



POLICING CHALLENGES IN THE 21ST CENTURY

HONG KONG 2013

DATE : JUNE 21, 2013

VENUE : MAIN BUILDING, THE UNIVERSITY OF HONG KONG



Foreword



Professor Karen Joe Laidler

*Director, Centre for Criminology,
The University of Hong Kong*

Honorable Guests, Ladies and Gentleman, a warm welcome to today's event. This is a particularly important day for the Centre for Criminology, the University of Hong Kong as it represents the first step towards institutional and individual collaboration with the Hong Kong Police Force. In co-hosting this event with the Hong Kong Police Force, our main objective for the day is to initiate a constructive dialogue between practitioners and academics interested in policing and society.

As all of you know, Hong Kong like elsewhere in the world is experiencing rapid social change. This is to be expected given the emergence of a globalizing economy, rapid technological advances, and large scale population changes. This rapid social change impacts not only how we go about our daily lives, but also influences and shapes our cultural beliefs and values. Our agenda for today is to begin a dialogue about those changes and what challenges they present in the 21st century. Our first dialogue takes on some of the changes in police culture with the Hong Kong Police Force, looking specifically at the evolution of police culture and the "Living-the-Values" police initiative. The second dialogue, for which we hope all of you will engage in the discussion, focuses on an issue facing all organizations around the world today – changes in the age composition of

the workforce and the associated changes in generational styles and values. Our third and final segment of the program turns to a discussion of recent research on public trust and confidence in the police.

I'd like to make a few acknowledgements. A very special thanks to Mr. Tang How-kong (Senior Assistant Commissioner of Police, Director of Management Services) and Mr. David Hodson (Honorary Fellow of the Centre for Criminology), who together, recognized the importance of this collaboration and the exchange of ideas. I'm also grateful to Mr. Peter Morgan (Assistant Commissioner of Police, Service Quality), Ms. Lau Wai-mun, Josephine (Chief Superintendent of Police, Performance Review, Service Quality (Ag)) for their support and advice in preparing for the event, and finally to the hard work of the organizing committee, especially Mr. Cheung Shun-ho, Edwin (Senior Superintendent of Police, Service Standards, Service Quality), Mr. Tse Chun-chung, John (Superintendent of Police, Service Standards, Service Quality), Ms. Lau Gar-lum, (Senior Research Assistant, Centre for Criminology), and Ms. Li Ngai-ling (Senior Research Assistant, Centre for Criminology).

Lastly, thank you for coming today. I hope everyone enjoys the event, is able to establish new links, and is sparked to think in new ways about the challenges of policing that lie ahead.

As we are all aware, the Hong Kong Police Force (HKPF) has a long and colourful history, which dates back to 1844, just 12 years after Sir Robert Peel had established the Metropolitan Police in London. Since the mid 1980's it has emerged as one of the better police forces, initially in the region but now globally. For instance, in the 'World Justice Project - Rule of Law Index', amongst 97 countries and places being judged, Hong Kong has been ranked the highest in respect of 'Order and Security' in two consecutive years since 2011. Besides, in the 'Global Competitiveness Report (2012-2013)' by the World Economic Forum, Hong Kong has also been ranked the 10th amongst 144 countries / places in terms of the 'Reliability of Police Services'.

Despite all these achievements, we all know the danger of becoming complacent. Entering the 21st century, there have been fundamental changes in the policing landscape. Fuelled by a technological revolution, the traditional ties of kinship and ethnicity are being replaced by disparate groups of people joined instead by ideas. The cloak of anonymity provided by cyber space not only facilitates individuals to freely express their views but also provides opportunities for criminals to commit crimes online. Meanwhile the burgeoning educated middle class across the world is demanding more socio-economic equality and greater government accountability. Generational diversity and individualism are common phenomena in both society and the workforce. It will be essential for the HKPF and the community to continuously search for more effective means to protect the safety and security of the city.

Today's Symposium serves as a milestone for our joint venture with many renowned academics to addressing some of the distinct policing challenges that we are facing. I sincerely hope that this ongoing collaboration can be sustained and contribute to our vision that Hong Kong remains one of the safest and most stable societies in the world.



