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Symposium 2016

Co-hosted by the Hong Kong Police Force and
Centre for Criminology, The University of Hong Kong

Partnership with Our Community

Post-Symposium Booklet



Symposium
Participants





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On 30 November 2016, the Hong Kong Police in partnership with the Centre for Criminology, University of Hong Kong hosted a symposium examining 'Partnership with Our Community'. The one-day event was the second such collaborative project organized by the Force and Centre for Criminology. The first symposium held in 2013 focused on 'Policing Challenges in the 21st Century'. This event, like its predecessor, brought Senior Officers from the Hong Kong Police together with academics from a variety of Hong Kong's Tertiary Institutions to discuss two broad issues: Effective Community Engagement, and Insight from Customer Satisfaction Survey and Public Opinion Survey.

The panel speakers who examined community engagement focused on the Challenges of a Divided Community; Connecting the Disconnected: Youth Engagement; and a review of the Police Force's efforts to engage the community over the years, Striving towards Effective Community Engagement.

The discussions relating to surveys looked at the pathways From Surveys to Engagement, and Perception is Reality! Or Perception is Reality?

In addition to these broad themes, speakers discussed a range of topics relating to the use of social media, generation gaps, and legitimacy and support.

This report is a brief summary of the key issues discussed during the symposium, and reflects the thoughts and personal views of the panel speakers and contributors.



FOREWORD BY COMMISSIONER OF POLICE



Mr. LO Wai-chung, Stephen
Commissioner of Police

“The discussions that took place during the symposium were both stimulating and interesting, and the frank and open exchanges generated a number of exciting and practical ideas.”

I would like to extend my sincere thanks to all panel speakers and delegates as well as the organizing committee of the ‘Partnership with Our Community’ symposium that was successfully held on 30th November 2016. This was the second such event co-hosted by the University of Hong Kong’s Centre for Criminology and the Hong Kong Police Force.

During the symposium a number of extremely important issues relating to Police-Community partnerships, and the delivery of various policing services were raised, and critically evaluated by panels comprising academics, accredited professionals, and senior police officers.

As I said during my closing address, Sir Robert Peel, who is generally regarded as the father of modern policing, famously declared in 1829: “The Police are the public and the public are the Police”. In his view, the Police are simply members of the public who are required to give their full-time attention to duties that are in fact the responsibility of every citizen in the interests of preserving community welfare.

I strongly believe this declaration to be as true today as it was when it was first made almost two centuries ago. Within the Police Force, ‘Engaging the Community’ is one of our core Strategic Directions, and is at the forefront of the minds of all our officers. Policing is not, nor should it ever be, a one-way process. We can only perform our duties effectively, if we have the trust, confidence and collective support of the community we seek to serve. In this regard, ‘policing by consent’ requires a degree of legitimacy that can only be achieved from the public at large when they are confident in the transparency of our powers, the integrity of our officers and the accountability of our actions.

During the course of the symposium a number of key topics, came under the spotlight including ‘Community Engagement’; ‘Insight From Surveys’; ‘Use of Social Media’; ‘Generational Issues’; and ‘Legitimacy and Support’. These topics address, in the modern era, many of the same key principles that Sir Robert Peel identified so many years ago. In today’s world, these are at the core of our values and provide us with the basis for the way in which we now provide policing services to our community, namely, consent and support, transparency, integrity and accountability and the need to ensure community understanding through effective two-way communications.

The discussions that took place during the symposium were both stimulating and interesting, and the frank and open exchanges generated a number of exciting and practical ideas. This Post Symposium Booklet provides very useful information on these discussions and the ideas that were raised. It will become an extremely important reference as the Police Force analyses these ideas and examines opportunities to enhance our engagement, and strengthen our ‘Partnerships with Our Community’ even further. Together, I am confident we can further our collective vision that Hong Kong remains one of the safest and most stable societies in the world.

OPENING SPEECH BY DEPUTY COMMISSIONER OF POLICE (MANAGEMENT)



Mr. CHAU Kwok-leung, Alfred
Deputy Commissioner of Police
(Management)

“The Police Force is committed to providing professional services and to protecting the community but only effective partnership with our community can ensure that policing measures adopted meet public needs and expectations, and are accepted and supported.”

Good Morning Ladies and Gentlemen. It gives me great pleasure to welcome so many distinguished guests and colleagues to this joint symposium on ‘Partnership with Our Community’.

I would like to offer my special thanks to Professor Karen Laidler of The University of Hong Kong’s Center for Criminology for her assistance in coordinating this event. My thanks also go to our renowned guests from academia and also Senior Police Commanders who have agreed to chair our various panels and lead discussion throughout the day.

I would also like to extend my most sincere appreciation to those of you who have rearranged your very busy schedules in order to take part in this symposium.

Capitalizing upon the discussions from the first symposium held in 2013 on ‘Policing Challenges in the 21st Century’, the Force was able to introduce new ideas to our ‘Living the Values Workshops’ as well as our Training and Development Programme to address issues such as professional sensitivity, responsibility and accountability. We also adopted a more qualitative approach in surveys to better gauge internal and external feedback.

I am confident that today’s discussions and experience-sharing will lead to similar constructive ideas that we can take forward to further improve our policing services, to enhance public understanding of and support for the Police.

Today we have discussions on a range of areas aimed at improving police and community partnership. That so many distinguished speakers and guests from all of Hong Kong’s major Tertiary Institutions are attending shows how important we all feel this matter to be.

The Police Force is committed to providing professional services and to protecting the community but only effective partnership with our community can ensure that policing measures adopted meet public needs and expectations, and are accepted and supported.

We do live in one of the safest and most stable societies in the world. Crime rates are at their lowest since the 1970s. In terms of law and order and policing services, Hong Kong continues to achieve high international recognition and is the envy of many comparable cities around the world. These are facts of which we as members of the police and members of the public can all be proud, because these results are what we achieve together as a community.

However, an even safer and more harmonious society is in all of our interests and I am sure that the insights shared and discussions to be conducted today will further enrich our capacity in working together for the safety and stability of Hong Kong.

Thank you!

PANEL I - EFFECTIVE COMMUNITY ENGAGEMENT



PANEL HEAD

Prof. Karen A. Joe Laidler
Centre for Criminology
The University of Hong Kong

Words of Panel Head

In June 2013, the Hong Kong Police Force and the Centre for Criminology, The University of Hong Kong, co-hosted the first police and academic exchange. That symposium had two main objectives – to foster exchange and collaboration on policing issues, and to look more closely at the 'Policing Challenges of the 21st Century'. Participants uniformly agreed that the event was a success in bringing practitioners and academics together to dialogue on important issues facing the police and the Hong Kong community, including changes in police culture, changes in the age composition of the workforce, and associated changes in generational styles and values, and public trust and confidence in the police.

Participants had a number of suggestions. First, the event should be a regular one to allow for the ongoing exchange of knowledge and partnership development, particularly in light of social and legal changes. Second, it should include a broad range of participants and roles – younger officers and academics/students, balance in police and academic speakers. Finally, future events should devote more time for direct dialogue around existing and potential strategies to deal with the challenges of policing in the 21st century.

These suggestions were the mandate for this second collaborative event. This year, our dialogue focused on policing and community engagement, and included a wider audience within the academic community (e.g. researchers, students, different specialist fields) and in the Hong Kong Police Force itself (e.g., districts, regions, and ranks). This specific issue was selected for its relevance and timeliness. Globally, policing, as we know, entails much more than patrolling, crime detection, or more broadly, the maintenance of law and order. Policing goes well beyond this as these essential duties of the police operate in tandem and are dependent on the community's support and trust. As part of its mission, the Hong Kong Police Force have, over the years, developed a multi-pronged approach to working in partnership with the community - from the Police Community Relations Offices to Junior Police Call as well as a number of district and divisional level initiatives designed to address the specific needs of different communities in Hong Kong. Some of these strategies have been longstanding, dating back to the 1960s, while others are more recent in origin.



PANEL I - EFFECTIVE COMMUNITY ENGAGEMENT

This year's event was highly successful, organized around a dialogue and exchange between researchers and the police on the changing nature of Hong Kong's population and the implications of this on the needs and capacities of Hong Kong society, and of specific police strategies to engage these demographic and cultural changes. The second dialogue focused on an examination of the Police Customer Satisfaction Survey and the Public Opinion Survey, and ways to enhance parity in the public's perceptions of and engagement with the police. The final segment of the event, and perhaps, the most fruitful for forging the exchange of ideas and new ways of thinking, was small group discussions and problem solving on four key areas of community engagement – gauging public opinion, social media, new initiatives to address different generations, and community partnership projects. Based on the small group feedback, it was clear that the interaction between researchers and the police was beneficial in the immediate sense – allowing each to have an understanding of the other's "lens" on the goals and practices of community engagement. We hope this event will foster continued dialogue and collaboration.

PANEL I - EFFECTIVE COMMUNITY ENGAGEMENT



PANEL SPEAKER

Prof. CHEUNG Yuet-wah
Department of Sociology
Hong Kong Shue Yan University

Challenges of a Divided Community

It was an honour to be invited to participate in the 'Partnership with Our Community' symposium co-hosted by the Hong Kong Police Force and the Centre for Criminology of The University of Hong Kong. The success of the symposium came as no surprise. The Hong Kong Police Force's professional vision of effectively building partnership with the community has been enthusiastically echoed by community groups and academics. This symposium, and the previous one two years ago, are examples of the Hong Kong Police Force's commitment to this dimension of police work.

While partnership with the community is a routine element of police work today, the community is not a static entity. Rather, it is changing all the time, affecting its relationship with the police, as well as the police's strategies for community partnership. In my presentation, I argued that two of the most salient changes in the Hong Kong community in the past two decades that have implications for police's community engagement work are the emergence of (1) the generational divide and (2) the political divide.

First, the generational divide is created by the growing divergence in values and life goals between the younger generation and their parents' generation (who are baby boomers born between the mid-1940s and mid-1960s). The baby boomers in Hong Kong grew up in the 1950s-1970s, when Hong Kong was experiencing rapid economic and social development, creating abundant opportunities of upward mobility for young people. With the desire to pursue the 'Hong Kong Dream' of success, coupled with the dominance of traditional Chinese culture such as strict parental control, the baby boomers' generation had a high stake of conformity, identifying with social and cultural values, working hard, and exhibiting low levels of risk behaviors such as delinquency and drug abuse. I call this a "centripetal" generation.

Unlike their parents, children of the baby boomers grew up in the materialistic and individualistic society in the 1980s-2000s. The restructuring of the economy, from industry/manufacture-based to financial and service-based, since the 1980s, and tough competition due to economic globalization, have made upward mobility for young people much harder than before. As traditional control functions of the family and school began to weaken, the younger generation was increasingly dissociated from traditional cultural values and conventional authorities, in search of a new youth identity and a sense of security in a so-called risk society, where the emphasis is on individual decision making when handling risks in various aspects of life. The framework of mainstream values and social order emphasizing hard work and social stability, prided by the baby boomers as the basis for Hong Kong's success, has become inadequate for the current younger generation to identify and follow. I call this younger generation a 'centrifugal generation'. Members of this generation tend to put self-interest before public interest, show less respect for existing authorities and social order, have a blurred morality, search for a new youth identity and role in society, hold more rebellious ideology, and are more radical in their actions.



PANEL I - EFFECTIVE COMMUNITY ENGAGEMENT

Second, the political divide grew out of the conflicting positions regarding how the 'One Country, Two Systems' principle should be interpreted and implemented since the handover in 1997. Pan-democrats uphold a bigger 'Two Systems', whereas the Central Government's bottom line is the maintenance of 'One Country'. In the HKSAR, there has been growing discontent in pro-democratic parties and citizens over the slow torpor of democratic reform. Growing radical and violent actions in Hong Kong has led to the escalation of conflict with the Mainland, which in turn, drove the Mainland to adopt tighter policies, resulting in more radical reactions in Hong Kong. A vicious cycle has come into being. Sharp polarization of political views and the use of increasingly violent actions on the street as a means of political struggle have presented a situation in which the police find themselves victimized and the scapegoat of a government deemed by disgruntled citizens to be suppressive, turned into a target of attack by people they supposedly serve and protect.

There is also a crossover between the two types of divides, as the younger generation, disgruntled with limited upward mobility and upholding universal values of democracy and justice, has a tendency to be attracted to radical ideology and action favouring the demolition of the existing social-political order and the promise of an ideal society. The younger generation will continue to actively participate, through quick mobilization in the Internet, in street demonstrations and other means of protests, in which the use of violence has now become the norm. This, I believe, will continue until Hong Kong finds a way out of the political and economic impasse. I should also mention that the younger generation is raised in a world with universal values and qualities such as human rights, justice, and civic participation. Some of them go beyond economic frustrations to engage in radical actions that challenge the apparent erosion of these universal values in Hong Kong society.

The baby boomers' generation has built on their parents' generation to make Hong Kong better. Now their children's generation is out there in the sea sailing with no clear view as to where and how to land. There is the need to bring them home, and to understand and respond to their needs and concerns in society. Clearly, the job in front of us is to bring about some "centripetal" elements in the younger generation, to win back some of their identity and commitment. To achieve this goal does not mean we want to turn the clock back to the 1960s or 1970s, and make young people think and behave like their parents' generation who were subject to the strict control of parents and other authorities and were demanded to show blind conformity and self-restraint. Quite the opposite, the energetic, rebellious, adventurous, and righteous nature of many young people today represents the presence of a strong passion in them to contribute to making Hong Kong an ideal society. The question, then, is how to win their motivation to sit down with other stakeholders and listen to different views and compare evidence.



PANEL I - EFFECTIVE COMMUNITY ENGAGEMENT

Prof. CHEUNG Yuet-wah
Continued

While this symposium has covered a variety of topics, one of the major themes that has clearly emerged from other presentations and panel discussions is the need to communicate with young people effectively. Some of the prerequisites of effective communication with young people discussed included treating young people on equal terms, understanding their ways of communication and expression, listening to their views, empathizing with their concerns and frustrations, and making use of the popular social media in cyber space. A wealth of wisdom on this topic has been collected in the symposium.

Before I ended my presentation, I pointed out that the words 'serving others' is a key component of the Hong Kong Police Force's motto, 'We serve with pride and care', and that this could be developed by the Police Force into a strategy to engage with young people. Serving others not only stresses the value of helping people in need; it is also a very effective way of building strong bonds among people which glues them together into one big community. As regards to young people, promoting the spirit and practice of serving others could help to re-connect those 'disconnected youths', and could provide more opportunities for the youths to interact and establish social bonds with other groups of people in the community. I urge that the Police Force should strengthen this 'serving others' element into its community partnership strategies targeting young people. While the Police Force strives to learn from various sectors of the community, other stakeholders in the community can also benefit from the Police Force's experience and achievements in the engagement of youths and other aspects of community partnership.

