



We serve with pride and care 服務為本 精益求精

*All rights, including copyright, in this PowerPoint file are owned and reserved by the Hong Kong Police Force. Unless prior permission in writing is given by the Commissioner of Police, you may not use the materials other than for your personal learning or in the course of your official duty.*

香港警務處持有並保留本簡報檔案包括版權在內的所有權益。除預先獲得警務處處長書面許可外，本簡報檔案只可用作個人學習或處理公務上用途。

©Hong Kong Police Force  
香港警務處版權所有

香港警務處

Hong Kong Police Force

香港警務處

Hong Kong Police Force

Hong Kong Police Force



香港警務處

香港警務處

Hong Kong Police Force

香港警務處

香港警務處

Hong Kong Police Force

HONG KONG POLICE FORCE

# Police Complaints in Hong Kong

## Operational Challenges and Opportunities

Mr LAU Yip-shing

Director of Management Services

Hong Kong Police Force



# Content



1

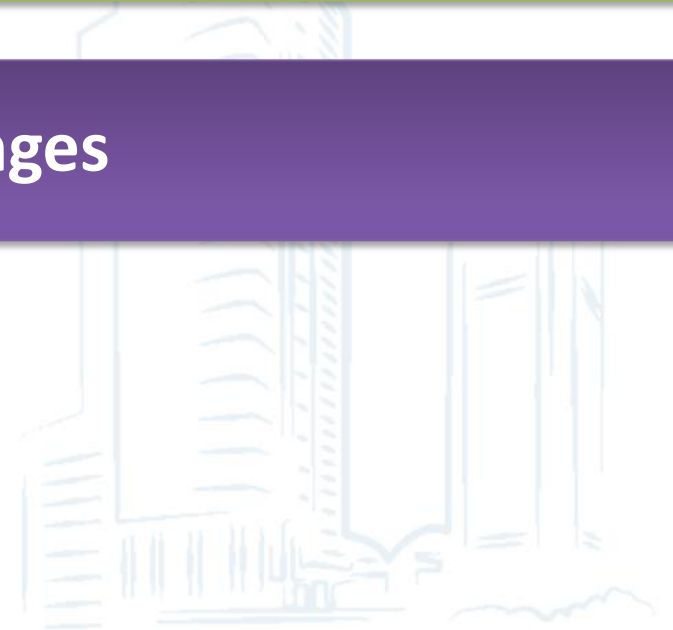
**Policing in Hong Kong**

2

**Journey in Enhancing Professionalism**

3

**Opportunities & Challenges**



# Policing in Hong Kong



*We serve with pride and care* 服務為本精益求精

## Vision

**That Hong Kong remains one of the safest and most stable societies in the world**

## Motto

**We serve with pride and care**





# Policing in Hong Kong



*We serve with pride and care* 服務為本 精益求精

- **Agency of first response**
- **Agency of last resort**



# Policing in Hong Kong



*We serve with pride and care* 服務為本精益求精

- A metropolis with 7.1 million population and over 50 million visitors annually
- Over five million recorded contacts between Police and the general public annually
- Over two million of 999 calls in 2013 - an average of 6,339 calls per day
- Performance pledge (9 minutes in Hong Kong and Kowloon, 15 minutes in the New Territories)



