

在囚人士須一星期工作六天，讓他們精神上有所寄托。此項安排可加強院所穩定性及提高運作效率。從事有建設性的工作可令在囚人士養成良好的工作習慣，明白本身的責任，並在工作中學習群體合作精神。同時，在囚人士可透過工作了解品質管理的概念以及有機會學得一技之長。連同本署所提供的教育課程及更生計劃，在囚人士於獲釋後可較易重投社會。為達到此目標，工業組負起為在囚人士安排合適工作的責任。

Prisoners and inmates are required to perform work six days a week to keep them meaningfully occupied. This arrangement helps enhance stability and improves the operational efficiency inside penal institutions. Engagement in useful work enables prisoners to develop good working habits and a sense of responsibility and learn the spirit of teamwork. It also helps them understand quality concepts and, as far as possible, acquire some basic skills in different trades. This together with remedial education and other rehabilitation programmes of the Department will improve prisoners' prospects of re-integration into society upon release. Correctional Services Industries (CSI) undertakes the task to provide effective industrial employment for prisoners and inmates.

年內，平均每天有7 343名囚犯在超過140個工場從事13種類別行業，也有其他囚犯參與院所雜務及小型維修工程等工作。

囚犯和所員藉着工作對社會作出貢獻，此舉亦能節省公帑。各院所的工場向政府部門、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多元化的產

Chapter 6 第六章

懲教工業

Correctional Services
Industries



創意無限 — 赤柱監獄甲類囚犯綜合大樓設有圖像設計工場，讓在囚人士透過創作發揮潛能和加強自信。

UNLIMITED CREATIVITY: The graphic design workshop at the Category A Complex in Stanley Prison helps prisoners develop their talents and self-confidence through creative work.

品和服務。年內，工業組產品及服務的市值達到5.05億元，各行業總值的分析載於附錄17。

在囚人士勞動力的運用

在囚人口本年內雖有輕微增長，為他們提供的工作也足夠。懲教署工業組的主要業務為洗熨服務，製造家具、衣服、醫院被服，裝訂書籍，製造信封和標誌等。

洗熨業務每天需要1 500多名囚犯工作，年內共處理24 308公噸衣物和被服，是營業額最高的行業。

制服及附帶物品製造行業（包括針織及皮革裝備）提供約2 900個工作崗位，是安排最多囚犯工作的行業。不同行業的囚犯工作人數分類載於附錄18。

產品和市場發展

工業組本年內為運輸署研製3種觸覺地磚。這些地磚裝設在過路處，為有視障的

行人指示方向。

懲教工業為配合醫院管理局的供應政策的改變，會與醫管局簽訂服務協議，為全港所有公立醫院和診所直接提供被服物品。協議會在二零零三年四月生效，為期5年。

由於辦公大樓建造工程所需的辦公室家具數量減，工業組因應市場的轉變，致力改善產品的設計和製造方法，並擴展製品種類，其中包括公共圖書館和政府宿舍家具。

為警務處生產的警靴已發送給各區警務人員。這些防水和透氣的皮靴除為警員提供良好保護外，穿着亦舒適。

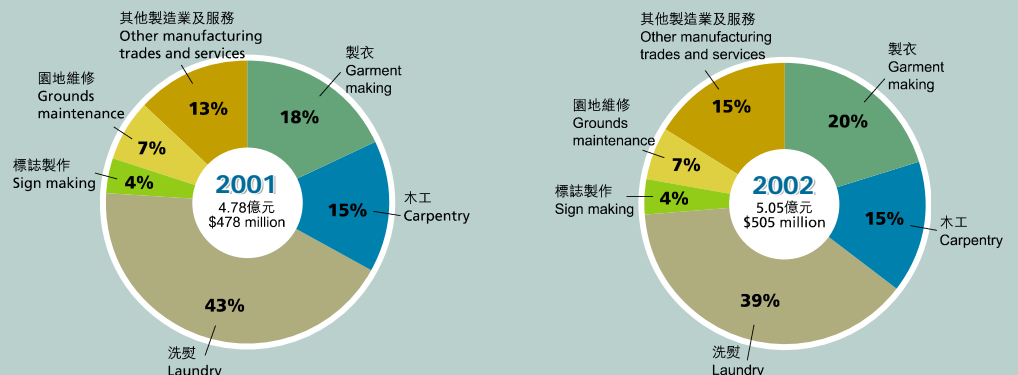
工場發展

二零零二年二月，喜靈洲戒毒所（附屬中心）設立了製衣、書籍裝訂和洗衣工場，為女囚犯提供工作機會。

位於赤柱監獄的甲類犯人新綜合工場於

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 Trade



During the year, a daily average of 7 343 prisoners and inmates were engaged in 13 trades of industrial business in more than 140 workshops. Other prisoners took part in various types of domestic duties and minor maintenance projects.

