

**TOWARDS DEVELOPING A HOLISTIC STRATEGIC  
MANAGEMENT IN THE HONG KONG POLICE FORCE**

Hoi-yan Cheung, BA (Hons) MSc MPhil

Supervised by: Dr. Eddie Yu, Professor Peter Fong

This research was undertaken under the auspices of  
The Hong Kong Management Association

Submitted in partial fulfilment for the award of the degree of  
Doctor of Business Administration

University of Wales Trinity Saint David

2022

## ABSTRACT

The Hong Kong Police Force (the Force) has gone through significant changes over the past decades since the civil service reform and the adoption of the strategic management practice in 2006. The first set of Strategic Directions and Strategic Action Plan (SD and SAP) was introduced in 2008. Since then, the strategic planning process has adopted a three-year cycle. In 2019, Hong Kong was struck by a sustained outbreak of riots arising from the extradition bill. In addition, the pandemic in 2020 and the digital era present new challenges to the Force, in terms of rebuilding the trust with the public and delivering quality policing service to all. Despite the continuous theoretical debate about the usefulness and value of strategic management in the public sector, little is known about their practical application.

This research aims to investigate the perception of frontline police officers from Police Constables to Superintendents on the Force strategic management practice which is laid down in the Force Procedures Manual. The objectives are to first explore police officers' perception and satisfaction with the process of strategy formulation, implementation and review. Second, to explore the critical factors that impact on the strategic management practice and finally, to test the applicability of the 3H framework (Heart, Head and Hand dimensions) with a view to building a holistic strategic management model in the Force. The research is guided by six research questions and a combined methodology is adopted using questionnaires and semi-structured interviews to answer the research questions.

The findings indicate that frontline police officers perceive the Force strategic management important for the organisation's operation, success and long-term development as it provides a direction for the Force to achieve its goals and objectives. The overall satisfaction rating in the survey ranges from 67 to 78 percent. The findings also reveal that there is insufficient involvement of external stakeholders and lower-ranking staff during the strategic planning process. More avenues should be established for them to participate. Furthermore, communication and publicity on SD and SAP should be cascaded down to the junior police officers' level, as their buy-in is beneficial to the execution of strategic plans. Evaluation and performance measurements should be linked to a reward mechanism to increase staff incentive to align with the

organisation's goals. Finally, the synergistic alignment of all three H dimensions including leadership, motivation, capability of planning and implementation, structure and governance, staff competence, training, and development are essential to develop a holistic Force strategic management.

The research fills the gap in strategic management literature and offers practical reference to the Force and other government departments. Overall, the study provides important insights developed from systematic and in-depth empirical research on the entire strategic management process of the Force. A promising holistic strategic management model is developed to serve as a valuable reference for effective management in a modern police organisation.

## **DECLARATION**

This work has not previously been accepted in substance for any degree and is not being concurrently submitted in candidature for any degree.

Signed: Cheung Hoi Yan

Date: 25-04-2022

## **STATEMENT 1**

This thesis is the result of my own investigations, except where otherwise stated. Where correction services have been used the extent and nature of the corrections is clearly marked in a footnote(s). Other sources are acknowledged by giving explicit references. A list of references is appended.

Signed: Cheung Hoi Yan

Date: 25-04-2022

## **STATEMENT 2**

I hereby give consent for my thesis, if accepted, to be available for deposit in the University's digital repository.

Signed: Cheung Hoi Yan

Date: 25-04-2022

## **DEDICATION**

To my parents, Cheung Chik Hung and Lau Yin Yuk  
Benny, Wyman & Toby

## ACKNOWLEDGEMENTS

This research has only been possible with the kind support and assistance from several groups and individuals.

First of all, I wish to thank my Director of Studies, Dr. Eddie Yu, who guided, supported and motivated me throughout this academic journey. I am grateful to his unfailing support and invaluable advice. I have learnt a lot from his profound knowledge on strategic management and insights in conducting research. My gratitude goes to my supervisor, Professor Peter Fong, who guided me by offering prompt feedback, full-fledged encouragement and inspiring thoughts in both research and life. His words of wisdom have a great impact on my learning. With the superb guidance and support from both supervisors who are renowned scholars in their respective fields, I have learnt how to navigate my research in an efficient and effective way.

I would like to thank Dr. Andrew Chan, Programme Director of UWDBA, for his insightful lessons in quantitative research tools and methods. I am grateful to Dr. Alice Te for her valuable advice on qualitative research. My heart-felt thanks go to the staff of the Hong Kong Management Association and the University for their support and assistance. I am immensely thankful to my colleagues of the Hong Kong Police Force who filled in the questionnaires and volunteered to participate in the interviews.

My special thanks go to Wanda who has been a supportive friend all along and helped proofread my thesis. I am grateful to my DBA classmates, especially Stephanie, Felix and Raymond, for sharing updated information with me whenever they discovered any books or journal papers related to my research. Thanks for the care, laughter and encouragement as we grow together in our academic pursuit.

Last but not least, I wish to thank my parents, my sons, Wyman and Toby, and most of all, my husband, Benny, for their love and support throughout this amazing journey.

This is to acknowledge that some of the information contained in this thesis was published in a co-authored article, Cheung, H.-y. and Yu, E. (2020) 'A review of the strategic planning process in the Hong Kong Police Force', *Public Administration and*

*Policy: An Asia-Pacific Journal*, 23(3), pp. 245-258.

In closing, I would like to use the following quote from one of my favourite Japanese authors, Haruki Murakami, to illustrate how I feel after completing this doctoral thesis and as a police officer, after the “2019 battle”.

*“And once the storm is over, you won’t remember how you made it through, how you managed to survive. You won’t even be sure whether the storm is really over. But one thing is certain. When you come out of the storm, you won’t be the same person who walked in. That’s what this storm’s all about.”* – Haruki Murakami

# TABLE OF CONTENTS

	<b>Page</b>
<b>ABSTRACT</b>	ii
<b>DECLARATION</b>	iv
<b>DEDICATION</b>	v
<b>ACKNOWLEDGEMENTS</b>	vi
<b>TABLE OF CONTENTS</b>	viii
<b>LIST OF FIGURES AND TABLES</b>	xiii
<b>GLOSSARY</b>	xv
<b>Chapter One: Introduction</b>	<b>1</b>
1.1 Background	1
1.2 Overview of Strategic Planning and Strategic Management	3
1.3 Research Problem and Objectives	5
1.4 Thesis Structure	8
<b>Chapter Two: Theoretical Framework on Strategic Planning, Strategic Management and Holistic Strategic Management</b>	<b>11</b>
2.1 Introduction	11
2.2 Overview of Strategy, Strategic Planning and Strategic Management	13
2.2.1 Strategy	13
2.2.2 Strategic Planning	14
2.2.3 Strategic Management	16
2.3 Strategic Planning Approaches	17
2.3.1 The Synoptic Approach	18
2.3.2 The Vision Approach	18
2.3.3 The Strategic Issues Approach	19
2.4 The Strategic Management Process	20
2.4.1 Strategy Formulation	21
2.4.2 Strategy Implementation	22
2.4.3 Strategy Evaluation	24
2.5 Strategic Planning: from Private Sector to Public Sector	26
2.5.1 The Theoretical Debate	26



2.5.2	Is Strategic Planning of Value to Public Sector?	27
2.5.3	Barriers and Inherent Problems to Strategic Planning and Strategic Management in Public Organisations	31
2.6	Strategic Management in Law Enforcement Agencies (LEA)	32
2.7	Emerging Issues of Strategic Planning and Strategic Management	34
2.8	Overview of 3H Framework	36
2.8.1	Heart-related Management Theories (H1)	37
2.8.2	Head-related Management Theories (H2)	40
2.8.3	Hand's Competence-based Theories (H3)	41
2.8.4	Towards Building a Holistic Strategic Management (HSM)	42
2.9	Chapter Summary	45
 <b>Chapter Three: The Case of Hong Kong Police Force</b>		<b>47</b>
3.1	Introduction	47
3.2	The Hong Kong Police Force	47
3.3	Environmental Scan	48
3.4	SWOT Analysis	54
3.5	The Force Strategic Management	58
3.5.1	Force Vision, Common Purpose and Values	58
3.5.2	Strategy Formulation - Five-Step Strategic Planning Process	59
3.5.3	Strategy Implementation	61
3.5.4	Strategy Evaluation	62
3.6	International Law Enforcement Challenges	63
3.7	Chapter Summary	65
 <b>Chapter Four: Research Methodology - Mixed Methods of Quantitative and Qualitative Research</b>		<b>68</b>
4.1	Introduction	68
4.2	Overview of Business and Management Research	68
4.3	Research Paradigm	68
4.3.1	Positivist Paradigm	69
4.3.2	Phenomenological Paradigm	69
4.4	Research Design	70

4.4.1	Research Purpose	71
4.4.2	Research Strategy – Case Study, Unit of Analysis, Mixed Methods	72
4.5	Instrument Design	74
4.6	Reliability, Validity and Triangulation	77
4.7	The Pilot Study	79
4.7.1	Pilot Study Sample	81
4.7.2	Pilot Study Process	82
4.7.3	Pilot Study Data Analysis and Findings	83
4.8	Process of Main Research	85
4.9	Research Ethics and Accessibility	85
4.10	Chapter Summary	87
 <b>Chapter Five: Quantitative Analysis of Survey Results from Frontline Operational Police Officers</b>		<b>90</b>
5.1	Introduction	90
5.2	Implementation of Quantitative Research	90
5.2.1	Sample Design, Data Collection and Analysis	90
5.2.2	Sample Profile and Demographic Characteristics	92
5.3	Police Officers’ Acceptance of Force Strategy	94
5.4	Strategic Plan Formulation	96
5.4.1	Develop Force Vision, Common Purpose and Values	96
5.4.2	Develop Strategic and Operational Objectives	97
5.4.3	Involvement of Internal and External Stakeholders	98
5.4.4	Availability of Resources and Structured Planning Process	99
5.5	Strategic Plan Implementation	100
5.5.1	Internal and External Communications	101
5.5.2	Commitment to Implementation	102
5.5.3	Strategy Supportive Organisational Structure	104
5.5.4	Proper Strategic Plan Implementation	105
5.5.5	Training, Skills and Knowledge Development	106
5.6	Strategic Plan Evaluation	108
5.6.1	Performance Management Process	108
5.6.2	Evaluation, Reporting and Service Improvement	110
5.7	Overall Satisfaction of the Force Strategic Management	112

5.8	Discussion of Quantitative Research Findings	115
5.9	Chapter Summary	122
<b>Chapter Six: Qualitative Analysis of Interview Findings of Selective Police Officers</b>		<b>124</b>
6.1	Introduction	124
6.2	Implementation of Qualitative Research	126
	6.2.1 Sampling and Interview Protocol	126
	6.2.2 Demographic Results	127
6.3	Thematic Analysis of Semi-structured Interview Findings	129
	6.3.1 Views and Opinions on the Force Strategic Management	130
	6.3.2 Strategic Directions and Strategic Action Plan	131
	6.3.3 Force Vision, Common Purpose and Values	137
	6.3.4 Strengths and Weaknesses of the Force Strategic Management	139
	6.3.5 The Force to Succeed in a VUCA World	144
	6.3.6 Critical Factors Contributing to Effective Strategic Management	147
	6.3.7 Building a Holistic Strategic Management Model	149
6.4	Chapter Summary	157
<b>Chapter Seven: Discussion and Conclusions</b>		<b>160</b>
7.1	Introduction	160
7.2	Discussion	161
	7.2.1 Triangulation of Quantitative and Qualitative Findings	161
	7.2.2 Theoretical Contributions	168
	7.2.3 Evaluation of the Force Strategic Management Process	170
	7.2.4 Recommendations for the Force	172
7.3	Conclusions	174
7.4	Limitations and Suggestions for Future Research	176
<b>References</b>		<b>178</b>
<b>Appendices</b>		<b>199</b>
A.	Main Research Questionnaire	199
B.	Semi-structured Interview Questions and Protocol	209

C.	Force Vision, Common Purpose and Values	213
D.	Strategic Directions 2019-2021	214
E.	Commissioner's Operational Priorities 2021	220

## LIST OF FIGURES AND TABLES

	Page
Figure 3.1 The five-step approach of the Force strategic planning process	60
Figure 4.1 Process of data collection and analysis	85
Figure 6.1 Correlating 3H domains and integration measures with Force strategic management	157
Figure 7.1 A new Force strategic management model	168
Table 1.1 Research objectives and research questions	8
Table 2.1 Differences between strategic planning and strategic management	17
Table 2.2 Characteristics of public and private organisations under strategic management	30
Table 3.1 Eight purposes that public managers have for measuring performance	64
Table 4.1 Five-point Likert-scale – source data analysis	76
Table 4.2 Examples of feedbacks and item revisions	81
Table 4.3 Frequencies of gender (n=87)	83
Table 4.4 Frequencies of age (n=87)	83
Table 4.5 Frequencies of academic qualifications (n=87)	83
Table 4.6 Frequencies of stream (n=87)	83
Table 4.7 Frequencies of years of service (n=87)	84
Table 4.8 Frequencies of current rank (n=87)	84
Table 4.9 Correlation matrix (Pearson Correlation Coefficient)	84
Table 5.1 Frequencies of gender (n=516)	92
Table 5.2 Frequencies of age (n=516)	92
Table 5.3 Frequencies of academic qualifications (n=516)	93
Table 5.4 Frequencies of stream (n=516)	93
Table 5.5 Frequencies of years of service (n=516)	93

Table 5.6	Frequencies of current rank (n=516)	93
Table 5.7	Organisational alignment and strategy acceptance scale	95
Table 5.8	Develop Force Vision, Common Purpose and Values	97
Table 5.9	Develop strategic and operational objectives	97
Table 5.10	Involvement of internal and external stakeholders	99
Table 5.11	Availability of resources and structured planning process	100
Table 5.12	Internal and external communications during implementation	101
Table 5.13	Commitment to implementation	103
Table 5.14	Strategy supportive organisational structure	105
Table 5.15	Proper strategic plan implementation	106
Table 5.16	Training, skills, and knowledge development	107
Table 5.17	Performance management process	109
Table 5.18	Evaluation, reporting, and service improvement	111
Table 5.19	Overall satisfaction of the Force strategic management	113
Table 5.20	Cronbach's Coefficient Alpha – internal consistency	114
Table 5.21	Correlation matrix (Pearson Correlation Coefficient)	114
Table 5.22	Strategy acceptance satisfaction average (n=516)	116
Table 5.23	Strategic plan formulation satisfaction average (n=516)	116
Table 5.24	Strategic plan implementation satisfaction average (n=516)	118
Table 5.25	Strategic plan evaluation satisfaction average (n=516)	119
Table 5.26	Overall satisfaction average of Force strategic management (n=516)	121
Table 6.1	Research questions and interview questions	124
Table 6.2	Profile of interviewees (by rank) (n=22)	128
Table 7.1	Summary of the quantitative and qualitative findings answering the six research questions of the Force strategic management	166

## GLOSSARY

ACP	Assistant Commissioner of Police
CIP	Chief Inspector of Police
CMB	Common Method Bias
CMV	Common Method Variance
COP	Commissioner's Operational Priorities
CP	Commissioner of Police
CRO	Commissioner Rank Officers
CSB	Common Source Bias
DCP	Deputy Commissioner of Police
FPM	Force Procedures Manual
HKPC	Hong Kong Police College
HKSARG	Hong Kong Special Administrative Region Government
IP	Inspector of Police
IPCC	Independent Police Complaints Council
LEGCO	Legislative Council
NPM	New Public Management
NS Law	National Security Law
PC	Police Constable
POS	Public Opinion Survey
PSS	Police Service Satisfaction Survey
SAP	Strategic Action Plan
SD	Strategic Directions
SDG	Senior Directorate Group
SGT	Sergeant
SIP	Senior Inspector of Police
SOS	Staff Opinion Survey
SP	Superintendent of Police
SPC	Senior Police Constable
SSGT	Station Sergeant
The Force	Hong Kong Police Force

## **Chapter One: Introduction**

### **1.1 Background**

From June 2019 to February 2020, unprecedented social movements and disruptions occurred in Hong Kong, stemming from the Fugitive Offenders' Ordinance. The disruptions, which lasted for more than six months, came as a "black swan" that no one in Hong Kong had ever expected. The Hong Kong Police Force (hereafter, the Force) faced enormous pressure to maintain law and order and at the same time, had to address "legitimacy" issues during and after the incidents. The trust between the Force, which represents the Hong Kong Special Administrative Region Government (HKSARG) in the forefront, and the public has been worsening since then. Given the increasing pressure for the Force to restore law and order and rebuild the trust between the police and the public, the Force's strategic management practice has become particularly important to guide how the Force addresses overwhelmingly complex changes and emerging issues in the operating environment. The crises in public trust and governability resulting from the complex political environment demands that rebuilding trust and governability should be prioritised on the public sector reform agenda (Cheung, 2013). Whilst the Force has adopted the strategic planning and management practices since 2006, whether they have benefitted the Force, whether the Force has been well prepared by planning ahead, and whether the Strategic Directions (SD) and Strategic Action Plan (SAP) have adequately addressed the emerging challenges facing the Force are questions yet to be answered.

Adopting business and management practices is not a new thing in the public sector. Having worked in the Force for over 25 years, the researcher has observed that the government has learned from the business sector and adopted various management tools - including leadership, human resources management and strategic management - to improve its efficiency and effectiveness. The biggest difference between the private and public sectors is that the former aims to generate revenue, while the latter aims to prudently manage its financial resources. The public sector is vested with the responsibility of managing taxpayers' money. Therefore, it is important for all government departments to deploy their resources effectively to achieve the best value in providing quality service to the public. As a result, strategic management plays a



significant role in the public sector to ensure strategies are formulated, implemented, and evaluated to best serve the community's ultimate goals. Chapter Three provides details of the 2019 social movements to put the research into context.

Strategic management, its importance and how it helps to improve organisational performance in private sector companies, attracted sustained interest in recent decades. The United States (US) started to adopt the strategic planning process in the private sector in the 1950s and 1960s (Aldehayyat and Al Khattab, 2013; Salkic, 2014). The practice became popular between the mid-1960s and mid-1970s with strategic planning being widely accepted as the solution to all organisational problems (David et al. 2013). Subsequently, strategic planning was introduced into the public sector in the 1980s and the early literature mainly focused on its applications in local governments (Denhardt, 1985; Poister and Streib, 2005). Public sector reform or New Public Management (NPM) have been the drivers of this trend, with strategic planning becoming increasingly common in the public sector over the past decades (Höglund et al. 2018). Although some academics point out that strategic planning has decreased in popularity since the early 1980s, it regained some reputation during the 1990s. Both the business world and the public sector have been practicing it nowadays (David et al. 2013; Elbanna, 2010; Glaister and Falshaw, 1999).

In the past decade, there has been renewed interest in strategic planning as a tool for organisations to address the emerging strategic issues and monitor the rapidly changing environment to make effective decisions (Rezvani et al. 2011). The literature shows that if a company adopts strategic management, it can use and allocate available resources, list objectives, and draft strategic plans to achieve common goals to enhance organisational performance, such as financial performance. Many municipals, city governments, non-government organisations and public universities have started to adopt strategic management and planning process to improve organisational efficiency and effectiveness (Analoui and Samour, 2012; Elbanna, 2010; Elbanna, 2013; Kabir, 2007; Ofori and Atiogbe, 2012; Plant, 2006; Poister and Streib, 2005). However, there is still continuous debate over and conflicting views on the strengths and weaknesses of strategic management, especially in the public sector. The literature reveals that the strategic planning process is often considered a top-down exercise only; there is limited involvement of front-line staff, whose knowledge and experience are largely ignored

(Plant, 2006).

This chapter aims to introduce the research focus and the researcher's personal motivation for choosing the study. It gives an overview of the current discussion of strategic planning and strategic management. Then, it outlines the background of the Force and briefly introduces how strategic management and the strategic planning process were introduced into the organisation. The next section discusses the research problem arising from external and internal environments, the research objectives, and the research questions guiding the study. The chapter concludes with the thesis structure.

## **1.2 Overview of Strategic Planning and Strategic Management**

Strategic planning is regarded as a popular decision-making framework and a useful tool for public management. The literature reveals that strategic planning is a formalised planning practice with an intent to formulate a strategy for a company or an organisation. It involves the use of strategic planning tools, through a set of formal procedures or processes, to achieve a particular outcome resulting from an integrated system of decisions (Aldehayyat and Al Khattab, 2013; Ocasio and Joseph, 2008). It is the most widely used tool to set strategic directions and ensure resources are deployed appropriately for the purpose of achieving a set of objectives (Rigby and Bilodeau, 2007). The term "strategic planning" is always used interchangeably with "strategic management" in some literature, and the two concepts are much debated in their relationship in particular (Kabir, 2007). Strategic planning is also described as an essential part or an element of the strategic management process (Denhardt, 1985; Hussey, 1999) whilst David et al. (2013) opine that the term "strategic management" is used synonymously with strategic planning. Strategic management, however, is defined as "the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organisation to achieve its objectives" (David et al. 2013, p. 39). This implies that the various functions in a company must be integrated and aligned so that achieving organisational success becomes the main focus of strategic management. These functions include management, administration, marketing, finance and accounting, operations, productions, research and development, and information systems. The company's continuous development relies on a constant review of these functions to ensure that its strategy can be modified and refined timely. The

management has to make decisions relating to the formulation and implementation of plans to achieve an organisation's objectives. Others note that the strategic management process is necessary to ensure that a company stays competitive and yields financial benefits to sustain the company's survival (Ofori and Atiogbe, 2012). Therefore, strategic management plays a vital role and has a great positive impact on organisational effectiveness regardless of the size of an organisation.

Even though strategic planning and strategic management regained popularity and influence in the 1990s, academics argue that the field of strategic management is still in the early stages of its development compared to other disciplines, such as medicine or engineering (Elbanna, 2007). Practical research in this area is relatively scarce with most of it coming from developed countries, such as the US, the United Kingdom (UK) and Europe (Bianchi and Tomaselli, 2015; Elbanna, 2007) and there is little empirical research on strategy practice and its consequences (Johnsen, 2016; 2017). Some even say that given the popularity of strategic planning in policing in the US and UK, there has been little empirical research on this topic (Zhao et al. 2008). The common weakness of these studies is that scholars treat all organisations alike and do not think that there are meaningful differences among these organisations in different settings (Elbanna, 2007).

The Force was established in 1844, celebrating her 175<sup>th</sup> anniversary in 2019. It is the largest department in the HKSARG with an establishment of over 30,000 regular officers. The primary role of the Force is set out under Section 10 in the Police Force Ordinance, Chapter 232, Laws of Hong Kong. The Force is vested with the responsibility to uphold and maintain the laws of Hong Kong, to prevent and detect crimes, and to protect lives and properties (Hong Kong Police Force, 2018a). Apart from this, the Force is the first response and the last resort in whatever situation in Hong Kong. To align with the new public management concept by the HKSARG in 1997 when Hong Kong was returned to Mainland China, the Force introduced the "Force Vision, Common Purpose and Values" to demonstrate the changes. In line with the NPM concept, the Force introduced the programme management and adjusted the organisational structure representing different roles and functions of each department. This organisational structure has since been used. It is hoped that the para-military force can be transformed into a service-oriented police organisation (Hong Kong Police Force,

2018a).

### **1.3 Research Problem and Objectives**

A volatile, uncertain, complex, and ambiguous (VUCA) world represents a challenging operating environment with emerging strategic issues facing the business world (Bennett and Lemoine, 2014). It requires the close cooperation of people from various functions and areas within an organisation to optimise the use of knowledge, innovation and expertise to develop solutions in addressing the challenges during the strategic planning process (Gupta and Gupta, 2018; Inayatullah, 2018). To constantly pursue a high organisational performance in dynamic environments, there must be an ongoing process to align organisational values and capabilities with changes in the competitive environment through strategic management (Ofori and Atiogbe, 2012). Whilst many large private and public organisations are taking strategic planning seriously, academics and practitioners have also shown continuous interests on its value (Elliott et al. 2019). The literature on strategic planning and strategic management indicates that organisational performance in the private sector can be measured by financial performance, such as revenue, economic valuation, profitability, and market share (Aldehayyat and Al Khattab, 2013). However, in the public sector, the effectiveness of strategic planning and strategic management can only be measured through non-financial organisational outcomes, such as operational efficiency, service quality, employee satisfaction and public image (Elbanna, 2009).

There are many benefits of conducting strategic planning in the public sector (Borrozine and Rodrigues 2016; Joyce 2015; Lynch 2018; Porter 2008). The literature reveals five benefits of strategic planning in the public and non-profit sector which include, 1) promoting strategic thinking and action; 2) improving the decision-making process; 3) improving the organisation; 4) improving the organisation's work and results; and 5) benefitting all employees directly (Bryson, 2018). Researchers, however, argue that strategic planning process is not worth pursuing as it is wasting time, money, and resources. Also, it is unable to produce strategies that lead to the desired outcomes (Mintzberg 2003; Poister 2010). Some studies even argue that the efforts of strategic planning in public organisations fail to identify and develop strategies to help them achieve their goals, and their strategic plans are not properly put into action or unable

to link them to the appropriate implementation process (Abushabab, 2016; Bianchi and Tomaselli, 2015; Poister, 2010).

In 2006, the Force introduced the strategic management concept and started the first strategic planning cycle. In 2008, the first set of SD and SAP 2008-2010 was officially launched in the Force. From then on, the strategic planning cycle adopted a three-year life cycle. So far, a total of six SD and SAP were officially published. The horrendous social disruptions in 2019 had brought unprecedented challenges to the law and order of Hong Kong and had put the Force's strategy and tactical operations under severe tests. Apparently, questions are raised on how strategic management in the Force have achieved its goals and objectives since the first introduction of SD and SAP. The usefulness of strategic planning in police departments is questioned (Elliott et al. 2019). Is the Force strategic management considered holistic and beneficial? During the strategic management process, namely strategy formulation, implementation, and evaluation, are all officers involved in the process and contributing to the success? What is the perception of frontline officers about the Force strategic management framework? Is the SD and SAP a living document that informs and guides the daily operational decision-making process? Is the strategy planned or crafted through a fluid learning process with experience and commitment (Mintzberg, 1987)? This study offers a good opportunity for reviewing the Force's key lessons learned from the entire operations in 2019 so as to improve the effectiveness of the Force strategic management process.

At the same time, given the growing importance of strategic planning and strategic management in the public sector, more studies are being called for to explore how public organisations, in particular, law enforcement agencies (LEA), apply strategic management in practice and how it leads to possible outcomes (Höglund et al. 2018; Johnsen, 2016). Several empirical studies have been conducted to investigate this subject in the UK, US, Polish and Dubai police forces (Alosani, et al. 2019; Dworzecki and Hryszkiewicz, 2016; Elliotte, et al. 2019; Haberman and King, 2011). The latest trends include the effects of innovation and strategic planning on enhancing the organisational performance of the Dubai Police; effect of middle management and influence of external stakeholders on planning and performance relationship in the English and Welsh Police; the use of the strategic management concept in the Polish

Police to improve the quality assurance system; and the role of research and planning units within local American police organisations. However, studies focused on perception of police officers on strategy formulation, implementation and evaluation are still limited, and little is known about the situation in Hong Kong. Officers' understanding and satisfaction of strategic management are closely linked to how a police organisation responds to the most challenging law enforcement issues and how to enhance and improve services to citizens.

To investigate the gaps identified in the foregoing, the research objectives are:

- (1) To explore police officers' perception and satisfaction with the process of strategy formulation, strategy implementation, and strategy evaluation carried out in the Force.
- (2) To explore what critical factors and conditions that impact on the Force strategic management process.
- (3) To test the applicability and usefulness of the 3H framework (Heart, Head and Hand dimensions) towards building a holistic strategic management model in the Force.

The following research questions guided the objectives of this research:

- (1) What is the perception of frontline police officers on Force strategic management practices, including strategy formulation, implementation, and evaluation?
- (2) What is the relationship between "Force Vision, Common Purpose and Values" and strategic management?
- (3) What are the strengths and weaknesses of the strategic management practice in the Force?
- (4) Is strategic management of value to the Force, i.e., can it help the Force succeed in a VUCA world? And how?
- (5) What are the critical success and failure factors that contribute to an effective strategic management process in the Force?
- (6) How is the 3H framework (Heart, Head and Hand) being applied in building a holistic strategic management model in the Force?

Table 1.1 shows how the research questions correspond to each research objective.

<b>Research Objectives</b>	<b>Research Questions</b>
(1) To explore police officers' perception and satisfaction with the process of strategy formulation, strategy implementation, and strategy evaluation carried out in the Force.	(1) What is the perception of frontline police officers on Force strategic management practices, including strategy formulation, implementation, and evaluation? (2) What is the relationship between "Force Vision, Common Purpose and Values" and strategic management?
(2) To explore what critical factors and conditions that impact on the Force strategic management process.	(3) What are the strengths and weaknesses of the strategic management practice in the Force? (4) Is strategic management of value to the Force, i.e., can it help the Force succeed in a VUCA world? And how? (5) What are the critical success and failure factors that contribute to an effective strategic management process in the Force?
(3) To test the applicability and usefulness of the 3H framework (Heart, Head and Hand dimensions) towards building a holistic strategic management model in the Force.	(6) How is the 3H framework (Heart, Head and Hand) being applied in building a holistic strategic management model in the Force?

**Table 1.1 – Research objectives and research questions**

This research aims to contribute to the body of empirical research and existing literature of strategic management by conducting research in a police organisation setting in Asia. While the last SD and SAP 2019-2021 was introduced in early 2019, the unprecedented social movements occurred in the second half of 2019 has become a significant backdrop to put this research into perspective. The research questions, if answered, can provide concrete data for analysis of the Force strategic management to develop a holistic model.

#### **1.4 Thesis Structure**

The research questions in this study called for a broad literature review, encompassing topics from relevant literature on strategy, strategic planning, strategic management, and management concepts relating to the 3H dimensions. A mixed-method sequential explanatory research approach, using both quantitative and qualitative methods, is adopted. This thesis is presented in seven chapters:

Chapter One is an introductory chapter presenting an overview of the research background, the research problem, research objectives, and thesis structure.

Chapter Two introduces the relevant literature, which helps build the theoretical

framework. In this research, concepts of strategy, strategic planning, and strategic management guide the discussion about how these practices have been used and applied in the private and public sectors over the past decades. The different approaches and models of strategic planning are discussed, followed by the barriers and emerging issues of strategic planning and strategic management. The literature relating to studies that have previously explored their relationship and application is introduced and several research gaps in the literature are exposed. Finally, the 3H framework is introduced using metaphorical expressions of Heart, Head and Hand to represent the vital dimensions of people, organisation, and competence, respectively. A holistic solution to organisational issues means all H dimensions have to be synergistically integrated.

Chapter Three introduces the case of the Hong Kong Police Force as the focus of this study. It gives a detailed account of the 2019 social movements which brought unprecedented challenges to the Force, followed by an external environmental scan and SWOT (strengths, weaknesses, opportunities and threats) analysis of the organisation. It also outlines the Force strategic management practice to identify the emerging issues affecting the development of holistic strategic management.

Chapter Four outlines the research methodology which is a mixed-method of quantitative and qualitative sequential research design. A pilot questionnaire is developed, followed by a pilot study before the main questionnaire is disseminated. After conducting the survey, officers are invited to attend semi-structured interviews to answer the research questions. Then, it presents the research design, methodology, sampling, data collection and data analysis developed from the relevant literature.

Chapter Five presents the research findings and statistical analysis from the main quantitative survey. The results and analysis of the findings are detailed in tables with brief descriptions. This chapter aims to answer the research questions (1), (3) and (4).

Chapter Six presents the analysis of the findings from the qualitative research. The semi-structured interview findings are summarised as a series of significant quotes from the transcripts to complement the questionnaire findings as well as to support the “who”, “why” and “how” aspects in answering the research questions. Thematic analysis is conducted by inputting the transcripts in the software NVivo Plus and meaningful



categories are generated from codes. Finally, themes are developed to guide the subsequent discussion. This chapter aims to answer all research questions mentioned in 1.3.

The final chapter gives the discussion and conclusions. It presents the triangulation of the quantitative and qualitative research results with a summary of findings, evaluation of the Force strategic management, and recommendations for the Force. The conclusions of the research, how this study fills the gap in the contemporary strategic management literature, limitations, and suggestions for further research, are discussed.

## **Chapter Two: Theoretical Framework on Strategic Planning, Strategic Management and Holistic Strategic Management**

### **2.1 Introduction**

Strategic management has become popular on the public organisations' agenda since the 1980s, particularly in the western countries, such as the US and UK, due to the NPM reform (Borrozine and Rodrigues, 2016; Elbanna, 2013; Elliott et al. 2019; Höglund et al. 2018). These reforms see the changes of devolved management structures and focus on achieving objectives through emphasising on performance measurement. The trend of introducing strategic planning in public sector organisations therefore aims to improve government services, foster more effective government actions and meet the expectation of citizens (Borrozine and Rodrigues, 2016; Bryson et al. 2017; Elliott et al. 2019).

Many studies reveal that strategic planning and strategic management originated in the 1950s and have become popular in the private sector since the early 1960s until the mid-1970s (Abushabab, 2016; Aldehayyat and Al Khattab, 2013). During these periods, strategic planning is widely accepted as a solution to all problems in an organisation (David et al. 2013). The literature reveals that strategic planning has started losing its popularity and influence since the early 1980s as a few management scholars have criticised both the theoretical foundations of strategic planning, particularly its impossibility of forecasting, and investigations of strategic decision making, (Grant, 2003; Mintzberg, 1994) but it has regained some reputation during the 1990s (Elbanna, 2010). Contemporary research shows a significant positive relationship between formal planning and organisational performance (George et al. 2019; Miller and Cardinal, 1994) while other scholars argue that strategic planning cannot assist an organisation to survive in turbulent environment or uncertain situation (Stonehouse and Pemberton, 2002). The literature argues that strategic planning is still in the early stage of development and yet to reach its maturity in the academic field because it should be judged by to what extent the theories and principles are applied in daily practice (Stonehouse and Pemberton, 2002). The ongoing debate is evidenced by mixed and conflicting views on the pros and cons of the theory itself.

To what extent the theories, framework and tools of strategic planning are used by top management or managers in private companies or public sectors is not yet fully examined. Practical research in this area is not sufficient and most of the previous studies on strategic planning and strategic management are coming from the developed countries (Elbanna, 2010). In the 2010s, there is a few research on strategic planning and strategic management in the emerging markets, such as Jordan, Palestine, the United Arab Emirates (UAE) and Egypt (Aldehayyat and Al Khattab, 2013; Analoui and Samour, 2012; Elbanna, 2010; 2013). However, research on this academic discipline, especially on police organisations, is scarce in the Asia-Pacific such as Singapore, Mainland China, and Hong Kong. This research is one of the first attempts to empirically examine how the strategic management practice is perceived in the Force and how to develop a holistic strategic management model. It aims to fill the theoretical gap in the existing literature.

There has been a continuous debate among researchers regarding the relationship between strategic planning and organisational outcomes, and this relationship is regarded as the most difficult to test (Andersen, 2000; Boyne and Gould-Williams, 2003; Elbanna, 2007; Greenley, 1994). In this chapter, the literature on issues of strategy, strategic planning and strategic management is reviewed. The review includes the classic theories and contemporary approaches to strategic planning. The development of strategic planning and strategic management from the private sector to the public sector is discussed. In addition, the barriers and inherent problems to strategic planning and management in public organisations, strategic management in LEA and emerging issues are examined. Finally, as alluded in the Introduction Chapter, the 2019 social disturbances reveal some critical deficiencies in the existing strategic management of the Force. The organisation needs a more comprehensive strategic framework to remedy its weaknesses in the strategic management process. The 3H framework (Yu, 2020) is adopted to explore the possibilities in strengthening up the process. It includes the underlying theories of the Heart, Head and Hand dimensions and how the cohesiveness of the 3H dimensions determines the level of efficiency and effectiveness of an organisation's strategic management. Insights will be drawn from the researcher's co-authored paper to illustrate the application of the 3H framework in the strategic planning process and the integration of the Heart, Head and Hand elements as a mindset to overcome limitations and barriers in carrying out strategic management practice in

public organisations (Cheung and Yu, 2020).

Based on the literature, the specific research objectives are:

- (1) To explore police officers' perception and satisfaction with the process of strategy formulation, strategy implementation, and strategy evaluation carried out in the Force.
- (2) To explore what critical factors and conditions that impact on the Force strategic management process.
- (3) To test the applicability and usefulness of the 3H framework (Heart, Head and Hand dimensions) towards building a holistic strategic management model in the Force.

## **2.2 Overview of Strategy, Strategic Planning and Strategic Management**

### **2.2.1 Strategy**

The word “strategy” is originated from a Greek word meaning “generalship”. This explains why many of the early definitions of “strategy” have focused on a narrow meaning referring to military force and objectives of war. However, the oldest book that contained “the concentrated essence of the winning strategy” should be the 7000-word *The Art of War* written by Sun Tzu of China in about 500 B.C. (Michaelson, 2001, Yuen, 2014). This is a masterpiece of Eastern military strategy with the central idea that “if you plan the right strategy before the battle, you can avoid fighting”. When compared to Carl von Clausewitz’s definition of strategy, the use of engagements for the object of war, “Sun Tzu has clearer vision, more profound insight, and eternal freshness” (Michaelson, 2001, p. 5). The simplicity of the book is widely recognised internationally and used as a strategic manual for business leaders (Michaelson, 2001). The definitions by Von Moltke, Liddell Hart and Andre Beaufre have similar features referring to the art of distributing and applying military means to fulfil the attainment of the object in war (Baylis et al. 2019). The later definitions from Gregory Foster and Robert Osgood have shifted the attention to “power” and some theorists highlight the formulation of strategy as a dynamic process. The definition of strategy, “a process, a constant adaptation to the shifting conditions and circumstances in a world where chance, uncertainty, and ambiguity dominate” (Baylis et al. 2019, p. 4), has already

shifted the focus from military context to the modern world environment. In the business world, strategy is defined as “the general approach an organisation will follow to achieve its goals” (Cooper and Schindler, 2014, p. 9). Strategy has been studied from a variety of dimensions in the contemporary management literature which includes politics, economics, psychology, sociology, as well as nowadays technology.

Strategy is considered a pragmatic and practical activity. Theory on strategy is about action, and guides organisation how to accomplish and attain objectives efficiently (Brodie, 1973). Strategy can be used and applied in multiple disciplines. Strategy involves decisions regarding the allocation of scarce resources in pursuing the objectives. In other words, if there are multiple means which can lead to the objectives, strategy is used to prioritise and choose the best means to achieve the goals (Baylis et al. 2016). The academic approach to the study of strategy can be traced back to the 1940s when civilian analysts dominated the field. Interest in strategy under the management discipline started in the 1950s and 1960s when many articles appeared in the *Harvard Business Review* talked about long-range planning and the first systematic framework for strategy formulation appeared in 1965 (Grant, 2003). During the 1970s, empirical studies of corporate planning practices emerged in the US and UK (Grant, 2003). By 1980s, criticisms were raised regarding strategists due to their distorted view of the world because they were obsessed with violence and conflicts, less concerned with ethical issues, and adopted a narrow theoretical approach (Baylis et al. 2019). In a large organisation or mature company, there is always more than one strategy being implemented at any one time (Cooper and Schindler, 2014). The concern with operational issues recalls the various dimensions and elements of strategy among strategists. These dimensions consist of moral, social, geographical, statistical, while some academics concerned logistical, operational, and technological aspects of strategy (Cooper and Schindler, 2014).

### **2.2.2 Strategic Planning**

There are many definitions of strategic planning, but some academics argue that there is not a widely accepted definition of strategic planning (Kabir, 2007). Strategic planning is defined as “a disciplined effort to produce fundamental decisions and actions that shape and guide what an organisation is, what it does, and why it does it”

(Poister and Streib, 2005, p. 46). It can be referred to as a complex, multi-layered, upper management-initiated process involving long-term plans of functions and programmes, as well as collaboration with stakeholders (Kabir, 2007). The literature reveals that strategic planning is a formalised planning practice with an intent to formulate strategy for a company or organisation. It involves the use of strategic planning tools, through a set of formal procedures or processes to achieve a particular outcome resulted from an integrated system of decisions (Aldehayyat and Al Khattab, 2013; Ocasio and Joseph, 2008). Strategic planning is regarded as the most widely used tool to give direction and ensure resources are deployed appropriately for the purpose of achieving a set of objectives (Rigby and Bilodeau, 2007). In the study conducted by Rigby and Bilodeau (2007), they survey executives around the world including the US, Canada, Latin America, Europe, and Asia-Pacific about management tools they use and whether these tools are effective in improving the performance of their companies. These executives focus on 25 topical and measurable management tools. Strategic planning is ranked the highest among the Top 10 management tools by usage. In addition, strategic planning has been widely used to provide direction and ensure resources are appropriately used by both small and large organisations to achieve goals and objectives (Rigby and Bilodeau, 2007).

To better understand strategic planning, there is a need to review the difference between strategic planning and comprehensive planning in terms of outcomes, especially in the public sector. Kabir (2007) opines that comprehensive planning focuses on the future situation while strategic planning in the public sector emphasises decision making about issues confronting the organisation. Issues might include external and internal forces and trends or a combination of the two. These are to be shaped and prioritised by top level decision makers and strategic planners during the strategic planning process. The literature also attempts to differentiate strategic planning and operational planning. While strategic planning focuses on broader policy questions such as vision, mission and action plans, operational planning will put emphasis on problems. In other words, strategic planning is dealing with policy level while operational planning is more at the implementation and execution level of an organisation (Kabir, 2007).

### 2.2.3 Strategic Management

The concept of strategic management was first introduced by Igor Ansoff in his 1972 article published in *Journal of Business Policy* becoming one of his major contributions and influential foundational concept (Hussey, 1999). The term, strategic management, is explored continuously in subsequent years and its growth is reported somewhat to be slower than that of strategic planning. By around 1980, strategic management has become the preferred term (Hussey, 1999). Koteen (1989) defines it with a broader concept including both managerial decisions and actions guiding the long-term performance of an organisation. The more contemporary definition of strategic management is “the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organisation to achieve its objectives” (David et al. 2013, p. 39). This definition implies that strategic management must focus on achieving organisational success through integration and alignment of different functions of a company, including production and operations, research and development, management, finance and accounting, information systems and marketing (David et al. 2013). Constant analysis on these areas must be conducted so that the company’s strategy can be modified and adjusted for continuous development. In addition, the organisational structure must be examined to see if it can support the company’s functions and operations. Some literature describes strategic management as a series of decisions and actions that relate to plans formulation and implementation with a view to achieving an organisation’s objectives. Others note that strategic management process is necessary to ensure that a company stays competitive and yield financial benefits to sustain the company’s survival (Ofori and Atiogbe, 2012). Strategic management is also an attempt to gather and collate available information in a way that even under uncertain condition or facing an unknown future, a company can still make effective decisions in terms of business strategy (Pearce and Robinson, 2007).

Some literature describes strategic planning as an essential part or the primary element of the strategic management process, but not necessarily the essence of strategic management (Denhardt, 1985; Halachmi et al. 1993; Hussey, 1999) whilst David et al. (2013) opine that “strategic management” and “strategic planning” can be used synonymously. Strategic management plays a vital role and has great positive impact on organisational effectiveness regardless of the size of the organisation. An effective

strategic management process is all-encompassing with strategic agenda being developed and managed. The strategic vision must be extended to infiltrate into all units within an organisation and every administrative system (Poister and Streib, 2005; Toft, 1989). It applies to all kinds of companies, whether they are domestic or international; profitable or non-profitable (Analoui and Samour, 2012). Table 2.1 shows a summary of the differences between strategic planning and the concept of strategic management (Hussey, 1999, p. 382).

<b>Strategic Planning</b>	<b>Strategic Management</b>
External linkages (e.g., products, markets, environment) to strengths & weaknesses	<b>Adds</b> internal elements (e.g., organisations, style, climate)
Strategy formulation to solve problems	<b>Adds</b> implementation and control
Focuses on the hard aspects of the external environment	<b>Adds</b> the social and political aspects
Planned change of the firm to meet new situations	<b>Adds</b> elements of the adaptive approach to make a new concept “planned learning”

**Table 2.1 - Differences between strategic planning and strategic management (Hussey, 1999, p. 382)**

From an ontological perspective, the researcher, as an officer who has had direct strategic planning related responsibilities in the Force, observes that the Force’s strategy is an organic process with constant adaptation to the outside circumstances and internal needs. In the book published by Xie et al. (2013), in which the researcher being one of the editors, it clearly points out that strategic planning, strategy supportive structure, high quality training, value-based corporate culture, and sustainable strategic directions and action plans are essential to the long-term development of the Force to achieving the Force Vision facing the Twenty-first-century challenges locally and internationally. In other words, strategic planning is an essential part and the primary element of the strategic management process.

### **2.3 Strategic Planning Approaches**

There are three different approaches of strategic planning to illustrate the relationship between “strategic planning” and “strategic management” (Kabir, 2007). They are the Synoptic Approach, Vision Approach, and Strategic Issues Approach, which are described as follows:



### **2.3.1 The Synoptic Approach**

This approach is characterised by “integrated comprehensiveness” and ideally, it refers to the conscious effort by top management to compile overall strategy through integrating decisions so that plans are developed and reinforced in a holistic way (Kabir, 2007). It is also referred to as the goals approach that goals can be general at the corporate level while those at the operational level are more specific (Roberts, 2000). Kabir reports Mintzberg’s argument that it is a formalised procedure in the form of an integrated decision to produce articulated results (Kabir, 2007; Mintzberg, 1994). Mintzberg (1994) points out three premises of this approach. The first premise is that the formulation of strategy must be controlled, conscious and formalised with a checklist of detailed steps and procedures and supporting techniques. Second, the chief executive officer should be responsible for the overall strategic planning process while the strategic planners are responsible for execution. Third, the planning process should fully develop and articulate strategies which can be implemented through operating plans and programmes (Roberts, 2000). This approach is especially effective in organisation where there is a very narrowly defined mission or the machine bureaucracy (Roberts, 2000). The machine bureaucracy refers to organisations having a vertical hierarchy, clear division of labour, standardisation of work, strict control on performance indicators with standard operating procedures carried out by staff specialists. While these organisations are highly structured, the tasks are broken down into simple and easily understood steps under a mass production line. Coupled with a stable environment and mature development, strategic planning can be more likely to be successful in these organisations (Roberts, 2000).

### **2.3.2 The Vision Approach**

An alternative to the Synoptic Approach is the Vision Approach according to Kabir (2007). This approach requires top-level management to give stakeholders a broad and general guidance on the organisation’s future. The staff within the organisation is expected to come up with all sorts of ideas on how to achieve the vision. This approach encourages innovation and strategies to emerge through a “bottom-up” process, in addition to the normal “top-down” approach. The Vision Approach is especially useful

in situation when a short ideal future scenario is developed and the units or departments within the organisation are not strictly constrained by mandates. Roberts (2000) reports that research and development organisations, such as NASA, have used this approach in a very successful way. Although the limitations of this approach are not particularly mentioned, it is expected that this approach may not be the best for highly structured and mature organisations where there are numerous stakeholders having conflicting expectations (Roberts, 2000).

### **2.3.3 The Strategic Issues Approach**

The Strategic Issues Approach is the second alternative to the Synoptic Approach according to Roberts (2000). This approach is reported to be widely and successfully used in government agencies and communities (Bryson, 2018; Nutt and Backoff, 1992). It is because there is not a requirement to expect a comprehensive integrated set of goals to be identified. Executives are to obtain a limited agreement on certain strategic issues and search for a specific set of action plans and performance measures to deal with each strategic issue. Therefore, this approach, by narrowing down the focus and requirements, becomes a “middle ground” between political and rational models of decision-making (Roberts, 2000). The Strategic Issues Approach attempts to address both political context and stakeholder requirements by planning organisational activities on strategic issues that have consensus. This approach is especially suitable for government agencies when goals are not agreed on or too abstract; no goals can be imposed on stakeholders; it is difficult to develop consensus-based vision; and the environment is very turbulent and so on (Bryson, 2018).

In summary, the three different approaches to strategic planning provide options for long-term direction and programmes to achieve an organisation’s goals and objectives (Kabir, 2007). The question of which approach is the best for an organisation depends on several factors including the organisation’s structure, composition, stakeholders’ expectations, and the external environment. The choice of using which approach will differ in how strategy is planned, implemented, and evaluated (Roberts, 2000). The Force has adopted the synoptic approach as the strategic planning is integrated and comprehensive, led by the senior management, through a formalised and deliberate process. While the Force is highly structured with clear division of labour and strict

operating procedures, this study attempts to examine whether the Force strategic planning is successful and holistic under dynamic operating environment, especially during and after the 2019 riots.

## **2.4 The Strategic Management Process**

Large companies have studied strategy as part of the management field and papers relating to “long-range planning” appears in the *Harvard Business Review* since the early 1960s until the mid-1970s (Aldehayyat and Al Khattab, 2013). During these periods, strategic planning is widely accepted as the solution to all problems in an organisation (David et al. 2013). Even though it is cast aside in the 1980s, 1990s has brought the revival of strategic management, which is widely practiced today in both the private and public sectors (David et al. 2013). Strategic management is defined as:

The appropriate and reasonable integration of strategic planning and implementation across an organisation (or other entity) is an ongoing way to enhance the fulfillment of its mission, meeting of mandates, continuous learning, and sustained creation of public value (Bryson et al. 2010, p. 495).

