
人力資源管理

Human

Resource

Management

第三章

Chapter 3

40



政務司司長陳方安生檢閱懲教署周年會操

The Chief Secretary for Administration, Mrs Anson Chan Fang On-sang, reviews the Annual Inspection of the Correctional Services Department

為配合部門的「抱負、任務及價值觀」，本署不斷革新人力資源管理方式，為職員提供現代懲教工作和管理技巧的全面訓練。資質適合並受過有關訓練的職員，可得到機會專任某些職務，如善後輔導、福利、護理、保安情報、心理服務、配匙開鎖、體育、駕駛、押解和領犬等。

通過評核制度、職位調派和訓練，本署立意協助職員發展事業。表現出色、才幹出眾的懲教助理，更可通過潛質人員晉升計劃和特別委任計劃擢升為懲教主任。

截至十二月三十一日止，本署的編制職位有 7 028 個，實際職員則有 6 927 人。年內減少了 187 個職位，主要是由於資源增值計劃的落實。

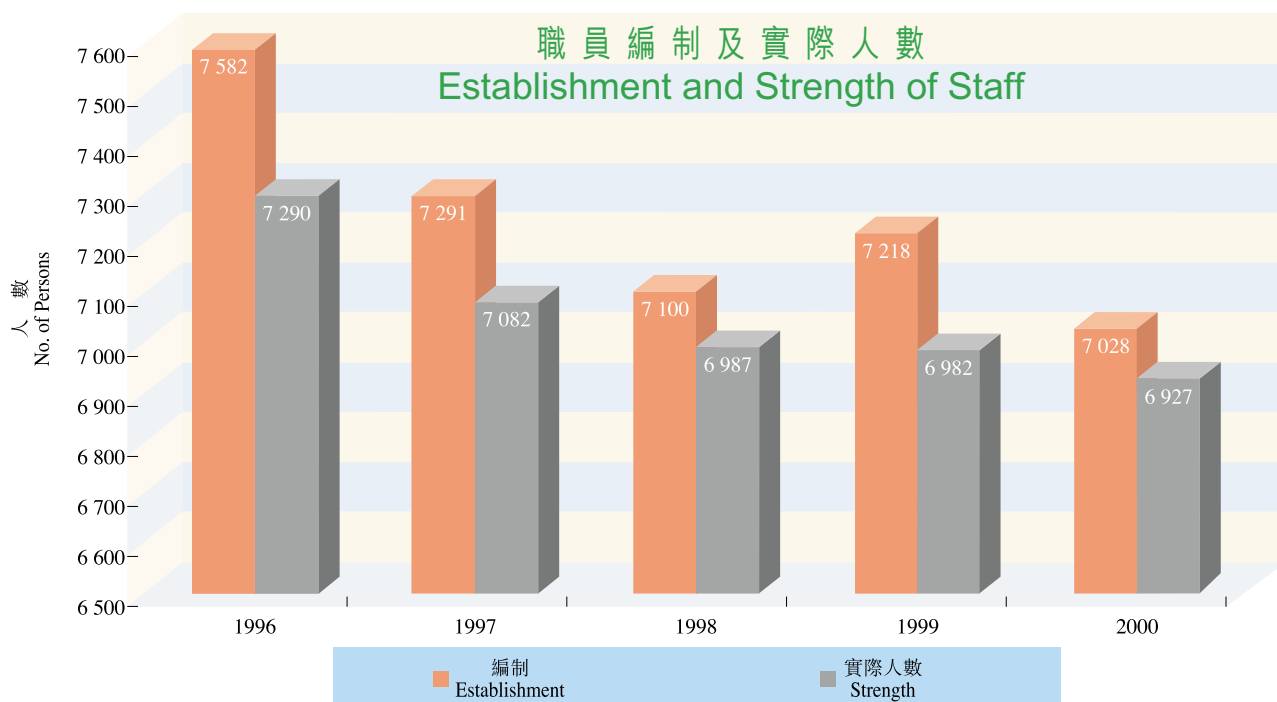
訓練

職員訓練院負責策劃及推行各項職員訓練計劃。該院同一時間可分別為 162 名留宿和 408 名非

To live up to our Vision, Mission and Values, the Department continuously modernises its human resource management practices to provide comprehensive training for our staff in the most up-to-date operational and management techniques. For staff who have exhibited the right quality and aptitude, they will, after receiving the relevant training, be given opportunities to work in specialised fields, such as aftercare, welfare, nursing, security intelligence, psychological service, locksmithery, physical education, driving, escort and dog handling.

