

人力资源管理 香港消防处年报 2020 94 95 HKFSD Review 2020 **Human Resources Management** 



a 消防处于二零二零年经严格甄选 后, 共聘任445名军装人员。 In 2020, a total of 445 uniformed staff were recruited after stringent selection processes.

## 编制

截至二零二零年年底,消防处的人员编制为11,212人, 包括10,417名军装人员和795名文职人员。

## 财政

二零一九至二零和二零二零至二一财政年度,部门 总开支分别为69.44亿元和73.21亿元,各占有关年度 政府总开支的1.3%和1%。

## 招聘

二零二零年,消防处经严格甄选后,共聘任445名 军装人员,包括65名消防队长(行动)、11名救护 主任、五名消防队长(控制)、15名消防队目(控制)、 217名消防员(行动/海务)、三名消防员(工程组)和 129名救护员(图1)。年内亦聘任五名技工。

### 1. 军装人员招聘

Uniformed staff recruitment

## 445 hembers

	_	
	消防队长(行动) Station Officers (Operational)	65
	救护主任 Ambulance Officers	11
	消防队长(控制) Station Officers (Control)	5
-	消防队目(控制) Senior Firemen/Firewomen (Control)	15
-	消防员(行动/海务) Firemen (Operational/Marine)	217
	消防员(工程组) Firemen (Workshops)	3
	救护员 Ambulancemen/	129

## **Establishment**

The department has an establishment of 11,212 as at end of 2020, comprising 10,417 uniformed and 795 civilian staff.

### **Finance**

In the 2019-20 and 2020-21 financial years, the total expenditure of the department amounted to \$6,944 million and \$7,321 million respectively, representing 1.3% and 1% of the total government expenditure of the corresponding years.

### Recruitment

In 2020, a total of 445 uniformed staff were recruited after stringent selection processes, including 65 Station Officers (Operational), 11 Ambulance Officers, five Station Officers (Control), 15 Senior Firemen/Firewomen (Control), 217 Firemen (Operational/Marine), three Firemen (Workshops) and 129 Ambulancemen/Ambulancewomen (Figure 1). Five Artisans were also recruited during the year.



b 消防及救护学院为消防处属员、 本地及海外政府部门和机构,提 供消防和救护相关的训练课程。

The Fire and Ambulance
Services Academy provides
training courses on fire and
ambulance related services for
the FSD personnel as well as
officers from other government
departments and organizations
both local and abroad.

c 消防工程训练专队定期与室内烟 火特性专队合办实火测试,以验 证各项消防工程学理论。

The Fire Engineering Training Specialist Team Conducts live fire tests with the Compartment Fire Specialists Team to varify various fire engineering theories.

## 培训和发展

### 消防及救护学院

消防及救护学院于二零一六年年初正式启用,二零一七年全面运作,大大提升了部门整体的专业培训能力。学院座落于将军澳百胜角,占地158,000平方米,为新聘和现职的消防和救护人员提供526个训练宿位,让消防和救护两个职系的人员有更多机会一同受训,藉此提升他们处理紧急事故的应变和协调能力。学院亦为其他政府部门、私营机构、市民、内地及海外同业提供消防和救护相关训练课程。

学院有多种先进的模拟训练设施,提升本处属员处理 涉及铁路、隧道、船只、飞机和燃料库等事故的专业知 识和救援技巧;并提供高空拯救、坍塌搜救和室内烟 火特性等专门训练,加强属员应付大型事故的能力。

学院为消防队长学员和消防员学员提供为期26周的留宿基础训练。课程内容广泛,涵盖部门行政、基本灭火救援技巧、管理和领导才能、消防学、消防工程学、消防车辆和装备应用、室内烟火特性训练、呼吸器操作、基本救护学、体能训练、品德教育、防火和法例。新聘的救护主任和救护员亦须在学院接受为期26周的基础训练,内容包括基本辅助医疗知识和技能、法例、情绪智商、顾客服务、步操、纪律训练、品德教育、体能训练和救护车随车实习。二零二零年,共有58名消防队长学员、185名消防员学员和152名救护员学员完成基础训练。

