

**A STUDY ON EFFORTS FOR IMPROVING THE CAPABILITY  
OF INVESTIGATORS IN IMPLEMENTING THEIR  
INVESTIGATIVE DUTIES OF THE PATTERN OF  
CRIMINAL JUSTICE SYSTEM AT THE LEVEL  
OF A POLICE ADMINISTRATIVE UNIT**

**by**

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Of The Requirement For The Degree Of Doctor Of Philosophy  
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Kennedy Western University

Statement Of Originality

The work product that I am herey submitting is in fact my original research and has not been submitted to any other academic institution to satisfy course objectives. I am aware that plagiarism will result in academic suspension.

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## PREFACE

With God's blessings I have finally been able to complete this dissertation. I am very grateful for all the facilities given to me by the Institution and its entire staff.

Through this dissertation I would like to present something to the police force, a very simple thing indeed but which hopefully can be used as a useful input. I consider the aspect of Human Resource Development (HRD) as an asset that has to be expanded continuously. Much has been done by the management, however no essential parts have so far been disclosed as may be seen from the research I have made.

To improve the standard of living and capabilities is basically the wish of any human being; starting from himself, then to his family and further to his work environment and wider scope. The idea to make a research in the field of HRD has come to my mind after seeing so many low workers who have no chance to develop themselves; the bitter experience I have had during my childhood is also an important factor for this research. My hard life in the past, i.e. working and at the same time going to school formed my daily activities since my boyhood.

It was my dearest mother, Mrs. Siti Maryam, who always encouraged me to go onward and never retreat. She became the head of the family after my father died when I was still in the third grade of the primary school.

I also owe much to my wife and children, Nila, Kelly, Cincy, Fabby and Rodd for all their creative inspirations and sincere love to me.



I also extend my best thanks to :

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2. Prof. Dr. Subagio Sastrodiningrat, MPA, Director of Education, IPBM OTC, Jakarta;
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4. Dr. Paul Saltman, PhD, President of Kennedy Western University, Idaho, USA;
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6. Dr. Said Hutagaol, Counselor for this paper and Lecturer at IMII, Jakarta.
7. Dr. Albert Widjaja, lecturer at MM Program, University of Indonesia, Jakarta.

Motivated by the desire to develop HRD, particularly for those who never have the opportunity for this purpose, it is hoped that this paper will attract the attention of the management. The success that I have achieved in my work has been the result of my hard struggle, also of the support from my superiors.

My sincere thanks go to :

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Through this dissertation I fervently hope that the presentation, though very small, will be used as an input for future HRD management in order to make the organization successful to reach its goal.

Boise, Idaho, June 1994

  
Drs. Muchlis Effendy, MBA

## ABSTRACT

The police, in particular the investigative force, is very proud of the title of "principal investigator" (vide article 1, paragraph 1, *Kitab Undang-Undang Hukum Pidana/KUHP* (Criminal Code), as for the society, the duties, especially the repressive ones, reflect the existence of the police force. All kinds of events arising from the public require the attendance of the police.

As an agency that is responsible for social order the police has indeed done very much for the public. Despite the attempts to improve their services, there are always shortcomings, and these usually occur in the very midst of the public: too longwinded services giving the impression of showing favour to one person more than another; prolonged disclosure of lawsuits; unsolved cases resulting in a huge pile of problems that need solution; low standard for solving lawsuits, particularly special criminal acts; these all are phenomena of the reality showing that the investigator is unable to solve lawsuits.

Starting from this point, we are now facing a very important matter, i.e. the problem of Human Resource Development that involves various aspects. Not only the investigator himself is included, but the whole function of the management.

Being aware of the capability of the investigator that cannot be improved yet which can be seen from the several aspects of the organization, the real needs of the member has not yet been met, the job description is not yet perfect, and the leadership should be adjusted to the requirements. The process of staffing does not run well, the relationship with the law upholder should be smoothened, and the several

kinds of training carried out in a better way. The higher workers have so far made attempts to find new methods in the form of action plans, among others, improving the structure of the organization, enlarging and enriching job opportunities including developing the members through training.

The many kinds of efforts for improvement have not yet given any favourable results, and this shows that the strategies for the purpose have not been very accurately applied with the result that the target has not been met. In order to prevent such mistakes, it is necessary that the strategies be examined once again or revised. It is suggested that restructurization be introduced and the HRD matter better planned. The number of personnel should be increased by recruiting qualified investigators and afterwards providing them with training for development. Officers of the rank of lieutenant or captain, and non-commissioned officers should also join the training.

The job description should be improved soonest possible and the method of situational leadership leading to the Karyadi version brought into the mainstream of civilization. In addition, it is also important that the leaders encourage their members to continuously develop themselves by allowing them to continue their study.

When all of these suggestions can be carried out we may hope that the capability of the police force in general, the investigator in particular, will become much better in the future. Improving the capability of the members means improving the performance of the police unit which ultimately will give a positive impact to the image of the police force as a whole.

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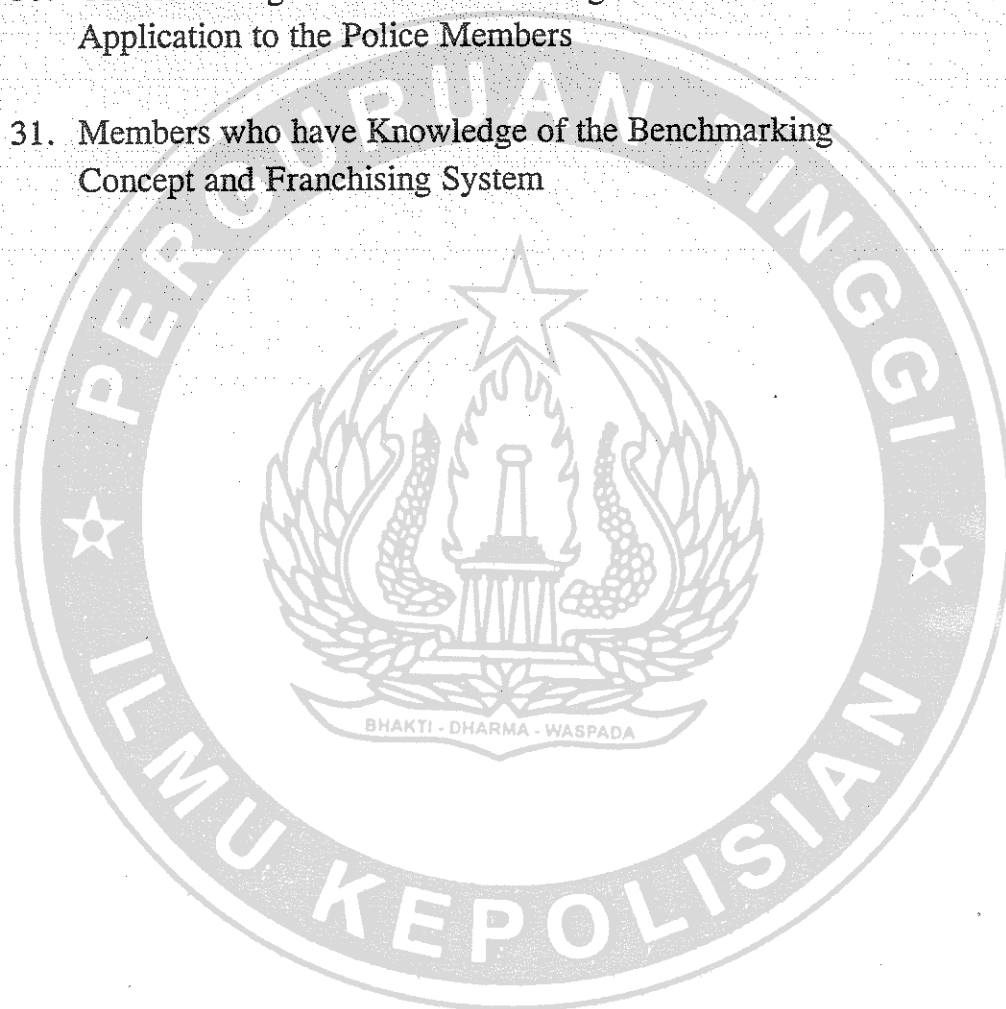
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# CHAPTER I

## INTRODUCTION

### A. Background Of The Problems

The majority of the investigators in Indonesia consists of non-commissioned officers with an educational background of a senior highschool basis. Compared with the law upholders of the Criminal Justice System/CJS, i.e. prosecutors and judges, these officials are generally graduates from universities. This condition has put the police force, especially the investigators, on an unfavourable side. It is as if they are not in a bargaining position and this matter has a negative impact on their work, particularly in terms of the relation with the two institutions of the CJS. Their capability owing to the low schooling affects their working spirit and the unit too. Their symptoms that can be observed from the implication of the imbalance may, among others, be identified as follows :

1. Low clearance of crimes;
2. The High number of arrears against the Notice to Start Investigation (*Surat Pemberitahuan Dimulainya Penyidikan/SPDP*) that cannot be handled;
3. The high number of cases that cannot be completed in time due to the several correction made and the instructions of the prosecutor to be met; and

4. The low capability in handling special criminal cases such as smuggling, corruption, subversion and criminal cases in the field of economy and finance like monetary, banking and trade crimes and others, among others, uncontrolled activities of conglomerates, merger practice/unfair acquisitions and avoidance or manipulation of taxes.

These cases need actually not occur, if the police investigator is really prepared and committed to the title of principal investigator that received from the people (vide article 1, paragraph 1, Criminal Code). The results of the incapability described above will immediately imply the performance of the basic task of the police investigator, as follows :

1. The very low clearance of crimes (averagely less than 35 percent) may lessen the trust of the society that has placed its hope on the capability of the police investigator. They may become reluctant to report their problems to him and the brand image of the police investigator may fade;
2. The high number of SPDP arrears may cause difficulties for the police investigator on the CJS model, because it will indicate that the investigator is not capable to solve problems. Phenomena can lately be seen that other agencies wish to take over the activities of investigation with the reason that "thousands of SPDPs have not been solved completely"; efforts also exists to go backward, to the system of the Dutch judicature in which the investigator is the prosecutor, while the police act as an assistant to the prosecutor;

3. The low capability of the investigator in handling special criminal acts may harm the investigator because he has already lost his power as a principal investigator. The criminal Code says that an isvetigator is an official of the State Police, in this case a detective, who in conducting as an assistant to a prosectutor is a civil servant with legal authority.

On the basis of the above description, the most important problem to be solved is "how and what will be done to improve the capability of the investigator".

#### **Purpose of the Study**

To find ways for improving the capability and skill of the investigator so that he can become more beneficial in upholding the law, develop and maintain the social order, also to keep a smooth relationship among the law upholders within the CJS model.

#### **Significance of the Study**

As an input and contribution to the cenior investigator to be studied in the framework of improving the uprightness of law in this country. If all attempts for improving the capability can be carried put adequately, all citizens who need assistance and uprightness of the law will be served in a better way; their basic rights will also be protected. Satisfactory service for safety

and social order will also become priority without any military force whatsoever; security approach which by several people is considered very important, as this matter is regarded as being neglected against the human rights.

When the capability of the police numbers has been improved, a conducive political atmosphere can be created through their smart touch, especially to prevent flares thought demonstrations, strikes demanding higher wages, exaggeration of the issue of human rights relating to the system of democracy, etc. With these efforts it is hoped that the impression that our country still has a big country risk and political risk for foreign investment can be wiped out.

#### **B. Scope And Limitation Of The Study**

This studi discusses the aspect of Human Resource Development of the investigator himself in improving his capability and the factors influencing his attempts that can be used to improve his skill. The analysis should in particular be observed from the point of development of the situation, improved science and technology and from its negative impact on the activities of the investigator.

#### **C. Research Methodology**

The research should be made in a library research way in order to find theories and concepts and basic ideas; a field research method will also

be carried out in the office of the investigator which will be done in a random manner. In the research the investigator and his superior will act as the sample of the public.

The following data will be required :

1. The personal identity of the investigator : background of his schooling, the courses has taken, his achievements and capability, his activities, working place, and experience;
2. The organization of the investigator, job description, system of recruiting investigators, training and development and the efforts to improve his ability by way of :
  - a. Evaluation of achievements,
  - b. Work distribution and structure of organization,
  - c. Approach to arrangement and work coordination,
  - d. Transfer of authority,
  - e. Individual equipment in the field, and
  - f. Other related activities.
3. Data on Reporting System

Other important data relate the achievements of the reporting system i.e. :

- a. Data on the total and clearance of crimes, periodical reports on various kinds of cases and the process of tackling;
- b. Data on solving cases in the form of :
  - (1) The number of cases sent to the general prosecutor;

- (2) The number of the Instructions to Cease Investigation (*Surat Perintah Penghentian Penyidikan/SP3*) issued;
  - (3) The number of cases completed through other parties other than the general prosecutor.
- c. Mechanism of work and CJS method including the inter-relation ship.

#### Source of Data

The data can be obtained from the unit of the investigator and through the periodical reports, also from the investigator, his superior or commandant or other related units.

#### Technique of Data Collecting

The collection of data can be carried out in many ways, among others, through :

1. Interviews, special data collection technique,
2. Observation, and
3. Questionnaires.

#### Procedure of Data Analyzing

The data are classified, selected as to the benefits, afterwards tabulated for easy interpretation.

## **D. DISTRIBUTION OF CONTENTS**

This paper is divided in a number of chapters, as follows :

Chapter I : Introduction

Chapter II : Literature Review

Chapter III : Attempts for Improving the Capability of the Investigator

Chapter IV : Findings and Interpretation

Chapter V : Conclusion and Recommendation



## CHAPTER II

### LITERATURE REVIEW

#### A. Management Of The Human Resources

Human Resources is different from other resources, since it covers motivation, wishes, feelings and intelligence which are all alien to the others.

William B. Werther, Jr. of Miami University and Keith Davis of Arizona University explain the following :

"Human Resource Management is the management of people. The importance and dignity of human beings should not be ignored for the sake of expediency. Only through careful attention to the needs of employees do successful organizations grow and prosper".<sup>1)</sup>

For this reason human resource development should get first priority to be handled, and not ignored. Proper human resource management is expected to contribute positively for achieving productivity. Productivity through the human being, according to Buchari Zainun, is usually measured qualitatively covering the profits and losses of the company in question, although it is very

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1) William B. Werther, Jr. and Keith Davis, Human Resources and Personnel Management, 3<sup>rd</sup> Edition, Singapore : McGraw-Hill Book Company, 1989, p. 19.



difficult to link evaluation and wages. An example can be given of the salary increase for the employees of the Department of Finance up to nine-fold that has not been able to increase their work achievement up to that number.<sup>2)</sup>

The findings of Yan Kelovich and John Immerwahr in their research in several prominent companies in USA show that 44 percent of the total employees do not work seriously. The failure in management that focusses its attention to the renewal of equipment, not to the development of employees has caused the companies to make a second study; at the end they change their mind.<sup>3)</sup>

They place employees as a basic source for quality improvement and productivity in order to reach success through their achievements by appreciating them as individuals, trusting them and treating them as grown-up people. This evaluation has concluded that the factor of their laziness is the result of the fact that they are ignored.<sup>4)</sup>

The benefit that can be obtained from the above survey and research indicates that a close relationship exists between the seriousness of the employees in their work and the system of control at the working place. In Indonesia, workers like to be controlled, and they will do "as they wish" if not controlled. In the Indonesian Armed Forces (Angkatan Bersenjata Republik Indonesia/ABRI) a leadership method has been introduced known as "11 Principles of ABRI Leadership" which, among others, says, "....."

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- 2) Zainun Buchari, Prof. Dr. MPA, *Manajemen Sumber Daya manusia Indonesia* (Management of the Human Resource in Indonesia), Jakarta 1992, p.54
  - 3) Sastrorodiningrat, Soebagio, Prof. Dr. MPA, *Perilaku Administrasi* (Administrative Behaviour), Jakarta : 1987, p. 822
  - 4) Ibid, p. 224.

*Ing ngarso sung tulodo, ing madyo mangun karso, tutwuri handayani .....* "

(The people in front should give the example, the people in the middle move spirit, and the people at the back encourage and control.<sup>5)</sup>

For the Indonesian people this method seems to have entered the main stream of civilization : employees are ashamed to enter their working place when they see that their superiors have arrived earlier. According to Stoner and Wankel, one of the reasons of the decline of productivity is the change in the attitude and motivation of the worker explaining that the people of today have no longer the traditional working ethics, that is, they do not work as they used to.<sup>6)</sup>

This group of workers should be refreshed and remotivated. In the circle of the police force, especially the investigative unit, and alternative that can be taken is the control system combined with the 11 Principles of the Armed Forces.

## B. Leadership

Speaking about management of human resources and the way to improve them, we have to include the aspect of leadership.

Various opinions of experts can be used as reference for leadership.

- 
- 5) Doktrin Hankamnas (Pertahanan, keamanan Nasional) *National Defence and Security*, 11 Asas Kepemimpinan ABRI (!! Principles of ABRI Leadership), Departemen Hankam, Markas Besar ABRI (Department of Defence and Security, ABRI Headquarters), Jakarta : 1965, p. 30.
  - 6) Stoner & Wankel, *Management*, Prentice Hall Inc., 1991, P. 326.

The principal discussion in this paper refers to the human resources of the police investigator. The police force is part of the Armed Forces, also called the military, but is the "militaristic" method the best way to be applied to the management of the police? Further examination is required, and the answer will not always be "yes"; the principle of the "Police Force Leadership" is perhaps a better answer.

Police Commissioner M. Karyadi explains in his book entitled "Leadership" the following characteristics of the police force leadership: "Do not work alone, but try to work in such a way that other people can also work, because it is not the result done alone that is evaluated but the one done by the group he supervises"? <sup>7)</sup>

However, another moderate opinion exists saying that it is very difficult to decide which is the best. According to it there is not a single kind of leadership that is most superior. This theory was forwarded by Kenneth H. Blanchard in his book entitled "Management of Organizational Behaviour". He explains that there are 4 kind of styles of leadership, i.e.:

1. Telling (S-1) : High attitude of directing but low attitude of encouraging. This style is militaristic, which is suitable for directing subordinates and most effective for the unable and not-willing man;

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7) Karyadi, M., *Senior Police Commissioner, Leadership, Politeia Bogor* : PT Karya Nusantara Cabang Bandung, 1976, p. 38.

2. Consulting (S-2) : Most suitable for low medium level development and effective for the unable but willing man ; Here, the attitude of directing is high, also the attitude of encouraging ; so there is a two-way communication between the superior and subordinate.
3. Participating (S-3) : The superior does not direct very much, but he gives encouragement. The work can be completed fully by the superior and subordinate in the decision making. This style is very suitable for medium to high level development and effective for the capable but not-willing man;
4. Delegating (S-4) : Very suitable for subordinates with high level of development. These people belong to the capable and willing man. The leader is here required not to direct or encourage very much.<sup>8)</sup>

The four styles of leadership by Kenneth are shown on Fig. II-1. According to Kenneth, there is no best style, but he says that the successful leaders are those who can adjust themselves to the situation. This theory became popular as the "situational leadership" theory.

Situational approach in leadership is deemed necessary, however, this matter does not help the leaders very much. What is important to know is: Which style must be used and when ?

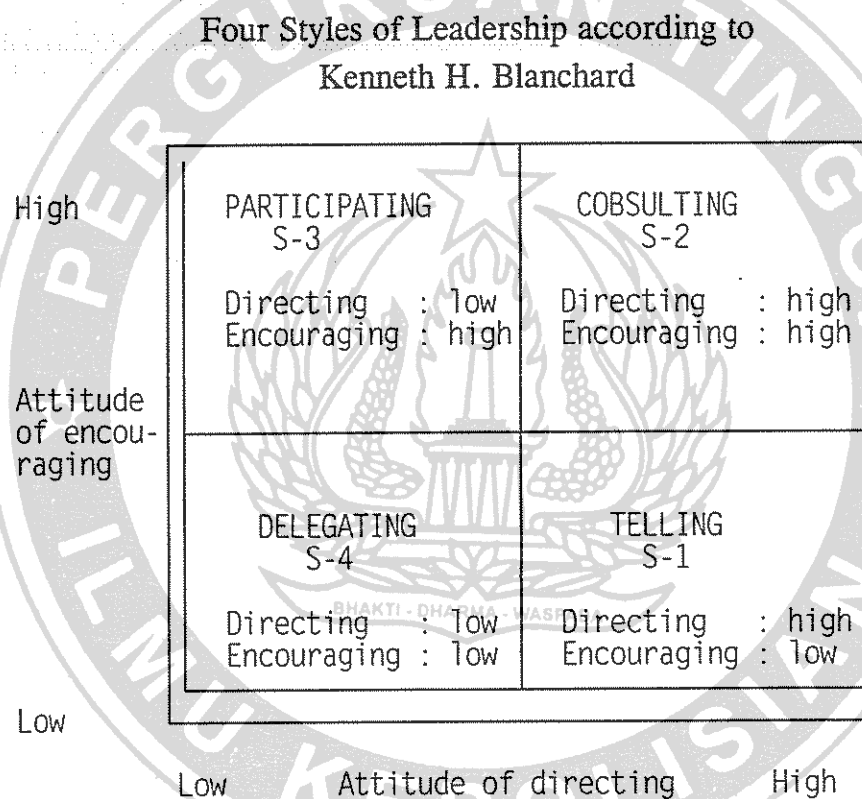
The situational elements influencing a certain leadership style are appropriate for the situation we are facing, among others :

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8) Kenneth H. Blanchard, *Management of Organizational Behaviour, Utilizing Human Resources*, Edition 4, Englewood Cliffs N.J. : Prentice-Hall, Inc., p.121.

- time
- demand of task
- atmosphere of organization
- superior, colleague, skill
- expectations of subordinate, etc.

Fig. II-1



Another important factor that a superior/leader has to know is the factor of subordinate. The situational leadership mentions that the low level development is the key of success of the leader.

The low level development is drawn as a continuous line divided into 4 levels :

- a. Low (D-1)
- b. Low to medium (D-2)
- c. Medium to high (D-3)
- d. High (D-4)

See Fig. II-2

The following are some steps to improve the low level capability : according to Kenneth :

- a. Say what must be done, what the responsibility is and to whom one is responsible (Telling Style/S-1. This is very ideal for the low D-1 level);
- b. Show what must be done, so that one knows the result of the work : successful or failed (Telling style for the low D-2 level);
- c. Let him try to do the work his way, let him know the mistakes of the work; this will not destroy him at all.
- d. watch his appearance and result of work, do not hurry to use the delegating style;
- e. Tackle the consequences, among others :
  1. The positive consequence by a reinforcer for possible return of the behaviour;
  2. The negative consequence, i.e. the weakening factor (punisher);
  3. The neutral consequence.

**Fig. II-2****Capability Level of Subordinates**

Capable and willing	Capable but not-willing	Unable but willing	Unable but not-willing
D-4	D-3	D-2	D-1
.	.	.	.
.	Style of leadership	.	.
.	S-3	S-2	.
S-4			S-1

Source : Kenneth H. Blanchard

Leadership style according to the WHITE and LIPPIT version cover :

1. Authoritative Leader Characteristics :

- All policies are determined by the leader;
- Steps for technical activities are taken by leader;
- The leader dictates the work to the subordinates;
- The leader keeps at a distance from the group activities.

2. Democratic Leader Characteristics :

- All policies are discussed by a group and the leader encourages it;
- The leader gives suggestions and several alternatives;
- The subordinates are free to work together and the job description is delivered to the group;
- The leader is always objective and thinks on the basis basis of facts.

### 3. Laissez Faire Leader Characteristics :

- The freedom of decision making is with the group or individual;
- The leader only gives information when asked;
- No participation of the leader;
- No attempts to arrange the process of work of the organization.

### Theory X and Theory Y

Before applying a certain style of leadership the leader should in advance have knowledge about the group of employees or subordinates relating to the X and Y theories of McGregor, as follows :

The characteristics of the X group of subordinates are the following :

1. The group is lazy and keeps at a distance from any kind of work
2. Passive, without any initiative;
3. Greedy for money, does not want to bear risk;
4. Not responsible, likes orders;
5. Need to be driven, supervised and punished;
6. In favour of authoritative leadership.

The characteristics of the Y group of subordinates comprise :

1. Fond of working;
2. Creative and responsible;
3. Work is considered as a challenge, not as a place to find cash;



4. Willing and is fond of work;
5. Creates democratic leadership.<sup>9)</sup>

### Tri - Dimmensional Grid

W.J. Reddin improves the leadership style with 8 different kinds, 4 of which are the most effective, i.e.:<sup>10)</sup>

#### 1. Executive

This is the style of a leader who has a high feeling for work and communion. He belongs to the group of motivators and is fond of management as a team;

#### 2. Benevolent Autocrat

Low orientation power for companionship but has a high feeling for work. Considered as a person who knows what is required and how to get it without arousing any tension;

#### 3. Developer

Low feeling for work, but has great power for companionship, special feeling for his subordinates and can develop them individually;

#### 4. Bureaucrat

Feeling for work is high, but is low for companionship. Belongs to people who strongly uphold regulations and procedures and controls these seriously in his performance.

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9) Ibid, p.16

10) Ibid, p. 130.

## Theory of Motivation and Leadership

The matter of leadership and the people conducted by their leaders is closely related to motivation of these individuals.

In his theory of needs, Maslow distinguishes 5 levels of needs, as follows :<sup>11)</sup>

1. Psychological Needs

These are the most basic needs, such as food, drinking water, rest, etc.

2. Safety Needs

These cover the needs for being undisturbed, not threatened, protected against physical damage or loss of opinion.

3. Belongingness and Love Needs

Needs for friendship or social requirements, such as love, sympathy, etc.

4. Esteem Needs

Needs for improving personal image, such as reputation, achievement, prestige, status, etc.

5. Needs for Self-Actualizations

Needs to realize all potentials, talent, capability and willingness (What a man can be, he must be). These needs represent the most important needs of the human being.

For details of the Maslow theory, see Fig. II-3.

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11) Ibid, p. 815.

## Forced Relationship

In order to move the motivation of subordinates against the problems they are facing in their daily activities, a good leader should, in cooperation with the subordinates, make brainstorming to find ideas for achieving their common goal.

The basic technique of forced relationship in the realization comprises, among others, developing new ideas using the following steps :

1. Fact Finding

This is a process for finding facts and clear pictures of a situation and where we are.

2. Problem Finding

This is to find a clear picture on where we want to go. The several problems should be formulated so that one can see them in different ways.

3. Idea Finding

Efforts to find as many as possible alternatives for the problems in order to reach the goal.

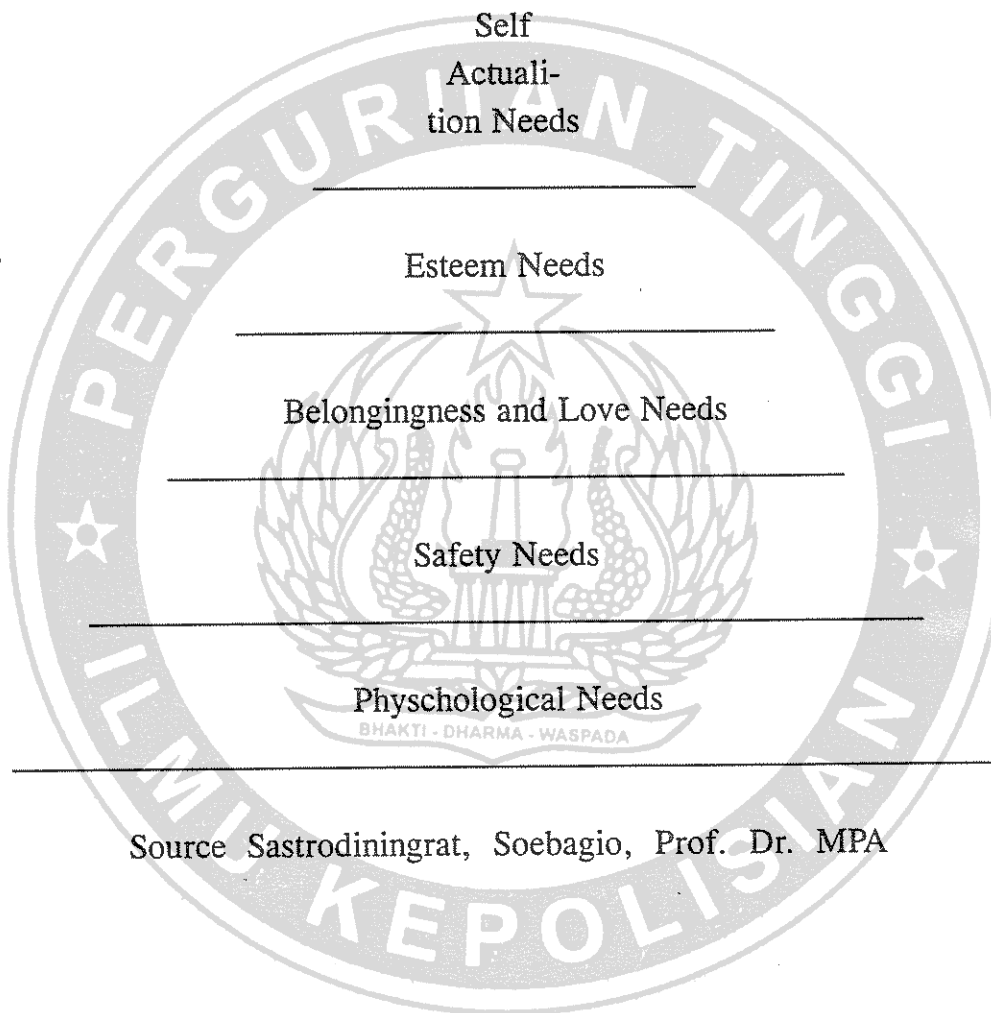
4. Solution Finding

Selecting the best possible criteria in order to evaluate alternatives to obtain appropriate and satisfying answers.

5. Acceptance Finding

Preparing a detailed plan for implementation to determine the answer that have been determined for execution.

Fig. II - 3 : Maslow Level of Needs



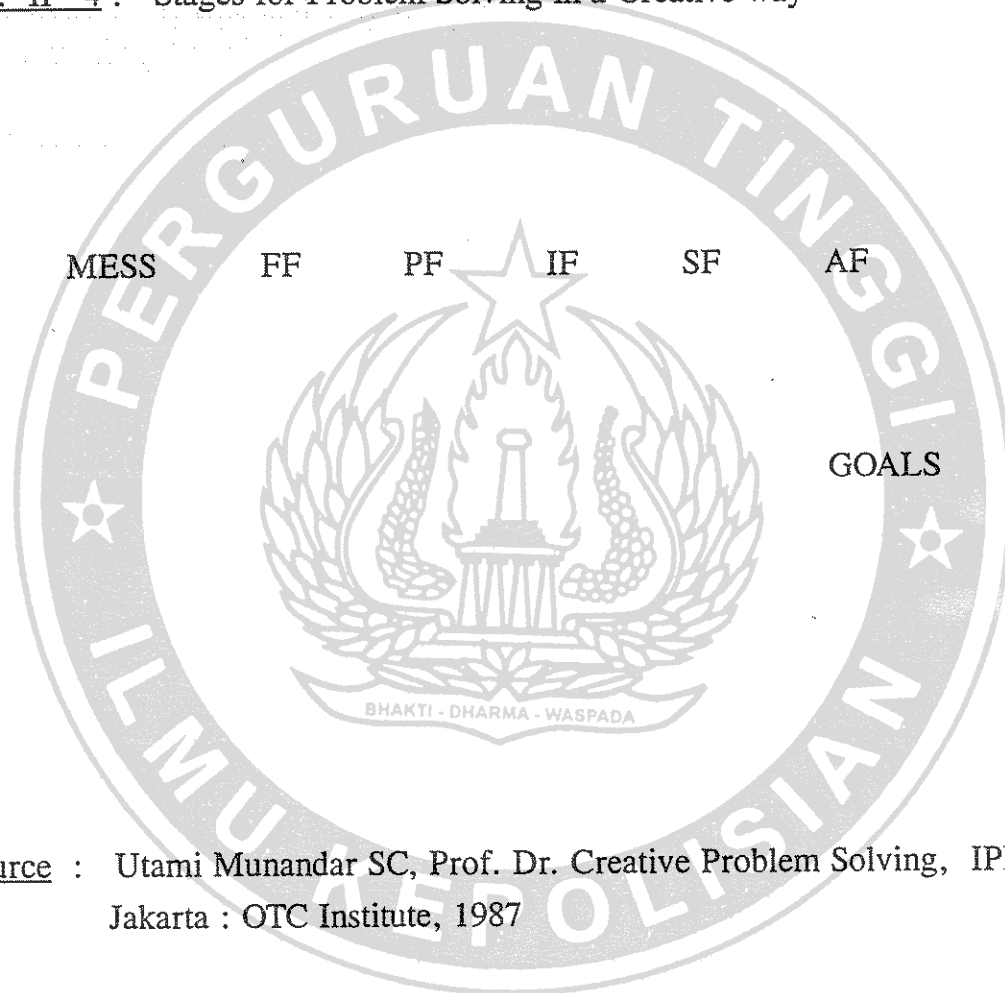
Source Sastrodiningrat, Soebagio, Prof. Dr. MPA

Fig. II - 4 shows an illustration and clarification of the matter.

