

懲教工業

Correctional

Services

Industries

## 第六章

## Chapter 6

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懲教署工業組的部分行業，由左上開始(順時針方向)：造鞋、標誌製作、木工及製衣；(中)洗衣服務  
Some of the trades run by the Correctional Services Industries (clockwise from top left):  
Shoemaking, sign making, carpentry and garment making; laundry service (centre)

囚犯須從事工作，使他們精神上有所寄托，亦可從中賺取工資。此項安排可以減低囚犯因生活乏味、無所事事而導致的不安感，從而加強院所內的保安和安全。工作亦可令囚犯養成從事有益工作的習慣，並學得一技之長，有助改過自新及獲釋後重投社會。本署的工業組負責為囚犯安排工作崗位。

年內，平均每天有6 800名囚犯從事本署工業組轄下的13種行業。按行業劃分的囚犯人數見附錄十七。除醫生證明不適宜工作者外，囚犯也參與雜務、小型建造工程和園地維修等工作。

讓囚犯工作有節省公帑的好處。工業組可向政府部門、政府資助機構及慈善團體提供物有所值的產品和服務。年內，工業組的產品及服務總值相等於市值5.07億元。囚犯提供的貨品及服務的市值載於附錄十八。

## 工場及囚犯勞動力的運用

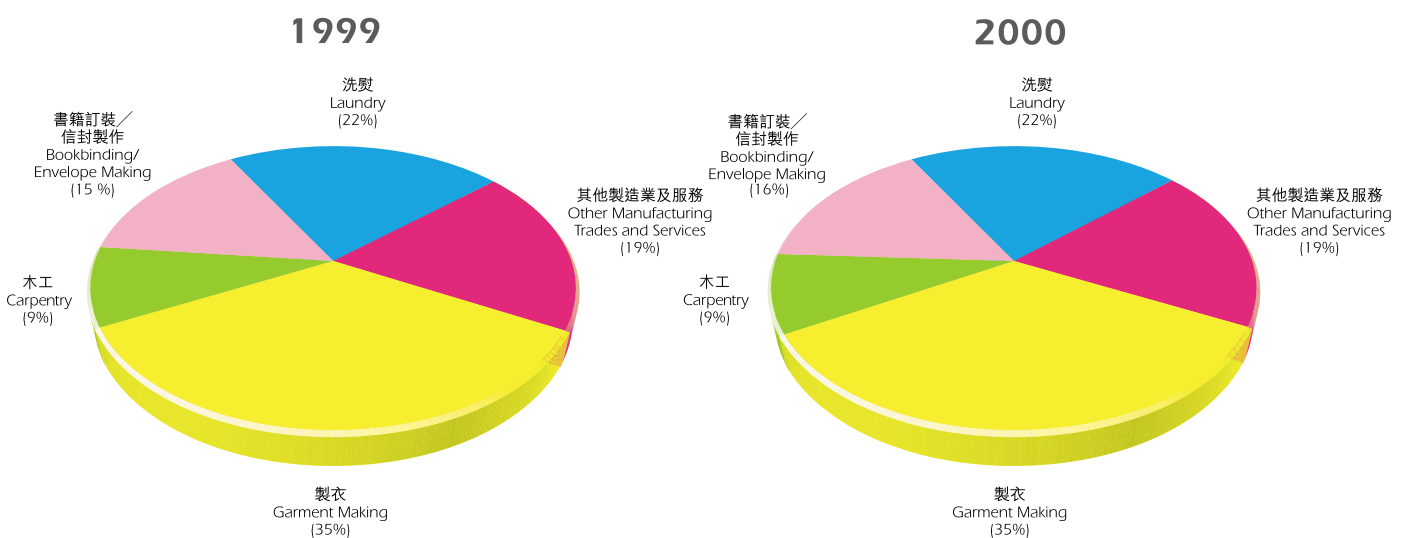
去年在囚人口的數目相當平穩。懲教署工業組的主要業務為洗熨服務、家具製作、制服和附帶物品製造及標誌製作。洗熨業務約需1 500名囚犯工作，每年生產總值超過2億元，為所有懲教工業之冠。由於服務醫院管理局及生署轄下醫院和診所

Prisoners and inmates are required to perform work, which keeps them meaningfully and gainfully occupied. This arrangement enhances security and safety inside penal institutions by reducing the risk of unrest resulting from boredom and the lack of constructive activities. Employment also enables inmates to cultivate a good work habit and acquire useful vocational skills. This facilitates their rehabilitation and re-integration into the community after release. The Correctional Services Industries (CSI) is the section in the Department responsible for the industrial employment of prisoners and inmates.

