

Police Executive
Apply Authentic Leadership in Police Force 2

By

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ASSIGNMENT 1

Leadership and Organizational Effectiveness

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Chapter One – Background

Recent management writings and research on organizations point to a growing concern about the matters related to organizational effectiveness. These concerns range from issues of quality, structure, possesses, customer, productivity and excellence.

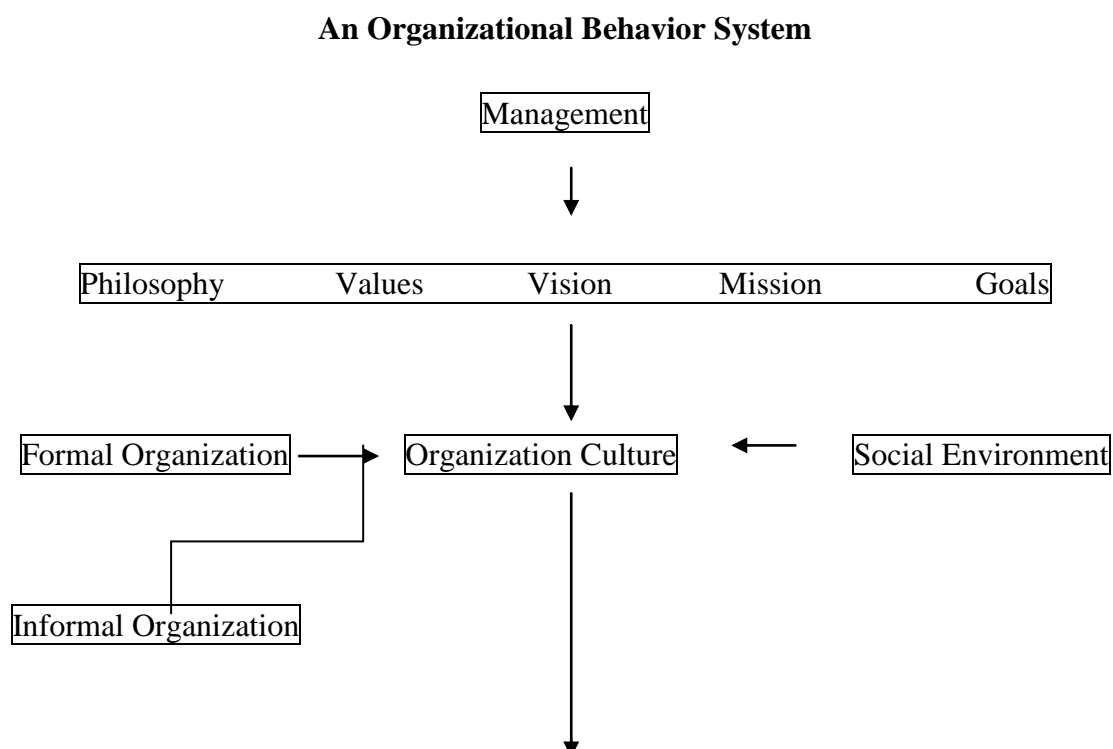
It is leadership that articulates organizational vision, provides strategic direction, coordinates resources and efforts, motivates and energizes people. (Keith Davis, 2002, *Organizational Behavior: Human Behavior at work*, 11th ed. McGraw-Hill)

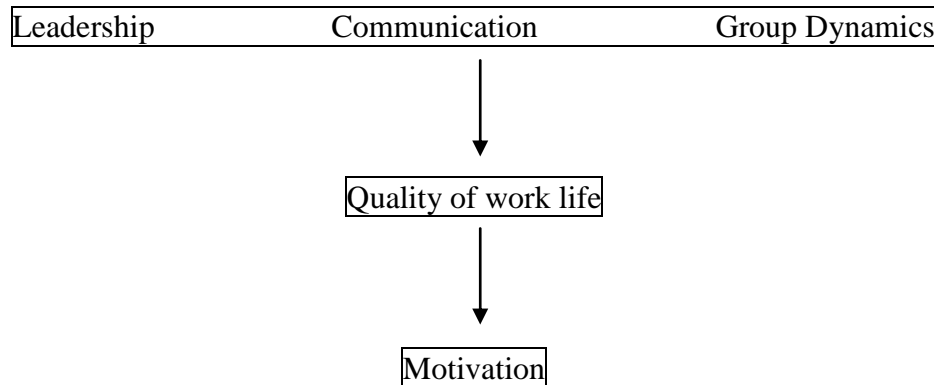
The aims of this assignment are to foster the professional development of participants through an understanding of their responsibility for organizational effectiveness in their present and future administrative roles and focus attention upon an array of topics that have direct bearing upon achieving organizational effectiveness.

