

Dr Graham Mitchelmore 麥卓文

BSc(Hons), MBA, MSc, DBA, FCMI

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ACADEMIC EDUCATION

Edinburgh Business School, Heriot-Watt University, UK:

- 2010 Doctorate in Business Administration - Strategic Focus.
Thesis: "How do extrinsic performance incentives affect the alignment between frontline police performance and police strategy?"
- 2006 MBA Specialism, Public Administration - Distinction.
- 2004 MSc, Strategic Focus - Distinction.
- 2004 MBA Specialism, Strategic Planning - Distinction.
- 2002 MBA - Distinction.

University of Reading, UK:

- 1987 BSc (Hons), Mechanical Engineering with Mathematics.

PROFESSIONAL DEVELOPMENT (full-time courses in excess of six months)

- Zhejiang University, China, 2018/19 Chinese Language and Culture - ongoing.
- Special Duties Unit, Hong Kong Police.
- Police Training School, Hong Kong Police.
- Royal School of Military Engineering, British Army.
- Royal Military Academy Sandhurst, British Army.

PROFESSIONAL EDUCATION (short courses and qualifications)

- Harvard University / EdX, Data Science.
- Civil Service Training & Development Institute, Innovation, Negotiation, Decision-making.
- European Foundation of Quality Management, Accredited Excellence Assessor.
- Six Sigma, Black Belt.
- Hong Kong University, SPACE, Certificate in Launching Enterprise Risk Management.
- Hong Kong Police, numerous leadership, operational and instructor courses.

ACADEMIC APPOINTMENTS

- Honorary Advisor, Hong Kong Police College.
- Approved Teacher, Heriot-Watt University, delivering MBA programmes/courses on:
Strategic Planning, Making Strategies Work, Project Management.
- Lecturer, Chinese University of Hong Kong, Public Sector Administration.
- International Judge, Association for Strategic Planning - Richard Goodman Award.
- Delegate Head, Hong Kong University / Hong Kong Police Joint Symposium.

RESEARCH AND TEACHING INTERESTS

- Strategic management, change management, leadership, organizational behaviour.
- Cultural perspectives of strategy, policy, strategy implementation.
- Enterprise risk management, project management for change.
- Service quality management, integrity management and organisational excellence.
- Applications for data science in strategic management.

CAREER PROFILE

Dr Mitchelmore is an experienced senior manager in public services with considerable success as an operational police commander, as an internal management consultant and as the head of a prestigious School of Foundation Training, Hong Kong Police College. He is known to be a transformational leader capable of strong performance in the widest range of roles, from being a counter-terrorist team commander to the staff officer of the Commissioner of Police. The rare combination of credible academic attributes and exceptional operational management experience equips Dr. Mitchelmore as a professional management research and teaching practitioner who can add enormous value to a progressive educational institution.

CAREER APPOINTMENTS

- Present **Hong Kong Police**, on paid **study leave** at the conclusion of active service.
- 1992-2019 **Hong Kong Police**, rising to Chief Superintendent, including:
- Head, Performance Review Branch, Service Quality Wing.
 - District Commander, Eastern District, Hong Kong Island.
 - Head, School of Foundation Training, Hong Kong Police College.
 - Staff Officer to the Commissioner.
 - Superintendent, Research and Efficiency Studies, Service Quality Wing.
 - Team Commander, Special Duties Unit.
 - Inspector, Airport Security Unit.
- 1991-1992 **Strongbow Services Limited**, Managing Director.
- 1987-1991 **British Army**, Commissioned Officer, Royal Engineers, rising to Captain.
- 1979-1984 **University of Cambridge**, Estate Management, Design Draughtsman.

MAJOR RESEARCH ACHIEVEMENTS

The majority of research conducted as an internal management consultant of the Hong Kong Police. Studies are often classified ‘confidential’ and cannot be published in academic journals.

- 2018 Corresponding Author - Police Values Theory and Practice with Hong Kong as an Example, presented at the 13th Symposium on Police Studies of the Straits cum Hong Kong and Macao.
- 2018 Director of the Staff Opinion Survey - an online survey of 5000+ staff members covering job satisfaction, organisational commitment, citizenship behaviours etc. Design and analysis of survey tool conducted in-house, utilising factor analysis and multiple regression. Findings were presented to the Commissioner for strategic decision-making.
- 2017/18 Director of the Patrol-Unit Study - a combined ethnographic and quantitative study of factors affecting the efficiency of frontline policing units. More than 350 staff hours of ethnography, millions of data wrangled, cleansed and analysed to produce one of the most compelling internal studies recorded in the Hong Kong Police.
- 2016 Research related to a post-operational review (strictly Confidential).
- 2014 Researcher of the Supervisor Integrity Management Survey - a quantitative survey of 2500+ supervisory officers on the role they play in integrity management. Survey tools were developed in-house with analysis using multiple regression. Findings were presented to the Deputy Commissioner and Force Committee on Quality Management for decision-making and follow up.
- 2010 Doctoral Research - awarded the ‘Best Innovation Award’ in the 2011/12 Hong Kong Police College Research Award Scheme.

TEACHING MANAGEMENT ACHIEVEMENTS

A wealth of experience in managing teaching programmes and personally performing teaching and lecturing activities:

Management

Head of the Hong Kong Police School of Foundation Training with overall operational responsibility for 450 staff and an annual throughput of 1,500 police recruits on 6 to 9-month residential courses for leadership and professional development. Implemented the first accredited Hong Kong Qualifications Framework level 5 and level 4 (degree and associate degree level) Professional Diplomas for the Hong Kong Police. Overall direction of organisation-wide cultural change programmes and continuation training for upwards of 30,000 police officers. Managed the efficient running of the 18 Hectare Police College Aberdeen Campus including teaching and accommodation blocks; physical training facilities, comprising a swimming pool, sports fields, an operational confidence course and gymnasium; shooting ranges; and a large tactics complex.

Lecturing

Regular lecturer for university undergraduates/graduates and presenter at organisational command courses for middle management on strategic thinking, strategic planning and enterprise risk management. Designed and delivered high quality training to staff at all levels. Lead Facilitator of planning workshops at Commissioner rank level. Presenter, lecturer and delegate leader for numerous external seminars / delegations on topics including project management for change and public administration.

Mentoring

Refined interpersonal skills with an ability to strike the right balance between organisational and individual development. A caring guide who relishes the opportunity to open bright minds to strategic thinking. Many successes in running executive and operational training, both personally and through structured programmes to develop potential and achieve unexpected breakthroughs.

GENERAL

Fellow of the Chartered Management Institute (FCMI)

Police Long Service Medal with Clasp

Former coach of sports to international level

Former sportsman to international level

Native English speaker

Colloquial Cantonese to Intermediate level

Mandarin speaking/writing - currently studying at Zhejiang University

Hong Kong Permanent Resident