

**For discussion  
on 18 December 1997**

**Provisional Legislative Council  
Panel on Security**

**Police Top Command Structure**

**INTRODUCTION**

This paper informs Members of the Administration's proposal to update the existing disciplined directorate structure of the Hong Kong Police Force, introduced in 1983, to enable the Police to cope with changes in its work.

**BACKGROUND**

2. In 1992, the Government decided that a major review of the establishment, management and command structure of the Hong Kong Police Force be carried out. The last such review took place more than a decade ago; since then Hong Kong has undergone a period of considerable change. The purpose of the review was to ensure that the organisation and management of the Force reflected adequately these changes and provided a sound basis for taking the Force into the next century.

3. We carried out the review between 1992 and 1994, with the assistance of management consultants - Coopers and Lybrand. The proposals in this paper arise mainly from that review. The Commissioner of Police (CP) had implemented the recommendations of the review on a trial basis as and when the Force's deliberation of the recommendations was over. Experience showed that the recommendations were conducive to raising the efficiency and effectiveness of the Force. CP therefore decided to make these changes permanent and, with the support of Secretary for Security (S for S), put forward the proposals for Members' consideration in July 1996.

4. At the Establishment Sub-committee meeting on 9 July 1996,

Members expressed concern over the job descriptions of five Chief Superintendents of Police (CSP) posts of the Personnel Wing and the Service Quality Wing (i.e. CSP Personnel Management, CSP Staff Relations and Conditions of Service, CSP Personnel Services, CSP Performance Review, Service Quality and CSP Research and Inspection Service Quality). The Administration withdrew the paper and presented Members with more information about the duties and responsibilities of these five posts at the Sub-committee of the LegCo Panel on Security on 11 July 1996. Members of the Sub-Committee were generally satisfied with the explanation given by the Administration and suggested some refinements to the job descriptions. Taking into account the suggestions made by Members, CP has refined the job descriptions of the posts concerned.

## **PROPOSAL**

5. The CP, with the support of the S for S, proposes the creation of 11 new posts comprising two Assistant Commissioners of Police (ACP) and nine CSP posts, offset by the deletion of 15 existing posts, comprising one Deputy Commissioner of Police (DCP), one Senior Assistant Commissioner of Police (SACP), three ACP and ten CSP posts in order to effect organisational changes in the Police directorate necessary to maintaining the efficiency and effectiveness of the Police Force.

## **JUSTIFICATION**

6. We need to streamline and update the management and control structure of the Police to take account of the changes in the demography and nature of crimes in Hong Kong that have taken place since the introduction of the existing directorate structure in 1983. The proposed re-organisation has taken into consideration the recommendations made by a management study on the Police command structure. The organisational changes which CP wishes to make through the staffing proposals in paragraph 5 above are as follows -

- (a) strengthening the operational support role of the Support Wing;
- (b) strengthening the Crime Wing's capacity to combat organised crimes;
- (c) following up on the consequential changes brought about by disbandment of the Special Branch;

- (d) rationalising the command structure of Police formation in the New Territories to take account of the population changes there;
- (e) enhancing the human resource management capability of the Personnel Wing;
- (f) replacing the Inspection Services Wing with a new Service Quality Wing to promote further the concept of accountability; and
- (g) transforming and retitling the existing Management Services Wing to Information Systems Wing to take charge of the promotion of wider use of information technology in the Force.

We have set out the details of proposed changes in the ensuing paragraphs. CP has already started on a trial basis implementing the proposed changes. He finds the outcome satisfactory and proposes to make the changes permanent. Existing and proposed organisation charts of the Force Command Structure are at Enclosures 1 and 2 respectively.

Encls.  
1 & 2

## **Operations Department**

### ***Traffic Wing***

***(-1 ACP)***

### ***Support Wing***

***(+1 CSP, -1 CSP)***

7. As part of an ongoing effort to ensure that the Police command structure can best cope with the changing demands on the Force, CP has put the command of the Traffic Wing under the Support Wing and renamed it "Traffic Branch". As the new Traffic Branch, headed by an CSP, will work to ACP Support who commands the Support Wing, there is no longer the need for the post of Deputy Director of Traffic (at ACP rank). CP therefore proposes its deletion.

8. In addition to traffic command, CP has also given ACP Support additional responsibilities. ACP Support plays an active role as the Force's interface with the legislature on operational issues, questions, and attending Panels and Bills Committees meetings, and in formulating inter-departmental

policy, police public relations, as well as matters relating to the Code on Access to Information. ACP Support will also take over the management of the Force's vehicle fleet previously under the Management Services Wing. The revised job description of the ACP Support post is at Enclosure 3.

Encl. 3

9. In order to enable ACP Support to continue to focus on policy and strategic issues despite the expansion in his responsibilities, CP finds it necessary to create a new deputy post at CSP level. This new post, to be designated CSP Support, will head the Support Branch of the Support Wing which is responsible for matters affecting the operational support to the Force as a whole. The Branch also explores ways of providing better services to the public. The Branch consists of the following sections : Communal Information System, Field, General, Transport, Police Headquarters Buildings and Security and the Police Licensing Office. A proposed job description of the CSP Support post is at Enclosure 4.

Encl. 4

10. In addition, CP proposes to delete the CSP Auxiliary Headquarters post in the Support Wing as its functions have been transferred to the Personnel Wing (for auxiliary staff personnel matters), the Force Training Wing (for training matters) and the Administration and Finance Wings (for financial, civilian staffing and stores matters).

**Crime Wing**  
***Headquarters***  
***(+1 CSP, -1 CSP)***

11. Until 1992, only one CSP - the CSP Crime Administration and Support - oversaw the work of the Identification Bureau, Ballistics & Firearms Identification Bureau, Criminal Record Bureau, Crime Prevention Bureau, Liaison Bureau, Forensic Science Laboratory and Forensic Pathology Service. As the workload of these units has grown in quantity and complexity over the last few years, CP considers that he needs an additional CSP post to relieve the heavily laden CSP Crime Administration and Support. He has therefore created a supernumerary post of CSP, designated as CSP Crime Headquarters, held against a vacant, and now redundant, permanent post of Bangkok Counsellor (at CSP level). The main responsibilities of CSP Crime Headquarters include handling the co-ordination, administration and resource matters within the Crime Wing Headquarters, and matters relating to the enactment of new legislation, use of Chinese in courts and preparation of responses to Members' questions relating to Crime. The post is also responsible for the command of the Witness Protection Unit and the Child Protection Policy Unit. The original CSP post is then retitled as CSP Crime Support.

