

人力資源管理 Human Resource Management

第三章 Chapter 3 >



助理署長(人力資源)應國正與轄下的團隊。
Mr Ying Kwok-ching, Assistant Commissioner (Human Resource) and his supporting team.

人力資源科竭力為職員安排全面培訓，學習必要技能，以提供優質羈押和更生服務。身為人力資源科的主管，本人專心致志帶領組員面對挑戰，在資源緊絀和對服務質素要求不斷提高的情況下，創出佳績。

縱然要提高效率和節省資源，人力資源科會繼續加強人力培訓，堅持部門的宗旨。為落實我們的人力發展計策，本署與高等院校合作，制定多方面的管理和與工作相關訓練計劃，貼合本署人員的發展需要。我們已把監督（人力資源）和職員訓練院校長職位合併，精簡人力資源組的組織。此舉可最適當運用資源，和更佳地統籌我們的人力計劃，達到最高成本效益。

The Human Resource (HR) Division strives to provide staff members with comprehensive training to equip them with the necessary competencies required for the delivery of quality custodial and rehabilitative services. As the Head of the HR Division, I am dedicated to leading my team to face up to the challenges ahead against the odds of an ever-increasing demand for service quality and resources constraint.

In the face of efficiency savings, HR Division will continue to sustain our organisational goals through the enhancement of manpower training. To take forward our human resource development initiatives, we have teamed up with institutes of higher education to formulate a wide range of management and job-related training programmes that best suit the development needs of our staff. We have streamlined the organisation of the



二零零三年是繁忙和創新的一年。我們在三月成立省資源增效益(全面檢討)工作小組，檢討職員編制、監獄計劃、行政程序和活動。終於，我們落實了一連串措施，透過重整工序、重訂優先次序和重組架構，達致加強效率，增加生產力和提高工作表現的目標。截至二零零三年十二月三十一日為止，本署的編制為6 828人，而實際職員人數則為6 814。與二零零二年比較，我們淨刪減了192個職位。

在職員訓練和發展方面，我們制定了二零零三至零四年的全面訓練和發展計劃。計劃清楚標明我們的訓練目的和抱負，要為職員提供多項有關關鍵才能和人力資源發展的課程。「領導才能發展計劃」是最近我們與公務員培訓處制定的多種訓練計劃之一，專為本署高級人員而設，以增進其領導才能和策略管理能力，以備將來擔當更具挑戰的職位。

至於初級人員，我們透過增值的工作表現評核制度以及計劃完善的調派和訓練安排，協助他們的事業發展。才幹卓越的懲教助理會被及早發現，加以栽培，以便晉升懲教主任職級。在上次的晉升選拔工作中，有5名一級懲教助理和4名二級懲教助理，分別通過潛質人員晉升計劃和特別委任計劃獲晉升為懲教主任。

助理署長(人力資源) 應國正

二零零三年的尖端訓練發展

職員訓練院繼續發揮有關職員訓練與事業發展所有事宜的樞紐和領導作用。利用新進技術和知識，職員訓練院建立並改善了網上學習平台，推行一系列精研的訓練計劃。

靈活學習為主的混合訓練

網上學習計劃在二零零二年年初推行，二零零三年五月開始全面運作，目的是提高學習的靈活性，藉以縮短課堂訓練的時間。職員利用互動的學習模式，可按照自己步伐學習。為加強其趣味，特別設置一個網上學習園地形式的網頁介面。互動的網上學習課程集中於運作上的知識，如法律概念、投訴處理組運作機制、囚犯聆訊、緊急應變和演習等。該課程已上載於網上學習平台供職員自學。

混合訓練是年內的主題。結合網上學習和課堂教學，令學習更具靈活性，並大大減省人力和成本。二零零三年四月一日至九月三十日期間，共節省10 411個工時之多，相等於1,021,056元。為達致更高節約資源和令學習更有效率，每間院所均已設置多媒體資源中心。這項設施對當眾作陳述或報告，以及集體學習非常有用。透過新式設備，我們能把資訊和知識即時傳遞上下階層各級人員。

Human Resource Section by combining the posts of Superintendent (Human Resource) and the Principal of Staff Training Institute into one. In so doing, we can optimise resources and better co-ordinate our manpower plan to achieve cost-effectiveness.