Mr. Ma Wai-luk, Alfred

*Deputy Commissioner of Police,
Management*

POLICING CHALLENGES IN THE 21ST CENTURY

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A.M. Agenda

Time	Topic	Presenter(s)	Venue
8:30 – 9:00 a.m.	Registration (with refreshments)		Loke Yew Hall
9:10 – 9:20 a.m.	Welcome Speech	- Prof. Karen A. JOE LAIDLER (Centre for Criminology, The University of Hong Kong)	Convocation Room
9:20 – 9:30 a.m.	Opening Address	- Mr. MA Wai-luk (Deputy Commissioner of Police, Management)	Convocation Room
9:30 – 10:45 a.m.	Panel 1 - Changing Police Culture		Convocation Room
09:30 - 09:55	(i) Evolution of Police Culture	- Mr. David HODSON (Centre of Criminology, The University of Hong Kong)	
09:55 - 10:20	(ii) Designing Value-based Integrity Management Programmes: Potential Lessons from 'Living-the-Values'	- Prof. Ian SCOTT (Department of Public and Social Administration, City University of Hong Kong)	
10:20 – 10:45	(iii) Panel Discussion	- Prof. Karen A. JOE LAIDLER	
10:45 – 11:15 a.m.	Coffee Break		Podium
11:15 – 12:45 p.m.	Panel 2 - Generational Issues (Part I)		Convocation Room
11:15 - 11:40	(i) Generational issue in workplace in general with a specific reflection with reference to disciplined forces	- Prof. LUI Tai-lok (Department of Sociology, The University of Hong Kong)	
11:45 - 12:45	(ii) Group Discussion (The 100 audiences will be divided into 10 groups for discussion)		Loke Yew Hall



P.M. Agenda

Time	Topic	Presenter(s)	Venue
12:45 - 14:15 p.m.	Lunch		Loke Yew Hall
14:15 - 15:00 p.m.	Generational Issues (Part II)		Loke Yew Hall
14:15 - 15:00	(iii) Discussion and Sharing	- Prof. LUI Tai-lok	
15:05 - 16:20 p.m.	Panel 3 - Public Trust		Convocation Room
15:05 - 15:30	(i) Fear of crime and Trust in Crime Control in Hong Kong – A Qualitative Study	- Dr. Michael ADORJAN; and - Dr. Maggy SY LEE (Department of Sociology, The University of Hong Kong)	
15:30 - 15:55	(ii) Quantitative Results of the latest Police-related Surveys;	- Dr. Robert CHUNG (Public Opinion Programme, The University of Hong Kong)	
15:55 - 16:20	(iii) Panel Discussion	- Mr. Peter MORGAN (Assistant Commissioner of Police, Service Quality)	
16:20 - 16:30 p.m.	Closing Address	- Mr. TANG How-kong (Senior Assistant Commissioner of Police, Director of Management Services)	Convocation Room
16:30 - 17:30 p.m.	Cocktail Reception		Loke Yew Hall

Panel 1 - Changing Police Culture

(i) Evolution of Police Culture

- Mr. David HODSON

Honorary Fellow, Centre for Criminology, The University of Hong Kong

Abstract

Over the past 50 years Hong Kong has changed dramatically. As a participant over this period I have observed how this has impacted on Police culture. I will recall some of these changes and comment on what actually drove the change, action or re-action. The Police have transformed into a modern metropolitan police service over this period and I will speculate on whether further evolution in the police culture is necessary in view of the social and political changes taking place in the community.

David Hodson's career with the police in Hong Kong spanned 38 years, from 1962 to 1999. He was Head of Interpol Hong Kong for four years being responsible for international liaison. For 20 years he was head of specialist criminal investigation bureaus dealing with narcotics, criminal intelligence, and organized crime. He was appointed as Assistant Commissioner (Crime) from 1994 until 1997 being responsible for all bureaus at Headquarters and for policy and professional standards of criminal investigation throughout the Force.

He has received specialist training in criminal investigation in Hong Kong, United Kingdom, United States, Japan, Interpol HQ, UN Division of Drugs and China.

He has been a regular speaker at international conferences and at the University of Hong Kong. His expertise is in developing strategies to deal with crime in an environment sensitive to human rights and investigating crime in a Chinese community.

On retirement in 1997, he was re-engaged by the Hong Kong Police Force as Consultant for Crime and Security for two years during the transition of Hong Kong to Chinese sovereignty, dealing with sensitive technical operations for the police and ICAC.