学院亦为消防队目(控制)和消防员(工程组)提供基础训练。年内有16名消防队目(控制)学员和三名消防员(工程组)学员完成训练。

为确保本处属员能够在不同情况下,安全有效处理楼宇火警,学院开办各种室内烟火特性训练课程,并举办研讨会,让属员深入了解室内烟火特性理论和掌握室内灭火技巧。

学院又为其他地区的同业和机构提供灭火技巧训练,但由于2019冠状病毒病疫情关系,此等训练在二零二零年暂停。然而,因应聚众活动的激增,本地私营机构和其他政府部门(主要是纪律部队)的雇员对基本灭火和消防安全课程的需求有所增加。

救护方面,除了基础训练外,学院亦为在职救护人员 开办其他专门训练课程。学院为须担任救护车主管的 队目级人员提供指挥才能训练课程,以提高他们在领导、管理、沟通、顾客服务和处理大型事故方面的技 巧和知识。部门会挑选和培训资深队目级人员成为教 官,并安排他们修读救护总区教官资格检定课程,提 升他们的教学和心理技巧,以及对成人学习理论的知识。另外,学院亦为消防人员开办救护训练课程,例 如供新入职人员修读的基本救护学课程,以及为现职 消防人员而设的先遣急救员救护学进阶课程。

## Training and Development

### Fire and Ambulance Services Academy

Opened in early 2016 and fully commissioned in 2017, the Fire and Ambulance Services Academy (FASA) has significantly enhanced the department's overall professional training capability. Occupying an area of 158,000 square metres in Pak Shing Kok, Tseung Kwan O, the academy provides 526 residential training places for both newly recruited and serving fire and ambulance personnel. It provides more opportunities for the fire and ambulance personnel to be trained together, thereby enhancing their response and co-ordination capability in emergencies. The academy also offers fire and ambulance related training courses for other government departments, private sectors, members of the public and our Mainland counterparts, as well as those overseas.

Equipped with a wide range of advanced simulated training facilities, the FASA provides the FSD members with professional knowledge and rescue techniques in handling incidents involving railway, tunnel, vessel, aircraft and fueling facility. Specialised training in high angle rescue, urban search and rescue and compartment fire behaviour are also given to strengthen their capability in dealing with large-scale incidents.

The academy provides 26-week foundation residential training to recruited Station Officers and Firemen. The wide curriculum includes departmental administration, basic firefighting and rescue techniques, management and leadership, fire science, fire engineering, use of appliances and equipment, compartment fire behaviour training (CFBT), breathing apparatus operation, basic ambulance aid, physical fitness training, moral education, fire protection and legislation. Likewise, newly recruited Ambulance Officers and Ambulancemen/ Ambulancewomen are required to undergo 26-week foundation training at the academy which comprises basic paramedic knowledge and skills, legislation, emotional intelligence, customer service, foot drills, discipline training, moral education, physical fitness training and on-car attachment. In 2020, 58 Recruit Station Officers, 185 Recruit Firemen and 152 Recruit Ambulancemen completed the training.

Foundation training is also provided for Senior Firemen/ Firewomen (Control) and Firemen (Workshops) by the academy. During the year, 16 Recruit Senior Firemen/ Firewomen (Control) and three Recruit Firemen (Workshops) completed the training.

To ensure safe and effective operations against structural fires in different scenarios, various kinds of CFBT courses and seminars are designed to provide members of the department with an in-depth understanding of compartment fire behaviour theories, and to equip them with compartment firefighting techniques.

The FASA also provides training on firefighting techniques to its counterparts and organisations in other regions. In light of the COVID-19 pandemic, such training was suspended in 2020. Meanwhile, in response to the upsurge of public order events, requests from local private organisations and other government departments, mainly the disciplinary forces, for courses on basic firefighting and fire safety were increased.

