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GOVERNMENT FLYING SERVICE

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(經辦人：朱漢儒先生)

朱先生：

政府帳目委員會
研究審計署署長第六十四號報告書第 2 章
政府飛行服務隊的運作

謝謝你在二零一五年五月十三日就以上事宜的來函，本人現將保安局及政府飛行服務隊的回覆夾於附件，以供參閱。

政府飛行服務隊總監

陳志塔

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財經事務及庫務局局長
審計署署長

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引言

- (a) **政府飛行服務隊(飛行服務隊)的組織圖，顯示飛行服務隊內各個組別的編制和實際人手數目(見審計報告書第 1.3 段)；**

飛行服務隊截至二零一五年五月一日的組織架構圖載於附錄 I，當中顯示其公務員核准編制和實際人手數目。除夾附組織架構圖所示的實際人手數目外，飛行服務隊現時按非公務員條款聘用了合共 10 名全職合約員工(包括 1 名飛行教官、2 名高級行動機師、2 名空勤員教官、1 名飛行行動經理、2 名助理飛機工程師、1 名行動支援主任和 1 名行政助理)、2 名兼職飛機工程師，以及 1 名兼職運油車司機。

提供飛行服務

- (b) **根據審計報告書第 2.4 段，由二零一零年至二零一四年，四類飛行服務的表現持續未能達標。請說明未能達標的理由。飛行服務隊會否檢討這四個目標，以期訂定更切合現實情況的數字？**

在二零一零年至二零一四年期間，飛行服務隊大約九成的服務都能達到服務表現目標。審計報告書第 2.4 段提述未能按承諾時間到達現場的四類飛行服務個案中，大約七成是由於天氣惡劣和航空交通管制所致。飛行服務隊的服務需求增加(如審計報告書第 1.5 段和表二所指出)，亦是一個主要因素，導致飛行服務隊的機組人員和飛機，在過去五年有更多時候須以有限的資源，應付同時收到多個召喚的情況和進行非定期維修。有關該四項目標未能按承諾時間到達現場的個案，按理由列出的分項數字詳載於附錄 II。

飛行服務隊會參考釐定服務表現目標的指引，並諮詢保安局、財經事務及庫務局和其他相關政府機構，檢討該四項目標。

***委員會秘書附註：有關附錄 I，請參閱此報告書的附錄 18。**

(c) 飛行服務隊用以處理政府各局或部門(局／部門)提出的飛行服務要求的指引(見審計報告書第 2.21 及 2.22 段)；

飛行服務隊根據《政府飛行服務隊條例》(第 322 章)提供飛行服務。飛行服務隊處理政府各局／部門所提出的飛行服務要求的相關指引，於政府《總務規例》第三章及《政府飛行服務隊操作手冊》卷六第三部分中有所訂明(見附錄 III(《政府飛行服務隊操作手冊》只有英文))。

根據上述指引，飛行服務隊在緊急救援服務不受影響的前提下，可向政府其他部門提供飛行服務。使用飛行服務隊服務的乘客，主要是香港特區政府人員或與提供公共服務有關的人士，例如負責維修雷達及各類型通訊裝置的海事處人員，到偏遠山頂或山嶺維修通訊及導航裝置的機電工程署人員，以及負責蒐集氣象數據的香港天文台人員。政府部門就非緊急飛行服務或乘客載運提出的申請，必須得到部門首長或部門內獲授權的首長級人員批簽同意。提出的申請，必須是關乎部門職責的任務，或涉及空中作業的公共服務，以及部門無法找到其他合適的運輸工具以應所需，而且是在飛行服務隊的緊急救援服務不受影響的前提下，才會獲批。

(d) 相對於其他工作／職務，飛行服務應優先編配給空中救護服務、搜索及救援、執法及滅火等首要工作。飛行服務隊有何理據在二零一零至二零一四年間將頗大比例的飛行服務，用於回應各局／部門的要求(見審計報告書第 2.2 段及表二)；

審計報告書第 2.2 段只引述了飛行服務隊《政策說明書》及《政府飛行服務隊操作手冊》卷一第一部分的部分內容，當中主要說明部門在分配飛行時數時所須考慮的因素，以確保有足夠數量符合安全標準的飛機及合資格的機組人員，執行各項任務。如把《政策說明書》及《政府飛行服務隊操作手冊》卷一第一部分(見附錄 IV(只有英文))通盤閱覽，便可看出當中對於飛行服務隊執行任務的優先次序，其實載有清晰和詳細的指引。根據指引，所有日常支援政府的工作，其次序均次於飛行服務隊的緊急救援和空中救護服務。

值得注意的另一點是，日常支援政府的工作為初級機師提供了重要的機會，讓他們得以累積所需的飛行時數、鞏固飛行技術並增加操作經驗，從而做好準備以考取更高的專業資格。因此，為政府各局／部門提供服務，是飛行服務隊培訓初級機師的其中一環。

- (e) 飛行服務隊就審計報告書個案三沒有根據指引優先處理緊急服務的理由，以及為防日後再有相類事件發生而已經採取或將會採取的措施；

個案三發生之時，飛行服務隊的機組人員正處於同時收到多個召喚的情況。飛行服務隊在檢討個案後認為，假如當時在飛行指揮及控制中心有督導人員就任務的優先次序作出最佳的協調(當時可擔任督導人員的隊員全被調派執行飛行任務)，在調配機組人員方面有可改善的空間。雖然以現時人手情況，於各個更份安排督導人員駐守飛行指揮及控制中心並不可行，但飛行服務隊已發出行動通告，提醒人員須遵照有關任務優次的指引(見附錄 V(只有英文))。部門會繼續檢討其運作，並採取合適的措施，以防日後發生類似情況。

- (f) 為提升調撥有限資源的成效和效率所制訂的任務優先次序指引(見第 2.30(b)段)；

有關指引載於附錄 IV。

- (g) 鑑於使用飛行服務隊飛機的運作成本甚高，以及對飛行服務的殷切需求(見審計報告書第 2.23 段)，保安局將如何向其他局／部門披露該等成本，使它們對於進行考察飛行的成本加倍注意；以及會否考慮建議要求提供飛行服務的各局／部門尋找外間服務提供者，或將若干飛行服務外判，使飛行服務隊能集中資源，用以執行與緊急服務有關的首要工作？

飛行服務隊於二零一五年五月十二日發出了便箋(見附錄 VI)，提醒各局／部門在根據政府《總務規例》考慮提出飛行服務的要求時，務須審慎。該便箋亦有提及飛行服務隊的飛機現時的直接運作成本，以加強各局／部門對於使用飛行服務的成本的注意。飛行服務隊以後每年發出便箋邀請各局／部門就其對於飛行服務隊的飛行服務要求提供預報時，會再次就直接運作成本，提醒各局／部門。

機組人員的管理

- (h) 根據審計報告書第 3.6 段及註 14，大約有 35% 至 40% 的機師處於不同的訓練階段，因此，有些召喚個案的服務有所延誤或未獲提供服務。飛行服務隊採取了什麼措施，確保每更都有足夠人數的合資格機師當值，以回應不同工作／任務的服務需求？
- (j) 就審計報告書第 3.10(b) 段所述的問題，飛行服務隊已採取什麼措施解決？飛行服務隊曾否考慮如本身的薪酬待遇及／或工作條件有所改善，部分已離職的人員有沒有可能被挽留？如有，請提供詳情，例如改善待遇的幅度及可挽留的人手有多少？

一如附錄 VII 所示，在過去十年，共有 9 名機師提前離開機師職系，佔該職系公務員編制逾 20%。這類機師的過早流失，不但在總人數計算上影響了機師職系的實際人手數目，亦令該職系的整體技術和經驗水平下降，影響了訓練資源。

為抵銷這方面的損失，飛行服務隊加快了招聘程序，並按非公務員合約條款，聘用了一名飛行教官和兩名高級行動機師，以期將部門的培訓和執行飛行任務的能力回復至原來／編制水平。部門同時亦繼續努力加快及精簡訓練過程的各個階段，從而確保新入職者及早具備必需的技術和專業資格，盡快勝任飛行服務隊的所有行動職務。

