



The new challenge of Taiwanese police reform : performance management problem

Hsu Jen-Shuo

PhD student, Graduate School of Law, Hokkaido University, Japan

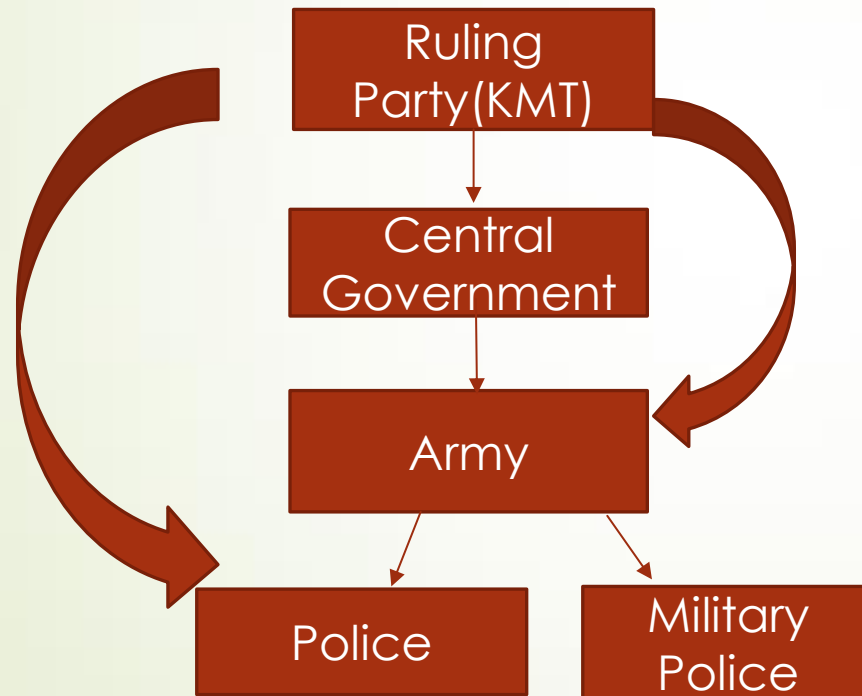


Taiwanese police

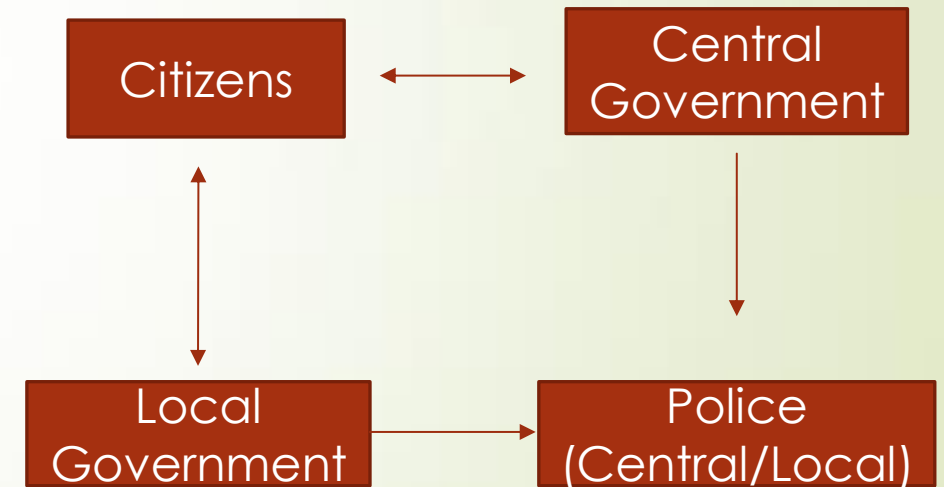
- ▶ Size: 64,800 officers (of 2,300,000 citizen)
- ▶ Hierarchy : Executive Yuan (Cabinet) - Ministry of the Interior - National Police Agency (NPA)
- ▶ Ranks and Recruitment :
 - ▶ Rank and File (Graduated or trained by Taiwan police college)
 - ▶ Lieutenant, Director (Graduated or trained by Central police university)
- ▶ Crime Rate : 1,253 cases (per 100,000 citizen) (2016)
- ▶ History : Japanese Colonial (1895-1945) -> Martial Law (1945-1987) -> Democracy (1987~)


Changing after democratization

Martial Law Period



Democratic Period





But.....

