

行政 Administration

第五章 Chapter 5 >



政務秘書黃永康(右三)及團隊。
Stanley Wong (third from right), Civil Secretary, and supporting team.

本人於二零零三年七月起擔任政務秘書一職，成為行政、人事及策劃科主管。本科人員專業投入，敬業致志，為部門運作提供必要但毫不顯眼的支援，令我欽佩。他們進行登記存檔、編訂報告、輸入資料、檢查建築圖則、監察賬目、平衡結餘、回答傳媒問題等.....。以下是二零零三年本科工作簡報。

展望二零零四年，本人和同事會繼續專心致力，為部門提供服務，發揚專業精神。

政務秘書黃永康

I took up the position of Civil Secretary in July 2003 and became head of the Administration, Personnel and Planning Division. I have been positively impressed by the professionalism and dedication of my staff who provide the necessary but often mundane support to the operation of the Department. They file returns, compile reports, key in data, check building plans, crunch numbers, balance accounts, answer media enquiries ... Here is an account of what we did in 2003.

In looking forward to more of the same in 2004, I and my colleagues in the Division will continue to render professional and dedicated support to the Department.

Stanley W.H. Wong, Civil Secretary



行政、人事及策劃科負責監督部門行政、人事管理、公共關係、財政、數字統計和研究，以及建設工程的策劃工作。

一般行政

行政組的職責是為本署總部及各院所提供行政及後勤支援，包括資源管理、環保管理、記錄管理、人事管理、電腦服務、翻譯服務、物料供應和內部核數等。

環保管理

有關本署年內在環保方面的工作及成績報告，載於本年報第七章。

內部核數

內部核數組主要負責視察各院所的財政及物料供應事宜，目的是確保有關人員遵從政府所定的規例及程序。年內，該組全面視察 5 間院所。為確保改善建議付諸實施，該組亦進行 5 次跟進檢查。此外，內部核數組亦協助進行專題研究。

一般職系

本署共有 500 名一般職系人員(196 人留駐本署總部，305 人派駐各懲教院所，不少位於偏遠地區)，為紀律人員提供重要的支援服務。支援範圍廣泛，包括行政支援、委員會秘書服務、電腦和數碼化服務、人力和財政資源管理、記錄管理、翻譯及傳譯服務、物料供應、處理囚犯信件，以及向囚犯派發小賣物品等。每間院所均設有小規模的總務室，負責為院所管方提供行政支援，該等一般職系人員大多具備多種技能，並須執行多類職務。他們提供有效的行政支援，令院所的日常工作得以暢順進行，貢獻良多。年內，共有 45 名一般職系文職人員獲頒發獎項及嘉許狀，足證他們的努力獲得認同。



The Administration, Personnel and Planning Division oversees departmental administration, personnel services, public relations, finance, statistics and research and planning of capital projects.

General Administration

The Administration Section provides administrative and logistical support for both departmental headquarters and institutions in resources management, green management, records management, personnel services, computerisation, information technology services, translation services, stores, and internal audit.

Green Management

A report on the Department's endeavours and achievements in environmental protection for the year 2003 is in Chapter 7 of this Review.

Internal Audit

The Internal Audit Team is responsible for inspecting the financial and stores functions of all institutions to ensure that government regulations and procedures are complied with. In 2003, full inspections were carried out to five institutions. To ensure that recommended improvements were implemented, five follow-up visits were conducted. The Team also helped in thematic studies.

General Grades

A total of 500 General Grades staff, with 195 deployed to departmental headquarters and 305 to penal institutions many of which in remote locations, provide backup services for the disciplined staff. They serve in wide-ranging areas including administrative support, committee secretaryship, computerisation and digitisation, human and financial resources management, records management, translation and interpretation services, stores and supplies, handling of prisoners' mail, and provision of canteen items to prisoners. There is a general office in each institution providing administrative support to the institutional management. The General Grades staff are multi-skilled and carry out diversified duties. They provide efficient administrative support and contribute significantly to the smooth operation of the institutional routines. The General Grades' effort and contribution were well recognised as reflected in the awards and commendations won by 45 civilian staff in 2003.