Organizational Behavior System

Organizations achieve their goals by creating, communicating, and operating an organizational behavior system, as shown in Figure 1. Major elements of good operational behavior system are introduced as the following:

Figure 1





Outcomes:

- Performance
- Employee Satisfaction
- Performance Growth and Development

(Keith Davis, 2002, Organizational Behavior: Human Behavior at work, 11th ed. McGraw-Hill)

Chapter Two – Introduction

(Jon Sutherland & Diane Canwell, 1997, Organization Structures & Process, Pitman Publishing) identifies three phases in the development of organizations: the beginning organization, the advanced organization, and the mature organization.

Complete an organization scan and discuss the results in your organization. Try to implement improvements using these results. (Hubert K. Rampersad, 2003, Total Performance Scorecard: Redefining Management to Achieve Performance with Integrity, Butterworth-Heinemann) The improvement point from the checklist form the starting point for organization to enhance their organization effectiveness.

Definition of High Performance Organization

Many different definitions of a high performance organization can be found in the literature. These definitions often describe achievements or attributes of a High Performance Organization such as: strong financial results, satisfied customers and employees, high levels of individual initiative, productivity an innovation, aligned performance measurement and reward systems, and strong leadership (Marc J. Epstein and Jean-Francois Manzoni, 2004, Performance Measurement and Management

Control: Superior Organizational Performance - Studies in Managerial & Financial Accounting, V. 14, JAI Press, James Hillgren and Edward Morse, 1998, High-Performing Organizations, Executive Excellence, Unit Note-PDAS 314, UNE)

Key Characteristics of High Performance Organization

In the wake of Good to Great (Collins, 2001) identify the characteristics of high performance organizations (HPOs). The results of the search for HPO-characteristics have been documented mainly in the popular management literature, scientific research into HPOs has until now been scarce. Therefore most evidence is anecdotic from nature, consisting of surveys and case studies occasionally a more in-depth study can be found (Collins, 2001). When reviewing the studies on HPOs, it is conspicuous that many different characteristics are found. This makes it difficult to distinguish an overall set of characteristics, which describe a HPO in general. This assignment aims to give direction to research into HPOs by comparing the studies done over the last fifteen years. Aim of this comparison is to identify common characteristics that seem to be part of a HPO. These can be studied to determine their validity and will guide managers as to which actions they need to take to lead their organizations to superior results. (Tom Devance, 2004, Integrating Lean Six Sigma and High Performance Organizations, Preiffer)

Based on The Association Management Education (AME) research and writings on high performance organizations, and adjusting for the association perspective, a high performance association would possess the following key characteristics:

1. Vision and mission are shared and owned by all stakeholders
2. Strategy is performance-based, clear and mapped to ensure individuals and members of teams turn vision and mission into action and results
3. Goals are challenging and make a difference to the way in which work is completed
4. Teamwork is effective and empowered
5. Better business practices are used to secure efficient organizational practices which are driven by focusing on:
6. Member and employee satisfaction,
7. Fiscal and operational accountability
8. Quality
9. Strong emphasis is placed on performance measurement using key performance indicators

Common Barriers to Effective Organizations as:

1. The mission and goals of the organization are not explicit or are unrealistic.
2. Membership is not broad enough to include real participation by community members or consumers.
3. Poor or inconsistent attendance.
4. Decision-making and/or workload is unevenly shared among members.
5. High interest in the organization and networking among members, but lack of time to accept real responsibility for activities.
6. Lack of training in leadership or planning skills for members.
7. Lack of funding to accomplish goals.
8. Staff is overburdened by competing job responsibilities and often lack training in community and/or organizational development.
9. Members do not “own” the organization and responsibilities for maintenance are deferred to the staff.
10. Staff do not “trust the process” and take over member responsibilities when conflicts arise or interest wanes.

Common improvements identified and planned by association managers are:

1. Improve strategic management activity such as strategy implementation and performance measurement activity.
2. Increase member opportunities for involvement.
3. Improve communications between members, members to Board and Staff and staff, and Board to members.
4. Reduce the number of one time attempts to get strategic direction in place and develop a policy and supportive process that will ensure increased frequency of activity.

(http://www.amces.com/publications/high_performance_print.htm)

Downward Communication

- Information flowing down the organizational hierarchy from managers to subordinates.
- Common types: Job instructions, manuals, policy statements, memos & motivational appeals.
- Often downward communication is inadequate leaving employees feeling disconnected from the organization.
- A key question: How much & often to communicate.

