

懲教工業 Correctional Services Industries

第六章 Chapter 6 >



懲教工業總經理許德福(前排中)及其團隊。
Mr Daniel Hui (centre in the front row), General Manager, Correctional Services Industries
and supporting team.

我撰寫這篇序文時，正是第23屆亞洲及太平洋懲教首長會議的最後一天。這次的地區重要盛會由本署主辦，於二零零三年十二月八日至十二日期間在香港舉行。在兩天前的十二月十日，我們在懲教工業伙伴計劃的專門工作坊作報告時，獲得海外代表和本署不少高級職員參與，我有一種很特別的感覺。

I was writing this preamble on the last day of the 23rd Asian and Pacific Conference of Correctional Administrators held between December 8 and 12, 2003. It had been a glorious week for the Department in hosting this important event in this part of the world. I had a special feeling while delivering our presentation at the specialist workshop on Prison Industries Partnership two days earlier on December 10, during which the overseas delegates and many senior officers of the Department were present.



雖然市民和服務對象已接納和支持我們，但我們仍須努力，適時交付產品、提升服務質素和成本效益。來年，在各政府部門削減預算的不利環境中，我們除不斷尋求訂單外，仍要致力提高效益，重訂顧客組合，改進設備和技術，以及最重要的，是顧及職員的全面發展和有效調配。這些措施必須以顧客為本和增進內部伙伴合作的大前提下落實，以支援部門的羈管和更生工作。

懲教工業總經理許德福

懲教工業負責為囚犯安排工作，讓他們精神上有所寄託。囚犯把剩餘精力用於有意義的用途，不但有助院所的日常管理，亦可使他們養成良好的工作習慣，學得不同行業的技能，對提升他們將來的工作適應能力極為重要。

懲教工業向公營機構提供貨品和服務，十分着重成本效益。懲教工業的銷售對象包

括政府部門、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。在過程中，囚犯和所員透過生產活動為政府節省公帑，藉以回饋社會。年內，我們提供的產品及服務相等於總市值4.42億元，由於通縮的影響，這數值較上一年稍低。各行業總值的分析載於附錄 17。