Through the appraisal system, postings and training, the Department is committed to assisting staff in their career development. Those Assistant Officers with exceptional merit and ability can also be advanced to the Officer grade through the Potential Officer Scheme and the Special Appointment Scheme.

The staff establishment of the Department as at 31 December 2000 was 7 028 and the strength was 6 927. There was a decrease of 187 posts in 2000 mainly due to the Enhanced Productivity Programme.



留宿職員舉行入職訓練、發展訓練及專科訓練。職員訓練注重模擬訓練和實況分析。

該院的設施包括課室、模擬法庭、護理及急救訓練室、電腦訓練室、模擬囚室、圖書館、健身

Training

The Staff Training Institute is responsible for the planning and implementation of training programmes for staff of the Department. It provides

室、體能訓練室、室內及戶外靶場、操場、控制中心、會議室、研討室、視像會議室、資源中心、博物館、飯堂、康樂室、洗衣房及留宿設施等。

該院亦負責統籌各懲教院所職員的在職訓練計劃及每周一次的在職訓練。

入職訓練

入職訓練旨在向新職員講授執行職務所需的基本知識和技巧，讓他們認識懲教工作。



The Institute is also responsible for co-ordinating in-service training programmes and weekly in-service training for all institutions.

職員訓練院內剛重新裝修的室內練靶場

The newly renovated indoor firing range at the Staff Training Institute

新入職的懲教主任接受 26 周的訓練，而新聘的二級懲教助理則接受 23 周的訓練，包括在懲教院所實習兩周。

人員接受自衛術訓練

Staff members practise self-defence



Recruit Training

Recruit training aims at equipping newly-joined personnel with the basic knowledge and skills for carrying out their duties and a foundation orientation of correctional work.



新入職人員接受步操訓練

Recruits receive foot drill training

訓練內容計有香港法例、規則和規例、輔導服務、社會工作技巧、管理學、心理學、犯罪學、監獄學、急救、步操、防暴操、自衛術、應變策略、歷險訓練、電腦訓練及實習訓練等。為配合不斷轉變的時代需要，訓練課程還加入普通話、中文寫作和公民教育。



保安局局長葉劉淑儀頒發最佳學員獎予一名結業學員

The Secretary for Security, Mrs Regina Ip Lau Suk-ye, presents the Best Recruit Award to a graduating recruit

年內，本署共為文職和工業組人員舉辦三項啟導及入職訓練課程。這些職員包括臨床心理學家、教師（懲教事務）及工業組的技術人員。

發展訓練

發展訓練可協助在職人員發展潛質，使他們學得專業知識和技能，以便日後晉升。此外，亦讓職員得知影響本署行政及運作的法例、刑罰政策與管理概念及環境保護的最新發展。

職員訓練院舉辦各種發展及專科課程，例如管理發展課程、建立團隊的體驗學習課程、勞教中心課程、教導所課程、戒毒所課程、應急支援訓練課程、個人電腦訓練課程、服刑記錄資料系統訓練課程、人力資源管理課程及潛質值日主管課程等。該院亦為各職系的職員舉辦一些核心發展訓練課程，協助他們發展事業。本署亦為受聘於本署的專業人

The duration of training for recruit Officers is 26 weeks and that for recruit Assistant Officers II is 23 weeks including a two-week field placement at penal institutions.

The training syllabus includes Laws of Hong Kong, rules and regulations, counselling, social work techniques, management, psychology, criminology, penology, first aid, foot drill, anti-riot drill, self-defence, emergency response tactics, adventure training, computer training and field training. In response to ever-changing social needs, training in Putonghua, Chinese writing and civic education have also been included in the curriculum.