Apart from ambulance foundation training, other specialised training courses are also offered for serving ambulance personnel. The FASA provides the Non-Commissioned Officer (NCO) (Ambulance) Command Course to NCOs, who are required to perform the role of an Ambulance Supervisor, to enhance their skills and knowledge of leadership, management, communication, customer service and handling of major incidents. The Ambulance Command Instructor Qualifying Course is also provided to some experienced NCOs, who are selected and trained to be instructors, with a view to enhancing their instructional techniques, psychomotor skills and knowledge of adult learning theory. Meanwhile, training courses for fire personnel, such as Basic Ambulance Aid Training for recruit fire personnel and Advanced Ambulance Aid Training at First Responder Level for serving fire personnel, are also provided.





### 辅助医疗训练中心

辅助医疗训练中心于二零一八年投入运作,设有模拟救护车厢、模拟流动数据终端机和模拟病人监护仪等多项新训练设施,提供逼真的训练环境。

中心为各级救护人员提供专门的辅助医疗训练,包括 二级急救医疗助理训练、二级急救医疗助理重新考核 课程、高级技术训练和持续医疗教育课程等。

部门会挑选别具潜质的救护人员修读为期21周的二级急救医疗助理训练课程,修毕后可取得二级急救医疗助理资格。该项资格获加拿大卑诗省司法学院的辅助医疗学校认可,每三年须重新评审一次。部门又会挑选部分二级急救医疗助理接受包括高级气道处理课程和高级治理程序的高级技术训练。有关人员取得资格后,每六个月须重新接受评核一次。另外,所有二级急救医疗助理和具备高级技术的救护人员均须每年修读持续医疗教育课程两次。

为划一救护人员的辅助医疗高级技术水平,以及应市民日益增加的需求,部门将各个高级技术训练课程整合成为期五天的辅助医疗高级技术综合课程,又为目前具备高级技术的救护人员提供衔接课程,以划一技术水平。此外,部门年内在高级技术综合课程中新增有关视像窥喉镜的内容,协助前线属员治理怀疑或证实有异物阻塞上气道的患者。

### 驾驶训练中心

本处承诺处理楼宇火警召唤的召达时间,楼宇密集地区为六分钟,楼宇分散和偏远地区则为九至23分钟。至于紧急救护服务,目标召达时间为12分钟。香港人烟稠密,要履行上述承诺,紧急驾驶训练必须以安全操控消防和救护车辆为重。消防及救护学院内的驾驶训练中心特设全天候训练场地,备有先进的驾驶训练模拟设施和内置完备视听器材的讲习室,供属员进行紧急驾驶训练。此外,学院内的道路网络设计亦模拟香港的道路系统,让学员有更多驾驶体验。

驾驶训练中心除了提供紧急驾驶训练外,亦为消防 人员提供操作高空救援消防车辆的专门训练,例如 旋转台钢梯车/梯台车/油压升降台救生笼的操作 训练,以切合行动需要,提高行动效率,以及维持 灭火和户外救援行动的服务水平。 d 辅助医疗训练中心设有模拟场景, 为救护人员提供处理伤者的基本 训练。

The Paramedic Training Centre, equipped with a simulated scenario, provides foundation training for ambulance personnel in the handling of injured persons.

e 紧急驾驶训练注重消防和救护车 辆的安全操控。

Emergency driving training focuses on safe control of fire appliance and ambulance.



### **Paramedic Training Centre**

The Paramedic Training Centre, commissioned in 2018, provides new training facilities, such as simulated ambulance compartment, mobile data terminal simulators and patient monitor simulators, are deployed to facilitate a high fidelity training environment.

The centre provides specialised paramedic training to ambulance personnel of different ranks, including the Emergency Medical Assistant II (EMA II) training, EMA II Recertification, Advanced Skill Training and Continuing Medical Education (CME).

Ambulance personnel with great potential will be selected to attend a 21-week EMA II training course. Successful candidates will be qualified as EMA II providers. The qualification is accredited by the Paramedic Academy of the Justice Institute of British Columbia, Canada and the qualified EMA II providers have to be revalidated every three years. Selected EMA II providers will be trained with advanced skills, including advanced airway management and advanced protocol treatment. All qualified Advanced Skill providers will be reassessed every six months. Meanwhile, all EMA II and Advanced Skill providers will attend CME twice a year.