In 2000, an average of 6 800 prisoners and inmates were engaged daily in various types of industrial work under the 13 trades run by CSI. A breakdown of employment of prisoners and inmates in various trades is at Appendix XVII. Unless certified unfit to work by the Medical Officer, prisoners and inmates also took part in various types of domestic duties as well as ground maintenance and minor construction work projects.

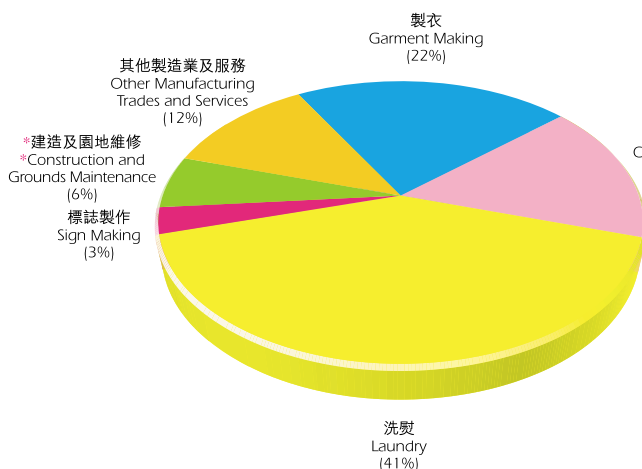
Employment of prisoners and inmates brings an incidental benefit of saving public money. CSI supplies products and services of good quality to government departments, government subvented organisations and charitable bodies. The total value of products and services provided by CSI in 2000 in commercial terms was \$507 million. A summary of

按主要行業劃分從事懲教工業生產的監獄囚犯／所員數目百分比  
Percentage Share of Prisoners/Inmates Engaged in Correctional Services Industries by Major Trade

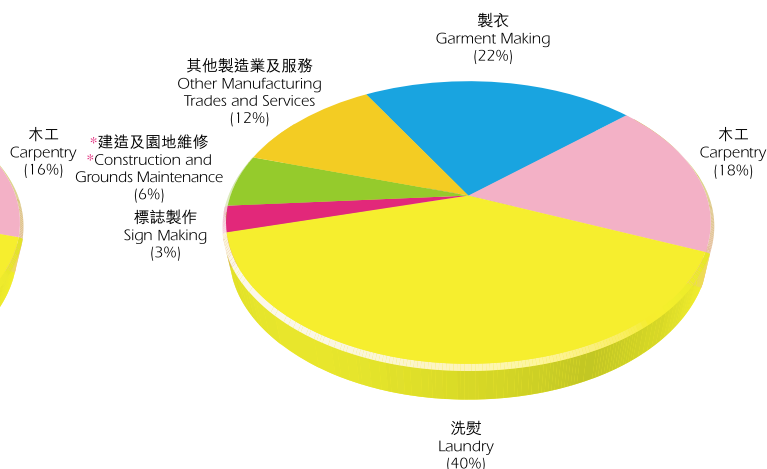


## 按主要行業劃分的產品商業價值的百分比 Percentage Share of Commercial Value of Goods and Services Produced by Major Trade

**1999**  
4.97億元  
\$497 million



**2000**  
5.07億元  
\$507 million



- \* 該項數字包括囚犯參與第五章所載各項由工程及計劃組統籌的工程所提供的勞務的商業價值，至於工程總值，則不包括在內。
- \* Figures include the commercial value of inmate labour involved in works projects as reported in Chapter 5 co-ordinated by the Works and Planning Section, but do not include the value of these projects.

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的工作量已經超額，該組將商業洗熨服務的設施加強，以舒緩情況，從而改善服務。

制服及附帶物品製造行業(包括針織及皮革裝備)提供約2 620個工作崗位，是安排最多囚犯工作的行業。由於壁屋監獄及白沙灣懲教所有新工場啟用，生產總值增至超逾1.28億元。勞動力穩定，亦有助準時完成各類顧客的訂單。

年內，家具製作、印刷、書籍訂裝、信封製造、預製混凝土產品以及金工的業務發展頗為理想。

喜靈洲戒毒所和蔴埔坪監獄的玻璃纖維工場先後在二月和六月的火災中燒毀。前者於十月初恢復生產而後者則仍在重建中。

### 產品和市場發展

為迎合顧客的需要，工業組不斷發展新產品和

the commercial value of goods and services provided by inmate labour is at Appendix XVIII.

### Workshops and Employment of Inmate Labour

The penal population was relatively stable in 2000. Laundry services, furniture making, uniform items manufacturing and sign making represent the major businesses of CSI. The laundries employed about 1 500 prisoners and inmates in all institutions. They achieved an annual output of over \$200 million, the highest among the existing businesses. The facilities of commercial laundries were upgraded to alleviate the overloading situation and provide better services to hospitals and clinics under the Hospital Authority and the Department of Health.

