

人事及訓練 Personnel and Training



前上水警署建於1902年，位於上水上水鄉莆上村。
Former Sheung Shui Police Station was built in 1902 at
Po Sheung Tsuen, Sheung Shui Heung, Sheung Shui.

以人為本，建立專業、關懷團隊

Building a Professional, Caring and People-based Workforce

世界不斷轉變，要提供優質服務，有賴不斷提升專業標準。過去一年，警隊繼續透過積極主動的招募策略、多元化的學習及發展機會、有系統的事業發展計劃、全面的福利服務以及有效地與員工溝通，致力構建一支專業團隊。同時，警隊亦繼續向全體成員和社會推廣關懷文化。

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.



警察體育會主席助理處長(行動)黃志雄(前排右二)率領一眾健兒到紐約參加「世界警察及消防運動會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.

人力資源

人才是警隊最寶貴的資產，不斷改善人力資源管理是十分重要。警隊策略的整體目標是透過善用人力資源、發展人員的關鍵才能並提升他們的技能、維持人員高度的工作熱忱和原動力，以發揮警隊最佳的表現和確保人員的凝聚力。年內，警隊繼續採用「以人為本」的人力資源策略，吸納、培育和鼓勵人員為社會提供專業服務。警隊與教育機構緊密合作，舉行不同的招募活動，包括「警隊學長計劃」和「大學生輔警計劃」，吸引更多本地專上學院學生加入正規警隊或輔警行列，以及到學校，包括非華裔學生就讀的學校舉辦職業講座，吸納合適人才。同時，警隊亦優化見習督察及學警的招募和遴選程序，務求更切合警隊的實際工作需要。

警隊為人員提供訓練及發展機會，以協助個人成長、職業發展及發揮潛能。在二零一一年，約有500名警務人員(大部分是初級警務人員)參加了不同的海外及內地發展課程和交流。此等交流提升了人員的工作熱忱和原動力，也增加他們的知識和技巧，確保人員能應付警務工作的要求。

年內，警隊不斷提升現有的科技配備。「人事資訊通用系統II」備有鞏固和提升決策支援功能，有助警隊進行策略性人力資源管理，並可為全體人員提供電子自助服務。預計新系統於二零一三年內全面推出。



在警察總部舉行的警察招募日吸引了逾2 200名申請者。
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.



人事及訓練處處長馬維駿(中)及助理處長(人事)吳徐鳳英(左五)參觀教育及職業博覽的警隊攤位。
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.

持續推動關懷文化

警隊推動關懷文化，鼓勵員工參與義務工作和慈善活動，幫助弱勢社群。二零一一年，警隊獲香港社會服務聯會頒發「五年Plus同心展關懷」標誌，肯定警隊過去六年就關懷社區、員工和環境所作出的貢獻。

警隊成員一直熱心參與義務工作。香港警察義工服務隊在二零一一年再次獲社會福利署頒發義務工作嘉許金獎及最高服務時數優異獎（公眾團體），以表揚41支義工服務隊伍的傑出貢獻。個人、小組和家庭義工共獲頒發金獎220個、銀獎227個及銅獎427個。

警隊在二零一一年舉辦多項募捐活動，為香港特殊奧運會和香港公益金共籌得68萬元款項。警隊在二零一零至二零一一年度公益金商業及僱員募捐計劃中，獲頒發公益銅獎。警隊繼續鼓勵人員支持捐衣物運動，在二零一一年共收集達112 586公斤的衣物、玩具、電腦及家庭電器，轉贈有需要人士。

福利服務課為警隊人員及家屬提供福利輔導服務，協助他們處理健康、家庭及工作上的問題。年內，福利服務課進行了5 547次與福利事宜相關的面談，以及4 568次到醫院探訪或家訪；並舉辦了八次家庭生活教育和多次支持小組活動，分別有1 782和675人員及家屬參加。年內，為推廣家庭和諧而舉辦的



「愛家·快樂停不了」嘉年華會家庭競技比賽的參加隊伍。
Participating teams in a family games competition at the Family Harmony Carnival.