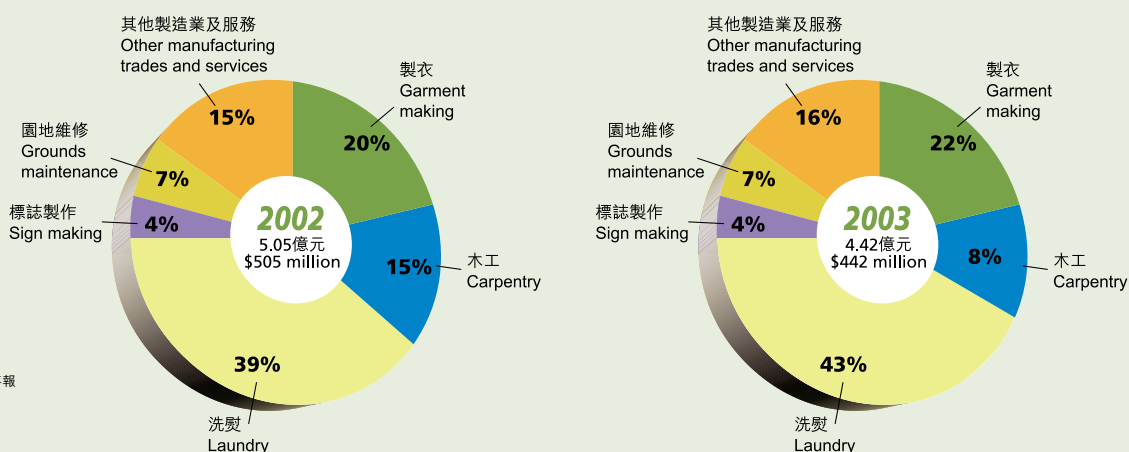
在囚人士勞動力的運用

年內，每天平均有 7 501 名囚犯，在超過 140 個監獄工場從事 13 種類別的工業生產活動，其餘囚犯則參與院所的各種雜務，以及小型維修工程等工作。

在囚人口在年內的後期有輕微增長，但為他們提供的工作仍然足夠；我們取得政府物流服務署的文件套訂單，適時提供合適的工作給不斷增加的短刑期女囚犯。

我們的主要業務包括洗熨服務、製造家具、製衣、生產醫院被服、裝訂書籍、製造標誌和信封等。洗熨服務僱用 1 500 多

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



While the public and our clients have accepted and supported us, more efforts have to be put in raising our performance level in respect of delivery, quality and cost-effectiveness. In the coming year, apart from working hard on securing sufficient orders in the adverse circumstances of government-wide budget cutting, we have to focus on efficiency initiatives, customer profile re-engineering, facilities and technology improvement, and most important of all, effective staff development and deployment. These initiatives, however, can only be adequately taken forward to support our custodial and rehabilitative processes through customer focus as well as in-house partnership.

Mr. Daniel HUI,
General Manager, Correctional Services Industries

Correctional Services Industries (CSI) is tasked to provide industrial employment for prisoners and inmates to keep them meaningfully occupied. This arrangement not only helps the institutional management by diverting prisoners' energy to more meaningful activities but also enables the prisoners to develop good work habit and acquire some technical skills in

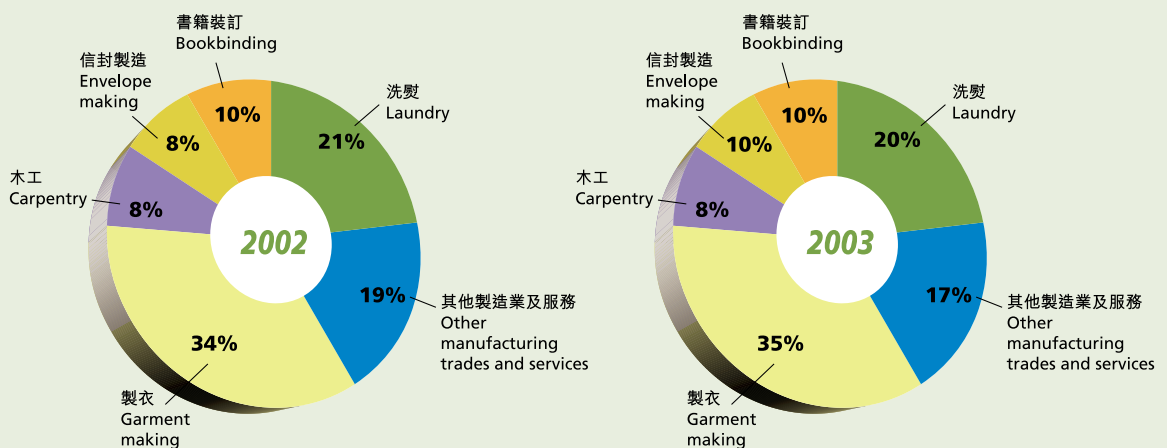
different trades. These elements are indispensable in improving their adaptability towards work in future.

We seek to provide goods/services to the public sector in a most cost-effective manner. By so doing, the prisoners and inmates are able to contribute to society through the savings achieved in public expenditure. Our market covers 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 2003 was \$442 million in commercial terms. This is lower than that in 2002 because the unit prices are also much lower as a result of deflation. A breakdown of the total value in different businesses is at Appendix 17.

Employment of Prisoner/Inmate

During the year, a daily average of 7 501 prisoners and inmates were engaged in 13 different industrial businesses in over 140 workshops. The remainder took part in various types of domestic duties as well as minor maintenance projects.

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



名囚犯和所員工作，年內共處理超過 24 800噸衣物和被服，是營業額最高的行業。制服、針織及醫院被服業務提供約 2 900個工作崗位，是最多囚犯工作崗位的行業。各個行業的囚犯工作人數分類載於附錄 18。

產品和市場

政府財政緊絀，已直接減少部門的營運撥款和公共開支，一些政府部門已延緩訂購一些非即時需要的貨品。雖然情況未至於即時減少囚犯的工作機會，但我們必須加倍努力，開拓更多產品和市場，以抵銷這因素帶來的負面影響。

年內，政府辦公室家具的需求大幅下降，為應付業務環境的轉變，我們已積極擴闊產品種類，開拓圖書館、學校和政府宿舍的家具市場。

三月初，我們與醫院管理局簽訂為期五年的服務合約，供應被服給各醫院及診所。

合約內容包括制定物料及產品的技術規格、採購物料、被服生產、品質控制、需求評估、庫存調節、運送安排和擬備管理資訊報告。該合約為囚犯提供穩定的工作，特別是對一些短刑期囚犯甚為重要，他們沒有足夠時間學習，未能擔任技術要求較高的工作。

