



當前形勢

副廉政專員兼執行處首長
郭文緯，IDS

郭文緯先生於一九七五年加入廉政公署，一九九六年三月一日被委任為執行處首長。一九九八年七月一日，郭先生獲香港特別行政區行政長官頒授香港廉政公署卓越獎章

HOW ARE WE DOING ?

by Tony KWOK Man-wai, IDS,
Deputy Commissioner and Head of Operations

Tony KWOK joined the Commission in 1975 and was appointed Head of Operations on 1 March 1996. On 1 July 1998, he was awarded the Hong Kong ICAC Medal For Distinguished Service (IDS) by the Chief Executive of the Government of Hong Kong Special Administrative Region (HKSAR).

我在上一期執行處年報說過，香港回歸祖國後，廉署的運作“一切如常”。到了今天，情況也大致一樣。在這報告內，你們可以看到，在過去一年，我們確實在調查工作上取得卓越的成績。這些成果獲得新聞媒體廣泛報道，也足以證實廉署在回歸後仍然保持效力。

執行處訂立了新的使命宣言：

“執行處人員定必積極進取，專業執法，銳意根查，剷除貪污。”

以上的使命宣言，結合了我在接掌執行處以來的兩項主要目標，就是確保執行處在調查工作上繼續保持高度積極和專業性，同時推行一套主動出擊而非回應式的調查策略，務求揭發及根除所有貪污罪行。

那麼，目前情況怎樣？

在上期的執行處年報我已解釋過，推行主動出擊調查策略的第一步工作，是積極與本地和海外其他執法機構建立聯繫，並爭取社會各界、工商機構及政府部門的支持。從中取得的合作和意見，對於揭發貪污行為非常有幫助。在監視行動和情報資料的配合下，我們在適當時候運用線人及臥底人員，成功瓦解從事貪污及相關罪案的犯罪集團，工作成績有目共睹。以一九九七年為例，在主動出擊策略下揭發的案件不下156宗(不包括市民舉報)，我們總共進行了18次臥底行動，結果有57人因觸犯貪污或相關的刑事罪行而被檢控及定罪。

對於調查人員來說，臥底任務在身心兩方面都有可能造成危害，而並非所有調查人員皆能勝任。為挑選具合適心理特質的人員擔當臥底任務，並於往後細察他們的心理健康，我們已延攬一組深具資歷的專門人才來提供服務。該小組由兩位著名和備受尊崇的專家領導，一位是精神科醫生，一位是臨床心理學家，他們與負責選拔、培訓和督導臥底及使用槍械工作的廉署人員緊密合作。選拔過程包括全面的

In the last edition of this publication, I mentioned that, after the reunification, the sign on our door read, 'Business As Usual'. That very much remains the position today, as a journey through these pages will verify. Indeed, we have achieved some outstanding successes in our investigations during the period under review. These successes, which have been prominently reported by the news media, have reaffirmed the ICAC's continued effectiveness after the reunification with the Mainland.

The Operations Department has adopted a new mission statement:

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

This mission statement incorporates the two main objectives which have been on my agenda since I was appointed Head of Operations some two years ago - to ensure that the Operations Department of the ICAC continues to be a highly vigilant and professional investigative workforce, and to promote a proactive, rather than reactive approach to the investigation of corruption.

So, how are we doing?

Our proactive investigation strategy, as I explained in the last Operations Department Review, begins with relatively vigorous networking with other local and overseas law enforcement agencies, and lobbying of support within factions of the community, commerce and the various arms of government in which corruption is likely to present a threat. The resultant co-operation and feedback forms an integral part of the overall strategy of seeking out the existence of corruption which might not otherwise have surfaced. Where appropriate, the use of informants and undercover operations, supported by co-ordinated surveillance and intelligence, provides an effective means of striking at the heart of corruption and related criminal enterprise. The results speak for themselves; in 1997, for example, the proactive strategy generated

心理測驗，而獲派高危任務的調查人員會受到監察，及定期重新接受評估。如有需要，他們會立即獲得專業輔導。

日趨複雜的金融活動，日新月異的投資工具，以及可能被人用作“洗黑錢”的各項金融設施，均令到調查涉及金融方面的貪污案件變得棘手。為此，我們計劃於今年稍後在執行處成立一個專責的財務調查組，以增強現有的會計調查能力。該組負責調查重大貪污案件中複雜的財務環節，例如追查資產和“洗黑錢”活動，讓主理有關案件的人員可專注於其他方面的調查工作。

資訊科技迅速發展，亦對執法工作的成效構成威脅。不法之徒借助電腦犯案及掩藏罪證，為調查人員帶來重大的考驗。有鑑於此，我們透過專業培訓和購置先進設施，致力加強調查能力，以應付挑戰。廉署多名調查人員曾到外國(包括英國、美國和加拿大)的執法機關和私人機構，接受全面的電腦資料鑑證訓練。這些人員目前在本處的資訊科技組或調查小組內工作。我們計劃在明年匯集這方面的人力和技術資源，成立一個電腦鑑證科研組。

