

郭文緯，IDS

副廉政專員兼執行處首長

---

BY TONY KWOK MAN-WAI, IDS,  
DEPUTY COMMISSIONER AND HEAD OF  
OPERATIONS

踏進新紀元，我們猶如一艘剛經歷風暴的巨輪，祈望否極泰來。1999年7月，黎年先生接替任關佩英女士出任廉政專員，我們因而在風暴中換了舵手。我所說的風暴，其實是指近期的亞洲金融危機。對執法人員來說，金融風暴帶來的沖擊是貪污及相關罪行驟增，我們1999年的個案數字就創了新高。儘管如此，我們的調查人員仍能本著一貫的無畏精神，面對逆境中的挑戰，並成功偵破多宗案件，成績有目共睹，實在令人欣慰。我們在1999年共接獲4,147宗貪污舉報，未完成調查的個案有1,686宗（較1998年增加了180宗或上升了12%）。檢控數字較過去一年上升了32%，定罪率為86%。由此可見，我們不但能安然渡過這場風暴，並且能對本港的貪污及相關罪行予以迎頭痛擊。這實有賴我們的調查及支援人員在工作上鍥而不捨，時刻保持專業精神所致。在此，我希望親自並代表全港市民向他們道謝。

1999年，我們如期成立了財務調查組和電腦資料鑑證組。我在上一期的年報亦有提及這兩個新組別。它們分別由一名總調查主任掌管，成員不但調查經驗豐富、訓練有素，並且具備會計或資訊科技認可專業資格。貪污罪案日趨精密，利用資訊科技犯案也日漸普遍，而財務調查組和電腦資料鑑證組的成立，無疑提高了我們整體的專業水平，使我們能更有效地調查此類案件。至於上述兩組的功能，K組首席調查主任張華邦會在本年報其他篇幅作較詳盡的介紹。

廉署網頁（[www.icac.org.hk](http://www.icac.org.hk)）革新是我們去年的另一項工作成果。現時，在我們的網頁不單可以瀏覽圖文並茂的廉署歷史、部門架構和反貪法例，並且可以參閱廉署近期查處的案件及審訊詳情。此外，網頁內亦載有一份最新的通緝人士名

We entered the new millennium like a ship emerging from a storm, hoping that the worst was over. Interestingly, the hand on the helm changed during the storm (without incident) when former Commissioner, Mrs Lily YAM, was succeeded, in July 1999, by Mr Alan LAI. The storm to which I refer was that generated by the recent Asian economic turmoil. In law enforcement terms, the spin-off from that turmoil was a higher incidence of corruption and related crime which left us with a record high caseload to investigate in 1999. I am pleased to be able to report, though, that our investigative workforce remained typically undaunted by the challenges with which they were confronted during this difficult time, and responded by producing a series of successful conclusions to investigations that would be impressive by any standard. 4,147 corruption reports were received in 1999, during which our overall caseload stood at 1,686 (180 more or 12% higher than that of 1998). Prosecutions rose by 32% over the previous year, with a conviction rate of 86%. Thus, we not only weathered the storm but, through the professionalism and tireless efforts of our investigators and support staff, struck an unprecedented blow against corruption and related crime in Hong Kong. To them, I take this opportunity to say, 'Thank you', both for myself and on behalf of the community of Hong Kong.

During 1999, we established, as planned, the Financial Investigation and Computer Forensic Sections (FIS and CFS), to which I referred in this publication last year. These Sections, each headed by a Chief Investigator, are staffed by officers with a combination of investigative training and experience, as well as professional qualifications in their respective fields; that is to say, accountancy and information technology. The establishment of the FIS and CFS has enhanced our overall professionalism by enabling us to deal more effectively with increasing sophistication and the growing use of information technology in criminal

單。公眾也可以透過這個網址，以電郵方式與我們聯絡。

我們現已準備就緒，待新一代的電腦系統在2000年中啟用時，執行處即將進入一個電腦化新紀元。屆時，希望每一名調查人員都會有自己的電腦終端機。新一代的電腦系統具備多項案件管理功能。各級主管也可以透過系統監察案件的調查進展。所有情報和調查資料皆可由系統集中整理、分析及傳送。我們也可以從系統的資料庫中輕易取得各類資料，如詳列本署各項規則、指示及指引的「廉政公署常規」。此外，我們也可以從電子表格庫中取得各種內部常用表格，填妥後再經系統傳送。我們預計這個全新的資訊科技系統不但會大大提高工作效率，還會減少使用紙張，為環境保護作出貢獻。

