
行政

Administration

第五章

Chapter 5



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懲教署署長伍靜國(中)及首長級人員於五月二十五日，透過視像會議與新加坡監獄署高級官員進行懲教事務研討會
The Commissioner, Mr Ng Ching-kwok (centre), and Directorate Officers launch the Prison Services Forum, an electronic communication link with the Singapore Prisons Department via video conferencing, on 25 May 2000

行政、人事及策劃科主要負責部門行政、財政、人事管理、數字統計和研究，以及建設工程。

一般行政

行政組的職責是為本署總部及轄下院所提供行政及後勤支援，包括資源管理、環保管理、記錄管理、人事管理、電腦服務、翻譯服務、物料管理、會計和內部核數等。

環保管理

一九九九年，本署發表了首份環保報告。今後，本署會繼續按年報告我們在環保方面的工作及成績。二零零零年的環保工作，載於本年報第七章。

記錄管理

由於本署實施新的統一檔案系統，改用新索引法的檔案轉換工作已在年內完成。電腦條碼系統現已在署內廣泛應用。為充分使用儲存空間和更妥善地管理記錄，過時的記錄已按政府檔案局通過的程序銷毀。

內部核數

內部核數組主要負責視察各院所的財政及物料供應事宜，透過抽樣檢查，確保有關人員遵從政府規例及程序。年內，該組全面視察9間院所，並進

The Administration, Personnel and Planning Division oversees departmental administration, finance, personnel services, statistics and research and planning of capital projects.

General Administration

The function of the Administration Section is to provide administrative and logistical support to both departmental headquarters and institutions in such areas as resources management, green management, records management, personnel services, computer services, translation services, stores and accounting and internal audit.

Green Management

Following the publication of the Department's first Environmental Report in 1999, we will continue to report on achievements and endeavours in environmental protection annually. A review for the year 2000 is covered in Chapter 7 of this Review.

Records Management

During the year, conversion of files using the new filing index under the unified filing system was completed and bar coding has been extensively used. For more effective use of storage space and better records management, obsolete records are disposed of according to the schedules approved by the Government Records Service.

Internal Audit

The Internal Audit Team is mainly responsible for the inspection of the financial and stores functions of all institutions. The aim of the inspections is to ensure that government regulations and procedures are complied with through random checks. In 2000, full inspections were carried out to nine institutions and 10 follow-up visits were also conducted to ensure that recommended improvements were implemented.

懲教署致力應用資訊科技以提高部門的行政及運作效率

The Department is committed to using information technology to enhance administrative and operational efficiency



行 10 次跟進檢查，以確保改善建議付諸實施。

一般職系

約 510 名一般職系人員為紀律人員提供重要的支援服務，以履行本署的任務。支援範圍廣泛，包括人力和財政資源管理、記錄管理、翻譯及傳譯服務、物料供應、處理囚犯信件，以及向囚犯派發小賣物品等。為響應公務員資源增值的方針，本署加強運用現代科技，並要求職員兼備多種技能。職員的工作壓力雖然因此增加，但他們仍能以不撓毅力克服種種困難，實在值得表揚。年內，共有 61 名文職人員獲頒獎項及嘉許狀，足證他們表現出色，詳見附錄十四。

電腦化及資訊科技

本署致力將資訊管理系統現代化。電腦組在策劃、推動及統籌署內電腦化及資訊科技工作方面，擔當重要角色，目標是透過引進資訊科技和為職員提供更全面的電腦訓練，提高部門的行政及運作效率。此外，該組亦研究利用先進資訊科技來提高監獄和行政管理以及電子通訊的效率。

電腦組亦向職員提供最新電腦軟硬件和訓練課程，協助他們順利執行服刑資料管理、人力資源管理、使用 Lotus Notes 電郵、中文電腦應用、試算表運算、資料庫管理、文書處理及使用互聯網及內聯網等不同工作。

年底時，本署總部、各院所及外站辦事處共設有 1 523 台個人電腦、90 部伺服器及 920 台打印機，支援服務由本署電腦組提供。

本署自實施政府辦公室自動化計劃後，由八月起已有 202 個用戶與政府通訊網絡連接。他們可透過電郵與政府各決策局及部門聯絡。

本署現正開展另一名為服刑資料管理系統的大型電腦計劃，將各院所的局域網，透過光纖及異步傳輸形式的框轉接連結成一廣域網，以便署內用戶透過電郵聯絡。

General Grades

About 510 General Grades staff provide vital backup services to the disciplined staff in accomplishing the mission of the Department. They contribute in such wide-ranging areas as human and financial resources management, records management, translation and interpretation services, stores and supplies, handling of prisoners' mail, and issue of canteen items to prisoners. The increasing use of modern technology and adoption of multi-skilled approach in response to the call for enhanced productivity in the Civil Service had added much work pressure to the staff, but they met the challenge with commendable effort. The quality of their service was demonstrated by the awards and commendations won by 61 civilian staff, details of which are listed at Appendix XIV.