Three orientation/recruit training courses were organised in 2000 for departmental civilian and industrial staff, including Clinical Psychologists, Masters (Correctional Services) and technical staff of the Correctional Services Industries.



防暴操演練應付突發事件

An anti-riot drill to prepare for emergencies

Development Training

Development training helps serving staff develop their career potentials and equip them with professional knowledge and skills for advancement. It also keeps staff abreast of the latest changes and developments in legislation, penal policy and management concepts, and environmental protection affecting the administration and operation of the Department.

The Institute runs various development/specialist courses, such as Management Development Courses, Experiential Learning Programmes - Team

員提供專科訓練和獎學金。

年內舉辦的入職、發展及專科訓練課程概況載於附錄十一。

海外訓練、研討會及會議

除本地訓練外，本署更派職員到海外參加合適的訓練課程及研討會，讓他們和本署得悉世界各地在監獄管理方面的最新發展，並汲取別人的經驗。年內，本署共安排 64 名不同工作範疇的職員前往內地和海外實習，以及進行考察和交流。

人力資源管理

為推行部門人力資源管理計劃，本署繼續擴展以下綱領：

- 人力策劃
- 訓練及發展
- 工作表現管理
- 溝通
- 招聘

年內，本署繼續加強人力資源管理電腦系統，以便管理重要的人事資料，並就人力資源方面的各

Building, Detention Centre Course, Training Centre Course, Drug Addiction Treatment Centre Course, Emergency Services Training Course, Personal Computer Training Courses, Penal Record Information System Courses, Human Resource Management Workshops and Potential Day Orderly Officer Course. Some other core development training courses are also organised for the career development of staff in different grades. Specialist training and training scholarships are also provided to professional staff employed by the Department.

A summary of the recruit, development and specialist training courses organised in 2000 is at Appendix XI.

Overseas Training/Seminars and Conferences

In addition to local training, the Department sends officers to attend suitable training courses and seminars overseas. This has enabled officers, as well as the Department, to keep abreast of the latest developments in prison management worldwide, and to learn from the experience of other prison administrations. In 2000, the Department arranged 64 staff in different fields to conduct observational visits, exchanges and training attachments in the Mainland and overseas.

Human Resource Management

In pursuing our Departmental Human Resource Management Plan, we continued to develop and progress in the following programme areas:

- Manpower Planning
- Training and Development
- Performance Management
- Communication
- Recruitment

During the year, we continued to develop and improve our Human Resources Management System to facilitate the effective management of essential personnel information about our staff electronically. We conducted strategic review on various human resource challenges, on-going personnel issues and training needs. We also worked alongside with the Civil Service Bureau and the Civil Service Training and Development Institute to provide a host of courses



參觀「教育及職業博覽' 2000」的青年人踴躍向本署攤位索取職業資料

Young visitors through the Department's booth at the Education and Careers Expo' 2000 to learn more about a career with the Correctional Services

項挑戰、持續的人事問題和訓練需要，進行策略性覆檢。此外，亦聯同公務員事務局及公務員培訓處，為職員舉辦不少有關關鍵才能和人力資源管理的課程。

本署一直致力建立理想的部門文化。年初，本署在人力資源顧問協助下，開展部門文化轉變計劃，並就此全面徵詢職員的意見，務求減低官僚作風、提高靈活性、加強溝通、使前線職員更積極參與工作，從而提高運作效益。為此，本署在三至九月為各級職員舉辦多個文化轉變研討會，以探討理想的文化和記錄職員的工作典範。為求文化轉變得見成效，各院所及組別主管均須為其院所或組別擬備工作計劃，然後付諸實行。上述計劃旨在定出方向，讓本署在本世紀建立理想的部門文化。

四月，本署聘請顧問研究各職級所需的關鍵才能，俾管方能以劃一標準及有系統的方式釐訂職系內不同職級所須具備的才能。八月，本署經廣泛徵詢職員的意見後，設計了一套全新的工作表現評核表格。該份表格有助管方評估職員是否具備晉升的才能和潛質，以及其工作發展的需要。這種以才能為本的方法將招聘、表現管理、晉升、培訓及事業發展等方面結合起來，構成綜合人力資源管理制度。

