

人事及训练 Personnel and Training



前上水警署建于1902年，位于上水上水乡莆上村。
Former Sheung Shui Police Station was built in 1902 at
Po Sheung Tsuen, Sheung Shui Heung, Sheung Shui.

以人为本，建立专业、关怀团队

Building a Professional, Caring and People-based Workforce

世界不断转变，要提供优质服务，有赖不断提升专业标准。过去一年，警队继续透过积极主动的招募策略、多元化的学习及发展机会、有系统的事业发展计划、全面的福利服务以及有效地与员工沟通，致力构建一支专业团队。同时，警队亦继续向全体成员和社会推广关怀文化。

The key to providing a quality service in a changing world is to continually raise professional standards. During the year, the Force continued to strive to build a workforce of high professionalism. This commitment was supported by a proactive recruitment strategy, extensive learning and development opportunities, structured career development programmes, comprehensive welfare services and effective communications with staff. At the same time, the Force remained committed to promoting a caring culture both within the organisation and in the wider community.



警察体育会主席助理处长(行动)黄志雄(前排右二)率领一众健儿到纽约参加「世界警察及消防运动会2011」。
The Chairman of the Police Sports Council, Assistant Commissioner (Operations) Wong Chi-hung (front row, second from right), leads the Force's delegation to the World Police and Fire Games 2011 in New York.

人力资源

人才是警队最宝贵的资产，不断改善人力资源管理是十分重要。警队策略的整体目标是透过善用人力资源、发展人员的关键才能并提升他们的技能、维持人员高度的工作热忱和原动力，以发挥警队最佳的表现和确保人员的凝聚力。年内，警队继续采用「以人为本」的人力资源策略，吸纳、培育和鼓励人员为社会提供专业服务。警队与教育机构紧密合作，举行不同的招募活动，包括「警队学长计划」和「大学生辅警计划」，吸引更多本地专上学院学生加入正规警队或辅警行列，以及到学校，包括非华裔学生就读的学校举办职业讲座，吸纳合适人才。同时，警队亦优化见习督察及学警的招募和遴选程序，务求更切合警队的实际工作需要。

警队为人员提供训练及发展机会，以协助个人成长、职业发展及发挥潜能。在二零一一年，约有500名警务人员(大部分是初级警务人员)参加了不同的海外及内地发展课程和交流。此等交流提升了人员的工作热忱和原动力，也增加他们的知识和技巧，确保人员能应付警务工作的要求。

年内，警队不断提升现有的科技配备。「人事资讯通用系统II」备有巩固和提升决策支援功能，有助警队进行策略性人力资源管理，并可为全体人员提供电子自助服务。预计新系统于二零一三年内全面推出。



在警察总部举行的警察招募日吸引了逾2 200名申请者。
Police Recruitment Day held at the Police Headquarters attracts over 2 200 applicants.

Human Resources

The Force's most valuable asset is people and the Police fully recognise the importance of achieving continuously improving standards of human resources management. The overall aim of the Force's strategy is to maximise organisational performance and to secure staff engagement through better utilising human resources, developing core competencies and enhancing the skills of the officers, as well as maintaining high levels of commitment and motivation. During the year, the Force continued to pursue a people-based human resources strategy to bring in, develop and motivate staff to provide exemplary service. The Force continued to work in close partnership with educational institutions and to reach out to suitable candidates through an array of diversified recruitment programmes. These included regular liaisons with local universities through the Police Mentorship Programme and the Auxiliary Undergraduates Scheme to inspire undergraduates to join the regular and auxiliary Force respectively, as well as a series of career talks at schools, including those with non-ethnic Chinese students. The Police had also strengthened the recruitment and selection processes of both probationary inspectors and recruit police constables to align them with real-life operational requirements.

The Force is committed to ensuring staff development by providing training and development opportunities for personal growth, career development and the full realisation of potential. In 2011, about 500 Force members, the majority of whom were junior police officers, attended various overseas and Mainland development courses and training exchanges. These courses enhanced not only the levels of commitment and motivation of officers but also their knowledge and skills necessary to meet Force operational requirements.

During the year, the Force continued to upgrade its technology. The Personnel Information Communal System II, which aims to consolidate and enhance decision-support functions in strategic human resources management as well as e-self services for all Force members, is scheduled for Forcewide launch by 2013.



人事及训练处处长马维骏(中)及助理处长(人事)吴徐凤英(左五)参观教育及职业博览的警队摊位。
Director of Personnel and Training Ma Wai-luk (centre) and Assistant Commissioner (Personnel) Ng Tsui Fung-ying (fifth from left) visit the Police booth at the Education and Careers Expo.