Encls.  
5 & 6

12. Experience indicates that the workload is such that CP needs the post of CSP Crime Headquarters on a permanent basis. CP therefore proposes the post be created on a permanent basis, offset by the deletion of the vacant CSP post of Bangkok Counsellor. The job description of the proposed post of CSP Crime Headquarters and the revised job description of the post of CSP Crime Support are at Enclosures 5 and 6 respectively.

***Organised Crime & Triad Group***  
***(+2 CSP, -1 CSP)***

13. In the 1994 Policy Commitments, the Government undertook to fight the spread of triad influence by deploying 45 additional police officers to anti-triad activities and by reorganising the way we tackle triads and other serious crime problems.

14. To enable a more focused approach to operation, CP split the Organised Crime & Triad Group (OCTG) previously headed by one CSP, into two bureaux, namely, the Criminal Intelligence Bureau (CIB), and the Organised Crime and Triad Bureau (OCTB). CP proposes that each of these two bureaux be led by an CSP, offset by the deletion of the CSP who headed the former OCTG.

Encl. 7

15. The CIB's main role is to collect criminal intelligence territory-wide and to make improvement on the way it collects the intelligence. Creation of the proposed CSP post to head the Bureau would allow a senior officer to give dedicated attention to this task which is crucial to detection of crimes. The job description of the proposed CSP CIB post is at Enclosure 7.

Encl. 8

16. The work of the OCTB has been on the rise since the enactment in October 1994 of the Organised and Serious Crime Ordinance and the transfer of some of the duties of the Anti-Smuggling Task Force to OCTB since April 1994. Given the syndicated nature of crimes involving triad groups, the OCTB needs experienced leadership at the directorate level to better ensure its efficacy. CP therefore finds it necessary to create a CSP post to lead the Bureau. The job description of the proposed CSP OCTB post is at Enclosure 8.

***Regions and Districts***  
***New Territories***

**(+1 ACP, +2 CSP, -2 CSP)**

17. In July 1987, Finance Committee accepted, *vide FCR* (87-88)57, the financial implications of a proposal to split the Police New Territories Region into two regions *in phases*. The split was necessary to cope with increased policing commitments in step with the growth in population in the New Territories. CP implemented this split of the New Territories Region into New Territories South (NTS) and New Territories North (NTN) Regions in phases and completed it in 1993. The reorganisation also combines the Frontier District and the Field Patrol Detachment into the new Border District, thus enabling a more co-ordinated and focused approach on anti-illegal immigration and anti-smuggling work along the border.

18. To facilitate this split, CP has created three supernumerary posts : one ACP as Regional Commander (RC) NTS, one CSP as Deputy Regional Commander (DRC) NTS and one CSP Administration NTS, held against three vacant permanent posts, viz., DD Traffic (see paragraph 7 above), CSP Field Patrol Detachment (see paragraph 20 below) and one of the three CSP Inspection Team posts (see paragraph 27 below). The split has worked well, and CP proposes to create the above three directorate posts for the NTS Region (i.e., RC NTS, DRC NTS and CSP Adm NTS) on a permanent basis, offset by the deletion of the above three vacant permanent posts. The job descriptions of these three proposed posts are at Enclosures 9 to 11.

Encls.  
9 to 11

19. As a corollary to the split of the New Territories command, CP has re-designated the posts of RC, DRC and CSP Administration of the former NT Region as RC NTN, DRC NTN and CSP Administration NTN respectively.

20. Following the amalgamation of the Frontier District and the Field Patrol Detachment to form a Border District on 1 June 1993, CP no longer requires the CSP Field Patrol Detachment post. CP therefore proposes its deletion.

### **Special Branch**

**(-1 DCP, -1 SACP, -1 ACP, -3 CSP)**

21. Special Branch consisted of two Wings: Intelligence Wing and Security Wing. Consequent to the disbandment of Intelligence Wing, the six directorate posts which constitute its directorate - one DCP, one SACP, one ACP and three CSPs - have been left vacant and frozen. CP now

proposes their formal deletion from the Force's establishment. With effect from 1 July 1995, the work of the Security Wing has come under the command of the Director of Crime and Security (DC&S) who is responsible for formulating Force policy directives on crime and security-related matters and for ensuring that they are complied with. The revised job description of the DC&S post is at Enclosure 12.

Encl. 12

## **Personnel and Training Department**

### ***Personnel Wing***

22. CP proposes to retitle three existing CSP posts of CSP Personnel, CSP Staff Relations and Chief Force Welfare Officer as CSP Personnel Management (CSP PM), CSP Staff Relations and Conditions of Service (CSP SR&CS) and CSP Personnel Services (CSP PS) respectively, to better reflect their present range of responsibilities. CP introduced these re-designations

on 1 October 1994 to tie in with the renaming of the respective branches, and transferred certain administrative functions and conditions of service matters from Personnel Management Branch to Staff Relations and Conditions of Service Branch. The revised job descriptions of the three CSP posts are at Enclosures 13 to 15

Encls.  
13 to 15

### ***Force Training Wing*** **(+1 CSP)**

23. Since October 1994, the Force Training Wing has taken up the additional responsibility of Auxiliary training in order to achieve better co-ordination in the use of training personnel and resources. Moreover, since February 1996, CP transferred the Police Driving School, which is purely a training establishment, to the command of the Force Training Wing to ensure the standardisation of the training policy and the maintenance of training instructions. CP also intends to review critically the Police in-service training policy, especially in areas such as higher training, firearms training, detective training, auxiliary training and information technology training. The aim is to equip the Force to meet the challenges of the next century. Against this background, CP proposes to reorganise the Force Training Wing by establishing an In-Service Training (IST) Branch to focus on the formulation, implementation and management of in-service training policy. CP proposes to rank this new post at the CSP level as it is

imperative that the officer leading the In-Service Training Branch should be an officer with a wide-range of experience in different operations of the Force. We will designate the proposed post, if created, as CSP IST. Revised job descriptions of the existing post of ACP Training and the job description of the proposed CSP IST post are at Enclosures 16 and 17 respectively.

Encls.  
16 & 17

## **Management and Inspection Services Department**

24. Before the Police Management Review, the Management and Inspection Services Department (MISD), headed by the Director of Management and Inspection Services, was responsible for computer development, research into Force requirements in respect of Police tactics and equipment, and the proper functioning of the Communications Branch and the Complaints and Internal Investigations Branch (C&IIB). The Inspection Services Wing and the Management Services Wing (MSW) were the two major formations under MISD.