In order to standardise the advanced paramedic skill level and fulfil the increasing needs of the general public, the advanced skill training courses have been transited into the five-day Integrated Advanced Skill Paramedic (IASP) Training Course.

Bridging courses were also provided to existing Advanced Skill providers for unification of skill level. In addition, video laryngoscope (VL) was introduced to the IASP training this year allowing frontline members to treat patients with suspected or confirmed foreign body upper airway obstruction.

### **Driving Training Centre**

The pledged response times for building fire calls are six minutes for built-up areas and nine to 23 minutes for areas of dispersed risks and isolated developments. For emergency ambulance services, the target response time is 12 minutes. To meet the targets in such a densely populated environment in Hong Kong, it is crucial that emergency driving training focuses on safe control of fire appliance and ambulance. The Driving Training Centre at the FASA provides a designated all-weather training ground, an advanced driving training simulator and lecture rooms with full built-in audio/visual equipment for emergency driving training. The road network at the academy is also designed to simulate the road system in Hong Kong to enrich trainees' driving experience.

In addition to emergency driving training, the centre also provides specialised training to fire personnel in the operation of aerial rescue fire appliances, such as Turntable Ladder/ Aerial Ladder Platform/Hydraulic Platform Cage Operation, with a view to meeting operational needs, strengthening operational efficiency and upholding performance standard in fire-fighting and external rescue operations.

人力资源管理 To The Total To The Total To



f 体能训练组到消防局为前线同事 进行体能训练。

The Physical Training Establishment provides physical training for FSD frontline staff.

g 西九龙救援训练中心提供模拟隧 道和迷宫作搜救训练。

The West Kowloon Rescue Training Centre provides search and rescue training at a simulated tunnel and maze.

### 西九龙救援训练中心

西九龙救援训练中心提供持续训练课程,以加强消防人员处理不同类型火警和事故的技能。中心设有多种先进训练设施,提供在模拟隧道和迷宫进行的搜救训练,以及不同情况的实火训练。二零二零年,共有3,499名属员接受训练。

### 管理和发展培训

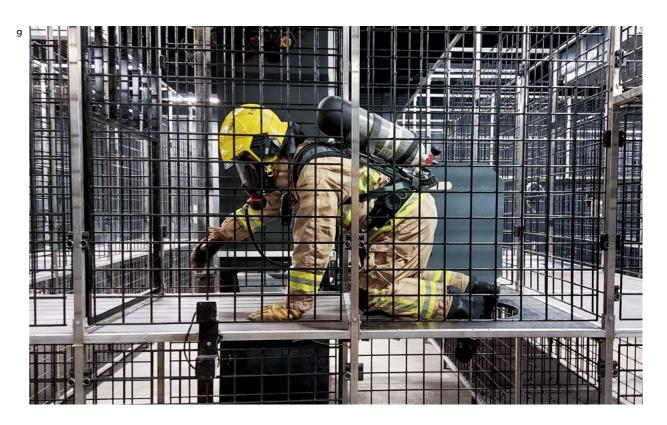
二零二零年,有1,104名属员修读公务员培训处举办的各项管理、法律、领导才能和沟通技巧课程,以助发展事业。由于疫情关系,除了二零二零年初两个分别于澳洲和英国举办的课程共有四名本处属员前往修读外,年内大部分海外训练课程均暂停。

### 体能训练

体能训练组为本处人员提供体能训练,并推广体育活动,务求属员保持体格强健。本处属员的周年体能测验分为耐力跑和体能测验两部分。

由于疫情关系,二零二零年五月至十月的周年体能 测验须要取消,全年有3,622名属员接受测验。

体能训练组人员经常获委派协助筹办部门体育活动, 并在活动中担任裁判。



### West Kowloon Rescue Training Centre

The West Kowloon Rescue Training Centre (WKRTC) provides continuous training programmes to strengthen skills of fire personnel in tackling different types of fires and incidents. Equipped with a wide variety of advanced training facilities, the centre provides search and rescue training at a simulated tunnel and maze, as well as live fire training in different situations. A total of 3,499 members received the training in 2020.