持续推动关怀文化

警队推动关怀文化，鼓励员工参与义务工作和慈善活动，帮助弱势社群。二零一一年，警队获香港社会服务联会颁发「五年Plus同心展关怀」标志，肯定警队过去六年就关怀社区、员工和环境所作出的贡献。

警队成员一直热心参与义务工作。香港警察义工服务队在二零一一年再次获社会福利署颁发义务工作嘉许金奖及最高服务时数优异奖(公众团体)，以表扬41支义工服务队伍的杰出贡献。个人、小组和家庭义工共获颁发金奖220个、银奖227个及铜奖427个。

警队在二零一一年举办多项募捐活动，为香港特殊奥运会和香港公益金共筹得68万元款项。警队在二零一零至二零一一年度公益金商业及雇员募捐计划中，获颁发公益铜奖。警队继续鼓励人员支持捐衣物助人运动，在二零一一年共收集达112 586公斤的衣物、玩具、电脑及家庭电器，转赠有需要人士。

福利服务课为警队人员及家属提供福利辅导服务，协助他们处理健康、家庭及工作上的问题。年内，福利服务课进行了5 547次与福利事宜相关的面谈，以及4 568次到医院探访或家访；并举办了八次家庭生活教育和多次支持小组活动，分别有1 782和675人员及家属参加。年内，为推广家庭和谐而举办的

Sustaining a Caring Culture

The Force aims to promote a caring culture and to encourage staff to participate in voluntary work and charitable events to help the underprivileged. In 2011, the Police was honoured to receive the 'Five Years Plus Caring Organisation Logo' from The Hong Kong Council of Social Service in recognition of the Force's contributions to caring for the community, its employees and the environment over the past six years.

Officers of the Force have long shown their enthusiasm for voluntary work. In 2011, the Hong Kong Police Volunteer Services Corps was again presented with the Gold Award for Volunteer Service and the Merit of Highest Service Hours Award (Public Organisations) by the Social Welfare Department for the outstanding contributions of its 41 volunteer teams. Individual, group and family volunteers were presented with a total of 220 Gold, 227 Silver and 427 Bronze awards.

In 2011, the Police organised a series of Force-wide donation campaigns. A total of about \$680 000 was raised for the Hong Kong Special Olympics and The Community Chest of Hong Kong. The Force won a Bronze Award of The Hong Kong Community Chest's Corporate and Employee Contribution Programme 2010/11. Officers in the Force also continued to support the Used Clothing Collection Campaign, resulting in a total of 112 586 kilogrammes of clothing, toys, computers and electrical appliances being donated to the needy in 2011.

The Welfare Services Group provides welfare counselling services to Force members and their families, and handles various health, family and work-related personal problems. During 2011, the Group conducted 5 547 welfare interviews, and 4 568 hospital or home visits to Force members and their families. It organised eight family life education programmes and several thematic support groups for



「爱家·快乐停不了」嘉年华家庭竞技比赛的参加队伍。
Participating teams in a family games competition at the Family Harmony Carnival.



警察义工服务队获社会福利署颁发2011年最高服务时数(公众团体)优异奖。
Police Volunteer Services Corps receives the Merit of Highest Service Hour Award in 2011 (Public Organisations) from the Social Welfare Department.

「爱家 • 快乐停不了」嘉年华会活动，共有约 5 000 人员及家属参加。

现时，33 个警察体育属会及 20 个艺术属会向现职人员推广体育和文化活动及健康生活。年内，警队参与多项体育赛事，包括在八月举行的「世界警察及消防大赛 2011」和十月举行的「粤港澳警察、保安体育交流会 2011」，并获得佳绩。

心理服务课为人员提供专业辅导及危急事件心理支援服务。该课服务亦包括参与警务人员入职甄选、支援前线人员执行大型行动，以及推广精神健康。

年内，职员关系课继续与四个警察职方协会保持紧密合作关系，在完备的谘询程序下，警队管理层与职方定期讨论人员所关注的议题，包括与福利及服务条件相关事项，致使双方充分合作和取得互信。

维持警务人员廉洁正直是十分重要的。二零一一年，职员关系课透过举办各项推广活动，加强人员认识稳健财务管理和规划的重要。

服务条件及纪律科继续与各职方协会和管理层紧密合作，力求薪酬水平和服务条件公平合理，以吸引、挽留及鼓励具备合适才能的人员。

Force members and their families with total participation of 1 782 and 675 respectively. During the year, a Family Harmony Carnival was organised to promote harmonious family relationships, in which about 5 000 Force members and their families participated.

Currently, there are 33 Police sports clubs and 20 arts clubs, which help to promote sporting, cultural and healthy lifestyle activities among serving officers. In 2011, the Force participated in various sports events, including the World Police and Fire Games 2011 in late August and the Guangdong-Hong Kong-Macao Police and Security Forces Sports Exchange 2011 in mid-October, with encouraging results.

The Psychological Services Group provides an in-house professional counselling and critical incident psychological support service to all Force members. Services are also provided for recruitment selection, supporting frontline officers during large-scale operations, and mental health promotion.

During the year, the Staff Relations Group continued to maintain a close working relationship with all four police staff associations. A well-established consultative process was in place to achieve the greatest measure of cooperation and trust between Force Management and staff side through regular discussions of staff concerns, including issues relating to welfare and conditions of service.