### ***Management Services Wing***

25. The MSW consisted of the Research Branch, Transport Branch, Information Technology Branch and Communications Branch. Consequent to the Police Management Review, CP is implementing the following organisational changes on a trial basis -

- (a) to transfer the work of the Research Branch under this Wing to the new Service Quality Wing to form a new Research and Inspections Branch (RIB). This will enable a more rational use of resources because RIB will expand upon the work performed by the Research Branch by conducting studies into the Force's current policy and orders;
- (b) to transfer the responsibility for management of the Transport Branch to the Support Wing since the Transport Branch provides support services to the Force as a whole and it is therefore more logical for it to come under the Support Wing (see paragraph 8 above); and
- (c) as a result of (a) and (b) above, the MSW can focus on ways to ensure keeping the Force's expertise and equipment abreast of technological advances. The aim is to ensure that, despite the increased complexity in crimes as a result of the use of modern technology, the Force maintains its professionalism and effectiveness in tackling crimes.

26. After the reorganisation, the MSW would retain only the Information Technology Branch and the Communications Branch.

However, the Force has increasingly relied on the use of information technology to improve its efficiency and maintain its effectiveness. CP therefore proposes to rename the MSW as the Information Systems Wing (ISW). He considers that the head of this new IS Wing should remain at the ACP level to adequately reflect the complexity of the work and thus the need for senior directorate level leadership. ACP IS is responsible for ensuring that appropriate information technology strategies are developed and implemented in order that Force policy objectives and priorities are met. A job description of the ACP IS post is at Enclosure 18.

Encl. 18

***Inspection Services Wing***  
***(+1 ACP, +2 CSP, -1 ACP, -2 CSP)***

27. The Inspection Services Branch (ISB) and the C&IIB make up the Inspection Services Wing. The former conducted scheduled inspections on each formation in the Force while the latter was responsible for the investigation of all complaints against Police. Upon the devolution of responsibility for conducting regular inspections to regions in May 1994, CP disbanded the Inspection Services Wing, leaving three CSP posts (heads of the three inspection teams) vacant. CP has since then established a new Wing designated as the Service Quality Wing (SQW) to take over from and expand upon the remaining work of the ISB, C&IIB and the Research Branch of the then MSW. The grouping of both the inspection and research functions under one command will facilitate the Force in finding ways of improving value for money and quality of service. The SQW consists of the C&IIB and two new branches, i.e. the Performance Review Branch (PRB) and the RIB. CP proposes to create an ACP Service Quality (ACP SQ) to be offset by the Deputy Director Inspection Services (DDIS) post (at ACP rank); and two CSP posts for PRB and RIB to be offset by the deletion of two vacant CSP posts of the disbanded inspection teams. We have created these two CSP posts on a supernumerary basis since 1 October 1994. Job descriptions of the posts of ACP SQ, CSP PR SQ and CSP RI SQ are at Enclosures 19 to 21 respectively.

Encls.  
19 to 21

28. Given that CP has disbanded the Inspection Services Wing to establish the SQW, he proposes to re-name the MISD to Management Services Department and to retitle the Director of Management and Inspection Services as Director of Management Services.

## SUMMARY OF CREATION, DELETION AND RETITLING OF POSTS

Encls. 22 & 23      29.      Tables showing the overall position on creation, deletion and retitling of posts proposed in this paper are at Enclosures 22 and 23.

## FINANCIAL IMPLICATIONS

30.      The proposal will generate savings. The savings assessed on the basis of notional annual salary cost at mid-point is \$5,970,600, calculated as follows -

	\$	No. of Posts
New permanent posts	13,338,000	11
<b>Less</b> Existing permanent posts to be deleted	19,308,600	15
	<hr/>	<hr/>
Net saving	(5,970,600)	(4)

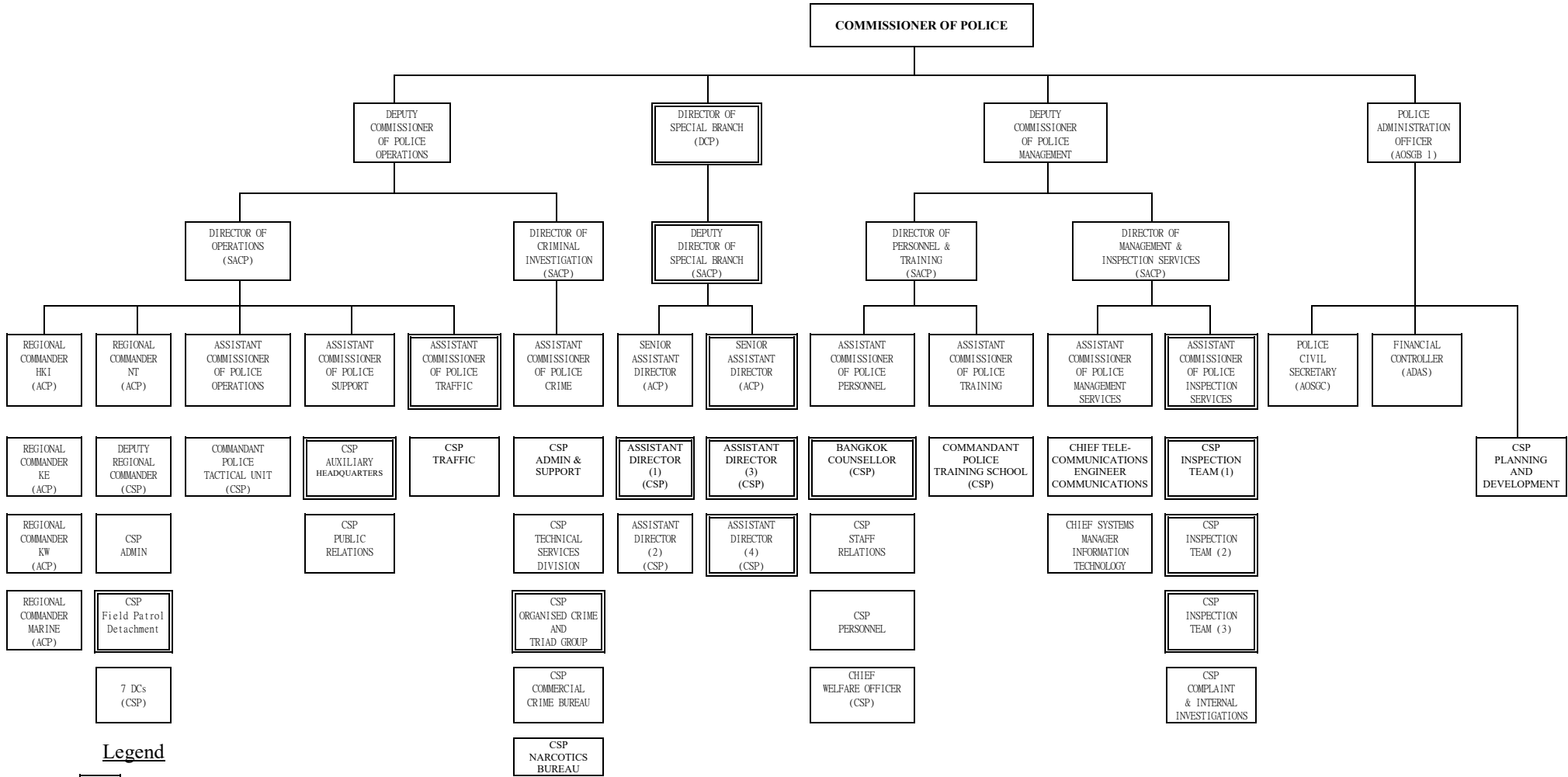
The savings in terms of annual full staff cost is \$10,167,036.