### Training on Management and Development

For career development, 1,104 members attended various courses on management, law, leadership and communication organised by the Civil Service Training and Development Institute in 2020. Due to the COVID-19 epidemic, most of the overseas training courses were suspended in 2020, except two programmes held in Australia and the United Kingdom in early 2020 which were attended by four FSD members.

### **Physical Training**

The Physical Training Establishment (PTE) provides physical training and promotes sports activities for FSD personnel, with the aim of maintaining their good physical condition. The annual Physical Fitness Assessment for the members consists of two parts: aerobic run and strength test.

In light of the COVID-19 pandemic, the annual Physical Fitness Assessment has to be cancelled from May to October 2020 and 3,622 members have taken part in the assessment in the year.

The PTE staff are often deployed to assist in organising and act as referees at the department's sports events.



## 专责队伍和兴趣小组

## 行为与纪律

诚信管理委员会

诚信管理委员会负责制订《行为与纪律守则》、订定 预防措施,以及举办各项活动,向属员推广廉洁文化, 提醒同事时刻秉持廉直守纪、奉公以诚的工作态度。

各总区亦成立由副消防总长或副救护总长领导的 总区诚信管理委员会,负责处理个别工作范畴的 潜在漏洞和不当行为,又设计学习教材和筹办各 类活动,使属员对利益冲突、贪污及诚信问题提高 警觉。

各总区自二零一九年开始推行诚信管理培训周期,推广和巩固廉洁文化。二零二零年三月,牌照及审批总区和消防安全总区推出提升诚信的网上情境训练,要求隶属该两个总区所有参与防火职务的属员都必须完成训练。至于其他总区举办的诚信管理活动,计有诚信管理亲子绘画比赛,以及四格漫画和标语创作比赛,均获属员踊跃参加。

### 纪律专责队伍

纪律专责队伍由部门逾300名已受训的主任级人员组成。除法律训练外,成员亦有机会处理纪律聆讯,藉此汲取实务经验。为维持高水平的纪律研讯工作,队伍辖下设有纪律聆讯谘询小组,以促进成员之间的知识交流,并给予指导。

### 专业发展

火警调查组

火警调查组除了就火警调查工作提供技术和后勤 支援外,亦为本处属员提供火警调查的专门训练。 该组成员包括国际纵火调查人员协会认可火警调查 员、火警调查训练专家、总区火警调查员及其他有兴 趣的消防主任。

火警调查训练专家义务为本处各级消防人员提供相 关训练,而国际纵火调查人员协会认可火警调查员 和总区火警调查员则负责于火警调查进行期间,向 前线人员提供支援。

二零二零年,本处增添一名高级消防队长取得国际 纵火调查人员协会认可火警调查员资格。本处又为 属员举办网上研讨会、训练课程和工作坊等一系列 培训活动,加强他们在火警调查方面的知识和能力。 h 四位主任级人员赴美国接受 Maryland Fire and Rescue Institute 提供为期两星期的专业 火警调查训练。

Four officers attend a two-week course on professional fire investigation training offered by Maryland Fire and Rescue Institute in the United States of America.

i 诚信管理委员会举办不同类型比 赛加强同事对诚信管理的意识。

The Integrity Management Committee promotes integrity awareness through a variety of competitions.

# Specialist Teams and Interest Groups

### **Conduct and Discipline**

Integrity Management Committee

The Integrity Management Committee formulates the Code of Conduct and Discipline, sets up preventive measures and organises various events to promote an ethical culture among members, with a view to reminding colleagues to uphold integrity and honesty in serving the public at all time.

A Command Integrity Management Committee, led by a Deputy Chief Fire Officer or Deputy Chief Ambulance Officer, has been set up in each command. Potential pitfalls and malpractice related to specific work areas are addressed in the respective Command Committees. In addition, learning materials are designed and various activities are organised to enhance members' awareness of conflict of interest, corruption and integrity-related issues.