This technique is known to give much contribution for solving problems faced by the leader of an organization. However, many leaders are still reluctant to apply this theory to their work, with the reason that it takes to

much time and is not very effective. There are also some people who explain that the theory would involve subordinates and lessen the credibility or lower the prestige of the leader. Whatever the reason may be, this opinion is incorrect.

**Fig. II - 4 : Stages for Problem Solving in a Creative way**



**Source :** Utami Munandar SC, Prof. Dr. Creative Problem Solving, IPBM,  
Jakarta : OTC Institute, 1987

## C. Work Relationship

### 1. Investigator

The Criminal Code (*Kitab Undang-undang Hukum Acara Pidana/KUHP*) mentions that the investigator is a state police official of the Republic of Indonesia who has received special authority through a legal ordinance; he has the obligation and authority to receive reports, complaints on criminal acts, and has further the right take legal action, such as :

- a. Giving order to stop a person;
- b. Examining identity documents;
- c. Arresting, detain, ransack and confiscate ;
- d. Examine and confiscate documents;
- e. Take fingerprints and pictures of somebody;
- f. Call and examine a man as a suspect or witness;
- g. Invite experts required for examining a lawsuit;
- h. Cease investigations;
- i. Take other measures in accordance with the law (vide article 7, Criminal Code). <sup>12)</sup>

### 2. Public Attorney

A public attorney is a prosecutor who through legal ordinance has received the authority to prosecute and carry out what has been determined by the judge, with the following authorities :

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12) Soenarto Soerodibroto, SH, *KUHP & KUHP*, Edited by Soenarto and Associates, Jakarta : 1986, p. 79.

- a. Received and examine investigative documents from the investigator;
- b. Provide instructions for improving the investigation;
- c. Prosecute;
- d. Extend the period of detention;
- e. Carry out other task, such as detain, change the status of the detainee when case has been taken to court;
- f. Prepare accusation letters;
- g. Take cases to the court;
- h. Cease a case for the sake of the law;
- i. Carry out other actions within his scope and take the responsibility as a public attorney;
- j. Implement what has been determined by the judge.<sup>13)</sup>

### 3. Court of Justice

The court of justice is authorized to examine and decide whether or not an arrest or detention is legal, cease prosecutions, and to determine compensation or rehabilitation. It is authorized to try any case and criminal acts that occur in his legal area.<sup>14)</sup>

Based on the abovementioned definition and responsibility as stated in the Criminal Law, the relationship between the three agencies has become an "interlink relationship".

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13) Ibid, p. 8.

14) Ibid, p. 29.

Fig. II-5 Shows a picture of this matter.

Fig. II-5

Process of Criminal Act Completion in  
the CJS Interlink Relationship

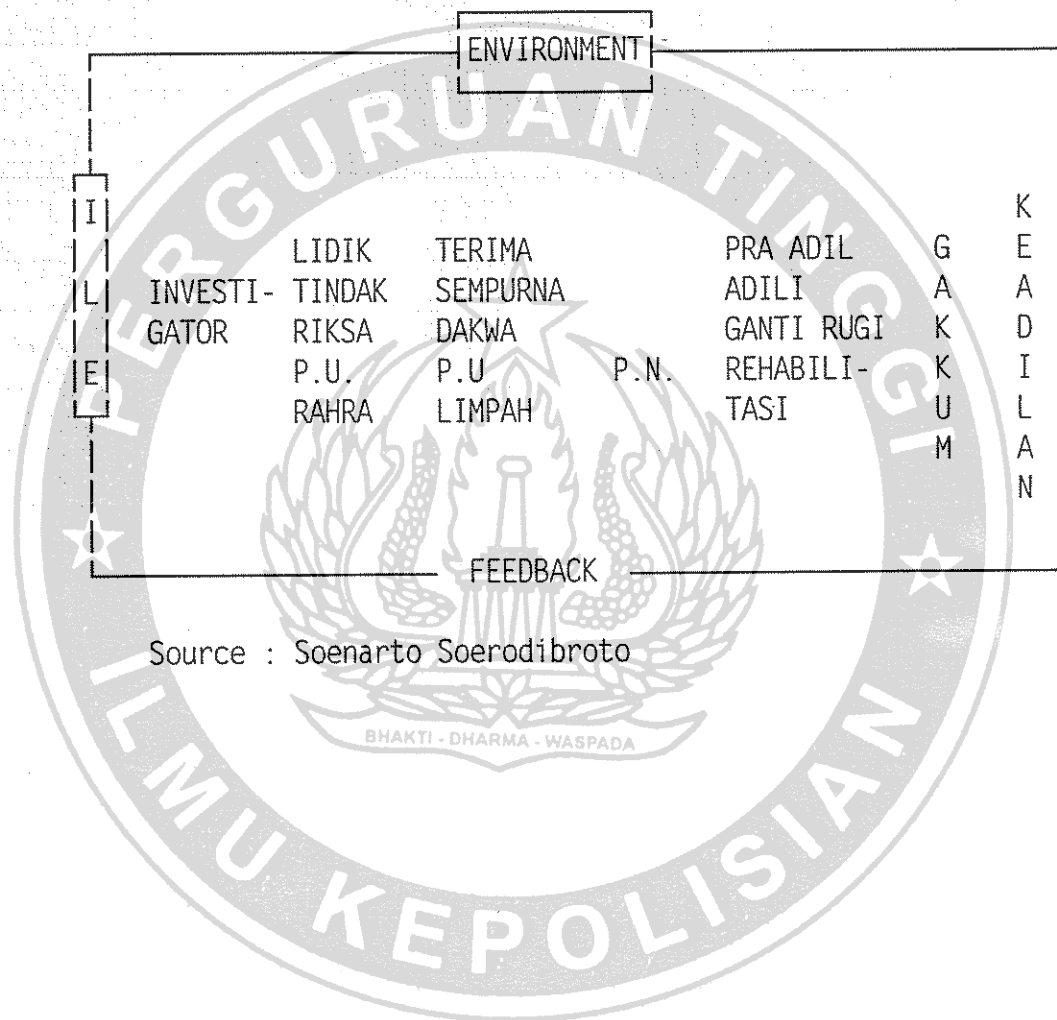




Fig. II-5 shows that the relationship among the three parties is horizontal, inter-connected and form a sound unity. The police investigator cannot prosecute or try a man, as this is the authority of the public attorney and court of justice. A public attorney cannot arrest or sentence a criminal either, because he is only authorized to prosecute, like the court of justice that can only try a man when the prosecutor has completed the accusation that has connection with the case or investigation from the investigator.

In certain cases, i.e. small criminal acts, such as traffic tickets, minor thefts, the investigator may immediately forward his case to the court of justice through the public attorney; reversely, for temporary decisions the court of justice can straightly contact the public attorney or investigator.

The position of the respective agencies on the CJS method can be seen on Fig. II-7.

Referring to the CJS method the position of the agencies should be independent; the relationship is just because of their activities and coordination. No agency is dominant to the others and each has an equal bargaining position on the method.

Fig. II - 6

Position of the Respective Agencies on the CJS method



#### D. Improving The Human Resource Capability

Stoner and Wankel explain that for improving the capability of the human resource as manpower of the working unit following steps can be taken :

1. Approach through process staffing and human resource management in several stages, such as :

a. Human Resource Planning

This activity is performed to meet the needs of the organization in a proper way within a period up to 5 years. More specifically, the planning puts stress on the growth and development of those who want to reach a higher level of capability, creativity and fulfilment of needs, because the human being represents the most important resource in the society.<sup>15)</sup>

Through this planning it is hoped that the recruitment of investigators can be better programmed in order to anticipate the challenges in the future and the possible mobilization in the unit.

In accordance with the stages, this planning is also aimed at future development, which means that the career of an investigator will develop to a higher level.

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15) Keith Davis & John. W. Newstorm, Behaviour in an Organization Erlangga, Jakarta : 1990, p. 14.

Essentially the approach of the human resources is of supportive nature, i.e. to assist the member so that he can achieve more, become a more responsible person and afterwards create an atmosphere in which he can pay his contribution to the maximum of his ability.

A proverb says, "If you now give fish to a man for one day, you teach him to angle fish, and by doing so you have given him fish for his whole life."<sup>16)</sup>

#### b. Recruitment

Recruitment means procurement, in the meaning of a process of activities to fill vacant positions starting from planning, announcement, application up to the appointment. This procurement can be achieved by way of recruitment from within, from the organization itself.<sup>17)</sup>

The implementation can be performed in the campuses of universities, courses, also via advertisements in newspapers, professional magazines, employment bureaus, and from mouth to mouth.

The advantage of seeking workers from outside is that new, fresh, more motivated and qualified people can be obtained. The selection should be made competitively, with many competitors and implemented in an open way; only by this way can the best result be acquired.<sup>18)</sup>

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16) Ibid, p. 15.

17) Zainun Buchari, Prof. Dr. MPA, op-cit, p. 65.

18) Ibid, p. 55

Recruitment may also be made from within the organization; this method is less expensive and fosters loyalty; it is also stimulating for better activities and does not require orientation at the beginning of the recruitment. Here it means mutation within their own circle, which for employees who have never been in another section is something new.

They will be motivated to become more motivated and increase their zest of work.<sup>19)</sup>

The process of recruitment is as follows :

- (1) Study the several kinds of work and needs for the labour force (job analysis);
- (2) Determine the requirements for the labour force in accordance with the statement;
- (3) Seek interested person who meet the requirements by means of :
  - (a) Walk-ins and write-ins, which means seeking outside and apply;
  - (b). Employee Referral  
Employee of the company recommend their friends to the personnel department to fill the vacancies;
  - (c). Educational Institutions, i.e. through agencies and educational institutions;
  - (d). Military Operations  
Recruiting retired people;

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19) Stoner & Wankel, Op-cit, p. 326.

(e). Departing Employees

People who have retired for a certain reason are summoned to return to their old place of work;

(f). Open House, i.e. everything is explained openly, and it is expected that the persons who will be accepted are attracted to and know the situation of the organization completely.

Matters that be avoided during the recruitment process include the following :

(4). Blind Ads.

No specific explanation is given on the recruitment.

(5). Educational sources, for instance, *Secapa/Sekolah Calon Perwira* (School for officer-candidates), *Akpol Akademi Kepolisian* (Police Academy), *Sepa/Sekolah Perwira* (School for officers), etc.

c. The training and development is aimed at improving the capability of the employees so that they can pay good contribution to the organization, The development is programmed to bring the employees to a higher position.

The development can be performed using 4 methods, i.e.: <sup>20)</sup>

- (1) Coaching Method : Directives are given by the superior;
- (2) Work Notation: Transfer of position in the same department or another;

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20) Awaloedin Djamin, Prof. Dr. MPA, *Ketentuan-ketentuan tentang Satpam* (Stipulations on Security Personnel), Ministry of Defence and Security, Police Headquarters, Jakarta : 1980, p. 127.

- (3) Duty Training: The trainees work as assistant managers;
- (4) Planned Activities: The trainees have to do important work in order to develop their experience and capability.

Much evidence can be given to justify that by giving work to trainees the quality of their work has improved. Work that does not fit the trainees will lower their quality and even make it gradually disappear.<sup>21)</sup>

Training and development only is not sufficient to improve the human resource; another wider activity should be given, for instance, subsidy for a house so that they may have a house of their own; by doing this they will work in a calm way.<sup>22)</sup>

Another recent popular development technique is simulation and immediate practice in the field with real scenarios, for instance, fire, bank robbery, demonstrations, or other managerial activities at the place of work.<sup>23)</sup>

Relating to this education and training Albert Wijaya explains that education is the key to the nation's welfare and that the success of a company is determined by the factor of the human capital ; not by a huge capital or sophisticated technology, but by the sophistication of the human being.

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21) Zainun Buchari, Prof. Dr. MPA, Op-cit, p.79.

22) Rudini, Minister of Interior Affairs, at the general lecture for the opening of the MPA Program, Gadjah Mada University, Suara Pembaruan, Edition March 1983.

23) Awaludin Djamin, Prof. Dr. MPA, Op-cit, p. 119.

It has been concluded that in order to improve the welfare of the society the factor of education and training must get first priority.<sup>24)</sup>

This is right indeed, especially for the police investigator who always has to do various complex jobs. He will never be able to do his work properly if he does not get drill and training on a routine basis or periodically.

- d. Performance Evaluation, i.e. comparing the performance of a man with the level of position he is in. If the performance is high compensation or bonus should be given in the form of promotion. The Reinforcement Theory says that if the performance of a person is all right, he should be awarded compensation. He will work well again or even better, as he knows that he will get compensation.<sup>25)</sup> On the contrary, if the performance is low, he should be punished, for instance, by an additional training in order to catch up with the standard.

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24) Wijaya, Albert, Dr. MPA, Jayakarta newspaper, Edition 19 January 1993.

25) Sastrorodiningrat, Soebagio, Prof. Dr. MPA, Op-cit, P. 823.



Evaluation is very meaningful for those who really work well. Through evaluation hard work and performance will be acknowledged, particularly for people who belong to the category in accordance with the *Y theory* saying that in principle the human being is not lazy.

He is actually potential, has imagination to become bright and creativity that can be used for his work. It is just the leader that should lead his potentials to activities.

*Zainun Buchari* says further that the principle of benefitting the potentials of human resources is satisfaction, above all mutual satisfaction. All potentials of the human resources should be beneficial for all the parties concerned.<sup>26)</sup>

This principle should be followed by all managers, i.e. that there is no human being that is not beneficial and cannot be benefited; even a physically defected person can be benefitted in accordance with his defect. A paralyzed man, for instance, can drive away chicken; a blind man can blow off a mortar and a deaf man can fire a cannon.<sup>27)</sup>

Performance evaluation can really suggest creativity and move motivation.<sup>28)</sup>

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26) Zainun Buchari, Prof. Dr. MPA, Op-cit, p. 62.

27) Ibid, p. 63.

28) Keith Davis & John W. Newstorm, Op-cit p. 163.

## 2. Approach to Work Distribution and Structure of Organization

### Work Distribution

Starting from the reality that nobody can do all complex work and that nobody has skill to do all kinds of work, several steps are required to distribute the work to a group of people.

These persons will in the long run become experts in their own field.<sup>29)</sup>

Particularly in the field of investigation, distribution of work is necessary. With specialization the characteristics of the investigative activities will stick out among the other functions. For examples, a security specialist who is an expert in fire matters has more control over his work than a fire extinguisher.

Tasking by the superior to his subordinates in the form of delegation of authority, which represents a form of trust the superior, will stimulate his men in performing their work.

An investigator can never solve the problems in his work, if he is not trusted to do this. An investigator, for instance, who is examining a certain crime cannot take any decision if there is no delegation of authority by the law; he cannot make a report either, although the case is very important and should need action.

A research made by an expert says that 45 percent of the work time each day have been useless by a worker.<sup>30)</sup>

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29) Stoner & Wankel, Op-cit, p. 341.

30) Ibid, p. 318.

With the approach to work distribution the investigator will be able to do additional work that benefits him and the unit, which means that can widen scope of work.

For example, an intelligence officer who also does the work of an investigator will get more experience. He can also delegate the job to an employee who will be able to plan his speed of work.

This employee will so become more responsible and motivated; he will also feel enthusiastic because he has been involved in the decision making and responsibility.<sup>31)</sup>

### Structure of Organization

A structure of organization is required in each cooperation which shows the 5 principal aspects of the organization : work distribution, superior and subordinates, kinds of work to be implemented, grouping of the sections, and management.

With a sound structure of organization and oriented to the goal and strategy it is hoped that the investigator will be able to do his work efficiently.

We know that a man does not know his job, how the responsibility is and to whom he has to report, if the structure of organization is not very clear. A perfect structure will lead to a proper distribution of all the

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31) Ibid, p. 357.

work, reversely an imperfect one will cause the superior not to delegate his authority to the subordinates, since the investigative units are already more autonomous and know what to do.

Creativity is very important for a company to know each Employee :

Creativity is principally a means to reach improvement; he should be able to say "I exist" and feel that he must do something for the society.<sup>32)</sup> This expression can stimulate the individual to do more for his unit.

### 3. Approach to Coordination and Design of Organization Needs for Coordination

Coordination is felt as a basic need for carrying out investigative work and covers many aspects. Without coordination the interdependence between the units of an organization will not work. The contribution from the working units to each other (reciprocal interdependence) will make the organization effective and efficient.<sup>33)</sup>

In the field of investigation coordination may be done laterally or horizontally, that is sideways, vertically or upside, and diagonally which all have the objective to improve the performance of work optimizing the supervision and control.<sup>34)</sup>

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32) Ibid, p. 279.

33) Ibid, p. 384.

34) Awaloedin Djamin, Op-cit, p. 151.

Coordination is a process to link the targets and activities of separated working units in order to achieve completely the aim of the organization. In the application several obstacles have been encountered :

- a. The increase of needs for coordination is not followed efectively by an increase of the results;
- b. Improvement of specialization will enlarge the needs for coordinations which nota bene is hard to achieve, because it is more difficult for managers to coordinate the activities of various specialized unit.<sup>35)</sup>

In order to handle proper coordination for the sake of unity in an organization and to influence operational efficiency span of control is needed. For example, for the daily activities the security men are divided into three shifts; each shift is headed by a security officer and consists of 15 men with 8 hours working time. If there are many units in the organization, the number of personnel is adjusted. A shift can be divided in to groups headed by a supervisor who is responsible to the security officer.<sup>36)</sup>

In investigative activities, each unit is under a sub-unit chief who is responsible to the unit chief.

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35) Robert W. Olson, Op-cit, p. 419.

36) Awaloedin Djamin, Op-cit, p. 179.

## Design of Organization

A proper structure of organization and an adequate program that meet the needs of men, technology and activities will be able to develop the investigator to face actions tending the security and order.

Continuous changes in an environment, organization or strategy require a flexible design in order to avoid stiffness in the execution of work. A proper design is helpful for routine, incidental and rush work.

For example, a patrol man who is observing his area has seen a group of workers that wants to go on strike; he can immediately take action by way of dispersing the group, scatter the mass, pick up the leaders, talk with them, and in the meantime contact his office for assistance to avoid a strike. Another example can be given about an investigator who is in charge of supervising workers loading goods into a ship. In this case he acts as an intelligence officer.

If a deviation occurs, he is entitled to use the right of discretion of an investigator and examine the case to prevent loss, theft embezzlement or acts for damaging goods. The conclusion is that by way of a flexible design a more effective working mechanism can be encouraged in order to support job enlargement and job enrichment.

Stoner and Wankel explain that a structure of organization can be correct if it dependable on certain conditions of the organization can be correct in certain moments with variable influencing keys like environ-

mental strategy where technology and characteristics of the members are applied.<sup>37)</sup>

We may conclude that the design of an organization can be different from that of another depending on the characteristics of the above mentioned variables. An organization design should from time to time also be changed and adjusted to the situation in its relation with the strategy to be used, the environment where the organization operates and the technology applied to run the operation and to the characteristics of the members that have been accorded with the various kinds of work. The task of the investigator can be seen from the work specification which is in accordance with the specification of the respective units. The task of an economic investigator, for instance is quite different from that of an intelligence officer in an oil drilling project. The performance of an investigator is measured by his contribution to his unit. The task of an economic investigator therefore cannot be compared with what the intelligence officer does; their goals are different.

#### 4. Structural and Tecnological Approach, Approach to Equipment

Structural approach is felt as a need for the change of an organization. One of the steps that can be taken is, in addition to the classic organization design, a description of the work distribution, authority and

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37) Stoner & Walkel, Op-cit, p. 375

responsibility, decentralization by creating smaller independent units in order to change the flow of work in the organization and group the various special sectors.<sup>38)</sup>

In the investigative organization the grouping of the sectors is meant to distribute work per unit in accordance with the specialized qualifications. A good control over the work will lead to increase of productivity, working spirit and satisfaction.<sup>39)</sup>

Tecnological approach is directed at redesigning of the work operation, as the application of new technology cannot be immediately accepted by the group of workers and is often contradictory to the structure of organization. For instance, in the case mining operations the introduction of innovated technology has lowered the productivity and many accidents have occurred. With a redesign the operation of the group can be rearranged according to the new machineries that are used.

Another example is the operation of the system of computerization for the production of driving licenses at The Directorate of Traffic of the Jakarta Area Police that has lowered the enthusiasm for work for some time; the system could run again after a redesign of the working operation. For the investigation activities the redesign of the operation makes use of sophisticated computerized equipment such as detectors, cc television, police lines, tapping machines, narcotics test machines, lying test machines, disguising machines and so on.

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38) Ibid, p. 525.

39) Ibid, p. 526.



We cannot wait any longer for mastering technology; we must continuously adapt ourselves to follow the rapidly improving technology, especially in the field of telecommunication an information, electronics and transportation. However, sophisticated equipment will have no meaning if it is not accompanied by sophisticated people for the operation. Peter Drucker says that information is very important because in the 21<sup>st</sup> century all organizations will be based on information.<sup>40)3</sup>

## 5. Approach to Delegation of Power and Authority

In order to improve the efficiency and develop the creativity and responsibility of the investigator in his major task delegation of power and authority is required. This is necessary as not every investigator occupies a place in a certain hierarchy of an organization to have power. The kinds of power required for a unit member that are necessary for the fluency of implementing his major work include, among others :<sup>41)</sup>

- a. Coercive Power, i.e. power that can be force where the influential person can punish the influenced. Through this power the investigator can without any doubt take action against the criminal.
- b. Legitimate Power, i.e. power that is required for obeying a summons, examination, search, arrest or detention. A good example of this

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40) Drucker, Peter, The New Relaty Management in Indonesia, Jakarta : 1992, p. 167.

41) Stoner & Wankel, Op-cit, p. 434.

power is, for instance, the case where an investigator has the right to ask a person, institution or something else to show his identity card, identity documents, etc. for investigating a certain deed.

- c. Expert Power. only an influential person can have this power, that is an investigator who masters his work perfectly, a specialist in his field, who will be very helpful in handling his cases without depending on other persons.

Expert power can be obtained through education and development or training provided by a company or by sending employees on scholarship to study in the country or abroad.

Approach to delegation of power is basically applying approach to the human resources (supportive), because the role of the manager is here not controlling his employees any more but he is supporting their growth and achievements.<sup>42)</sup>

Power is in principal different from authority; power is the capability to influence other people and is obtained from activities or personality, while authority is something that is given, i.e.

Work delegated by a higher employee. However, in reality power and authority go side by side and are interrelated. A man who has authority

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42) Keith Davis & New Storm, Op-cit, p. 14.

has automatically power. On the other hand, a charismatic person can make a person have personal power, so that he can develop his followers or subordinates through the force of his personality.

With this personality and personal enchantment and confidence supplemented by the authority in accordance with his position, he is considered as a successful leader. Examples from the history are *Mahatma Gandhi* in India and Franklin D. Roosevelt in USA.<sup>43)</sup>

The difference is that power is obtained through an activity and power from delegation by somebody. Personality is something that comes from inside the person that spouts out in the form of personal enchantment and confidence and emerges as personal power.<sup>44)</sup>

#### 6. Improvement and Development of Oneself

Another step that can be taken for improving the human resource capability is by motivating members to make attempts to improve and develop themselves and absorb science and technology and try to understand regulation and legal matters that will continuously develop in line with the improvement of technology. The world has no borders and as Kenichi Ohmae said globalization has pounded the whole world; an event however small, that happens in the other side of the world will immediately be known by the other side. This has been made possible because of the improvement of technology that cannot be concealed.

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43) Ibid, p. 158.

44) Ibid, p. 159.

Crimes with various kinds of modus operandi, like white collar crimes, for instance, will be easy to imitate and follow. The era of globalization instance, has really made everything without boundaries.<sup>45)</sup>

To anticipate such crimes, there is no other way than to follow them and adjust oneself with the speed of the technological development. This can be done by learning and learning, individually as well as classically in the form of scholarship, upgrading, at formal or informal education.

Kenichi Ohmae's ILE, Interlinked Economy, is closely related to TRIAD (USA, Europe and Japan) that is joined by aggressive economists from Taiwan, Hongkong and Singapore, while ILE, that we want to discuss here is an abbreviation of Interlinked Law Enforcement, i.e. law enforcement that interlinks the police force, attorney, and court of justice.

#### **Mental Attitude**

*Dr. J. Riberu* in his book entitled "*Etika Bisnis*" (Business Ethics) explains that professional ethics means science that discusses the details of the behaviour of a man as a human being in fulfilling his duties constituting a guideline of behaviour in his position, seen from the point of the essence of man. Professional ethics is needed as a guideline for moral and mental attitude. Professional ethics can develop restraints of feeling and the principle of putting in another's place and prevent selfishness.

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45) Kenichi Ohmae, *The Borderless World*, McKinsey and Company, Inc. 1991, p. 18.

In practice, much work performance has been deviated from its objective by temptations. If it is allowed continuously, it will harm the organization or unit, because the targets will not be achieved.<sup>46)</sup>

## E. Other Ways for Capability Improvement

### 1. Avoid to Become a Crime Broker or Regulator

Both are disliked because they are not good and destructive.

A reliable investigator with experience, brilliant and creative has much opportunity to become a crime broker or regulator, in particular if he does not have a strong mental attitude and high spirit for life and ignores the ethical codes or professional ethics as a law man. There are a great many examples, one of which is the involvement of a police officer who has been the brains of a theft of motorized vehicles in several places in Indonesia.

A human being has indeed a tendency to arrange everything without any consideration of what is arranging. He will easily say that his theory approves his deviations (a kind of theory of justification). An example is the arrest of a man who calls himself a workers, activist of the SBSI/Serikat Buruh Seluruh Indonesia (All Indonesian Workers Association), Mochtar Pakpahan by the Semarang police (Kompas, February 15,

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46) Riberu, J, Dr, *Etika Bisnis Pedoman Perilaku di dalam Berusaha* (Business Ethics, Guideline for Behaviour in Business, Editor Karunika Jakarta, OTC Institute, 1987, p. 15.

1994) the implementation of which does not follow the Crime Code (KUHAP). The arrest was not accompanied by an Instruction to Arrest, the detention was not either.

This action is really beyond the procedure of the current regulations and it is possible that a pre-trial will be held suggested by the arrested person. The principle of presumptions of innocence has been ignored and the action is contradicting the human rights. Here the theory of justification could say that the man has been caught redhanded or has come by himself to report. Is strange to hear that this matter is only considered as a matter of internal administrative affairs that do not harm the arrested person or the official. We are of the opinion that the man has been harmed seriously and the formal truth of the criminal code has been violated. This was disclosed by Prof. Dr. Muladi, professor at the Law Faculty of Diponegoro University at a meeting of the National Committee of Human Rights that he chaired after having spoken to the head of the Semarang area police.

The mental attitude is blemish and inflicts the organization and unit. The conclusion is that the two actions described above are bad and should be kept away; it is a parasite for the organization itself.

## 2. The SWOT Analysis

In order to make people effective in their business unit or organization, the SWOT analysis should be applied to know the power of the unit, what the weaknesses are, what opportunity is open and what con-

straints they have. In his book on police management, *Djunaidi Maskat H.* explains that the SWOT analysis is to analyze our capability and constraints, including the situation and condition that can be benefitted. He says further the following :<sup>47)</sup>

a. Strengths

Strengths include the number personnel, material, finance and capability. A proper Management Information System/MIS is required to support this analysis

b. Weaknesses

This is analysis the weaknesses of personnel, logistics, material and a restricted financial source. The weaknesses should be discovered for solution.

c. Opportunities

This is an analysis of strategic environments covering :

- 1) Population growth with its implications (urbanization, unemployment, etc.);
- 2) Natural disasters, such as flood, erosion, eruption failure or harvest, condemnation of land or house, etc.;
- 3) Everything that may happen ;

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47) Djunaidi Maskat H., *Manajemen Kepolisian, Teori dan Praktek* (Management of the Police Force, Theory and Practice), Sanyata Summanasa Wira, Sespim Polri (School for Police Staff Leadars), Bandung : 1933, p. 38.

- 4) Potentials of the area that can be benefitted, like population, natural resources, etc.;

d. Threats

Threats include approximation of whatever kind that may occur.

### 3. Queue Theory

For proper and efficient performance of work the queue theory is required in order to minimize wastefulness. With this theory a surplus of personnel may be transferred to another unit, and reversely a unit that is short of personnel can accommodate that surplus during peak time.

Following are some queue disciplines :<sup>48)</sup>

- First come, first served ;
- Priority, i.e
  - 1) Earliest due date first
  - 2) Shortest processing time first

The Queue Formula :

A =  $\lambda$ , arrival rate, number of events expected within a certain periode;

S =  $\mu$ , service rate. i.e average time for service (in minutes, hours or days);

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48) Richard I. Levin & Davis S. Rubin, Quantitative Approach to Management, Seventeenth Edition, McGraw-Hill International Editions, p. 312.



PW = , opportunity for busy time (factor of utilization in hours and minutes);

LQ = , the number of people waiting in the queue;

LS = , the number of people to be served ;

WQ = , the time spent in the queue

WS = , the time for service

K = , the channel.

S/S	M/S
$PW = T/U = A/S$	$PW = \frac{1}{K!} \cdot (T/U)^K \frac{KN}{KU-T}$
$LQ = \frac{T^2}{U(U-T)} = \frac{A^2}{S(S-A)}$	$LQ = LS - T/U$
$LS = \frac{T}{U-T}$	$LS = \frac{TU(T/U)^K P_0 + T/U}{(K-1)/(KU-T)^2}$
$WQ = \frac{T}{U(U-T)}$	$WQ = LQ/T$
$WS = \frac{1}{U-T}$	$WS = LS/T$
	$P_0 = T/KU$

Example :

At the Cengkareng Soekarno-Hatta airport aeroplanes need 5 minutes to land after the signal has been given. In spite of the existence of a time table, aeraplanes often do not arrive regularly or follow the Poisson distribution in which 6 planes arrive per hour.

Planes have to wait long and make rounds in the sky before there is a signal to land (WQ); how long must a plane wait in the sky before landing (LQ) ?

Anwer : a) = 6 planes per hour

$$= 60/5 = 12 \text{ planes per hour}$$

$$WQ = \frac{T}{U/U-T} = \frac{6}{12(12-6)} = \frac{6}{72} \text{ hours}$$

So averagely a plane must wait 5 minutes in the sky

$$b) LQ = \frac{T^2}{U/U-T} = \frac{36}{72} = 0.5 \text{ plane}$$

Another example :

The Jakarta Area Police has 3 employees to serve people requesting for number plates. In peak hours, i.e. 8 hours the office receives 1,750 applications. Using the queue theory an answer will be obtained on the number of applicants, probability for waiting, probability of absence of applicants, time for waiting, number or people standing the queue.

The conclusion is that by knowing the queue theory the management can easily fix number of personnel in order to give efficient service. And something special should be obtained, that is customer satisfaction. In this case customers means the applicants for number plates.

The organization will so have one advantage : the employees will be appreciated and their personality increased giving a good image on the customers; this will ultimately form a brand image, and the police will really be like by the society.

#### 4. The Decision Tree Theory

This theory teaches how a proper and beneficial decision in difficult situations. A number of alternatives will here be analyzed in a qualitative way before any decision is made order to prevent the probability of failure or disadvantageous decisions.

There are 3 main principles in the decision tree theory : maximax, maximin, and expected value principle. The following benefits can be obtained through the decision tree theory;<sup>49)</sup>

- a. More accurate decisions
- b. Failure can be prevented or minimized
- c. Higher efficiency
- d. Predictions can be made
- e. Profit

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49) Ibid, p. 319.