31.      The direct consequence of this proposal on non-directorate establishment will be a net deletion of five posts, arising from the creation of two Personal Secretary I and five Personal Secretary II posts, to be offset by the deletion of two Senior Personal Secretary, four Personal Secretary I and six Personal Secretary II posts. The savings in terms of notional annual mid-point salary value is \$1,454,040 and that in terms of annual full staff cost is \$2,371,932.

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**Security Bureau**  
**December 1997**

EXISTING ORGANISATION CHART OF HONG KONG POLICE FORCE



Legend



posts earmarked for deletion

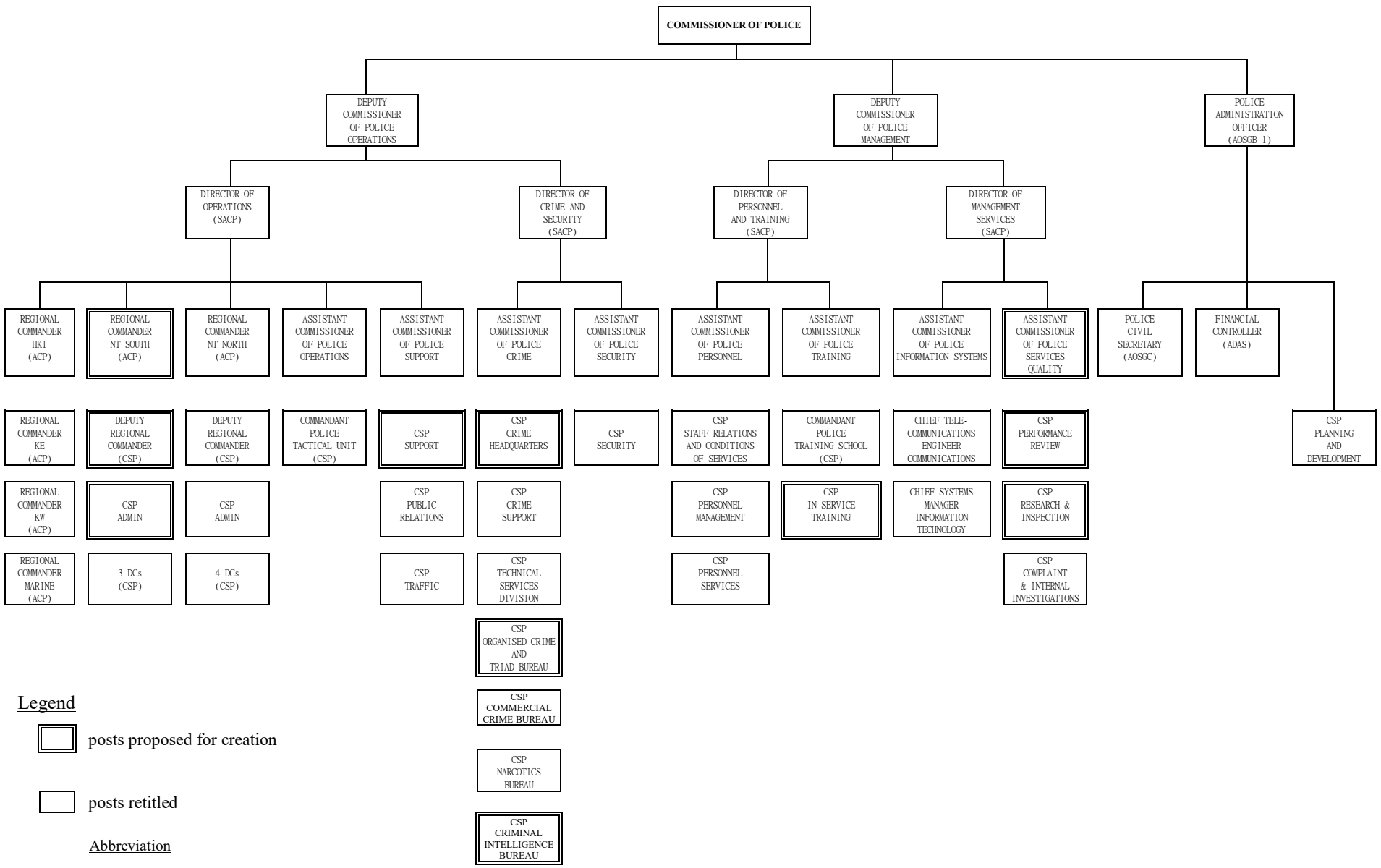


posts to be retitled

Abbreviation

DCP	DEPUTY COMMISSIONER OF POLICE	AOSGC/B1	ADMINISTRATIVE OFFICER, STAFF GRADE C/B1
SACP	SENIOR ASSISTANT COMMISSIONER OF POLICE	ADAS	ASSISTANT DIRECTOR OF ACCOUNTING SERVICES
ACP	ASSISTANT COMMISSIONER OF POLICE	ADMIN	ADMINISTRATION
CSP	CHIEF SUPERINTENDENT OF POLICE		
DC	DISTRICT COMMANDER		