我們亦與醫院管理局續簽深灣洗衣工場的服務協議書，提供洗熨服務給公立醫院。該三年期合約於九月起生效，為囚犯提供有意義的洗熨工作。

與香港警務處支援部經過一年的協力策辦，新款警察制服的研究和改良工作終於在二零零三年完成。該款制服選用舒適和容易處理的物料，按標準尺碼預先製造，取代過往個別量度訂造的形式。此外，新制服的設計亦在寒暑交接時方便替換。

我們嘗試利用為香港警隊研製巡邏靴的經驗，改善其他部門制服皮鞋的設計和舒適



懲教工業組工場的皮革製品。
Leather items produced by Correctional Services Industries' workshops.

Although the penal population increased slightly in the latter part of 2003, the supply of work was generally sufficient to provide prisoners and inmates with stable employment throughout the year. We captured the file jacket order from the Government Logistics Department; and this was instrumental in catering to the work employment of the growing number of short-term female prisoners.

Our major industrial businesses include laundry services, furniture making, garment making, hospital linen production, bookbinding, envelope and sign making. The laundry trade employed over 1 500 prisoners and inmates. In 2003, it achieved an annual output of over 24 800 tonnes and generated the highest sales volume among all trades. Making of uniform/knitwear/hospital-linen items which provided about 2 900 work posts was the largest among all trades in terms of prisoner/inmate employment.

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

Product and Market

As we all know, Government's budget deficit has direct implication on government's funding and public expenditure. Owing to this, orders from some departments for certain can-be-postponed items have reduced. Although this situation has not yet created immediate problem, we have to work doubly hard on product development and market development to forestall any possible adverse effect this may have on prisoner employment.



懲教工業組製造成衣及訂裝書籍。
Garment and bookbinding items produced by inmates/prisoners.

During the year, the demand for office furniture of government offices has decreased quite substantially. In order to struggle for survival in the changed business environment, efforts have been made to expand our product scope and penetrate into other market sectors such as libraries, schools and government quarters.

In early March, we signed a five-year agreement with the Hospital Authority for the provision of linen articles to its hospitals and clinics. The package includes drawing up technical specifications for materials/products, sourcing/purchasing materials, linen production, quality control, demand estimation, stock control, delivery arrangements and preparation of management information reports. This agreement is very important to us in terms of prisoner employment particularly for those short-term prisoners who will not be staying long enough to acquire skills to take up more technical work assignments.

程度。本署人員已在十一月試穿一些經改良的樣板，新款皮鞋將於二零零四年大量生產。

我們亦努力改良職員制服、裝備和囚犯衣服，在式樣、舒適程度和設計方面，尤其重視。

設施管理與工業技術知識

為保持競爭優勢，全世界的工業家均大量投資於生產設備（硬件）和生產技術（軟件）上，懲教工業亦不例外。我們面臨的挑戰不比競爭對手少，因此必須改良設施和引進技術來配合市場情況。我們致力於設計產品、計劃生產工序、善用資源和改善生產流程。在未來數年，政府對新設施的撥款不會太多，我們必須為有限資源的分配擬定優先次序。

從政府印務局移至白沙灣懲教所的印刷機，已於三月完成裝配，連同原有的印刷和製造信封設備，該印刷工場的生產能力已大幅提升。我們現時可以接受更多類別的訂單，將來如有機會，或可考慮接收更多印刷器材。

位於赤柱監獄甲類犯人綜合大樓的數碼圖像設計工場，為印刷業務的印前工作提供支援，為標誌製造工場切割字樣，亦為製衣業提供繪圖及排紙樣設計。值得一提的是透過這些圖像設計工作，可讓囚犯發揮設計潛能和給他們帶來工作滿足感，這是鼓勵囚犯培養良好工作態度的好方法。

大欖懲教所的預製混凝土產品工場，於二零零三年六月完成裝修工程，新的設施為囚犯提供更佳的生产設備和更好的工作環境。赤柱監獄的印刷、鞋類製造、木工和部份製衣工場的裝修工程亦相繼完成，標誌製造工場的工程在十一月展開，預計在二零零四年年初完成，屆時工場的效率可進一步提高。



製衣工場導師從旁為囚犯作技術指導以確保產品的質素。
An instructor supervising inmates at the garment workshop to ensure product quality.