To maintain a healthy Police Force with high integrity is of paramount importance. Various promotional activities were held in 2011 with a view to raising officers' awareness of the importance of good financial management and planning.

The Conditions of Service and Discipline Branch continued to work closely with staff associations and the administration to strive for a fair and reasonable level of pay and conditions of service to attract, retain and motivate staff of a suitable calibre.



警务人员参与体康嘉年华。
Force members take part in the Physical Fitness and Health Management Carnival.



心理服务课专业人员在公众活动中为前线人员提供心理支援。
Clinical Psychologists of Psychological Services Group provide on-site psychological support to frontline officers during a public order event.

香港警察学院

为进一步提升警队的研究能力及发展循证为本的警政理念，警察学院研究中心推出「第二届警队研究奖励计划」，并与一所本港大学合办「警学研究方法研习班」。学院亦委任知识管理先锋，透过「故事分享」形式，传承警队人员的宝贵工作经验。

二零一一年，警察学院优质的专业训练服务，再获ISO认证。继初级警务人员发展学习科及警察行动学习科，分别于二零零三年及二零零九年获认证为品质管理机构后，管理学习科于五月亦获颁发国际标准化组织ISO 9001:2008证书，印证警察学院努力达到「专业·卓越」的成果。

Hong Kong Police College

To further enhance the Force's research capability and support the development of evidence-based policing, the Research Centre launched the 2nd Force Research Award Scheme and a workshop on Research Methods in Policing in collaboration with a local university. A new Knowledge Management Champion team was also established to capture the tacit knowledge of the Force through storytelling.

In 2011, the Police College was awarded yet another ISO certification for its quality professional training services. Following the successful ISO certifications of the Junior Police Officer Development Learning Division in 2003 and the Police Operational Learning Division in 2009, the Management Learning Division also achieved ISO 9001: 2008 Certification in May, demonstrating the College's constant pursuit of excellence in its training and development services.



警察学院院长鄂达士(右四)接受ISO9001:2008证书，肯定了学院为学员提供高素质培训的成果。
Police College Director Kevin Woods (fourth from right) is honoured to receive the ISO 9001:2008 Certificate for the College's high quality training services.



警察学院毕业学员进行结业会操。
The Police College graduates are on the march at a passing-out parade.



见习督察在警察学院接受训练。
Probationary Inspectors undergo training at the Police College.



警务处处长曾伟雄(左二)、中国警察协会副主席孙明山(右二)、台湾刑事警察局局长林德华(左一)及澳门警察总局局长助理马耀权(右一)在警学研讨会开幕礼后主持记者会。

The Commissioner of Police, Mr Tsang Wai-hung (second from left); Vice President of Police Association of China, Mr Sun Ming-shan (second from right); Commissioner of Criminal Investigation Bureau, Taiwan, Mr Lin De-hua (first from left); and Assistant Commissioner-General of Unitary Police Service, Macao, Mr Ma lo-kun (first from right), host a press conference after the opening ceremony of the Symposium of Police Studies.



警察乐队在香港文化中心露天广场举行户外表演，庆祝香港特别行政区成立十四周年。The Police Band takes part in the 14th Anniversary of the Establishment of HKSAR celebration event at the Piazza of the Hong Kong Cultural Centre.

海峡两岸暨香港、澳门警学研讨会

警队获中国警察协会邀请承办第六届海峡两岸暨香港、澳门警学研讨会。研讨会于十月十九至二十一日在警察总部举行，主题为「跨境经济犯罪的防范与警务合作」，两岸四地的警界代表及嘉宾就有关问题进行探讨和交流。

警察乐队

二零一一年，香港警察乐队获香港贸易发展局邀请，分别于成都、哈尔滨及北京，为「香港时尚购物展」演奏不同风格的乐曲，宣扬香港「城市之都」的美誉。另外，乐队亦于庆祝香港特别行政区成立十四周年的大型交响管乐音乐会中，与中国人民解放军军乐团合作演出。

Symposium on Police Studies

At the invitation of the Police Association of China, the Hong Kong Police Force co-hosted the 6th Symposium on Police Studies of the Strait cum Hong Kong and Macao. Held between October 19 and 21 at Police Headquarters, the Symposium featured the theme 'Cross Boundary Economic Crime Prevention and Police Co-operation'. Delegates and distinguished guests from the Mainland, Taiwan, Hong Kong and Macao exchanged views on related key issues.

Police Band

During 2011, the Hong Kong Police Band participated in the 'Style Hong Kong' shows in Chengdu, Harbin and Beijing presented by the Hong Kong Trade Development Council, with the choice of different music styles exemplifying the diversity of metropolitan Hong Kong. The Band also performed with the Military Band of People's Liberation Army of China at the Symphonic Concert in Celebration of the 14th Anniversary of the Establishment of the Hong Kong Special Administrative Region.