PROPOSED ORGANISATION CHART OF HONG KONG POLICE FORCE



**Job description of  
Assistant Commissioner of Police, Support  
Hong Kong Police Force**

**Rank** : Assistant Commissioner of Police (PPS 56)

**Main duties and responsibilities**

Responsible to Director of Operations for the following duties -

1. to maintain a high level of efficiency of the three formations under his command;
2. to recommend how Force policies on matters for which he is responsible might be developed and improved;
3. to implement approved plans and projects for which he or the formations under his command are responsible, to achieve the stated objectives within given deadlines;
4. to ensure that Force liaison takes place at the correct level on traffic and transport matters with the Transport Bureau, Transport Department, the Department of Justice and the Judiciary;
5. to ensure that Force liaison takes place at the correct level on day to day operational matters (other than Crime) with Security Bureau, and any subsequent response to the Panels and Committees of the legislature;
6. to collate and co-ordinate Operations Department ('A' Department) submissions to the Commissioner's Annual Resource Review of Major Plans and Projects;
7. to collate and co-ordinate 'A' Department submissions on support and operational requirements for inclusion in annual estimates of revenue and expenditure and the baseline forecast exercise;
8. to consult with 'A' Department major formation commanders, to advise the Assistant Commissioner of Police, Training on operational training requirements;
9. to consult with 'A' Department major formation commanders, for liaison with Department of Justice to discuss and agree new or amended legislation on matters for which he is responsible;

10. to liaise with 'A' Department major formation commanders to review broad operational strategies and to make recommendations for their development and improvement;
11. to liaise with Government departments and People's Liberation Army on operational support matters;
12. to prepare, amend and promulgate Force orders on operational support matters; and
13. to serve as Chairman of the Uniform and Accoutrements Committee and members of such meetings as may be directed by or on behalf of the Director of Operations.

**Job description of  
Chief Superintendent of Police, Support  
Hong Kong Police Force**

**Rank** : Chief Superintendent of Police (PPS 55)

**Main duties and responsibilities**

Responsible to Assistant Commissioner of Police, Support (ACP SUP) for the following duties -

1. to command the Support Branch consisting of the following sections: Communal Information System (CIS), Field, General, Transport, Police Headquarters (PHQ) Buildings and Security and the Police Licensing Office;
2. to ensure the efficient use of resources;
3. to develop policies and co-ordinate activities of Support Wing formations including Police Public Relations Branch;
4. to maintain effective liaison with senior officers in Police Headquarters and Regional Headquarters;
5. to direct Force responses to queries from the legislature and to monitor the administration of such responses and to attend the Panel and Committee meetings of the legislature as appropriate.
6. to represent the Force, Operations Department ('A' Department), Support Wing or Support Bureau at external and internal meetings as directed by ACP SUP;
7. to prepare the 'A' Department contribution to the Commissioner's Annual Controlling Officer's report;
8. to co-ordinate, collate and update 'A' Department's contributions to the Commissioner's Annual Resource Review of Major Plans and Projects;
9. to co-ordinate and monitor promotion reports for Support Wing Personnel prior to submission to ACP SUP where appropriate;

10. to initiate annual inspections of Support Wing Branches on behalf of ACP SUP and to monitor follow up action;
11. to direct and monitor the CIS programme; and
12. to provide direction to the CIS Section on Force policy and operational requirement.

**Job description of  
Chief Superintendent of Police, Crime, Headquarters  
Hong Kong Police Force**

**Rank** : Chief Superintendent of Police (PPS 55)

**Main duties and responsibilities**

Responsible to Assistant Commissioner of Police, Crime (ACP Crime) for the following duties -

1. to command the Administration Group of Crime Wing;
2. to implement and co-ordinate the administrative, establishment, training, transport and financial policy in Crime Wing;
3. to research, prepare and co-ordinate the long-term planning proposals regarding criminal investigation;
4. to co-ordinate and prepare the responses to questions from the legislature;
5. to plan and co-ordinate the staffing requirements relating to operational and technical aspects of Crime Wing;
6. to liaise with Government departments in particular Department of Justice and the Judiciary at the appropriate level on criminal matters including new and impending legislation, law revision and legal advice;
7. to be responsible for all administrative matters relating to Crime Wing discipline, including defaulters and complaints against Police;
8. to prepare the Annual Draft Estimates and Baseline Forecast submission in respect of the Crime formations;
9. to command the Witness Protection Unit and the Child Protection Policy Unit;
10. to co-ordinate the promotion exercises and interview of Crime Wing candidates for promotion from Senior Inspector to Chief Inspector; and
11. to chair or attend at, meetings, working parties or conferences as directed by or on behalf of ACP Crime.

**Job description of  
Chief Superintendent of Police, Crime, Support  
Hong Kong Police Force**

**Rank** : Chief Superintendent of Police (PPS 55)

**Main duties and responsibilities**

Responsible to Assistant Commissioner of Police, Crime (ACP Crime) for the following duties -

1. to monitor the duty performance of the respective Bureaux within the Support Group;
2. to monitor and supervise the specialist training requirements for Support Group Bureaux;
3. to supervise the specialist promotion boards for Support Group Bureaux;
4. to plan and co-ordinate the staffing requirements relating to support aspects of Crime Wing;
5. to liaise with the Forensic Science Division and the Forensic Pathology Service;
6. to command the Headquarters Command and Control Centre Intelligence Centre (HQCCC Intcen); and
7. to serve as chairman or member of such meetings, working parties or conferences as may be directed by or on behalf of ACP Crime.

**Job description of  
Chief Superintendent of Police, Crime,  
Criminal Intelligence Bureau  
Hong Kong Police Force**

**Rank** : Chief Superintendent of Police (PPS 55)

**Main duties and responsibilities**

Responsible to Assistant Commissioner of Police, Crime for the following duties -

1. to direct operational policy, planning and methods of operation for the Bureau;
2. to monitor and assess the success of operations;
3. to target and establish the priorities within the Bureau;
4. to ensure a high level of efficiency within the Bureau and to this end carry out, at least once a year, an inspection of the various units within the Bureau;
5. to direct the normal conduct of territory-wide intelligence operations under the Force Criminal Intelligence System and as instructed in the case of major emergencies;
6. to attend inter-departmental working bureaux committees, etc.;
7. to liaise with other Government departments, including Department of Justice, for assistance in conjunction with the Bureau's investigations;
8. to maintain close liaison with the Technical Advisor of the Technical Services Division, Crime Wing; and
9. to take command of the Intelligence Unit in a Terrorist situation.