Upward Communication

- Information flowing up the organization from subordinates to managers.
- Common types: Suggestions, complaints, requests, and responses to downward messages.
- Needed for managers to evaluate the effectiveness of downward communication.
- Enables workers to feel they are a meaningful part of the organization.
- Upward communication is often distorted to make the message more acceptable to higher-ups.

Horizontal Communication

- Information flowing between people at the same organizational level.
- Common types: Interactions via staff meetings, face-to-face exchanges, & sharing of information via memos & reports.
- Needed to coordinate activities of diverse but independent units.

(Mary Munter, 2005, Guide to Managerial Communication: Guide to Series in Business Communication, Prentice Hall)

Chapter Three – Performance Management

Performance management is the systematic process by which an agency involves its employees, as individuals and members of a group, in improving organizational effectiveness in the accomplishment of agency mission and goals. (Douglas Max Robert Bacal, 2002, Perfect Phrases for Performance Reviews: Hundreds of Ready-to-Use Phrases That Describe Your Employees' Performance, McGraw-Hill)

Figure. 2 show Performance management includes a number of different parts or phases.

Figure. 2



Employee performance management includes:

Planning work and setting expectations,

Continually monitoring performance,

Developing the capacity to perform,

Periodically rating performance in a summary fashion, and

Rewarding good performance.

Performance management is an ongoing communication process, undertaken in partnership, between an employee and his or her immediate supervisor that involves establishing clear expectations and understanding about:

1. the essential job functions the employee is expected to do
2. how the employee's job contributes to the goals of the organization
3. what "doing the job well" means in concrete terms
4. how employee and supervisor will work together to sustain, improve, or build on existing employee performance
5. how job performance will be measured
6. identifying barriers to performance and removing them

(Douglas Max Robert Bacal, 2002, Perfect Phrases for Performance Reviews: Hundreds of Ready-to-Use Phrases That Describe Your Employees' Performance, McGraw-Hill)

Performance Feedback

Effective performance feedback is characterized by focusing on specific behaviors:

1. Keeping feedback personal,
2. Goal-oriented,
3. Well-timed,
4. Ensuring understanding,
5. And directing negative feedback toward behavior that is controllable by the recipient.

(Mary Munter, 2005, Guide to Managerial Communication: Guide to Series in Business

Communication, Prentice Hall)

DCOM Criteria of High Performance Organization

Managing for performance is one of the organization's four core management principles. (Dan Riley, 2006, Unit Note-Reading 10, PDAS 314-Leadership and Organizational Effectiveness, UNE) This has led to the development of policy objective covering all areas of organization activity supported by the target based management process. These policy objectives specify the results we aim to achieve for the community and how we will measure success. Properly used they can provide an excellent way of focusing organization's efforts and managing performance. (DCOM Model Helps High-Performing organizations Plan and Executive Strategy, 2006, www.clg.org)

To achieve this we need to improve the quality of performance measurement with organization. This is a topic on which many bureaus and departments have approached the DCOM model. (DCOM Model Helps High-Performing organizations Plan and Executive Strategy, 2006, www.clg.org)

The DCOM model would provide advice and assistance to organizations seeking to apply the high performing organization criteria from Hillgren and Morse. (James Hillgren and Edward Morse, 1998, Student Note-PDAS 314 Leadership and Organizational Effectiveness, Reading 10)

- | | |
|---------------------|---|
| Direction: | Is the direction clear and understood? Are the priorities clear? Do our metrics reflect the desired outcomes and encourage the right behavior? |
| Competence: | If people know what to do, do they have the capability? |
| Opportunity: | Have organization provided suitable resources and identified and removed unnecessary barriers? |
| Motivation: | Do people want to do what we ask? Have we inadvertently “engineered out” opportunities for feeling good about the work? |

(DCOM Model Helps High-Performing organizations Plan and Executive Strategy, 2006, www.clg.org)

Chapter Four – Compare Four Criteria of James Hillgren and Edward between Hong Kong Police Force

Hong Kong Police Force

The Hong Kong Police Force, plays a key role in maintaining good law and order, has an establishment as at 2004-12-31 of 26,659 disciplined officer. (2004 Hong Kong Police Review, 2005, Hong Kong Police Force, The Government Logistics Department)

Structure

The Force is commanded by the Commissioner of Police who is assisted by two deputy Commissioners. One deputy Commissioner supervises all operational matters and the other is responsible for the direction and coordination of the management of the Force, including personnel, training and management services.

The Force Headquarters is made up of 5 departments. For day-to-day policing, the Force is organised into six regions. All regions report to the Director of Operations, who has the rank of Senior Assistant Commissioner of Police (SACP). Regional Headquarters are led by a Regional Commander (RC), with the rank of Assistant Commissioner of Police (ACP). Districts are led by a District Commander (DC), with the rank of Chief Superintendent of Police (CSP). Divisions are led by a Divisional Commander (DVC), with the rank of Superintendent of Police (SP).