The conventional strategic management focuses on a systematic approach to integrate functional activities, coordinate long-term organisational plans and allow an organisation to adapt to a changing environment (Andersen, 2000). The public strategic management theory has evolved from the sole practice of strategy planning to a more comprehensive framework which includes several sequential steps and processes, such as environmental scan, strategy formulation, implementation, and evaluation (Andersen, 2000; Andrews et al. 2012; Cox et al. 2012; David et al. 2013). The formulation of strategy emphasises on the development of an organisation’s mission, mandates, strategies, and alignment with operations. Strategy implementation concerns with execution of new policies, action plans, or projects (Bryson, 2004; Poister and Streib, 1999). In the strategy evaluation stage, it is essential to review and provide feedback on what does or does not work well, how performance is measured and what corrective actions are needed for improvement (David et al. 2013). In the past decade, more attention has been placed on performance measurement and improvement (Bryson et al. 2010). The three stages of the strategic management theory are explained in the following sections.

### **2.4.1 Strategy Formulation**

Strategy formulation is originally linked to the behaviour of private companies which are expected to survive and succeed in a competitive market by defeating their rivals and sustaining their own advantages (Andrews et al. 2012). In the past decades, attention on strategy was shifted from the private sector to the public sector. It is hoped that strategy can be used in public organisations to provide better services and improve organisational effectiveness (Andrews et al. 2012; Bryson et al. 2010; Lane and Wallis, 2009; Poister et al. 2010). Research indicates that strategy formulation includes developing vision and mission, examining an organisation's internal strengths and weaknesses as well as the external opportunities and threats through conducting the environmental scan. In addition, it establishes the long-term objectives, generates various strategies, and identifies different options and initiatives that support the strategies (David et al. 2013). To do well in planning with the public sector, strategies must be formulated by the top executives and managers with assistance from strategic planners (Poister, 2010). The identification and analysis of strategic issues are to be based on extensive research with a combination of "soft" data, such as experience, sensitivity, intuition, inspiration and reflection.

In Mintzberg's classic literature on his advocate of "crafting strategy" instead of planning strategy, he posits that the traditional and conventional way of following a schedule to formulate a strategy distorts the whole process (1987). He opines that managers in an organisation are craftsmen and strategy should be their clay. They should know its capabilities, past and present, so well that the formulation and implementation of strategy merge into a fluid process when strategies are evolved (Mintzberg, 1987). Therefore, Mintzberg criticises those trying to build a formal strategy-making system. He adds that effective strategies can be developed in all kinds of creative ways and there is no one best way to formulate strategy (Mintzberg, 1987).

Planning is defined as "the articulation, justification, and elaboration of the strategic vision that the company's leader already had" (Mintzberg, 1994, p.112). To adapt to a changing environment, strategies sometimes are to be formulated as broad visions only and not in great details. He quotes an example of the Polaroid camera in 1943 when

Edwin Land's three-year-old daughter asks why she cannot see the picture he has just taken of her instantly. The vision of the Polaroid camera conceives within an hour with Land's vision and his substantial technical knowledge (Mintzberg, 1994). To think about the future in a creative and non-conventional way enables an organisation to go about its business in a dynamic environment. He further states that making a strategy should not be an isolated process while it is not a series of meetings being labelled as "strategy making". The process is to be closely linked to the management of an organisation (Mintzberg, 1994).

#### **2.4.2 Strategy Implementation**

A lot of efforts have been placed in researching into the practice of strategic planning and strategic management, but there is still a lack of literature and studies on the implementation of strategy (Alexander, 1985; Bianchi and Tomaselli, 2015). Academics argue that it is due to the linear and static approach adopted by policy makers who share the same views on the development of an organisation's structure and behaviour in local strategic planning (Bianchi and Tomaselli, 2015). In the past decade, it is noted that more studies discuss and highlight on the importance of strategic plan implementation (Abushabab, 2016; Andrews et al. 2011; Bianchi and Tomaselli, 2015; Buluma et al. 2013). Basically, strategy implementation is putting the organisation's strategic plans into action, operation, or execution, during which employees are motivated and resources are allocated to achieve the company's objectives (Al Hijji, 2014; David et al. 2013; Kaplan, 2001; Mintzberg, 2003). This is an important action stage in the whole strategic management paradigm because from the participative perspective, this is a step or process when the organisational goals and objectives are translated into key projects, in which employees at all levels within the organisation are supposed to have a role to play and to commit to action (David et al. 2013). It is the most difficult stage as it requires personal commitment from staff, deployment of resources, strict discipline in observing the timeline, and managers' ability to motivate and engage the subordinates to ensure success (Alexander, 1985). Without implementation, formulated strategies are of no use to an organisation (David et al. 2017).

One of the recent debates on strategy implementation is whether the strategic plans can

be flexible enough to adapt to changes in the external environment, in particular, when middle management is vested with the responsibility to execute the plans (Dibrell et al. 2014). By nature, a formal strategic planning process is rigid and lacks flexibility. Both academics and business leaders are advocating the need to match their companies' strategic plans to the dynamic and ever-changing environment (Dibrell et al. 2014; Grant, 2003). The findings from Dibrell et al. (2014) conclude that it is a challenge for managers to strike a balance between formal strategic planning process which is inflexible and rigid, and flexibility in execution to adapt to the changing environment. The difficulties are either the managers will be putting too much emphasis on flexibility during the implementation of organisational plans or overly formalise the process. These findings imply that if a company can find this balance between formal planning and implementation flexibility will have an advantage over other companies in the market. It requires the development of managerial skills and competence within the companies (Dibrell et al. 2014).

Apart from flexibility in implementation of strategies, successful implementation also requires skills and competence. Resources in terms of money, manpower, technical expertise, and time are key factors which are critical to accomplish implementation (Alexander, 1985). As mentioned earlier, implementation requires the participation and commitment of all staff in an organisation, it is critical for managers to motivate and engage staff to carry out and execute the formulated plans (Al Hijji, 2014). Furthermore, every unit in the company must find out how they can contribute to implement their part during the process and whether the frontline staff has the knowledge, skills and competence to execute the strategic plans (David et al. 2013).

Finally, academics also raise that communication is among the most critical factors affecting the success of strategy implementation (Alexander, 1985; Buluma et al. 2013). Implementation of strategies is often hindered by lower-level managers or frontline employees who are not adequately informed on the details of the strategic plans. When the information of the strategic plan is passed through the hierarchy, staff may have suggestions or feedbacks on the implementation process. Inadequate communication may lead to a lack of consensus and become a barrier to the overall implementation. Therefore, effective communication among all levels of employees is especially important, and they should be briefed clearly on their roles, responsibilities,

and specific tasks (Buluma et al. 2013). From the human resource management perspective, a shared understanding among the staff regarding the company's strategies through communication, either verbal or written, will lead to an implementation success (Buluma et al. 2013; Rapert et al. 2002).

### **2.4.3 Strategy Evaluation**

Strategy evaluation forms the final stage of strategic management as the top management is vested with the responsibility to evaluate the strategy, implementation progress and outcomes. It is an important step to consolidate lessons learned and to synthesise experience during the process (Ofori and Atiogbe, 2012). There are three fundamental activities in strategy evaluation. First, the review of internal and external factors affecting the current strategies; second, performance measurement; and finally, corrective action taken based on feedback (David et al. 2013). The review of internal factors includes changes in the organisation's capabilities, such as strengths and weaknesses. External factors include changes in the operating environment. Performance measurement is an important element, as the monitoring system should be tied to the incentive or reward mechanism to achieve a great impact (Armstrong, 1982). Finally, feedback should be provided in a timely fashion with regular reporting intervals so that all key stakeholders are able to see the progress of the strategic plan (Armstrong, 1982). Evaluation is becoming more important on the public sector's agenda as the budget of the government has been under scrutiny. Therefore, officials have been requested to increase monitoring and review to ensure organisations' effectiveness and efficiency (Armstrong, 1982; Bianchi and Tomaselli, 2015; Poister, 2010).

While strategic management involves how an organisation coordinates and allocates resources, the top management must be accountable for ensuring that strategic initiatives are put into action and the approaches are on the right track leading to satisfactory results (Poister, 2010). There are a few things that can help organisations evaluate strategy execution. First, top management must identify and monitor by using appropriate performance measurements to track the implementation progress. These measurements should be able to inform whether the strategic goals and objectives are achieved or not. During this evaluation process, if performance data reveal otherwise, top management must adjust the strategies or action plans to keep everything on track.

Second, there is a need to incorporate goals and objectives of strategic plan as part of an individual's performance appraisal. Another important aspect is to promote the organisation's visions and strategic plans to drive collective commitment across the organisation (Poister, 2010). Communication plan should be in place to inform external stakeholders regarding the organisation's strategies so that their assistance and support can be sought whenever necessary during the process. Finally, there is a need to ensure the consistency of strategies and plans in all sorts of documents, internal and external communications, so that credibility of the organisation is built among oversight agencies and governing bodies (Poister, 2010).

Performance management is an important element in strategy evaluation because performance measures are considered as indicators of an organisation's productivity, efficiency, and effectiveness, according to Plant (2009a). In comprehensive strategic management, it is critical to develop valid performance measures, which development is also the most challenging step in governmental organisations. The reason is that governments often have multiple goals, and they have to offer a variety of services to meet the needs of diverse groups in the community. Especially in a rapidly changing environment, the expectations and needs of these groups often conflict with the priorities of the organisation. It is a general phenomenon that public organisations are reluctant to report negative results due to the media and public scrutiny. In particular, if there is a tendency that the negative reporting will arouse sensationalised perception resulting in unfair comments (Plant, 2009a). This unique situation facing public organisations makes it difficult and challenging to fairly measure organisational performance due to these complexities. Unlike the private sector, governments or public organisations must satisfy different, sometimes conflicting, needs of various stakeholders, and often with limited resources. The need to develop a flexible yet robust performance measurement system is a common and continuous challenge in the public sector (Plant, 2009a).

In conclusion, strategic management enables an organisation to take proactive action in shaping its own future rather than just responding to challenges or changes occurred externally. Historically, strategic management assists organisations to formulate strategies in a systematic, logical, and rational way, which is also known as the formal strategic planning. With a more dynamic and rapidly changing operating environment,



strategic management is becoming more popular as a tool to tackle uncertainty and to identify emerging issues impacting on an organisation's future behaviour (Itani et al. 2014). While resources are limited and should be prioritised, the strategic management process is essential to allow an organisation to make objective and rational strategic choices. The process, instead of the decision or plan, is the most significant benefit of strategic management, and communication is a key to success (David et al. 2013). The Force has a well-documented strategic management practice from the Force Vision, Common Purpose and Values, strategic planning, implementation to review, driven by a dedicated unit previously led by the researcher, like what Poister (2010) proposes. The Force also has the advantages of strategy being formulated by senior management knowing the organisation well as mentioned by Mintzberg (1987). The question is, allowing creative and non-conventional ways in "crafting strategies" is only allowed under specific circumstances such as during the 2019 riots. In the long run, there are a lot of constraints and legal obligations controlling new ways of thinking. In addition, the performance measurement of the Force is complex and whether the implementation and evaluation stages are fluid enough is subject to further investigation in this study.

## **2.5 Strategic Planning: from Private Sector to Public Sector**

### **2.5.1 The Theoretical Debate**

The literature reveals that strategic planning and strategic management have started in the private sector since the early 1960s (Abushabab, 2016; Aldehayyat and Al Khattab, 2013). Only until the 1980s, governments at all levels in the US have been implementing a series of reforms relating to improving government performance, increasing productivity and responsiveness (Bryson, et al. 2010; Hendrick, 2003). They also adopt private-sector management practices including strategic planning, performance-based budgeting, cost accounting and so on assuming that what works for business sector would work for the government likewise (Hendrick, 2003). Many academics and practitioners find significant differences between public and private organisations. They have noted that the above-mentioned private-sector practices may not be applicable to the public sector in a simple way. The differences between private and public organisations have impact on how these practices are implemented and certainly affect the overall effectiveness (Bryson and Roering, 1987; Hendrick, 2003;

Nutt and Backoff, 1993). Despite considerable empirical research on strategic planning effectiveness and implementation under different circumstances, majority of these studies focus on the private sector (Hendrick, 2003). Having said that, the existing knowledge available from the literature on strategic management in the private sector forms a good foundation for other researchers to build on.

It is worth noting that conventional and formal strategy formulation approaches have been criticised by academics since the early 1980s (Grant, 2003) and strategic planning sees a decrease of popularity and influence (Elbanna, 2007). This is mainly because strategic planning tools are unable to deliver the expected outcomes. Many large companies therefore lose their confidence in strategic planning and dispense with their teams of planners. In addition, there is a continuous controversy among researchers regarding the relationship between strategic planning and organisational outcomes, which is largely seen as problematic (Andersen, 2000; Elbanna, 2007; Greenley, 1994). Hussey (1999) gives a very interesting example that success is not easily measured even in the same company during the same period. He quotes Quinn's research (1980) on Xerox as one of the most successful companies in his study of the theory of logical incrementalism. However, Hamel and Prahalad (1994) subsequently use Xerox over the same period as an example of a strategically failing case. Hussey (1999) concludes that the operational effectiveness has kept the company profitable, but the relative market share of Xerox has been declining.

### **2.5.2 Is Strategic Planning of Value to Public Sector?**

While the previous literature reveals that strategic planning has lost its popularity and influence since early 1980s as several management scholars have criticised both the theoretical foundations of strategic planning, particularly its impossibility of forecasting, and investigations of strategic decision making (Grant, 2003, Mintzberg, 1994), it has regained some reputation during the 1990s (Elbanna, 2010). Strategic management is considered a managerial practice of the private sector being transferred to the public sector. It has been driven by the new public management reforms as a core component and becomes a unique concept as public strategic management (Fard et al. 2011; Johnsen, 2016; Mintzberg, 1994). Many academics believe that strategic planning is beneficial to an organisation in many ways, for instance, developing the

organisation's vision and mission, being able to succeed in an ever-changing environment through adjustment, and achieving organisation's goals (Bryson, 2018; Salkic, 2014). Bryson (2018) further points out the five benefits of strategic planning in non-profitable and public organisations: first, promoting strategic thinking and action; second, improving decision-making process; third, improving the organisation; fourth, improving the overall organisation of work and results within an organisation; and finally, benefitting all employees directly within the organisation (p. 5). Other literature points out that government agencies which benefit from the development of medium to long-term plans, can connect the present prevailing situation to a meaningful future vision (Itani et al. 2014).

In the 2010s, a considerable number of studies and research on the application of strategic management theories in public sector organisations have been conducted in the western countries, such as the US, UK, Canada, France, Italy, Australia, Poland, Denmark, Sweden and Norway (Abdel-Maksoud et al. 2015; Andrews et al. 2011; Ayande et al. 2012; Bianchi and Tomaselli, 2015; Bryson et al. 2010; Dworzecki and Hryszkiewicz, 2016; Elliott et al. 2019; Favoreu et al. 2016; Genc and Sengul, 2015; Hansen and Ferlie, 2016; Hoglund et al. 2018; Johnsen, 2016; Ugboro et al. 2011). These studies cover a wide range of topics concerning strategic management practices in the public service. Andrews et al. (2011) study the relationship between strategy implementation and public service performance in the Welsh local authority departments which offer a wide range of public services. Based on the seminal model of strategic management by Miles and Snow (1978), the study evidences that the impact of implementation style on organisational performance is mediated by organisational strategy. The findings also reveal that there is no one best way of implementation and implementation style alone is unable to enhance performance (Andrews et al. 2011). Whilst these studies analyse and characterise strategic planning processes from theoretical approaches supported by literature, academics continue to advocate researchers to advance strategic public management research and practice in several ways. These include research on actual practices of the strategy in public organisations to develop realistic and robust public strategic management theory as well as research on the direct or indirect relationship between strategy and organisational performance (Bryson et al. 2010; Favoreu et al. 2016; Johnson et al. 2007).

Since early 2000, academics have also started to expand on the strategic management and strategic planning research to the less developed regions, such as Taipei, Malaysia and Hong Kong in Southeast Asia; Iran, Oman, the UAE, Palestine and Jordan in the Middle East; and Egypt and Ghana in Africa (Ahmad and Farley, 2014; Al Hijji, 2014; Aldehayyat and Al Khattab, 2013; Analoui and Samour, 2012; Chen, 2005; Cheung and Yu, 2020; Elbanna, 2007; 2008; 2009; 2010; 2013; Elbanna and Fadol, 2016; Fard et al. 2011; Ofori and Atiogbe, 2012). Ahmad and Farley (2014) examine the funding reforms in the Malaysian public universities from the strategic planning perspective. Another paper discusses on the strategic management and strategic planning practices in academic libraries in Oman through content analysis of the relevant literature and in-depth interviews with a view to creating a specific strategic management model (Al Hijji, 2014). Chen (2005) establishes a comprehensive model of strategic management through an empirical study on examining the Taipei International Airport and comparing it with six major competitors in Asia, including Singapore and Hong Kong. Elbanna (2007) conducts a series of studies in Egypt and the UAE which include the nature and practice of strategic planning; testing the relationship between strategic planning practice and participation, and the effectiveness of strategic planning respectively (2008; 2009; 2010); and the processes and impacts of strategic management (2013).

In the study conducted by Fard et al. (2011) on public sector strategic management in Iran, the authors argue that there are several important factors affecting its success and failure and examine important barriers during the strategy implementation. They highlight the characteristics of public organisations. These include first, the purpose and mission of public organisations are generally decided by external stakeholders. This does not necessarily mean that the external stakeholders will physically participate in the discussion process on deciding the organisation's vision or mission. However, for public organisations, the purpose, vision, and mission must be beneficial to members of the public for the greater good of the society. Second, public organisations are usually constrained by pre-determined legislation or statutes. They must perform under certain legal boundaries or regulations that, on some occasions, the head of a public organisation or a government department may not have the full autonomy to decide on every aspect of a strategy. Third, rather than only observing the financial performance, the primary role of public organisations is to maximise the output in terms of quality

service or fulfilling a certain role and duty within a given budget. Prudent financial management by public organisations or government departments is regarded as effective management. Fourth, a strong leadership is a critical factor to the successful implementation of public strategic management. Finally, the understanding of the implementation procedures by the employees is very important to ensure success. The authors conclude that the empirical results of this research in the Iranian public sector help practitioners in the development of strategic planning in the future (Fard et al. 2011). Table 2.2 summarises the characteristics of public and private organisations under the context of strategic management (David et al. 2013; Fard et al. 2011).

	<b>Public Organisations</b>	<b>Private Organisations</b>
<b>Purpose &amp; Mission</b>	Decided by external stakeholders	Decided by board of directors
<b>Legal Boundaries</b>	Constrained by pre-determined legislation or statutes	Less constrained
<b>Strategy</b>	Less autonomy and less flexible	Full autonomy and more flexible
<b>Goal/Output</b>	Quality service within budget	Financial performance
<b>Financial management</b>	Prudent financial management regarded as effective management	Profit maximization regarded as effective management

**Table 2.2 - Characteristics of public and private organisations under strategic management**

Despite the continuous debate on the critical factors or barriers during plan implementation in the public sector and the merits of strategic management, there are other studies which produce empirical evidence linking organisational strategy formulation and implementation with public sector performance (Andrews et al. 2011; Genc and Sengul, 2015; Johnsen, 2016). Boyne (2001) also reports that the UK Government emphasises on rational planning assuming that the approach of decision making through planning will lead to a better performance. In another study conducted by Johnsen (2016), he attempts to contribute to the knowledge base regarding the practices and impacts of strategic management in the Norwegian municipal governments by replication. The survey results show that strategic planning and management is widely adopted, and the impact is generally positive. It concludes that a high degree of strategic management and higher stakeholder involvement lead to better perceived impacts of strategic planning (Johnsen, 2016). These findings corroborate with the studies and meta-analyses conducted in the 1990s that there is a significantly positive relationship between formal planning and organisational performance, bringing both financial and non-financial benefits (Greenley, 1986; Miller

and Cardinal, 1994; Schwenk and Shrader, 1993).

### **2.5.3 Barriers and Inherent Problems to Strategic Planning and Strategic Management in Public Organisations**

It is noted from the literature that there are still barriers and inherent problems despite the popularity of strategic planning as a decision-making framework and tools for public management. Some research finds that strategic planning is perceived by members of staff generally, the sole responsibility of top management. Therefore, the staff have little commitment and ownership in the whole process (Ofori and Atiogbe, 2012). Many people view the strategic planning process as a rigid, complex, and time-consuming exercise and doubt its value (Miller and Cardinal, 1994; Mintzberg, 1994; Ugboro et al. 2011). The usual practice for an organisation is to set a vision for the future, then a strategic plan document developed to achieve the goals and objectives. A strategic plan should be an organic document evolving constantly according to the organisation's need, instead of a "set-and-forget" instrument (Paton, 2018). In some cases, however, after so much effort spent in developing the strategic plan, it has little impact on the day-to-day operational decision-making process. In extreme cases, the frontline operations do not align with the organisation's strategic vision at all (Mintzberg, 1994; Plant, 2009b).

There are three fallacious assumptions of strategic planning: that prediction is possible, that strategies can be detached from operations, and that strategic planning can be formalised (Mintzberg, 1994). Regarding the fallacy of prediction, Mintzberg (1994) criticises that the world is presumed to be stable and holds still when a plan is formulated. He thinks that it is basically impossible for a company to construct forecasts with an accuracy of what will happen in the future. On the contrary, while seasonal patterns can be predictable, "the forecasting of discontinuities, such as a technological innovation or a price increase, is virtually impossible" (Mintzberg, 1994, p. 110). For the fallacy of detachment, Mintzberg (1994) opines that many companies always detach strategies from operations, formulation from implementation. He further posits that strategy making is a complex synthesis of information involving critical thinking. A strategy can be both deliberate and emergent because, through a process of learning, strategies can emerge without the conscious intention of senior management. Finally,

regarding the fallacy of formalisation, Mintzberg (1994) raises the problem that formal systems are unable to internalise, comprehend or synthesise information, but only to process it. Formal procedures as mentioned before are unable to forecast discontinuities and create non-conventional strategies. Therefore, strategic planning is only “strategic programming” (Mintzberg, 1994).

## **2.6 Strategic Management in Law Enforcement Agencies (LEA)**

This study attempts to examine the strategic management practice in the Force. It is necessary to review the literature on research conducted in other LEA around the world to find out what has been done in the past, what is missing and how this study contributes to fill the gap in theory. Managing a large police organisation in a VUCA world is extremely challenging. The literature has explored how to enhance police effectiveness through organisational design, how to measure police effectiveness and organisational performance in modern police organisations and the challenges of the Twenty-first century policing (Chiu, 2012; Gillet et al. 2013; Gupta and Gupta, 2018; Kelling and Coles, 2017; Moore and Braga, 2004; Rosenbaum et al. 2015; Sparrow, 2015; Xie et al. 2013). In the past decades, despite the popularity of strategic planning and strategic management in many non-profitable organisations and the public sector in developed countries, such as all levels of the US government as mentioned by Bryson et al. (2010), it is found that research focusing on LEA or police organisations are comparatively fewer than those relating to the whole government or municipalities (Johnsen, 2016). Key pieces of research in LEA include review of strategic planning process in the Force; alignment of frontline police performance and police strategy; the impact of innovation and strategic planning on enhancing organisational performance in the Dubai Police; how strategic management can be used in parallel with a quality assurance system to manage police organisations in Poland; influence of strategic planning on organisational performance in the English and Welsh police forces, fire services in France and Royal Malaysian Police; the role of planning units and the development as well as implications of strategic planning in the US local police organisations (Alosani et al. 2019; Cheung and Yu, 2020; Dworzecki and Hryszkiewicz, 2016; Elliott et al. 2019; Favoreu et al. 2016; Haberman and King, 2010; Kadir and Jusoff, 2009; Marnach et al. 2014; Scott, 2010; Zhao et al. 2008).

While the definitions of strategic planning and strategic management are detailed in the previous sections, it is important to outline how they differentiate from tactical and operational planning given the fact that these terms and concepts are always used in the law enforcement context. Literature reveals that strategic plans focus on the projected years it would take to implement them which range from a maximum of ten years to a minimum of one year (Zhao et al. 2008). The strategic plans will cover the development of a plan, the key elements and details of the plan, and performance indicators or measurements. For tactical and operational planning, it usually involves a single event or a series of events to be held within a certain period of time. The planning lead time will range from one day to one year. The format of planning is laid down in a standard operational procedure or an operational manual. For instance, during the training in the Police Tactical Unit (PTU), all commanders are trained to plan a tactical operation in a pre-set format which models the military format, “GSMEACT”, representing Ground, Situation, Mission, Execution, Administration and Logistics, Command and Signals, and Timing. While the strategic management process involves strategic planning, implementation, and review, tactical and operational planning involves planning, execution and after action review.

Measuring organisational performance of police service is extremely difficult due to its complexity, and perception of police officers at one time might be affected by the changes in the police force (Elliot et al. 2019). Academics further question the usefulness of strategic management and the effectiveness of strategic planning in police forces (Elliott et al. 2019; Zhao et al. 2008). Other literature suggests extending existing research to further examine the contextual and organisational factors affecting the adoption and dynamics of public strategy approaches. It also recommends an investigation on the direct and indirect relationship between strategy and public organisation performance (Favoreu et al. 2016). The effectiveness of strategic planning can be measured by six items:

- (1) It increases effectiveness in achieving the organisational objectives.
- (2) It leads to the development of a sustainable competitive position.
- (3) It increases efficiency in police operations.
- (4) It increases employees’ satisfaction.
- (5) It enhances organisation’s public image.
- (6) It increases the quality of police service to the public. (Elbanna, 2009, p.176))



Finally, there is a lack of literature addressing the specific complexity in the Asian context, such as Mainland China, Singapore, Japan, South Korea, and Hong Kong, as a few factors situated in such a timing of the history which shape this complexity. In fact, efforts produced by both researchers and practitioners in the last decade have mainly focused on western countries and the Middle East (Abushabab, 2016; Elbanna, 2010). In Hong Kong, the research by Mitchelmore (2010) is the first attempt to use the Force as a case study to examine the alignment of frontline police performance and police strategy. Chiu (2012) focuses on the development and impacts of a new performance management system, which has little implications on the overall Force strategic management practice. While the study by Cheung and Yu (2020) has thoroughly reviewed the Force's strategic planning process through the lens of 3H framework and future studies, it does not cover the implementation and review. The authors suggest extending the research to examine the Force strategic management through frontline police officers' perception (Cheung and Yu, 2020), which becomes one of the main foci of this study.

## **2.7 Emerging Issues of Strategic Planning and Strategic Management**

Strategic planning has been demonstrating more existence in the public sector over the past decades when more and more government departments, municipalities, city governments and public universities continue to use this as a tool to improve organisational efficiency and effectiveness (Abushabab, 2016; Elbanna, 2010; Ofori and Atiogbe, 2012; Plant, 2006; Poister and Streib, 2005). While strategic planning process is often considered as a top-down exercise with limited involvement of front-line staff whose knowledge and experience are being ignored in the process, increasing participation is a significant factor contributing to the comprehensiveness of strategic plan implementation (Elbanna and Fadol, 2016; Plant, 2006). There are several benefits of increased participation, first, it can generate new ideas and encourage a commitment to strategic plan implementation. Second, with increased strategy acceptance and consensus among employees, team spirit and cohesiveness will be improved. Third, through participation, employees at different levels can voice out diverse views which contribute to decision making (Elbanna and Fadol, 2016). The issue, however, is that participation does not guarantee employees sharing the beliefs, purposes or aims of the

strategic plan. A bottom-up or an emergent approach is proposed as a necessary component in the strategic planning process, so that more staff could be involved in the decision-making process and be motivated to support organisational goals. Empowerment of lower levels should be emphasised in order that an organisation could succeed in aligning the strategic plans with daily operations as well as performance management (Mintzberg, 1994; Plant, 2006).

To maintain the competitive advantage of a company, continuous adaptation of the company to its environment, based on internal and external diagnosis of the operating criteria, becomes essential (Fuertes et al. 2020). For example, the “new normal” during the pandemic across the globe and the digital era are affecting government policies, legislation and people’s daily lives, and have great impacts on how an organisation formulates strategies. Given the increased pressure on governments in a dynamic environment, all staff including managers, supervisors and frontline employees are required to make more flexible arrangements to meet the emerging needs of the organisation (Plant, 2006). More research is being called for concerning how public sector organisations deal with drastic changes in their environment recently and the moderating effect of dynamic environment on the relationship between strategy implementation and organisational performance (Elbanna and Fadol, 2016).

From the LEA’s perspective, policing is originally organised on a regional or country basis. This partially explains why it is difficult for different police forces nowadays to cooperate and tackle the borderless and high-paced crime landscape. Another significant theme is that technology-enabled crimes have largely replaced the more traditional crimes such as burglary, robbery, and juvenile delinquency (Dworzecki and Hryszkiewicz, 2016). Consequently, the society needs more adaptive, flexible and non-conventional law enforcement responses to crime. Therefore, practical implications are needed to help practitioners and strategic planners to overcome barriers relating to strategy formulation, strategy implementation and strategy evaluation with a view to achieving the ultimate goal in enhancing organisational performance (Bianchi and Tomaselli, 2015). According to Heracleous and Jacobs (2011), creative strategising can be a direction for future research in most organisations. In modern policing, the most challenging question for a police force is whether its organisational agility and legitimacy can be maintained (Cheung and Yu, 2020).

Johnsen's study on practices and impacts of strategic planning in the Norwegian municipalities also points out that research on this subject has mainly focused on Anglo-American countries (2016). There is a need to generate more knowledge from replicated surveys on other regions' adoption of strategic management and its impacts for future comparative research purpose (Johnsen, 2016). It is suggested that the survey results should be complemented by using interviews as a method of data collection to provide rich and contextual description of events (Elbanna and Fadol, 2016). It is important to know how employees understand through strategic planning where the organisation wants to go and how to get there (Booth, 2018). Responses from stakeholders and objective performance statistics on strategic planning outcomes are essential to illustrate the impact of strategic management in different levels within the government or in different countries during different periods (Johnsen, 2016).

## **2.8 Overview of 3H Framework**

The 3H framework is a methodology for managing people and organisational issues holistically (Yu, 2021). "Heart, Head and Hand" are used metaphorically representing the dimensions of people, organisation, and competence respectively, that managers must holistically manage them for long-term organisational success. "Good management is an art and science of getting things done effectively and efficiently through people and other required resources guided by the 3H framework" (Yu, 2020). The 3H framework can be used as a tool or thinking paradigm for assessing people and organisational issues in a more comprehensive way. Each H domain of the 3H framework is based on classic theories rooted in well-established management literature in respective fields (Cheung and Yu, 2020; Yu, 2020). Transformational leadership and motivation are key elements of H1 Heart domain, which are based on the seminal works of Bass (1995; 2010) and Nicholls (1994). H2 Head domain is represented by strategic planning and management, structure, and governance, based on the works of Mintzberg (1987; 1994) and Senge (1990; 2000; 2003) while H3 Hand domain focuses on competence and how to build a learning organisation through training and development (Barney, 1996; 2001).

The "Heart, Head and Hand" concept is first established by Nicholls (1994)

representing three types of leadership, namely inspirational (people), strategic (organisation), and supervisory (operation). Instead of using the three elements on one construct, Yu (2020) uses the “Heart, Head and Hand” as necessary factors with an integration strategy, to synergistically complement each H domain to manage the entire strategic planning process holistically and to achieve an organisation’s strategic goals (Cheung and Yu, 2020). For this research, such a relationship can be expressed by the following formula:

$$\text{HSM} = f(\text{H1cH2cH3})$$

HSM = Holistic Strategic Management

c = Complement to connect and integrate

H1 = Heart (leadership, motivation, and engagement ability)

H2 = Head (ability of strategic, organisational and operational planning)

H3 = Hand (operational and functional ability, competence, skills and knowledge)

The existence of each domain (H1, H2 and H3 in the formula) is a necessary factor or ingredient for building a holistic strategic management. Level of cohesiveness of all three H domains represents the level of efficiency and effectiveness of the entire strategic management practice. For securing an organisation’s sufficient conditions for holistic strategic management, the organisation must ensure the synthesis or integration of all three H domains. This is the underlying assumption of the 3H framework which posits in this thesis. The management theories and concepts relating to the respective domains will be explained in the following sections.

### **2.8.1 Heart-related Management Theories (H1)**

Heart-oriented dimension concerns leadership, motivation, and other human aspects, such as organisational values, culture, and communication in management theories, to motivate employees to commit to achieving organisational goals. Dealing with people is the most challenging aspect among the three dimensions because it is the most difficult task to change their attitudes and behaviour. Heart-oriented leadership emphasises leaders to impress, inspire and empower followers with a sense of purpose. They would focus on building a long-term relationship and injecting purposes and values to their staff. Before the implementation of any new initiatives or changes, the management must first address the heart dimension well in advance (Cheung and Yu,

2020; Yu, 2020).

Leadership has a complex nature (Nicholls, 1994). The word itself has a variety of meanings which refers to different things to different people. Nicholls (1994) defines “leadership” as “the effect of the leader on people, individually or collectively, in relation to their environment” (p. 8). He posits three types of leadership, namely supervisory, strategic, and inspirational, and further uses the metaphor of hands, head, and heart to describe them respectively (1994). The Head and Hand leadership is referred to as “managerial leadership” which is usually applied under the operational context. The foci are about the organisation strategy and supervision of daily operation. The Head, strategic leadership, is specifically referred to the physical head or leader of an organisation or company (Nicholls, 1994). Inspirational leadership focuses on the heart of people who work in the organisation. This leadership concept is not only confined to organisations or companies but also commonly found in different social or political settings. The leaders generate or provide a “vision” for the employees to follow and give a way forward. The vision can draw people together and work towards a more meaningful path. Inspirational leadership will encourage alignment between people’s beliefs and the leader’s vision. It touches people’s hearts and minds and stimulates meaningful activities. Inspirational leaders can “emerge” when an individual is having strong and clear ideas with determination (Nicholls, 1994).

Other literature describes leaders as architects who give employees a structured map or blueprint which helps them connect their everyday work with the organisation’s ultimate goals or aspirations (Carton, 2018). This leadership concept is highly connected with motivation and job satisfaction. Carton (2018) uses the example of NASA leaders who try to enhance the work’s meaningfulness. The classic example is at the time when the US President John F. Kennedy was leading NASA in the 1960s. He once asked one of the employees what he was doing. The employee said, “I’m not mopping the floors. I’m putting a man on the Moon.” (Carton, 2018, p. 323). Kennedy’s four sense-giving steps further explain how to instil more meanings into the routine everyday work and to connect employees’ work with the organisation’s ultimate aspirations. Although it may be difficult for employees to understand how their work is linked to a company’s vision and mission, it is the leader’s responsibility to enhance employees’ ability to bridge this gap. The gap between work and aspirations is difficult

to align because aspirations are sometimes perceived to be too distant psychologically. In other words, it is not always easy to visualise the organisation's ultimate aspirations (Carton, 2018).

In the past century, motivation such as needs satisfaction has been studied extensively by researchers. These studies provided new perspectives to understand the implications of workplace motivation (McRee, 2018). The five basic human needs, physiological, safety, love, esteem and self-actualisation, become the foundation of human motivation seminal work (Maslow, 1943). Once a basic need is satisfied, human will tend to look for a "higher" motivation. The theory further explains that when people become self-sufficient in the physical and social environment, self-actualisation would be attained by drawing on hidden resources (Maslow, 1943). The learned needs theory by McClelland in the 1960s is another classic on human motivation (2010). This theory has three primary motivators or motivational drivers, namely need for achievement, need for affiliation, and need for power. Ryan and Deci (2008) identify autonomy, competence, and relatedness as three basic and universal human psychological needs called the self-determination theory. Whenever these needs are not satisfied, this theory aims to find out which need is frustrated through the social and developmental environment (Cheung and Yu, 2020). The research by DeCharms (2013) focuses on the power of individuals in their environment who believes that motives are built upon personal desire. He believes that motivation and self-initiated change is influenced by personal knowledge and experience (DeCharms, 2013).

Apart from leadership and motivation, Heart domain also includes key constructs such as organisational culture and values. Two empirical studies on the police organisations provide evidence that motivation and work engagement of police officers are significantly impacted by perceived supporting leaders and conducive core values (Basinska and Dåderman, 2019; Gillet et al. 2013). It posits that motivated and engaged officers are more willing to commit extra effort and "want to" do the job well (Yu, 2020). However, the literature reveals that even all employees are motivated and committed in supporting a company's initiatives, its strategic goals will not be achieved if strategies are poorly planned and managed (Cheung and Yu, 2020). To avoid such common management pitfall, the Head dimension to be discussed below shall shed light on strategy formulation, implementation and review.

## 2.8.2 Head-related Management Theories (H2)

“Head” domain refers to the planning, organising and control ability of strategists, corporate strategic planners and executive level managers mostly occupying middle to top management positions (Cheung and Yu, 2020). They are required to have strategic thinking, analytical mind, and management skills. Contemporary strategic management theories, including macro-organisational environment analysis, resource-based view, balanced scorecard, and strategy map, come under the “Head” domain (Yu, 2020). Head-oriented implementation requires an ability to view the world and think in innovative and unconventional ways during strategy formulation (Hamel and Breen, 2007). Academics advocate the framework for a strategy map to include the four dimensions under the traditional balanced scorecard, namely financial perspective, customer satisfaction, operation process, and learning and growth (Kaplan and Norton, 1996; 2006). It is equally important to develop an organisational process to synthesise and integrate the human, technical, physical, and financial resources to build up the organisational core competence (Yu, 2020). On the other hand, Mintzberg (1987) believes that strategy planning is a crafting process instead of a rigid and mechanical one. Strategists must possess strategic thinking, planning, analytical and creative skills, which are critical and important to adapt to an ever-changing and dynamic environment (Cheung and Yu, 2020).

The Head approach outcomes can be evidenced by the organisation’s generic competitive advantages of CRIAQES (H3 Hand):

- Citizen responsiveness – how to respond to people’s needs
- Innovation – how to manage operational process and offer new services
- Agility – how to be flexible and maintain dexterity in deployment
- Quality – how to deliver quality service and meet performance pledges
- Efficiency – how to yield cost effectiveness in all activities
- Speed – how to maintain efficiency in response to emergencies and 999 calls (Yu, 2020)

Apparently, planning organised programmes and activities (H2) and CRIAQES in service delivery (H3) plays a vital role. When the H1 Heart dimensions, i.e., the “soft”

side, are duly considered in the strategic planning process, the workforce will become more motivated to implement the strategy. When the H3 Hand competence issues in the entire operation system have been addressed well, the workforce can achieve the organisation's goals more efficiently. Furthermore, even a sound strategic plan is developed, if there is a lack of planning and control (H2), the management will lose control of the implementation progress. If the workforce is not well-trained or equipped properly (H3), execution of strategy and action plans will be slow and erroneous (Cheung and Yu, 2020). The final Hand-oriented (H3) dimension covers the employee competence, training and development thus playing a vital role in strategy implementation and it will be discussed in the next section.

### **2.8.3 Hand's Competence-based Theories (H3)**

The "Hand" metaphor refers to the occupational skills of the frontline workers such as the operatives, technicians, and general staff in an organisation (Yu, 2020). In the law enforcement context, the competencies of a police officer may include criminal investigation, public order events management, emergencies handling and knowledge of laws and procedures (Cheung and Yu, 2020). H3 Hand domain focuses on employees' competence and how to build a learning organisation through training and development (Barney, 1996; 2001). No matter how great a strategy or plan is, business and functional programmes and plans must be implemented and carried out by frontline staff to achieve organisational strategic goals (Cheung and Yu, 2020). The scope, duties, and responsibilities must be explicit and well-defined to facilitate the work of frontline staff in an efficient and effective manner (Yu, 2020).

The Hand-oriented approach requires capacity building including, knowledge, competence, technical and operational skills. For the acquired knowledge and skills relating to policing, these include regular curriculum offered in the police foundation training, special trainings such as criminal investigations, negotiation, forensics, and so on (Hong Kong Police Force, 2020a). A strategy must be translated into operational and functional action plans or projects with realistic timeline so that frontline officers can follow a series of planned activities. To achieve these, knowledge management (KM) programme is essential to allow police officers to leverage on the latest technologies to search, capture, archive and distribute useful knowledge and practical experiences



within the organisation. Knowledge workers with improvising skills and tacit knowledge can always stay ahead of the wave in a dynamic operating environment. A police organisation must continuously seek improvement and embrace technology in the digital age (Cheung and Yu, 2020).

Senge has been conducting research on building learning organisations, KM and the impact of organisational learning on management practice since the 1990s (Senge, 1990; 2000; 2003). The notion of the learning organisation begins to get the attention of business academics and senior managers. Two questions have been constantly asked, “how can we build organisations in which continuous learning occurs? And, what kind of person can best lead the learning organisation?” (Senge, 1990, p. 7). He further states that the key to an organisation’s survival is the ability to explore new business and organisational opportunities continually so that new sources of growth can be created (Senge, 1990). Therefore, the roles, skills and tools to build up the leadership in a learning organisation are important (Senge, 1990). This is particularly relevant to a police organisation because there are different levels of police commanders and management training is a key element in developing leadership in the organisation. The Chief Executive Officer (CEO) of Shell Oil, Phil Carroll, has once said about learning that “every process of transformation is a series of individual learnings and decisions by people. It must start with personal change. The abstraction of corporate change is a result, not a method” (Senge, 2000, p. 60). It means that becoming a “learning organisation” is a long journey that takes a long time, and is challenging to reach the destination. To encourage people to learn, they must feel and understand that their conventional ways of coping with their problems no longer suffice, and they must be motivated to learn new and unconventional ways (Senge, 2003).

#### **2.8.4 Towards Building a Holistic Strategic Management (HSM)**

The underlying assumption of the 3H framework is that the three domains in the formula are necessary factors for a holistic strategic management. Level of cohesive complement of the 3 H domains will impact on the level of efficiency and effectiveness of the organisation’s strategic management practice (Cheung and Yu, 2020). HSM is defined as “the all-encompassing process of developing and managing a strategic agenda” (Poister and Streib, 2005, p. 46). It can be described using the same broad

concept that it embraces the whole managerial decisions and actions which will determine the organisational performance in the long term (Koteen, 1989). A holistic strategic management practice is of extreme importance to public organisations as they are operating in an era of dynamic changes with increased demands from various stakeholders and a growing need for multi-modal solutions to problems (Poister, 2005). As Hendrick (2003) points out, participants' satisfaction with the planning process and strategies is an important factor affecting the impact of organisational planning and strategy development. Therefore, satisfaction with planning is often used as an indicator of the effectiveness of planning or planning impact (Hendrick, 2003).

The aim of a holistic strategic management is to secure a sustainable and effective organisational performance. The subject of the relationship between strategic planning and organisational performance is one of the most widely discussed issues in management literature (Andrews et al. 2006a; Andrews et al. 2009; Boyne, 2001; Miller and Cardinal, 1994; Rudd et al. 2008; Yusuf and Saffu, 2009) and it is generally concluded that strategic planning positively influences firm performance (Dibrell et al. 2014; George, 2017; Johnsen, 2017; Miller and Cardinal, 1994). In the 2010s, more studies on the relationship between strategic planning practice and effectiveness have been conducted in the Middle East, Canada, and Norway (Elbanna et al. 2015; Elbanna and Fadol, 2016; Genc and Sengul, 2015; George, 2017; Johnsen, 2017; Jung and Lee, 2013; Walker, 2013; Wolf and Floyd, 2013). Nevertheless, the findings are mixed, and research conducted in the Asia Pacific Region including Mainland China, Hong Kong and Singapore is still lacking.

Organisational Performance is a key concept in management field with multi-dimensions (Andersen et al. 2016; Hubbard, 2009; Walker et al. 2010). In both public and private organisations, measuring performance is used to indicate the efficiency, effectiveness and productivity of an organisation. Measuring organisational performance in the private sector is a straight-forward process, usually by the financial performance. However, measuring a public organisation's performance, especially a police force's, is a complicated and difficult endeavour. Performance of the police can be measured from the crime rate, detection rate, satisfaction of service users, productivity of traffic enforcement, efficiency in providing quality service, and effectiveness in operation and administration (Analoui and Samour, 2012; Boyne, 2003;

Plant, 2009a). However, it must be highlighted that some police services are difficult to quantify. Examples include prevention of crime due to enhanced police presence, time spent in resolving an incident or police report to avoid it turning into a criminal case, community engagement, anti-crime publicity efforts, and so on.

Strategic planning has been widely adopted as a management tool in contemporary organisations, both private and public, across international settings (Rigby and Bilodeau, 2007). It assumes that the successful adoption of strategic planning may lead to a positive consequence in terms of organisational performance. Recent research asks an important question of whether strategic planning improves organisational performance through a meta-analysis of 87 correlations from 31 empirical studies (George et al. 2019). The findings reveal that strategic planning has a significant and positive impact on organisational performance in all types of organisations, regardless of private and public, across the globe. It also suggests that formal strategic planning yields the strongest positive impact on organisational performance (George et al. 2019). The term “formal” in strategic planning is characterised by the extent of internal and external analyses as well as the existence of organisation goals, strategies, and plans, which are all critical to enhancing organisational performance. Finally, whether the organisation can achieve its goals is considered a proof of organisational effectiveness (George et al. 2019).

The literature continues to look into the relationship between strategic planning and organisational performance, and how organisational performance is measured or enhanced, either through a review of literature concerning the planning-performance model or empirical research (Andrews et al. 2006b; Johnsen, 2017; Jung and Lee, 2013; Miller and Cardinal, 1994). The factors contributing to strategic planning success include committed planning participants, collaboration and strategic plan design, external political support, integration of strategic planning and strategic management as well as a broad participation, such as including employees from all levels of the organization, will help produce more desirable results (Bryson et al. 2017). More studies are being called for to find out which strategic planning approaches work best under different internal and external contexts; to explore how strategic management being applied in public organisations and how it leads to possible outcomes; and what types of resources are necessary for effective strategic planning (Bryson et al. 2017;

Höglund et al. 2018; Johnsen, 2016).

This section discusses how the theories used to illustrate the 3H framework reinforce the benefits of strategic planning and strategic management. Through the effective integration of 3H domains, a holistic strategic management model can be built to help an organisation succeed in a dynamic and complex environment. Using the Force as a case study attempts to highlight the limitations of the traditional approach adopted in the past decade and to illustrate how a 3H approach can be adopted and the benefits it provides.

## **2.9 Chapter Summary**

This chapter gives an overview of strategy, strategic planning and strategic management literature from their definitions, historical development since the 1950s in the private sector, the recent research in the 1980s to 1990s when the concepts are transferred from the private sector to the public sector, and how public strategic management has become widely accepted in public organisations in the past decade. The key debates on the relationship between strategic management process and organisational performance are also discussed highlighting the barriers and emerging issues raised in contemporary research agenda. It also discusses the continuously conflicting views about the values of strategic management in the public sector. There are different levels of strategy formulation such as global, regional, corporate, business, and functional strategies. Strategy design and implementation depend on managing four key processes including operations, customer relationships, innovation and regulatory. To ensure sustainable success in an organisation, it must link those processes to the desired outcome by strategy mapping with continuous evaluation, measurement and improvement of the processes (Kaplan and Norton, 2004).

The three dimensions under the 3H framework and the main theoretical base under Heart (H1), Head (H2) and Hand (H3) in an organisational setting are also discussed. It attempts to find out how the 3H framework can reinforce the benefits of strategic planning and strategic management during stages of formulation, implementation, and evaluation. The 3H framework is a tool and a thinking paradigm to understand the subject as a way of knowing. It is evidenced by recent research adopting the 3H

framework that an effective alignment among 3H driven strategy-structure-system-skill dimensions is crucial to an effective strategic planning process (Cheung and Yu, 2020; Yu, 2021). It tries to provide insights on how the 3H framework can be applied in strategic planning and strategic management to overcome limitations and barriers in the field. By adopting the 3H lens, it is hoped to contribute to fill a gap between the current methods and a more holistic approach in the development of a holistic strategic management model in such a dynamic and complex global environment.

LEA are facing increased expectation from the society as well as challenges brought by the rapidly changing environment. The public sector and local governments around the world are facing unprecedented and rapid change stemming from political, economic, technological and social developments. Therefore, academics and practitioners are keen to look for new opportunities to map out new ways to solve governance problems, to improve service quality and to enhance customer satisfaction (Donald et al. 2001; Martin, 1997; Swid, 2014). As a result, the synthesis of leadership, motivation, communication, strategy, structure and governance, and training and development is critical as a way of building a holistic strategic management model.

In the next chapter, more details about the Force will be introduced to set the scene and provide the context for this research.

## Chapter Three: The Case of Hong Kong Police Force

### 3.1 Introduction

This chapter explains why the Force is an appropriate context to explore the research questions set out in Chapter One and explores specific issues on studying police organisations. To recap, the research objectives of this research are:

- (1) To explore police officers' perception and satisfaction with the process of strategy formulation, strategy implementation, and strategy evaluation carried out in the Force.
- (2) To explore what critical factors and conditions that impact on the Force strategic management process.
- (3) To test the applicability and usefulness of the 3H framework (Heart, Head and Hand dimensions) towards building a holistic strategic management model in the Force.

This chapter will first introduce the history and structure of the Force to set the scene for the subsequent discussion. Then, it will conduct an external audit and an internal audit of the Force by an environmental scan and a SWOT analysis respectively. It will be followed by examining the background, processes, and development of the Force strategic management, which includes the "Force Vision, Common Purpose and Values", a five-step strategic planning process, strategy implementation and review. Finally, the emerging challenges facing LEA will be discussed.

### 3.2 The Hong Kong Police Force

The Force was established as a British colonial police force in 1844. The Police Force Ordinance, Cap, 232, Laws of Hong Kong, stipulated its role and responsibilities. It earns the title, "Asia's finest police force" in the 1980s (Sinclair, 1983). After Hong Kong was returned to the People's Republic of China (the PRC) on 1 July 1997, Hong Kong became a special administrative region under the "*One Country, Two Systems*". Hong Kong's land area is 1,050 km<sup>2</sup> (405 square miles), and the current population is around 7.5 million with a population density of 7140 per km<sup>2</sup> (Census and Statistics Department of HKSAR, 2017). The Force is the largest government department, which

has a strength of 27,782 officers of which 16.9 percent are female as of 31 December 2020. There are 4,184 civilian staff and 2,911 auxiliary police officers (Hong Kong Police Force, 2021a). Frontline officers are structured into six Police Regions with 21 land-based and two marine-based Police Districts. They comprise a wide range of officers of different ranks and job functions, including crime and uniformed branch (Hong Kong Police Force, 2018b).