為了精簡公務員架構，香港特區政府推出了一連串的改革。廉署一直努力在這個改革浪潮中維持效率和士氣，而來年我們仍需繼續面對這個挑戰。「資源增值計劃」是其中一項影響所有政府部門運作的措施，廉署當然也不例外。「資源增值計劃」要求各部門「以少求多」。具體來說，各部門需在三年內把開支減低百分之五，但與此同時要把效率提高。廉署是一個精益求精的機構，一直以來都運用有限的資源達至最高的效益，表現卓著。雖然如此，廉署人員仍勇於接受挑戰，設法超越財政緊縮前的表現。我們在「資源增值」方面的成績，亦實在有目共睹！

在上一期的年報內，我曾提及執行處當時新訂立的使命宣言：

「執行處人員定必積極進取，專業執法，銳意根查，剷除貪污。」

我個人認為，廉署員工所以竭誠為

corruption cases. The roles of the Sections are described in greater detail elsewhere in this Review by Principal Investigator, K Group, Louis CHEUNG.

Another innovation since last year is the revamp of the ICAC's internet website (at [www.icac.org.hk](http://www.icac.org.hk)). Now, visitors will not only find illustrated details of the Commission's history, organisational structure and legislation at the site, they will also be able to view details of recent ICAC operations and court cases, as well as a 'hotlist' of wanted persons whose current whereabouts and arrest are sought - and much more. Communication with us by e-mail is also possible through this site.

We are preparing to embark upon a new era in computerisation in the Operations Department by mid-2000, when our new generation computer mainframe system is expected to begin operation. By then, hopefully, every investigator will have his or her own computer terminal. In addition to providing investigators with diverse case management facilities, with a case tracking capability to monitor progress, the system will enable all intelligence and other investigation-related data to be collated, analysed, and disseminated centrally. Commission Standing Orders, which contain orders, instructions and guidelines for officers, will be available for easy access in the database, as will an electronic forms library, through which officers can complete, electronically, the many forms used within the department, and forward them through the system. We anticipate that the new IT system will not only significantly enhance efficiency within the Department, but will also make a substantial contribution to the well-being of the environment by reducing the use of paper.

Among the challenges we have had to address, and continue to face in the coming year,

部門效力、信守其使命宣言，原因之一管理階層處事具透明度和凡事積極參與。基於這個信念，我經常與各級的同事會面，把廉署的發展和計劃告知他們，並就這些事項徵詢他們的意見，而同事也可隨意提出他們所關注的其他問題。我們每年都作修訂的五年整體計劃，就是由所有首席調查主任及總調查主任職級的同事共同參與制定的。有了這個遠期計劃，廉署定下的目標可以逐一達到，同事的抱負也可以逐步實現。過去一年，在兩次分別為首席調查主任及總調查主任而設、為期一天半的研討營內，我們制定了廉署的第三個整體計劃，即1999至2003年的計劃。自1998年的整體計劃推行以來，我們共制定了50項新措施，也成功落實了29項未完成的措施。到目前為止，成功落實的措施達69項，尚在進展階段的則有93項。

研討會上，我們討論了很多問題，定下了不少目標，但內容總離不開職員的「持續專業發展」。研討會上制定的整體計劃順理成章也是圍繞這個主題。

我深信，一個機構能否在現今複雜多變的經營環境保持競爭能力，以致精益求精，取決於這個機構有否決心向在職人員灌輸終生學習、不斷進修的文化。如果一個機構能夠幫助並鼓勵員工不斷提升自己的專業技術和知識，機構本身就能夠永遠以「最佳狀態」迎接新的挑戰。廉署執行處的「持續專業發展計劃」是在首席調查主任及總調查主任研討會上制定的。所有工作小組的成員都積極參與是項計劃。工作小組需各自完成一份自選題材的研究報告，旨在提升執行處的工作表現和效率。「持續專業發展計劃」為廉署職員提供許多分享經驗、自行進修、專業訓練的機會。我對「持續專業發展計劃」充滿信心，預期研究結果將有助完善廉署現時及

are maintaining efficiency, effectiveness and morale in the face of radical reforms introduced by the Hong Kong SAR Government aimed at streamlining the civil service. One aspect of this undertaking which impacts upon the activities of all government departments, including the ICAC, is the Enhanced Productivity Programme, which requires them to produce 'more for less'. Specifically, this means a reduction in expenditure of 5% over a three year period, but with a concurrent and perceivable increase in productivity; certainly no mean feat for a dynamic organisation like the ICAC which has always striven to couple budgetary savings with increased efficiency. With commendable commitment, however, our officers have embraced the challenge, somehow contriving to perform to even higher levels than they did before the purse strings were tightened. The results speak for themselves!