He was appointed as the first Hon. Director of the Centre for Criminology at the University of Hong Kong from 1999 until 2004. In recognition of his distinguished service to the University he was appointed as an Honorary Fellow Centre for Criminology for life.

In 2001 he was appointed as a Visiting Professor at the Chinese People's Security University, Beijing.

He is a founding Director of Oxfam Hong Kong and has been a member of the Council (Board of Directors) for the past 23 years. He was Vice-Chair for 18 years.

In February 2005, he joined the Board of Directors of NagaCorp Ltd. as an Executive Director with special responsibility to oversee the anti-money laundering capabilities of the company. NagaCorp Ltd was listed on the main board of the Hong Kong Stock Exchange in October 2006. He remained on the Board until May 2008.

In September 2011, he was appointed as an Honorary Adviser to the Police College, Hong Kong Police.

In 1976, he received the Award of Special Honour from the Association of International Narcotic Law Enforcement Officers. He was awarded the Colonial Police Medal for meritorious service in 1975 and the Queen's Police Medal for distinguished service.

(ii) Designing Value-based Integrity Management Programmes: Potential Lessons from 'Living-the-Values'

- Prof. Ian SCOTT

Department of Public and Social Administration, City University of Hong Kong

Abstract

In governments around the world, there has been a recent and marked increase in the number of value-based integrity management programmes. In Hong Kong, this has found expression in the government's enhanced integrity management programme, the appointment of Ethics Officers in every bureau and department and in specific departmental initiatives such as the Hong Kong Police Force's 'Living-the-Values' programme. The nature of these initiatives stands in contrast to a previous reliance on primarily rule-based systems in which integrity was defined as precisely as possible by regulations designed to prevent corrupt, unethical or inappropriate behaviour. Although such regulations remain important, the aim of the new integrity management programmes is to supplement them in ways which enable public servants to make their own appropriate moral decisions in situations where the rules provide relatively little guidance.

In 2011-2012, academics in the Department of Public and Social Administration at City University conducted an administrative ethics survey of 355 senior civil servants in the Hong Kong government including 52 senior police officers. One result of this survey was that we were able to identify changes in value positions from a previous survey, which used the same instrument and which was conducted in 1994. Although we are not able to compare directly the responses of police officers from 1994 with those from 2011-12, we are able to identify the value positions of those senior police officers on some key ethical issues and to discuss some general directions in which change has taken place.

The value positions of senior officers, however, may not necessarily be representative of the Force as a whole. The remainder of the paper is devoted to a discussion of a work in progress which focuses on the 'Living-the-Values' programme as an integrity management initiative and its aim of inculcating core values throughout the Force. We hope to use focus groups and a survey to discern the impact of this programme on junior officers. The design of the programme is described and discussed in the paper.

Ian Scott is Emeritus Professor and Fellow of the Asia Research Centre at Murdoch University and Visiting Professor in the Department of Public and Social Administration at the City University of Hong Kong. He taught at the University of Hong Kong between 1976 and 1995 and was Chair Professor in the Department of Politics and Public Administration between 1990 and 1995. Between 1995 and 2002, he was Chair Professor of Government and Politics at Murdoch University in Perth, Australia. His recent research has focused on the public sector in Hong Kong and on public service ethics, integrity management and corruption. He is the author of *The Public Sector in Hong Kong* (2010) and co-editor of *Gaming, Governance and Public Policy in Macau* (2011), both published by Hong Kong University Press.



(iii) Panel Discussion

- Prof. Karen A. JOE LAIDLER

Director, Centre for Criminology, The University of Hong Kong

Karen Joe Laidler is Professor of Sociology and the Director of the Centre for Criminology at the University of Hong Kong. She attained her Ph.D. in sociology from the University of California Davis in 1991. She has been involved in criminological research – applied and theoretical – for nearly 30 years. In the U.S., she worked with the National Council on Crime and Delinquency and the California Attorney General's Office on federal, state and local grants in areas ranging from juvenile detention risk assessment and juvenile court intervention effectiveness to felony sentencing reform and prison crowding to evaluations of drug intervention programs. She has had a longstanding interest in the articulation of gender and ethnicity in gangs, dating back to the late 1980s. In Hong Kong, she has conducted a number of evaluation studies of youth programs and is currently assessing program effectiveness for a drug education project and a drug intervention program.