(2004 Hong Kong Police Review, 2005, Hong Kong Police Force, The Government Logistics Department)

Vision and Statement of Common Purpose and Values

Vision

- That Hong Kong remains one of the safest and most stable societies in the world

Our Common Purpose

The Hong Kong Police Force will ensure a safe and stable society by :

- upholding the rule of law
- maintaining law and order
- preventing and detecting crime
- safeguarding and protecting life and property
- working in partnership with the community and other agencies
- striving for excellence in all that we do
- maintaining public confidence in the Force

Our Values

- Integrity and Honesty
- Respect for the rights of members of the public and of the Force
- Fairness, impartiality and compassion in all our dealings
- Acceptance of responsibility and accountability
- Professionalism
- Dedication to quality service and continuous improvement
- Responsiveness to change
- Effective communication both within and outwith the Force

(2004 Hong Kong Police Review, 2005, Hong Kong Police Force, The Government Logistics Department)

Hong Kong Police Three-Year Strategies Action Plan

Violent Crime

- Maintaining optimal strength in all Plns on each working day
- Ensuring PTU resources are gainfully employed in day-to-day deployment & tasking
- Conducting regular Pln based thematic operations in violent crime black spots
- Supporting actively anti-crime operations at all levels
- Enhancing coverage in bar areas targeting late-night violence & alcohol-fuelled crimes

Quick Cash Crime

- Maintaining high profile patrol with frequent stop and search in crime black spots
- Disseminating most updated crime information to frontline duties on daily basis
- Submitting IRF proactively as a crime prevention & detection measure

Terrorism

- Raising officers' awareness on relevant Force contingency plans & orders
- Ensuring high readiness of officers in dealing with terrorism related incidents

Crime Committed by Illegal Immigrants (IIs) or Mainland Visitors (MVs)

- Maintaining vigilance & alertness on involvement of IIs / MVs in crimes during day-to-day patrols and operations
- Participating actively in Champion Operations at all levels
- Conducting regular rural patrol to deter crimes involving IIs / MVs in country park areas

Road Safety

- Ensuring the safety of the public and officers during public order events being held on roads

Authority and Power

Powers granted to and duties imposed by (Section, 6 - Cap. 232) Hong Kong Law on any police officer shall be exercised or performed in accordance with police regulations and police orders made under Cap. 232.

Delegation (Section 10 – Cap. 232)

Save where the contrary intention appears from the context of any enactment and subject to any special instructions of the Commissioner, a deputy commissioner may exercise or discharge any of the powers or duties which the Commissioner by any enactment is entitled to exercise or required to discharge.

Save where the contrary intention appears from the context of any enactment and subject to any special instructions of the Chief Executive, the Commissioner may authorize any police officer not below the rank of station sergeant, or any public officer

attached to the police force not below a grade or rank equivalent to that of station sergeant, by name, office or appointment, to exercise or discharge any of the powers or duties which the Commissioner by any enactment is entitled to exercise or required to discharge.

For the avoidance of doubt, nothing in this section shall be deemed to derogate from any power of delegation conferred upon the Commissioner by the provisions of any other enactment.

Recruitment, Selection and Training

The recruit system of Police Force is based on two criteria, such as inspector entry and constable entry.

Inspector

Hong Kong 2005 revealed that Inspector often recruits the applicant holds five subjects passed of HKCEE to University graduate. In General, Candidates will be critically assessed on the following competences during the Inspectorate selection processes (i.e. the Written Examination, the Extended Interview and the Final Interview Board): e.g. Communication, Judgment, Knowledge, Confidence, Leadership, Staff Management, Resources Management, Community and Customer Focus, Personality, Physical Fitness, etc.

If they are appointed as a Police Inspector, they will become a leader with the strength of character to take command of a situation and the judgment to look beyond the obvious. They will undergo 36 weeks of basic training, which covers leadership, staff management, police procedures, laws, foot drill, physical training, weapon handling etc.

Constable

Public Order (Hong Kong 2005) revealed that after pass out who will have a power to control all constables to station sergeant after their nine months police training.