The Commissioner of Police (CP) is assisted by three Deputy Commissioners (DCP). DCP (Operations) oversees all operational issues. DCP (Management) is responsible for the direction and co-ordination of all matters relating to human resources, training, information services and service quality. DCP (National Security) is responsible for all policy issues, intelligence and investigations concerning national security. The Force Headquarters consists of six departments<sup>1</sup>. There are 12 Major Formations under the six departments, each headed by an Assistant Commissioner (ACP) or civilian officer. Frontline policing has six Regions, each commanded by an ACP. Officers of ACP rank and above form the Force senior management, who are also called Commissioner Rank Officers (CRO). The six Regions<sup>2</sup> are responsible for delivering day-to-day frontline policing services to members of the public. The Regions are largely autonomous in the daily operational and management functions. Each Region has its own headquarters which comprises units of criminal investigation, operations, administration, and traffic. Under each Region, there are Police Districts and Divisions (Hong Kong Police Force, 2021a).

### **3.3 Environmental Scan**

This section aims to conduct an environmental scan and examine the impact of the external operating environment on the Force strategic planning by adopting the PESTEL model<sup>3</sup>.

---

<sup>1</sup> Operations (A Department); Crime and Security (B Department); Personnel and Training (C Department); Management Services (D Department); Finance, Administration and Planning (E Department) and National Security (NS Department)

<sup>2</sup> The six Police Regions include Hong Kong Island, Kowloon West, Kowloon East, New Territories North, New Territories South, and Marine

<sup>3</sup> PESTEL model represents Political, Economics, Society and Demographics, Technology and Science, Environment and Health, and Legal.

## Political

Between 9 June 2019 and February 2020, Hong Kong experienced widespread protests which often led to riots that have not been seen since 1967. On 29 March 2019, the HKSARG introduced and intended to pass the “Fugitive Offenders and Mutual Legal Assistance in Criminal Matters Legislation (Amendment) Bill” (the Bill) in the Legislative Council (Legco). The billing process triggered a series of protests in early June 2019 in objection to the passing of the Bill. Although the Government suspended the Bill on 15 June 2019 and withdrew it in early September 2019, these did not stop the protests (Leigh, 2019). On the contrary, the protests were escalated across the territory with increased violence. As the primary agency to uphold and maintain the law, the Force has a duty to curb violent protests. Riots died down by the end of 2019, the whole incident led to a heated discussion on whether Hong Kong will continue to enjoy the promised benefits under the “One Country, Two Systems”. People doubted if Hong Kong would remain unchanged until 2047 as stated in the Joint Declaration from the distinct political, social, economic, and legal perspectives (Wong and Mak, 2019). There are different interpretations of the causes of these protests. An alternative interpretation sees the protests as “the product of accumulated, fundamentally defective, communicative failures and interpretative differences by all parties, surrounding the implementation of One Country, Two Systems” (Wong and Mak, 2019).

In view of the unprecedented riots occurred in 2019, the Mainland authority opined an imminent need to introduce a legal framework to ensure national security and restore law and order. A new National Security Law (NS Law) was therefore enacted on 30 June 2020 (Tsoi and Lam, 2020). The law consists of 66 articles which criminalises the following acts:

- (1) secession - breaking away from the country
- (2) subversion - undermining the power or authority of the central government
- (3) terrorism - using violence or intimidation against people
- (4) collusion with foreign or external forces

[https://www.elegislation.gov.hk/doc/hk/a406/eng\\_translation\\_\(a406\)\\_en.pdf](https://www.elegislation.gov.hk/doc/hk/a406/eng_translation_(a406)_en.pdf)

As stated in the thematic study conducted by the Independent Police Complaints Council (IPCC), the Police play no part in politics. The DCP (Management) made a statement at the United Nations Human Rights Council on 9 March 2020:



These violent criminals preached to their followers that the end justifies the means; that breaking the law to achieve their goals was a noble cause. Police officers are not there to judge whether their proclaimed cause is a just one, or if it even makes sense. We don't have to. We are police officers. Our one and only mission is to find out whether anyone has committed a crime. If someone breaks the law, it is our lawful duty to stop him and arrest him. Whether a cause is altruistic or in fact, self-serving is completely irrelevant to us. The law demands that we arrest them. The basic premise of the rule of law is that. No one is above the law. This is why I and the other 30,000 members of the Hong Kong Police have all taken the solemn oath to serve as police officers, without fear of or favour to any person and with malice or ill-will towards none. This is the truth about Hong Kong (Independent Police Complaints Council, 2020, p.35-36).

With the introduction of the NS Law on 30 June 2020, the political situation has largely quietened down, and society has resumed to a peaceful state. Due to the pandemic starting from early 2020, the Force has been standing at the forefront to fight the virus apart from keeping law and order of the territory.

### Economics

Globalisation, the “Belt and Road Initiative” and the regional integration under the “Greater Bay Area” policy have great impacts in terms of population mobility and recruitment. Hong Kong’s economy has been brought to an adverse state due to the 2019 movements. The COVID-19 pandemic has worsened the economic situation. At the same time, advancements on the internet and other technologies allow users to engage instantly in e-commerce overcoming geographical limitations and lowering transaction costs. Over the years, the e-commerce market in Mainland China has undergone revolutionary changes. Through the development of cutting-edge technologies, the Chinese internet giants have made the best e-commerce platforms benefiting the neighbouring counties and Hong Kong. Famous platforms like Tmall and Taobao, have continued to develop and improve with a view to meeting the ever-changing demands of sellers and consumers. E-commerce sales in China are said to have reached \$1.8 trillion in 2020 and this is growing continuously (Digital Marketing China, 2021).

The “Belt and Road” initiative aims to reinforce economic connections by establishing key infrastructure projects in Asia, Europe, and Africa. This new policy has other names such as the “Silk Road Economic Belt” and the “21<sup>st</sup> Century Maritime Silk Road”. Apart from Hong Kong and Macao, nine municipalities - Guangzhou, Shenzhen, Zhuhai, Foshan, Huizhou, Dongguan, Zhongshan, Jiangmen, and Zhaoqing in the Guangdong Province formed the “Guangdong-Hong Kong-Macao Greater Bay Area” (GBA). The area occupied around 56,000 km<sup>2</sup> with over 72 million population. By the end of 2019, the GDP of the GBA is USD 1,679.5 billion, and the GDP per capita is USD 23,371 (Constitutional and Mainland Affairs Bureau, 2018). The goal of reinforcing connections within GBA is to enhance the economic development so that it can become an internationally recognised prestigious bay area offering quality lifestyle.

### Society and Demographics

The aging population and increased demographic diversity in Hong Kong has caused challenging impacts on policing. According to official statistics, the local population reached 7.34 million in 2016, more than double as compared to that in the 1960s. An aging population and declining birthrate have become imminent for the HKSARG to handle in terms of health support, workforce and so on. On the other hand, ethnic minorities account for 8% of the total population (Census and Statistics Department, 2017). A significant proportion of the skilled jobs available in Hong Kong require proficiency in Cantonese including positions in all government departments. Many ethnic minority children lag behind at school and struggle to enter higher education, partly due to the language barrier. The large household size and difficulty of integration into society may also lead to a relatively high poverty rate of ethnic minority groups. As a result, various education, employment, and welfare initiatives become essential to meet their needs and ultimately making Hong Kong a truly inclusive society for all. This is a critical aspect to fulfil the Force Vision, “[that] Hong Kong remains one of the safest and most stable societies in the world”.

The younger generation, especially those university and secondary school students are holding resentment against police officers as police’s actions during the 2019 protests and riots have been labelled as “brutal” to the protesters (Independent Police Complaints Council, 2020). Youngsters condemned the Police’s use of violence, but they failed to realise that their acts and behaviours were also violent and law-breaking

ones. The general community and the media are inclined to support the protesters' acts, and generally opine that the Police have been using excessive force even though they are carrying out their duty. The enactment of the NS Law in June 2020 has restored the public order. The re-introduction of Article 23 of the Basic Law in the next Chief Executive's tenure will be another challenge to both the HKSARG and the Force.

Nowadays, people inevitably form impressions based on information circulated through social and news media. They are influenced by the stance of individual media, or the media's choices of messages. Therefore, readers are pushed to make interpretation rather than verification. Meanwhile, one of the greatest challenges for the Force is to rebuild its image and win back the public trust through community re-engagement. Police's role for upholding and maintaining the law must be emphasised for better understanding by the members of the public.

#### Technology and Science

The internet is providing a convenient and cheap platform for people to send out and circulate propaganda and instant messages without being held responsible, particularly in social media. These platforms have been used worldwide for mobilising participation in protests. The 2019 riots have exposed the Force's weakness in social media warfare in terms of strategy and practice. During that period, the Force was constantly positioned in a passive and reactive state in the scrambling share of voice in public social media. Therefore, the strategies on media and community relations have undergone a big revamp to re-define the Force's position and rebuild the public trust. On the other hand, artificial intelligence (AI) has been operative in various areas of the daily lives and enabled computers to conduct taskings that require some level of intelligence when done by human. In late 2016, an AI system developed by Google DeepMind successfully demonstrated the ability to learn from its own memory (Nield, 2016). AI has evolved exponentially since this ground-breaking discovery.

While the technological development in the business fields is leading the way, international LEA are also exploring different technologies to assist in policing in the rapidly changing operating environment. Electronic policing is probably an important way forward for LEA as it enhances the efficiency of information transfer between stations and frontline police officers (Hong Kong Police Force, 2018b). Many overseas

police forces have widely adopted Global Positioning System (GPS) technology in many areas of their work. To supplement the GPS, an indoor positioning device named “Range-R” has been implemented by various police departments in the US, UK, and Mexico allowing officers to perform their duties more efficiently through indoor positioning and real-time intelligence technologies (Hong Kong Police Force, 2018b).

### Environment and Health

The COVID-19 pandemic has demonstrated the importance of government being equipped with the ability to prepare for challenges arising from natural disasters and unknown diseases, particularly for a prolonged period. The World Health Organization (WHO) indicates that the COVID-19 pandemic has been causing a huge loss of human life globally and it is an unprecedented challenge to the economic and social situation (2020). WHO predicts that nearly half of the global workforce would be losing their jobs and millions of enterprises were at risk of winding up (World Health Organization, 2020). Many people who have lost or will lose their jobs, it will give rise to a lot of social problems, such as increase of domestic violence when family members are forced staying home, mental health issues, and the possible increase in online deception when more people are using online shopping or investment platforms.

A natural disaster refers to a catastrophic event caused by the nature. Examples are earthquakes, hurricanes, forest fires, tsunamis and landslides. According to the United Nations International Strategy for Disaster Reduction (2015), the number of natural disasters worldwide has risen dramatically over the last few centuries. Natural disasters are usually the result of complex combinations of circumstances, such as climate change and human activities. Environmental scientists predict that by 2050, the wildfire season in the US will last for three weeks longer and flooding will also be worsened, with a predicted 8-inch increase in sea level (Lignier and Moore, 2015). Both the frequency and intensity of natural disasters are expected to increase in the future.

### Legal

The implementation of the NS Law provides an instant stable effect on Hong Kong’s law and order, political situation and governance. In the long run, apart from the legal impacts, it will help create a favourable political and social environment for stability and long-term governance in the territory (Lau, 2021). On the other hand, one of the

biggest challenges from the legal perspective on policing is that the Laws do not keep up with societal development. The situation will become acute when facing rapid technological development. If the Laws are unable to catch up with such developments, it will be difficult for law enforcers to maintain law and order and to detect crimes, in particular those occurred online and in cyberspace.

In view of the latest AI development, it is expected that legal “Chatbots” will offer an economical and efficient way of providing new services, such as legal advice, letter drafting and conveyancing (Goodman, 2017). However, concerns are raised about the astounding advancement of legal “Chatbots” because it will place an unimaginable burden on the public officers if government agencies do not catch up with the technological advancement. By the same token, cyber security has increasingly become a concern when information is instantly accessible, jeopardising its confidentiality and integrity. In November 2016, the UK introduced a new law requiring internet providers to keep track of every client’s “top-level web history in real-time for up to a year” on the internet, and government authorities are allowed to have access to such information (Whittaker, 2016). Striking the balance between citizens’ data privacy and national security remains one of the most challenging legal issues that LEA worldwide show concerns.

The PESTEL model facilitates a scanning of the key driving forces on the macro-environment, which are impactful to the organisation and enhances understanding of the changes in the VUCA world. These form the foundations for further analysis of how the strategic management benefits the Force. The key aspects under each PESTEL heading examine how the political and economic environment affects policing. The community sentiments and social media shape public opinion and social activities. Technology, environmental issues and legislation affect the crime trend, social development and how the Force operates under the pre-set legal boundaries. This is an important analytical tool to ensure a holistic approach is adopted to formulate new strategies for the Force to develop in the next three to five years.

### **3.4 SWOT Analysis**

SWOT analysis is an acronym representing internal strengths, weaknesses, market

opportunities, and external threats of an organisation. According to Thompson et al. (2020), SWOT analysis is also referred to as “situational analysis”, which is used to examine the strengths and weaknesses of the company against those of its competitors, and to assess if a company strategy is working well. On the other hand, it can assess if the company strategy is taking advantage of market opportunities as well as fending off the threats posed by the external environment. Apart from measuring the efficacy of a strategy, it is usually used as a diagnostic tool forming the foundation for strategy formulation. SWOT analysis is very popular in government agencies, non-profitable organisations as well as social enterprises (Thompson et al. 2020)

In the public sector's context, internal strength refers to an organisation's overall competence that can increase its efficacy in performance. Internal weakness refers to what an organisation lacks or in comparison with others, does not perform well enough. It is a disadvantage or functional deficiency. Opportunities do not refer to market's opportunities because, for example, the Force is the sole agency to maintain law and order which is not competing with any other departments. Opportunities refer to the way how an organisation takes advantage of some newly emerged or fast-changing situation to become more effective or efficient in resources use. From the Force's perspective, it is to leverage the new technologies to make policing work more efficient or to recruit tech-savvy people to meet future challenges. Lastly, threats usually come from factors that include social instability, terrorist attacks, new *Modus Operandi* of criminals, the emergence of advanced technologies, cyber-attacks as well as recruitment problems.

In the following section, a SWOT analysis of the Force is conducted, mainly based on the most recent research, assessments, journals, news reports, and the Force internal publications.

### Strengths

The Force's biggest strength is having a clear set of “Force Vision, Common Purpose and Values”, which is widely communicated to external stakeholders and embraced by its staff. This forms a detailed and well-defined concept supporting the organisation's strategy. On the operational side, the Commissioner's Operational Priorities (COP) are

issued every year to give a clear direction to all officers. In addition, the Force has a robust command structure that allows a systematic form of communication and dissemination of information.

The Force has achieved the leading status in KM police training and development as the training focus is to equip all trainees with the necessary mindset, knowledge and skills to become competent police officers. The Force became the Most Outstanding Winner of the Global Most Innovative Knowledge Enterprise (MIKE) Award, representing the greatest honour in the field of KM (*Hong Kong Police Review*, 2020). The Force training includes capacity building, mindset building, partnership building and reputation building. Apart from the soft approach, practical skills are developed and taught by using technology through e-learning, interactive computer-based exercises, and scenario-based training, making use of self-developed computer programmes (Hong Kong Police Force, 2020a).

### Weaknesses

Despite a robust command structure, when evolving from paramilitary to a modern police organisation, the Force with 15 ranks may hinder the effectiveness of communication. It is particularly hard for the ideas of the lower-ranking officers to reach the senior management level. Public organisations are more bureaucratic resulting in a less flexible decision-making process. They must follow rules and procedures strictly and stakeholder interests are conflicting. This is particularly true in the Force's situation. Despite standard procedures in place, it is always difficult to maintain uniformity across different locations in a large organisation. Although Force manuals are in place stipulating uniform standard and requirements across its operating procedures in all regions, districts, and divisions, the quality control issue remains a major weakness. Different leadership styles of middle managers can be powerful forces shaping and influencing officers' conduct and the tone set by immediate supervisors also plays a key role in the process (Swid, 2014).

Another key weakness of the Force is that its technology is lagging behind hindering the efficiency and effectiveness of preventing and detecting crimes, especially cybercrimes. At the same time, whether all Force's members are trained and equipped with new skills and technological capabilities is another challenge (Hong Kong Police

Force, 2019).

### Opportunities

After the 2019 riots, it is important for the Force to rebuild the relationship with citizens and win back the public trust by re-engaging the community, especially the younger generation. Surveys conducted by independent parties, such as academics and the media, reveal that the perceptions of protesters towards the Police have been greatly affected by the online and traditional media (Independent Police Complaints Council, 2020). Community re-engagement has been resumed through the strategic direction of “Policing WITH the community” with its emphasis on the partnership between private and public sectors. As Cheung and Yu (2020) point out, in the interest of the security and protection of every community, this partnership approach should be enhanced. The Force should work out the protocols on how to increase the participation from external stakeholders. Future policing strategies should address current and emerging threats in the dynamic operating environment through co-creation and a proactive partnership. The involvement from other government departments, academia, and private sectors is essential, which is the key to success in this respect.

In early 2020, the COVID-19 pandemic has significantly changed the life of members of the community, giving rise an increased demand and environment for electronic services. Riding on citizens’ expectations for more efficient and effective police services and technological development, the Force should adopt more innovative technological solutions in tackling cybercrimes (Inayatullah, 2018). The wider use of social media and online platforms present new channels for the Force to reach out to the younger generation and to achieve a wider publicity effect.

### Threats

Police legitimacy has been questioned and damaged since mid-2019. The level of violence witnessed in the riots was the highest since 1967. As the primary agency to maintain law and order, the Force was the first response and the last resort during these violent protests. As a result, there is an urgent need to enhance online intelligence gathering and effective deployment on ground upon the review of the 2019 riots. While protesters were known to be quick with the use of technology, Police was seen to be lagging in both monitoring the situation and preventing protests from spreading well in



advance (Independent Police Complaints Council, 2020). In the long run, “whether the Force can maintain the organisational agility and legitimacy has become the most challenging question to be answered” (Cheung and Yu, 2020, p. 255).

The Force’s image and reputation have been tarnished during the 2019 movements as many people, especially the younger generation, have lost their trust in authority. They have been guided by the social media and influenced by their peer group in questioning their Chinese identity. Difficulty seen in police constable recruitment reflected this fact as many younger people show reluctance to join the Force due to peer pressure. This will certainly affect the Force’s human resources planning in the long run.

Based on analyses of the above mix of strengths, weaknesses, opportunities, and threats, the SWOT analysis can be used effectively to produce a more balanced view on the position of the Force. As *Sun Tsz*’s teaching said, “Know yourself, know your enemy”, such techniques can clearly clarify how strengths and weaknesses can be matched with opportunities and threats. Based on the internal and external factors, commanders at different levels can develop four strategies, namely SO (strengths - opportunities), ST (strengths - threats), WO (weakness - opportunities) and WT (weakness - threats). The implementation of the SWOT analysis framework is an important strategic planning tool to initially profile the Force, address gaps and develop new strategic options (Benzaghta et al. 2021; Helms and Nixon, 2010).

### **3.5 The Force Strategic Management**

The Force strategic management is documented in Chapter 68 of the Force Procedures Manual (FPM). It details how the Force strategic management drives the alignment of resources and activities with its operating environment to meet the existing legal requirements and public expectations (Hong Kong Police Force, 2020b). The Force strategic management process, including strategic planning, implementation, and review, is discussed below.

#### **3.5.1 Force Vision, Common Purpose and Values**

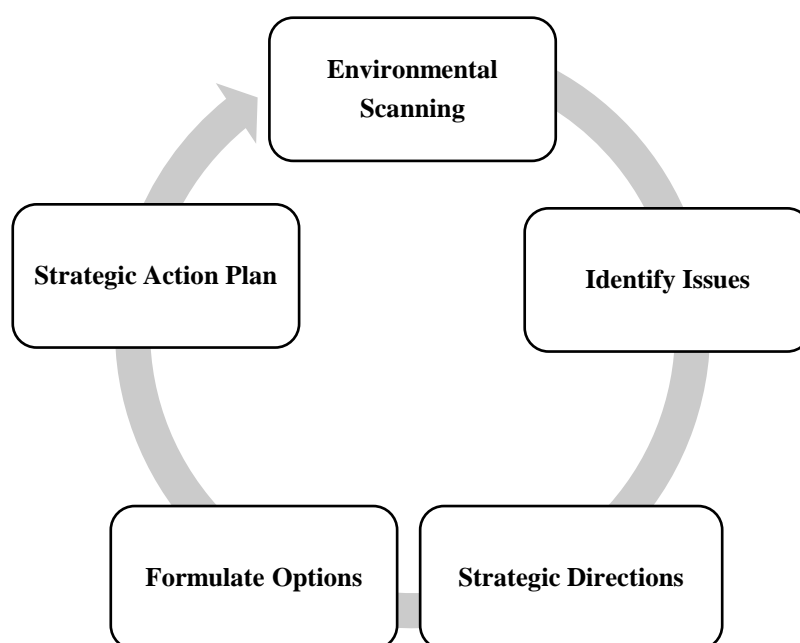
The Force has a primary role to uphold and maintain the law, to preserve public peace and to protect life and property. The Force, modeling on the UK initiative to develop a

vision statement, introduced the Force Vision, “That Hong Kong remains one of the safest and most stable societies in the world”. Our Common Purpose states seven areas where the Force carries out its duties under the laws, and eight Force Values have been introduced in late 1996 (Chiu, 2012). This serves as a “public contract” between Hong Kong society and the Force. To ensure that all officers in the Force are familiar with the then newly introduced “Force Vision, Common Purpose and Values”, the Force senior management has put in great efforts in promoting the document internally (Chiu, 2012). For example, the document is printed and framed for display in every police station and police premises. It is also posted on the Force intranet where all officers have access to useful information regarding the organisation. Finally, officers of all ranks have been attending the “Living-the-values” workshops for discussion the eight Values one by one since 1996. These are the numerous efforts of aligning behaviour of individual police officers with the strategic and organisational directives (Chiu, 2012).

### **3.5.2 Strategy Formulation - Five-Step Strategic Planning Process**

The first strategic planning process (the process) was introduced in 2006 with the first set of SD and SAP officially issued in 2008 (Cheung and Yu, 2020). SD and SAP are discussed and reviewed every three years. The last completed process was conducted from June 2017 to early 2019 when the SD and SAP 2019-2021 were formulated. The latest review cycle commenced in June 2021 for the SD and SAP 2022-2024. Strategic management aims at guiding the organisation through a structured and deliberate process and identifying long-term development needs and areas for improvement. It also addresses the current and emerging issues by identifying what extra capabilities are needed to prepare for future emerging challenges. The process comprises five distinct stages (Figure 3.1). It commences with the production of a detailed environmental scan report consisting of three main sections. The first section is an analysis of global and local trends. The second section relates to Force internal developments with contribution from all Major Formations and Regions. The last section contains research of international policing and good practices of global LEA. The second stage is “identifying issues” through comprehensive discussions and reviews by ways of individual interviews with CRO and scenario planning. After that, the Force Management discusses and prioritises strategic issues and they collectively determine the SD. To support the SD, different options are carefully formulated in the

fourth stage. Finally, SAP is formulated to include a coordinated set of Key Initiatives.



**Figure 3.1 - The five-step approach of the Force strategic planning process (Cheung and Yu, 2020, p. 247)**

In the Environmental Scan Report (the Report) 2018, the first section adopted the PESTEL model to illustrate the new development in the world under each area. The second section identified internal challenges and emerging issues that were raised within the organisation. The third section highlighted good practices and advanced initiatives adopted by global LEA. The Report was issued in January 2018 (Hong Kong Police Force, 2018b).

After the Report was published, all CROs were interviewed face-to-face individually. They were invited to identify strategic issues that had the biggest impact on the Force in the coming three to five years. Their comments and opinions were incorporated into a “Management Information Pack” containing strategic issues, enterprise risk management data, future scenarios, and Force survey analysis. This Management Information Pack aimed to consolidate all essential information to facilitate subsequent discussions in the first CROs Strategic Planning Conference. In the conference, all CROs were divided into small groups to discuss the most important and compelling strategic issues. After discussion, each group had to present their findings to the Senior Directorate Group (SDG) (Cheung and Yu, 2020).

After the first conference, the strategic issues would be consolidated into a report, which serves as a reference for the SD formulation. The SDG then held another meeting to decide on the three SD aiming to steer the organisation. A second CROs Strategic Planning Conference aimed to finalise the goals and objectives under each SD. After the Strategic Directions 2019-2021 was officially published, the Efficiency Studies Bureau gave a briefing to all Senior Superintendents and above and conducted roadshows to all Regions to introduce the new SD (Cheung and Yu, 2020).

### **3.5.3 Strategy Implementation**

Once a strategy is formulated, the next focus will be on how to convert the strategy into action plans and how to achieve satisfactory results. According to research concerning 400 CEOs in the US, Europe, and Asia, these business leaders opine that execution excellence has been the biggest challenge that companies encounter (Sull et al. 2015). The most difficult part is how to involve the whole company in carrying out the new priorities. This requires managerial leadership, communication, securing commitment, building consensus, and delivering results in a set time frame. "Just because senior managers announce a new strategy doesn't mean that organisation members will embrace it and move forward enthusiastically to implement it" (Thompson et al. 2020, p. 291). The importance of good strategy execution has three aspects that contribute towards building such an organisational capability. They are people, capabilities and the structure of an organisation. "People" refers to the hiring, training and retaining of the right people. "Capabilities" mean whether the organisation can continuously build and upgrade its resources and capabilities. Finally, it is essential to have a strategy-supportive organisation structure (Thompson et al. 2020).

Strategy execution requires different managerial skills at different levels, while the formulation of strategy is largely depending on the analysis of the external environment and the internal staff, and resources within an organisation (Thompson et al. 2020). A successful execution of strategic plans is a much more difficult process than developing strategy because the execution requires a sound operational plan, management of people, resources, processes as well as an appropriate organisational structure. It also depends on partnership, collaboration and communication among units, divisions, or

departments, particularly in a large organisation. Integration of resources, processes, and policies is an important step to achieve the desired results (Thompson et al. 2020).

In the Force's context, after the formulation of strategy and action plans, the next step will be how to communicate the plans to the units or divisions that are responsible for implementation. Plans will be effectively communicated through the chain of command to frontline officers. Commanders at all levels are responsible for ensuring that their officers are made aware of SD and SAP (Hong Kong Police Force, 2020b). The people's aspect in this course will be how to translate the action plans into different stages and how to partner, collaborate and communicate the plans. The Force is a large organisation and therefore, the action plans will be carried out by different units or divisions. At this juncture, the managerial leadership of the commanders, usually the middle managers, becomes an important element to secure staff commitment, building consensus and achieving the desired results. The Force has a sound and well-defined command structure allowing systematic and unambiguous message delivery. Various communication channels, such as the Force Noticeboard via the intranet, memos, posters, and display stands in police stations and police premises, are used to convey key messages to all staff in the organisation.

#### **3.5.4 Strategy Evaluation**

Under the Force's strategic management framework, strategy evaluation belongs to the final process where the strategic action plan is under a quarterly review (Hong Kong Police Force, 2020b). During this stage, it is important to review whether the implemented plans achieve the desired outcomes and benefit the organisation. The evaluation may include internal communication, cross-unit coordination, and improved shared vision among employees (Hendrick, 2003). It all depends on the employees' satisfaction towards the organisation's strategic management practice. On the other hand, strategy evaluation is used to regularly check whether the strategy and action plan adapt to the changing circumstances, particularly when the political or economic context is experiencing dramatic shifts. It is what Mintzberg (1994) called the occurrence of a misfit. If this misfit occurs, "strategic plans become outdated paper exercises with little bearing on reality" (Roberts, 2000, p. 309).

Therefore, the review of strategic management in the Force is conducted through four main mechanisms, namely the Commissioner's Special Meeting, SDG meetings, the external reporting system, and the internal reporting system (Hong Kong Police Force, 2020b). The objectives of these meetings are to review and monitor the progress of plan implementation and determine the funding priorities. In the external reporting system, the CP being the Controlling Officer of the Force will compile the Controlling Officer's Report for annual submission to the Finance Committee of the Legco to account for all expenditures. For the internal reporting system, the most important elements include quarterly reports by Major Formation Commanders, SDG visits, and the Force inspection process (Hong Kong Police Force, 2020b).

### **3.6 International Law Enforcement Challenges**

To explore the significance of building a holistic strategic management in a police organisation, it is important to identify what challenges international LEA are facing in the Twenty-first century.

Increasing government productivity and responsiveness, and focus on organisational performance are the important elements of government reforms since the 1980s (Hendrick, 2003). Performance measurement in police organisations has been a continuous discussion and debate amongst academics and practitioners. Many literature discusses performance measurement in policing. Sparrow (2015) mentions the mission of policing raised by Goldstein (1977); the multiple aspects of performance measurement of police officers (Moore and Braga, 2004); and the reasons why public managers measure performance (Behn, 2003).

The functions of police, which are basic and universally applicable to everywhere in the world, can be summarised in the following eight points:

- (1) To prevent and control conduct widely recognised as threatening to life and property (serious crime).
- (2) To aid individuals who are in danger of physical harm, such as the victims of criminal attacks.
- (3) To protect constitutional guarantees such as the right of free speech and assembly.

- (4) To facilitate the movement of people and vehicles.
- (5) To assist those who cannot care for themselves: the intoxicated, the addicted, the mentally ill, the physically disabled, the old and the young.
- (6) To resolve conflict, whether between individuals, groups of individuals, or individuals and their government.
- (7) To identify problems that have the potential to become more serious for the individual citizen, the police, or the government.
- (8) To create and maintain a feeling of security in the community (Goldstein, 1977, p. 35).

These functions are similar to the Common Purpose of the Force. Following Goldstein’s mission of the police, Behn’s different types of performance measurement and monitoring are one of the most influential readings for public executives on the use of measurement indicators (Sparrow, 2015). The aim of measuring performance is to improve it (Behn, 2003; Hatry, 1999). Table 3.1 summarises why public sector managers measure performance:

<b>The Purpose</b>	<b>The public manager’s question that the performance measure can help answer</b>
Evaluate	How well is my public agency performing?
Control	How can I ensure that my subordinates are doing the right thing?
Budget	On what programmes, people, or projects should my agency spend the public’s money?
Motivate	How can I motivate line staff, middle managers, nonprofit and for-profit collaborators, stakeholders, and citizens to do the things necessary to improve performance?
Promote	How can I convince political superiors, legislators, stakeholders, journalists, and citizens that my agency is doing a good job?
Celebrate	What accomplishments are worthy of the important organisational ritual of celebrating success?
Learn	Why is what working or not working?
Improve	What exactly should who do differently to improve performance?

**Table 3.1 - Eight purposes that public managers have for measuring performance (Behn, 2003, p. 588)**

Crime control, indeed, forms only one part of police’s function. There are many more

other aspects of policing performance measurement than solely relying on crime reduction. Police organisations should focus on a broader view of policing mission and more diversified performance dimensions. Each type of police work can be measured by various methods and scales. It is concluded in the literature advising police executives on the importance of managerial information that:

Your job is not to withhold the traditional performance account but to dethrone it. You have to provide a richer story that better reflects the breadth of your mission and the contributions your agency makes. You have to provide that story even if the press, the politicians, and the public do not seem to be asking for it just yet. Educate them about what matters, by giving it to them whether they ask for it or not. In the end, you can reshape their expectations (Sparrow, 2015, p. 47).

On the other hand, Moore and Braga (2004) posit an argument about why crime reduction is not the only public value that policing creates. Police can produce many other things that benefit the society. The discussion has made the evaluation of police department performance a lot more complex. The authors further add that it might be difficult for the society to come up with a satisfactory and balanced judgment about what is expected from a police organisation because stakeholders' interests are always conflicting. This explains why measuring police performance is such a difficult and complex issue. Moore and Braga (2004) finally conclude that the police should continue to conduct activities of value to the society. They include reducing fear of crime, securing justice, being fair and impartial, sustaining legitimacy, prudent financial management and so on. It is hoped that this can arouse a public discussion between the police organisation and its community for an agreement on how to measure police performance with reference to the organisation's objectives.

### **3.7 Chapter Summary**

This chapter sets out the characteristics, position, and challenges facing the Force to give a comprehensive background and context for the study of strategic management practice in the largest department of the HKSARG. The external scanning of the environment intends to examine the operating situation by presenting pertinent data and to inspire strategic thinking by asking relevant yet disturbing questions. SWOT analysis aims to offer a situation basis for knowing the current position of the Force before



crafting strategy. To sum up, there are several reasons why the Force is a suitable case for this study on strategic management. First, the Force has a complex hierarchy within the frontline with officers coming from different districts, divisions, and units. The diversity in hierarchy within one single organisation benefits data collection. It reduces the potential problems arising from data combination and comparison sourced from different organisations. Second, there is a clear definition of frontline officers who are easily identifiable and accessible to by the researcher who has over 25 years of Force service. Third, after 15 years' implementation of strategic management practices, frontline police officers should be able to express their views on the process and provide feedbacks on the Force strategic management process. Finally, there has been very little empirical research to test the applicability of management theories in a policing context, particularly police forces in Asia.

While PESTEL and SWOT analysis frameworks are great strategic tools, they have their limitations. Both analytical tools depend on the researcher's subjective judgement to select information for inclusion. These may vary based on the researcher's background, knowledge and understanding of the organisation and the external development of the field or industry. Therefore, the analyses may contain biases of the researcher towards the internal and external situation and the extensiveness. While the organisation is facing dynamic changes, the outcome of the analyses may become outdated. The research can be time-consuming and costly to some organisations. The analyses only provide highlights or snap shots of the key aspects, which may not be comprehensive or detailed evaluation of the concerned factors. In order to mitigate the weaknesses and limitations, academics suggest using the models in collaboration with other strategic tools such as Porter's 5-Forces Analysis (Benzaghta et al. 2021; Helms and Nixon, 2010).

Enormous changes undergone by the Force after the 2019 movements and the COVID-19 pandemic impact on all aspects of policing and every police officer, especially those working in the frontline. The perception of frontline police officers needs to be explored and understood with reference to the external and internal changes. Ironically, such a worldwide impactful incident, no macro-environment scanning tools could detect it before it caused such catastrophic damages everywhere. All these issues form the basis for this study. This research will build on this classic case with empirical support and

traceable facts. The Force's experience becomes valuable in leveraging on a crisis and towards building a holistic strategic management. The next chapter describes the research methodology.

## **Chapter Four: Research Methodology – Mixed Methods of Quantitative and Qualitative Research**

### **4.1 Introduction**

This research adopts a quantitative and qualitative sequential research design to achieve the three research objectives guided by six research questions towards developing a holistic strategic management in the Force. It gives an overview of business and management research to find out the best way to conduct research to achieve objectives. Discussion on the strengths and weaknesses of each research method including quantitative, qualitative, and mixed methods will follow. The researcher will present the research design for the main study giving details of the research strategy which includes case study, mixed methods and data collection process. The instrument design will be discussed by explaining the items under each construct in the questionnaire. It will then examine the reliability, validity, and triangulation, followed by an account of the pilot study sample and process, implementation of the main research and data analysis. Finally, the accessibility and research ethics will be discussed.

### **4.2 Overview of Business and Management Research**

Business and management research is important as it provides a systematic and organised inquiry to which critical information is available to solve managerial problems and to guide decisions (Cooper and Schindler, 2014). Managers nowadays are required to obtain ongoing information about events, trends, and knowledge from different aspects affecting the business strategy. Therefore, a business research process is a model for the development and interpretation of data (Cooper and Schindler, 2014). Good research must have clear and purposeful goals, an ethical and systematic procedure, conclusions drawn from and supported by valid and reliable findings and be presented in a clear and professional manner.

### **4.3 Research Paradigm**

A paradigm is a particular perspective for observation of the real world and interpretation of that phenomenon. The concept of research paradigm is an important

aspect for researchers who should be able to place their research into a paradigm and to provide the justification needed for the paradigm choice. The research findings will only make sense in the reality when researchers have a clear understanding of the paradigm chosen (Babbie, 2005).

#### **4.3.1 Positivist Paradigm**

In the positivist paradigm, researchers are independent of study object while direct observations or phenomena examination are used to discover or verify knowledge (Krauss, 2005). It involves a scientific, normative, and quantitative approach in which a phenomenon is examined logically and objectively. Positivists seek to investigate the world based on measurable and valid facts, and regard subjective views as meaningless (Roberts et al. 2003). The positivist paradigm dominates research in science, especially natural science, because independent facts are measured quantitatively, and data analysis is value-free without bias. In this way, researchers see the world through a “one-way mirror” (Krauss, 2005). That said, from the perspective of a social scientist, this positivist paradigm is being challenged because it is unable to present the full picture of the reality (Babbie, 2005). As a result, the phenomenological paradigm emerges as an alternative.

#### **4.3.2 Phenomenological Paradigm**

The phenomenological paradigm presents a viewpoint that the facts produced by positivists may not be sufficient to explain everything happening in the real world. The reality is interpreted through different facets of the social world, such as context, meanings, values, attitudes and behaviour, with subjective experience. Research under this paradigm is usually operating under different ontological assumptions about the world and relies on qualitative data. Qualitative research posits that there are multiple realities and different people have different experience. There is not one objective reality (Krauss, 2005; Roberts et al. 2003). Sources of data under this paradigm include personal experience, interview records, biographies, historical documents and field observations. All these can be used to establish and construct a real world by presenting a full picture (Roberts et al. 2003).

To achieve the research objectives and answer the research questions of this study, both positivist paradigm and phenomenological paradigm are considered necessary. While positivism is the philosophical theory that all knowledge must be verified through scientific methods, phenomenology is the philosophical study that attempts to understand the subjective, live experience and perspectives of people. Results from both quantitative and qualitative research are triangulated to supplement one another to achieve the research objectives. The epistemological assumption concerns the relationship between the researcher and those being researched (Creswell and Poth, 2018). In this research, the researcher has been working in the Force for over 25 years and is a serving senior police officer. Although the information given by the interviewees is subjective, the researcher attempts to interpret their perspectives objectively, together with the quantitative results, from an “insider’s” point of view. While the researcher is a member of the same organisation, there are possible biases being present during the research process, which are highlighted as the axiological assumption. It is mindful that the researcher will shape the narrative derived from the interviews based on her personal values, position and experience. Qualitative research provides data to develop theories and follows the inductive logic to try to find out theoretical and practical implications based on the research questions. The data from the interviews are used to supplement the questionnaire results to develop a deeper understanding of the Force strategic management practice. Using only one paradigm does not provide adequate coverage of the management phenomenon (Bluhm et al. 2011).

The next section provides a methodological overview of the research design and outlines the steps of the procedures of this study.

#### **4.4 Research Design**

Research design focuses on how to carry out a research project to achieve the research objectives and answer the research questions. As defined by Saunders et al. (2009), a research design is “the general plan of how you will go about answering your research questions” (p. 136). The research design must have a clear set of objectives and research questions so that researchers can justify their decisions on their choice of research methods and philosophy (Saunders et al. 2009). Ackermann and Eden (2011) emphasise

the need to combine the development of theory and the application in practice, indicating the importance of practical relevance. Research design should cover a strategy including the type of research methods, time frame, scope, resources and environment (Cooper and Schindler, 2014). The strategy also includes data collection, sampling, instrument development and pilot testing. Further to data collection, analysis and interpretation will follow. The final process is reporting the findings, discussion and conclusion.

#### **4.4.1 Research Purpose**

There are four main types of research studies that are commonly used in business research depending on the research objectives. They are classified as descriptive study, explanatory study, exploratory study and predictive study (Bell et al. 2019; Cooper and Schindler, 2014; Saunders et al. 2009). A descriptive study aims to describe phenomena through data collection by quantitative or qualitative methods. It aims to provide answers to questions, such as who, what, when, where, and sometimes, how. It is usually used to identify and obtain information on the characteristics of a particular issue, but it cannot provide the causal relationships between variables. Such studies may be used to describe or define a single event or a research variable. It is popular and useful in providing administrator and policy analyst descriptive investigations for planning, monitoring, and evaluation. However, it may not help drawing significant inferences. An explanatory study is mainly used to discover and measure the causal relations between variables, testing the cause-and-effect relationships. It goes beyond description and is used to explain the reasons for the phenomenon. Sometimes, it is referred to as a correlational study. In the business context, it is useful to test a hypothesis and build up relationships between processes and results. An exploratory study is used when there are very few previous studies that a researcher can make reference to. It looks for ideas, patterns or behaviour but does not test or confirm any hypothesis. Exploratory research discovers what is happening in a particular subject area, helps seeking new insights and giving a new direction on phenomena being studied. Finally, a predictive study aims to predict or forecast the likelihood of similar phenomenon occurring elsewhere. The objective of conducting a predictive study is to exercise control over future events so that specific courses of action can be evaluated to forecast current and future values (Cooper and Schindler, 2014).

The present study aims to find out the perceptions of frontline police officers on the Force strategic management process as well as its strengths, weaknesses, and critical factors towards developing a holistic strategic management model. To achieve the objectives, a mixed-method sequential explanatory design is adopted. The researcher should decide on the weight and priority of quantitative and qualitative data collection, analysis of data, the sequence of data collection and how the results are integrated. This is a consequential design which first collects quantitative data and then qualitative data to further explain and interpret the quantitative research findings (Creswell, 2013). This is an appropriate approach to conduct this research topic in the Force because perception can be gauged through questionnaires forming the foundation for analysis of the research problem. Furthermore, this research aims to find out not only the “what” aspect, by ways of cross-sectional survey but also the “why”, “who” and “how” aspects, through subsequent semi-structured interviews to supplement the quantitative results. This echoes with what mentioned earlier that questionnaire alone may not be sufficient to explain everything, that there are multiple realities, and different officers have different understanding of the Force strategic management. Therefore, a mixed-method sequential explanatory design is the most suitable research approach for this study.

#### **4.4.2 Research Strategy – Case Study, Unit of Analysis, Mixed Methods**

##### Case Study

According to Yin (2018), there are no formal or commonly agreed definitions of “case study”. The literature describes case study as “a research strategy which focuses on understanding the dynamics present within single settings” (Eisenhardt, 1989, p. 534). Some define case study as a decision or set of decisions illustrating what has happened, why and how in a single case (Yin, 2018). Case study will focus on individuals, organisations, processes, programmes, events, and institutions. A case study is used prior to developing theoretical propositions which decide the subsequent research design, data collection and analysis. It also relies on evidences from multiple sources so that data are analysed in a triangulating fashion (Yin, 2018). The case study approach has been adopted by many previous studies, either in a single case setting or using multiple organisations for quantitative and/or qualitative surveys, which is common in business, political science and public administration fields (Yin, 2018). The advantages

of case studies include that the data represent more realistic experience and practices of people. They allow a specific subject being generalised to a more general context. Good case studies build on the complexity of social life, allowing alternative meanings and interpretations on a subject. However, this complexity may be difficult for analysis where everything appears to be relevant, and it is not easy to know where the “context” starts and ends (Blaxter et al. 2010).

### Unit of Analysis

The current study involves the Force as a single case setting, even though individual officer is the primary unit of analysis. This is the researcher’s workplace where a strong connection has been established. The use of a single case as a focus of study is justified when the robustness of the research can be achieved by dual paradigms and using mixed methods (Yin, 2003). The research participants comprise serving frontline police officers from Police Constables (PC) up to Superintendents of Police (SP) in the Force. There is a variety of definitions of frontline police worldwide. To avoid ambiguity and for the purpose of this research, “frontline” is defined, with input from participants of the pilot study, as “officers of the rank of PC to SP who have a role in uniformed patrol duties, criminal investigation, special duty squads dealing with vice, drugs and gambling, and operational traffic officers working in the police districts and divisions”.

### Mixed Methods Research

Using more than one method of data collection is a common practice, depending on the research objectives, scope of study, timeframe and resources available. The literature review indicates that many previous studies in the field of strategic management choose quantitative research as the main research method, such as questionnaires (Elbanna and Fadol, 2016; Poister and Streib, 2005; Swid, 2014). Surveys are used extensively to measure core concepts in management, public administration, operation management fields and organisation research (Fields, 2002; Forza, 2002; George and Pandey, 2017). There are plenty of research studies adopting both quantitative and qualitative methods through surveys, interviews, field observations, and documentary analysis to supplement one another (Abushabab, 2016; Blaxter et al. 2010; Bluhm et al. 2011; Chiu, 2012).

Blaxter et al. (2010) remark that quantitative data are more precise, mostly with



numbers, while qualitative data describe the subject in words with more details, but neither provides a full description. Both methods are giving respective ‘facts’ but a subjective picture only. Therefore, mixed methods research is becoming more popular among researchers for getting a more detailed perspective on the subjects under research study. This is even regarded as the third *research paradigm* which attempts to respect both quantitative and qualitative viewpoints and posits a workable solution in the middle in examination of the research problems (Johnson and Onwuegbuzie, 2004; Johnson et al. 2007;). Combining quantitative and qualitative research provides a comprehensive picture of the phenomenon from multiple perspectives, positions and standpoints (Ivankova et al. 2006; Johnson et al. 2007; Roberts et al. 2003). There are a few recommended ways to conduct mixed methods research. For example, researchers may supplement a survey with interviews or vice versa, by using interviews to identify key issues to inform a subsequent survey. They may be used in different stages of a longitudinal study (Blaxter et al. 2010). Data yielded from interviews or observations can be supplemented by documentary analysis. The advantage of using mixed methods research is that the validity of the collected data can be verified through triangulation, which will be further explained later.

As such, this study adopts a mixed methods research design. The survey provides a general perception of the frontline police officers, followed by semi-structured interviews with officers to gauge their personal experience and views on the “why” and “how” aspects. The qualitative approach enhances quantitative research by increasing sources of insight and discovery into an organisation’s phenomenon in a broader context (Bluhm et al. 2011). Mixed methods research also allows researchers to mix and match components of design to increase the chances of better answering the specific research questions (Johnson and Onwuegbuzie, 2004).

#### **4.5 Instrument Design**

Item development is the single most important decision by far made by a researcher in any study or investigation. Therefore, this should be guided by theory in literature and/or the findings from previous research (Reise et al. 2000). The constructs based on the strategic management literature are useful in guiding item development. Areas that must be measured are included for a full grasp of the perception of frontline officers on

the overall satisfaction of the organisation's strategic management practice. In the present study, the questionnaire is the main instrument for data collection. The data is deductive and used to generate, support and to statistically test existing theories and to integrate different perspectives to interpret data (Saunders et al. 2009). The questionnaire adopted in this study is designed and adapted based on the instruments used in two former doctoral studies (Abushabab, 2016; Mitchelmore, 2010). A similar approach is used in a study conducted by Abushabab (2016) in the governments of the Kingdom of Bahrain investigating the perceptions of strategic plan formulation, implementation and evaluation in their respective government departments. The research instrument adopted in the study is proven to be reliable and valid.

There are a few rules of questionnaire design that the researcher should take note of. Firstly, how many dimensions are there? Will these dimensions correlate? and, to what degree? (Reise et al. 2000) Secondly, a researcher must consider different sets of variables relating to different aspects of each construct. Subsequent factor analysis provides empirical evidence of what type of items belonging to a construct (Reise et al. 2000). The basic rules of courtesy, the presentation format and layout are key for successful data collection (Forza, 2002). A neat and tidy questionnaire with appropriate introduction and instructions will make it easier for respondents' completion. It is also important to inform the respondents the approximate time needed to complete the whole questionnaire. In the present study, the questions were input in the Google form platform so that the layout is clear and well-presented in general. This research is conducted in a LEA in Hong Kong where both Chinese and English are the official languages. It is appropriate to have the questionnaire presented in both languages. The questionnaire is translated into Chinese and back translated into English. This process is important ensuring that the meanings of the terms are accurate in both languages, and respondents understand what are being asked. This reduces misunderstanding due to cultural difference and produces more accurate findings (Saunders et al. 2009). A panel of SP examined the initial questionnaire which is pilot tested. The final version of the questionnaire is then modified for consistency, and input in the Google form platform for dissemination. The final questionnaire in both English and Chinese used in the main research study is at **Appendix A**.

The first part of the questionnaire contains six questions relating to personal and

demographic information, including gender, age, academic qualification, stream (crime or uniformed branch), years of service and the current rank of the respondents. A study found that “placing demographic questions at the beginning of a questionnaire increased item response rate for demographic items without affecting the item response rate for non-demographic items” (Teclaw et al. 2011, p.281). Study findings suggest that demographic placement in a questionnaire is important because all researchers are aiming to maximise response rates and minimise the number of questionnaires with missing information. Therefore, putting demographic questions in the beginning of a questionnaire is crucial to boost responses (Teclaw et al. 2011).

Except that the first part of the questionnaire which is related to respondents’ demographic data, part two to part six of the survey questionnaire adopt the five-point Likert-scale with answers ranging from 1 (strongly disagree) to 5 (strongly agree) as shown in Table 4.1. The researcher uses a five-point Likert-scale because it is easier for understanding, requires less time to ponder on the range of answer and is less ambiguous (Saunders et al. 2009).