Her main research and publications focus on gender, ethnicity and youth gangs, and alcohol and drug use among women and youth. At present, her research in the U.S. includes studies on the use patterns and problems associated with club drugs in California; the relationship between alcohol and drug use and violence among female gang members, and alcohol and drug cessation during adolescent pregnancy in the U.S. In addition to her work on the sex work industry in HK, she is also working on a number of drug related studies in Hong Kong including the rise and problems associated with psychotropic drugs, the drug market, the relationship between violence and drug use, Buddhist interventions with heroin users, and generational differences among heroin users.



Panel 2 - Generational Issues

- (i) Generational issue in workplace in general with a specific reflection with reference to disciplined forces
- (ii) Group Discussion (The 100 audiences will be divided into 10 groups for discussion)
- (iii) Discussion and Sharing

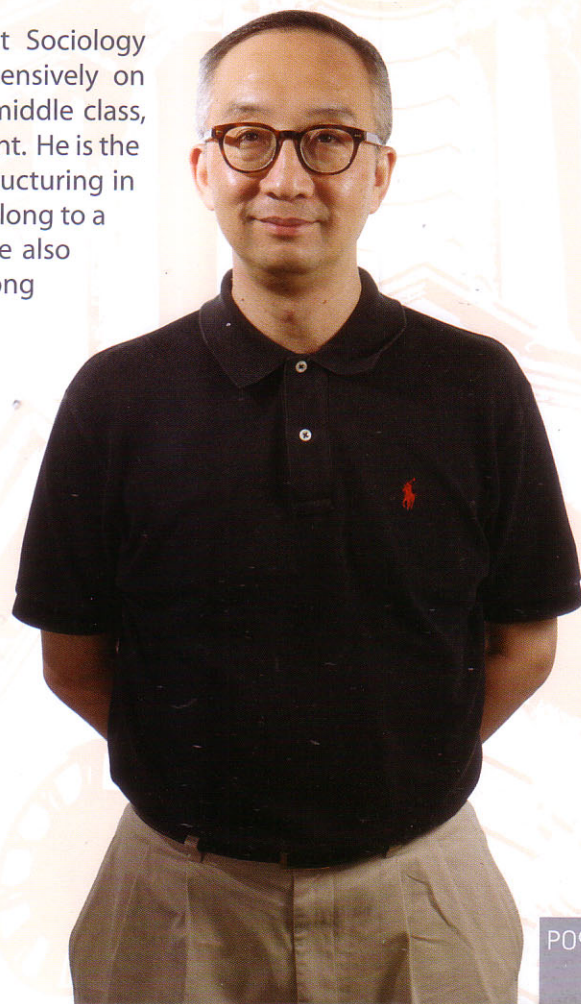
- Prof. LUI Tai Lok

Head, Department of Sociology, The University of Hong Kong

Abstract

We have been talking about generational issue for decades and mutual understanding between different generations has not really been improved. In this presentation, I will propose to you how sociology and life course analysis will help. The idea is simple: we have not lived our lives in the ways our parents did and the same would apply to our children and the younger generation. Society changes and so does our life course – while we (the so-called post-war baby-boomers) were expected to be adults and be independent at the age of 17 or 18, the same expectation does not apply to a generation that post-secondary or university education is seen as an essential experience of young adulthood. Differences will not disappear. The main concern is how we will look at them.

Lui Tai-lok is Professor and Head of Department at Sociology Department, the University of Hong Kong. He writes extensively on contemporary Hong Kong society, covering topics on the middle class, civic organizations, social movements, and urban development. He is the author of *City-States in the Global Economy: Industrial Restructuring in Hong Kong and Singapore*, *Hong Kong, China: Learning to Belong to a Nation* and *Hong Kong: Becoming a Chinese Global City*. He also regularly contributes to newspapers and magazines in Hong Kong and Mainland China.



