

SUMMARY OF THE RECOMMENDATION  
REPORT ON IMPLEMENTATION OF KOBAN  
SYSTEM IN THE SINGAPORE POLICE FORCE

1984 · 5

Japan International Cooperation Agency  
National Police Agency

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SUMMARY OF THE RECOMMENDATION REPORT

CONTENTS

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I. INTRODUCTION	
1. Public Cooperation and Role of Patrol Police	1
2. Need to Introduce Koban System	1
II. IMPLEMENTATION OF KOBAN SYSTEM	
1. Foundation for Koban System	2
2. Number, Jurisdictions, Locations of Kobans	2
3. Organization, Manpower of Kobans and Duty Hours of Koban Officers	3
4. Function of a Koban	3
5. Management of Koban Activities	3
6. Fixtures and Equipment of a Koban	4
III. IMPROVEMENT OF POLICE OFFICERS' ABILITY IN IMPLEMENTING KOBAN SYSTEM	
1. Qualifications in Recruitment	4
2. Education	4
3. Ways to Ensure Appropriate Koban Activities	4
4. Measures for Improving Professional Spirit	5
IV. MODIFICATION OF ORGANIZATION FOR IMPLEMENTATION OF KOBAN SYSTEM	
1. Organization at Police Headquarters	5
2. Organization at Divisional HQ Station	5
3. Gist of New Organization	5
V. CHANGE OF LAND DIVISIONS	
1. Change of Boundaries	6
2. Increase of Land Divisions and Divisional HQ Stations	6
VI. RESPONSE SYSTEM OF 999 CALLS	
1. Response to 999 calls	6
2. Shortening of Response Time	7
3. Planning of Emergency Network	7
VII. MODIFICATION OF COMMUNICATION SYSTEM FOR IMPLEMENTATION OF KOBAN SYSTEM	7
VIII. PILOT SCHEME	
1. Necessity of Pilot Scheme	7
2. Performance of Pilot Scheme	7



## I. INTRODUCTION

### 1. Public cooperation and Role of Patrol Police

- ° At present, communities are losing their sense of function in the area of crime prevention which had in the past been strongly ingrained in them. This has come about due to transformations of society caused by economic growth, urbanization etc. and the reduced level of residents' concern for one another.
- ° This change in the character of communities is becoming a serious problem and is common in the countries of the modern world. Under these conditions, it behooves the police help communities organize themselves in the effort to prevent crimes. For this purpose the cooperation between the police and the public is urgently needed.
- ° In order to acquire cooperation from the public, the police should get involved in local community activities, increase contacts with the people, and listen to their problems and requests for help. This has become one of the most important activities of the police nowadays.
- ° In Japan, the patrol police is playing a paramount role in obtaining public cooperation. Besides providing service with patrol cars, the patrol police in Japan maintains Kobans and residential police boxes throughout the country, which are deeply rooted in local communities with these grass-root units as bases, the patrol police serves the citizens by keeping their daily lives safe and peaceful, and creating a good relationship with local residents. The Koban officers perform various types of police duties such as watching, patrol, traffic control, crime prevention, liaison work through house to house visit, investigation, arrest of criminals, guidance of juvenile delinquents and protection of children found missing from homes, etc.. They provide areas of contact with the citizens through those activities, and by listening to the residents' concerns and requests, then reflect them not only on the police service, but also on other departments by channelling them through to the other administrative organizations concerned. To sum up, the patrol police with its unique Koban system contributes considerably to acquiring the understanding and support of the local residents and creating cooperation between the police and the public.

### 2. Need to Introduce Koban System

- ° As is mentioned above, the patrol police in Japan has the unique characteristic found in its Koban system. Kobans are located in urban areas and residential police boxes are established in rural areas. Based on those units everywhere, the patrol police provides various types of services all over

the country.

- ° The relations between the public and the police vary from country to country because of the difference of historical and cultural backgrounds. Therefore, the means of accomplishing public cooperation should be different in each country. Moreover, since public cooperation should be voluntary, the reform of the police system for the achievement of it should be done with full understanding and support of the citizens. Consequently, it might not be pertinent to introduce right away the Koban system to other countries as it is practised in Japan even though it is successful here in Japan.
- ° Nevertheless, it could be effective if the government accepts and adopts the concept of this Koban system in a suitable form for Singapore with some modifications taking into necessary consideration of social and cultural conditions.

## II. IMPLEMENTATION OF KOBAN SYSTEM

### 1. Foundation for Koban System

- ° From reviewing of the social background of Japanese Koban system, the following conditions are considered necessary to make the system function efficiently in Singapore.

- (1) The police status is of a level highly regarded by the public.
- (2) Kobans are staffed with reliable officers.
- (3) People are willing to accept the implementation of the Koban system and are happy to have Kobans in their neighbourhood.

### 2. Number, Jurisdictions, Locations of Kobans

- (1) In principle, one Koban is to be established in each constituency.
- (2) In case the area of a constituency is too big for one Koban to cover, it is necessary for the constituency to have more than one within its area. The maximum area for one Koban should be 28.26 km<sup>2</sup> which is the area of a circle with the radius of 3 km. In the constituency in which the area exceeds 28.26 km<sup>2</sup>, an additional Koban may be established.
- (3) As a result, the number of necessary Kobans for Singapore is 82, and the constituencies which should have more than one Koban are Changi, Jurong, Bukit Panjang and Chua Chu Kang.
- (4) Kobans should be sited strategically in regard not only to the present conditions, but also to the future expansion of the environments. Also, they should be established in the areas desired by the citizens in the community.



- a. Management of work
  - b. Control of officers
  - c. Training and education of officers
  - d. Improvement of work
- (2) A Koban sergeant, besides assisting the head in general matters, is expected to play the same role as that of the head in his team as a team leader.

6. Fixtures and Equipment of a Koban

Approximately the same fixtures and equipment as a Japanese Koban are necessary.

### III. IMPROVEMENT OF POLICE OFFICERS' ABILITY IN IMPLEMENTING KOBAN SYSTEM

#### 1. Qualification in Recruitment

The Koban system will function efficiently provided the officers stationed at the Kobans have enough ability to gain the confidence of the residents. In order to achieve this objective, the police should recruit personnel who show promise of such ability.

- (1) The police should recruit well-educated personnel as constables with as high an academic qualification as possible and by providing them with good accommodation and high salary, etc..
- (2) It is necessary to consider the introduction of an aptitude test and to put greater emphasis on a personal interview in the recruitment procedure in order to recruit personnel with good character and attitude.

#### 2. Education

A Koban officer should have enough ability to carry out his duties appropriately. The following methods of education are required to accomplish this.

- (1) To include subjects related to Koban activities into the course for each rank of Koban officers at the Police Academy.
- (2) To include OJT (on-the-job-training)
- (3) To upgrade the ability and capacity of teaching staffs in the Police Academy.

#### 3. Ways to Ensure Appropriate Koban Activities

Appropriate activities conducted by Koban officers will produce confidence of the residents and also promote good relations between them and the police. The following ways of supervision of Koban officers are required to ensure appropriate Koban activities.



- (1) Supervision by the head of a Koban
  - (2) Supervision by the sergeant of each team
  - (3) Supervision by staff officers in a Deployment Branch of a Divisional HQ Station
  - (4) Instructions to the Koban officers by the senior staffs of other branches of a Divisional HQ Station.
4. Measures for Improving Professionalism
- (1) General Measures
    - a. To reward the officers whose achievement records in pursuance of their duty are excellent, or who have made contribution in solving a particular case.
    - b. To hold competitions such as police-questioning contests, etc..
    - c. To make proper evaluations for the latest achievements in the Koban officers job.
    - d. To hold meetings of the Koban officers with the supervisors, cultural lectures and counsel meetings for the young Koban officers.
    - e. To improve better facilities for the Kobans
  - (2) Promotion System
 

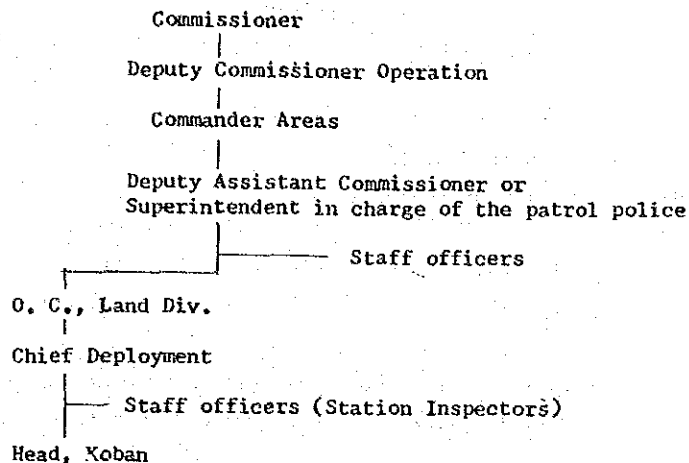
The promotion system adopted in Japan is shown for reference.
  - (3) Salary, allowance, etc.
 

Since the duty placed on police officers is very heavy and carries great responsibility, and moreover they have to face great dangers in performance of their duty, it is necessary to provide them with more favorable benefits than other public servants. In Japan also, police officers are paid higher than other public officials.

#### IV. MODIFICATION OF ORGANIZATION FOR IMPLEMENTATION OF KOBAN SYSTEM

1. Organization at Police Headquarters
  - (1) A Deputy Assistant Commissioner or a Superintendent should be posted under Commandar Areas to be in charge of the patrol police.
  - (2) Several policemen should be assigned as staff officers to the Deputy Assistant Commissioner or the Superintendent in charge of the patrol police.
2. Organization at Divisional HQ Station
  - (1) The chief of a Deployment Branch should be in charge of the patrol police.
  - (2) Several Station Inspectors should be assigned to a Deployment Branch as assistants to the chief, and work in 4 shifts as Koban officers do.
3. Gist of the New Organization

The gist is shown in the following chart



## V. CHANGE OF LAND DIVISIONS

### 1. Change of Boundaries

As far as one Koban would be responsible for one constituency or a part of it, the boundaries of the Land Divisions should be consistent with those of constituencies.

### 2. Increase of Land Divisions and Divisional HQ Stations

Divisional HQ Station in Singapore has a much wider area and more residents within its jurisdiction than that of Japan. It also has more police officers assigned to it than in the Japanese system. If the Koban system is to be implemented, it would be desirable to have more Land Divisions and increase the number of HQ Stations. Nevertheless, in order to avoid too drastic changes of Land Divisions and to pay due attention to the budget problem, it is reasonable to create at the moment two new Land Divisions as provided for in the Singapore Police's plans.

## VI. RESPONSE SYSTEM OF 999 CALLS

It is necessary to make proper modifications of the present response system, since the Koban officers would also respond to 999 calls as do radio cars and team policing cars.

### 1. Response to 999 Calls

(1) Both the Koban officers and radio cars should respond to a 999 call.

To a 999 call for which an urgent response is not necessary only the

Koban officers should respond initially under the direction from Radio Division.

- (2) Team Policing Cars mainly conduct crime prevention patrol, and they respond to a 999 call in case of need.

2. Shortening of the Response Time

The response time for a 999 call (10 - 11 minutes on an average) should be shortened judging from the correlation in Japan between the response time and the ratio of cases cleared on the spot.

3. Planning of Emergency Network

Police Headquarters and each Land Division should make new emergency network plans, since it would be possible to utilize the Koban officers within the emergency network programme.

#### VII. MODIFICATION OF COMMUNICATION SYSTEM FOR IMPLEMENTATION OF KOBAN SYSTEM

The communication system in Japanese police related with Koban activities is shown for reference.

#### VIII. PILOT SCHEME

1. Necessity of Pilot Scheme

Since implementation of the Koban system will bring about a dramatic change in the organization of the Singapore Police Force, a pilot scheme for the system should be conducted to gauge its performance and operational effectiveness. After implementing the pilot scheme, the best operational way of a Koban system for Singapore based on the result should be finally decided.

2. Performance of Pilot Scheme

- (1) The pilot scheme should be conducted in one division. It is desirable to select the division which has both HDB housing estates and old housing estates.
- (2) The pilot scheme should be allowed to operate for at least one year.

IMPLEMENTATION OF KOBAN SYSTEM  
IN THE SINGAPORE POLICE FORCE

----- Recommendation Report -----

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## CONTENTS OF THE RECOMMENDATION

I.	INTRODUCTION	
1.	Public Cooperation and Role of Patrol Police	11
2.	Need to Introduce Koban System	13
II.	IMPLEMENTATION OF KOBAN SYSTEM	
1.	Foundation for Koban System	15
2.	Number, Jurisdictions, Locations of Kobans	18
3.	Organization, Manpower of Kobans and Duty Hours of Koban Officers	22
4.	Functions of a Koban	27
5.	Management of Koban Activities	32
6.	Fixtures and Equipment of a Koban	33
III.	IMPROVEMENT OF POLICE OFFICERS ABILITY IN IMPLEMENTING KOBAN SYSTEM	
1.	Qualifications in Recruitment	34
2.	Education	37
3.	Ways to Ensure Appropriate Koban Activities	40
4.	Measures for Improving Professional Spirit	42
IV.	MODIFICATION OF ORGANIZATION FOR IMPLEMENTATION OF KOBAN SYSTEM	
1.	Organization at Police Headquarters	48
2.	Organization at a Divisional HQ Station	49
3.	Gist of New Organization	49
V.	CHANGE OF LAND DIVISIONS	
1.	Change of the Boundaries	50
2.	Increase of Land Divisions and Divisional HQ Stations	50
VI.	RESPONSE SYSTEM OF 999 CALLS	
1.	Response to 999 Calls	53
2.	Shortening of Response Time	53
3.	Planning of Emergency Network	54

VII. MODIFICATION OF COMMUNICATION SYSTEM FOR IMPLEMENTATION OF KOBAN SYSTEM	55
VIII. PILOT SCHEME	
1. Necessity of Pilot Scheme	56
2. Performance of Pilot Scheme	56
3. Evaluation of Effectiveness of the System	57

## I INTRODUCTION

### 1. Public Cooperation and Role of Patrol Police

- (1) Cooperation between the police and the public is crucial towards achievement of the police objectives, namely, the protection of the lives, persons and properties of the citizens, and the maintenance of law and order.

