

第六章

CHAPTER 6



品質至上 —— 懲教署工業組深灣洗衣工場一角。工業組洗熨服務於 2001 年獲頒 ISO 9001:2000 品質管理證書。

QUALITY COMES FIRST: A corner of the Shum Wan Laundry managed by Correctional Services Industries (CSI). The laundry services provided by CSI obtained an ISO 9001:2000 quality management system certification in 2001.

懲教工業
Correctional Services
Industries

除非健康欠佳不適宜工作，囚犯須一星期工作六天，使他們精神上有所寄托。此項安排可透過工作紀律加強院所內部安定及提高運作效率。從事有建設性的工作可令囚犯養成良好的工作習慣及責任感，並在執行指定的工作中學習群體精神。同時，囚犯可透過工作了解優質的概念以及學習一技之長。加上本署所提供的教育及其他計劃，囚犯在獲釋後可較易重投社會。為達到此目標，工業組負起為囚犯安排合適工作的責任。

年內，平均每天有 7 041 名囚犯從事 13 個不同行業，也有其他囚犯參與雜務及小型建設工程等工作。工業組的業務經理負責產品的所有推廣及銷售事宜、策劃、採購、機械及設備、產品發展、生產、運輸及其他後勤事務。按行業劃分的囚犯人數見附錄 17。

讓囚犯工作有節省公帑的額外好處。各院所的工場可向政府部門、政府資助機構、財政獨立的公共機構、非牟利機構及慈善團體提供繁多的產品和服務。二零零一年，工業組的產品及服務總值相等於市值 4.782 億元。囚犯提供的各行業產品總值的分析載於附錄 18。

在囚人士勞動力的運用

去年在囚人士的數目維持平穩，為他們提供的工作量也相當足夠。懲教署工業組的主要業務為洗熨服務、製造辦公室家具、公務員制服、醫院被服及標誌等。

洗熨業務約需 1 550 名囚犯工作，每年生產總值超過 2.06 億元，為所有懲教工業之冠。洗熨服務的設施已經加強，以便繼

Prisoners and inmates, except the physically unfit, are required to perform work six days a week to keep them meaningfully occupied. This arrangement enhances stability and improves the operational efficiency inside our institutions through workplace discipline. Engaging in useful work also enables prisoners to develop good work habits and a sense of responsibility and learn the spirit of teamwork while carrying out their assigned jobs. It also helps them understand quality concepts and, if possible, acquire some basic skills in specific trades. This together with education and other programmes of the Department will improve prisoners' prospects of reintegration into society upon release. Towards this end, Correctional Services Industries (CSI) is tasked with the provision of effective industrial employment for prisoners and inmates.

In the year 2001, a daily average of 7 041 prisoners and inmates were engaged in various types of industrial work in 13 trades. The others took part in various types of domestic duties as well as minor construction work projects. CSI managers are responsible for all marketing and sales, planning, procurement, machinery and facilities, product development, manufacturing, deliveries and other logistics. A breakdown of employment of prisoners and inmates in various trades is in Appendix 17.

Employment of prisoners and inmates brings an incidental benefit of saving public money. Workshops in institutions provide a wide range of products and services to government departments, subvented organisations, financially autonomous public bodies and non-profit making and charitable organisations. The total value of products and services provided by CSI in 2001 in commercial terms was \$478.2 million. A breakdown of the total value in different businesses is at Appendix 18.

