



★ 人事及訓練  
Personnel and Training

### 培養人才及推動關懷文化 Developing Talents and Encouraging a Caring Culture

警隊認同良好的人力資源管理能讓人員發揮最佳的表現，亦能令警隊的服務更臻完美。年內，香港警察學院的訓練和發展課程更奪得三個國際獎項，實在令人鼓舞。

警隊年內繼續招募人才投身警隊，推動關懷文化，鼓勵員工參與健康和自我發展的活動，以及義務和慈善工作，貢獻社會。二零一零年，警隊獲香港社會服務聯會頒發「連續五年同心展關懷」標誌，肯定了警隊就關懷社區、員工和環境所作出的貢獻。

The Force fully recognises the importance of good human resources management in order to help officers realise their fullest potential and to enable the Force to reach the highest professional standards in serving the needs and expectations of the community. In this context, it was encouraging that the Hong Kong Police College received three international recognitions in 2010 for the excellence of its training and development courses.

The Force continued to recruit officers of the highest calibre and to promote a caring culture within the organisation by encouraging staff to participate in health and self-development activities, as well as in voluntary work and charitable events for the wider good of the community. In 2010, the Force was honoured to receive the Five Consecutive Years Caring Organisation Logo from the Hong Kong Council of Social Service in recognition of the Force's contribution to caring for the community, employees and the environment.

#### 人力資源

年內，警隊繼續採取積極主動的招募策略，吸引高質素人才投身警隊。除了連串招募活動外，警隊亦在本港各大學及學校，包括非華裔學生就讀的學校，舉行招聘講座。此外，警隊持續優化警察入職遴選程序，當中包括在見習督察及學警遴選程序中引進入職心理評估。

為了增進員工的專業知識和技能，以配合市民對警隊不斷提升的要求，警隊年內安排了101名初級警務人員、160名督察級人員和91名警司及以上職級的人員，到海外及內地參加各項發展課程及訓練交流。此外，警隊借調四名人員到海外工作，21人往政府不同單位工作，以及35名初級警務人員在警隊內不同工作崗位實習，為各級人員提供個人成長和專業發展的機會。年內，警隊共擢升了746名人員。

#### Human Resources

In 2010, the Force continued to adopt a proactive and robust recruitment strategy to attract high calibre candidates. In addition to recruitment campaigns, recruitment talks were conducted at local universities and schools, including schools with Non-ethnic Chinese students. The Force also continued to enhance the recruitment programme, which included the introduction of a psychometric test into the probationary inspector and recruit police constable selection process.

In order to upgrade staff education and improve professional knowledge to meet the ever increasing demands on the Force, a total of 101 junior police officers, 160 inspectorate officers and 91 officers of the superintendent rank and above attended various overseas and Mainland development courses and training exchanges during the year. To provide opportunities for personal growth and career development, four officers were nominated for overseas secondment, 21 for local secondment and 35 junior police officers for job attachment within the Force. A total of 746 officers were promoted during the year.



助理處長(人事)周國良鼓勵大學畢業生投身警隊。  
Assistant Commissioner (Personnel), Mr Chau Kwok-leung, encourages university graduates to pursue a career with the Police.



參加警隊學長計劃的年輕人參觀水警總區指揮中心。  
Mentees of the Police Mentorship Programme visit the Marine Regional Command and Control Centre.



警隊在教育及職業博覽中展出多元化的警務工作及招募的資訊。  
The multi-faceted aspects of Police work and information on recruitment are showcased at the Police booth at the Education and Careers Expo.



警隊人員在廣州參加由警隊與中山大學合辦的培訓班。培訓班不但提升他們的個人質素，亦擴闊其專業視野。  
Force members attend a training course organised by the Police and Sun Yat-sen University in Guangzhou, China. The course not only enhances their potential but also broadens their professional horizons.



警隊人員前往美國洛杉磯警察部門進行實習課程，了解當地警隊的工作。  
Force members pay a study visit to the Los Angeles Police Department, USA, to learn about the local police's core skills and practices.



警隊人員前往新西蘭威靈頓皇家新西蘭警察學院，進行研習訪問及工作交流。  
Force members visit the Royal New Zealand Police College in Wellington, New Zealand, studying local policing and sharing experiences.

三名水警人員獲頒「義勇獎」，表揚他們英勇救人。  
Three Marine Police officers are presented with the Heroic Volunteer Award for the rescue of drowning teenagers.