Level	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Score	1	2	3	4	5

**Table 4.1 - Five-point Likert-scale – source data analysis**

There are 60 questions in the main questionnaire. Part two of the questionnaire aims to measure aspects of organisational alignment through the “strategy acceptance scale” (Bouillon et al. 2006). This scale contains seven items which measure the respondents’ perception of actions and communications alignment with the organisation’s strategy. Acceptance of strategy has a long-term implication on whether strategy directs decision-making (Bouillon et al. 2006). Construct and discriminant validity is assessed by confirmatory factor analysis. The scale is found to be valid and reliable as the Cronbach’s alpha is 0.82 with an eigenvalue of 6.75 (Bouillon et al. 2006). To allow police officers to better understand the meaning of some questions in this study, some wordings are slightly modified from the original version. Examples are “The Strategic Directions represent a commitment to long-term operational improvements’ and ‘Force senior management acts in ways that are consistent with the Strategic Directions”.

Part three of the questionnaire consists of 13 questions covering aspects of the strategic plan formulation stage that includes the development of Force Vision, Common Purpose and Values, strategic and operational objectives. In addition, other aspects include having clear performance indicators, involvement of lower-ranking staff, senior management, and external stakeholders, having adequate resources and proper structure for strategic planning. Part four consists of 23 questions covering aspects of the strategic plan implementation stage. Elements include alignment of vision and frontline operations, internal and external communication, employee training, implementation of strategic and operational objectives, skills, and knowledge of various levels of staff, commitment of senior, middle and lower-ranking officers, and rewards systems. Part five consists of 10 questions covering aspects of strategic plan evaluation stage. These include performance measurement of middle managers and lower-ranking staff, to believing strategic planning as critical to the organisation's success, proper control, and evaluation at regular intervals. Finally, part six consists of seven questions aiming to measure the overall satisfaction of Force Strategic Management which includes strategic management process, implementation of objectives and priorities, outcomes, resources spent, the quality of service delivery and overall organisational improvement as a direct result of strategic management.

#### **4.6 Reliability, Validity and Triangulation**

The concept of reliability is demonstrated by how well the research project is carried out. The term, reliability, refers to the correctness, consistency, and precision of procedure measurement during a research process (Saunders et al. 2009). The instrument's variables should be consistent and free from bias. Furthermore, the data collection tool and the analysis process should produce consistent findings (Saunders et al. 2009). Reliability depends on whether the same result would come up if the same set of questions is being used in the same setting. If this is the case, then the research is regarded as reliable (Blaxter et al. 2010). To ensure reliability of a research instrument, an internal consistency test, Cronbach's Coefficient Alpha, will be conducted on the variables. The normal range of Cronbach's Coefficient Alpha is between 0.0 and +1.0. The higher the value of Cronbach's Coefficient Alpha, the higher the degree of internal consistency is evidenced. According to the literature, Cronbach's Coefficient Alpha of 0.7 or above indicates a high degree of internal consistency and the reliability is ensured.

Validity refers to the concept of methods, approaches and techniques that measure the issues under study (Blaxter et al. 2010; Saunders et al. 2009). There are four types of validity, namely internal validity, external validity, construct validity and face validity. Internal validity depends on whether causality can be established and concluded between variables and to what extent. The term, “internal”, refers to the causal relationships between items within a study. External validity is measured according to the generalisability or applicability of the research findings. In other words, it depends on how far the same pattern of results from the study can be applied in the real-life situation. Construct validity refers to a situation for measurement and what to measure. Therefore, a good construct validity means that the correct theoretical construct is being measured while a bad construct validity is on the contrary. Finally, face validity is basically referring to a measurement of “looks like” what it is supposed to be and nothing more (Navarro and Foxcroft, 2019).

There are many advantages and benefits of using surveys such as efficiency and effectiveness in data collection, the primary concern on reliability is common method bias (CMB), also called common method variance (CMV) or common source bias (CSB). When researchers measure both independent and dependent variables by using the same source of data in a survey, it may result in potential issues (George and Pandey, 2017; Jakobsen and Jensen, 2015). For example, this may lead to inflated correlations or false positives, and the debate is ongoing from a variety of perspectives. However, this can be mitigated through the necessary validity checks, and adopting multiple research methods.

According to Johnson et al. (2007), the term “triangulation” is first raised by Webb et al. (1966), referring to “between-method” or “across-method” triangulation. Denzin (1978) is, however, the first to define triangulation as “the combination of methodologies in the study of the same phenomenon” and outline how to do it (p. 291). There are four types of triangulations: (a) data triangulation, meaning different sources of data in a single study, (b) investigator triangulation, referring to employing multiple researchers who have different backgrounds, (c) theory triangulation, meaning the interpretation of the results of a study by multiple perspectives or theories, and (d) methodological triangulation, such as “within-method” or “between-method”

triangulation (Denzin, 1978). Within-method triangulation refers to using multiple quantitative or qualitative methods in one study, which is having less value due to only one paradigm being used. While between-method triangulation advocates adopting both quantitative and qualitative approaches, which reduces the bias generated from a particular source, researcher or method (Denzin, 1978). During data integration, the quantitative and qualitative data will shade into each other. In some cases, qualitative data are quantified while quantitative data are qualified, to give a more comprehensive picture of the research study (Blaxter et al. 2010). There are many advantages of triangulation, first, it increases the confidence of researchers in terms of the results by using mixed methods; second, it encourages data collection through various ways; third, the data are richer, and theories are synthesised; and finally, its comprehensiveness avoids competing theories and finds out contradictions (Johnson et al. 2007).

In this study, two types of triangulations mentioned by Denzin (1978) are used to manage the validation of data collected from both quantitative and qualitative research. The first one is the data triangulation which refers to a variety of sources being used. The data come from questionnaires, semi-structured interviews, documentation, internal reports and international ratings on the Force. The second type of triangulation is methodological triangulation which refers to “between-method” triangulation. This study adopts both quantitative and qualitative research methods, namely using questionnaires and semi-structured interviews. To allow future replication of the study by other researchers, a detailed description of the data collection process is outlined in 4.8.

#### **4.7 The Pilot Study**

Conducting pilot study is one of the most important elements of a good research (Teddlie and Tashakkori, 2003). It is used to address a variety of issues, such as developing or testing a research instrument, estimating response rate, and testing the feasibility of a study (Johanson and Brooks, 2009). During the processes of data collection and trial analysis, the researcher understands better what can be improved and how to adjust during the process before the actual research commences (Forza, 2002; Teddlie and Tashakkori, 2003). The pilot study attempts to test the constructs developed from the theories under strategy formulation, implementation and strategy

evaluation detailed in Chapter Two.

The questionnaire starts with an introduction on the research purpose and a brief overview of the contents of the questionnaire. It then explains why the participants are invited to complete the questionnaire and what benefits it might bring to the organisation. It also states clearly how the questionnaire responses are transferred, analysed, stored, and destroyed. Data confidentiality and anonymity are emphasised. Finally, it explains how to fill out the questionnaire. The questionnaire comprises a total of six parts. Part one contains six questions relating to personal and demographic information which includes gender, age, academic qualifications, stream (crime or uniformed branch), years of service and the current rank of the participants. There are 71 questions in the subsequent five parts and a five-point Likert-scale is used. Part two contains 16 questions relating to organisational alignment and how participants feel about the Force strategy by adopting the strategy acceptance scale. Part three consists of 13 questions relating to the strategic plan formulation. Part four consists of 24 questions relating to the strategic plan implementation while Part five contains 11 questions relating to the strategic plan evaluation. The final part includes seven questions asking participants their overall satisfaction of the Force strategic management.

### Testing the Questionnaire

Prior to the pilot study, several interviews are conducted with three SP who have extensive work experience in the frontline and policy bureau to refine the questionnaire. Each interview is lasted for around 45 minutes. Two officers are serving in the Police College while the remaining one worked in the Service Quality Wing before responsible for designing the Force “Living-the-values Workshop”. They have the management knowledge and skills in communicating with frontline police officers. During the discussion, the introduction, instructions, and questions are reviewed to avoid ambiguity in both the English and Chinese versions. The Chinese version of the questionnaire is translated from the English version by using the back-to-back translation by the researcher. Both versions are fine-tuned to increase clarity.

Changes in part one “Personal Information” include adding the age range of “56 or above” as officers reaching the retirement age of 55 years are allowed to have an

extension of service up to 120 days since 2019. Under “Academic qualifications”, “Associate degree” is added, indicating the level of education between post-secondary (non-degree) and bachelor’s degree. In subsequent parts, examples of external stakeholders, such as District Councillors and District Fight Crime Committee members are included. The “Lower-ranking staff” are specified to include ranks from PC to Station Sergeant (SSGT). The middle managers are specified to include ranks from Chief Inspector (CIP) to Senior Superintendent (SSP). The “Reporting System” is changed to “Internal Staff Appraisal System” to increase the clarity of meaning under the Force context. “We” is changed to “The Force” to avoid ambiguity and whose viewpoint is referring to. Examples of item revisions are at Table 4.3 below.

Example	Item before	Issues identified	Revision	Item after
1	“The Force has a clear set of values.”	The structure is too clumsy	Deleted “has a clear set of”	“The Force values are clear.”
2	“The external stakeholders have played a significant role in strategic planning process.”	It is unclear what “external stakeholders” are referred to	Added examples of external stakeholders	“The external stakeholders have played a significant role in strategic planning process. (e.g. District Councillors, District Fight Crime Committee Members, etc.)”
3	“We have enough staff for Strategic Action Plan implementation.”	“We” is too vague	Changed to “The Force”	“The Force has enough staff for Strategic Action Plan implementation.”
4	“There is enough time for strategy implementation.”	It is not clear on what enough time means	Added “under the 3-year cycle”	“There is enough time for strategy implementation under the 3-year cycle.”
5	“There is no competition between action plans.”	The definition of action plans is not clear	Added “Strategic Action Plan and Formation action plans.”	“There is no competition between Strategic Action Plan and Formation action plans.”

**Table 4.2 - Examples of feedbacks and item revisions**

#### **4.7.1 Pilot Study Sample**

Regarding the sampling and sample size, the participants in this pilot study come from a convenience sample of 87 volunteers from three sources. They include 30 officers from PC to SP attending the “Student Instructors Course” organised by the Hong Kong Police College (HKPC); 22 officers at CIP rank from the “Intermediate Command



Course” organised by the HKPC. The remaining 35 officers are PC to Sergeant (SGT) attending a workshop organised for career advancement in the Force. The sample size in this pilot study is appropriate, although convenience sampling is subject to sampling error. A similar sample size is used in other pilot studies (Chiu, 2009; Mitchelmore, 2010) although Saunders et al. (2009) recommend 10 participants as a minimum number for a pilot test.

#### **4.7.2 Pilot Study Process**

Apart from paper format, the questionnaire is also input in an electronic format on the Google form platform for dissemination through email and WhatsApp. The electronic questionnaire is tested for clarity, user-friendliness, accessibility, and reliability by a group of close colleagues of the researcher. After thorough testing, the questionnaire is sent to the target participants in the Force.

For the first batch of 30 officers attending the “Student Instructors Course”, hard copies of the questionnaire are given to the participants to complete. Prior to distributing the questionnaires to the participants, the researcher gives a briefing to them outlining the research objectives, the structure of the questionnaire, how their input might benefit the Force, how to fill out the questionnaire, and how to protect the anonymity of their identities. The processing of the questionnaire information is also mentioned, and it is reiterated that all information would be analysed and aggregated to produce the findings. Due to the background of the participants who are ready to take up an instructor’s role, there are direct and interactive feedbacks from them regarding the terms in the questionnaire. Participants also provide valuable comments on the research methodology and the advantages and disadvantages of filling in hard-copy questionnaires or electronic format. The researcher collects the questionnaires on site and input the data into an excel table for analysis.

For the second batch of 22 officers attending the “Intermediate Command Course” and the third batch of 35 officers who are attending a career workshop, they receive electronic questionnaires through their respective course coordinators either by personal email or WhatsApp on mobile phone. The process lasts for two weeks, and a reminder is sent to the coordinators after one week. A total of 57 responses is received

via the Google form platform and the data are generated. All data are transferred into one excel table for analysis.

#### 4.7.3 Pilot Study Data Analysis and Findings

87 respondents complete the pilot questionnaire either returning hard copies or via the Google form. The officers completing the pilot questionnaire range from PC to SP in rank and they represent a broad variety of police backgrounds, years of service and academic qualifications. The demographic data are shown in the below tables.

Gender	Counts	% of Total	Cumulative %
Male	55	63.2	63.2
Female	32	36.8	100

**Table 4.3 - Frequencies of gender (n=87)**

Age range	Counts	% of Total	Cumulative %
18-25	1	1.1	1.1
26-35	38	43.7	44.8
36-45	33	37.9	82.8
46-55	15	17.2	100

**Table 4.4 - Frequencies of age (n=87)**

In terms of academic qualifications in Table 4.5, the sample was skewed towards officers with higher academic qualifications because they were from a training course, a command course and a workshop seeking career advancement.

Academic qualifications	Counts	% of Total	Cumulative %
Secondary	20	23	23
Post-secondary (non-degree)	5	5.7	28.7
Bachelor's degree	36	41.4	70.1
Master's degree or above	26	29.9	100

**Table 4.5 - Frequencies of academic qualifications (n=87)**

Stream	Counts	% of Total	Cumulative %
Crime	18	20.7	20.7

Uniformed branch	69	79.3	100
------------------	----	------	-----

**Table 4.6 - Frequencies of stream (n=87)**

Years of service	Counts	% of Total	Cumulative %
<3 years	1	1.1	1.1
4-10	25	28.7	29.9
11-20	32	36.8	66.7
21-30	26	29.9	96.6
31 or above	3	3.4	100

**Table 4.7 - Frequencies of years of service (n=87)**

Current rank	Counts	% of Total	Cumulative %
PC/SPC	17	19.5	19.5
SGT	21	24.1	43.7
SSGT	2	2.3	46
IP/SIP	12	13.8	59.8
CIP	31	35.6	95.4
SP	4	4.6	100

**Table 4.8 - Frequencies of current rank (n=87)**

The pilot questionnaire has five constructs. A five-point Likert-scale is used to measure the scales of all the constructs. Mean scale scores for each construct range from 3.50 to 3.87, and Cronbach alpha range from 0.811 to 0.950. All associations are statistically significant ( $p<.05$ ). Table 4.9 indicates the correlation matrix (Pearson Correlation Coefficient) of the five constructs in the pilot questionnaire.

	Alignment and Strategy Acceptance	Strategic Plan Formulation	Strategic Plan Implementation	Strategic Plan Evaluation	Overall Satisfaction of Force Strategic Management
Alignment and Strategy Acceptance	1.00				
Strategic Plan Formulation	0.655	1.00			
Strategic Plan Implementation	0.681	0.787	1.00		
Strategic Plan Evaluation	0.550	0.744	0.752	1.00	
Overall Satisfaction of Force Strategic	0.735	0.705	0.816	0.766	1.00

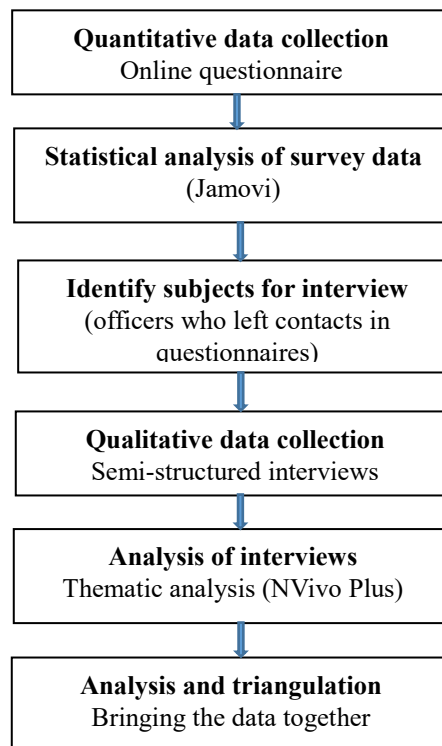
Management					
------------	--	--	--	--	--

**Table 4.9 - Correlation matrix (Pearson Correlation Coefficient) \* $p < 0.05$**

After conducting factor analysis, those items with low factor loading or repeated items are dropped. As a result, the final questionnaire for the main study consists of 60 items and the implementation of the main research will be explained in the next chapter.

#### 4.8 Process of Main Research

The process of the main research is presented in Figure 4.1 showing the steps and sequence of data collection and analysis in this study. The two sets of quantitative and qualitative data are triangulated where the qualitative data are used to explain and interpret the questionnaire results.



**Figure 4.1 - Process of data collection and analysis**

#### 4.9 Research Ethics and Accessibility

Research ethics is an important element that researchers must take into consideration to guard against vulnerabilities or to avoid abuse of trust or representation (Pendlebury and Enslin, 2001). Different aspects of research ethics include informed consent,

confidentiality of reports, anonymity of participants, discretionary power of researchers and the collection, collation, analysis and presentation of data. Given the importance of research ethics in a research, it does not receive much scholarly attention in the past decade (Tiselius, 2019). Whenever research involves humans, it may become challenging, although research in social science, business and humanities fields might not pose any physical harm to participants. However, researchers should be careful and consider all possible ways to protect participants to avoid pitfalls of doing research involving humans. In addition, researchers should consider different requirements of research ethics set by culture, legislation and research traditions (Tiselius, 2019). Furthermore, there are always advantages and disadvantages when conducting research in familiar settings or qualitative interviews with professional peers (Coar and Sim, 2006; Hockey, 1993).

In this study, the researcher has submitted the Ethical Approval Form to the University Research Ethics Committee, which is responsible for ensuring the research activity meets the University's Research Ethics and Integrity Code of Practice.

The Force, being the case in this research, has strict and standard procedures in place to grant approval for serving officers to conduct private studies. The researcher has been working in the Force for more than 25 years and has previous experience in conducting private studies in the Force. The researcher is familiar with the environment, culture, and practice in the organisation. The researcher has adhered to all processes and procedures approved by the organisation to conduct the current study, as integrity and ethical considerations are of paramount importance. The researcher has followed the Personal (Data) Privacy Ordinance, Cap. 486, Laws of Hong Kong, when handling personal data during the research.

The advantages of conducting research in familiar settings are outlined by Hockey (1993). These include a higher chance to have rapport and better communication with participants, less cultural shock, and a higher possibility of gauging accurate and honest responses from interviewees. In this study, from the researcher's own experience when conducting research with colleagues, it is observed that interviewees feel more comfortable when talking and expressing their views to a Force member. In the Force context and environment, officers use a lot of police jargon during conversations.

While the researcher is an “insider”, there is no need for interviewees to explain these terms in detail. This facilitates a smoother interviewing process. This resembles the case that Hockey (1993) describes that there is greater confidence between the researcher and participants, with the latter believe that the researcher will not “sell them” and are more willing to divulge information that they usually do not tell outsiders.

However, ethical consideration is especially challenging when research is conducted with peers working in the same organisation. Conducting research within a researcher’s work setting as an “insider” may be of concern, especially in educational, healthcare, anthropology or sociology fields (Coar and Sim, 2006; Hockey, 1993; Tiselius, 2019). In this study, there is a possible problematic situation because all interviewees are lower in rank and may give preferred or expected answers to the researcher. Facing this dilemma of reporting the findings, the researcher attempts to mitigate the risk by aggregating and analysing the information provided by the interviewees together with other data through triangulation to ensure the integrity of the process.

After conducting interviews, hard copies of the consent forms, transcripts and the audio recordings saved in a USB are securely stored in a locked cabinet in the researcher’s room. A copy of the signed consent form is given to each participant for keeping. Soft copies of the data are encrypted and stored in the personal desktop computer in the researcher’s room. The researcher will keep all original consent forms until the end of the study. All data will be destroyed six months after the dissertation is approved by the university.

To mitigate the risk of COVID-19, the researcher strictly adheres to the “Health Advice on Prevention of Coronavirus disease (COVID-19) in Workplace” issued by Infection Control Branch, Centre of Health Protection, HKSAR. During the interviews, the researcher controls the number of participants present and keeps a proper social distance. Face masks are worn throughout the interviews.

#### **4.10 Chapter Summary**

This chapter describes the mixed methods research design adopted to answer the research questions and to achieve the research objectives set out in Chapter One. The

researcher adopts a sequential explanatory design to provide information about the perception, attitudes, behaviour and satisfactory level of frontline police officers towards the Force strategic management practice. The design of this research provides a snapshot of the variables' profile and clearly presents data for analysis. Mixed methods of quantitative and qualitative research, together with a focus on the Force as a single case are adopted. A comprehensive questionnaire based on the literature of strategic management is developed by referring to established scales to measure the variables in research theory. The validity and reliability of the questionnaire is tested and fine-tuned. After collecting data from the quantitative survey method, semi-structured interviews are conducted. The quantitative and qualitative research results are analysed through triangulation. The mixed methods research design is the most appropriate way to investigate the relationships between the variables and to suggest a holistic model of strategic management for the Force. The survey questionnaire helps gauge the views of frontline police officers and shows the impact of the relationship between the research problem and research questions.

The researcher conducts a pilot study before the actual implementation of the main study to assess the flow of questions and adjust the wording to improve clarity of the questionnaire. The pilot study is conducted with the participation of attendees of two training courses and a career development workshop from PC to SP rank. It is a convenient sample to gauge comments and feedbacks on the reliability of the measurement instrument. Minor modifications and refinement of wording for the benefit of the entire research reduce the degree of bias. While the quantitative survey allows an objective and scientific measurement of facts and perceptions, the qualitative semi-structured interviews supplement the facts by giving more details on the “why”, “how” and “who” phenomenon. This increases the credibility and validity of the research findings. The cross-sectional survey is intended to compare a target group's beliefs and perceptions and prevent any possibility of change over a single period. The interview questions are developed based on the literature and the quantitative research results.

The sample population in this research comes from frontline police districts. These respondents included PC, SGT, SSGT, Inspectors (IP), Senior Inspectors (SIP), CIP and SP. Respondents who wish to participate in the semi-structured interviews provide their

contact phone numbers or personal email addresses at the end of the questionnaire. In this research, a software called Jamovi is used for analysis of the quantitative data while NVivo Plus is used to analyse the qualitative data.

The next chapter presents the quantitative research findings from the questionnaires.



## **Chapter Five: Quantitative Analysis of Survey Results from Frontline Operational Police Officers**

### **5.1 Introduction**

This chapter presents the results of 516 research questionnaires completed by frontline police officers from PC to SP rank. The findings specifically answer the first research question by presenting the perception of officers on the Force strategy and strategic management practices, including strategy formulation, implementation, and evaluation. The findings also shed light on research question (3) concerning the strengths and weaknesses of the Force strategic management practice and research question (5), the critical success and failure factors contributing to a holistic strategic management process in the Force. The final part of the questionnaire on the overall satisfaction of the Force strategic management assists in drawing the conclusion for research question (4), namely whether strategic management helps the Force succeed amid a dynamic operating environment.

This chapter presents the quantitative findings in nine sections. 5.2 presents the implementation of the quantitative research. 5.3 assesses the officer's acceptance of the Force strategy through the strategy acceptance scale (Bouillon et al. 2006). 5.4 is concerned with strategic plan formulation. 5.5 is concerned with strategic plan implementation. 5.6 is concerned with strategic plan evaluation. 5.7 assesses the overall satisfaction level of the Force strategic management practice. 5.8 discusses the research findings which include strengths and weaknesses of the Force strategic management; the critical success and failure factors contributing to an effective Force strategic management process; and attempts to draw the conclusion for research question (4), namely whether strategic management helps the Force succeed amid a VUCA world. 5.9 gives a summary of this chapter.

### **5.2 Implementation of Quantitative Research**

#### **5.2.1 Sample Design, Data Collection and Analysis**

According to De Vaus (2002), the main objective of sampling is to ensure a level of

integrity in research findings, but there should be a balance of practicality in the research process. There is also a widespread belief that if the sample size is not large enough to ensure adequate power, the study may be regarded as unethical (Bacchetti et al. 2005). As a result, to ensure the integrity and the ethical standard of research, a researcher must carefully consider a few factors affecting sampling and suitable sample size. This study refers to a minimum sample of 384 based on a population of 24,600, with a 5% confidence interval and a 95% confidence level (Roberts et al. 2003).

In this study, a total of 1000 questionnaires are distributed to 20 police districts, via a coordinating officer in each district, through the Google form platform link from March to May 2021. 50 officers in each district from PC to SP rank are randomly invited to participate in the survey and they represent a broad cross-section of officers with different years of service, age range, functions, and background. Their participation is totally voluntary, and they are informed that the anonymity and confidentiality are ensured at the beginning of the questionnaire. A reminder is sent to the coordinating officers two weeks after the questionnaire is first sent out. Another reminder is sent two weeks before end of May 2021. 553 web-based electronic questionnaires are completed and returned. 516 are usable while 37 are invalid. The overall response rate is 51.6 percent which is considered good for this type of survey and tallies with similar studies conducted in government departments and LEA. (Abushabab, 2016; Chiu, 2012; Elbanna and Fadol, 2016; Mitchelmore, 2010; Poister and Streib, 2005; Swid, 2014). The relatively high response rate is contributing by the Force's practice of conducting Force-wide survey such as the "Staff Opinion Survey" internally every three years for the strategic planning cycle and the officers are accustomed to such as practice. On the other hand, it is common for officers to invite fellow colleagues to complete questionnaires for their private studies. Finally, given the nature and mentality of members of the disciplined force, officers tend to follow instructions or requests unless they are unlawful, immoral or unethical.

Statistics are useful for researchers to understand the collected data. It is also powerful, but it cannot replace careful thought (Navarro and Foxcroft, 2019). The software, called Jamovi, is available for free download from the Internet, and is used for survey results analysis in this study. Jamovi enables the researcher to input a large amount of raw data for modification and analysis. The software, making use of the raw data, produces a

variety of simple, statistical and multivariate analyses. Through cross-tabulation, correlation and regression analyses, different responses and results are generated. Item analysis determines whether items within scales are correlated as expected. Cronbach's Coefficient Alpha for reliability of the items measuring each dimension is measured. A minimum of .70 for Cronbach's Coefficient Alpha is used. Pearson correlations are used to assess the associations among scales.

## 5.2.2 Sample Profile and Demographic Characteristics

Tables 5.1 to 5.6 analyse the characteristics and profile of all respondents who participated in this questionnaire research. Table 5.1 shows that male officers are made up 75.8% of the sample, and 24.2% are female officers whose percentage is slightly higher than the 16.9 percent female workforce in the Force as of 31 December 2020 (*Hong Kong Police Review, 2020*).

Gender	Counts	% of Total	Cumulative %
Male	391	75.8	75.8
Female	125	24.2	100

**Table 5.1 – Frequencies of gender (n=516)**

Table 5.2 shows the distribution of age range of respondents.

Age range	Counts	% of Total	Cumulative %
18-25	42	8.1	8.1
26-35	213	41.3	49.4
36-45	132	25.6	75
46-55	122	23.6	98.6
56 or above	7	1.4	100

**Table 5.2 – Frequencies of age (n=516)**

Regarding academic qualifications in Table 5.3, 31.4% of the respondents completed secondary schooling, 11.2% post-secondary (non-degree), 2.7% Associate degree, 41.1% Bachelor's degree and 13.6% Master's degree and above.

<b>Academic qualifications</b>	<b>Counts</b>	<b>% of Total</b>	<b>Cumulative %</b>
Secondary	162	31.4	31.4
Post-secondary (non-degree)	58	11.2	42.6
Associate degree	14	2.7	45.3
Bachelor's degree	212	41.1	86.4
Master's degree and above	70	13.6	100

**Table 5.3 - Frequencies of academic qualifications (n=516)**

Table 5.4 shows that 35.7% are from crime stream, and 64.3% uniformed branch (UB) duties, which tallies with the ratio in the Force.

<b>Stream</b>	<b>Counts</b>	<b>% of Total</b>	<b>Cumulative %</b>
Crime	184	35.7	35.7
Uniformed branch	332	64.3	100

**Table 5.4 - Frequencies of stream (n=516)**

<b>Years of service</b>	<b>Counts</b>	<b>% of Total</b>	<b>Cumulative %</b>
<3 years	56	10.9	10.9
4-10	173	33.5	44.4
11-20	100	19.4	63.8
21-30	135	26.1	89.9
31 or above	52	10.1	100

**Table 5.5 - Frequencies of years of service (n=516)**

Table 5.6 indicates that more than half (57%) of the respondents are Junior Police Officers (JPO) which include PC/SPC, SGT and SSGT, and JPO accounts for 89.96% of the Force strength. 30.2% are IP/SIP and 7.4% are CIP representing a total of 37.6% in the respondents' sample. This represents a higher percentage than the 8.46% Inspectorate officers in the Force. 5.4% of the respondents are SP which is slightly higher than the Force 1.58% strength (including all Gazetted Officers from SP to CP).

<b>Current rank</b>	<b>Counts</b>	<b>% of Total</b>	<b>Cumulative %</b>
PC/SPC	148	28.7	28.7
SGT	92	17.8	46.5
SSGT	54	10.5	57
IP/SIP	156	30.2	87.2

CIP	38	7.4	94.6
SP	28	5.4	100

**Table 5.6 - Frequencies of current rank (n=516)**

### **5.3 Police Officers' Acceptance of Force Strategy**

This section presents the findings on seven items of police officers' organisational alignment and acceptance of Force strategy as delineated in Table 5.7. The findings report that 400 respondents (77.6%) agree (51%) or strongly agree (26.6%) that the Force senior management has a clear strategy for the Force. Only 24 respondents (4.7%) disagree (3.5%) or strongly disagree (1.2%) with this statement. The findings reveal that 441 respondents (85.5%) agree (46.5%) or strongly agree (39%) that the SD represent a commitment to long-term operational improvements, while 12 respondents (2.3%) disagree (0.4%) or strongly disagree (1.9%). The findings report that 414 respondents (80.2%) agree (46.1%) or strongly agree (34.1%) that senior management uses a variety of methods to communicate the strategy, while 21 respondents (4.1%) disagree (3.1%) or strongly disagree (1%) with this variable.

The findings further report that 317 respondents (61.4%) agree (38%) or strongly agree (23.4%) that commanders at all levels try to align their decisions with the views of senior management, while 63 respondents (12.2%) disagree (9.3%) or strongly disagreed (2.9%) with this statement. The findings reveal that 357 respondents (69.2%) agree (48.3%) or strongly agree (20.9%) that recent strategic changes result in immediate operational improvements, while 33 respondents (6.4%) disagree (4.5%) or strongly disagree (1.9%) with that. The findings additionally indicate that 337 respondents (65.3%) agree (46.1%) or strongly agree (19.2%) that the Force senior management acts in ways that are consistent with the SD, while 48 respondents (9.3%) disagree (7%) or strongly disagree (2.3%) with that. Finally, the findings report that 327 respondents (63.3%) agree (45.3%) or strongly agree (18%) that the new SD are clearly an improvement on the situation before, while 37 respondents (7.2%) disagree (5.8%) or strongly disagree (1.4%) with this statement.

No.	Variables	Strongly disagree %	Disagree %	Neutral %	Agree %	Strongly Agree %	Mean	Standard Deviation (SD)
1.	Force senior management has a clear strategy for the Force's future.	1.20	3.50	17.80	51.00	26.60	3.98	0.83
2.	The Strategic Directions represent a commitment to long-term operational improvements.	0.40	1.90	12.20	46.50	39.00	4.22	0.76
3.	I know that senior management uses a variety of methods to communicate the strategy (e.g., Offbeat / documents).	1.00	3.10	15.70	46.10	34.10	4.09	0.84
4.	Commanders at all levels try to align their decisions with the views of senior management.	2.90	9.30	26.40	38.00	23.40	3.70	1.02
5.	Recent strategic changes have resulted in immediate operational improvements.	1.90	4.50	24.40	48.30	20.90	3.82	0.88
6.	Force senior management acts in ways that are consistent with the Strategic Directions.	2.30	7.00	25.40	46.10	19.20	3.73	0.93
7.	The new Strategic Directions are clearly an improvement on the situation before.	1.40	5.80	29.50	45.30	18.00	3.73	0.87

**Table 5.7 – Organisational alignment and strategy acceptance scale (Bouillon et al. 2006)**

To sum up, based on the above findings of organisational alignment and acceptance of strategy, it is reported that all seven items received over 60% agreement rating while the average level of agreement within the Force under scrutiny is 71.79%.

## **5.4 Strategic Plan Formulation**

This section explores how the Force formulates the strategic plan in four different aspects. The findings include the development of clear Force Vision, Common Purpose and Values. It further explores on the development of strategic, operational objectives and performance indicators. The findings about involvement of internal and external stakeholders in the strategic planning process are also reported. Finally, it presents the findings about the adequacy of financial and technological resources for strategic planning and whether the Force has a largely structured strategic planning process. During the process of strategic plan formulation, it is revealed that the Heart (H1) and Head (H2) domains of the 3H framework are more important and carry greater weights of importance to Force management's decision makings. This is because the commitment and motivation of the senior management cadre in the formulation process is essential for the development of a clear vision, mission, and values. The involvement of internal and external stakeholders is critical, as their buy-in and support is also essential. Regarding the H2 Head domain, the development of the strategic and operational objectives is important. At the same time, the allocation of resources in such a large government department and the design of a structured strategic planning process are equally important.

### **5.4.1 Develop Force Vision, Common Purpose and Values**

As shown in Table 5.8, 452 respondents (87.6%) agree (33.7%) or strongly agree (53.9%) that the Force Vision is clear. Only nine respondents (1.8%) disagree (1.2%) or strongly disagree (0.6%) with this statement. The mean value that the Force Vision is clear is 4.39 and the standard deviation is 0.77. The findings reveal that 448 respondents (86.8%) agree (33.3%) or strongly agree (53.5%) that the Common Purpose is clear, while 16 respondents (3.1%) disagree (2.3%) or strongly disagree (0.8%) with that. The mean value that the Common Purpose is clear is 4.36 and the

standard deviation is 0.82. The findings report that 462 respondents (89.6%) agree (29.5%) or strongly agree (60.1%) that the Values are clear, while only nine respondents (4.1%) disagree (1.2%) or strongly disagree (0.6%) with that. The mean value that the Force Values are clear is 4.47 and the standard deviation is 0.75.

No.	Variables	Strongly disagree %	Disagree %	Neutral %	Agree %	Strongly Agree %	Mean	SD
8.	The Force Vision is clear.	0.60	1.20	10.70	33.70	53.90	4.39	0.77
9.	The Force Common Purpose is clear.	0.80	2.30	10.10	33.30	53.50	4.36	0.82
10.	The Force Values are clear.	0.60	1.20	8.70	29.50	60.10	4.47	0.75

**Table 5.8 – Develop Force Vision, Common Purpose and Values**

#### 5.4.2 Develop Strategic and Operational Objectives

As indicated in Table 5.9, 433 respondents (83.9%) agree (38%) or strongly agree (45.9%) that the Force’s strategic objectives are clear. There are 23 respondents (4.5%) who disagree (3.9%) or strongly disagree (0.6%) with this statement. The mean value for clear Force strategic objectives is 4.25 and the standard deviation is 0.85. The findings reveal that 466 respondents (90.4%) agree (35.9%) or strongly agree (54.5%) that the COP are clear. Only 8 respondents (1.6%) disagree (1.2%) or strongly disagree (0.4%) with that. The mean value for clear COP is 4.43 and the standard deviation is 0.73. The findings report that 356 respondents (69%) agree (41.3%) or strongly agree (27.7%) that the Force has clear sets of performance indicators, while 52 respondents (10.1%) disagree (6.8%) or strongly disagree (3.3%) with that. The mean value for clear sets of performance indicators in the Force is 3.83 and the standard deviation is 1.01.

No.	Variables	Strongly disagree %	Disagree %	Neutral %	Agree %	Strongly Agree %	Mean	SD
11.	The Force’s strategic objectives are clear.	0.60	3.90	11.60	38.00	45.90	4.25	0.85
12.	The Commissioner’s Operational Priorities are clear.	0.40	1.20	8.10	35.90	54.50	4.43	0.73



No.	Variables	Strongly disagree %	Disagree %	Neutral %	Agree %	Strongly Agree %	Mean	SD
13.	The Force has clear sets of performance indicators.	3.30	6.80	20.90	41.30	27.70	3.83	1.01

**Table 5.9 – Develop strategic and operational objectives**

### 5.4.3 Involvement of Internal and External Stakeholders

As shown in Table 5.10, only 170 respondents (33%) agree (19.2%) or strongly agree (13.8%) that lower-ranking staff have been involved in strategic planning process, while same number of respondents (33%) disagree (19.6%) or strongly disagree (13.4%) with this statement. 176 respondents (34.1%), similar number to the above, are neutral on this variable. The mean value for involvement of the lower-ranking staff in strategic planning process is 3 and the standard deviation is 1.21. It is revealed that 463 respondents (89.8%) agree (35.9%) or strongly agree (53.9%) that Force senior management has played a significant role in the strategic planning process. 48 respondents (9.3%) are neutral, only 5 respondents (1%) disagree (1%) and no respondent strongly disagree (0%). The mean value for this variable is 4.43 and the standard deviation is 0.7. The findings report that 199 respondents (38.6%) agree (25.4%) or strongly agree (13.2%) that the external stakeholders have a role in strategic planning process. 203 respondents (39.3%) are neutral, 114 respondents (22.1%) disagree (12.2%) or strongly disagree (9.9%) with that. The mean value for external stakeholders having a role in strategic planning process is 3.2 and the standard deviation is 1.12. The findings further reveal that 292 respondents (56.5%) agree (39.3%) or strongly agree (17.2%) that the Force welcomes private-sector involvement and partnership. 167 respondents (32.4%) are neutral and the remaining 57 respondents (11%) disagree (8.9%) or strongly disagree (2.1%) with this statement. The mean value for the Force welcoming private-sector involvement is 3.61 and the standard deviation is 0.94.

No.	Variables	Strongly disagree %	Disagree %	Neutral %	Agree %	Strongly Agree %	Mean	SD
14.	Lower-ranking staff have been involved in strategic planning process.	13.40	19.60	34.10	19.20	13.80	3.00	1.21
15.	Force senior management has played a significant role in strategic planning process.	0.00	1.00	9.30	35.90	53.90	4.43	0.70
16.	The external stakeholders have a role in strategic planning process.	9.90	12.20	39.30	25.40	13.20	3.20	1.12
20.	The Force welcomes private-sector involvement and partnership.	2.10	8.90	32.40	39.30	17.20	3.61	0.94

**Table 5.10 – Involvement of internal and external stakeholders**

#### **5.4.4 Availability of Resources and Structured Planning Process**

As reported in Table 5.11, 295 respondents (57.2%) agree (37.6%) or strongly agree (19.6%) that the Force has adequate financial resources for strategic planning. 139 respondents (26.9%) are neutral, 82 respondents (15.9%) disagree (9.9%) or strongly disagree (6%) with this statement. The mean value for this variable is 3.55 and the standard deviation is 1.1. The findings reveal that 219 respondents (42.4%) agree (28.1%) or strongly agree (14.3%) that the Force has adequate technological resources for strategic planning. 162 respondents (31.4%) are neutral, 135 respondents (26.1%) disagree (18%) or strongly disagree (8.1%) with that. The mean value for adequacy of technological resources for strategic planning is 3.22 and the standard deviation is 1.15. The findings further report that 354 respondents (68.6%) agree (46.3%) or strongly agree (22.3%) that our strategic planning process is largely structured and conducted according to the Force Procedures Manual (FPM). 141 respondents (27.3%) are neutral, only 21 respondents (4.1%) disagree (3.3%) or strongly disagree (0.8%) with that. The mean value for a largely structured strategic planning process according to the FPM is 3.86 and the standard deviation is 0.82.

No.	Variables	Strongly disagree %	Disagree %	Neutral %	Agree %	Strongly Agree %	Mean	SD
17.	The Force has adequate financial resources for strategic planning.	6.00	9.90	26.90	37.60	19.60	3.55	1.10
18.	The Force has adequate technological resources for strategic planning.	8.10	18.00	31.40	28.10	14.30	3.22	1.15
19.	Our strategic planning process is largely structured and conducted according to the Force Procedures Manual.	0.80	3.30	27.30	46.30	22.30	3.86	0.82

**Table 5.11 – Availability of resources and structured planning process**

To sum up the above findings of strategic plan formulation, it is revealed that the average agreement level of proper strategic planning process within the Force under scrutiny is 68.72%. Only five items receive less than 60% agreement rating, which include involvement of lower-ranking staff, involvement of external stakeholders, adequacy of financial resources, adequacy of technological resources and lastly, private-sector involvement and partnership.

## **5.5 Strategic Plan Implementation**

This section explores how the Force implements and executes the strategic plan with 23 variables. The findings cover five aspects. They include internal and external communications, secondly, the findings of commitment to implementation at different levels of the organisation. The findings of the third aspect report on the strategy supportive organisational structure. Then, it explores the findings of proper strategic plan implementation. Finally, it explores training, skills, and knowledge development.

During the process of strategic plan implementation, it is revealed that all three domains of the 3H Framework, namely Heart (H1), Head (H2), and Hand (H3) are equally important. As Thompson et al. (2020) point out, during the journey towards building an organisation capable of good strategy execution, three important areas are contributing

to this process. They are categorised as people, structure and capabilities. “People” means that the organisation is hiring, training and retaining the right people so that strategic plans can be executed properly. Whether the employees at all levels have effective communications, both internally and externally, as well as the level of commitment is determinant of the successful strategy execution. This is related to the Heart domain (H1). “Structure” refers to an organisation’s structure which supports strategy and work efforts. This tallies with the Head domain (H2). Finally, “capabilities” refer to the continuous efforts in building and upgrading an organisation’s resources and capabilities. Apart from resources, training, skills, and knowledge development are critical and essential in strategy execution. These aspects come under the Hand domain (H3). The synthesis among all three domains seamlessly provides the necessary and sufficient conditions for the effective implementation of strategic plans (Yu, 2021).

### 5.5.1 Internal and External Communications

Table 5.12 reveal that 279 respondents (54%) agree (39.3%) or strongly agree (14.7%) that the Force has effective internal communication, while 144 respondents (27.9%) are neutral, 93 respondents (18%) disagree (12.8%) or strongly disagree (5.2%) with this statement. The mean value for this variable is 3.46 and the standard deviation is 1.06. The findings further reveal that 253 respondents (49%) agree (36.4%) or strongly agree (12.6%) that the Force has effective communication with the public. 174 respondents (33.7%) are neutral, 89 respondents (17.3%) disagree (13.6%) or strongly disagree (3.7%). The mean value for effective communication with the public is 3.41 and the standard deviation is 0.99. The findings additionally report that 264 respondents (51.2%) agree (38.2%) or strongly agree (13%) that there is effective internal communication and collaboration between formations. 157 respondents (30.4%) are neutral, 95 respondents (18.4%) disagree (12.8%) or strongly disagree (5.6%) with that. The mean value is 3.40 and the standard deviation is 1.05.

No.	Variables	Strongly disagree %	Disagree %	Neutral %	Agree %	Strongly Agree %	Mean	SD
24	The Force has effective internal communication.	5.20	12.80	27.90	39.30	14.70	3.46	1.06
25	The Force has effective	3.70	13.60	33.70	36.40	12.60	3.41	0.99

No.	Variables	Strongly disagree %	Disagree %	Neutral %	Agree %	Strongly Agree %	Mean	SD
	communication with the public.							
26	There is effective internal communication and collaboration between formations.	5.60	12.80	30.40	38.20	13.00	3.40	1.05

**Table 5.12 – Internal and external communications during implementation**

## 5.5.2 Commitment to Implementation

As shown in Table 5.13, six variables are measuring commitment to implementation. The findings reveal that 293 respondents (56.8%) agree (41.3%) or strongly agree (15.5%) that the lower-ranking staff are committed to attaining our organisational objectives. 168 respondents (32.6%) are neutral, 55 respondents (10.7%) disagree (9.3%) or strongly disagree (1.4%) with this statement. The mean value for this variable is 3.6 and the standard deviation is 0.91. The findings indicate that 302 respondents (58.5%) agree (36.8%) or strongly agree (21.7%) that Force senior management sets good role models of strong and inspired leadership. 143 respondents (27.7%) are neutral, only 71 respondents (13.7%) disagree (11.8%) or strongly disagree (1.9%) with that. The mean value for strong and inspired leadership of Force senior management is 3.65 and the standard deviation is 1.01. The findings further report that 375 respondents (72.6%) agree (42.6%) or strongly agree (30%) that Force senior management is committed to the implementation of our Vision. 111 respondents (21.5%) are neutral, only 30 respondents (5.9%) disagree (4.3%) or strongly disagree (1.6%) with that. The mean value of this item is 3.95 and the standard deviation is 0.91.

The findings additionally reveal that 366 respondents (70.9%) agree (48.6%) or strongly agree (22.3%) that Formation commanders are committed to the implementation of our Vision. 109 respondents (21.1%) are neutral, only 41 respondents (7.9%) disagree (6.2%) or strongly disagree (1.7%) with this statement. The mean value for this variable is 3.84 and the standard deviation is 0.9. The findings indicate that 314 respondents (60.9%) agree (38.6%) or strongly agree (22.3%) that the lower-ranking staff are committed to attaining our Vision. 158 respondents (30.6%) are

neutral, only 44 respondents (8.5%) disagree (6%) or strongly disagree (2.5%) with that. The mean value for the commitment of lower-ranking staff to attaining our Vision is 3.72 and the standard deviation is 0.96. Finally, 413 respondents (80.1%) agree (47.3%) or strongly agree (32.8%) that the Force is committed to improving our policing services to the public. 80 respondents (15.5%) are neutral, only 23 respondents (4.5%) disagree (3.5%) or strongly disagree (1%) with this statement. The mean value for Force commitment to improving our policing services to the public is 4.07 and the standard deviation is 0.84.

No.	Variables	Strongly disagree %	Disagree %	Neutral %	Agree %	Strongly Agree %	Mean	SD
34	The lower-ranking staff are committed to attaining our organisational objectives.	1.40	9.30	32.60	41.30	15.50	3.60	0.91
35	Force senior management sets good role models of strong and inspired leadership.	1.90	11.80	27.70	36.80	21.70	3.65	1.01
37	Force senior management is committed to the implementation of our Vision.	1.60	4.30	21.50	42.60	30.00	3.95	0.91
39	Formation Commanders are committed to the implementation of our Vision.	1.70	6.20	21.10	48.60	22.30	3.84	0.90
41	The lower-ranking staff are committed to attaining our Vision.	2.50	6.00	30.60	38.60	22.30	3.72	0.96
43	The Force is committed to improving our policing services to the public.	1.00	3.50	15.50	47.30	32.80	4.07	0.84

**Table 5.13 – Commitment to implementation**

### 5.5.3 Strategy Supportive Organisational Structure

The findings as reported in Table 5.14 reveal that 352 respondents (68.2%) agree (43.4%) or strongly agree (24.8%) that Force Vision is aligned with frontline operations. 118 respondents (22.9%) are neutral, only 46 respondents (8.9%) disagree (7%) or strongly disagree (1.9%) with this alignment. The mean value for Force Vision aligning with frontline operations is 3.82 and the standard deviation is 0.95. The findings reveal that 414 respondents (80.3%) agree (48.3%) or strongly agree (32%) that there is a link between strategic planning and the decision-making process. 84 respondents (16.3%) are neutral, only 18 respondents (3.5%) disagree (2.7%) or strongly disagree (0.8%) with this statement. The mean value for this variable is 4.08 and the standard deviation is 0.81. The findings additionally report that 315 respondents (61%) agree (42.4%) or strongly agree (18.6%) that Force senior management ensures the best possible integration of processes, structures, resources and people. 155 respondents (30%) are neutral, only 46 respondents (9%) disagree (7.4%) or strongly disagree (1.6%) with that. The mean value is 3.69 and the standard deviation is 0.91.

The findings reveal that 364 respondents (70.6%) agree (45%) or strongly agree (25.6%) that Force senior management supports the frontline in the implementation of the SAP. 113 respondents (21.9%) are neutral, only 39 respondents (7.6%) disagree (6%) or strongly disagree (1.6%) that this is the case. The mean value is 3.69 and the standard deviation is 0.91. The findings additionally report that 368 respondents (71.3%) agree (47.7%) or strongly agree (23.6%) that Formation commanders support the frontline implementation of the SAP. 114 respondents (22.1%) are neutral, only 34 respondents (6.6%) disagree (5%) or strongly disagree (1.6%) that this is the case. The mean value for support from Formation commanders is 3.87 and the standard deviation is 0.89. The findings finally report that 304 respondents (58.9%) agree (39.1%) or strongly agree (19.8%) that good work is appropriately recognised. 113 respondents (21.9%) are neutral, 99 respondents (19.1%) disagree (14.3%) or strongly disagree (4.8%) that this is the case. The mean value for appropriately recognising good work is 3.55 and the standard deviation is 1.11.

No.	Variables	Strongly disagree %	Disagree %	Neutral %	Agree %	Strongly Agree %	Mean	SD
21	Force Vision is aligned with frontline operations.	1.90	7.00	22.90	43.40	24.80	3.82	0.95
22	There is a link between strategic planning and the decision-making process.	0.80	2.70	16.30	48.30	32.00	4.08	0.81
36	Force senior management ensures the best possible integration of processes, structures, resources, and people.	1.60	7.40	30.00	42.40	18.60	3.69	0.91
38	Force senior management supports frontline in the implementation of our Vision.	1.60	6.00	21.90	45.00	25.60	3.87	0.92
40	Formation commanders support frontline in the implementation of the Strategic Action Plan.	1.60	5.00	22.10	47.70	23.60	3.87	0.89
42	Good work is appropriately recognised.	4.80	14.30	21.90	39.10	19.80	3.55	1.11

**Table 5.14 – Strategy supportive organisational structure**

#### **5.5.4 Proper Strategic Plan Implementation**

As presented in Table 5.15, the findings reveal that 201 respondents (38.9%) agree (27.1%) or strongly agree (11.8%) that the Force has enough staff for SAP implementation. 170 respondents (32.9%) are neutral, 145 respondents (28.1%) disagree (16.5%) or strongly disagree (11.6%) with this statement. The mean value for enough staff for SAP implementation is 3.11 and the standard deviation is 1.17. The findings indicate that 311 respondents (60.3%) agree (44.2%) or strongly agree (16.1%) that strategic objectives are implemented properly. While 167 respondents (32.4%) are neutral, only 38 respondents (7.3%) disagree (5.6%) or strongly disagree (1.7%) with that. The mean value for proper implementation of strategic objectives is 3.67 and the



standard deviation is 0.88. The findings further report that 321 respondents (62.2%) agree (45.7%) or strongly agree (16.5%) that operational objectives are implemented properly. 170 respondents (32.9%) are neutral, only 25 respondents (4.8%) disagree (3.1%) or strongly disagree (1.7%) with that. The mean value for is 3.72 and the standard deviation is 0.84.