Panel 3 - Public Trust

(i) Fear of crime and Trust in Crime Control in Hong Kong – A Qualitative Study

Abstract

Hong Kong enjoys a reputation as one of the world's safest cities. Existing survey results suggest low levels of fear of street crime and perhaps one of the highest levels of confidence in police in the world. But what exactly do different social groups think about the problem of crime and safety in different localities? And how do these perceptions relate to people's everyday lives? This paper reports on the preliminary findings of a 3-year research project 'Fear of crime and trust in crime control in Hong Kong' funded by the HK Research Grants Council General Research Fund. Through a series of focus group discussions across a wide cross-section of Hong Kong's population, the project seeks to unpack the situated meanings of the way people think and talk about crime and their coping strategies. In this presentation, we will explore the range of factors that contribute to adults and young people's sense of (un)safety in their neighbourhood, their experiences and expectations of local policing, and the broader implications for public policies and police training.

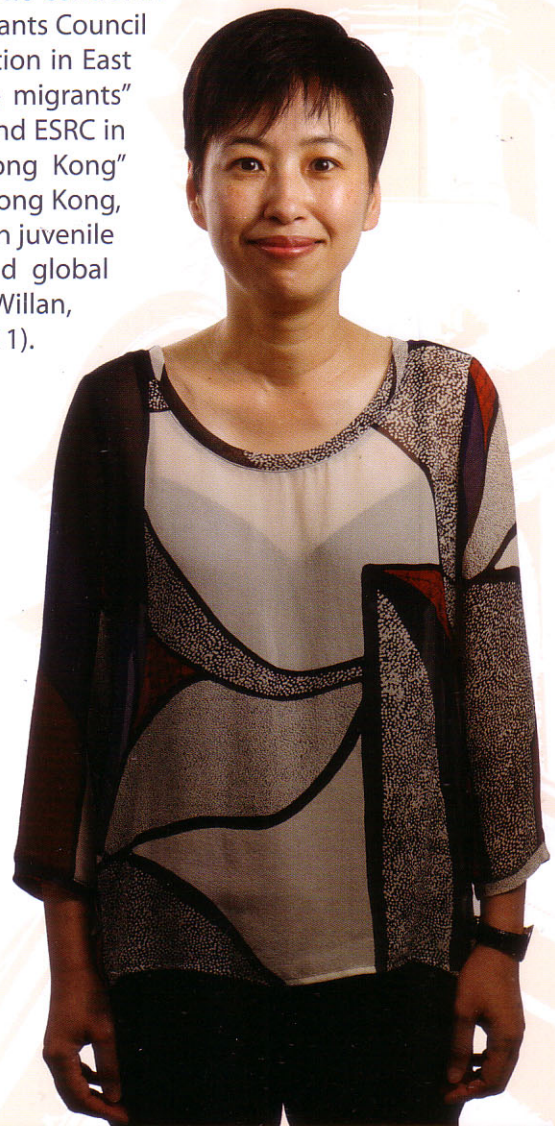


Dr. Adorjan received his Ph.D. in Sociology from McMaster University. His dissertation examined Canadian debates regarding appropriate ways to think about and respond to serious youth crime, centering on the competing themes of care vs. control. He has been currently researching youth crime representations and responses in Hong Kong, with an interest in developing a comparative criminology centered around questions of citizenship, governance and rehabilitation. He has also conducted research into victim-offender mediation in Hong Kong. His current project, funded by the Research Grants Council of Hong Kong, examines Hong Kong citizen 'crime talk' regarding crime, fear of crime and perceptions of policing in Hong Kong. Relatedly, he is also interested in debates regarding 'public sociology' (and 'public criminology') and the significance and implications of knowledge-exchange with publics, especially academic insights distilled from a 'constructionist imagination'. These debates center upon the role of the analyst in relation to the production of knowledge and how such knowledge comes to be used, and potentially subject to unintended consequences.

- Dr. Michael ADORJAN
- Dr. Maggy SY LEE

Department of Sociology, The University of Hong Kong

Dr. Maggy Lee is an Associate Professor in the Department of Sociology at the University of Hong Kong. She completed her MPhil at the University of Hong Kong and her PhD at the University of Cambridge on policing and juvenile justice. Dr. Lee has previously worked as a criminal justice researcher at the Institute for the Study of Drug Dependence in London and lectured at the University of Essex in the UK. Her current research projects include: "Fear of crime and trust in crime control in Hong Kong" (with M. Adorjan, funded by the Research Grants Council of Hong Kong, General Research Fund); "Lifestyle migration in East Asia: A comparative study of British and Asian lifestyle migrants" (funded by the Research Grants Council of Hong Kong and ESRC in the UK) and "Female Transnational Professionals in Hong Kong" (funded by the Hong Kong Research Grants Council of Hong Kong, Public Policy Research Fund). She has published widely on juvenile delinquency, drug and policing, human trafficking, and global migration. Her recent books include *Human Trafficking* (Willan, 2007) and *Trafficking and Global Crime Control* (Sage, 2011).



