend to these requirements. Modules must be incorporated to realise above objectives.

4.18 Cadre Management and emerging training requirements: CRPF Academy is mandated with basic training of Directly Appointed Officers. With huge yearly intake of large number of young and energetic minds, efficient cadre management through suitable changes in RR/SR, service conditions may be required to attract suitable young men as their first career choice in CRPF. This will necessarily call for a review of existing in-service courses. Basic, In-service and promotional courses hence needs to be revisited based on these emerging aspects and while doing so, assistance from reputed Managerial institutes must be taken in preparing these courses. The cadre management and consequent training conceptualised should address their aspirations and also the functional needs of the Force. This makes the basic and in-

service training very crucial as they are the bedrock of this organization.

4.19 Time bound up gradation of Training Facilities and Adm Infrastructure: CRPF Academy should strive to achieve those desired facilities as stipulated by BPR&D/DOP&T so as to maintain its status of centre of excellence. Regular visits must be undertaken to various training facilities of defence forces, NPA, other CAPFs and State Police Organisations so as to study best practices. Some of the immediate augmentation projects would be Separate Training block for CRPF Academy, Developing PT grounds as per established norms, Drill Shed. synthetic courts for outdoor games, Up gradation/ Renovation of DAGOs/Participants Hostel at par with befitting standards as found in NPA, Up gradation of Gym/fitness centre for trainees similar to SPG, Up gradation of Class Rooms with wider scope to handle online/live chats/ Video Conference sessions ,Creation of Conflict theatre/ Counter Insurgency labs, latest Support Weapon Simulators, Jungle Shooting Lane, Enhanced Physiotherapy equipment/Infrastructure with support staff , latest Computer Based Tutorials for Drill, Weapon, Tactics, Map Reading etc. The absence of dedicated Medical facility as found in similar training establishments and its dependence on GC Hospitals needs to be redressed. Time bound phased manner of up gradation will help the Academy in reaffirming its position as centre of excellence. Directorate must guide and mentor CRPF Academy in this regard.

4.20 Review of authorization of manpower: CRPF Academy commenced its functioning as an extension of ISA M/Abu for Basic Training of DAGOs and hence minimum manpower and logistics was diverted from ISA. Subsequently MHA approved CRPF Academy as a separate training centre in 2009. The authorized strength of CRPF Academy is absolutely inadequate and does not cater the training and administrative requirements hence necessitating separate attachment of manpower always. This does not augur well. The attached strength is an unwilling lot because of various financial and administrative reasons. Often as witnessed in recent years, there is no assurance of regular manpower for demonstrations and this impacts the training drastically during various outdoor/ jungle camp programmes. The absence of a regular demo company greatly stifles the outdoor quality. The entire national level Police/Military training institute have an average strength of 750 personnel but CRPF Academy possess average strength of 275 only. A separate augmented authorisation incorporating the enhanced responsibilities and various commitments is a crucial requirement in the march towards excellence. The dependence on attached manpower is a serious impediment.

4.21 Conceptualization of Mid-Career Training Programme for Cadre Officers of CRPF: Presently, the pre-promotional courses for officers in CRPF are nothing but the revision and recapitulation of basic courses. These courses need to be designed scientifically. The Mid Career Training Programme of mid service must empower them with the knowledge and exposure for next assignment. In view of recent

directions on implementation of Organised service benefits by honourable Supreme Court, a Committee needs to be formed to look into the issue for learning and result oriented mid career courses. It must also address an aspiration that is going to be outlined in the revised Service rules. These courses must be run in CRPF Academy and this will also establish proper link between the future generation of CRPF Officers and their alma-mater. Similarly, Seats must be allotted to CRPF direct officers in NDC and preparatory courses can be held in Academy.

4.22 **Engagement of Domain Experts:** CRPF Academy must create, expand and engage a pool of domain experts of Serving/Retired on various fields so as to enable them conduct offline / online sessions. Help from BPR&D, DOP&T, other CAPF training institutions can also be obtained. The pool of such domain experts/trainers must be uploaded in Academy website. The pool of domain experts must also be reviewed regularly by an appropriate committee. Services of these domain experts must also be taken to develop a basic minimum standard in curriculum that will serve as a benchmark for institutions at the basic and in-service courses level. Curriculum and pedagogy should be updated continuously through mandatory feedback from domain experts also.

