

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。

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 takes a proactive role in initiating measures and enhancements in quality management, change management and learning culture.

管理事務組

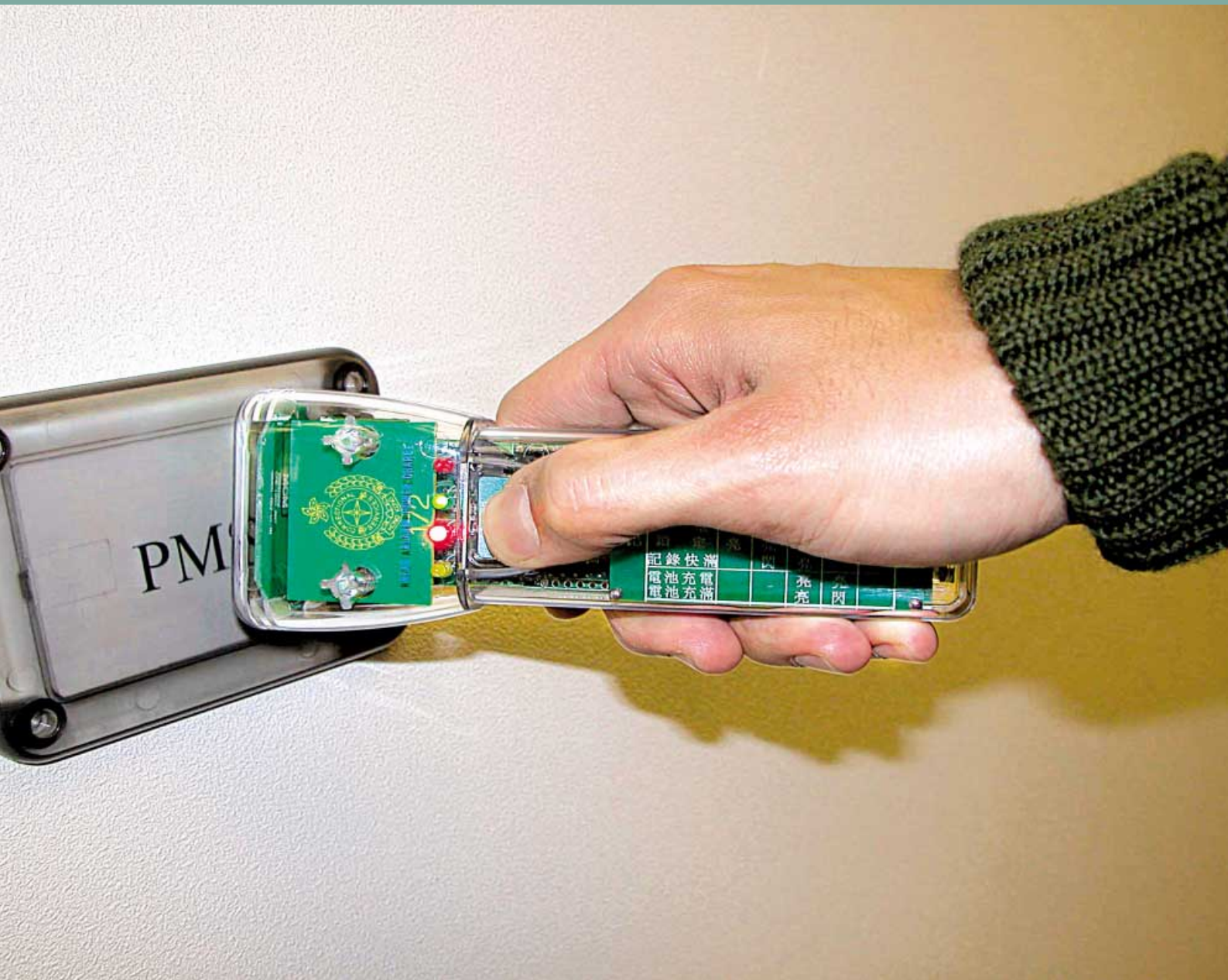
服務質素科的管理事務組獨自或聯同署內其他組別進行管理研究及覆檢，以辨識本署需要提高效益的工作及計劃。該組密切監察各有關計劃的推行以提高工作效率、能力及服務質素。年內，該組共完成 5 項大規模管理研究及覆檢的工作，並監察 12 項管理計劃的實施。此外，該組亦研究年內提出或通過而可能影響本署工作的條例草案和條例，然後建議作出適應。

Chapter 4

第四章

服務質素

Quality Assurance



智能管理—為促進工作效率，所有懲教院所現有的機械式巡邏監察系統會在 2005 年內由此智能卡巡邏管理系統取代。
SMART MANAGEMENT: To enhance efficiency, the existing mechanical patrol monitoring system in all penal institutions will be replaced with this smart card patrol management system by 2005.