因應部門在招聘和訓練方面的努力，在過去十年間，已共有 12 名獲聘時屬見習機師級別的人員符合資格成為初級行動機師，令機師職系的空缺數目在二零一五年六月減至 5 個，而有關的空缺相信亦可藉現正進行的另一次招聘於二零一六年內得以填補。在二零一零年至二零一四年期間，部門為直升機機師進行了合共 105 個轉換或升級課程，令合資格直升機機長的人數，由二零一零年一月一日的 13 人，增加至二零一五年一月一日的 19 人。

儘管飛行服務隊會繼續進行招聘和訓練，但富經驗機師在過去十年過早流失，以致機師職系總人數減少及整體技術和經驗水平下降的問題，並非短期內可以補足。飛行服務隊會不斷檢討人手狀況，以期進一步加速初級機師成熟週期。

因應近年緊急飛行時數急劇增加(見審計報告書第 1.5 段及表二)，飛行服務隊除了依靠按非公務員合約條款聘用的高級行動機師分擔新增的工作量外，亦有在“高風險”的日子靈活規劃人手水平，從而更善用其有限的人力資源。飛行服務隊會慎重檢討機師職系

的編制，並會根據既定機制爭取合理的資源。保安局亦已在二零一五至一六年度為飛行服務隊預留撥款，藉以就飛行服務隊的人力及管理事宜進行顧問研究，務求確保部門長遠的可持續發展。

在薪酬安排及／或工作條件方面，紀律人員薪俸及服務條件常務委員會(紀常會)在二零零八年進行了紀律部隊職系架構檢討。關於飛行服務隊屬下四個紀律部隊職系，即機師、空勤主任、飛機工程師及飛機技術員職系，紀常會在顧及該等職系的獨特性質及工作需求後，建議就其薪級表作出若干改善，而改善建議於二零零九年十月得到行政長官會同行政會議接納。紀常會亦在報告書中表明，一名機師在飛行服務隊和商營機構的事業發展，有着本質上的差別。提高飛行服務隊機師的薪酬，或不能充分處理該職系的人手流失問題，須知飛行服務隊某些機師選擇離職，可能是為了爭取長遠事業發展所需具備的經驗，而不是為了得到即時的金錢回報。不管如何，保安局與飛行服務隊會密切留意飛行服務隊的人手狀況，並會在有需要時徵詢相關持份者(例如公務員事務局、財經事務及庫務局、紀常會及公務員敘用委員會等)的意見，考慮各個可行的方案，挽留更多經驗豐富的人員。

(i) 審計報告書第 3.10(a)段指出，飛行服務隊的機師職系正面對人手短缺的問題。關於機師及空勤主任兩個職系，請提供過去五年以下的統計數字／資料：

- 流失人數，並分項列出飛行服務隊中工作經驗為五年以下、五至十年，以及十年以上流失的員工人數；
- 招聘次數，以及在每次招聘中填補職位空缺所需的時間和受聘人數；以及
- 流失理由(例如在離職面談中收集所得的理由)，特別是在飛行服務隊中有豐富經驗的機師／空勤主任流失的理由。

飛行服務隊機師職系和空勤主任職系在二零零五年至二零一四年間過早流失的人數，載於 **附錄 VII**。

在上述十年期間，飛行服務隊已就三級空勤主任和見習機師分別舉行了七次招聘。現時，飛行服務隊正就見習機師進行招聘工作。不論是三級空勤主任或見習機師，招聘工作均會分七至八個階段進行。每輪招聘工作，平均需時約九個月完成。

就見習機師而言，每輪招聘工作的聘請人數，由二至四名不等。該人數既受制於機師培訓系統的實際容納能力，亦視乎所物色的合適人選數目而定。就三級空勤主任而言，每輪招聘工作的聘請人數，由二至七名不等，視乎該段期間空勤主任職系的空缺情況而定。

關於資深機師過早流失的原因，據辭職人員在離職面談中所提供的資料顯示，主要的驅動力是追求更能平衡工作與生活和有更高薪酬的生活，以及更美好的職業前景。至於提前離職的資深空勤主任，則拒絕透露辭職原因。

(k) 二零一五年就機長酌情決定權報告所設定的目標宗數；

許多機長酌情決定權報告之所以發出，是因為在更次臨近結束時接獲緊急飛行召喚，機組人員為了完成任務而稍為延長當值時數。在很多個案中，由機組人員稍為延長其當值時數(通常在一小時內)以完成相關工作，而不是將工作留給下一更的人員處理，確實是更有效率及更為合理的做法。有鑑於此，要飛行服務隊這樣提供緊急服務的部門，把發出機長酌情決定權報告的機會完全消除，是不切實際的。而有見於過去五年緊急召喚次數持續上升(見審計報告書第 1.5 段及表二)，飛行服務隊隊員在更次臨近結束時接獲緊急召喚的機會無可避免地會有所提高。由於日增的服務需求，以及接獲召喚要求的時間，均不受飛行服務隊控制，飛行服務隊難以設定機長酌情決定權報告的目標宗數，作為人員可達致的標準。飛行服務隊會一如既往盡量避免不必要地發出機長酌情決定權報告。

(l) 二零一二年實際錄得多宗機長酌情決定權報告宗數的理由，以及會否因而令機師／空勤主任的健康受損及／或危及飛行安全(見審計報告書圖六)；

在二零一二年由於機組人員當值時數延長而須發出的機長酌情決定權報告較平常多(二零一二年有 25 份，對比二零一零年至二零一四年期間的其餘每年平均有 17.75 份)，主要是因為更次臨近結束時，接獲的空中救護服務要求和搜索及拯救(搜救)任務數目異常地多。在這 25 份機長酌情決定權報告當中，23 份所涉及的延長當值時數均少於一小時，其餘兩份所涉及的延長當值時數則分別為 1.17 小時和 1.58 小時。另須留意的是，在全部 25 份機長酌情決

定權報告當中，有關的機組人員在延長當值時數後所得到的休息時間，均與《政府飛行服務隊操作手冊》內“飛行時數及當值時數限制計劃”所載的法定最短休息時數相同。飛行服務隊因此認為，機組人員的健康狀況及飛行安全並無因為發出機長酌情決定權報告而受損。

(m) 涉及空勤主任的機長酌情決定權報告數目多於機師的理由(見審計報告書第 3.12 段)；

飛行服務隊機組人員的當值時數和輪值模式，受到《政府飛行服務隊操作手冊》內“飛行時數及當值時數限制計劃”的規範。

根據《政府飛行服務隊操作手冊》，但凡兩名機組人員(即兩名機師或兩名空勤主任)在某更次同時出勤，他們的最高容許當值時數會較單獨出勤的人員多出一小時。法例規定機師在大多數行動中均須兩人同時出勤，而按照部門現行的資源調配模式，空勤主任經常在定翼機及直升機空中救護行動中單獨出勤。由於大多數的機長酌情決定權報告個案均是為了完成更次臨近結束時所接獲的定翼機搜救任務或清晨空中救護召喚而須稍為延長當值時數(通常少於一小時)，在這情況下，兩名參與行動的機師無須呈交機長酌情決定權報告，但機上單獨出勤的空勤主任則須呈交該份報告。因此，涉及空勤主任的機長酌情決定權報告，為數多於機師。

飛行服務隊會繼續檢視部門的人手情況，以期日後盡量減少所發出的機長酌情決定權報告。

(n) 關於政府飛行服務隊機師工會、政府飛行服務隊飛機技術員工會、政府飛行服務隊飛機工程師會和政府飛行服務隊空勤主任協會所提交的意見書，飛行服務隊／保安局對其關注事宜的回應，包括將採取甚麼措施處理他們的關注；

如審計報告書第 1.5 段和表二所指出，在二零一零年至二零一四年期間，與服務有關的總飛行時數上升了 18%。行動次數增加，無可避免地會對飛行服務隊內各部門職系的人力資源構成壓力。

以機師職系而言，除了服務需求增加外，該職系亦正面對人手過早流失的問題；同時亦受到需要一段長時間培訓行動機師以替代離職人員的情況所制肘。現時處理這些問題的措施，已載列在上文(h)及(j)項的答覆。