An example of the decision tree theory is shown on Fig-8.

In ceasing a certain investigation by the police, this theory will be very helpful for them, in particular the investigative force, to prevent faulty decisions, as these will give a high moral impact on human rights. In additions, faulty decisions may lead to pre-trials.

Decisions should be planned very carefully in advance, with no gambling in order to improve self-confidence. Hesitancy in making decisions should be dropped; by doing so the unit will become beneficial. There is no reason any more to postpone difficult cases; a decision should be made to cease the investigation.

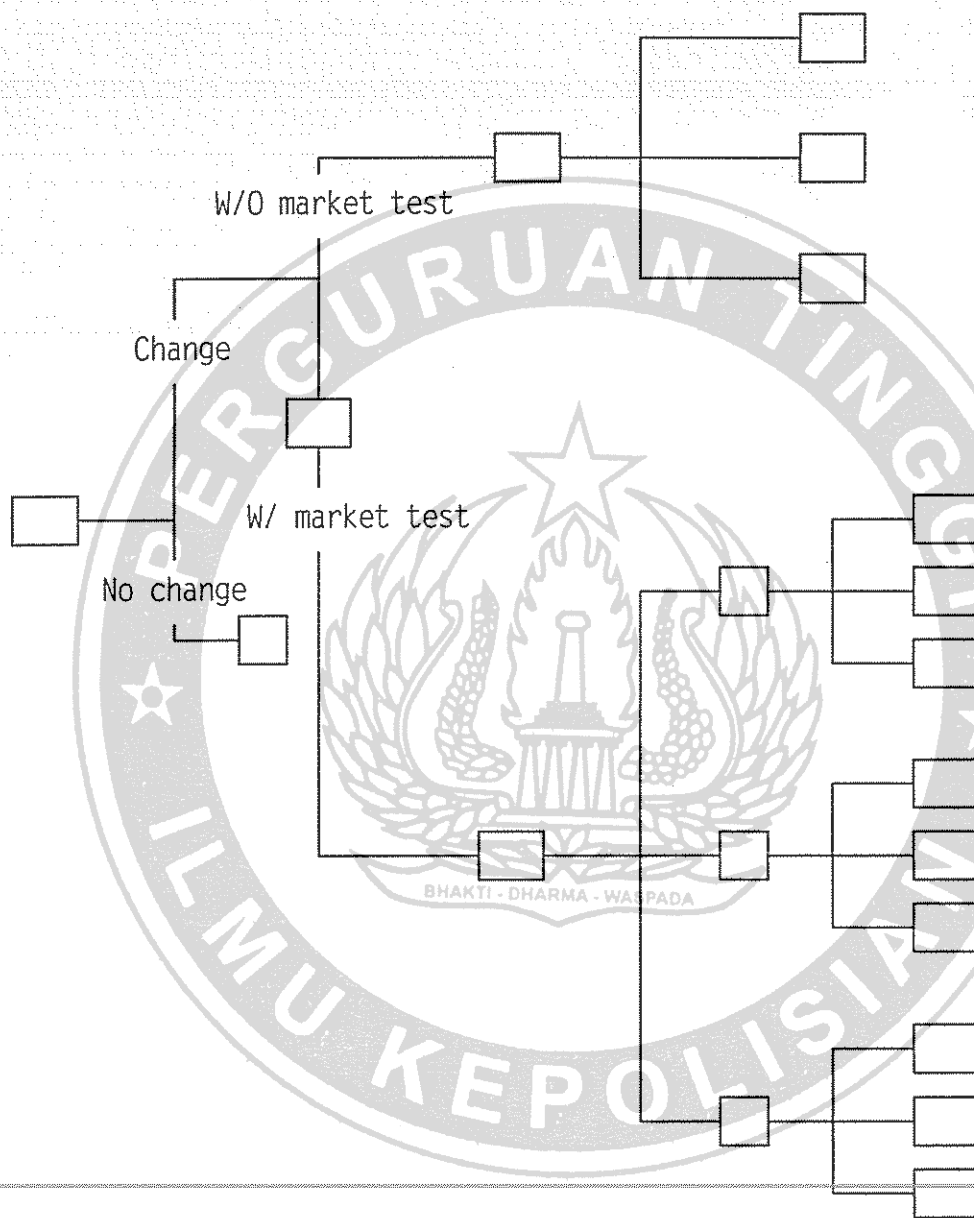
#### 5. Benchmarking Theory and Franchising System

A new concept has been introduced in the business world, a concept of imitating in a legal way (benchmarking). Within less than 10 years this theory has become wellknown and is practised by over 60 percent of all the big companies. Benchmarking has become a strategy and is very important for those who want to be capable in competitions, improve competitions.

The process is very simple, that is by selecting which parts of the company require reorganization; afterward a research is made to collect data on the working spirit of the employees.

Fig. II - 7

## DECISION TREE THEORY



Generally the Benchmarking process is as follows :

- a. Selecting and surveying the fields which need innovation.
- b. Selecting one enterprise which can be used to evaluate the performances.
- c. Selecting variables to be used to evaluate performances.
- d. Analysing and developing the available data.
- e. Making the projection of the enterprise with the performance grade which will be used as reference during 5 years and it is planned that the enterprise be of the same quality or becomes better.
- f. Establishing the target.
- g. Distributing the result of the research to employees to establish an enthusiasm and support the new strategy.
- h. Establishing an action plan.
- i. Carrying out certain activities and monitoring their progress.
- j. Carrying out the evaluation and the renewal to establish the steps to be taken based on the best data and target.

Originally the Benchmarking strategy is meant to be able to identify the key of the factor of success for each field to be surveyed.

For the Police, for example, the Intelligent Department, this concept is certainly clear. The pattern of criminality which is always developing with its new modus operandi with more variety, with which the criminal himself is using the Benchmarking too by way of the print and electronic

media, for instance by using television and western films of which the distribution can not be banned anymore. The globalization era has already spread into the whole world, but does, on the other hand, the Intelligent Department still have to wait without considering the progress in science and high technology ?

The answer to that question is that the Intelligent Department may not remain static and being behind the time.

Benchmarking can be applied to the Police environment, especially in the Intelligent Department, a.o. through the cooperation between the Indonesian Police and the German, Japanese and Dutch Police or Police in other countries.

By sending Student Officers of the State Police to other countries as stated before, it will make the application of Benchmarking easier.

### **The Franchising System**

Different from Benchmarking, the Franchising system does not immitate but it is given some aspect of imitation by the main enterprise to its branches which covers all aspects, starting from the management until the working pattern and the service system although it should not be the same as the imitation shown by the system (franchisor).

The one who imitates (franchise) may not get away from the reference and the pattern already established.

For example : McDonald in America must be the same as MacDonald in Jakarta, its taste, service, colour of the room and the form of the chair as well may not differ.<sup>50)</sup>

The Franchising concept which can be used as the comparative reference to the task of the Intelligent Department are a.o. :

- a. The existence of the Process of Assistance and Guidance to encourage to rise up from their failures they have experienced.
- b. Trying new ideas.
- c. Possessing innovative concepts.
- d. Monitoring and grasping the chances intensely.
- e. Viewing the far future.

In those concepts it is detected that there are some relevance with the jobs of the Police, which is as follows :

- a. The forming of a research team and analyzing the tactics of success in one Regional Unit.
- b. The creation of a two-way communication between Assistance and the Regional Unit.
- c. The establishment of the method of distribution and transfer of ideas.

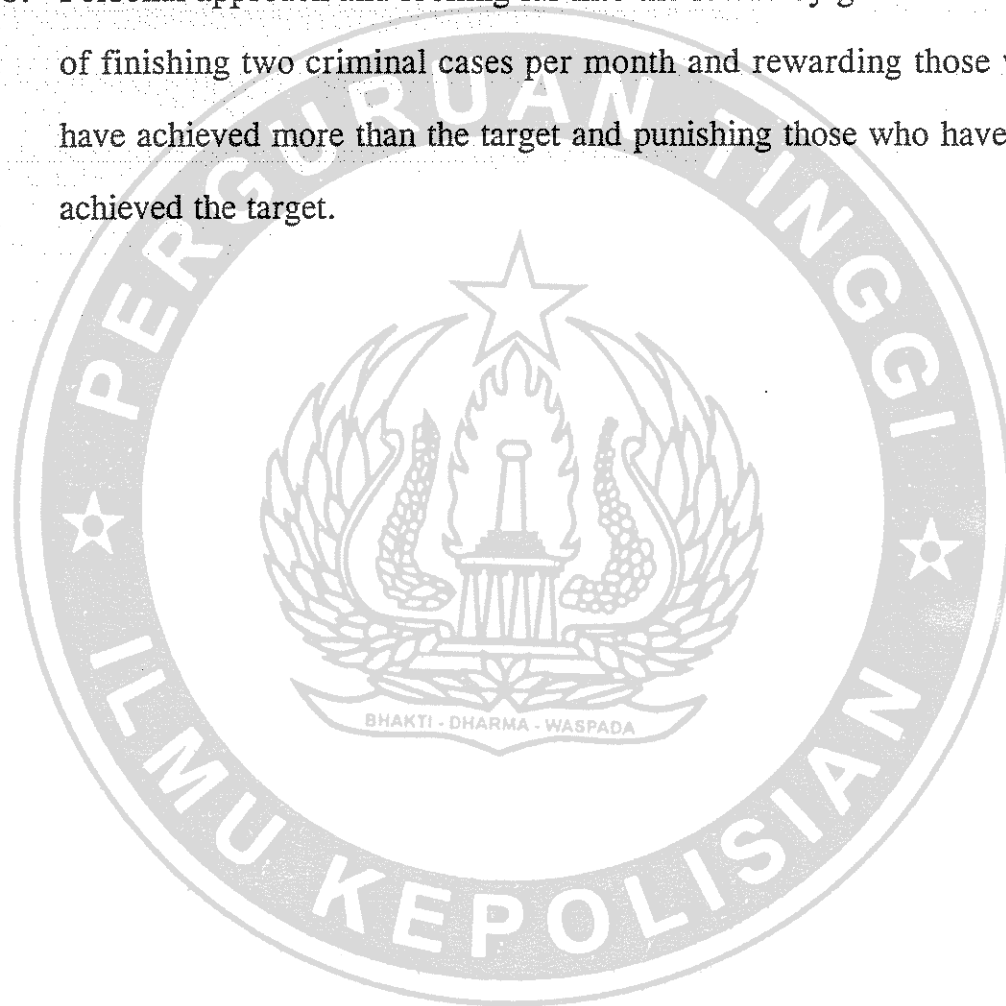
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50) Collection of Seminar papers, *Kiat Merintis Bisnis Franchising di Indonesia*, Surat Kasetum Polda MJ No. Pol. B/37/III/93/Setum dated March 15, 1993.



With this relevance, the Key of the Factor of Success can be found as follows :

- a. Trying new ideas by applying innovative concepts, for instance to invite the actor to act and set a trap.
- b. Personal approach and looking far into the future by given the target of finishing two criminal cases per month and rewarding those who have achieved more than the target and punishing those who have not achieved the target.



# CHAPTER III

## ATTEMPTS FOR IMPROVING THE INVESTIGATOR' CAPABILITY

### A. Management Of Investigators

#### 1. Organization of the Investigative Unit at the Level of the Police Administrative Resort

At the police resort the organization of the investigative unit is immediately under the command of the resort chief who has the rank of major or captain. The unit consists of a number of working units that take care of the activities in the investigative circle, i.e. :

- a. Unit for serious crimes;
- b. Unit for thefts of motorized vehicles;
- c. Unit for economic affairs;
- d. Unit for property affairs;
- e. Unit for vice control;
- f. Unit for narcotic drugs;
- g. Unit for thefts.

In addition, the following service units exist :

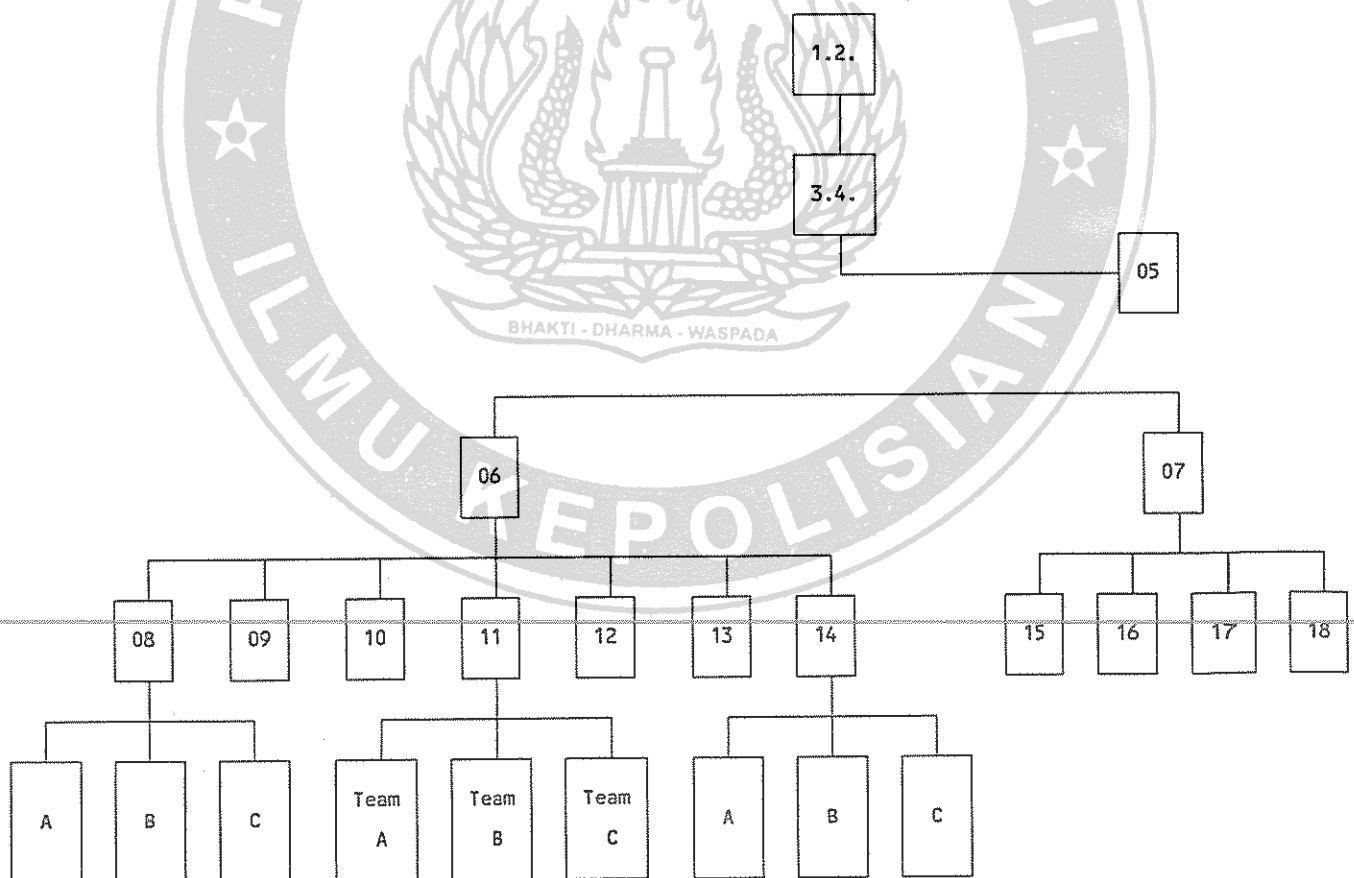
- a. Unit for identification;
- b. Unit for coordination and supervision of investigator-civil servants;

- c. Unit for detention and evidence; and
- d. Unit for operational guidance.

The head of a unit has the rank of second or first lieutenant. The daily activities are immediately handled by the deputy chief of the investigative unit, who assists the basic task of the unit chief. Fig. III-1 gives a picture of the units.

Fig. III-1

### ORGANIZATION OF THE INVESTIGATIVE UNIT AT RESORT LEVEL



## Legend :

- 01 = Chief of the Police Resort
- 02 = Deputy Chief of the Police Resort
- 03 = Chief of the Investigative Unit
- 04 = Deputy Chief of Investigative Unit
- 05 = Non-commissioned Officer for Administrative & Internal Affairs/  
Secretariat
- 06 = Operational Unit
- 07 = Service Unit
- 08 = Unit for Serious Crimes
- 09 = Unit for Thefts of Motorized Vehicles
- 10 = Unit for Economic Affairs
- 11 = Unit for Property Affairs
- 12 = Unit for Vice Control
- 13 = Unit for Narcotic Drugs
- 14 = Unit for Thefts
- 15 = Unit for Identification
- 16 = Unit for Coordination & supervision of investigator-civil servants
- 17 = Unit for Detentions & Evidence
- 18 = Unit for Operational Guidance

## 2. Actual Manpower

In the structure of organization in which the various units have each about 7 members the investigative unit at the resort level has 90 to 100 men. In the police resort where this research is made, the number of the investigative unit members is 78, the specification of which can be seen on Table 1. This number is less than that of the Jakarta Area police. With the restricted number of investigators the distribution of employees for the respective units is different, in other words no proportional section has 16 men, while the unit for property affairs has only 4 men. The tasks of the employees are, we may say, of equal weight, in the meaning that they all have to handle reports. Although the unit for property affairs does not have the duty to chase criminals, this unit has not less work than the others. For further explanation, the job distribution of the units can be seen on Table III-2.

### Background of Education of Investigators

The majority of the investigators has completed the senior high school; non-commissioned officers have received military training, while 40 to 50 percent of the total have finished vocational schools of that level. Table III-3 shows the data of the education of the investigative personnel.

Table III - 1

Number of the Investigative Unit Personnel  
at Bekasi Police Resort

Officer	Non-commissioned Officer	Lower-ranking Commissioned Officer	Number
Captain	-	-	1
First Lieutenant	-	-	3
Second Lieutenant	-	-	7
	Sergeant-major	-	7
	Chief Sergeant	-	40
	First Sergeant	-	14
	Second Sergeant	-	6
			78

Table III - 2

## Number of Units and Employees

U n i t	R a n k		Number
	Officer	Non commis- sion Officer	
Serious Crimes	1	16	17
Thefts of Motorized Vehicles	1	7	8
Thefts	1	8	9
Economic Affairs	1	6	7
Property Affairs	1	4	5
Vice Control	1	5	6
Narcotic Drugs	1	5	6
Coordination & Supervision of Investigator-civil Servant	-	5	5
Identification	1	4	5
Detentions, Evidence & Opera- tional Guidance	1	4	5
Non-commission Officer for Administrative & Internal Affairs/Secretariat	-	3	3
	9	67	76

Table III - 3

## Data on Investigative Members

Group of Position	General Education			Military Education		Vocational Education	
	Univ.	SH	JH	Officer	Non com- missioned Officer	Investigator Officer	Non com- missioned Officer
Officer	1	10	-	11	-	6	-
Non commissioned Off.	-	56	11	-	67	-	34

Univ. = University  
 SH = Senior High School  
 JH = Junior High School

BHAKTI - DHARMA - WASPADA



There are 6 people (half of the total) of the leading investigators who already have the qualifications of an investigator; ideally each investigator should have that qualification, as this is a formal requirement for him to have the position of unit chief. With insufficient knowledge of investigative matters he will not master the science of investigation or hampered in managing his members which ultimately will weaken his managerial skill.

### 3. Job Description

The job description of an investigative unit is in broad lines assisting the resort chief in enforcing the law, especially in investigating criminal acts, violations of regulations and the law up to the submission of the case to the prosecutor for further delivery to the court. In addition, other police activities should be carried out, in particular those that are related to the basic task or immediate instructions from the leadership. The scope of work of the investigative working units is adjusted to their respective fields or specialization; the unit for serious crimes, for instance, has to solve the problems of serious crimes such as robbery, murder, torture and so on. The unit for vice control handles criminal acts and violations in the fields of gambling and morality; the economic unit in economic crimes such as smuggling; falsifying brands and patents, deceit,

embezzling, and crimes in economic, banking and monetary affairs. The job description and distribution of reports are flexible; the unit for thefts of motorized vehicles, for example, may handle cases on property affairs, land or something else. This step is taken to reach the target of operation and optimizing the utilization of the human resources, in addition to even distribution of work.

### **Productivity of Investigator**

In order to improve the productivity of the investigative member many attempts have been made for their selfare through incentives, although these are still far from sufficient. A research on 30 investigator-respondents has shown that on the average they must always think how to meet their needs one week after payday. This means that their salary of one month is just enough for one week for their family. The additional income in the form of an incentive each month is also just enough for another week. The percentage of the members who work seriously is not more than 50 percent, specified as follows :

- (1) Only 20 percent of the total members, i.e.  $20\% \times 78 \text{ people} = 16$  people who have the obligation to attend the morning roll call.

Below is a list showing how long the members work each day :

- a. up to 10 a.m. = 10 persons
  - b. up to 12 noon = 8 persons
  - c. up to 2 p.m. = 6 persons
  - d. up to 4 p.m. = 4 persons
- 28 persons

The average number of members who works effectively is  $28 : 4 = 7$  persons.

(2) The members who are not obliged to attend the morning roll call work as follows :

- a. from 10 a.m. to 12 noon = 30 persons
- b. from 10 a.m. to 2 p.m. = 20 persons
- c. from 10 a.m. to 4 p.m. = 10 persons
- d. picket, 24 hours = 6 persons

The average number of members who works effectively is  $66 : 3 + 6 = 28$  persons.

(3) Forty percent of the loose workers are practically not effective. On the average the number of members who works effectively each day is  $28 + 7 = 35$  persons (44.8 percent).

## Job Evaluation and Efficiency Ratings

The evaluation of the result of activities individually is connected with the work a member does one day, how many cases he is handling, how far he has handled them, what progress he has achieved, what constraints have been overcome. What we see now is just the number of incoming reports and the distribution to the members. No special control book exists and the program for daily activities prepared by each unit only shows the activities in general. This is also the case with the efficiency of ratings which represents a method for supervision and evaluation of the skill of a member in doing his work and no software is available either. The units only have a book containing instructions for implementation and technical instructions. For further information on this matter, see Table III - 4.

### B. Leadership Of The Investigator

The method that can be seen from the structure of organization and the way of communication with the members is that the leader tends to command with a very high attitude of instructing and very low level of encouragement, so the style of leadership used is a commanding style or telling style which is militaristic. The member is always pressured with commands to do something without any clear instruction on what the member must do, how to do it and be responsible to what extent and to whom.

A leader should be consistent, once he has decided to use a certain style he must be consistent with that decision. So it is incorrect to use a commanding style as it is militaristic, while he himself thinks that the members are capable to do their work. Militaristic leadership is only suitable for members with a low level of developing capacity, in the meaning that they are not capable and not willing to work.

From the inquiries distributed to a number of respondents in this research it appears that they have received too many instructions but none of them are encouraging, as shown on Table 5.

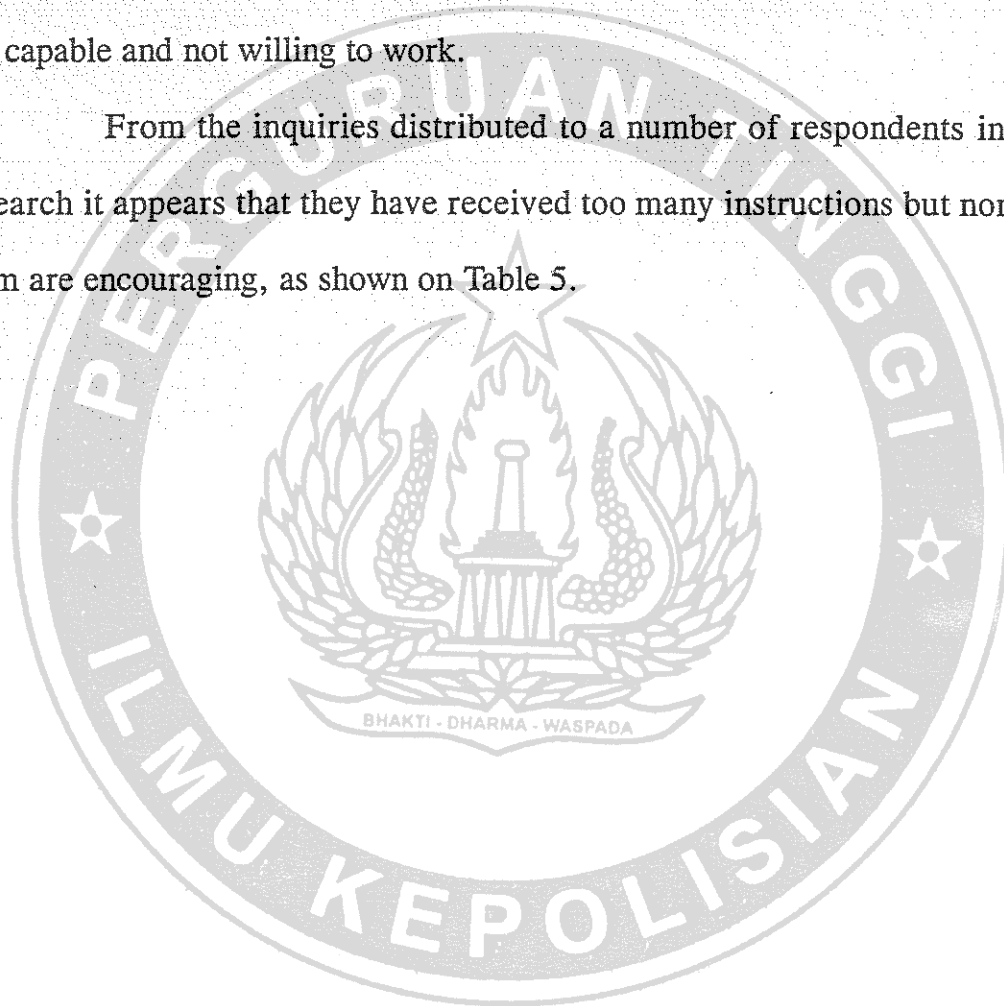


Table III - 4

## Job Evaluation and Accuracy of the Members

Control Equipment	Present	Absent
Job Evaluation		
1. Book for incoming reports	-	X
2. Book for distribution of reports to the members	-	X
3. Book for controlling members	-	X
4. Book for recording rewards and punishment	-	X
Efficiency Ratings		
1. Book for recording evaluation of achievements	-	X
2. Crime clearance report	-	X
3. Book for recording constraints	-	X
4. Guideline for implementation and technical instructions	X	-

Table III - 5

## Attitude of Superior to Subordinates

Attitude of Superior	Percentage
1. Many instructions, less encouragement	80%
2. Instructions and encouragement balanced	17%
3. Much encouragement, less instructions	7%

If we connect the background of education of the investigators who are averagely senior high school graduates, with 5 years work experience and have followed vocational education in investigation, it is incorrect to say that their developing capacity is low, because it is true that they are capable to work; what they need is improvement. Therefore the militaristic telling style is not suitable for investigators as this will kill their creativity.

This telling style is identical to the authoritative style of the version of White and Lippit, because it is the leader that decides all policies and the steps for technical activities; he dictates the work.

### **Forced Relationship**

The brainstorming executed by a superior for his subordinates is only restricted to the discussions of elementary elements, it does not involve other members in the aspects of the work of the investigator. These restrictions have restrained the creativity of the members as evidenced by the basic techniques of forced relationship in finding ideas and steps for solving problems; this matter has never been practised and the leader himself does not know what fact finding is and how to find it, starting from problem finding, idea finding up to acceptance finding, i.e. a detailed action plan for immediate implementation.

From the result of the interview with investigative members it appears that difficult cases have been met in facing problems; difficult cases have never been settled by a superior with his subordinates by way of forced relationship techniques. Small discussions are only held incidentally, never thoroughly or organized well and they are only limited to the paragraphs applied. They are never related to socio-cultural, socio-psychological, socio-economic aspects or the background and motivation of the occurrence of the cases.

There are many cases that have been disclosed by way of a comprehensive study on the factors stated above. There is only an inclination to see cases from their juridical aspects and ignore other aspects that actually can be used by the investigator to disclose other cases. Data show that only 10.69 percent of all important cases have involved a number of employees through a forum of case presentation like the ones shown on Table III-6.

A case presentation is usually conducted by a unit chief or a higher official; the proses is still far from the forced relationship with fact finding until the acceptance finding stages. This 10.69 percent would decline if we compare the total of presentations with that of the crimes occurring during the same period, that is 21,196 cases as may be seen on Table III-7.



Table III - 6

Percentages of Cases Solved by Way of Case  
Presentations Based on Data of 11 Cases Handled with Priority

No.	Kind of Case	Number	No. of Presentation	%
01.	Murder	9	6	66.66
02.	Serious Torture	174	13	7.47
03.	Serious Theft	629	57	9.66
04.	Severe Theft	123	18	14.63
05.	Theft of Motorized Vehicles	354	32	9.03
06.	Fire	34	10	29.41
07.	Squeezing	22	5	22.72
08.	Raping	16	4	25
09.	Narcotic Drugs	7	2	28.57
10.	Gambling	5	0	0
11.	Adolescent Delinquency	1	0	0
		1,374	147	10.69

Table III - 7

Number of Cases during 1992 - 1993  
in the Legal Area of Bekasi Police Resort

Month	Reported	Completed	%
January	171	67	39.18
February	146	57	39.04
March	161	69	42.85
April	166	67	40.36
May	169	66	39.05
June	160	58	36.25
July	199	66	33.16
August	169	55	32.54
September	177	61	34.46
October	219	66	30.13
November	236	74	31.35
December	223	75	33.63
	2.196	771	35.10

## Leaders Who Can Only Work Alone

Contradicting the principles of an older person of the police force, Chief Police Commissioner *M. Karyadi*, that a leader who does not only work alone but tries that other people should also be able to work well in order to give their group an additional point is called a successful leader. This is true, because a man who can only work alone is just suitable to work in a laboratory, not to be a leader. It is expected from a leader that he is capable in management in addition to his technical capacities. The stress is here on managerial. An example is, for instance, the leader of the Indonesian nation, President *Soeharto* who, considering his non-academic education, is not a type who can only work alone; his leadership is acknowledged by friend and foe. He can encourage other people to work and is himself a person that can place the right men on the right place.

1. The leaders of an investigative force, first-line supervisors, who stand in front conducting his troop are usually first officers with the position of Sub-Unit Chief. There is no leadership training for them and most of them are graduates from senior high schools who have completed a course for officer-candidates; only a small number of them have the qualifications for an investigator (see Table III-8). There are also positions that have been occupied by non-commissioned officers which is owing to the

shortage of officers. With such a condition we will know what kind of leadership we like to have if an investigator wants to mobilize his organisation. Can an investigative leader, who calls himself a principal supervisor, encourage his men to work well, while he himself is actually not qualified for the job? He has never had the opportunity to follow leadership training such as outbound management, apprenticeship or overseas training, for instance in Japan, Germany or the Netherlands. They are actually more potential to transfer ideas or knowledge to subordinates; there is almost no distance between him and his subordinates. This is different with middle level officers; here the distance between them and subordinates is very wide. They usually hold the position of unit heads at regional level. They work mostly in the office and handle managerial matters, no technical work. Such a situation hampers them from sharing their knowledge and practice with their subordinates in the field. What is strange is that many of these officers are sent abroad, to Germany for example. They usually have the rank of major or lieutenant colonel, and when they have returned from overseas they are sure that they will get the position of unit chief, section chief or head of a directorate at regional level. So when will they have the opportunity to practice their knowledge immediately in the field, especially in the investigative unit at resort level?

Their position has separated them from their subordinates. According to the principle of "span of control" they are only capable to supervise 6 to 8 subordinates. In practice it is very difficult to transfer immediately the knowledge that they received abroad to their subordinates. Ultimately they can never make the subordinates clever in their work with their knowledge, and the conclusion is that they can only work alone and can never practice that knowledge.

### **Link and Match**

In order to realize transfer of ideas and transfer of knowledge between the superior and subordinates, a proper cooperation should be established, in the meaning that both parties should work together, teaching, loving and carrying for each other. In addition, the leader is required to possess a high creative power, be innovative so that has connection with the activities of the subordinates (link and match).

The link-and-match program needs an integrated concept that has to be prepared comprehensively as it involves many aspects. This program has not yet been introduced to the police force, and in order not to be left behind it is important that the high police officials start to think about this for application in the future.

Table III - 8

Qualifications of the Chiefs of  
Investigative Units at Bekasi Police Resort, 1992, 1993.