Public cooperation is important in two senses.

First, public cooperation has been always essential for effective police activities in police history. The police cannot operate effectively without the understanding and support of the citizens. Police activities are essentially quite dependent upon the people's support.

Secondly, public cooperation is becoming more and more important at present when society is undergoing rapid developments and drastic changes. The economic development has caused transformations of the society, such as urbanization and high social mobility. As a result, local communities have also been transformed. Formerly, communities were closely-knit. Residents knew each other well. They had a same thinking and life-style. They had a sense of solidarity. They supported each other. Consequently, communities provided a strong function themselves against crime. Today on the contrary, communities are loosely organized. Residents don't know each other well. They have different ideas and various life-styles. They don't care much about what is going on in the neighbourhood. They are not concerned with each other. Thus, communities are losing their function of crime prevention. Under these conditions, the police should help communities organize themselves so as to prevent crimes. For this purpose, the cooperation between the public and the police is important.

- (2) Public cooperation is urgent. However, it cannot be achieved merely by the government's ordering people to cooperate with the police. The police itself should try hard to get cooperation from the public. In order to acquire cooperation, the police should get involved in

local communities, increase contacts with people, and listen to people's concerns and requests to the police. In short, the police must serve citizens and policemen should become "good neighbors". Then, the police can acquire public cooperation, and succeed in accomplishing the police purpose, i.e., the prevention of crimes and the protection of people's rights and liberties.

- (3) In Japan, the Patrol Police is playing the paramount role in obtaining public cooperation. The Patrol Police in Japan is provided with patrol cars like in other countries. But, it also maintains more than 15,000 police boxes ("Koban") and residential police boxes ("Chuzai-sho") throughout the country, which are deeply rooted in local communities. With these police boxes as bases, the Patrol Police is serving citizens by keeping their daily life safe and peaceful, and creating a good relationship with local residents as a result.

Indeed, patrol policemen in police boxes and residential police boxes (hereafter called "Koban officers") perform various police duties such as watch, patrol, traffic control, crime prevention and detection and arrest of criminals, as well as guidance of juvenile delinquents, protection of children found missing from homes and drunkards. Especially important are the activities which are not merely law enforcement, but which are beneficial to citizens. Koban officers meet local residents, consult with them regarding various "problems", and listen to their concerns and requests. The police reflects these opinions and information not only on its activities, but also on other administration by passing them through to other administrative organizations concerned. For achieving police duties beneficial for citizens, koban officers conduct periodic visits to homes, stores and offices, publish "mini public information bulletines" to the residents, hold "mini hearings", and participate in community activities such as local festivals. They also organize "one solution in one assigned area movement"; every koban officer tries to



solve one "problem" for the residents within his area of responsibility.

With these various activities, the Patrol Police is contributing considerably in acquiring the understanding and support of the local residents and in creating cooperation between the police and the public.

- (4) In addition, the Patrol Police in Japan is the central body of all the police organization. It collates accurate information on local residents through normal police activities, and it is the "eyes and ears" of all the police. Moreover, it clears 65 percent of penal code crimes, 53 percent of violations of traffic regulations and 44 percent of violations of other laws and regulations.
- (5) To sum up, there is a growing need for cooperation between the public and the police, and public cooperation can be and should be acquired through efforts by the police. In Japan, the Patrol Police with its unique Koban system is contributing considerably to the achievement of public cooperation and the maintenance of security for the citizens.

## 2. Need to Introduce Koban System

- (1) As is mentioned above, the Patrol Police of Japan has made a great contribution and its unique characteristic is the Koban system. Police boxes ("Koban") and residential police boxes ("Chuzai-sho") are "cells" or fundamental units of the Patrol Police. Kobans are located in urban areas. At each Koban, several policemen are assigned and work in normally three shifts around the clock. Chuzai-shos are located in rural areas, and one officer with his family lives there and performs police duties.

(2) The relations between the public and the police are unique in each country, since each country has a different historical and cultural background. Therefore, it is needless to say that the means of accomplishing public cooperation should be different in each country. Moreover, since public cooperation should be voluntary, the reform of the police system for the achievement of public cooperation should be done with the understanding and support of the citizens. Consequently, it might not be pertinent to introduce right away the Koban system as it is in Japan, even though it is quite successful in Japan.

(3) Nonetheless, it would be effective if the government would take into consideration the social and cultural conditions of Singapore, and introduce the Koban system with necessary modifications.

## II IMPLEMENTATION OF KOBAN SYSTEM

### 1. Foundation for Koban System.

The koban system has been found to work efficiently and contributes a great deal towards peace and safety for the people in each community. It also serves to establish good police-community relations in Japan. However, this fact doesn't necessarily indicate that the koban system can be implemented and work well in other countries without some modifications. It should be realized that any system can be efficient only if the necessary conditions and foundation are provided.

Therefore, in order to implement the koban system in Singapore, the necessary conditions for its successful establishment should be considered.

In the following, the social background that the Japanese koban system has, and the element that provides the foundation upon which the system depends are discussed. Following this, the conditions under which the koban system can be regarded as capable of efficient implementation are summarized.

#### (1) Social background of Japanese koban system;

a. It has a typical historical background indicated below;

- o The policing style which utilizes many grass root units in the communities is already found in Bansho system. The system of police deployment goes up to the Edo period which began in the 17th century even though the purpose and functions were completely different from koban system which is to provide good police services to the people. For a long time the people had been accustomed to this style of policing when koban system was implemented in Japan in 1880's.

- o From the beginning of the Meiji period until shortly after the Second World War, Japan adopted the French-German type of police concept. The introduction of this system helped to widen the expectation of the people who came to recognize the broader aspect of police function than just controlling crimes. Nowadays, the police is the organization upon which the people place much reliance and whom they would first approach when in trouble.
- b. Since the police are imbued with a high moral sense and their integrity is unquestionable, they are suitably equipped to deal with most of the problems presented by the people at the koban.
- c. The police places great emphasis in the area of providing the people with good services.
- d. Due to the facts above, the majority of the citizens are eager to have kobans in their neighbourhood.

(2) Some conditions should be considered in order to implement Koban System effeciently in Singapore. From reviewing of the social background of Japanese koban system, the following conditions are considered important to make Koban system function effeciently in Singapore.

- a. The Police Force is highly regarded by the public. By improvement of recruitment and education, the police should keep the high quality of each officer and raise its social status.
- b. Kobans are allocated with reliable officers for the public.

In order to make citizens rely on and be cooperative to the police or the kobans, it is necessary at least at the early stage for kobans to be attached with the officers who are capable in both fields of operation and administration, and are likely to be regarded as reliable by the public.

c. People are willing to implement the koban system and are happy to have kobans in their neighbours.

It is important to make the people understand that the koban system is going to provide a higher level of safety and various kinds of services to them. It is themselves necessary to obtain the support of the public for implementation of the system in which kobans are established among the communities.

In order to accomplish this objective, it is indispensable to inform the public of the koban system in detail, and to show the advantages of it through a pilot scheme.

2. Number, Jurisdictions, Locations of Kobans.

- (1) Normally, one koban is to be established in each constituency.

Constituencies are the units for CCCs and Community Centers, and also bases for RC zones. Therefore, it is necessary for the police to have at least one koban for each constituency to function as a counter part of those citizens organizations.

- (2) The area of constituencies has great varieties.

So, if the area of a certain constituency is too big for one koban to provide the good service to the public, it is needed for the constituency to have more than one koban (dividing the area into two or three depending how large the area is). The standard of area for one koban will be as follows.

- a. The area of one koban jurisdiction should not exceed the area of a circle with a radius of 2km, because 2km or less is considered from our experience to be a reasonable distance for the koban officers to go for foot patrol, or 999 call response when necessary. Therefore, the standard area of one koban jurisdiction should be equal to or less than  $2^2\pi = 12.56\text{km}^2$ .

(The average area of the Japanese kobans' jurisdictions is  $11.91\text{ km}^2$ .)

- b. If the area of the constituency is more than  $12.56\text{ km}^2$ , it is of course not necessary to add another koban in that constituency immediately. Since the distance up to 3km is considered possible for the koban officers to go for patrolling, or emergency response, the maximum area of koban jurisdiction should be the area of a circle with a radius of 3km, which is  $3^2\pi = 28.26\text{ km}^2$ . Thus, in a constituency in which the area exceeds,  $28.26\text{ km}^2$  an additional koban may be established.

- (3) According to the rationale described above, the number of kobans necessary for Singapore is 82, and the constituencies which should have more than one koban are the following 4.

Land Division	Constituency	Area (km <sup>2</sup> )	Population	No. of kobans
G	Changi	30.8	43,504	2
J	Jurong	68.0	31,878	3
	Bukit Panjang	62.2	39,814	3
	Chua Chu Kang	71.5	38,217	3

- (4) As a result, the average load of one koban will be as follows.

	Total of 8 Land Divisions	The average of one koban
Area (km <sup>2</sup> )	539.2	6.58
Population	2,520,400	30,737
No. of Households	509,524	6,214
No. of Crimes	25,050	305
No. of Traffic accidents with injury	9,034	110

Note; In this paper unless the context otherwise requires, "Number of Crimes" means the annual total of the crimes left after subtraction of the Group B from the seizeable offences as shown in the crime statistics of the Singapore Police.

"Number of Traffic accidents with injury" means the annual total of the traffic accidents with all type of injuries.

Source; Area, Population, and Number of traffic accidents with injury are from "Materials on Singapore & Singapore Police Force (1981)"

Number of crimes is from "Statistical Report on Crime in Singapore 1980".

Number of households is from "Census of Population 1980 Singapore".

Comparison of loads with the that of the Japanese kobans is shown below.

	Singapore	Japan	Tokyo	Nagoya
Area (Km <sup>2</sup> )	6.58	11.91	1.08	2.01
Population	30,737	12,967	10,500	13,717
No. of Housholds	6,214	4,267	9,550	4,820
No. of Crimes	305	184	225	194
No. of Traffic Accidents with injury	110	53	30	55

Note; 1. Number of crimes in case of Japan, Tokyo and Nagoya means the annual total of the penal code crimes

2. Nagoya City is very much alike with Singapore in some aspects. Population is almost at the same size, and whole city is urban.

Nagoya City Area (km <sup>2</sup> )	351.44
Population	2,285,395
No. of Households	800,757
No. of Crimes	31,981
No. of Traffic accidents with injury	9,191



(5) Jurisdiction of each koban will be as follows.

Case	Jurisdiction
1 koban for 1 Constituency	Whole area of the Constituency
More than 1 koban for 1 constituency	Partial area not exceeding 12.56 km of the constituency devided through consideration of distribution of the following. Population Households, Crimes, Traffic accidents, HDB Housing Estates Commercial Estates, Vital Installations, etc. Load of each koban should be more or less even.

(6) Location of kobans will be determined from the following point of view.

- a. Kobans should be sited strategically in regard not only to present conditions obtaining, but also to future expansion of the invironments.
- b. Kobans should also be established in areas desired by the citizens in the community.

Note: Strategic sites, which will allow to police patrol accessibility, can be selected with due consideration of geographic situation, street & road conditions, location of vital installations, interference to wireless communication, etc.

3. Organization, Manpower, and Duty Hours of Koban Officers

(1) A head officer and necessary number of police officers should be attached to each koban.

(2) The head of each koban should be if possible a senior officer who is sophisticated and highly capable of operation and administration because of the following reasons.

a. Since the system is completely new, teething troubles are bound to occur either in the field of operation or administration especially at the early stages of implementation.

b. Each koban needs to make every effort to obtain the cooperation & confidence of the citizens within its sphere of responsibility at least until the system has been run along the right lines.

In order to accomplish this objective, it is necessary to have a senior officer in each koban who is thought reliable by the public.

c. One of the important functions of kobans is going to be to establish co-operative relations with CCCs and RCs. For this type of duties, it would be better for each koban to have a senior officers directly engaged in it as a representative of police.

(3) Under the head, each koban should be attached with 4 teams of police officers. Each team should be led by a sergeant who comes under the direct charge of the head.

(4) In order to figure out the necessary number of the junior officers for all kobans, the concept of load index below can be used.

$$\text{load index} = \frac{\text{Number of households} + 8 (\text{Number of Penal Code Crimes} + \text{Number of Traffic Accidents with injury})}{\text{Number of the koban officers (except heads)}}$$

Note; load index is used to evaluate the burden of the koban officers in Japan. The factors to be taken into account in calculating load index are the number of households which indicates the load of liaison work through house to house visit conducted by the koban officers, and the number of penal code crimes and traffic accidents with injury which represent the burden on the koban officers to deal with such incidents.

Usually, a koban officer spends about 10 minutes visiting one household for liaison work, and it takes him on an average 80 minutes to take care of one incident. So, in the formula, dealing with incidents like penal code crimes and traffic accidents with injury are regarded as 8 times load as house visiting liaison work.

a. The load index of one Japanese koban officer is normally between 600 to 800.

b. Taking the load index of the Japanese koban officers as a tentative load index for Singaporean koban officers, the number of officers can be roughly estimated as follows.