Work employment enables prisoners and inmates to contribute to society and brings an incidental benefit of saving public money. Workshops in penal 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 2002 was \$505 million in commercial terms. A breakdown of the total value in different businesses is at Appendix 17.

Employment of Inmate Labour

Although the penal population increased slightly in 2002, the supply of work was sufficient to provide prisoners and inmates with stable employment throughout the year. The major businesses of CSI include laundry services, furniture making, garment making, hospital linen production, bookbinding, and envelope and sign making.

The laundries employed over 1 500 prisoners and inmates. In 2002, they achieved an annual output of 24 308 tonnes, the highest in business volume among all trades.

Making of uniform items including knitwear and leather accoutrements provided about 2 900 work posts for prisoners and inmates, the highest number among all trades.

A breakdown of the employment of prisoners and inmates in various trades is at Appendix 18.

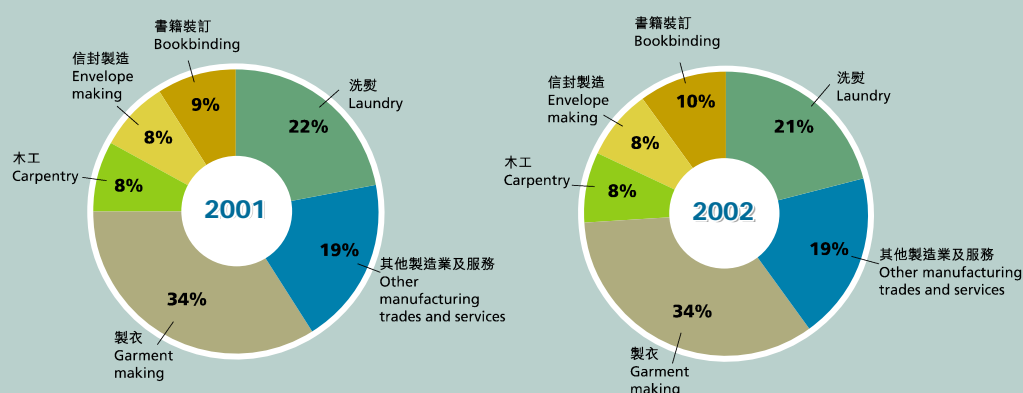
Product and Market Development

In 2002, CSI developed three types of tactile slabs for use by the Transport Department at road crossings to guide visually impaired pedestrians.

To cope with the change in provision policy of the Hospital Authority, CSI will enter into a Service Agreement with the Authority for the direct supply of linen articles to all public hospitals and clinics. The agreement will take effect from April 2003 for a period of five years.

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 Trade



二零零二年六月啟用，內有 8 個為長刑期囚犯提供各類工作的工場，類別有製衣、書籍裝訂和圖像設計等。值得一提的是利用電腦軟件輔助的圖像設計工場，能引發囚犯對創意工作的潛能和自信。

大欖懲教所的新工業大樓於六月啟用，大樓設有木工、書籍裝訂和洗衣工場。

大欖懲教所的混凝土預製品工場部分亦在九月進行裝修，工程於二零零三年完成後，為犯人提供更好的生產設施和工作環境。

工業組從政府印務局取得一些過剩印刷器材，部分已在赤柱監獄裝置，以增加該處的印刷和信封製造產量。本署正準備在白沙灣懲教所裝置大型印刷機。

品質管理

工業組一直致力改善產品及服務質素，以確保有足夠訂單維持囚犯的工作。各院所

的品質管理委員會定期舉行會議，覆核品質保證措施的成效和不斷尋求改進。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人員按照品質規格檢查製成品和購入物料的質素。此外，獲 ISO 品管系統認證的工場（如洗衣和標誌製作工場）亦須定期進行內部品管審核，以確保品質管理系統運作良好。