Education	1992	1993
Military Education :		
1. Police Academy	2	2
2. School for Officer-Candidates	9	9
General Education :		
1. University Graduate	-	1
2. Bachelor	-	-
3. Senior High School	11	11
Vocational Education :		
1. Investigation Officer	2	4
2. Identification Officer	1	-
Leadership Training :		
1. Leadership	-	-
2. Outbound Management	-	-
3. Overseas Study	-	-

### C. Work Relationship

It has been decided by the law that work relationship is of independent nature but it does not mean that there is no connection at all between the two parties; one hand the investigator has his own rights and is autonomous to cease the investigation of a certain case as it has not been considered as a criminal act, for instance, on the other hand the law has also given authority to the court to make legal attempts and to send the investigator to a pre-trial. The authority of the court is also applicable to the public attorney/prosecutor who stops the prosecution. Reversely, in passing a judgment on a defendant the role of the prosecutor as executor is very much required. If this person is detained but later on escapes, it is the investigator who has the duty to arrest him.

Work relationship is carried out in a routine way and continuously through: correspondence, integrated activities, mutual visits for coordination, coordination meetings and joint presentation of cases.

#### 1. Correspondence

Here it means handling of cases, in its relationship with the public attorney and the court of justice as well.

a. Relationship with the Public Attorney

During the period 1992-1993 412 cases have been submitted some of which have been returned 69 times for improvement (see Table III-9). There are also cases being processed or for which no evidence can be found; these are pending and are excluded from the abovementioned total of cases.

As shown by Table III-7, 2, 196 crimes occurred during 1992-1993 and of this number 771 (35.10 percent) and 412 cases (53.43 percent) respectively have been completed through the public attorney; the remainder of 359 cases were solved without the public attorney, among others, by ceasing the investigation or transferring them to other agencies, because they are not criminal acts, or there is not enough proof.

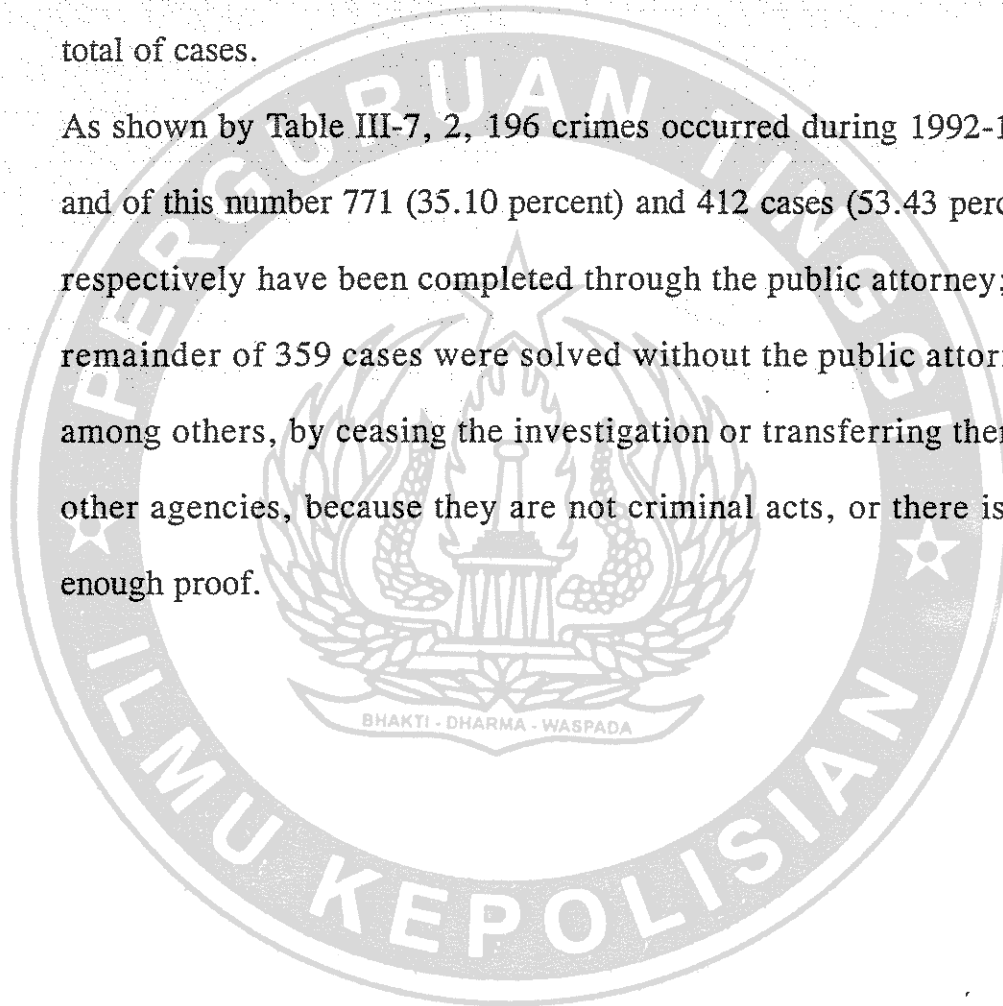




Table III - 9

## Completion of Cases, 1992

Month	No. of Documents		No. of Documents Returned		Supple- mented
	w/o Public Attorney (1)	w/ Public Attorney (2)	P.18 (3)	P.19 (4)	
January	24	29	4	4	4
February	35	41	3	3	3
March	17	27	9	9	9
April	29	20	1	1	1
May	36	45	2	2	2
June	25	38	14	14	14
July	28	31	6	6	6
August	39	43	1	1	1
September	21	28	6	6	6
October	30	24	1	1	1
November	32	41	8	8	8
December	43	45	14	14	14
	359	412	69	69	69

- (1) = Document is sent to another agency without a public attorney  
 (2) = Document of case is sent to the prosecutor/public attorney  
 (3) = First return of document to investigator for supplement  
 (4) = Second return of document to investigator for settlement in accordance with instruction

b. Relationship with the Court of Justice

With the court of justice, besides submitting documents by way of the public attorney, a direct relationship exists, i.e. in the case of requests for extending detentions, permission for confiscation or small criminal acts such as traffic ticket, small thefts, etc., the investigator delivers the document straightly to the court; see Table III-11 for this matter.

Table III - 10

Completion of Cases, 1993

Month	No. of Documents		No. of Documents Returned		Supple- mented
	w/o Public Attorney	w/ Public Attorney	P.18	P.19	
January	40	42	11	11	11
February	37	42	3	3	3
March	23	26	3	3	3
April	25	30	7	7	7
May	19	34	1	1	1
June	38	53	4	4	4
July	41	45	4	4	4
August	16	22	7	7	7
September	34	48	11	11	11
October	49	42	6	6	6
November	42	31	7	7	7
December	23	31	8	8	8
	387	446	72	72	72

Tabel III - 11

Data on Extension of Detentions, Permits  
Confiscation and Small Criminal Acts, 1992, 1993

Request for Extension of Detention		Permit for Confiscation		Small Criminal Acts	
1992	1993	1992	1993	1992	1993
23	31	176	197	3	0

## 2. Integrated Activities

These activities of legal officials for quick trial processing or trials on the spot or small criminal acts have not yet been realized, although preparations have been made since long ago. Quick trial processing is something that each man wants to have, as it does not require much time or money and provides satisfaction, while the law would so be upheld completely.

## 3. Mutual Visits for Coordination

Mutual visits have so far been implemented satisfactorily and every time 5 cases are submitted to the public attorney. On Table III-12

can be seen the number of visits made by the members for coordination on how to handle cases.

#### 4. Periodical Coordination Meetings

As is the case at the headquarters coordination meetings that are held periodically run smoothly and various legal products have been created, among others "Makehjapol" ( ..... ) which contains technical instructions on performing criminal procedures including the techniques to be applied in the field. At the level of the police resort the coordination meetings between the police force, office of the attorney and court of justice do not run as expected. The meetings are never complete, they are not organized very well.

Table III - 12

#### Coordination with the Public Attorney and Court of Justice

	Public Attorney		Court of Justice	
	1992	1993	1992	1993
Application of paragraphs	135	217	-	-
Ceasing of investigations	18	15	-	-
Making Decisions	-	-	23	31
Permits for Confiscation	-	-	176	197

## 5. Joint Presentation of Cases

This is a presentation for handling serious criminal acts which have a national impact such as corruption, problems on land, crimes like murder, robbery and white collar crimes. It would be ideal if legal upholders work together to assist each other and fight serious criminal acts legally and completely. If the legal upholders do not work together this will be a disadvantage and create an opportunity where they each struggle for power. Difference of opinion due to different perceptions which have been the result of the different approaches made by the respective parties can be carried out it is sure that its success will be able to minimize the number of crimes and all cases will be solved quickly and accurately. No joint presentations have so far been carried out at the level of the police resort.

### D. Attempts For Improving The Investigator's Capability

#### 1. By Way of a Staffing Process

##### a. Programming The Investigator's Human Resources

This program is prepared by the personnel department which does not include the investigative unit; it is a tradition that goes from generation to generation. On the shortage of members in the investigative

circle, the investigative unit chief through the resort chief intends to ask for additional employees in the personnel department. Usually this department recruits excessive employees in the other departments or people who have been transferred from other sections or areas without paying attention to their qualifications. The requirement for possessing a certificate of investigative vocational education is also ignored. Table III-13 shows data on the program of the investigator's human resources.

Table III - 13

## Program for the Investigator's Human Resources, 1993

No. of Employees Required				No. of Employees Existing				Attempts for Pro- vision of Additional Employees
Inv.	Obs.	Off.	Total	Inv.	Obs.	Off.	Total	
42	28	21	91	32	21	14	67	Awaiting placement by Person- nel Direct. of Regional Police

Inv. = Investigator  
Obs. = Observer  
Off. = Officer

The existing number of employees is 67 and 24 more are required. Addition is made through placement by the personnel directorate of the regional police.

**b. Recruitment**

For improving the resort police investigator's human resources the police resort has to wait for a placement by the Personnel Directorate; no recruitment is performed within the resort. The investigative unit can actually recruit new employees from graduates of the State Police School for Non-Commissioned Officers at Lido or the Investigative Vocational Training, non-commissioned officers or officers. This can be done by visiting one of the above educational institutions by selecting students with good performance or talent. Another way is by recruiting brilliant students and afterwards the unit provides them with scholarship. This is an excellent way of recruitment for improving the investigator's quality. Using this system employees who have not achieved much must make place for new talented people. This system will encourage all of them to develop; if they cannot do this they have to leave the investigative section. Skill according to the standard of an investigator is an absolute requirement for each member, and the abovementioned methods are possible ways to lead them in that direction. The recruitment techniques of the methods are a clean open

competition for all members and the advantage is that with the methods qualified people can be obtained.

On Table III-14 we can see data on recruitment of investigative personnel in 1992 and 1993.

### c. Training and Development

Training and development of investigators for improving their capability and skills is made by sending officers and non-commissioned officers to the Investigative Vocational Training of the Centre for Investigative Education at Mega Mendung, Bogor; several middle officers have been sent to follow education and training programs abroad such as the FBI in USA, Investigation Course in Japan, DEA in Germany and the Netherlands.



Table III - 14

## Recruitment of investigators, 1992 and 1993

Source	Year and Rank			
	1992		1993	
	1)	2)	1)	2)
- Educational Institution :				
1. Centre for Education of Investigators, Mega Mendung	-	-	-	-
2. Overseas study (Investigative Officer)	-	-	-	-
3. School for Non-Commissioned Officers, Lido	-	-	-	-
4. Scholarship	-	-	-	-
- Dropping from :				
1. Directorate of Personnel Affairs	4	7	5	13
2. Other Sections or from within	-	-	-	-
- Open Competition :				
1. Employee Referral	-	-	-	-
2. Departing Employees	-	-	-	-
3. Open House	-	-	-	-

1) = Officer

2) Non-commissioned Officer

On Table III - 15 is shown the intensity of the education and training activities; it is a pity that up to the present no first officer or non-commissioned officer can have this opportunity. This will certainly be a constraint for transfer of knowledge, because indirect transfer through joint practice in the field between first officers and non-commissioned officers is more effective compared with one with upgrading methods that are full of boring theories. It is the non-commissioned officer that should actually be sent, as he will be able to practise his knowledge with his colleagues in the field immediately upon finishing the training.

Training and development within the unit is, among others, carried out using the coaching method, i.e. instructions by a superior of the police resort, regional police or the police headquarters, as shown on Table III-16.

Other kinds of training that are appropriate for application to the members for refreshing include rotation of functions, i.e. functional training, programmed work activities, simulation, etc. have not yet been implemented at all. Leadership training like technical supervision has not been carried out either. Outbound management has been performed once but this is only participated in by chiefs of police sectors; investigative officers have not yet the opportunity to join.

Table III - 15

## Scholarships for investigators, 1992 and 1993

Kind of Education	1992		1993	
	Officer	Non-Comm. Officer	Officer	Non-Comm. Officer
Domestic :				
1. Education for Investigators, Mega Mendung, Bogor	2	2	4	9
2. Intelligence Education, Bogor	-	-	-	-
Overseas :				
1. FBI, USA	1	-	3	-
2. DEA, Germany	13	-	7	-
3. Investigation, Japan	2	-	1	-
4. Short Training, The Netherlands	5	-	2	-

Notes : - Sixteen members have followed domestic education during 2 years; this number is approximately 10 percent of the total members annually.

- Overseas education is only for middle officers and all of them are employees of the regional police.

Table III - 16

## Training and Education within the Unit, 1992 and 1993

Kind of Education	1992		1993	
	Officer	Non-Comm. Officer	Officer	Non-Comm. Officer
Skill Training :				
1. Coaching Clinic	-	-	-	IX
2. Rotation of Functions	-	-	-	-
3. Functional Training	-	-	-	-
4. Programmed Work Activities	-	-	-	-
5. Simulation	-	-	-	-
Leadership Training :				
1. Outbound Management	-	-	IX	-
2. Technical Supervision	-	-	-	-



#### d. Evaluation of Achievements

Evaluation of achievements of investigative members is made periodically with proposals for promotion of rank, salary increase or promotion of position. Evaluation on the basis of the results of daily activities, i.e. routine activities, has never been performed and no record on the activities is available. The evaluation of achievements is recorded centrally at the Personnel Administration Section, while the investigative unit itself does not do this work (see Table III-17).

Evaluation of members in the form of reward for those who have achieved much or punishment for employees who do not work well have not yet been made either, as shown on Table III-18. Records are only available for disciplinary members, though very restricted, for serious cases or mistakes. This is considered as unfair and it is feared that the creativity of the members will disappear, because they are not motivated to work better than their colleagues.

Table III - 17

## Evaluation of Members, 1992 and 1993

Kind of Education	1992		1993	
	Officer	Non-Comm. Officer	Officer	Non-Comm. Officer
Incidental :				
1. Promotion of Rank	2	9	5	16
2. Periodical Salary Increase	7	38	6	23
3. Promotion of Position	-	-	-	-
Routine Work Achievements :				
1. Work Capability	-	-	-	-
2. Diligence	-	-	-	-
3. Discipline	-	-	-	-
4. Work Relationship	-	-	-	-
5. Initiative	-	-	-	-
6. Leadership	-	-	-	-

Table III - 18

## Rewards and Punishment, 1992 and 1993

Achievement/Indiscipline	Reward		Punishment	
	1992	1993	1992	1993
	Off. Comm. Off.	Non-Comm. Off.	Off. Comm. Off.	Non-Comm. Off.
1. Achievement	-	-	-	-
2. Indiscipline	-	-	2	5

They think that there is no use to work well; they will not receive any reward although they work satisfactorily.

In the records of important events during 1993 of Bekasi police resort not less than five achievements have been made by the investigators which represent something special in disclosing cases, i.e. :

- 1) The case of masked robbers in the subdistrict Cibitung in which 4 of the 6 criminals have been arrested within a short time (3 days);

- 2) A masked robbery and seizure from a driver of an luxurious car at a traffic light;
- 3) Disclosure of the case of false certificates of Dipati Ukur University;
- 4) Falsification of driving licences and number plate cards was discovered and the doers arrested including the evidence.
- 5) Disclosure of criminals involved in serious crimes and theft of motorized vehicles.

## 2. Approach to Work Distribution and Structure of Organization

With a clear structure of organization and descriptive work distribution (Table III-19) as shown below, all members of the working unit have received their own jobs.

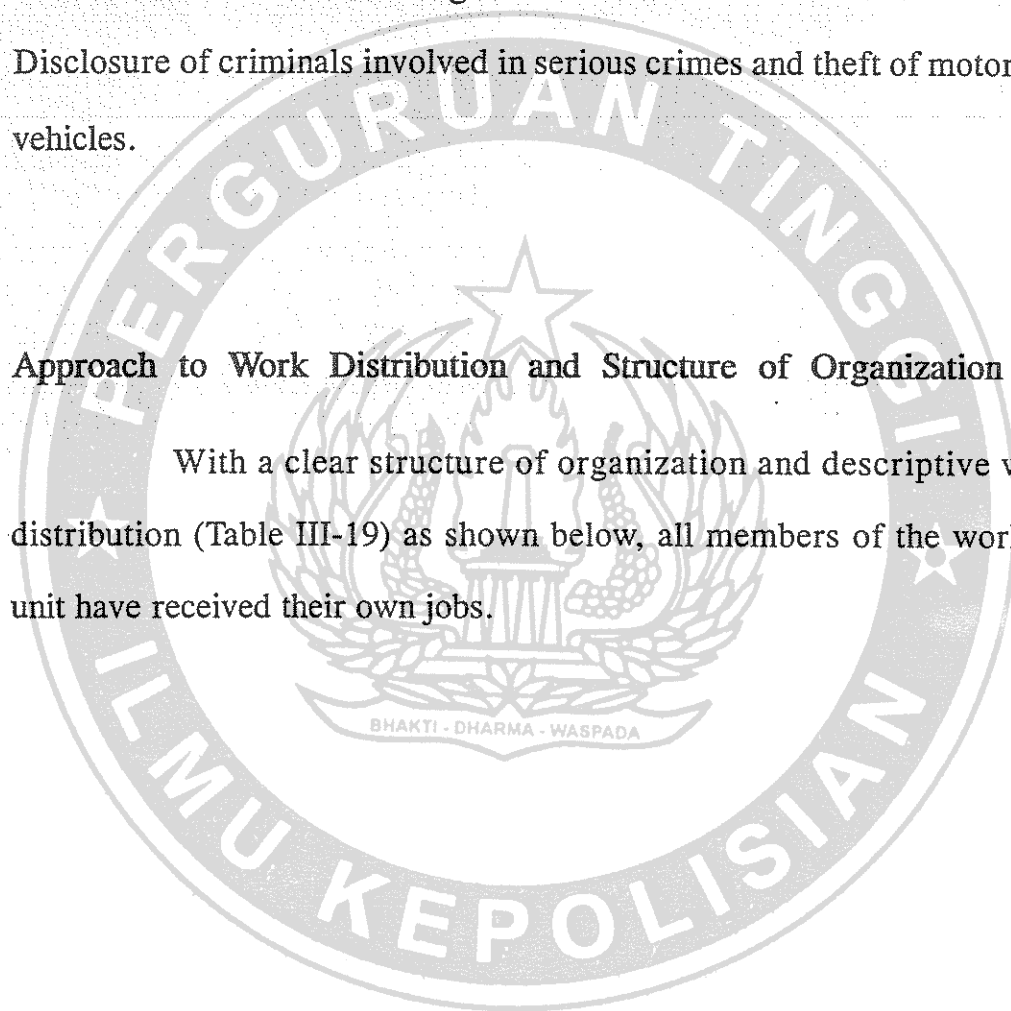




Table III - 19

Job Description for the Investigative Unit  
of Police Resorts

No.	Position/Unit	Field of Work
(1)	(2)	(3)
1	Chief of Unit	Assist the chief of police resort in implementing investigations, investigative process, distribution of work for the members, preparing periodical reports, etc.
2	Deputy Chief of Unit	Together with the unit chief implement investigative activities, and especially assist the unit chief in supervising the members.
3	Chief of Operational Development Section	Organize investigative operational activities, prepare time tables for the members, take care of the administrative matters for the detainees and arrange the evidences.

(1)	(2)	(3)
4	Non-Commissioned Officers for Investigative Internal Affairs	Carry out the activities of the secretariat, all administrative work for the investigators starting from the investigation up to the submission of the documents of the cases and evidences from the suspected persons to the public attorney.
5	Chief of Identification Section	Implement activities for identifying dactylography, photograph detainees, serve requests for fingerprints for certificates of good behaviour and driving licenses including fingerprints of unknown human corpses.
6	Chief of the Section for Serious Crimes	Handle cases of serious crimes, among others, covering : <ul style="list-style-type: none"><li>- Thefts of serious nature;</li><li>- Robberies, threats by pointing a weapon;</li><li>- Tortures;</li><li>- Burnings, fires, and</li><li>- Explosions.</li></ul>

(1)

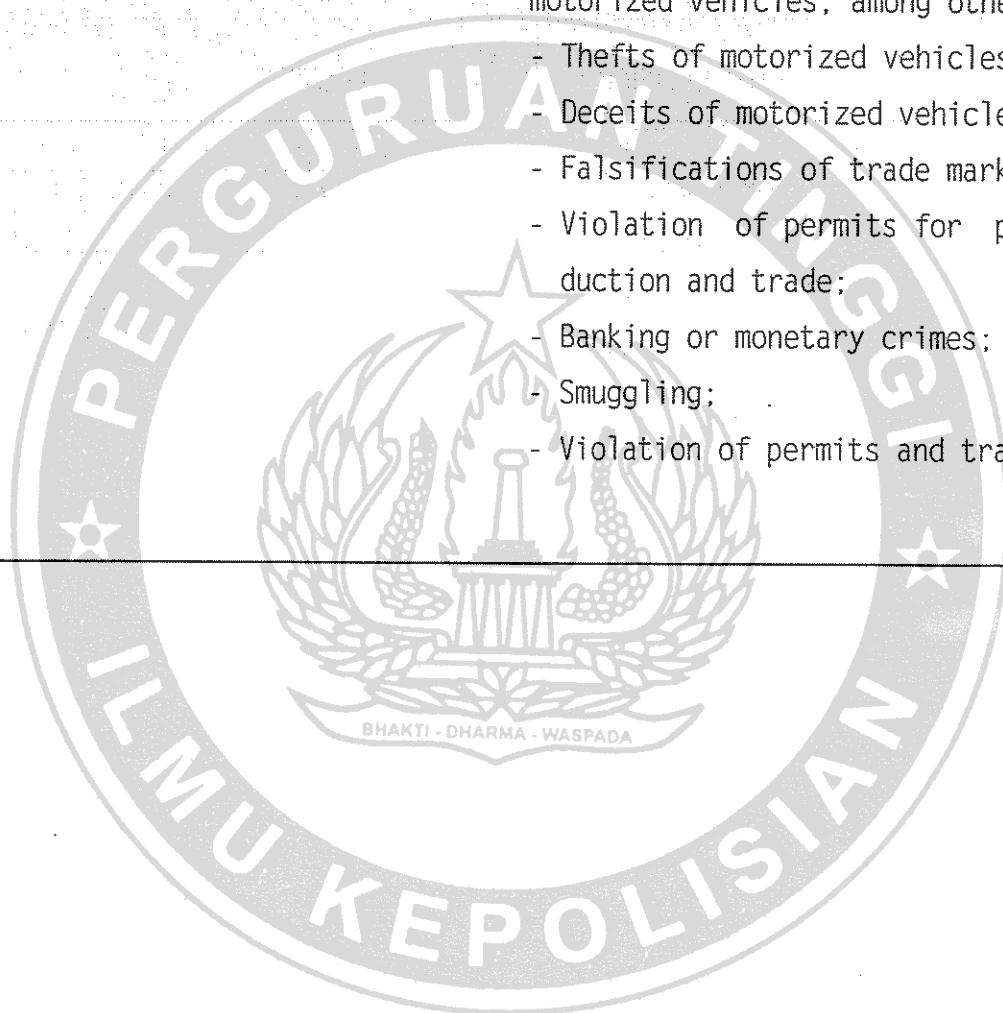
(2)

(3)

7 Chief of the Motorized  
Vehicles Section

Handle thefts by persons on  
motorized vehicles or thefts of  
motorized vehicles, among others:

- Thefts of motorized vehicles;
- Deceits of motorized vehicles;
- Falsifications of trade marks;
- Violation of permits for pro-  
duction and trade;
- Banking or monetary crimes;
- Smuggling;
- Violation of permits and trade.



### 3. Approach to Coordination and Design of Organization

#### a. Functional Coordination

For improving the capability of the members attempts have been made at police resort, regional police and headquarters level. Coordination at regional level is made periodically and is immediately controlled by the Chief of the Investigative Directorate involving all resorts; from time to time coordination is made incidentally, for instance, in difficult cases or if another resort is involved.

Table III-20 gives a picture on the frequency of coordination during 1992 and 1993.

#### b. Work Coordination

Coordination is here carried out horizontally, vertically or diagonally. In 1992 and 1993 work coordination has been established with related agencies, also with the other sections and functions of the police resort, as shown on Table III-21.

Table III - 20

Coordination of Investigative Function Involving  
The Bekasi Police Resort, 1992 and 1993

Coordination	Periodical		Incidental		Remarks
	1992	1993	1992	1993	
Headquarters	-	-	-	-	
Regional Level	40	45	19	13	-Police operations and important cases
Resort Level	9	7	54	72	-Followed by police sector

Table III - 21

## Work Coordination, 1992 and 1993

Agency/Working Unit	1992			1993		
	Hor.	Vert.	Diag.	Hor.	Vert.	Diag.
Internal :						
1. Highway Patrol	6	-	-	11	-	-
2. Public Guidance Unit	5	-	-	3	-	-
3. Traffic Police	17	-	34	25	-	56
4. Administrative Section	2	-	-	2	-	-
5. Centre for Operational Control	18	-	16	14	-	13
6. Intelligence Unit	13	-	2	19	-	5
7. Provost Unit	1	-	-	-	-	4
External :						
1. Attorney Office	41	-	-	44	-	-
2. Court of Justice	20	-	-	21	-	-
3. Local Government/ Legal Dept.	8	-	-	12	-	-
4. Agraria	5	-	-	7	-	-
5. Civil Service	-	-	-	2	-	1
6. Rehabilitation Institution	6	-	-	13	-	-

Hor. = Horizontal

Vert. = Vertical

Diag. = Diagonal

## Design of Organization

In order to support the mobilization force, especially in facing incidental duties or for anticipating improvements in science and technology which have a wide impact on the intensity of threats and disturbance of public order including public security, the investigative unit has designed a flexible working method. This is meant to encourage a more flexible and effective mechanism. On Table III-22 is seen the design of organization in order to accommodate activities of job enlargement and job enrichment nature.

### 4. Approach to Structure, Technology and Equipment

★ In order to improve the working capability of the members which has started with a work distribution, authority and responsibility working units have been established leading to specialization. An example is the formation of a Working Unit for Coordinating Supervision on Investigator-Civil Servants in 1992 in each investigative unit at resort level as a realization of the investigative organization structure at directorate level. The other working units require restructurization such as the economic unit. With a wider scope of work and more complicated problems it is advisable the unit is divided into a number of working sections following that of the regional directorate and headquarters directorate. This matter has been felt important as the cases mostly involve economic crimes,

small or large, and in practice many of these have been reported to the investigative unit. Cases of smuggling and banking affairs should be put into separate sections.

Approach to technology and equipment should lead to a redesign of work which is due to the utilization of technological equipment that is oriented to mastering telecommunication and information. For early detection efforts should be made to use equipment for narcotic tests, lying, tapping, etc., which up to the present are not yet available. Even for computers there is only one or two persons in the investigative unit, and these employees only prepare reports. For quick communication and proper sharing of information, the most sophisticated medium at the present time is the computer. When an "on line" system can be used with "Modem" equipment, for the computer it is just a few seconds to receive messages from the headquarters and vice versa. In this way instructions to other units can be conveyed accurately. For this purpose the investigative unit should try to think of preparing work programs or scholarships in order to about computers, in the country or abroad.

If a member does not master the tactics and techniques of how to implement his work because of the fact that he really does not know, this matter will destroy the existing methods; the result as expected will not be achieved and everything will be a failure. Let us take the case of the death of *Aldi* in the house of the filmstar *Ria Irawan*: there was an indication that a sexual intercourse occurred before his death which was evi-



denced by the availability of a remainder of stimulating drugs that had been throw away by the artist, besides the presumption that there was stain and a spot of sperm, also vagina epitel on *Aldi's* penis. If the investigator who first came to the location had worked professionally, other evidences would be found for replacement. For instance, by tapping fluid from *Aldi's* penis, so that it could be proved that it was *Ria's* epitel and by sending *Ria Irawan* to an obstetrician to get a sample of her vagina's epitel. A laboratory examination will easily know it and the authentication would be accurate; in this way the cause of *Aldi's* death would be discovered. The carelessness of the investigator has resulted in a failure, which was due to his poor knowledge and skill.

No signs leading to mastering police technology is seen, considering that no proper equipment exists in the investigative unit at resort level. Table III-23 gives a picture of the equipment of the unit :

Table III - 23

## Technological Equipment for Investigators

Equipment already distributed to members						
Kind of Equipment	No.	Condi- tions	1992		1993	
			Off.	Non-Comm. Off.	Off.	Non-Comm. Off.
Communication Equipment :						
1. Handy Talky	36	Good	X	X	X	X
2. Car Radio	1	Good	-	-	-	-
3. Handphone	-	-	-	-	-	-
4. Fax	1	Good	-	-	-	-
5. Computer	1	Good	-	-	-	-
Working Equipment :						
1. Pliceline	-	-	-	-	-	-
2. Teargas	16	Good	-	-	-	-
3. Tapping equipment	-	-	-	-	-	-
4. Tape recorder	-	-	-	-	-	-
5. CCTV/Video	-	-	-	-	-	-
6. Gasmask	2	Good	-	-	-	-
7. Foot Protector	-	-	-	-	-	-
8. Invulnerable Vest to Bullets	-	-	-	-	-	-
9. Shoulder Gun	5	Good	-	X	-	X

Kind of Equipment	No.	Condi- tions	Equipment already distributed to members			
			1992		1993	
			Off.	Non-Comm. Off.	Off.	Non-Comm. Off.
10. Hand Gun	87	Good	X	X	X	X
11. Waist Gun	3	Good	-	X	-	X
12. Lying Test Equipment	-					
13. Narcotic Test Equipment	6	Good				
14. Equipment for Identification	7	Good				
15. Dog	1					
Transportation Equipm.:						
1. Motorcar	8	Good	X	X	X	X
2. Motorcycle	3	Good	X	X	X	X
3. Horse	-					
4. Speedboat	-					
5. Helicopter	-					

## 5. Approach to Delegation of Power and Authority

Authority delegated to each member in the form of police discretion is restricted power for picking up witnesses or suspects who do not pay attention to the summons of the investigator, interviews, interrogations or examination, also for arrests or detentions (vide Basic Police Law and Criminal Administrative Law). This discretion if not based on professional working ethics will not become an effort for improving the quality of the members; but will make them out of control and potential for violating the ethic codes and ignoring human rights; this should be avoided as it is contradicting the presumption of innocence.

Whether or not aware in arresting a person, mistakes in ceasing an investigation or arresting people not according to the requirements will result in a pursuit for a pre-trial.

During 1992 and 1993 various pursuits existed as can be seen on Table III-24 below.

Table III - 24

## Pursuit for Pre-Trial, 1992 and 1993

Kind of Pursuit	1992					
	No.	Won	Lost.	No.	Won	Lost
1. Arresting the wrong person	-	-	-	-	-	-
2. Illegal arrest	-	-	-	-	-	-
3. Illegal detention	1	1	-	-	-	-
4. Illegal ceasing of investigation	3	3	-	2	1	-

Delegation of power to a member is coercive power. Example: An investigator can always force his will to make examination for 24 hours. Another power is that which comes from within the individual (personal power); this power is very rarely helpful for disclosing cases, as the enchantment of an investigator can easily influence the suspects or his target. Table III-25 clearly shows how authority is delegated and power transferred to a member.

Table III - 25

## Delegation of Authority and Transfer of Power to Members

Kind of Authority/ Power	Delegated	Power from within the individual	Remarks
1. Personal power	-	X	Depending on the person concerned.
2. Coercive power	X	-	Stipulated in law.
3. Legitimate power	X	-	Ditto.
4. Expert power	-	X	Through trials & training.