4.23 **Blended Training:** Blended training or else hybrid training strategy must be adopted. It combines different learning techniques and it offers a combination that brings in the best of both forms of training, namely, Instructor-Led Training (ILT), Online training, e-Learning or

m-Learning. As it offers a blend of both formats facilitated as well as self-paced, it maps more effectively to suit the learning expectations of a wider audience in CRPF. From the organizational perspective, Virtual Instructor-Led Training, or VILT enables organizations to reach a wider audience in a significantly shorter time. The online framework enables the instructors to assess the learners' performance online and far more quickly. More significantly, with a blended training approach, CRPF Academy can tap into the prevailing online strategies, like Micro-learning or Gamification. They can also adopt collaborative social learning to create supplementary online trainings. Usage of these approaches provides an immersive learning experience aimed at better recall, retention and application. The supplementary online courses or resources facilitate a continued learning post the workshop.

- 4.24 **Instructor Code:** There has to be an instructor code for CRPF Academy Instructors. The Instructor Code must be the guiding commandment for the faculty and directing staff of the CRPF Academy. The trainers posted here are bestowed upon with the onus responsibility of shaping the future leaders of the CRPF. The Instructors must themselves adhere to the strict Instructor's Code of the Academy thus setting self-example to the DAGOs. The suggested code is as under: - *"I dedicate myself to achieve the mission of CRPF Academy. I will assist each DAGO trainee officer to become a proud, ethical, motivated, professional and cultured Officer so that he or she can shoulder the onerous responsibility of leading troops in combat. As a trainer I will*

also set standards of excellence in professional training delivery, personal morals and social conduct.." On joining the Academy, every faculty/ staff must be administered with this pledge.

- 4.25 **DAGOs Code:** The DAGO Code must be attested to all trainee officers on their reporting. The suggested code is as under- *"I will become a proud, ethical, motivated, professional and cultured Officer so I can shoulder the onerous responsibility of leading troops in combat. As a DAGO trainee officer, I will also set standards of excellence in training, personal and social conduct. I dedicate myself in achieving the mission of CRPF Academy"*.
- 4.26 **Outsourcing secondary services of CRPF Academy to Private Agencies:** Secondary services like Reception, maintenance of Outdoor and Indoor Training facilities, Service staff in DAGOs/Participants Hostel must be outsourced progressively. The prevailing model of mess management in IMA/NDA needs to be replicated for DAGOs mess/ hostel and of NPA model for Participants Hostel (in-service courses). Similarly, in the backdrop of prevailing vehicle shortage in the Academy, a pool of private vehicles with drivers can also be hired on need basis to cater for the transportation requirements during various Courses. In the long run, the vehicle support system should be on the basis of the scale prescribed by BPRD.
- 4.27 **Technology Focused Approach:** Technology is a Force multiplier for better result-oriented training culture. The Academy must conceptualise regular technical up gradation projects by studying similar such best practices followed in other national and international

institutions. Biennial technical upgradation action plan of the Academy must be prepared by a body of experts and executed. Installation of latest LMS software could be a starter in this regard. Adequate attention is required to fill performance gap in Cyber Security. Mobile Learning Module can also be developed to train the officers online so that they can access any information/case study etc from this software through a unique password on the lines of SELO. Also language lab needs to be established so that commanders could have better communication skills in tribal pockets of various conflict theatres. Webinar training models must be strengthened between trainees and field formations in conflict theatres. CRPF Academy should establish a web linking option for delivery of Uniform/Kit items to CRPF officers posted throughout country as followed in other institutions. Technology adopted should provide a platform for both trainees and trainers to constantly monitor their performance and scale it up accordingly as per their expectations. It must reinforce healthy competitive spirit among individuals along with reiterating the transparent and impartial evaluation process on the part of Academy.

4.28 Securing BIS for Educational Organizations: The CRPF Academy must endeavour to secure the latest IS/ISO 21001: 2018 certification in terms of its overall management systems for educational organizations adopted by BIS. These latest standards are based on the recommendations of the services standards sectional committee duly approved by International Organisation for standardisation. The process of certification would necessitate CRPF Academy to ensure its

alignment of objectives and activities with CRPF mission and vision, establish consistent training processes and evaluation tools to demonstrate effectiveness and efficiency create increased credibility, demonstrate commitment to effective educational management practices etc. The strive for securing these standards will result in further stimulation of excellence and innovation.