The year 2003 has been full of activities and initiatives. We set up an Efficiency Savings (Full-scale) Review (ESFR) Team in March to review our staffing establishment, prison programmes, administrative procedures and activities. As a result, we implemented a range of initiatives to offset the possible impacts through re-engineering, re-prioritising and re-organisation to bring about enhanced efficiency, productivity and performance. The staff establishment of the Department as at December 31, 2003 was 6 828 and the strength was 6 814. Compared with 2002, we achieved a net reduction of 192 posts in strength.

In the area of staff training and development, we formulated a comprehensive Training and Development Plan for the year 2003-04. The plan clearly spells out our training objectives and commitment to providing staff members with a host of courses on core competencies and human resource development. The Leadership Development Programme was one among many that we recently developed with the Civil Service Training and Development Institute for our Senior Officers to enhance their leadership and strategic management capabilities for taking up more challenging posts in future.

As for junior staff, We assist them in their career development through a value-adding appraisal system as well as a systematic posting and training arrangements system. Assistant Officers

with exceptional merit and ability will be identified early and groomed to advance to the Officer grade. In the last promotion exercise, we had five Assistant Officers I and four Assistant Officers II promoted to Officers through the Potential Officer Scheme and the Special Appointment Scheme respectively.

YING Kwok-ching,

Assistant Commissioner (Human Resource)

Cutting-edged Training Development in 2003

Our Staff Training Institute (STI) continues to be the hub and spearhead for all staff training and career development matters. With the use of advanced technology and knowledge, STI successfully established and refined the e-Learning platform for conducting a series of sophisticated training programmes.

Blended Training for Flexi-learning

The e-Learning Project was implemented in early 2002 and has been in full operation since May 2003. Its aim is to enable greater flexibility in learning hence shortening the duration of classroom training. With the interactive e-Learning mode, staff members can engage in learning at their own pace. To make it more interesting, a web interface in the form of Virtual Learning Community (VLC) has been created. The interactive courseware focuses on the acquisition of operational knowledge such as Legal Concept, Complaints Investigation Unit Operation Mechanism, Prisoners' Adjudication, Emergency Response and Drills. The courseware was uploaded onto the VLC in the year for individual learning.

多技能訓練和發展計劃

職員訓練院亦針對本署人員的運作和職能需要特設訓練和發展課程。

入職訓練分為兩個層面，新入職的懲教主任接受26周的訓練，而新聘的二級懲教助理則接受23周的培訓，旨在向新職員講授在懲教院所執行職務的基礎知識，以及對待犯人的基本方法和技巧。受訓人士學習不同範疇的必要事項，計有部門規則和規例、法律、犯罪學、社會工作學、心理學等。與課堂學習同步的還有武器運用、輔導、基本機動應變和乘坐直升機等實習課程。多方面而靈活的入職訓練令本署擁有強大的全能隊伍，實現我們的抱負和更全面服務社會。年內，共有41名新聘的懲教主任和42名新聘的懲教助理完成入職訓練。

為使職員知悉在懲教範疇的最新發展、運作知識和管理技巧，我們舉辦一系列發展課程，例如複修課程等，協助職員重新確認自己的身分和形象，複修與工作有關的知識和藉此與同事分享實際經驗。戰術訓練課程則加強他們的自衛能力，提高在緊急事件中的應變能力。更重要的是設立網上學習精修課程，職員可學到必要的電腦知識，在混合訓練政策所提供的環境下無拘無束地操作和學習。

在二零零三年，我們為總懲教主任及以下職級人員舉辦了242項各種發展訓練課程（參看附錄13）。這些課程切合員工事業發展的需要，並將部門政策化作實際行動。為進一步提高表現，我們每星期均在懲教院所安排在職訓練，這種訓練機制為職員提供額外渠道以增進知識、交流資訊，以及討論與工作有關的問題，讓大家在工作上一同精益求精。

