

**Reply to supplementary question raised by Finance Committee Member  
in examining the Estimates of Expenditure 2011-12**

**Controlling Officer : Commissioner, Independent Commission Against  
Corruption  
Session No. : 7**

<b>Reply Serial No.</b>	<b>Question Serial No.</b>	<b>Name of Member</b>	<b>Head</b>	<b>Programme</b>
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Examination of Estimates of Expenditure 2011-12  
**CONTROLLING OFFICER'S REPLY TO  
SUPPLEMENTARY QUESTION**

Reply Serial No.

S-ICAC001

Question Serial No.

SV010

Head : 72 – Independent  
Commission Against  
Corruption

Subhead (No. & title) :

Programme :

Controlling Officer : Commissioner, Independent Commission Against Corruption

Director of Bureau : Commissioner, Independent Commission Against Corruption

Question : Please provide details of the human resource consultancy study on the Independent Commission Against Corruption (ICAC), including justifications for the study, tendering procedure for the selection of consultant, cost, etc.

Asked by : Hon. TO Kun-sun, James

Reply :

In 2006, after a review on its human resources, the Independent Commission Against Corruption (**ICAC**) decided that the introduction of a common recruitment scheme for the appointment of departmental grade officers would be conducive to recruiting talented anti-corruption officers for future needs. In February 2007, the common recruitment scheme was implemented. Since then, 247 officers have been appointed in seven recruitment exercises.

Under the common recruitment scheme, new recruits are posted to the Operations Department (**OPS**) during their first contract so that they can benefit from exposure to a wide range of corruption investigations before being considered for a posting to the other two departments, i.e. the Corruption Prevention Department (**CPD**) or the Community Relations Department (**CRD**). Since July 2010, 27 officers recruited under the common recruitment scheme have been posted to CPD or CRD.

With the implementation of the common recruitment scheme, the ICAC considered it necessary to commence a comprehensive review of its human resources management. The review was intended to study the human resources management and development in a holistic manner. Consideration was also given to developing new mechanisms or revising existing mechanisms on training, appraisals, postings, promotions and succession. More importantly, the review included examining how officers' performance and potential could meet the requirements of the three departments and developing suitable training to enable long-term development of individual officers as well as all the departments. To enable this review to be comprehensive and objective, it was decided to engage an external consultant to conduct a study. The appointed consultant is required to review the existing systems on training, appraisals, postings, promotions and succession. This includes assessing and examining how effective these systems are in meeting the needs of the three departments of the ICAC so as to design and propose human resources management initiatives for the long-term development of individual officers and the ICAC.

Pursuant to Section 280 of the Stores and Procurement Regulations of the Government (**SPR**), the ICAC launched an exercise to invite quotation in June 2010 with a view to engaging a consultant for the study. With reference to the suppliers list in the market, 15 consultant companies were invited to submit quotation. Only four companies responded. However, the proposals put forward by these companies did not fully meet what was required. It was considered necessary to further explore suitable candidates, who apart from having relevant academic and professional qualifications, also have the knowledge and experience in human resources management of a law enforcement agency.

Having further explored, Dr. Tim Turner was considered to have the relevant expertise to conduct a study of this nature. Dr. Turner had formerly worked with a renowned law enforcement agency for more than 20 years. After retiring from the agency, he became a senior instructor at a law enforcement training institute. Currently, he works as a leadership and emotional intelligence consultant. Apart from his extensive and solid experience and expertise in law enforcement, Dr. Turner also holds professional academic qualifications in human resources management. Furthermore, he has been involved in the ICAC leadership training programmes involving all three departments on various occasions since 2004, and therefore has knowledge of the ICAC's three-pronged anti-corruption strategies as well as the structure, nature of work, operations and human resources of the three departments. Pursuant to Section 280 of SPR, a single quotation of slightly below \$1 million from Dr. Turner was accepted in February 2011.

Signature \_\_\_\_\_

Name in block letters Timothy H M TONG

Post Title Commissioner, ICAC

Date 31.3.2011