4.29 **SMART Parameters:** The requirements of the modern Police Forces have been appropriately captured by the honourable Prime Minister Shri Narendra Modi in the expression "SMART Policing". He emphasised that a professionally efficient, technologically enabled, socially sensitive police upholds the rule of law and human rights in all situations and is also engaged optimally with the community. These parameters be kept central while conceptualising training strategy for CRPF Academy.

4.30 **Controller of Examinations;** CRPF Academy must have a separate Controller of examination section for evaluation of Basic and In-service Trainees/Participants. This section can evaluate the yearly progress card and will make recommendations regarding their performance. This section will also analyse the post training impact analysis for in-service courses.

4.31 **Selection and Posting of Faculty/staff:** The present system of posting in CRPF Academy needs to be further refined. Postings must only be done based on the specific recommendations of the Academy. Based upon the performance, aptitude in their basic training and other in-service training, CRPF Academy can easily maintain a pool of eligible

officers/trainers for posting in various training institutions. This can be revalidated with field performance and appraisal. This system will also help the individual and organization to groom these trainees as potential national level trainers. Developing stringent norms for faculty selection is a must. Proper substitution of faculty must be ensured during transfer. The Academy should not be a destination for terminal or posting for medical treatment or for other reasons. Faculty selected for Academy must have served in high intense conflict zones. Preferences must be given to those who have served in CoBRA/Valley QATs and recipients of gallantry medal winners. In recent times, the absence of law qualified faculty was often felt. This need to be redressed. Adequate female representation in faculty must be ensured. The tenure of faculty should be of 4 years with scope for 1 year extension.

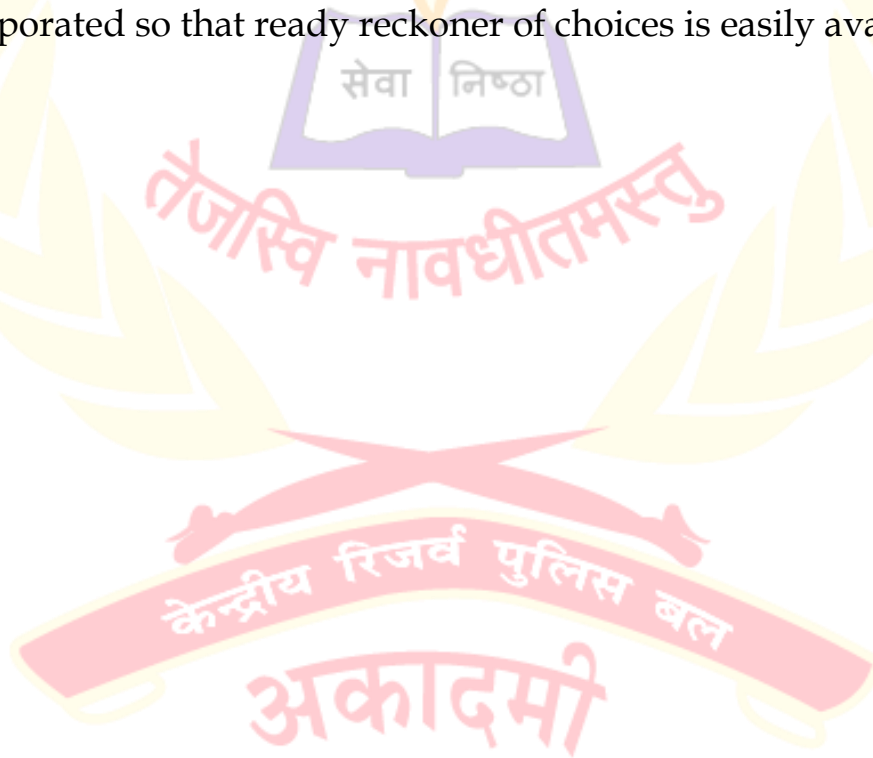
4.32 Faculty Development Programme: The Academy must gain inspiration from the Pt. Madan Mohan Malaviya National Mission for Teachers and Training which seeks to “build a strong professional cadre of teachers by setting performance standards and creating top class institutional facilities for the professional development of teachers” Introducing pre service faculty training for 3-6 months including faculty exposure to the latest tools/ techniques of quality teaching and research is a must. Regular quality checks on performance indicators used for evaluating faculty be strictly adhered. Annual review of trainers must be done for their retention. Parameters for faculty accountability for learning outcomes of trainees be