至於空勤主任職系方面，現時並無出現明顯的挽留人才及招聘問題(見 **附錄 I** 的編制及實際人手數目)。該職系所面對的主要問題，是由於該職系的人員除了須為航空指揮及控制中心提供每周七日及全日 24 小時的行動和管理支援，以及負責灣仔直升機坪控制室的日間運作外，還須在近年應付日漸增加的飛行任務，導致人手短缺。在中期方面，飛行服務隊已採取措施靈活調配人手，並僱用了非公務員合約僱員以紓緩人手壓力。為長遠解決問題，飛行服務隊會審慎檢討該職系的人手編制，並在有需要時根據既定機制爭取額外資源。

至於飛機工程師職系和飛機技術員職系，其主要挑戰是：近年服務需求增加，所需的維修保養工作愈趨頻密；航空業所制定的維修保養規定愈趨複雜；以及有需要支援設計辦公室的運作，以致出現人手短缺的問題。由於該兩個職系均步入退休潮，籌劃人員的接任亦是另一項挑戰。飛行服務隊已推行各項措施，例如加快招聘和訓練，聘請非公務員合約員工分擔職務，以及申請准許合適人員延遲退休，從而確保該兩個職系的人員接任情況暢順。飛行服務隊亦會就近年上升的服務需求，審慎檢討該兩個職系的編制，以及就如何改善部門的人手支援，諮詢相關持份者的意見，探討可行的方案。

長遠來說，保安局已在二零一五至一六年度向飛行服務隊分配撥款，因應日益增加的行動職務，就飛行服務隊的人力及架構進行顧問研究。

飛機維修

- (o) **儘管已進行例行維修及每日檢查，機師每日平均報告的機件故障仍有 1.6 項。機件故障宗數高企，原因為何？這些機件故障情況是否在進行例行／每日維修或檢驗期間發現，從而使出現次數減至最少？**

為確保飛機安全及可予操作，飛行服務隊工程部一直嚴格遵照飛機製造商和香港民航處的規定，以及《飛行服務隊工程程序手冊》的內部指引，對轄下的飛機進行定期維修和檢查。即使該等程序如何嚴格，飛機中有不少機械和電子零件除非在特定的飛行情況下使用，否則其效能未必能夠顯示出來。為確保安全，飛行服務隊的機師在駕駛飛機時，若發現任何異常情況，均必須向工程部匯報(稱為“機師報告的故障”或“故障報告”)。須予留意的是，就行業的正常標準而言，即使所有在地面上進行的維修和檢查程序均已妥為完成，個別飛機有一定數目的故障報告，亦屬正常。

*** 委員會秘書附註：有關附錄 I，請參閱此報告書的附錄 18。**

事實上，儘管飛行服務隊在過去十年面對飛行時數迅速增加，及機隊老化，但其轄下的飛機在該段期間的故障報告，一直保持在每年有 550 至 600 宗左右的平穩水平。負責規管飛行服務隊維修工作的香港民航處在過去對部門運作的檢討中，亦沒有發現飛行服務隊在管制故障報告的水平方面，有任何不足之處。

雖然大多數故障報告均無可避免，但飛行服務隊工程部會繼續密切監察有關報告的數目，並在與香港民航處每月維修檢討例會中，檢討每宗報告個案的性質，以保持隊內飛機的安全標準，以及盡可能減少故障報告的數目。

(p) 超級美洲豹直升機機師報告機件故障的數目偏高的理由(見審計報告書圖十一)；

超級美洲豹直升機故障報告數目相對較多的主要原因包括：

- (a) 超級美洲豹直升機是較大型的機種，與 EC155 型直升機相比，包含更多機械和電子零件，個別零件出現故障的可能性因而較高；
- (b) 對比 EC155 型直升機，超級美洲豹直升機的服務範圍較廣(包括滅火、離岸搜救等)，飛機狀況的受損程度因而較高；以及
- (c) 超級美洲豹直升機的平均飛行時數，多於 EC155 型直升機，提交故障報告的可能性因而較高。

飛行服務隊將致力監察並盡量減少故障報告的數目，但須注意，對航空業內任何飛機營運機構來說，若干數目的故障報告實屬正常。事實上，審計報告書圖十一所載列的故障報告，多屬輕微觀察和故障，沒有導致任何安全問題或適航影響。

(q) 關於審計報告書圖十一(機師報告機件故障的數目)，請提供香港或海外機構所用同類飛機的比較數字；

飛行服務隊所提供的飛行服務範圍，涵蓋緊急救援以至執法，不論在本港或國際上，都是獨一無二的。本港或其他地方均並無可作比較的機構。因此，我們不能把飛行服務隊的故障報告數字，與其他機構的相關數字直接比較。

須予留意的是，香港民航處過往在每月維修檢討例會上，或每半年就飛行服務隊的維修活動進行的審計過程中，都沒有對飛行服務隊平穩而正常的故障報告數字提出關注。飛行服務隊飛機的製造商亦確認，飛行服務隊的故障報告數字，與其他使用相同或相類飛機型號的機構相若。飛行服務隊將繼續致力保持故障報告數字平穩，並會探討各種措施，以盡量減少故障報告的數目。

- (r) 非定期維修的時間比率偏高和有上升趨勢，是否由於飛機老化所致？有關的飛機安全問題是否須予以關注(見審計報告書第 4.8 段)？**

正如審計報告書第 1.5 段和表二所指出，飛行服務隊在二零一零年至二零一四年期間，涉及飛行服務的總飛行時數增加了 18%。過去五年飛機使用率的增加，無可避免會加速機隊的損耗，繼而導致非定期維修的時數增加。

不過，有一點需要留意的，是儘管過去五年飛行服務的需求急速上升，但飛行服務隊仍能把用於非定期維修的時間(見審計報告書圖十)維持在一個相對平穩的水平，當中並無明顯的上升趨勢。

不管機齡大小，工程部都會繼續致力維持機隊一貫的安全水平。

- (s) 可採取什麼措施進一步縮短行動飛機因進行非定期維修而須停機的時間？飛行服務隊會否考慮就非定期維修訂定目標，藉此盡量減低該項維修對日常運作的影響？**

正如審計報告書第 1.5 段和表二所指出，在二零一零年至二零一四年期間，飛行服務隊與服務有關的總飛行時數上升了 18%。飛機的使用在過去數年更加頻密，難免對定期和非定期維修的需求有所增加。飛行服務隊一直完全按照相關標準進行定期維修，非定期維修次數的增加絕不代表定期維修不夠謹慎。由於非定期維修在本質上是難以預計和無法避免的，而服務需求的增加並不是飛行服務隊所能夠控制，飛行服務隊為非定期維修訂定目標數目，並無意義。然而，可予考慮的方案是為工程部加強人手支援，務求在飛機停飛以待維修時，能加快完成檢驗和維修工作。部門會審慎檢討工程部的人手編制，並在有需要時，按既定機制爭取額外資源。

- (t) 請提交香港民航處或海外機構就飛行服務隊的運作最近進行的審計及／或巡查的報告，以及該等審計及巡查會多久進行一次(見審計報告書第 1.3 段)；

現夾附以下的審計及／或巡查報告，以供參考：

- **附錄 VIII**(只有英文)：英國皇家空軍(搜索及拯救軍方標準及評估)於二零一四年十二月四日就飛行服務隊內直升機運作所提交的報告
- **附錄 IX**(只有英文)：英國皇家海軍航空兵 750 海軍航空中隊於二零一一年六月二十二日就飛行服務隊內定翼機運作所提交的報告
- **附錄 X**(只有英文)：香港民航處於二零一四年十二月就飛行服務隊作為航空運輸企業經營許可證持有機構的運作情況所發表的報告
- **附錄 XI**(只有英文)：香港民航處於二零一四年十二月三十日就飛行服務隊作為認可飛機維修機構的運作情況所提交的報告
- **附錄 XII**(只有英文)：香港民航處於二零一五年四月二十四日就飛行服務隊作為認可設計機構的運作情況所提交的報告

***委員會秘書附註：有關附錄 VIII 至 XII，請參閱**

此報告書的附錄 26。

- (u) 關於第 4.19(a)段，有什麼因素妨礙大型維修及檢驗工作同步進行？

飛行服務隊轄下工程部一直竭盡全力，盡量安排大型維修和檢驗工作同步進行，務使機隊整體的停機時間減至最少，但須注意，在若干情況下，同步工作在實際上未必可行。舉例說，某些事先沒有計劃的大型維修如牽涉安全問題和適航影響，工程部必須立即進行，不能延遲。如屬這類情況，便無法把大型維修與下次例行檢驗一併進行，因為延遲大型維修並不適合，而提前下次例行檢驗亦會令定期保養周期會縮短，因而加速飛機損耗。工程部會繼續通過專業判斷，籌劃機隊的保養安排。此外，部門會審慎檢討工程部的人手水平，並在有需要時，按既定機制爭取額外資源。