四月，香港品質保證局在赤柱監獄和白沙灣懲教所的木工工場，進行品質管理制度差距評審。工業組現正根據有關結果為木工行業制定品質管理制度。

五月，白沙灣懲教所標誌製作工場的品管系統通過香港品質保證局的審核，獲頒 ISO 9001：2000 證書。同時，赤柱監獄的標誌製作工場亦已順利完成由 ISO 9002：1994 過渡至 ISO 9001：2000 版。採用這些國際品質標準，工業組一方面為顧客提供更佳的質量保證，另一方面向囚犯灌輸優質產品的概念。



The demand for office furniture for project requirements has dropped quite substantially. To adapt to the changes, efforts have been made to improve the design and construction of products and to extend the product scope to cover other market sectors such as public libraries and government quarters.

The patrol shoes developed for the Hong Kong Police Force have been delivered to its staff in various districts. These waterproof and air-permeable shoes give police officers a comfortable feel in addition to good protection.

Workshop Development

Three workshops including garment-making, bookbinding and laundry were set up at the Hei Ling Chau Addiction Treatment Centre (Annex) in February 2002 to provide work for female prisoners.

The new workshop complex for Category A prisoners at Stanley Prison was officially opened in June 2002. It consists of eight workshops providing long-term prisoners with more work varieties including garment making, bookbinding and graphic design. The graphic design

workshop there uses popular software to help bring out the talents and confidence of prisoners in creative work.

The new industrial block of Tai Lam Correctional Institution became operational in June. It comprises three workshops covering carpentry, bookbinding and laundry trades. Renovation of a section of the precast concrete workshop at the institution began in September. When completed in early 2003, the renovated workshop will provide better production facilities and working environment for prisoners.

CSI has been offered a number of surplus printing machines by the Printing Department. Some of them have been set up in Stanley Prison to increase the production capacity of the printing and envelope making workshops there. Preparatory work is now under way to set up a large printing machine at the Pak Sha Wan Correctional Institution.



- 1 在囚者在赤柱監獄圖像設計工場內，利用普及的軟件從事創作。
Prisoners use popular software in creative work at the graphic design workshop in Stanley Prison.
- 2 人員在赤柱監獄造鞋工場檢視半製成品。
A staff member checks the semi-finished products at a shoe-making workshop in Stanley Prison.
- 3 三款為協助視障人士過路而製的觸覺地磚的其中一款。
One of the three types of tactile slabs being used at road crossings to guide visually impaired pedestrians

資訊科技發展

二零零二年一月起，名片訂製表格已上載於數碼政府合署主網站，以供下載。接納電子訂單的籌備工作正進行中，以便在二零零三年年初落實。

經由數碼政府合署主網站訂製辦公室家具的安排於九月落實。方便顧客查閱家具的規格和照片，然後才落訂單。

本署逐漸在內聯網上建立資料庫，就技術資料如產品和物料規格、物料預算、工序、工作流程和指引等向所有工業組人員提供便捷的參考。

懲教工業生產管理及控制的電腦系統獲得改良，在存貨管理和精簡訂單處理程序方面加強效率。

系統終端機的租用線路已由懲教署廣域網取代，以提高連線速度，同時減低成本。本署籌劃以電腦輔助的生產管理計劃，記

錄洗衣工場的產量，並將其與顧客需求對照，同時監察存貨和運往公立醫院的洗熨後衣物數量。二零零三年會把計劃縱向擴展，以包括為公立醫院產製被服的工作。

職員訓練

工業組定期為其職員安排有關品質管理應用、技術、軟件使用和安全事宜的訓練，因為提高工藝人員的知識和技術，是緊貼最新市場發展所必需的。

五月，5名高級工業主任參加專業訓練課程，並獲美國國家被服處理學會頒授認可洗熨被服管理人員資格。

七月和十二月，共有13名工業主任參加由香港品質保證局主辦的「ISO 9001:2000 內部品質審核」訓練。

十二月，兩名高級工業主任參加在上海舉行的標誌科技訓練計劃，並參觀當地的工廠，學習主流的標誌製作過程。



Quality Management

CSI always seeks to improve product and service quality so as to secure sufficient orders for inmates' work employment. The Quality Control Committees at institutions regularly review the effectiveness of quality assurance systems and seek continuous improvement. In addition to in-house quality inspections carried out by CSI staff from time to time, independent quality surveyors were hired to conduct tests on in-coming materials and surprise inspections of finished products. In addition, internal quality audits were conducted on those ISO certified workshops such as laundries and sign-making workshops to ensure that the quality management systems were properly maintained.