PANEL I - EFFECTIVE COMMUNITY ENGAGEMENT



PANEL SPEAKER

Prof. YIP Siu-fai, Paul
Department of Social Work and
Social Administration
The University of Hong Kong

Connecting the Disconnected: Youth Engagement

Blaming the school system is an over-simplification of the complicated causes of suicide. This over-simplification is not constructive for suicide prevention as it means many opportunities for intervention are missed. Furthermore, stereotyping suicide to the academic system may prevent young students from seeking help when they are in trouble for reasons other than academic difficulties. In our research, we have identified over 50% of the cases have suffered from study problems, while some are related to students with special needs. At the same time, some are high achievers but have a very low tolerance for under-performance. As the chairman of the Committee on Prevention of Students Suicides with 37 members, we want to help our young children. We look for evidence-based measures to make our work more effective. For any effective measure we need a concerted and multi-layered structure for suicide prevention.

Equating student suicides to the school system is simply incorrect. I learned that there are many stereotypes about suicide in our society. For example, people always believe that females commit suicide because of emotional problems, family disputes or debts; the elderly commit suicide because of sickness or pain; and youngsters commit suicide due to academic pressure. The Media is partly to blame for this stereotyping: they are influenced by these stereotyping ideas without any evidence when reporting suicide news, and some even make inferences about the cause of death. Relatives and friends around the deceased will be affected by stereotypes and continue to acknowledge this stereotype in the media. The media in turn enlarges the comments from the relatives and friends of the deceased and this continues to strengthen the social stereotypes. When other people put forward different views, people will even quote the past media reports to demonstrate the rationality of stereotypes. Such a vicious cycle will only rationalize suicidal behavior and make people feel that suicide is a normal behavior in the face of certain dilemmas. Young people who grow up in this social environment are vulnerable to suicide as a way of coping with difficulties.

Similarly, if we want to reach out to our youngsters these days, we need to understand their difficulties and frustrations. Wages have not increased in the past decade and things are getting more expensive. There is only limited youth mobility and mental health indeed is not very good. The latest Hong Kong mental health survey showed that nearly one in ten of our young people suffered from common mental disorders including anxiety or depression. Nevertheless, engaging and nurturing our young people is the only way for Hong Kong to survive. With a rapidly ageing society, we need to invest in them and every part of the system: from education and social and health service support. We should employ the power of Government as a force for good to transform the way we deal with mental health problems across all levels of society - not just limited to medical health services but in our classrooms, at work and in our communities.



PANEL I - EFFECTIVE COMMUNITY ENGAGEMENT

Prof. YIP Siu-fai, Paul
Continued

The majority of our young people are good and well behaved. For a small minority of difficult ones we still have to show we care but at the same time let them realize that suicide is NOT the way to deal with the issue. The Education Bureau should create space and nurture students' resilience as well as recognize their talent instead of only caring about academic achievement. Parents do have the responsibility to provide support for their children. Among those who died from suicides, 80% suffered from family relationship problems. Sometimes, our young people are looking for support and affection from their own family members.

Our focus should be on how to use more innovative methods and community resources to tackle the problem and to take greater advantage of social media to spread positive messages. In the UK, Prime Minister Theresa May called for a shared society, which asks that every stakeholder should do their fair share to co-create a better future.

In a shared society, we should aim to create a friendly and harmonious environment where charities and social enterprises thrive, and which recognizes and nurtures talent and ambition among young people so that they can inspire and serve the public. It is a place where one can share the benefits of economic growth, opportunities and civic rights.

Indeed it is a heart breaking experience to witness the outbreak of suicides last year. We should remove stereotyping of our young people. It can only be done with more communication among all sides. A tragedy is a wake-up call to remind us of the urgent need to implement suicide prevention measures to help adolescents acquire the means to cope with the plight and establish the meaning and hope of life. But simplifying the cause and blaming the system without empowering our young children would only cause us to have missed the opportunities of helping them and putting them back on the right track.

PANEL I - EFFECTIVE COMMUNITY ENGAGEMENT



PANEL SPEAKER

Mr. Duncan McCosh
Assistant Commissioner of Police
Regional Commander
Kowloon East Region

Striving towards Effective Community Engagement

In 2008, the Hong Kong Police Force formally established 'Engaging The Community' as one of its Strategic Directions, with the key objective of making engagement of the community part of the daily life of every Force member. But even before then, the Police Force recognized the importance of strengthening ties with the community it serves. Since the early 1970s the Police Force has developed initiatives aimed at building partnerships with the public. It has not always been easy. Hong Kong has seen numerous periods of unrest, during which time the delicate relationship between the Police Force and the community has often been strained. However, the Police Force has always taken proactive steps to strengthen community ties and enhance public trust.

Like many other police forces, the Hong Kong Police's approach towards community engagement has evolved over time. During the 1960's, Hong Kong experienced widespread and violent disorder, and as a result the Police Force adopted an 'authoritarian', firm, 'no-nonsense' approach to local policing focused on quelling riots and restoring good public order. Effective community engagement was not seen as an urgent priority during these periods of social unrest. During the 1970s, the Police Force was rocked by numerous high-profile corruption scandals, and there was an escalation in violent crime. Public confidence and trust fell to an all time low, and the Force struggled to maintain a positive relationship with the community at large. Recognizing the urgent need to restore public confidence and re-build trust, the Force started to proactively reach out to the community. Early initiatives included the widespread introduction of Neighbourhood Police Centres, as well as a series of high-profile community centred 'fight crime' publicity drives.

In 1973, to encourage members of the public to work hand-in-hand with the Force to fight escalating crime, the Good Citizen Award Scheme was formally established. One year later in 1974, the Force set-up the Junior Police Call (JPC) in order to specifically strengthen ties with young people, and encourage their active participation in crime prevention campaigns. During the 1980s, the Force continued to reach out and reconnect with local communities. The 1990s witnessed significant changes in the Force's approach to policing. Shortcomings with traditional 'Command and Control' reaction-based policing models were acknowledged, and the Force migrated more towards a 'community-orientated' approach. The Force started to attach far greater importance to ensuring policing plans met local community needs, and this continues today.

Having 'Engaging The Community' as a Strategic Direction ensures police officers of all ranks are aware of the importance of maintaining a positive relationship with all sections of the community. Hong Kong prides itself as being an ethnically diverse World City, and the Police Force's approach to community engagement must reflect this. The City's Non-Ethnic Chinese (NEC) population has expanded steadily for many years now, and effectively engaging the different elements of this community presents the Police Force with a number of unique challenges. In addition to the many different language, religious and cultural barriers that exist, it is not uncommon for NEC communities to be suspicious of the police and reluctant to interact with them. These suspicions are often the result of the negative experiences some NECs have endured in their country of origin.



PANEL I - EFFECTIVE COMMUNITY ENGAGEMENT

Mr. Duncan McCosh Continued

The Police Force fully recognizes the need for sensitivity, and organizes regular forums involving NEC community leaders, as well as representatives from different age and gender groups. Efforts are constantly being made to expand ties with NEC communities. Examples of successful programmes include the establishment of teams of Police Community Liaison Assistants of NEC ethnicity, and 'Project Translink', which offers simultaneous translation services to NECs when they come to police stations to make a report. The Force is working particularly hard to reach out and develop inclusive programs for NEC youths.

Hong Kong is not only an ethnically diverse city, but it also has a broad demographic profile, and this also creates challenges for effective police community engagement. The City is experiencing a rapidly expanding ageing population, and the Police Force has recognized the need to design specific engagement programmes that reach out and include the elderly. In 2014, the Force established the Senior Police Call (SPC), providing a platform to expand contacts between police officers and senior citizens. Importantly, the SPC provides a platform for circulating crime prevention messages, and raising the awareness of senior citizens of criminal activity that specifically targets the elderly.

The Occupy Protests of late 2014 had a significant impact on the societal fabric of Hong Kong that included a wave of negative feeling towards the police, particularly among the young and student population. Whilst the Force has sought to re-engage with all sectors of the community, improving its relationships with young people has been a priority. The Force recognizes the fact that young people will help shape Hong Kong's future, and so it is vitally important to foster and develop positive relationships with them. Unfortunately, there will always be individuals who have a deep-rooted hatred of the Force, and who have no interest in building bridges. However, the Force believes the majority of young people can be won over, and effectively engaged. Some young people even regard the Force as one of Hong Kong's finest institutions, and are interested in pursuing careers as police officers. The key to effective youth engagement is to develop communication pathways that are both interesting and relevant to young people. Social Media provides numerous inter-active platforms for enhancing engagement, and whilst the Force must take great care to ensure the accuracy and validity of its social media content, the expanded use of its Facebook, YouTube and Instagram profiles has provided the Force with a very effective means of communicating and interacting with young people. In addition, the JPC continues to provide opportunities to strengthen ties, and enhance youth engagement, and the Police Mentorship Programme provides a peer-based support network for high-calibre graduates contemplating joining the Police Force as a career.

Sport has traditionally proved to be a very effective way of positively changing young people's lives, and the Force supports a number of different programmes in this area. Operation Breakthrough provides a wide variety of sporting opportunities for young people from disadvantaged backgrounds, as well those who have been involved in criminal and anti-social behavior. Breakthrough uses police officers as positive role-models, and encourages young people to live value-centred and healthy life-styles. The programme has achieved very impressive results and has won global acclaim.



PANEL I - EFFECTIVE COMMUNITY ENGAGEMENT

The majority of programmes outlined so far have been large-scale, force-wide initiatives. Truly effective community engagement relies heavily on more locally based initiatives that get to the heart of the concerns expressed by the local population.

In Kowloon East a '4P and 1R' strategy has been introduced to optimize community engagement, with activities focused in the following key areas: Promotion; Prioritize; Planning; Programme and Review. Promotion ensures 'best practices' are highlighted and shared; Prioritize encourages resources to be allocated in accordance with specific engagement targets; Planning centres around building networks between different like-minded stakeholders such as NGOs, sports clubs, schools and teachers, and aligning their Programmed activities. Finally, the different activities are reviewed to ensure objectives are met.

Vital to the success of the Region's engagement activities is the role played by the Police Community Relations Officers (PCROs). These dedicated teams of specially trained police officers provide an essential contact point when organizing activities and events, and play a crucial role building networks and partnerships amongst different stakeholders and interest groups.

Like the Police Force as whole, Kowloon East Region attaches great importance to its youth programmes. The Region believes the Police Force can play a key role promoting social responsibility, positive moral values and healthy-life-style activities amongst the young. Activities seek to deter criminal and anti-social behavior and promote healthy life choices.

As with all other Police Regions, Kowloon East has sought to build lasting partnerships with the community in order to enhance crime prevention. Residential burglary is a real concern across the Region, but particularly in Sai Kung and Tseung Kwan O. Local police stations have established direct lines of communication with vulnerable communities, and crime prevention advice and alerts are regularly communicated. Two-way communication is actively encouraged, with the Police seeking to educate and reassure local communities, whilst local residents are encouraged to report suspicious activity. Close police-community partnerships have achieved impressive results. There has been a significant decrease in burglary, and a number of criminals have been caught red-handed as a direct result of the information provided by local residents.

Another local initiative that has achieved impressive results are 'Police Station Open Days', where different community groups are invited to visit police stations and meet front-line officers. The 'Open Days' help to remove some of the barriers that exist between members of the public and police, and enable citizens to meet officers face-to-face and see at first hand the human face of policing. These encounters have helped to dispel many of the myths and misunderstandings, often exaggerated in the media that can surround police work and the day-to-day lives of police officers.

To conclude, the Police Force's efforts towards community engagement should be regarded as a 'work in progress', and one that is constantly evolving. Whilst the Force has established priorities, these may need to change in response to future events, and changing social needs. There can be no doubt that whilst it may be a long and challenging road ahead, it is one that its key to the Police Force's future success.

PANEL II - INSIGHT FROM CUSTOMER SATISFACTION SURVEY & PUBLIC OPINION SURVEY



PANEL HEAD

Dr. NG Ka-sing, David
Department of Sociology
The Chinese University of
Hong Kong

Words of Panel Head

I was thankful to have the opportunity to take part in the symposium 'Partnership with Our Community' co-hosted by the Hong Kong Police Force and the Centre for Criminology of The University of Hong Kong, and to head a session in which two outstanding presentations were given. The symposium was very professionally organized, and it was encouraging to see the enthusiastic participation of a good number of top-notch and highly respected academics in the symposium. As for me, the homecoming feeling was exciting and heart-warming.

The commitment of the Hong Kong Police Force to zero in on its aim of expanding community partnership is indeed most timely. The role of the Police Force is rather unique as they have, in the past two decades, witnessed and experienced radical changes in society that were of a scale and pace unmatched by most other societies. When the sovereignty of the city transformed overnight, the nature of police work became difficult and complex. With the passage of time, the social, economic and political environment that the Police Force face is only getting more complicated and unforgiving. Hong Kong is now facing a series of post-1997 governance crises. Being the forefront executive arm of the government of the HKSAR, charged with the responsibility to uphold law and order, the Police Force is often perceived as a suppressive power against the people.

In recent years, many people have taken upon themselves to challenge the governance by the government of HKSAR. Some are even becoming more and more prepared to adopt a confrontational attitude to push for their demands. Under such a conflicting political environment, policing is becoming a considerable challenge.

In Hong Kong, it may be expected that the work of the Police Force will continue to be difficult. Until the political divisions within the society are reduced and the governance of the HKSAR is stabilized, the situation is unlikely to improve.

Indeed, the Police Force is working in a society that is different to what it was just a few years ago. Building a closer partnership with the community at this time is certainly more important to the Police Force than it has ever been. It is what can be done and should be done, perhaps with greater resources, to maintain community harmony, gain public support, avoid misunderstanding and reduce division. I believe that all the constructive ideas that have been gathered in the symposium have inspired the Police Force to prioritize the policing needs and formulate strategies ahead, in particular to develop ways to gauge the public's views and identify areas of service that can be improved. I trust they will rise to the enormous challenges.

PANEL II - INSIGHT FROM CUSTOMER SATISFACTION SURVEY & PUBLIC OPINION SURVEY



PANEL SPEAKER

Dr. CHUNG Ting-yiu, Robert
Public Opinion Programme
The University of Hong Kong

From Surveys to Engagement

The Public Opinion Programme (POP) at The University of Hong Kong (HKU) has been studying Hong Kong people's perception and satisfaction of the performance of the Hong Kong Police Force for almost two decades. These include Public Opinion Surveys (POS) and Customer Satisfaction Surveys (CSS), which generally confer a very positive image on the Police Force. However, the changing socio-political environment in recent years has posed tremendous challenges to the Hong Kong Police Force, especially in areas of handling protests and demonstrations. This presentation highlights recent changes in public opinion, and suggests ways to cope with recent challenges by sharpening the research tools already available, as well as developing new methods of opinion collection and public engagement.

