

## 第三章

# Chapter 3

## 人力資源管理

## Human Resource Management



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.

本署在人力資源管理方面訂下的目標，是設立有效的制度，藉以提升職員的工作表現，讓本署實踐抱負、完成任務和體現所秉持的價值觀。我們需要一支最勇於承擔的隊伍，由訓練純熟、積極進取和嚴守紀律的職員執行本署的羈押及更生工作。

年內，我們已調整職員訓練策略，以配合職員與部門雙方的長遠發展需要。為高級人員而設的「領導才能發展計劃」現正落實推行。此外，本署亦同樣重視加強高級懲教主任和懲教主任職級人員的管理發展及領導才能訓練。本署為轄下職員提供許多出席國際會議並到海外交流和考察的機會，藉以擴闊他們的視野和增進其經驗，為部門培養出一支具才幹的隊伍，俾能迎接未來的各種挑戰。

我們深明職員如能過着平衡協調的生活，對其應付本署的工作需求起着關鍵作用。年內，本署轄下各類組織籌辦的活動均以「健康生活模式」為主題，務求盡量將有關信息傳達各職員及其家屬，藉以確保職員注重職業健康、發揮高度團隊精神和維持高昂士氣。臨床心理學家(職員心理輔導服務)曾在這方面付過不少努力，貢獻良多。

---

The goal of human resource management in the Department is to structure an effective system to excel the performance of staff and in meeting the Vision, Mission and Values. To deliver our custodial and rehabilitative functions, we require the most committed team of staff who are well-trained, well-motivated and well-disciplined.

In the year, we were aligning our staff training strategy with the long-term development needs of both the staff and the Department. The Leadership Development Programme for Senior Officers was underway. Equal weight was also given to enhance the management development and leadership training of the Principal Officers and Officers. Extensive opportunities of exposure were offered to staff in international conferences, overseas exchanges and visits. The aim was to equip the Department with a pool of talented officers to meet the challenges ahead.

We were well aware of the importance for staff to enjoy a balanced lifestyle in order to cope with the demand of the profession in the Department. In the year, "healthy lifestyle" remained the motto of activities organised by different affiliated associations to giving



截至二零零四年十二月三十一日為止，本署的編制為 6 738 人，實際職員人數則為 6 652 人。為配合政府控制公務員人數的政策，本署於年內在部門節約計劃下刪減了 90 個職位。為紓減因女性院所過擠而不斷增加的工作壓力，以及填補因自然流失而出現的職位空缺，本署已申請解除凍結招聘人手的限制，並已獲准招募 30 名女職員。

事實上，本署所有職員都必須設法提高效率，尤其對人力資源科的同事而言，他們基於監獄過擠和資源緊縮的問題而須面對更沉重的壓力。為此，人力資源科會繼續因應種種挑戰而調整管理策略，盡量為職員提供最適切的支援。

#### **助理署長(人力資源)應國正**

#### **以才能為本的模式**

綜合工作表現管理系統是以才能為本的電腦系統，將招募與遴選、工作表現評核、訓練與發展、晉升與接任計劃等綱領連結並歸入人力資源項下，發揮互動功能。這個系統亦有助本署以連貫一致、循序漸進和有系統的方式改善處理有關職員訓練的事宜。

本署會為經審慎選定的職員提供縱向訓練，協助他們實現對事業的期望，並為他們攀上晉升階梯作好準備。本署秉持一貫政策，前線工作人員的訓練會注重學習羈管技能，以及培養正面積極的個人品格和自律精神；監督人員則會着重領導才能和管理技巧訓練。一般訓練可用以發展職員在統領、策略性規劃、批判意識、洞察事物和組織領導能力方面的才能。

鑑於社會急速轉變、知識日新月異，本署竭力讓職員培養廣泛的才能和學習多種技能，以應付工作上不斷湧現的挑戰。專門和專責工作組別的實習訓練和與工作相關的訓練，均會納入各項訓練計劃內。本署透過與政府其他部門、頂尖的高等教育院校和選定的顧問公司共同籌劃訓練課程，為職員提供切合需要的訓練。

- 1 人員在處境訓練設施進行防暴演習。  
An anti-riot drill at the Scenario Training Facilities.
- 2 學校代表在「多元智能挑戰計劃」結業禮上致送錦旗予職員訓練院院長戴健民。  
A school representative presents a souvenir to the Principal of the Staff Training Institute Tai Kin-man at the graduation ceremony of a Smart Teen Challenge Camp.

the maximum reach to the staff and their families. The aim was to uphold the high standard of occupational health, team spirit and morale of staff. Mention must be made of the contributive services provided by the Clinical Psychologist (Staff Service) in this respect.