The Integrity Management Training Cycle has been implemented in individual command since 2019 to promote and reinforce a culture of probity. The Licensing and Certification Command and the Fire Safety Command launched scenario-based integrity enhancement online training in March 2020. All staff under these two commands engaging in fire protection duties were requested to complete the training. Other activities

including Parent-child Drawing Competition for Integrity Management and Integrity Slogan cum Four-koma Design Competition held by other commands were well received.

### Service Discipline Team

The Service Discipline Team comprises more than 300 trained officers in the department. Apart from legal training, team members are given opportunities to handle disciplinary hearings to gain practical experience. To maintain a high standard of performance in disciplinary proceedings, a Disciplinary Advisory Group under the team has been set up to facilitate knowledge-sharing and provide guidance to team members.

### **Professional Development**

Fire Investigation Group

The Fire Investigation Group provides technical and logistic support for matters related to fire investigations, as well as specialised training on fire investigation to the FSD members. The group is composed of the International Association of Arson Investigators Inc. Certified Fire Investigators (IAAI-CFI\*), Specialists of Fire Investigation Training, Command Fire Investigators and other fire officers who are interested in the subject.

Among all, the specialists voluntarily conduct relevant training to fire personnel of different ranks, while the IAAI-CFI\* and the Command Fire Investigators take up the responsibility to support frontline officers during fire investigations.

In 2020, one fire officer attained the qualification of IAAI-CFI\*. A series of training including online seminars, courses and workshops were also organised for members to enhance their knowledge of and competence in fire investigation.



人力资源管理 To a HKFSD Review 2020 HKFSD Review 2020 Human Resources Management



- j 消防工程训练专队在审批楼宇 图则及验收方面有丰富经验。
- The Fire Engineering
  Specialist Team has
  extensive experience in
  building plan examination
  and approval, as well as
  acceptance inspection.
- k 消防员定位系统包含「个人警报器」(左)及「手提探测器」 (右)两个主要组件,协助寻找消防员在火场的位置。
- The firefighters tracking system contains a personal alarm device (left) and a hand held detector (right) to locate firefighters inside burning structures.

### 消防工程训练专队

本处成立消防工程训练专队(专队),旨在丰富属员的消防工程学知识,并持续发展和应用消防工程学设计。

专队为本处属员提供各种训练,增进他们对消防工程学的专业知识,当中包括专家成员义务为初级人员定期举办消防工程训练。由于爆发2019冠状病毒病疫情,年内专队暂缓安排海外训练,把主要资源拨作提供本地训练。

二零二零年六月,消防工程训练专队与香港工程师 学会合办网上研讨会,探讨消防工程测试的实务标准。小组亦于三月及十二月在消防及救护学院消防 科学中心,两度进行实火测试,示范不同的烟火特性,如烟雾产生、温度分布图和火势蔓延等。

专队又把握每个机会,在本地及国际多个会议上分享专业知识及经验。年内,专队的专家成员在「香港工程师学会消防分部年度研讨会2020」发表演讲,阐述岩洞及地下空间发展项目的消防安全要求。此外,专队亦经常就火警调查和防火事宜提供专业意见。

二零二零年,三名专家成员取得消防工程学博士 学位,显示本处在消防工程学方面的专业发展。

### 装备

### 消防个人防护装备谘询委员会

消防个人防护装备谘询委员会负责统筹各消防单位 对个人防护装备的意见,以加强对本处人员的保护。 委员会成员来自采购及物流组和职业安全健康分组,还有消防职系的总区安全协调主任和相关员工 协会的代表。委员会整合每季定期会议上所得的 意见和结论后,会交予职业安全健康分组审议,再由 采购及物流组跟进。

## 福利、体育康乐

### 福利

消防福利主任就伤病、住屋、财政和家庭等方面的福利事宜,向本处属员提供意见。除了就属员的福利与政府部门和其他机构联络外,消防福利主任亦会安排探访住院的属员、在各单位举办福利讲座,并筹划和推行员工福利计划。二零二零年,福利组人员曾与388名在职或退休属员及其家属面谈,就他们的个人和家庭事务提供辅导;此外,又在消防及救护学院、消防局和救护站举办19场福利讲座。

#### 体育康乐

本处一向致力鼓励属员在工作与健康生活之间作出适度平衡,务求他们在体能和心理质素两方面, 均符合应对紧急事故的严格要求。为达致此目标,



### Fire Engineering Training Specialist Team

The Fire Engineering Training Specialist Team sets out to enrich the knowledge of fire engineering among the FSD members and to sustain the development and application of fire engineering design.

