

署長序言

Commissioner's Foreword



一 零零一年懲教署的工作卓見成績。不過，監獄擠迫仍是一道難題，在人手、設施及其他資源方面均造成負擔。縱然如此，本署透過提高服務效率及妥善管理資源等辦法，仍能確保各項計劃在效率和效益兼備的情況下推行。

截至年底，本署各懲教院所的實際收容率高達111%，雖然已較二零零零年輕微下跌兩個百分點，但監獄仍然擠迫，囚禁女犯的院所尤其嚴重。年內，遭判監的女犯數目增加了61%，令有關院所的收容量達至極限。為解決人滿之患，本署實行多項措施，其中一項是將收納男犯的一些地方改為收納女犯，以作權宜。

為應付現有設施不足和預測在囚人口日增的問題，政府在二零零零年提出一項監獄長遠發展策略，建議將所有懲教設施集中於一處；現正積極徵詢市民的意見，期望能在二零零二年作出決定。

The year 2001 was a remarkable one for the Correctional Services Department. Overcrowding continued to be a challenge, placing a strain on staff, facilities and other resources. However, we were able to ensure that all our programmes were implemented efficiently and effectively through increasing service efficiency and the best possible management of resources.

At the end of 2001, the occupancy rate of our penal institutions stood at 111%. Notwithstanding a slight drop of two percentage points from 2000, the continuing overcrowding problem was particularly serious in female institutions. During the year we saw a 61% increase in the number of women sentenced to imprisonment, stretching our capacity to the limits. Some sections of male institutions have been converted to accommodate female inmates as an interim measure, amongst others.

To meet the current shortage of facilities and projected growth in the penal population, the Government proposed in 2000 a long-term development strategy to co-locate all penal facilities in one place. We are actively seeking the views of the community and hope that a decision can be made in 2002.

We will implement the Rehabilitation Centre Programme in 2002-03 to meet the rehabilitation needs of young offenders whose crimes call for short-term residential treatment. This short-term correctional and rehabilitative programme provides an intermediate sanction between the longer term Training Centre Programme run by the Department and non-custodial measures administered by the Social Welfare Department.

As a customer-oriented organisation, we are committed to providing quality services. A visitors' waiting block with modern facilities and a comfortable

本署會在二零零二至零三年度推行更生中心計劃，以配合所犯罪行只需短期住宿懲治的年輕罪犯的更生需要。本署所提供的教導所計劃羈押期較長，而社會福利署所執行的措施則屬非羈押性質，上述更生中心計劃則是介乎兩者之間的一項短期懲教措施。

憑着以客為本的精神，本署致力提供優質服務。壁屋監獄配備現代設施的訪客等候室已於五月啟用，為訪客提供舒適的等候環境。為方便年老、懷孕或有殘障的訪客，本署於四月起推行視像探訪計劃，利用視像會議設備，將位於市區的探訪中心與離島多個院所聯繫起來。

年內，本署為其他政府部門提供洗熨服務的洗衣工場取得國際標準化組織ISO 9001：2000品質管理證書。這是本署取得的第三張同類證書，首兩張是由標誌製作工場及投訴調查組分別於一九九九年及二零零零年取得。由是觀之，本署所採用的優質管理方法已獲得肯定。

為塑造新的部門文化及加強社區參與，本署繼續推行宣傳運動，籲請大眾接納和支持更生人士。這對重新融入社會計劃能否取得成效至為重要。年內，本署亦與各分區撲滅罪行委員會及其他社區團體合作，舉辦地區層面的活動，令大眾更為體諒和接受更生人士。

本署在建立國際聯繫方面，亦取得不少成果。香港與加拿大在三月簽署一份諒解備忘錄，進一步鞏固本署與加拿大懲教局的關係。此外，本署繼續積極參與亞洲及太平洋懲教首長會議的事務，且與新加坡當局由十月起共同為該組織提供秘書處服務。這些

environment was opened in Pik Uk in May. For the convenience of the aged, pregnant or physically disabled visitors, we have since April 2001 introduced a video visit scheme by using video conferencing equipment to link up a town centre with a number of institutions on outlying islands.

Our commercial laundries obtained an ISO 9001: 2000 certification during the year. It was the third similar accreditation attained following the certification of our sign making workshops in 1999 and the Complaints Investigation Unit in 2000. It also serves as an acknowledgement of the quality management approaches we have adopted.

As we shape a new corporate culture with more community involvement, we have continued with our publicity campaign to solicit public acceptance and support for rehabilitated offenders which is vitally important for the success of any reintegration programme. Co-operation with District Fight Crime Committees and other community groups in organising activities at district level during the year resulted in greater public understanding and better acceptance of ex-offenders.

Much has also been achieved in our efforts to establish links with the international community. Our ties with the Correctional Service of Canada were further cemented with the signing in March of a Memorandum of Understanding between the two jurisdictions. We also continued with our active participation in the Asian and Pacific Conference of Correctional Administrators and, since October, have co-served with Singapore as secretariat to the organisation. These professional exchanges will help achieve our vision to deliver quality custodial and rehabilitative services recognised internationally for excellence.

Our staff members are our most valuable asset. The competency-based performance appraisal system

專業交流活動有助本署實踐抱負，提供國際推許的優質羈押和更生服務。

職員是本署最寶貴的資產。以才能為本的職員表現評核制度現已推行。該制度有助管方客觀評定職員的表現、潛質和晉升能力，並確定他們的事業發展需要。為鼓勵職員自我增值，本署除提供正式的訓練外，也在整個部門開展了更具彈性、更方便、更具成本效益和更省時的網上學習計劃。

在市民期望不斷提高，而資源又甚為緊絀的年代，本署各職員仍能表現出色，實在難能可貴。本署除在三年內（二零零零至二零零二年）按資源增值計劃節省5%開支外，亦在同期將職員逾時工作的欠假逐步減低65%，每職員的欠假額由一九九九年的七天減至本年度的稍多於兩天（即由140人年減至50人年，減幅為90人年）。此外，紀律部隊逾時工作津貼亦在同一期間大幅削減了2680萬元（即67%）。全賴各同事竭誠盡力，發揮高度專業才能，以上目標始能達到。二零零二年是懲教署命名二十周年，我深信無論新的挑戰帶來任何轉變，懲教署每一員都繼續擔當極為重要的角色，確保香港安穩太平。

懲教署署長伍靜國



is now well in place, providing an objective assessment of performance, potential and promotability as well as identifying career development needs. To encourage self-enhancement we have, on top of formal training, embarked on a Department-wide e-Learning initiative which is more flexible, convenient, cost-effective and time-saving.

Staff members have done exceptionally well at a time of rising public expectations and limited resources. In tandem with achieving the Enhanced Productivity Programme goal of 5% savings within three years (2000 to 2002), the Department managed to reduce overtime commitments by a cumulative 65% in days-off-in-lieu from over seven days per man in 1999 to just over two per man this year (a reduction of over 90 man-years from 140 to 50) and a similarly significant paring back of expenditure on the Disciplined Services Overtime Allowance by \$26.8 million, i.e. 67%, in the same period. This would not have been possible without the most professional and dedicated support of every member of the Department. As we celebrate the 20th anniversary of our adoption of the name of Correctional Services Department in 2002, I have every confidence that each member of the Correctional Services will continue to play an invaluable part in keeping Hong Kong a secure and safe city, regardless of what changes the fresh challenges might bring.

A handwritten signature in black ink, enclosed within a hand-drawn oval shape.

NG Ching-kwok
Commissioner of Correctional Services