The staff establishment of the Department was 6 738 and the strength was 6 652 as at 31 December 2004. In response to the Government's policy of containing the size of the Civil Service, the Department deleted 90 posts in the year under the Departmental Efficiency Savings Plan. To relieve the mounting work pressure resulted from overcrowding in female institutions and to fill the vacancies arising from natural wastage, approval was given upon application for exemption from recruitment freeze for recruiting 30 female staff.

It is true that all staff will have to do more with less, and in our particular case encountered even greater pressure owing to prison overcrowding and shrinkage of resources. The Human Resource Division will continue to align our management strategy correspondingly with the challenges and in giving the best possible support to the staff.

***YING Kwok-ching,***

***Assistant Commissioner (Human Resource)***

### Competency Based Approach

A Competency Based computer system named Integrated Performance Management System (IPMS) links and interacts various Human Resources functions such as Recruitment and Selection, Performance Appraisal, Training and Development, Promotion and Succession Planning under one shelter. With the help of the system, the Department managed to better deliver matters related to staff training in a coherent, progressive and systematic manner.

Vertical training was administered to carefully selected candidates to help them achieve their career aspirations and prepare them for succession to posts up the echelon. The general policy remained that for frontline operational staff members, training was focused on custodial skills and personal qualities of being a positive and self-disciplined individual. Emphasis for supervisors was on leadership and management skills training. Generic training was input on developing their power of command, strategic planning, critical awareness, visioning and organizational leadership abilities.

In response to the rapidly changing social and intellectual environment, the Department strove to endow staff members with broad sets of abilities and multi-skilling to meeting the upcoming challenges in the profession. Practical and job-related training in specialised and functional streams were incorporated in various training programmes. As a result,



### 實習時的處境訓練

為向職員提供尖端的訓練，以迎合工作上的實際和運作需要，職員訓練院設置了處境訓練設施。有關設施實為一個新式訓練場地，仿照一間懲教院所內不同的工作場景布置而成，讓職員從專題訓練中學習應急技能和提高應變能力。

在上述設施接受訓練時，職員會獲提供資訊科技和視聽器材作為輔助，並以互動、指導和討論等形式進行訓練。

### 切合需要的訓練計劃

為切合不斷轉變的服務需要，本署於年內開辦了專門的訓練課程，例如首個懲教緊急應變隊訓練課程。課程內容包括體能訓練、大量的戰略實習、處境演習和槍械訓練等重要和基本的元素，務求建立一支在體能和策略方面均有能力應付緊急事故的精英隊伍。

為按照危機管理訓練計劃向職員灌輸有關知識，並教授他們在挾持人質事件中實際的談判技巧，本署再度與香港警務處合辦拯救人質談判員訓練課程。課程增添了阻止囚犯自殺等與懲教署實況課題有關的內容。此外，課程會配合大型演習，讓職員

趁此難得機會嘗試處理不同的挾持人質情況。

### 網上學習計劃豐收的一年

年內，本署全面推行網上學習計劃，並持續發展網上學習園地，職員因此更廣泛使用該專設網站，透過上網報讀感興趣的訓練課程。此外，該網站亦不時提供種類繁多的網上學習課程，為職員提供與工作相關的寶貴培訓資源。實際上，自推行網上學習計劃後，本署於年內節省了29 742個工時，相等於3,154,280元，成績斐然。

### 基本必要的訓練

年內加入本署工作的30名女懲教助理獲安排接受為期23周的入職訓練。新入職的同事須同時接受日間課堂訓練和住院訓練，以養成遵守紀律及秩序的習慣。除了在工作及社會科學知識領域上給予專業訓練外，本署亦重視發展他們的領導才能，及其在管理和行政方面的處事能力。