The team provides various kinds of training to the FSD members to develop their professional knowledge of fire engineering. Among all, the specialists voluntarily conduct regular fire engineering training to junior officers. Owing to the suspension of overseas training amid the outbreak of COVID-19, the team has allocated resources primarily on the provision of local training.

In June 2020, the Fire Engineering Training Specialist Team co-organised a webinar on the practical standard of fire engineering test with the Hong Kong Institution of Engineers. The team also conducted two live fire tests in March and December to demonstrate fire behaviours, such as smoke production, temperature profiles and fire spread in the wet and dry chambers of the Fire Science Centre at the FASA.

In addition, it has been taking every opportunity to share their professional knowledge and experience at various local and international conferences. This year, the team's specialist delivered a speech about the fire safety requirements for cavern and underground development at the Hong Kong Institution of Engineers Fire Division Annual Symposium 2020. Furthermore, the group always offers professional advice on matters related to fire investigations and fire protection.

In 2020, three specialists obtained their PhD in Fire Engineering, demonstrating the FSD's professional development in the discipline of fire engineering.

## Equipment

## Fire Personal Protective Equipment Advisory Committee

The Fire Personal Protective Equipment Advisory

Committee collates comments on personal protective
equipment from all units in the fire stream to enhance
protection for the FSD personnel. It comprises members
from the Procurement and Logistics (P&L) Group, the
Occupational Safety and Health (OSH) Unit, Command
Safety Co-ordinators in the fire stream and representatives
from corresponding staff side associations. Comments and
findings consolidated in quarterly meetings are forwarded
to the OSH Unit for evaluation and the P&L Group for
follow-up actions.

## Welfare, Sports and Recreation

### Welfare

The Fire Services Welfare Officer gives advice to members on welfare matters, including injury, sickness, housing, financial and domestic issues. Apart from liaising with government departments and other agencies on members' welfare issues, the officer also arranges visits to hospitalised members, conducts welfare talks to different units, as well as organising and implementing staff welfare schemes. In 2020, staff of the Welfare Section interviewed and counselled 388 serving and retired members as well as their families on personal and domestic affairs. In addition, 19 welfare talks were conducted at the FASA, fire stations and ambulance depots.

### **Sports and Recreation**

The department has strived to encourage its members to strike a fine balance between work and healthy life in order to meet stringent requirements for physical fitness and mental strength as emergency responders. To achieve

人力资源管理 To a HKFSD Review 2020 HKFSD Review 2020 Human Resources Management



香港消防处体育福利会(体福会)积极举办各类体育赛事、兴趣小组和康乐联谊活动。由于疫情持续,年内体福会的体育和文化活动几乎都要暂缓举行,但该会仍推出一系列网上训练活动,让本处属员保持健康的生活方式。

## 员工关系及支援

### 心理服务组

心理服务组自二零一八年成立以来,透过在危急事故中提供临床心理服务和心理支援,以及举办心理 学相关主题的培训和教育活动,务求照顾部门全体 属员对心理服务的需求。

二零二零年二月,心理服务组办事处迁至北角一个非消防处辖下的处所。新办事处环境温馨舒适,更有利于提供临床心理服务。临床心理学家亦可在「音乐空间」以音乐进行心理辅导、训练和教育活动。

心理服务组于七月开立了一个专为本处属员而设的 YouTube 频道;另制作了一系列心理学相关主题的 短片并上载至部门内联网,利用轻松的手法和便捷 的途径向属员提供心理教育服务。

### 伙伴团队

伙伴团队由120名来自本处各纪律职系的人员组成, 处长亦会与员工磋商,就新的管理措施 他们在休班时间义务为同袍提供「心理急救」服务, 意见,并因应职方关注的事项提供资料。