Making of uniform items including knitwear and leather accoutrements provided about 2 620 work posts for prisoners and inmates, the largest number among all trades. The total output increased to over \$128 million with the commissioning of new workshops in the Pik Uk Prison and the Pak Sha Wan



懲教署工業組的部分產品  
Some of the products of the Correctional Services Industries

開拓新市場，以便向囚犯提供足夠的工作量及工種。

由於公務員縮減人手，政府部門特別是紀律部隊對皮革裝備和公事包的需求大為減少。工業組亦向其他顧客推廣業務，為他們設計新的皮革製品。除皮帶和公事包外，該組亦製造防水工作靴，準備來年投入市場。

根據一項顧客意見調查，工業組將辦公室家具改良以迎合客戶的需要。此外，亦設計一系列家具如構件式會議桌、捲閘式櫥櫃及電腦檯等項目，並已介紹予各方顧客採用。

食物環境 生署和康樂及文化事務署向工業組訂製不同顏色及容量的玻璃纖維廢紙箱，以供試用。工作進展令人鼓舞。

十二月，工業組於白沙灣懲教所設置一台切信封機。使用新機後，每小時可切製 5 000 個大型政府信封。

Correctional Institution. The stable workforce also helped accomplish the delivery schedules for various clients.

The businesses for furniture making, printing, bookbinding, envelope making, precast concrete products and metalwork were healthy throughout the year.

The fibreglass workshops at the Hei Ling Chau Addiction Treatment Centre and the Ma Po Ping Prison were damaged in two fires in February and June respectively. The former resumed production in early October whilst reconstruction of the latter is still in progress.

## Products and Market Development

To meet the changing needs of our customers, continuous efforts were made in developing new products and exploring new markets so as to provide adequate work and varieties for the employment of prisoners and inmates.

With the downsizing of the Civil Service, government departments especially the disciplined forces require substantially less leather accoutrements

## 職員訓練

本署經常安排工業組職員參觀外地設施，使他們認識最先進的生產技術。年內，該組多次派員參觀內地廠房，行業包括家具製造、造鞋、標誌製造及玻璃纖維製造等，收穫甚豐。派員到外地訪問，可使他們接觸最先進的生產技術及設備操作技術，所得經驗有助工業組提高生產效率及產品質素。

本署兩名高級工業主任曾參加英國鞋業及相關行業學會（Shoe and Allied Trades Research Association）在本港舉辦的認可鞋類科技課程。這項為期十天的課程提供有關鞋類生產的訓練及最新的科技資料。

六月，本署亦派遣三名工業主任前往德國和丹麥參加一項為期五天的熨軸工序及電熨設備課程。他們除接受有關機械操作及維修的實地訓練外，亦學習成衣整染的新技術。

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在本地專上學院、公務員培訓處及香港職業安全健康局的協助下，本署職員亦獲得其他訓練機會。

## 懲教工業生產管理及控制系統

此系統在提高懲教工業的生產計劃及存貨控制效率方面頗為有效。一九九九年啟用的白沙灣懲教所亦已裝置電腦終端機與之連結。

## 分批成本計算系統

二月，庫務署電腦部將分批成本計算系統的管理和維修工作移交本署。分批成本計算系統貯存有關各類工業物料存貨的記錄，並執行生產成本的計算工作。該系統以局域網環境操作，配合易於輸入資料及在線查詢的介面。該系統貯存更多有關存貨、工作及交易的資料，因此亦加強對採購物料的內部控制。製備一般付款通知書及過戶憑單的程序已電腦化，追回成本的效率亦因而提高。

## 物料採購

工業組本年的採購限額為 1.26 億元，而運作

and briefcases. CSI promoted and developed other potential clients and designed more leather products for them. Other than belts and briefcases, ankle boots with waterproof features were also developed and will be introduced to the market in the coming year.

Based on the feedback of a customer opinion survey, CSI new office furniture was modified to better suit the requirements of users. CSI also developed a series of furniture items such as modular conference table, roller shutter cupboard and computer tables. They were introduced to various potential customers.

The Food and Environmental Hygiene Department and the Leisure and Cultural Services Department have requested fibreglass litter containers of different colours and holding capacity for trial. The development has been encouraging so far.

CSI installed an envelope-blank die-cutting machine at the Pak Sha Wan Correctional Institution in December. With this new machine, we are able to die cut large government envelopes at the rate of 5 000 an hour.

## Staff Training

To keep abreast with the latest production technology, visits to overseas facilities were arranged for CSI staff. A number of visits to furniture, footwear, sign making and fibreglass manufacturing plants in Mainland China were found to be very fruitful. These opportunities provided exposure for CSI staff to the latest production technology and equipment application. The experience gained would help CSI improve production efficiency and product quality.

Two Principal Industrial Officers attended the Accredited Footwear Technologist Course organised locally by the Shoe and Allied Trades Research Association (SATRA). The 10-day course provided useful training as well as updated technology information in footwear production.