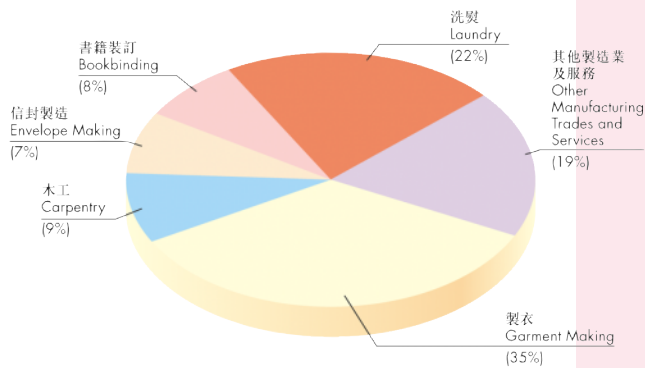
Employment of Inmate Labour

The penal population remained stable and the supply of work for prisoners and inmates was sufficient in the year. The major businesses of CSI include laundry services, furniture making, uniform manufacturing, hospital linen production and sign making.

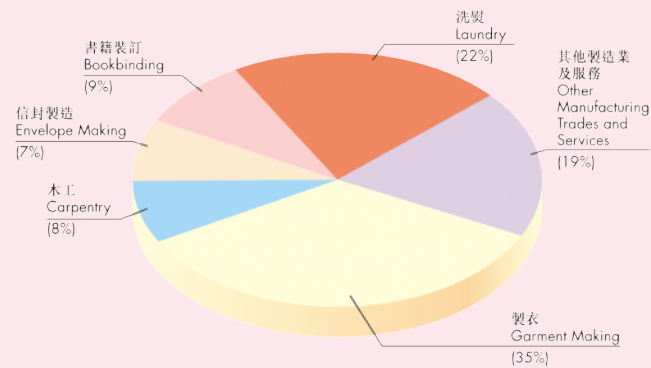
The laundries employed about 1 550 prisoners and inmates in all institutions. They achieved an annual output of over \$206 million, the highest among all existing

按主要行業劃分從事懲教工業生產的監獄囚犯／所員人數的百分比
 Percentage Share of Prisoners/Inmates Engaged in Correctional Services Industries by Major Trade

2000



2001



續為醫院管理局及衛生署的醫院及診所提供優質服務。二零零一年，工業組處理了25 690公噸醫院制服及被服。



制服及附帶物品製造行業提供約2 770個工作崗位，是安排最多在囚人士工作的行業。
 Making of uniform items provides about 2 770 work posts for prisoners, the highest among all trades.

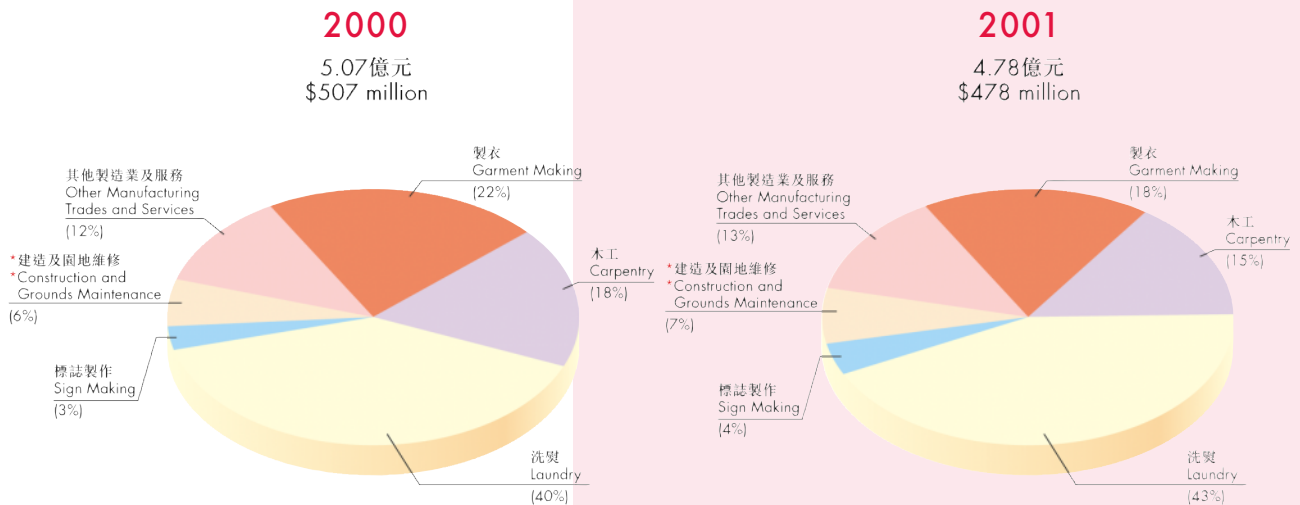


在囚人士在工藝導師指導下於家具工場工作。
 An inmate works at a furniture workshop under the guidance of a Technical Instructor.