- (v) **可縮短試飛等候時間的措施，以及因而可減省的等候時間有多少？對於所減省的時間，是否有一個可量化的目標(見審計報告書第 4.19(c)段)？**

大多數的試飛須在視野條件良好的情況下，於離地 3 000 至 6 000 呎高的半空，由合資格的資深機師負責進行。受制於每年出現合適天氣條件的日數有限，香港國際機場的航空交通管制近年越趨嚴格，符合資格進行試飛的機師人數有限，以及日漸增加的召喚出動個案佔用了機師職系人員的大部分工作時間，以致近年的確出現更多已完成修理的飛機須等候更長時間方能安排試飛的情況。

為改善情況，飛行服務隊將致力加強工程部與行動部之間的溝通，使飛行行動主管清楚知悉急需進行的試飛要求，並在規劃合資格機師的飛行任務時盡量兼顧，從而縮短試飛等候時間。不過，鑑於天氣情況、機場交通以至對飛行服務隊飛行服務的需求變動均是飛行服務隊不可控制的因素，飛行服務隊難以就飛機的試飛等候時間，設定任何可量化的目標。

- (w) **提醒有關員工依照既定要求盡快訂購零件的措施，包括可否使用資訊科技系統發出通告(見審計報告書第 4.19(d)段)；**

飛行服務隊已透過簡介會，提醒屬下人員依照既定要求盡快訂購零件。工程部會繼續與物料供應組定期會面，討論並檢視任何尚待處理的訂單。

採購飛機和零件

- (x) **請提交飛行服務隊就第 5.3 段所述個案的調查報告，當中涉及購買 Zlin 時未能適當地取得付款折扣。為加強付款監控，飛行服務隊已採取什麼措施？**

有關調查現時正在進行，並會在大約三個月內完成。飛行服務隊於二零一五年四月二十八日已舉行簡報會，提醒全體有關員工，務須嚴格遵守現行的採購及會計規則和規例。部門亦已檢討及更新有關處理付款的指引，規定，有關人員須就在每項付款申請書作出陳述，確認是否已取得所有適用的折扣。

- (y) 購買 Zlin 和鑽石型定翼機後，繼續採用 J-41 行動飛機作訓練用途，以導致新訓練機的使用率偏低的原因。以上情況會否妨礙飛行服務隊調派 J-41 作行動用途？飛行服務隊已採取什麼措施，以提高 Zlin 和鑽石型定翼機作訓練用途的使用率？

採購 Zlin 和鑽石型訓練機是為了提升機師的基本技術及決策能力，並提供一個平台，讓機師可累積飛行時數，從而考取民營運輸機飛行員執照。然而，定翼機機師仍需接受針對不同機種而進行的行動訓練，才可勝任所有行動職務。換言之，儘管機師以 Zlin 和鑽石型訓練機進行訓練，可減輕在捷流 41 型定翼機(以及日後的挑戰者 CL-605 型飛機)方面累積飛行時數的部分壓力，但他們仍需在 frontline 飛機本身(亦即捷流 41 型定翼機及日後的挑戰者 CL-605 型飛機)進行一定時數的實際的行動訓練。

礙於定翼機組現時的人手狀況，通常只有一隊機組人員當值(0700 時至 1300 時，及 1600 時至 2200 時)。為此，機組人員可能既要進行訓練，又要隨時準備起飛，以應付任何緊急召喚。由於定翼機在用作訓練時，已載有足夠燃料，並配備合適的任務裝備，機師和定翼機亦已完全就緒，一旦有需要便可奉召出動，故此不會構成任何問題。

關於提高訓練機的使用率，飛行服務隊已檢視情況，並採取下列措施：

- 開展一項有系統的訓練計劃，着重於飛行服務隊初級機師的發展，務求確保飛機的使用率日後持續提高；
- 過去三年增聘初級定翼機機師，以填補人員過早流失所造成的空缺。這些機師現正接受初期培訓，並透過地區飛行訓練，不斷累積飛行時數，以考取民營運輸機飛行員執照；以及
- 讓所有定翼機機師均符合資格駕駛鑽石型定翼機。在這安排下，當新購的飛機於二零一五至一六年度交付後，鑽石型定翼機便會伙同新購飛機，執行培訓任務。

- (z) 飛行服務隊以單一型號的機隊取代現有直升機的理據。考慮到若然發現品質缺陷，整個機隊的運作可能須予暫停，飛行服務隊會否重新考慮這項決定；

採購單一型號的機隊的理據已詳載於財委會文件(即二零一五年四月三十日發給委員的文件第 R64/2/INFO4 號第 5 段)和審計報告第 5.19 段，現時仍然有效。

在二零一二年至二零一四年期間，飛行服務隊就採購新的直升機進行市場研究及準備進行招標工作時，已就操作單一型號機隊進行了風險評估。結論認為，由於科技先進，加上有關飛機在製造及認證方面所採取的國際安全標準更為嚴格，所以新購置的飛機將較為可靠穩定，飛機因為製造時出現缺陷而有關問題無法在短時間內解決，以致整隊機隊停飛的可能性極低。

- (aa) 採購直升機機隊的招標文件，以及相關條文對於擬購置飛機型號的運作記錄如何詮釋？

隨文付上載有招標文件的光碟。

於二零一二年進行的市場研究，我們曾考慮三家知名製造商所生產的四款型號可能適合飛行服務隊運作的直升機型號。這些型號在二零一七至一八年度或之後交付飛行服務隊使用的期限前，均會具超過三年經證明的行動經驗。

- (bb) 負責擬備上文(aa)項所述標書的招標文件及標書評審的員工詳情，例如其職銜及經驗；

負責擬備招標文件的人員如下：

<u>職級</u>	<u>經驗</u>
政府飛行服務隊總監	超過 30 年
總飛機工程師	超過 25 年
兩名高級機師	超過 25 年
高級飛機工程師	超過 20 年
飛機工程師(機身／發動機)	超過 10 年
飛機工程師(航空電子)	超過 15 年
合資格空勤員教官	超過 30 年
一級空勤主任	超過 25 年

*** 委員會秘書附註：招標文件並無在此隨附。**

負責標書評審的人員如下：

<u>職級</u>	<u>經驗</u>
總機師	超過 30 年
高級機師	超過 20 年
高級飛機工程師	超過 20 年

(cc) 回應審計報告書第 5.33 段審計署的建議，飛行服務隊有否檢討其調派 EC 155 直升機作為單一型號新直升機機隊後備飛機的應變計劃是否足夠？飛行服務隊就此事制定了什麼具體計劃？

飛行服務隊於二零一三年制定保留一架 EC155 直升機以供調度的應變計劃，並認為該計劃依然合適。飛行服務隊會監察新直升機機隊交付後的運作情況，並會在有需要時制定恰當的應變措施。

未來路向

(dd) 進行審計報告書第 6.7 段所述顧問研究的時間表及實施計劃為何？

我們計劃在二零一五至一六年度完成邀請有意投標的承辦商就該項目提交意向書的工作，以期能盡早開展招標程序。

完

在二零一零至二零一四年期間
四個未能符合有關到達現場的目標

(1) 空中救護：甲類／甲+類疏散運送傷病者(港島及離島區)

承諾到達 現場時間 (分鐘)	目標 (%)	2010 年 (%)	2011 年 (%)	2012 年 (%)	2013 年 (%)	2014 年 (%)
20	90	95	89	86	87	87
		1145 宗 個案中 有 56 宗	1245 宗 個案中 有 134 宗	1266 宗 個案中 有 177 宗	1352 宗 個案中 有 176 宗	1259 宗 個案中 有 169 宗
未能符合到達現場目標的原因 (個案數字)						
受天氣 限制		6	60	119	101	116
航空交通 管制而 引致延遲		12	24	20	28	9
飛機機件 故障		23	27	22	22	26
機組人員正 執行其他 任務		6	7	5	19	5
其他(註)		9	16	11	6	14
總數		56	134	177	176	169