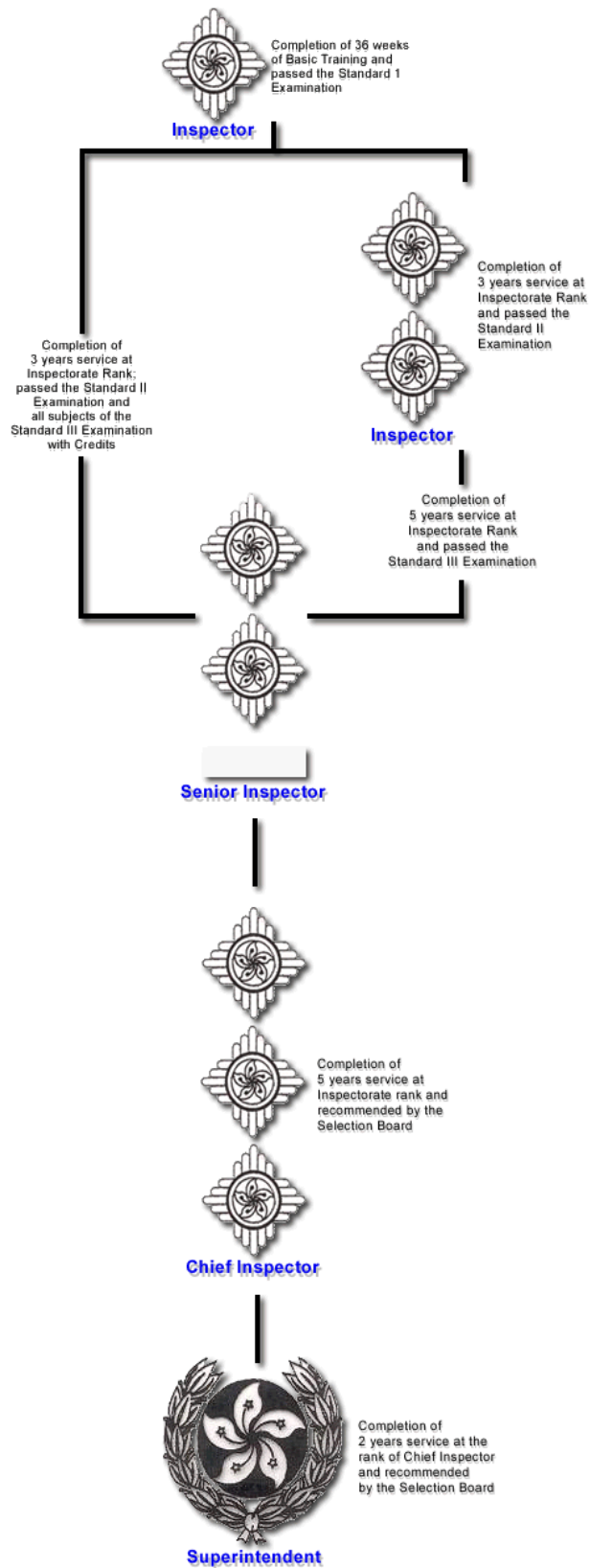
Constable's requirement as same as inspector, once appointed as a constable, they will need to undergo 27 weeks of basic training which includes police procedures, laws, foot drill, physical training, weapon handling and first aid, etc.

Public Order (Hong Kong 2005) also revealed that constable after passing out who will have to control the scene at major crimes, emergencies, heated dispute and many other unexpected situations.

Every Police officer have to take the Oath (Hong Kong Police Force Oath/Declaration of Office, 1998) to faithfully serve the Government to obey, uphold and maintain the laws of Hong Kong to execute the powers and duty of an officer honesty, faithfully and diligently without fear or favor to any person and with malice or ill-will toward anyone and to obey without question all lawful order by the authority.

Development

Promotion Route for Inspectors



Promotion Route for Junior Police Officers



Health & Safety

In compliance with HQOs 6, 7 & 8 of 2004 on OSH and to ensure that members of the Police Force are working in a safe and healthy working environment, 23 Walkthrough Risk Assessment for tasks in the Local Task List have been conducted and 8 Immediate Risk Control Action Plans for identified risks have been completed. General Risk Assessment for individual risks are being conducted with a view to reduce risks faced by our officers in their day-to-day police work. (Hong Kong Police Intranet, 2006)

Overall, the safety management of Police Force include provide competent staff, safe plant and equipment, a safe system of work, instruction, training of employee.

Direction – Communication

Do people, including the executive, know what is important? Internal and External

Through Internal

Hong Kong Police Force through “Living-the-values” Program, Poster, Video, Public Web-site, Intranet, E-News, Fortnight newspaper, OffBeat, Meeting, Site Visit, Briefing and Debriefing to promote the direction of Police Force. These process were

reinforced by an integrated survey strategy which merged surveys on public opinion, staff opinion and customer satisfaction to better measure and track the force's effectiveness from different angles.

The traffic Police work with the Transport Department regarding the co-ordination and monitoring of the planning and development of various infrastructure projects, including the expansion of major network and railways system.