No.	Variables	Strongly disagree %	Disagree %	Neutral %	Agree %	Strongly Agree %	Mean	SD
27	The Force has enough staff for Strategic Action Plan implementation.	11.60	16.50	32.90	27.10	11.80	3.11	1.17
29	Strategic objectives are implemented properly.	1.70	5.60	32.40	44.20	16.10	3.67	0.88
30	Operational objectives are implemented properly.	1.70	3.10	32.90	45.70	16.50	3.72	0.84

**Table 5.15 – Proper strategic plan implementation**

### **5.5.5 Training, Skills and Knowledge Development**

As shown in Table 5.16, the findings indicate that 247 respondents (47.8%) agree (33.7%) or strongly agree (14.1%) that the SAP is well understood before any significant actions are taken. 179 respondents (34.7%) are neutral, 90 respondents (17.4%) disagree (14.9%) or strongly disagree (2.5%) with this statement. The mean value for this variable is 3.42 and the standard deviation is 0.99. The findings reveal that 277 respondents (53.6%) agree (36%) or strongly agree (17.6%) that there is adequate training for Force staff. 153 respondents (29.7%) are neutral, 86 respondents (16.7%) disagree (12%) or strongly disagree (4.7%) with that. The mean value for adequate training for Force staff is 3.5 and the standard deviation is 1.06. The findings further report that 295 respondents (57.2%) agree (41.3%) or strongly agree (15.9%) that Divisional commanders have the right knowledge and skills for strategic plan implementation. 167 respondents (32.4%) are neutral, only 54 respondents (10.5%) disagree (7.4%) or strongly disagree (3.1%) with that. The mean value of this variable is 3.59 and the standard deviation is 0.95.

The findings further reveal that 164 respondents (31.7%) agree (23.6%) or strongly agree (6.2%) that lower-ranking staff are familiar with the strategic plan. 202 respondents are neutral (39.1%), 150 respondents (29.1%) disagree (22.9%) or strongly disagree (6.2%) with this statement. The mean value for lower-ranking staff familiar with the strategic plan is 3.05 and the standard deviation is 1.02. Finally, 247 respondents (47.9%) agree (32%) or strongly agree (15.9%) that the duties, tasks, and responsibilities are properly explained to lower-ranking staff. 188 respondents (36.4%) are neutral, 81 respondents (15.7%) disagree (12.8%) or strongly disagree (2.9%) with that. The mean value for this variable is 3.45 and the standard deviation is 1.

No.	Variables	Strongly disagree %	Disagree %	Neutral %	Agree %	Strongly Agree %	Mean	SD
23	The Strategic Action Plan is well understood before any significant actions are taken.	2.50	14.90	34.70	33.70	14.10	3.42	0.99
28	There is adequate training for Force staff.	4.70	12.00	29.70	36.00	17.00	3.50	1.06
31	Divisional commanders have the right knowledge and skills for strategic plan implementation.	3.10	7.40	32.40	41.30	15.90	3.59	0.95
32	Lower-ranking staff are familiar with strategic plan.	6.20	22.90	39.10	23.60	8.10	3.05	1.02
33	The duties, tasks, and responsibilities are properly explained to lower-ranking staff.	2.90	12.80	36.40	32.00	15.90	3.45	1.00

**Table 5.16 – Training, skills, and knowledge development**

To sum up, it is reported that the average agreement level of proper strategic plan implementation within the Force under scrutiny is 59.27%. There are 12 items out of 23 items receiving less than 60% agreement rating, which include all three items under internal and external communications; well-understood SAP; enough staff for SAP implementation; adequate training for Force staff; Divisional commanders having the right knowledge and skills; lower-ranking staff familiar with the strategic plan; duties,

tasks, and responsibilities properly explained to lower-ranking staff; commitment of lower-ranking staff to attain organisational objectives; strong and inspired leadership of Force senior management; and appropriately recognised good work.

## **5.6 Strategic Plan Evaluation**

This section explores the final stage of review and evaluation of the strategic plan with 10 variables grouped under two main aspects. The first aspect explores the performance management process. The second aspect presents the findings of evaluation, reporting, and service improvement.

During strategic plan evaluation, it is revealed that all three domains of the 3H Framework, namely Heart (H1), Head (H2), and Hand (H3), are involved but obviously, H1 Heart and H2 Head carry more weight. If the performance evaluation of all levels of staff is largely based on their successful implementation of the strategic plan, the motivation of staff will be enhanced. At the same time, if the senior and middle management consider strategic planning critical to the organisation's success and the lower-ranking staff believe that strategic planning is beneficial to the organisation, the satisfaction of the whole strategic management process will be higher. Regarding the H2 Head domain, a comprehensive system of evaluation, reporting, and service improvement must be in place so that there is proper control over the implementation stage. It is also necessary to have regular meetings and returns for evaluation of the effectiveness of the strategic plan so that timely modifications can be made. While resources, training, skills, and knowledge development come under the H3 Hand domain, this is an ongoing process to give feedbacks to the relevant departments and units responsible for staff training and development. The synthesis among all three domains seamlessly provides the necessary and sufficient conditions for the effective evaluation of strategic plans.

### **5.6.1 Performance Management Process**

The findings as reported in Table 5.17 reveal that 285 respondents (55.3%) agree (38.6%) or strongly agree (16.7%) that the evaluation of middle managers is based largely on their contribution to the successful accomplishment of the SAP. 163

respondents (31.6%) are neutral, 68 respondents (13.1%) disagree (10.5%) or strongly disagree (2.7%) with this statement. The mean value for this variable is 3.56 and the standard deviation is 0.98. The findings reveal that 230 respondents (44.5%) agree (29.8%) or strongly agree (14.7%) that the evaluation of lower-ranking staff is based largely on their contribution to the successful accomplishment of the SAP. 175 respondents (33.9%) are neutral, 111 respondents (21.5%) disagree (16.1%) or strongly disagree (5.4%) with this case. The mean value is 3.32 and the standard deviation is 1.08.

The findings additionally report that 379 respondents (73.5%) agree (44.6%) or strongly agree (28.9%) that Force senior management sees strategic planning as critical to an organisation's success. 112 respondents (21.7%) are neutral, only 25 respondents (4.9%) disagree (4.3%) or strongly disagree (0.6%) with this statement. The mean value is 3.97 and the standard deviation is 0.85. The findings indicate that 344 respondents (66.7%) agree (43.8%) or strongly agree (22.9%) that middle management sees strategic planning as critical to an organisation's success. 147 respondents (28.5%) are neutral, only 25 respondents (4.9%) disagree (3.9%) or strongly disagree (1%) with that. The mean value for middle management seeing strategic planning as critical to an organisation's success is 3.84 and the standard deviation is 0.86. The findings finally reveal that 309 respondents (59.9%) agree (38.4%) or strongly agree (21.5%) that lower-ranking staff believes that strategic planning is beneficial to the Force. 146 respondents (28.3%) are neutral, 61 respondents (11.8%) disagree (9.3%) or strongly disagree (2.5%) with that. The mean value is 3.67 and the standard deviation is 1.

No.	Variables	Strongly disagree %	Disagree %	Neutral %	Agree %	Strongly Agree %	Mean	SD
44	The evaluation of middle managers (CIP to SSP) is based largely on their contribution to the successful accomplishment of the Strategic Action Plan.	2.70	10.50	31.60	38.60	16.70	3.56	0.98
45	The evaluation of lower-ranking staff is based largely on their contribution to the successful	5.40	16.10	33.90	29.80	14.70	3.32	1.08

No.	Variables	Strongly disagree %	Disagree %	Neutral %	Agree %	Strongly Agree %	Mean	SD
	accomplishment of the Strategic Action Plan.							
46	Force senior management sees strategic planning as critical to organisation's success.	0.60	4.30	21.70	44.60	28.90	3.97	0.85
47	Middle management sees strategic planning as critical to organisation's success.	1.00	3.90	28.50	43.80	22.90	3.84	0.86
48	Lower-ranking staff believe that strategic planning is beneficial to the Force.	2.50	9.30	28.30	38.40	21.50	3.67	1.00

**Table 5.17 – Performance management process**

## 5.6.2 Evaluation, Reporting and Service Improvement

The findings as reported in Table 5.18 reveal that 400 respondents (77.5%) agree (49.6%) or strongly agree (27.9%) that there is a proper relationship between strategy formulation and implementation. 106 respondents (20.5%) are neutral, only 10 respondents (2%) disagree (1.6%) or strongly disagree (0.4%) with this statement. The mean value for the proper relationship between strategy formulation and implementation is 4.03 and the standard deviation is 0.76. The findings reveal that 323 respondents (62.6%) agree (43.4%) or strongly agree (19.2%) that there is enough time for strategy implementation under the 3-year cycle. 149 respondents (28.9%) are neutral, 44 respondents (8.5%) disagree (6%) or strongly disagree (2.5%) with that. The mean value for this variable is 3.71 and the standard deviation is 0.93. The findings additionally report that 330 respondents (63.9%) agree (45.5%) or strongly agree (18.4%) that the Force has proper control over the strategy implementation stage. 155 respondents (30%) are neutral, 31 respondents (6%) disagree (5%) or strongly disagree (1%) with that. The mean value for proper control over strategy implementation is 3.75 and the standard deviation is 0.85.

The findings further indicate that 373 respondents (72.3%) agree (48.1%) or strongly agree (24.2%) that the Force regularly evaluates the effectiveness of the SAP. 123

respondents (23.8%) are neutral, only 20 respondents (3.9%) disagree (3.5%) or strongly disagree (0.4%) with this statement. The mean value for regular evaluation of the effectiveness of the SAP is 3.92 and the standard deviation is 0.81. Finally, the findings report that 305 respondents (59.1%) agree (39.9%) or strongly agree (19.2%) that there is no competition between SAP and Formation action plans. 164 respondents (31.8%) are neutral, 47 respondents (9.1%) disagree (5.6%) or strongly disagree (3.5%). The mean value for no competition between SAP and formation action plans is 3.66 and the standard deviation is 0.97.

No.	Variables	Strongly disagree %	Disagree %	Neutral %	Agree %	Strongly Agree %	Mean	SD
49	There is a proper relationship between strategy formulation and implementation.	0.40	1.60	20.50	49.60	27.90	4.03	0.76
50	There is enough time for strategy implementation under the 3-year cycle.	2.50	6.00	28.90	43.40	19.20	3.71	0.93
51	The Force has proper control over the strategy implementation stage.	1.00	5.00	30.00	45.50	18.40	3.75	0.85
52	The Force regularly evaluates the effectiveness of the Strategic Action Plan.	0.40	3.50	23.80	48.10	24.20	3.92	0.81
53	There is no competition between Strategic Action Plan and Formation action plans.	3.50	5.60	31.80	39.90	19.20	3.66	0.97

**Table 5.18 – Evaluation, reporting, and service improvement**

To sum up the above findings of strategic plan evaluation, it is reported that the average agreement level of proper strategic plan evaluation within the Force under scrutiny is 63.53%. There are four items out of 10 items receiving less than 60% agreement rating, which include evaluation of middle managers based on their contribution to the successful accomplishment of the SAP; evaluation of lower-ranking staff based on their contribution to the successful accomplishment of the SAP; the belief of lower-ranking

staff that strategic planning is beneficial to the Force; and lastly no competition between SAP and formation action plans.

### **5.7 Overall Satisfaction of the Force Strategic Management**

This section presents the findings of seven items under the overall satisfaction of the Force strategic management. The findings in Table 5.19 reveal that 349 respondents (67.6%) agree (45.5%) or strongly agree (22.1%) that they are satisfied with the Force strategic management process. 127 respondents (24.6%) are neutral, only 40 respondents (7.8%) disagree (6.2%) or strongly disagree (1.6%) with that. The mean value for this variable is 3.8 and the standard deviation is 0.9. The findings reveal that 350 respondents (67.8%) agree (46.5%) or strongly agree (21.3%) that they are satisfied with the implementation of strategic objectives. 135 respondents (26.2%) are neutral, only 31 respondents (6.1%) disagree (4.7%) or strongly disagree (1.4%) with that. The mean value for satisfaction with the implementation of the strategic objectives is 3.82 and the standard deviation is 0.87. In terms of satisfaction with the COP implementation, the findings report that 400 respondents (77.6%) agree (47.9%) or strongly agree (29.7%) that they are satisfied with it. 91 respondents (17.6%) are neutral, only 25 respondents (4.9%) disagree (3.7%) or strongly disagree (1.2%). The mean value for this item is 4.01 and the standard deviation is 0.85.

In terms of satisfaction with the Force strategic management outcomes, it is revealed that 349 respondents (67.6%) agree (46.7%) or strongly agree (20.9%) that they are satisfied with the outcomes. 137 respondents (26.6%) are neutral, only 30 respondents (5.9%) disagree (4.3%) or strongly disagree (1.6%) with that. The mean value for this variable is 3.81 and the standard deviation is 0.87. The findings further reveal that 346 respondents (67%) agree (46.5%) or strongly agree (20.5%) that they are satisfied with the time, cost and efforts the Force spent in strategic management. 132 respondents (25.6%) are neutral, only 38 respondents (7.4%) disagree (6%) or strongly disagree (1.4%) with that. The mean value for satisfaction with the time, cost and efforts spent is 3.79 and the standard deviation is 0.88. In terms of satisfaction with the quality of service delivery because of strategic management, the findings report that 357 respondents (69.1%) agree (48.6%) or strongly agree (20.5%) with that. 128 respondents (24.8%) are neutral, only 31 respondents (6.1%) disagree (4.5%) or

strongly disagree (1.6%) with that. The mean value for this item is 3.82 and the standard deviation is 0.86. Finally, the findings indicate that 357 respondents (69.2%) agree (49.4%) or strongly agree (19.8%) that they are satisfied with the overall organisational improvement as a direct result of the Force strategic management process. 127 respondents (24.6%) are neutral, only 32 respondents (6.2%) disagree (5%) or strongly disagree (1.2%) with that. The mean value for this item is 3.82 and the standard deviation is 0.85.

No.	Variables	Strongly disagree %	Disagree %	Neutral %	Agree %	Strongly Agree %	Mean	SD
54	In general, I am satisfied with the Force strategic management process.	1.60	6.20	24.60	45.50	22.10	3.80	0.90
55	In general, I am satisfied with the implementation of strategic objectives.	1.40	4.70	26.20	46.50	21.30	3.82	0.87
56	In general, I am satisfied with the implementation of the Commissioner's Operational Priorities.	1.20	3.70	17.60	47.90	29.70	4.01	0.85
57	In general, I am satisfied with the Force strategic management outcomes.	1.60	4.30	26.60	46.70	20.90	3.81	0.87
58	In general, I am satisfied with the time, cost and efforts the Force spent in strategic management.	1.40	6.00	25.60	46.50	20.50	3.79	0.88
59	In general, I am satisfied with the quality of service delivery because of strategic management.	1.60	4.50	24.80	48.60	20.50	3.82	0.86
60	In general, I am satisfied with the overall organisational improvement as a direct result of Force strategic management process.	1.20	5.00	24.60	49.40	19.80	3.82	0.85



**Table 5.19 – Overall satisfaction of the Force strategic management**

To sum up the findings of the overall satisfaction of the Force strategic management, it is reported that the average agreement level within the Force under scrutiny is 69.41%. All seven items under this part receive over 65% agreement rating.

As stated earlier, this questionnaire measures frontline police officers’ strategy acceptance, perception of strategic plan formulation, implementation, and evaluation, and how they are related to the overall satisfaction of the Force strategic management. All associations are statistically significant ( $p < .05$ ). Table 5.20 indicates the value of the Cronbach’s Coefficient Alpha when all research variables are measured according to a Likert-scale.

<b>Constructs</b>	<b>No. of Items</b>	<b>Cronbach’s Coefficient Alpha</b>
Strategy Acceptance Factor	7	0.819
Strategic Plan Formulation	13	0.811
Strategic Plan Implementation	23	0.950
Strategic Plan Evaluation	10	0.898
Overall Satisfaction of Force Strategic Management	7	0.947

**Table 5.20 - Cronbach’s Coefficient Alpha – internal consistency**

Table 5.21 below indicates that the four constructs are strongly positively correlated to the overall satisfaction of the Force strategic management. The strongest associations were between strategic plan implementation and strategic plan evaluation, strategic plan implementation and overall satisfaction, strategy acceptance and strategic plan formulation, as well as strategic plan implementation.

	<b>Alignment and Strategy Acceptance</b>	<b>Strategic Plan Formulation</b>	<b>Strategic Plan Implementation</b>	<b>Strategic Plan Evaluation</b>	<b>Overall Satisfaction of Force Strategic Management</b>
<b>Alignment and Strategy Acceptance</b>	1.00				
<b>Strategic Plan Formulation</b>	0.874	1.00			

<b>Strategic Plan Implementation</b>	0.870	0.783	1.00		
<b>Strategic Plan Evaluation</b>	0.830	0.743	0.891	1.00	
<b>Overall Satisfaction of Force Strategic Management</b>	0.847	0.759	0.878	0.860	1.00

**Table 5.21 - Correlation matrix (Pearson Correlation Coefficient) \* $p < 0.05$**

## 5.8 Discussion of Quantitative Research Findings

This section discusses the quantitative research findings from two aspects. The first aspect is whether the findings can answer the research questions. The findings specifically answer the first research question by presenting the perception of frontline police officers on the Force strategic management practices, including strategy formulation, implementation, and evaluation. The findings also shed light on the research question (3) concerning the strengths and weaknesses of the Force strategic management practice and research question (5) regarding the critical success and failure factors that contribute to a holistic strategic management process in the Force. The final part of the questionnaire on the overall satisfaction of Force strategic management assists in drawing the conclusion on whether strategic management is of value to the Force amid a VUCA world which is related to research question (4). Secondly, it attempts to use the 3H framework as a thinking paradigm to examine whether each H factor is sufficiently embedded in the strategic management practice. The 3H framework is also used to conduct retrospective analysis on the strengths and weaknesses, success, and failure factors of the Force strategic management to develop a holistic approach.

The questionnaire is developed by extracting relevant items from two questionnaires, namely the Strategy Acceptance Scale (Bouillon et al. 2006) and part of the research questionnaire developed by Abushahab (2016), which is pilot tested and subsequently conducted in the Bahrain Government. It is the first time that this questionnaire is adopted, modified, and used in a LEA in an Asian city, Hong Kong. This survey may ultimately assist researchers and practitioners to identify areas contributing to the satisfaction of frontline employees with the strategic management practice in the

organisation and help identify critical success and failure factors as well as key obstacles to strategy formulation, implementation, and evaluation within a large organisation, like the Force. This questionnaire is proven to be a useful tool in government and LEA in different cultural contexts to explore the perceptions of employees of different levels on strategic management practices.

To answer the first research question, findings in Table 5.22 reveal that the first three items receive the highest satisfaction score. The “SD represent a commitment to long-term operational improvements” records the highest mean at 4.22, followed by “I know that senior management uses a variety of methods to communicate the strategy” with a mean value of 4.09. The third is “Force senior management has a clear strategy for the Force’s future” with a mean value of 3.98. The average mean score for the seven factors is 3.90. The findings further indicate that both the Force senior management and commanders at all levels act and communicate in ways consistent with the SD. 69.2% of the officers agree that recent strategic changes have resulted in immediate operational improvements and the new SD are clearly an improvement on the situation before. While commitment to long-term operational improvements and using a variety of methods to communicate the strategy belong to the H1 Heart domain, the findings indicate that the Heart element is strong on this aspect. While Force senior management has a clear strategy for the organisation’s future, it also indicates that the H2 Head element is strong as perceived by the frontline officers.

No.	Factors	Satisfaction Average (%)
1	Force senior management has a clear strategy for the Force’s future.	77.6
2	The Strategic Directions represent a commitment to long-term operational improvements.	85.5
3	I know that senior management uses a variety of methods to communicate the strategy (e.g., Offbeat/documents).	80.2
4	Commanders at all levels try to align their decisions with the views of senior management.	61.4
5	Recent strategic changes have resulted in immediate operational improvements.	69.2
6	Force senior management acts in ways that are consistent with the Strategic Directions.	65.3
7	The new Strategic Directions are clearly an improvement on the situation	63.3

	before.	
--	---------	--

**Table 5.22 - Strategy acceptance satisfaction average (n=516)**

Under strategic plan formulation, 13 items grouped under four constructs are used to measure the frontline police officers' satisfaction. In Table 5.23 below, the findings indicate that the three factors under “Develop Force Vision, Common Purpose and Values” receive the highest satisfaction average rating. Almost 90% of the officers share the Force Vision, Common Purpose and Values which demonstrate a strong Heart-oriented approach. H1 Heart domain emphasises “uniting people and engaging employees to achieve common goals” (Yu, 2021). The next three factors under “Develop strategic and operational objectives” also receive a high satisfaction rating in which officers generally agree that our organisation has clear strategic and operational objectives. These come under the H2 Head domain.

The next four factors are grouped under “Involvement of internal and external stakeholders”. Only 33% of the officers agree that there is involvement of JPO in the strategic planning process which is the lowest satisfaction average. In addition, only 38.6 % of the officers agree that the external stakeholders such as District Councillors or District Fight Crime Committee members have a role in the strategic planning process. These two aspects belong to a structural design that during the strategic planning process, there are no avenues for lower-ranking officers and external stakeholders to be involved. Finally, the last three factors concern the availability of resources and a structured planning process. The findings indicate that around 50% of the respondents agree that there are adequate resources for strategic planning. Majority of officers agree that our strategic planning process is largely structured. These aspects are further supplemented and elaborated by how officers view the relationship with strategic management in the semi-structured interviews in the next chapter.

No.	Constructs	Satisfaction Average (%)
1	Develop Force Vision, Common Purpose and Values (H1)	88
2	Develop strategic and operational objectives (H2)	81.1
3	Involvement of internal and external stakeholders (H2)	54.48
4	Availability of resources and structured planning process (H2)	56

**Table 5.23 – Strategic plan formulation satisfaction average (n=516)**

Under strategy implementation, there are 23 factors grouped under five constructs listed in Table 5.24 below. Three factors are categorised as “Internal and external communications” which has the lowest satisfaction score of 51.4 % and the average mean value is 3.42. Less than half of the officers disagree that the organisation has effective communication with the public while only half of the officers agree that the Force has effective internal communication and collaboration between formations. Communication is an important element under the H1 Heart domain which affects the successful implementation of strategic plans. Six factors concern “Commitment to implementation” which is also a Heart element. This construct has an average satisfaction score of 66.63% and the average mean value is 3.8. 80.1% of the officers agree that the Force is committed to improving the policing services to the public, which is the highest among the six factors. The satisfaction score for “Strategy supportive organisational structure” is the highest among the five constructs (mean=3.81).

80.3% of the officers agree that there is a link between strategic planning and the decision-making process, the Force senior management and formation commanders support frontline in the implementation of our Vision and SAP. Regarding “Proper strategic plan implementation” which comes under the H2 Head domain, over 60% of the officers agree that there is proper implementation of both strategic and operational objectives. However, only 38.9% agree that the Force has enough staff for SAP implementation, which tallies with the real-life situation as the Force is facing a recruitment problem since 2019. Finally, among the six factors under “Training, skills and knowledge development” under the H3 Hand domain, lower-ranking staff familiar with strategic plan scores the lowest satisfaction rate (31.7%). The satisfaction scores for SAP being well understood and duties, tasks and responsibilities explained properly to JPO are both under 50%. This construct scores the lowest satisfaction score among the five constructs (mean=3.4).

No.	Factors	Satisfaction average (%)
1	Internal and external communications (H1)	51.4
2	Commitment to implementation (H1)	66.63
3	Strategy supportive organisational structure (H2)	68.38
4	Proper strategic plan implementation (H2)	53.8

5	Training, skill, and knowledge development (H3)	47.52
---	---	-------

**Table 5.24 – Strategic plan implementation satisfaction average (n=516)**

Under strategy evaluation, there are 10 items with five items under each construct (Table 5.25 below). The satisfaction score for the performance management process is 59.98 (mean=3.67). Two items receive over 60% satisfaction rate in which Force senior management and middle management see strategic planning as critical to organisation’s success, representing strong H1 Heart element. However, the evaluation of JPO based largely on their contribution to the successful accomplishment of SAP scores 44.5% only, which is the lowest among the five items. The satisfaction score for “Evaluation, reporting and service improvement” is 67.08 (mean=3.81). Two items score the highest, which include the proper relationship between strategy formulation and implementation, and regular evaluation of SAP effectiveness.

No.	Constructs	Satisfaction Average (%)
1	Performance management process (H1)	59.98
2	Evaluation, reporting, and service improvement (H2)	67.08

**Table 5.25 – Strategic plan evaluation satisfaction average (n=516)**

To answer research question (3) concerning the strengths of the strategic management practice in the Force, it is revealed that the Force has a strong H1 Heart element under the organisational alignment and strategy acceptance. 85.5% of the officers agree that the SD represents a commitment to long-term operational improvements. In addition, the communication methods for strategy adopted by senior management are widely known and accepted by frontline officers. Under strategic plan formulation, 88% of the officers agree that the Force Vision, Common Purpose and Values are clear. This is an important area under the H1 Heart domain, and it demonstrates that frontline officers generally share the same Vision and Values with the organisation. Furthermore, officers agree that the Force’s strategic objectives (83.9%) and COP are clear (90.4%), which come under the H2 Head domain.

Under strategic plan implementation, the strengths are that the Force has a strategy-supportive organisational structure in which frontline officers receive great support from the Force senior management and formation commanders. In addition, the

commitment of the Force senior management towards implementation of the Vision and improving police services to the public is agreed by officers. The H1 Heart domain is strong in these areas. Under strategic plan evaluation, both senior and middle management sees strategic planning be critical to an organisation's success. Furthermore, there is a proper relationship between strategy formulation and implementation, and the effectiveness of the SAP is evaluated regularly.

Regarding the weaknesses, the findings reveal that only 33% agree that the lower-ranking staff are involved in the strategic planning process. The agreement ratings for adequate financial resources (57.2%) and technological resources (42.4%) for strategic planning are below 60%. Furthermore, there are no avenues for lower-ranking staff and external stakeholders to be involved in the plan formulation process. These concern the H2 Head domain in which a suitable avenue should be added so that their views could be gauged and incorporated into the strategic planning. During strategic plan implementation, half of the respondents do not agree that the Force has effective internal and external communications (averaged 51.5%). This concerns the H1 Heart domain. In addition, lower-ranking staff are not familiar with strategic plan and there is not enough staff for SAP implementation. These concern the H3 Hand domain in which the training, skills and knowledge on plan implementation should be strengthened. Finally, during strategic plan evaluation, lower-ranking staff are not evaluated based on their contribution to the successful accomplishment of the SAP.

To answer research question (5) regarding the critical success and failure factors that contribute to a holistic strategic management process in the Force. During the process of strategic plan formulation, it is revealed that the H1 Heart and H2 Head domains of the 3H framework are more relevant and carry greater weights to the Force management's decision makings. In the formulation process, the commitment and motivation of the Force senior management cadre are critical for the development of a clear Vision, Mission, and Values. The involvement of internal and external stakeholders is also critical, as their buy-in and support is essential. Regarding the H2 Head domain, the development of the strategic and operational objectives is important. At the same time, the allocation of resources in such a large government department and the design of a structured strategic planning process are equally important.

During strategic plan implementation, the satisfaction score for “Strategy supportive organisational structure” (68.38%) is the highest among the five constructs. As pointed out by Thompson et al. (2020), establishing a strategy-supportive organisational structure is a critical factor affecting organisational arrangements, establishing lines of authority and reporting relationships, and delegation of authority. In addition, the commitment to implementation is a critical success factor as it can foster a corporate culture. However, the critical failure factors include insufficient staff for SAP implementation which concerns recruiting and retaining talented employees; and ineffective internal and external communication under the H1 Heart domain. Finally, among the six factors under “Training, skills and knowledge development” under the H3 Hand domain, lower-ranking staff being familiar with strategic plan scores the lowest satisfaction rate (31.7%). It is followed by the factor that the SAP is not well understood (47.8%) and duties, tasks and responsibilities are not explained properly to lower-ranking staff (47.9%).

To draw the conclusion for research question (4), namely whether strategic management helps the Force succeed amid a VUCA world, Table 5.26 below presents the overall satisfaction average of the Force strategic management. It is revealed that the average satisfaction score for the implementation of the COP (77.6%) is the highest among the seven items (mean=4.01). The remaining six items score over 65%. Therefore, according to the questionnaire results, it is concluded that frontline police officers are satisfied with the overall Force strategic management and it implies that strategic management is beneficial to the Force amid a VUCA world, even the Force has gone through the unprecedented challenges during the 2019 riots.

No.	Items	Satisfaction Average (%)
1	In general, I am satisfied with the Force strategic management process.	67.6
2	In general, I am satisfied with the implementation of strategic objectives.	67.8
3	In general, I am satisfied with the implementation of the Commissioner’s Operational Priorities.	77.6
4	In general, I am satisfied with the Force strategic management outcomes.	67.6
5	In general, I am satisfied with the time, cost, and efforts the Force spent in strategic management.	67
6	In general, I am satisfied with the quality of service delivery because of strategic management.	69.1
7	In general, I am satisfied with the overall organisational improvement as a direct result of the Force strategic management process.	69.2



**Table 5.26 – Overall satisfaction average of Force strategic management (n=516)**

## **5.9 Chapter Summary**

This chapter presents the quantitative findings generated from the questionnaires. It primarily answers the first research question by presenting and analysing the descriptive statistics of 516 valid questionnaires from frontline police officers of the Force. The participants are from PC to SP working in police districts, representing operational commanders, middle managers and JPO. The mean and standard deviation of each survey item are calculated, and correlation analysis is used. The findings reveal that all seven items under “Acceptance of Strategy” receive over 60% agreement ratings and the average is 71.79%. There are 13 variables under four constructs in “Strategic Plan Formulation”. “Develop Force Vision, Common Purpose and Values” scores the highest with an average of 88% while “Involvement of internal and external stakeholders” scores the lowest with an average of 54.48%. There are 23 items under five constructs in “Strategic Plan Implementation”. Amongst the five constructs, “Strategy supportive organisational structure” scores the highest with an average of 68.38% while “Training, skills and knowledge development” scores the lowest with an average of 47.52%. In “Strategic Plan Evaluation”, there are 10 variables grouped under two constructs. “Performance management process” scores 59.98% and “Evaluation, reporting and service improvement” scores 67.08% on average. There are seven items under “Overall satisfaction of Force strategic management” and all items score over 65% agreement rating, and the overall average is 69.41%.

The findings further indicate the strengths and weaknesses of the Force strategic management practice and critical factors contributing to a holistic strategic management process. The strengths include a high level of acceptance of Force strategy; clear Force Vision, Common Purpose and Values; clear sets of strategic and operational objectives; a strategy supportive organisation structure; and good evaluation, reporting, and service improvement processes. The weaknesses include low involvement of JPO in the strategic planning process; perceived lack of technological resources; ineffective communication with the public; and insufficient staff for SAP implementation. The critical factors include effective internal and external communications and collaboration; good work to be appropriately recognised; SAP be well understood

before implementation; JPO being familiar with action plans through proper explanation, and evaluation of middle managers and JPO be linked to SAP implementation. It finally draws the conclusion that strategic management helps the Force succeed amid a VUCA world even after the Force has encountered unprecedented challenges during the 2019 riots. The findings provide important empirical support to fill the gap in management literature by using a 3H holistic approach in the different stages of strategic management.

The next chapter presents the implementation of qualitative research, interview findings and thematic analysis of the results.

## Chapter Six: Qualitative Analysis of Interview Findings of Selective Police Officers

### 6.1 Introduction

This chapter explores and demonstrates how serving police officers view the Force strategic management process through 22 semi-structured interviews conducted after the survey. The qualitative research assists to understand themes in the work setting from the interviewees' own perspectives. The interviews seek to obtain the descriptions and personal accounts of the frontline officers' views on the effectiveness and their level of satisfaction with the Force strategic management. Although the information given by the interviewees is subjective, the researcher attempts to interpret their perspectives objectively, together with the survey results, from an insider's point of view. Therefore, the role of the researcher in this study is not only a "reporter" but also an "interpreter" and "analyst" to comment on the issues supplemented by evidences, given the researcher's experience and exposure within the Force. The interview findings supplement the results from the survey detailed in Chapter Five. The findings in this chapter specifically answer the research questions in Table 6.1 which listed out the interview questions corresponding to each research question.

Research Questions	Interview Questions
(1) What is the perception of frontline police officers on Force strategic management practices, including strategy formulation, implementation, and evaluation?	<ul style="list-style-type: none"> <li>- What are your views and opinions of the Force strategic management practice such as the importance of Strategic Directions and Strategic Action Plan (SD &amp; SAP) since they have been introduced for over 15 years?</li> <li>- How do the SD &amp; SAP guide you and assist you in your daily work?</li> <li>- What are the benefits that the SD &amp; SAP bring to the Force as a whole? What are the harmful impacts?</li> <li>- Can you describe how the SD 2019-2021 and SAP help you in your daily work?</li> <li>- How do you evaluate the Force's entire strategic management process (formulation, implementation, and control) being managed?</li> </ul>
(2) What is the relationship between "Force Vision, Common Purpose and Values" and strategic management?	<ul style="list-style-type: none"> <li>- What is the importance of the Force Vision, Common Purpose and Values and how do they affect your daily work?</li> <li>- How do the Force Vision, Common Purpose and Values guide you in your decision-making process?</li> </ul>
(3) What are the strengths and weaknesses of the strategic management practice in the Force?	<ul style="list-style-type: none"> <li>- What are the strengths and weaknesses of the Force strategic management practice (Force Procedures Manual Chapter 68) including the Force strategic</li> </ul>

Research Questions	Interview Questions
	<p>planning process (strategy formulation), implementation of SAP, and evaluation of the key initiatives?</p> <ul style="list-style-type: none"> <li>- Do you think the current performance evaluation system is fair and accurate to recognise your contributions to the formation's goals? How?</li> </ul>
(4) Is strategic management of value to the Force, i.e., can it help the Force succeed in a VUCA (volatile, uncertain, complex, and ambiguous) world? How?	<ul style="list-style-type: none"> <li>- How does the strategic management process help the Force to achieve its goals and to succeed in the current operating environment?</li> </ul>
(5) What are the critical success and failure factors that contribute to an effective strategic management process in the Force?	<ul style="list-style-type: none"> <li>- What are the critical success and failure factors affecting your implementation of the action plan? (For officers' cadre only)</li> </ul>
(6) How is the 3-H framework (Heart, Head and Hand) being applied in building a holistic strategic management model in the Force?	<p>H1 Leadership –</p> <ul style="list-style-type: none"> <li>- Please describe the Force Vision and Common Purpose. Do you share the Force Vision and Common Purpose? Why?</li> <li>- Do you feel the Force organisation culture is conducive to help achieve its purpose and goals? How?</li> <li>- Are you motivated to try your best to achieve your formation's goals? How?</li> <li>- If your team encounters critical challenges in achieving your formation's goals, who will come to the rescue?</li> </ul> <p>H2 Strategic and Organising capabilities –</p> <ul style="list-style-type: none"> <li>- How do you feel the effectiveness of the current strategic planning exercise in helping the Force to accomplish its Vision and Common Purpose? How?</li> <li>- How are the Force's strategic goals articulated and understood exactly what your formation is expected to help achieve them?</li> <li>- (Follow up) Are they clear in communication, with explicit operation guidelines and adequate equipment &amp; facilities in daily operations leading to achieving your formation's goals?</li> </ul> <p>H3 Competence -</p> <ul style="list-style-type: none"> <li>- Has your team been well trained and equipped to carry out your daily operation duties?</li> <li>- When you are required to take up a new assignment, how will you be prepared for it?</li> </ul> <p>Overall speaking, do you find the 3H framework a holistic approach, and do you think the Force is having a holistic strategic management model with all three H dimensions? If not, why? What element is missing, or which aspect is inadequate?</p>

**Table 6.1 - Research questions and interview questions**

This chapter is divided into four sections. 6.2 presents the implementation of qualitative research including sampling, interview protocol and interviewees' demographic. 6.3

presents the findings and thematic analysis from the qualitative data by using the NVivo Plus software. 6.4 gives the chapter summary.

## **6.2 Implementation of Qualitative Research**

### **6.2.1 Sampling and Interview Protocol**

After conducting the survey, the researcher conducts individual face-to-face semi-structured interviews with police officers from PC to SP rank who leave their contact telephone numbers or email addresses in their respective questionnaires. This is a random sampling of interviewees who are willing to discuss on the Force strategic management in a greater depth. There are a number of advantages to use this sampling method. First, the officers have completed the questionnaire and have a basic understanding of the topics to be discussed. Second, they voluntarily leave their contact methods for subsequent interviews and this raises less concern about research ethics. Third, the officers do not work directly under the researcher and this avoids the possible problematic situation of power imbalance. However, there are limitations to random sampling. First, the researcher has little control over the ratio of gender, age, rank, stream, years of service and academic qualifications of the interviewees. For example, all interviewees at PC rank in this study only have less than 10 years' service. Their understanding of strategic management and the Force as a whole is limited. Second, the way in which data are collected may have given an unrepresentative sample. Although the interviewees are all PC to SP, over 60% of them have a Bachelor degree or above. Their high academic qualifications do not reflect the Force's real situation. Finally, the researcher is unable to identify and interview officers with specific knowledge or experience on strategic management.

The interviews are conducted from June to August 2021. Each interview commences with an introduction to the research objectives, the protocols of the process, including anonymity, data security, ethics and strict principle of confidentiality. All interviews are conducted in Cantonese, supplemented by key terms in English. Background information on the interviewees is gathered at the beginning of the interview. Each interviewee is invited to sign a consent form which is securely kept by the researcher until the completion of the study. Interviewees' consents are sought for audio recording

during the interviews. Each interview lasts for 40 to 60 minutes. Interviewees are told that they have the right to withdraw anytime without giving any reason. The interview contents are summarised and transcribed in English, and a copy of the transcripts is sent to the respective interviewees for review and confirmation. This allows the respective interviewees an opportunity to revise and modify their responses, ensuring that the records are accurately reflecting what they want to say. The semi-structured interview questions and protocol are at **Appendix B**.

The interviews explored the “why”, “how” and “who” in response to the questionnaire findings in Chapter Five. In particular, the relationship between “Force Vision, Common Purpose and Values” and strategic management; the strengths and weaknesses, critical success and failure factors that contribute to an effective strategic management process in the Force. Interviewees are also introduced to the management concepts under the 3H framework, including Heart, Head and Hand dimensions. They are asked whether the 3H framework is applicable and useful in evaluating the Force strategic management. The information obtained from these interviews provides further data on the links amongst strategy, strategic plan formulation, implementation, evaluation, and the overall satisfaction of the management outcome. The data, in turn, aid interpretation of the effectiveness of the Force strategic management practice.

At the beginning of and throughout each interview, the printed documents of the Force “Force Vision, Common Purpose and Values” (**Appendix C**), SD 2019-2021 (**Appendix D**), COP 2021 (**Appendix E**) and Chapter 68 of the FPM are made available so that the interviewees can make reference to them as much as possible. Interviewees are introduced with the definitions of strategic management and the 3H framework. All the interviews are fully transcribed with English translations matching the Chinese meanings. The transcripts are input in the NVivo Plus software for coding and thematic analysis.

### **6.2.2 Demographic Results**

Table 6.2 summarises the profile of the 22 interviewees participating in the semi-structured interviews. There are 12 JPO (PC, SGT and SSGT) accounting for 54.4%, 8 inspectorate officers including 4 CIP and 4 IP/SIP that account for 36.4%. There are 2

SP which account for 9.2%. There are 14 male officers (63.6%) and 8 females (36.4%). In terms of age range, 6 officers are between 31-35 and 41-45 respectively accounting for 27.3% of each range. 3 officers belong to 26-30, 36-40 and 51-55 respectively, accounting for 13.6% of each range. The remaining one officer aged 46-50 (4.6%). 17 officers (77.3%) are from the uniformed branch, and 5 officers (22.7%) are from the crime stream. In terms of years of Force service, 4 officers (18.2%) have 1-5 years, 11-15 years, and 21-25 years, respectively. 3 officers (13.6) have 6-10 years, 16-20 years, and 31 years or above, respectively. The remaining officer has 26-30 years of service. Regarding academic qualifications, 5 officers (22.7%) have a master's degree, 10 officers (45.5%) have a bachelor's degree, and the remaining 7 officers (31.8%) completed secondary schooling.

<b>Rank (%)</b>	<b>S/N</b>	<b>Sex (%)</b>	<b>Age range (%)</b>	<b>Stream (%)</b>	<b>Years of service (%)</b>	<b>Academic qualifications (%)</b>
<b>SP (9.2)</b>		<b>M (63.6)</b>	<b>26-30 (13.6)</b>	<b>UB (77.3)</b>	<b>1-5 (18.2)</b>	<b>(%)</b>
<b>CIP (18.2)</b>		<b>F (36.4)</b>	<b>31-35 (27.3)</b>	<b>CRM</b>	<b>6-10 (13.6)</b>	<b>Master (22.7)</b>
<b>IP/SIP (18.2)</b>			<b>36-40 (13.6)</b>	<b>(22.7)</b>	<b>11-15 (18.2)</b>	<b>Bachelor</b>
<b>SSGT (9.2)</b>			<b>41-45 (27.3)</b>		<b>16-20 (13.6)</b>	<b>(45.5)</b>
<b>SGT (18.2)</b>			<b>46-50 (4.6)</b>		<b>21-25 (18.2)</b>	<b>Secondary</b>
<b>PC (27)</b>			<b>51-55 (13.6)</b>		<b>26-30 (4.6)</b>	<b>(31.8)</b>
					<b>31 and above (13.6)</b>	
<b>SP</b>	004	F	41-45	UB	21-25	Master
	006	F	41-45	UB	16-20	Master
<b>CIP</b>	001	M	36-40	UB	11-15	Bachelor
	002	M	46-50	UB	21-25	Bachelor
	005	F	36-40	CRM	11-15	Master
	012	F	31-35	UB	11-15	Bachelor
<b>IP/SIP</b>	003	M	51-55	UB	31 and above	Secondary
	007	M	41-45	UB	16-20	Bachelor
	008	M	31-35	UB	11-15	Master
	013	M	26-30	CRM	1-5	Bachelor
<b>SSGT</b>	021	M	51-55	UB	31 and above	Secondary
	022	M	51-55	CRM	31 and above	Bachelor
<b>SGT</b>	009	M	41-45	UB	21-25	Secondary
	010	F	41-45	UB	21-25	Bachelor
	011	M	41-45	CRM	26-30	Secondary
	014	M	36-40	UB	16-20	Secondary
<b>PC</b>	015	M	31-35	UB	6-10	Bachelor
	016	F	31-35	UB	1-5	Secondary
	017	M	26-30	UB	6-10	Secondary
	018	F	31-35	CRM	6-10	Bachelor
	019	M	26-30	UB	1-5	Master
	020	F	31-35	UB	1-5	Bachelor

**Table 6.2 – Profile of interviewees (by rank) (n=22)**

### 6.3 Thematic Analysis of Semi-structured Interview Findings

This section presents the findings from the data obtained from the 22 semi-structured interviews. Thematic analysis is adopted to analyse the interviews transcripts through the identification of repeated codes and themes. According to Kiger and Varpio (2020), thematic analysis of qualitative data is a widely used method which is useful and accessible. It is an appropriate analysis method in understanding opinions, behaviour and thoughts to present a more transparent picture of reality. The researcher follows the six-step process of thematic analysis by using the NVivo Plus software for the qualitative data interpretation. First, familiarise with the data by listening to the audio recordings and re-reading the interview transcripts many times; second, input the transcripts into the software and generate initial codes; third, identify themes through extracted quotes under respective concepts; fourth, review themes through sorting the relevant quotes; fifth, define and name themes according to the research questions, and finally, produce the report (Kiger and Varpio, 2020). To ensure the validity and reliability standards associated with qualitative research, well-defined and rigorous coding procedures are constantly applied (Williams and Moser, 2019). The interview transcripts are then categorised into three groups – SP, inspectorate officers including CIP, SIP, IP, and JPO (SSGT/SGT/PC). While the researcher is a member of the same organisation, it is mindful that the researcher shapes the narrative derived from the interviews based on her personal values, position and experience.

There are three types of coding of collected data to construct deeper theoretical meaning – open, axial, and selective (Charmaz, 2008). Open coding refers to generating initial codes through “repeated reading” of the data and creating as many tentative themes or patterns as possible. In parallel with open coding, axial coding aims to identify the relationship between the themes after the categories are developed. Selective coding is the final step of reviewing and refining the themes to ensure that the selected data extracts fit into individual themes. After a detailed analysis, the themes are presented as a narrative to fit into the overall “story” about the data in relation to the research questions (Braun and Clarke, 2006; Charmaz, 2008; Williams and Moser, 2019). Concerning the perception of frontline police officers on the Force strategic management practice, the following themes are come up throughout the interviews, which will be explained one by one.



### 6.3.1 Views and Opinions on the Force Strategic Management

When being asked the views and opinions on the Force strategic management after its introduction in 2006, all officers (100%) comment that the SD give direction and guidance for the Force to achieve the desired goals. The direction mainly depends on the leadership of senior management, especially the CP, who leads the organisation. However, the officers do not relate strategic management to daily police work.

*“SD, I believe it is important to the management, CP and senior management. For JPO, they are not paying too much attention. Strategic management is not very relevant to our daily police work. I think it gives strategic directions for our senior officers and for dealing with daily policing. It is a direction for officers to know the path.” (014)*

15 officers (68.2%) indicate that the Force strategic management has a good structure and management framework, which is effective, standardised, and following a process step by step, in “black and white”. It is started from an environmental scan report which is good for appreciation of what is happening locally and internationally.

However, 7 officers (31.8%) opine that it lacks flexibility and they do not see the review mechanism working, as the SD is largely remained unchanged for the past ten years. JPO doubt its practicality and there is a gap between the plan and practical police work. They know about it, but there is not much information, and they do not have access to the details. There are not many channels for officers to have access, and they do not understand the connections between SD and SAP. 3 officers (13.6%) mention that only those officers who aim for promotion or attend promotion board will study it.

*“But as a frontline officer, I do not ‘feel’ the importance of SD & SAP and we mainly focus on our taskings and updates. If you ask frontline officers to study these SD and SAP, the effect is not big. They are top down as our Force is too big. It is useful, but to different levels of officers, the degree is different.” (020)*

These findings confirm the value and acceptance of the Force strategic management by the frontline officers and they have a good impression on the whole system. However,

they have reservation on the flexibility of the mechanism and do not see the relationship between strategic management and their daily police work. More creative communication channels are needed to increase JPO's awareness on the topic.

### **6.3.2 Strategic Directions and Strategic Action Plan**

Regarding the importance of SD and SAP in guiding and assisting officers in their daily work, all officers (100%) agree that it is important to Force development as they serve a directional purpose, giving a framework and a fixed direction leading to the future. Officers consider them practical and work-related. It is a useful and comprehensive process to help the Force improve. All levels can participate and contribute. It is important to all organisations and every organisation should have this.

*“For internal, as police officers, we need to know the Force’s overall strategy. As times are changing, and so are the trends, the Force have to adjust or refine its strategy according to these changes.” (017)*

Externally, SD and SAP give the Force a focus that resources can be used in response to the public's needs. Also, during action plans execution in Regions, Districts and Divisions, all officers would follow the same direction.

*“Training, for example, whether the society has this need? The Strategic Directions can somehow give us a direction, suggesting the needs of society or our Force. If we formulate the action plans or projects, which can cater for these needs, then there is no need to waste resources to do a feasibility study.” (004)*

On the other hand, SD and SAP assist all Force members in aligning with the Force direction and priorities. All officers would know the Force Vision and our goals. They would think about what they could do to align their actions with the SD and SAP. In addition, officers would clearly know what the management is asking for.

*“When officers in different posts taking up these projects or policing work, we will know whether this is in line with the Force SAP.” (006)*

Finally, it is change management as the SD are formulated according to local societal

development and international trends. They are based on concrete data and information which enable the Force to adapt to changes. The Force is a learning organisation and therefore we have to keep up with the times.

*“As I mentioned before, in my 20 years’ career, I feel the change in the Force culture, I feel the advancement, changes of the Force, and how we adapt to the changing times.” (010)*

Regarding the benefits and harmful impacts of SD and SAP, 16 officers (72.7%) comment that there are more benefits than harmful impacts or disadvantages. The benefits include standardised guiding principles, a plan, a direction to guide them in daily work, providing the same objectives and goals, and a focus on the effective use of resources.

*“They (SD & SAP) give us a very clear direction, why we are taking this step, and where the information is coming from. We refer to the environmental scan report, the research is conducted by university students who study each area of PESTEL. They analyse each area in detail while the Force management comes up with the policy. Therefore, when we manage such a big organisation, we definitely need such a systematic management practice.” (010)*

Another benefit includes the increase of public confidence in police as the Force is moving forward with times. SD and SAP would keep updating according to the outside environment. They are essential to an organisation with 30,000 employees. They are forward-looking and prepare the Force to enhance management efficiency.