本署自一九九六年起實施增進公務員表現計劃，在部門推行激勵職員的活動，包括以選定主題舉辦比賽，務求職員竭力落實部門的服務承諾、改善職員與市民溝通的技巧、提高效率和生產力，培養歸屬感，以及激勵職員不斷改善服務質素。年內，本署舉辦了健康生活獎勵計劃及院所宣傳品設計兩項比賽。

職員關係及福利

職員關係及福利組負責統籌一切福利及康樂事宜，並向需要協助的職員及其家人提供專業的社會工作服務及輔導服務。此外，更會於重大行動進行期間，提供後勤支援，為有關職員安排膳食、茶點

on core competencies and human resource management for our staff.

As a continuous effort to develop, resonate and reinforce the appropriate corporate culture for the Department, we launched a culture reform project with the assistance of human resource professionals in early 2000. We aimed at less bureaucracy, greater flexibility, better communication, and a higher level of commitment and contribution from the front-line staff to organisational efficiency and effectiveness. From March to September 2000, Culture Change Workshops of different levels were organised with a view to demonstrating our desired culture and documenting the best practices amongst our staff. To initiate cultural changes, Heads of Institutions and Sections were required to draw up and implement action plans to bring about measurable culture changes in each institution or section. The project was designed with the aim of guiding the Department towards a desired organisation culture through the 2000s.

In April, we engaged consultancy services to identify the core competencies required of various ranks. This enables the Department to use a common language and structured way to define and describe appropriate job behaviour at different ranks as officers progress through the grade. Through extensive staff consultation and participation, we also developed in August a completely new set of competency-based performance appraisal forms, which can better assess the potential and promotability of staff to the next higher rank and identify their development needs. This competency-based approach strategically links up recruitment, performance management, promotion, training and career development to form an integrated human resource management system.

The Staff Motivation Scheme was launched in 1996 to improve staff motivation activities on a department-wide scale. We organise contests on selected topics: to promote staff commitment to Department's performance pledges; to improve skills in public relations; to achieve greater efficiency and productivity; to foster sense of belonging; and to motivate staff towards the continuous improvement of service. In 2000, two competitions - *Healthy Lifestyle Awards* and *Best Design for the Introduction*

和住宿。

懲教署福利基金的作用是向職員貸款，並在特別情況下，為需要經濟援助的職員、退休人員及職員遺屬提供補助金。

為穩定職員的經濟狀況及在有需要時給予援助，懲教署於一九九一年六月成立職員儲蓄互助社，目的是鼓勵會員節儉，並接受會員以股份或存款形式儲蓄，以及向有需要的會員貸款。年底時，儲蓄互助社共有 4 158 名會員。

為懲教署身故職員的家屬而設的自願供款中央基金於一九九一年十二月成立，以協助職員遺屬和因公受傷的職員。截至十二月三十一日止，基金共有 3 087 名會員。

懲教署人員子女教育信託基金於一九八三年七月成立，為本署懲教助理及同等職系人員的子女提供經濟援助，使他們能夠接受高等教育。接受全日制教育或訓練的殘疾兒童亦獲信託基金的經濟援助。年內，信託基金共發放 742,198 元。

優惠購物組於一九九五年年底成立，全面推行優惠購物計劃，讓職員及其家屬得到合理折扣，以低於市值的價錢向供應商購買家庭必需品。此外，該組亦於年內舉辦多個優惠產品展銷會，讓職員以優惠價購買產品，從而提高他們的生活質素。

體育及康樂

本署舉辦多項康體活動，特別注重訓練職員的體能及團隊精神，設有康樂體育主任一職，由康樂及文化事務署借調職員出任，就策劃和安排活動方面，提供專業意見及協助。

年內，本署舉辦了多項活動，包括大型的周年項目如陸運會、水運會和喜靈長跑行山樂等。此外，又舉辦了八項院所際體育比賽。

年內，本署成立空手道、單車、飛鏢、桌球及健康騎士等五支部門隊伍。連同這些新成立的隊伍，體育會共有 28 支隊伍，其中大部分均積極參

of Institution to Official Visitors Awards - were organised.