(ii) Quantitative Results of the latest Police - related Surveys

- Dr. Robert CHUNG

Director, Public Opinion Programme, The University of Hong Kong

Abstract

The Public Opinion Programme at the University of Hong Kong has been studying Hong Kong people's perception and satisfaction of the performance of the Police Force for almost two decades. These include general public opinion, customer satisfaction, as well as staff reactions to these opinions. This presentation looks at the historical development of these studies, impacts of their findings, and the recent trend of change. To keep abreast of emerging technologies and public expectations associated with the changing socio-political environment, this presentation will also look into the development of new strategies in designing and conducting research useful to the Force and the community at large.

Dr. Robert Chung is the Director of Public Opinion Programme (POP) at the University of Hong Kong since the programme's foundation in 1991. Under his leadership, POP has become well known for its impartiality and professionalism in collecting, studying and interpreting public opinion in Hong Kong, and is a highly respected programme in the region. Up to this date, POP has conducted about 1,500 independent surveys, covering media development, electoral studies, policy issues, and youth studies. POP's output is widely covered by the media and frequently cited in academic publications. Dr Chung has written numerous articles on public opinion and social surveys published in various journals and periodicals, and is the Chief Editor of the HKU POP Site at <http://hkupop.hku.hk> and its sister PopCon website at <http://popcon.hk>.

Dr. Chung is also the Warden of RC Lee Hall in the University of Hong Kong, a panelist of Radio Television Hong Kong (RTHK) Programme Advisory Panel, and a panelist of the RTHK Television Programme Appreciation Index Research Panel. From 1993 to 1994, Dr Chung served as a part-time community panelist of the Central Policy Unit of the Hong Kong Government. He then became a part-time member of the Central Policy Unit between 1994 and 1999. Between 1997 and 2003, he served as a member of the Community Research Sub-committee of the Citizens Advisory Committee on Community Relations of the Independent Commission Against Corruption (ICAC), and a member of the Citizens Advisory Committee on Community Relations. From 2009 to 2012, Dr. Chung was a member of the Specialized Committee on Social Development of the Hong Kong Council of Social Service. Dr. Chung has been the Hong Kong representative at the World Association for Public Opinion Research (WAPOR) for a number of years. Between 2006 and 2007, he was the elected Secretary-Treasurer of WAPOR. Since 2010 he has been the elected Chair of the Liaison Committee of WAPOR. He is also a member of the Editorial Board of the International Journal of Public Opinion Research.