We have renewed the Service Level Agreement of Shum Wan Laundry with the Hospital Authority for the provision of laundry service. The three-year agreement took effect in September and will give our prisoners very meaningful laundry work.

After going through a year-long preparation with the Support Wing of Hong Kong Police Force, product development work for the new-style Police uniform was finally completed in 2003. The new uniform is made of comfortable and easy-care materials and manufactured on stock-size basis to replace the conventional made-to-measure tight-fit uniform. It also allows more flexibility in the change of uniform between summer and winter seasons.

We tried to make use of our experience in developing the patrol shoes for Hong Kong Police Force to improve the design and comfort of the uniform shoes we are selling to other departments. Sample of the new shoes was tried out by our staff in November, and mass production will commence in 2004.

We also made an effort to enhance the uniform/accoutrements of our staff and prisoners' clothing particularly in the areas of features, comfort and design.

Facility Management and Technological Knowhow

To maintain the competitive edge, industrialists worldwide are investing handsomely in their production facility (hardware) as well as production technology (software). We are no

exception. Our challenge ahead is no less intense than that of our competitors. We have to improve our facilities and acquire necessary technological knowhow to cope with the new market situation. We have to invest in product design, improve process planning, maximize resource utilization and streamline production workflow. As funding approval for new facilities in the years ahead will be limited, we need to prioritize our resources allocation.

The surplus A-1 size printing machine obtained from the then Printing Department was set up in Pak Sha Wan Correctional Institution in March. This together with our existing printing and envelope-making facilities has substantially upgraded our production capability and capacity. We are now able to take on more orders. Transfer of more machinery will be explored should such opportunity arise.

The Graphic Media Workshop of Cat-A Prisoner Workshop Complex at Stanley Prison has not only provided support for the pre-press work for the printing trade, but also for the sign making and garment trades in letter-cutting, graphic drawing and marker pattern preparation. It is worth mentioning that such kind of graphic design work brings out the potential of talented prisoners and gives them job satisfaction. This is another way to provide prisoners with motivation or incentive for good working attitude.

The renovation of the precast concrete workshop at Tai Lam Correctional Institution was completed in June. The new set-up thereat offers better production facilities and working

本署的大型洗衣工場均採用香港品質保證局的品質管理模式。
Four commercial laundry workshops adopt the HKQAA quality management standard.



品質管理

懲教工業一直致力改善產品及服務質素，這是建立信譽和取信於客戶的最有效方法。我們安排囚犯參與品質控制工作，嘗試喚起他們注重品質。這種品質意識和工作態度，對他們將來獲釋後就業甚有幫助。

各院所的品質控制委員會不斷尋求改進，定期查核品質保證系統的成效；除工業組的內部品質檢查外，我們亦聘請獨立檢驗人員按照規格測試物料和檢查製成品。

二零零三年十月，白沙灣懲教所洗衣工場成功通過香港品質保證局的系統審核，並獲頒發 ISO 9001:2000 品質證書。我們有四個大型洗衣工場和兩個標誌製造工場，均已採用這個品質管理模式。通過國際品質標準的認證，可給予醫院管理局這類較傾向商業化運作的顧客一個更有力的品質保證。

懲教工業在二零零二年十月獲國際懲教及獄政專業協會(ICPA)頒發會長榮譽大獎，我們年內仍繼續參加該協會舉辦的比賽，與世界各地的懲教及專業人員分享品質管理的經驗。

資訊科技的應用

我們支持政府的電子政府策略，盡量利用資訊科技，改善工業組運作的效率和表現。我們希望採用資訊科技，特別是在訂單處理程序及生產計劃調度方面，提高總部及工場的效率。

我們從一九九四年起，採用生產管理及控制系統(MMCS)作為主要資訊科技系統，雖然該系統曾在一九九九年改良提升，配合不斷轉變的業務環境，但它仍落後於最新版本。我們須提升這個系統至更佳的平台，使系統改善工作得以實施。有關工作包括在接受訂單時直接與主要客戶（例如醫院管理局）作電子數據聯通(EDI)。首階段的系統改善工作於二零零四年進行，將集中於發出送貨單及物料交收單的精簡工作，以及擬備一些更切合實際需要的生產控制管理資訊報告。

除生產管理及控制系統外，我們也開發了電腦輔助的生產管理系統(CAPM)，控制主要大型洗衣工場的運作。另外，被服生產

environment for prisoners. On the Hong Kong Island side, the renovation of the printing, shoe-making, carpentry and some garment workshops at Stanley Prison was completed. The work at the sign-making workshop just commenced in November. It is expected that the project will be completed in early 2004. Efficiency of the workshop facility will be further improved by then.