I mentioned in the last edition of this Review the Operations Department's, then, new mission statement:

'By enforcing the law vigilantly and professionally, we are determined to seek out and eradicate corruption wherever it exists'

I like to think that one of the reasons for the commitment of our workforce to both the organisation and its mission statement is that management within the Department is both transparent and participative. It is in this belief that I personally meet with staff at all levels on a regular basis to apprise them of organisational developments and plans, and to seek their views on these and any other matters they care to raise. On the same topic, with the participation of the whole Chief and Principal Investigator ranks, we produce an annual 5-year corporate plan through which we strive, by forward planning, to meet both organisational objectives and the aspirations of

將來的整體計劃。

未來的歲月又如何呢？正如上文所述，廉署現時由新上任的黎專員領導。黎專員的卓越表現，人所共知。由於他過去曾任職社區關係處助理處長，所以對廉署來說一點也不陌生。黎專員全力支持執行處的工作，以他的傑出才幹，加上處長們的「精英組合」，必定可以帶領廉署充滿信心地邁向未來。我們努力發掘新意念、新策略，希望提升執行處及其員工的表現。與此同時，我們當然也會在過去的反貪基礎上繼續強化各方面的工作。我們會繼續主動出擊、調查貪污，也會繼續與本地和海外執法機構保持聯繫並互相提供協助。職員培訓、竭誠為社會服務當然也是我們要不斷強化的項目。

我們不會自滿，那些企圖在香港貪贓舞弊、中飽私囊的人更不要自鳴得意，因為我們的調查人員定會繼續傾盡全力，粉碎他們的非法活動。

最後，讓我轉個輕鬆的話題，談一項頗具意義的活動，那就是在寶龍軍營舉辦的廉署家庭同樂日。聖誕佳節之前，廉署各部門同心協力籌備是項活動。

雖然活動前夕還是大雨滂沱，但幸好活動當日已是雨過天青。

而且，經過工作人員的多番努力，所有受風雨摧毀的遊戲、紀念品攤位全都恢復本來面貌。結果證明，吸引了1,700多名員工及家屬參加的家庭同樂日，可以說是廉署有史以來最成功的一項康樂活動。當天節目豐富，有才藝比賽、體育競技、廉署保護證人組的精彩表演，還有音樂和其他節目助興。這個難得的盛況，見證了員工的凝聚力，更充分表現員工以至

staff. The year under review saw the production of our third such plan, covering the period 1999 to 2003, arising out of two 1½ day residential workshops, one each for Chief and Principal Investigators. Since our 1998 corporate plan was introduced, we have developed a total of 50 new initiatives, and successfully completed 29 of those which were outstanding. This brings the total of completed initiatives to 69, with 93 commitments ongoing.

Although numerous issues were addressed, and goals set, the common theme running through the workshops, and enshrined in the resultant corporate plan, was the '**Continuous Professional Development**' of our staff.

I firmly believe that, in today's complex and rapidly changing corporate environment, one of the most critical factors in any organisation's ability to remain dynamic and effective is its determination to create and foster a culture of career-long learning. Thus, by enabling and encouraging members of the workforce to continuously upgrade their professional skills and knowledge, the organisation can maintain its 'cutting edge' as it tackles the challenges ahead. The ICAC Operations Department's Continuous Professional Development Programme, launched during the Principal and Chief Investigators' workshops, involves all participants in various work groups, each of which is committed to completing self-identified projects intended to improve the effectiveness and efficiency of the Department. The opportunities for sharing experience, self-learning and professional development inherent in the Programme are abundant, and I confidently expect that the results will help shape our existing and future corporate plans.

And what of the future? Well, as I mentioned above, we have a new Commissioner who has already made his mark in a very positive

其家庭成員對廉署的歸屬感。著實叫人難忘的一天！

sense. Mr LAI is no stranger to the ICAC, having previously served as an Assistant Director in the Commission's Community Relations Department some years ago. He has demonstrated his total support for the work of the Operations Department, and with a firmly unified directorate - the 'Top Team' - under his command, the Commission can face the future with confidence. While striving to generate new ideas and strategies to enhance the performance of the Department and its officers, we will, of course, continue to strengthen the fundamentals, those aspects of our work which have become the bedrock of our fight against corruption. Proactive investigation, liaison and mutual assistance with other law enforcement agencies, both local and overseas, will continue to be major factors in this respect, as will training and our general commitment to serving the community.

We will not become complacent, nor, indeed, should those who seek to line their pockets or otherwise achieve their own ends through corruption in Hong Kong, for they can be assured that we will continue to bring the full force of our

investigative strength and ability to bear upon their odious criminal activities.