In 1994, the Police Force established its Service Quality Wing (SQW) and in 1996, the Police Force launched its Vision and Statement of Common Purpose and Values to implement service quality initiatives. After consulting experts, SQW soon designed and launched a survey cycle comprising POS, CSS, and Staff Opinion Surveys (SOS). HKU POP began to serve the Police Force in conducting these surveys in 1999, while it continued to conduct its own series of tracking poll on the public's satisfaction with the performance of the Force.

This presentation mainly draws on the findings of HKU POP's tracking polls since 1997, and the latest round of Police Force commissioned surveys spanning from 2013 to 2015. Relevant findings from the 2016 annual survey of the Independent Police Complaint Council (IPCC) were also discussed.

According to the tracking surveys, the public image of the Police Force has dropped in recent years. However, when compared to similar surveys on our top leaders and the government in general, the drop is relatively gentle, and the Police Force still commands high respect from the general public. From the Police Force's commissioned surveys, most people have confidence in the Force, feel safe living in Hong Kong, and are satisfied with various police services.

Nevertheless, recent changes in Hong Kong's socio-political environment have posed big challenges to the Hong Kong Police Force, especially to maintaining the delicate balance between exercising police powers and respecting civil rights. As society continues to polarize, it is very important for the Police Force to maintain its professionalism across political divides. It should stand firm on procedural justice in order to retain its legitimacy, and when handling protesters and demonstrators, officers should maintain a high level of sensitivity and empathy in order to gain credibility and sympathy.

In the area of opinion research, new methods and paradigms are desperately needed, in order to cope with new challenges in the new era, including the proliferation of the new media, emergence of cyber space criminology, formation of a new political ecology, and the evolvement of new expectations. On the practical level, the Police Force's survey cycle should be reviewed and enhanced, possibly with the introduction of more public opinion surveys with ad hoc questions, online platforms to collect customer feedback, new models of public engagement like deliberative forums to collect quality opinion, online dialogues with community members, social media monitoring, and special measures for engaging millennials.



PANEL II - INSIGHT FROM CUSTOMER SATISFACTION SURVEY & PUBLIC OPINION SURVEY

Dr. CHUNG Ting-yiu, Robert
Continued

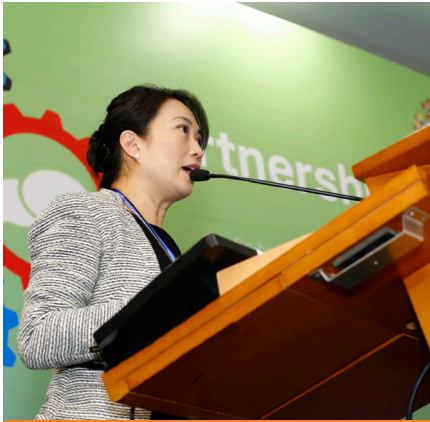
The symposium provided an excellent opportunity for academics and practitioners to exchange views on the development of policing amidst Hong Kong's rapidly changing social and political environment. The theme 'Partnership with Our Community' was most timely, because we are seeing an erosion of trust in Hong Kong and worldwide, whereby political leaders and social institutions gradually lose their authority and legitimacy, so some sort of bottom-up re-integration mechanism has to be constructed.

With the proliferation of the new media especially among millennials, many researchers are beginning to mine and analyze big datasets, like the hit rate of online pages, content analysis of online posts, number of posting, likes, dislikes, and so on. While these analyses are getting more and more useful, it should be noted that online postings are often made, and then echoed, by the outspoken few, and may not give an accurate representation of the public sentiment. Such distortions may be magnified, according to the Spiral of Silence Theory, if the media or the silent majority perceives such vocal opinion to be the majority view, thereby displacing or discouraging divergent views. Conventional representative surveys therefore still play an important role in collecting representative views from the general population, especially when the public view is still forming.

All in all, it seems that an enhanced and integrated approach to study public opinion is called for. On the one hand, conventional representative surveys should be continued, perhaps even more frequently in a timely and flexible manner, while new mechanisms like deliberative forums and online discussions could be introduced, to collect quality opinion and to engage niche groups like millennials and members of specific communities both social and geographical. Social media, on the other hand, would also need to be monitored, even utilized to engage niche groups.

However, at the end of the day, it would not be the research tools or the publicity campaigns that decide the success of the police story. The ultimate factor still lies in the determination of the Police Force itself to uphold its professionalism and integrity, according to the principles of procedural justice and political neutrality. Looking ahead, with definite change of leadership in the top administration of our local government, the call for social re-integration will become stronger and stronger. Opportunities will come for the Police Force to develop, or re-develop, its partnership with various sectors of our community at a fast pace, and the insights collected in the symposium will become an important fuel.

PANEL II - INSIGHT FROM CUSTOMER SATISFACTION SURVEY & PUBLIC OPINION SURVEY



PANEL SPEAKER

Ms. TSANG Yim-sheung, Anna
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Performance Review Branch
Service Quality Wing

Perception is Reality! Or Perception is Reality?

The Police-commissioned Customer Satisfaction Survey in 2015 sampled the opinions of persons who had some direct contact with the Force and the most recent findings showed satisfaction levels at a very high level of 80%. Respondents also indicated high satisfaction with the politeness (over 82%) and quick response of police when making reports (in the first half of 2016, 99.3% of emergency calls were responded on time, 9 minutes in Hong Kong Island and Kowloon, and 15 minutes in New Territories).

The Public Opinion Survey, on the other hand, sampled the opinions of the public at large and was not restricted to those who had actual direct contact with the police. The most recent one, conducted later in the same year in 2015, showed a drop in overall confidence levels from 75% to 62%, despite the fact that over 90% of the respondents still felt safe during daytime and over 75% for nighttime. Findings also showed that respondents' perception of confidence towards police was mainly shaped by mass media including social media, personal experience and general impressions, which could be affected by incidents that took place around the survey time; and that the public expects police officers to be well mannered, fair and impartial, and professional. In addition, the confidence level amongst those aged between 18 and 29, and those who had received tertiary education or above dropped significantly.

Responding to these changes and having concern over the gap between the public perception and customer services, the Force commissioned a Perception Audit in 2016 focusing on the younger and more educated population to explore a more qualitative aspect of the generally quantitative surveys. Insights from this Perception Audit showed that respondents found the police to be efficient, very professional, capable of working under hardship, technologically advanced and well equipped, and with a high standard of discipline. However, respondents also thought that they had no opportunities to interact with the police other than in an official capacity, and young persons perceived police to appear aloof, lacking a human touch and even arrogant when patrolling with their heads up and arms folded. Furthermore, respondents negatively interpreted increased police deployments during public order events as selective law enforcement and specifically targeted against protests.



PANEL II - INSIGHT FROM CUSTOMER SATISFACTION SURVEY & PUBLIC OPINION SURVEY

Ms. TSANG Yim-sheung, Anna
Continued

The Perception Audit showed that youngsters tend to rely on social media to receive news, often from sources that have no responsibilities to check, corroborate or verify the truth or accuracy of their content. Their acceptance of such information may well lead to the formation of misperceptions of facts or circumstances especially in connection with police actions and operations. Coupled with this, increasing social and political polarization in the community frequently finds the Force caught in the middle when trying to balance the rights of freedom of speech of opposing parties and other members of the community at large when policing events or incidents. It was quite clear from these findings that enhancement of mutual understanding and better communications with the public over police actions, procedures and policies was wanted.

Resulting from Surveys and the Perception Audit, the Force is actively examining measures to address the perception gap. This Symposium on 'Partnership with Our Community' not only provided an excellent and timely opportunity to solicit ideas and insights from our scholarly community, especially the distinguished guest speakers and heads of syndicate discussion who took time out of their busy schedules to assist us throughout, but also allowed me to give a presentation and engage in a free flow of frank and constructive exchange of views and opinion on certain police actions on the day. Participants could not agree more that police officers should be encouraged to develop and demonstrate a more human touch while performing their duties, especially when reference was made to the positive community response to the very human accent of "4 o'clock HUI Sir" that so engaged the general public, including youngsters, during the occupy movement. They also appreciated the Force emphasis upon carrying out police duties professionally, in a fair and in an impartial manner as well as the importance of the focus upon being compassionate in all our dealings. In my new capacity as the Deputy Director of Police College, together with other stakeholders, I will endeavor to continue to commit resources to provide the necessary training and culture building workshops to all officers in order to provide better services to our community.

Enhancement of awareness on generational issues and developing better tools to more accurately gauge public sentiment, especially youngsters, is another recommended measure, while communicating using the most up-to-date and commonly used channels, e.g. Facebook and Instagram, is required. Other initiatives involve exploring new platforms to communicate directly with the community in order to gain their understanding and trust; to better manage expectations and to seek constructive feedback for continuous improvement; and matching the desired social outcomes or public value with policing within legal and resources limitation in order to gain public support is expected.

PANEL III - SYNDICATE DISCUSSIONS AND PRESENTATIONS



PANEL HEAD

Mr. LI Kin-fai, Kenneth
Senior Assistant
Commissioner of Police
Director of Management Services

Words of Panel Head

The Hong Kong Police Force - University of Hong Kong Joint Symposium 2016 was designed to facilitate discussions, presentations and recommendations by some 200 participants from the Police Force and from 15 local tertiary institutions on a range of key focus areas and challenges in improving policing functions in Hong Kong. That so many academic professionals took time out of their busy schedules to attend and engage in these discussions was not only a reflection of how important they considered this opportunity to be but also represented an early win in achieving the symposium's stated objective of strengthening 'Partnerships with Our Community'.

As the subjects selected for discussion flowed and developed, a frank and constructive exchange of views took place. Interestingly, some young people, their attitudes and activities and, in particular, their growing dissatisfaction with the established political and social orders became a key focus of concern. For the Police Force, frequently and mistakenly perceived and portrayed as the defender of these established orders, the opportunity to gain insights from educational professionals who are far more intimately connected to and influential with young people has proven very valuable indeed. In the spirit of partnership, the suggestion of joint approaches with NGOs, schools and university faculties to develop enhanced means to engage young people in our community was particularly welcome and is one that the Police Force will hope to take forward in a practical and effective manner.

The examination of 'Effective Community Engagement'; 'Insight from Customer Satisfaction Survey & Public Opinion Survey'; 'Police Survey Strategy', 'Use of Social Media', 'Generation Gap Issues' and 'Legitimacy and Support' produced a wide range of proposals and suggested means to engage the community in general and young people in particular across some very broad areas. The Police Force is now engaged in focusing upon those suggestions and areas where we can most constructively proceed within the constraints of budget and resources.

In terms of 'Community Engagement', the Police Force is well aware of the part it can play in reconnecting the younger generation to the community, understanding and responding to their concerns and frustrations, helping them to construct their identity and commitment to society, and facilitating their involvement in building a better Hong Kong. Again in the spirit of partnership it was pleasing to note that many participants pointed out that this was neither strictly, nor even largely, a policing matter but involved many other Government Departments, NGOs, schools and universities acknowledging responsibilities and working together to achieve these aims. Our efforts going forward will focus upon police interactions with young people, not only enhancing and promoting existing outreach and activity programmes but also evaluating means to best 'tell our story', namely what police are required to do and why and how we think best to do it. We will examine new modes of engagement as well as the tone and content of the messages we wish to deliver.



PANEL III - SYNDICATE DISCUSSIONS AND PRESENTATIONS

Mr. LI Kin-fai, Kenneth
Continued

The symposium has also given the Police Force much to consider in terms of its survey strategies. Clearly, exploring new platforms to communicate directly with the community in order to gain understanding and trust, to better manage expectations, and to seek constructive feedback for continuous improvement is increasingly important, as is matching the desired social outcomes or public value with policing within legal and resources limitations. There were a number of important recommendations made relating to the structure, scope and focus of surveys that are all considered worth pursuing at least to some extent. A mixed media approach is likely to be adopted in future with attention paid to localized and focused as well as general surveys and with efforts made to ensure all sectors of the community can constructively form a part of the survey base.

In the area of social media, discussions at the symposium have encouraged the Police Force to continue with the roll out of new platforms and to improve and expand existing ones. Local-level platforms by Police Districts to help better connect on localized 'bread and butter' issues and a platform allowing the public to make non-emergency reports and access crime prevention measures materials will be seriously considered. Concrete steps to be taken immediately include updating social media awareness and training for officers and a focused symposium on effective use of social media in policing, involving industry providers and overseas law enforcement agencies, which was held in February 2017.

Of course, the symposium was about partnership with the community at large and not just young people, important as they may be. In the interests of inclusiveness and changing population demographics, the elderly and ethnic minorities will remain a focus of the Police Force's engagement efforts, while teachers, professors, social workers, and those who have constant contact with young people will also be the target groups for future engagement.

The Police Force will continue to strive to secure public acceptance of the fact that officers are fair and impartial when executing their duties, and as an organization, the Force is regulated by laws, the courts and public consent, rather than, as is sometime misperceived, merely a law enforcement arm of the Government. It is considered important for the Police Force to manage public expectation and build community confidence by enhancing public understanding of their work, especially what the Force is doing and why we are doing it. More emphasis in these areas and perhaps a simpler and clearer message will be the approaches the Police Force can hope to develop.

I hope that this year's symposium was as valuable, as enlightening and as enjoyable for all participants as it was for me personally. It has provided the Police Force with much to consider and some very practical steps that it can begin to take in the near future. I would like to add my sincere thanks to all who organized and took part in the event and look forward to the next such gathering in two to three years' time.

PANEL III - SYNDICATE DISCUSSIONS AND PRESENTATIONS

POLICE SURVEY STRATEGY



PRESENTING SYNDICATE HEAD

Dr. HO Ka-ki, Lawrence
Department of Social Sciences
The Education University of
Hong Kong



SYNDICATE HEAD

Prof. YIP Siu-fai, Paul
Department of Social Work and
Social Administration
The University of Hong Kong



SYNDICATE HEAD

Dr. CHEUNG Ching, Jocelyn
Chief Superintendent of Police
District Commander
Kowloon City District



SYNDICATE HEAD

Dr. Graham Mitchelmore
Chief Superintendent of Police
District Commander
Eastern District

PANEL III - SYNDICATE DISCUSSIONS AND PRESENTATIONS



PRESENTING SYNDICATE HEAD

Dr. HO Ka-ki, Lawrence
Department of Social Sciences
The Education University of
Hong Kong

The 'Survey' panelists were composed of academia specializing in the social sciences, and serving police officers. Members of the four syndicates thoroughly exchanged their views on the Police Force's current social survey mechanism. The two key dimensions of discussions included the controversies over the Public Opinion Survey (POS), and the possibilities to advance current practice for gathering the public perception towards the Police Force.