The Liaise Bureau acts as a co-ordination center in dealing with criminal information and associate inquiries between the force and other police organization.

Through External

Police Relations Branch also explains the work of the force and maintains good relations with the public with a view to enlisting their support in the fight against crime.

Police Community Relations Officers and Neighborhood Police Coordinator in police districts regularly liaise with local communities to explain police policies and priorities while School Liaison Officers give lectures to students on prevention of youth crime.

The Junior Police Call Scheme helps instill respect for the law among the younger generation and guide them towards a healthy life. Apart from organizing a wide range of activities for young people, the force, in conjunction with Radio Television Hong Kong, produces a weekly radio program, voice of JPC, to provide a forum for spreading anti-crime messages and promoting youth activities.

The force and RTHK also jointly produce two weekly television programs Police Magazine (Chinese Vision) and Police Report (English Vision), which appeal to public for information on crimes cases and arouse their awareness of crime prevention.

The Good Citizen Award Scheme and the Good Citizen of the Year Award Scheme are jointly administered by the force and the Hong Kong General Chamber of Commerce.

Information collected through Police Hotline, Police Station, Police District Junior Police Call Center, Police Report Center, Patrol Beat Report, Police Internet Hong Page and crime information Forms have led to positive results and arrests.

Police Home Page provides information on the force, including history, organization structure, Vision and Statement of Common Purpose and Values,

Recruitment, Wanted Persons Notice Board, Crime Trend and Strategies Action Plan, etc.

In media work, information officers seconded from the Information Services Department operate round-the-clock to disseminate information on crime, police action and activities to news organizations, both local and overseas.

(2004 Hong Kong Police Review, 2005, Hong Kong Police Force, The Government Logistics Department)

Competence - Achieve

Do people have the capability to achieve the vision? Internal

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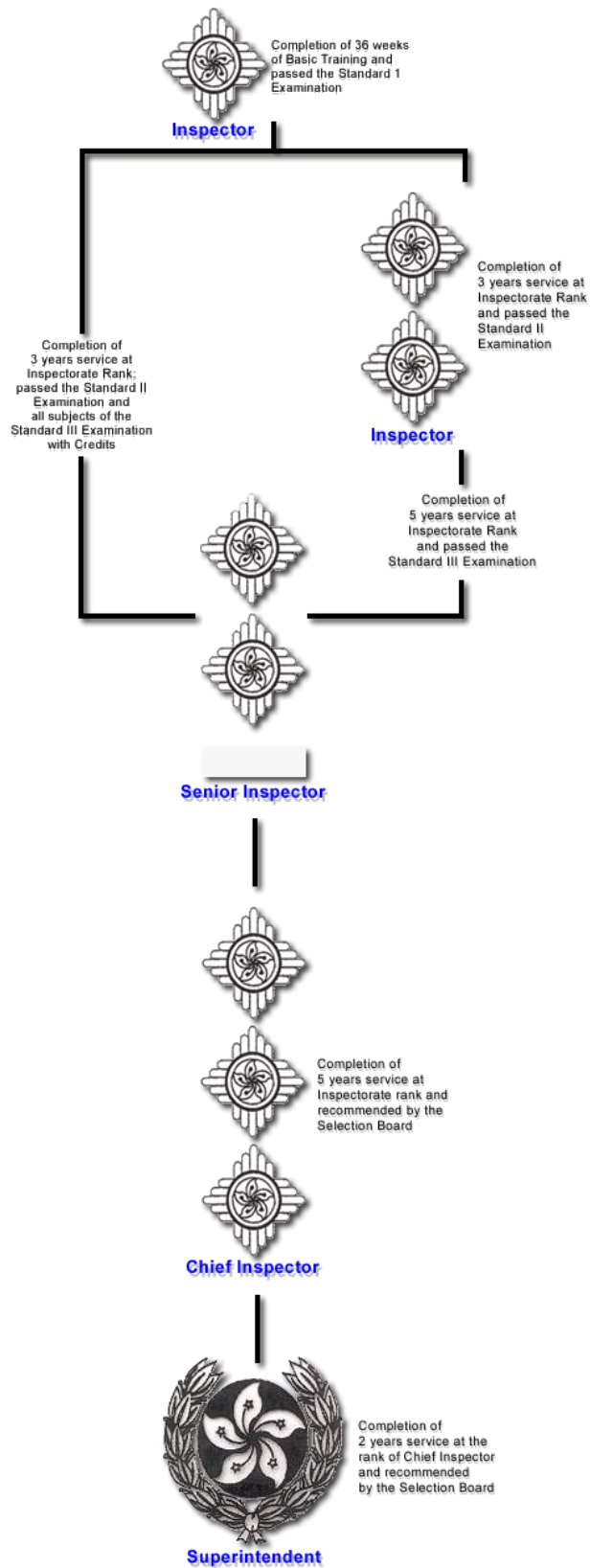
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Competence - Achieve

Do people have the capability to achieve the vision? Internal

General Knowledge, Skills & Abilities Training

Police Training mainly focuses on developing officer's knowledge, skills and confidence. Emphasis is also placed on developing a more customer-oriented training philosophy and cultivating a strong learning ethos.