# Journey in Enhancing Professionalism



We serve with pride and care 服務為本 精益求精

## From Paramilitary to Values-based Policing

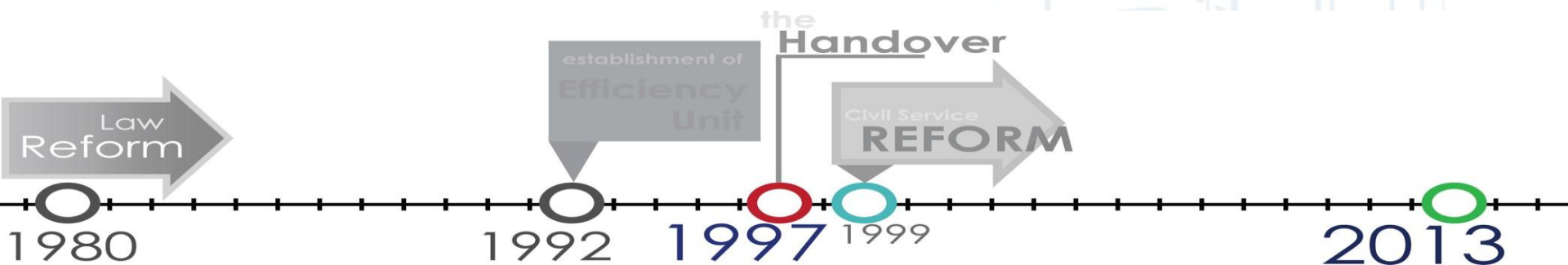


維護法紀  
終身承諾



警察招募熱線：2860 2860  
[www.police.gov.hk/recruitment](http://www.police.gov.hk/recruitment)

服務為本 精益求精  
TotalCare  
全人關顧





# Journey in Enhancing Professionalism

## Milestones



We serve with pride and care 服務為本精益求精

- 1974 - Establishment of CAPO
- 1982 - Establishment of IIO
- 1994 - Establishment of Service Quality Wing
- 1995 - Service Quality Strategy
- 1996 - Vision, Statement of Common Purpose & Values
- 1997 - Living-the-Values Workshop
- 2001 - 1<sup>st</sup> Strategic Action Plan
- 2003 - Force Survey Strategy
- 2005 - Strategic Directions & Strategic Action Plan
- 2009 - FCIM
- 2011 - FCSQ / FSCHRM



# Journey in Enhancing Professionalism

## Living-the-Values



We serve with pride and care 服務為本精益求精



1980

1992

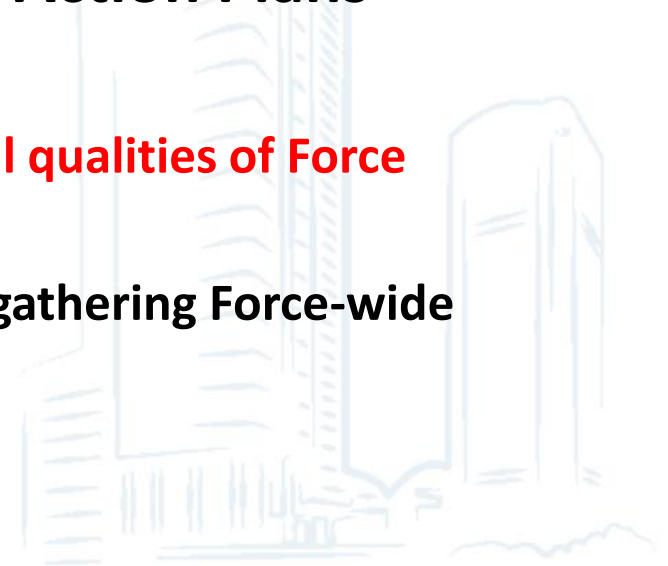
1997

1999

2013



- **Strategic Directions & Strategic Action Plans**
  - I. Engaging the community
  - II. Enhancing personal and professional qualities of Force Members**
  - III. Strengthening criminal intelligence gathering Force-wide
  - IV. Supporting frontline units