Panelists unanimously agreed on the value of POS, which has been conducted for more than two decades by The University of Hong Kong. In the meantime, some syndicate members expressed their concern on the latest developments of Hong Kong society that might constrain the effectiveness of POS studies. Two key worries addressed by the panelists included the limited accessibility of POS to the citizens through telephone lines, and insufficient complexity for the verbal and numeric rubrics to fully reveal the orientation of respondents. Technical critiques towards the sole reliance of POS were also raised, like the inability to track the changing perception over a period of time, ambiguous definition over some key terms that might be quite sentimental, lack of a multi-linguistic version of the questionnaires, and the incomprehensive coverage of several important variables. Individual panelists suggested that these insufficiencies may not be very facilitating for the Police Force to identify areas for improvement in pursuit of excellence.

Some concrete suggestions were voiced in response to these emerging dilemmas. Instead of completely deconstructing the prevailing mechanism, there were suggestions to introduce qualitative methodologies on top of the current POS to enrich the repertoire of reportage. Case-based researches, focus group interviews and the appointment of academia as advisors were considered as effective supplements. Meanwhile, opinions were raised to incorporate the perceptions from several more clusters in the future studies: the serving and retired police personnel, the young cohort and the ethnic minorities. In alignment with the latest trend of evident-based policing, there was also an idea to make reference to big data (the statistics figures collected by multiple sources) before working out the future strategies on the investigation of clients' satisfaction.

PANEL III - SYNDICATE DISCUSSIONS AND PRESENTATIONS

USE OF SOCIAL MEDIA



PRESENTING SYNDICATE HEAD

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Department of Public Policy
City University of Hong Kong



SYNDICATE HEAD

Dr. HUI Kwok-hung, Glenn
Department of Public Policy
City University of Hong Kong



SYNDICATE HEAD

Mr. WONG Ying-wai, Lawrence
Chief Superintendent of Police
Commercial Crime Bureau



SYNDICATE HEAD

Mr. KWOK Pak-chung, Patrick
Chief Superintendent of Police
District Commander
Yau Tsim District

PANEL III - SYNDICATE DISCUSSIONS AND PRESENTATIONS



PRESENTING SYNDICATE HEAD

Dr. CHEUNG Chor-yung
Department of Public Policy
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In the symposium, four syndicates (3, 4, 7, and 8) led by Dr. Glenn Hui, Chief Superintendent of Police Mr. Lawrence Wong, Chief Superintendent of Police Mr. Patrick Kwok and the undersigned respectively, were assigned the task of discussing the topic of the use of social media in the Police Force.

Before the symposium, the four syndicate leaders met to discuss how the syndicate discussion should be conducted. At the meeting, a 2-pronged approach was agreed. Firstly, the syndicates would concentrate on 4 main areas to review the Police Force's use of social media. These 4 areas are: 1) How effective is the current use of social media by the Force? 2) What are the major challenges in the use of social media by the Force? 3) What concrete actions could be proposed to further improve the use of social media in the Force? And, 4) what overall strategy and enhancement of the Force's institutional capacity should be developed to improve policing in the age of social media?

Secondly, the meeting also agreed that crime prevention and community relationship building are likely to be the two major areas of police work in which the better use of social media may promote customer satisfaction and public confidence in the Police Force, although it was noted that the more sensitive area of police operations and the more technical area of the use of big data in enhancing the effectiveness of policing should not be neglected.

During the discussion in the symposium, syndicate members in general found that the Police Force has been using a wide range of social media platforms to promote the image of the Force and to communicate with the public. The Police Force first developed and introduced its HKPF Mobile Apps in 2012 for better dissemination of police information to the public. In 2013, HKPF YouTube was introduced to upload relevant promotional videos to social media. The Facebook Page of HKPF has been around since 2015, providing an interactive platform to those who follow such a Page. And on the date of the symposium, which was 30 November 2016, the Police Force just introduced its HKPF Instagram profile. Since speed and images are most crucial to attract the attention of the users in social media, with the introduction of HKPF Facebook Page and HKPF Instagram, the Police Force could have speedy responses to external events by posting photos, pictures or images onto its Facebook Page and Instagram for social media communication purposes.

Syndicate participants found that for effective social media communication, one must learn how to speak in the tone and style of social media users, who predominantly are from the younger generations. Also, the contents of the posts/videos used in social media must be interesting and entertaining, with constant updates and developments in order to sustain the 'talking point' nature of this kind of communication. It was found that the 'Belt Buckle' video by the Police Force was the most successful example in this regard, with 3.15 million public reaches.



PANEL III - SYNDICATE DISCUSSIONS AND PRESENTATIONS

Participants were informed that the Police Force has adopted a comprehensive 3-pronged strategy in connecting with the public and other stakeholders. The 3 parts of the strategy are: Professional Communication, Capacity Building and IT Application, with social media being part of the strategy within IT Application. There is also a regular, bi-weekly meeting by the senior management to review and develop its social media usage, with regular meetings at the working level to share and discuss good social media practices. Some participants were of the view that the Police Force's recent use of social media was successful in deterring crime, particularly in relation to the telephone deception cases happening of late.

During the discussion, it was highlighted that for more mature generations to be fully conversant in social media communications amounts to learning a complete new language, with new and complex vocabulary, and IT know-how. This itself could be quite a challenge for many officers (some of whom may be in command or managerial positions) who have not grown up with social media. The younger generation who are heavy users of social media in their daily communication are not only more IT savvy, they also have their own style of communication when they are online. Apart from the challenge of speaking the social media users' language and in their tone and style, messages posted by the Police Force will have to be 100% accurate, credible, dignified, yet at the same time need to be speedy, timely, interesting, having the ability to sustain public's interest in its contents, and often need to be tailor-made for different audiences/specific groups like ethnic minorities or special groups in our community.

In this regard, participants in the syndicate discussion suggested that the Police Force should further broaden its use of social media platforms to reach out to more and diverse groups and specific communities (e.g. groups speaking different languages or with different nationalities). It was suggested that Twitter and Weibo are prime social media sites where the Police Force could consider extending its presence. Participants were mindful of the resource implications of doing this. But given the increasing importance of social media communication, it was believed that more manpower and resources should be deployed to this area and, if necessary, the Police Force may consider outsourcing some of the work in social media communication to outside experts/companies to help maintain the quality and relevance of its social media communication.

The discussion made reference to overseas experience and encouraged the Police Force to adopt a similar approach to that adopted by the United Kingdom's West Midland Police. Frontline formations in the Hong Kong Police Force may develop their respective websites for their regions/districts to provide useful information on crime prevention, crime trends and other relevant law and order matters to the public. The vision for the Police Force in this aspect should be to help the public develop the habit of browsing through police useful websites for information when it comes to crime prevention or matters related to law and order instead of habitually using Google for information instead.



PANEL III - SYNDICATE DISCUSSIONS AND PRESENTATIONS

Dr. CHEUNG Chor-yung
Continued

From a more holistic and long-term perspective, participants believed that a Force-wide social media strategy should be developed within the Police Force with the full support of the senior management. In conjunction with this, social media training should become a Force-wide requirement so that all members of the Police Force are aware of the importance of social media communication in enhancing the Force's image and engaging the public in the work of policing. A good reference example in this regard from the UK is the document produced by National Policing Improvement Agency entitled 'Engage: Digital and Social Media Engagement for the Police Service'.

Some members in the syndicates suggested that perhaps the Police Force should invite some social media celebrities to help produce suitable social media messages/videos/posts for the Force and to advise on the Force's strategy in social media communication. Regular feedback from users (particularly from the younger generation) like surveys, focus groups, etc. should be conducted for continual improvement in the Police Force's social media communication performance.

Last but not the least, the discussion was mindful of the fact that apart from social media, mainstream media or direct community or person to person contacts are equally important when it comes to improving the Police Force's engagement with the public. One should not over-stress the importance of social media at the expenses of other important areas of engagement. Furthermore, while there will be even more challenges for the Police Force when it comes to dealing with the more sensitive issues related to social conflicts, partisan politics or polarization of politics in our community, the Force should adopt a proactive, fair and forthright approach in engaging with all sectors of the community, irrespective of their political stance and bias.

The discussion, however, did not address the question of using big data to help crime prevention in the symposium this time round. It is hoped that this topic will be covered on future occasions for the benefit of better policing.

PANEL III - SYNDICATE DISCUSSIONS AND PRESENTATIONS

GENERATION GAP



PRESENTING SYNDICATE HEAD

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SYNDICATE HEAD

Prof. CHUI Wing-hong, Eric
Department of
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SYNDICATE HEAD

Mr. TSUI Wai-hung, Fred
Chief Superintendent of Police
Deputy Regional Commander
Marine Region



SYNDICATE HEAD

Mr. CHO Ming-lung, Samson
Chief Superintendent of Police
Deputy Director
Hong Kong Police College

PANEL III - SYNDICATE DISCUSSIONS AND PRESENTATIONS



PRESENTING SYNDICATE HEAD

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One of the reasons for the growing awareness of generational differences is that the perception of authority has undergone drastic changes in the past years. What was once taken for granted is now constantly under challenge. Old norms and rules are no longer unquestioned. Authority, and not just in the public and political domain but also in almost all aspects of our social life, is being rapidly eroded. More critically, the erosion of authority has not been made up by the establishment of new norms and rules of order. Authority has been openly questioned and order has not yet been effectively restored. It is probably not yet a state of breakdown but the loosening of the pre-existing order is found to be problematic.

This growing sense of uneasiness has led many to suggest that the generational gap is widening. Communication has broken down and misunderstandings are increasing. But before jumping too quickly to the conclusion that this must be the consequence of a widening generation gap, perhaps we can also try to look at the problem from a different perspective – perhaps it is an information gap. It is not age per se that makes it difficult to facilitate communication across generations. And generational difference is nothing new; in fact, this issue has been around for a long time. Rather, it is the failure of knowing (and, of course, understanding too) the situation of our counterparts in an inter-generational dialogue that creates tensions and conflicts. There is a need to know and understand what young people have on their mind. Without knowing, merely formal communication will not help bridge the gap.

But to suggest that we need to communicate and understand each other is always easier to say than to put it into practice. The question is: how? It is suggested that the starting point is to listen with respect. The point is that it is not simply to take note of what they say but actually try to put ourselves into their shoes – to be able to develop some kind of sympathetic understanding of their situation. This is not to suggest that we nod and agree. It is to say that we listen and try to understand.

Equally important is that we will try to speak in the same wave-length. We learn to 'speak their language'. This would help to build a rapport and facilitate communication. Also, we need to try to respond with a solution to offer. Communication is not gestural; it is to get our message across.

In order to make communication effective, we have to know the kind of expression they like to use, the protocol they follow, and the kind of person they will interact with. Quite often, it is found that young people, including those who are quite radical in terms of their political orientation, are willing to talk and exchange ideas in a private setting. But once they step out into the public domain, they will feel the pressure from their peers and will adjust their opinions accordingly.



PANEL III - SYNDICATE DISCUSSIONS AND PRESENTATIONS

How to effectively use the resources within the community for the purpose of establishing contact with young people is a question that deserves more attention. There are different agents in the community, e.g. NGOs, schools, and neighbourhood groups that are able to reach our young people. Indeed, schools and their student organizations are always the effective starting point and interface for reaching out to young people. In this connection, schoolteachers, and probably future schoolteachers too (i.e., college students who aspire to become school teachers), are targets for networking, mutual exchange, and sharing. This is to look at the process of engaging young people from a longer perspective. It is not only to deal with immediate issues, but to build ties and bridges for genuine communication in the long run. With the assistance of various agents in the broader community, the Police Force can build its points of contact as well as networks for getting in touch with young people.

It is suggested that members of the Police Force can draw upon their own staff's school connections (e.g., old boys' and girls' networks with former secondary school) to find the opportunity of talking to teenagers. It is not to give a textbook type of introduction to policing. The approach to talking to teenagers should be informal, personal, and easy to understand. Also, they can broaden the networks via the organization of sports activities and various forms of adventure activity. Meanwhile, they should also make the best use of the opportunity of re-branding the Junior Police Call (JPC) to further strengthen their appeal to young people. The JPC has its own history but that also implies the possibility of developing a growing distance from the younger cohorts. In order to capture young people's attention and to make it approachable, the JPC needs to undergo a process of reorganization and re-branding.

There are lots of issues the Police Force should look into. Those related to generational difference are only part of the many issues on the agenda. Having an awareness of the inadequacies in current practice is a good starting point for making improvements. And only by continuously seeking improvements in a changing environment can the Police Force maintain its high standard of performance. Contemporary societies are characterized by uncertainty and liquidity. The cycle of social change is getting shorter and shorter. And the broader environment is becoming unpredictable. In order to cope with such changes, one looks ahead and always gets ready to meet new challenges.

PANEL III - SYNDICATE DISCUSSIONS AND PRESENTATIONS

LEGITIMACY & SUPPORT



PRESENTING SYNDICATE HEAD

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Chief Superintendent of Police
Deputy Director
Hong Kong Police College



SYNDICATE HEAD

Mr. SIU Kit-hung, Tony
Chief Superintendent of Police
District Commander
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SYNDICATE HEAD

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SYNDICATE HEAD

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PANEL III - SYNDICATE DISCUSSIONS AND PRESENTATIONS



PRESENTING SYNDICATE HEAD

Dr. CHENG Tak-ming, Eric
Chief Superintendent of Police
Deputy Director
Hong Kong Police College

The Hong Kong Police Force is rooted in the communities it serves and has always been a part of Hong Kong society it seeks to protect. Good policing draws its wisdom from different stakeholders. Back in 2013, the Police Force co-hosted with The University of Hong Kong a symposium on police culture, generational issues and public trust. Three years on, in November 2016 a second academic-practitioner symposium was run on the very relevant theme of 'Partnership with Our Community'.

As one of the highlights of the one-day symposium, Panel III examined the issue of 'How can community partnership projects enhance or strengthen police legitimacy and support?' Comprising four syndicates, the group of 20-odd academics of different disciplines and from different institutions mixed and engaged actively with a similar number of police officers from diverse police units.

After rounds of engaging discussion, probing deliberation and friendly debates on the topic, the heads of the four syndicates summed up their research and discussion findings to the Presenting Syndicate Head concerned, namely myself.

In the ensuing presentation, I sought first to deconstruct the proposition and started by emphasizing that the Police Force cannot operate alone in achieving its mandate, which is stipulated in the Police Force Ordinance. The Police Force has always been anchored within the communities it serves and protects. To ensure the effective delivery of its business, the Police Force needs to win approval or secure legitimacy of its work. For many years, community partnership projects have been undertaken by the Police Force to seek and summons support from society for its work.