Quality Management

We are committed to delivering quality products/services because we know that it is the only way to build up our credibility and gain the confidence of our customers in using our products/services. We try to awaken quality consciousness of the prisoners through involving them in the quality management process. Such awareness and work attitude will be very helpful to their future employment after discharge.

The Quality Control Committees at institutions regularly review the effectiveness of their quality assurance system and seek continual improvement. In addition to in-house quality inspections, independent quality surveyors were hired to conduct material testing and product inspection.

In October, the commercial laundry at Pak Sha Wan Correctional Institution successfully passed the system audit by HKQAA and was awarded the ISO 9001:2000 certificate. Altogether, we have six workshops including four commercial laundries and two sign-making workshops which have adopted this quality management standard. The benchmarking with

international quality standards offers better quality credentials to our customers such as the Hospital Authority which are somewhat more commercial in nature.

Following the receipt of the President's Award in October 2002, CSI continued its participation in the Awards Programme of the International Corrections and Prisons Association (ICPA) in 2003. We would like to share our experience in quality management with the professionals and counterparts worldwide.

Application of Information Technology

We subscribe to Government's E-government Strategy to take full advantage of information technology to improve the efficiency and performance of our operation. We seek to improve the efficiency at headquarters/workshops particularly in the areas of job processing and job scheduling through application of information technology.

The Manufacturing Management and Control System (MMCS) has been adopted as our core information technology system since 1994 and was last upgraded in 1999. The MMCS needs

本署在懲教服務展覽日中展示懲教工業組的製品。
Industrial products on display at Correctional
Services Exhibition Day.



控制系統(LPCS)亦已設立，以規劃生產及供應被服給醫管局醫院的工作。

我們向顧客提供「政府與政府」的服務，顧客可透過數碼政府合署網站訂製名片及辦公室家具。此外，電子訂製信封的程序，預期可在二零零四年年初落實。如有需要，「政府與政府」服務會擴展至其他產品行業。

我們利用部門內聯網，在產品規格、物料規格、物料預算、工序、工作流程和指引等方面與所有工業組人員分享有關數據和參考資料。

職員培訓及發展

政府在人力資源方面的限制漸趨緊迫，但我們顧客的期望卻不斷提高。為完成工作目標，我們需要善用資源和改善效率，透過提高職員的專業知識和技術，確保他們勝任工作。另一方面，進行精簡工序和改變官僚作風，亦有助他們專注於較有效益的工作。專業精神和責任感是我們提升職員質素工作的重點。

除了每月例會後為院所工業經理舉辦的管理事務研討會外，我們亦定期為員工舉辦有關品質管理實務、技術、軟件應用和職業安全課程。三月，兩名工業主任參加為期五天的「ISO9001:2000 QMS認證/主核查員訓練課程」；十一月，兩名工業主任參加由香港生產力促進局主辦為期三天的品質管理課程「六標準差綠帶工作坊」。十一月和十二月，五名工業主任參加為期三天的「ISO9001:2000 QMS 內部品質核查員訓練課程」。十二月，15名工業主任參加由香港理工大學為本署人員開辦為期八個半天的品質管理課程，該課程將於二零零四年二月完成。

十月，五名工業主任參加一個函授課程，獲取美國國家織品管理協會頒授的「認可洗熨織品管理人員」資格。

十一月，三名工業主任往台北參加一個標誌製造技術訓練課程，他們亦順道參觀當地一些工廠，學習最新的標誌製造技術。

懲教工業組每天可生產 8 000 枚混凝土路磚。
Our workshop is also a supplier of precast concrete paving blocks with a daily capacity of 8 000 pieces.



to be enhanced and upgraded to cope with the changing business environment. Despite the upgrading in 1999, the MMCS is now several versions behind the latest version. We need to upgrade it in order that it can provide the necessary platform to support the enhancement work. The work includes enabling Electronic Data Interface (EDI) with our major customers (such as Hospital Authority) up front at the customer order in-take stage. The first phase of the enhancement will take place in 2004. It will focus primarily on streamlining the issue of material transaction voucher/product delivery voucher and the preparation of more customized management information reports on production control.