There are only a few potential members who have personal and expert power. The number is very small, approximately 16.66 percent in 1992 and 37.17 percent in 1993 of the total members, as can be seen on Table III-26 below.

Table III - 26

Qualifications of Members with Personal Power  
and Expert Power

1992 Kind of Power						
	Off.	Non-Comm. Off.	Total	Off.	Non-Comm. Off.	Total
1. Personal Power	3	7	10	3	13	16
2. Expert Power	2	1	3	4	9	13

There are some criteria that are used for evaluating personal power and expert power, as follows :

a. Evaluation of Personal Power :

1. No shortcomings in work;
2. Attractive personality;
3. Have influence on colleagues and subordinates;
4. Can be used as an example;
5. Have ideas and creativity in work; and
6. Have achieved much.

b. Evaluation of Expert Power :

1. Have the qualifications of an investigator (graduated from an Investigative Vocational Education);
2. Have wide knowledge as shown in the daily activities; and
3. Master a certain branch of science for supporting activities.

6. Through Improvement and Development of Oneself

Attempts for improving the capability and development of oneself by each employee has been started, though no result can be seen yet. There are members who by their own will are so perservering in their study to make themselves capable for anticipating future activities. The attempts made by the members are shown on Table III-27.

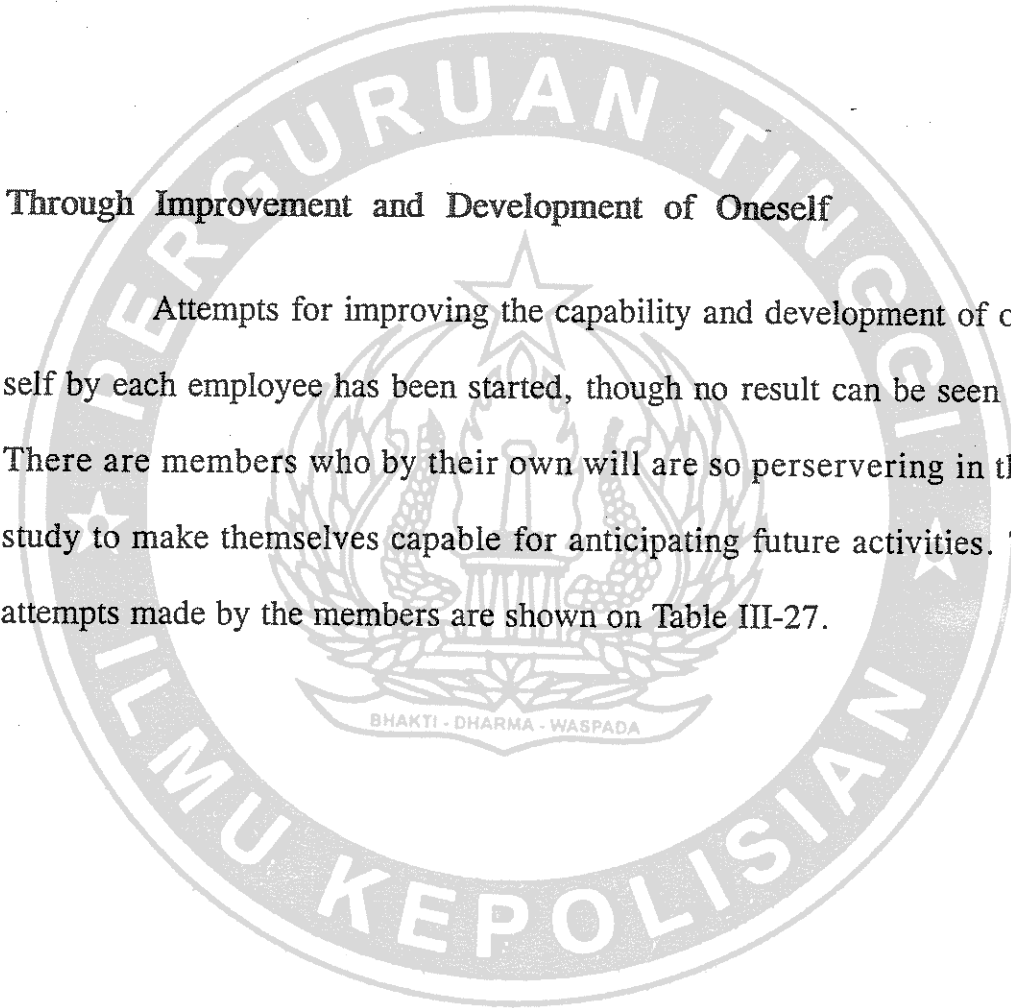




Table III - 27

Members who have Followed Formal and Informal Education,  
1992 and 1993

Function	1992								1993							
	Formal				Non Formal				Formal				Informal			
	I*		II**		Skill		II***		I*		II**		Skill		II***	
	1	2	1	2	1	2	1	2	1	2	1	2	1	2	1	2
Investigative Unit	-	3	-	7	2	5	-	8	-	-	-	1	-	-	1	4

I\* = Lectures at State University.

II\*\* = Courses (Leadership; car driving; computer; book keeping; skill; communication; organization).

II\*\*\* = Training (Self-defence; sports, etc.).

1 = Officer.

2 = Non-Commissioned Officer.

The attempts for improving the members individually are related to the organization that plays a very important role as motivator with support and encouragement from the leadership of the unit, for instance, in the form of facilities and dispensation. On the other hand the leader may also be a destroyer for his subordinates if he does not take care with the fate of his men or give no opportunity for their development which is important for their future. On Table III-28 below is seen how far the role of the superior goes for his subordinates to develop themselves.

Table III - 28

## Support by Leadership for Members to Develop Themselves

	Kind of Support											
	1 9 9 2						1 9 9 3					
	Disp.		Facil.		Fin.Asst.		Disp.		Facil.		Fin.Asst.	
	1	2	1	2	1	2	1	2	1	2	1	2
Lectures	X	X					X	X	-	-	-	-
Courses	X	X	-	-	-	-	X	X	-	-	-	-
Skills	X	X	-	-	-	-	X	X	-	-	-	-
Training	X	X	-	-	-	-	X	X	-	-	-	-

Disp. = Dispensation

Facil. = Facility

Fin. Asst. = Financial Assistance

1 = Officer

2 = Non-Commissioned Officer

## 7. Through Other Attempts Leading to Modern Management

In order to lead the unit to application of modern management like the one discussed below there are fundamental attempts that should be made by the unit such as maintain its discipline, develop and refresh the mental and spiritual attitude of the members. This is only meant that they would not put aside moral and working ethics so that they would not slip off and become crime brokers or regulators. Table III-19 shows the kinds of activities that can be carried out for maintaining the mental attitude of the members and how many times they should do them.

Table III - 29

Activities for Developing the Spiritual and Mental Attitude of the Members, 1992 and 1993

Kind of Activity	1992		1993	
	Off.	Non-Comm. Officer	Off.	Non-Comm. Officer
1. Development of Spiritual and Mental Attitude	65 x	65 x	73 x	73 x
2. Development of Work Discipline	12 x	12 x	12 x	12 x

Spiritual and mental attitude cover : religious lectures, praying, briefing, etc.

Development of work discipline includes : morning roll, flag ceremony, military training and sports, examination of documents and equipment including supervision.

Application of modern management consists of :

a. SWOT Analysis

In order to carry out introspection to know the weak points are that should be improved and on which side the power maximized for achieving an opportunity and putting aside or minimizing threats. It is a pity that no member has achieved this stage.

b. Queueing Theory

In order to prevent stagnation in processing incoming letters or case documents so that no bottleneck occurs, knowledge on the queue theory is required. Not only the members, even the leaders do not master it. See Table III-30.

Table III - 30

Understanding of the Modern Management and  
Its Application to the Police Members

S u b j e c t	1992				1993			
	Theory		Application		Theory		Application	
	Off. Off.	Non-Comm.	Off. Off.	Non-Comm.	Off. Off.	Non-Comm.	Off. Off.	Non-Comm.
SWOT Analysis	-	-	-	-	-	-	-	-
Queueing Theory	-	-	-	-	-	-	-	-
Decision Tree Theory	-	-	-	-	-	-	-	-

### c. Decision Tree Theory

Also in the decision making we always have to face complicated problems. We always fear that faulty decisions will be taken which will make everything fatal. Long-winded decision of a case means waste of time and inefficiency. The way out is to study the decision tree theory.

The many pursuits for pre-trial owing to faulty decisions have not made the high investigators learn their lesson; data on this matter show that almost all members and officers have no knowledge of this theory. Also see Table III-30.

### d. Benchmarking Theory

As an organization that is immediately related to all aspects of life that develop in the society, the police force, the investigative unit in particular, should not be left behind in following the development of science and high technology in this era of globalization, because criminal crimes always go side by side with the improvement of globalization. An evidence in USA shows that white collar crimes involve, among others, banking affairs that within a relatively short time have been imitated in the other part of the world including Indonesia.

To anticipate such crimes it is recommended that the techniques that are used in USA be used for solving such cases. This technique is just imitating in a legal way, that is benchmarking.

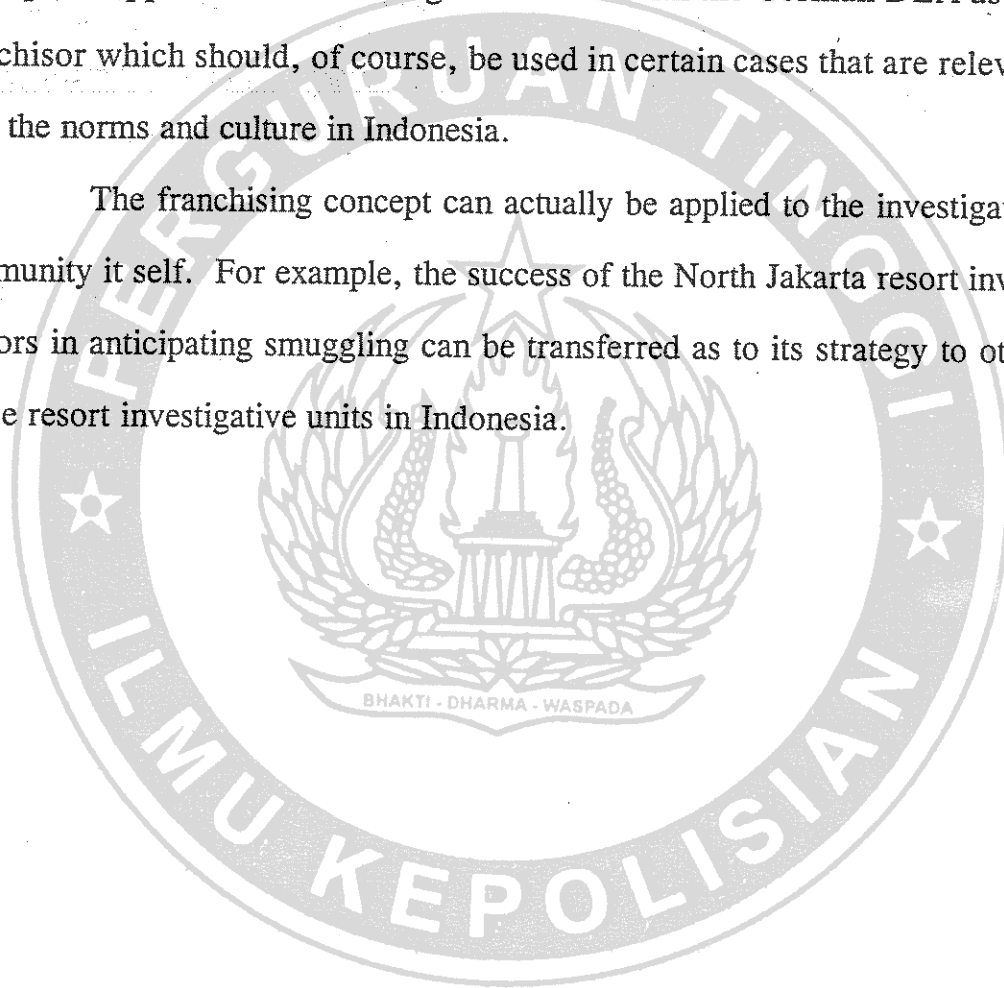
In many companies this concept is successful, and if we also want to have success like the police force in USA, it would be very good if this concept be applied here. The knowledge of the members of this concept is very poor. See Table III-31.



For this matter a certain formal education is required in order to know the concept and apply it to the Grand Strategy of the organization.

If practised well and consequently, it can be secured that the franchising system will be successful and beneficial. It would be very good if this concept be applied to the investigative circle with the German DEA as the franchisor which should, of course, be used in certain cases that are relevant with the norms and culture in Indonesia.

The franchising concept can actually be applied to the investigative community it self. For example, the success of the North Jakarta resort investigators in anticipating smuggling can be transferred as to its strategy to other police resort investigative units in Indonesia.



## CHAPTER IV

### FINDINGS AND INTERPRETATIONS

#### A. Management Of Human Resources

##### 1. Organization of Investigative Unit

The existing working units have not yet reflected an accurate selection of activities, because no units for banking affairs, for production and trade, for smuggling affairs, etc. have been established. These units should actually be available as they are very much required. Consistency between the units and subunits is important in case their field of work does not differ. The frequency of reports and volume is indeed more in the investigative unit at the resort police. The organization of the investigative unit at this level is not yet explicit aiming at a certain specialization; the cases handled are almost the same, the difference lies only on the portion.

Such a situation does not support the implementation of work because the expertise or skills of the members cannot indeed be depended upon. The members know a little only, not much. A tendency exists that the members are led to a mental attitude for routine work, and this will kill their creativity and wipe out their wish to become professionals. The negative impact is that everything goes slowly because it is just considered as routine work that can be done by all members of the other units.



With a structure of organization as pictured on Fig. III-1, in which supervision of the chief units is coordinated and becomes the responsibility of the deputy unit chief, it seems to be very difficult to control consequently due to the restricted capability of the official concerned who will have difficulties to immediately supervise the unit chiefs. Based on the theory of "span of control" the capability of a leader is restricted from 6 to 8 people only.

In such a way the structure of organization becomes ineffective owing to the absence of support. It would be better if there is one position that has authority to do the supervision besides the Deputy Chief himself. For instance, the Chief of the Operational Development Section can be given authority to supervise the unit chiefs.

★ A restructurization is needed to make the organization of the investigative unit at the resort level effective. This is felt as urgent, if not implemented the opinion of *Yan Kelovich & John Immerwahr* saying that 44 percent of the subordinates do not work seriously will occur in our organization; the percentage can even be higher.

## 2. Actual Manpower

The average shortage of personnel has reached 28 percent of the total of 78 men, and for a resort police with about 100 men the shortage will certainly affect the fluency of work. Additional employees are required and the distribution should be more evenly adjusted to the existing

duties. Table III-3 shows that only 50 percent have the skill to handle criminal acts (qualified as investigator), i.e. 6 of the 11 officers and 34 of the 67 non-commissioned officers; the remainder does not have this qualification which will affect seriously the solution of cases and cause low capability for solving of cases (Crime clearance). The 50 percent stated above must still be deducted, as many of them have been transferred to another section or pensioned.

### 3. Job Description

The job description for the respective units cannot be carried out consistently because of an additional job from another unit; so specialization, i.e. something that they want to achieve, cannot be realized.

This system, however, has a positive impact, that is even distribution of work and improvement of the welfare of the less potential unit. The negative impact of the flexible nature of the system is that it hampers the vision for specialization and kills the creativity of the members. Each man thinks he can do everything, although the practice says differently because they do not work professionally.

This condition lessens the creativity and productivity of the members because they will then not work more than what is required or achieve more than the others because of the absence of incentives. An

evidence of the low level of productivity of the members is that what has been researched on this matter, that is only 44.8 percent of them work effectively every day.

The inaccurate job description has another impact: no work can be finished on time and the evaluation of work is low which has been the result of the fact that the required books are not available for supervising and evaluating activities; notebooks for recording their achievements are also missing. What they have is only a book containing instructions for implementation, technical instructions and some references on law and other legal affairs (Table III-4).

#### **B. The Investigator's Leadership**

The leadership style seems to be applied in an improper way, as the leader only gives instructions (circa 80 percent), only 7 percent are encouraging (Table III-5). This is very contradicting the level of the the development of the subordinates who are in the quadrant of D-3, a level from medium to high. The leader should actually use the participating style, that is with less instructions but more encouragement. In this way the creativity of the members will go up because theis presence is acknowledged and appreciated.

This telling style that is applied so much is considered as inadequate as it is identical to the authoritative version of White & Lippit, and this defects the unit very much. This style has aroused mismanagement and no two-way communication exists between the leader and subordinates. Brainstorming is seldom used which is very important for solving complicated problems and making decisions. Only 10.69 percent of all important cases have been solved by involving subordinates in the form of case presentation (Table III-6).

If the leader had not used the telling style, but the participating one, we could have seen more meetings in the form of case presentations or discussions between the superior and subordinates with increase of crime clearance. Leadership applied to the investigative circle is actually leadership for persons to work alone only which is very contradictory to the principles of leadership as recommended by Chief Commissioner *M. Karyadi*. This is true because the leadership of the investigative unit consists of unit chiefs with the rank of lieutenant or senior non-commissioned officer. Most of them have been recruited to the unit without requiring them to have the qualifications for investigator and after having placed in their positions have no opportunity to study investigative science; only a small number of the personnel have been educated in centres for investigative education in the country or abroad (Table III-8).

The sending of middle officers for study in Germany, for instance, is also incorrect, as they will never have the opportunity to practice the science that they have received with their members in the field. Those who go to the field are officers with the rank of lieutenant, the unit chiefs.

The negative impact of the assignment of middle officers stated above is the difficulty for what is called transfer of ideas or transfer of knowledge owing to the wide distance and the "thick wall of separation" between the middle officers and subordinates. The latter has only access to a lieutenant or higher, while the members who are daily in the field are hard for them to control. So there are many difficulties and constraints for improving the capability of subordinates. The difficulty of superiors to find new ways in providing their members with practical and proper knowledge is, among others, due to the factors stated above. The difficulties of the subordinates, what infrastructures they need or others can never be monitored by the superiors.

The program of link and match, which is an integrated concept to solve problems in a comprehensive way requires absolutely a close relationship between superior and subordinates. Although this concept is relatively new, it is hoped that the police force will follow it in order not to be left behind.

### C. Work Relationship

The working relationship through letters (formal relationship) very defective for developing the capability of subordinates, because they lose the opportunity to exchange ideas for widening their scope and increasing their knowledge. These defects, for instance, have resulted in the low level of crime clearance in 1992 (Table III-9), when their level of capability reached only 35.10 percent including the number of solutions without the public attorney totalling 359 cases. In 1993 there was no improvement either; the percentage of crime clearance was 35.07 percent, less than that in 1992. If this working relationship could be improved, it is sure that the crime clearance would also increase.

The relationship with the court is not close either and limited to formal affairs. As shown by Table III-11, in extensions of detention as well as permits for confiscation, determinations, etc. the number is also very small, compared to that in the same year. Compare this with 1992 with 2,196 cases, 23 extensions of detention and 176 permits for confiscation. Also with 1993 with 2,375 cases, 31 extensions of detention and 197 permits for confiscation.

The investigator should actually know that such a condition can arouse many impacts, for instance, late extensions of detention and permits for confiscation in handling cases or even neglections.

A late process of trial is very disadvantageous for the investigator in terms of time, expenses or efforts made besides the opportunity to have success in improving the capability for clearance. If the process of trial can be speeded up by carrying out integrated activities, e.g. trials on the spot, we may be sure that the capability for crime clearance of the members will improve. It is also the case with mutual visits as shown on Table III-12 which should actually not be limited to application of paragraphs and ceasing of investigation only, but involve the whole and the many aspects in order to decide whether or not a criminal act is related to other aspects so that not all reports are categorized as criminal acts. This matter will automatically lessen the total of crimes and burden of work in order to prevent the increase of the number of undissolved cases and improve the capability for clearance of crimes. With the good relationship with involved agencies the investigator will not hesitate to apply a certain paragraph, send the case to the court and cease investigation if the case appears not to be a criminal act or does not meet the paragraph accused to the person. If at central level the coordination meetings can run smoothly in the forum of "Makehjapol" which has succeeded in production legal regulations that can be used by the involved agencies, this should also be so at the resort level, at least at the level of periodical coordination meetings. This is absolutely necessary as the investigative unit at resort level is the most important place for receiving reports compared with

the regional police or even the headquarters. Without a coordination meeting at resort level no case can be solved in a proper way. This is also the case with joint presentation of cases which has never been performed. Time has come that the high investigative officers pay attention to this matter. With joint presentation of cases, creativity will live up and bright ideas will emerge from the participants of the presentation by way of brainstorming techniques.

#### **D. Efforts for Improving The Capability of The Investigator**

##### **1. Staffing Process**

- a. The program for human resources being performed is incorrect as it does not involve the investigative unit in the process but only prepared by the Directorate of Personnel Affairs (Table III-13). The unit chief through the resort chief should actually prepares the program of human resources and afterwards submit it to the directorate for further processing.

##### **b. Recruitment**

So is also the case with recruitment of investigative members that is only handled by the Directorate of Personnel Affairs. We have seen on Table III-14 that during 1992 and 1993 only 9 officers and 20 non-



commissioned officers were recruited and these officers were all dropped by the Directorate of Personnel Affairs. Recruiting of members from educational institutions interested persons meeting the qualifications has never been carried out. This is actually against the theory saying that with an open competition in the selection qualified personnel will be obtained. Employee referrals, i.e. persons with recommendations from friends due to their achievements and great talent have not been taken into consideration, although, as experience shows, this way a much better method than the dropping system.

If the investigative unit wants to improve, the old systems should be ignored as they are not relevant with the principles of modern management.

An investigative unit should be able to recruit employees for itself, and in order to avoid the impression that it wants to take over the function of the Directorate of Personnel Affairs, the channel of coordination can be used in the implementation.

c. Training and Development

The frequency of training is very low. Only 2 officers and 1 non-commissioned officer were trained in 1992, and 4 officers and 9 non-commissioned officers in 1993 (Table III-15). The frequency is low,

so is the number of trainees. Ideally, one-third of the total employees should get training each year, which is meant as refreshing and to follow the development and improvement of science and technology.

A common mistake was made in overseas training in which 40 officers with the rank of major (middle officer) were sent abroad. This is not beneficial because the process of transfer of ideas and transfer of knowledge from the officers to the subordinates cannot be carried out, which is due to the fact that the distance from the officers to the subordinates is too wide, besides the many managerial duties that they have to do. The result is that much technical work is neglected, which has then to be done by his subordinating officer with the rank of lieutenant.

As stated above, those who are sent for training programs have all to follow technical knowledge on police affairs, while officers of the rank of lieutenant who in their daily activities do technical work have not got the opportunity for the study. Would not it be better to send lieutenants instead of majors or lieutenant-colonels who are not so beneficial for the unit ?

If, for instance, lieutenants could be sent to the programs, transfer of ideas and transfer of knowledge would run smoothly, as they do this work in their daily activities and get along with their subordinates in the office or field.

Training of internal police or unit nature, like skill or leadership training based on the data of 1992 has never been implemented, and in 1993 it was the first time that such a training was held in the form of a coaching clinic (Table III-16) which was far beyond their expectations. The outward bound (more accurate if it called outbound management) that was once held at the level of the regional police was only joined by chiefs of police sectors with no participation at all by investigative officers. This is completely wrong because they are the persons who supervise subordinates that leads to specialization which will be very easy for them to transfer the knowledge; transfer of knowledge can so become more effective.

Different from chiefs of police sectors, they have to control a lot of functions in their unit, they are busier in managerial work tending to managerial work so that ultimately the knowledge that they received can be transferred to subordinates. With the absence of training of internal police nature such as functional training, functional rotation, programmed activities, simulation and technical supervision, everything has become monotonous and static for implementation in the field. Symptoms that can be observed include, among others, the tendency of increase of the crime total and decrease of the capability for clearing crimes and the trend to follow the same methods.

d. Evaluation of Achievement

Evaluation made for subordinates is restricted to needs for promotion, salary increase and functional promotion, which gives a very subjective impression and is just a kind of formality (Table III-17). Such a method of evaluation is, of course, wrong as promotion is only given once in 4 years. This means that in such a long period an employee is only evaluated once. This is not effective; evaluation should be made at least once in six months and based on the achievements in the daily activities.

As pictured on Table III-17 no evaluation has ever been made of the work achievements. Since there is no human resource division, which should actually be available, the achievements of the members cannot be evaluated and this will certainly result in loss of creativity and motivation of the members to compete and become the best. An impression will emerge that good deeds will never be rewarded, as there is nothing about it. Finally a member will be reluctant to do something as his colleagues do not do anything either.

The inconsistent attitude of the manager in which he imposes punishment on a member who has made a violation was recorded twice in 1992 and five times in 1993, while during the same period many members have achieved much but got no reward, as can be seen

on Table III-18; this is destructive and can destroy the mental attitude of the members. Ultimately this will stimulate the emergence of a destructive attitude.

## 2. Approach to Work Distribution and Structure of Organization

The efforts for improving the capability of the members through an approach to work distribution as shown in the job description on Table III-19, if implemented in the right way and consequently will be very helpful to stimulate the members for stimulating their working capability and achievements. However, it is a pity that in practice the work distribution is just a formality; the units still do the same work and nothing is different. The structure of organization does not function as it should be and everything is just not real. This is very contradictory to the rules of management as evidenced by the various mistakes made. Loss of control and overlapping exist between one unit and the other, and unfair competitions emerge, also waste of time and the aim of the work deviates due to the lack of knowledge in that field. In addition there are a lot of violations made by uncontrolled members giving the impression of despotism and problems arise on the distribution of incoming reports handled by the members.

The mistakes mentioned above are just a small part of the cases that have not yet been identified and this is all because of mismanagement.

There are alternative that can be used if the management wants to distribute even welfare to the members without harming the organization or sacrificing the management by, for instance, mutations or rotations of personnel periodically to better positions done in turns. This method needs a far-reaching program and the leaders should as early as possible plan a program for preparation in that direction. If this is not done, the situation will become worse. The members affected by the mutation will face new complicated problems if they have not got any knowledge and skill for the work in the new place. Another alternative is the turn round strategy by, for instance, changing the structure of organization that has been considered as invalid. With restructurization and redesign the situation will become more favourable for the investigative personnel to do their work.

### 3. Approach to Coordination and Design or Organization

- a. The functional coordination executed at regional level during the two past years has shown improvement; the records indicate 40 times of

periodical meetings in 1992 and 45 times in 1993, while incidental coordination meetings which usually cover police operations and important cases were held 19 times in 1992 and 13 times in 1993 (see Table III-20). The coordination meetings held at resort level with participation of the sector's investigative units were considered as far from what has been expected. Incidental coordination meetings were held 54 times in 1992 and 72 times in 1993; this is very rejoicing although this matter has not succeeded in lifting the image and performance of the investigator. For interdependent communication the sector and resort police as the guides for the meetings recommend reciprocal interdependence; the resort police should actually improve the functional coordination with the sector's periodically.

- b. Internal work coordination, i.e. coordination with other units like the highway patrol, traffic police, public service, etc. or external coordination with, for instance, the office of the prosecutor, court of justice, immigration, etc. is not made very frequently (Table III-21).

Example : For the highway patrol coordination of work was made 6 times in one year (Table III-21), although the relationship involves handling of the spots of places, accompanying detainees and joint operations. If this integrated activity is rarely coordinated at the level

of the management, it seems to be difficult to improve the quality of the services and skills of the members.

### Design of Organization

On Table III-22 is shown the enlargement and enrichment of work that has improved in 1993 compared with that in the previous year, for criminal as well as routine activities which are all meant to stimulate the creation of a more effective working mechanism. What is still absent is the attempt to change the design of organization for anticipating the situation in the future and factual threats. An example is the higher quality of crimes such as robbery followed by sadistic acts with butchering. The long period used for disclosing such a case has caused unrest which shows that there is no change yet in the working mechanism by way of redesigning the organization. For the case of Pondok Gede experienced by the *Herbin Hutagalung* family, for instance, almost all of the most important forces of the police at the highest level, that is the Jakarta Area Police and the Police Headquarters have sent their teams. What they did, however, is working alone giving the impression that they wanted to disclose the crime by themselves, have success by themselves and neglecting the integration or unity of action organized and controlled by one respon-



sible man. Such a working method shows that the investigator cannot work professionally yet or make use of the existing infrastructures and equipment or act communitatively and ignore the assistance from the unit. This bad habit and arrogant attitude has already entered the mainstream of civilization and this matter is really destructive destroying the unit as a whole. The higher officials should actually establish a special team involving the related elements of all layers and afterwards redesign the organization for the members to work by determining a more accurate target; paranormals should not be involved as they usually make all work confused.

#### 4. Approach to Structure, Technology and Equipment

The attempt to enlarge the organization on the basis of structural approach has not yet been realized at resort level, which can be seen from the absence of units like banking unit, smuggling unit, production and trade unit. This inconsistent attitude which does not conform the policies at regional and headquarters level, is defective for the investigative unit because it has no authority or capability to disclose cases of that kind. In addition, it gives the unit more work which will result in piles of cases at the investigative unit at the area and headquarters level. There will be more cases that cannot be dissolved and this matter will cause a lower

spirit for work and the performance of the investigator will also be defected and at the same time decrease the image of the police force in general.

The incapability of the members in operating sophisticated equipment such as computers, narcotics test, lying test, tapping equipment affect the work very much.

Everything that has to do with examination of a certain evidence in the framework of utilizing sophisticated equipment that must be sent to the regional police or the headquarters has caused delays, and many of them are not fully solved or ignored.

Taking into consideration the very restricted equipment (Table III-23) it is very hard to hope for a good result. How is it possible to win a war with inadequate armament ? If, for instance, this matter has been solved, the man behind the gun is a very important factor for operating the weapons. An example is the disguising equipment or lying test equipment which is not available at the resort investigative unit (Table III-23); how can an investigator perform his undercover task properly ? The absence of a lying test sometimes compels the employee to interrogate a suspect many times, often until late at night. This is certainly not effective; it is just waste of time and energy.

## 5. Approach to Delegation of Power and Authority

Uncontrolled use of power and authority has resulted in a pursuit of a pre-trial (Table III-24). Although the number is relatively small compared to the total acts, this is already a proof that despotic actions are still made by a member or leader, whether or not the person concerned is aware of it. Power does not always come from another person and then transferred to another man, but it has its source in the personality of an individual; the latter is more valuable than the former, as it is the power of nature that will never fade, while the former is delegation arranged by law that implies a forcing element and is of temporary nature.

The very small personal power and expert power (see Table III-26) with 16.6 and 37.17 percent in 1992 and 1993 respectively of the total of members should be improved continuously if we want to improve the quality of the investigator's human resources. The key is by way of improving the spiritual and mental guidance for the members in the field of personal power and increase the frequency of trainings and development to reach expert power.

## 6. Improvement and Development of Oneself

On Table III-27 we have seen that only 3 members have been registered for attending lectures in 1992, with done in 1993, which is also the case with courses and leadership training. The number has decreased which gives the impression that there is no support for members who want to improve themselves. The leadership should be aware of this fact and should not let it go down forever. Improvement of a member means improvement of the organization which will take it to success of work. Support from a leader for his members who want to master a certain discipline of whatever science should be developed and should not only be restricted to dispensation given to them (Table III-28). The members should also be given facilities and other material support. When this matter can be realized, their longing for study will be stimulated and they will become more competitive. This is necessary for anticipating their work in the future, because crimes will keep on developing following the rhythm of the improvement of science and technology encouraged by the environment that has so much influence in this era of globalization where the world knows no boundaries.

## 7. Other Attempts Leading to Modern Management

Attempts for preventing that the members will not become crime brokers or regulators by means of spiritual and mental guidance and by fostering discipline are very important before taking another step for following the method of modern management. On Table III-29 is seen that spiritual and mental guidance is held once a month, while the fostering of work discipline once in five days. This portion is actually appropriate, however many violations are made in the implementation and the symptoms of erosion of the mental attitude tend to increase. The spiritual and mental guidance should therefore be intensified once again. A method that probably can be taken is by adding some hours to the time for guidance or changing the didactic or methodology in order to reach the desired target.