Computerisation and Information Technology

The Department is committed to modernising its information management systems and enhancing its administrative and operational efficiency by means of information technology (IT). The Information Technology Services Unit (ITSU) and the Electronic Administration (e-Admin) Unit jointly play a guiding

電腦化及資訊科技

本署致力將資訊管理系統現代化，並引進資訊科技，提高部門的行政和運作效率。資訊科技組和電子行政組在策劃、推動及統籌署內電腦化及資訊科技工作方面，共同擔當重要角色。資訊科技組專責於行動方面及懲教資料系統的網絡發展和管理工作。電子行政組則專注於行政管理方面的電腦計劃、部門網站和內聯網的系統維護。

年底時，本署總部、各院所及外派辦公室共設有2 321台個人電腦、153部伺服器及1 290台打印機。

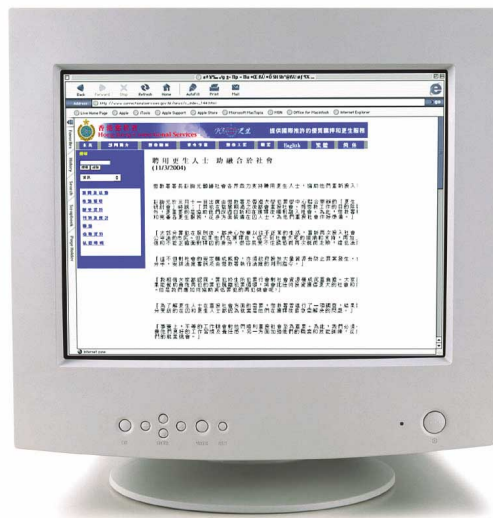
本署在服刑資料管理系統內設立廣域網，透過框轉接或異步傳輸形式連結總部和各院所的局域網，作為電郵、內聯網和互聯網以及各種應用程式(如軟件資產管理及膳食訂購管理系統等)運作時的通訊中樞。

本署自實施政府辦公室自動化計劃後，由二零零零年八月起已有超過1 400個用戶與政府通訊網絡連接。他們可透過電郵與政府各局及其他部門的同事聯絡。政府辦公室自動化拓展計劃於二零零三年年初實施後，能與政府通訊網絡連接的用戶數目

增多866個。至於最初在二零零二年二月實施的機密郵件系統，可提供安全保密的途徑，把包括「Confidential」類別的機密文件以電子方式傳送，符合《保安規例》的規定。

本署會繼續在二零零三年展開兩項大型電腦化計劃，分別為更生計劃資料管理系統及懲教工作流程電子管理系統。前者的系統分析和設計工作於二零零三年完成，而實體設計和實施工作則在進行中。懲教工作流程電子管理系統是一項有關工作流程電子管理概念與科技的試驗計劃，能為懲教行政程序自動化制定藍本。兩間院所在二零零四年裝設該管理系統予以試行。

服刑記錄資料系統正在提升中，以容納中文字輸入和容許中文字輸出。計劃是把囚犯的照片數碼化，已於二零零三年完成，並與服刑記錄資料系統整合。



role in planning, initiating and co-ordinating computerisation and IT activities in the Department. The ITSU specialises in network development and management of operational IT projects and penal information systems. The e-Admin Unit focuses on the management of administrative computer projects, maintenance of the departmental web site and the Intranet. At the end of 2003, there were 2 321 PCs, 153 servers, and 1 290 printers in departmental headquarters, institutions and out-posted offices.

The Department has established a Wide Area Network (WAN) under the Penal Information Management System, which merges the Local Area Networks of Headquarters and institutions through Frame Relay or Asynchronous Transfer Mode. The WAN forms the communication backbone for electronic mail, Intranet and Internet services and operation of various applications, such as Software Asset Management and Ration Orders Management System.

Under the Government Office Automation (GOA) Project, more than 1 400 users in the Department have been connected to the Government Communication Network since August 2000. They can access the Central Cyber Government Office and exchange electronic mails with counterparts in other government bureaux and departments. The service was extended to 866 additional users under the GOA Extension Programme in early 2003. The Confidential Mail System first established in February 2002 provides a secure means for electronic transmission of classified documents up to 'Confidential' level in compliance with Security Regulations.

The Department continued with two major computerisation projects in 2003, namely the Rehabilitative Programmes Management System (RPMS) and the Penal Electronic-workflow Management System (PEMS). The System Analysis and Design Work on the RPMS was completed in 2003 and Physical Design and Implementation Work is in progress. The PEMS is a pilot test of the electronic workflow management concept and technology and will set the blueprint for automation of penal administration processes. Two institutions were installed with PEMS for trial in 2003.

The Penal Record Information System (PRIS) is in the process of upgrading to enable Chinese character input and output. The project to digitalise the inmates' photographs was completed in 2003 and integrated with PRIS.