Other than MMCS, we have also developed a Computer-aided Production Management (CAPM) system to control the activities of the commercial laundries. The Linen Production Control System (LPCS) was also developed to plan the supply of linen items to hospitals of the Hospital Authority.

Government-to-Government (G2G) service is being provided to our customers for name cards and office furniture through the Central Cyber Government Office (CCGO) portal. Preparation for taking up envelope order electronically is under way. It will be rolled out in early 2004. The G2G service will be extended to other business lines whenever necessary.

We ride on the departmental portal facility of the Intranet to share data and reference information with all industrial staff on product specifications, material specifications, material estimations, work procedures, process flowcharts, work instructions, etc.

Staff Training and Staff Development

The constraint in human resources in the public sector is imminent in the years ahead. However, the expectation of our customers is forever rising. In order to accomplish our task under such constraint, we need to upgrade the capability and efficiency of our limited resources. This is to be achieved through enhancing the technical expertise and professional knowledge of our staff so that they are competent to carry out their duties. On the other hand, streamlining the work procedure and changing the bureaucratic mindset will channel their efforts into more productive result areas. Professionalism and the sense of responsibility are the main emphasis of our staff development programme.

Apart from the monthly training seminar conducted for our Industrial Managers on management matters, courses on quality management practices, technical knowhow, software applications and safety issues were also regularly provided for our staff. In March, two officers attended a five-day "ISO 9001:2000 QMS Accreditation/Lead Auditor Training Course". In November, two officers attended a three-day "Six Sigma Green Belt Workshop" organised by Hong Kong Productivity Council on quality management methodology. In November/December, five officers attended a three-day "ISO 9001:2000 QMS Internal Quality Auditor Training Course". In December, 15 officers attended an eight half-day sessions quality management course which was tailor-made by the Hong Kong Polytechnic University for our officers. The course will be completed in February 2004.

為使前線員工多認識業界的技術發展，我們亦安排了一系列外訪活動，讓他們參觀內地的家具、印刷、製衣和鞋類製造廠，積極鼓勵員工靈活運用知識和技術，改善工場的生產運作，推行學以致用的自我提升文化。

十月，我們與深圳司法部和財政部進行交流，獲得良好的分享經驗機會，讓我們的高層管理人員可以了解內地的監獄管理發展路向。

職業安全與健康

我們致力職業安全和健康的工作，以保障員工和囚犯的安全及健康。作為政府機構，我們以身作則，在這方面樹立榜樣，確保工場遵從所有有關條例及實務守則。

工業組在部門職業安全健康策導委員會扮演積極角色，該委員負責協調本署所有職業安全及健康的事項。五月，我們在大欖懲教所首次進行安全查核，有關經驗可為各工場制定有效的安全管理系統，以及一個有系統的安全查核程序。類似的安全查核將會定期在各院所舉行。

十一月，我們參加了政府「全城清潔策劃小組」舉辦的「職業衛生證書嘉許」評估。所有12間參與的院所皆通過評估而獲得嘉許。

與顧客的伙伴關係

二零零三年對香港是充滿挑戰的一年。在三月「沙士」爆發期間，公眾對用完即棄的保護袍突然需求甚殷，我們應政府物流服



書籍裝訂工場去年提供價值逾七百萬元的服務。
The Book-binding Section yielded \$7 million in 2003.

In October, five officers attended a correspondence course leading to the award of the qualification as "Certified Laundry Linen Manager" by the National Association of Institutional Linen Management.

In November, three officers took part in a training programme on sign technology in Taipei. They also visited some factories in Taiwan to gain exposure to up-to-date sign manufacturing technology.

A series of visits to furniture, printing, garment and footwear manufacturing facilities in the Mainland were arranged for our staff to widen their exposure to the technical development in the commercial world. Staff are encouraged to make use of what they have learnt from their visits to improve the practices in their workplace, thus, creating a learning-for-improvement work culture.