註：其他原因包括飛機須折返飛行服務隊加油或更換機組人員，以執行下一項任務，機組人員須穿上裝備，以準備執行涉及傳染病的空中救護行動。

(2) 直升機近岸搜索及救援行動：晚上 10 時至翌日上午 6 時 59 分，無需額外機組人員／特別裝備

承諾到達 現場時間 (分鐘)	目 標 (%)	2010 年 (%)	2011 年 (%)	2012 年 (%)	2013 年 (%)	2014 年 (%)
40	90	83	67	79	78	76
		18 宗 個案中 有 3 宗	9 宗 個案中 有 3 宗	24 宗 個案中 有 5 宗	23 宗 個案中 有 5 宗	29 宗 個案中 有 7 宗
未能符合到達現場目標的原因 (個案數字)						
受天氣 限制		1	1	3	1	3
航空交通 管制而 引致延遲					1	
飛機機件 故障			1		1	
機組人員正 執行其他 任務						
其他(註)		2	1	2	2	4
總 數		3	3	5	5	7

註：其他原因包括由於距離太遠和地點難以到達而需要較長的飛行時間，及/或須制訂燃料計劃（在執行遠程搜救行動時，飛行服務隊須預先計劃直升機在油台加油）。如屬攀山搜救，機組人員或需額外時間確定個案詳情(例如求助人的資料和位置)，以便策劃搜救任務。在臨界天氣情況下，機組人員或須基於安全理由，考慮不同的飛行路線和速度。

(3) 執法行動：在港島及離島區以外地區，無需額外機員／特別裝備

承諾到達現場時間 (分鐘)	目標 (%)	2010 年 (%)	2011 年 (%)	2012 年 (%)	2013 年 (%)	2014 年 (%)
30	90	79	73	83	76	80
		14 宗 個案中有 3 宗	11 宗 個案中有 3 宗	6 宗 個案中有 1 宗	17 宗 個案中有 4 宗	10 宗 個案中有 2 宗
未能符合到達現場目標的原因 (個案數字)						
受天氣限制		1		1		
航空交通管制而引致延遲						
飛機機件故障					1	
機組人員正執行其他任務						
其他(註)		2	3		3	2
總數		3	3	1	4	2

註：其他原因包括：執行執法行動時，須確保敏感資料保密直至開展行動，需時策劃特定飛行路線，加油安排以及按行動需要採用不同的飛行速度等。因此，相關行動可能需要較多時間作出飛行規劃。

(4) 滅火：投擲水彈

承諾到達現場時間 (分鐘)	目標 (%)	2010 年 (%)	2011 年 (%)	2012 年 (%)	2013 年 (%)	2014 年 (%)
40	85	74	72	76	65	74
		38 宗 個案中有 10 宗	92 宗 個案中有 26 宗	37 宗 個案中有 9 宗	43 宗 個案中有 15 宗	38 宗 個案中有 10 宗
未能符合到達現場目標的原因 (個案數字)						
受天氣限制					1	1
航空交通管制而引致延遲				1	2	1
飛機機件故障		2	6	3	2	2
機組人員正執行其他任務		1	2		2	
其他(註)		7	18	5	8	6
總數		10	26	9	15	10

註：其他原因包括：額外時間為飛機安裝滅火設備，由於距離太遠和地點難以到達而需要較長的飛行時間，以及須制訂燃料計劃（因為滅火行動一般需較長時間完成），額外飛行時間以避免飛機吊運救火水桶飛越住宅區。

CHAPTER III - GOVERNMENT TRANSPORT

Flying Services provided by the Government Flying Service

360. The Government Flying Service (GFS) operates helicopters and fixed wing aircraft primarily for internal security, search and rescue and casualty evacuation purposes. However, when training and operational commitments permit, the Controller, GFS may carry out suitable flying tasks for Government Departments (including the carriage of government officers). Such flights, however, will only be approved if they are considered to be in the public interest and when no other form of transport would be suitable in the circumstances.

361. General approval is given for the following persons to travel as passengers in GFS aircraft subject to the provisions of GR 360 (although civilian personnel may decline to fly if they so wish):

- (a) members of the Executive and Legislative Councils on duty;
- (b) government officers on duty;
- (c) members of the Auxiliary Services on duty;
- (d) Justices of the Peace on official visits;
- (e) persons carried as a result of emergency operations; and
- (f) personnel engaged on maintenance of the aircraft or equipment installed in the aircraft who are required to travel on test flights.

362. No passengers other than those listed above will be carried in GFS aircraft except with the prior approval of the Controller, GFS.

Amendment No. 1/2004

***委員會秘書附註：本文件只備英文本。**

CHAPTER III - GOVERNMENT TRANSPORT

Emergency Flights

363. When an aircraft is required for an emergency task, e.g. for a casualty evacuation or a search and rescue operation; a request should be made by telephone to HQ Command Control Centre (HQCCC) (Tel : 2860 2400).

Routine Task Flights for Government Departments

364. (1) Applications for passenger or other task flights which are not in an emergency category should be made in the first instance by telephone to the Tasking Section, GFS (Tel : 2753 8406) giving as much notice as is possible and specific details of any special routings or timings required. Written application on the standard form (available from the Controller, GFS) must follow. The use of facsimile is acceptable.

(2) Two copies of the application form should be completed and certified by the Authorizing officers who are authorized to sign the application form (normally an officer of directorate level). One copy should be sent to the GFS at the time the request is accepted to confirm the flight booking made by telephone; the second copy must be made available to the crew of the aircraft at the time of flight.

365. It is important that aircraft are only used by Government officers when there is good reason for doing so, i.e. no other form of transport would satisfy the particular need. It is not enough to book an aircraft in routine circumstances simply because it happens to offer a quicker way of getting from place to place. Since it is impracticable to lay down precisely the circumstances in which the use of aircraft by Government officers is justified, responsibility is placed on Heads of Departments and their authorized senior officers to make sure that every request is necessary. The GFS can advise, where desired.

366. Flights arranged by Official Justices of the Peace on Government Secretariat authority will not require completion of Part B of the application form. However, Part A should be sent to the GFS in the normal way. Justices of the Peace will not be required to produce the second copy of the form to the Pilot.

367. The Controller, GFS, has discretion to allocate the type of aircraft to be used for a particular flight, i.e. helicopter or fixed wing, to allocate priorities and to reject applications for flights if necessary.

Amendment No. 2/97

CHAPTER III - GOVERNMENT TRANSPORT

368. If a passenger is likely to be delayed at any pre-arranged landing point, he should inform the Operations Section, GFS Headquarters (2305 8301) as soon as possible. Passengers who fail to do this and who arrive late are liable to find that the helicopter has left and they will have to make other transport arrangements.

369. Passengers other than those included on the application form and deviations from the route specified on the application form will not be permitted unless the prior agreement of the Controller, GFS has been obtained.

370-372

Insurance Cover Provided for Government Flying Service

373. All GFS aircraft are insured for normal flying risks in the same way as commercial aircraft. Passengers are covered under a personal accident insurance policy for an amount not exceeding HK\$500,000 per seat. Further details on the insurance coverage provided in respect of GFS aircraft are available from the Controller, GFS.

374-399

Amendment No. 2/97

SECTION 3 TASKING CENTRE AND TASK PROCESSING

Chapter 1 Flight Booking Policy

1. The role of the Tasking Centre in the GFS is to receive and process routine flight bookings from the client departments of the SAR Government.
2. The policy of accepting this routine government tasking is based on a "first come - first served" system. In cases of a shortage of aircrew or aircraft availability, all tasking is allocated, subject to the Task Priorities detailed in the OM Volume 1, Section 1, Chapter 2.
3. The maximum number of tasks to be accepted is subject to the availability of resources, i.e. aircraft, aircrew and aircraft maintenance schedules etc.
4. Normally a maximum of 2 lines of tasking is to be accepted during the week (Monday to Friday). In cases where more than two lines of tasking is requested, prior approval must be sought from FOM prior to acceptance. At weekends, the acceptance of tasking is to be reduced to a minimum due to the limited availability of aircrew. Note that all tasking is subject to the tasking priorities as mentioned in para 2 above.
5. Prior to the start of each financial year, the Administration Section, on behalf of the Controller, will write to the head of each Government Department and Disciplined Service, asking them to submit their flying hour requirements, for the forthcoming financial year. Each bid must be accompanied with a justification. On receiving the bids, FOM will decide on the hours to be allocated to each individual department.
6. Each of these departments is to nominate at least one officer at directorate level to certify and sign the OM 288, which must be submitted with each flight application. The specimen signature of these approving officers will be kept by the GFS Tasking Centre for signature verification purposes, and checked prior to accepting a task application.