The SWOT Analysis for evaluating the strengths and weaknesses to achieve beneficial opportunities in the implementation, which represents a special feature in modern management should soon be introduced to the leadership of the investigative unit. The purpose is that the leaders will be able to analyse their work and present it to a practical action plan for the subordinates. The queueing theory and decision tree theory should also be mastered by the leaders who call themselves the first-line supervisors so that they can easily manage their work and program the activities

for the members in order to avoid surprise work or too much work or faulty decisions.

Table III-30 shows that these theories have not yet been given to the members including the officers. On the basis of data not a single officer knows about the queueing and decision tree theories.

In order to improve the members individually and maximize the spirit of work of the unit modern management is a must for the investigators. One thing that must not be forgotten is that experience is the best master. The leaders are expected to learn from their own experience as well as from other people. One of the most popular form today is the concept of the benchmarking and franchising system.

From the result of an inquiry submitted to respondents it appears that none of the investigators know anything about benchmarking and franchising. Out of 50 officer-respondents only 1 person said that he had ever heard about benchmarking and 3 others had ever read something about franchising, while no non-commissioned officer knows what they are (Table III-31).

The low level of the members in knowledge and science has often caused principal mistakes made by the high officials. Citing part of his lecture, *IGM Mantara* in the magazine *Bank & Bisnis* Edition XVII of January 1994 said that an expert in management in the western world, W. *Steven Brown*, had forwarded 13 mistakes by managers, i.e. :

- a. Refuse any responsibility from someone else;
- b. Failure in developing the potentials of human resources;
- c. Attempt to control matters relating to influence of opinions;
- d. Join an unfavourable environment;
- e. Handle all people with the same method;
- f. Ignore the most important sides of profit;
- g. Too much concentration on problems rather than on the objective of the company;
- h. Have a low profile, do not pretend to be a boss;
- i. Failure in determining standards;
- j. Failure in training employees;
- k. Lack of capability to forgive;
- l. Appearance is more appreciated;
- m. Attempts to manipulate employees.\*)

If such mistakes are made by investigative leaders, it is certainly because of the factors, e.g. they do not want to learn from the experience of other people.

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\*) IGM Mantara, Magazine Bank & Bisnis, Edition XVII, Jakarta: January 1994, p. 31.

A step that can be taken for minimizing mistakes is, for instance, applying the concept of benchmarking and franchising, as in these systems legal imitation methods can be found and how to practise the standard of ready-for-use pattern without any anylising or re-discussions.



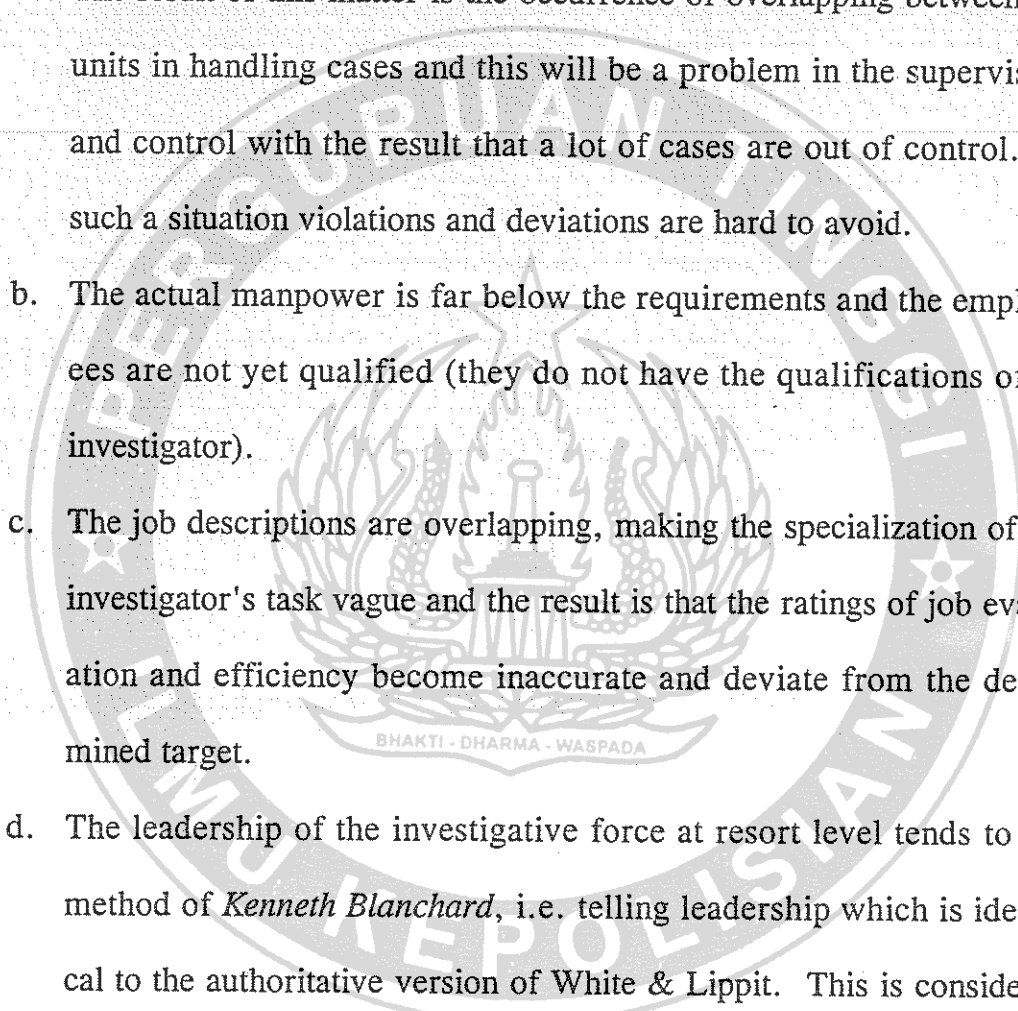


## CHAPTER V

### CONCLUSION AND RECOMMENDATIONS

#### A. Conclusion

1. On the basis of the results of the various kinds of research and discussions we may conclude that in the framework of improving the capability of the investigator, the high officials force and investigators have implemented a series of action plans to upgrade themselves by way of the following activities :
  - a. Attempts to put the structure of organization in the right order, e.g. by establishing a coordinating and supervising unit for investigator-civil servants and a police resort investigative unit;
  - b. Carry out job enlargement and job enrichment for the members;
  - c. Perform training and development; and
  - d. Improve the working coordination and functional coordination.
2. The efforts for improving the capability of the investigative members have not yet been executed maximally or comprehensively, as evidence by the following :

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- a. The investigative unit has not been organized consistently : the existing working units are not all meant for the area police or the headquarters, so that it is difficult to go into the direction of specialization which forms the main principles for a man to work professionally. The result of this matter is the occurrence of overlapping between the units in handling cases and this will be a problem in the supervision and control with the result that a lot of cases are out of control. In such a situation violations and deviations are hard to avoid.
  - b. The actual manpower is far below the requirements and the employees are not yet qualified (they do not have the qualifications of an investigator).
  - c. The job descriptions are overlapping, making the specialization of the investigator's task vague and the result is that the ratings of job evaluation and efficiency become inaccurate and deviate from the determined target.
  - d. The leadership of the investigative force at resort level tends to the method of *Kenneth Blanchard*, i.e. telling leadership which is identical to the authoritative version of White & Lippit. This is considered improper as the investigative member is still at the level from medium to high. The ideal system is the participating leadership, or more precisely the principles of the leadership according to Chief Commis-

sioner *M. Karyadi* should be applied. The result of the misapplication is that the two-way communication leadership style does not work; mismanagement occurs and the impact on the capability for crime clearance becomes very small.

- e. No harmonious work relationship exists with the office of the attorney and court of justice, in the meaning that the coordination is improper resulting in slow handling of letters and more time is required for the process of solving cases.
- f. The staffing process does not run well : programming of the human resources is in the hands of the directorate for personnel affairs, not handled by the investigative unit. Recruitment of members does not involve investigators as the users. This is a big mistake.
- g. The portion of training and development is very small and the programming is not done accurately. No training of internal police unit nature like functional training, functional rotation, planned activities, simulation, etc. has not yet been implemented. It is also not very accurate that a number of middle officers are sent to follow technical skill education in the country or abroad, because these officers have the position of section chief of unit chief at resort level. With that position it is almost sure that they will only do managerial work in their daily activities and they will not be able to develop the knowledge that they have received from the education.

The technical work of the investigator is much in the hands of the officers with the rank of lieutenant or captain; they are leaders who work together with subordinates in the field. It is these persons who should actually get scholarship so that they upon return can directly share his knowledge with their subordinates; the transfer of ideas and transfer of ideas will then become successful.

- h. Evaluation of the members' achievements is not performed periodical-ly or systematically or continuously but just incidentally, for instance, for promotion or study. This is considered as improper because it does not stimulate subordinates to work well or prevent them from making violations.
- i. There is no attempt to change the design of organization, although they know that the present design is already out of date.
- j. The members cannot use sophisticated technological equipment like computers, lying test equipment, narcotic test kid equipment, tapping equipment, etc., and the investigative unit of the resort police does not even have these kinds of equipment.
- k. There is little encouragement for members who are eager to master a certain expertise or discipline; they are enticed by a covering threat "Do not disturb any duty". The leadership should take a more en-couraging attitude and motivates the subordinates to improve them-selves.

1. The little knowledge of practical knowledge such as modern management that develops with no end. e.g. mastering the SWOT theory, decision tree, queueing theory, benchmarking and franchising system have made the investigative leader left behind. These are all necessary for stimulating the working capability and spirit of work of the unit. With these theories the analysing power of the management will increase. It is hoped that one day the high officials of the investigative unit will be aware of the importance of mastering science.

#### **B. Recommendations**

In order to improve the capability of the investigative members as best as possible, it is recommended that integrated steps be taken and implement them comprehensively, i.e. matters that have relation with various aspects, as follows :

1. Carry out restructurization of the organization of the investigative unit at resort level taking the example of that of the regional police investigative directorate to accommodate all incoming cases in the framework of specialization.
2. Additional employees are required with qualifications of at least an investigative vocational education.

3. The job descriptions should be improved consistently and accurately showing specified activities of the units clearly and not overlapping.
4. The method of leadership should take the example of the principles of Chief Commissioner *M. Karyadi*, where the leader should not only be good for himself but, what is more important, also be able to make his subordinates work better for a common success.
5. Improvement of work relationship with the office of the attorney and court of justice is expected to be implemented such as that of the headquarters within the unity of "*Makehjapol*", i.e. *Mahkamah Agung, Kehakiman, Kejaksaan dan Kepolisian* (Supreme Court, Department of Justice, Office of The Attorney and Police). At resort level this may be called "*Poljadil*" (Polisi/Police, Jaksa/Attorney, dan Pengadilan/Court of Justice).
6. The investigative unit should do the work of the human resource programming and recruitment, as this unit has more knowledge of the real needs required, what qualifications and level of ranks are need, what is important for the unit and for whom promotions are required, mutations, etc. for refreshing the members.
7. Increase the frequency of training and development soonest possible and accurately leading to the concept of Link and Match, make effective the internal unit training such as functional training, functional rotations, programmed activities, simulation, etc. Priority for officers of the rank of lieutenant is recommended for scholarships or skill training in the



country or abroad. Officers of the rank of lieutenant colonel are not appropriate to follow investigative technical training as their position requires managerial skill. Officers of the rank of lieutenant can easily transfer their knowledge to subordinates as they are always together with them in the field.

8. Evaluation of achievements should be made properly, systematically and continuously. Those who have achieved much should be recorded in the register, and it is hoped that they get rewards as an incentive and those who have made violations should be recorded in a special notebook and punished.
9. The leadership should have the capability to evaluate all performance of work and make corrections by redesigning the organization when required.
10. Make available sophisticated working equipment for the implementation of activities. Improving the capability of the members in using the equipment should as early as possible be programmed covering mastering the operation of computers, tapping equipment, lying test equipment, masks and cover equipment.

In order to motivate the members so that they are willing to exercise during empty hours, the leader together with the subordinates can join a coffee morning or lunch for training, discussions, brainstorming, etc. It is not advisable to play games in the office, chess or watch television. It is therefore recommended that no television set be placed in the working rooms of the investigators, but computers or other useful equipment.

11. It is expected that the leaders can give the members much opportunity to develop themselves, motivation, moral or material support. They should have the vision that the subordinates are human resources that represent the most important asset and valuable to be developed. Providing expenses for the needs of the members in education and training should be considered as an investment, not as cost.

In order to set up an investigative unit with trained personnel of high and qualified mobilization capability and for anticipating more complicated work in the future, it is high time for the high police officials, in particular the investigators, to think of introducing modern management to all members of the investigative unit. For example, by starting to apply the SWOT analysis, decision tree, queueing theory, benchmarking and franchising system.

By mastering the abovementioned theories or concepts for the police activities, the investigative unit will work better and can follow all development and improvement of technology and concurrently anticipate the negative impacts.





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## CURRICULUM VITAE

Name : Drs. MUCHLIS EFFENDY, MBA

Sex : Male

Place/Date of Birth : Payakumbuh, September 7, 1954

Marital Status : Married

Residential Address : Jl. Berdikari, Rayong 38, Sukabumi Utara, Kebon Jeruk, Jakarta Barat, Indonesia.

Education :

1. Master of Business Administration (MBA).  
Graduated and appreciated as a successful student in 1992 from OTC Business and Management Institution, Jakarta;
2. Doctorandus (Drs).  
Graduated as highly satisfactory student in 1984 from the University of Riau, Sumatera, Indonesia.

Training/Seminar/Courses Attended (within the scope of the Police Force) :

- Training for Programming Consolidation and Functionalization, Palembang, South Sumatera, 1981;
- Non-commissioned officer, police investigative force, Bogor, West Java, 1982;
- Officer of police investigative force, Bogor, West Java, 1986;

- Skill Training for Investigation of Cases, Bogor, West Java, 1989;
- Police Management and Leadership, Jakarta, 1991;

(Within the scope of management) :

- Marketing Management, Jakarta, 1991;
- World Economic Globalization, Jakarta, 1991;
- Tactics and Techniques to Achieve Competitive Advantage, Jakarta, 1992;
- Born to Win, Jakarta, 1992;
- English Course, ITTR Pekanbaru, 1978;
- English Course, ED & I PT California Texas Pacific Indonesia, Rumbai, 1982.

**Work Experience**

- :
- As of 1976: civil servant at the Regional Police Operation Division, Riau;
  - End of 1980: participant in the Education for Compulsory Military Training, Police Force, Padang Besi, West Sumatera; complete in 1981; in the same year transferred to the Economic Investigative Division, Riau Regional Police, up to the end of 1985;
  - 1986: Assigned to follow development education in the School for Police officer-candidates);
  - In the same year (1986): Transferred to Jakarta Area Metrojaya Police in the framework of making preparations for a scholarship to Germany due to the success as Best Student at the Course for Police Investigative Officers;



Departure to Germany was cancelled, afterwards assigned as Commandant of the Sabhara Platoon, West Jakarta Resort. After only 6 months transferred to Palmerah Police Resort in the investigative unit. Six months later returned to the resort and promoted to Chief of the Investigative Unit, Section of Thefts of Motorized Vehicles. With the success achieved, in less than one year promoted once again as Chief of the Investigative Unit, Tambora Sector, Jakarta.

After 2½ years at Tambora, transferred to Directorate of Education and Training, Metrojaya Area Police. After 2 years as Officer for Training Operational Affairs, in April 1993 promoted to Deputy Chief of the Investigative Unit of Bekasi Police Resort. In March 1994, for functional promotion at the level of Captain, transferred to the Centre for Operational Command of the Metrojaya Police with the position as Operational Control Officer.

(Miscellaneous experience) :

- Assigned at the Police Special Operation "*Kepitung Senja*" with a smuggling operational target at Pekanbaru, 1982;
- Assigned to arrest suspect in manipulation/corruption *Bambang Marsudiharta* at Sleman, Yogyakarta; much assistance received from Lt.Col. Drs. *Salim Siregar*, Chief of the Security Police, Tanjung Priok Harbour, Jakarta (now Colonel and Chief of the Riau Regional Police);



- Investigating the case of land manipulation and violation in felling forest trees on the border of Riau and North Sumatera (PTP-IV case), together with Lt.Col. (Police) Drs. *Tata Utama*;
- Security Officer at General Election in Riau, Tumorong island, afterwards made a tour to Singapore with Sergeant (Police) Nasrul Liza (now lieutenant).





California State University, Fullerton  
Fullerton, California 92634

CENTER FOR ORGANIZATIONAL AND ECONOMIC STUDIES  
SCHOOL OF BUSINESS ADMINISTRATION AND ECONOMICS  
(714) 773-2211

February 1, 1994

Dear Prospective Participant:

This is to acknowledge that after successful completion of all MBA course work at OTC, you are now entitled to further your study at California State University, Fullerton for the POST GRADUATE MBA PROGRAM in INTERNATIONAL BUSINESS.

This is an Intensive Five Week program held at CSU Fullerton, focused on all key elements of successful International Business bodies of knowledge related to the specific key areas of:

- International Finance and Accounting
- International Marketing
- International Small Business and Entrepreneurship (Course Project)
- International Operations Management
- International Strategy and Policy

In addition, field trips will be utilized to enhance the Advanced Post Graduate Program to the small business chosen as the case study.

The next program will start on June 20, 1994 and finish on July 22, 1994.

All requests for information and assistance, please contact our program coordinator in Indonesia:

Ms. Anita Liliana  
Phone: 572-1018

Sincerely,

BRONSTON T. MAYES, Ph.D.  
Director, Center for Organizational and  
Economic Studies

and

DENNIS J. POLLARD, Ph.D.  
President, P.S.C. International  
Managing Director: POST GRADUATE MBA PROGRAM



California State University, Fullerton  
Fullerton, California 92634

CENTER FOR ORGANIZATIONAL AND ECONOMIC STUDIES  
SCHOOL OF BUSINESS ADMINISTRATION AND ECONOMICS  
(714) 773-2211

April 15, 1994

Chief of Indonesian National Police  
JL. Trunojoyo No. 3  
Kebayoran Baru  
Jakarta Selatan  
Indonesia

Dear Sir,

RE: Advanced Study for Mr. Muchlis Effendy

This is to acknowledge that on successful completion from MBA program at OTC Institute, Mr. Muchlis Effendy, an Officer of Education & Training at Polda Metro Jaya, is entitled to further his study for the POST GRADUATE MBA at CALIFORNIA STATE UNIVERSITY, FULLERTON, USA.

This program will last for ± six weeks, consisting of five major subjects specialized in International Business, which is scheduled to begin in June 1994.

After careful consideration of his past performance on his MBA study, we have decided to accept him for the POST GRADUATE MBA at CSU Fullerton.

We would appreciate very much for your support and assistance to Mr. Muchlis Efendy in his intention to further his study.

Sincerely,

BRONSTON T. MAYES, Ph.D.  
Director, Center for Organziational  
and Economic Studies

Kennedy-Western University  
 Park Center Pointe  
 1459 Tyrell Lane  
 Boise, Idaho 83706  
 208/375-4542  
 800/635-2900  
 Fax: 208/375-5402

April 25, 1994

Drs Muchlis Effendy MBA  
 Dr. Liartha Kembaren  
 Director Kennedy-Western University  
 c/o Lembaga Management Imanuel Indonesia  
 J.L. Karang Mulia No. 9, Rt 001/06 Kel. Karang Mulia  
 Kec. Ciledug Jakarta Barat Indonesia

Dear Mr. Effendy:

It is with great pleasure that we inform you that your recently submitted admissions materials have been reviewed by our Faculty Review Committee and that you have been accepted as a candidate for the degree of Doctor of Philosophy in of Business Administration. The entire staff and faculty congratulate you and are prepared to assist you in accomplishing your goal.

Though we have over 5,000 students currently enrolled, we are very selective in admitting applicants, for it is not only the quality of our curricula and the expertise of our faculty that gives us our reputation, but it is the quality of our students and what they've gained in their pursuits of academic excellence that makes the school what it is.

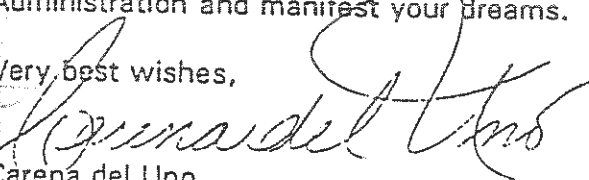
The Kennedy-Western University off-campus degree program has been establishing an excellent reputation in the American professional community for over 10 years and is now extending its work into other parts of the world. In fact, Kennedy-Western University has become a true international leader in distance-learning worldwide; and, therefore, when you join this University, you become a part of a proud group of individuals who have committed themselves to independent-study and the rewards that come with continuing education.

Since your portion of the world is going through a radical change, we believe that you have an added sense of responsibility to yourself, your family, and this institution. To satisfy this responsibility, you will need to discipline yourself and attain the proper motivational stance required to produce quality educational work products.

Your degree requirements consist of a number of specific courses in the field of Business, as prescribed by your professors that you will need to complete, as well as a Dissertation that will meet universally accepted standards of academic quality.

We know that through determination, hard work and perseverance in your studies, the academic goals you have projected will become a reality. In this, we offer you our support, for it is our sincere desire that you will attain the degree of Doctor of Philosophy of Business Administration and manifest your dreams.

Very best wishes,

  
 Carena del Uno  
 Registrar



Jakarta, 6 Mei 1994

Kepada Yth.

Kepala Kepolisian Daerah Metrojaya  
di- Jakarta.

Perihal: Rekomendasi

Dengan hormat:

Bersama ini kami yang pernah menjadi dosen Saudara Muchlis Effendy, ex mahasiswa Institut Pendidikan Bisnis dan Manajemen OTC, sangat mendukung rencana keberangkannya untuk menyelesaikan beberapa mata kuliah pada Post Graduate MBA di California State University, Fullerton, California, USA.

Saudara Muchlis merupakan mahasiswa yang rajin dan berbakat. Dalam rangka pengembangan sumber daya manusia secara nasional yang sangat kita perlukan sekarang ini, maka minat Saudara Muchlis untuk meningkatkan kemampuan profesionalnya sangat berharga sekali bagi masyarakat.

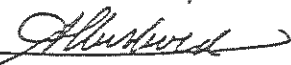
Saudara Muchlis Effendy, Staf Puskodalops Polda Metrojaya, juga merupakan salah seorang yang sedang menyelesaikan studinya pada disiplin Ilmu Sumber Daya Manusia (Human Resources) dalam program Doktor pada Kennedy Western University, yang pada waktu bersamaan akan menyelesaikan modul akhir dan mempertahankan Disertasi.

Bekal profesional yang sedang ditekuninya ini, akan sangat bermanfaat bagi pengabdianya kepada bangsa dan masyarakat kita di masa mendatang, terutama dalam menghadapi tuntutan kemajuan teknologi dan perubahan masyarakat yang tidak menentu. modernisasi masyarakat.

Sehubungan dengan itu, kami dengan gembira memberi dukungan dan rekomendasi, kiranya Bapak berkenan memberi restu dan izin kepada Saudara Muchlis untuk mengikuti kedua program tersebut yang waktu pelaksanaannya beriringan.

Semoga surat rekomendasi ini berguna sebagai bahan pertimbangan bagi Pimpinan.  
Terima kasih sebelumnya atas perhatian Bapak.

Hormat kami,

  
Dr. Albert Widjaja

DEPARTEMEN PERTAHANAN KEAMANAN  
REPUBLIK INDONESIA



SURAT - KEPUTUSAN

Nomor : Skep/566/VI/1994

tentang

PERJALANAN DINAS KE LUAR NEGERI

MENTERI PERTAHANAN KEAMANAN

- Membaca : Surat Kapolri Nomor: B/1920/V/94/Ditrendal tanggal 20 Mei 1994 perihal permohonan izin mengikuti pendidikan di luar negeri/Amerika Serikat.
- Menimbang : Bahwa untuk kepentingan dinas, perlu dikeluarkan Surat Keputusan an pelaksanaannya.
- Mengingat : 1. Peraturan Pemerintah No. 18 tahun 1955.  
2. Instruksi Menhankam/Pangab No. Ins/12/VI/1978.  
3. Radiogram Menhankam/Pangab No. T/532/1978 tgl. 18-8-1978.

MEMUTUSKAN

- Menetapkan : 1. Menugaskan kepada :

Lettu Polisi MUCHLIS EFFENDY Nrp. 54090332  
Padal Ops Puskodalops Polda Metro Jaya

untuk mengikuti kuliah Program Doktor dalam bidang Study Administrasi Bisnis pada California State University, Fullerton di Amerika Serikat selama 3 (tiga) bulan.

2. Untuk melaksanakan tugas tersebut pemberangkatan dari Jakarta pada tanggal 12 Juni 1994 dengan menumpang pesawat udara p.p.

Surat Keputusan Menhankam  
 Nomor : Sken/566/VI/1994  
 Tanggal : 2 - 6 - 1994

- 2 -

3. Biaya penugasan ini ditanggung Polri.
4. Setelah tiba di negara yang dituju segera menghubungi Perwakilan R.I. setempat untuk mengurus segala sesuatu yang berhubungan dengan tugasnya.
5. Waktu selama berada di luar negeri dihitung penuh sebagai masa kerja untuk penetapan gaji dan pensiun.
6. Setelah selesai tugasnya di luar negeri harus segera ke Indonesia dan bekerja kembali, serta dalam waktu satu bulan diharuskan menyampaikan laporan tertulis kepada Kepala Kepolisian R.I. tentang hasil tugasnya di luar negeri.

Dengan catatan :

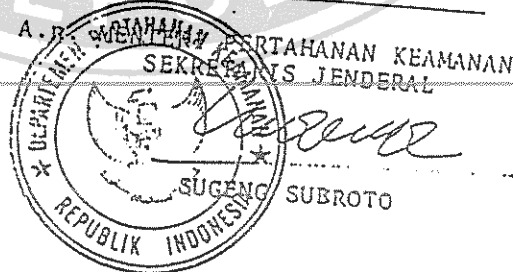
Apabila dikemudian hari ternyata terdapat kekeliruan dalam Surat Keputusan ini, akan diadakan pembetulan seperlunya.

SALINAN Surat Keputusan ini dikirimkan untuk diketahui kepada :

- 1.. Menhankam (sebagai laporan)
2. Pangab
3. Menteri Luar Negeri R.I.
4. Kepala Kepolisian R.I.
5. Kasum ABRI
6. Menteri Negara Sekretaris Kabinet R.I.
7. Asintel Kasum ABRI
8. Aspers Kasum ABRI
9. Karo Humas Kernalugri Setjen Dephankam
10. Yang bersangkutan
11. Perwakilan R.I. di Amerika Serikat.

Dikeluarkan di : Jakarta

Pada tanggal : 2 Juni 1994





S U R A T - P E R I N T A H

No. Pol.: Sprin/1216/UT/1994

Pertimbangan : Bahwa dalam rangka pelaksanaan kuliah di luar negeri (Amerika Serikat), dipandang perlu menerbitkan Surat Perintah kepada seorang Perwira Polri guna pelaksanaan.

D a s a r : 1. Surat Director, Center for Organizational and Economic Studies California State University kepada Kapolri tanggal 15 April 1994 perihal Advanced Study for Mr. Muchlis Effendy.  
2. Surat Kasetum Mabes ABRI Nomor: B/539-03/11/05/SET tanggal 1 Juni 1994 perihal Izin ke luar negeri (Amerika Serikat) atas nama Lettu Pol Muchlis Effendy Nrp 54090332.

D I P E R I N T A H K A N

K e p a d a : - Lettu Pol MUCHLIS EFFENDY Nrp 54090332  
Padal Ops Puskodalops Polda Metro Jaya

U n t u k : 1. Mengikuti kuliah program Post Graduate MBA dalam bidang Study Administrasi Bisnis pada California State University, Fullerton, Amerika Serikat selama ± 3 (tiga) bulan.  
2. Rencana kuliah dimulai pada tanggal 15 Juni 1994.  
3. Biaya dalam rangka pendidikan tersebut ditanggung oleh peserta.  
4. Selama-lamanya empat hari se kembalinya dari luar negeri agar menyerahkan Laporan hasil penugasan tersebut kepada Kapolri dengan tembusan kepada :  
- Deops Kapolri  
- Demin Kapolri  
- Kapolda Metro Jaya  
- Dir Dik Polri  
- Dir Rendalpers Polri  
- Ses NCB-Interpol.

/ 5. Sebelum .....



2

SURAT PERINTAH KAPOLRI

No. Pol.: Sprin/1216/UT/594

Tanggal: 4 Juni 1994

5. Sebelum dan sesudah melaksanakan perintah ini,  
melapor kepada Dir Rendalpers melalui Kasubdit  
Dalkar.

S e l e s a i.

Dikeluarkan di : J a k a r t a  
Pada tanggal : 4 Juni 1994

A.n. KEPALA KEPOLISIAN REPUBLIK INDONESIA  
A. N. DE MIN  
U B  
DIR RENDAL BEKS  
Drs. SUDARMADJI  
BRIGADIR JENDERAL POLISI

Tembusan :

1. Kapolri
2. Aspers Kasum ABRI
3. Kapolda Metro Jaya
4. Dir Dik Polri
5. Ses NCB-Interpol
6. Perwakilan R I di  
Amerika Serikat.



## D A E R A H

METROPOLITAN JAKARTA RAYA DAN SEKITARNYA

Jakarta, /4 Juni 1994

No. Pol. : B/5248 /VI/1994/Datro  
Klasifikasi : B I A S A  
Tempat :  
Perihal : Penghadapan Pama Polda  
Metro Jaya yang akan  
Kuliah ke Luar Negeri

K e p a d a

Yth. KEPALA KEPOLISIAN  
REPUBLIK INDONESIA

di

J a k a r t aU.p Dir Rendal Pers Polri

1. Rujukan Surat Perintah Kapolri No.Pol. : Sprin/1216/VI/1994 tanggal 4 Juni 1994 tentang perintah mengikuti Kuliah Program Post Graduate MBA dalam bidang Study Administrasi Bisnis pada California State University, Fullerton, Amerika Serikat.

2. Sehubungan dengan rujukan tersebut diatas, bersama ini diha-  
dapkan kepada Dir peserta dari Polda Metro Jaya :

N a m a	: MUCHLIS EFFENDY
Pangkat / Nrp	: LETTU POL / 54090332
J a b a t a n	: PA DAL OPS PUSKODALOPS
K e s a t u a n	: POLDA METRO JAYA

untuk mengikuti Kuliah Program Post Graduate MBA dalam bidang Study  
Administrasi Bisnis pada California State University, Fullerton  
Amerika Serikat...

3. Demikian untuk menjadi maklum.

A.n. KEPALA KEPOLISIAN DAERAH METRO JAYA

W A K A

Drs. ISMUT IBRAHIM

BRIGADIR JENDERAL POLISI

embusan :

Kapolri  
Aspers Kasum ABRI  
Dir Dik Polri  
Ses NCB-Interpol  
Irpolda Metro Jaya  
Kapuskodaloops Polda Metro Jaya.  
Kadit Diklat Polda Metro Jaya.



INDONESIA NATIONAL POLICE  
NCB - INTERPOL  
JALAN TRUNOJOYO 3, KEBAYORAN BARU  
JAKARTA 12110 - INDONESIA



ne : 62-21 7393650  
62-21 7218098  
: 47571

Telefax : 62-21 7201402  
Photo Fax : 62-21 7201402

Jakarta, June 1994

To Whom it May Concern

The undersigned,

Name : Drs. M. Rachmat Tirtapradja  
Rank : Police Colonel  
Position : Head of International Cooperation Dept.  
NCB - Interpol Indonesia Secretariat

We explain that, the officer :

Name : Mr. Muchlis Effendi  
Rank : Police First Lieutenant  
Position : Officer of Education and Training at Jakarta  
Metropolitan Police

has completing his study for the Post Graduate MBA at California State University, Fullerton USA begin in June 1994  $\pm$  six weeks.

While studying in USA, he needs some references from Police Offices in California State. We would appreciate very much for your support and assistance to him.

