

第四章

CHAPTER 4



優質服務 —— 人員示範指紋自動辨識系統的操作。該套系統旨在收納及轉解在囚人士時，提高驗證他們身分的準確性和效率。懲教署致力引進先進科技提高服務質素。

QUALITY SERVICES: An officer demonstrates the Automatic Fingerprint Identification System, which enhances the accuracy and efficiency of verifying the identity of prisoners upon admission and transfer. The Department spares no efforts in employing modern technology to provide quality services.

服務質素
Quality Assurance

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。為履行任務及發揮功能，服務質素科（二零零二年一月一日之前稱審核及管理策劃科）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

服務質素科的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。該組密切監察各有關計劃的推行以提高工作效率、能力及服務質素。年內，該組共完成4項管理研究及覆檢的工作，並監察12項管理計劃的實施。此外，該組亦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，包括律政司及保安局，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修訂或提出新的立法建議，以期在維持羈管紀律及維護羈留人士的基本權利之間取得平衡。

二零零零年年初成立專責對所有內部訓令及命令進行詳細覆檢的特別職務隊在二零零一年年初完成工作，將不需要或過時的命令、訓令及規例刪去。經修訂後的命令和規例於七月一日正式生效，其內容更方便職員查閱，所載工作程序較前精簡而前線職員亦獲授權在日常工作中更靈活運用酌情權及判斷力。

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. Pursuant to its missions and functions, the Quality Assurance Division (known as the Inspectorate and Management Services Division before 1 January 2002) takes a proactive role in initiating measures and enhancements in quality management, change management and learning culture.

Management Services Unit

The Management Services Unit of the Division 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. The Unit undertakes to closely monitor the implementation of relevant projects with a view to enhancing efficiency, competence and quality of services. In 2001, the Unit completed four major management studies and reviews and oversaw the implementation of 12 management projects. In addition, it studied bills and ordinances enacted in 2001, which might have an impact on the Department, and recommended appropriate adaptations.

The 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, 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.

A special duty team appointed in early 2000 to conduct a critical review on all internal instructions and orders completed its assignments in early 2001 and eliminated unnecessary or outdated orders, instructions and regulations. With the resultant refinement in framework and a more user-friendly organisation of the internal orders and regulations, which have officially taken effects since 1 July 2001, working procedures have been streamlined and

投訴調查組

投訴調查組是個內部申訴機制，主要處理和調查囚犯及公眾對本署工作的投訴或要求。該組獲賦予獨立調查權力，負責迅速秉公徹查以下事項：

- 任何對本署人員以公職身分行事的行為提出的投訴或要求，不論該行為是在值班時或下班後作出；
- 任何關於本署政策的投訴；
- 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。

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。



投訴調查組人員在荔枝角收押所會晤在囚人士。
An officer of the Complaints Investigation Unit interviews an inmate at the Lai Chi Kok Reception Centre.

調查後，投訴調查組會把調查報告提交由獨立於軍裝架構的政務秘書擔任主席的懲教署投訴委員會審議及認可。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。

投訴調查組自二零零零年八月十四日起一直採用 ISO 9002:1994 品質管理制度的標準運作。該組在服務制度及程序方面

frontline staff have been 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 mainly handles and investigates complaints/requests raised by inmates and members of the public in relation to the day-to-day operation of the Department. It is vested with independent investigative authority and missioned to thoroughly, impartially and expeditiously look into:

- any complaint/request 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 investigation, the investigation reports are tabled, for examination and endorsement, at the Correctional Services Department Complaints Committee (CSDCC), which is chaired by the Civil Secretary who is independent of the uniformed stream. Complainants who are not satisfied with the findings of

investigations may submit further evidence, if any, to the Committee for re-examination of the cases, or appeal directly to the Commissioner.

The Unit has been operating in line with the ISO 9002:1994 quality management system since 14 August 2000. It has been initiating incremental changes in service systems and processes aiming at gaining the ISO 9001:2000 certification in 2002.

During 2001, the CIU investigated a total of 284

不斷求變，以期於二零零二年取得 ISO 9001:2000 品質管理認可證書。

年內，該組共調查 284 宗由囚犯及市民提出的投訴，其中指控計有 464 項；處理的要求則有 122 宗。投訴人中有 94% 為囚犯，而大部分指控與職員行為不當和濫用權力有關。經徹底調查及由懲教署投訴委員會認可的投訴中，有 4.3% 證明屬實。投訴的分項數字見附錄 14。

審核及保安組

審核及保安組（二零零二年一月一日之前稱審核組）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。

年內審核及保安組於各院所進行 6 次全面視察、10 次專題視察（包括 7 次關於補時作償管理的專題視察），以及 19 次跟進視察（包括 15 次關於補時作償管理的跟進視察）。

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。

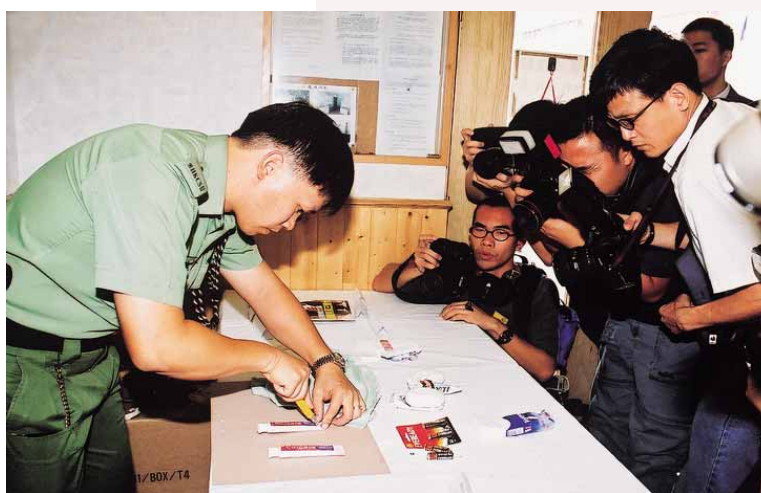
年內，該組對各院所內發生的重大異常事故進行 10 次調查、34 次突擊視察各院所的囚犯外間工作組，以及在保安裝置和有關事項方面進行 10 次保安檢查。

complaints lodged by inmates and members of the public, comprising 464 allegations, and handled a total of 122 requests. Ninety-four per cent of the complainants were inmates and the allegations were mainly related to staff misconduct and abuse of authority. Of the complaints that were fully investigated and endorsed by the CSDCC, 4.3% were substantiated. A breakdown of the complaints is at Appendix 14.

Inspectorate and Security Unit

The Inspectorate and Security Unit (known as the Inspectorate Unit before 1 January 2002) plays a major role in monitoring departmental activities with reference to current ordinances, rules, regulations and departmental policies. In executing this role, visits to institutions in the form of full, thematic, surprise and follow-up inspections are conducted.

In 2001, the Unit conducted six full inspections, 10 thematic inspections (including seven thematic inspections on time-off-in-lieu management) and 19 follow-up inspections (including 15 follow-up inspections on time-off-in-lieu management) at various institutions.



負責保安的人員向傳媒示範，如何檢查探訪人士交予在囚人士的可疑物品，以防有毒品或違禁品收藏在內。
A security officer shows the media how to detect drugs or other prohibited substances concealed in suspicious items handed in by visitors to inmates.

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

In 2001, the Unit conducted 10 investigations into major irregular incidents occurred in various institutions and 34 surprise visits to prisoners' outside work groups of various institutions. Furthermore, 10 security checks on security installations and related aspects were conducted.