① The average load index is 600

$$600 = \frac{509,524 + 8 (25,050 + 9,034)}{x_{①}}$$

$$x_{①} = 1,304 \text{ (proposed establishment)}$$

② The average load index is 700

$$700 = \frac{509,524 + 8 (25,050 + 9,034)}{x_{②}}$$

$$x_{②} = 1,117 \text{ (proposed establishment)}$$

③ The average load index is 800

$$800 = \frac{509,524 + 8 (25,050 + 9,034)}{x_{③}}$$

$$x_{③} = 978 \text{ (proposed establishment)}$$

In each case from ① to ③, the average load of the koban officers will be as follows.

	Total of 8 Land Div.	1 load index is 600	2 load index is 700	3 load index is 800
Area (km <sup>2</sup> )	539.2	0.41	0.48	0.55
Population	2,520,400	1,933	2,256	2,577
No. of Households	509,524	391	456	521
No. of Crimes	25,050	19	22	26
No. of Traffic accidents with injury	9,034	7	8	9

Note: The average load of the Japanese koban officers is approximately as follows.

	Japan	Tokyo	Nagoya
Area (km <sup>2</sup> )	1.7	0.1	0.3
Population	1,900	1,100	1,700
No. of Households	620	420	600
No. of Penal Code Crimes	30	25	25
No. of Traffic accidents with injury	10	3	7

(5) In each case above, the proposed establishment of the koban officers in Singapore is as follows.

Senior officers	(No. of kobans x 1)	82
Sergeants	(No. of kobans x 4)	328
Corporals	① the average load index is 600	
Constables		1,304-328=976
	② the average load index is 700	
		1,117-328=789
	③ the average load index is 800	
		978-328=650





#### 4. Function of the kobans

- (1) The kobans should be open for 24 hours to the public to receive reports and render necessary assistance. Where the situation demands, investigation should also be carried out at least at the preliminary stages. Every koban is responsible for the safety and good order of the community in its jurisdiction to a great extent. In order to achieve these the koban officers, besides controlling crimes and preventing accidents, should put special emphasis on rendering good service to the public, establishing a cordial relationship with the citizens, and being aware of what's happening to the peoples' safety in the community even to the small details. In other words, they have two functions; one is crimes and accidents control represented by arresting criminals, investigating small cases, controlling traffic etc. and another is community relations.

If all the koban officers are successfully performing these functions, good relationship will grow up between the police and the public. This will provide a tremendous help in every field of police activities.

- (2) From what has been discussed above, the koban officers are required to conduct the following activities.

a. The same activities as Japanese kobans'

o Standing Watch (or Watching)

The koban officers are required to stand outside the kobans (or sit inside next to the entrance) and keep a constant look out at the streets especially on suspicious persons and vehicles.

They are expected to check on all such suspicious behaviour, to control traffic, to receive reports, and provide necessary service to the people on the streets while engaged in such duty.

- Waiting (in office)

The officers are required to keep themselves ready for any action during this part of their duty. Also they can use this period making up necessary documents/reports.

- Patrolling

The officers are required to conduct patrol which is normally on foot covering the whole area of their koban's jurisdiction. During patrol, they are expected to check on suspicious characters or vehicles, vital installations, empty premises, and VIPs' residences. They should also talk to the people on the streets to entrance the friendly image of the police.

- Liaison work through house to house visit.

Every koban officer except heads of the kobans should be assigned to his own best for liaison work through house to house visit. He should visit every household and office in his best at least twice a year.

Through this house visit work, the officers are required to get to know citizens living or working in their beats, to provide crime prevention guidance, guidance on natural disaster countermeasures, traffic accident prevention and other information and to listen to their complaints and requests. By such means, the police can establish mutual understanding and good relationship with the citizens, and with their cooperation.

- Special Duty

The officers are required to proceed immediately to the scene of incidents if necessary, and take initial police action and do whatever is needed there on the spot. Also the officers are required to play their roles in the emergency network system.

Through the activities stated above, the koban officers perform the following functions in each field.



(a) Basic functions common for all fields of police activities.

① Comprehension of the areas.

- Comprehension of the households, offices, roads and other demographic and geographic matters.
- Comprehension of crime and accident situations and their tendency.
- Discovery of the groups or persons that the police should keep careful eyes on.
- Reports of the information collected to the relevant branches of HQ Stations.

② Response to 999 calls.

- rush to the scene of an incident in case of need.
- Initial police action at the scene.

③ Service to the public.

- receiving reports.
- receiving and handling complaints, requests informations from the public
- problem consultation for the public.
- 

(b) Function for each specific field of police activities.

① Criminal Investigation.

- Collecting criminal informations
- Arrest of criminals
- Initial police action at the scene of an incident (i.e., ascertaining of the fact, tending of the wounded, preserving the scene from the public, checking on the suspicious in the vicinity, discovery of the suspect victims and witnesses, finding, collecting and keeping the evidence, traffic control etc.)
- road block and investigation upon the emergency network system.
- Making up the official investigation documents as necessary.
- Investigations of the minor crimes designated under the koban's responsibilities.

② Traffic Police

- Prevention of traffic accidents
- Traffic control and enforcement
- Handling of traffic accidents without any injury (limited to relatively minor cases.)

③ Crime Prevention

- Prevention of crimes and other incidents
- Care of drunkards and of children who have lost their way
- Guidance of juveniles (limited to relatively minor cases)

Note; In addition, Japanese koban officers issue mini-newspapers to the community providing the citizens with necessary information from the police.

④ Visit and check on matters under police control

b. Liaison Work with the citizens' organizations

The citizens organizations are the important channels between the police and the communities. In order to bring about more secure and safer environment for citizens a koban should make efforts to keep close contacts with these organizations, and seek their cooperation in relevant police activities especially in the HDB areas.

The heads of the kobans are expected to play an important role in this field, and the following are to be conducted.

- (a) To attend the regular meetings of CCCs, RCs and Residents Associations, and to exchange the opinions and information with their members, to provide them understand police activities so as to obtain their cooperation. (This should be conducted normally by the head himself).

- (b) To hold particular events for the public with the assistance of CCCs, RCs and Residents Associations ex. crime prevention exhibitions
- (c) To keep in touch with the leaders of the Neighbourhood Watch groups, to give them help, develop their schemes, and to lead them in the right direction.

c. Other Functions

Since the koban is situated as a joint point between the police and citizens in the communities, it is important for Kobans to broaden the contact points with the citizens to provide a good service to them. They are expected to provide the public with all possible assistance by functioning as the nearest point of liaison between the Government and the public, to whom the citizen can easily approach on matters relevant to their problems.

5. Management of Koban Activities.

(1) The head of a koban has primary responsibility for the smooth administration and operation of his koban. The following are the roles the head is expected to play to manage the koban.

a. Management of Work.

To plan the work schedule, to direct and supervise the officers, control the progress of activities up to their final disposal.

b. Control of Officers

To encourage the officers to concentrate on the job by keeping up a good environment of work; good relations and atmosphere among the officers on between himself and his officers.

c. Training and Education of officers.

To train and educate the officers through daily work, to give them enough knowledge and ability in the operational field.

d. Improvement of Work.

To improve the procedure and distribution of work to make it more efficient.

(2) The roles of the koban sergeants

A koban sergeant is the head of each team and expected to play the same role as that of a head of a koban. Also he is supposed to assist a head of a koban in general matters.

6. Fixtures and Equipment of a koban

(1) The following fixtures are considered necessary for each koban.

- an office
- a room for searching suspicious characters
- Head's office and guest room
- a rest room
- a toilet, a kitchen, etc.
- an electric sign showing the work "police"

(2) The equipment of the Japanese kobans

(In the case of Tokyo Metropolitan Police) are shown in appendix 1 and 2.

### III. IMPROVEMENT OF POLICE OFFICERS ABILITY IN IMPLEMENTING KOBAN SYSTEM

#### 1. Qualifications in Recruitment

A koban is one of the important method to establish reliability and familiatity of the police to residents in the area. To achieve this function of a koban, the police officer stationed at a koban must have ability in order to gain the confidence of the resident. Moreover, the police must recruit personnel of ability, not only as koban officers but as officers of all other types of services of the police in order to gain high confidence from residents.

From the above point of view, the following are to be considered in recruitment of police officers.

##### (1) Academic Qualifications should be high

A koban officer is exposed to many occasions in which direct contacts are made with residents. These, then, are the occasions in which the police can establish good relationship with them. A koban officer is often asked to make an appropriate and independent decision such as in emergency calls. Therefore, a koban officer should be a well-educated person who is able to understand circumstances on an incident and to make an appropriate decision by himself on the spot. From this consideration, the police must recruit well-educated personnel as constables, with as high an academic quality as possible by providing a good accomodation such as high salary, etc.

##### (2) Personal character and aptitude should be good

A koban officer carries out many kinds of independent duties such as patrol, liaison work through house to house visit, etc. He is thus responsible as an individual officer to the citizen with whom he deals. So he is required to have enough ability as a policeman and must possess knowledge of human relationship as well as high academic quality. Therefore, it is quite necessary to introduce an aptitude test and to put great emphasis on a personal interview etc. in the recruitment procedure to check the applicants' character in detail. (See Note 1 and 2)

Note 1 Aptitude tests employed by Japanese police

a: Aims

- (1) Preventing disqualified personnel from the police service

To prevent such disqualified personnel as a mentally deranged person, a psychopath, a problematic person, a possible criminal etc.

- (2) Finding qualifications suited to the field of service

To find a suitable field and job to an applicant

- (3) Effective education and training

To educate in an effective way each & every recruit and to avoid a wastage through failures during the training process.

- (4) Effective management of personnel affairs after appointment

To gain information on personnel affairs, to put the right man in the right place and to make a desirable personnel combination in terms of teamwork

b: Methods

Following tests are employed;

- A kraepelin test in Uchida's way
- A Gelford test in Yatabe's way
- A MMPI test
- A Rorchach test etc.

Every prefectural police employs two or more ways at a time as aptitude tests in a examination for police service.

Note 2 Personal interview employed by Japanese police

a: Aims

To observe an applicant's character which cannot be appropriately evaluated in written examinations.

b: Methods

A personal interview for 20 - 30 minutes of each applicant. It is made by 3 members or so drawn from the personnel affairs section, the education section and the police school.

c: Points examined

(1) Knowledge and ability

Ascertaining an applicant's level of general education by observing his reactions to questions

(2) Expression and comprehension

Ascertaining his comprehension, expression and communication ability by observing questions and answers.

(3) Adaptability for human relations

To ascertain if he has an adaptability for relations with his colleagues by observing his attitude towards interviews.

(4) Character

To ascertain his character by observing his attitude, expression, behaviour etc. in questions and answers on his personal history, family, present livelihood and so on.

(5) Reasons for his application and desire to be a police officer

To ascertain his commitment as a police officer by questioning what he knows about police service.

(6) View on life and the world

To ascertain his view on life and the world by observing his manner of speaking, attitude, expression etc.

(7) Total assessment on a person

To ascertain an applicant's ability for carrying out police duties conscientiously through an interview, i.e. total assessment on his character, health, vitality etc.



## 2. Education

A police officer must have enough ability to carry out his duties appropriately at a koban when the koban system is implemented. The following methods of education and on-the-job training (OJT) are required to accomplish this.

- (1) To introduce the following subjects into the basic course for each rank of officers at the Police Academy
  - a. Constable  
Subjects shown in Appendix 3 300 hours.
  - b. Corporal  
Subjects shown in Appendix 4 144 hours.
  - c. Sergeant  
Subjects shown in Appendix 5 59 hours.
  - d. Senior Officer (Inspectors Special Course)  
Subjects shown in Appendix 6 34 hours.

Contents of a basic course for newly recruited constables in Japan are attached in Appendix 7.

- (2) To complete OJT (On-the-job training)

OJT plays a very important role in improving a koban officer's ability and moral standard. It is desirable to complete OJT in the following ways;

- a. OJT for chief koban officers and sergeants  
It is important for chief koban officers and sergeants to give clearly-defined instructions to their men. The following training is necessary for them.
  - 1 Periodical meetings
  - 2 Study conferences
  - 3 Discussion among senior officers
  - 4 Occasional instructions on promotion and transfer
  - 5 One day training in other sections
- b. OJT for corporals and constables
  - 1 General instructions prior to a shift change of a koban  
Given by an OC, chiefs of branches or other supervising officers.

- 2 The following practical instructions by a head of a koban, sergeants, and supervising officers in Deployment Branch of Divisional HQ Station.
  - General Instructions during duty at a koban
  - General Instructions on each koban service
  - Accompanied training
    - Practical training in patrol, liaison work, etc. accompanied by supervising officers
  - Instructions on an occasion of inspection to koban services conducted by supervising officers of Deployment Branch in Divisional HQ Station
  - Ascertainment
    - Ascertainment if liaison work is being promoted, if reports and investigations are being properly handled, etc.
  - Administrative instructions on koban services
    - Appropriate documentation, filing, and book entries, etc.
- 3 Other methods of training
  - An occasional test on Police technique.
    - Liaison work through house to house visit technique, radio communication technique, radio communication technique, questioning technique etc.
  - Study of mock-up cases
  - Instructions by audiovisual materials

(3) To complete teaching capacity in Police Academy

To complete the functions of education and training, the following are to be considered in appointment of instructors at the Police Academy.

a. Qualifications of instructors

An instructor must

- possess good grades in his study in every course attended at the Police Academy
- have shown excellent ability in the operational field
- be fairly good at sports

- be comparatively young (It is not desirable that an instructor should have too defferent a viewpoint and outlook from those of his students because of his age)
  - be polite and friendly
  - study and make efforts by himself
- b. Desirable Term as an instructor
- An instructor is expected to hold his position in a police school for 3 - 4 years for the following reasons.
- Too long an absence from practical fields often brings an instructor some difficulties; i.e., he can not give up-to-date instructions to students; he will be out of touch with recent development in operations
  - The demand of an Instructor may impair his physical strength
  - Appropriate instructions can not be expected if the generation gap between an instructor and students becomes to wide
  - A shorter period of, say, 1 - 2 years as an instructor is also not desirable because an instructor is expected to be specialized and experienced in teaching.
- c. Others
- The important factors to be considered in appointment of instructors are his character and ability.
  - Instructors are to take an "instructors' course" in the Police Academy, and be taught a sense of consciousness and pride as an instructor in addition to teaching technique.
  - Instructors should be provided with additional allowance chargeable to a head known as "Research Cost" or others
  - Instructors are to be transferred to a good posting after their terms at the Police Academy to give them the feeling they are the elite of the police.