### 人事服務及職員關係

警隊成員一向致力參與義務工作，為社會上有需要的人士提供服務。香港警察義工服務隊於二零一零年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43支義工隊伍的傑出表現。此外，三名水警人員亦獲義務工作發展局頒發義勇獎，表揚他們義務擔任航海導師時，在波濤洶湧的海面英勇拯救數名青少年。

年內，警隊舉辦一連串募捐活動，為香港特殊奧運會和香港公益金共籌得約75萬元款項。警隊人員繼續支持捐衣助人運動，於二零一零年共收集達112 550公斤的衣物、玩具、電腦及家庭電器，轉贈貧困人士。

福利服務課為警隊人員及家屬提供福利輔導服務，協助人員處理健康、家庭及工作上的困難。年內，福利服務課進行了5 199次與福利事宜相關的面談，以及3 865次到醫院探訪或家訪，並舉辦了七次推廣家庭和諧及關懷的活動，共有1 652警隊人員及家屬參加。

警隊二零零七年開始採用體能與健康管理綜合策略。現時，33個警察體育會及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，警隊舉辦多項體育賽事，包括在十月舉行的「粵港澳警察、保安體育交流會2010」，並贏得全場總亞軍。



捐衣助人運動所收集的衣服數量再創紀錄。  
The quantity of used clothing collected set another record.

### Personnel Services and Staff Relations

Officers of the Force have long shown their commitment to serving the community through voluntary action to help the needy. In 2010, the Hong Kong Police Volunteer Services Corps was 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 43 volunteer teams. Three marine officers were also presented with the Heroic Volunteer Award by the Agency for Volunteer Service for risking their lives to save several drowning teenagers in rough seas during their voluntary work as sailing trainers.

The Police organised a series of Force-wide donation campaigns in 2010. A total of about \$750,000 was raised for the Hong Kong Special Olympics and the Community Chest of Hong Kong. Force members also continued to support the Used Clothing Collection Campaign, resulting in a total of 112 550 kilogrammes of clothing, toys, computers and household electrical appliances being donated to the underprivileged in society.

The Welfare Services Group provides welfare counselling service to Force members and their families, and handles various health, family and work-related personal problems. During 2010, the Group conducted 5 199 welfare interviews, and 3 865 hospital or home visits to Force members. Seven family life education programmes with an aim of promoting family harmony and care were organised, in which 1 652 Force members and their families participated.

A Force-wide integrated approach to physical fitness and health management was first launched in 2007. Currently, there are 33 Police Sports Clubs and 20 Arts Clubs, which help promote sporting, cultural and healthy lifestyle activities among serving officers. In 2010, the Force successfully organised various sports events, including the Guangdong – Hong Kong – Macao Police and Security Forces Sports Exchange in late October, in which the Force was the overall first runner-up.

前任人事服務及職員關係科總警司林曼茜（右）代表警隊，從公益金籌募委員會主席梁美懿手中接過公益優異獎。

Former Chief Superintendent of Personnel Services and Staff Relations, Ms Evelyn Lam Man-sai (right), receives an Award of Distinction on behalf of the Force from Campaign Committee Chairman of the Community Chest, Mrs Margaret Leung.

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。四月，入職「性格及認知能力評估計劃」全面實施，協助甄選心理質素合適的人員加入警隊。

年內，職員關係課繼續與各警察職方協會緊密合作，並統籌警察評議會、高級諮議委員會和初級諮議委員會的定期會議，各職方協會和警隊管理層均會派員出席。這些會議的目的是透過各方面定期討論有關警務人員的福利事宜，加強管方與職方間的充分合作和了解。

維持警務人員廉潔正直是十分重要的。職員關係課繼續向人員推廣健康生活模式，並以謹慎理財為重點。該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，以及為市民提供效率和成效兼備的優質警察服務。

The Psychological Services Group provides an in-house professional counselling and critical incident psychological support service to Force members. In April, a Personality and Cognitive Evaluation Programme was launched to help identify psychologically competent candidates to be recruited to the Force.

During the year, the Staff Relations Group continued to work closely with the staff associations. Meetings of the Police Force Council, the Senior Consultative Committee and the Junior Consultative Committee were held periodically and attended by various representatives from the staff associations and members of Force management. The objectives of these meetings were to achieve the greatest measure of cooperation and understanding between management and staff through regular discussions on matters affecting the well-being of officers.

To maintain a clean and healthy Police Force with high integrity is of paramount importance. The Staff Relations Group has been promoting a culture of healthy lifestyle with financial prudence as an important component. Various promotional activities were held with a view to raising officers' awareness of the importance of healthy financial management and planning.