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Chapter 2 Flight Booking Procedures

The following procedures are to be adopted for the booking of GFS aircraft:-

1. Application for flight in a GFS aircraft should be initiated by sending a completed flight booking form to flightbooking@gfs.gov.hk by the applicant no earlier than 3 months of the flight. An acknowledgement email should then be sent to the applicant to acknowledge the application by an Operations Officer (OO). A provisional flight booking form will then be prepared by the CO(Ops).
2. CO(Ops) will bracket the time-slot on the Monthly Programme Board (MPB) while AM(Flt Ops)2 will confirm the time and date of the flight booked is correctly shown on the Monthly Programme Board. He will also approve this booking by completing Part D of this provisional flight booking form.
3. CO(Ops) should inform the applicant the status of the application no later than 28 days before the flight. If the application is accepted, a soft copy of the OM 288 (application for flight in a GFS aircraft) will be sent to the applicant. The applicant should complete the form, duly signed by the authorizing person, and forwarded to the GFS by fax or mail at least three working days prior to the date of the flight. Follow up action (e.g. verification of signature, confirmation of the request, including Date, Time and Place) are to be carried out by CO(Ops). AM(Flt Ops)2 is to be kept informed of any irregularities.
4. If the flight involves carrying non-government passengers, AM(FltOps)2 must complete Part C in order to certify the justification of approval in accordance with GR362.
5. If a flight is generated internally, any non-government passengers carried must be given prior approval by the Controller GFS, and must also sign a letter of waiver for self-indemnity purposes. This letter is available from the ACCC and the Tasking Centre. When the flight is complete, these letters are to be returned to CO(Ops) for record purposes and kept for at least 2 years in the Tasking Centre records.
6. All bookings must be supported by the signed application form submitted by the applicant. If no application form signed by the authorizing person is received, the requested flight will not be carried out, unless approval is given by FOM.
7. Cancellation of flights:-

If a pre-programmed flight is cancelled, due to adverse weather condition or special operations etc, the client is to be informed at the earliest opportunity by the ACCC.

A new date and time for a postponed flight will be rearranged by the CO(Ops) accordingly. All these revisions are to be entered into the Revision Content of the OM 288.

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Government Flying Service

Statement of Unit Policy

The Government Flying Service (GFS) came into being on 1 April 1993. It is a civilian, disciplined service, replacing the Royal Hong Kong Auxiliary Air Force which was disbanded on 31 March 1993. This statement defines the Government's policy and objectives for the GFS.

Part 1 – General

Mission statement

2. The GFS is to provide safe, efficient and cost-effective flying services in an environmentally friendly manner to support the work of various Hong Kong Special Administrative Region Government departments and agencies. This includes 24-hour emergency air ambulance and search and rescue services.

Operations

3. The role of the GFS is to provide flying services to the Hong Kong Special Administrative Region Government. Without prejudice to the generality of that role, the specific functions of the GFS are prescribed in section 5 of its Ordinance. That is, its job is to –

- (a) support the Hong Kong Police Force and other law enforcement agencies of Hong Kong in carrying out their law enforcement duties;
- (b) carry out search and rescue and casualty evacuation;
- (c) assist in fighting fires and in responding to any other emergencies which constitute a threat to life or property;
- (d) carry out photography for aerial surveys;
- (e) assist the medical services;
- (f) carry such persons as the Secretary for Security may authorize as passengers; and
- (g) perform any other tasks incidental to the matters in (a) to (f).

* 委員會秘書附註：本文件只備英文本。

4. Subject to the approval of the Secretary for Security, the GFS is authorized to undertake flights for hire and reward, other than for the purpose of public transport as defined in Article 98 of Air Navigation (Hong Kong) Order (AN(HK)O) 1995.

Priorities

5. While the GFS is required to carry out all the tasks in paragraph 3, some must take priority over others. For convenience, the various tasks are distinguished as “primary” and “secondary”.

6. Primary tasks are those that always take first priority over all others. That is, they have first claim on the resources of the GFS. They are –

- (a) emergency operations involving Search and Rescue (SAR) overland and offshore within the Hong Kong Flight Information Region (HK FIR) and within the Hong Kong Maritime Search and Rescue Region, including aeromedical/casualty evacuation;
- (b) operational support to the Police (deployment by air; logistical support for the Special Duties Unit (SDU) in operations and training; reconnaissance and surveillance);
- (c) operational support to the Emergency Monitoring and Support Centre (EMSC) and other Government departments in connection with civil emergencies;
- (d) airborne fire fighting where risk exists to life or property; and
- (e) ground and air training of Hong Kong Special Administrative Region Government departments, primarily police formations.

7. In any emergency situation, the Controller is responsible for determining priorities between competing claims.

8. Secondary tasks are those which the GFS will perform when resources are not required for the primary ones in paragraph 6. Should there be a last minute call on resources arising from a primary task, any commitments to secondary functions will be cancelled or postponed. The secondary tasks are –

- (a) VIP and other “communications” flights ⁽¹⁾;
- (b) oil pollution surveillance; and

Note (1) : communications flight are all flights not otherwise specified in paragraphs 6 and 8.

- (c) aerial survey flying services.

Resource planning: priorities for use of flying hours

- 9. Priorities for the use of authorised flying hours are –
 - (a) essential aircrew training and examinations to acquire/maintain/renew aircrew categories, flight crew licences, instrument ratings, type ratings and role qualifications;
 - (b) air tests;
 - (c) primary operational tasks;
 - (d) basic cadet pilot and ab-initio air crewman training, operational conversion training and role conversion training;
 - (e) secondary tasks; and
 - (f) other services as directed by the Secretary for Security.

[Note: depending on their specific nature, tasks in (f) may take priority over others. Whether they should will be judged on a case by case basis.]

Expected proportion of operations in any one role

- 10. As directed by the Secretary for Security.

Command, Control and Planning

11. The Controller directs the work of the GFS. He is accountable to the Secretary for Security who determines its policy. The Controller has an overriding statutory duty to ensure safe operation (section 7(2) of the Ordinance). He should keep the operation under constant review to ensure that it continues to satisfy demand for GFS services.

12. The Controller's powers are defined in section 12 of the GFS Ordinance –

- (a) the control and operation of the Government Flying Service, including services to be performed by members;

- (b) requirements for training;
- (c) classifications and criteria for promotions;
- (d) the holding of inspections, drills, exercises and parades;
- (e) subject to any regulation made under the Ordinance, conditions relating to the provision of welfare to members;
- (f) the administration of aircraft, buildings, equipment, finance, furniture, grounds, stores and vehicles; and
- (g) the form and requirement for reports, correspondence and records.

13. Thus, the Controller's Orders are the source of direction on operations, administration (in its widest sense) and training. The disciplinary provisions that underpin the Controller's powers are prescribed in the Discipline Regulation of the GFS.

Environmental Policy

14. The Controller GFS is to establish an environmental policy and ensure implementation in accordance with the Controlling Officer's Environmental Report.

Organisation

15. GFS staff comprise civil servants supported by an auxiliary section. The Controller will ensure that the organisation and structure remain effective in meeting demands imposed by policy changes.

Localization

16. In common with all departments the GFS follows the standard localization policy covering appointment and renewal of agreement and is developing programmes to give local officers the necessary training and experience to fit them for senior positions. The special circumstances of the GFS require that process to take place within a timeframe that is realistic in terms of the need to maintain the highest operational and safety standards. The Controller will make proposals for achieving this and will periodically report on progress in this respect.

Governing and supporting documents

17. This statement should be read in conjunction with the following –
- (a) the GFS Ordinance (Cap. 322) and subsidiary legislation (ie. the General Regulation, the Discipline Regulation, and the Welfare Regulation);
 - (b) Controller's Orders;
 - (c) Air Navigation (Hong Kong) Order 1995;
 - (d) Hong Kong Aviation Requirement 145;
 - (e) GFS Operations Manuals;
 - (f) Engineering Procedures Manual;
 - (g) Administrative Procedures Manuals; and
 - (h) Regulations of the Hong Kong Special Administrative Region Government.