But to conclude on a lighter note, a word about a social event of some significance. Just before Christmas, all Departments of the Commission collaborated in planning an ICAC Families Day at our Perowne Barracks training complex.



廉署家庭同樂日 --  
黎年專員頒發獎杯予拔河比賽冠軍隊伍  
ICAC Families Day -  
Commissioner, Mr. Alan LAI Nin,  
presents the trophy to the winning tug-o'-war team

Despite torrential rain on the night before the event, the organisers managed to restore the many games and souvenir stalls to their original glory the following morning.

# 廉署家庭同樂日 ICAC FAMILIES DAY



香港海關 - 緝毒犬表演

Customs & Excise Department display - Dog and handler search for narcotics

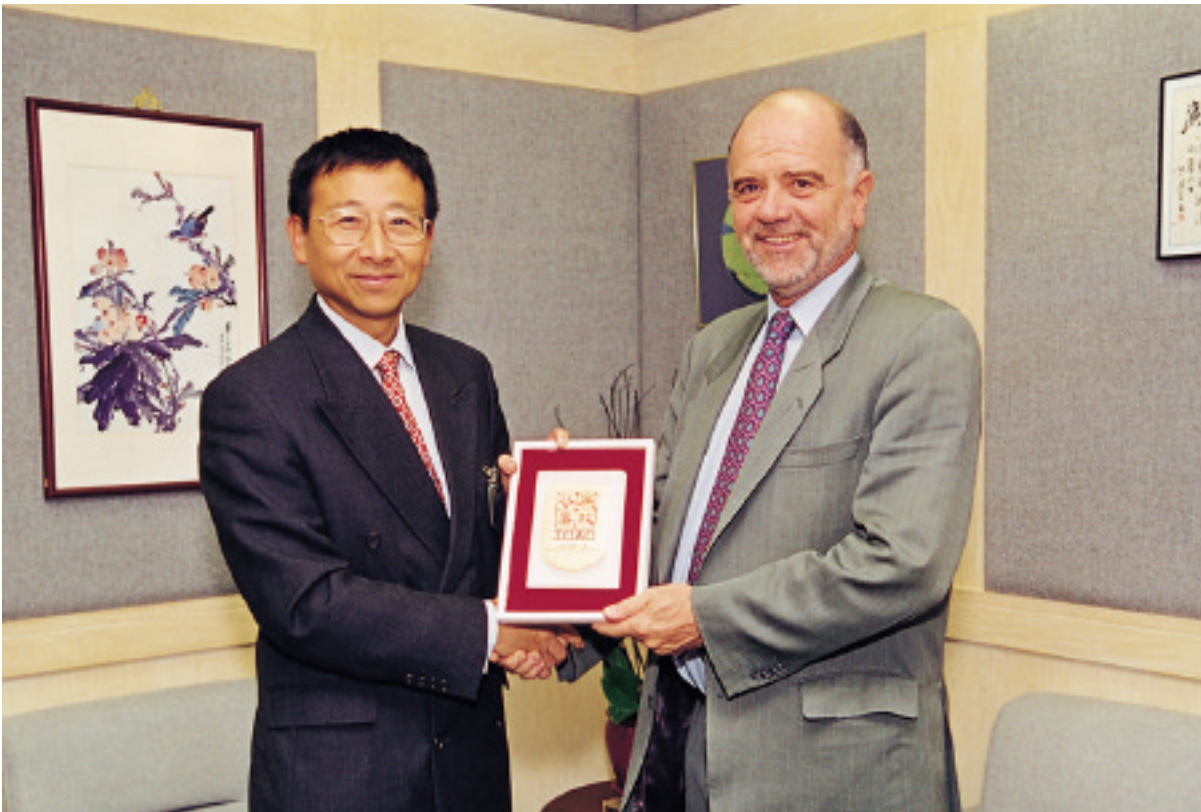
拔河比賽  
Tug-o'-war



一家大小齊參與  
Fun for the family !

---

As things turned out, the Families Day was, by far, the most successful social event in the ICAC's history, with over 1,700 officers and family members attending. Including talent competitions, displays by our own Witness Protection Team, sporting competitions, music and general merriment, this was an outstanding occasion. The event demonstrated unequivocally the cohesiveness of our workforce, and the strong sense of belonging to the organisation that exists both among our officers and, vicariously, their family members. Certainly a day to remember.



*執行處首長郭文緯先生與到訪的世界海關組織秘書長合照  
Head of Operations, Tony KWOK,  
with visiting Secretary General of the World Customs Organisation,  
Mr. Michael Danet*