本署派遣合適的人員到海外參加訓練課程及參觀，以擴闊視野同時認識世界各地在監獄管理方面的最新專門發展。年內，本署共安排48名不同工作範疇的職員前往內地和海外實習，以及進行考察和交流。



Blended Training is a highlight of the year. The combination of e-Learning and classroom teaching adds flexibility to the learning process and delivers a substantial reduction in manpower and costs. Significant savings of 10 411 man-hours equivalent to a value of \$1,021,056 were achieved during the period from April 1, 2003 to September 30, 2003. To achieve greater savings and make learning more effective, we established a Multi-media Resource Corner at each penal institution. The facility helps effectively in mass presentation and group learning. Through the use of modern equipment, we disseminate information and knowledge to staff instantly both top-down and across.

Multi-skill Training and Development Programmes

The Staff Training Institute also tailor-makes training and development programmes to meet the operational and functional needs of staff.

The Recruit Training Programme is at two levels, a 26-week programme for the Officer grade and a 23-week one for the Rank and File. The training is to equip new recruits with fundamental knowledge in penal operation as well as the basic techniques and skills in handling inmates. Trainees are exposed to essential subject matters in different areas including rules and regulations, laws, criminology, social work, psychology and so on. Going hand in hand with academic training are practical sessions in weaponry, counselling, basic tactical response skills and riding in helicopter. The versatile Recruit Training Programme has built the Department a strong team of staff with all-round abilities to fulfil our vision and better serve the public.

In 2003, 41 newly recruited Officers and 42 newly recruited Assistant Officers completed the Recruit Training Programme.

To keep staff abreast of the latest developments in the correctional field, operational knowledge and managerial skills, we organise a variety of development courses. The Refresher Courses, for instance, help reaffirm staff members' sense of identity, refresh their work-related knowledge and provide them with an opportunity to share among themselves practical experience. Likewise, the Tactical Training Courses reinforce their self-defence ability and enhance their responsiveness in case of emergency. More significantly, we organise e-Learning Enhancement Courses by which they can obtain essential computer knowledge to operate and learn unrestrictedly under the auspices of the blended training policy.

In 2003, we conducted a total of 242 Development Training Courses of different nature for our Chief Officers and below (see Appendix 13). These courses cater to the career development needs of staff and act as a medium to align practices to departmental policies. To further enhance performance, we arrange in-service training sessions in penal institutions on a weekly basis. This training mechanism provides one more channel for staff to gain knowledge, communicate information and discuss job-related problems for concerted advancement.

We offer suitable overseas training and visit opportunities to broaden exposure and keep pace with professional developments in prison management. In 2003, arrangements



部門為各職級人員舉辦各種發展訓練課程，切合員工事業發展的需要。
One of the many career development courses for staff.

終生學習的文化

展望未來，我們有需要推廣終生學習的文化，並為配合部門成為一個學習機構的堅定目標，因此鼓勵職員接受不同類型的訓練，以及報讀由本地及海外各大專院校開辦的學術課程。年內合共有 214 名職員參加了各種教育課程，而其中 170 名獲得政府合共 266,193 元的資助。此外，懲教署福利基金亦提供免息貸款，讓職員有另一途徑取得財政資助，修讀與懲教工作有關的課程。同時，香港中文大學校外進修學院亦向本署 12 名報讀紀律部隊行政文憑/證書課程的職員頒發獎學金。

為獎勵署方推廣公務員培訓處二零零二年的資助公務員自學計劃，以及本署人員在二零零二至零三年度參加該計劃的高百分比，我們在二零零三年十月獲頒授銅獎（大部門）。

員工激勵計劃

自一九九三年起，公務員事務局開始推行員工激勵計劃，目的為加深員工認識部門的服務承諾及承擔，並提升服務市民的精神。

本署推行員工激勵計劃的其中一個活動是舉辦「院所最優秀軍裝職員選舉」。舉辦該活動的目的是希望透過選舉以使職員經常保持、每個職位上的關鍵才能，從而提高職員的士氣，加強團隊精神。

在二零零四/零五年度「院所最優秀軍裝職員選舉」的最後優勝者會獲資助參加本地或海外的培訓或交流項目。

未來任務

我們了解網上學習模式可輔助課堂學習以提高資源管理的效率，將會繼續把網上學習融入職員培訓工作中。我們與專上學

were made for 48 staff from different correctional fields on out-of-territory visits, exchange programmes and training attachments.