**Job description of  
Chief Superintendent of Police, Crime,  
Organised Crime and Triad Bureau  
Hong Kong Police Force**

**Rank** : Chief Superintendent of Police (PPS 55)

**Main duties and responsibilities**

Responsible to Assistant Commissioner of Police, Crime for the following duties -

1. to direct operational policy, planning and methods of operation for the Bureau;
2. to monitor and assess the success of operations;
3. to target and establish the priorities within the Bureau;
4. to ensure a high level of efficiency within the Bureau and to this end carry out, at least once a year, an inspection of the various units within the Bureau;
5. to direct the investigation of territory-wide, major crime when required and in certain circumstances co-ordinate crime action in the case of major emergencies;
6. to attend inter-departmental working committees; and
7. to liaise with other Government departments, including Department of Justice, for assistance in conjunction with the Bureau's investigations.

**Job description of  
Regional Commander, New Territories South  
Hong Kong Police Force**

**Rank** : Assistant Commissioner of Police (PPS 56)

**Main duties and responsibilities**

Responsible to Director of Operations for the following duties -

1. to command and control all Police Districts and Formations in the Region;
2. to monitor the crime trends and other policing problems in relation to illegal immigration, narcotics, gambling, vice, traffic, nuisance/environmental controls and internal security;
3. to issue Regional Standing Orders relating to matters particular to the Region which are not the subject of Police General Orders or Headquarters Orders;
4. to ensure the Force policies are properly co-ordinated and implemented throughout the Region;
5. to plan and deploy the resources in the Region;
6. to conduct inspections of formations in the Region and monitor their performance;
7. to conduct staff interviews and submit reports on all officers of and above the rank of Chief Inspectors; and
8. to maintain liaison with other Government departments.

**Job description of  
Deputy Regional Commander, New Territories South  
Hong Kong Police Force**

**Rank** : Chief Superintendent of Police (PPS 55)

**Main duties and responsibilities**

Responsible to Regional Commander, New Territories South (RC NTS) for the following duties -

1. to implement Force/Regional policies, and orders with regard to all operational matters;
2. to direct and co-ordinate Uniform Branch/Crime action against crime, illegal immigration, gambling, narcotics and vice;
3. to maintain close liaison with other Government departments;
4. to plan and conduct Regional level operations;
5. to direct the New Territories South Headquarters operational units including Emergency Unit, Crime, Traffic, the Regional Police Tactical Unit Companies and Auxiliary Police in the Region;
6. to prepare the Regional Standing Orders pertaining to operational matters;
7. to personally attend to cases of :-
  - (i) use of firearms by police; and
  - (ii) escape from legal/lawful custody; and
8. to attend meetings, working groups and study teams as directed by or on behalf of RC NTS.

**Job description of  
Chief Superintendent of Police, Administration,  
New Territories South  
Hong Kong Police Force**

**Rank** : Chief Superintendent of Police (PPS 55)

**Main duties and responsibilities**

Responsible to Regional Commander, New Territories South for the following duties -

1. to implement Force/Regional policies, strategies and orders with regard to all administrative matters;
2. to implement and co-ordinate regional policy on establishment and personnel matters, including deployment, transfer, promotion, resignation, discipline, recommendation for award, commendation and inspection;
3. to monitor and control Regional expenditure and to formulate policy on cost reduction measures;
4. to direct forward planning, in respect of the provision, maintenance and modification of police buildings throughout the region;
5. to ensure that Estimates, Resource Allocation Exercise and all aspects of resources planning are correctly dealt with;
6. to liaise with various staff associations and to co-ordinate and maintain harmonious staff relations at all levels within the Region;
7. to monitor community relations programmes and projects in the Region;
8. to monitor and supervise the police staff attached to the two New Territories courts; and
9. to review, consolidate and implement Regional Standing Orders pertaining to administrative matters.

**Job description of  
Director of Crime and Security  
Hong Kong Police Force**

**Rank** : Senior Assistant Commissioner of Police (PPS 57)

**Main duties and responsibilities**

Responsible to Deputy Commissioner of Police, Operations for the following duties : -

1. to formulate Force policy directives on crime and security-related matters and ensure that they are complied with;
2. to ensure that personnel and other resources in Crime Wing and Security Wing are deployed in accordance with operational policies and priorities, and employed in a manner designed to achieve the desired results;
3. to co-ordinate and monitor all action taken by the Force to combat crime, including crime prevention and the collection, collation and dissemination of criminal intelligence. In so doing, he will consult with the Director of Operations and Regional Commanders when appropriate;
4. to co-ordinate Force efforts to ensure that an appropriate and effective response is made to specific crime problems which may arise from time to time;
5. to advise the Commissioner on matters concerning crime including crime trends and measures necessary to combat crime;
6. to liaise with the Secretary for Justice and the Department of Justice in respect of legal advice, law revision, new legislation etc.;
7. to liaise with other Government departments, Security Bureau, and the Judiciary at the appropriate level on crime and security-related matters;
8. to liaise with other law enforcement agencies in Hong Kong and overseas on crime and security-related matters;
9. to liaise with Hong Kong Special Administrative Region Executive Council and the legislature through Security Bureau and represent the Force at meetings with these Councils on significant policy matters related to crime and security; and
10. to serve as chairman or member of such meetings, working parties or conferences as may be directed or on behalf of the Deputy Commissioner of Police, Operations.

**Job description of  
Chief Superintendent of Police, Personnel Management  
Hong Kong Police Force**

**Rank** : Chief Superintendent of Police (PPS 55)

**Main duties and responsibilities**

Responsible to Assistant Commissioner of Police, Personnel (ACP P) for the following duties -

1. to command the Personnel Management Branch and to integrate action within the Branch;
2. to be responsible for all matters relating to the disciplined ranks including auxiliary police in respect of recruitment, career development, promotions and discipline;
3. to contribute to the formulation of policy in respect of personnel matters including career development in relation to the localisation of the Police Force;
4. to ensure that the recruitment needs of the Force are catered for;
5. to ensure that the discipline regulations of the Force are legally and equitably applied;
6. to ensure that effective promotion procedures and facilities are provided for the Force;
7. to ensure that manpower is effectively deployed to meet Force needs;
8. to ensure that there is an effective and accurate reporting system on staff performance;
9. to ensure that there is an accurate and timely provision of statistics and management information on personnel matters for Force management and Government;

10. to ensure that, in consultation with Chief Superintendent of Police, Staff Relations & Conditions of Service when necessary, personnel policies are communicated to and understood by the Force;
11. to maintain close liaison with Civil Service Bureau, Security Bureau and Finance Bureau in respect of personnel matters;
12. to discharge such authority as has been delegated in personnel matters;
13. to deputise for the ACP P in his absence; and
14. to participate in the following committees -
  - (a) Rationalisation Steering Group (Member);
  - (b) Manpower Meeting (Chairman); and
  - (c) Ad hoc Working Groups on personnel matters.

