

最具挑戰性的公職

My most challenging public appointment

過往二十年來我出任過的公職中，當監警會委員可算是最具挑戰性、需要極大的承擔和投入。委員除了要出席頻繁的會議和探訪活動外，還需要每個週末審閱大量文件，並且要經常用電郵來聯絡秘書處和其他委員。這都需要付出很多時間的。委員接受了委任，就必須履行職務。委員的會議出席紀錄也會在年度工作報告中刊登，傳媒亦曾多次報道出來。

近年來，監警會致力宣傳本會的職能。港大民意研究計劃做的定期公眾意見調查中，也證實了公眾對本會的認識明顯增加了。隨著公眾對監警會的認識增加了，公眾對監警會的期望亦同樣增加了。就算委員以個人身份，發表有關警方的言論時也需十分謹慎。任何令公眾懷疑本會公正性的言論，都會惹來批評和投訴。這些事看來頗令人困擾，但這卻反映出公眾對本會職能的認同。這些批評和投訴時刻提醒我們，在履行職務時必須慎守獨立、公平和誠信的原則。

2014年發生的佔領事件，把監警會的挑戰推至新高。正如所料，事件衍生了大量投訴。除了針對個別前線警務人員的投訴外，也有不少是

Among all the public appointments that I have served over the last twenty years, IPCC Council Member definitely proved to be the most challenging, requiring considerable commitment and dedication. Besides frequent meetings and visits, there were many files to read through every weekend. Frequent e-mail communications with the Secretariat and Members were also very time consuming. Furthermore, one cannot just accept this appointment without doing the job. Members' attendance at the meetings would be listed in the annual reports and have appeared in the media.

Over the last few years, the IPCC has done much to promote public awareness about its role. Periodic public opinion surveys conducted by the University of Hong Kong's Public Opinion Programme have confirmed that public awareness of the IPCC and its role has significantly increased. With enhanced public awareness, there comes enhanced public expectation. Members have to be very careful about expressing their opinion on matters related to the Police, even in capacities other than as IPCC Members. Any opinion that may be perceived to be affecting their impartiality in carrying out their IPCC duties would readily draw criticisms and complaints. These criticisms and complaints may seem annoying, but I would see them as an affirmation of the public awareness about us. They are reminders that we must carry out our duties with independence, impartiality and integrity constantly in mind

With the occurrence of the Occupy Movement in 2014, the challenges to the IPCC reached a new height. As expected, there were many complaints arising from the Movement. Besides complaints against



針對全警隊的。由於公眾對事件的看法呈兩極化，投訴的調查結果實在難以令人人都滿意。再者，我認為現時處理投訴的程序、分類和調查結果，都是為投訴個別前線警務人員而設計的。如果用同樣的制度來處理對整個警隊的投訴，實在難以回應所有投訴人的訴求。此外，為要盡快處理投訴和完成最終的調查報告，監警會也面對很大的壓力。

雖然要面對以上種種的挑戰，但我卻無悔完成了過去六年的任期。同時我也很珍惜當中的經歷，特別是佔領事件期間及之後的日子。我覺得監警會的工作是十分有意義，即使耗用了時間也是值得的。能擁有具公信力的警隊是每個香港市民的福分。不過在現行的制度下，所有調查都是由警方自行處理。而監警會的角色就是要令投訴制度更加公平，從而加強警方的公信力。這也就是驅使我能完成任期的原動力。

最後，我想藉此機會感謝郭琳廣主席、監警會全體委員以及所有秘書處職員的協助和支持。沒有他們的幫助，我在監警會擔任委員期間便不會有如此愉快的經歷。

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individual frontline police officers, there were many complaints against the Police as a whole. As the public's views on the Movement are polarised, it would almost be an impossible task to have the complaints concluded to everybody's satisfaction. Furthermore, the existing complaint handling procedures, classification of complaints and investigation results are, in my opinion, designed for complaints against individual frontline officers. By applying exactly the same system to complaints against the Police as a whole, it would be difficult to address all the complainants' concerns. The IPCC is also under great pressure to try concluding the complaints cases in the shortest possible time, so as to produce the final report in a timely manner.

Despite all the above, I have no regrets for having completed six years of service with the IPCC. I do treasure my experience over this period, in particular, the time during and after the Occupy Movement. I found the work in the IPCC meaningful and the time spent worthwhile. It is in the interest of every citizen to have a credible Police Force in Hong Kong. Under the present system, all investigations into complaints against Police are conducted by the Police themselves. The IPCC has a role to play in promoting the fairness of complaints handling and hence the credibility of the Police. This is the driving force behind me to complete my tenure.

Lastly, I would like to take this opportunity to thank the Chairman, Mr Larry Kwok, all Council Members and all staff of the Secretariat for their assistance and support. Without their help, I would not have had a pleasant experience while performing my role as a Council Member of the IPCC.

Author: Dr Chan Pui-kwong was appointed as an IPCC Member on 1 January 2010. He served the Council for six years.