businesses. The facilities of commercial laundries were upgraded to maintain their capability in providing quality services to hospitals and clinics under the Hospital Authority and Department of Health. In 2001, 25 690 tonnes of hospital uniform and linen items were processed.

Making of uniform items including knitwear and leather accoutrements provided about 2 770 work posts for prisoners and inmates, the highest among all trades. The relatively stable workforce had helped meet delivery schedules of various clients.

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



* 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.

制服及附帶物品製造行業（包括針織及皮革裝備）提供約2 770個工作崗位，是安排最多囚犯工作的行業。勞動力的穩定有助準時完成各類顧客的訂單。

年內，家具製作、標誌製作、印刷、書籍裝訂、信封製造、混凝土預製品以及金屬製品的業務發展頗為理想，提供了穩定的工作。

赤柱監獄甲類囚犯綜合大樓已於十月投入服務。該大樓是專為囚禁長刑期囚犯而興建的設施，內有8個工場，可進行較多類別的工作如圖像製作、衣服裁縫及書籍裝訂等。

蔴埔坪監獄一所玻璃纖維工場的重建工程

The business of furniture making, sign making, printing, bookbinding, envelope making, precast concrete products and metalwork was also healthy with stable employment throughout the year.

The Stanley Prison Category A Complex, a purpose-built facility to accommodate prisoners of very long



在囚人士於書籍裝訂工場操作切紙機。
An inmate operates a paper-cutting machine at a bookbinding workshop.

已於十二月竣工，為犯人提供更佳的工作環境。

產品和市場發展

為配合顧客的需要及為在囚人士爭取更多的工作機會，工業組繼續發展新產品和開拓新市場。

為爭取更穩定的市場佔有率，工業組改良了造鞋工場的設施以提升產品的質



懲教署工業組獲授權用 Gore-Tex 物料造鞋。
Correctional Services Industries has been certified as a manufacturer of shoes bearing the Gore-Tex mark.

素，因此而獲認可為生產附有 Gore-Tex 標誌鞋類產品的生產商。根據所簽定的協議，工業組有權使用 Gore-Tex 的材料、設備及科技，用以研製及生產防水及透氣的皮鞋。該組的第一宗訂單是為警務處生產新款的防水警靴。

應運輸署的要求，工業組研製了一種套入背槽式的交通標誌，以提高反光標誌的可視性及外觀，初步已在

sentences, was put into operation in October. It has eight workshops providing more work varieties including graphic production, garment cutting, sewing and bookbinding.

Reconstruction of one of the fiberglass workshops at Ma Po Ping Prison was completed in December, providing a better working environment for prisoners.

Products and Market Development

To meet the changing needs of our customers and obtain more work opportunities for prisoners and inmates, continuous efforts are made to develop new products and explore new markets.

With a view to maintaining a more stable market share, CSI upgraded the shoe making plant to make better products and was certified as a manufacturer of shoes bearing the Gore-Tex mark. Under an agreement, CSI has the right to use Gore-Tex materials, equipment and technology to develop and manufacture shoes that are waterproof and vapour permeable. The first order is to supply the new style waterproof patrol shoes for the Hong Kong Police Force.

At the Transport Department's request, CSI developed traffic signs with mounting channels at the back. This feature aims to improve the



正在試用中的套入背槽式交通標誌。
New traffic signs with mounting channels at the back are being put on trial.