**Job description of  
Chief Superintendent of Police,  
Staff Relations and Conditions of Service  
Hong Kong Police Force**

**Rank** : Chief Superintendent of Police (PPS 55)

**Main duties and responsibilities**

Responsible to Assistant Commissioner of Police, Personnel for the following duties -

1. to command Staff Relations and Conditions of Service Branch and to integrate action within the Branch;
2. to advise the Commissioner of Police on all relevant matters concerning morale, staff relations and conditions of service;
3. to monitor and co-ordinate the management of indebtedness at Force level and develop strategy to control and reduce indebtedness;
4. to be responsible for the overall development of healthy life style and the formulation of such policy at Force level;
5. to maintain close liaison with the Police Staff Associations on all matters which may affect staff relations;
6. to represent the Force on various Government consultative bodies, committees or working groups to which he has been appointed;
7. to be responsible for the formulation, dissemination and implementation of policy on matters relating to staff relations and conditions of service;
8. to maintain close liaison with Civil Service Bureau, Security Bureau and Finance Bureau on matters relating to staff relations and conditions of service;

9. to discharge such authority as has been delegated in relation to conditions of service matters;
10. to develop and review internal communication strategy to improve communication between all levels of the Force and to conduct periodic survey on staff opinions on major issues affecting the Force;
11. to ensure efficient and consistent provision of personnel services with regard to -
  - (a) retirement and pensions
  - (b) allowances
  - (c) leave and passages
  - (d) medical examinations and medical boards
  - (e) health impairment control
  - (f) invalidating
  - (g) duty visits overseas
  - (h) awards and commendations
  - (i) employee's compensation ; and
12. to participate in the following committees -
  - (a) Police Force Council (Member);
  - (b) Senior Consultative Committee (Member)
  - (c) Junior Consultative Committee (Member)
  - (d) Health Impairment Board (Chairman)

**Job description of  
Chief Superintendent of Police, Personnel Services  
Hong Kong Police Force**

**Rank** : Chief Superintendent of Police (PPS 55)

**Main duties and responsibilities**

Responsible to Assistant Commissioner of Police, Personnel for the following duties -

1. to command the Personnel Services Branch and to integrate action within the Branch;
2. to advise the Commissioner of Police on matters relating to welfare, quartering, psychological services, catering, sports and recreation;
3. to be responsible for the formulation and implementation of policy in respect of personnel services matters;
4. to promote and enhance the awareness amongst police officers of a healthy life-style within the framework of the Personnel Services Branch, i.e. in the areas of Sports and Recreation, Psychological Services and Welfare Services;
5. to provide professional psychological and counselling services to officers and their family members with particular attention to issues such as indebtedness and police suicides;
6. to manage police departmental quarters for police officers of various ranks;
7. to provide adequate catering support to officers on special operations, crowd management duty and to monitor the performance of other police catering contractors;
8. to direct and control the administration of Police Education Trust Funds, the Police Welfare Fund, the Police Credit Union and other benevolent funds operated by the Force;

9. to control holiday homes and recreation and leisure centres;
10. to organise pre-retirement courses and to provide job placements after retirement;
11. to organise major sports and recreational events;
12. to provide professional services in special welfare cases; and
13. to participate in the following committees -
  - (a) Senior Consultative Committee (Member)
  - (b) Junior Consultative Committee (Member)
  - (c) Police Education Trust Committee (Member)
  - (d) Police Welfare Fund Management Committee (Member)
  - (e) Force Quarters Allocation Committee (Chairman)
  - (f) Social Amenities Council (Vice Chairman)
  - (g) Force Holiday Accommodation Review Board (Chairman)

**Job description of  
Assistant Commissioner of Police, Training  
Hong Kong Police Force**

**Rank** : Assistant Commissioner of Police (PPS 56)

**Main duties and responsibilities**

Responsible to Director of Personnel and Training for the following duties -

1. to command the Force Training Wing Headquarters, Police Training School and Detective Training School;
2. to monitor all trends and activities within the Force as regards training, make recommendations to the Commissioner of Police as necessary in respect of training policy, and implement the Commissioner's decisions accordingly;
3. to prepare and implement the annual Force Training Schedule in accordance with the Force Training Programme;
4. to maintain close liaison with other training agencies in Hong Kong and overseas police training establishments; and
5. to serve as chairman or member of such meetings, boards or committees as may be directed or on behalf of the Director of Personnel and Training.

**Job description of  
Chief Superintendent of Police, In-Service Training  
Hong Kong Police Force**

**Rank** : Chief Superintendent of Police (PPS 55)

**Main duties and responsibilities**

Responsible to Assistant Commissioner of Police, Training (ACP Training) for the following duties -

1. to command the In-Service Training Branch of Force Training Wing and to supervise directly two Superintendents of the Branch to ensure their respective commands are operating in an efficient and qualitative manner;
2. to assist the ACP Training in formulating Force training strategy, setting objectives and identifying priorities particularly in such areas as information technology, financial management and customer service training;
3. to be responsible for identifying training opportunities and integrating in-service training activities to include the application of common standards to enhance and to raise quality ideals;
4. to identify areas to improve overall training by the formal establishment of a training and development programme geared to the particular needs of the force and in line with overall human resource management;
5. to regularly review and evaluate the training programme to ensure that it has been implemented effectively and that training targets and objectives have been met;
6. to be responsible for planning and acquiring the budget for in-service training during the annual Resource Allocation Exercise and monitoring and reviewing expenditure to ensure full and effective use is made of approved funds;
7. to introduce the principles of total quality management within the In-Service Training Branch and, through liaison and communication both internal and external, to ensure Force awareness is maintained of modern management practices;
8. to ensure that training staff have the knowledge, skills and qualifications to deliver and manage training and development effectively; and
9. to serve as a member on the Force Overseas Training Committee, Force Examinations Board, and Force Working Group on Information Technology Training.