以人性化的方式建立联系,细心聆听,像兄弟姊妹般给予关怀,为受情绪困扰的人员提供实际协助,减低创伤事件所引发的初期情绪压力,并提升他们适应及应对这些事件的能力。伙伴团队是本处支援属员情绪健康的重要资源,团队成员也会协助心理服务组进行危机介入工作。他们不仅是很好的聆听者,而且一旦发现受困扰的人员需要进一步的专业协助,亦会将个案转介临床心理学家处理。

二零二零年,伙伴团队曾为参与行动的前线人员提供心理支援服务,当中包括元朗洪水桥一宗导致一名一岁婴儿死亡的火警事故,以及油麻地广东道一场造成多人伤亡的大火。伙伴团队亦举办了四场为新入职人员结业前而设的分享会。

### 员工关系

本处设有各种完善的沟通途径,让管职双方就共同 关注的事宜定期交流。这些途径包括消防处部门协 商委员会、总区联谊会和分区联谊会,以及文职人员 协商委员会。

为加深了解前线人员的需要,处长和副处长会探访各前线单位,与不同级别的人员直接沟通。副处长又会与员工协会定期会面,商讨与属员工作、福利、服务条件和福祉相关的事宜。有需要时,处长和副处长亦会与员工磋商,就新的管理措施徵询职方意见,并用应即方关注的更原理供资料。

I 本处透过拍摄影片, 让属员从多 角度去重新认识部门的信念和 价值。

The department promotes its belief and value to its staff members through video making.

this goal, the Hong Kong Fire Services Sports and Welfare Club (HKFSSWC) proactively organises various sports events, interest groups, as well as recreational and social activities. Whilst almost all of the clubs' sports and cultural activities have to be put on hold in the face of the persisting pandemic, teams under the HKFSSWC rolled out a series of online training for the FSD members to maintain a healthy lifestyle.

## Staff Relations and Support

### **Psychological Services Unit**

Since its establishment in 2018, the Psychological Services Unit (PSU) targets to address the needs of psychological services among all FSD members, through providing clinical psychological services and psychological support in critical incidents as well as offering training and education on psychology related topics.

The office of the PSU was relocated to a non-Fire Services premises in North Point in February 2020. To facilitate the delivery of clinical psychological services, the office is filled with warm and cozy touches. The clinical psychologists can also use music to facilitate psychological counselling, training and education at the Music Corner.

Amid the COVID-19 pandemic, the unit launched a YouTube Channel dedicated for the FSD members in July. A series of videos on psychology-related topics were produced and uploaded onto the FSD intranet, providing psychoeducation for the personnel in a handy and relaxing manner.

### **Peer Support Team**

The Peer Support Team comprises 120 members of disciplined services grades from all streams who volunteer to provide "psychological first aid" during their off-duty hours. The service aims at establishing a human connection, like brothers and sisters, by active listening in a compassionate manner. It provides practical assistance to reduce the initial distress caused by traumatic events and foster adaptive functioning and coping. The team is an important resource for supporting the emotional well-being of staff members. Its members also assist the PSU in conducting crisis intervention. Apart from being good listeners, they would also refer the case to clinical psychologists when they found that the distressed staff require further professional assistance.

In 2020, the team conducted psychological support sessions for frontline personnel who have attended critical operations, including a fire incident in Hung Shui Kiu, Yuen Long, which killed a one-year-old baby; and a fire broke out on Canton Road, Yau Ma Tei, which resulted in numerous deaths and injuries. Four sharing sessions were also conducted to the recruits before their passing out.

### **Staff Relations**

Various channels of communication including the Fire Services Departmental Consultative Committee, Staff Relations Units of Commands and Divisions, and the Civilian Staff Consultative Committee have been well established to encourage regular dialogue between the management and staff on matters of common interest.

To better understand the needs of frontline members, the Director and the Deputy Director pay visits to frontline units to communicate with staff of different ranks directly. The Deputy Director also meets with staff associations on a regular basis to discuss issues concerning their work, benefits, conditions of service and well-being. They also hold discussions with staff as required to seek their views on new management initiatives and disseminate information on matters of interest.