In probing the fundamentals, the syndicates actually had an interesting discussion on what community partnership projects are. The community partners, as the term suggests, could include and mean different sectors of society, whether they be youth, the elderly, students, professionals, academia, trade or the grassroots in the communities. As to what qualifies as a project, there were debates within syndicates on the traditional way of engaging the community through the staging of community-based activities or campaigns. Some of the syndicate members suggested that more innovative or creative ways to proactively reach out to the different sectors or segments of society, and the use of social media or technologies be considered as we are living in a digital age where the flow, spread and reach of information is fast, wide and deep. Whilst the traditional ways of engaging the communities might still work with some segments or groups of people, they might not be effective in finding resonance with the more technology savvy younger generations. There have also been lively discussions on whether the term community engagement endeavour, rather than community partnership projects, should be a more appropriate description of the long term efforts of the Police Force to engage with the communities, as the term 'project' might have an end date and is of short term significance.

The syndicates were also of the view that the timing, the ways of conducting, and the deep understanding of the police officers' responsibilities about their projects or endeavour will determine the success or otherwise of these well-meant police initiatives. Officers must have a good appreciation of the meaning, the rationale and the importance of the projects under their charge, not merely the basic information on how and when the projects are to be conducted.

PANEL III - SYNDICATE DISCUSSIONS AND PRESENTATIONS

Dr. CHENG Tak-ming, Eric Continued

The syndicates also pointed out the following six core elements for a successful community partnership projects:

- Respect for the rights of the public;
- Empowerment of the officers in charge of the project to achieve the agreed goals with the communities
- Sharing with the public the relevant information and duties of the police in these projects
- Training to be provided to the officers involved in these projects on the strategic meaning and tactical significance of these projects
- Ownership of these projects to be clearly established
- Leadership to be emphasised in driving and implementing these projects

In emphasizing the importance of seeking legitimacy of the police work, I also drew reference from some of Sir Robert Peel's Nine Principles of Law Enforcement:

- The ability of the police to perform their duties is dependent upon public approval of police actions.
- Police must observe the willing cooperation of the public in voluntary observance of the law to be able to secure and maintain the respect of the public...
- Police seek and preserve public favour not by catering to the public opinion but by constantly demonstrating absolute impartial service to the law..."

The syndicates agreed that due to finite police resources, the Police Force itself cannot fulfill its mandate without seeking and securing support from the communities it serves. There needs to be a general compliance by the public at large with the laws as crime prevention is considered to be better than post-case crime detection which takes up a lot of resources. A partnership approach together with the communities is thus considered to be the best approach towards addressing policing issues. In summing up for the syndicates I drew on academic research in arguing that 'a legitimacy-based strategy of policing increases voluntary cooperation with the law by drawing on people's feelings of responsibility and obligation', and also 'the legitimacy of authorities and institutions is rooted in public views about the appropriateness of the manner in which the police exercise their authority'. It is thus important police officers are considered to be trustworthy, honest and concerned with the well-being of the people they deal with in order that police authority can be accepted.

The symposium also heard that the Police Force has been undertaking a number of very successful initiatives to forge long-term partnerships with different segments of society, such as the Junior Police Call, Senior Police Call, Project Gemstone, Project One World, Operation Breakthrough etc.

In explaining briefly the many community partnership projects I noted certain commonalities threading through them. These include: projects' objectives in full alignment with the Force Vision and Mission, adopting a multi-agency approach with the involvement of different agencies and stakeholders, enough information and details to reflect the transparency of the projects, and the embedding of Force values in these projects.

The syndicates also pointed out as listed on the left six core elements for a successful community partnership projects.

The syndicates also proposed to the symposium a 'Confidence and Trust Model' on effective community partnership engagement, as adapted from one used by the UK College of Policing.

I explained that effective community partnership projects involve a good understanding of the priorities of the communities, adopting a collaborative approach towards solving problems of the communities, instilling the trust in police, the trust about police actions and judgments and trust of the use of powers by and of the police. With adequate trust in the police, the community will work closely with the police, which in a way drives police actions and sustains the success of any community engagement endeavour.

PANEL III - SYNDICATE DISCUSSIONS AND PRESENTATIONS

In concluding the presentation on behalf of the four syndicates I stressed the importance of working on the basics of general policing to achieve service excellence, which will help to build, foster and sustain the long term trust and confidence of the public in the police. It is through active and well-executed engagement with the public and a good mutual understanding of each other's needs that long term partnership could pay off both in the short and long terms.

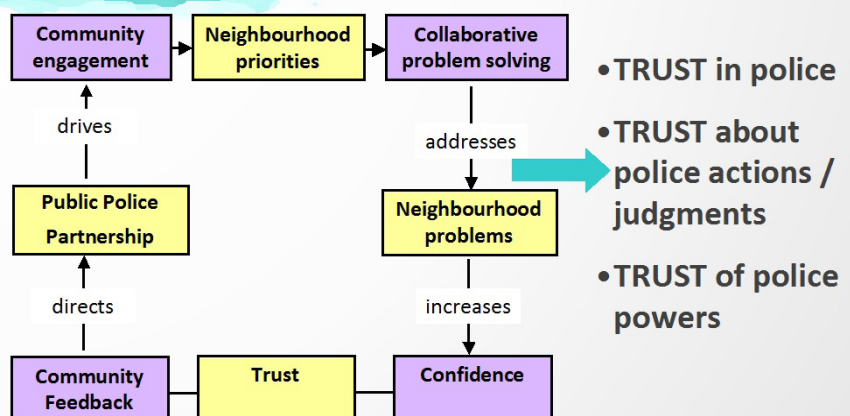
Although the symposium was strictly speaking not an academic conference, it however achieved more than what an academic meeting would have otherwise attained. It brought together academia and practitioners, people of diverse backgrounds, police interaction, experiences and beliefs. Like the many syndicates of other groups, the four syndicates of the extant topic on community partnership projects had a frank, open and lively discussion of what the essence of the community partnership projects is and how they could strengthen police legitimacy.

Despite their sometimes-gaping differences in beliefs, all participants agreed that the symposium helped to bridge the gaps in knowledge and understanding of police work, and the community needs. As for the specific topic of the four syndicates, they noted the Police Force's efforts in community engagement, and would have argued that the Force has adopted a more proactive, innovative approach towards reaching out to different societal segments. Assistance from academia to adopt an evidence-based approach towards evaluating the success of these projects could also be explored and considered.

The symposium in itself being a community partnership project has helped to garner and to a certain extent increase the understanding and support from an important sector of society, namely academia, of what the police is seeking to do, at different levels, in different districts and with different objectives.

It was a well-organized symposium and was certainly worth attending, and running again.

E. The Confidence & Trust Model



Source: 'Engagement' | College of Policing available at <http://www.app.college.police.uk/app-content/engagement-and-communication/engaging-with-communities/>



Hong Kong Police Force
The Government of the Hong Kong Special Administrative Region

FORCE INITIATIVES OF ENHANCING COMMUNITY ENGAGEMENT AND OFFICERS' QUALITY

Project Star-making For Ethnic Minorities

Originally established in July 2013, 'Project Star-Making For Ethnic Minorities' is jointly organized by the Kowloon City District, Caritas Kowloon Community Centre and Kowloon Chamber of Commerce. To date, approximately 200 ethnic minority students have benefited from the project.

The objectives of the project are to firstly, help ethnic minority students to attain a higher level of Chinese Language proficiency, and secondly, to assist ethnic minority students to further integrate into local communities. In addition, the programme provides a platform where serving police officers, including those from ethnic minority backgrounds can share their personal experiences with students who have expressed an interest in joining the Civil Service or the Police Force.

The Chinese language-learning programme has been designed by the Principal Project Consultant, Faculty of Arts of the Hong Kong Baptist University, and is tailor-made to meet the needs of ethnic minority students. The students attend weekly classes held every Sunday, and are grouped in accordance with their language proficiency. In addition to the academic work, the programme offers a variety of leadership and healthy-lifestyle activities such as sports competitions, and outdoor recreational visits designed to develop personal confidence, self-discipline, and team building.



FORCE INITIATIVES OF ENHANCING COMMUNITY ENGAGEMENT AND OFFICERS' QUALITY

Management of Corporate Knowledge, Experiences and Wisdom

Knowledge Management (KM), viewed at the strategic level, is considered essential if the Hong Kong Police Force is going to evolve to be a self-learning organisation. At the heart of this approach is the objective to build capacity, and encourage officers at all levels to be 'Knowledge Leaders / Workers in Action'.

Force KM Strategy in Practice

KM is guided by a definitive KM Policy Statement, and adopts a five-pronged approach in its implementation.



Force Knowledge Management Strategic Plan 2016-2020



The Strategic Plan sets the future direction for KM in the Force for the next 5-years, and seeks to build an even more professional organization with enhanced capacity for self-learning, self-renewal, as well as the ability to be self-innovating.

FORCE INITIATIVES OF ENHANCING COMMUNITY ENGAGEMENT AND OFFICERS' QUALITY

Management of Corporate Knowledge, Experiences and Wisdom

Wisdom Buffet



Knowledge Café
知識茶座

sharing on practical frontline policing or policing viewed from policy level
分享前線警察實戰經驗或從政策層面思考警務工作

Detective Casebook Series
刑偵解碼系列

sharing on concluded serious crime cases or noteworthy operations
分享已結案的嚴重罪案或值得注意的行動

Senior Leaders' Exit Debriefing Series
領袖薪火對話系列

sharing by directorate officers (CSP & above) on policing experiences prior to their retirement
由即將退休的首長級（總警司及以上階級）人員分享其警政經驗

Intellectual 40m
智慧加碼40分

sharing for 40 minutes during lunch time on non-policing related topics at Force Library
在午膳時關於警隊圖書館舉行為時40分鐘、以非警務工作為題的分享會

The Blue Moon Sharing Series
藍月亮分享系列

sharing by officers on their learning from overseas or mainland development courses or secondment
由曾於海外/內地修讀發展課程或借調海外/內地的人員分享其學習經驗

Beyond Boundaries Learning Series
《無邊界學習》執法伙伴系列

sharing by other departments or agencies on issues with a policing interface
由其他部門或機構的人員分享其與警隊合作的經驗

'Meet A CRO' (MACRO) Learning Series
「與指揮官學習」系列

sharing of policing wisdom by a Commissioner Rank Officer (ACP & above) on his areas of responsibilities
由處長級人員（助理處長或以上階級）就其職責範圍分享有關處理警政事務的智慧

Research Enhanced Applied Policing (REAP) Series
應用警政研究系列

sharing by academia or Force members on evidence-based policing research
由學者或警隊成員分享其以實證為基礎的警政研究

Management Development Programme (MDP) Sharing
管理人員發展計劃

primarily sharing by outstanding leaders from other law enforcement agencies or reputable academia
主要由其他執法機構的傑出領袖或知名學者分享其知識經驗

At the frontline, nine different types of KM activities, form the 'main course' of the Force's 'Wisdom Buffet', with each providing interactive and multifaceted learning tools to satisfy the training needs of all officers, regardless of their rank and role.

FORCE INITIATIVES OF ENHANCING COMMUNITY ENGAGEMENT AND OFFICERS' QUALITY

Project GEMSTONE (寶石計劃) (Yau Tsim Police District)

Objective:

- Enhance the Chinese language proficiency of young people from ethnic minorities;
- Provide more opportunities to help ethnic minorities integrate more into local communities; and
- Strengthening ethnic minorities' capabilities and knowledge so that they could join the Police Force, or other branches of Hong Kong's Civil Service.

Every Saturday, 'tailor-made' Chinese language tutorial classes run by a qualified Chinese teacher are held to help young persons from ethnic minority backgrounds better acquaint themselves with the local language. To support the programme further, 40 police volunteers from Yau Tsim District are assigned as mentors, and they will assist the young persons by organizing activities such as group discussion, role-plays, and mock-interviews. All the activities are designed to enhance the young person's leadership and life-skills, better equipping them to pass the selection for the Police Force, or any other profession. Currently, there are approximately 175 students (from Pakistan, India, Nepal, Indonesia and Philippines) involved in the programme, which is run free of charge.



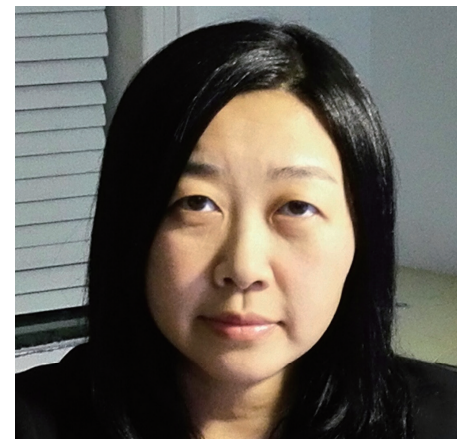
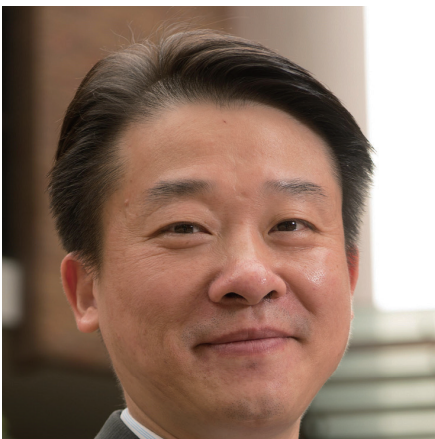
Since the commencement of this Project in Feb 2013, 11 GEMSTONE students have joined disciplinary forces (including 9 in the Police Force).

Awards of Project GEMSTONE:

- Civil Service Bureau - Gold Prize of the Civil Service Outstanding Service Award Scheme 2015 (Specialized Service)
- Service Quality Wing of Hong Kong Police Force – Gold Prize of the Service Quality Award Scheme 2014/15
- India Club - India Award for Project GEMSTONE
- Rotary Club of Kowloon Golden Mile - Rotary Club Award - Excellence Vocational Awards.



Honorary Research Fellowship Scheme (名譽研究學人計劃)



With the view of expanding the Police Force's research capability and leveraging the research expertise of reputable training and research institutes both local and overseas, the Hong Kong Police College (HKPC) launched the Honorary Research Fellowship Scheme (HRFS) in April 2015. Under the HRFS, Director of HKPC appoints renowned and suitable academics from both local and overseas as Honorary Senior Research Fellows or Honorary Research Fellows. The appointed Fellows will conduct research projects on agreed topics jointly or in collaboration with the Force, and the research findings will be used to enhance policing policies and practices.

Since April 2015, six renowned local academics have been appointed under the HRFS. Professor YIP Siu-fai, Paul, Director of the Hong Kong Jockey Club Centre for Suicide Research and Prevention of The University of Hong Kong, and Professor Karen Ann Joe LAIDLER, Director of the Centre for Criminology of The University of Hong Kong, were both appointed as Honorary Senior Research Fellows; Dr AU Wing-tung, Winton, Associate Professor of Department of Psychology of The Chinese University of Hong Kong; Dr CHENG Shu-kei, Andy, Associate Professor of Department of Rehabilitation Sciences of The Hong Kong Polytechnic University; Dr WONG Wai-ching, Paul, Assistant Professor of Department of Social Work and Social Administration of The University of Hong Kong and Dr ZHONG Hua, Sara, Associate Professor of Department of Sociology of The Chinese University of Hong Kong were appointed as the Honorary Research Fellows.