What will happen while a police system without internal democracy faces democracy politic ?






The performance policy problem in judicial reform conference 2017




Judicial reform conference

- ▶ Under president.
 - ▶ Second conference since 1999.
 - ▶ The problem of performance policy was proposal by both judicial reform and police reform NGOs.
- 

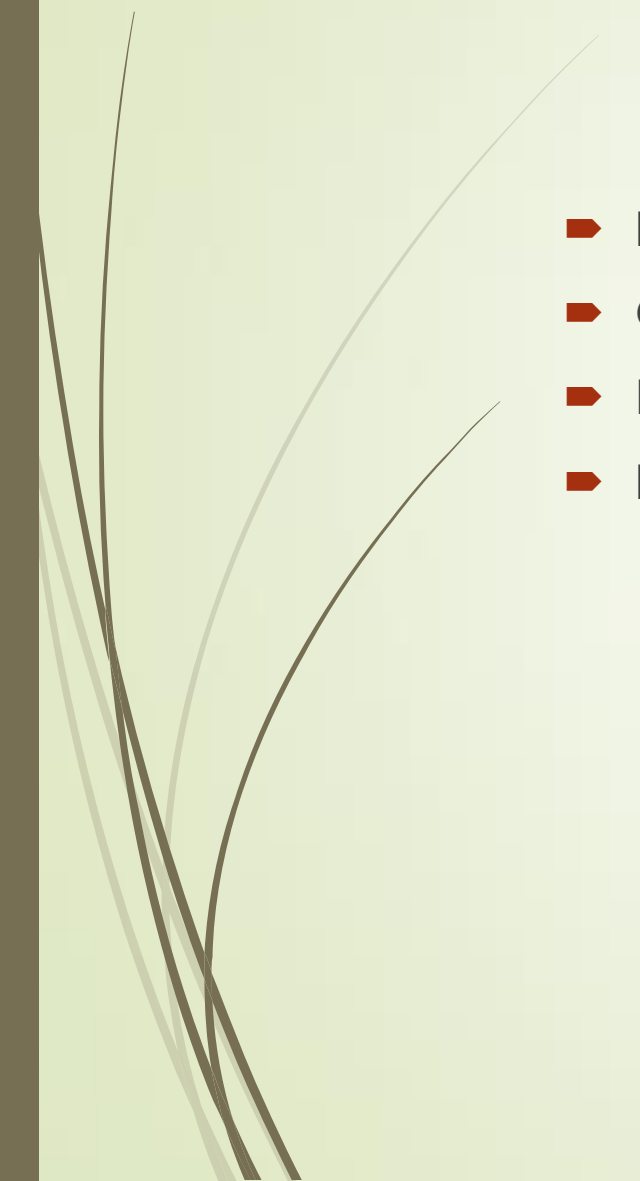


The performance policy

- KPI (Key Performance Indicator) on specific time, area, number of cases or strategy of policing.
 - Competition between different police precinct.
- 