執行處實行整體品質管理。我們在一九九七年制定了一套詳盡的執行處五年整體計劃。該計劃是由中層和高層管理人員所參與的連串策略性計劃研討會及多輪職員諮詢所產生的，計劃涵蓋關於調查工作、組織架構、人力資源及培訓、辦公室管理、服務質素和資訊科技的各項新措施和改善建議。我們並發表每季進度報告供職員參閱，這對於加強內部溝通和激發創意極為奏效。在1997年的整體計劃中我們訂定了82項新措施，年底時已落實完成的共37項。其餘的亦進展理想，並與透過上述過程產生的其他新措施，一併收納在1998年的五年整體計劃之內。

在過去一年，執行處在提高專業水平方面，取得良好進展，包括實際執法工作和採取了主動出擊肅貪策略。為此，我謹向給予我全力支持的處長級人員致意。

no less than 156 cases (over and above those reported by members of the public), resulting in a total of 18 undercover operations and the prosecution and conviction of 57 individuals for corruption and related criminal offences.

Undercover work, of course, is a potentially dangerous undertaking for investigators, not only in the physical sense, but also psychologically. Not every investigator is cut out for this kind of work. To ensure that we select only those officers with the right psychological profile for undercover duty, and that, having made that selection, their emotional welfare is carefully monitored thereafter, we have engaged the services of a team of highly qualified experts in the field. Headed by two eminent and widely respected professionals - a psychiatrist and a clinical psychologist - the team works closely with ICAC staff responsible for the selection, training and supervision of officers in relation to undercover and firearms-related duties. After the selection process, which includes comprehensive psychometric testing, investigators assigned to these high risk areas of operation are monitored and periodically re-evaluated. Professional counselling is immediately available to these officers should the need arise.

Increasing complexity in financial business, the availability of new and exotic vehicles for investment and the existence of facilities which permit the speedy and clandestine 'laundering' of funds between different jurisdictions, are all factors that threaten to frustrate the financial aspects of corruption investigations. To address these factors, we plan to establish a dedicated Financial Investigation Unit (FIU) within the Operations Department later this year. The unit, which will both incorporate and supplement the expertise of our existing investigative accountancy capability, will undertake the investigation of complex financial aspects of major cases, such as asset tracing and money laundering, thus enabling case officers to concentrate on the remaining areas of investigation.

Another field in which rapid development

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Another field in which rapid development

高層人員集體管理的模式，證實非常協調和有效。我同時要感謝數百名前線調查人員和提供支援服務的同事，在對抗貪污的恆久戰鬥中努力不懈，充份表現了他們的使命感。不論是年青但幹勁十足的新同事，或是作為前者良師的經驗“老將”，同樣是我們最寶貴的資產。我深信，只要本處能繼續延攬和保留這類人才，六、七十年代的貪污境況便難以在香港重現。

poses a potential threat to effective law enforcement is that of information technology. The use of computers in both the commission and concealment of crime presents investigators with a constantly evolving challenge. In recognition of that fact, we have been steadily developing and enhancing our ability to meet the challenge through professional training and acquisition of leading-edge technology in this field. We now have a number of investigators who have undergone comprehensive training in computer forensics with a variety of law enforcement agencies and civilian organisations in several overseas jurisdictions, including the United Kingdom, the United States and Canada. At present these officers are either posted to the Department's IT Group, which is responsible for the general development and maintenance of information technology within the Commission, or are working in Investigating Sections. In the coming year we plan to consolidate our specialist human and technical resources in this field within a single, dedicated Computer Forensics Unit.

We practise Total Quality Management in the Operations Department. In 1997, we promulgated a detailed Operations Department 5-Year Corporate Plan. The plan was developed as a result of a series of strategic planning workshops attended by middle and senior management of the Department, and rounds of staff consultation. It outlined all our new initiatives and proposed improvements in operational and organizational structure, human resources and training, office management, quality of service and information technology. We also promulgated quarterly progress reports for the information of staff, and this has proved to be extremely useful both in enhancing internal communication and stimulating new suggestions. In our 1997 Corporate Plan, we developed a total of 82 new initiatives. At the end of the year, 37 of these had been completed. Others are progressing well and have been incorporated in our 1998 5-Year Corporate Plan, together with other new initiatives generated through the same process.

I believe we have made good progress during the year in enhancing professionalism, both

in actual enforcement and in changing the culture of the Department to adopt a proactive strategy for combating corruption. For this, I am grateful to my directorate for their dedicated support. The top team approach has worked harmoniously and effectively. I would also like to thank the hundreds of ICAC investigators and officers in support roles, who work tirelessly, and demonstrate a sense of mission in the eternal battle against corruption. These people, from the raw young recruits - 'green' but bursting with energy - to the seasoned 'old soldiers' who are their mentors, are our greatest asset, and I am confident that, as long as we continue to attract and retain their like, corruption on the scale of the 1960s and 70s will never again be able to rear its ugly head in Hong Kong.