### 無間斷的發展機會

為應付短期的挑戰，本署在年內為在職人員舉辦了範疇廣泛的實習訓練計劃，以期提高他們的工作效率。這些計劃包括在不



- 1 退休高級懲教主任劉振明與一群參觀香港懲教博物館的小學生合照。劉振明現為博物館的義務導賞員。  
Retired Principal Officer Lau Chun-ming and a group of primary school students visiting the Hong Kong Correctional Services Museum. Mr Lau devotes his retirement years as a volunteer guide of the Museum.
- 2 五名2004年「最優秀軍裝職員選舉」得獎者隨本署代表團外訪內地司法廳及監獄管理局。  
Five winners of "The Best All-round Staff Competition 2004" in a CSD delegation to visit the provincial justice departments and prisons administration bureaus on the Mainland.

customized training was achieved through joining the programme planning with other government departments, top-notch tertiary institutions and selected consultants.

### Scenario Training for Practical Use

To provide cutting edge training for staff for meeting the practical and operational needs of the profession, the Scenario Training Facilities were completed in the Staff Training Institute. The facilities are a modern training venue composed of different operational settings of a penal institution to allow staff members to apprehend focused training on the operational skills and situational response in emergency.

Training in the facilities is aided by information technology and audio-visual equipment, to be completed by interacting, coaching and discussions.

### Customization of Training Programmes

In meeting the changing needs of our services, specialised training courses such as the first Correctional Emergency Response Team (CERT) Training Course was successfully held in 2004. Important and essential elements such as physical training, extensive tactical practices, scenario exercises, firearms training, etc. were incorporated in the course to build up elite emergency response teams physically and tactically capable of responding to emergency.

To equip staff members with the knowledge and operational hostage negotiation skills under the crisis management training programme, a Hostage Negotiators' Course was again jointly organised by the Hong Kong Police Force. CSD-related situational topics such as prisoners' suicide intervention etc. were incorporated. The course was complemented by a full-scale exercise to provide the participants with invaluable opportunities to handle different hostage taking situations.

### A Year of Rewards through the e-learning Project

Upon the full-scale implementation of the e-learning project in 2004 and the on-going development of the Virtual Learning Community, the web-site set up for the purpose was widely utilised by staff members in taking the training courses in accordance with their own interest. Besides, a great variety of e-learning courseware was provided from time to time as valuable sources for job-related training. In actual terms, under the e-learning project, a remarkable saving of 29 742 man-hours valued at \$ 3,154,280 was achieved in the year 2004.

### Fundamental but Essential Training

A 23-week Recruit Training Programme was conducted for 30 female Recruit Assistant Officers joining the Department in the year 2004. Both daytime classroom training and residential training were provided to the new recruits to build up their consciousness in discipline and orderliness. In addition



同類型的懲教院所(如戒毒所、教導所和勞教中心等)透過執行職務來接受專職訓練。本署另又提供不同工作範疇的專業訓練，例如護理及衛生服務訓練和體育導師訓練。此外，本署亦舉辦複修及戰略訓練課程，旨在讓職員重新確認本身的任務，以及複修與工作有關的知識。年內，本署為總懲教主任及以下職級人員共舉辦了 285 項發展訓練課程(見附錄 13)。透過舉辦這些課程，職員有機會汲取多元化的知識。

### 為社區提供訓練

教育署與本署在職員訓練院合辦了一連串供中學生參與的「多元智能挑戰營」活動。透過為期 6 天的紀律訓練，包括建立團隊精神、步操、歷奇和體能訓練等，參加的學生可學習如何加強自律和信心，並改善人際相處技巧。自二零零零年起計，共有 235 名學生參與該訓練計劃。

香港懲教博物館向市民展示本地懲教工作的演進過程，並派出導賞員向團體訪客(如學校學生和其他非政府機構)講解，其間亦會向他們解釋所員更生工作和社會給予接納的重要性。

### 開拓訓練計劃

為提高本署更生服務的質素，我們與香港大學專業進修學院合辦了社會工作證書課程，讓在這個範疇工作的職員報讀。年內，共有 120 名職員修畢課程。

為推廣持續進修學習文化，本署鼓勵轄下職員在辦公時間外進修，並透過獎學金和政府資助形式提供協助。香港公開大學已給予本署職員學分豁免，讓他們報讀有關學位課程。年內，共有 205 名職員修畢多項學術課程，例如社會工作學、犯罪學和管理學等，並取得學位、文憑和證書等不同程度的學術資格。