管理事務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；並與其他政府部門，包括律政司、保安局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新的立法建議或修訂，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。

為配合全面簡化工作程序的方針，方便前線職員在執行日常職務時能更靈活和彈性地運用酌情權和判斷力，各院所主管在管理事務組的協調和統籌下，已於二零零二年年中着手覆檢及修訂院所主管訓令和工作指引，預計全部修訂工作可於二零零三年年中完成。

投訴調查組

在各內部申訴途徑中，投訴調查組獲署長賦予獨立調查權力，其任務是迅速秉公徹查其職權範圍內的投訴。該組亦處理由內

部或外間相關人士轉介的個案。

所有調查報告均交由懲教署投訴委員會審議、核查及認可。自二零零二年七月起，服務質素科助理署長擔任委員會主席，而獨立於紀律人員編制的懲教司鐸則出任為當然委員，有助提升申訴機制的透明度及公信力。在二零零二年，委員會審議過263份由囚犯及市民所提出的投訴的調查報告。經詳細調查後而被證明屬實的個案佔10.2%。委員會並提出22項預防及修正建議。

不滿調查結果的人士可循兩層機制上訴：懲教署投訴委員會會進行覆檢，而署長則直接處理上訴。

二零零二年八月，投訴調查組取得最新的ISO 9001:2000 品質管理認證，取代舊有的ISO 9002:1994 認證。新標準強調「以客為本」的服務及在調查過程中提升服務質素。

高級懲教主任（懲教管理）參加由管理事務組舉辦的課程，學習先進的優質管理概念。
Principal Officers (Penal Management) attend a course organised by the Management Services Unit to learn about modern quality management.



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 2002, the Unit completed five major management studies and reviews, and oversaw the implementation of 12 management projects. It also studied bills and ordinances enacted in 2002, which might have an impact on the Department, and recommended appropriate adaptations.

The Management Services 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 Panel on Security of the Legislative Council in the pursuit of new legislative proposals or amendments to the Prisons Ordinance and 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.

Pursuant to the policy of streamlining working procedures with a view to empowering frontline staff to better exercise their discretion and judgment in daily operations, Heads of Institutions have been, under the collaboration

and co-ordination of the Management Services Unit, reviewing and refining their Head of Institution Orders and Procedures since mid-2002. Completion of the amendment exercise is targeted at mid-2003.

Complaints Investigation Unit

The Complaints Investigation Unit (CIU) is, amongst the internal grievance-redressing avenues, vested with independent investigative authority delegated by the Commissioner to, expeditiously, thoroughly and impartially, handle any complaints within its purview. It also handles cases referred by both internal and external stakeholders.

All investigation reports are subject to examination, inspection and endorsement by the Correctional Services Department Complaints Committee (CSDCC) which has been chaired by the Assistant Commissioner of the Quality Assurance Division since July 2002. At the same time, the Correctional Services Chaplain, who is independent of the uniformed stream, was appointed an ex-officio member of the CSDCC to help enhance the impartiality and transparency of the grievance redress system.

In 2002, the CSDCC examined a total of 263 complaint cases raised by inmates and the public. The substantiation rate of fully investigated cases was 10.2%. The CSDCC also made 22 recommendations on corrective and preventive actions.

There are two tiers of servicing mechanism for the dissatisfied

年內，投訴調查組共調查過 271 宗由囚犯及市民提出的投訴及處理 190 項要求。投訴的分類數字見附錄 14。

審核及保安組

審核及保安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，該組於各院所進行 5 次全面視察、6 次專題視察及 11 次跟進視察。

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 12 次調查、33 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 15 次保安檢查。



parties. The CSDCC serves the dissatisfied with re-examinations while the Commissioner directly handles their appeals.

In August 2002, the CIU obtained the new accreditation of ISO 9001: 2000 in place of that of ISO 9002: 1994 obtained in 2000. The new version emphasises customer-oriented service and helps enhance service quality in the investigation processes.

In 2002, the CIU received a total of 271 complaints lodged by inmates and the public, and handled 190 requests. A statistical breakdown is at Appendix 14.

Inspectorate and Security Unit

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

In 2002, the Unit conducted five full inspections, six thematic inspections and 11 follow-up inspections at various institutions.

The Unit also monitors and advises on all security aspects. 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 2002, the Unit conducted a total of 12 investigations into major irregular incidents occurred in various institutions and 33 surprise visits to prisoners' outside work groups. Furthermore, 15 security checks on security installations and related aspects were conducted.

審核及保安組人員雖然面對繁重工作，仍抽空為學生主持減罪講座。

Members of the Inspectorate and Security Unit take time out from their busy schedule to give crime prevention talks to students.