A Culture of Lifelong Learning

Envisaging the need to promote a lifelong learning culture and tallying with the Department's commitment as a learning organisation, we encourage staff to undertake different types of training and academic programmes organised by either local or overseas tertiary education bodies. A total of 214 staff enrolled in various educational programmes, of which 170 received a total subsidy of \$266,193 from the government. Interest-free loans from the CSD Welfare Fund offer staff another option of financial support for pursuing courses relevant to correctional work. Concomitantly, scholarships were given by the School of Continuing Studies of the Chinese University of Hong Kong to 12 of our staff members embarking on the Diploma/Certificate Programme in Disciplinary Force Administration.

In recognition of our efforts in promoting the Training Incentive Scheme (TIS) launched by the Civil Service Training and Development Institute in 2002 and the high participation ratio among our staff under the TIS in 2002-03, we were awarded a Bronze Prize (Large Department) in October 2003.

Staff Motivation Scheme

In 1993, the Civil Service Bureau launched the Staff Motivation Scheme aiming at promoting greater interest in and general awareness of the Department's performance pledges, and

promoting customer service culture in the department.

The "Election of the Best All Round Staff in Respective Institutions" is one of the activities implemented by the Department. The objective is to boost staff morale and team spirit through the election of all-round uniformed staff who consistently, thoroughly and explicitly demonstrate the core competencies in their posts.

As an incentive measure, the winners of the election in year 2004-05 will be granted local or overseas visit/development programme through an Award Scheme under the Correctional Services Department Welfare Fund.

Mission Ahead

Seeing the opportunity to supplement traditional classroom training with e-Learning modules to achieve higher efficacy in resource management, we will continue to integrate e-Learning into our mode of training for staff. We have diversified our training programmes and streamlined our training practices by working jointly with tertiary education institutes including the School of



赤柱香港懲教博物館是著名的旅遊景點。圖示第二萬名參觀者接受本署的紀念品。
Hong Kong Correctional Services Museum in Stanley is one of the popular tourist attractions.
The 20 000th visitor to the CSD Museum was presented with souvenir to mark the occasion.

府，包括香港大學專業進修學院、中文大學校外進修學院、香港公開大學和其他政府部門合作，提供多元化的訓練和精簡培訓工作，為員工舉辦專業培訓課程。

訓練與接任計劃是相互相關的，從最近招募的人員直至高級監督，本署均會明察其需要，為他們提供不同階段的合適訓練，以發展所長和提高工作能力，達致個人的事業進展。有效的接任計劃確保部門的職位由遵從和發揚本署抱負、任務、價值觀的適當人員擔任。

職員關係及福利

職員關係及福利組負責統籌一切福利及康樂事宜，並向需要協助的職員及其家人提供即時協助。此外，更於重大行動進行期間提供後勤支援。

懲教署福利基金是根據監獄條例設立，基金用途包括資助舉辦員工活動，並在特別情況下，提供貸款及援助予本署現職及前僱員或受養人。



同事在「懲教服務展覽日」協助到訪兒童瀏覽本署網頁。
CSD staff assist young visitors to "surf" CSD website.