In April, the Hong Kong Quality Assurance Agency (HKQAA) carried out a Gap Assessment on the quality management system of carpentry workshops in Stanley Prison and the Pak Sha Wan Correctional Institution. Basing on the findings, CSI is now developing a quality management system for its carpentry trade.

In May, the sign-making workshop at the Pak Sha Wan

Correctional Institution was awarded an ISO 9001 : 2000 certification by the HKQAA. At the same time, the sign-making workshop of Stanley Prison satisfactorily completed its transition from ISO 9002 : 1994 to ISO 9001 : 2000 certification. By adopting these international quality standards, CSI on the one hand offers better quality assurance to its customers and on the other hand instils a concept of quality consciousness into the inmates.

Information Technology Development

Since January 2002, the order form for printing of name cards has been uploaded on to the Central Cyber Government Office (CCGO) portal for downloading by users. Preparations for taking up orders electronically are under way for rollout in early 2003.

E-ordering of office furniture through the CCGO portal was introduced in September. Customers can easily view the specifications and photographs of the furniture items before placing orders.

A web-based data bank has been gradually built up on the Intranet to provide all industrial staff reference on technical information



- 1 白沙灣懲教所標誌製作工場生產的部分製品。
Some of the products of the sign-making workshop at the Pak Sha Wan Correctional Institution
- 2 懲教工業組人員參加職業安全及健康研討會。
Correctional Services Industries staff members attend an in-house seminar on occupational safety and health.

為使前線人員多認識業界的技術發展，本署舉辦一系列活動，探訪內地的家具、信封、玻璃纖維和鞋類製造廠，鼓勵員工從探訪中學習，以改善工場的生產安排，推行學以致用的工作文化。

職業安全與健康

工業組在部門職業安全健康策導委員會擔當積極角色，該委員會協調本署所有關於職業安全及健康的活動。下列活動定期舉行，用以提高工作環境的職業安全及健康：

- 邀請勞工處的職業環境衛生師和職業安全主任評估各工場內可能危害健康的情況；
- 進行風險評估，並建議安全及健康的工作方法；
- 與各院所轄下的安全委員會進行統籌工作；
- 編製每季的員工和囚犯的工傷統計數字；
- 為各院所職員安排講座及訓練課程；

- 參加職業安全健康局及勞工處舉辦的安全問答比賽，以提高員工的安全意識。

透過內聯網把《化學廢物處理指引》和《擬備機器操作安全指引》向各院所提供，有助工業經理制定其內部規則和程序。

成就確認

工業組贏得國際懲教及獄政專業協會首個會長榮譽大獎。該組織於一九九八年成立，作為國際司法專業人員交流知識和經驗，以促進專業懲教工作的場所。參選的項目是工業組在進行懲教更生計劃時，讓在囚人士、本署職員、工作伙伴和監獄管理階層加入增值的良好經驗，實施過程是應用 ISO 的管理於洗熨服務行業。頒獎儀式在二零零二年十月二十日於荷蘭舉行的國際懲教及獄政專業協會年會中進行。協會主席 Dr Ole Instrup 在儀式中發表以下評論：

「工業組努力工作，靈活變通，辛勤不

前任署長伍靜國（中）接受國際懲教及獄政專業協會會長 Dr Ole Instrup 頒發首個會長榮譽大獎。
Former Commissioner, Mr Ng Ching-kwok (centre), receives the inaugural President's Award of the International Corrections and Prisons Association from the Association's President, Dr Ole Instrup.



such as product specifications, material specifications, material estimations, work procedures, work process flowcharts and work instructions.

The Manufacturing Management and Control System (MMCS) was enhanced to enable better control on stock items and streamline the processing of purchase orders. The leased lines connecting the MMCS terminals were replaced by the CSD Wide Area Networking (WAN) infrastructure to improve connection speed while at the same time reduce cost.

A computer-aided production management programme was developed to keep track of laundry plant capacities as compared with customer requirements and monitor inventory and delivery of clean laundry to public hospitals. It will be expanded vertically in 2003 to cover the production of linen items for public hospitals.