工業組人員與一位警務人員（左）研究新設計用以控制人群的鐵欄。
Correctional Services Industries officers and a Police officer (left) discuss the new design of metal barriers for use in crowd control.

serviceability and appearance of the reflective signs. Samples have been installed in Wan Chai District for trial purpose.

The office furniture series of CSI is now widely used within government departments. It is expected that all the old style office furniture will be replaced with CSI products by 2004. Apart from adding new items to our furniture series to meet customer demand, we have sought improvements to the design and construction methods to keep pace with market development.

灣仔區安裝試用。

工業組的辦公室家具系列現已在政府部門廣泛應用，預計在二零零四年可全部取代舊型的家具。除增加新產品以迎合客戶的要求外，工業組亦改良產品的設計及生產方法，與市場的發展同步前進。

警務處亦已採用了工業組新設計的鐵欄，以便更有效地控制人群。至於混凝土預製品的市場佔有率，工業組已增加其產品的類型以符合公共工程的需求趨勢。

職員訓練

年內，工業組為其職員安排了多項訓練，以增進其專業知識及技能。在本地專上學院、職業訓練局、公務員培訓處及香港職業安全健康局的協助下，工業組舉辦了多

The Hong Kong Police Force has also adopted our newly designed metal barriers for more effective crowd control on the streets. Concerning our market share of precast concrete items, our product range was expanded to cope with the trend of demand in public works projects.



大欖懲教所的工場正在生產新設計的控制人群鐵欄。
The newly-designed crowd control metal barriers are being manufactured at a workshop in the Tai Lam Correctional Institution.

個管理、技術訓練、軟件應用及安全知識的課程。

該組亦多次安排職員前往內地及海外考察，以增加他們接觸外地工商業設施的機會。職員前往內地家具、鞋類製品及信封生產工廠訪問，有助了解有關行業的最新科技發展。

二月，一名高級工業主任及一名工業主任前往美國，接受隧道式連續洗衣機運作及保養的訓練。他們參觀了多個洗衣工場，並考察其管理方法。

七月及八月，工業組舉辦了兩個講座，邀請外間專家講解玻璃纖維物料的應用。職業訓練局亦為本署的工業主任舉辦了一個特設的6天印刷業務管理課程，以及為工業導師提供電腦排版訓練。

九月，兩名工業主任前往日本參加一個5天的應用反光物料於標誌製作訓練課程，並參觀一家工廠，認識不同的標誌製作過程。

資訊科技

懲教工業生產管理及控制系統在改善生產計劃及存貨管理方面卓有成效。各工場可隨時透過該系統存取資料及共用資訊。該系統的伺服器現已加強以提高效率。

分批成本計算系統貯存各類工業物料存貨的記錄，並執行生產成本的計算工作。該系統亦已加強，以貯存更多有關存貨及訂單的交易資料。製備付款通知書及過戶憑單的程序已電腦化，歸墊的效率亦因而提高。

本署計劃將內聯網擴展至惠及各院

Staff Development

Training opportunities to gain professional knowledge and skills continued to be provided for staff in 2001. Courses on management, technical know-how, software applications and safety knowledge were conducted with assistance from local tertiary institutes, the Vocational Training Council, the Civil Service Training and Development Institute and the Occupational Safety and Health Council.

To enable staff to get more exposure to the outside business and industrial environment, visits to facilities in the Mainland and overseas were arranged. A series of visits to furniture, footwear and envelope manufacturing plants in the Mainland were found to be very fruitful as staff were kept abreast of the latest developments in relevant technologies.

In February, a Principal Industrial Officer and an Industrial Officer received training in the operation and maintenance of tunnel washers in the United States. They visited laundry plants and studied their management practices.

In July and August, two seminars on fibreglass material application were conducted by outside experts. The Vocational Training Council also organised a tailor-made six-day management course on printing work for our industrial officers and provided training in computer artwork preparation for instructing staff.