FORCE INITIATIVES OF ENHANCING COMMUNITY ENGAGEMENT AND OFFICERS' QUALITY

Application of Learning Technologies

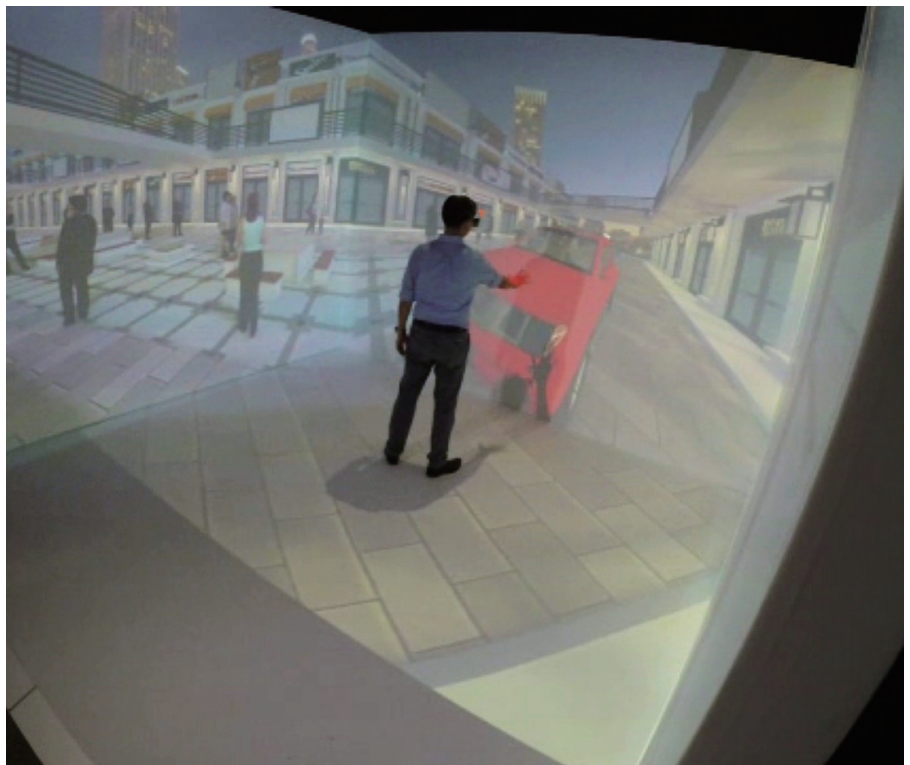
The rapid development of advance technologies has made IT system more user-friendly and affordable. Technologies also help increase learning effectiveness and efficiency. In the past few years, the Learning Technologies Division of the Hong Kong Police College has developed many high quality application systems and software platforms to facilitate Force training.



In 2014, the Learning Technologies Division set up, among all disciplined services in Hong Kong, the first Interactive Scenario-based Training Centre with the adoption of various self-developed software and systems to support the Force and strategic partners in the government in management training and scenario planning for large-scale exercises and the policing of public order events.



In the same year, with the support of Applied Science and Technology Research Institute (ASTRI), and Innovation and Technology Fund (ITF), the Hong Kong Police College launched the first collaborative project of using tablet computers in various aspects of police training, such as the Recruit Training, Professional Development Training and Detective Training. Police College has also explored the use of Radio Frequency Identification (RFID) technology by the Force Disaster Victim Identification Units in disaster management.



In 2015, the Hong Kong Police College further enhanced its collaborations with other Research and Development Institutes and built the first 3D immersive and interactive visualization system, namely "Detective Boulevard" to provide stereoscopic views of crime scenes for detective trainees. The system was developed by the research team of the Department of Industrial and Manufacturing Systems Engineering (IMSE), The University of Hong Kong under the coordination of HK R&D Centre for Logistics and Supply Chain Management Enabling Technologies (LSCM).

FORCE INITIATIVES OF ENHANCING COMMUNITY ENGAGEMENT AND OFFICERS' QUALITY

Senior Police Call (SPC) Scheme

To address both the local community needs, and the policing concerns associated with a rapidly expanding ageing population, in February 2014, the Police Force established the Senior Police Call (SPC). A Central Advisory Board comprising experts from elderly services, schools, and social leaders was set up to provide strategic advice on the development of the scheme.

The objectives of the SPC scheme are, to enhance communication with the elderly through proactive engagement, and promote crime prevention by developing fight crime partnership with the elderly. In addition, the scheme seeks to promote personal safety by reducing victimization, and enhancing road safety awareness. The scheme also provides a platform for the elderly to participate in meaningful activities that serve the community. As of September 2016, there are approximately 6,700 SPC members from 21 Police Districts involved in the scheme.



In December 2015, the SPC 'Captain System' was introduced. SPC Captains are provided with additional training to enhance their leadership and

presentation skills, and are taught how to organize and run their own crime prevention / road safety events. As of October 2016, 606 SPC Captains have been appointed.

SPC members are also be invited to participate in various meaningful activities, including visiting and providing comfort for senior citizens living alone, participating in for fight-crime / crime prevention campaigns, and organizing and promoting Anti-Crime / Road Safety seminars. Some SPC members have been appointed as ambassadors for 'Wealth Management and Anti-Investment Scam' events, designed to help to spread important crime prevention advice to other vulnerable senior citizens.



FORCE INITIATIVES OF ENHANCING COMMUNITY ENGAGEMENT AND OFFICERS' QUALITY

Junior Police Call (JPC) Scheme Be a Leader, Fight Crime Together.

The Police Force's Public Relations Bureau (PPRB) first launched the Junior Police Call (JPC) Scheme in 1974 to create a better understanding between young people and the Police Force, and to encourage young people to be actively involved in the fight against crime. The scheme's vision is for the JPC to become one of the largest youth organisations in Hong Kong, and for the JPC to work with the Police Force to ensure Hong Kong remains one of the safest and most stable societies in the world.

Over the years the JPC has grown rapidly, and its role has expanded. In addition to fostering partnerships between the Police Force and young persons to fight crime, the JPC also hopes to encourage young people to develop positive social values and participate in healthy-lifestyle activities.

The JPC Headquarters is at PPRB, and it has branches are located throughout Hong Kong in over 20 police districts. Since 1975, one of the JPC's core activities has been to develop school clubs in both primary and secondary schools. As of August 2016, the JPC has been able to successfully establish more than 780 school-based clubs. In addition, since its commencement in 2014, the JPC Leader Corps has expanded to 29 schools.

The JPC organizes a wide variety of training activities including: Police Force knowledge and familiarization, leadership and management development, sports and recreation. Additional training is offered to members of both the JPC Emcee Cadre and JPC Reporter Cadre to enhance their communication and presentation skills.

Moving forward, JPC members are now building strong partnership with local communities to fight crime, and raise awareness of local crime prevention strategies. The JPC is focussing its efforts on developing future leaders, and equipping them with important life-skills so they may better serve the community.



FORCE INITIATIVES OF ENHANCING COMMUNITY ENGAGEMENT AND OFFICERS' QUALITY

Accredited Training Programmes

Police Force recruit training has over the years evolved from providing new officers with the basic fundamental skills to enable them to perform their constabulary duties, to modern, professionally run accredited programmes, with the overall objectives of raising a recruit officer's skill-set, enhancing professionalism and core competences, and enshrining positive ethics and values-driven quality service.

In June 2014, the Police College's foundation training programmes were fully accredited by the Hong Kong Council for Accreditation of Academic and Vocational Qualifications (HKCAAVQ) under the Hong Kong Qualifications Frameworks (HKQF). Now, upon completion of training, Probationary Inspectors (PI) are awarded a Professional Diploma in Leadership and Management in Policing at QF Level 5 (equivalent to Bachelor's Degree in the academic sector), and Recruit Police Constables (RPC) are awarded the Professional Diploma in Policing at QF Level 4 (equivalent to an Associate Degree or Higher Diploma in the academic sector).

In January 2016, the HKCAAVQ accredited all the six programmes of the Standard Criminal Investigation Course (SCIC) run by the Detective Training School. Two of the SCIC programmes are now accredited at QF Level 5, and four at QF Level 4.

Graduates of SCIC are awarded:

Inspectorate

Professional Certificate in Standard Criminal Investigation (Leadership and Management) (QF 5)

Sergeant

Professional Certificate in Standard Criminal Investigation (Supervisory Management) (QF 4)

Police Constable

Professional Certificate in Standard Criminal Investigation (QF 4)

Upon completion of the Workplace Learning, police graduates will be awarded:

Detective Inspectorate

Advanced Diploma in Leadership and Management in Policing (Standard Criminal Investigation) (QF 5)

Detective Sergeant

Advanced Diploma in Supervisory Management in Policing (Standard Criminal Investigation) (QF 4)

Detective Police Constable

Advanced Diploma in Policing (Criminal Investigation) (QF 4)



The HKCAAVQ has also granted the Force Search Unit the accreditation status to operate the "Police Professional Search and Venue Security Certificate Programme" at QF level 3 (equivalent to HK Diploma of Secondary Education/ HK Advanced Level Examination in the academic sector).



FORCE INITIATIVES OF ENHANCING COMMUNITY ENGAGEMENT AND OFFICERS' QUALITY

Living-the-Values Workshops



實踐價值觀工作坊20周年 Living-the-Values Workshops 20th Anniversary

Theme of LTV Workshops Wave IX 第九輪工作坊主題

以公正、無私和體諒的態度去處事和對人
Fairness, impartiality and compassion in all our dealings



Since 1997, to effect cultural change through the acceptance and practice of the Police Force's Values, the Force has implemented the 'Living-the-Values (LTV) Workshop Programme'. Throughout the process of workshop design and development, officers at all levels are engaged to promote staff involvement and communication through focus groups, competitions with awards and publicity campaigns. The workshops aim to align and embed an officers' personal values with those of the Force, with the ultimate aim of ensuring a high quality service is delivered to members of the public.

Since March 2005, Service Quality Wing has established a Quality Management System, and introduced measures to ensure the 'Living-The-Values Workshops' are of the highest quality. This has been reflected with the award of the ISO 9001 certificate. To ensure the continued trust, cooperation and support of the community, all Force members must seek to 'Live the Force Values', and strive to consistently deliver a first-class policing service, and maintain the highest standards of integrity and personal conduct.

The year 2017 marks the 20th anniversary of the 'Living-the-Values Workshops'. So far, a total of eight waves of workshops have been held, and Service Quality Wing is currently organising Wave IX, with the theme, "Fairness, Impartiality and Compassion in all our Dealings". Wave IX is scheduled to commence later in the year.

Force Strategic Planning Process

The Hong Kong Police Force is continually striving for excellence in all that we do and our values include commitment to quality service and continuous improvement, and responsiveness to change. Actions in support of these cornerstones are embedded in the regular activities of the Police Force and our officers and commanders constantly assess the situation and respond to challenges and opportunities as they arise. Nevertheless, strategic planning is an essential tool to drive continued quality service delivery and organizational excellence long into the future.

The Police Force adopts a Strategic Planning Process that consists of five distinct stages. The process guides the Force through a deliberate, long-term view of developments and is aimed at identifying areas for improvement to meet current needs and any additional capabilities required to face anticipated and newly emerging challenges.



The process begins with a detailed environmental scan of worldwide and local trends; Force internal developments; and advances in the fields of policing and law enforcement. Following a comprehensive process of discussions and reviews, Senior Management will prioritize the strategic issues and determine the Strategic Directions for the Police Force. In support of the Strategic Directions, options are carefully considered and a Strategic Action Plan is formulated in the form of a coordinated set of Key Projects.

As Hong Kong is a rapidly changing society with a diverse culture and population, the Police Force has recognized engagement with the community to be an important element of its success. Since 2008, Engaging the Community has been the first Strategic Direction and over the years numerous Key Projects have successfully helped to foster partnerships with the community, enhance communication and understanding, and build public trust and support.

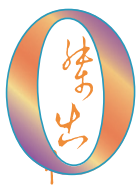
FORCE INITIATIVES OF ENHANCING COMMUNITY ENGAGEMENT AND OFFICERS' QUALITY

Merits and Awards



'Committed to Excellence' Accreditation

The Police Force was awarded "Committed to Excellence" accreditation by the European Foundation for Quality Management in November 2016. The Force is the first law enforcement agency in Asia to receive this award, which recognises professional performance, dedication to quality service, and continuous improvement.



Civil Service Outstanding Service Awards

During the 2015 Civil Service Outstanding Service Awards Ceremony, organised by the Civil Service Bureau, the Police Force achieved the highest number of awards, winning three gold, three silver, two bronze, two meritorious awards, and three special citation awards.



Questar Award 2016

The videos produced by the Police Force's Personnel Wing and Police College won the Bronze Award under respective categories of "Staff Training" and "Non-profit Organisations".



Human Resource Excellence Award

The Police Force's Personnel Wing won the awards for "Excellent Employee Wellness", "Excellent Resourcing" and "Excellent Technology Innovation" at the HR Excellence Awards Ceremony 2015/16 held by the Hong Kong Institute of Human Resource Management. In addition, the Force was honourably presented with the "Grand Award of the Year".



Qualifications Framework

The Police Force is the first government department to accredit the training programmes at Qualifications Framework Levels 4 and 5 (respectively at the same level of Associate Degree/Higher Diploma and Bachelor Degree).



Manpower Developer Award

The Police Force has passed the status renewal assessment in Manpower Developer (MD) Award Scheme organised by Employee Retraining Board in March 2015, in recognition of its success in staff training and development.

FORCE INITIATIVES OF ENHANCING COMMUNITY ENGAGEMENT AND OFFICERS' QUALITY



10 Years Plus Caring Organisation logo

The Police Force was awarded the 10 Years Plus Caring Organisation Logo by The Hong Kong Council of Social Service this year in recognition of the Force's commitment to caring for the community, caring for its employees, and caring for the environment. This is the eleventh consecutive year the Force has been honoured with the award of the Caring Organisation Logo for consistently demonstrating good corporate social responsibility.



2016 Hong Kong Most Admired Knowledge Enterprise (MAKE) Award /

2016 Asian Most Admired Knowledge Enterprise (MAKE) Award /

2016 Global Independent Operating Unit (IOU) Most Admired Knowledge Enterprise (MAKE) Award

Subsequent to being adjudged in August 2016 as a Top Winner of the '2016 Hong Kong Most Admired Knowledge Enterprise (MAKE) Award', and 'The Best in Knowledge Culture Award' for its outstanding performance in the cultivation of a knowledge sharing culture within the organization, and in the creation of a learning organization, the Police Force also won the '2016 Asian Most Admired Knowledge Enterprise (MAKE) Award'. The 'Most Admired Knowledge Enterprise (MAKE) Award' is a prestigious annual competition organized by an independent international research organization in knowledge management. The Force also won the 'Global Most Admired Knowledge Enterprise (MAKE) Award 2016' in the Independent Operating Unit (IOU) category, which marked the highest level of accolades in the field of KM, and gave recognition to independent companies, government departments and public agencies all over the world for creating stakeholder wealth by transforming new and existing corporate knowledge into superior services/products/solutions.