The Conditions of Service and Discipline Branch continues 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, and to provide the public with an effective, efficient and high quality police service.



副處長（管理）李家超（中）與廣東及澳門代表團團長一同主持「粵港澳警察、保安體育交流會」開幕儀式。Deputy Commissioner (Management), Mr Lee Ka-chiu (centre), and leaders of the Guangdong and Macao delegations officiate at the opening ceremony of the Guangdong - Hong Kong - Macao Police and Security Forces Sports Exchange.



警隊人員參加體育交流會的足球比賽。Force members take part in a football match at the Sports Exchange.

獨立監察警方處理投訴委員會主席翟紹唐資深大律師檢閱警察學院結業會操。

The Chairman of the Independent Police Complaints Council, Mr Jat Sew-tong, Senior Counsel, inspects the Police passing-out parade.



## 香港警察學院

知識管理及警務工作研究仍然是香港警察學院的重點工作，以推動學院持續發展，成為卓越的警察培訓中心。年內，除了再度委任三名人員為「同儕指導計劃」先鋒、「經驗教訓」先鋒和「良好工作方式」先鋒外，另委任一名知識管理先鋒，負責最新推出的「故事分享」計劃。由於二零零九年推出的第一屆警隊研究獎勵計劃取得成功，警隊再接再厲，於六月推出第二屆警隊研究獎勵計劃。該計劃現已成為主要策略，推動警隊人員和單位參與各項有系統、以實據為基礎的研究活動。

年內，警察學院再次榮獲品質認證及國際殊榮。警察行動學習科獲頒ISO 9001:2008認證，而培訓科技科製作的Asia's Finest影片則獲得2009/10 Mercury Awards銅獎。此外，為警務人員提供心理知識和技巧的心理才能訓練，亦於五月獲美國訓練及發展協會頒發二零零九年度優質培訓發展獎項。

二零一零年，專業發展學習中心舉辦了一系列管理發展課程，以提升督察至處長級的中高層管理人員的專業發展。這11個管理發展課程研討會，邀請著名人士主講，範圍廣泛，包括人權、社區警政、變革管理及策略領導等。此外，學院亦為新晉升的高級警司至助理處長級別的高級警務人員，舉辦了兩個管理發展課程。

## Hong Kong Police College

Knowledge management and research remains pivotal to the continued development of the Hong Kong Police College as a centre of excellence in police training. In 2010, a new Knowledge Management Champion for Storytelling was appointed and Champions for the Peer Adviser Scheme, Lessons Learnt, and Good Practices Schemes were re-appointed. Building on the success of the first Force Research Award Scheme in 2009, the second award scheme was launched in June. The scheme has become a key driver in promoting systematic and evidence-based research among Force members and units.

During the year, the Police College achieved further quality certification and international recognition. The Police Operational Learning Division secured ISO 9001:2008 Certification, and the 'Asia's Finest' video produced by the Learning Technologies Division won the Bronze Award at the 2009/10 International Mercury Awards. Psychological Competency Training, which aims to equip police officers with psychological knowledge and skills, received a '2009 American Society for Training & Development Excellence in Practice Award' in May.

To enhance the professional development of middle and senior management from inspectorate to directorate levels, the Professional Development Learning Centre organised a series of Management Development Programmes (MDP) in 2010. These 11 MDP seminars, delivered by prominent guest speakers, focused on wide-ranging topics including human rights, community policing, change management and strategic leadership. Two core MDPs for newly promoted senior police officers of the rank of Senior Superintendent to Assistant Commissioner were also conducted during the year.



警察學院院長鄔達士（中）頒發知識管理先鋒委任狀。 Knowledge Management Champions are appointed by the Director of the Hong Kong Police College, Mr Kevin Woods (centre).

學警為結業會操排練。  
New recruits rehearse for their passing-out parade.

## 警察樂隊

香港警察樂隊參與在上海世界博覽會舉行的香港活動周，在多場演奏會中演出多首悅耳樂章，令觀眾熱烈喝采。樂隊演奏不同風格的樂曲，不但宣揚香港國際大都會多姿采的一面，也展示了警隊的優良傳統。

## Police Band

The Hong Kong Police Band took part in the Hong Kong Week festivities at the Shanghai World Expo, entertaining large audiences in a number of well-received concerts. The selection of music played exemplified the diversity of Hong Kong and showcased the traditions of the Force.



警察樂隊在上海世界博覽會「香港活動周」中演奏多首動人樂曲。

The Police Band performs during the Hong Kong Week held at the Shanghai World Expo.



學警接受射擊訓練。  
New recruits receive firearms training.