*“Let me describe the Force as a big cargo ship or an aircraft carrier, while we are moving forward every day, if we face a big tide, we can’t see it. Once we see it, it is too late. We need people to look farther away to see if there is any danger ahead, whether we should go straight or need to change the direction, and strategy.” (005)*

6 officers (27.3%) mention that it is beneficial to have a written document on the SD and SAP as it enhances communication both within and outside the Force. It would be easier for all levels to understand the Force’s strategic directions in the next three years. It provides a management framework for monitoring progress and results. It furnishes a set of guidelines and a timeline for regular review.

*“You set a written document on our strategic directions which tell our officers and members of the public what measures we have in place to improve what we have done not so good, such as technology or police-public relationship.” (016)*

*“A good direction for an organisation, for the whole Force, for enhancing management efficiency. There are indicators for assessing the progress of work according to the directions, the results and what is the way forward for subsequent review.” (018)*

Regarding the harmful impacts or disadvantages of SD and SAP, 5 officers (22.7%) mention that they do not see any harmful impacts. 9 officers (40.9%) are concerned that there is too much paperwork during the whole strategic management practice, creating extra burden and workload. When the SD and SAP are decided on, formations, regions and districts have to follow suit and formulate their own formation action plans. Sometimes, the frontline units have to make up projects fitting the SAP which might not serve a practical purpose.

8 officers (36.4%) mention the lack of flexibility as the action plans might not be able to catch up with external changes timely. SD and SAP are set for review every three years. They think that it is too rigid and there is no channel for making changes if there are sudden occurrences such as the 2019 movements. The review mechanism is not obvious. In addition, the Force is such a big organisation with many different departments and units focusing on different areas of policing work, SD and SAP might not be practical and applicable to all of them. For example, SD 2 “Policing WITH the Community” is not relevant to those officers responsible for staff relations and training. On this aspect, this mainly relies on the Regional Commanders and District Commanders to decide what projects or initiatives they carry out in support of the SAP.

*“SD and SAP may not be applicable to every formation. Each formation may have their own unique culture or target customers, or geographical features and that’s why they (SD and SAP) may not be fully useful or followed.” (001)*

Finally, 3 officers (13.6%) comment that it is a time-consuming process, using a lot of existing manpower and resources in the formulation of SD and SAP. Nowadays

frontline officers are fully occupied every day, there are doubts on whether they have spare capacity to handle the projects in support of SAP. These require extra efforts from all levels to be committed in the strategic management process.

*“It all depends on what we focus on in the next SD. If we focus on the frontline, then frontline officers will be overloaded. If we focus on IT (information technology), then ISW (Information Services Wing) is overloaded.” (005)*

Regarding the three new SD under SD 2019-2021, 16 officers (72.7%) agree that SD 1 – “Embracing the use of technology for policing in the digital age” is the most beneficial, important, and useful in the changing world. This SD helps increase the public confidence in police and enhance the Force image in this digital age. It also enhances internal work procedures, increases efficiency, and streamlines daily policing duties.

*“The important message I get from the new SD 2019-2021 is that we know we need to catch up with the IT development, big data, traffic, and mobile apps. The purpose is to streamline frontline duties from becoming more effective and efficient.” (007)*

Even though officers support SD 1 and the long-term trend of using more technology in carrying out the police duties, 5 officers (22.7%) raise the concern of information security and mention the confidentiality of data that they handle daily. There is always a high level of security requirement on using Force-issued digital equipment. Therefore, officers have reservations on and are discouraged to the wider use of technology given the security and data privacy concern.

*“I have been in the Force for over 20 years and whenever I need to try a new technology, I know that we will avoid using them. Once we use them, we find them complicated. It is changing now; officers are being pushed to use it.” (009)*

Regarding SD 2 – “Policing WITH the community”, 16 officers (72.7%) agree that the rationale and concept are good, which it encourages more interaction, cooperation, and collaboration with the public, especially after the 2019 movements. 6 officers (13.6%) opine that it is the most important SD. It is a good initiative to promote shared responsibility with members of the public. The Force needs public support and it should be a long-term plan in expanding the scope and reaching out to different groups of

people.

*“Engaging the community is a good direction, but it depends on whether the officer is suitable for this task. There is a need to find the right person to do it. I think this strategic direction is about the participation of different peoples from all walks of life and how to increase their involvement.” (020)*

*“After the separation of society (2019 riots), we are even more concerned, and engagement has become more important. The anti-police sentiments are still strong. If we do not have participation and support from the public, only the police, it would be very difficult.” (022)*

However, officers raise different concerns and challenges on achieving this SD 2. First, after the 2019 movements, officers face difficulties in re-engaging the secondary schools and young people. The latter ones are still affected by the social and political sentiments and officers believe that the situation would not change in the near future. As a result, the Force’s engagement work is confined to those who support the police.

*“Once we introduced the three new SD, it was TIDERIDER (2019 riots) unfortunately. We are being overtaken by events. Society is back to square one. The police-public relationship has turned bad, and the political sentiment has changed. The society is divided so you can’t tell them to have civil responsibility.” (005)*

Second, 7 officers (31.8%) raise the concern of the strategic objectives under this SD not being coordinated in a holistic way. They mention that community engagement is related to human resources planning, crime-fighting, cooperation with other government departments, and so on. The whole government must support the engagement, and not just by the Force as the Force is part of the government. Partnership with other government departments, education sectors, and non-government organisations must be coordinated at the headquarters level. There must be a more comprehensive approach so that efforts would not be wasted.

*“I think that many problems are inter-connected, the image, recruitment, police-community relations, enforcement, all of them are inter-related but it seems that we are not considering them as a whole.” (008)*

Regarding SD 3 – “Preparing the workforce to meet emerging challenges”, all respondents focus on the aspects of integrity management and training. Obviously, they are not aware of the well-being aspect, including effective staff relations and internal communications under the strategic objectives. 12 officers (54.5%) agree that the training in the Force is adequate while 10 officers (45.5%) hold opposite views. All officers agree that training remains the top priority as the Force is willing to invest in officers’ training. The Force has well-structured training programmes including basic training, continuation training, practical skills training like IT, language and investigation, command courses, and management development. In addition, there are train-the-trainer workshops, living-the-values workshops, and unit training packages for daily policing.

*“There is enough support, hardware, and equipment assisting officers. The only problem we are facing is insufficient manpower, but this is Force-wide. We will never ask an officer with no training or equipment or ask an unsuitable officer to carry out a task, which will lead to a failed mission or endangering officers’ safety.”*  
(002)

9 officers (40.9%) raise the challenge of recruitment problem since the 2019 movements. They are concerned about the new generation who appears to be less resilient. In addition, there is new legislation or amendments to the existing legislation introduced every month, which rely on officers’ own capability, competence, and attitude to keep themselves abreast of the updates.

*“There are many variations or changes in the legislation when you apply them in practice. It takes time to learn to apply them in daily work and accumulate experience. There are many ways or procedures of handling one case.”* (016)

These findings confirm that SD and SAP are important to the Force development and officers think that they bring more benefits than harmful impacts. They also agree to the three SD but raise different concerns and challenges such as the social and political sentiments, recruitment problem, quality of new staff and so on. Although there are many Force orders, manuals, and guidelines assisting officers in the execution of daily duties with a diversified job nature, such applications depend on individual officers’ self-initiative and judgment under different circumstances. That is always an officer’s

professional judgment. For example, in traffic enforcement, officers can exercise their discretion to decide whether to issue a warning or a fixed penalty ticket for minor traffic offences.

### **6.3.3 Force Vision, Common Purpose and Values**

“Force Vision, Common Purpose and Values” nicknamed “178” consisting of one vision, seven statements of common purpose, and eight values, have been introduced in the Force since 1996. The interviewees are asked about the relationship between “178” and strategic management, how “178” affect their daily work and guide them through the decision-making process. All officers (100%) agree that “Force Vision, Common Purpose and Values” are important, similar to a spiritual and conceptual belief like the Force “Bible” or the Ten Commandments representing a set of golden rules.

*“When you work with your colleagues or are handling cases, you will encounter a lot of grey areas. Then, you have to re-think after you have taken the oath to be a police officer, there is a set of criteria or basic requirements for us. When you face a dilemma, you must use these (Force Vision, Common Purpose and Values) to make the decision.” (016)*

12 officers (54.5%) opine that “178” are useful in providing a direction and guidelines to assist officers in their daily work. They are the basics and foundations of our daily police work, which are imprinted on officers’ minds and hearts. Whenever they made a decision, they might refer to the “Force Vision, Common Purpose and Values” and follow them.

*“TIDERIDER, one riot has almost destroyed Hong Kong. It is the wish of every member of the Force to maintain this Vision. It is important and it tells the public in simple terms of our Vision. We need to safeguard this with all our efforts.” (017)*

Although officers believe that “178” and strategic management are interrelated, they seldom think about their connection. 3 officers (13.6%) indicate that the “Force Vision, Common Purpose and Values” are a bit outdated, too general, and do not attract much attention nowadays. No one talks about them recently, except during the foundation training that they become intrinsic. The Force Vision is like a slogan, and officers would



only memorise it when they are preparing for promotion board interviews.

Regarding the seven statements of Common Purpose extracted from section 10, Police Force Ordinance, they detail the roles and responsibilities of Hong Kong Police. 6 officers (27.3%) specifically mention that the Common Purpose statements are important, which spell out the Forcer's priorities and scope of duties. They are like mottoes reminding officers what they need to do, like a framework or job charter.

*“For example, when I receive a public complaint, there is a chance that this may not be directly related to my job charter. But after a second thought, I may think this is my job as it is one of the Common Purpose statements. I need to re-think and remind myself that this may or may not seem to be related to my job. But if it can prevent any mishap or achieve our Vision, we need to do it.” (015)*

For the eight Force Values, 20 officers (90.9%) agree that they are the most important ones serving as the guiding reference and foundations of police work. They are intrinsic and useful, which form a framework for officers to follow. When officers are put into grey areas or a dilemma, the Values form the basics of their judgment and bring them back on the right track. The Values are good reminders helping them in decision-making.

*“Sometimes there are grey areas which you can or cannot do while there is no absolute right or wrong. There are no stipulated rules saying that you cannot do it if it is not against the laws. But if you use Values to think about it, you will know what to do.” (015)*

*“If you have Values in your heart, they help you avoid troubles. Integrity and honesty, when you face a dilemma, you go ahead or not, you can use Values or four ways value judgment to justify your action or decision.” (018)*

However, 9 officers (40.9%) opine that the Values are too general without elaboration or strict standards. Different officers might have different understandings or interpretations as the Values are conceptual. For instance, officers might be doubtful about how to be 100% honest or have absolute integrity. Sometimes, they might not know how to apply them in daily duties.

*“For example, fairness is subject to an officer's own value. The line is set by*

*individual officers and up to them to decide.” (001)*

*“Our job nature is diverse and there are a lot of different scenarios. Unlike working in a hotel, you only need to be customer-oriented and make them happy. But in our case, at this moment, he or she is an informant or witness, but in the next moment, he or she becomes a prisoner. We have a lot of dilemmas, so this is not the organisation’s problem, this is the fact and the environment, that’s why we need to pay much attention to recruitment and promotion. It depends on an officer’s personal interpretation.” (008)*

10 officers (45.5%) agree that the Force Values are overtaken by integrity management. Nowadays “integrity and honesty” become the most important Value. Other Values become less important and are being ignored.

*“As integrity management is the most important focus nowadays. Other Value such as ‘effective communication both within and out with the Force’ is being ignored. We have done this, but you may not think that it is very important. Integrity management has become more important, and it has overridden other Values.” (012)*

These findings reveal that “Force Vision, Common Purpose and Values” play a significant role in officers’ decision making process. They are the basics and foundations of the daily police work. However, since “Force Vision, Common Purpose and Values” have not been changed since its introduction in 1996, officers raise the concern that they are outdated, too vague and not applicable in all scenarios.

#### **6.3.4 Strengths and Weaknesses of the Force Strategic Management**

Regarding the strengths of the Force strategic management practice, 12 interviewees (54.5%) comment that the Force strategic management practice has a comprehensive cycle that includes formulation, implementation, and review. It provides performance indicators so that officers could prioritise the resources. The SAP represents the priority and officers would know what the senior management is looking for. It is a well-established system and has a comprehensive review structure.

*“You may change it or status quo remains. But, at least, this will be brought up*

*and the senior management will conduct a regular review of the Force strategic directions, what we are lacking, and what we need to change. That's why I think the biggest strength of strategic management is that we have a timetable.” (005)*

*“We are not staying in the same position for three years without doing anything. We will review or fine-tune to align every three years.” (011)*

*“It starts from the environmental scan which covers not only Hong Kong but also the global trend. It scanned through global issues or challenges such as the aging population, technological advancement, etc., issues such as equality, race, etc., I think they are comprehensive. You start from the macro scope and will not miss out important things.” (018)*

The structure and timeline enable senior management to follow a detailed process which is put under review every three years. There are quarterly reports on the progress. This practice is important and of great value to a 30,000-employee organisation. It gives direction and good guidelines, like a menu leading to service improvement and operational efficiency.

*“Overall speaking, we have a comprehensive and interconnected system. Every formation, every officer, whether you are willing or not, you have participated in this mechanism. From a foot beat patrol officer to CP, every level has its contribution in this mechanism.” (007)*

*“There is a need to implement this process. Operational, decision making, we need policies formulated from top-down, top management sets the policy, then we implement and carry out our work. They should not be too rushed, the people who formulate policies have to think carefully and holistically, plan carefully, when setting the policies and strategic directions.” (021)*

Second, 9 officers (40.9%) opine that the framework and documents produced, including the SD and SAP booklet looks professional. The scope is clear, and it is useful for building a better reputation for the Force. The documents focus on the identified issues, which are easy to read and understand. They lead to service improvement and are of great value to long-term development.

*“It is like a policy address or financial report that outsiders, as well as our own*

*Force officers, will know our strategic directions. Once we make comparisons, I think if an organisation has this strategic management process, it looks more professional and forward-looking.” (015)*

It includes the achievement driven by the mega environment. While the SD gives a direction, SAP projects a big picture of what the Force must do. Each Major Formation produces its own action plans supporting SD and SAP based on its own environment and characteristics.

Another strength mentioned by 8 officers (36.4%) is about the leadership of senior management. They think that the Force senior officers have the same vision and focus on the Force development. The directions are decided by the SDG and the practice is top-down, resulting in that all departments or units are having the same goals. It demonstrates their commitment and strategic vision driving participation from all levels.

*“I see that the SDG has done a lot. Each rank has each rank’s responsibility, and the Force management thinks. They need this strategic management process to help them formulate SD and SAP.” (021)*

This represents a positive inference that in a disciplined force, despite the recognised importance of organising capabilities (H2) and execution of duties (H3), leadership (H1) remains the most important element shaping the organisation culture to generate the holistic synergies for all three H dimensions with a view to achieving a promising outcome.

Finally, 5 officers (22.7%) mention that the environmental scan report produced by the Force is good and useful. It contains insights, new knowledge from academic and social perspectives on current challenges, not limited to the Force’s perspective. It provides a lot of updated and useful information.

*“Everything happening in HK everyday concerns the Force. If I were the CP, or as senior management, I had to think about or to formulate different nature of operations, strategies, to handle or tackle what is happening in HK.” (003)*

Regarding the weaknesses of the Force strategic management practice, 13 officers

(59.1%) comment that the fixed three-year cycle is rigid, inflexible, and not effective enough. They opine that they see no big changes in SD and SAP in the past 15 years. There is no correction or modifications even when something has gone wrong.

*“I am not sure if there is flexibility. Is the cycle fixed to three years? If we see, in the near future, or we expect that the society will be stable in the next five years, it is okay. Whether the cycle can be lengthened or shortened, I am not sure whether it can be adjusted.” (012)*

At the same time, the three-year process is ineffective as it is manpower intensive, and the speed is not fast enough to follow the pace of the ever-changing world. The process is long and slow. Once a plan is developed, the issues might have already changed or become outdated. They generally think that the process is too complicated and time-consuming.

*“The question is whether a three-year cycle is appropriate, I cannot comment on this. If you do the review within a shorter period, it will be time-consuming and manpower intensive. There must be a balance. If you do the review after a longer period, the world is changing too fast then the objectives or goals set in the last cycle may not be suitable anymore. I am not sure whether 3-year is a fine balance.” (012)*

*“This practice is very complicated, time-consuming, and has to use a lot of resources and manpower to carry out this process. Maybe we need to focus more and streamline the process to reduce the man-hours.” (015)*

Second, 11 interviewees (50%) raise the issue of low involvement of frontline duties in the strategic management practice, especially during the planning process. Frontline officers, in particular JPO, have little knowledge on this topic and are not familiar with the FPM Chapter 68, which is difficult to read and understand. They have limited access to the process and do not have a strong feeling because they do not understand how it works. The internal communication is considered insufficient.

*“When many policies are formulated, there is not enough explanation. The explanation to junior officers from the supervisors is limited. The Force structure is too big, for SACP, and ACP, how can they make explanation to a PC?” (014)*

In addition, frontline officers have no time to understand the whole thing and they almost have no participation in it. There is not enough consultation with frontline JPO officers who feel distant and find the whole practice irrelevant.

*“Officers especially JPO, being the majority of our Force members, they feel very remote about this practice, and they may think the policy is strategic, which may not be too relevant to their day-to-day work.” (006)*

This is also because the Force structure is too big that it is difficult to cascade down messages to a PC. While the process begins from formulation to execution and to evaluation, it is never an easy task of letting the whole Force be able to know and understand. JPO’s involvement is very limited or even none.

*“I know that the Strategic Management and 178 (Force Vision, Common Purpose and Values) are interrelated but I do not understand too much. For JPO, or even inspectors, they won’t understand the whole practice. They are for senior management or policymakers.” (014)*

Third, 9 interviewees (40.9%) mention the heavy reliance on senior management’s commitment, belief, and passion. If senior management do not have a passion or commitment, it would be difficult to catch up with the ever-changing world. There is the problem of “group think”. That said, officers also express that employing external consultants might not be an option as these people are business-oriented and profit-driven.

*“When these action plans are formulated, the effectiveness does not depend on the execution, but the planning process, which is highly dependent on the commitment and passion of the leaders and commanders. This is difficult to control.” (004)*

Finally, although FPM Chapter 68 stipulates a review mechanism, 8 officers (36.4%) think that there is no review channel, or the review mechanism is not working effectively. Society is changing too fast, and they opine that greater flexibility is necessary. There must be a “go out” mechanism or a more flexible evaluation process.

*“The action plan formulation, it is like a contract or a checklist, but as you may know, in this changing world or changing society, many action plans, say those decided two and a half years ago, if we are still executing these action plans, the plans will be outdated.” (004)*

These findings give very detailed descriptions and comments on the strengths and weaknesses of the Force strategic management. The strengths include comprehensive cycle with detailed structure, timeline and process. The SD and SAP booklet is professionally made. The senior management demonstrates leadership, vision and commitment to the whole process and finally the environmental scan report provides useful information for commanders of all levels to plan for the future. However, the weaknesses include the inflexible 3-year cycle, low JPO involvement and consultation in the process, heavy reliance on senior management’s vision and a lack of review. These are extremely useful materials for the Force in the future strategic management process.

### **6.3.5 The Force to Succeed in a VUCA World**

While the Force has gone through the 2019 movements and is still facing the COVID situation since 2020, interviewees are asked whether strategic management assists the Force in succeeding in a VUCA world. The term “VUCA” initially mentioned in the *Harvard Business Review* (Bennett and Lemoine, 2014), becomes a trendy managerial term and is adopted by the INTERPOL. 21 officers (95.5%) agree that strategic management helps the Force succeed in the complex operating environment. 12 respondents (54.5%) fully agree with it while 9 (40.9%) agree to a certain extent. Only one officer (4.6%) is not sure because the Force seems to be independent and is not affected by external changes. The reasons include firstly, the Force has a good structure and each process complements one another. The procedures are strictly followed and interconnected. Strategy management is formulated by the higher level and cascaded down to every formation so that everyone would participate in. While the Force has introduced SD and SAP for over 15 years, it is a continuous and constant process with support from internal and external stakeholders, and which support helps the Force achieve its goal and succeed in a certain way. To allow wider participation in the process, officers suggest that the younger generation should be given the opportunity to voice out their opinions in shaping the future.

*“They (the younger officers) have less experience and less understanding of the Force; they are less conditioned. Because of their lack of experience and knowledge of the Force, they can view from a user’s perspective, as an internal user or as a member of the public to give opinions.” (005)*

Second, embracing technology under the SD and SAP 2019-2021 is mentioned by all officers as the most important and useful for the Force to succeed in this fast-changing world. Officers think that this could help streamline procedures and remove red tapes during our operation and day-to-day work.

*“I am not saying that we did not do well in the past. The area for improvement is that as the world is changing so fast, how we can detect the changes or what is happening in society. For example, on Facebook, we can address their problem before the citizens raise it. In the past, it always took time to draft, and then wait for bosses’ approval, it took 2 to 3 days, and then after 4 to 5 days, the document can be released. It doesn’t work anymore.” (007)*

Third, change management is one of the key factors that helps the Force adapt to the external environment. Officers mention that the environmental scan report is visionary with input from international experience, which forms the foundation for senior officers in formulating a plan according to the changing environment. This is crucial for a large organisation like the Force to succeed in the VUCA world.

*“The original thinking is from the Environmental Scan Report, which gives us a lot of figures, after detailed data collection in all areas, then develops the SAP, COP. That’s why, I believe when we do this review, we want to adapt to the expectation of the community or the changing environment. I truly believe that it can help us have a better development in policing work.” (010)*

Respondents opine that the SDG have different expertise in their respective fields. When they formulate strategic plans, they would take the ideas and challenges under their purview into consideration so that they are incorporated into the strategic directions and action plans. These ideas and challenges usually align with the changes in the complex and dynamic environment.



Finally, 5 respondents (22.7%) opine that the Force's success is proven during the 2019 movements (Operation TIDERIDER). They comment that the Force is rigorously shaken during that period while all officers are being tested under extreme hardship. However, the Force does not fall apart after those darkest days.

*“I think apart from internal communication, external environment, our authority under the laws, government support and support from other government departments are very important. What I observe, in the early stage of social unrest during TIDERIDER, we were in a difficult situation and very disappointed. Many cases in courts were not prosecuted or convicted successfully. You can now see the difference. We were helpless before but not anymore after the enactment of the National Security Law. During TIDERIDER, CE (the Chief Executive) came to meet us at the most difficult period, and she told us that in the whole civil service, she only had 30,000 police officers left to help her.” (011)*

*“During TIDERIDER, our Force was united. To a certain extent, they are related to Living-the-values workshops, ‘178’, and the prevailing environments. We have built up the team spirit. We have built up the resilience which is becoming stronger and stronger.” (022)*

While officers agree that the Force has strong H2 head and H3 hand elements that contribute to the Force's success even under the most difficult situation, such as TIDERIDER and pandemic, they opine that there is a need to strengthen the H1 heart element.

*“At this stage, this strategic management process can help but it is worth examining what else we can add to the process. Maybe more cohesion amongst officers or to unify people's hearts is the most important.” (022)*

This is a key evidence indicating that taking the H1 approach seriously in the disciplined force is most important, while only H2 and H3 dimensions are insufficient to ensure holistic management of the organisation. It is different from the traditional understanding that the disciplined force solely relies on command and control, and the highly organised and coordinating capabilities to achieve its goals. Nowadays, the H1 heart element such as leadership and motivation in the Force has been gaining significance.

### 6.3.6 Critical Factors Contributing to Effective Strategic Management

Regarding the critical success and failure factors contributing to an effective strategic management process in the Force, the interview question focusing on the factors impacting on the implementation of action plans is responded by the officer's cadre. Therefore, only the ten officers (45.5%) ranked from IP to SP who have the responsibility of action plans implementation are interviewed on such. Interestingly, all officers opine that the success and failure factors are the same, and the factors depend on whether they could exercise them effectively in implementation and execution of action plans.

First, a strong management team that exercises leadership and gains buy-in from the frontline officers is important, in particular whether supervisors have explained to their subordinates why the project is important to keep them focused on the priorities.

*“When you implement a project, the most important element is the buy-in from frontline duties, whether they agree or confirm that the project you implement is useful... the new generation is different from us, they may not follow what you say, they must understand why they need to do it. After you explain to them, they will do it.” (007)*

If the team members share the same goals and objectives, they could get job satisfaction during the execution of a project. If they truly want to do it, they would do it wholeheartedly because they understand and agree with the direction.

*“You have to explain the rationale behind the policy so that they understand why we do it. They will stand with us. Let them know how this can help achieve the whole thing. Make them feel that it is valuable and worth it.” (013)*

*“The most critical failure factor is that officers do not agree with you or do not support the plan. If they do not agree, they will not put in their efforts by heart.” (013)*

Officers comment that the commanders' leadership and professionalism are important

because they could learn from experience, keep reviewing and balancing the advice from staff and their own experience. The commander's role is very important, as they have critical thinking and independent judgment. They should spend time and effort to do the tasks together with their staff.

*“Success factors are resources, buy-in, doing it together, leading by example. If I want my officers to conduct foot patrol, I will do it first.” (008)*

Second, whether the execution phase is successful depends on a project management structure, including the practicability of the action plan, clear line of authority, and reporting mechanism. Officers opine that the execution includes practical and clear instructions or guidelines that their subordinates could follow them easily. The plan must be detailed enough, and the procedures should be streamlined and simplified to avoid heavy administrative work. If the action plans are too conceptual, it would be difficult for officers to carrying it out and the implementation would fail.

*“For example, in community engagement, you ask PSU (patrol sub-unit) officers to go to building management four times a month to talk to the manager or stakeholders. If it is too conceptual or just an idea, they will not know how to do it.” (001)*

The key element is whether officers could quantify their action and there is a clear target to fulfil. In addition, the progress should be monitored regularly so that frontline officers are aware that the senior management cares about the action plans. There must be a timeline and regular reporting to monitor the progress of each project. If the project is properly managed by a timeline, the success rate would be higher.

*“If you don't monitor the progress, then gradually some initiatives, due to personnel movement, especially during personnel movement, or it is overtaken by some other commitments, then the plans would be lagged behind, then they will fail or disappear.” (004)*

Finally, respondents raise that availability of resources and capabilities is critical during the implementation stage. This concerns the H3 Hand domain. If they could get sufficient support, resources, and assistance, the execution would be successful.

Resources referred to time, money, manpower, and relevant training. Whether officers responsible for implementing the action plan have relevant and sufficient training is critical to the success. In addition, officers raise the concern about manpower shortage as the Force is now facing a recruitment problem that young people are unwilling to join the Force after the 2019 movements. There is insufficient manpower in every unit and the existing officers cannot fulfil the ever-increasing demand. The extension of the retirement age from 55 to 60 can temporarily alleviate the pressure, but in the long run, the Force has to formulate a holistic recruitment strategy. Finally, the training and development of JPO are also important. The management has the responsibility to develop JPO's mindset and management concept so that they can align their action with the Force SD. One of the solutions is to create a platform in the current KM framework for JPO to give proposals or suggestions to increase their participation and involvement.

These findings confirm the importance of all 3H domains which are critical to an effective strategic management. H1 concerns leadership, communication and buy-in from frontline officers so that they focus on the same goals and objectives. H2 concerns a project management structure, clear guidelines and reporting mechanism. H3 includes available resources, training and capabilities of officers which are critical for successful execution of action plans.

### **6.3.7 Building a Holistic Strategic Management Model**

Regarding the final research question of the applicability of the 3H framework in building a holistic strategic management model in the Force, respondents are asked to comment on the H1 (Heart dimension) leadership, including the impact brought by the three CP appointed before and during 2019 movements (Operation TIDERIDER), and after the enactment of the NS Law after 1 July 2021; H2 (Head dimension) strategic and organising capabilities under the Force strategic management process; and H3 (Hand dimension) competence of their daily operation duties. Finally, they are asked if they find the synergistic alignment of all 3H dimensions are able to create a holistic strategic management model. This is based on the theoretical assumption that only when all 3H dimensions are synergistically integrated, an organisation is sustainable and competitive in the long run. If this is not the case, they are asked to suggest what elements are missing or which H dimension is inadequate and needs improvement.

## H1 Heart Dimension

Regarding H1 leadership after the 2019 movements, the Force management becomes more open-minded and is willing to listen to frontline officers. The teamwork and synergy are described as strong. When officers encounter a critical challenge, commanders would work together with them immediately. That is not a common practice before 2019. The CP's participation in major operations is a strong motivating factor (H1) to the frontline officers. The new leadership's positive effect on the satisfactory outcomes is evidenced.

*“...for example, our senior officers visit the officers during large-scale operations, even when it is late at night, no matter how tough it is, they go down to join in the exercise or operation during festive seasons. Officers appreciate it and feel happier. They will think that even though my commanders cannot solve a problem instantly, since the senior management is there, they will help. CP will promote the participation and he will also join the frontline operations.” (002)*

20 officers (90.9%) mention that the change of leadership during TIDERIDER becomes the turning point. They particularly mention former CP TANG Ping-keung, who took office in November 2019. His strong leadership and vocal style impress officers in the Force. He is firm and pragmatic. They observe that the Force management has given more support to the frontline duties. Frontline officers can see it and feel it which helps boost the morale of the whole organisation.

*“Recently, during TIDERIDER, for example, the new CP (Tang Sir), his presence, is a strong motivation to officers. It represents an encouragement to the officers. His words of encouragement are already sufficient. Officers will know what we need to do.” (003)*

*“I feel that during TIDERIDER, our teamwork, spirit, motivation, etc., have reached the highest. As Force members have experienced too much, not only workwise but also concerning our family members, our direction is to support each other. Even we were not at the forefront, we would exhaust every way to support the frontline officers. What can I do? We could distribute meals, make logistics arrangements, and PPRB would find donations to support our frontline officers. All these I have never experienced since I joined the Force, such a passion. I think*

*the leadership impact has also reached a record high. This is what I feel.” (010)*

*“The leader of the organisation, our CP, our leader, he cares for us, frontline duties. He is willing to fight for us, defend us and shoulder our responsibility. Our hearts will be more loyal towards the Force. This is true and I truly believe it.” (011)*

In the post-2019 period throughout 2020, former CP TANG and his senior management have demonstrated a stronger stance and defended the Force on many different occasions, such as attending District Council meetings, radio programmes, and media interviews. These acts make our officers be proud and motivated.

The current CP SIU Chak-ye, who has taken office since 1 July 2021, is also mentioned during the interviews as 15 interviews were conducted in July and August 2021. Officers opine that CIP SIU continues to lead the Force in a proactive leadership style, and he motivates frontline officers when he, together with other SDG members, always attend as observers in the Force exercises carried out in different police districts.

*“They will come down to see our exercise, or the CP will even join the exercise, working hand in hand to do something. Overall speaking, the management is very close to the officers. They are willing to work with us and listen to our opinions. The current CP will also come down to our Force exercise and give us direction, so that we could make changes. He will, through his words and comments, make us change. We are not doing what we did ten years ago.” (015)*

One officer gives a summary of his feelings about the three CPs.

*“I think that Tang Sir, former CP, his presentation, and all aspects, his verbal response to media, he can lead and motivate officers and boost the morale. CP’s role is important and how to respond and give feedback. The previous one (CP LO) is not that good, I think. The current one (CP SIU) is new to the post so I do not have strong feelings about him.” (020)*

Regarding motivation, 21 officers (95.5%) agree that they are motivated, and the morale is high because of the change of senior leadership after 2019.

*“The current Force senior management leadership is good. They will stand out to reply and respond to outsiders’ queries or allegations. Their responses are more timely and their stance is firmer now, compared to the past. They give us, frontline officers, more confidence and we know that they are standing on our side. They can definitely motivate me to do better. A very positive effect.” (013)*

These findings are very important to rebut the belief that officers in disciplinary forces only follow commands, focus on execution and only care about the H2 and H3 dimensions. The findings confirm that H1 dimension is not secondary and this aspect cannot be ignored.

### H2 Head Dimension

H2 dimension mainly concerns strategic and organising capabilities under the current Force strategic management process. The discussion focuses on two main themes, namely the strategic management process and structure and governance. 13 officers (59.1%) comment that H2 dimension is strong in the Force. When compared to other disciplined services, the Force is the only department that practises and has formally documented the strategic management process. This process is commented to be forward-looking, advanced, and leading at the forefront. It is proven to be effective in responding to sudden changes. With strategic management, the Force can adapt to challenges very quickly when compared to other government units. Officers generally agree that SD and SAP guide them in a practical way.

*“We are really okay, all because of our SD, we can stand firm and respond to sudden challenges, especially during 2019. This area is effective. We have room for improvement. But, in general, compared to other departments, other places, we can adapt to the challenges very quickly.” (007)*

Regarding structure and governance, 8 officers (36.4%) mention that our strategic management has a good structure starting from SD and SAP, then Major Formations and police districts formulate their own action plans after taking into consideration their crime trends, unique geographical and demographic characteristics. There is also an effective system to monitor and communicate work processes and standard procedures. Job charters are clear and well documented. 5 officers (22.7%) opine that the Force has sufficient communication channels to disseminate key messages, including the Force

Noticeboard in the intranet, briefings in training days, *Offbeat* (a bi-weekly Force publication), and internal memos and orders.

*“Our structure and system have been working very well. I don’t see any gap or suddenly officers are dissatisfied. I don’t see any examples when officers do not know what they are required to do. I don’t see such a problem. Key messages will be conveyed in training days, or through the Force Noticeboard, we have a good structure or system. They are in place.” (002)*

However, 5 officers (22.7%) comment that the structure in the Force is ineffective because there are many constraints, especially legal constraints. The Force is not operating on its own and relies on external stakeholders’ cooperation, and partnership with other government departments. 3 officers (13.6%) find it difficult to apply strategic management in the public sector because it is not always easy to quantify the policing results. Sometimes, it is too conceptual for JPO who might have limited knowledge of management practice. Different officers have different interpretations on standards of policing work. Even members of the public have different expectations on public service delivery.

*“The Force has already done what we need to do, what we need to face, we have solutions to tackle the problems. Many problems have been solved. External environment that we cannot control, for example, climate change, we can’t change the temperature; for example, recruitment and training take time. Even if you have ten think-tank consultants or outside agencies, you can’t solve these problems instantly.” (011)*

The Force has 15 ranks from PC to CP with 27,782 disciplined officers as of December 2020 (Hong Kong Police Force, 2021a), which makes the organisation ineffective by configuration. The government structure is a check and balance establishment. When the government is first established, it is not meant to be effective. As Cheung (2013) points out that despite Hong Kong as a pioneer of public sector reforms in the 1980s and 1990s, effective governance is desperately needed in the face of a growing crisis of governability.

### H3 Hand Dimension



H3 dimension, in the context of this study, concerns two main aspects, namely the competence of daily operational duties in the Force, and training and development for serving police officers. An organisation's generic competitive advantages of CRIAQES provide evidence to support outcomes of the H2 approach:

- Citizen responsiveness – to their needs and preferences.
- Innovation – in managing operation process and offering new services with new IT and AI technologies.
- Agility – flexibility and dexterity in deployment to cope with odd incidents.
- Quality – delivering citizen expected standard of service and meeting performance pledges.
- Efficiency – yielding cost-effectiveness in all operations.
- Speed – in response to 999 calls or other emergencies. (Cheung and Yu, 2020, p. 251)

The analogy of “Hand” means the competencies for police officers, including crime investigation, crowd control, dealing with emergency incidents, and knowledge of legislation and powers. No matter how great the strategy or plan is, the Force must rely on the frontline officers to implement projects and plans (Cheung and Yu, 2020). If H3 Hand competence and training are lacking, strategy implementation will be hindered and slow for achieving the desired outcomes.

Half of the officers (50%) comment that the competence of police officers is comparatively high, and they are capable, well-trained with a positive mindset and attitude, and logical thinking. Given the challenges of the 2019 movements and 2020 COVID pandemic threats, the Force management is aware of the insufficiency in different policing skill sets and tactics. For example, frontline officers need new tactical training for larger crowd control, terrorist incidents, and lockdown containment measures. Inspectors need skills or tactics on media handling and the use of social media for the dissemination of anti-crime messages. SP and above need liaison skills for liaison with internal government departments and external international LEA and agencies.

*“There is enough support, hardware, and equipment to help officers. The only problem we are facing is insufficient manpower, but it is a Force-wide issue. We*

*will never ask an officer with no training or equipment to carry out a task or an unsuitable officer to do it which will lead to a failed mission or endangering officers' safety.” (002)*

On training and development, 12 respondents (54.5%) agree that the Force provides good and adequate training and development opportunities for the officers, such as basic training, on-the-job training, weapons and tactics training, IT training, and command courses or promotion courses for all ranks. There are also local vocational trainings and overseas courses. 6 officers (27.3%) do not fully agree with that, and 4 officers (18.2%) reckon that Force training is insufficient. The job nature in the Force is diversified, the Force is unable to provide all kinds of training in-house. Therefore, officers are encouraged to seek outside assistance, such as training courses offered by external institutes, seminars coordinated by the Civil Service Training and Development Institute, or seeking advice and support from colleagues through the Force KM Peer Advisers Scheme.

*“When you ask whether the current training is sufficient, I would say even if it were insufficient, for example, cyber technology crime, you may ask for support or help from CSTCB (Cyber Security and Technology Crime Bureau) or TCIRC (Technology Crime and Incident Response Cadre). They can fill this gap. In general, for law enforcement, we are okay.” (011)*

While the world is fast changing, it would be unrealistic to say that all officers are well-trained in all areas of police work. In most cases, officers are updated on the development of crime trends, but it is hard to say they are trained on certain subjects, for example, financial investigation. It is a common practice that officers will be provided with on-the-job training when they take up a new post that requires specific knowledge. On the other hand, whenever there is new legislation or amendments to existing legislation, which require officers to understand, digest, and apply, the responsible policy units will organise seminars for frontline officers and produce training packages online to ensure officers can find assistance if needed. Finally, the internal orders, manuals, and guidelines are updated timely so that officers can always refer to the latest instructions. All of these can be accessed through the Force intranet online database, which has become more convenient for officers.

### 3H Framework as a Holistic Approach

When being asked if the 3H framework is a holistic approach and whether the Force is having a holistic strategic management model with all three H dimensions, 20 officers (90.9%) except two (one CIP and one SIP), comment that as an analogy of a human structure, 3H is sufficient and it is a good tool to evaluate an organisation or a project. They mention that it is a new concept and management framework that they find it interesting.

*“Yes, it (3H framework) is holistic, and it is sufficient to evaluate all functions of an organisation. The top management has a plan, then what the lower-level needs, their basic needs such as welfare, condition of service, equipment, safety, the ‘head’ must think. Then going to the ‘hand’ dimension, we need to facilitate officers’ training, we can feel what top management is caring for us. If we have the full support and motivation (heart), we will work harder and fulfil what you require us.” (021)*

The CIP who disagrees with the framework comments that 3H is a gimmick and the ‘4W1H’ (why, when, what, where, and how) should be incorporated into each 3H dimension to make it more holistic. Another inspector does not answer the question directly but only comments that 3H framework is very conceptual and vague. Finally, officers mention that the weight of each 3H element may be different under different situations.

*“For example, if you are in a tough situation, you have to increase the ‘Heart’ element, or how to use the ‘Hand’ more effectively. Under different environment, we must adapt to the changes. The use of the 3H and the weight will be different.” (018)*

Figure 6.1 below summarises the H1 Heart, H2 Head and H3 Hand domains being rated by the interviewees and the frequency under each domain is illustrated in a radar diagram. Under the H1 Heart domain, it indicates that motivation in the Force receives the highest rating (21) while leadership efficacy also scores a relatively high rating (20). Under the H2 Head domain, strategic management (19) is rated higher than structure and governance (13). Regarding the H3 Hand domain, the rating for training and development (18) is higher while the competence of officers (14) to carry out daily

operational duties is weaker. Officers comment that it takes time to accumulate experience and it is not easy to be competent in all kinds of duties due to the Force diversified job nature. Looking at the 3H congruence in the whole organisation, the new Force motto, “Serving Hong Kong with Honour, Duty and Loyalty”, represents the corporate culture (14) demonstrating our responsiveness and ability to adapt to external changes. It also reflects officers’ determination and motivation to achieve our goals. However, the congruence (11) is rated the lowest as the Force is too big and has too many ranks. It is difficult to ensure that all policies are cascaded down to every officer. Finally, almost all respondents (20) except two agree that the Force has holistic strategic management.



**Figure 6.1 - Correlating 3H domains and integration measures with Force strategic management**

## 6.4 Chapter Summary

The interviews provide very useful insights into the perception and importance of the Force strategic management practice, its strengths and weaknesses, and whether there is a synergistic alignment of all three H dimensions to make it a holistic practice. The interviewees always mention the differences before and after the 2019 movements (Operation TIDERIDER) to distinguish the different leadership periods. These comments supplement the quantitative findings by answering “what” aspect is good or bad, “who” can do better, “why” and “how” to improve each stage of the strategic management practice in a richer context. Furthermore, the officers’ comments on how

to apply the 3H framework in the Force are useful in understanding how to achieve a holistic strategic management. On the other hand, it is interesting to note that officers in the same rank do not have the same patterns of opinions or perceptions about the Force strategic management. For example, some officers perceive that the improved performance of the Force is linked to strategic planning while others might not agree.

Similar to what Bryson et al. (2017) argue, the mixed findings revealed in this research are likely due to a few factors. First, it is very difficult to operationalise performance in the public sector, especially in the Force, because each unit has different job charters and different performance measurements. For example, a CIP working in the frontline as Divisional Commander and a CIP working in Crime Wing have very different views on “Force training”. Second, various types of performance outcomes should be taken into consideration due to the diversified job nature in the Force. It is difficult to define “successful outcomes” for a beat patrol officer. For example, whether a beat patrol officer has settled a dispute case or if a criminal case is prevented due to the police presence are not counted in the productivity report. Lastly, there are a lot of direct or indirect links between strategic planning and performance. In Hong Kong’s situation, for example, the low crime figures do not necessarily link to the public trust in the Force’s legitimacy.

The researcher experiences certain challenges when conducting the interviews. Although the researcher is aware of her position as a high-ranking police officer and has followed strictly all the ethics guidelines and standards set by the university as well as the Force, there is still concern that the respondents do not participate with ease and comfort. Creswell and Poth (2018) also point out the issues of power and risk when researchers study their own organisation, especially when there seems to be a power imbalance between the researcher and the participants. They advise researchers to be cautious about collecting data in their own workplace and suggest that multiple strategies of validation be adopted to ensure accurate and insightful findings (Creswell and Poth, 2018). These have been mitigated by personal briefings by the researcher on each occasion and repeated emphasis on the confidentiality and anonymity of the findings.

The next chapter discusses the research findings through triangulation on the Force

strategic management practice and concludes whether it has achieved the research objectives. The discussion is based on analysis of the quantitative and qualitative findings, official documents of the HKSARG, international surveys and ratings, awards by international organisations, and media reports. It presents the theoretical and practical implications and gives recommendations to the Force. Finally, it gives a conclusion, indicates the limitations of the current study and recommends future research directions.

## **Chapter Seven: Discussion and Conclusions**

### **7.1 Introduction**

This study has accomplished the research objectives by investigating police officers' perception and satisfaction with the Force strategic management practice; critical factors and conditions that have an impact on the practice; and testing the applicability and usefulness of the 3H framework (Heart, Head and Hand dimensions) towards developing a holistic strategic management model in the Force. The purpose of this chapter is first to discuss the quantitative and qualitative research findings based on the analysis and triangulation with inputs from government documents, news reports, international publications and surveys. It then evaluates the Force strategic management model from the practical perspective and gives recommendations for the Force. Finally, it concludes the study with lessons for other LEA, and highlights the limitations and suggestions for future research.

The Force, the largest government department in Hong Kong, is the focus of this study. A mixed methods research design is used to address six specific research questions. Chapter One presents the research background, the problem, and objectives. The conceptual framework and the literature of strategy, strategic planning and strategic management are discussed in Chapter Two. Research gaps and contemporary issues concerning strategic management in the public sector and LEA are identified. The 3H framework is adopted as a tool for examining how the Force develops a holistic management model. Chapter Three reviews on the Force as the case study focus. An external environmental scan and a SWOT analysis of the Force are conducted to illustrate the impact of a dynamic operating environment. The challenges confronting LEA, both locally and globally, are explored and discussed. Chapter Four explains that a sequential mixed methods research design is the most suitable methodology for the current study. Chapters Five and Six present the results and findings from the questionnaires completed by and semi-structured interviews on serving police officers from different ranks and departments.

## 7.2 Discussion

### 7.2.1 Triangulation of Quantitative and Qualitative Findings

The research questions are answered by empirical findings from 516 questionnaires providing a snapshot of “what” has happened in the Force strategic management practice since 2006. The quantitative findings are supplemented by qualitative data from 22 interviews providing answers of the “who”, “why” and “how” to the research questions.

**In terms of the first research question**, the findings indicate that the frontline officers give an overall average of 72% agreement rating for seven items under the Strategy Acceptance Scale. The qualitative research findings are tallied with this result as the officers give a rating of 70-90 marks when they are asked to evaluate the Force strategic management. Under strategy formulation, the construct of “Develop Force Vision, Common Purpose and Values” receive the highest satisfaction rating (88%), and be followed by “Develop strategic and operational objectives” (81.1%). The interview findings supplement that the “Force Vision, Common Purpose and Values” are deeply embedded in the officers’ decision making. They are clear and widely accepted by the frontline officers. They form a framework and state clearly the police’s Common Purpose. This echoes with the literature that mission statements are essential for agencies as an accurately worded mission will become a source of inspiration and guidance to employees (Bryson, et al. 2010; Paton, 2018). However, it is also revealed that the satisfaction ratings on “Involvement of internal and external stakeholders” and “Availability of resources and structured planning process” are only slightly over 50%. Interviewees opine that external stakeholders should be consulted on their expectations. We could only achieve the goals when we understand stakeholders’ interests clearly before setting the SD and SAP (Thompson et al. 2020). Internally, frontline officers, especially JPO should be got involved more in the strategic planning process so that their alignment with the Force strategy is increased, and enhance their understanding and connection with the whole strategic management process. Interviewees explain that they are unfamiliar with the process which is seemingly irrelevant to them thus they are difficult to commit to the SD and SAP implementation. This confirms Poister’s (2005) observation that employees’ widespread participation at various stages of the strategic



management process is essential for enhancement of the efficacy of strategic management.

Under the strategy implementation process, officers generally agree that senior management has a strong commitment to implementation and the Force has a strategy-supportive organisation structure. After the former CP Tang has taken office since November 2019, the leadership style has changed drastically when senior management becomes visible on the ground and is willing to stand at the forefront giving support to the frontline officers. This confirms the findings in Cheung and Yu (2020) that top management's genuine commitment and support are conducive to the success of strategic management. When officers believe that their commanders mean business and walk the talk, they will seriously follow. On the other hand, the Force's well-established structure, with clear lines of authority and reporting relationships, ensures that the action plans, formulated by regions, districts, and divisions are in line with the SAP. The action plans can be cascaded down to the frontline commanders, which is essential to proficient strategy execution (Thompson et al. 2020). However, officers raise their concerns about internal and external communications, as well as training, skills, and knowledge development. As a large organisation with 30,000 officers, it is always difficult for the Force to explain to every officer the details of all policies. Apart from relying on commanders at all levels to update officers on the latest policies ensuring a standardised approach, updated and relevant work-related information is made available to officers timely for their use through the KM-related databases and KM portal. It is stressed that sharing tacit knowledge amongst officers within the legal and privacy confines is valuable to the organisation. Training and skills development are the other important areas that need improvement. Even though the Force's formal training programmes are good and sufficient in general, officers should demonstrate the initiative to keep themselves updated on new legislation and operational guidelines for respective knowledge application in different circumstances, given the diversified job nature. There is a need to further develop the officers' soft skills in managing information overflow in the digital era.

Under strategy evaluation, both quantitative and qualitative findings reveal an under 70% satisfaction ratings for both "performance management process" and "evaluation, reporting and service improvement". Only half of the respondents agree that the

performance evaluation system is fair. The Force performance appraisal system is designed based on a list of generic competencies, and there are three levels of reporting. The diversified nature of police work makes it very difficult to quantify the officers' outputs and their performance measurements are not based on their contribution to the accomplishment of action plans. For example, measurement is easier to officers issuing fixed penalty tickets in traffic enforcement than to officers working in a surveillance unit, which is highly sensitive and confidential. In addition, the Force places great emphasis on unity and morale, making it difficult for supervisors to reflect badly on an officer's performance in a written report. These factors result in a general trend of overgrading in appraisal reports. Regarding "evaluation, reporting, and service improvement", the review mechanism in place specifies a time frame which is tied to strategic objectives under each SD. There is little flexibility under the three-year strategic planning cycle as this involves a thorough five-step strategic planning process. Strategy researchers tend to follow Mintzberg's assertion that the organisation strategy is created by deliberate and emergent ways. During strategy execution, emergent strategy has to be developed based on unexpected challenges or opportunities (Mintzberg, 1987). For example, in coping with the large-scale riots in 2019, the Force has to change its operational strategy frequently instead of sticking to the three-year planning cycle.

**To answer the second research question**, the relationship between "Force Vision, Common Purpose and Values" and strategic management is interconnected. While the Vision, Common Purpose and Values represent the ultimate goals, overarching principles and the foundation of police work, strategic management is the means to achieve these goals. The seven statements of Common Purpose, originated from section 10 of the Police Force Ordinance (Cap. 232, Laws of Hong Kong), state the roles and responsibilities of a police officer. The eight Values form the foundation of how police officers should act and behave when executing their duties. These all affect an officer's decision making, especially when they encounter grey areas whilst on and off duty. Values and Common Purpose, which belong to the H1 Heart dimension, are instrumental to achieving the effectiveness of strategic management. For example, the former CP TANG has conducted purposeful actions by changing the Force motto to "Serving Hong Kong with Honour, Duty and Loyalty" since November 2019. He also attended District Council meetings to defend the Force during which times Hong Kong

was still in crisis between late November 2019 to July 2020. He emphasised all along the missionary purpose of restoring law and order; consequently, officers of the whole Force were unified and aligned with the Force Vision.