2015|16 WINNER



Mercury Excellence Award 2015/16

During 2014 and 2015, the Police College, in co-operation with the Chinese University of Hong Kong, developed Emotional Fitness Training with a series of four 'Force Training Day' packages. The training videos produced for the Training Days won the Honours Award in the Educational / Information Video category of this internationally prestigious award.

Partnership in action

200 officers and academics share insights on key areas

To enhance mutual understanding and strengthen the relationship between the police and academia from local tertiary education institutions, a one-day Symposium co-hosted by Service Quality Wing and Centre for Criminology, The University of Hong Kong (HKU) was held at Police Headquarters on 30th November 2016, under the theme of “Partnership with Our Community”. It attracted over 200 participants from the Force and academics of 15 local tertiary institutions. The day started with the opening speech from Deputy Commissioner of Police (Management) CHAU Kwok-leung, “the Police is committed to providing professional policing to protect the community but only effective partnership with our community can ensure the policing measures we adopted meet public needs and expectations and are accepted and supported.”

During the panel discussion, one of the steering committee members, Prof. Karen A. Joe Laidler, the Director of Centre for Criminology, HKU, highlighted that “the objective of today’s Symposium is to enhance mutual understanding and to encourage the exchange and sharing of ideas and experiences between the HKPF and academics.”

There were two panel discussions in the Symposium focusing on “Community Engagement” and “Insights from Surveys”, distinguished panel speakers examined the contemporary issues in policing development and challenges in Hong Kong and derived insights to utilize contemporary methodology to gauge public supports and feedback.

A range of selected topics were also discussed between the academics and police commanders, including “Police Survey Strategy”, “Use of Social Media”, “Generation Gap Issues” and “Legitimacy and Support”. It was agreed that partnership with the community is a global trend and a crucial element of police work today. Participants exchanged ideas and experiences to engage various sectors in the community, especially the youngsters.

In the closing speech Commissioner LO Wai-chung concluded that, “there has been a tremendous of exchange of experience, knowledge and opinions and it has generated a great number of exciting ideas for us (in this symposium). The Police Force will analyze them and seek opportunities on their practical application, to further enhance our partnership with the community.”

For more information about the Symposium, please access to our Symposium website (www.police.gov.hk/symposium) or watch our Symposium Video at HKP Facebook (<http://bit.ly/2gSZUHo>)





OFFBEAT



NEWSPAPER ARTICLES



▲(左起)曾德龍、呂大樂、Karen A. Joe Laidler和趙華在研討會後受訪。(區錦輝攝)

研討會包含兩個座談會，分別為「有效的社群參與」和「意見調查的應用」；各人就「警隊調查策略」、「使用社交媒體」、「跨代溝通」和「加強警隊合法性及支持度」四個課題進行討論。

香港警務處服務質素監察部總監曾德龍指出，研討會在9個月前已開始籌備，冀可與學術機構和學術相關的理論研究警隊行動，研究怎樣與社區建立更好關係。她指出，其實在遊行前需通知警方，並非要獲得警察批准，以便警方能阻止，而是需提早讓警方知悉，並作出對應安排如封路等，防止示威遊行對其他市民造成滋擾或不便。

「無人想使用武力」

她又指在大型運動中，警方「無人想使用武力」，但在人群聚集時，若知道有人藏有武器，即使武器不是由他們帶來，能在街上找到的「武器」如地磚，亦可有很強傷害性，「我們不可不顧及群眾的人身安全。」

她認為，警隊在與社區溝通方面已經盡了最大

(文轉p18)



社區參與

警辦研討會 尋建更佳溝通良方

為了加強與香港高等教育機構學者的互相理解及合作關係，香港警務處服務質素監察部聯同香港大學犯罪學中心，前日合辦為期一天的研討會，以「社區同行」為主題，吸引逾200人參與，主要為警隊指揮官及來自15間香港高等教育機構學者。各人在會上交流對於警政發展及挑戰的見解，並且藉此提升警隊與一眾學者的合作夥伴關係。(汪錦瑛報導)

▲警方日前與港大合辦研討會，吸引逾200人參與。(警方提供)

▲警方研究怎樣與社區建立更好關係。(警方提供)



▲學者指警方在大眾運動中扮中樞角色，其溝通技巧不討好。(區錦輝攝)

努力，除了固有的警民關係，少年警訊和耆樂警訊等與香港社區溝通外，近年亦開始使用社交媒體，如在警隊流動應用程式、「香港警隊Facebook」，在上月17日甚至連Instagram也開設了帳戶，冀藉網上平台進一步接觸市民，特別是年輕一代。

警方已盡努力作溝通

教育大學香港社會研究講座教授呂大樂認為，雖然近年發生很多事情，但香港市民仍對警方有信心，如會向警方問路求助，港人或許對警方觀感下滑，但相信對警隊仍不缺信任。

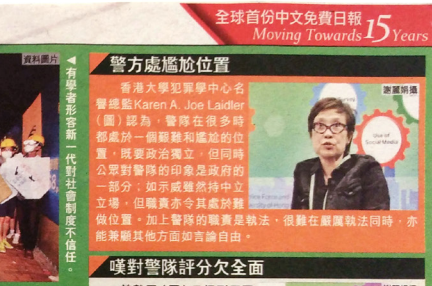
以他觀察，近40年來，若間中傳出警方的負面消息，市民都會知道是個別事件，不會覺得整個警隊都有此風氣，大眾對警隊持高度信任；相比從前一輩若行經路邊賭檔，而警方視而不見，會認為是普遍的貪污問題。

他建議警隊欲與年輕人溝通，亦視乎對象使用不同溝通方法，例如參與行動的年輕人、旁觀且沒有明顯興趣的年輕人，以及對社會事件沒有關注的年輕人；當要與前者溝通，需先在肢體接觸上保持專業形象，即使在衝撞時亦令他們感到受到平等對待；而在與其他年輕人溝通時，應維持治安原則，執行任務時應考慮平衡各方利益，維持專業形象。

市民對警方仍不缺信任

樹仁大學社會學系教授兼系主任

▲學者建議與青年溝通方法需創新。(資料圖片)



警方處尷尬位置

香港大學犯罪學中心名譽總監Karen A. Joe Laidler(圖)認為，警隊在很多時都處於一個尷尬和尷尬的位置，既要政治獨立，但同時公眾對警務的印象是政府的一部分；如示威雖然持中立立場，但職責亦令其處於難做位置，加上警務的職責是執法，很難在嚴厲執法同時，亦能兼顧其他方面如言論自由。

嘆對警隊評分欠全面

曾德龍(圖)又提到不同意外亦有調查指，警隊在紀律部隊中評分是最低，因其中「紀律部隊」又包括民安隊和救護等部門，「如我護送你到醫院，唔可能唔滿意。」反觀警隊的職責是執法，曾「做執法」的人一定不會感到滿意，惟調查未能顯示受訪者接觸警隊原因是被警務拘捕，還是被幫助，不夠全面。

代：警方最近已開設帳戶，冀接觸年輕一代。

▲警方最近已開設帳戶，冀接觸年輕一代。

邀15學者 針對性研究

新聞專題

根據近期的民意調查(見附表),反映年輕人在佔中後對警隊形象和觀感相對較差,讓警隊面臨重大考驗,為了改善警民關係,警務處服務質素監察部「一姐」曾麗霜女總督司(小圖)聯同十五位學者,進行針對性分析研究,冀未來積極透過本月新推出的Instagram及其他社交平台與市民互動,促進警民溝通,讓新一代更了解警隊工作,建立互信。



記者:李智智 張凱傑

警方本週三舉行「警政研討會」,邀請逾二百多位警隊指揮官及來自十五間香港高等教育機構的學者,一同探討警政面對的挑戰及警民關係的問題,年輕人對警方的觀感轉差成為研討會的焦點之一。

佔中後信心評分跌

警方參考去年公布每隔數年委託港大做的「服務對象滿意率調查」,一千一百五十三名曾接觸警方的受訪者中,八成人士滿意警隊整體表現,平均給警隊四點一分(滿分為五),較上次於二〇一一年評分為零點三分。

但在同期進行的「公眾意見調查」中,一千零二十二名市民對警隊的信心評分平均為三點六分,較上次於二〇一一年評分為三點零一分。對警隊有信心的市民只是六成二,跌幅為百分之十三;而對警隊服務沒有太大信心或毫無信心的受

警隊推社交平台 增與年輕人溝通

訪者則上升百分之五,達百分之十五點六,當中大部分是年齡介乎十八至二十九歲的市民,以及曾接受大專或以上教育的人士。

警務處服務質素監察部總督司曾麗霜承認,市民對警隊觀感有落差,與近年愈演愈烈的遊行事件有關。她稱,兩項調查是佔中事件後進行,近年愈來愈多年輕人參與遊行,每次遊行集會中,不少示威人士作出擾民及暴力行為,令警方不得不嚴正執法,導致雙方發生衝突,坦言「被捕者一般都不會對執法者有好感」。

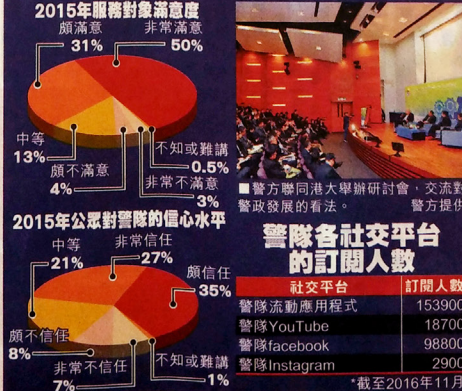
部分網媒以偏概全

她又指出,部分傳統媒體和網媒「以偏概全」的報道警民衝突的事件,令年輕人容易受錯誤訊息影響,對警隊產生負面印象。有市民因佔中時發生的「七警案」,將警察形容為「黑警」,她直言感到痛心,認為警隊一直不偏不倚盡忠職守,若因個別事件而抹殺其他每日辛勞工作的同袍並不公平,但強調「有錯就會改」。

為拉近市民和警方距離,警方近年積極分階段拓展流動應用程式、Youtube、facebook等社交平台,本月十七日更開設「香港警隊Instagram」,透過發放警隊的最新資訊、日常工作、活動資訊以及防止罪案的訊息等,讓市民接觸正確的資訊、充分了解警隊工作,免受社交平台訊息誤導;同時從網絡平台的互動,提升公眾監察的效能,吸納市民對警隊的意見,特別是年輕的一群。

另外,曾麗霜鼓勵市民,在舉行示威活動前,可透過社交平台與警方溝通,建立互信,讓遊行集會在合法情況下順利進行。被問到在反釋法遊行中,警方出動連龍隊,又首次使用「胡椒彈」,會否令警民關係更趨緊張?她指出,警方一向尊重市民表達意見的自由,亦會保持中立及公平正執法,強調絕不容忍任何暴力事件,為顧及市民人身安全和社會穩定,有必要提升警力作好準備。

警方與學者研究市民對警隊的期望及警隊社群參與的成效。左起:教大亞洲及政策研究學系講座教授呂大樂、總督司曾麗霜、香港大犯罪中心名譽總監黎樂琪、及樹次社會系主任(學術)張越華。



學者認為遊行集會捲入政治問題時,警方的角色往往陷於兩難。資料圖片

街頭衝突頻仍 警方角色兩難

對於警方參考去年「服務對象滿意程度調查」及「公眾意見調查」,發現市民觀感上存有落差,八成曾使用警方服務的受訪者滿意警隊服務,惟公眾對警隊有信心下降,只達到六成,當中大部分是年輕人。參與「警政研討會」的學者認為,原因是來自青少年受近年複雜的政治環境影響,對警察產生負面印象。

有份參與研究的樹仁大學社會系主任張越華表示,從調查中可見,市民滿意警方各項服務的表現,市民有事時第一時間都會向警方求助,反映他們其實也認同及相信警方能夠公平處理事件。可是,市民對政府的立場,或多或少會影響對警察的印象,市民期望警察能公平為他們服務,但捲入政治問題時,作為公僕的警方,其中立角色往往處於尷尬。

年輕人看法較負面

教育大學亞洲及政策研究學系講座教授呂大樂亦坦言,以前的人會覺得維持治安是一種權威,但時至今日這套想法可能已經過時,在示威衝突時,警方展示權威變相被視為「過分武力」。

兩位學者建議改善警民關係,非在街頭衝突時才處理,應從其他方面做起。他又認為,年輕一代對社會欠缺信心,亦抗拒權威主義,須先平坐了解他們的想法,才能打破時代溝通。警方亦要加強個人化接觸,增加如少年警訊的社群參與,亦要多強調為市民服務的的理念,從而拉近市民對警方的信心。



近年警民衝突頻仍,令警隊形象受損。

頭條日報 WWW.STHEADLINE.COM

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公眾對警隊滿意度落差大

警方擬拓網絡平台接觸年輕人

警隊早前親身上陣，拍片模仿日本洗腦搞笑神曲《PPAP》呼籲扣好安全帶，引起迴響，正是警方近年積極打破跨代溝通的代表作之一。警方研究去年的民意調查，發現整體公眾對警隊的觀感，跟使用過警隊服務的市民對警隊的滿意度，兩者存在落差，故警方計劃未來開拓網絡平台發佈資訊，進一步接觸年輕人。

近年香港大學民意調查顯示，警務處比其他紀律部隊的滿意度都較低。警務處為了解市民對警隊的期望，並研究警隊社群參與的成效，前日聯同港大犯罪學中心及多位高等教育機構學者，研討警政發展。

警務處服務質素監察部總警司曾艷霜表示，今年首半年共有五千六百零二宗遊

行集會，當中有一百零六人被捕，但大部份都因涉及年初旺角騷亂而被捕，強調大部份遊行集會很少涉及公眾秩序問題，反映港人公民質素很高。曾艷霜指，若遊行人士涉及擾民及暴力行為，警方不得不介入。經歷「七警案」。有市民形容警察為「黑警」，她直言感到痛心，認為因個別事件而抹殺其他每日辛勞工作的同袍並不公平，但強調「有錯就要改」。

八成「用家」滿意警隊表現

警方參考去年港大進行的「服務對象滿意程度調查」顯示，八成曾使用警方服

務的受訪市民，滿意警隊整體表現，但同期進行的「公眾意見調查」中，僅六成二人對警隊有信心，反映公眾使用警隊服務後的滿意度與信心出現落差。

曾艷霜認為，現今一代容易從社交媒體較片面的資訊，產生對警隊的印象，但不全面了解事件。因此警方將積極拓展流動應用程式及社交平台發放警隊資訊，並從網絡平台吸納市民意見。

有份參與研究的樹仁大學社會系主任張越華認為，市民對政府的看法或會影響他們對警察的印象，市民期望警察能公平為他們服務，但捲入政治問題時，警方角色糾結。他建議改善警民關係，非在街頭衝突時才處理，應從其他方面做起，他又認為年輕一代對社會欠缺信心，亦抗拒權威主義，需平起平坐了解他們的看法，才能打破代溝。

教育大學亞洲及政策研究學系講座教授呂大樂則建議，警方加強個人化接觸，增加如少年警訊的社群參與，亦要多強調為市民服務的理念，從而拉近市民對警方的信心。



■「與社區同行」警政研討會，(左起)教大亞洲及政策研究學系講座教授呂大樂、總警司曾艷霜、港大犯罪學中心名譽總監黎樂琪及樹大社會系新任學術系主任張越華。



■警隊早前拍片，模仿日本搞笑神曲《PPAP》，呼籲扣好安全帶。

Headline Daily, Page 34 (02-12-2016)

<http://hd.stheadline.com/news/daily/hk/519234/>

The Standard

英文虎報

Friday, December 2, 2016

Police reaching out to youths

Phoebe Ng

Hong Kong police said they want to communicate with young people on equal terms but they will stand firm in dealing with violent protesters.