Drs. M. Rachmat Tirtapradja



## APPENDIX - B

REPUBLIC OF INDONESIA  
AND  
THE UNITED STATES OF AMERICA

*"Bridges between two reefs"*



*Pancasila*

1. Belief in the One and Only God
2. Just and Civilized Humanity
3. Unity in Diversity
4. Democracy Guided by the Inner Wisdom of Deliberation of Representatives
5. Social Justice for all the Indonesian People

*United States Principles*

1. "On God We Trust"
2. "Establish Justice, Insure Domestic Tranquility . . . ."
- Preamble U.S. Constitution
3. "United We Stand Divided We Fall"
4. "Government of the People, By the People and For the People shall not perish from the Earth"
- President Abraham Lincoln, Gettysburg
5. "We hold these truths to be self-evident, that all men are created equal and endowed by their creator with certain inalienable rights, among those are the right to life, liberty and the pursuit of happiness"
- Bill of Rights

## CHIEF OF POLICE

Chief Randall W. Gaston  
 Ms. Alisa Navarro (Secretary)

## Criminal Affairs

Sgt. Joe Reiss

## COMMUNITY SERVICES DIVISION

Capt. Stan Kantor  
 Ms. Marilyn Whittingham (Secretary)

## Administrative Bureau

Lt. Marc Hedgpeth

## Liabilities Detail

Mr. Bill Masters

## Controls Detail

Ms. Sue Metildi (Admin. Svcs. Coord.)  
 Ms. Joy Peak (Payroll)  
 Ms. Terri O'Sullivan (Payroll)  
 Ms. Elaine Lord (Purchasing)

## Personnel Detail

Sgt. Pattie Wasielewski  
 Sgt. Jim Santoro  
 Inv. Paul Grugel  
 Inv. Rick Martinez  
 Inv. Chuck Swanson (Polygraph)  
 Inv. Bob Thomas  
 Off. Tom Engle  
 Ms. Dawn Castiglione (Personnel)  
 Ms. Wilma Mitchell (Front Desk)

## Training Detail

Sgt. John Quinzio  
 Off. Ken Hillebert (Training)  
 Off. John Loeschhorn (Training)  
 Off. Buddy Jacob (Planning & Rsrch)  
 Ms. Pat Deconinck (Planning & Rsrch)  
 Mr. Glen Hagler (Range)  
 Mr. Tom Rosselli (Range)  
 Mr. Steve Morse (Media Services)  
 Ms. Lucy Ligon (Front Desk)

## Community Policing Bureau

Lt. Jackie Parra

## Community Policing Detail

Sgt. Joe Vargas  
 Sgt. Lewis Wuest

## Community Services Detail

Sgt. Tom O'Donnell  
 Off. Dan Ballew (DARE)  
 Off. Dave Grace (SRO)  
 Off. Ben Hittesdorf (DARE)  
 Off. Connie Kossky (DARE)  
 Off. Jon Ledesma (DARE)  
 Off. Tracy O'Connor (DARE)  
 Off. Jack Sharkey (DARE)  
 Ms. Arleen Harris (PCSR)  
 Ms. Michele Irwin (PCSR)  
 Ms. Darlene Plaza (PCSR)

## Traffic Bureau

1832 Lt. Ray Welch  
 1861 Sgt. Joe Engelhardt (Enforcement)  
 1834 Sgt. Fred Roush (Enforcement)  
 1548 Sgt. Ed Dougherty (Enforcement)  
 1533 Sgt. Steve Walker (Enforcement)  
 1532 Inv. Bob DePaola  
 1835 Inv. Chuck O'Connor  
 1893 TCA Supervisors  
 1860 Traffic Counter  
 1862 Ms. Mary Wentworth (Supervisor)  
 1297 Ms. Anna Blount (Citation Inquiries)  
 1833 Ms. Judi Harper (Impounds)

## Communications Bureau

1824 Mgr. Travis Williams  
 1857 Communications Supervisors  
 1858 Secondary Dispatcher  
 1856 DR Desk  
 1799 Ms. Suzanne Good (Automation)  
 1798 Ms. Julie Lonsdale (Automation)  
 1828 Mr. Bob Rodriguez (Automation)  
 1506 Ms. Debe Wuest

## DETECTIVE DIVISION

1923 Capt. John Flanagan  
 1875 Ms. Judy McKay (Secretary)

## Crimes Persons Bureau

1927 Lt. Vince Howard

## Juvenile & Sex Crimes Detail

1958 Sgt. Mike Hannah  
 1961 Det. Bill Dawson  
 1965 Det. Ron Drvol  
 1959 Det. Larry Garrison  
 1960 Det. Ron Godsey  
 1962 Det. Adelyn Lemmon  
 1963 Det. Mike Manley  
 1964 Det. Frank Pinela  
 1563 Ms. Lana King  
 1571 Ms. Donnis Sarphie

## Robbery / Homicide Detail

1967 Sgt. Steve Rodig  
 1582 Det. Jim Conley  
 1966 Det. Lyman Duckwitz  
 1972 Det. Georgia Erickson  
 1973 Det. Mike Foster  
 1581 Det. Reinhold Gunther  
 1955 Det. Ty Hagenson  
 1969 Det. Bob Hammaker  
 1948 Det. Mike Hidalgo  
 1947 Det. Rich Raulston  
 1971 Det. Guy Reneau  
 1970 Det. Lee Smith  
 1968 Det. Steve Whalen  
 1516 Ms. Pat Rhodes

## Forensic Services Detail

1816 A/Sgt. Jim Conley  
 1517 Det. Larry Sentif  
 1518 Mr. Andrew Canney  
 1520 Ms. Lynette Faeser  
 1519 Mr. Scott Flynn  
 1831 Mr. Pat Nolte  
 1542 Ms. Terri Powers  
 1874 Mr. Bill Stone  
 1544 Mr. Mark Sveinson  
 1864 Photo Unit

Property Detail

1921 Sgt. Bill Lane  
1237 Clerks

Crimes Property Bureau

1925 Lt. Frank Fleming  
1590 Ms. Cindy Nickel

Burglary Detail

1930 Sgt. Charles Chavez  
1931 Det. Bruce Bottolfson  
1937 Det. Rick Dyer  
1938 Det. Dennis Fair  
1558 Det. Ken Gregory  
1557 Det. Bob James  
1933 Det. Dave Kussman  
1936 Det. Dave Monsoor  
1934 Det. John Larson  
1568 Ms. Dorette Stone-Lopez

Crime Analysis Detail

1886 Ms. Dee Shambaugh  
1885 Ms. Kris Tenpas  
1509 Ms. Anne Ganley (BCS)

Auto Theft / Warrant Detail

1514 Sgt. Kahle Switzer  
1945 Det. Ken McAlpine (Auto)  
1944 Det. Fred Pitington (Auto)  
1932 Det. Hector Robles (Auto)  
1940 Det. Robert Rolsheim (Auto)  
1939 Det. Walt Jackson (Theft)  
1949 Det. Gary Johnson (Theft)  
1876 Det. Garey Churchill (Warrants)  
1878 Det. Rick Cabrera (Warrants)  
1942 Ms. Alice Espinoza  
1569 Ms. Cindy Hernandez  
1943 Ms. Lorelei Livingston (PSR)

Theft / Economic Crimes Detail

1951 Sgt. Paul Mundt  
1935 Det. Sharon Pietrok (Theft)  
1941 Det. Susan Dawson (Theft)  
1946 Det. Robert McKay (Theft)  
1957 Det. Dwain Briggs (Fraud)  
1954 Det. Steve Whitson (Fraud)  
1952 Det. Tim Crawford (Checks)  
1956 Det. Duane Goetz (Checks)  
1953 Det. Werner Raes (Checks)  
1572 Ms. Grace Fields  
1897 Ms. Eve Sensano (Checks)

Records Bureau

1994 Mgr. Barbara Nail  
1524 Supervisors  
1291 Ms. Charmaine Darmour (CLETS / NCIC)  
1258 Ms. Bette Wilson (Applicant / Subpoena)  
1264 Records Specialists (1265 / 1320)  
1264 Record Checks  
1995 Teletype Desk  
1261 Front Counter Cadets (1262 / 1269)  
1252 Front Counter PSR's (1273)  
870-1570 Ms. Ann Dean \*(NOCMC)  
870-1570 Ms. Cathy Lewandowski \*(NOCMC)  
870-8490 Court Recording \*(NOCMC)

PATROL DIVISION

1892 Capt. Roger Baker  
1530 Ms. Debby Brown (Secretary)  
1812 Ms. Nancy Hale (Staff Analyst)  
1991 Watch Commander  
1989 Desk Sergeant

SPECIAL OPERATIONS DIVISION

174

1401 Capt. Peter DePaola  
1405 Ms. Bev Clabaugh  
1404 Ms. Esther Hoyer (Secretary)  
(Staff Analyst)

Special Enforcement Bureau

1402 Lt. Ted Labahn  
1421 Sgt. Ron Good (CTF)  
1411 Sgt. Craig Hunter (Gangs)  
1431 Sgt. Harold Mittmann (Criminal Intell.)  
1436 Inv. Ken McLelland (Criminal Intell.)  
1407 Mr. Angel Alday  
1406 Ms. Debby Fike (CTF)  
1444 Ms. Celina McAlpine (Gangs)

Vice & Narcotics Bureau

1403 Lt. Steve Sain  
1491 Sgt. Ron Lovejoy (Street Narcotics)  
1490 Street Narcotics Unit  
1451 Sgt. Mike Patterson (Vice)  
1471 Sgt. Dave Severson (Major Narcotics)  
1453 Inv. Jim Gandy  
1408 Inv. Joe LaRosa (Asset Forfeiture)  
1476 Inv. Jan Murrow  
1464 Ms. Norah Moreno (PSR)

Field Services Bureau

1809 Lt. John Cross  
1830 Sgt. Joe Liddicote (Helicopters)  
1820 Sgt. Jim Moore (Arena / Reserves)  
1822 Sgt. Gerry Stec (Conv.Ctr. / Stadium)  
1821 Off. (Special Programs)  
1823 Ms. Anna McLaughlin

Detention Facility Detail

1826 Detention Facility  
1525 Senior Detention Officer  
1088 Bail Clerk / Desk Office staff

CITY ATTORNEY

Mr. Mark Logan (Mon-Thur) 1565

COUNSELORS

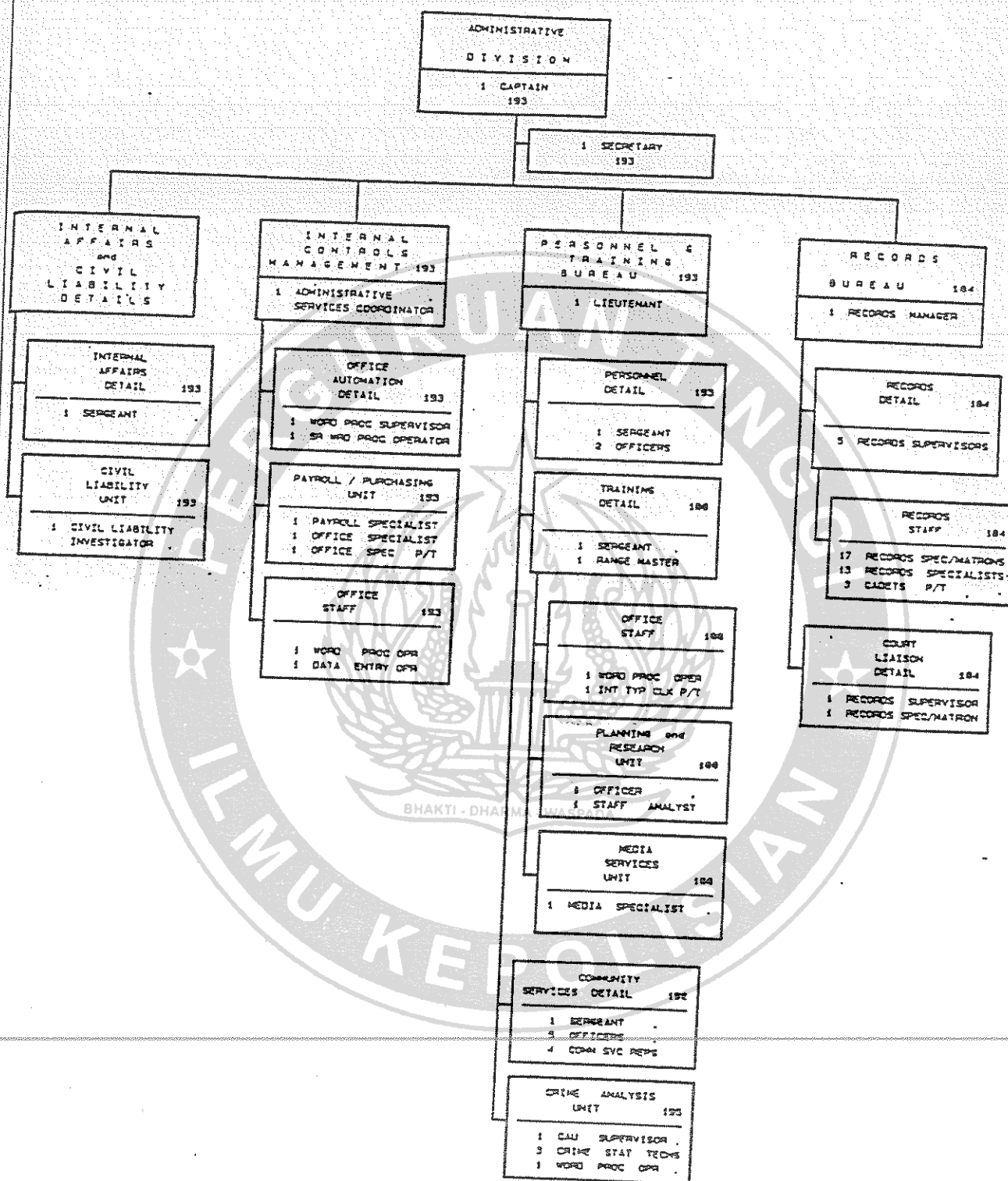
Ms. Susan Dalcamo (Juv.) 991-4580  
Ms. Barbara Siefen (Juv.) 1546  
Ms. Concepcion Hernandez (CSP Restit.) 1827  
Juvenile Hall 834-6660

MISCELLANEOUS

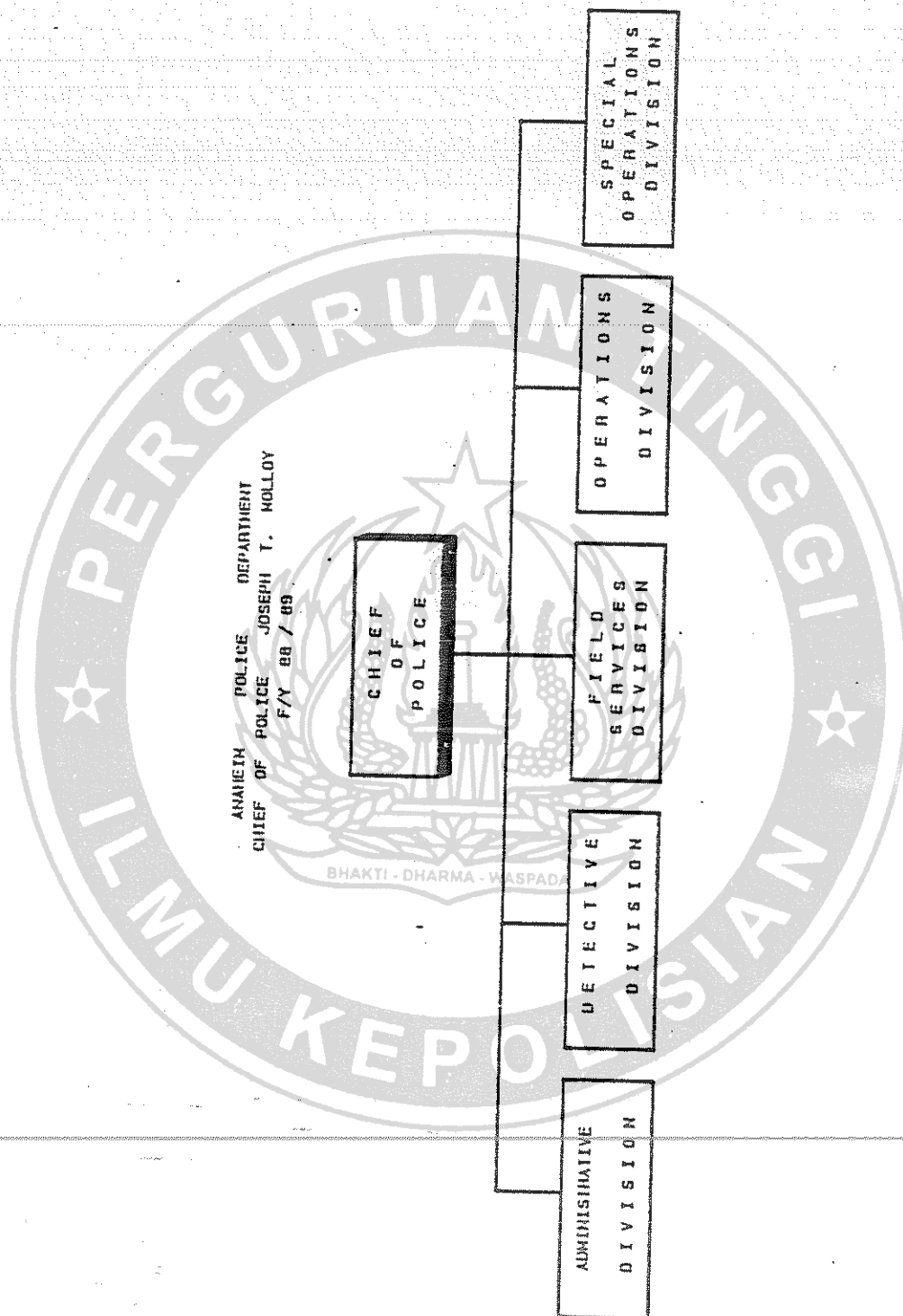
Administrative Conference Room 1003  
Break Room / Lounge 1304  
Briefing Room 1529  
Building Complaints 1921  
Detective Conference Room 1914  
Gas Pumps 1305  
Heliport 6870  
Men's Locker Room 1329  
Public Information Office 5267  
Report Writing Room 1992 / 1993  
Special Operations Conference Room 1499  
Stadium Security 254-3148  
TAC Room 1889  
Training Auditorium 1281  
Weight Room / Gym 1371  
Women's Locker Room 1370

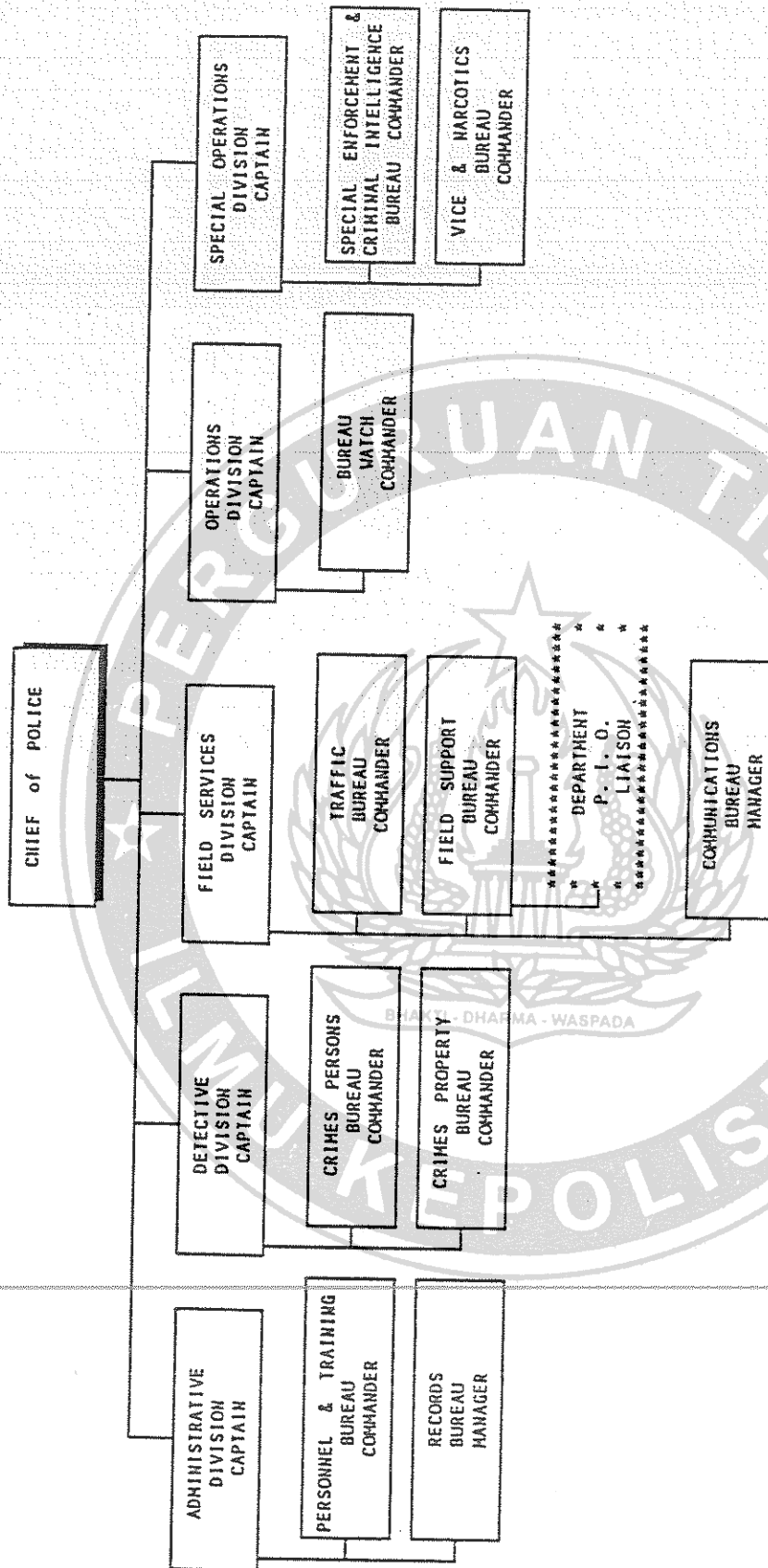
\* (NOCMC - Court Liaison Detail)

ANDAMIN POLICE DEPARTMENT  
CHIEF OF POLICE JOSEPH T. HOLLOTT  
P/T 98 / 89





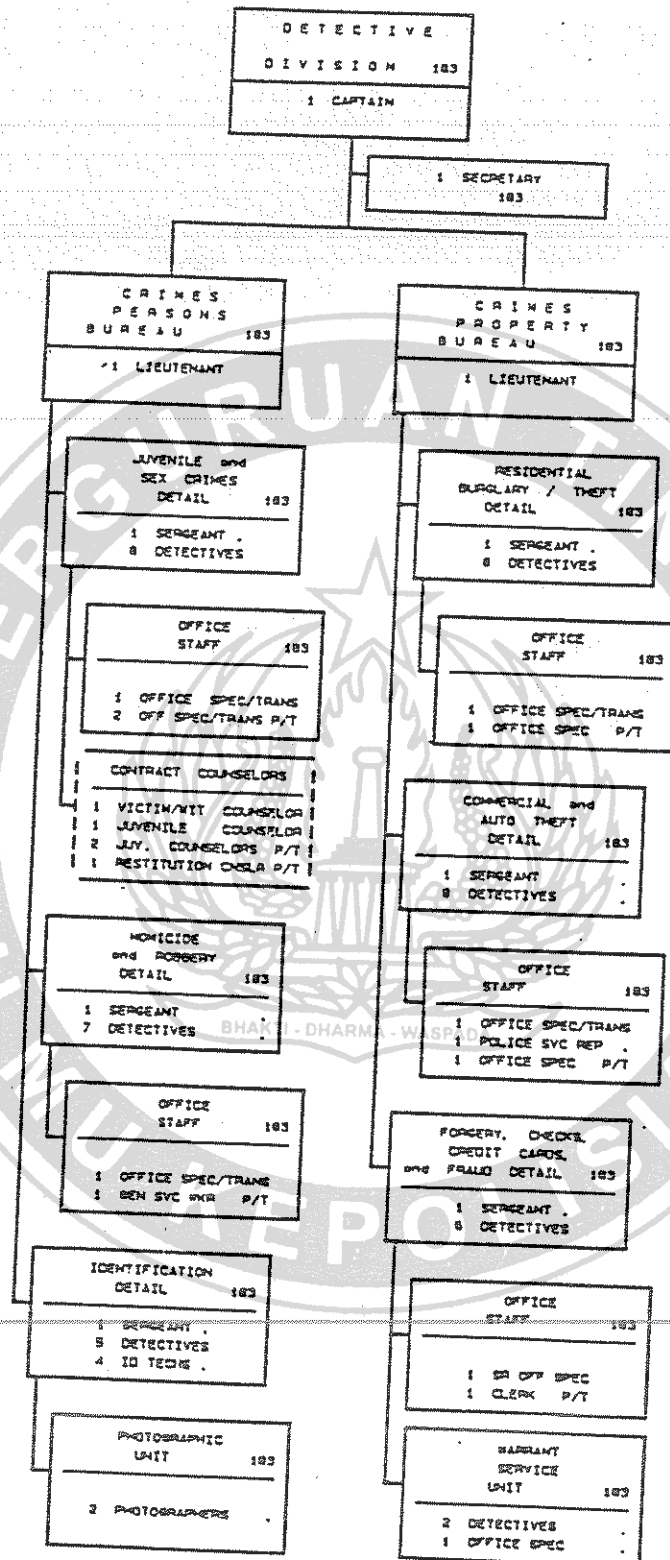




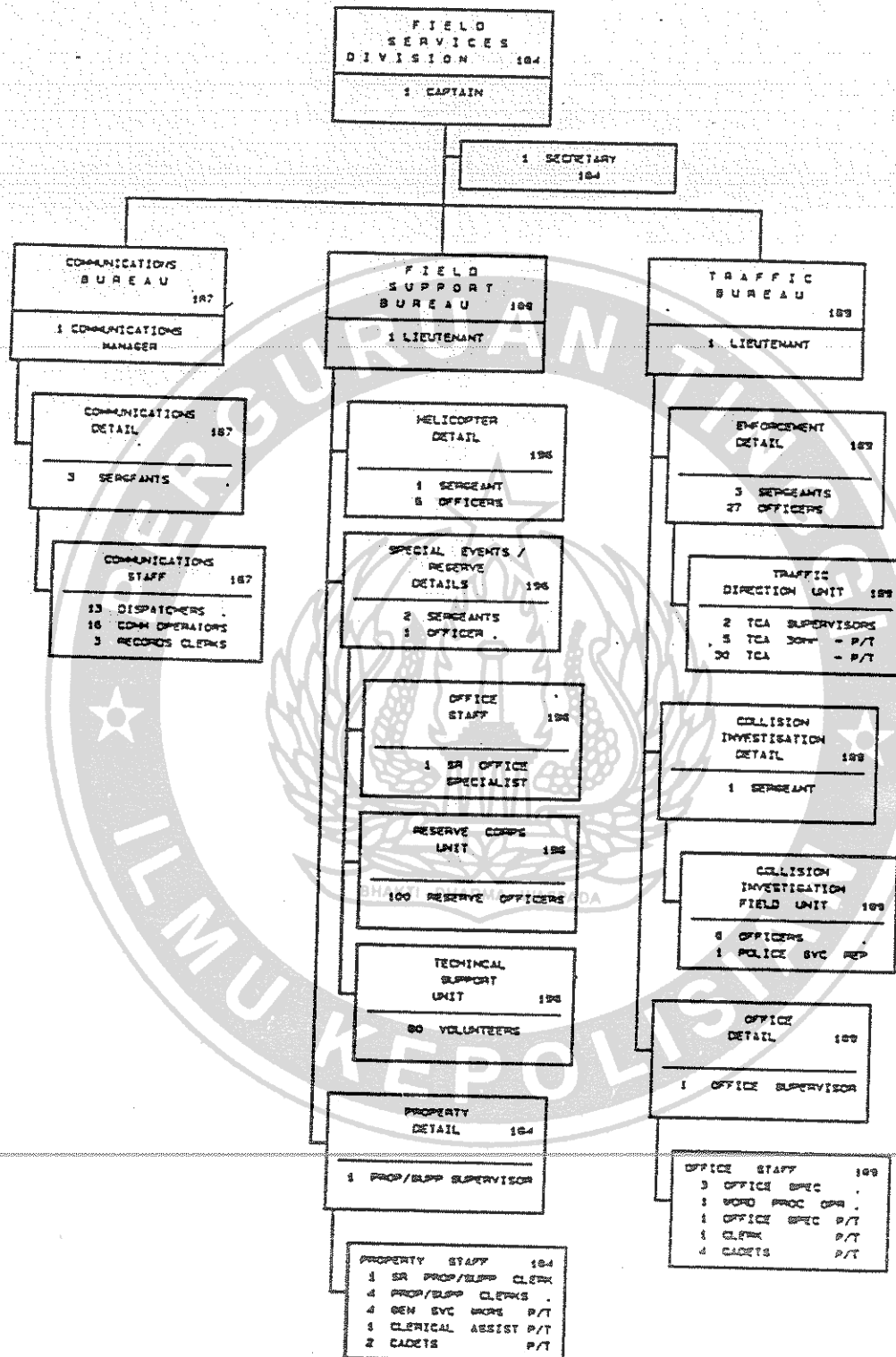
10.00

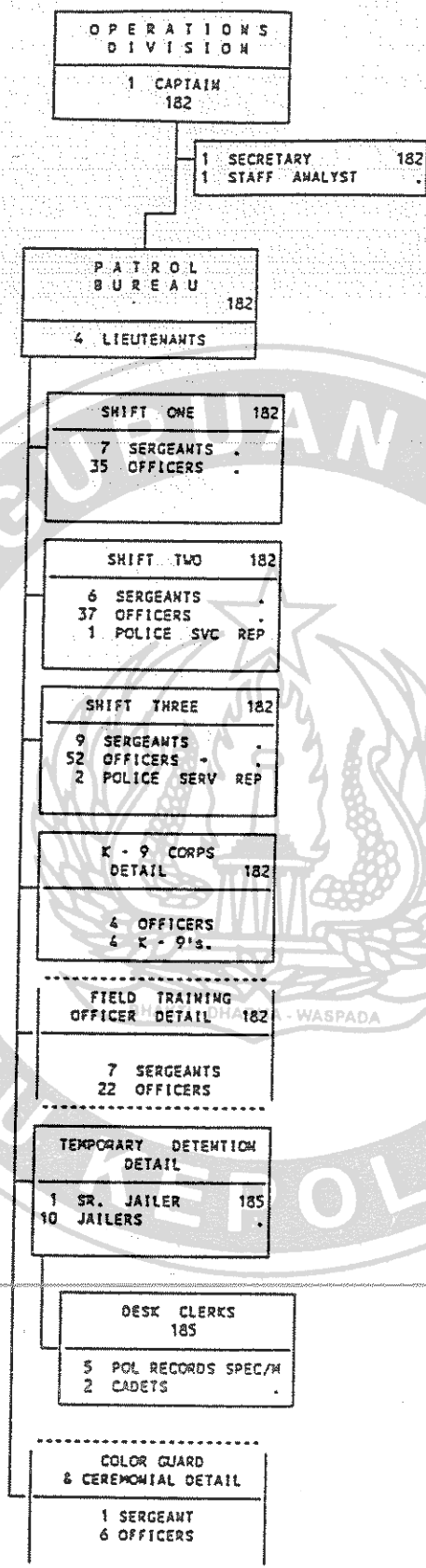
178

ANANDHIN POLICE DEPARTMENT  
CHIEF OF POLICE JOSEPH T. MOLLOY  
F/T 88 / 89



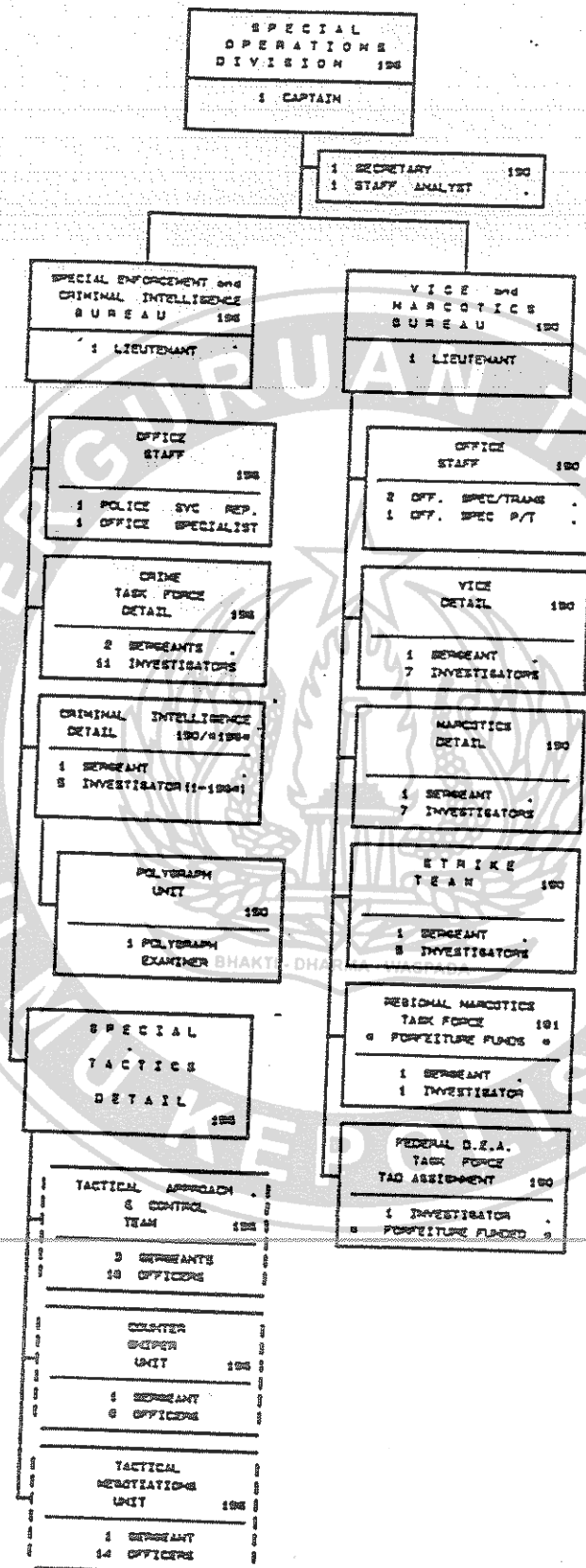
ANALYSIS POLICE DEPARTMENT  
CHIEF OF POLICE JOSEPH T. MOLLOY  
F/Y 08 / 09





Revised 4/90

ANAHEIM POLICE DEPARTMENT  
CHIEF OF POLICE JOSEPH T. HOLLOTT  
7/7 88 / 88



### Related Data:

- \* Population : 290.000
- \* Amount of Police Force : 217
- \* Ratio :  $217:290.000 = 1:1336$

1. According to newest Organization structure (date July 1, 1994) Anaheim Police Department, Divided in Four Big Division; Community Services Division.