Staff Relations and Welfare

The Staff Relations and Staff Welfare Unit coordinates all matters relating to staff welfare and recreational activities and provides, when necessary, professional social work and counselling service to staff and their families. In addition, the Unit provides logistical support during major operations, taking care of meals, refreshments and lodging of the staff involved.

The Correctional Services Department Welfare Fund provides loans and, in special cases, grants for serving and retired personnel and families of deceased staff who are in need of financial assistance.

To provide financial stability for staff and to give assistance in times of need, the Correctional Services Department Credit Union was set up in June 1991. It aims at promoting thrift among its members. It receives savings from members either as payment on shares or as deposits and makes loans to them. At the end of 2000, the Credit Union had a membership of 4 158.

The Central Fund for Voluntary Contributions to Widows/Dependants of Deceased Correctional Service Officers was established in December 1991 to assist the widow, widower or dependants of a member who died, and the staff who were injured in service. As at 31 December 2000, it had 3 087 members.

The Correctional Services Children's Education Trust, founded in July 1983, continues to provide financial assistance to the children of Assistant Officers and equivalent grades in the Department to enable them to pursue higher education. Handicapped children undertaking full-time education or training also receive financial assistance from the Trust. During the year, a total of \$742,198 was granted from the Trust.

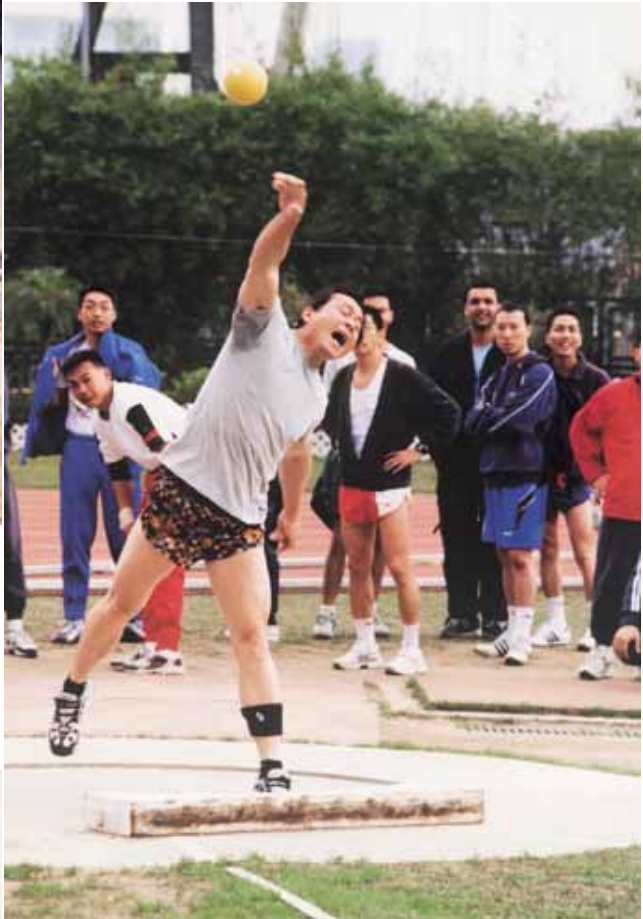
The Bargain Purchase Unit set up at the end of 1995 puts the Bargain Purchase Scheme into full implementation. It provides an access for staff and their families to obtain household necessities from a number of suppliers at a reasonable discount off



(上，右上及右下) 陸運會及水運會剪影

A glimpse of the Annual Sports Meet and Swimming Gala (above, top right and bottom right)

market prices. Besides, a number of promotional sales displays on different commodities were organised during the year. Staff can acquire the items at bargain prices thereby upgrading their quality and standard of living.