**Job description of  
Assistant Commissioner of Police, Information Systems  
Hong Kong Police Force**

**Rank :** Assistant Commissioner of Police (PPS 56)

**Main duties and responsibilities**

Responsible to Director of Management Services for the following duties -

1. to direct the Communications Branch and the Information Technology Branch;
2. to be responsible for the assessment of current and future communications needs of the Force and be involved in the planning, design and provision of equipment to meet those requirements;
3. to be responsible for planning, developing, implementing and maintaining the information systems of the Force; and the provision of various computer facilities to meet user requirements and a 24-hour help desk service to support the daily operations;
4. to formulate and implement Force policies in respect of the Information Technology and Communications, and to ensure that the services provided by the Wing meet Force policy objectives and priorities;
5. to review and evaluate Force objectives, policies and procedures affecting his areas of responsibility, to prepare policy papers for consideration by senior directorate and make recommendations for development or improvement;
6. to maintain effective liaison with Wing and Regional Commanders to identify areas in which he may be of assistance in achieving their objectives and ensure that they are promptly and adequately advised of technological developments in the field of Information Technology and Communication;
7. to endorse and promulgate procedures to be adopted in connection with the provision and use of services rendered by the Wing, and to ensure that user formations are kept abreast of developments in the provision of management services and trained to make optimum use of services and equipment provided;

8. to ensure that subordinate formations practise sound financial, technical, project and personnel management;
9. to represent the Commissioner, when appropriate, and to promote and maintain good relations with staff, Government departments, suppliers and contractors; and
10. to chair 13 Executive Committees for various information systems of the Force, and to serve as chairman or member of such meetings, working groups or committees as may be directed or on behalf of the Director of Management Services.

**Job description of  
Assistant Commissioner of Police, Service Quality  
Hong Kong Police Force**

**Rank** : Assistant Commissioner of Police (PPS 56)

**Main duties and responsibilities**

Responsible to Director of Management Services for the following duties -

1. to formulate and implement Force policy in the following areas :-
  - (a) Complaints against police
  - (b) Internal investigations and accountability studies
  - (c) Independent Commission Against Corruption liaison
  - (d) Inspections
  - (e) Performance standards and measurement
2. to co-ordinate implementation of the recommendations arising from the Top Command Structure Review and the Manning Scale Review (Police Study Team Reviews); and
3. to serve as chairman or member of such meetings, working groups or committees as may be directed or on behalf of the Director of Management Services.

**Job description of  
Chief Superintendent of Police,  
Performance Review, Service Quality  
Hong Kong Police Force**

**Rank** : Chief Superintendent of Police (PPS 55)

**Main duties and responsibilities**

Responsible to Assistant Commissioner of Police, Service Quality for the following duties -

1. to formulate and implement strategy for improvement of service in all areas;
2. to formulate and propagate Vision and Statement of Common Purpose and Values;
3. to set benchmark of best practices (local and overseas, inside and outside the Force);
4. to set guidelines for performance indicators/measurement;
5. to conduct public/customer opinion surveys;
6. to identify external and internal customers needs and to introduce culture change in the Force;
7. to conduct research/liaise with overseas law enforcement agencies regarding service improvement;
8. to act as internal management consultant for the Force;
9. to conduct efficiency studies with a view to improving efficiency, effectiveness and economy;

/10. ....

10. to co-ordinate the formulation of performance pledges;
11. to organise workshops and seminars on service quality;
12. to set up network of facilitators to improve service quality;
13. to assist formations in setting up Work Improvement Teams and to devise performance indicators to stimulate productivity;
14. to publish bulletins/publications on service quality; and
15. to administer the Staff Suggestions Scheme.

**Job description of  
Chief Superintendent of Police,  
Research and Inspections, Service Quality  
Hong Kong Police Force**

**Rank** : Chief Superintendent of Police (PPS 55)

**Main duties and responsibilities**

Responsible to Assistant Commissioner of Police, Service Quality (ACP SQ) for the following duties :-

1. to conduct detailed “Value for Money” research and inspections into specific subjects, areas or functions of the Force to improve efficiency, effectiveness or economy;
2. to identify and research policy areas to enable the Force to develop and implement policies to cope with the continual changes in Hong Kong’s society;
3. to advise ACP SQ on matters of policy concern that have been investigated on the instructions of the Commissioner or his deputies;
4. to co-ordinate and disseminate the results of inspections conducted by the SQW and Regional Inspection Teams;
5. to identify areas of policy, procedure or practice that can be improved to reduce complaints against police, enhance efficiency and effectiveness;
6. to consolidate and ensure that follow-up action is taken in respect of Police Study Team Reports and findings made by other teams in the SQW;
7. to conduct inspection and studies of Police Headquarters formations on a triennial basis; and
8. to conduct any special studies or inspections as directed by ACP SQ.

## Summary of Creation and Deletion of Posts

Rank (notional annual salary cost at Mid-point)	Title of Post to be created	Title of Posts to be deleted
DCP (\$1,849,800)	-	Director of Special Branch
Sub-total	-	1
SACP (\$1,580,400)	-	Deputy Director of Special Branch
Sub-total	-	1
ACP (\$1,360,800)	ACP Service Quality	ACP Inspection Services
	Regional Commander NT South	ACP Traffic
	-	Senior Assistant Director of Special Branch (Intelligence Wing)
Sub-total	2	3
CSP (\$1,179,600)	CSP Crime Intelligence Bureau	CSP Auxiliary Headquarters
	CSP Crime Headquarters	CSP Bangkok Counsellor
	CSP Support	-
	CSP In-Service Training	-
	CSP Performance Review	CSP Inspection Team (3 posts)
	CSP Research & Inspection	-
	CSP Administration NT South	-
	Deputy Regional Commander NT South	CSP Field Patrol Detachment
	-	Assistant Director of Special Branch (3 posts)
	CSP Organised Crime and Triad Bureau	CSP Organised Crime and Triad Group
Sub-total	9	10
Total	11	15

**Summary of Retitling of Posts**

Rank	Former Title	New Title
SACP	Director of Management & Inspection Services	Director of Management Services
	Director of Criminal Investigation	Director of Crime and Security
ACP	Senior Assistant Director of Special Branch	ACP Security
	ACP Management Services	ACP Information Systems
	Regional Commander NT	Regional Commander NT North
CSP	CSP Crime Administration & Support	CSP Crime Support
	Deputy Regional Commander NT	Deputy Regional Commander NT North
	CSP Administration NT	CSP Administration NT North
	Assistant Director of Special Branch	CSP Security
	CSP Personnel	CSP Personnel Management
	CSP Staff Relations	CSP Staff Relations & Conditions of Service
	Chief Force Welfare Officer	CSP Personnel Services
TOTAL	12	12