### 3. Ways to Ensure Appropriate Koban Activities

Appropriate activities conducted by koban officers will produce confidence of the residents and also promote good relations between them and the police. The following ways of supervision to koban officers are required to ensure appropriate koban activities.

#### (1) Supervision by a Head of a koban

A Head koban officer is, under the supervision of a chief of the Deployment Branch of a Divisional HQ Station, primarily responsible for police duties and personnel at a koban.

#### (2) Supervision by a sergeant of each team

A sergeant in each team of koban officers carries out his duties of police together with other junior officers at a koban under the shift system. He is responsible for instructing and supervising his men in the actual carrying out of their duties. He is the primary supervisor, under a Head of koban, to junior officers in his team.

His duties as a supervisor are as follows;

- Ensuring proper handing over of duties at the shift change e.g. to inform the sergeant of the next shift of any incidents, investigations and residents' requests handled by him.
- Making and changing a plan of duties  
Making a plan of activities on his team's duty.
- Ensuring that the appropriate and lawful duties relating to a koban are carried out,
- Giving primary instruction on cases to his juniors
- Ensuring the officers maintain a good 'reception' manner
- Ensuring the koban facilities and equipment are kept in good order
- Giving advice on personal affairs to his junior officers
- Report on activities and problems of his officers to a Head koban officer.

(3) Supervision by staff officers in a Deployment Branch of a Divisional HQ Station.

All koban officers, including a Head of koban, are supervised by a chief and staffs of a Deployment Branch, who are under the direction of OC HQ Station. Those chief and his staffs are required to supervise koban officers in the following ways.

- ° Giving instructions and directions to koban officers from the HQ Station

To give instructions and directions in dealing with cases by telephone, and radio at the HQ Station

- ° A round of inspection going a round of inspection to kobans.

- ° Patrolling together with officers

Imparting their experience in the course of patrolling together with koban officers.

A list of checking points in supervision to koban officers practiced in Japan is attached for your reference

(See, Appendix 8)

(4) Instructions to koban officers by senior staffs of other branches than Deployment.

Senior staffs of other branches of the HQ Station are asked to give instructions to koban officers from specialized points of view when they drop in kobans.

#### 4. Measures for Improving Professional Spirit

##### (1) General Measure

Koban officers will have daily contacts with citizens in the neighbourhood and citizens will consider them to be representatives of the whole police force.

Therefore it will greatly influence the Force when people appreciate the achievement of the whole police force upon the action of an individual koban officer who is diligent and progressive in the performance of his duty. For the above reason, it is of vital importance to improve each koban officer's professional devotion or "spirit". For this purpose, the following measures might be taken.

- a. Reward the officers whose achievement record in pursuance of their duty is excellent or who has made great contribution in solving a particular case.
- b. Hold competitions such as police-questioning contests or liaison work through house to house visit contests which are open for entry by many koban officers.
- c. Make proper evaluations for the latest achievements in koban officer's job such as a fine grasp of security conditions of his beat, a good hospitality towards citizens and a good performance in crime prevention activities.
- d. Hold meetings of koban officers with the supervisors, cultural lectures and counsel meetings for young koban officers etc.
- e. Improve working conditions by such measures as reducing duty hours, workload and providing better facilities for kobans.

##### (2) Promotion System

Proper promotion system based on adequate evaluation of each officer plays a crucial role in improving officer's professional spirit. In the Japanese system, promotion is based principally on promotion examinations. The following are brief introduction of the Japanese system.

The contents of the model-code of the standards for the promotion of prefectural police officers

a. Promotion system

The system is divided into 3 sub system and The description and the aim of each sub system is as follows.

(a) General examination selection system

- Emphasis is put heavily on an academic achievement assessment compared with other systems.
- The main purpose is to foster senior officers who have administrative abilities.

(b) Special examination selection system

- Compared with the system mentioned in (a) above, the emphasis and items of academic achievement evaluation reduced and factors of selection based on job performance records and personality evaluation are added.
- The main purpose is to foster senior officers who have specialized job abilities.

(c) Job performance records and personality evaluation selection system (Merit selection)

- No items on academic achievement assesment are included, selection is made by examining candidates' personal records documents (including interviews and short notes on any topical subject which the officers are requested to write)
- The purpose is to avoid cases where an officer would have served his whole career as a constable, to improve officer's benefits and professional spirit and also to select proper officers who have good job performance records and good personality as a senior officer without forcing them through academic assessment test.

b. Requirements

Requirements of the eligibility of the selection of each rank when the retirement age is set at 55 years are shown in the following table.

Superintendent	6 years					
Inspector	3 years		7 years 45 y old		10 years 50 years old	
Assistant inspector	1 y 6 m	3 y	7 years 35 y old		10 years 45 y old excellent job records 10 years 50 y old good job records Reward for remarkable job performance	
Sergeant	1 y 6 m	4 y	7 y	11 y	14 years Reward for remarkable performance	18 years Reward for remarkable performance
Ranks	College graduates	High School g.	C. g.	H.S. g.	C. graduates	H.S. graduates
Promotion system	General examination selection		Special examination selection		Merit selection	

c. Evaluation items

The following table shows evaluation items in each promotion system

System	Items
General Selection	<ul style="list-style-type: none"> <li>° law in general, police administration in general, job knowledge, and police physical training</li> <li>° job performance records and personality</li> </ul>
Special selection	<ul style="list-style-type: none"> <li>° law in general, police administration in general, job knowledge (select just one field from among such as criminal investigation, traffic, security etc.) and police physical training</li> <li>° job performance records and personality</li> </ul>
Merit selection	<ul style="list-style-type: none"> <li>° job performance records and personality</li> </ul>



d. Proportion of the number of the officers promoted in each system

(a) Each prefectural police can determine its own proportion of the number of officers promoted to the rank of superintendent and inspector in each system, considering the condition of each prefecture

(b) The national standard of the proportion for the rank of assistant inspector is principally as follows.

Promotion system	Proportion	
General selection	11.0%	✦ The proportion between general and special selection is according to the number of applicants of each selection system
Special selection		
Merit selection	3.5%	
Total	14.5%	

(Since 1981 National standard established)

(c) The national standard for sergeants is principally as follows.

Promotion system	Proportion	
General selection	18.5%	Same as ✦
Special selection		
Merit selection	15.8%	
Total	34.3%	

(1981. Nationalweighted average)

(3) Salary, Allowance etc.

a. Police officers salary

Since the duty of police officers is very heavy and responsible such as to protect life, body and property of citizens and keep the peace of society and also officers have to face much greater danger in performance of their duty than any other public servants, it is quite necessary to provide them more favorable benefit than public officials. In Japan also, police officers are paid higher than other public servants.

The following introduces the salary system of officers of Tokyo Metropolitan Police Department as an example.

(The Salary system of TMPD)

(a) Salary Table.

The salary of TMPD officer is determined according to the salary table for the security job of Tokyo Metropolitan Municipality and higher than that of other public servants of TMM which is defined by the salary table for the administrative job of TMM. (As shown in Appendix 9)

(b) Applied Grade

Salary grade applied to each rank of police officer by the table for the security job is as follows

Constable	5th grade
Sergeant	4th grade
Assistant Inspector	3rd grade
Inspector who is in charge of supervising work such as division chief of a HQ Station	Special 2nd grade
Superintendent	1st grade

(c) Applied Step

Within each grade, starting from lower step, an officer generally gets 1 step higher salary annually on condition that he achieved good job performance records. Accordingly, within the same rank officers, who are in service longer are paid higher and it sometimes happens that older officers are getting higher salary than higher ranked but younger officers

(d) Comparison with other public servants of TMM.

Taking the example of starting salary, the following are the comparison between TMPD officers and other public servants of TMM.

	High School Grad.	College Grad.
TMPD	¥103,200 (5 grade - 4 step)	¥124,500 (5 - 9)
Others	¥85,900	¥102,300 (5 - 2)

As shown above, police officers are paid higher salaries (high school graduates 17,300 yen and the college graduates 22,200 yen more) than others in the municipal services.

b. Allowance for koban officers

Aside from the favorable payment for police officers described above, it is also reasonable to provide additional allowances for koban officers to compensate for the severity of their duties. The following are considered to be the minimum necessity.

(a) Koban allowance

This is the special benefit for the compensation of harshness of duties such as patrolling, standing watch and spiritual suffering of always wearing uniform and being watched by citizens.

In Japan, payment of 200 yen per day (5,000 yen monthly) is made as "patrol allowance" for officers working in police boxes and residential police boxes.

- (b) Night duty allowance for officers under shift system.

This is the special duty allowance aimed to compensate for difficulty and physical hardship, spiritual sufferings of night work in shift system. In Japan, payment of 520 yen per shift is made as "Night duty allowance".

#### IV MODIFICATION OF ORGANIZATION FOR IMPLEMENTATION OF KOBAN SYSTEM

As a result of the introduction of the Koban system, the police would maintain police boxes in local communities; and Koban officers would perform various duties as in Japan. Modifications of the Patrol Police organization would be necessary for the proper arrangement of activities of Koban officers, and for the proper coordination of activities of Koban officers and those of team policing cars and radio cars.

##### 1. Organization at Police Headquarters

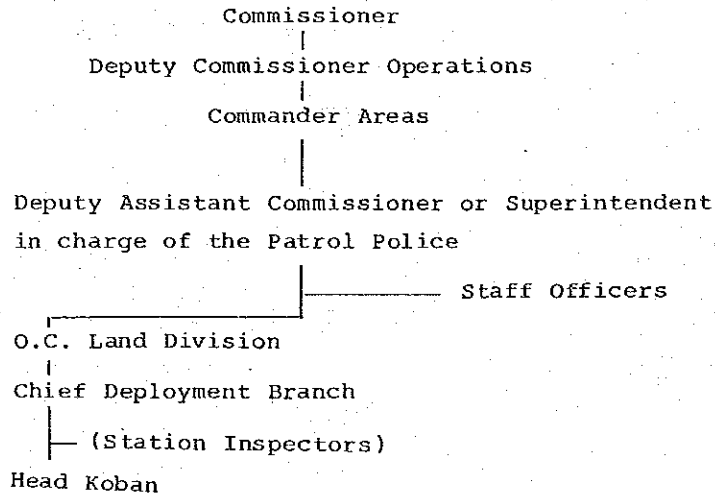
- (1) A Deputy Assistant Commissioner or a Superintendent under the Commander Areas should be in charge of the Patrol Police.
- (2) Several policemen should be assigned as staff officers of the Deputy Assistant Commissioner or the Superintendent in charge of the Patrol Police.

2. Organization at a Divisional HQ Station

- (1) The Chief of a Deployment Branch should be in charge of the Patrol Police.
- (2) Several Station Inspectors should be assigned to a Deployment Branch as assistants to the Chief, and work in four shifts as Koban officers do.

3. Gist of New Organization

The organizational chart of the Patrol Police would be as follows,



V. CHANGE OF JURISDICTION OF LAND DIVISIONS

1. Change of the Boundaries

As far as one Koban would be responsible for one constituency or a part of it, the boundaries of the jurisdiction of a Divisional HQ Station should be consistent with those of constituencies.

2. Increase of Land Divisions and Divisional HQ Stations

(1) In Singapore, the average width of Land Division is 67.4 square kilometers; the average population is 313,000; and the average number of policemen assigned to a Divisional HQ Station is 361 (548 when national servicemen are included).

The comparison with the respective figures in Tokyo and Nagoya is in the following.

	Singapore	Tokyo	Nagoya
The number of Divisional HQ Stations	8	95	17
The average area of a jurisdiction	67.4 km	22.7 km	20.67 km
The average population within a jurisdiction	315,000	122,964	134,435
The average number of policemen at a HQ station	361 (548)	292	229

(2) As seen above, a Divisional HQ station in Singapore has a wider area and more residents within its jurisdiction than in Japan. It also has more policemen assigned to it.

(3) At the implementation of the Koban system, it would be desirable to divide the Land Divisions and to increase the number of HQ stations. The reasons are as follows,

a. It would be difficult for the supervisors at a Divisional HQ station to properly supervise and organize Koban officers, if there are many Koban officers and if the jurisdiction is wide.

- b. Time would be wasted when Koban officers go and come back from a police station to Kobans during shift change, if Kobans are far away from the Divisional HQ stations.
- c. Time would be wasted for the transportation of suspects, people under police protection, documents and other materials between the police station and Kobans.
- d. Since the introduction of the Koban system requires the increase of policemen as Koban officers, the number of policemen assigned to a Divisional HQ station would be increased unless new police stations are established. It is difficult to supervise and organize the increased number of policemen.
- e. The purpose of the introduction of the Koban system is to make the police deeply rooted in local communities. It is desirable to increase police stations as many as possible if we follow the same line of thinking.