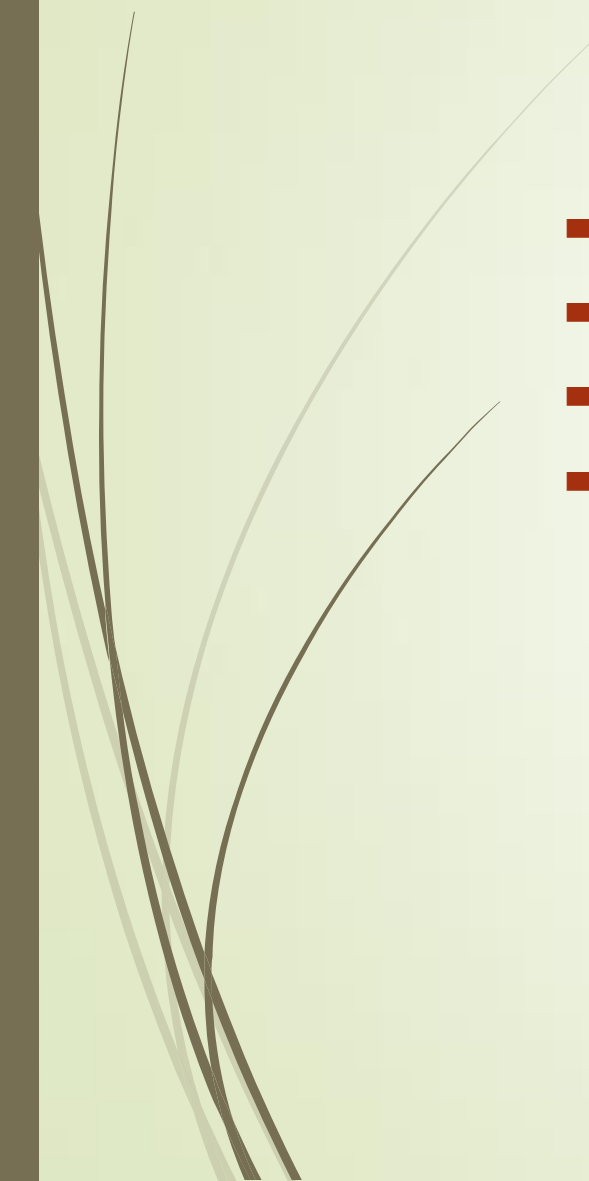


Problems of performance policy

- Inefficiency and selective investigation
 - Overwork
 - Encouraging unjust and illegal policing
 - Interrupting investigation and prosecution
- 

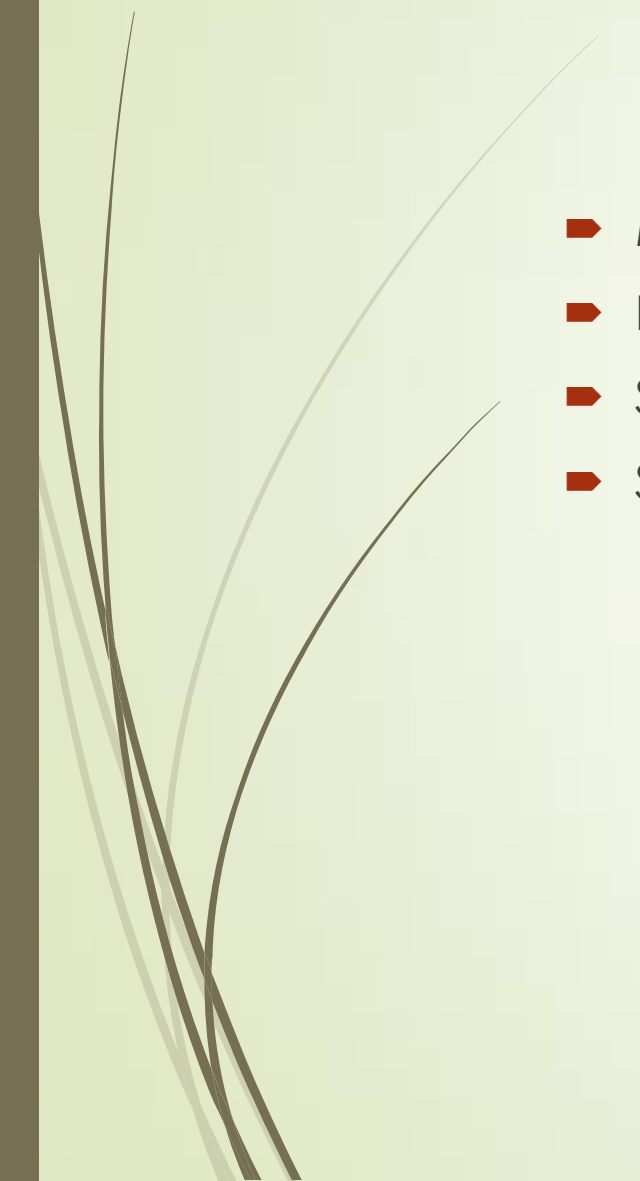


Response of NPA

- Data based KPI.
 - No relating to promotion and punishment.
 - Respecting local branches.
 - Strict Monitoring.
- 



Discussion in conference

- More transparency and accountability.
 - KPI does matter.
 - Supervisor responsibility of NPA.
 - Solving overwork problem
- 



Conclusion of conference and challenge

- ▶ Police Project and Performance Management Committee.
 - ▶ under Ministry of the interior.
 - ▶ half member should be rank and file officer and outsider expert.
- ▶ The autonomy of rank and file member.
- ▶ Lack of policing expert outside of police system.



Conclusion

- Hard work, bad end.
 - The time lag of the democratization of police system.
 - Transparency and accountability
 - The role of police reform NGOs.
- 