47



一年一度的喜靈長跑行山樂參加者異常踴躍

The annual Hiking on Hei Ling proves popular among staff members



加各項公開比賽。是年，柔道隊、射擊隊、草地滾球隊及長跑隊均在公開賽中奪得不少獎項。

八月，本署代表團前往美國佛羅里達州參加國

Sports and Recreation

Sports and recreation activities are organised by the Department with emphasis on the physical fitness and the *esprit de corps* of staff. A Recreation and Sports Officer is seconded from the Leisure and Cultural Services Department to give professional

際執法人員運動會，並在空手道、長跑、射擊、網球、柔道及田徑賽事等項目，合共取得82面獎牌。

為推廣健康生活風氣，本署年內為職員及其家屬舉辦多項康樂活動。十月二十二日，本署舉辦「健康生活新天地之家庭同樂在喜靈」活動，參加人數近一千人。此外，又在麥理浩夫人度假村及西貢戶外康樂中心合共舉辦三個家庭康樂營。

十一月十八日，在赤柱舉行周年秋季賣物會，



香港懲教署代表團攝於美國佛羅里達州國際執法人員運動會
The Hong Kong Correctional Services delegation at the International Law Enforcement Games in Florida, USA



秋季賣物會吸引不少市民參觀
The annual Autumn Fair pulls a large crowd

advice and assistance in planning and arranging these activities.

During the year, a variety of activities were organised. Apart from major annual events such as the Annual Sports Meet, Swimming Gala and Hiking on Hei Ling, other eight inter-institutional sport competitions were organised.

In the year, five new departmental teams were established to widen the scope of activities for staff. They are the karate, cycling, darts, snooker and motorcycling teams. With the addition of these teams there are totally 28 sports teams/clubs sponsored by the CSD Sports Association and most of them have actively participated in various open competitions. In 2000, the judo, shooting, lawn bowls and distance running teams won many prizes in open competitions.

In August 2000, a departmental delegation participated in events including judo, karate, distance run, shooting, tennis and track and field in the International Law Enforcement Games held in Florida, USA and won a total of 82 medals.

To promote a healthy life-style, recreational activities were organised for the staff and their family members. Nearly 1 000 staff and their family members participated in various activities of the Family Outing on Hei Ling Chau held on 22 October 2000. In addition, three residential holiday camps were held in the Lady MacLehose Village and Sai Kung Outdoor Recreation Centre during the year.

The annual Autumn Fair at Stanley was held on 18 November 2000. A sum of \$503,000 was raised for various charitable agencies.

為各慈善機構籌得善款約 503,000 元。

毗鄰馬坑監獄的懲教署體育會會所設有戶外及室內康體設施，例如卡拉OK、燒烤場、射箭場、高爾夫球發球練習場、高爾夫球練習坪、鳥舍、籃球場和足球場等。年內，會所的設施如常大受職員及家屬歡迎。

參與社區活動

本署在公益金舉辦的籌款活動中奪得一九九九至二零零零年度政府部門組別金獎。年內，本署參加多項慈善活動，包括香港區百萬行、僱員募捐計劃和執法人員火炬慈善跑，共籌得 42 萬元。



署長伍靜國(中)帶領人員參加執法人員火炬慈善跑
The Commissioner, Mr Ng Ching-kwok (centre), leads staff members in the charitable Law Enforcement Torch Run for Special Olympics

職員協商

本署定期舉行職員協商會議，使管方與職方保持緊密而有效的溝通。職員協商委員會分高級職員協商委員會和初級職員協商委員會，每季召開聯席會議一次，討論共同關注的事項。兩個協商委員會雖然各自運作，但目標均為促進管方和職方之間的瞭解和合作。為規範和簡化溝通及協商渠道，高級及初級職員協商委員會會議分別有懲教事務職員協會及香港政府華員會懲教事務職員分會／組別聯席會議的成員出席，作為職方代表。

各院所的職員協商會議最少每季舉行一次，各職級均有代表出席。此外，署長每兩個月巡視各院

The Correctional Services Department Sports Association Recreation Complex next to the Ma Hang Prison provides both indoor and outdoor recreational and sports facilities, such as karaoke, barbecue site, archery range, golf driving range, putting green, aviary, basketball court and soccer pitch. It continued to be well patronised by staff and their family in the year.