In a bid to improve their image among young people, the force has teamed up with academics to find ways and means to reach out to the younger generation.

A recent survey suggests polarized public views toward the police, with the level of confidence and no confidence toward the force both on the rise. People in the 18-29 age bracket with high education levels are particularly discontented with the police and their confidence in its services is on the decline, the poll shows.

"Young people have a different set of values compared with the older generation. They tend to revolt against authorities and that's why we want to talk to them on equal terms," said Chief Superintendent Anna Tsang Yim-sheung.

"We have already initiated conversations with young people to help them understand police work."

However, communicating on equal terms does not mean compromising social stability. The police will stand firm in dealing with any violent protesters, Tsang said.

"We have a bottom line," she said. "We try to reach out to the public, but communication is a two-way process."

"Therefore we urge them to get back to us. We really say this wholeheartedly."

Asked about speculations on low



Anna Tsang says the police seek better communications – but they won't tolerate violence.

morale in the force, Tsang said negative emotions exist in all workplaces and that police officers are given emotional support.

She also defended the police decision to use weapons during recent protests, such as the so-called "Fishball Revolution" or better known as the Mong Kok riot earlier this year, saying the force were reluctant to use weapons but used that option after assessing the situation.

There is no way police could back off when someone breaches the law, Tsang said.

She spoke with the media after the "Partnership with Our Community" symposium on Wednesday attended by more than 200 academics and police officers.

Results of the Customer Satisfaction Survey 2015 showed the level of satisfaction with police work stood at 80 percent,

but public confidence in the force was only 62 percent.

The poll also showed that 15.6 percent of the respondents had little or no confidence in the police.

A total of 1,153 people who had used police services and 1,022 general citizens responded to the survey.

Cheung Yuet-wah from the Hong Kong Shue Yan University said the image of the police might have been affected by the public's discontent with the government.

"Even when the police are politically impartial, they are often seen as part of the government. This can put them in an embarrassing situation," Cheung said.

Cheung said it is unfair and demeaning to call the police "dirty cops," saying this does not reflect the opinion of most people on the quality of work of officers.

The Standard, (02-12-2016)

<http://www.thestandard.com.hk/section-news.php?id=177027>

A12 責任編輯：謝孟宜

香港新聞

2016年12月2日(星期五) 香港文匯報 WEN WEI PO

受網絡片段或流言誤導 年輕人易抱負面觀感 警爭港青信任 搵學者教路

香港文匯報訊(記者 鄭慧敏)近年部分市民對警方的信任度下降,據警方去年的公眾調查顯示,只有62%受訪者持續對警隊有信心,當中教育程度較高及年輕群組對警隊服務信心較低。警方認為,不少年輕人受社交網絡發佈的片段或流言影響,令他們對警隊有負面觀感。有大學學者認為,年輕人對政府的不滿,影響他們對警察的觀感。針對年輕人對社會抱有懷疑,他建議警方以創新及平等方式與年輕人接觸。

方的受訪者當中,80%對警隊服務滿意,顯示市民對警隊實際表現,與對警隊的信心存有落差。
警務處服務質素監察部總督曾艷霜近日表示,曾接受大專或以上教育,18至29歲的群組對警方的信心較低,認為不少年輕人不了解警隊工作,只從社交網絡及傳媒得悉警隊工作,但她指社交網絡上的內容未必能反映事實,新聞亦放大衝突場面,影響他們對警方的觀感。

感痛心,指現時本港罪案率偏低,認為外界放大個別事件,亦不能因單一事件抹殺警員的功勞,希望市民用中立態度看待警方。

倡平等身份對待加強溝通

為檢討警方現行社區溝通計劃的成效,警方服務質素監察部日前與香港大學犯罪學中心舉辦研討會,就警隊調查策略、跨代溝通、加強警隊合法性及支持度等議題進行討論。
樹仁大學社會學系系主任(學術)張越華指出,年輕人對政府的不滿,一定影響他們對警察的觀感,加上他們對社會不信任、抗拒權威、不接受既有秩序,認為警方需放下身段,以平等身份對待他們,並以動導方式向他們提供意見。

香港教育大學社會工作研究講座教授呂大樂指出,警方應針對不同年輕人作個人化接觸,讓參加示威的年輕人了解警方在肢體衝突下對示威者作平等對待,及向一般年輕人講述警方執法時如何平衡各方利益等,加強溝通。



曾艷霜(左一)認為,社交網絡上的不實內容影響年輕人對警方的觀感。 鄭慧敏攝

據警方去年的公眾調查顯示,只有62%受訪者持續對警隊有信心,15.6%對警隊服務沒有太大信心或毫無信心。

曾接觸警方者 80%滿意服務

不過,在服務對象滿意度調查中,曾接觸警

「不要把亂的事件放到很大」

近年遊行示威的衝突愈演愈烈,被問到警民衝突場面是否影響市民對警隊觀感時,曾艷霜指今年上半年共有5,602宗公眾遊行,當中631宗為遊行,4,971宗為集會,只有106人被捕,被捕者多屬觸犯較嚴重法例,如藏有違禁武器、縱火等,故遊行示威時出現衝突只佔少數,「不要把亂的事件放到很大。」
對於有人以「黑警」形容警員,曾艷霜對此

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<http://paper.wenweipo.com/2016/12/02/HK1612020037.htm>

市民觀感存落差 青少年較負面 警隊形象呈M形兩極化

社會政治環境日趨對立,「警民關係」是好是壞頗具爭議,警方近期一項民意調查發現,警隊形象存在「觀感落差」,不同階層對警隊印象呈「M」形,各走極端。警方分析認為,個別負面事件被曲解,加上網上社交媒體誇大,影響了部分不了解警隊工作的青少年。學者認為,單靠警隊不能解決深層次社會問題,認同警方得到大多數市民支持,但須持續加強青少年工作。

大公報記者 陳卓康

警方去年於「佔中」完結後數月,委託顧問向3000名市民進行服務對象滿意度調查,結果發現80%受訪者與警方接觸及溝通後,對警隊服務感到滿意,但只有62%受訪者持續對警隊有信心,回答「非常滿意」及「非常不滿」均有增加,中等評分則減少,平均為65分,趨勢呈兩極化。

法有偏差,只問兩條問題,而且「溝埋」民安隊、救護隊等沒有爭議的救人部門,但很多人並無接觸過警察。她對警隊經常被斥「黑警」感到痛心,認為是對辛苦工作的同事不公平,強調香港罪案數字是自1970年代以來新低,希望社會不要因為單一事件抹殺警隊功勞。

由社交媒體接收片面資訊

香港教育大學副校長、香港社會工作研究講座教授呂大樂認為,即使近年發生眾多政治事件,警隊仍維持高度信任,形容香港警察總部是「全世界最唔得人驚,站在灣仔警署一個上午,不時見到送貨的途人、遊客等走來問路,警員都熱心協助」,可見市民非常信任警隊。他認為,警隊於遊行示威一方面讓市民表達政治意見,亦要顧及不滿道路交通受阻,需要作出平衡,警隊設法於出現肢體衝突狀況時,要令他人受到公平對待,自然會贏得社會支持。

呂大樂說,戰後嬰兒潮一代曾目睹警員路過暗檔,卻視而不見甚至收取保護費,當年警察的腐敗是系統性問題,但今天警員負面新聞只是個別事件,年輕一代過往沒有親身經歷,單從社交媒體接收片面資訊,對警察形成的觀感與上一代自然有落差。他對於警隊「少年警訊」及開設多個社交平台專頁表示歡迎,應加強與青少年個人化深入接觸。

港大犯罪學中心名譽總監黎樂琪(Karen A'Joe Laidler)認同警隊偵緝罪案工作獲市民讚賞,香港罪案數字近年持續減少,整體破案率雖然維持於四成多,但謀殺等嚴重罪案破案率一直高企,甚至達100%,輕微罪案破案率向來較低。來自美國的她形容,香港警民關係及治安,相比世界上其他發達城市為佳。

從事青少年濫藥研究的樹仁大學社會學系系主理張越華及系主任張越華,則以吸毒青少年為例,雖然人數非常少,但禁毒海



警方早前舉辦「與社區同行」研討會,左起為警務處服務質素監察部總督曾艷霜、香港教育大學副校長及香港社會工作研究講座教授呂大樂、香港大學犯罪學系系主任張越華、大公報記者黃洋攝

接觸青年的工作需要慢慢做、不斷做,因「年輕一代唔受傳統囉嗰」,普遍心態對社會有懷疑和抗拒權威。他認為,市民仍然相信警隊公正執法,但警方需要在青少年變得激進前多做工夫。

警方前日(30日)與香港大學犯罪學中心舉辦「與社區同行」研討會,探討如何改善警民關係,來自15間大專院校學者與多位警隊指揮官,約200人參加,分別就社群參與、警隊調查策略、社交媒體、跨代溝通、加強警隊合法性及支持度等議題對談。



警方近期一項民意調查發現,不同階層對警隊印象呈「M」形各走極端 資料圖片

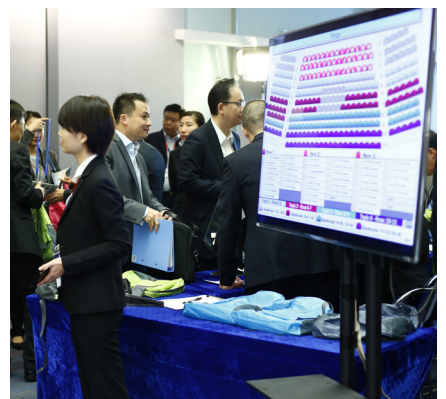
不應因單一事件抹殺功勞
對於港大民調指警隊於各大紀律部隊評分最低,曾艷霜稱不同意,質疑調查方

Ta Kung Pao, Page A8 (02-12-2016)

<http://www.takungpao.com.hk/hongkong/text/2016/1202/42985.html>

PHOTOS

Registration



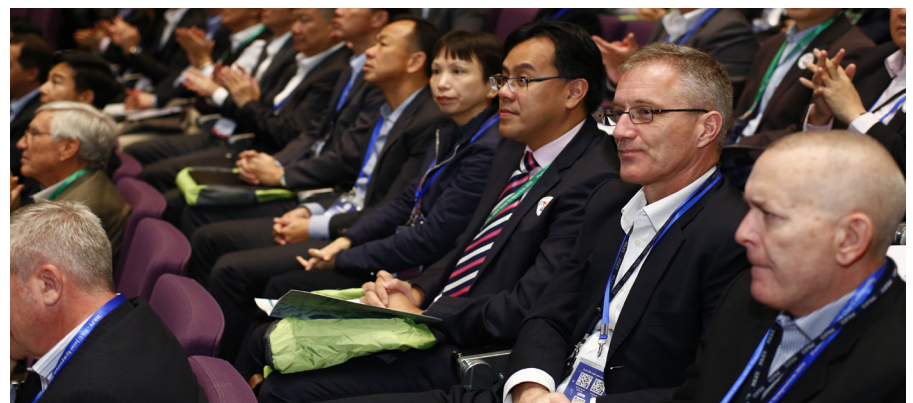
PHOTOS

Venue Setting



PHOTOS

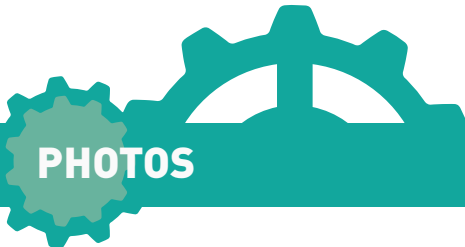
Panel I



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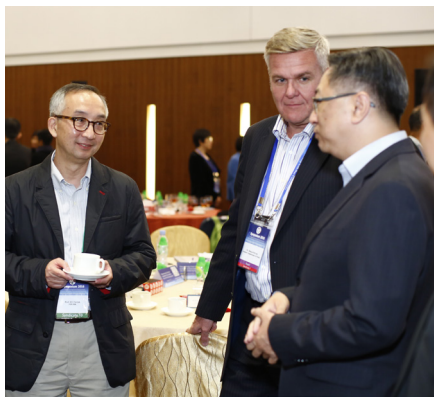
Panel II





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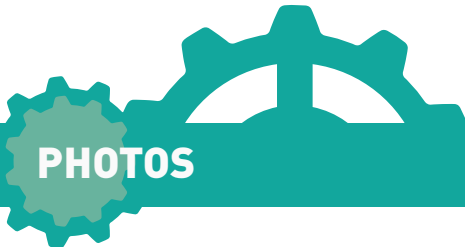
Panel III



PHOTOS

16 Syndicates





PHOTOS



COMMISSIONER OF POLICE WITH STEERING COMMITTEE



Mr. LO Wai-chung, Stephen

*Commissioner of Police
Hong Kong Police Force
(Centre)*

Mr. LI Kin-fai, Kenneth (Chairman)

*Senior Assistant Commissioner of Police
Director of Management Services
Hong Kong Police Force
(Second from right)*

Mr. CHEUK Hau-yip, Michael

*Assistant Commissioner of Police
Service Quality Wing
Hong Kong Police Force
(Second from left)*

Ms. TSANG Yim-sheung, Anna

*Chief Superintendent of Police
Performance Review Branch
Service Quality Wing
Hong Kong Police Force
(First from left)*

Prof. Karen A. Joe Laidler

*Director
Centre for Criminology
The University of Hong Kong
(Third from right)*

Mr. David M. Hodson

*Honorary Fellow
Centre for Criminology
The University of Hong Kong
(Third from left)*

Dr. CHENG Tak-ming, Eric

*Chief Superintendent of Police
Deputy Director
Hong Kong Police College
Hong Kong Police Force
(First from right)*