Computerisation and Information Technology

The Department is committed to modernising its information management systems. With the objective of enhancing administrative and operational efficiency through the introduction of information technology and the provision of wider computer training to staff, the Computer Services Unit plays an important part in the planning, initiating and co-ordination of all computerisation and information technology activities in the Department. The Unit has been conducting researches on utilising advanced information technology to improve the efficiency of prison/administrative management and electronic communication.

It also provides the latest computing hardware and software as well as up-to-date training programmes to facilitate staff in effectively performing different tasks such as penal information management, human resource management, use of Lotus Notes mail, Chinese computing, spreadsheet calculations, database management, word processing and the use of Internet and Intranet.

At the end of 2000, there were 1 523 PCs, 90 servers, and 920 printers in the departmental headquarters, institutions and out-stationed offices being serviced by the Computer Services Unit.

Under the Government Office Automation (GOA) Project, 202 users in the Department have been

自九月起，本署已在廣域網的基礎上建立懲教署的內聯網，使部門內各組別能更有效地共用管理資料。至於所提供的管理和參考資料，則逾一百項。年底時，接上廣域網的用戶計有總部166名、院所及外派辦公室 292 名。本署亦已分別為 560 及 211 名職員提供使用 Lotus Notes 電郵及內聯網的訓練及簡介班，讓他們更有效地掌握有關系統的應用技巧。

此外，電腦組現正研究建立更生計劃資料管理系統及提升服刑記錄資料系統的可行性。有關工作可望於二零零一年完成。

本署不時更新互聯網上的中英文版網頁。本署年報、環保報告、招標告示及由職員和在囚人士演出的 MP3 格式的樂曲亦已上存網頁。

工程及計劃

為提供額外宿位應付近年成年犯人不斷增加的情況，本署透過轄下的工程及計劃組與建築署共同策劃增建懲教院所。計劃及施工中的主要工程包括擴建及部分重建荔枝角收押所、部分重建赤柱監獄（第二期）及大欖懲教所。

年內亦進行了改善各院所設施的工程，包括翻



(上)部分重建赤柱監獄(第二期)將於二零零一年年中竣工，提供 151 個額外宿位。(右)新建的囚室大樓內部情況

The Redevelopment of Stanley Prison (Phase II) will be completed in mid-2001, providing 151 additional penal places (above). The interior of the redeveloped dormitory block (right)

connected to the Government Communication Network since August 2000. They can send and receive electronic mails to and from other government bureaux and departments.

The Department has embarked on another major computerisation project of Penal Information Management System (PIMS) under which the Local Area Networks (LAN) of all institutions are being merged together into one Wide Area Network (WAN) through fibre optics and frame relay of asynchronous transfer mode (ATM). Users in the Department can communicate with each other by using electronic mails.

To enable more effective sharing of management information within the Department, a web-based CSD Intranet that provides more than a hundred topics of management information and references has been built on the WAN infrastructure since September 2000. Up to the end of 2000, there were 166 users in the Headquarters and 292 users in penal institutions and out-posted offices connected to the WAN. To enable staff members to operate the Lotus Notes mail and the CSD Intranet effectively, 560 and 211 staff members attended training courses and briefing sessions on the use of Lotus Notes mail and CSD Intranet respectively.

Two feasibility studies on Rehabilitative Programmes Management System (RPMS) and Enhancement of Penal Records Information System (PRIS) are being prepared and will be completed in 2001.

The contents of the bilingual web site of the Department are updated frequently and regularly. Publications such as the Department's Annual Review, Environmental Report and many musical items performed by our staff and prisoners/inmates in MP3 format have also been uploaded to the web site. Tender notices are also included.



新喜靈洲戒毒所（附屬中心）、改善職員訓練院的練靶場、在喜靈洲懲教所安裝防止闖入偵測系統、更換各院所的圍網、安裝視像會議系統等。

為解決設施陳舊、懲教名額不足以及應付未來在囚人口增長的問題，本署需要構思一個長遠的監獄發展計劃。這點在行政長官二零零零年施政報告內保安局的施政方針中已有述及。作為構思的一部分，本署現正考慮將現有的懲教院所及新的監獄設施集中一處。這計劃可為部門取得重大進展，包括紓緩監獄擠迫的情況、善用人力資源、促進成本效益、提高更生服務和運作效率等。

年內，本署開展了連串改善工程，包括改善污水處理設施及在院所的工場和囚倉內裝設自動灑水系統，以體現本署致力環保及防火的一貫方針。

本署很多規模較小的建設、改善和維修工程均由在囚人士進行。此舉不但為在囚人士提供懲教和職業訓練的機會，更可節省大量公帑。

本署的主要工程計劃一覽表載於附錄十五。

財政

全年的總開支為 26.11 億元，較去年增加 2.9%。開支增加主要是因為部門開支及非經常帳項目增加所致。這數額並不包括建設工程費用。

從各項來源所得的全年總收入為 6,100 萬元，其中 3,700 萬元來自職員宿舍租金。

年內，懲教署工業組暫記帳內的訂購和收款總額分別為 1.03 億元和 1.21 億元。

內地及海外訪客

年內，不少內地及海外知名人士到訪本署轄下院所，觀察其運作和管理。參觀人士名單載於附錄十六。

國際交流

五月二十五日，署長和新加坡監獄署署長透過

Works and Planning

To provide additional accommodation for the increasing number of adult offenders in recent years, the Department through its Works and Planning Section, has been planning for the construction of new institutions in conjunction with the Architectural Services Department. Major projects under planning or construction include the expansion/redevelopment of the Lai Chi Kok Reception Centre, redevelopment of the Stanley Prison (Phase II) and redevelopment of the Tai Lam Correctional Institution.