(Mrs Regina IP)
Secretary for Security

7 January 2000

SBCR 3/1397/78

SUP.docnum/al/GPS-SUP

SECTION 1 POLICY

Chapter 1 Safety Policy

GFS Safety Policy

The objective of the Government Flying Service (GFS) Safety Policy is to ensure that the efficient delivery of GFS flying service at the highest possible quality meets the highest flight safety standards. GFS will continuously refine its Safety Policy in the light of operational experience and changes in statutory requirements; and to ensure flight safety, achieve the Department's vision and enhance customer satisfaction.

The organisation, procedures and control system (Safety Management System) in relation to flight safety are defined clearly in GFS Operations Manuals, which comply with the requirements of the Air Navigation (Hong Kong) Orders.

The GFS Safety Management System is accepted by HKCAD. It is endorsed by the undersigned as the Head of Department and must be adhered to by all personnel at all times. However, the daily administration of the GFS Safety Management System, including the GFS Operations Manuals, is delegated to the incumbent of Manager (Flight Safety).

It should be noted that the GFS Safety Management System does not override the latest Air Navigation (Hong Kong) Order, or any new or revised requirements published by HKCAD as and when required.

The GFS Safety Policy should be understood, implemented and maintained by all personnel within the Department.

Signed 

Captain Michael Chan
Controller,
Government Flying Service

*** 委員會秘書附註：本文件只備英文本。**

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2 Safety Management System (SMS)

The Safety Management System (Operations) applies to all activities of the Operations Section, Training & Standards (T&S) Section and Air Command and Control Centre (ACCC) of the GFS. It has been developed in accordance with CAD712. The Sections included in the SMS(Ops) are the Helicopter, Aeroplane, Aircrewman Officer (ACMO), Flight Operations (Flt Ops) and the Flying Element of the QA Section. The SMS is fully documented and is structured in 3 levels :

Level 1 :

- Operations Manual - General (Volume 1)

This document details the GFS Quality & Safety Policy, Structure and Operational procedures. Additionally, it documents selected important procedures required by the Civil Aviation Department (CAD) and the Air Navigation (Hong Kong) Order 1995.

- GFS SMS Manual (Volume 2)

This document details the GFS Safety Policy and the Safety Management System of its Operations Section and Training & Standards Section with references to the CAD712 Standard.

Level 2 :

- Operating Procedures (Vol 3, 4, 5, 6, 10 & 11);
- Training Manuals (Vol 7, 8 & 9);
- Relevant Aircraft Flight Manuals and Checklists (normal, abnormal and emergency);
- Manufacturers Operating Manuals (BAe 4100);
- Operations and Standards Notice ;
- Helicopter Landing Sites Directory.

These documents describe the actual processes and controls, applied to all GFS flying activities, including operational and training activities.

The GFS recognizes that it is impractical to document every work procedure. Where a specific situation arises that is not covered by the Standard Operating Procedures (SOPs), it is appropriate to refer the GFS SMS Manual (Vol 2) for guidance as to the intent of GFS Flight Safety Policy and Responsibilities. If necessary, a new procedure is to be developed and included.

Level 3 :

- Quality and Flight Safety Records

These records are established by personnel performing the tasks, operations or activities for which the results need to be recorded. Records are controlled in accordance with the documented procedures.

3 Management Personnel

The following personnel are identified as being responsible to ensure that the Operations Section and T&S Section are in compliance with CAD712 requirements. They are also required to review the management review report.

- Controller, GFS (C,GFS)
- Chief Aircraft Engineer (CAE)
- Chief Pilot (Operations) [CP(Ops)]
- Chief Pilot (Training and Standards) [CP(T&S)]
- Manager (Flight Safety) [M(FS)]
- Manager (Quality Assurance) [M(QA)]
- Senior Aircrewman Officer (SACMO)
- Flight Operations Manager (FOM)

4 Compliance with CAD Standards

The OM system is structured in compliance with the CAD360 and CAD712 standards, with policy statements relating to each area of activity within the relevant operating procedures.

Chapter 2 Operational Policy

1 Functions of the GFS

The function of the GFS is to provide flying services to the Government for such purposes as are incidental to the administration of Hong Kong. Without prejudice to the generality of that role, the specific functions of the GFS are prescribed in section 5 of its Ordinance (CAP 322) at Annex A. Its job is to:-

- (a) support the Hong Kong Police Force (HKPF) and other law enforcement agencies of Hong Kong in carrying out their law enforcement duties;
- (b) carry out Search and Rescue (SAR), Casualty Evacuation (Casevac) and Helicopter Roadside Rescue operations;
- (c) assist in fighting fires and in responding to any other emergencies which constitute a threat to life or property;
- (d) carry out photography for aerial surveys;
- (e) assist the medical services;
- (f) carry such persons as the Secretary for Security may authorize as passengers; and
- (g) perform any other tasks incidental to the matters in (a) to (f).

1.1 Emergency Tasking of GFS Aircraft

Notwithstanding Para 10, part III of the Government Flying Service Ordinance (CAP 322), the GFS is normally tasked for emergency sorties by the following agents :

- (a) Police Headquarters Central Control Centre (**HQCCC**)
- (b) Fire Service Command Centre (**FSCC**)
- (c) Maritime Rescue Coordination Centre (**MRCC**)
- (d) Civil Aviation Department Rescue Coordination Centre (**CAD RCC**)

Under normal circumstances, requests for helicopter assistance by the general public within Hong Kong boundary are to be referred to the respective emergency services as GFS has neither the protocols nor resources to deal with direct requests.

Whilst GFS may prepare to respond to a request, a response will not be actioned until formally tasked out by the agents listed above. If however, the Duty Operations Manager (DOM) or Aircraft Commander considers that life will be put at risk by delaying a response, he/she is authorized to consider deploying an immediate response. The DOM should inform appropriate agents regarding GFS response for their follow up actions of the case. The DOM should also advise FOM, CP(Ops) or CP(T&S) by the quickest means with all details and to continuously monitor the progress.

1.2 Routine Tasking of GFS Aircraft

Whilst emergency response tasking will take priority at all times, GFS will also provide routine flying services to support government departments when training and operational resources as well as commitments permit. The principles and guidelines in using GFS aircraft for routine task flights have been stipulated in Articles 364 – 369 of the 'General Regulations'. Refer to page 1-2 Annex A/1, A/2.

1.3 Persons Eligible to Travel as Passengers in GFS Aircraft

- (a) In accordance with Articles 361 – 362 of the 'General Regulations', general approval is given for the following persons to travel as passengers in GFS aircraft :
 - (i) Members of the Executive and Legislative Councils on duty;
 - (ii) Government officers on duty;
 - (iii) Members of the Auxiliary Services on duty;
 - (iv) Justices of Peace on official visits;
 - (v) Persons carried as a result of emergency operations; and
 - (vi) Persons engaged in maintenance of the aircraft or equipment installed in the aircraft who are required to travel on test flights.
- (b) For passengers to be carried in GFS aircraft other than those listed in para. (a). above, prior approval must be sought from C,GFS. The Flight Operations, Tasking Centre must ensure that OM268 form is duly completed and endorsed by C, GFS prior to each flight.

- (c) All passengers who are authorized by C, GFS should fully understand the content of OM272. They must sign and complete the form prior to the commencement of the flight. The DOM is responsible for ensuring that the concerned flight is properly recorded.
- (d) The following criteria provide general guidance in considering passengers to be carried in GFS aircraft:
 - (i) The flight should not affect any emergency response, training or government tasks;
Note:
Passengers must be advised that the flight will be subject to delay or cancellation and it may not be re-arranged.
 - (ii) It is in the public interest to carry the passengers who are discharging duties in his/her official capacities;
 - (iii) There is an operational justification for the passengers to be carried in GFS aircraft;
 - (iv) Family members of the passengers will not be carried except with prior approval of C, GFS.

1.4 Persons Eligible to Act as Aircrew Members in GFS

Normally, only full-time officers in the employment of the GFS will be allowed to act as Aircrew in any GFS aircraft. Exceptions to this rule may only be approved in certain situations, such as:

- (a) Professional pilots employed by the Authority as FOI's may be granted approval to act as an Aircrew member under certain circumstances in the capacity of co-pilot.
- (b) According to the exigencies of the service, professional instructors or examiners may be appointed on a temporary basis to carry out certain training and testing duties until the department has its own qualified personnel to take over the roles.