In September, two Industrial Officers participated in a five-day training course on the application of reflective sheeting in sign making in Japan. They also visited a factory to learn different sign manufacturing processes.

Information Technology

The Manufacturing Management and Control System (MMCS) has been effective in enhancing efficiency in production planning and inventory control. Workshops can readily access data and share information through the system network. To enhance system performance, its server has been upgraded to achieve higher efficiency.

The Job Costing System (JCS) keeps records of the stock of industrial materials and performs costing of products. It has also been upgraded with expanded information

所的工業主任職級，使通訊及資訊交換更為有效。內聯網上所載物料及產品的規格以及其他劃一的資料均不時更新，為工業組所有職員及院所主管提供一個方便的資料庫。

物料供應

工業組本年的採購限額為 1.29 億元，而運作限額則為 6,100 萬元，用以購買物料供給各製造工場。這兩個限額足以應付運作需求。

為適應不斷變遷的營商環境，工業組不時覆核採購程序，以提高物料供應的效率。該組亦能應付因商機轉變及政府物料供應處轉委的工作所帶來在採購機械、設備、物料及服務的額外工作量。

職業安全與健康

職員及囚犯在工作環境的安全至為重要。工業組積極協調本署所有關乎職業安全及健康的活動。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

coverage and control on stock purchases and transactions for jobs. Improvement on cost recovery efficiency was achieved by automating the processes of demand note and transfer voucher preparation.

Plans are in hand to extend the access to the CSD Intranet to Industrial Officer level in all institutions. Communication will be further enhanced and exchange of information will be more efficient. Specifications for both materials and products and other standardised information on the Intranet are updated regularly to serve as a data bank for reference by all industrial staff and Heads of Institutions.

Supply of Materials

In 2001, CSI had a purchase limit of \$129 million and an indebtedness limit of \$61 million for the supply of materials to our manufacturing workshops. These limits were adequate in meeting the operational requirements.

Review of the procurement processes was conducted on a regular basis to enhance the efficiency of the supplies section to meet the rapidly changing business environment. The same team was able to meet the increased work in procurement of machinery, equipment, materials and services to cope with changes in businesses and the delegated workload from the Government Supplies Department.

Occupational Safety and Health

Enhancing the safety and well being of staff and prisoners is of paramount importance. CSI takes an active role in co-ordinating all the occupational safety and health activities in the Department. The Steering Committee of the Department meets half-yearly to monitor progress of the initiatives in the Annual Plan. In support of the Committee, CSI delivered the following programmes to promote occupational safety and health at workplace:

- a. Inviting Occupational Hygienists and Occupational Safety Officers of the Labour Department to assess potential risk hazards at workplace;



懲教署代表參加職業安全健康局及勞工處主辦的問答比賽。Representatives of the Department take part in the Quiz Competition organised by the Occupational Safety and Health Council and the Labour Department.

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) 邀請勞工處的職業環境衛生師及職業安全主任評估各工場內可能危害健康的情況；
- b) 推行安全及環保的工作習慣；
- c) 參加職業安全健康局及勞工處在八月舉辦的問答比賽；
- d) 監察及支持各院所轄下安全委員會的運作，並為各院所職員安排講座及訓練課程；
- e) 進行風險評估工作，以減低危害職業安全及健康的可能；以及
- f) 加強監獄內的防火及滅火設施。

品質管理

工業組一直致力改善產品及服務質素，以加強其競爭能力。為使職員時刻關注產品和服務質素，不斷求進，各院所均設有品質管制委員會，定期舉行會議。會上經常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按照品質規格檢查製成品和購入物料的質素。

除標誌製作工場獲認證符合 ISO 9002 的標準外，本署三個洗衣工場，即深灣洗衣工場、屯門醫院洗衣工場及壁屋

- b. Implementing safe and environmental-friendly work practices;
- c. Participating in the Quiz Competition organised by the Occupational Safety and Health Council and the Labour Department in August;
- d. Monitoring and supporting the operations of the Institutional Safety Committees and arranging seminars and training courses for staff at institutions;
- e. Conducting risk assessment exercises to eliminate potential hazards; and
- f. Upgrading the fire preventing and fighting facilities inside prisons.