Community Involvement

The Department was awarded a “Golden Award - Government Sector” for the year 1999-2000 in the fund-raising events organised by the Community Chest. During the year, a total of \$420,000 was raised in various charity events which included the Walk for Million-Hong Kong Walk, the Employee Contribution Programme of the Community Chest and the Law Enforcement Torch Run for Special Olympics.

Staff Consultation

Staff consultation meetings are held at regular intervals to foster close and effective communication between the management and the staff. The two Departmental Consultative Committees, namely the Senior Departmental Consultative Committee (SDCC) and the Junior Departmental Consultative Committee (JDCC), met quarterly during the year to discuss issues of common concern. The two Committees function separately towards the objective of achieving a better understanding and co-operation between the management and the staff. To regularise and streamline the communication and consultative channels, there was representation from the members of both the Correctional Services Officers' Association and the Departmental Staff Branches/Class Unit Joint Conference, Hong Kong Chinese Civil Servants' Association on the staff-side of the SDCC and JDCC respectively.

In the institutions, staff consultation meetings are held at least quarterly and all ranks are represented. The Commissioner also meets with staff representatives during his bi-monthly visits to the institutions.

Correctional Services Officers' Association

The Association, established in March 1983, had a membership of 3 784 as at 31 December 2000. It gives views on conditions of service, uniform and staff welfare matters for consideration by the management.

所時，亦會會晤職員代表。

懲教事務職員協會

該會於一九八三年三月成立，截至十二月三十一日止，共有會員3 784名。該會就職員的服務條件、制服及福利事宜提出意見，供管方考慮。

香港懲教署退休人員協會

該會於一九八六年四月成立，職員關係及福利組有代表加入該會的委員會，擔任聯絡人員。年底時，該會共有會員570名。

嘉獎

政府和部門會嘉獎表現出色和提供優良服務的職員，以提高士氣。

年內，獲獎的職員計有監督劉錦棠、高級懲教主任袁樹繁、懲教主任黃承志及一級懲教助理朱兆林和劉錦堂。他們獲頒香港懲教事務榮譽獎章。

50

十二月，277名職員獲頒懲教事務長期服務獎章，另有209名職員獲頒懲教事務長期服務獎章第一、第二或第三加敘勳扣。獲獎職員名單刊於十二月一日出版的《憲報》（二零零零年第48期）。此外，還有57名職員在執行職務時表現卓越，獲署長、助理署長或政務秘書嘉獎，名單載於附錄十二。

Association for the Retired Staff of the Hong Kong Correctional Services Department

The Association was inaugurated in April 1986. A representative of the Staff Relations and Welfare Unit sits on the Association's Committee as liaison officer. At the end of 2000, the Association had 570 members.

Awards and Commendations

It is important for staff morale that individual excellent performance and meritorious service are recognised by the Government and the Department.

Among the recipients of awards and commendations in 2000 were Superintendent LAU Kam-tong, Principal Officer YUEN Shu-fan, Officer WONG Sing-chi and Assistant Officers I CHU Siu-lam and LAU Kam-tong. They were awarded the Correctional Services Meritorious Service Medal (CSMSM) in the 2000 Honours List.

In December 2000, 277 staff members were awarded the Correctional Services Long Service Medal, and 209 staff members the First, Second and Third Clasps to the Medal. Their names were published in the Government Gazette (GN 4/00 dated 1 December 2000). In addition, 57 staff who made exceptionally meritorious contributions in the course of duty were awarded the Commissioner's, Assistant Commissioner's or Civil Secretary's commendations. Their names are at Appendix XII.



行政長官董建華頒發香港懲教事務榮譽獎章予五名人員，左起：懲教事務監督劉錦棠、高級懲教主任袁樹繁、懲教主任黃承志、一級懲教助理朱兆林及劉錦堂。

The Chief Executive, Mr Tung Chee Hwa, presents the Correctional Services Medal for Meritorious Service to five staff members (from left): Superintendent Lau Kam-tong, Principal Officer Yuen Shu-fan, Officer Wong Sing-chi, and Assistant Officers I Chu Siu-lam and Lau Kam-tong