(4) The number of necessary Divisional HQ stations in Singapore is given in the following, if the size of a police station in Tokyo and Nagoya is adopted. The figures are calculated on the assumption that the average population within the Land Division in Singapore would be same with that in Tokyo or Nagoya.

	Population in Singapore (millions)	The number of necessary Divisional HQ stations	
		(Tokyo)	(Nagoya)
Present	2.52	20	19
1985	2.57	21	19
1990	2.72	22	20

- (5) The ratios of the policemen at Divisional HQ stations to all the policemen are as follows,

Singapore	1 : 2.80
Tokyo	1 : 1.75
Nagoya	1 : 1.36

The ratio of the policemen assigned to Divisional HQ stations is very small in Singapore.

- (6) In conclusion, since the number of Land Divisions and the ratio of the policemen at Divisional HQ stations to all the policemen are quite small compared with those in Japanese urban areas, it is necessary to establish new Divisional HQ stations with consideration of the figures in the table of paragraph (4). In order to avoid too drastic changes of Land Divisions and to pay the attentions to the budget, however, it is pertinent to achieve the goal over a longer period of time. For the moment, it is desirable to create two new Divisional HQ stations as provided for in the Singapore police plans.



## VI RESPONSE SYSTEM OF 999 CALLS

It is necessary to make proper modifications of the present response system, since Koban officers would also respond to 999 calls as well as radio cars and team policing cars.

### 1. Response to 999 calls

(1) Both Koban officers and radio cars should respond to a 999 call. Team policing cars would respond to a 999 call if the situations require. To a 999 call for which an urgent response is not necessary such as complaints of pollutions and family dispute only Koban officers should respond primarily, and radio cars and team policing cars should respond if the situation requires.

(2) Team policing cars might seem to be unnecessary once the Koban system is implemented, since the main function of team policing cars, i.e., patrol for crime prevention is conducted by Koban officers. However, team policing cars should be preserved. The reasons are as follows,

- a. They would supplement the patrol by Koban officers.
- b. They would transport suspects, lost children, documents and other materials between the police station and Kobans.
- c. They would respond to a 999 call, when radio cars are busy.

### 2. The shortening of the response time.

At present, the average response time by radio cars and team policing cars is ten to eleven minutes in Singapore. It should be shortened, judging from the correlation in Japan between the response time and the ratio of cases cleared on the spot.

Response time	less than 3 minutes		between 3 & 5 minutes		between 5 & 10 minutes	
	(1980)	(1981)	(1980)	(1981)	(1980)	(1981)
Cases reported	25,147	26,013	31,930	35,935	38,594	61,566
Cases cleared on the spot	8,961	8,758	8,464	9,049	8,767	11,362
Ratio (percent)	35.6%	33.7%	26.5%	25.2%	22.7%	18.5%

### 3. Planning of Emergency Network

The police headquarters and each police station should make new emergency network plans, since it would be possible to utilize Koban officers for the emergency network.

## VII MODIFICATION OF COMMUNICATION SYSTEM FOR IMPLEMENTATION OF KOBAN SYSTEM

To introduce the Koban system and to fulfil it's function, it is essential to equip the police communications system as the nervous system to support it.

Police boxes and the residential police boxes of Japan are the bases of the patrol police. The policemen working there offer various kinds of services such as patrolling their beat, liaison work through house-to-house visit protecting residents from various kinds of incidents and crimes, arrest of criminals, offering guidances and also to make consultations about the wide range of problems from the residents in their beat.

In Japan, to support and to meet the activities of the Koban system, use of the Police communications system is made. This consists of police telephone, portable radio called "Shokatsukei" (which is designed as the radio communications system for police station), "Jureiki" (portable radio receiver), computer processed criminal inquiry system. In addition, vehicular radio communications system and simultaneous wire-telephone dispatch system which are communications system between Prefectural Police HQ and each police station are also used.

By utilizing this system, the Koban system can be made to work effectively.

In order to modernize police activities, it is essential to introduce police communications system and criminal inquiry system and so forth which operationally and technically meet with the requirements of police activities.

The Police Communications System of Japan will be introduced as reference in Appendix 10

## VIII. THE PILOT SCHEME

### 1. Necessity of Pilot Scheme

Implementation of koban system will bring about a dramatic change in the organization of Singapore Police Force. Therefore, the pilot scheme for the system should be conducted to gauge its performance and operational effectiveness. After implementing the pilot scheme, the best operational way of koban system for Singapore should be finally decided.

### 2. Performance of Pilot Scheme

#### (1) Scale

The pilot scheme should be conducted in one division. It is desirable to select the division which has an average population comprising both HDB housing estates and old housing estates.

#### (2) Period

The pilot scheme should be conducted for at least one year for the following reasons.

- a. To prepare for full scale implementation of koban system
- b. To make adjustments to the pilot scheme itself in case of need to find out the best operational way for the koban system for Singapore
- c. To provide a reasonable period for koban officer to establish close rapport with the citizens

#### (3) Preparations for the pilot scheme

The following preparations are required for the pilot scheme

- a. Special Training and education for the officers involved.
- b. To publicise the scheme among not only the residents in the division involved, but also to all people in the country.
- c. To perform a survey of public opinion on the police in general within the division for comparison later.
- d. To prepare some statistics such as the number of crimes and traffic accidents, etc. for comparison later.

(4) Important points to note in implementing the pilot scheme

- a. To set up the Project Management Committee to manage the pilot scheme and monitor the progress of it. The committee also will recommend some changes to the system if necessary before full scale implementation of the koban system.

### 3. Evaluation of Effectiveness of System

#### (1) Analysis of some data

Some data such as the number of crimes, the number of traffic accidents etc. and the changes of those measures or factors which indicate some effectiveness should be analyzed. The following items can be the data

- Number of crimes
  - increase or decrease
  - peculiar changes
- Number of traffic accidents
  - increase or decrease
  - peculiar changes
- Number of traffic enforcement activities
  - increase or decrease
  - peculiar changes
- Handling some routine work such as report receiving, directional guidance etc.
  - increase or decrease
  - required time and manpower to handle one case on an average
  - whether routine work could be smoothly handled or not
  - public response
- Handling small cases
  - increase or decrease
  - required time and manpower to handle one case on an average
  - proportion of cases through 999 calls to cases brought directly to a koban by citizens
  - character of each case

- ° Patrol
  - increase or decrease
  - relation between patrol and the number of incidents and accidents
  - public response
- ° Liaison work through house to house visit
  - number of visits in a year
  - average time for one visit
  - public response
  - effectiveness of it in collecting intelligence
- ° Protection activities
  - increase or decrease
  - peculiar changes
- ° Cases cleared by koban officers
  - number of cleared case
  - rate in all clearances
  - types of cases
- ° Usage of radio cars and team policing cars
  - number of cases cleared by those cars
  - crime prevention effects
  - change of response time
- ° Performance of emergency network
  - number of performance
  - number and types of cases cleared through the network
- ° Overtime work of a koban officer
  - total hours in a month
- ° Leave of koban officers
  - total days in a year
- ° Wounds/injuries suffered by koban officers
  - number and causes of cases
- ° Relation with RC and NHW
  - general activities
  - number of events
  - number of koban officers' attendance at meetings

- number and types of requests by members at meetings
- polices reaction to those requests
- response of members
- organization progress of NHW groups
- Crime Prevention guidance
  - number of guidances
  - types of guidances
- Intelligence collecting
  - quality, quantity, correctness and use of collected intelligence
- Public relations activity through koban system
  - number and types of public relation activities
- Facilities and equipments
  - whether kobans have any defects or shortage of those
- Training system for koban officers
  - necessary subjects and unnecessary subjects
  - method of instruction
  - adequate period of training
- Supervision and management
  - whether effective and proper management is done
- Communication system among kobans, koban officers, Divisional HQ stations and Police HQ
  - whether system has any defects

(2) Analysis of public opinion

After the pilot scheme, the survey of public opinion of the residents in the division involved should be conducted in order to analyze public response to koban system, koban officers, liaison work through house to house visit etc. and to compare the public opinions on the police activities in general with those obtaining before the pilot scheme.

(3) Analysis of koban officers opinion.

For the purpose of finding out better case of the koban system, analysis of koban officers' opinion should be conducted. After that it is possible to improve or to reform the system if necessary.



## Equipment of a Japanese Koban

Attached Equipment	Desk Pistol-Safety box Locker Brief-box Free-case Letter-case Found Property-box Bulletin board Black board Air pump Emergency take-out bag Fire extinguisher Measure Rope Megaphone Map
Welfare Equipment	Air Conditioner (if necessary) Tea set Iron Mattress dryer Stove Blanket Electric fan Radio TV set
Bicycle etc.	Bicycle Motor Bicycle (if necessary)
Investigation Equipment	Maintain the status que kit Metal detector Finger printing kit

<p>Traffic Control Equipment</p>	<p>Alcohol detector  Drinkers tester  Stop light  Safety cone  Stop sign  Luminous vest  Blinking red light</p>
<p>First Aid Equipment</p>	<p>First Aid kit</p>
<p>Radio Communication Equipment</p>	<p>Radio communication set  Radio receiver set  Radio set charger</p>
<p>Lights</p>	<p>Flash light</p>
<p>Protective Equipment</p>	<p>Regular helmet  White colored helmet (for First Aid)  Blue colored helmet (for Riot Control)  Iron helmet  Bullet proof vest  Shield  Long stick</p>

## A Koban Officer's Equipment

Item	Weight (g)
Police warrent Notebook	66
Rope	30
Hand-cuff	480
Whistle with chain	67
Pistol with a lanyard	1028
Stick	347
Radio receiver set	200
Radio communication set	500
Traffic ticket bag	470
Belt	557
Flash light	320
Total	4065

## Subjects on Koban Duties for Constables

Subjects	Topics	Periods		Matters to be Taught	Method
		Lecture	Training		
1 Discipline of police officers	(1) Prevention of accidents to self while on duty	4	4 (2)	Danger of accidents in the course of duty including an injury on duty, their prevention and their disposition, the basic mental attitude to duty.	Lecture
	(2) Police-Public relations		(2)	Importance, media, propagation of patrol police's public-cooperation activities.	Lecture
2 The duties and organization of patrol police		6	6	The role of each officer as a representative of the police. The duties and importance of patrol police, and the outline of the organization concerned with patrol police.	
	(1) The meaning and duties of patrol police		(2)	The meaning, duties and basic attitude of patrol police. The concept of patrol police and importance of patrol police activities.	Lecture
	(2) The organization of Divisional HQ Station and active units of patrol police		(4)	The organization of a Divisional HQ Station, basic units with which Divisional HQ Station is constituted (Kobans, Team policing cars), supporting active units (Radio cars, police boat, Riot squad, and etc.) and Jurisdiction of Kobans and liaison work through house to house visit, etc.	
3 The system of Patrol police		4	4	The variety of work-system, outline of work-hour and shift system and work-plan, and the importance of team-work.	
	(1) The work system of patrol police		(2)	Shift system, daytime work system and the outline of order system, concerned with active units.	Lecture
	(2) Work-form, work-plan and team-work		(2)	Work-form and work-plan of patrol police. Importance of team-work among Koban officers.	Lecture
4 Public relations		4	4	The standard of public relations, what the public relations should be, geographic	

					guidance service and the mental attitude of accepting requests.	
	(1)The standard of public relations		(2)		The spirit of " voluntary services to the public " and " maintenance of good public relations ", its importance.	
	(2)How the public relations should be		(2)		How the public relations should be (for example, how to talk, to be careful about one's appearance and how to keep office open for everybody.)	Lecture
5 Watch activities		10	2	8	Watch activities as basic patrol police activities. Importance of watch activities and the basic technique of it.	
	(1)The meaning and importance of watch activities		(2)		Meaning of watch activities, concerned with patrol activities. Function of watch activities in crime-prevention, apprehension, traffic control, juvenile guidance, acceptance of request and writing or arranging papers.	Lecture
	(2)The points of watch activities			(4)	The basic point in watch activities e.g., effective position, attitude and action (through using a mock Koban).	Training
	(3)Writing and arranging the equipped notes			(4)	Types of notices equipped in koban, and how to write them and how to keep them in good order. The points in writing the note concerned with lost property, the note concerned with liaison work through house to house visit, and the note concerned with grasping actual condition will be given in later lesson.	Training
6 Patrol activities		12	8	4	Meaning, importance and how to perform patrol activities.	
	(1)The meaning, importance and form of patrol		(2)		Meaning and importance of patrol activities.	Lecture
	(2)The general point in conducting patrol activities		(4)	(4)	The plan and preparation of patrol activities, objects requiring attention, effective patrol methods, alteration of work plan, prevention of injuries on duty, the points to observe in conducting patrol on foot.	Lecture Training
	(3)Patrol activities by radio car etc.		(2)		Functions and activities of team policing cars and radio cars. How to communicate with Radio Division.	Lecture