# Journey in Enhancing Professionalism

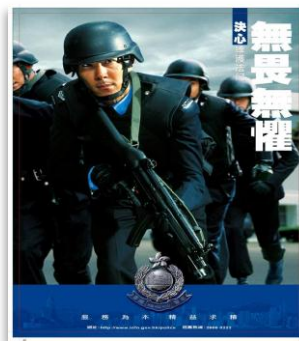
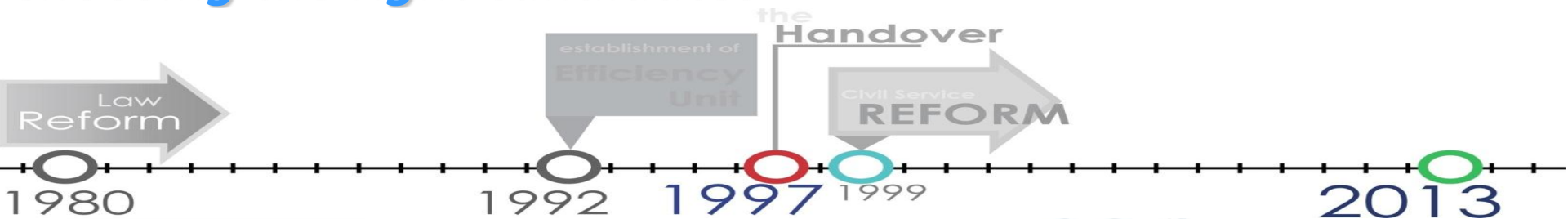


*We serve with pride and care* 服務為本精益求精

- **Force Committee on Integrity Management**
- **Force Steering Committee on HRM**
- **Force Committee on Service Quality**
- **Force Committee on Complaints Prevention**