Recruitment Training

As mentioned earlier, after selection of recruitment that Newly recruited constables and inspectors attend 27 week and 36 weeks residential course respectively at the Police College in Wong Chuk Hang.

Continuing Training

Junior Officers

The Continuation and promotion Division provide development and promotion course both newly promoted and experienced junior police officers.

The Police College also trains newly recruited traffic Wardens and provides training to police officers of middle junior rank.

Inspector Officers or above

The Higher Training Bureau provides in-service management training through three levels of a command course for inspectors who have served four years in the rank, newly promoted Chief Inspectors and Superintendents respectively.

Firearms and Tactics

Firearms and Tactics training for the force is the core objective of the Weapons Training Division. The Detective Training School provides a variety of specialist training for criminal investigative duties.

Driving and General Traffic

The force has over 2500 vehicles, including 484 large motorcycles for traffic duties and 376 small motorcycles for general duties. The Police Driving School runs training course involving vehicles ranging from motorcycles to armored personnel carriers.

The traffic Police work with the Transport Department regarding the co-ordination and monitoring of the planning and development of various infrastructure projects, including the expansion of major network and railways system.

Information Technology

The Information Technology Training Center provides in-house training course on all major information systems used by the force as well as a variety of standard microcomputer application courses for all force members.

Dog Handling

The Police Dog Unit provides specialist skills in handling and training police dog.

Explosive Ordnance Disposal

Explosive Ordnance Disposal Bureau made a concerted effort to ensure that the force complied with the provisions of the Occupational Safety and Health Ordinance. In addition to providing training to other departments in the Government and bomb disposal officers from Macau, officers of the bureau provided training to bomb disposal personnel in the United States and Europe on such matter as nuclear, biological and chemical terrorism and explosives engineering during their visits to these countries.

International Information

Apart from local networking, the Child Protection Policy Unit visited United Kingdom police child protection units and non-government organization and international conference, etc.

Opportunity – Authority and Resources

Do people given the correct level of authority to do their jobs?

Do employees know the boundaries within which they can act?

Do work processes restrict or enable performance?

Do employees have the resources they need to get the job done? include time, information?

Authority, Power and Delegation

Police officers, of whatever rank or designation, are given wide powers to stop, search, arrest and detain persons. Many of these powers are contained in the Police Force Ordinance, Cap. 232. There are other statutory powers given to police to stop and detain for the purpose of search and arrest. However, in all cases, the highest levels of tact, restraint and common-sense are required in using these powers. All powers are given to assist police in their duty of preventing and detecting of crime; therefore no power should be used to punish any person or to seek some form of personal satisfaction, e.g. revenge or gaining face.

There may be occasions when a police officer finds a person acting suspiciously but there is not yet sufficient information to suggest that he has committed an offence, as specified in s. 50(1) of the Police Force Ordinance, Cap. 232. Under such circumstances, the officer may not arrest the person, but he may exercise the power to stop, detain and search as contained in section 54 of the Police Force Ordinance, Cap. 232 which states:-

An exception permitted by statute is the power to stop and search for offensive weapons under the Public Order Ordinance, Cap. 245. Under this section of the law there is no requirement for a police officer to have 'reasonable suspicion' that a person is in possession of an offensive weapon. A search can be made simply to see if the person has an offensive weapon. This section is one of the few pieces of legislation that authorizes a search without the police officer having 'reasonable suspicion'. Unless otherwise ordered, a police officer should exercise this power only when he has reasonable suspicion that a person is carrying an offensive weapon. If no weapon is found, the police officer should politely express his regret for the inconvenience caused and explain that such searching is in the interest of all law-abiding citizens, including the person searched. If the person does not wish to be searched in public, or is of the other sex, the officer should take him back to a police formation for searching there; a record of the search must be made.

Boundary and Restricts

Generally, however, police must not stop, search or arrest persons without any reason other than that this might bring to light some evidence of an offence. There must be some reasons, before the use of any power, which gives the police officer good grounds to use that power.

