
審核及管理策劃

Inspectorate

and

Management

Services

第四章

Chapter 4



負責保安的人員向傳媒示範如何從可疑犯人的排洩物中找尋毒品，打擊偷運毒品進入懲教院所的活動
A security staff member shows the media how to stop dangerous drugs from being smuggled into penal institutions by checking a suspected inmate's excreta

現今社會瞬息萬變，本署要提供優質的羈押和更生服務，不斷求進至為重要。為此，審核及管理策劃科積極推行改善措施，加強品質及轉變管理，並推廣學習文化予以配合。

管理策劃組

管理策劃組獨自或聯同署內其他組別進行管理研究及覆檢，以辨識本署需要提高效益的工作及計劃。年內，該組共完成八項管理研究及覆檢的工作，並研究年內提出或通過、可能影響本署的條例草案和條例，然後建議作出適應。

管理策劃組亦因應懲教環境及社會期望的轉變，覆檢有關法例、附屬法例、部門工作守則及運作手冊，因此，與其他政府部門，包括律政司、保安局，以及立法會保安事務委員會保持緊密聯繫，就《監獄條例》、《監獄規則》和其他與懲教管理有關的法例規定提出新的建議或修訂，以期在維持羈管紀律以及維護羈留人士的基本權利之間取得平衡。年初，本署成立了特別職務組，詳細覆檢內部所有訓示和訓令，將不必要或過時的訓令、訓示和規例廢除，使現時的工作程序得以精簡，而前線職員在日常工作更能有效運用酌情權和判斷力。

投訴調查組

投訴調查組是個內部申訴機制，負責處理和調查囚犯、職員及公眾對本署工作的投訴。該組獲賦予獨立調查權力，處理以下投訴：

- 任何對本署人員以公職身分行事的行為提出的投訴，不論該行為是在值班時或下班後作出；
- 任何有關本署政策的投訴；
- 任何會導致本署人員遭民事程序起訴的事件，而該事件是因該員以公職身分採取的行動所引致；
- 署長下令調查的任何投訴。

It is of paramount importance for the Department to be able to deliver quality custodial and rehabilitative services in a rapidly changing society through continuous improvement. The Inspectorate and Management Services Division therefore takes a proactive role in initiating measures and enhancements in quality management, change management as well as learning culture.

Management Services Unit

The Management Services Unit conducts, either independently or jointly with other sections within the Department, management studies and reviews to identify areas where improvement is required in terms of efficiency and effectiveness. In 2000, the Unit completed eight major management studies and reviews. In addition, it studied Bills and Ordinances enacted in 2000, which might have an impact on the Department, and recommended appropriate adaptations.

The Management Services Unit also undertakes to review relevant legislation, subsidiary legislation, departmental standing orders and manuals, to align with changes in the penal environment and society's expectations. In this respect, close liaison is maintained with other government departments including the Department of Justice and the Security Bureau, and the Security Penal of the Legislative Council in the pursuit of new legislative proposals or amendments to the Prisons Ordinance and Prison Rules and other penal administration-related provisions. The aim is to strike a balance between custodial discipline and the basic rights of those in custody. In early 2000, a special duty team was formed to conduct a critical review on all internal instructions and orders with a view to eliminating unnecessary or outdated orders, instructions and regulations. It is expected that as a result, existing working procedures will be streamlined and front-line staff will be empowered to better exercise their discretion and judgment in daily operations.

Complaints Investigation Unit

The Complaints Investigation Unit (CIU) is an internal grievance-redress mechanism, which handles and investigates complaints lodged by inmates, staff and members of the public in relation to the work of

其他公共機構，包括立法會、政府總部、申訴專員公署及區議會等轉介的個案，只要屬於投訴調查組的職權範圍，該組亦會處理。

投訴調查組以公正而徹底的方式調查投訴，之後會把調查報告提交署方的投訴委員會（前稱投訴覆核委員會，七月一日易名）審議及認可。倘投訴人不滿調查結果，可向該委員會提供新證據，要求重新審議，或直接向署長提出上訴。

為不斷改善服務質素，投訴調查組致力達致國際認可的品質管理制度，並於八月十四日獲頒 ISO 9002 品質管理認可證書。

年內，投訴調查組共接獲 757 宗投訴，其中 637 宗來自囚犯，其餘則由職員及公眾提出。投訴數字分析載於附錄十三。



香港品質保證局董事甄格安（右）頒發 ISO 9002 證書予署長伍靜國

The Commissioner, Mr Ng Ching-kwok (left), receives the ISO 9002 Certificate from a Councillor of the Hong Kong Quality Assurance Agency, Mr T.C. Ingram

審核組

審核組的主要職能是根據現行條例、規則、規例和部門政策，監察署內各項工作。為履行監察的任務，該組會到各院所進行全面、專題、突擊和跟進視察。

the Department. It is vested with independent investigative authority to look into:

- any complaint on the conduct of staff of the Department acting in their official capacity whilst on or off duty;
- any complaint about the policy of the Department;
- any case in which civil proceedings may be laid against a staff of the Department for actions taken in an official capacity; and
- any complaint as the Commissioner may direct.

The CIU also deals with referral cases from other public authorities, including the Legislative Council, the Government Secretariat, The Ombudsman and District Councils, provided that they fall within the purview outlined above.

After thorough and impartial investigation, the investigation reports are tabled, for examination and endorsement, at the Departmental Complaints Committee, which was known as the Case Review Committee before 1 July 2000. Complainants who are not satisfied with the findings of an investigation may submit further evidence, if any, to the Committee for re-examination of the case, or appeal directly to the Commissioner.

In order to strive for continuous improvement in the delivery of the investigation services, the CIU made efforts to achieve an internationally recognised quality management system and was granted the ISO 9002 Certificate on 14 August 2000.

During 2000, the CIU handled a total of 757 allegations, of which 637 were filed by inmates. The

年內，該組於各院所進行5次全面視察、17次專題視察、2次突擊視察和19次跟進視察。

該組亦負責監察一切保安事宜，並就該方面提供意見。該組的工作包括管理一個中央情報小組，整理各院所保安主任所收集的資料與情報。

年內，該組對各院所內發生的重大異常事故進行13次調查、26次突擊視察各院所的囚犯外間工作組，以及在保安裝置和有關事項方面進行29次保安檢查。

remainder were filed by members of staff and the general public. A breakdown of the complaints is at Appendix XIII.

Inspectorate Unit

The Inspectorate Unit plays a major role in monitoring departmental activities with reference to current Ordinances, Rules, Regulations and departmental policies. In fulfilling this role, visits to institutions in the form of full, thematic, surprise and follow-up inspections are conducted.

In 2000, the Unit conducted five full inspections, 17 thematic inspections, two surprise inspections and 19 follow-up inspections at various institutions.

The Inspectorate Unit also monitors and advises on all security aspects. Operation of the Unit includes the maintenance of a Central Intelligence Pool to collate information and intelligence collected by security officers in various institutions.

In 2000, the Unit conducted a total of 13 investigations into major irregular incidents occurred in various institutions and 26 surprise visits to prisoners' outside work groups of various institutions. Furthermore, 29 security checks on security installations and related aspects were conducted.



剛完成一項由審核組安排的保安課程的人員拍照留念
Security staff pose for a photograph after completing a course on security training organised by the Inspectorate Unit