**To address the third research question**, the strengths of the Force strategic management process include first a strong leadership and commitment of senior management towards achieving our Vision and improving police services to the public. Second, the Force has a formal and comprehensive strategic planning process. Third, the Force has a strategy-supportive structure that is useful in making the organisation more effective, meaning that strategic action plans are systematically implemented. There is regular reporting on the progress and this practice is important in giving directions and guidelines to officers on service improvement and increasing operational efficiency. Regarding the weaknesses, the lower-ranking staff members are not involved in the strategic planning process and there are no avenues for JPO and external stakeholders to be consulted. In addition, the internal communication is ineffective in the large hierarchy, as it always takes up much time cascading the policies down through the line of command. This may not be a controversial issue during peaceful times. However, for example, when the social movements commenced in June 2019, the communication breakdown led to weak resources coordination and slow response to incidents on the ground. Finally, the three-year cycle is too rigid and ineffective while the process is time-consuming and manpower intensive. An example is that during the 2019 crisis, the newly published SD 2 – “Policing WITH the community” was no longer fitted in the then prevalent social situation.

**To answer the fourth research question**, it is confirmed that strategic management is of value to the Force, and it helps the organisation succeed in and adapt to the external environment. This is proven that the Force had not fallen apart while facing with the unprecedented challenges in 2019 and successfully quelled the riots with not one single death with police actions. Without the leadership of CP and senior management, officers would not demonstrate such unity, resilience, and determination to restore the public order during the most difficult times in the second half of 2019 and early 2020. For example, in a series of “Police Stories” published on the Force newspaper, *Offbeat*, after the 2019 movements, injured officers always mentioned that it was the comradeship, esprit de corps and their original aspirations to serve the community that made them

remain steadfast in upholding law and order (Hong Kong Police Force, 2021b).

**To address the fifth research question**, critical success and failure factors are the same, which represent two sides of one coin. The factors include leadership and commitment of senior management that officers are motivated to truly “want” to do the job wholeheartedly, rather than “have” to do it. The buy-in and support from officers and external stakeholders is also critical. This can be achieved by effective communication through different channels explaining to them why this is important. Clear instructions and guidelines should be available to keep officers focused on how to carry out the action plans. In addition, whether the execution phase is successful depends on effective project management, which includes the practicability of the action plan, clear line of authority, reporting and control mechanism.

**To address the final research question**, discussion on the 3H framework application is the most important issue of the entire study, i.e. the insights and findings towards developing a holistic model are valuable in filling the research gap of the policing organisation’s strategic management. Very often, only one or two facets of the theories are applied. This is one of the first attempts to examine the Force strategic management in practice through the lens of 3H in a holistic approach. At the same time, it is important for researchers to ensure the development of theory is not separated from the practitioners’ application through addressing concerns with practical relevance (Ackermann and Eden, 2011). It is posited that utilising the theories under the 3H framework in concert will generate the greatest benefits and results (Yu, 2021).

In the Force, the strong H1 Heart and H2 Head elements are evidenced by the recent CRO strategic planning conference held in November 2021. The CP, in his opening speech, stated that the purpose of the conference was to critically evaluate and discuss the strategic issues identified in the strategic planning process. He emphasised the importance of this strategic planning cycle due to changes in the operating environment, and senior officers were required to examine and risk-assess strategic issues having a direct impact on the Force in the future. Different approaches to address these strategic issues would be formulated so that the Force continues to strive for excellence in the years ahead (Hong Kong Police Force, 2021b). Regarding H3 Hand, through the promotion and implementation of KM for the past 18 years, the Force’s KM is driven

and championed as a strategic endeavour to build the Force capacity through better management of knowledge, wisdom and experience (Hong Kong Police Force, 2020a). The Force was awarded the Most Outstanding Winner of the Global Most Innovative Knowledge Enterprise (MIKE) Award 2020 and was the only government department and the sole LEA that clinched the MIKE Award amongst 16 winning organisations, (*Hong Kong Police Review*, 2020).

In the modern world, where the operating environment is dynamic and hostile, more focus should be placed on employees' well-being. The Force has been working diligently and constantly on this aspect, which determination comes under the SD 2019-2021. This is further evidenced by the award of the 15 Years Plus Caring Organisation Logo by the Hong Kong Council of Social Service in recognition of the Force's corporate social responsibility practices in caring for the community, its employees, and the environment. Furthermore, the Force attained the title of "Mental Health Friendly Supreme Organisation" by meeting the objectives of promoting mental well-being at the workplace (*Hong Kong Police Review*, 2020). The Force is keen on taking care of its staff's well-being and has created an inclusive and friendly work environment.

A summary of the results of the questionnaire and the findings of the interviews are found in table 7.1. The findings are reasonably consistent indicating that the methodology is successful, and the outcomes are significant.

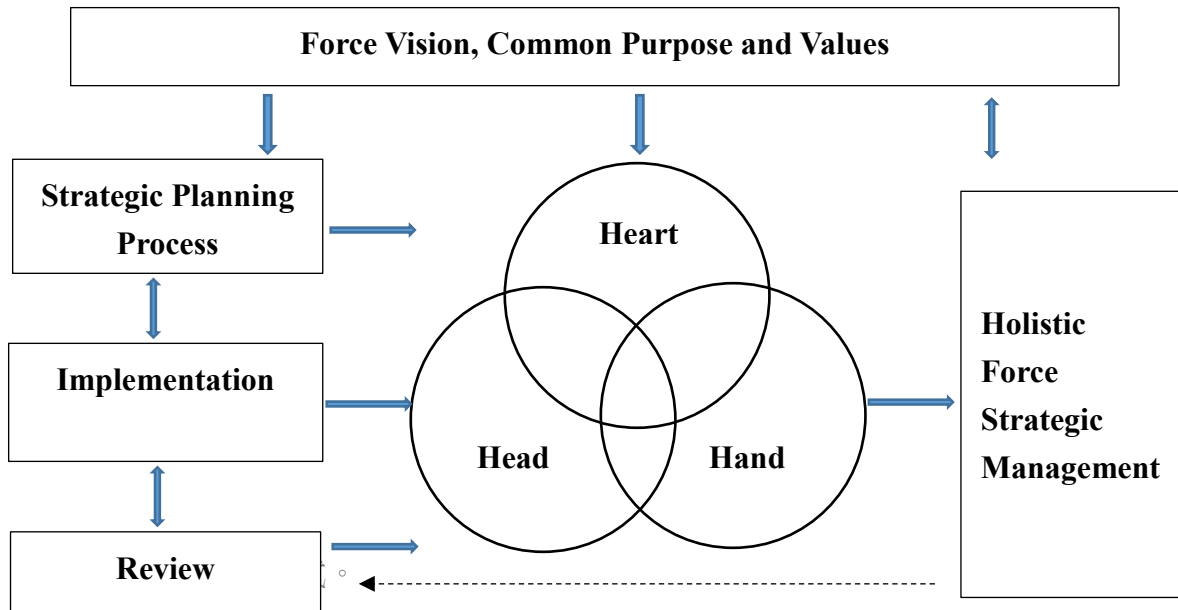
<b>Research Questions</b>	<b>Questionnaires (n=516)</b>	<b>Semi-structured Interviews(n=22)</b>
<b>(1) Perception on Force strategic management</b>	<ul style="list-style-type: none"> <li>- Strategy acceptance satisfaction ranges from 63% to 86%</li> <li>- Overall satisfaction ratings range from 67% to 78%</li> </ul>	<ul style="list-style-type: none"> <li>- All interviewees (100%) agree that strategic management is important for the Force's operation, development and success as it provides a direction for the organisation to achieve its goals and objectives</li> <li>- 15 officers (68.2%) agree that strategic management has a good structure that is effective and standardised</li> <li>- 16 officers (72.7%) comment that there are more benefits than harmful impacts</li> <li>- Overall satisfaction ratings from 70 to 90 (out of 100)</li> </ul>
<b>(2) Relationship between "Force</b>	<ul style="list-style-type: none"> <li>- The "Force Vision, Common Purpose and</li> </ul>	<ul style="list-style-type: none"> <li>- All interviewees (100%) opine that the "Force Vision, Common</li> </ul>

<b>Research Questions</b>	<b>Questionnaires (n=516)</b>	<b>Semi-structured Interviews(n=22)</b>
<b>Vision, Common Purpose and Values” and strategic management</b>	<ul style="list-style-type: none"> <li>- Values” are clear (88%)</li> <li>- The strategic and operational objectives are clear (81.1%)</li> </ul>	<ul style="list-style-type: none"> <li>- Purpose and Values” are important in guiding their daily work and decision-making</li> <li>- The “Force Vision, Common Purpose and Values” form the foundation of SD and SAP, which are equally important in the execution of frontline police officers’ duties.</li> <li>- Despite different levels of acceptance and interpretation of the practical value, “Force Vision, Common Purpose and Values” form the cornerstone of how frontline police officers perceive their police identity and responsibilities</li> </ul>
<b>(3) Strengths and weaknesses</b>	<ul style="list-style-type: none"> <li>- Strengths include “commitment to implementation” (66.6%), and “structured strategic planning process” (68.6%)</li> <li>- Weaknesses include “training, skills and knowledge development” (47.5%), “internal and external communications” (51.4%)</li> </ul>	<ul style="list-style-type: none"> <li>- Strengths include a comprehensive cycle, framework and professional written documents and the strong leadership of Force senior management in driving the strategic planning</li> <li>- Weaknesses include the inflexibility and rigid 3-year planning cycle, low involvement of JPO and lacking in a review mechanism</li> </ul>
<b>(4) Force success in VUCA world</b>	<ul style="list-style-type: none"> <li>- Overall satisfaction ratings range from 67% to 78%</li> <li>- This implies that strategic management is of value to the Force amid a VUCA world</li> </ul>	<ul style="list-style-type: none"> <li>- 21 interviewees (95.5%) perceive that adopting a strategic management approach is significant for the Force to succeed in the VUCA world especially during and after the 2019 riots</li> </ul>
<b>(5) Critical success and failure factors</b>	<ul style="list-style-type: none"> <li>- “Strategy supportive organisational structure” and “commitment to implementation” score 67% and 68% which are the highest</li> <li>- Only 33% of officers agree that there is involvement of lower-ranking staff in the strategic planning process</li> <li>- “Internal and external communications” scores 51.4% which is the lowest</li> </ul>	<ul style="list-style-type: none"> <li>- Critical factors include strong leadership efficacy to gain buy-in from frontline officers so that they share the same goals and objectives, a sound project management structure with timeline and regular update, and availability of resources and capabilities</li> <li>- Consultation and communication with JPO during the strategic management process are insufficient and therefore they suggest that suitable platforms should be established to increase their involvement</li> </ul>

Research Questions	Questionnaires (n=516)	Semi-structured Interviews(n=22)
(6) 3H framework towards building a holistic strategic management	N/A	- 3H framework is considered a useful tool to evaluate the Force's strategic management practice holistically despite different degrees of importance of H1 Heart, H2 Head and H3 Hand elements in the strategy formulation, implementation, and evaluation stages

**Table 7.1 – Summary of the quantitative and qualitative findings answering the six research questions of the Force strategic management**

To conclude, this study adopts the 3H framework as a lens to examine how the H1 Heart, H2 Head, and H3 Hand elements are integrated into the strategy formulation, implementation, and evaluation stages. Figure 7.1 below provides a holistic strategic management model by incorporating the 3H framework, a new strategic thinking paradigm, for senior and middle managers. Not only does it fill the gap in the public sector strategic management literature but also provides insights and guidelines for practitioners in other government departments or LEA alike.



**Figure 7.1 – A new Force strategic management model**

### 7.2.2 Theoretical Contributions

The complexity of this study requires a deployment of an array of research methods,

both quantitative and qualitative. The questionnaire extracted relevant items from two questionnaires, namely the Strategy Acceptance Scale (Bouillon et al. 2006) and part of the research questionnaire is pilot tested and conducted in a government in the Middle East. It is the first time that this questionnaire is adopted, modified, and used in a LEA in an Asian city, Hong Kong. The survey results provide researchers and practitioners valid data to identify areas contributing to the satisfaction of frontline employees with the strategic management practice, critical success and failure factors, as well as key obstacles to strategy formulation, implementation, and evaluation within a large public organisation, the Force. In terms of theory advancement, qualitative research follows the inductive logic to generate, elaborate, or test management theories (Bluhm et al. 2011). The interview findings provide significant information on what officers experience and how they interpret and illustrate the constraints and opportunities unique to the Force in strategic planning. For example, following the turmoil in 2019, safeguarding national security has become a major issue for the Central Government, the HKSARG and the Force. This becomes a strategic issue that touches on many important areas, such as manpower, training, community relations and so on. Also, the diversified job nature of police work has a great impact on the design of performance indicators and appraisal. The research findings have contributed to theory development in public sector strategic management.

Academics point out that the business sector emphasises a competitive strategy which connotes the idea of “I win you lose” zero-sum mindset (Porter, 2008). In the private sector, managers’ thinking and acting in silos are quite typical as they are usually specialised in different fields such as marketing, accounting, human resources, information technology, and so on (Yu, 2021). Incidentally, this phenomenon is also common in the Force when middle managers or commanders do not see the need for connecting their activities with those of other units. The 3H framework, on the contrary, advocates the *Taoism* approach and focuses on long-term relationship with stakeholders (Yu, 2021). The 3H dimensions are based on relevant management concepts. For H1 Heart dimension, effective leadership is necessary to motivate and engage employees at all stages of strategic management. The aim is to indoctrinate the “want to” mentality, that means a purposeful mission has to be shared and internalised by all in an organisation (Yu, 2021). The conceptualisation of leaders as architects helps employees focus on incremental sub-goals and make the connection between daily work and long-



term objectives (Carton, 2018). To achieve on this, effective strategy formulation (H2 Head) is playing a key role. An astute strategist would be capable of leading the organisation to thrive on environmental changes by revising its organisation's deliberate strategy instead of rigidly sticking on with it (Mintzberg, 1987). This must be supported by a strategy-supportive structure and a constant review of the external and internal environment. The H3 Hand dimension, which concerns KM and workforce competence, governs the strategy execution and control of the strategic management process. H3 Hand is important to ensure all resources are adequate and frontline officers are capable and equipped with the right knowledge and skills. The performance of the Force reveals "the moment of truth" of the process's effectiveness, which can be best measured by CRIAQES as discussed in Chapter Two as asserted by Cheung and Yu (2020). When all 3H dimensions are adequately addressed, the seamless synthesis among the three domains secure the necessary and sufficient conditions to achieving a holistic strategic management (Yu, 2021).

In the Force, the 3H framework helps commanders widen their perspective and appreciate the importance of solving people and organisational issues by adopting a holistic approach. The focus in the Force is not on fighting against each other for resources, it should concentrate on collaboration and creating greater value for the betterment of the community. The goal is to maintain a safe and stable society. The 3H framework as a thinking paradigm to examine whether each H factor is sufficiently embedded in the strategic management practice. It is also used to conduct retrospective analysis on the strengths and weaknesses, success, and failure factors of the Force strategic management to develop a holistic approach. In this aspect, the increasing complexities of the global environment and digital era present new challenges for the Force to leverage experience and manage information and knowledge.

### **7.2.3 Evaluation of the Force Strategic Management Process**

This study generates a comprehensive understanding of strategic management in a police organisation that informs the Force senior management how and why strategic planning is beneficial to the organisation and which areas can be improved. The research findings are useful in evaluating the Force strategic management practice which frontline police officers perceive to be effective. It is crucial and critical to the

Force's success amid a VUCA world. Under the overarching "Force Vision, Common Purpose and Values", it starts with the strategic planning process which H1 Heart and H2 Head dimensions have more weight in terms of its efficacy creation. The findings reveal that there is a low satisfaction rating by the lower-ranking staff due to their low involvement during the strategy formulation stage. The Force strategic planning process is a top-down instead of bottom-up exercise. Therefore, JPO have not been consulted in the past 15 years. This echoes with the contemporary literature on strategic management that it does not help enhance the lower-ranking staff's understanding and participation in formulating strategies or plans to achieve the goals and objectives of the organisation (Alexander, 1985; Buluma et al. 2013). If lower-ranking officers are informed, consulted, and participate in the process, it would enhance their commitment, ownership, and eagerness to carry out the action plans and achieve organisational goals.

Strategy implementation is the most important yet most difficult stage when middle managers are responsible for translating goals into actionable projects at different levels. This requires commitment from all levels of employees (David et al. 2013). To ensure success, all 3H dimensions, including leadership, staff motivation, good command structure, resources, and project management are equally important. As pointed out by Thompson et al. (2020), successful strategy execution involves three key actions, namely staffing the organisation with a strong management team, and recruiting and retaining the right people; acquiring, developing, and strengthening key resources and capabilities; and finally structuring the organisation and work efforts. In the Force, H1 Heart domain concerns creating and ascribing values to the purpose of the Force's services through effective internal and external communication to yield staff commitment across the organisation. H2 Head domain involves mainly with the strategic planning process, starting from environmental and organisational scanning, strategic formulation, implementation, and evaluation exercises. Finally, training, skills, and KM under the H3 Hand domain can be improved, especially the officers' soft skills. This confirms that creating a 3H conducive culture is essential to support effective strategic plan implementation (Cheung and Yu, 2020).

Regarding strategy evaluation, the senior management must ensure a regular monitoring and reporting mechanism in place. Two main concerns are raised in the surveys and interviews: the effectiveness of the feedback channels; and the performance

appraisal system. Again, H1 Heart and H2 Head dimensions carry more weight in this stage. In the Force, there is a mechanism in place to ensure a timely update and reporting on the action plans so that they can be fine-tuned to suit the changing needs of society. However, this regular reporting does not include feedbacks from external stakeholders which may hinder timely adjustments of the action plans. On the other hand, as Poister (2010) points out, evaluation and performance measurements should be linked to reward mechanisms to increase the staff incentive of aligning with the organisation's goals. Staff's contribution and commitment to the execution of SAP should be tied to performance measurement.

Finally, synergistic alignment among the 3H domains provides sufficient conditions to drive effective strategic management through a holistic approach. There is significant evidence in the case of the Force on how the H1 Heart, H2 Head and H3 Hand dimensions could integrate better to produce desirable results. According to Cheung and Yu (2020), trust bonding will glue each H domain together to boost morale and team spirit among officers. In daily practice, middle managers must be trained to have this holistic view in mind to connect activities of different units or divisions so that they do not work in a silo, or ignore cooperation and teamwork. A holistic managerial approach is the key to developing a holistic Force strategic management practice through integrating the 3H dimensions as depicted in Figure 7.1.

#### **7.2.4 Recommendations for the Force**

The “new normal” in Hong Kong, which includes the pandemic and post-pandemic condition, the enactment of the NS Law and the re-introduction of the Basic Law Article 23 in the next Chief Executive's agenda, has presented distinctive operational challenges to the Force. Although the law and order situation in Hong Kong has largely resumed normal, the expected economic downturn brought by the pandemic and digital era presents new challenges to the Force in re-building trust with the public and delivering high quality policing services. While these factors are critical to the Force's strategic management and future development, the following five recommendations are presented for the Force senior management's consideration.

##### Increase the Flexibility of the 3-year Strategic Planning Cycle

While the global and local operating environment has been changing and coupled with the new trends of technology-enabled and borderless crimes, there is a need for the Force to initiate a more fluid process allowing flexibility in the formulation and implementation of SD and SAP. Therefore, a more concise and simplified version of the environmental scan report is to be produced annually so that the senior management can deliberate whether to modify or fine-tune the SD by each year end. The SAP should be managed from one year to five years depending on the scope and complexity of the project. A more organic and dynamic approach to fine-tune the SAP should be in place, which means that there is no need to wait until year end to revise the plan. For instance, massive social disturbance would immediately trigger a review, and the existing plan with emergent strategies should then be formulated.

#### Expand the Consultation to JPO and External Stakeholders

It is essential that all officers, especially JPO, accept and exercise the individual and shared responsibility for alignment with the organisation's goals and objectives. Therefore, officers at the JPO level from the Regions and the younger generation, should be invited to attend forums or focus groups so that they will perceive more relevance to the SD and SAP and connect their daily work with the Force's ultimate aspirations. It is also recommended that more channels should be made available to facilitate a frank and direct exchange between frontline staff and the Force senior management. In addition, apart from the three surveys conducted by the Force, an additional survey should be designed and conducted with external stakeholders and key strategic partners enabling a greater alignment of the SD with societal needs.

#### Enhance the Communication of SD and SAP to the Level of SGT

The Force has in place many communication channels and platforms. Owing to the overflow of information and instructions on a daily basis, it is recommended that important policy documents such as the SD and SAP should be cascaded down, preferably to the SGT level – the first line of supervisors in the frontline. They should be given the opportunity to attend briefings and raise questions. Their buy-in at the frontline will be beneficial to the subsequent execution of strategies and action plans.

#### Strengthen the Connection with International LEA and Strategic Management Practitioners

The Force should continue sending officers to attend conferences organised by the Interpol, keeping them abreast of the latest strategic management practices in the Asia-Pacific Region. These forums provide interactive platforms for practitioners to discuss on the emerging strategic issues and new trends in police management. In addition, officers should attend international strategic management conferences and exhibitions held by the overseas private sector, keeping track of the latest strategic management practices.

#### Align with Mainland Police Organisations

It is vital for the Force to align with the Mainland police organisations in the long run through joint operations, intelligence sharing, and academic conferences. The Mainland police have been using the advanced technologies, such as AI, bio-identification, and cloud-based CCTV system called “Skynet” in policing. The Force must catch up with the IT development by tackling the data privacy and human rights issues. On the other hand, for example, the annual Cross-Strait-Hong Kong-Macao policing conference is a good platform to understand the Regions’ respective core values and purpose, strategy execution and performance management, providing good insights into the Force’s future strategic management practice.

### **7.3 Conclusions**

This study adopts a mixed quantitative-qualitative sequential approach to examine the Force strategic management practice after its introduction over 15 years ago. Based on the statistical results, analysis of the findings and review of key documents, it is concluded that the research objectives are accomplished. This research makes a positive contribution to enhance the understanding of developing holistic strategic management in a police organisation. This research further reveals the following key lessons: first, top management’s commitment and support during the entire strategic management process is a vital key to holistic strategic management. When officers believe that their leaders mean business, stand and lead at the forefront, and defend their interests, officers will support and follow. Second, heart-to-heart internal and external communication is essential. Effective communication instils a purposeful cause that helps the buy-in process and enables the officers’ understanding and commitment to the successful execution of the strategic plan. Third, the younger generation and lower-

ranking staff should be given more avenues and opportunities to participate in each stage of the strategic management process. Employees at all levels are supposed to have a role to play, especially during plan execution, and to commit to action (David et al. 2013). Their ‘want to’ commitment is vital for achieving strategic goals. Fourth, an overarching “Force Vision, Common Purpose and Values” is a key framework and foundation for identity building and trust bonding. They help boost the team spirit among different units within the whole Force. Last but not least, with the 3H framework’s lens in examining the Force’s strategy in navigating through the dynamic environment, synergistic alignment of all 3H domains is essential and crucial to drive each stage of the process and create a holistic strategic management practice. The holistic approach is not only the competence to succeed amidst the ever-changing operating environment, but also a matter of sound long-term governance.

Strategic management is important to police organisations because a fully functioning police service is vital for keeping the society safe and peaceful, enforcement of the law, and gaining public support and public trust (Lemarleni et al. 2017). This should tie in with the constant scanning of the external environment and assessing internal conditions through different analytical tools. Hong Kong Police has been regarded as “the Asia’s Finest” (Sinclair, 1983) and is responsible for internal security as the People’s Liberation Army merely responds to external threats. To fulfil this mandate effectively and efficiently is always the Force’s top priority. This research concludes that holistic strategic management plays a vital role and has a great positive impact on the Force. Despite Mintzberg’s (1994) declaration of the fall of strategic planning in the 1990s, it is clearly very much alive in the case of the Force.

For other LEA which have yet to adopt strategic management, the following lessons are worthy of note. First, the top management should always exercise leadership and commitment to formulating strategies for the long-term development of the organisation. They should be mindful of the pitfalls of planning mentioned by Mintzberg (1994) that strategic planning has discouraged the commitment of top management. Therefore, top management should bear in mind that making strategy should not be an isolated process, such as holding a series of meetings being labelled as “strategy making”. The process is to be closely linked to management of an organisation as a whole (Mintzberg, 1994). Second, middle management responsible

for strategy implementation, should be reminded to always maintain an effective communication with the frontline staff who should be briefed clearly before they carry out any tasks relating to the strategic plans. It is important to secure the employees' support and commitment at all levels during plan execution. Third, a team of strategic planners should be formed to be mainly responsible for driving the strategic management process in the organisation. While the top executives are responsible for formulating strategies, the assistance from strategic planners is an important element to ensure success. Finally, this research reveals that colleagues working in different departments and units, especially those junior staff, are willing to express their views and opinions for the betterment of the organisation. In most cases, they can re-discover the functions of the organisation, its strengths, and weaknesses. They are eager to talk about their feelings, whether good or bad, and their expectations. While JPO nowadays are more educated and open-minded, it is anticipated that they will become a positive driving force to help the organisation grow and develop. As performance in the public sector is difficult to define and different agencies have their respective purposes and performance measurements, leaders and commanders should take these factors into consideration (Poister, 2010; Poister et al. 2010) in creating a holistic strategic management practice.

#### **7.4 Limitations and Suggestions for Future Research**

Three limitations are identified in this study. First, the cross-sectional data of 516 questionnaires and 22 interviews simply represent the phenomenon over a certain period. There is no intention of generalising the findings of this research to all police officers in the Force. The results limit the explanation of causality, whether the adoption of strategic management leads to a better organisational performance. Second, the present research only collect data from lower-ranking police officers to middle management in the frontline. Top management's views are not included. Third, this research does not survey on respondents from other LEA, other government departments or external stakeholders, such as District Councillors, community leaders and members of the public.

In future studies, researchers can adopt the new strategic management model (Figure 7.1) developed by the researcher to provide a holistic and representative approach for

an organisation. While academics advocate a further exploration of the link between strategic planning and performance (Poister, 2010; Poister et al. 2010), it is recommended to conduct longitudinal studies to investigate the relationship between the level of strategic planning practice and organisational outcomes. Furthermore, there is a need for future research to explore how the actual strategic planning and strategic management mechanisms lead to different kinds of performance (Bryson et al. 2017). Finally, academics in the strategic management field have been advocating the need for replication and extension of research (Elbanna, 2007; 2009; Hubbard, 2009). More similar research is called for in regions or areas other than the western developed economies. Testing the applicability of the 3H framework in other fields is worthy of investigation, as this can help theorise the effectiveness of strategy and execution for better governance and organisational outcomes and, indeed, for a better organisation and society!



## References

Abdel-Maksoud, A. et al. (2015) 'The use of performance information in strategic decision making in public organizations', *International Journal of Public Sector Management*, 28(7), pp. 528–549. DOI:10.1108/ijpsm-06-2015-0114.

Abushabab, W. (2016) *Strategic Management Practices: An Investigation of Public Sector Organizations in the Kingdom of Bahrain*. Unpublished DBA Thesis. University of Bradford.

Ackermann, F. and Eden, C. (2011) 'Strategic management of stakeholders: theory and practice', *Long Range Planning*, 44(3), pp. 179–196. DOI:10.1016/j.lrp.2010.08.001.

Ahmad, A.R. and Farley, A. (2014) 'Funding reforms in Malaysian public universities from the perspective of strategic planning', *Procedia - Social and Behavioral Sciences*, 129, pp. 105-110. DOI:10.1016/j.sbspro.2014.03.654.

Al Hijji, K.Z. (2014) 'Strategic management model for academic libraries', *Procedia - Social and Behavioral Sciences*, 147, pp. 9-15. DOI:10.1016/j.sbspro.2014.07.080.

Aldehayyat, J. and Al Khattab, A. (2013) 'Strategic planning and organizational effectiveness in Jordanian hotels', *International Journal of Business and Management*, 8(1), pp. 11-25.

Alexander, L.D. (1985) 'Successfully implementing strategic decisions', *Long Range Planning*, 18(3), pp. 91–97. DOI:10.1016/0024-6301(85)90161-x.

Alosani, M. S., Yusoff, R. and Al-Dhaafri, H. (2019) 'The effect of innovation and strategic planning on enhancing organizational performance of Dubai Police', *Innovation & Management Review*, 17(1), pp. 2–24. DOI:10.1108/inmr-06-2018-0039.

Analoui, F. and Samour, A. (2012) 'Strategic management: the case of NGOs in Palestine', *Management Research Review*, 35(6), pp. 473–489. DOI:10.1108/01409171211238253.

Andersen, L.B., Boesen, A. and Pedersen, L.H. (2016) 'Performance in public organizations: clarifying the conceptual space', *Public Administration Review*, 76(6), pp. 852–862. DOI:10.1111/puar.12578.

Andersen, T.J. (2000) 'Strategic planning, autonomous actions and corporate performance', *Long Range Planning*, 33(2), pp. 184–200. DOI:10.1016/s0024-6301(00)00028-5.

Andrews, R., Boyne, G.A. and Walker, R.M. (2006a) 'Strategy content and organizational performance: an empirical analysis', *Public Administration Review*, 66(1), pp. 52-63.

Andrews, R., Boyne, G.A. and Walker, R.M. (2006b) 'Subjective and objective measures of organizational performance: an empirical exploration', in Boyne, G.A. et al. (eds.) *Public Service Performance: Perspectives on Measurement and Management*. Cambridge: Cambridge University Press.

Andrews, R., Boyne, G.A., Law, J. and Walker, R.M. (2009) 'Strategy formulation, strategy content and performance', *Public Management Review*, 11(1), pp. 1-22.

Andrews, R. et al. (2011) 'Strategy implementation and public service performance', *Administration & Society*, 43(6), pp. 643-671. DOI:10.1177/0095399711412730.

Andrews, R. et al. (2012) *Strategic Management and Public Service Performance*. London: Palgrave Macmillan. DOI:10.1057/9780230349438.

Armstrong, J.S. (1982) 'The value of formal planning for strategic decisions: review of empirical research', *Strategic Management Journal*, 3, pp. 197-211.

Ayandé, A., Sabourin, V. and Sefaf, E. (2012) 'Managerial execution in public administration: practices of managers when implementing strategic objectives', *International Journal of Business and Management*, 7(19), pp. 55-75. DOI:10.5539/ijbm.v7n19p55.

Babbie, E. (2005) *The Basics of Social Research*. 3<sup>rd</sup> Ed. Canada: Thompson Wadsworth.

Bacchetti, P. et al. (2005) 'Ethics and sample size', *American Journal of Epidemiology*, 161(2), pp. 105-110.

Barney, J.B. (1996) 'The resource-based theory of the firm', *Organization Science*, 7(5), pp. 469-592.

Barney, J.B. (2001) 'Resource-based theories of competitive advantage: a ten-year retrospective on the resource-based view', *Journal of Management*, 27(6), pp. 643–650.

Basinska, B.A. and Dåderman, A.M. (2019) 'Work values of police officers and their relationship with job burnout and work engagement', *Frontiers in Psychology*, 10(442), pp. 1-13. DOI:10.3389/fpsyg.2019.00442.

Bass, B.M. (1995) 'Theory of transformational leadership redux', *The Leadership Quarterly*, 6(4), pp. 463–478.

Bass, B.M. (2010) 'Two decades of research and development in transformational leadership', *European Journal of Work and Organizational Psychology*, 8(1), pp. 9–32.

Baylis, J., Wirtz, J.J. and Gray, C.S. (2019) *Strategy in the Contemporary World*. 6<sup>th</sup> Ed. Oxford: Oxford University Press.

Behn, R. (2003) 'Why measure performance? Different purposes require different measures', *Public Administration Review*, 63(5), pp. 586-606.

Bell, E., Bryman, A. and Harley, B. (2019) *Business Research Methods*. 5<sup>th</sup> Ed. Oxford: Oxford University Press.

Bennett, N. and Lemoine, J. (2014) 'What VUCA really means for you', *Harvard Business Review*, 92(1/2).

Benzaghta, M.A. et al. (2021) 'SWOT analysis applications: an integrative literature review', *Journal of Global Business Insights*, 6(1), pp. 55-73. <https://www.doi.org/10.5038/2640-6489.6.1.1148>.

Bianchi, C. and Tomaselli, S. (2015) 'A dynamic performance management approach to support local strategic planning', *International Review of Public Administration*, 20(4), pp. 370–385. DOI:10.1080/12294659.2015.1088687.

Blaxter, L., Hughes, C. and Tight, M. (2010) *How to Research*. UK: McGraw-Hill Education.

Bluhm, D.J. et al. (2011) 'Qualitative research in management: a decade of progress', *Journal of Management Studies*, 48(8), pp. 1866–1891. DOI:10.1111/j.1467-

6486.2010.00972.x.

Booth, D.M. (2018) 'Strategy for the strategists', *Strategy Magazine*, 1, November 2018, pp. 19-22.

Borrozine, R. and Rodrigues, C. (2016) 'Greece: scenarios and strategic options to overcome the crisis', *Advances in Management and Applied Economics*, 6(1), pp. 23-46.

Bouillon, M. L. et al. (2006) 'The economic benefit of goal congruence and implications for management control systems', *Journal of Accounting and Public Policy*, 25(3), pp. 265–298. DOI:10.1016/j.jaccpubpol.2006.03.003.

Boyne, G. (2001) 'Planning, performance and public services', *Public Administration*, 79(1), pp. 73–88. DOI:10.1111/1467-9299.00246.

Boyne, G. (2003) 'Sources of public service improvement: a critical review and research agenda', *Journal of Public Administration Research and Theory*, 13(3), pp. 367-394. DOI:10.1093/jpart/mug027.

Boyne, G. and Gould-Williams, J. (2003) 'Planning and performance in public organizations: an empirical analysis', *Public Management Review*, 5(1), pp. 115–132. DOI:10.1080/146166702200002889.

Braun, V. and Clarke, V. (2006) 'Using thematic analysis in psychology', *Qualitative Research in Psychology*, 3(2), pp. 77–101. DOI:10.1191/1478088706qp063oa.

Brodie, B. (1973) *War and Politics*. New York: Macmillan.

Bryson, J.M. (2004) 'What to do when stakeholders matter', *Public Management Review*, 6(1), pp. 21–53. DOI:10.1080/14719030410001675722.

Bryson, J.M. (2018) *Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement*. 5<sup>th</sup> Ed. New Jersey: John Wiley & Sons.

Bryson, J.M., Berry, F.S. and Yang, K. (2010) 'The state of public strategic management research: a selective literature review and set of future directions', *American Review of Public Administration*, 40(5), pp. 495–521. DOI:10.1177/0275074010370361.

Bryson, J.M., Edwards, L.H. and Van Slyke, D.M. (2017) 'Getting strategic about strategic planning research', *Public Management Review*, 20(3), pp. 317–339.

Bryson, J.M. and Roering, W.D. (1987) 'Applying private-sector strategic planning in the public sector', *American Planning Association Journal*, 53(1), pp. 9-22.  
DOI:10.1080/01944368708976631.

Buluma, P.I., Keror, I.K. and Bonuke, J.M. (2013) 'Institutional related factors affecting the implementation of strategic plans in local authorities in Kenya: a case of Municipal Council of Eldoret', *International Journal of Business and Management*, 8(10), pp. 81-85. DOI:10.5539/ijbm.v8n10p81.

Carton, A.M. (2018), "'I'm not mopping the floors, I'm putting a man on the moon': How NASA leaders enhanced the meaningfulness of work by changing the meaning of work", *Administrative Science Quarterly*, 63(2), pp. 323-369.

Census and Statistics Department (2017) *2016 Population By-census*. Available at: <https://www.bycensus2016.gov.hk/en/index.html> (Accessed: 26th February 2021).

Charmaz, K. (2008) 'Constructionism and the grounded theory', in Holstein, J.A. and Gubruim, H.F. (eds.) *Handbook of Constructionist Research*. New York: The Guilford Press.

Chen, H. (2005) 'A competence-based strategic management model factoring in key success factors and benchmarking'. *Benchmarking*, 12(4), pp. 364-382.

Cheung, A.B.L. (2013) 'Public governance reform in Hong Kong: rebuilding trust and governability', *International Journal of Public Sector Management*, 26(5), pp. 421-436.

Cheung, H.-y. and Yu, E. (2020) 'A review of the strategic planning process in the Hong Kong Police Force', *Public Administration and Policy: An Asia-Pacific Journal*, 23(3), pp. 245-258. <https://doi.org/10.1108/PAP-06-2020-0027>.

Chiu, M. (2009) *Development of a Value-driven Competency-based Performance Management System in the Hong Kong Police Force*. Unpublished DPP thesis. Charles Sturt University.

Chiu, K. M. (2012) 'Development and impacts of a new performance management

system in the Hong Kong Police Force', *Policing: An International Journal*, 35(3), pp. 468-490. <https://doi.org/10.1108/13639511211250758>.

Coar, L. and Sim, J. (2006) 'Interviewing one's peers: methodological issues in a study of health professionals', *Scandinavian Journal of Primary Health Care*, 24(4), pp. 251–256. DOI:10.1080/02813430601008479.

Constitutional and Mainland Affairs Bureau. (2018) *Greater Bay Area*. Available at: <https://www.bayarea.gov.hk/en/home/index.html> (Accessed: 26th February 2021).

Cooper, D.R. and Schindler, P.S. (2014) *Business Research Methods*. 12<sup>th</sup> Ed. New York: McGraw-Hill Irwin.

Cox, M.Z. et al. (2012) 'Strategic management: is it an academic discipline?' *Journal of Business Strategies*, 29(1), pp. 25–42.

Creswell, J.W. (2013) *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. Thousand Oaks: Sage Publications.

Creswell, J. W. and Poth, C. N. (2018) *Qualitative Inquiry and Research Design: Choosing Among Five Approaches*. 4<sup>th</sup> Ed. London: Sage Publications.

David, F.R., David, F.R. and David, M.E. (2013) *Strategic Management Concepts and Cases: A Competitive Advantage Approach*. 17<sup>th</sup> Ed. Upper Saddle River: Pearson.

De Vaus, D. (2002) *Surveys in Social Research*. 5<sup>th</sup> Ed. London: Routledge.

DeCharms, R. (2013) *Personal Causation: The Internal Affective Determinants of Behavior*. New York: Routledge.

Denhardt, R.B. (1985) 'Strategic planning in state and local government', *State and Local Government Review*, 17(4), pp. 174-179.

Denzin, N. K. (1978) *The Research Act in Sociology: A Theoretical Introduction to Sociological Methods*. New Jersey: Transaction Publishers.

Dibrell, C., Craig, J.B. and Neubaum, D.O. (2014) 'Linking the formal strategic planning process, planning flexibility, and innovativeness to firm performance', *Journal of Business Research*, 67(9), pp. 2000–2007.

Digital Marketing China. (2021) 'Chinese eCommerce platforms in 2021: which is the most suitable for your brand?' 25<sup>th</sup> February. Available at: <https://ecommercechinaagency.com/great-chinese-online-marketplaces-for-e-commerce/> (Accessed: 26<sup>th</sup> February 2021)

Donald, C.G., Lyons, T.S. and Tribbey, R.C. (2001) 'A partnership for strategic planning and management in a public organization', *Public Performance & Management Review*, 25(2), pp. 176-193. DOI:10.2307/3381098.

Dworzecki, J. and Hryszkiewicz, D. (2016) 'Strategic management within the realms of the police related organisation', *Science and Military Journal*, 11(2), pp. 48-56.

Eisenhardt, K.M. (1989) 'Building academic theories from case study research', *Academy of Management Review*, 14(4), pp. 532-550.

Elbanna, S. (2007) 'The nature and practice of strategic planning in Egypt', *Strategic Change*, 16(5), pp. 227-243.

Elbanna, S. (2008) 'Planning and participation as determinants of strategic planning effectiveness—evidence from the Arabic context', *Management Decision*, 46(5-6), pp. 779-796. DOI:10.1108/00251740810873761.

Elbanna, S. (2009) 'Determinants of strategic planning effectiveness: extension of earlier work', *Journal of Strategy and Management*, 2(2), pp. 175-187.

Elbanna, S. (2010) 'Strategic planning in the United Arab Emirates', *International Journal of Commerce and Management*, 20(1), pp. 26-40. DOI:10.1108/10569211011025934.

Elbanna, S. (2013) 'Processes and impacts of strategic management: evidence from the public sector in the United Arab Emirates', *International Journal of Public Administration*, 36(6), pp. 426-439. DOI:10.1080/01900692.2013.772629.

Elbanna, S., Andrews, R. and Pollanen, R. (2015) 'Strategic planning and implementation success in public service organizations: evidence from Canada', *Public Management Review*, 18(7), pp. 1017-1042. DOI:10.1080/14719037.2015.1051576.

Elbanna, S. and Fadol, Y. (2016) 'An analysis of the comprehensive implementation of

strategic plans in emerging economies: the United Arab Emirates as a case study', *European Management Review*, 13(2), pp. 75–89. DOI:10.1111/emre.12068.

Elliott, G., Day, M. and Lichtenstein, S. (2019) 'Strategic planning activity, middle manager divergent thinking, external stakeholder salience, and organizational performance: a study of English and Welsh police forces', *Public Management Review*, 21(7), pp. 1–22. DOI:10.1080/14719037.2019.1635194.

Favoreu, C., Carassus, D. and Maurel, C. (2016) 'Strategic management in the public sector: a rational, political or collaborative approach?' *International Review of Administrative Sciences*, 82(3), pp. 435-453.

Fard, H.D. et al. (2011) 'Strategic management in the public sector: reflections on its applicability to Iranian public organizations', *Public Organization Review*, 11(4), pp. 385-406.

Forza, C. (2002) 'Survey research in operations management: a process-based perspective', *International Journal of Operations and Production Management*, 22(2), pp. 152-194. DOI:10.1108/01443570210414310.

Fuertes, G. et al. (2020) 'Conceptual framework for the strategic management: a literature review—descriptive', *Journal of Engineering*, 2020, pp. 1-21. <https://doi.org/10.1155/2020/6253013>.

Genc, E. and Sengul, R. (2015) 'A review on the relationship between strategic management and performance: the role of internal and external contexts', *Strategic Public Management Journal*, 2, pp. 56-71.

George, B. (2017) 'Does strategic planning “work” in public organizations? Insights from Flemish Municipalities', *Public Money & Management*, 37(7), pp. 527–530. DOI:10.1080/09540962.2017.1372116.

George, B., and Pandey, S.K. (2017) 'We know the Yin—but where is the Yang? Toward a balanced approach on common source bias in public administration scholarship', *Review of Public Personnel Administration*, 37(2), pp. 245–270. DOI:10.1177/0734371x17698189.

George, B., Walker, R.M. and Monster, J. (2019) 'Does strategic planning improve organizational performance? A meta-analysis', *Public Administration Review*, 79(6),



pp. 810–819. <https://doi.org/10.1111/puar.13104>.

Gillet, N. et al. (2013) ‘Perceived organizational support, motivation, and engagement among police officers’, *Professional Psychology, Research and Practice*, 44(1), pp. 46–55.

Glaister, K.W. and Falshaw, J.R. (1999) ‘Strategic planning: still going strong?’ *Long Range Planning*, 32(1), pp. 107–116. DOI:10.1016/s0024-6301(98)00131-9.

Goldstein, H. (1977) *Policing a Free Society*. Cambridge, MA: Ballinger.

Goodman, J. (2017) ‘Legal technology: the rise of the chatbots’, *The Law Society Gazette*. Available at: <https://www.lawgazette.co.uk/features/legal-technology-the-rise-of-the-chatbots/5060310.article> (Accessed: 1<sup>st</sup> March 2021).

Grant, R.M. (2003) ‘Strategic planning in a turbulent environment: evidence from the oil majors’, *Strategic Management Journal*, 24(6), pp. 491–517. DOI:10.1002/smj.314

Greenley, G.E. (1986) ‘Does strategic planning improve company performance?’ *Readings in Strategic Management*, pp. 86–101. DOI:10.1007/978-1-349-20317-8\_7.

Greenley, G.E. (1994) ‘Strategic planning and company performance: an appraisal of the empirical evidence’, *Scandinavian Journal of Management*, 10(4), pp. 383–396. DOI:10.1016/0956-5221(94)90025-6.

Gupta, D. and Gupta, V. (2018) ‘Effective policing in a VUCA environment: lessons from a dark network’, in Dhir S. and Sushil (Eds.) *Flexible Strategies in VUCA Markets. Flexible Systems Management*. Singapore: Springer.

Haberman, C.P. and King, W.R. (2011) ‘The role of research and planning units in law enforcement organizations’, *Policing: An International Journal of Police Strategies & Management*, 34(4), pp. 687–698. DOI:10.1108/13639511111180289.

Halachmi, A., Hardy, W.P. and Rhoades, B.L. (1993) ‘Demographic data and strategic analysis,’ *Public Administration Quarterly*, 17(2), pp. 159-174.

Hamel, G. and Breen, B. (2007) *The Future of Management*. Boston, MA: Harvard Business Review Press.

Hamel, G. and Prahalad, C.K. (1994) *Competing for the Future*. Boston, MA: Harvard Business School Press.

Hansen, J. and Ferlie, E. (2016) 'Applying strategic management theories in public sector organizations: developing a typology', *Public Management Review*, 18(1), pp. 1-19.

Hatry, H.P. (1999) *Performance Measurement: Getting Results*, Washington, DC: Urban Institute.

Helms, M.M. and Nixon, J. (2010) 'Exploring SWOT analysis – where are we now? A review of academic research from the last decade', *Journal of Strategy and Management*, 3(3), pp. 215-251. <https://doi.org/10.1108/17554251011064837>

Hendrick, R. (2003) 'Strategic planning environment, process, and performance in public agencies: a comparative study of departments in Milwaukee', *Journal of Public Administration Research and Theory*, 13(4), pp. 491–519. DOI:10.1093/jpart/mug031.

Heracleous, L. and Jacobs, C.D. (2011) *Crafting Strategy: Embodied Metaphors in Practice*. UK: Cambridge University Press.

Hockey, J. (1993) 'Research methods -- researching peers and familiar settings', *Research Papers in Education*, 8(2), pp. 199–225. DOI:10.1080/0267152930080205.

Höglund, L. et al. (2018) 'Strategic management in the public sector: how tools enable and constrain strategy-making', *International Public Management Journal*, 21(5), pp. 822-849.

Hong Kong Police Force. (2018a) *Hong Kong Fact Sheet – the Police*. Available at: [https://www.police.gov.hk/ppp\\_en/11\\_useful\\_info/facts.html](https://www.police.gov.hk/ppp_en/11_useful_info/facts.html) (Accessed: 24th November 2020)

Hong Kong Police Force. (2018b) *Environmental Scan Report 2018*. Hong Kong: Government Logistics Department.

Hong Kong Police Force. (2019) *Strategic Directions 2019-2021*. Hong Kong: Government Logistics Department.

Hong Kong Police Force. (2020a) *Back to Basics 2019-2021*. Hong Kong: Hong Kong

Police College.

Hong Kong Police Force. (2020b) 'Chapter 68 Force Strategic Management', *Force Procedures Manual*. Hong Kong.

Hong Kong Police Force. (2021a) *About us*, Police Public Page.

Available at: [https://www.police.gov.hk/ppp\\_en/01\\_about\\_us/](https://www.police.gov.hk/ppp_en/01_about_us/) (Accessed: 1<sup>st</sup> July 2021).

Hong Kong Police Force. (2021b) *Offbeat*. Issue 1192. Available at

[https://www.police.gov.hk/offbeat\\_ebook/1192/#book/20](https://www.police.gov.hk/offbeat_ebook/1192/#book/20) (Accessed: 10th March, 2021).

*Hong Kong Police Review* (2020) Hong Kong: Hong Kong Police Force.

Hubbard, G. (2009) 'Measuring organizational performance: beyond the triple bottom line', *Business Strategy and the Environment*, 18(3), pp. 177–191. DOI:10.1002/bse.564.

Hussey, D. (1999) 'Igor Ansoff's continuing contribution to strategic management', *Strategic Change*, 8(7), pp. 375–392.

Inayatullah, S. (2018) 'Foresight in challenging environments', *Journal of Future Studies*, 22(4), pp. 15-24.

Independent Police Complaints Council (2020) *A Thematic Study by the IPCC on the Public Order Events arising from the Fugitive Offenders Bill since June 2019 and the Police Actions in Response*. Available at:

[https://www.ipcc.gov.hk/en/public\\_communications/ipcc\\_thematic\\_study\\_report.html](https://www.ipcc.gov.hk/en/public_communications/ipcc_thematic_study_report.html) (Accessed: 26<sup>th</sup> February 2021).

Itani, N., O'Connell, J.F. and Mason, K. (2014) 'A macro-environment approach to civil aviation strategic planning', *Transport Policy*, 33, pp. 125–135. DOI:10.1016/j.tranpol.2014.02.024.

Ivankova, N.V., Creswell, J.W. and Stick, S.L. (2006) 'Using mixed-methods sequential explanatory design: from theory to practice', *Field Methods*, 18(1), pp. 3-20.

Jakobsen, M., and Jensen, R. (2015) 'Common method bias in public management

studies', *International Public Management Journal*, 18(1), pp. 3–30. DOI:10.1080/10967494.2014.997906.

Johanson, G.A. and Brooks, G.P. (2009) 'Initial scale development: sample size for pilot studies', *Educational and Psychological Measurement*, 70(3), pp. 394-400.

Johnsen, Å. (2016) 'Strategic planning and management in local government in Norway: status after three decades', *Scandinavian Political Studies*, 39(4), pp. 333-365.