7 Liaison work through house to house visit		14	4	10	The meaning and purpose of liaison work through house to house visit. How to keep the records of liaison work through house to house visit.	
	(1)The meaning , purpose and object of liaison work through house to house visit		(2)		The meaning, purpose and object of liaison work through house to house visit, the importance of liaison work	Lecture Training
	(2) The points in conducting liaison work through house to house visit		(2)	(6)	Preparation , matters requiring attention during a visit, spending time and orther techniques of liaison work through house to house visit.	Lecture Training
	(3)The points to write and arrangement of notes concerned with liaison work			(4)	How to write and arrange the note concerned with liaison work through house to house visit.	Training
8 Lost or found property handling		14	8	6	The definition of lost or found property and regulations concerning them. How to deal with lost or found property reports and procedure concerning them return.	
	(1)The definition of the lost property and the regulations concerned		(4)		The definition of lost property, and Procedure stipulated in the Civil Law and the other regulations concerned How to deal with lost property reports.	Lecture
	(2)How to deal with the found property		(4)	(6)	The procedure, the note to record, the materials which need special attention. Procedure to return found property in Kobans.	Lecture Training
9 Crime prevention activities		4	4		The meaning and importance of crime prevention activities, and important points of crime prevention activities conducted by Koban officers e.g., collecting materials for crime prevention, inspection for crime prevention, advice to crime victims, crime prevention liaison work.	
	(1)The meaning and importance of crime prevention activities		(2)		The meaning of crime prevention and crime prevention activities conducted by Koban officers.	Lecture

	(2)The point of crime prevention		(2)		The important points in: crime prevention activities by Koban officers e.g., the source and items to collect as materials for crime prevention, inspection for crime prevention, advice to crime victims, crime prevention liaison work, the points to discuss in communicating with persons in citizens organizations.	Lecture
10 Protec- tion		12	6	6	The meaning, purpose and types of protection activities	
	(1)The purpose, object and procedure of protection		(4)		The meaning, object and types of protection. Its procedure, organization to take over and the limit of protection according to the regulations concerned.	Lecture
	(2)The methods of protection		(2)	(6)	Methods to protect drunks, etc.	Lecture Training
11 Use of communica- tion		10	4	6	The importance of police communication, matters to pay attention to on using telephone, function of communication control room, relationship between communication control room and Koban officer team policing cars and radio cars. System of 999 call response and emergency net-work system.	
	(1)Matters to pay attention to on usage of telephone			(2)	Matters to pay attention to on usage of telephone in general.	Training
	(2)The system of 999 call response of communication with others		(4)		The importance of police communication, function and operation of communication control room, system to communicate with cars and other officers, system of 999 call response and of emergency net-work.	Lecture
	(3)The point to transmit or receive emergency communication			(4)	How to send and receive reports on serious incidents through telephone or radio communication system.	Training

12 Collecting investigation information and marking a investigation report		12	4	8	How to collect investigation information and to write investigation reports.	
	(1)How to collect investigation reports		(4)		The meaning and importance of collecting investigation information, kinds of information to be collected.	Lecture
	(2)How to write investigation reports			(8)	Discovery of evidence left behind at the scene of crime Checking on and questioning the suspects. How to write investigation reports.	Training
13 How to deal with the incident report, accusation, complaint and confession		6	2	4	How to receive incident reports accusation, complaints and confession. How to write an official report on each.	
	(1)How to deal with the incident report, accusation, complaint and confession		(2)		How to deal with the incident report, accusation, complaint and confession from the public	Lecture
	(2)How to write a official report on incidents			(4)	How to comprehend the incident situation and how to write the official report and the paper concerned.	Training
14 Immediate proceed to the scene of incidents and identification activities		12	4	8	Observation and preservation of evidence at the scene of crime. Search and preservation of evidence.	
	(1)Proceed immediately to the scene of crime		(2)	(4)	The meaning and importance of immediately proceeding to the scene of crime and preservation of it.	Lecture Training
	(2)How to observe the crime scene and to gather evidence		(2)	(4)	The meaning, importance and the points to observe at the scene of crime and attention for matters concerned with gathering and preserving evidence, the points to observe inside and outside the house.	Lecture Training
15 Writing the report on the scene of incident and the report concerned with custody of articles		14	2	12	How to write the report on the scene of incident.	



	(1)How to write the report on the scene of incident		(2)	(8)	Importance of the report on the scene of incident and on the damage. Matters to pay attention to on writing. ( Let the students write in the simple style to master the points through a mock-up case study.)	
	(2)How to write the report concerned with custody of articles			(4)	How to write the report concerned with custody of articles.	Training
16 How to deal with the emergency serious crimes or accidents		12	4	8	How to acknowledge the emergency serious crimes or accidents reports, what to pay attention to on reaching the crime scene and how to deal with it on the spot.	
	(1)How to deal with the reports on emergency serious incidents		(2)	(4)	The variety of emergency serious incidents including fire, the general attitude of acknowledgement or receiving emergency appeals, how to receive emergency appeals and how to report them.	Lecture Training
	(2)Attention to matters on the spot at the scene of incident		(2)	(4)	Attention to matters on the spot at the scene of incident	Lecture Training
17 Emergency network		6	4	2	The outline of emergency network.	
	(1)The outline of emergency network		(2)		The function and purpose of emergency network. The kinds of emergency network.	Lecture
	(2)Koban officers roles in emergency network system		(2)		Whole system of emergency network and the roles Koban officers are supposed to play in the network.	Lecture
	(3)Road blocks			(2)	How to perform road blocks and regulations covering their use and attention to be paid in checking cars.	
18 Questioning		26	16	10	The importance of Questioning, and how to detect suspicious persons and the essential points of questioning,escorting inquiring and searching .	
	(1)The meaning , and importance of questioning		(2)		Importance of questioning in crime prevention and criminal investigation and the correct attitude to take for proper questioning.	Lecture

	(2)The objects of questioning and how to obtain answers		(2)	(2)	The objects of questioning and how to obtain answers.( through discussing a mock-up case.)	Lecture Discussion
	(3)The points of questioning		(12)	(8)	Matters requiring attention when questioning, e.g., stopping the person, questioning, searching baggage, kinds of inquiry, escorting and finishing questioning.	Lecture Training
19 Arrest and arrest report		16	4	12	How to arrest and how to write the arrest reports.	
	(1)The points to arrest		(2)	(2)	How to arrest and matters requiring attention. ( Let them master the points essential in making an arrest through a mock-up case study.)	Lecture Training
	(3)The points to write arrest report		(2)	(10)	How to make up the arrest report and matters requiring attention.	Lecture Training
20 The present condition of road traffic and traffic control		8	4	4	The present condition of road traffic and the importance of traffic control.	
	(1)The present condition of road traffic and the importance of traffic control		(2)		The present condition of road traffic and the ways to prevent traffic accident. ( Traffic safety education, traffic enforcement, traffic control, traffic signs etc. ) The importance of traffic control by koban officers.	
	(2)The points to control the traffic		(2)	(4)	1.How to control the traffic by hand and light. 2.How to control the traffic at the crossing at traffic accident prove areas and crowded places.	Lecture Training Lecture Training
21 The control and guidance of the traffic		30	20	10	The importance of guiding and controlling, regulating of pedestrians and cars, the traffic violation notice system, the traffic ticket system and the proof of violation.	
	(1)The importance of the control and guidance of the traffic and matters to pay attention		(2)		The meaning, purpose and importance of control and guidance of traffic, matters of attention and traffic safety education activities by Koban officers.	Lecture
	(2)The control and guidance of pedestrians bicycles		(2)		How to control and guid pedestrians and bicycles and to protect pupils, infants, blind and old persons.	

	(3)The control of cars, etc.	(2)	(2)	Variety of control methods, matters of attention and how to stop cars and check on drivers licenses	Lecture Training	
	(4)How to deal with the traffic violations	(2)		How to deal with the traffic violations systematically.	Lecture	
	(5)The traffic violation notice system	(2)		The necessity and outline of the traffic violation notice system	Lecture	
	(6)Procedure of the traffic violation ticket system	(2)	(4)	Procedure of the traffic violation ticket system.	Lecture Training	
	(7)How to write the traffic violation tickets	(2)	(4)	How to write traffic violation ticket and traffic violation reports matters of attention concerned with custody of drivers licenses.	Lecture Training	
	(8)Traffic violation which Koban officers are supposed to deal with	(6)		The evidence, orders and laws concerned with and matters of attention to the proof of the traffic violation which patrol policemen mainly deal with.		
22	How to deal with the traffic accidents	18	8	10	The outline of the traffic accidents, and early investigation of hit and run accidents.	
	(1)The outline of the traffic accidents	(2)			The present situation of the traffic accidents and outline of orders and laws concerned with the traffic accidents.	Lecture
	(2)How to deal with the traffic accidents	(4)	(10)		The purpose of dealing with the traffic accidents, usual preparation, how to deal with them on the spot, investigation of the traffic accidents and how to deal with the traffic accidents concerned with foreigners.	Lecture Training
	(3)The early investigation of hit and run accidents	(2)			The types of hit and run accidents the points to report early investigation (including traffic identification) in the case of hit and run accidents	Lecture
23	Juvenile delinquency prevention activities	16	8	8	Types of juvenile guidance and the crimes which harm juvenile welfare, and the methods to discover and treat the juvenile delinquency and the crimes which harm the juvenile welfare.	
	(1)How to treat the juvenile delinquent and the methods of discovery	(4)			The definition and types of juvenile delinquency, the basic methods to treat them and to discover them.	

	(2)How to treat juvenile delinquency		(4)	(8)	How to treat each case of juvenile delinquency	Lecture Training
24 Understanding local situation		10	6	4	Importance of understanding thoroughly the actual conditions within his jurisdiction and of the activities to collect information from the public and to use them systematically.	
	(1)The importance of understanding the actual situation		(4)		The importance of understanding the actual situation, the matters, activities and points requiring attention.	Lecture
	(2)How to make a file of the matters grasped		(2)	(4)	How to make a file of the matters discovered, kinds of files and how to use them.	Lecture Training
25 The caution report		6	2	4	The meaning of the occasional reports to the special branches and the materials to be collected.	
	(1)The meaning of the occasional reports and materials to be collected		(2)		The meaning and the purpose of the occasional report and the materials to be collected.	Lecture
	(2)How to write the occasional reports			(4)	The form of the occasional report and how to write it.	Training
26 Preparatory hour		14	0~14	0~14		
Total		300	142 ~156	144 ~158		

## Subjects on Koban duties for corporals

Subjects	Topics	Periods		Matters to be taught	method	
		Lecture	Training			
1 Questioning		20	2	18	Considering the knowledge and skill they've already mastered through the Initial course and on the job training, let them, the series of activities from questioning to arrest.	
	(1) Questioning		(2)	(4)	Explaining the points of the questioning in general which have been learned already for review how to deal with persons who refuse to stop to be questioned and searched.	Lecture Training
	(2) Arrest			(4)	Types of arrest, procedure for each use of arresting technique etc.	Training
	(3) How to write the arrest report etc.			(8)	How to write the arrest report for any type of arrest. How to write the search and seizure report.	Training
	(4) General examination			(2)	Evaluating and each others method criticizing	Lecture
2 Liaison work through house to house visit		8		8	Considering the knowledge and skill they've already mastered through the Initial course and on the job training, test their skill of liaison work through house to house visit through individual training.	
	(1) The points of liaison work			(6)	Ensure consistency in the points of liaison work which have been already mastered.	Training
	(2) The points to note in writing up reports			(2)	The confirmation of records of liaison work and arrangement of the information. Arrangement of the geographic guidance note and writing the occasional report.	Training
3 How to deal with the emergency appeal		14		14	Considering the knowledge and skill they've already mastered through the Initial course and on the job training, let them master how to deal with the emergency appeal through group training.	

	(1)The points to note in receiving, reporting emergency calls response at crime scene			(4)	How to deal with emergency appeals as taught . Matters to be considered on receipt of and reporting emergency calls:	Training
	(2)The points of activities on the spot			(8)	The activities on the spot which have been learned. How to deal with the case at arrival, preserve the scene, report, treat the public and write up notes.	
	(3)General examination			(2)	Evaluating and criticizing each others methods.	Lecture
Total		42	(2)	(40)		

Appendix 5

Subjects on Koban Duties for Sergeant

Subjects	Topics	Period	Matters to be taught
1. Organization and Supervisors	1. Principle and kinds of organization 2. Objectives of both organizations and individuals	3	(2) The principle and kinds of organization, and the function of the organization. (1) How moral is affected by agreement changes in between individual and organizational objectives.
2. Confidence and consciousness as supervisors	1. Mission of supervisor 2. Guidance and education for subordinates 3. Supervisors and self-enlightment	2	(2) The confidence to supervise and guide the subordinates, consciousness and responsibility of supervisors. The importance to educate their successors. The image of supervisors desired by subordinates, and the importance of self-enlightment.
3. Fundamental concept of Patrol Police	1. Duty of Patrol Police  2. Duty of the supervisors in Patrol Police  3. Function and duty of sergeant in Patrol Police	8	(2) Duty of Patrol Police and the characteristics of Patrol Police, clarifying the system of Patrol Police, the limit of their duty and the relationship between them and the other Departments of Police. (2) The duty of the supervisors in Patrol Police in comparison with those of the supervisors in the other Departments of Police. (2) The function of sergeant and the duty and importance of his work.