Staff Training and Development

Courses on quality management practices, technical know-how, software applications and safety issues are organised regularly for CSI staff as the enhancement of technical knowledge and skills of instructing staff is essential to keep them abreast of the latest developments in the market.

In May, five Principal Industrial Officers received training leading to the award of the qualification as Certified Laundry Linen Manager by the National Association of Institutional Linen Management.

In July and December, 13 Industrial Officers attended training in ISO 9001 : 2000 Internal Quality Auditor organised by the HKQAA.

In December, two Principal Industrial Officers participated in a training programme on sign technology in Shanghai and visited factories there to see the prevailing sign-manufacturing processes.

To enable frontline staff to update themselves on technical developments in the commercial world, a series of visits to furniture, envelope, fibreglass and footwear manufacturing facilities in the Mainland were arranged. Participants are encouraged to make use of what they have learned from the visits to improve workplace practices, thus fostering a learning-for-improvement work culture.

Occupational Safety and Health

CSI takes an active role in the Departmental Occupational Safety and Health Steering Committee which co-ordinates all activities relating to occupational safety and health in the Department. The following activities have been carried out regularly to promote occupational safety and health in workplace:

- Inviting Occupational Hygienists and Occupational Safety Officers of Labour Department to assess potential hazards in workplace;
- Conducting risk assessment exercises, and recommending safe and healthy work practices;

息，不但達致更高運作效率和取得專業認證，而且改善了罪犯重新融入社會過程，加強員工的團隊精神，專心致力，提高伙伴合作關係和顧客的滿意程度。這是實際工作的成果展現，全方位的改善工作，亦是最佳的體系思維。」

懲教署亦在會議期間向53個與會國家及地區的代表展示得獎的計劃和其他部門措施。

官方交流

一月，工業組總經理率團探訪新加坡監獄

部門，與署長級人員會面，並參觀Tanah Merah 監獄、監獄訓練學校、Moon Crescent 監獄和新加坡更生企業公司（Singapore Corporation of Rehabilitative Enterprises）。參觀團的經驗交流環節加強了兩個地區的關係和了解。

七月，司法部監獄管理局7名高級人員專程訪問工業組。他們參觀懲教署部分工場，詳細研究該組的運作制度和財務安排。



- Co-ordination with the institutional Safety Committees;
- Compilation of quarterly statistics on injury at work for both staff and prisoners;
- Arranging seminars and training courses for staff at institutions;
- Promotion of awareness by participating in the Safety Quiz Competition jointly organised by the Occupational Safety and Health Council and Labour Department.

Guidelines on 'Chemical Waste Management' and 'Preparing Safety Instruction for Machinery' were also made available for reference by institutions through the Intranet to help workshop managers in drawing up in-house rules and procedures on related issues.

Recognition of Achievement

In 2002, CSI won the inaugural President's Award of the International Corrections and Prisons Association (ICPA), an organisation established in 1998 to provide a forum for international justice professionals to join in a dialogue and to share ideas and practices aimed at advancing professional corrections. The CSI submission describes its experience in adding values to prisoners, staff, working partners and prison management through adopting ISO 9001 practices in laundry work. The presentation ceremony was held on 20 October 2002 during the ICPA annual conference in the Netherlands. Dr Ole Instrup, the President of ICPA, made

the following remarks at the ceremony:

"The Correctional Services Industries team has worked hard, wisely and diligently to achieve not only greater operational efficiencies and a professional certification, but also enhanced the re-integration process for offenders, strengthened staff teamwork and dedication, and improved partnership and customer satisfaction. This is an impressive display of real results in the real world and also of 360 degrees improvement and of systems thinking at its best."

The Department also showcased the winning project with other departmental initiatives to delegates from 53 countries throughout the conference.

Official Exchanges

In January, the General Manager of CSI led a delegation to visit the Singapore Prison Service and met with the Directorate and visited Tanah Merah Prison, the Prison School, Moon Crescent Prison and Singapore Corporation of Rehabilitative Enterprises. The sharing sessions strengthened the relations and understanding between the two jurisdictions.

Seven senior officials from the Prison Administration Bureau of Ministry of Justice visited CSI in July. They toured some penal workshops and studied the operating systems and financial arrangements of CSI in great detail.