Johnsen, Å. (2017) 'Impacts of strategic planning and management in municipal government: an analysis of subjective survey and objective production and efficiency measures in Norway', *Public Management Review*, 20(3), pp. 397–420. DOI:10.1080/14719037.2017.1285115.

Johnson, R. B. and Onwuegbuzie, A.J. (2004) 'Mixed methods research: A research paradigm whose time has come', *Educational researcher*, 33(7), pp. 14-26.

Johnson, R.B., Onwuegbuzie, A.J. and Turner, L.A. (2007) 'Toward a definition of mixed methods research', *Journal of mixed methods research*, 1(2), pp. 112-133.

Joyce, P. (2015) *Strategic Management in the Public Sector*. New York: Routledge.

Jung, C.S. and Lee, G. (2013) 'Goals, strategic planning, and performance in government agencies', *Public Management Review*, 15(6), pp. 787–815. DOI:10.1080/14719037.2012.677212.

Kabir, S. (2007) 'Strategic planning in municipal government: the case of the City of Ottawa', *Canadian Social Science*, 3(5), pp. 5-15.

Kadir, N.A. and Jusoff, K. (2009) 'The Royal Commission Report for strategic management and improvement of the Royal Malaysian Police', *Journal of Management Science and Engineering*, 3(3), pp. 28-37. <http://dx.doi.org/10.3968/j.mse.1913035X20090303.004>.

Kaplan, R.S. (2001) 'Strategic performance measurement and management in nonprofit organizations', *Nonprofit Management and Leadership*, 11(3), pp. 353–370. DOI:10.1002/nml.11308.

Kaplan, R.S. and Norton, D.P. (1996) *Translating Strategy into Action: The Balanced*

*Scorecard*. Boston: Harvard Business School Press.

Kaplan, R.S. and Norton, D.P. (2004) *Strategy Maps*. Boston: Harvard Business School Press.

Kaplan, R. S. and Norton, D. P. (2006), *Alignment: Using the Balanced Scorecard to Create Corporate Synergies*. Boston: Harvard Business School Press.

Kelling, G.L. and Coles, C.M. (2017) 'Community policing in the 21<sup>st</sup> Century: a framework for measuring performance', *Urban Policy Frontiers*, pp. 29-57.

Kiger, M. E. and Varpio, L. (2020) 'Thematic analysis of qualitative data: AMEE Guide No. 131', *Medical Teacher*, pp. 1-9. DOI:10.1080/0142159x.2020.1755030.

Koteen, J. (1989) *Strategic Management in Public and Non-profit Organizations: Thinking and Acting Strategically on Public Concerns*, New York: Praeger.

Krauss, S.E. (2005) 'Research paradigms and meaning making: a primer', *The Qualitative Report*, 10(4), pp. 758-770.

Lane, J.E., and Wallis, J. (2009) 'Strategic management and public leadership', *Public Management Review*, 11(1), pp. 101–120. DOI:10.1080/14719030802494047.

Lau, S.-k. (2021) 'The National Security Law: political and social effects on the governance of the Hong Kong Special Administrative Region', *Public Administration and Policy*, 24(3), pp. 234-240. DOI 10.1108/PAP-08-2021-0050.

Leigh, K. (2019) 'Hong Kong's extradition law: from a grisly murder to mass protests', *Bloomberg US*, 15<sup>th</sup> June. Available at: <https://www.bloomberg.com/news/articles/2019-06-14/hong-kong-s-extradition-law-from-grisly-murder-to-mass-protests> (Accessed: 16<sup>th</sup> July 2019).

Lemarleni, J. E., Ochieng,I., Gakobo,T. and Mwaura, P. (2017) 'Effects of resource allocation on strategy implementation at Kenya Police Service in Nairobi County', *International Academic Journal of Human Resource and Business Administration*, 2(4), pp. 1-26.

Lignier, R. and Moore, D. (2015) '10 major natural disasters predicted in the near future', *LISTVERSE*, 25<sup>th</sup> May. Available at:

<https://listverse.com/2015/05/25/10-major-natural-disasters-predicted-in-the-near-future/> (Accessed: 1<sup>st</sup> March 2021).

Lynch, R. (2015) *Strategic Management*. UK: Pearson.

Marnach, G., Topping, J. and Boyd, G. (2014) 'Explaining the pattern of growth in strategic actions taken by police services during the New Labour years: an exploratory study of an English police service', *Policing and Society*, 24(3), pp. 302-317. DOI:10.1080/10439463.2013.784291.

Martin, S. (1997) 'Leadership, learning and local democracy', *International Journal of Public Sector Management*, 10(7), pp. 534–546. DOI:10.1108/09513559710193453.

Maslow, A.H. (1943) 'A theory of human motivation', *Psychological Review*, 50(4), pp. 370-396. DOI:10.1037/h0054346.

McClelland, D.C. (2010) *The Achieving Society*. New York: Martino Fine Books.

McRee, C.K. (2018) 'Managerial perceptions of employee motivation', *Theses and Dissertations, Pepperdine Digital Commons*. Available at: <https://digitalcommons.pepperdine.edu/cgi/viewcontent.cgi?article=2000&context=etd> (Accessed: 31<sup>st</sup> August 2020).

Michaelson, G.A. (2001) *Sun Tzu - The Art of War for Managers: 50 Strategic Rules Updated for Today's Business*. MA: Adams Media.

Miles, R.E. and Snow, C.C. (1978) *Organizational Strategy, Structure and Process*, New York: McGraw-Hill.

Miller, C.C. and Cardinal, L.B. (1994) 'Strategic planning and firm performance: a synthesis of two decades of research', *Academy of Management Journal*, 37(6), pp. 1649-1665. <https://doi.org/10.2307/256804>.

Mintzberg, H. (1987) 'Crafting strategy', *Harvard Business Review*, 65(4), pp. 66-75.

Mintzberg, H. (1994) 'The fall and rise of strategic planning', *Harvard Business Review*, 72(1), pp. 107-114.

Mintzberg, H. (2003) *The Strategy Process: Concepts, Contexts, Cases*. Boston: Pearson Education.

Mitchelmore, G. (2010) *How do extrinsic performance incentives affect the alignment between frontline police performance and police strategy?* Unpublished DBA Thesis. Heriot-Watt University.

Moore, M.H., and Braga, A.A. (2004) 'Police performance measurement: a normative framework', *Criminal Justice Ethics*, 23(1), pp. 3–19.  
DOI:10.1080/0731129x.2004.9992156.

Navarro, D.J. and Foxcroft, D.R. (2019) *Learning Statistics with Jamovi: A Tutorial for Psychology Students and Other Beginners*. DOI: 10.24384/hgc3-7p15.

Nicholls, J. (1994) 'The "heart, head and hands" of transforming leadership', *Leadership & Organization Development Journal*, 15(6), pp. 8–15. DOI:10.1108/01437739410066072.

Nield, D. (2016) 'Google's A.I. can now learn from its own memory independently', *Science Alert*, 14<sup>th</sup> October. Available at:  
<https://www.sciencealert.com/the-deepmind-ai-can-now-learn-how-to-use-its-own-memory> (Accessed: 26<sup>th</sup> February 2021).

Nutt, P. and Backoff, R. (1992) *Strategic Management of Public and Third Sector Organizations*. San Francisco: Jossey-Bass.

Nutt, P. and Backoff, R. (1993) 'Organizational publicness and its implications for strategic management', *Journal of Public Administration Research and Theory*, 3(2), pp. 209-231. DOI:10.1093/oxfordjournals.jpart.a037167.

Ocasio, O. and Joseph, J. (2008) 'Rise and fall or transformation? The evolution of strategic planning at the General Electric Company 1940-2006', *Long Range Planning*, 41, pp. 248-272.

Ofori, D. and Atiogbe, E. (2012) 'Strategic planning in public universities: a developing country perspective', *Journal of Management and Strategy*, 3(1), pp. 67-82. DOI:10.5430/jms.v3n1p67.

Paton, C. (2018) 'Strategic agility', *Strategy Magazine*, 1, pp. 15-18.

Pearce, J.A. and Robinson, Jr. R.B. (2007) *Strategic Management: Formulation, Implementation and Control*. 9<sup>th</sup> Ed. New York: McGraw-Hill Companies Inc.

Pendlebury, S. and Enslin, P. (2001) 'Representation, identification and trust: towards an ethics of educational research', *Journal of the Philosophy of Education*, 35(3), pp. 361–370. DOI:10.1111/1467-9752.00232.

Perera, R. (2017) *The PESTLE Analysis*. Nerdynaut.

Plant, T. (2006) 'Public sector strategic planning: An emergent approach', *Performance Improvement*, 45(5), pp. 5–6. DOI:10.1002/pfi.2006.4930450503.

Plant, T. (2009a) 'Strategic planning for municipalities: ensuring progress and relevance', *Performance Improvement*, 48(5), pp. 26–35. DOI:10.1002/pfi.20076.

Plant, T. (2009b) 'Holistic strategic planning in the public sector', *Performance Improvement*, 48(2), pp. 38–43. DOI:10.1002/pfi.20052.

Poister, T.H. (2005) 'Strategic planning and management in State Departments of Transportation', *International Journal of Public Administration*, 28(13-14), pp. 1035–1056. DOI:10.1080/01900690500290611.

Poister, T.H. (2010) 'The future of strategic planning in the public sector: linking strategic management and performance', *Public Administration Review*, 70(S1), pp. S246–S254.

Poister, T.H., Pitts, D.W. and Hamilton E.L. (2010) 'Strategic management research in the public sector: a review, synthesis, and future directions', *The American Review of Public Administration*, 40(5), pp. 522–545.

Poister, T.H. and Streib, G.D. (1999) 'Strategic management in the public sector: concepts, models, and processes', *Public Productivity & Management Review*, 22(3), pp. 308–325.

Poister, T.H. and Streib, G.D. (2005) 'Elements of strategic planning and management in municipal government: status after two decades', *Journal of Public Administration Review*, 65(1), pp. 45-56. DOI:10.1111/j.1540-6210.2005.00429.x.

Porter, M. (2008) *Competitive Strategy: Techniques for Analyzing Industries and*



*Competitors*. New York: Simon and Schuster.

Quinn, J.B. (1980) *Strategies for Change: Logical Incrementalism*. Homewood: Irwin.

Rapert, M.I., Velliquette, A. and Garretson, J.A. (2002) 'The strategic implementation process: evoking strategic consensus through communication', *Journal of Business Research*, 55(4), pp. 301–310. DOI:10.1016/s0148-2963(00)00157-0.

Reise, S.P., Waller, N.G. and Comrey, A.L. (2000) "Factor analysis and scale revision", *Psychological Assessment*, 12(3), pp. 287–297. DOI:10.1037/1040-3590.12.3.287.

Rezvani, M., Gilaninia, S. and Mousavian, S.J. (2011) 'Strategic planning: a tool for managing organizations in competitive environments', *Australian Journal of Basic and Applied Sciences*, 5(9), pp. 1537-1546.

Rigby, D. and Bilodeau, B. (2007) 'Bain's global 2007 management tools and trends survey', *Strategy & Leadership*, 35(5), pp. 9–16. DOI:10.1108/10878570710819161.

Roberts, A., Wallace, W. and O'Farrell, P. (2003) *Introduction to Business Research 3: Research Methodology, Data Collection and Analysis, Results and Conclusions*. UK: Pearson Education.

Roberts, N. (2000) 'The synoptic model of strategic planning and the GPRA: lacking a good fit with the political context', *Public Productivity and Management Review*, 23(3), pp. 297-311.

Rosenbaum, D.P. et al. (2015) 'Measuring procedural justice and legitimacy at the local level: the police-community interaction survey', *Journal of Experimental Criminology*, 11(3), pp. 335–366. DOI:10.1007/s11292-015-9228-9.

Rudd, J.M. et al. (2008) 'Strategic planning and performance: Extending the debate', *Journal of Business Research*, 61(2), pp. 99–108. DOI:10.1016/j.jbusres.2007.06.014.

Ryan, R.M. and Deci, E.L. (2008) 'Self-determination theory and the role of basic psychological needs in personality and the organization of behavior', in John, O.P. et al. (eds.) *Handbook of Personality Theory and Research*. New York: The Guilford Press.

Salkic, I. (2014) 'Impact of strategic planning on management of public organizations

in Bosnia and Herzegovina', *Interdisciplinary Description of Complex Systems*, 12(1), pp. 61–77. DOI:10.7906/indecs.12.1.4.

Saunders, M., Lewis, P. and Thornhill, A. (2009) *Research Methods for Business Students*. 5<sup>th</sup> Ed. New Jersey: Prentice Hall.

Senge, P.M. (1990) 'The leader's new work: building learning organizations', *MIT Sloan Management Review*, 32(1), p. 7-23.

Senge, P.M. (2000) 'Reflection on "a leader's new work: building learning organizations"', in Morey, D. et al. (eds) *Knowledge Management: Classic and Contemporary Works*. Cambridge, MA: The MIT Press.

Senge, P.M. (2003) 'Taking personal change seriously: the impact of organizational learning on management practice', *Academy of Management Perspectives*, 17(2), pp. 47–50.

Schwenk, C.R. and Shrader, C.B. (1993) 'Effects of formal strategic planning on financial performance in small firms: a meta-analysis', *Entrepreneurship Theory and Practice*, 17(3), pp. 53-64.

Scott, J.E. (2010) 'Evolving strategies: a historical examination of changes in principle, authority and function to inform policing in the twenty-first century', *The Police Journal*, 83(2), pp. 126-163. DOI:10.1358/pojo.2010.83.2.490.

Sinclair, K. (1983) *Asia's finest: an illustrated account of the Royal Hong Kong Police*. Hong Kong: Unicorn.

Sparrow, M.K. (2015) 'Measuring performance in a modern police organization', *Psychological Issues in Human Resource Management*, 3(2), pp. 17-52.

Stonehouse, G. and Pemberton, J. (2002) 'Strategic planning in SMEs – some empirical findings', *Management Decision*, 40(9), pp. 853–861. DOI:10.1108/00251740210441072.

Sull, D., Homkes, R. and Sull, C. (2015) 'Why strategy execution unravels - and what to do about it', *Harvard Business Review*, 93(3), p. 60.

Swid, A. (2014) 'Police members' perception of their leaders' leadership style and its

implications', *Policing: An International Journal of Police Strategies & Management*, 37(3), pp. 579–595. DOI:10.1108/pijpsm-08-2013-0085.

Teddle, C. and Tashakkori, A. (2003) (eds.) *Handbook on Mixed Methods in the Behavioral and Social Sciences*. Thousand Oaks, CA: Sage.

Teclaw, R., Price, M. C. and Osatuke, K. (2011) 'Demographic question placement: effect on item response rates and means of a veteran health administration survey', *Journal of Business and Psychology*, 27(3), pp. 281–290. DOI:10.1007/s10869-011-9249-y.

*The Law of the People's Republic of China on Safeguarding National Security in the Hong Kong Special Administrative Region*. Available at:

[https://www.elegislation.gov.hk/doc/hk/a406/eng\\_translation\\_\(a406\)\\_en.pdf](https://www.elegislation.gov.hk/doc/hk/a406/eng_translation_(a406)_en.pdf)

(Accessed: 14<sup>th</sup> February 2022)

Thompson, A. A. et al. (2020) *Crafting & Executing Strategy: The Quest for Competitive Advantage. Concepts and Cases*. 22<sup>nd</sup> Ed. New York: McGraw-Hill Education.

Tiselius, E. (2019) 'The (un-) ethical interpreting researcher: ethics, voice and discretionary power in interpreting research', *Perspectives*, 27(5), pp. 747-760. <https://doi/10.1080/0907676X.2018.1544263>.

Toft, G.S. (1989) 'Synoptic (one best way) approaches of strategic management, in Rabin, J. et al. (eds.) *Handbook of Strategic Management*. New York: Marcel Dekker.

Tsoi, G. and Lam, C.W. (2020) 'Hong Kong security law: what is it and is it worrying?' *BBC News*, 30<sup>th</sup> June. Available at:

<https://www.bbc.com/news/world-asia-china-52765838> (Accessed: 26<sup>th</sup> February 2021)

Ugboro, I.O., Obeng, K. and Spann, O. (2011) 'Strategic planning as an effective tool of strategic management in public sector organizations: evidence from public transit organizations', *Administration & Society*, 43(1), pp. 87-123.

United Nations International Strategy for Disaster Reduction. (2015) *2015 Disasters in Numbers*. Available at:

[https://www.unisdr.org/files/47804\\_2015disastertrendsinfographic.pdf](https://www.unisdr.org/files/47804_2015disastertrendsinfographic.pdf) (Accessed: 1<sup>st</sup> March 2021).

Walker, R.M. (2013) 'Strategic management and performance in public organizations: findings from the Miles and Snow framework', *Public Administration Review*, 73(5), pp. 675–685. DOI:10.1111/puar.12073.

Walker, R.M. et al. (2010) 'Wakeup call: strategic management, network alarms, and performance', *Public Administration Review*, 70(5), pp. 731–741. DOI:10.1111/j.1540-6210.2010.02201.x.

Webb, E.J. et al. (1966) *Unobtrusive Measures*. Chicago: Rand McNally.

Whittaker, Z. (2016) 'Britain just passed the "most extreme surveillance law ever passed in a democracy"', *ZDNet*. Available at: <https://www.zdnet.com/article/snoopers-charter-expansive-new-spying-powers-becomes-law/> (Accessed: 1<sup>st</sup> March 2021).

Williams, M. and Moser, T. (2019) 'The art of coding and thematic exploration in qualitative research', *International Management Review*, 15(1), pp. 45-55.

Wolf, C. and Floyd, S.W. (2013) 'Strategic planning research: toward a theory-driven agenda', *Journal of Management*, 43(6), pp. 1754–1788. DOI:10.1177/0149206313478185.

Wong, B. and Mak, J. (2019) 'One Country, Two Systems' is still the best model for Hong Kong, but it badly needs reform', *Time*, 30<sup>th</sup> October. Available at: <https://time.com/5713715/hong-kong-one-country-two-systems-failure/> (Accessed: 26<sup>th</sup> February, 2021).

World Health Organisation. (2020) *Impact of COVID-19 on People's Livelihoods, Their Health and Our Food Systems*, 13<sup>th</sup> October. Available at: <https://www.who.int/news/item/13-10-2020-impact-of-covid-19-on-people%27s-livelihoods-their-health-and-our-food-systems> (Accessed 1<sup>st</sup> March 2021).

Xie, X.Q. et al. (2013) (eds.) *Hong Kong Police – 21<sup>st</sup> Century New Policing*. 香港警察 — 二十一世紀新警政. Beijing: People Publishing.

Yin, R.K. (2003) *Case Study Research: Design and Methods*. United States: SAGE Publications.

Yin, R.K. (2018) *Case Study Research and Applications: Design and Methods*. United States: SAGE Publications.

Yu, E. (2020) 'Introducing 3H framework', working paper. Hong Kong: City University of Hong Kong.

Yu, E. (2021) 'An analysis of China's strategy in combating the coronavirus pandemic with the 3H framework', *Public Administration and Policy*, 24(1), pp. 76-91. DOI:10.1108/PAP-12-2020-0055.

Yuen, D. M. C. (2014) *Deciphering Sun Tzu: How to Read 'The Art of War'*. Oxford: Oxford University Press.

Yusuf, A. and Saffu, K. (2009) 'Planning practices, strategy types and firm performance in the Arabian Gulf region', *Education, Business and Society: Contemporary Middle Eastern Issues*, 2(3), pp. 203–217. DOI:10.1108/17537980910981778.

Zhao, J.S., Thurman, Q.C., and Ling, R. (2008) 'An examination of strategic planning in American law enforcement agencies: a national study', *Police Quarterly*, 11(1), pp. 3-26.

## Appendix A

### Main Research Questionnaire

#### 研究問卷

#### INTRODUCTION

This questionnaire is part of a Force approved private study into the perceptions of serving frontline police officers on the strategic planning process and strategic management practices in the Force. In the questionnaire, you are first asked to give some background information about yourself and then you are asked questions regarding your feelings and perception about the Force strategic planning and strategic management.

#### WHY COMPLETE THE QUESTIONNAIRE?

Your input to this survey is extremely important. The findings of this research could provide the Force management with useful information and it will help in gaining a better understanding of the perceptions of frontline police officers.

#### WHAT HAPPENS WITH THE QUESTIONNAIRE?

You are not expected to fill out your name, UI or posting in the questionnaire, so your responses are meant to be totally anonymous and untraceable. All of the responses will be transferred to an electronic spreadsheet format and the researcher will securely store the hard and soft copies of the questionnaires until the end of the research project, when they will be destroyed.

#### HOW DO YOU FILL OUT THE QUESTIONNAIRE?

Please answer all of the questions by ticking or circling the most appropriate response from the choices along the scale. Please tick or circle on one response only for each question.

#### 簡介

這分研究問卷是一項警隊核准的個人學術研究，探討前線警務人員對於警隊的策略規劃過程和策略管理的看法。在問卷中，你首先需要提供一些個人背景資料，然後回答一些關於你對警隊的策略規劃過程和策略管理的感覺和看法。

#### 為什麼填寫這份問卷？

你的回應對這項研究極為重要，研究地結果將向警隊管理層提供有用的資料，協助他們了解前線警務人員的看法。

### 怎樣處理問卷？

在問卷中你不用填寫你的名字，UI 或崗位，因此你的回應會是完全匿名和無從追蹤的。研究員會把所有回應以電子表格格式重新輸入，原稿將被加密儲存直至研究結束，並將會被完全銷毀。

### 如何填寫問卷？

請回答所有問題並選擇√或圈○最適當的答案，每一條問題請選擇一個答案。

**Estimated completion time: 15 minutes**

**預計填寫所需時間：15 分鐘**

---

Cheung Hoi Yan

Doctoral candidate of University of Wales Trinity Saint David, UK.

Email: [hoiyan@alumni.cuhk.net](mailto:hoiyan@alumni.cuhk.net)

**ALL INFORMATION WILL BE KEPT STRICTLY CONFIDENTIAL**

**所有資料將會絕對保密**

**Part one: Personal information 第一部分：個人資料**

1	Gender 性別	Male 男 <input type="checkbox"/>	Female 女 <input type="checkbox"/>				
2	Age 年齡	18-25 <input type="checkbox"/>	26-35 <input type="checkbox"/>				
		36-45 <input type="checkbox"/>	46-55 <input type="checkbox"/>				
			over 55 以上 <input type="checkbox"/>				
3	Academic qualification 學歷	Secondary 中學 <input type="checkbox"/>	Post-secondary (non-degree) 大專 <input type="checkbox"/>				
		Associate degree 副學士 <input type="checkbox"/>	Bachelor's degree 大學 <input type="checkbox"/>				
		Master's degree or above 碩士或以上 <input type="checkbox"/>					
4	Stream (current) 現職	Crime 刑事偵緝 <input type="checkbox"/>	UB 軍裝 <input type="checkbox"/>				
5	Number of years' service in the Force 在警隊服務年資	Less than 3 years 少於 3 年 <input type="checkbox"/>	4-10 years 年 <input type="checkbox"/>				
		11-20 years 年 <input type="checkbox"/>	21-30 years 年 <input type="checkbox"/>				
		31 years or above 31 年或以上 <input type="checkbox"/>					
6	Current rank 現行職級	PC/SPC <input type="checkbox"/>	SGT <input type="checkbox"/>	SSGT <input type="checkbox"/>	IP/SIP <input type="checkbox"/>	CIP <input type="checkbox"/>	SP <input type="checkbox"/>



**Part two: How do you feel about the Hong Kong Police Strategy?**

**第二部分：你對於香港警隊所推行的策略有什麼感覺？**

		Strongly disagree 非常不同意	Disagree 不同意	Neutral 中立	Agree 同意	Strongly agree 非常同意
1	Force senior management has a clear strategy for the Force's future. 警隊高級管理層對警隊的將來有一個清楚明確的策略	1	2	3	4	5
2	The Strategic Directions represent a commitment to long-term operational improvements. 策略方針代表對改善長遠的行動項目作出承諾	1	2	3	4	5
3	I know that senior management uses a variety of methods to communicate the strategy (e.g. Offbeat / documents). 我知道高級管理層使用各種不同的溝通方法來傳達策略（例如：警聲 / 文件）	1	2	3	4	5
4	Commanders at all levels try to align their decisions with the views of senior management. 所有級別的指揮官作決策時，均設法與高級長官的看法一致	1	2	3	4	5
5	Recent strategic changes have resulted in immediate operational improvements. 近期策略的改變，立即帶來行動項目的改善	1	2	3	4	5
6	Force senior management acts in ways that are consistent with the Strategic Directions. 警隊高級管理層的做事方法與策略方針一致	1	2	3	4	5
7	The new Strategic Directions are clearly an improvement on the situation before. 新推出的策略方針是明顯地改善了舊有的情況	1	2	3	4	5

### **Part three: Strategic Plan Formulation**

### **第三部分：制訂策略計劃**

		Strongly disagree 非常不同意	Disagree 不同意	Neutral 中立	Agree 同意	Strongly agree 非常同意
8	The Force Vision is clear. 警隊有清晰的抱負	1	2	3	4	5
9	The Force Common Purpose is clear. 警隊有清晰的目標	1	2	3	4	5
10	The Force Values are clear. 警隊有清晰的價值觀	1	2	3	4	5
11	The Force's strategic objectives are clear. 警隊有清晰的策略目標	1	2	3	4	5
12	The Commissioner's Operational Priorities are clear. 警隊有清晰的處長首要行動項目	1	2	3	4	5
13	The Force has clear sets of performance indicators. 警隊有清晰的表現指標	1	2	3	4	5
14	Lower-ranking staff have been involved in strategic planning process. 初級警務人員有份參與策略規劃過程	1	2	3	4	5
15	Force senior management has played a significant role in strategic planning process. 警隊高級管理層在策略規劃過程中扮演重要的角色	1	2	3	4	5
16	The external stakeholders (e.g. District Councillors/DFCC members) have a role in strategic planning process. 警隊以外的持分者(如: 區議員/撲滅罪行委員)有份參與策略規劃過程	1	2	3	4	5
17	The Force has adequate financial resources for strategic planning. 警隊有足夠財政資源支持策略規劃	1	2	3	4	5
18	The Force has adequate technological resources for strategic planning. 警隊有足夠科技資源支持策略規劃	1	2	3	4	5
19	Our strategic planning process is largely structured and conducted according to the Force Procedures Manual. 我們的策略規劃過程，大致上是根據警察程序手冊有系統地進行	1	2	3	4	5

		Strongly disagree 非常不同意	Disagree 不同意	Neutral 中立	Agree 同意	Strongly agree 非常同意
20	The Force welcomes private-sector involvement and partnership. 警隊歡迎私人機構參與和共同合作	1	2	3	4	5

#### **Part four: Strategic Plan Implementation**

#### **第四部分：推行策略計劃**

		Strongly disagree 非常不同意	Disagree 不同意	Neutral 中立	Agree 同意	Strongly agree 非常同意
21	Force Vision is aligned with frontline operations. 警隊抱負與前線行動是一致的	1	2	3	4	5
22	There is a link between strategic planning and the decision-making process. 策略規劃和決策過程是有關連的	1	2	3	4	5
23	The Strategic Action Plan is well understood before any significant actions are taken. 在推行策略行動計劃的重要項目之前，同事已經充分明白其內容	1	2	3	4	5
24	The Force has effective internal communication. 警隊保持有效的內部溝通	1	2	3	4	5
25	The Force has effective communication with the public. 警隊與公眾保持有效的溝通和合作	1	2	3	4	5
26	There is effective internal communication and collaboration between formations. 警隊內部單位之間保持有效的溝通	1	2	3	4	5
27	The Force has enough staff for Strategic Action Plan implementation. 警隊有足夠人手去推行策略行動計劃	1	2	3	4	5
28	There is adequate training for Force staff. 警隊人員有足夠的訓練	1	2	3	4	5
29	Strategic objectives are implemented properly. 策略目標均妥善地推行	1	2	3	4	5
30	Operational objectives are implemented properly. 行動目標均妥善地推行	1	2	3	4	5

		Strongly disagree 非常不同意	Disagree 不同意	Neutral 中立	Agree 同意	Strongly agree 非常同意
31	Divisional commanders have the right knowledge and skills for strategic plan implementation. 分區指揮官有恰當的知識和技能推行策略計劃	1	2	3	4	5
32	Lower-ranking staff are familiar with strategic plan. 初級警務人員熟悉策略計劃	1	2	3	4	5
33	The duties, tasks and responsibilities are properly explained to lower-ranking staff. 職責、任務和責任都妥善地向初級警務人員說明	1	2	3	4	5
34	The lower-ranking staff are committed to attaining our organisational objectives. 初級警務人員致力去達成機構的目標	1	2	3	4	5
35	Force senior management sets good role models of strong and inspired leadership. 警隊高級管理層有強而有力和具啟發性的領導才，為我們樹立好榜樣	1	2	3	4	5
36	Force senior management ensures the best possible integration of processes, structures, resources and people. 警隊高級管理層確保機構的程序、架構、資源和人才有最佳的融合	1	2	3	4	5
37	Force senior management is committed to the implementation of our Vision. 警隊高級管理層致力推行我們的抱負	1	2	3	4	5
38	Force senior management supports frontline in the implementation of the Strategic Action Plan. 警隊高級管理層支持前線人員推行策略行動計劃	1	2	3	4	5
39	Formation commanders are committed to the implementation of our Vision. 單位指揮官致力實踐我們的抱負	1	2	3	4	5
40	Formation commanders support frontline in the implementation of the Strategic Action Plan. 單位指揮官支持前線人員推行策略行動計劃	1	2	3	4	5
41	The lower-ranking staff are committed to attaining our Vision. 初級警務人員致力實現我們的抱負	1	2	3	4	5

		Strongly disagree 非常不同意	Disagree 不同意	Neutral 中立	Agree 同意	Strongly agree 非常同意
42	Good work is appropriately recognised. 傑出的工作會獲得適當的嘉獎	1	2	3	4	5
43	The Force is committed to improving our policing services to the public. 警隊致力改善為公眾提供的警政服務	1	2	3	4	5

### **Part five: Strategic Plan Evaluation**

#### **第五部分：檢討策略計劃**

		Strongly disagree 非常不同意	Disagree 不同意	Neutral 中立	Agree 同意	Strongly agree 非常同意
44	The evaluation of middle managers (CIP to SSP) is based largely on their contribution to the successful accomplishment of the Strategic Action Plan. 對中層人員(總督察至高級警司)的評核主要取決於他們是否成功對地推行策略行動計劃並作出貢獻	1	2	3	4	5
45	The evaluation of lower-ranking staff is based largely on their contribution to the successful accomplishment of the Strategic Action Plan. 對初級警務人員的評核主要取決於他們是否成功對地推行策略行動計劃並作出貢獻	1	2	3	4	5
46	Force senior management sees strategic planning as critical to organisation's success. 警隊高級管理層視策略規劃為機構成功的關鍵因素	1	2	3	4	5
47	Middle management sees strategic planning as critical to organisation's success. 中層管理人員視策略規劃為機構成功的關鍵因素	1	2	3	4	5
48	Lower-ranking staff believe that strategic planning is beneficial to the Force. 初級警務人員相信策略規劃對警隊有利	1	2	3	4	5
49	There is a proper relationship between strategy formulation and implementation. 策略的制訂和推行是有適當的關連	1	2	3	4	5
50	There is enough time for strategy implementation under the 3-year cycle. 警隊有足夠時間去推行為期三年的策略	1	2	3	4	5

		Strongly disagree 非常不同意	Disagree 不同意	Neutral 中立	Agree 同意	Strongly agree 非常同意
51	The Force has proper control over the strategy implementation stage. 警隊對於策略推行的過程有適當的監管	1	2	3	4	5
52	The Force regularly evaluates the effectiveness of the Strategic Action Plan. 警隊會定期檢討策略行動計劃的成效	1	2	3	4	5
53	There is no competition between Strategic Action Plan and Formation action plans. 策略行動計劃和單位行動計劃之間沒有競爭	1	2	3	4	5

### **Part six: Overall Satisfaction of Force Strategic Management**

#### **第六部分：對於警隊策略管理的整體滿意度**

		Strongly disagree 非常不同意	Disagree 不同意	Neutral 中立	Agree 同意	Strongly agree 非常同意
54	In general, I am satisfied with the Force strategic management process. 總體而論，我對於警隊策略管理的過程感到滿意	1	2	3	4	5
55	In general, I am satisfied with the implementation of strategic objectives. 總體而論，我對於策略目標的推行感到滿意	1	2	3	4	5
56	In general, I am satisfied with the implementation of the Commissioner's Operational Priorities. 總體而論，我對於處長首要行動項目的推行感到滿意	1	2	3	4	5
57	In general, I am satisfied with the Force strategic management outcomes. 總體而論，我對於警隊策略管理的成效感到滿意	1	2	3	4	5
58	In general, I am satisfied with the time, cost and efforts the Force spent in strategic management. 總體而論，我對於警隊為策略管理所投放的時間、成本和努力感到滿意	1	2	3	4	5
59	In general, I am satisfied with the quality of service delivery because of strategic management. 總體而論，我對於警隊策略管理所帶來的優質服務質素感到滿意	1	2	3	4	5

		Strongly disagree 非常不同意	Disagree 不同意	Neutral 中立	Agree 同意	Strongly agree 非常同意
60	In general, I am satisfied with the overall organisational improvement as a direct result of Force strategic management process. 總體而論，我對於警隊策略管理過程所帶來的整體機構改善感到滿意	1	2	3	4	5

If you are interested in joining the subsequent interviews or focus groups in relation to this survey, please leave your mobile phone number or email address for contact.

如果你有興趣參與有關這個調查的面談或小組討論，請留下你的電話號碼或電郵作日後聯絡之用。

---

**Thank you for taking part in this survey**

**多謝參與這個調查**

## Appendix B

### Semi-structured Interview Questions and Protocol

Date of interview:

Time of interview:

Place of interview:

Interviewer:

Interviewee:

Details of interviewee: M / F  
Formation:

Age:  
UB / CRM

Years of service:            Rank:  
Academic qualifications:

#### Background Information

Each interview commenced with an introduction to the objectives of the research and the protocols of the process, including anonymity, data security and ethics. Background information on the interviewee equivalent to that of the questionnaire was gathered at the beginning of the interview. Each interviewee was invited to sign a consent form which would be securely kept by the researcher until the completion of the study. Each interview lasted for 45 to 60 minutes. Interviewee had the right to withdraw anytime without giving any reason. Interviewee's consent was sought for recording during the interview.

#### Essential Questions

1. What are your views and opinions of the Force strategic management practice such as the importance of Strategic Directions and Strategic Action Plan (SD & SAP) since they have been introduced for over 15 years?
2. How do the SD & SAP guide you and assist you in your daily work?
3. What are the benefits that the SD & SAP bring to the Force as a whole? What are the harmful impacts?
4. Can you describe how the SD 2019-2021 and SAP help you in your daily work?
5. What is the importance of the Force Vision, Common Purpose and Values and how do they affect your daily work?
6. How do the Force Vision, Common Purpose and Values guide you in your decision-making process?
7. What are the strengths and weaknesses of the Force strategic management practice (FPM Chapter 68) including the Force strategic planning process (strategy formulation), implementation of SAP and evaluation of the key initiatives?
8. What are the critical success and failure factors affecting your implementation of the action plan? (for officer cadre only)



9. How does the strategic management process help the Force to achieve its goals and to succeed in the current operating environment?

10. H1 Leadership –

Please describe the Force Vision and Common Purpose. Do you share the Force Vision and Common Purpose? Why?

Do you feel the Force organisation culture is conducive to help achieve its purpose and goals? How?

Are you motivated to try your best to achieve your formation's goals? How?

If your team encountered critical challenges in achieving your formation's goals, who would come to rescue?

11. H2 Strategic and Organising capabilities –

How do you feel the effectiveness of the current strategic planning exercise in helping the Force to accomplish its Vision and Common Purpose? How?

How are the Force's strategic goals articulated and understood exactly what your formation is expected to help achieve them?

(Follow up) Are they clear in communication, with explicit operation guideline, adequate equipment and facilities in daily operations leading to achieving your formation's goals?

12. H3 Competence -

Has your team been well trained and equipped to carry out your daily operation duties?

When you are required to take up a new assignment, how will you be prepared for it?

13. Overall speaking, do you find 3H framework a holistic approach and do you think the Force is having a holistic strategic management model with all three H dimensions? If not, why? What element is missing or which aspect is inadequate?

Do you think the current performance evaluation system is fair and accurate to recognise your contributions to the formation's goals? How?

How do you evaluate the Force's entire strategic management process formulation, implementation and control) being managed?

14. Do you have any other comments or opinions?

Closing: Thank the interviewee for participating in this interview. Assure him/her of confidentiality of responses and whether he/she would like to receive the transcript for checking.

### Information Sheet about the Interview

I am currently doing a Doctoral Degree in Business Administration with the University of Wales Trinity Saint David and the Hong Kong Management Association. I am conducting a qualitative research to meet the dissertation requirement.

The title of this research is as follows:

#### **Towards developing a holistic strategic management in the Hong Kong Police Force**

This interview is conducted to collect data for the above research. Your participation is entirely voluntary. The interview is not meant to cause any discomfort to the participants. You can withdraw anytime during the interview and no reason is required. All the collected data will be kept confidential and will be analysed as a whole. You will remain anonymous and your name and identity will not be identified in any part of the dissertation. The collected data will only be used for this dissertation and will not be released to any persons.

The collected data will be kept and viewed by the researcher only and they will be destroyed six months after the research is completed.

The format will be free flow and there is no right or wrong answers. You may answer the pre-set questions and add any comments or opinions.

Thank you for your participation.

June 2021

## Consent Form for Interview

Thank you for reading the information sheet about the interview. If you are happy to participate, please complete and sign the form below. Please initial the boxes below to confirm that you agree with each statement:

**Please  
Initial box:**

I confirm that I have read and understood the information sheet dated [2021-06] and have had the opportunity to ask questions.

I understand that my participation is voluntary and that I am free to withdraw at any time without giving any reason and without there being any negative consequences. In addition, should I not wish to answer any particular question or questions, I am free to decline.

I understand that my responses will be kept strictly confidential. I understand that my name will not be linked with the research materials, and will not be identified or identifiable in the report or reports that result from the research.

I agree for this interview to be recorded. I understand that the audio recording made of this interview will be used only for analysis and that extracts from the interview, from which I would not be personally identified, may be used in any conference presentation, report or journal article developed as a result of the research. I understand that no other use will be made of the recording without my written permission, and that no one outside the researcher will be allowed access to the original recording.

I agree that my anonymised data will be kept for future research purposes such as publications related to this study after the completion of the study.

I agree to take part in this interview.

\_\_\_\_\_  
Name of participant

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature

\_\_\_\_\_  
CHEUNG Hoi-yan  
Principal Investigator

\_\_\_\_\_  
Date

*To be counter-signed in the presence of the participant for face-to-face interview*

**Copies:** *Once this has been signed by all parties the participant should receive a copy of the signed and dated participant consent form, and the information sheet. A copy of the signed and dated consent form should be placed in the main project file which must be kept in a secure location.*

## Appendix C

### **Force Vision, 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

## **Appendix D**

### **Strategic Directions 2019-2021**

#### **Strategic Direction 1 – Embracing the use of technology for policing in the digital age**

##### **Strategic Issue**

The Force has a proud history of successfully lowering crime rates and providing first class policing services to society. In recent years, the nature of service demand has changed. In particular, technology enabled crime has risen and presents the Force with challenges due to the complexity of investigation, which is often transnational in nature. In addition, as citizens become accustomed to rapidly accessing services using digital channels, the Force must enhance our own digital channels for users, including internal users.

##### **Strategic Vision**

The Force recognises the need for innovative policing. We will identify and implement suitable technologies to enhance our services to the public and ensure that our work processes and procedures are fulfilling external and internal needs.

##### **Strategic Objectives**

(a) To make policing services more accessible to the public by using digital technologies. The Force has always aimed to provide a prompt response to service users. In the future, we will make further use of digital technologies to enhance our e-services, including providing policing services in more convenient ways, and to enhance the sharing of relevant information with service users.

(b) To enhance internal processes and procedures, especially for frontline officers, by adopting technologies.

The Force has had robust procedures and systems for ensuring work is performed to a high standard in the past. As demand for service has increased, the Force needs to adopt more efficient ways of working. The collection of information and evidence, the processing of cases and the internal sharing of information, will be enhanced by

applying digital technology.

(c) To strengthen digital capability for criminal investigation and to drive necessary changes in legislation.

The Force has always served the public by investigating fully every pursuable criminal case reported. As investigation becomes more complex, the Force will utilise more technologies to aid criminal investigation. The Force will also advocate for necessary changes to legislation and policy, to ensure that the regulatory framework keeps pace with technological advancement.

“Technology capability is a critical strategic issue and it is essential that the Force keeps pace with developments. The Force aims to raise awareness of the need for an effective regulatory environment and to work with all sectors of the community to address the emerging challenges posed by technology. The Force must also harness technology to improve access to services, strengthen investigation capability and enhance operational effectiveness and efficiency.

The work required will be very challenging, but the key is that we share a determination to ensure that the Force is fully capable of policing effectively in the digital age.”

Director of Management services

(assisted by Director of Operations, Director of Crime and Security, Director of Personnel and Training and Director of Finance, Administration and Planning)

## **Strategic Direction 2 – Policing WITH the community**

### **Strategic Issue**

Over the years, the Force has engaged with a growing number of people and sectors, using both traditional and digital channels. Changes in society have brought increased levels of public debate and scrutiny of policies and practices as well as increased policing challenges from digitally enabled crimes. It is paramount that the Force continues effective collaboration with the community to sustain public trust and support in addressing policing related issues.

### **Strategic Vision**

A Force that guides all sectors of the community with a stronger sense of shared ownership in policing related issues.

### **Strategic Objectives**

(a) To increase the level of public trust.

Policing by consent is the key element for the success of every Force in the world. We will continue to seek understanding of community needs. We will adopt necessary changes to meet public expectation, gain public trust and strengthen support.

(b) To enhance the Force reputation.

The Force's reputation has been built through overcoming countless challenges over our 175-year history. We will share the Force's achievements and commit to staying agile in the digital age to foster positive public recognition.

(c) To reinforce a sense of shared ownership in tackling policing issues.

The Force has established effective community relations over the years. In order to further assist the community to understand and appreciate emerging challenges, we will strengthen the sense of shared ownership of public safety and develop collaborative solutions to policing issues.

(d) To reach beyond traditional platforms and partners to engage the wider community.

The Force has maintained cohesive partnership with stakeholders through a robust foundation of platforms. In order to enhance mutual understanding, we will establish more interactive non-policing platforms and engage diverse partners. We will expand our network to reach the wider community to secure greater public trust and support.

“Sustaining public trust and the support of the community are essential for effective policing. Building on the strategic directions from previous years, we will continue to work openly with all sectors of the community to face emerging challenges and thereby ensure that Hong Kong remains one of the safest and most stable societies in the world.”

Director of Operations

(assisted by Director of Crime and Security, Director of Personnel and Training, Director of Management Services and Director of Finance, Administration and Planning)



### **Strategic Direction 3 – Preparing the workforce to meet emerging challenge**

#### **Strategic Issue**

Society is increasingly diverse and complex, requiring a sophisticated response to emerging challenges. Force members must demonstrate a high standard of integrity and be equipped with new professional skills and capabilities as we adapt to the changing environment.

#### **Strategic Vision**

Every Force member will be proud to serve in the Force and will maintain a high standard of professionalism, personal conduct and integrity at all times. To adapt to emerging challenges, the Force must be equipped with new skills and capabilities.

#### **Strategic Objectives**

(a) To enhance standards of integrity and professionalism of all Force members.

Integrity is the key to securing public confidence and support. It is therefore essential that all officers accept and exercise individual and shared responsibility for maintaining high levels of integrity and professional standards.

(b) To connect Force members at all levels and sustain their well-being, commitment and sense of vocation.

In order to ensure our staff can perform their duties to high standards, we will sustain effective staff relations and internal communications. We will further enhance our officers' well-being commitment and sense of vocation through listening to our staff and supporting them to meet challenges.

(c) To ensure that our workforce structures, strategies and policies are conducive to preparing staff for emerging challenges.

As the nature of police work changes, we will continue to adapt to the changing policing environment. We will ensure that our workforce structures, strategies and policies achieve the best use of our resources and further enable our staff to realise their potential.

(d) To develop our workforce capabilities for policing in the digital era.

As law enforcement moves towards embracing technology to ensure quality internal and external service delivery, we must have the right capabilities. The Force must endeavour to attract, train and retain the most suitably qualified people to stay relevant in the digital era.

“Our staff must be fully equipped to meet policing challenges in the digital age. To sustain public trust and support, we must focus on values, integrity, professional standards, communication and staff relations. We also recognise that the well-being and motivation of our staff is key in delivering high quality police services.”

Director of Personnel and Training

(assisted by Director of Operations, Director of Crime and Security, Director of Management Services and Director of Finance, Administration and Planning)

## Appendix E

### Commissioner's Operational Priorities 2021

#### NATIONAL SECURITY

- Collect and analyse intelligence and information concerning national security.
- Investigate acts or activities endangering national security and conduct intelligence-led operations with a view to preventing and deterring acts and activities endangering national security.
- Enhance co-operation with all national security safeguarding government bodies and other relevant stakeholders' and enlist the public's trust and support for the roles and responsibilities of the Police in safeguarding national security.

#### VIOLENT CRIME

- Ensure effective police presence to deter violent crime, particularly at high-risk locations.
- Target violent crime, particularly cases involving firearms or explosive devices; and by strengthening the exchange of intelligence with other law enforcement agencies to combat infiltration of firearms.
- Strengthen intelligence-led operations against street gangs and their activities, particularly those involving youths.

#### TRIADS, SYNDICATED AND ORGANISED CRIME

##### Triads

- Target triad personalities and activities, in particular those that exploit youths, by mounting intelligence-led and undercover operations.

##### Syndicated and Organised Crime

- Target personalities and activities associated with syndicated or organised crime.
- Strengthen the exchange of intelligence with other law enforcement agencies to identify and target cross-boundary and transnational syndicated or organised crimes, including syndicated illegal immigration activities.

## Crime Proceeds and Money Laundering

- Take proactive measures to investigate and confiscate proceeds of crime.
- Target and investigate money laundering activities.

## DANGEROUS DRUGS

### Trafficking

- Enhance co-operation with other law enforcement agencies to interdict the flow of illicit drugs into Hong Kong.
- Target drug traffickers, especially those exploiting students and youths.
- Take proactive measures to investigate and confiscate proceeds of drug trafficking.

### Abuse by Students and Youths

- Promote awareness and prevent the abuse of drugs by students and youths through a multi-agency and community-based approach.

## QUICK CASH CRIME

- Target criminal groups involved in deception through joint efforts with stakeholders, supported by the Anti-Deception Coordination Centre.
- Ensure strategic deployment of resources to problem areas and take proactive measures against emerging quick cash crime trends.
- Enhance public awareness and secure community support to prevent quick cash crime, particularly telephone, Internet and social media deception.

## CYBER SECURITY AND TECHNOLOGY CRIME

- Enhance public awareness of cyber security as well as the risks and liabilities associated with the Internet and social media through a multi-agency approach.
- Enhance co-operation with other law enforcement agencies and stakeholders to target technology crime.
- Strengthen co-ordination and sharing of expertise in handling and investigating technology crime.
- Take proactive measure to investigate and gather intelligence for tackling technology crime.

## PUBLIC SAFETY

### Public Disorder

- Strengthen public awareness of importance of being law abiding citizens through co-operation with different stakeholders, including government bureaux/departments, schools and non-governmental organisations (NGOs).
- Enhance Police preparedness, readiness and capability in dealing with all scales of public disorder.
- Provide rapid and effective response to all scales of public disorder.
- Enhance co-operation with different stakeholders, including government bureaux/departments, private entities, schools and NGOs, and enlist their support in maintaining and restoring public order and safety during and after any incidents of public disorder.

### Public Events

- Strengthen public trust, understanding of, and support for, the roles and responsibilities of the Police in maintaining public order and safety for the community, in particular among youths.
- Engage organisers, media and other stakeholders of public events to enhance mutual understanding and enlist their support.
- Ensure public order and safety of public events through proactive engagement with relevant stakeholders, effective planning and execution.
- Strengthen intelligence-led operations against groups and/or individuals causing or threatening violence during public events, and take resolute action to interdict such activities.

### Road Safety

- Reduce fatal and serious accidents, particularly those involving public transport and cycling, through a multi-agency approach.
- Deter drink driving, drug driving, speeding and illegal road racing.
- Promote pedestrian safety, with particular emphasis on the elderly and safe cycling.
- Ensure smooth traffic flow through application of the Selected Traffic Enforcement Priorities (STEP) and the use of technology.

## Major Incidents

- Ensure preparedness for the rescue phase of major incidents by conducting regular multi-agency exercises to test and improve contingency plans.
- Provide a professional, co-ordinated and rapid response, with engagement of stakeholders community-wide.
- Enhance recovery phase capability through a multi-agency approach to ensure timely completion of on-site police action and release of affected areas.

## TERRORISM

### Prevention

- Strengthen counter-terrorism capability through the co-operation and co-ordination of the Inter-Departmental Counter Terrorism Unit and collaboration with government bureaux/departments and other agencies.
- Enhance public awareness of terrorism situation and their roles in the prevention of terrorist activities.
- Strengthen the protection and resilience of critical infrastructure and sensitive premises through a multi-agency approach.
- Enhance capability to counter growing threat of cyber terrorism.

### Preparedness

- Conduct regular training and multi-agency exercises to test and improve contingency plans.
- Enhance public participation and preparedness against terrorist or violent attacks.

### Response

- Deploy counter-terrorism resources strategically to ensure a rapid, effective and co-ordinated response.

### Recovery

- Enhance recovery capabilities to ensure rapid restoration of normality and community confidence following a terrorist incident.

\*\*\*END\*\*\*