2. Detective Division

3. Patrol Division

4. Special Operations Division

There are only 14 mm, posted as leaders

- \* 1 chief
- \* 4 Captain
- \* 9 Lieutenant

### Technological Equipment & Weapons :

- 3 Helicopters
- 40 black and white police cars (patrol car)
- 60 Detective cars
- 30 Motor Cycles
- 86 Pcs
- Over than 50 Computer Set in the computer Center
- Handy Talky 160
- Hand Phone 87
- Fax 28
- Teargas 120

- CCTV & Video 34
- Gas Mask 180
- Shoulder Gun 230
- Hand Gun 167
- Waist Gun 148
- Revolver 205
- Dynamite 118
- Lying Test equipment 42
- Narcotic Test equipment 60
- Horse 18
- Dog 21

14-20 Kids Killed everyday

25 new gun produced almost each 10 minute

Serious crimes : - Homicide

- Robbery
- Burglary
- Rape & Sex Crimes
- Burning and fires
- Narcotics and Drug

Lowest Salary for the Lowest level is about US \$ 3.500 a Month. Equal to Rp 7.623.00 month



## Detective Division

\* Three Bureau - Crimes Persons Bureau

- Crimes Property Bureau

- Record Bureau

\* Eighth working Units That take care of the activities, i.e :

- Juvenile & Sex Crimes Detail

- Robbery / Homicide Services Detail

- Property Detail

- Burglary Detail

- Crime Analysis Detail

- Auto Theft/ Warrant Detail

- Theft / Economic Crimes Detail

\* Except vice & narcotic Bureau, it is part of the special Operation Division.

\* The actual man power of Detective Division: 89

- 1 Captain

- 2 Lieutenant

- 7 SGT

- 44 Det

- 1 Mgr

- 1 Supervisor

- 1 Records Specialist

- 1 record check

- 1 Teletype desk

- 1 front Counter cadets
- 1 front Counter PSR'S
- 1 Clerk
- 1 Secretary - 10 Mg
- 1 Photo Unit - 5 Mr
- 1 Court Recording

\* Facility :

- 1 Conference / Briefing room
- 40 Interview room.
- 1 Fire arms Ground
- 1 Computer Center
- 15 Gun store
- 1 Library
- 1 Relax Corner
- 560 room jails, two people in each room for 2-3 weeks
- 14 Waiting room for prisoner  
2-4 hours to Court Just sit or Standing in there,  
no bed !
- Computer Set (PC) for each room

\* Training

- Specific equipment
- New Weapons
- Job enlargement/ Enrichment
- Firearms, twice a month

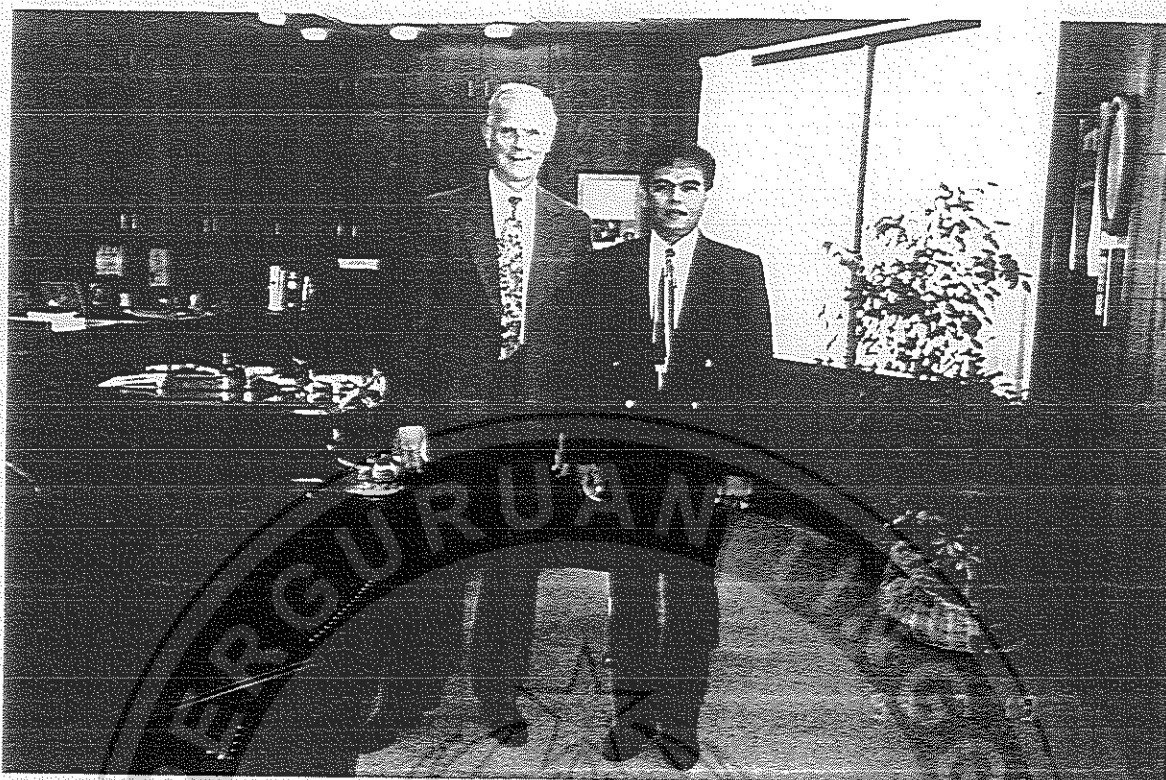
- FBI (short training) specific case
- Promotion
- Several sgt and officers have been sent to new program abroad such as the DEA in Germany and to the centre of Police Training in UK.
- Programmed work activities, everyday

- \* Qualification of the Unit Leaders and members;
- \* 9 Master's Degree
- \* 48 Bachelor's Degree
- \* others, college level (average at 2<sup>nd</sup> or 3<sup>rd</sup>)

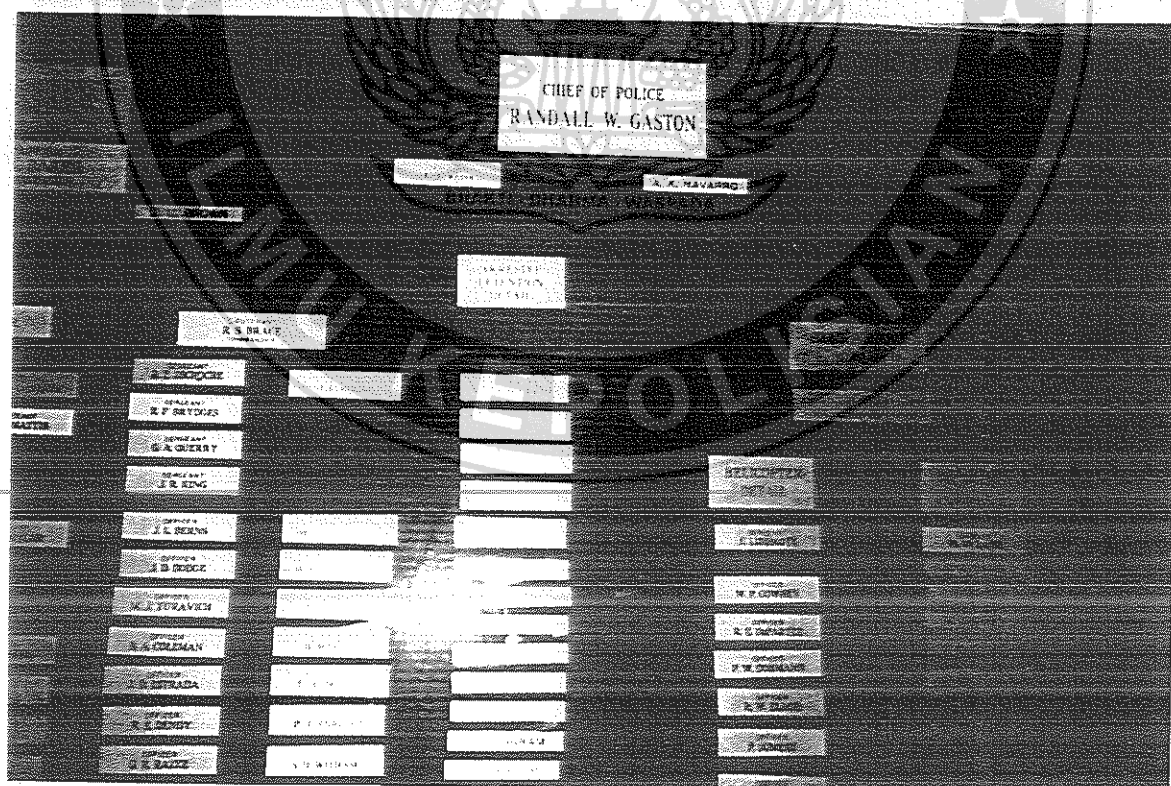
#### Kind of Pursuit

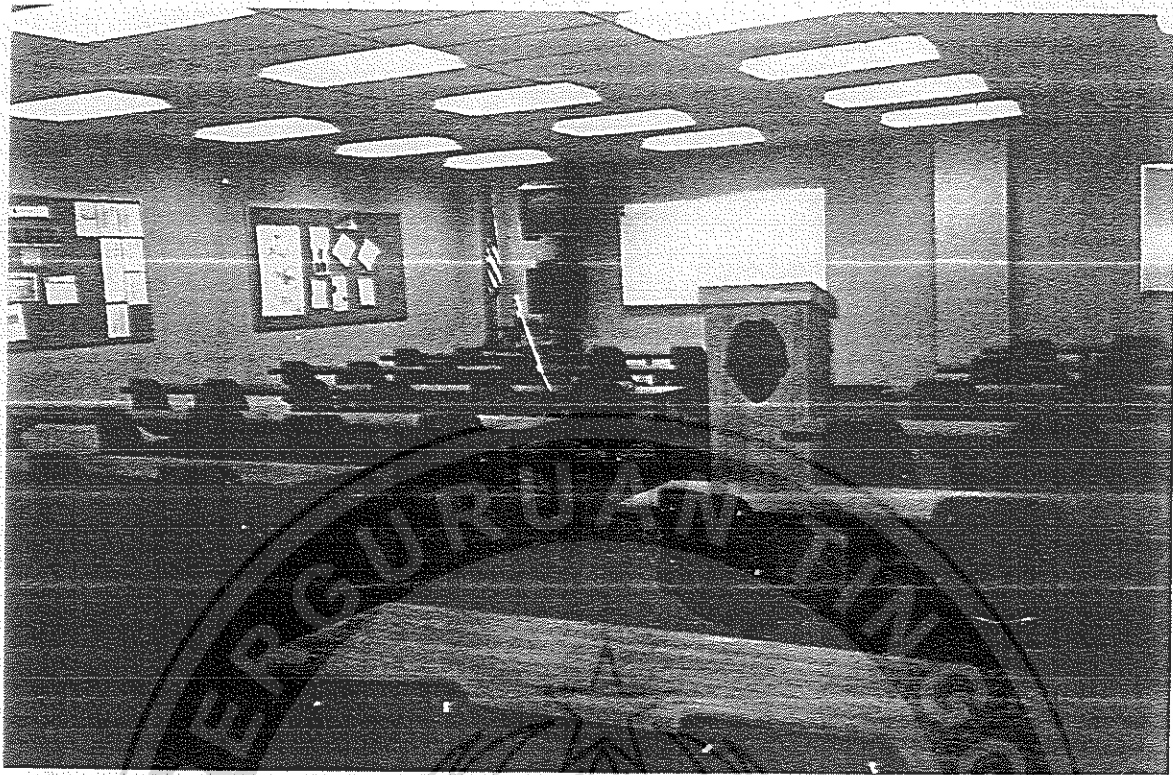
- Arresting the wrong person, no never
- Illegal arrest, never
- Illegal Detention, no hardly ever
- Illegal Case of investigation, sometimes
- \* No data for :
  - Crime total
  - Crime Clearance
  - Completion of Cases
  - Recruitment of Investigators
  - Training and development in detail
  - Rewards and punishment
  - Job Description in detail

- \* No. TV set, No Video, No CD in the working room they are very efficient, have nothing to close, Only PC. and recording machine on the table.

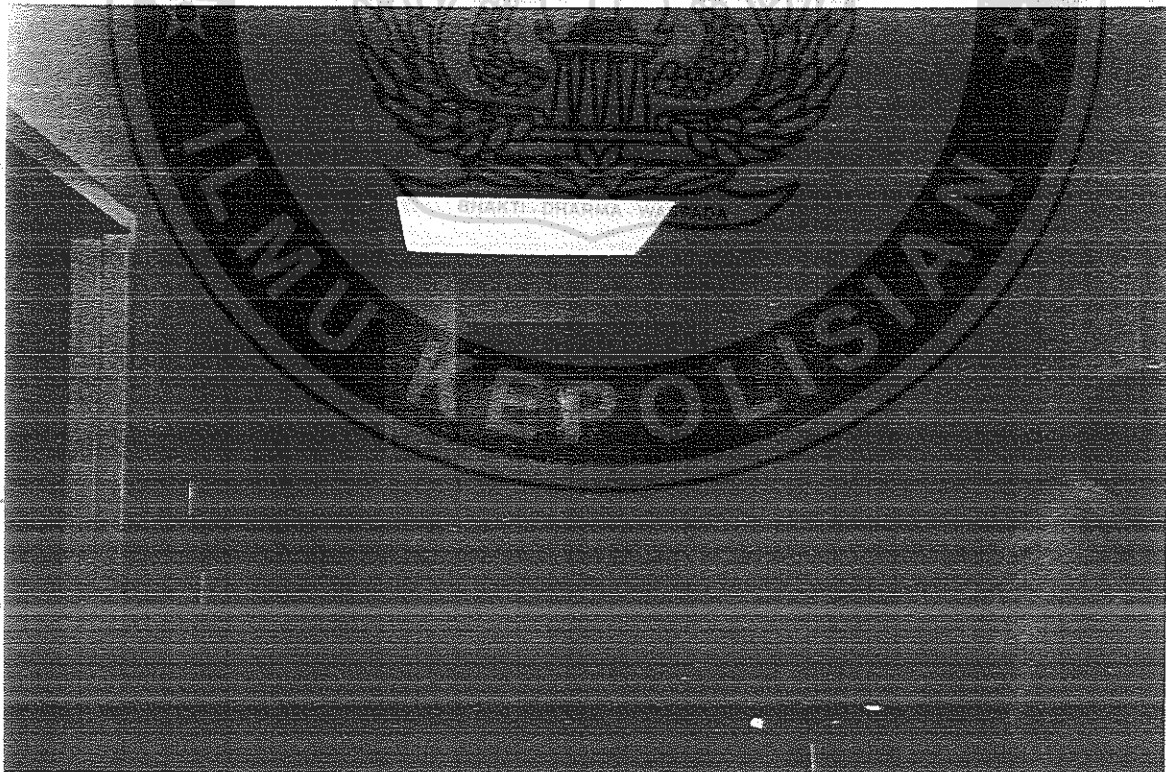


IT' MUCHLIS WITH RANDALL W. GASTON CHIEF OF POLICE APD. ANAHEIM CALIFORNIA (ABOVE) ORGANIZATION OF THE ANAHEIM POLICE DEPARTMENT (BELOW)



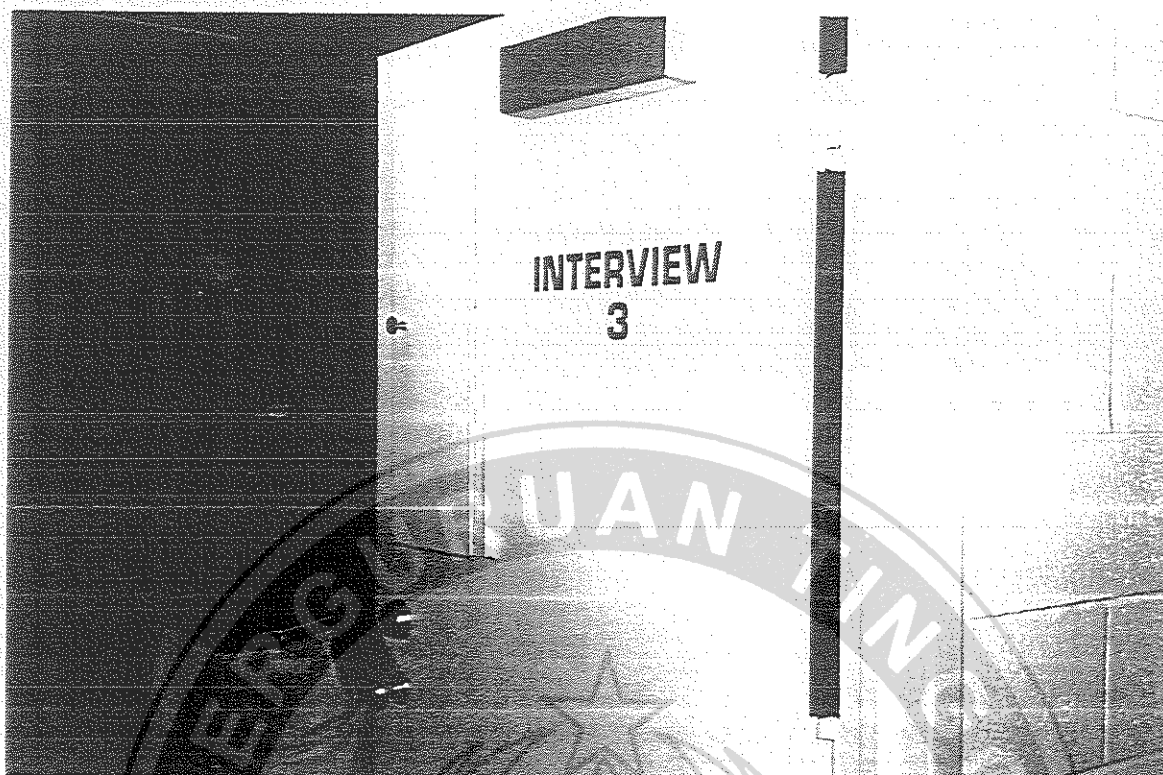


CONFERENCE / BRIEFING ROOM & ANNOUNCEMENT DISPLAY

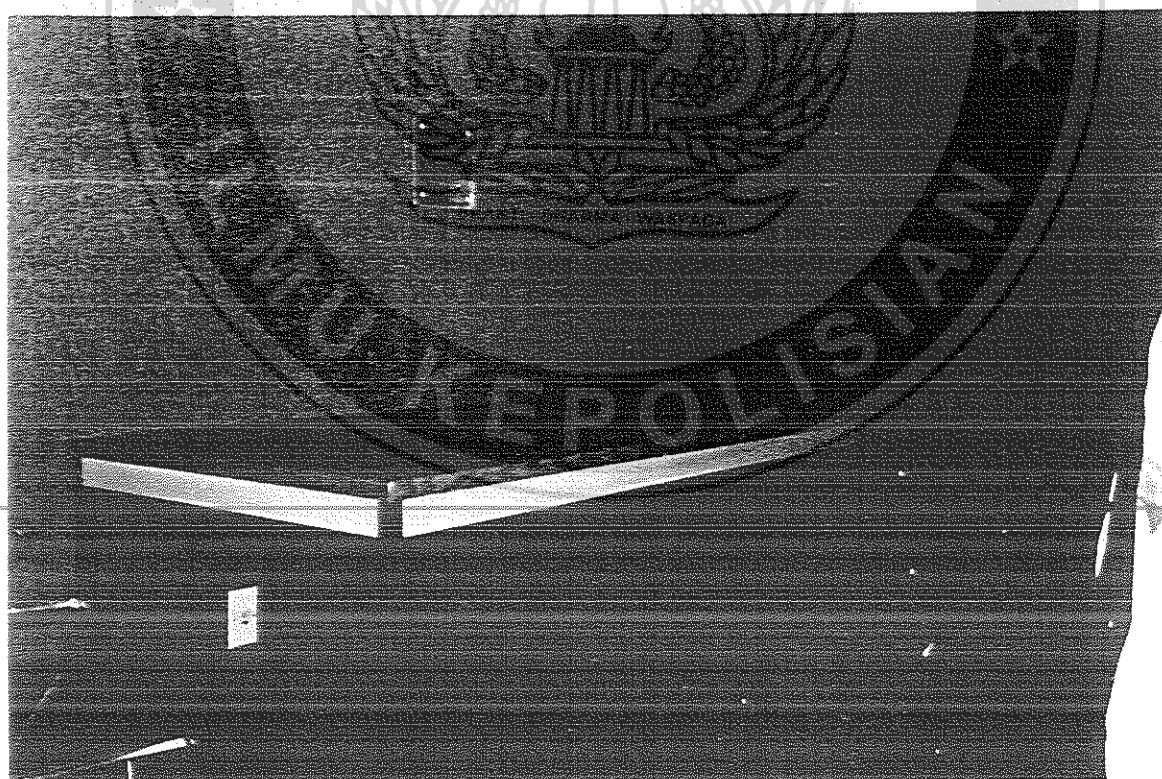






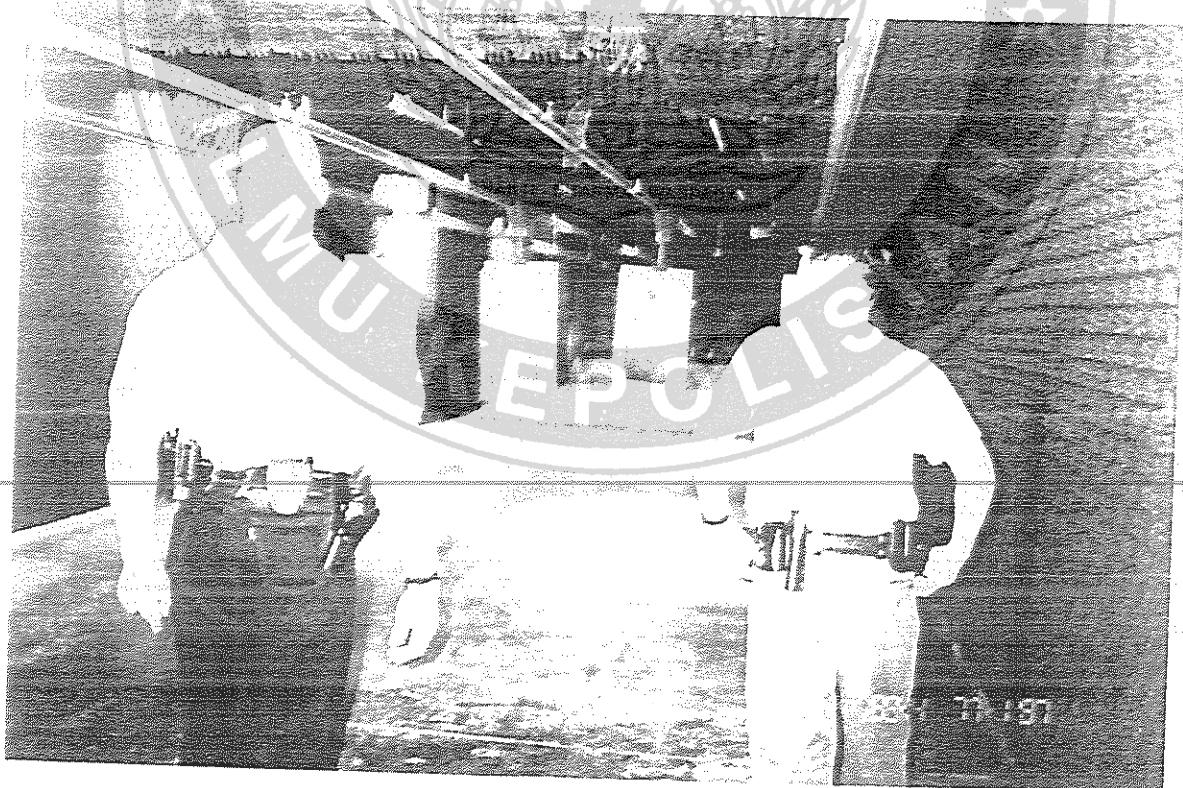


INTERVIEW ROOM

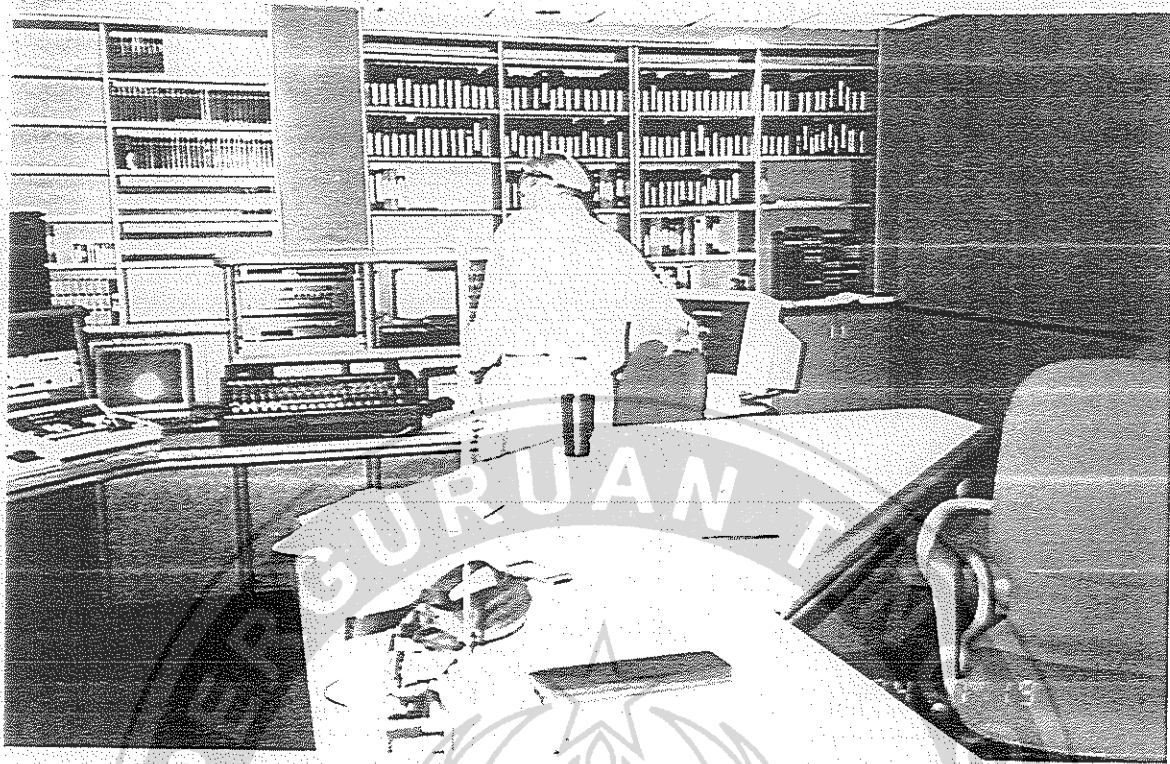




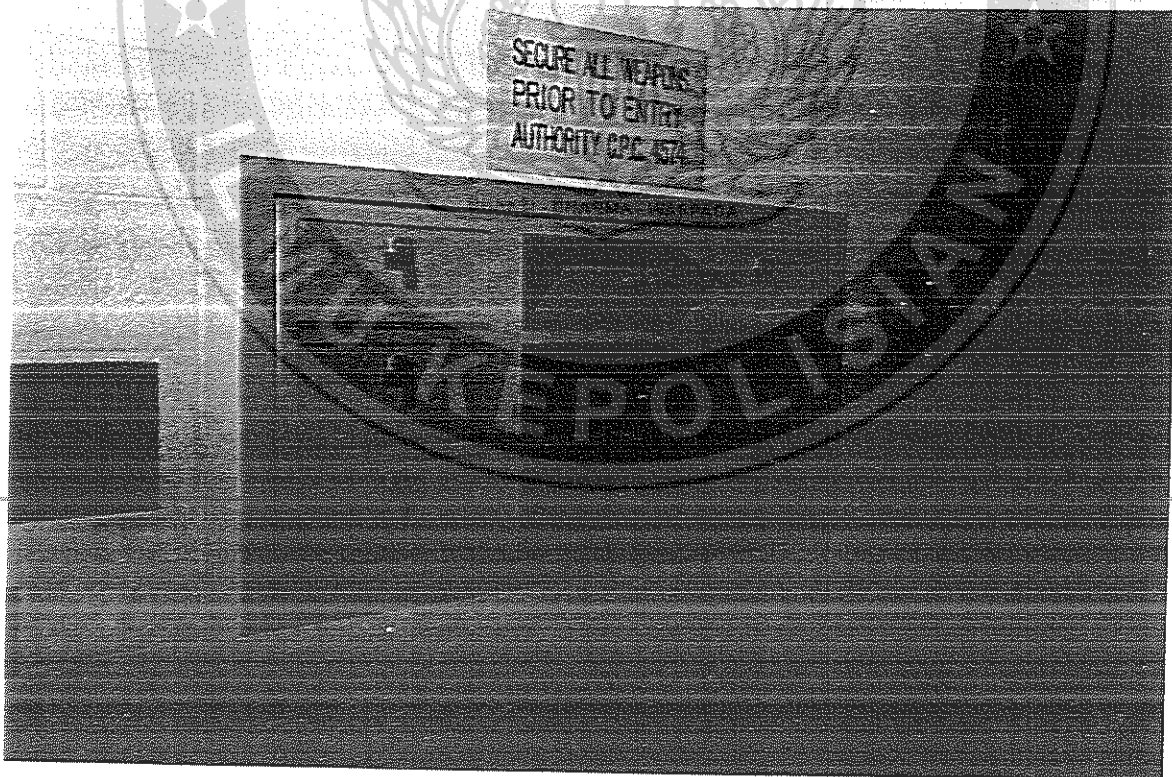
SGT. GLEN HAGLER RANGE MASTER / ARMORER POLICE FIRE ARMS  
INSTRUCTOR (ABOVE) THE TRAINEE (BELOW)







COMPUTER CENTER OF APD  
GUN STORE BOX, NO WEAPONS IN THE JAIL





WHITE AND BLACK, NICE COUPL PATROLMAN  
PRISONERS CAR (BELOW)