The professional exchange with the Ministry of Justice and Ministry of Finance of Shenzhen in October offers a good experience — sharing opportunity and allows our senior officers to learn more about the development of prison management in the Mainland.

Occupational Safety and Health

We place great emphasis on ensuring occupational safety and health in our workplace to protect our staff and our workers. We believe that as a member of the Government we should

take the lead by setting a good example in this respect. We ensure that all relevant ordinances and codes of practices whether binding on us or otherwise will be complied with dutifully in all our workshops.

We take 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. In May, we conducted the first safety review at Tai Lam Correctional Institution. We seek to make use of the experience to develop the framework of an effective safety management system for workshops as well as a systematic way to carry out the safety review. Such review will be carried out at various institutions regularly in future.

In November, we took part in the "Workplace Hygiene Recognition" assessment which was part of the "Team Clean" campaign of the Government. Twelve institutions had taken part and all of them passed the assessment and obtained the recognition.



工業組去年生產皮革製品總值一千八百六十萬元包括展示的有防水功能的皮鞋。
The leather product workshops turned out produces valued at \$18.6 million last year including the water-proof shoes on display.

務署和衛生署的要求，在四月開始投產。我們迅速設立六條生產線，在二個星期內便開始付運產品。這項工作不但顯示我們對顧客需要的反應快捷，亦為囚犯提供一個回饋社會和服務市民的好機會。

在該段期間，我們的洗衣工場如常為醫院提供了穩定的服務，本署職員實施完善和周詳的預防及控制措施，防止疫病通過醫院的污衣傳入院所。我們完全明白「沙士」在我們的院所爆發會帶來災難性後果，雖然如此，我們在這危急處境下，亦未有捨棄顧客對我們的信任。

除上述的危機情況外，我們一貫以來與顧客保持密切接觸，培養持久的伙伴合作關

係。我們投放資源於新產品設計和發展，以配合顧客要求，例如，我們設計了一種大型狗糞收集箱和改良了纖維垃圾桶，兩者均贏得食物環境衛生署讚譽。

我們定期進行問卷和其他調查，藉以了解顧客對懲教工業產品和服務的滿意程度。他們的意見和建議很珍貴，可作為持續改善產品和服務的指南針。我們明白為囚犯提供有意義工作，有賴於顧客對懲教工業的產品和服務的接納和支持。我們深信必能克服未來的挑戰，為他們提供物有所值的產品和服務，在節省公帑方面也為社會作出貢獻。

在囚人士在獄中亦能為社會作出貢獻，他們為各政府部門製造的玻璃纖維垃圾桶有助清潔香港。
Inmates and prisoners contribute their bid in keeping Hong Kong clean and tidy by producing fibreglass garbage bins for various government departments and our Correctional Services Industries is a major supplier.



Partnership with Our Customer

2003 was a challenging year for Hong Kong. During the outbreak of SARS in March, the demand for disposable protective gowns suddenly shot up and the supply situation was rather critical. On request of the Government Logistics Department and the Department of Health, we took up production in April. Six production lines were immediately set up; and delivery commenced just within two weeks' time. This project not only showed our prompt response to our customers' need but also gave our prisoners an opportunity to contribute to society and serve the public good.

During that period, our commercial laundries maintained their steady services to the hospitals. At the same time, our staff instituted comprehensive and meticulous preventive/control measures to safeguard the spread of the disease into our institutions through our laundries. We fully understand the catastrophic consequences should there be a SARS outbreak in our penal institutions. Nevertheless, we cannot let our customers down under such crisis situation.

Apart from the crisis situation as mentioned above, we in fact maintain very close touch with our customers and strive to foster a sustainable long-term partnership relationship. We

invest resources in product design and product development to match the need of our customers. For example, the development of the large-size dog excreta collection bin and the improvement on the fibreglass litter container have won appreciation from our customers.

Questionnaire and survey were regularly conducted to track and measure our customers' satisfaction level and their feedback on our products and services. We value their views/suggestions and use that as our compass for continuous improvement. We know that providing meaningful employment to our prisoners hinges on the acceptance of our products/services by our customers. We are confident that we will be able to rise to the challenges ahead and make contributions to saving public expenditure by offering our customers value-for-money products/services.