## Choosing the right candidates





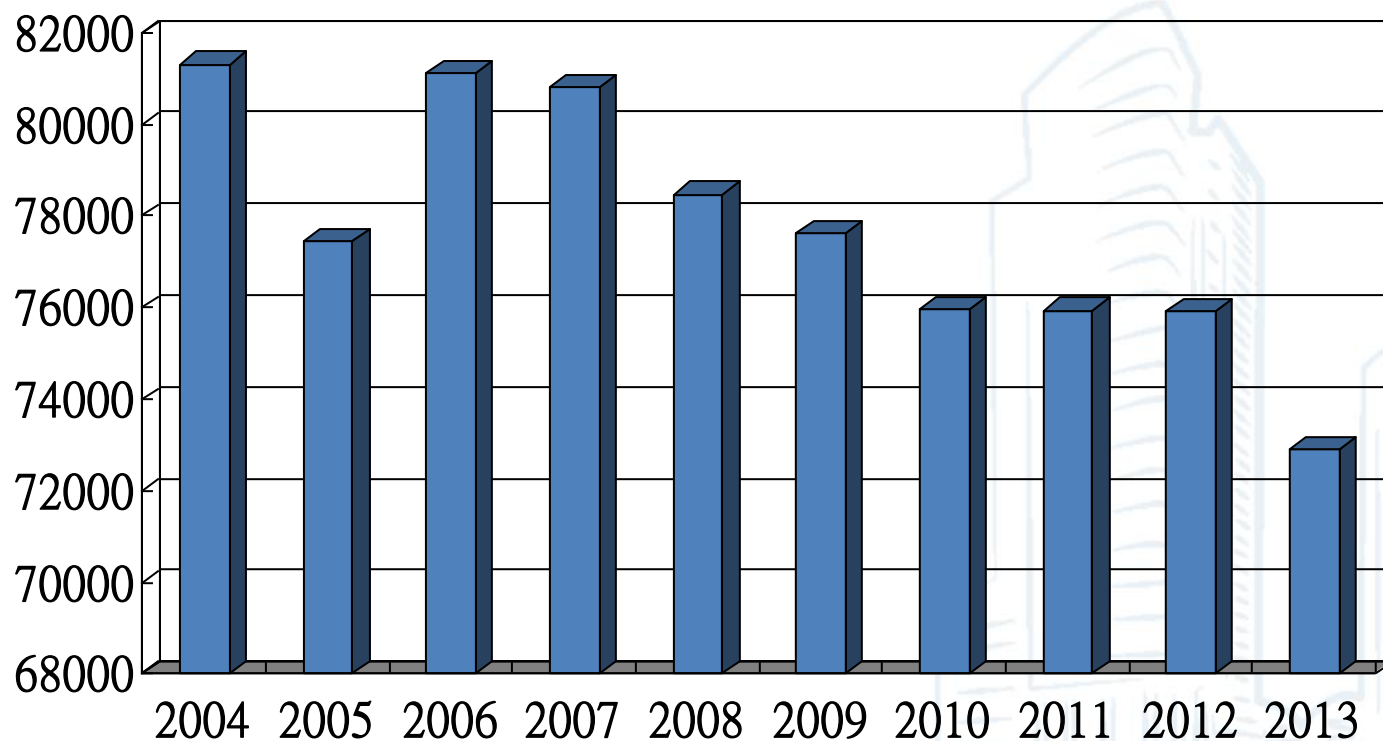
# Journey in Enhancing Professionalism

## Visible Results



*We serve with pride and care* 服務為本精益求精

## HK's Crime Rate



# **Journey in Enhancing Professionalism**

## **Visible Results**



*We serve with pride and care* 服務為本精益求精

## **Staff Opinion Survey 2010 / 11**

<b>Take a stand against corruption</b>	<b>99%</b>
<b>Be impartial in the execution of duties</b>	<b>96%</b>
<b>Be prudent in their private lives so as to avoid conflict of interest with their official duties</b>	<b>96%</b>
<b>Hold responsibility for their own acts and decisions</b>	<b>96%</b>
<b>Maintain and uphold the legal rights of all persons</b>	<b>93%</b>
<b>Constantly seek ways to improve work efficiency and effectiveness</b>	<b>89%</b>

# Journey in Enhancing Professionalism

## Visible Results



We serve with pride and care 服務為本精益求精

## Administrative Ethics Survey Report 2011/12

Very Important Values	Police	Civil Services
Respect for the law	90%	84%
Honesty	83%	62%
Professional standards of ethics	80%	57%
Duty to your organization	75%	59%
Fairness	67%	52%
Equality	65%	47%
Your own conscience	64%	52%



# Journey in Enhancing Professionalism

## Visible Results



We serve with pride and care 服務為本 精益求精

- Over 600 compliments received by PPRB annually, excluding those received by Formations

### 感謝欄

我是香港公民，也是長者，十月一日晚我乘坐太古城紅磡—土瓜灣紅色小巴到紅磡觀音廟，下車後走一段路，突然發現我的錢包不見了，當時已經十時半過後，我一時嚇呆了，真想哭，這時我見到警署兩名年輕警員，他們分別是PC12672、PC10708，我上前告訴了實情，他們耐心安慰我，要我冷靜講述一下過程，建議我先找原先巴士落車地方，再坐到終點站，是否司機或客人有檢到？一路上還陪我到小巴停落點，又幫我找需要報失的銀行電話，還一直等那小巴到站，幫我截住車送我上車後才離開。

也真是有緣，當我找不到錢包又下車走在半路，心情萬分失落，沉重，這時電話響了，又是剛才那兩名警員，他們告訴我檢到我的錢包，這時我流下眼淚，一方面為失而復得的錢包而高興，一方面為有這麼熱心服務市民的警員而感動，他們通知我立即到何文田紅磡警署領取，到了那裏，已是十二點，他們也是小跑回來，親手把錢包交還我，我點數裏面東西，沒有遺失任何卡和現金。

這兩名香港的好警員，他們不厭其煩幫助一個平凡的市民，充分體現香港社會的優越，以及香港警員的高尚品格，也是你們警署的驕傲，也是你們為培養新一代優秀警員而作出的努力。我由衷感謝你們，感謝這兩名年輕警員，希望你們領導能為他們作出表揚，謝謝。

陳女士

(編按：來信讚揚的人員屬紅磡分區警員葉子健及劉志堅。)