	4. Present problems and improvement policy in Patrol Police		(2)	The management of Patrol Police. The present problems and improvement policy in Patrol Police.
4. Management of Patrol Police	1. Promotion of practical guidance and education	10	(2)	The importance of on the job training for the patrol officers. The method of practical guidance and education by the patrol supervisors.
	2. Improvement of job environment		(2)	The improvement of job environment including both psychological environment like human relationship and institutional environment like Koban equipments.
	3. Present situation of injuries on the job and countermeasures against them		(2)	The present situation regarding accidents incurred by the patrol officers on their job and the countermeasure against them and the way to educate their subordinates to avoid those accidents.
	4. Counselling on the personal affairs of young officers		(2)	The way of thinking and behavior of young police officers and how to educate and guide effectively the way of their living.
	5. Reasonable evaluation to achievements		(2)	The necessity to evaluate officers abilities both latent and obvious. How to find out the latent



				abilities and how to evaluate them.
5. Promotion of Fundamental Activities of Patrol Police	1. Establishment of effective activity program	12	(2)	The relationship between the construction of the program and instructions, etc. The necessity and objective of establishing an effective activity program in conformity with the police situation in the area served by a Koban.
	2. Flexible deployment and application of officers		(2)	The importance of deploying officers flexibly according to police requirements. The way to efficient deployment and application of officers adopting reasonable work schedules.
	3. Points to consider in guiding and supervising officers when working in Kobans or when patrolling together with supervisors		(2)	How to guide and supervise their subordinates at the Koban or at the time of patrolling. The measures to take when officers are found violation of regulations.
	4. Promotion of appreciation of actual conditions in area of jurisdiction		(2)	The purposes and effects of appreciating the actual conditions within their jurisdiction. The importance of appreciating actual conditions and

	<p>5. Practical education for officers' liaison work</p> <p>6. Practical education on techniques of professional questioning</p>		<p>(2) the necessity of promoting it to bring about such appreciation and to guide officers on this matter.</p> <p>(2) How to guide officers on liaison work when accompanied by the supervisors or when they file papers in regard to such work. How to motivate officers for liaison work, how to liaise with homes in special circumstances and how to make them report the results of their liaison work.</p> <p>(2) The important points on improving the techniques of professional questioning, and teaching subordinates these techniques.</p>
6. Patrol Police Activities relating to the community	<p>1. Promotion of police activities to obtain residents' trust for police</p> <p>2. Strengthening of street-activities</p>	4	<p>(2) The importance of the activities to get the residents' trust for police and how to effectively promote these activities with some actual cases.</p> <p>(2) How to ensure time available for street activities in order to strengthen the deterrent power against incidents and accidents and also to carry out Patrol Police activities relating to the community and how</p>

				to promote street-activities.
7. Efficient cooperation with Radio Division, Radio Cars and Team Policing Cars	<p>1. Outline of the Radio Division and emergency network</p> <p>2. Use of radio equipped patrol cars</p> <p>3. Cooperation activities between officers assigned to police boxes and cars</p> <p>4. Measures on preliminary investigation on urgent report of crime</p> <p>5. Preservation of the crime scene</p>	10	(2)  (2)  (2)  (2)	<p>The function of the Radio Division and its roll as the central nervous system of police activities. The importance of strengthening cooperation with it and also how to apprehend suspects through emergency network.</p> <p>The function of Radio Cars and Team Policing Cars.</p> <p>The patrol sectors of Radio Cars and Team Policing Cars. How to operate effectively with officers assigned to those cars.</p> <p>How to carry out the investigation at the preliminary stage when urgent report of a crime is required, and also how to investigate at the crime scene at its first stage.</p> <p>The importance of preparation in advance for preservation of the crime scene, and its practically application.</p>
8. Patrol Police and Other Police	1. Patrol Police and Traffic Police	10	(2)	Roles of Patrol Police in the field of Traffic control and enforcement.

	2. Patrol Police and Criminal Investigation Police	(2)	Roles of Patrol Police in the field of criminal investigation
	3. Patrol Police and Crime Prevention	(4)	Roles of patrol police in the field of crime prevention.
	4. Patrol Police and Police Communication	(2)	The present situation of police communication system as applied to the activities of Patrol Police, and the operation and use of communication equipment.
		Total (59)	

Appendix 6

Contents of Education on Koban Duties for Senior Officers

Topics	Periods	Matters to be taught
1. Fundamental concept of the management of the Patrol Police	2	The fundamental concept of senior supervisors function in management of Patrol Police.
2. The present problems and their solution in managing the Patrol Police	4	The present problems and their solution in managing the Patrol Police.
3. The duty and role of police inspector in Patrol Police	2	The role and duty of police inspectors, such as to supervise subordinates, to command or educate them.
4. Guidance of subordinates on their activities, and the way of evaluation of their achievements (includes evaluation of their latent abilities)	4	The points to be considered in guiding and supervising officers on each type of activity and work. How to ascertain the effects of their guidance and supervision and how to evaluate them.
5. Cooperation between each unit of police activity and its elastic use	2	The importance of co-ordinating each function of police activity and its elastic use. The way of effective deployment and use of officers by adopting reasonable work schedule and by proper distribution of police.

6. The way to strengthen the police activities on the street	2	The effective way of promoting street activities including ensuring enough time for the activities, in order to strengthen deterrent power to incidents and accidents, or to carry out the Patrol Police activities related to the community.
7. Effective way of promoting understanding of the actual conditions in the jurisdiction	2	The present situations; problems and the effective way of understanding thoroughly actual conditions within his jurisdiction.
8. Effective use of radio equipped cars	2	How to utilize effectively the cars.
9. Level-up method of patrol officers	2	The methods to upgrade the level of patrol officers, such as strengthening of working system or practical guidance or supervision.
10. Method of prevention of any kind of accident or injury (including guidance and supervision on the way of living of subordinates)	2	The method of eradication of injuries or deplorable events by officers. And also explain how to treat them when it happens.
11. Method of effective application of police communication system	2	The importance of police communication system, the knowledge on the instruments and the method of their

		effective application.
12. Method of raising the rate of apprehension of crimes by officers' professional questioning	2	The importance of apprehending crimes by professional questioning, and also let them understand some kinds of methods to raise the rate of apprehension.
13. Methods of improving the guiding and supervising function of elementary and intermediate leaders	2	The methods to improve guiding and supervising function of elementary and intermediate leaders.
14. Method of raising the moral standard of the patrol officers	2	The measures to make patrol officers keen on working.
15. Effective points in making monthly plans	2	The importance and some points of attention in making effective monthly plans, taking into consideration of priority of activities, police events, expected training or education.
Total	34	

## Contents of the basic course for newly recruited constables

Course Contents	Subjects
1 Character and General Common Sense Training	<ul style="list-style-type: none"> <li>◦ Character training</li> <li>◦ Japanese Language</li> <li>◦ General common sense</li> </ul>
2 General Laws	<ul style="list-style-type: none"> <li>◦ Japanese Constitution</li> <li>◦ Police and other administrative laws</li> <li>◦ Criminal Procedure Code</li> </ul>
3 Practical Training	<ul style="list-style-type: none"> <li>◦ Koban and Patrol duty 1</li> <li>◦ Koban and Patrol duty 2</li> <li>◦ Koban and Patrol duty 3</li> <li>◦ Koban and Patrol duty 4</li> </ul>
4 Police Physical Training	<ul style="list-style-type: none"> <li>◦ Riot drill</li> <li>◦ Pistol shooting</li> <li>◦ First Aid technique</li> <li>◦ Arresting technique</li> <li>◦ Judo</li> <li>◦ Kendo</li> <li>◦ Physical training</li> <li>◦ Driving</li> </ul>



## Checking points in supervision of Koban officers

## 1. Administrative affairs

## 1. Standing watch

- Whether he stands at an appropriate place commanding a wide view. (In heavy winds, rain or snow, the most desirable place is in a Koban office)
- If he pays careful attention around an office, especially, backyard of an office which is not usually watched by officers.
- If he keeps a good, posture and carriage and smartly dressed.
- If he makes a salute ~~in~~ right way

## 2. Watching

- If he understands that watching is to pay attention to the outside of the office as standing watch is ( he must pay an attention even when he is telephoning.).
- If he positions himself at a most vantage point for a wide view to the outside.
- If he stands when he receives a caller.
- If he is not arranging papers without permission of a senior officer.

## 3. Waiting

- If he is spending waiting time for the purpose of arranging papers and to clean ~~an~~ office.
- If he is not smoking or having tea in a reception room of an office.

## 4. Waiting for liaison

- If the period ( about ten minutes ) for taking over and ~~liaison~~ is kept well.
- If taking over and liaison are conducted correctly.
- If the way of ten minutes waiting is the same as ~~ord~~<sup>e</sup>red by the head of land division.
- If the way of waiting at the koban for liaison is kept well.

#### 5. Taking a rest

- If he is taking a rest in a resting room in accordance with orders.
- If he correctly keeps a pistol and a radio receiver.
- If he pays an attention to dangers of fire and theft.

#### 6. Patrol

- If he makes a good choice of important patrol points from view points of critical, area, a time and criminal and traffic situations.
- If he makes an effort to stay longer in a critical area.
- If he pays careful attention the vicinity.
- If he brings a walkie-talkie and a receiver with him.
- If he often questions suspicious persons during a patrol.
- If he makes an efforts for all-round patrol.

#### 7. Shift Change

- If he makes a punctual take-over on shift change.
- If he checks equipments.
- If he signs on a plan sheet on member change.
- If he informs 5 minutes prior to the time of member change to the next on-duty officer.
- If he is on a planned schedule of duties.
- If he doesn't unreasonably change his plan of duties.

#### 8. Home liaison service

##### ◦ Progress

( If He has enough time to make a home liaison service, If he makes it on Sunday and in the evening without troubles. )

- If he grasps well the situation in the area and what effort is he making to do it?
- If he is well trained, if he has problems in ways, topics and talking manner.
- If he is promoting community relations activities by album and leaflet to show in home liaison service.
- If he makes 3 times visit to certain important home and office.
- If he gives information necessary for police purpose.
- If he has many informers in the area ( in apartment houses, places to inform emergencies, representatives of town communities.).

- If he pays attentions to those who are to be watched and makes appropriate reports.
- If he correctly adjusts materials, i.e., guidance books, reference books etc.
- If he always makes reports to HQ station by telephone, memorandum, apartment home cards etc.
- If his reports are always accurate ( It is to be confirmed by seniors own visits with officers and other ways of supervision.

#### 9. Reports

- If he reports all requests by residents
- If he makes quick report on cases.
- If he makes interim reports during a long patrol or home liaison service extending to <sup>more</sup> than two hours.
- If he makes reports that his colleagues<sup>u</sup> are late ( more than 10 minutes ) reporting back to the Koban.
- If he makes reports to his office when he is expected to be late for time to come back.
- If he makes necessary reports to his seniors and colleagues.
- If he writes up a correct paper to take over the next shift.

#### 10. Activities by police cars with radio communications

- If he keeps good cooperation with his partner.
- If he keeps good cooperation with Koban officers and exchanges informations with them.
- If he leaves the car to watch around at important places and often makes questions to suspectable persons.
- If he drops in the liaison Koban.
- If he keeps good cooperation with other police cars in emergency cases.
- If he makes appropriate reports in radio communications.
- If he makes information activities on traffic and criminal situation by a loud-speaker on the car.
- If he keeps good condition of equipments attached to the car such as an alcohol measure, a rope and <sup>soon</sup>.

## 2 Reception manner

### 1. Geographic guidance service

- If he always makes efforts to know the situation in the area.
- If he makes efforts for correct guidance.
- If he receives a caller in a standing posture.
- If he stands on a caller's side while giving guidance.
- If he speaks politely and kindly.
- What does he do when he can't make an appropriate guidance?

### 2. Transactions of notifications and lost properties

- If he carefully examines notifications.
- If he explains well to a caller when notification is not acceptable at a police office.
- If papers are correctly written.
- If errors in notifications are always corrected by an officer when it is required.
- If he <sup>keeps</sup> secret affairs.
- If he holds notified money and properties in a right way.

### 3. Transactions of requests by residents

- If he carefully listen to residents requests.
- If he doesn't deal with affairs in different ways depending on their gravity.
- If he reports to a responsible section dealing with the affair.
- If he appropriately deals with urgent cases.
- If he informs result of the transaction to the resident who has requested it.
- If he makes reports to the HQ station.
- If he gives an interim Information on the request.

## 3 First actions

### 1. Transactions of cases

- If he accepts even when it is not in his responsible area.
- If he makes an appropriate decision on the case.
- If he makes a report immediately to the HQ station.

- If he goes to the place of a case immediately.
- If he pays an attention to find in appropriate appeals.

## 2. Transactions at a spot

- If he makes an effort to understand the situation as soon as possible and makes an immediate report.
- If he always makes an efforts to keep track of criminals eye-witnesses and other evidences.
- If he rescues wounded persons and makes a guidance to a safety way.
- If he keeps the spot as it was and if he uses equipments well.
- If he makes an effort to report frequently

## 3. Action requiring the attention of more than one officer

- If he understands the situation.
- If he reports appropriately, i. e., if he has an intention of tackling the situation together with other officers.
- If he understands what number of police and criminals are present at the scene of accident.
- If he is cool in such a case.
- If he keeps details of witnesses.
- If he cautious not to speak carelessly.
- If he avoids a meaningless argument on legal matters.

## 4 Avoiding injuries

### 1. In activities at a Koban office

- If he holds a police baton in his hand at night or on necessary cases.
- If he leaves dangerous objects on a desk.
- If he adjust equipments in and out of a Koban office

### 2. Inspections to callers

- If he keeps an appropriate distance from a caller.
- If he receive a caller in standing posture.

- If he shows his back to a caller.
- If he makes a caller sit on a chair when he calls a telephone or when he is writing.
- If he puts a caller on his left side in front of him.
- If he frequently brings civilians into a resting room of a Koban.

### 3. In transactions to emergency calls

- If he inform a case to his colleagues.
- If he carefully watches a person who has informed a case to him.
- If he allows an informer to proceed in front of him when he goes to the place informed.
- If he abruptly switches car lanes because of haste.
- If he brings necessary equipment with him.

### 4. Questions to suspected persons

- If he keeps an appropriate distance from a person being questioned.
- If he has ready a police baton to use in case it necessary.
- If he is in a position of safety from safety point of view.
- If he always watches a person.
- If he makes questions while riding a bicycle.