Improvement to facilities in institutions is constantly being carried out. In 2000, such projects in hand included renovation works to the Hei Ling Chau Addiction Treatment Centre (Annex), improvement works to the firing range at the Staff Training Institute, installation of intrusion detection system in the Hei Ling Chau Correctional Institution, replacement of perimeter fence to institutions, installation of the video conferencing systems, etc.

To address the current problems of archaic facilities and inadequate penal places, and to meet the forecast growth in penal population, a long-term prison development plan needs to be developed. This is one of the initiatives in the Security Bureau's Policy Objectives of the Chief Executive's 2000 Policy Address. As part of the process of formulating a long-term prison development plan, the Department is now considering the concept of co-locating all the existing penal institutions and new prison facilities at a single site. The co-location project will enable the Department to achieve major advances in terms of alleviation of prison overcrowding, optimisation of manpower, cost-effective operations, greater efficiency in rehabilitation activities and greater operational leverage.

In 2000, the Department embarked on a series of improvement projects in upgrading sewage treatment facilities and providing sprinkler systems for workshops and dormitories in its institutions to demonstrate our continuing commitment to environmental protection and fire safety.

Inmate labour is used in many minor building construction works and improvement and maintenance projects. This provides opportunities for

視像會議進行懲教事務研討會。此舉除可加強兩地懲教機構的聯繫外，亦可讓雙方交換資訊及分享多方面的經驗，例如監獄運作及管理、保安情報管理、知識管理、資訊科技應用和人力資源管理等。

corrective and vocational training to the inmates. At the same time, it also achieves considerable savings in public expenditure.

A list of the Department's major works projects is at Appendix XV.



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聯合國人權委員會副主席P.N. Bhagwati 大法官參觀赤柱監獄，對標誌製作工場深感興趣

The Vice-Chairman of the United Nations Human Rights Committee, Mr Justice P.N. Bhagwati, takes a look at the sign making workshop during a visit to Stanley Prison

公共關係及新聞發放

年內，公共關係組繼續發揮橋梁作用，負責部門與傳媒和市民之間的聯繫。

該組在年內約共答覆了14 000宗新聞界及市民的查詢，並就部門提供的服務及最新發展，向本地及海外傳媒發出109份新聞稿。

該組為本地及海外新聞界安排多次新聞發布會及參觀各院所，並就市民有興趣的專題安排個別人員會見記者，有關安排多達40餘次。

該組亦協助出版及印製海報、宣傳單張及小冊子，以宣傳本署的主要活動，並負責部門的《愛羣》月刊編輯工作。

Finance

The total expenditure for the calendar year 2000 was \$2,611 million. This represents an increase of 2.9% over the previous year. The increase was mainly due to additional expenditure on Departmental Expenses and on Capital Account items. The capital cost of building works was not included in the above expenditure.

Total revenue collected from various sources during the year amounted to \$61 million. This included \$37 million in rent for staff quarters.

For 2000, the total amounts of purchases and recoveries under the Correctional Services Industries Suspense Account were \$103 million and \$121 million respectively.

Mainland China/Overseas Visitors

During the year, many distinguished visitors from the Mainland and overseas countries visited the Department's institutions for a first-hand look at how these were operated and managed. A list of these visitors is at Appendix XVI.

International Exchange

The Prison Services Forum, an electronic communication link with the Singapore Prisons Department, was launched jointly by the Commissioner and his Singaporean counterpart on 25 May 2000 via video conferencing. The Forum not only strengthens ties between the two departments but also provides a working platform for exchanging information and sharing experiences on topics of



署長伍靜國主持部門周年記者會，回顧懲教署過去一年的工作

The Commissioner, Mr Ng Ching-kwok, reviews the work of the Department at a year-end press conference

common interest such as prison operations, prison administration, penal intelligence, knowledge management, IT applications and human resource management.

Public Relations and Information

During the year, the Public Relations Section continued to serve as an effective link between the Department and the media as well as the public.

The Section handled some 14 000 press and public enquiries.

A total of 109 press releases were issued to the local and overseas media to keep the public informed of the Department's services and latest developments.

Press facilities, such as press conferences and visits to institutions, were arranged for both local and visiting journalists. More than 40 press interviews were organised with individual officers on topical subjects that were of interest to the public.

In addition, the Section assisted in the production of a number of publications, including posters, leaflets and booklets on major departmental events. It also provides editorial service to the monthly departmental staff newsletter - *The Guardian*.