To enable a more effective sharing of management information within the Department, a web-based Intranet site incorporating more than 220 topics of management information and references is in use on the WAN infrastructure. At the end of 2003, there were 358 users in Headquarters and 2 002 in institutions and out-posted offices connected to the Intranet.

The contents of the bilingual Internet web site of the Department are updated regularly. In addition to information about departmental operation, annual reviews, environmental reports, penal population statistics, tender notices and recruitment advertisements are available for public browsing and downloading.

為令署內同事更有效共用管理資料，我們已設立懲教署的內聯網網站，在廣域網的基礎上提供超逾 220 項的管理和參考資料。年底時，接上內聯網的用戶計有總部 358 個、院所及外派辦公室 2 002 個。

本署會定期更新互聯網上的中英文版網頁。除有關本署工作的資料外，一般市民感興趣的其他資料及刊物如本署年報、環保報告、在囚人口統計數字、招標告示及招聘廣告等，均可供瀏覽和下載。

工程及計劃

為提供宿位以應付近年囚犯不斷增加的情況，本署透過轄下的工程及計劃組與建築署共同策劃增建新的設施，並重新發展現有院所。年內，本署完成了馬坑監獄的改建工程，由男犯院所改為女犯人院所。工程提供了 220 個女犯懲教名額，稍為紓緩其他女犯院所的擠迫問題。施工及計劃中的主要工程包括在荔枝角已婚職員宿舍舊址重置域多利監獄，以及在荔枝角收押所加建囚倉。

本署一直進行改善各院所設施的工程。壁屋懲教所新醫院大樓、以及喜靈洲碼頭的重建工程已於年內竣工。正進行或籌劃中的工程包括在大欖女懲教所加建行政樓、在小欖精神病治療中心興建新探訪室暨辦公大樓、在職員訓練院室外射擊場進行改善工程、更換各院所的圍網、以及增設閉路電視系統等。本署亦正改善院所的污水處理設施和消防系統，以體現本署致力環保及防火安全的一貫方針。

本署很多規模較小的建造、改善和維修工程均由囚犯進行。此舉不但為囚犯提供懲教和職業訓練的機會，更可節省公帑。

本署的主要工程計劃一覽表載於附錄 16。

為解決設施陳舊、懲教名額不足所需、以及應付未來在囚人口增長等問題，本署正着手進行一項長遠的監獄發展計劃，興建一所提供 7 220 個懲教名額的新綜合監獄。新綜合監獄將集中重置現有分佈各地的設



位於中區的域多利監獄將會騰空及發展成歷史文物及旅遊景點。
Victoria Prison in Central is to be evacuated and redeveloped into a heritage tourist attraction.

Works and Planning

To provide accommodation for the increasing number of offenders, the Department, through its Works and Planning Section, has been planning for the construction of new institutions and redevelopment of existing institutions in conjunction with the Architectural Services Department. This year saw the completion of the conversion of Ma Hang Prison from a male to a female institution. The project, which provides 220 penal places for female prisoners, has helped to alleviate severe overcrowding in female institutions. Major projects under construction or planning include the reprovisioning of Victoria Prison at the Lai Chi Kok Old Staff Married Quarters site and construction of an additional dormitory block in the Lai Chi Kok Reception Centre.

Improvements to facilities in institutions are constantly being carried out. The construction of a new hospital block for Pik Uk Correctional Institution and the reconstruction of Hei Ling Chau Pier were completed this year. Major projects in hand or under planning include an additional office block in the Tai Lam Centre for Women, a new visit room cum administration block in the Siu Lam Psychiatric Centre, improvement works to the outdoor range of the Staff Training Institute and replacement of security perimeter fence and enhancement of CCTV systems in institutions. As part of its continuous commitment to environmental protection and fire safety, the Department is upgrading the sewage treatment facilities and fire services installations in its institutions.

Inmate labour is used in many minor building works, and improvement and maintenance projects. This not only provides opportunities for inmates to receive corrective and vocational training, but also achieves considerable savings in public expenditure.

A list of the Department's major works projects is at Appendix 16.