Three Industrial Officers participated in a five-day training course on roller calendering and ironing equipment in Germany and Denmark in June. Apart from the field training in machine operation and maintenance, the officers were also exposed to new technology in garment finishing.

限額則為 6,000 萬元，用以購買物料供給各製造工場。這兩個限額已足以應付運作需求。

由於直接購買權擴大，工業組可更靈活地以投標或招標方式採購物品或服務，從而增加整體的物品供應效率。

## 職業安全與健康

工業組積極協調本署所有職業安全及健康活動。部門督導委員會每半年舉行會議一次，以監察全年計劃內各項措施的進度。年內，為向職員及囚犯推廣職業安全與健康的文化，工業組舉辦下列活動，以支持委員會的工作：

- (a) 參加職業安全健康局及勞工處在八月舉辦的問答比賽；
- (b) 邀請勞工處的職業環境衛生師評估各工場內可能危害健康的情況；
- (c) 在各院所進行防火及辦公室環境的風險評估工作；
- (d) 監察及支持各院所的安全委員會的運作及為各院所職員安排訓練課程。

## 品質管理

工業組須確保完成指定產品及提供優質服務，以加強其競爭力。為使職員時刻關注產品和服務質素，管方定期舉行品質管制委員會會議。會議不斷覆核各項為購入物料、半製成品及製成品所訂的品質管理制度。除工業組的職員在製造過程中進行品質檢查外，本署亦聘請獨立檢驗師檢查製成品和購入物料的質素。

本署年內進行過多次客戶意見調查，以收集定購信封和要求書籍訂裝服務的客戶的意見。由於調查結果有助進一步了解客戶的需求，工業組每年均會為不同行業舉辦類似的客戶意見調查，作為改善客戶服務的一項方法。

工業組為標誌製作行業實施國際認可的

Other training opportunities were provided with the assistance of local tertiary educational institutions, the Civil Service Training and Development Institute and the Occupational Health and Safety Council.

## Manufacturing Management and Control System (MMCS)

The MMCS has been effective in enhancing CSI's efficiency in production planning and inventory control. A terminal was installed to link up the Pak Sha Wan Correctional Institution, which was opened in 1999.

## Job Costing System (JCS)

In February, the Treasury Computer Branch handed over the JCS administration and maintenance to the Department. The JCS keeps records of stock items of industrial materials and performs costing of products. It is implemented on a LAN environment with a user-friendly interface for inputting data and on-line enquiry. With expanded information coverage on stock, jobs and transactions, the JCS has strengthened the internal control on material purchases. Improved cost recovering efficiency was achieved by automating the processes of general demand note and transfer voucher preparation.

## Procurement of Materials

In 2000, CSI had a purchase limit of \$126 million and indebted limit of \$60 million for the supply of materials to manufacturing workshops. These limits were found adequate in meeting the operational requirements.

The increased CSI Direct Purchase Authority (DPA) has provided CSI with more flexibility to conduct purchase of stores or services via tendering or calling of quotations. This enhanced the overall efficiency of the supplies function.

## Occupational Safety and Health

CSI takes an active role in co-ordinating all the occupational safety and health activities in the Department. The Steering Committee of the Department met half-yearly to monitor progress of the initiatives put down in the Annual Plan. In support of the Committee, CSI delivered the following

ISO 9002 認證計劃，為該組的產品和服務訂下基準，效果理想。本署已着手為商業洗熨服務實施這個品質管理制度。

programmes to promote occupational safety and health of staff and prisoners:

(a) Participating in the Quiz Competition organised by the Occupational Safety and Health Council and the Labour Department in August;

(b) Inviting Occupational Hygienists of the Labour Department to assess the potential risk hazards in workshops;

(c) Conducting risk assessment exercises on fire prevention and office environment in institutions; and

(d) Monitoring and supporting the operation of the Institutional Safety Committees and arranging training courses for staff in institutions.

## Quality Management

CSI must ensure the attainment of prescribed product and services quality, which would sharpen its competitive edge. To maintain the quality awareness and responsiveness of staff members at a high level, regular Quality Control Committee meetings were held. Quality assurance systems for in-coming materials, work-in-progress, and final products were frequently reviewed at these meetings. In addition to the in-process quality checking by CSI staff, independent surveyors were hired to conduct quality inspection of finished products and in-coming materials.

Customer opinion surveys on envelope products and bookbinding service were conducted in the year to collect feedback from customers. The findings were very useful in better understanding client needs. Each year, similar customer surveys are conducted for different trades as part of the continued effort for customer service improvement.

The ISO 9002 Certification for Sign Making Business has been a successful move to benchmark CSI products and services. Preparatory work has been started to extend this quality management system to the commercial laundries.