本署在二零零三年成立工作小組，檢討懲教署福利基金的運作，以進一步善用基金及加強職員福利。經廣泛諮詢和詳細研究，工作小組已完成報告。建議經署長批准後已即時實施。新的措施包括：

1. 增加對逝世懲教署僱員家屬的財政援助。
2. 向在懲教署博物館擔任義務導遊工作的義工，發放固定數額的車馬費。
3. 向職員及 / 或其直系家屬(包括未能享有政府醫療服務人士)，提供免息貸款，用作支付緊急醫療費用。
4. 設立獎勵計劃，資助周年員工激勵計劃指定活動中的得勝者，參與本地或海外探訪 / 培訓計劃。

職員關係及福利組亦管理懲教署中央基金，為本署人員提供保險服務。截至二零零三年十二月三十一日為止，基金共有3355名成員。

懲教署職員儲蓄互助社於一九九一年六月成立，目的是鼓勵會員節儉，並接受會員的儲蓄，以及向他們貸款。年底時，儲蓄互助社共有4715名會員。

懲教署人員子女教育信託基金繼續為懲教助理及同等職系人員的子女提供經濟援助，使他們能夠接受高等教育。接受全日制教育或訓練的殘疾兒童亦獲信託基金的經濟援助。年內，信託基金共發放619,138元。

Professional and Continuing Studies of the University of Hong Kong, the School of Continuing Studies of the Chinese University of Hong Kong and the Open University of Hong Kong and other government departments to organise professional training courses for our staff.

Training and succession planning are interrelated. From the newest Recruit Officer all the way up to Senior Superintendent, the Department looks at their needs and provides them with appropriate training at different stages to develop their personal qualities and job competencies for individual career advancement. Effective succession planning ensures that the Department's positions will be taken up by appropriate staff under the guidance of our Vision, Mission and Values.

Staff Relations and Welfare

The Staff Relations and Welfare Unit co-ordinates all matters relating to staff welfare and provides immediate assistance to staff and their family members when in need. In addition, the Unit provides logistical support for staff in major operations.

The Correctional Services Department Welfare Fund provides loans and, in special cases, grants for serving and retired personnel and for family members of deceased staff who are in need of financial assistance.

In 2003, the Department formed a Task Group to review the operation of the Fund aiming at better utilization of the Fund and further enhancement of staff welfare business. After extensive consultation and careful



律政司司長梁愛詩(左)與署長彭詢元主持懲教服務展覽日開幕禮。
The Secretary for Justice, Ms Elsie Leung (left) and Commissioner Pang Sung-yuen officiating at the opening ceremony of the Correctional Services Exhibition Day.

consideration, the Task Group's recommendations were endorsed by the Commissioner to take immediate effect. The recommendations are listed as follows:

1. To raise the financial assistance granted to dependents of a deceased Correctional Services employee;
2. To offer a fixed rate honorarium to helpers who render volunteer tour guide service to the Hong Kong Correctional Services Museum;
3. To allow an interest-free loan for staff members and/or their immediate family members (including those who are not covered by government medical benefits) to pay for urgent medical fees; and
4. To set up an Award Scheme to grant winners of selected activities under the annual Staff Motivation Scheme local or overseas visit/development programme.

在赤柱舉行的周年秋季賣物會售賣物品價廉物美，籌得的善款會捐給 30 多個機構。
The annual Autumn Fair offers attractive items at competitive prices at Stanley where charitable funds are raised for donations to more than 30 agencies.



體育及康樂

本署旨在提倡職員奉行健康生活，當中康體活動佔有重要地位。本署與懲教署體育會合辦康體活動，注重職員的體能及團隊精神。本署設有康樂體育主任一職，由康樂及文化事務署借調職員出任，就策劃和安排活動方面，提供專業意見及協助。