established/ should be taken up in mission mode. The Faculty Development Programme must be designed to enable those who have relevant occupational competence in any policing specialisation or context to develop the requisite knowledge and skills for a variety of police training roles. The CRPF Academy must also provide training opportunities for its faculty like customised annual training development plans faculty wise, extending opportunities for Advanced University Education Program, create opportunity to obtain an academic degree and/or certification, fund external training & Virtual Academy (an online catalogue of self-paced courses in a variety of topics), facilitate on-the-job training courses so as to develop and enhance their leadership and management skills. CRPF Academy Faculty must be well groomed to seek and adopt appropriate range and mix of the latest training methodologies. Faculty exchange programme to other similarly placed training institutions of repute must be organised.

- 4.33 **Advisory Body:** The ever-increasing requirements of maintaining the internal security has led to a massive expansion of the Force in the last 20 years. After the recommendations of the GoM report made in the aftermath of Kargil War, wherein the CRPF was designated as the principal counter insurgency force of the country, the deployment of the Force has gone up immensely in all the three high intensity conflict theatres. This has necessitated the force to upgrade its training and evolve its own doctrine of counter insurgency to tackle the complicated challenges to internal security which are now borne out

of the interplay of subversive, fissiparous and divisive Forces. The role of CRPF Academy in such circumstances becomes more crucial. An advisory body presided by DG CRPF along with appropriate member representation from Ministry of Home Affairs, Universities, think tanks, training institutions etc will be helpful in guiding the training strategy of Academy in coming years. This will result in impactful changes.

- 4.34 **Psychological profiling:** Psychological profiling of the DAGOs and trainers similar to the pattern established in NPA must be introduced. Copy of the dossiers must be kept in Academy and talents for various diverse fields must be identified accordingly. Parameters for identifying future trainers amongst these trainees must also be incorporated so that ready reckoner of choices is easily available.



Chapter - 5

Key areas: Implementation Time Schedule

| Sl no. | Key Areas | Timeline | Action by |
|--------|---|----------|-------------------------------------|
| 1. | Faculty Development Programme | JAN 2021 | CRPF Academy |
| 2. | Competency toolkit | JAN 2021 | CRPF Academy |
| 3. | Centre of Excellence in Low Intensity Conflict Management subjects | MAR 2021 | CRPF Academy - BPR&D |
| 4. | Securing BIS for educational organizations | MAR 2021 | CRPF Academy |
| 5. | Controller of Examinations | MAR 2021 | CRPF Academy |
| 6. | Selection and Posting of Faculty/staff | MAR 2021 | CRPF Academy - PERS/Estt Br DTE |
| 7. | Linkage with prestigious universities and Academic Tie-Up for faculty exchange and recognition of In-Service Courses | MAR 2021 | CRPF Academy |
| 8. | Integration of R&D cell with FOS cell at DTE | APR 2021 | CRPF Academy - OPS DTE |
| 9. | Outsourcing secondary services of CRPF Academy to Private Agencies | JUN 2021 | CRPF Academy |
| 10. | Organizing CAPF training seminar and attachment training | JUN 2021 | CRPF Academy - TRG DTE |
| 11. | Cadre Management and emerging training requirements | JUN 2021 | CRPF Academy - PERS DTE |
| 12. | Conceptualization of Mid-Career Training Programme for cadre officers of CRPF | JUL 2021 | CRPF Academy - TRG DTE - ISA Mt Abu |
| 13. | Psychological profiling | DEC 2021 | CRPF Academy |
| 14. | Review of authorization of manpower | DEC 2021 | CRPF Academy - PERS DTE |
| 15. | Engagement of Domain Experts | JUN 2022 | CRPF Academy |
| 16. | Technology Focused Approach | JUN 2022 | CRPF Academy |
| 17. | Nodal centre for TDP courses | JUL 2022 | CRPF Academy - TRG DTE - DoPT |
| 18. | Advisory Body | DEC 2022 | DTE GEN CRPF |
| 19. | Independent Gurugram Campus and training facilities | DEC 2022 | CRPF Academy - WORKS DTE |
| 20. | Time bound up gradation of Training Facilities and Adm Infrastructure | DEC 2022 | CRPF Academy - WORKS DTE |