Certificate No: CC 2150

This is to certify that the Quality Management System of

CORRECTIONAL SERVICES DEPARTMENT Correctional Services Industries The Government of the HKSAR

Correctional Services Industries Headquarters
27/F Wanchai Tower 12 Harbour Road Wan Chai Hong Kong
Tuen Mun Hospital Laundry
Tsing Chung Koon Road Tuen Mun Hong Kong
Shum Wan Laundry
Shum Wan Road Wong Chuk Hang Hong Kong
Pik Uk Laundry
Pik Uk Prison Clear Water Bay Road Sai Kung Hong Kong

*complies with the requirements of ISO 9001 : 2000 quality management system standard,
applicable to:*

Provision of laundry services 洗熨服務

*The certificate remains valid subject to satisfactory maintenance of the system
which will be monitored by Hong Kong Quality Assurance Agency.*

Signed for and on behalf of
HONG KONG QUALITY ASSURANCE AGENCY

Richard Chan
Secretary

[Signature]
Director

Registered address 19/F K. Wah Centre 191 Java Road North Point Hong Kong Tel (852) 2202 9111 Fax (852) 2202 9222
Note In accordance with the Agency Regulations, the Hong Kong Quality Assurance Agency undertakes no liability or responsibility for any service supplied in accordance with the requirements of this Certification Scheme. This certificate remains the property of HKQAA and shall be returned when required by the Agency. Further clarifications regarding the scope of this certificate and the applicability of ISO 9001 : 2000 requirements may be obtained by consulting the organization.

工業組洗熨服務於 2001 年獲頒 ISO 9001:2000 品質管理證書。
The laundry services provided by Correctional Services Industries obtained an ISO 9001:2000 quality management system certification in 2001.

洗衣工場均在十二月獲香港品質保證局發予 ISO 9001: 2000 證書，足證本署不斷改進品質管理系統，更能滿足客戶的需要。

實施各項更佳系統後，本署可為客戶提供更優質的服務。三月，赤柱監獄的標誌製作參賽隊贏取了公務員顧客服務獎勵計劃提升優質服務獎的優異獎。



赤柱監獄的標誌製作參賽隊獲頒公務員顧客服務獎勵計劃提升優質服務獎的優異獎後，與署長伍靜國（左四）拍照留念。
The Sign Making Business Team of Stanley Prison pose for a photo with the Commissioner, Mr Ng Ching-kwok (fourth from left), after receiving the Merit Award in the Quality Service Enhancement Award Contest organised under the Civil Service Customer Service Award Scheme.

Quality Management

CSI always seeks to improve product and service quality, which helps build our competitive advantage. The Quality Control Committee meetings at institutions regularly upkeep quality awareness and enhance staff commitment to continuous improvement. Quality assurance systems for incoming materials, work-in-progress and finished products are frequently reviewed at these meetings. In addition to the in-process quality checking by CSI staff, independent surveyors were hired to conduct inspections against the quality requirements of our finished products and incoming materials.

Apart from the sign making workshops which have been certified to ISO 9002 standards, three commercial laundries of the Department, namely the Shum Wan Laundry, the Tuen Mun Hospital Laundry and the Pik Uk Laundry, were awarded the ISO 9001: 2000 Certification by the Hong Kong Quality Assurance Agency in December. This has demonstrated the effectiveness of our quality

management system, which is capable of meeting customer satisfaction through continuous improvement.

With the implementation of better systems, we are able to deliver better quality services to our customers. In March 2001, the CSI Sign Making Business Team in Stanley Prison won a Merit Award in the Quality Service Enhancement Award Contest organised under the Civil Service Customer Service Award Scheme.