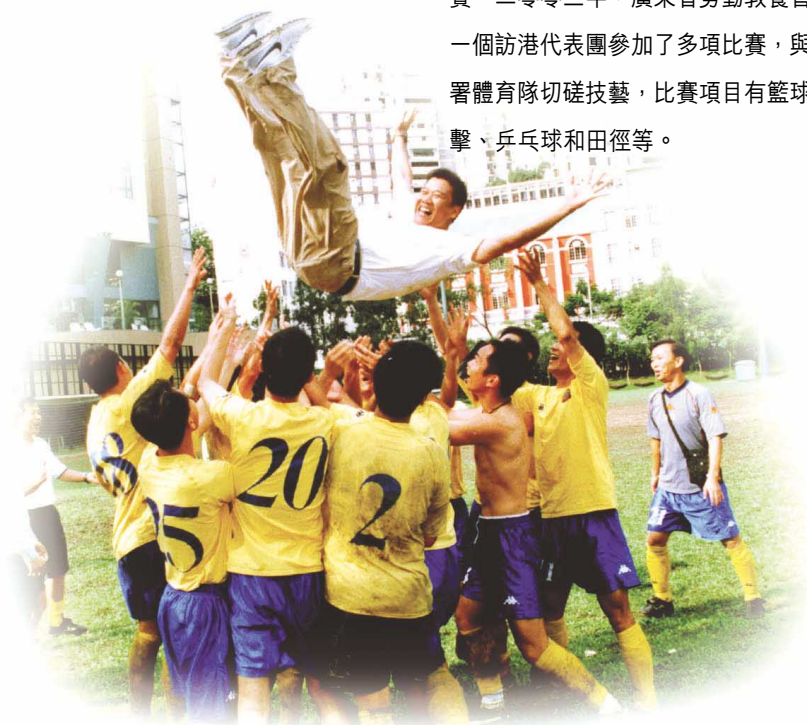
年內，本署舉辦了多項活動，除大型的周年項目如陸運會、水運會和喜靈長跑行山樂之外，又舉辦了 11 項院所際體育比賽。二零零三年，廣東省勞動教養管理局一個訪港代表團參加了多項比賽，與懲教署體育隊切磋技藝，比賽項目有籃球、射擊、乒乓球和田徑等。

懲教署體育會贊助的 33 支隊伍大部分均積極參加各項公開比賽。年內，長跑隊、曲棍球隊、射擊隊、足球隊、飛標隊、高爾夫球隊、保齡球隊、草地滾球隊和壁球隊均在本地及海外的比賽中屢創佳績，包括勇奪紀律部隊跨部門足球比賽、香港曲棍球會聯賽和香港壁球夏季聯賽的冠軍。

本署也為職員及其家屬舉辦多項康樂活動。十二月七日，超過 1 500 名職員及其家人參加「家庭同樂在喜靈」的多項活動。此外，又在麥理浩夫人度假村和西貢戶外康樂中心舉辦兩個家庭康樂營。

周年秋季賣物會於十一月八日在赤柱舉行，籌得的善款捐給超過 30 個機構用於慈善用途。

毗鄰馬坑監獄的懲教署體育會會所設有戶外及室內康體設施，例如卡拉 OK、燒烤場、射箭場、高爾夫球發球練習場和練習坪、鳥舍、籃球場和足球場等。年內，會所的設施如常大受職員及家屬歡迎。



The Unit also administers the CSD Central Fund to provide insurance coverage to our staff. As at December 31, 2003, the Fund had 3 355 members.

The CSD Credit Union was set up in June 1991. It aims to promote thrift among its members and it receives savings from members and makes loans to them. At the end of 2003, the Credit Union had 4 715 members.

During the year, the Correctional Services Children's Education Trust continued to provide financial assistance to children of Assistant Officers and equivalent grades in the Department to assist them in pursuing higher education. Disabled children undertaking full-time education or training also receive financial assistance from the Trust. In 2003, a total of \$619,138 was granted from the Trust.

Sports and Recreation

It is the aim of the Department to promote a healthy lifestyle amongst staff in which sports and recreation play a major part. Sports and recreation activities are organised by the Department in partnership with the CSD Sports Association. Emphasis is placed on sustaining physical fitness amongst staff members and cultivating their *esprit de corps*. A Leisure Services Manager is seconded from the Leisure and Cultural Services Department to give professional advice and assistance in planning and arranging activities.

During the year, a variety of activities were organised. Apart from the major annual events such as the Annual Sports Meet, Swimming Gala and Family Outing on Hei Ling, 11 inter-institutional sport competitions were organised. In March 2003, a visiting delegation of staff of the Guangdong Provisional Reeducation-through-labor Bureau participated in a series of sports competitions with the CSD sports teams including basketball, shooting, table-tennis and track and field.