### 5. On a car check

- If he stands on a safety place when he stops a car.
- If he keeps an appropriate distance between a stopped car and another one.
- If he stands on a safety place when he makes questions to a driver.
- If he puts his foot on a step beside a car, or a part of his body in a car.
- If he orders a driver to stop an engine.
- If he tries to hold a car driving away.
- If he appropriately gives up driving after an escaping car, if he informs well to other officers in such a case.

## 6. Practical use of equipments

- If he is practically using equipments.
- If he uses an appropriate equipment for a case.
- If he puts too much confidence on a quality of an equipment.

## 7. Treatment of a suspected or a drunken person

- If he approaches carefully to a suspected person.
- If he appropriately uses handcuffs and other equipments.
- If he grasps the right hand of a suspected person when being escorted.
- If he puts a suspected person in a safety of a police car from a <sup>seat</sup> view points of avoiding injuries.
- If he is easily cheated and becomes careless.
- If he pays an attention when he makes a person get off a police car.

## 8. In taking a police car

- If he keeps to the regulation on safety in riding or driving a police car.
- If he keeps to the regulations on an emergency car.
- If he pursues too much.
- If he makes questions out of a police car.
- If he brings a police baton and other equipments when he leaves a car.

## 5 Maintenance of equipments

### 1. Maintenance of a Koban office and cars

- To pay attention if there are out-of-order equipments.
- If equipment, fixtures etc inside and outside of a Koban office are properly arranged.
- If cars are prepared for use.
- If he appropriately makes a report on malformationing equipment.
- If he locks an office when he leaves it.
- If he locks a door of a police car when he leaves it.

## 2. Adjustment of equipment and book

- If equipments are prepared for use.
- If equipments and books are put in the right place as they should be.
- If equipment have any troubles.
- If he knows what is to be brought out of a Koban in an emergency.
- If he pays attention to things left carelessly that are likely to be stolen.
- If he correctly arrange books and papers.

## 3. Appropriate keeping and use of pistols and radio communication equipments

- If the three important rules on operation of pistols are practiced.
- If pistols and radios are kept correctly.
- If he brings radios with him in a correct way.
- If he keeps keys to pistol boxes and others in a right way.
- If he carefully keeps spare keys of pistol boxes.



The salary table (-) of Tokyo Metropolitan Municipal  
for administrative job

Grade of job	1st grade	2nd grade	3rd grade	Special 4th grade	4th grade	5th grade	6th grade
Salary steps	Monthly payment	Monthly payment	Monthly payment	Monthly payment	Monthly payment	Monthly payment	Monthly payment
	Yen	Yen	Yen	Yen	Yen	Yen	Yen
1	284100	-	-	148200	-	98000	-
2	296500	-	-	154900	-	102300	-
3	308900	-	176900	161600	147500	103200	-
4	321300	239700	183700	168300	154200	114200	85900
5	333700	249100	190500	175000	160900	120200	88500
6	346100	258500	197400	181800	167600	126200	91200
7	358500	268200	205000	188600	174300	132500	94200
8	370900	278200	212700	195400	181000	139000	97800
9	383300	288200	220800	203000	187700	145600	102000
10	395400	298200	228900	210600	194400	152300	107700
11	404200	308400	237000	218300	202000	159000	113600
12	411600	318600	245300	226000	209600	165700	119600
13	417300	327700	253700	233700	217300	172400	125600
14	423000	335300	262100	241400	225000	178900	131500
15	427400	342900	270500	249200	232700	185400	137400
16		348900	278900	257000	240400	191900	143300
17		354600	287000	264800	247800	198200	149200
18		358900	295000	272600	254800	204400	154800
19		363100	301400	279600	261700	210500	160400
20		366000	306700	285000	268200	216500	165400
21		368900	311800	289400	273200	222500	170000
22			315600	293800	277800	227600	174500
23			319400	297500	281000	232700	179000
24			322000	300800	284200	236400	183500
25			324600	303600	286700	239700	188000
26				306100	289200	242800	192200
27				308600	291500	244700	196200
28					293800	246600	199100
29					296100	248400	202000
30							203600
31							205200

The salary table of Tokyo Metropolitan Municipal  
for security job

Grade of job	1st grade	Special 2nd grade	2nd grade	3rd grade	4th grade	5th grade
Salary steps	Monthly payment	Monthly payment	Monthly payment	Monthly payment	Monthly payment	Monthly payment
	Yen	Yen	Yen	Yen	Yen	Yen
1	-	151400	-	114000	103200	94100
2	186700	158200	144500	120000	106400	97100
3	193600	165000	151000	126000	109900	100100
4	200500	171900	157800	132000	113400	103200
5	208200	178800	164600	138200	119200	106300
6	215900	185700	171500	144100	125000	109600
7	223900	192600	178400	150000	130900	112900
8	231900	199500	185300	155900	136900	118700
9	239900	206700	192200	162400	142500	124500
10	247900	213900	199100	168900	148100	130300
11	256300	221500	206000	175300	153700	136100
12	264700	229100	212900	181700	160100	141600
13	273100	236700	220400	188100	166500	147100
14	281300	244300	227900	194500	172800	152600
15	289500	251900	235400	200900	179100	158700
16	297700	259100	242900	207300	185400	164800
17	303700	266300	250400	213700	191700	170700
18	309300	273500	257500	220000	197600	176600
19	314900	280500	264600	226300	203500	182400
20	319000	287500	270100	232600	209400	188200
21	323100	292700	275600	237600	215300	193900
22	326200	297900	280900	242500	221200	199600
23	329000	303100	285600	247400	227100	205200
24	331800	306500	290300	252300	232100	210800
25	334600	309900	293400	257200	236400	216400
26		312900	296500	262100	240700	222000
27		315700	299400	266800	245000	226800
28		318500	302300	271300	249300	230900
29		321300	305100	274300	253600	235000
30				277100	257200	239100
31					260800	243200
32					263400	245000
33						246800
34						248600

1. (Wireline Communications System)

(1) Telephone

A telephone is the most fundamental means of communication for the policemen at a koban.

Two types of telephones are used at the koban. One is a police telephone which is used to communicate with policemen of the another koban the other is a public telephone which is used to maintain close contact with the inhabitants in his jurisdiction.

a. Police Telephone

kobans are set up all over the country and are provided with police telephones. The telephones are usually connected to switches installed at the jurisdictional police stations (PSs). These police telephones can be used to communicate with not only the other kobans which belong to the same police station but also any other kobans in the same Prefectural Police Headquarter (PPH) as well as all other police telephones of the Japanese police, because they are connected to the same telephone network.

In Japan, police telephones installed in the kobans are considered of enhancing value and usefulness:

- (a) It has the effective function of executing police activities. In case of incidents, or for the purpose of pursuing criminals, the Command and Control Center of PPH or PS can establish a liaison "simultaneously" with the kobans of the area or of the area concerned. Even if some telephones are busy, the Command and Control Center or the PS can cut in and use it in case of emergency.

Where a member of the public makes an urgent call at the koban for emergency help, the Policemen at the koban can report the matter immediately to the Command and Control Center by dialing "110" which is emergency call number (called "police telephone 110")

- (b) Fine quality of the communications.

The Police telephones in the kobans and wirelines between the kobans and the PSSs are not police self-sustaining facilities. They are leased to police under the contract from Nippon Telegraph and Telephone Service Corporation (NTT) which is the common telephone system available in Japan.

In general, where a wireline between koban and PS passes over more service areas of telephone exchanges, more line transmission loss occurs. It cannot then be expected to satisfy communication quality on account of suppressed signal level and dial error.

Therefore we must consider the total line transmission loss including police telephone network when we plan to construct the wireline.

- (c) Adequate telephones and wirelines are installed corresponding to call traffic demands.

A koban which is positioned in amusement squares and calling for many policemen and tasks is in need of more than one telephone. Furthermore, it is useful to set up telephones in both the office and the rest room.

- (d) It is able to reduce the noise around the koban. A koban which is positioned in a noisy place such as a busy street with heavy vehicular traffic has a special telephone called "noise cancelling telephone".

- (e) Consideration given to proper maintenance of telephone facilities.

The maintenance of telephone facilities at the kobans is done by NTT, because they are leased from it under the an exclusive use contract, and not by the police communications sections. Therefore, claims can be made against the NTT to keep the facilities property and fully maintained, and to recover from them immediately when the facilities become fault.

b. Public telephone

All kobans are able to communicate with one another through the police telephones, but it's desirable to introduce public telephone into the kobans to receive complaints and inquiries from inhabitants. At present, 60% of the kobans have public telephones, but the other kobans that do not can also communicate through public telephones by means of police telephone and switches of the PS.

(2) Facsimile

Almost all the documents that Japanese police use have Chinese characters to describe names, address and so on. In order to transmit Chinese characters correctly, we have introduced facsimiles instead of the teletypewriters to achieve message transmission. But we have not introduced the facsimiles to the kobans yet on account of economic restriction. If a facsimile were introduced, it would be useful to communicate between the koban, the Command and Control Center of the PPH and the other kobans.

(3) Street monitor TV

A koban which is set up near amusement squares uses monitor TVs to monitor the condition of the streets. The TV cameras, which are set up on high places such as the tops of electric poles to get wide monitor area, are connected with TV receivers in the koban through cables. Under normal conditions, we can get fine picture within 1 km cable length.

## 2. (Radio Communications System)

### (1) Radio equipment

As is stated, there is a telephone in the koban to communicate with one another.

But a radio equipment is the most useful communicating method for the Foot-Patrol Policemen who patrol on the road out of the koban.

The Japanese police uses a portable radio equipment called "Shokatsukei" and a portable radio receiver called "Jureiki" which are considered as the most fundamental communications means.

These radio equipment that are very suitable for koban police use, are distributed among the Koban officers.

#### a. "Shokatsukei" radio equipment

The PSs which are the front line of Japanese police activities have their own patrol area and "Koban officers" who patrol in these areas are controlled by the chief of the PS.

Therefore, "Shokatsukei" system are channeled individually for each PSs and to make more efficient operations the system have following applications.

#### (a) "Shokatsukei" radio equipment has the function which allows it to organize a common communication channel with neighboring PSs.

Normally this equipment is operated on each PS's channel.

But when it is necessary to cooperate with neighboring PSs, the "Shokatsukei" radio equipment must be switched over to the common channel and construct a common communication channel with neighboring PSs.

So this "Shokatsukei" radio equipment has 2 channels, one is for individual PSs channel, another for common-channel.

In case of necessity, "Koban officers" are able to select either channel.

- (b) "Shokatsukei" radio equipment can be made to function over a broadened workable range.

The average workable range of this radio equipment in the city area is about 3 km.

A base-station is usually established in a PS.

However, a PS, which covers wide area and thus is unable to secure the service area completely, is able to add an advanced base station which is linked with the PS through a cable telephone circuit.

- b. "Jureiki" (Portable radio receiver)

In Japan, PPH receives emergency calls (dial "110") at the Command and Control Center of this Headquarters, and then gives instructions to all the PSs and the patrol vehicles in the prefecture, through its vehicular radio communication system constituted on a prefectural basis.

This "Jureiki" system can monitor these vehicular radio communications. Therefore "Koban officers" can get information about the incident in their patrolling area. In case it is necessary, they can work with patrol vehicles keeping closer relation.

For more effective operation, this "Jureiki" has some of the following essential points.

- (a) It has the function enabling it to call up any "Koban officers" when necessary.

By this function, the commander in PPH is able to call up "Koban officers" individually or by a group, depending on the scale and the character of the incident.

- (b) It is capable of a monitoring function in the koban with other "Koban officers".

These receivers are designed for Foot-Patrol Policemen, so they have no built-in speaker.

A "Koban officers" hears the information from the receiver with an earphone instead of from a speaker.

But where he works in the koban with other "Koban officers", he can hear the instructions from an external speaker connected to the amplifier of the "Jureiki".

- (c) It enables "Koban officers" to select the necessary channel.

There are some channels in the patrol car communication system, for instance, the channel for patrol, the channel for investigation and so on.

"Jureiki" is provided with a facility in which "Koban officers are able to select the necessary channel.



### 3. (Data Communication System)

Japanese police has been operating "Computerized Information Inquiry System", that is the nationwide information service of crime using NPA computer system. Inquiries which are made by patrol duty officers who are doing "official questioning" (wanted notice, runaway person from home, suspicious cars etc.) are processed by the computer system. It's possible to set a data terminal equipment in a patrol car and a koban, but we set a data terminal with CRT display and keyboard in "Information Inquiry Center" which is established at a respective PPH.

Therefore, the policeman who is in a patrol car, in a koban, or on foot patrol duty can make inquiries by the following means.

- (1) Inquiries through police telephone in kobans.

The policemen can receive an answer for his inquiry from "Information Inquiry Center" by police telephone dialing "123" (authorized inquiry dialing number of Japanese police).

- (2) Inquiry through mobile radio system linked to the Command and Control Center of PPH.

The mobile radio system which is controlled by the Command and Control Center is also used to make inquiry by using portable police radio equipments (including radio equipments). In this system, the policemen can make inquiry of Information Inquiry Center directly (Two means are possible: establishing the liaison is done by the Command and Control Center, : Information Inquiry Center monitors the radio).

- (3) Inquiries through the "Shokatsukei" system which is installed in each PS area.

In order to make an inquiry through the "Shokatsukei" system which is installed in each PS area, the policemen must ask the operator of the PS to assist and transmit the inquiry by telephone, dialing "123". He will then receive the answer through the "Shokatsukei" radio Equipment.





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