To address the problems of out-dated facilities and inadequate penal places, and to meet the forecast growth in penal population, we have in place a long-term prison development plan which proposes to build a new cluster of prisons with 7 220 penal places. The plan provides for the co-location of existing facilities scattered in various places, together with an addition of 2 600 penal places. The facilities to be co-located include the Lai Chi Kok Reception Centre, Victoria Prison, Tai Tam Gap Correctional Institution, Cape Collinson Correctional Institution, Ma Hang Prison, Pak Sha Wan Correctional Institution, Stanley Prison, and Tung Tau Correctional Institution. The project will alleviate prison overcrowding, optimise manpower, and lead to cost-effective operations, higher efficiency in rehabilitation activities and greater operational leverage. Following a territory-wide site research, Hei Ling Chau is recommended as the site for building the new cluster of prisons. In May 2003, the Legislative Council Finance Committee approved funding of \$47 million for feasibility study and preliminary site investigation. Stage I of

施，並額外提供 2,600 個懲教名額。將會集中重置的設施包括荔枝角收押所、域多利監獄、大潭峽懲教所、歌連臣角懲教所、馬坑監獄、白沙灣懲教所、赤柱監獄、以及東頭懲教所。這計劃有助紓緩監獄擠迫的情況、善用人力資源、促進運作方面的成本效益，以及提高更生服務和運作的效能。當局在全港覓地後，建議以喜靈洲作為設置新綜合監獄的選址。立法會財務委員會於二零零三年五月通過撥款四千七百萬元，進行可行性研究及初步地盤勘測。現正進行包含初步環境影響評估的第一期研究，預期於二零零四年年中完成；當局會取決於第一期研究結果，而展開第二期研究，屆時將包括地盤勘測及工程可行性研究。

財政

本署在二零零三年的總開支為 25.84 億元，較去年減少 2.7%。開支縮減主要是因為個人薪酬及部門開支減少所致。這數額並不包括建設工程費用。

從各項來源所得的全年總收入為 4,800 萬元，其中 3,900 萬元來自職員宿舍租金。

年內，懲教署工業組暫記帳內的訂購和收款總額分別為 1.1 億元和 1.08 億元。

公共關係及新聞發放

公共關係組對傳媒發放有關本署各項計劃、服務和活動的消息，讓更多市民得知本署所提供的羈押及更生服務的最新情況。

該組在年內共答覆了 16 000 宗新聞界及市民的查詢，發出了 132 份新聞稿，以及安排 52 次傳媒與懲教署人員的會面。該組也曾多次安排傳媒參觀各間懲教院所，並籌組部門人員主持新聞簡報會和記者招待會。

該組協助製作多種宣傳品，並就製作事宜提供意見。有關宣傳品包括單張、小冊子、海報、展板，以及電視、電台的政府宣傳聲帶、短片和文告等。此外，亦負責本署《愛群》月刊的編輯工作。

署長彭詢元(左)主持周年記者招待會匯報部門的近況。
The annual press conference chaired by Commissioner Pang Sung-yuen (left).



署長(右三)陪同上海司法局局長繆曉寶參觀赤柱監獄。
Commissioner Pang Sung-yuen (third from right) accompanies Mr Miao Xiaobao, Director of Justice Bureau of Shanghai, during an inspection of workshop at Stanley Prison.



the study, which includes a Preliminary Environmental Impact Assessment, is under way and expected to complete in mid-2004. Stage II of the study, which comprises site investigation and engineering feasibility studies, will proceed subject to the outcome of Stage I.

Finance

The total expenditure for the Department in calendar year 2003 was \$2,584 million, excluding the capital cost of building works. This represents a 2.7% decrease against the previous year. The decrease was mainly due to reduced expenditure on Personal Emoluments and Departmental Expenses.

Total revenue collected from various sources during the year amounted to \$48 million, including \$39 million in rent for staff quarters.

For 2003, the total amounts of purchases and recoveries under the Correctional Services Industries Suspense Account were \$110 million and \$108 million respectively.

Public Relations and Information

The Public Relations Section disseminates information about the Department's plans, services and activities to the media. By keeping the media informed, the Section helps enhance public awareness of the latest developments in custodial and rehabilitative services of the Department.

In 2003, the Section handled about 16 000 press and public enquiries, issued 132 press releases and arranged 52 interviews between the media and CSD officers. Media visits to penal institutions and press briefings and conferences hosted by departmental officers were also arranged.

The Section assists and advises on a number of publicity items, including pamphlets, booklets, posters, exhibition panels and TV and radio announcements of public interest. It also provides editorial service to the Department's monthly newsletter - The Guardian.



署長彭詢元致送紀念品予非洲加納共和國監獄部門副總監 Benjamin Quaye。
Commissioner Pang Sung-yuen presents a souvenir to Mr Benjamin Quaye,
Deputy Director of Prisons of the Ghana Prisons Service.