(iii) Panel Discussion

- Mr. Peter MORGAN
Assistant Commissioner of Police, Service Quality

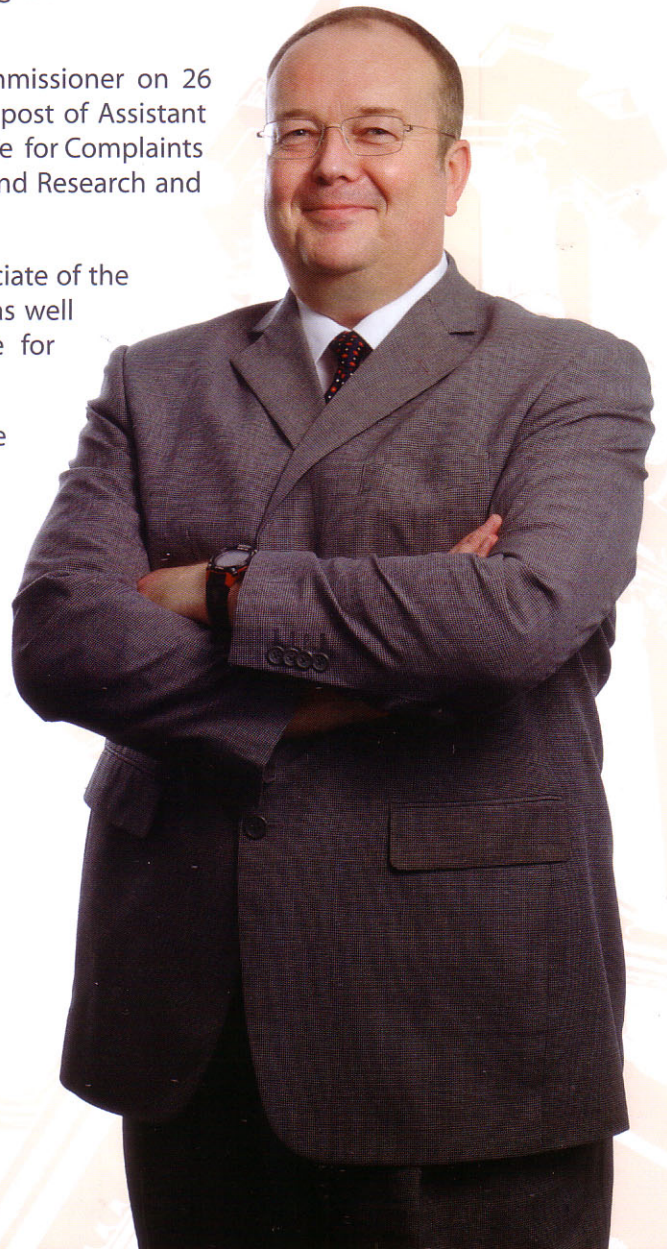
Mr. Morgan joined the Hong Kong Police Force as an Inspector in 1981. He has served in a wide variety of posts including divisional, district and regional command as well as various operational, training and policy related posts.

Upon promotion to Chief Superintendent in 2006, Mr. Morgan served as District Commander, Eastern District from 2006 to 2010 and as District Commander, Central District from 2010 to 2011. Following that, he served as Deputy Regional Commander, Hong Kong Island from 2011 to 2012.

Mr. Morgan was promoted to Assistant Commissioner on 26 January 2012 whereupon he took up his current post of Assistant Commissioner of Police, Service Quality, responsible for Complaints and Internal Investigations, Performance Review, and Research and Inspections.

Mr. Morgan is currently an Honorary Associate of the Police College, specializing in crisis negotiations, as well as an Honorary Associate Fellow at the Centre for Suicide Research and Prevention (CSRP).

Mr. Morgan holds a Combined Honours Degree in English and History, a Graduate Diploma in Adult Education and Training, and a Graduate Diploma in Police Negotiations. Mr. Morgan was awarded the Police Meritorious Service Medal in 2008.



Steering Committee



Mr. Tang How-kong (Chairperson)

*Senior Assistant Commissioner of Police,
Director of Management Services*



Prof. Karen A. Joe LAIDLER

*Director, Centre for Criminology,
The University of Hong Kong*



Mr. David HODSON

*Honorary Fellow, Centre for Criminology,
The University of Hong Kong*



Ms. Lau Wai-mun, Josephine

*Chief Superintendent of Police,
Performance Review, Service Quality (Ag)*



Mr. Peter MORGAN

Assistant Commissioner of Police, Service Quality

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HONG KONG 2013



Map of
The University of Hong Kong
Main Campus

Index

CB	Chow Yei Ching Building	JL	James Hsiung Lee Science Building	RH	Rayson Huang Theatre
COB	Composite Building	KB	Knowles Building	RM	Runme Shaw Building
CYA	Chong Yuet Ming Amenities	KBS	Kadoorie Biological Sciences Building	RR	Run Run Shaw Building
CYC	Chong Yuet Ming Chemistry Building	KK	K.K. Leung Building	SLH	Simon K.Y. Lee Hall
CYP	Chong Yuet Ming Physics Building	LBA	Library Annex	SWH	Swire Hall
EH	Eliot Hall	LBN	Library Building (NEW Wing)	TC	Tang Chi Ngong Building
FP	Fung Ping Shan Building	LBO	Library Building (Old Wing)	TI	Technology Innovation and Incubation Building
FS	Fong Shu Chuen Amenities Centre	MB	Main Building	TT	T.T. Tsui Building
GH	Graduate House	MH	May Hall	UD	University Drive No. 2
HC	Hui Oi Chow Science Building	MW	Meng Wah Complex	UL	University Lodge
HH	Hung Hing Ying Building	PS	Pao Siu Loong Building		
HW	Haking Wong Building	RBC	Robert Black College		



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HONG KONG 2013

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