*We serve with pride and care* 服務為本精益求精

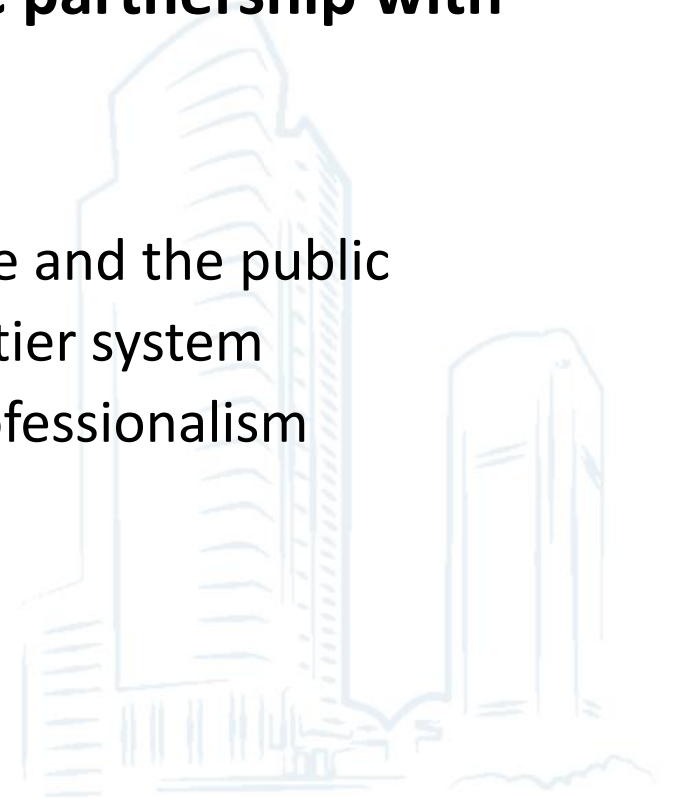
# Opportunities and Challenges



# Opportunity and Challenges



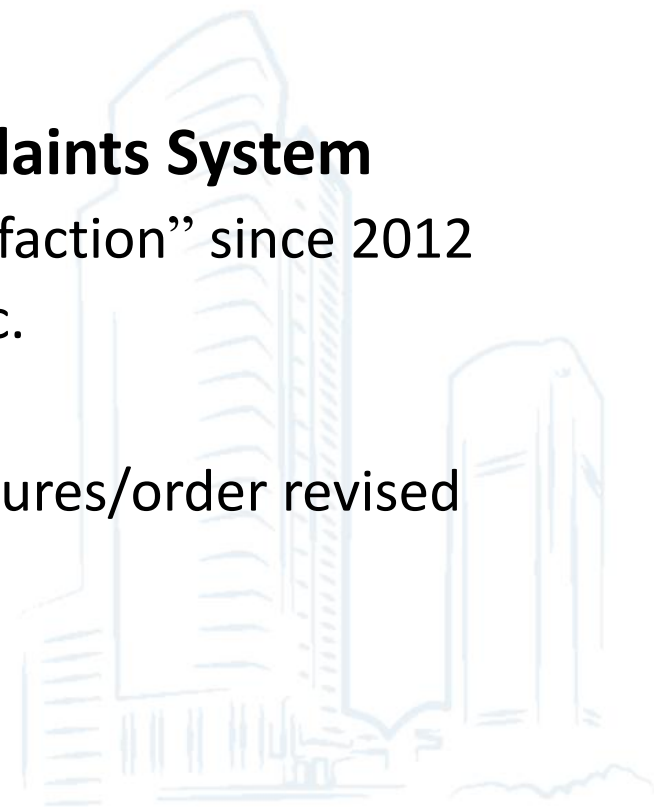
- **IPCCO (1 June 2009) – strategic partnership with IPCC**
  - Bridging the gap between Police and the public
  - Enhancing integrity of the two-tier system
  - Enhancing service quality & professionalism



# Opportunity and Challenges



- **Engagement and Bridging the Gap**
  - Thematic Presentations in Open Part of Joint Meetings
  - Outreach by IPCC
- **Integrity of the Two-Tier Complaints System**
  - ISO 10002:2004 “Customer Satisfaction” since 2012
  - Telephone Recording System, etc.
- **Enhancing Service Quality**
  - 51 recommendations, 15 procedures/order revised



# Opportunity and Challenges



**Changing for the Better requires ...**





# Opportunity and Challenges



## *Looking ahead*

**To change for the better:**

- **Continue to be values-driven and people-centric in the discharge of duties;**
- **Continue to strive for continuous improvement;**
- **Continue to develop human capital; &**
- **Continue to have public support**





*We serve with pride and care* 服務為本精益求精