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



警察義工服務隊獲社會福利署頒發2011年最高服務時數（公眾團體）優異獎。
Police Volunteer Services Corps receives the Merit of Highest Service Hours Award in 2011 (Public Organisations) from the Social Welfare Department.

「愛家 • 快樂停不了」嘉年華會活動，共有約 5 000 人員及家屬參加。

現時，33 個警察體育屬會及 20 個藝術屬會向現職人員推廣體育和文化活動及健康生活。年內，警隊參與多項體育賽事，包括在八月舉行的「世界警察及消防大賽 2011」和十月舉行的「粵港澳警察、保安體育交流會 2011」，並獲得佳績。

心理服務課為人員提供專業輔導及危急事件心理支援服務。該課服務亦包括參與警務人員入職甄選、支援前線人員執行大型行動，以及推廣精神健康。

年內，職員關係課繼續與四個警察職方協會保持緊密合作關係，在完備的諮詢程序下，警隊管理層與職方定期討論人員所關注的議題，包括與福利及服務條件相關事項，致使雙方充分合作和取得互信。

維持警務人員廉潔正直是十分重要的。二零一一年，職員關係課透過舉辦各項推廣活動，加強人員認識穩健財務管理和規劃的重要。

服務條件及紀律科繼續與各職方協會和管理層緊密合作，力求薪酬水平和服務條件公平合理，以吸引、挽留及鼓勵具備合適才能的人員。

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.



警務人員參與體康嘉年華。
Force members take part in the Physical Fitness and Health Management Carnival.



心理服務課專業人員在公眾活動中為前線人員提供心理支援。
Clinical Psychologists of Psychological Services Group provide on-site psychological support to frontline officers during a public order event.

香港警察學院

為進一步提升警隊的研究能力及發展循證為本的警政理念，警察學院研究中心推出「第二屆警隊研究獎勵計劃」，並與一所本港大學合辦「警學研究方法研習班」。學院亦委任知識管理先鋒，透過「故事分享」形式，傳承警隊人員的寶貴工作經驗。

二零一一年，警察學院優質的專業訓練服務，再獲 ISO 認證。繼初級警務人員發展學習科及警察行動學習科，分別於二零零三年及二零零九年獲認證為品質管理機構後，管理學習科於五月亦獲頒發國際標準化組織 ISO 9001:2008 證書，印證警察學院努力達到「專業·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.



警察學院院長鄔達士(右四)接受 ISO9001:2008 證書，肯定了學院為學員提供高質素培訓的成果。
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.



警察學院畢業學員進行結業會操。
The Police College graduates are on the march at a passing-out parade.



見習督察在警察學院接受訓練。
Probationary Inspectors undergo training at the Police College.



警務處處長曾偉雄(左二)、中國警察協會副主席孫明山(右二)、台灣刑事警察局局長林德華(左一)及澳門警察總局局長助理馬耀權(右一)在警學研討會開幕禮後主持記者會。

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.



警察樂隊在香港文化中心露天廣場舉行戶外表演，慶祝香港特別行政區成立十四周年。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.

海峽兩岸暨香港、澳門警學研討會

警隊獲中國警察協會邀請承辦第六屆海峽兩岸暨香港、澳門警學研討會。研討會於十月十九至二十一日在警察總部舉行，主題為「跨境經濟犯罪的防範與警務合作」，兩岸四地的警界代表及嘉賓就有關問題進行探討和交流。

警察樂隊

二零一一年，香港警察樂隊獲香港貿易發展局邀請，分別於成都、哈爾濱及北京，為「香港時尚購物展」演奏不同風格的樂曲，宣揚香港「城市之都」的美譽。另外，樂隊亦於慶祝香港特別行政區成立十四周年的大型交響管樂音樂會中，與中國人民解放軍軍樂團合作演出。

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.