Chapter - 6

CONCLUDING REMARKS

- 5.1. This document is aimed to trigger and arouse interest, debate which will help us to achieve organizational excellence by 2022. For CRPF Academy, realizing the vision for 2022 is not an end in itself but rather an essential condition for allowing the spirit of the Academy to emerge and flourish.
- 5.2. The vision plan is a guiding document to Academy leadership which will provide a framework and perspectives for those who are tasked with formulating initiatives. Realisation of this vision will depend on many things and most importantly on our self confidence, self reliance and determination to make it a reality. Envisioned future of CRPF Academy will emerge continuously and not with the waving of a magic wand at the end of a certain period. It must develop its own implementation schedule.
- 5.3. The relevance of any system is determined by its capacity to meet the needs and aspirations of its stakeholders on sustained basis. Therefore, the imperatives of change need to be envisioned well in advance to meet the expectations and legitimate needs of the masses which calls for constant improvement in management of various Ms like, Men, Machine, Money, Methods, Materials and Mindset to enable CRPF Academy to offer better responses to emerging challenges.

Chapter - 7

VISION 2022 PLAN FOR CRPF ACADEMY

(Nodal Points)

- A. The CRPF Academy will empower its pivotal role as premier national level institution by strengthening its training systems and procedures and for the conduct of basic training of Directly Appointed Gazetted Officers (DAGOs) in CRPF.
- B. The CRPF Academy will consolidate its role as Centre of Excellence in Low Intensity Conflict Management Courses for both CAPF & State Police officials by fulfilling prescribed parameters as illustrated by BPR&D.
- C. The CRPF Academy will emerge as a principal Nodal centre for the conduct of Trainer Development Programmes as prescribed by DoPT for both CAPF & State Police officials.
- D. The CRPF Academy will adopt a scientific, integrated HRD method which will be characterized by planned growth, development, efficiency, transparency, accountability for better utilization of its personnel so as to improve the training systems and procedures.
- E. The CRPF Academy will frame out Training preparatory/ response strategy so as to meet the demands of changing internal security situation and challenges based on the desirable competency framework & toolkit.
- F. The CRPF Academy will strive for systematic technological up gradation so as to provide better solutions for training activities.
- G. The CRPF Academy will continue to promote organizational pride and self esteem of its personnel which are the core values to any uniformed organization.

Legacy of valour

The history of the Force is replete with many striking stories of courage and valour, while the innumerable feats of the brave warriors brighten up the alumni galleries of the CRPF Academy as well. Since 2005, 139 gallantry medals have been earned by officers passed out of this Academy.

| | |
|--------------------------------------|-----|
| Kirti Chakra | 01 |
| Shaurya Chakra | 05 |
| President Police Medal for Gallantry | 02 |
| Police Medal for Gallantry | 131 |



CRPF Academy Gallantry wall

TEAM CRPF ACADEMY



Sh. K. S. BHANDARI
ADG / DIRECTOR



Sh. A. V. CHAUHAN
IG / PRINCIPAL



Sh. A.H. Ansari
Comdt



Sh. R. Jay Kumar
Comdt



Sh. Amit Choudhary
Second in Command



Sh. A.K. Sah
Dy. Comdt.



Sh. S.G. Godara
Dy. Comdt.



Sh. Yatender Singh
Dy. Comdt.



Sh. Bhagat Singh
Dy. Comdt.



Sh. Prashant Gupta
Dy. Comdt.



Sh. Jyoti Kumar
Dy. Comdt.



Sh. Prakash Singh
Dy. Comdt.



Sh. Praveen Kumar
Dy. Comdt.



Sh. Abhishek Kumar
Asst. Comdt.



Smt. Neetu Mishra
Asst. Comdt.




Sh. Rakesh Raman
Asst. Comdt.




Sh. Mitesh Jain
Asst. Comdt.



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