Most of the 33 sports teams sponsored by the CSD Sports Association actively participate in various open competitions. In 2003, the distance running, hockey, shooting, soccer, darts, golf, bowling, lawn bowls and squash teams achieved outstanding results in local and overseas competitions. These included the Champion in Inter-Disciplined Services Soccer Competition, Hong Kong Hockey Association League and Hong Kong Squash Summer League.

Recreational activities were also organised for staff and their family members. More than 1 500 staff and their family members took part in the Family Outing on Hei Ling Chau on December 7. Two residential holiday camps were held in Lady MacLehose Village and Sai Kung Outdoor Recreation Centre in the year. The annual Autumn Fair at Stanley was held on November 8. The funds raised were donated to more than 30 agencies for charity purpose.

The CSD Sports Association Recreation Complex situated next to Ma Hang Prison has both indoor and outdoor recreation and sports facilities such as karaoke, barbecue site, archery range,



周年陸運會
The Annual Sports Meet.

參與社會活動

本署在公益金舉辦的籌款活動中奪得二零零二至零三年度優異獎。年內，本署參加多項慈善活動，包括公益金百萬行和僱員募捐計劃，共籌得 144,175 元。

職員協商

本署定期舉行職員協商會議，使管方與職方保持緊密而有效的溝通。職員協商委員會分高級職員協商委員會和初級職員協商委員會，每季召開聯席會議一次，討論共同關注的事項。

年內曾與員方代表舉行數次特別的諮詢和討論會，以徵詢員方的意見。初級職員協商委員會加入了兩名香港懲教署懲教助理總會的代表。

職員協會和工會

共有 4 個註冊的職員協會和工會，分別是懲教事務職員協會、懲教署懲教助理總會、香港懲教人員總工會和香港懲教署退休人員協會。他們與部門維持有效溝通。

嘉獎

在二零零三年授勳名單中，有 9 名人員獲頒香港懲教事務榮譽獎章。年內，有 61 名職員在執行職務時表現卓越，獲署長或助理署長嘉獎，名單載於附錄 14。

二零零三年十二月，193 名人員獲頒懲教事務長期服務獎章，另有 258 名職員獲頒懲教事務長期服務獎章第一、第二或第三加敘勳扣。



署長彭詢元陪同保安局局長李少光(右)巡視本署博物館。
Commissioner Pang Sung-yuen, accompanies the Secretary for Security, Mr Ambrose S K Lee(right), at an inspection at the Department's museum.



本署熱心公益獲公益金頒發獎牌獎座。
Awards presented by the Community Chest as a token of appreciation to the Department's contributions to charity fund raising.

golf driving range, putting green, aviary, basketball court and soccer pitch. It continued to be well patronised by staff and their family members in the year.

Community Involvement

The Department was awarded an 'Award of Merit' for the year 2002-03 in the fund-raising events organised by the Community Chest. During 2003, more than \$144,175 was raised in various charity events, which included the Walk for Millions and the Employee Contribution Programme of the Community Chest.

Staff Consultation

Staff consultation meetings are held at regular intervals to foster staff relations. The two Departmental Consultative Committees, namely the relations Senior Departmental Consultative Committee (SDCC) and the Junior Departmental Consultative Committee (JDCC), met quarterly in the year to discuss issues of staff concern.

Several ad hoc consultation and discussion sessions were conducted with staff side representatives to solicit staff views in the year. Two seats for representatives from the Hong Kong Correctional Services Department Assistant Officers General Association were added to the JDCC.

Staff Associations and Unions

There are four registered staff associations and unions, namely the Correctional Services Officers' Association, Hong Kong Correctional Services Department Assistant Officers General Association, Hong Kong Correctional Services General Union and Association for the Retired Staff of the Hong Kong Correctional Services Department. They maintain effective communication with the Department.

Awards and Commendations

In the 2003 Honours List, nine staff members were awarded the Correctional Services Meritorious Service Medal (CSMSM). In the year, 61 staff members were awarded Commissioner's or Assistant Commissioner's commendations for their meritorious contributions made in the course of duty. Their names are at Appendix 14.

In December 2003, 193 staff members were awarded the Correctional Services Long Service Medal, and 258 staff members the First, Second and Third Clasps to the Medal.