Whether a reasonable ground for suspicion exists will depend on the circumstances in each case, but there must be some objective basis for it. An officer will need to consider the nature of the article suspected of being carried in the context of other factors such as the time and the place, and the behaviour of the person concerned or those with him. Reasonable suspicion may exist, for example, where information has been received such as a description of an article being carried or of a suspected offender; a person is seen acting covertly or warily or attempting to hide something; or a person is carrying a certain type of article at an unusual time or in a place where a number of burglaries or thefts are known to have taken place recently.

The police officer's first action in cases of this nature is to stop the person and, except where he has seen an offence committed, to briefly explain his suspicion. If not in uniform, the officer must properly identify himself by producing his warrant card. The brief explanation by the officer of his suspicion will, with most people, elicit an explanation. If an explanation is not made or the explanation is not satisfactory, intelligent and tactful questions should be asked to find out the person's identity and to explain his conduct. If questioning does not produce a satisfactory explanation, it may be necessary to search the person to reveal evidence of his identity and his activities. In general, people aged 15 and over are required to carry their Identity Card and to produce it on demand to any police officer in uniform, or a plainclothes officer who produces his warrant card, on request.

In carrying out this task there is no excuse for a police officer to act in a rude or insulting manner. The person against whom action is being taken might not have committed any offence at all. Searching is objectionable to most persons who regard it as an affront to their dignity. Therefore it is very important that a police officer in dealing with a suspect acts in as polite a manner as the circumstances will allow. Having stopped a person and satisfied himself that his 'reasonable suspicion' is unfounded, a police officer should politely express regret for any inconvenience that may have been caused and explain that his duties concern the protection of all citizens, including the person stopped. To be courteous to a member of the public is not a sign of servility.

Many ordinances confer powers of arrest on police officers for the apprehension of persons who are suspected to have committed specific offences under those ordinances. However, a wide general power of arrest is given to all police officers in section 50(1) of the Police Force Ordinance, Cap. 232, as follows:-

Equipment

In addition to other patrol equipment, a patrol police officer on duty in uniform should carry a police short baton. The police short baton is designed as a defensive weapon that, when used correctly, is a formidable item for control or self-defense without resorting to the use of a firearm. Indiscriminate or improper use of a police short baton can cause death or serious injuries, and therefore, it must not be used wantonly.

Boundaries and Restrict

When a police officer uses a baton, unless deadly force is justified, he must not aim at parts of the assailant's body whereby permanent or fatal injuries are likely to be caused, e.g. the skull, collar bone, joints, spine, heart, waist, kidneys or groin. The officer should aim for the major muscles of the arms and legs, where a blow should immobilize a person but should not cause permanent or fatal injuries.

Motivation

Do people want to do the right things?

Are the consequences for action aligned with the direction?

As Police Officer began with assumption that people work for a Motivation Equation. Figure.3 revealed that Organizations use outcomes to motivate people to contribute their inputs to the organizations. Giving people outcomes when they contribute inputs and perform well aligns the interests of employees with the goals of the organization as whole because when employees do what is good for the organization, they personally benefit.

Figure. 3

The Motivation Equation

Outcomes Received Organizational Members	Performance	Inputs Organizational Members
Pay	Contributes to organizational efficiency	Time
Job Security	Organizational effectiveness	Effort
Benefits	Attainment of organizational goals	Education
Vacation time		Experience
Job Satisfaction		Skills
Autonomy		Knowledge
Responsibility		Work behaviors
A feeling of accomplishment		
The pleasure of doing interesting work		

Chapter Seven - Conclusion and Recommendation

High performance organization is efficient and effective, is manager chooses the right goals of purpose and makes good use of resources to achieve these goals.

Different goals should be set by organization's management, workers or team members, they lead to high level of motivation and performance. When management set goals for their subordinates, their subordinates must accept the goals or agree to work towards them. Some management find having subordinates participate in the actual setting goals boosts their acceptance of and commitment to the goals.

In addition, organizational members need communication to receive feedback about how they are doing.

According to expectancy theory, high motivation results from high levels of expectancy, instrumentality, and valence. If any one of these factors is low, motivation is likely to be low. Not matter how highly desired outcomes are linked to performance, if a person thinks it is practically impossible to perform at a high level, then motivation to perform at a high level is exceedingly. Similarly, if a person does

not think that outcomes are linked to high performance, or if a person does desire the outcomes that are linked to high performance, then motivation to perform at a high level is low.

The competences of high-performing organization of James Hillgren and Edward Morse are the corners of a diamond, which taken together are the essential ingredients of effective leadership and organization.

To conclude, Organization is a group of people with complementary skills and personalities who feel committed to a shared objective and who need each other in order to achieve result. A balanced division of people with certain skills, learning styles, and different personal qualities, each aligned to the objective to be realized and the improvement action actions to be executed, in necessary.