However any approval will only be granted by the C, GFS, on a case-by-case basis, and will be subject to a full assessment of the individual's experience, qualifications and current employment position.

2 Task Definitions and Deployment Priorities

Task definition and priority for the deployment of GFS assets can be obtained from the following table which serves to provide guidelines to facilitate the decision process to effect assets deployment for a situation, event or incident.

Task Descriptions	Priority	Services
Life Saving	1	<ul style="list-style-type: none"> ◆ SAR ◆ EMS*: A+ Casevac ◆ Major Disaster Response involving mass, evacuation, deployment of operational personnel and/or equipment to scene of incident ◆ Helicopter Roadside Rescue ◆ EMS: A Casevac ◆ Fire-fighting: and response to any other emergencies which constitute a threat to life & property ◆ EMS: B Casevac <p><i>*EMS (Emergency Medical Service)</i></p>
Internal Security and Law Enforcement	2	<ul style="list-style-type: none"> ◆ Response to urgent Police-operational needs
VVIP	3	<ul style="list-style-type: none"> ◆ CE Office ◆ Heads of State or equivalent
Emergency aerial support for Disciplined Services and other law enforcement agencies of Hong Kong Government	4	<ul style="list-style-type: none"> ◆ Operational support tasks
Operational flight for CAD, LandsD	5	<ul style="list-style-type: none"> ◆ Aerial survey for aircraft accidents or natural disaster
Fire-Fighting	6	<ul style="list-style-type: none"> ◆ Vegetation fire ◆ Deployment of ground party and equipment for fire-fighting

Task Descriptions	Priority	Services
VIP	7	◆ As per Hong Kong Precedence List
Oil Pollution aerial support	8	◆ Aerial Reconnaissance & Patrol of incident scene
Training flight for Disciplined Services and other law enforcement agencies of Hong Kong Government	9	◆ Training flight for law enforcement and emergency duties
Aerial Survey	10	◆ LandsD aerial survey
Routine Government Task	11	◆ Transport of personnel or freight to remote locations

3 Scheduled Use of Operational Resources

Without compromising the capability and resources availability to effect emergency response priority (1-6) stated under Para 2, the scheduled use of operational resources such as flying hours, aircraft and available crew can be arranged according to the following priorities.

- (a) essential aircrew training* and examinations to acquire/maintain/renew aircrew qualifications, flight crew licenses, instrument ratings, type ratings and role qualifications;
- (b) air tests*;
- (c) basic pilot and ab-initio aircrewman officer training, operational conversion training and role conversion training;
- (d) secondary tasks (Priority 7-11); and
- (e) other services as directed and prioritised by the Secretary for Security.

*Note: The overriding principle is that supervisors should make best effort to coordinate the deployment and use of resources without compromising any life-saving or ER missions. Priority given to (a) & (b) above should only be exercised if there is no other option or alternatives to re-schedule the respective requirements. Essential aircrew training, in particular, must be linked to a license examination, rating renewal or acquisition of essential qualification when no alternative option, such as availability of instructor or examiner exists.

4 Operational Assets

- (a) Aeroplane
 - (i) 2 BAe4100 aircraft
 - (ii) 1 DA42 aircraft
 - (iii) 1 Zlin 242L aircraft
- (b) Helicopter
 - (i) 3 Eurocopter AS332L2
 - (ii) 4 Eurocopter EC155B1

For efficient and effective deployment of operational assets & manning, reference should be made to Annex B to this section for "Guidelines for Asset Management".

GOVERNMENT FLYING SERVICE

Operations Notice

Number : 02/15

Applicability :

X	Helicopter Crew
X	Aeroplane Crew
X	Operations Unit
X	Engineering

Deployment of Operational Resources and Use of Flying Hours

This notice is served to remind the guiding principle of the priority for the deployment and use of operational assets and flying hours in accordance with the "Operational Policy" of OM Vol 1, Sect 1, Chp 2, Para 2&3.

2. All duty supervisors ie FOM, DM and DLS and crews should take due considerations to effect the deployment of available resources such as aircraft or aircrew for any Emergency Response (ER) iaw the priority laid down under Para 2.
3. While Para 3 of the same chapter also stipulated additional considerations to facilitate any decision making by supervisors, circumstances and situations at the time may also dictate what and how to deploy the resources. As a general rule of thumb, training sortie can be re-scheduled but every minute counts in life-saving and air ambulance missions.
4. Unless the only available resource is tasked for item (a) & (b) under Para 3 with no other options, our primary consideration is to spare no effort to deploy the most effective and efficient response for any emergency services such as SAR, Search, Air Ambulance (Casevac), Law Enforcement and Fire-fighting as the highest priority.
5. Please be guided accordingly

Issued by : CP(Ops)

Signed :



(Captain West Wu)

Initial Issued : 5 Feb 2015
Valid Until : 4 May 2015

限閱文件(行政)

(中文譯本)

便箋

發文人： 政府飛行服務隊總監	受文人： 各決策局／部門首長
檔 號： (3) in GFS CR/1-195/0	(經辦人：)
電 話： 2305 8306	來文檔號：
傳 真： 2753 8438(公開)/2624 9279(機密)	日 期： 傳 真：
日 期： 二零一五年五月十二日	總頁數： 2

提供考察飛行服務

政府飛行服務隊(飛行服務隊)的主要職責是提供24小時的搜索及救援、空中救護、執法、滅火支援及其他緊急服務。此外，亦會視乎資源是否許可及必要的運作需要，提供安全及有效率的飛行服務，以支援香港特區政府各決策局／部門／機構的工作。

使用飛行服務隊的服務時務須注意所需成本

2. 審計署在二零一五年四月發表《審計署署長第六十四號報告書》，因應“政府飛行服務隊的運作”進行衡工量值式的審查工作。審計署署長認為，由於不設跨部門收費，要求使用飛行服務隊服務的決策局／部門，未必注意到所需成本，特別是為官方賓客安排考察飛行服務所涉的成本。鑑於飛行服務隊的資源有限，而服務需求甚殷，因此現提醒各決策局／部門，應審慎考慮需否使用飛行服務隊的飛機作考察飛行之用。飛行服務隊現役飛機在二零一四年的直接運作費用如下：

<u>飛機型號</u>	<u>直接運作費用(每小時計)</u>
超級美洲豹L2直升機	35,270元
EC 155B1直升機	23,890元
捷流41定翼機	15,180元

3. 《總務規例》第365條訂明，“應注意，政府人員使用飛機，必須有充分的理由；換言之，**只在並無其他合用的交通工具時才可使用飛機……由於實際上不可能確切說明政府人員合理使用飛機的情況，部門首長以及獲他們授權的高級人員，須負責確保每次都是有必要才要求提供飛行服務。**”

限閱文件(行政)

限閱文件(行政)

可能披露決策局／部門使用考察飛行服務的統計數字

4. 審計署署長提出的另一項建議，是飛行服務隊應考慮主動披露考察飛行服務的年度統計數字，並按決策局／部門分項列出使用服務的情況和相關費用。我們就此事得出決定後，稍後便會另作通知。現時，煩請告知各首長級人員，務須留意這份便箋的內容。

5. 如有疑問，請電2305 8306直接向總機師(行動)查詢。

政府飛行服務隊總監
(胡偉雄代行)

副本送：保安局局長(經辦人：陳子琪女士)

限閱文件(行政)

附錄 VII

政府飛行服務隊機師 2005-2014 年間過早流失的統計數字

服務年資	辭職			由於未能完成海外訓練而 遭終止聘用	總數
	高級機 師	一級機 師	二級機 師	見習機師	
少於 5 年	-	-	-	5	5
5 – 10 年	-	-	3	-	3
10 年以上	3	2	1	-	6
	3	2	4	5	14
	9			5	14

政府飛行服務隊空勤主任 2005-2014 年間過早流失的統計數字

服務年資	辭職		轉任至其他政府部門	總數
	二級空勤主 任	三級空勤主 任	三級空勤主任	
少於 5 年	-	5	4	9
5 – 10 年	-	1	1	2
10 年以上	1	1	-	2
	1	7	5	13
	8		5	13