### 職員關係及福利

職員關係及福利組負責統籌一切職員福利事宜，並向需要協助的職員及其家人提供即時協助。此外，該組亦於重大行動進行期間提供後勤支援。

懲教署福利基金的作用是向職員提供貸款，並在特別情況下，為需要經濟援助的職員、退休人員及已故職員的遺屬提供補助金。

年內，本署從福利基金項下撥出 40 萬元，

- 1** 署長彭詢元在「懲教署人員子女教育信託基金證書頒發典禮」上致詞，旁為基金主要贊助人蒙民偉博士（右）、基金委員會主席鄧日榮（左二）及基金投資顧問委員會成員曾祥（左）。Commissioner Pang Sung-yuen speaks at the certificate presentation ceremony of the "Correctional Services Children's Education Trust" (CSCET), also officiating at the ceremony are principal donor Dr William Mong (right), the Chairman of the CSCET Committee, Mr Richard Tang Yat-sun (second from left), and a member of the CSCET Investment Advisory Board, Mr Peter Tsang Cheung.
- 2** 周年運動會競爭激烈。  
Keen competitions at the Annual Sports Meet.

to the professional training in the operational and social sciences knowledge, emphasis was placed on the development of leadership, management and administrative abilities.

### Uninterrupted Development Opportunities

In the year 2004, a wide range of practical training programmes was organised for the serving staff to enhance their working efficiency in facing the foreseeable challenge. These programmes included the functional-based training in the performance of duties in various kinds of penal institutions like the Drug Addiction Treatment Centres, Training Centres, Detention Centres, etc. Professional training in different working capacities like the nursing and health service training and physical instructors' training was also held. Besides, refresher and tactical training courses were conducted to reaffirm the serving missions of staff and refresh their work-related knowledge. In 2004, a total of 285 Developmental Training Courses for our Chief Officers or below (see Appendix 13) was conducted. As a result, multi-faceted learning opportunities were offered to staff members through the running of these courses.

### Training for the Community

Jointly organised by the Education Department and the Correctional Services Department, a series of the Smart Teen Challenge Camp was run in the Staff Training Institute for

students of secondary schools. Through the six-day disciplinary training which included topics like team building, foot drill, adventure and physical training, etc., the students were educated to enhance their self-discipline, confidence and interpersonal skills. From the year 2000 onwards, a total of 235 students had participated in the training programme.

The evolution of the correctional services in Hong Kong was successfully showcased to the public at the Hong Kong Correctional Services Museum. Guided tour services were provided to group visitors like school students and other NGO's groups. Visitors were explained about the importance of the rehabilitation of inmates and their acceptance by society.

### Exploration of Training Initiatives

In order to enhance the quality of our rehabilitation services, Social Work Certificate Courses jointly hosted with the School of Professional and Continuous Learning of the University of Hong Kong were organised for staff members working in the field. In the year 2004, a total of 120 staff had successfully completed the course.

For the promotion of the continuous learning culture, staff members were encouraged to take part in studying outside office hours. Assistance was given through the means of scholarships and governmental subsidies. The Department was successful in obtaining the credit exemption pathway from



1 第52屆秋季賣物會主禮嘉賓保安局局長夫人李蘇婉薇(右)參加攤位遊戲。  
Mrs Susan Lee (right), officiating guest of the 52nd Autumn Fair and wife of the Secretary for Security, visits one of the stalls.

2 周年水運會剪影。  
A glimpse of the Swimming Gala.

用以成立一項獎勵計劃，目的是改善職員福利和激勵職員士氣。二零零四年七月，院所最優秀軍裝職員選舉的五名得獎者獲頒發上述獎勵，參加由署長率領的考察團，前往內地合稱東北三省的黑龍江省、吉林省和遼寧省考察當地的司法機構和監獄考察。獲獎的同事均認為，該考察團與內地當局在交流有關懲教管理的意見方面作用很大且收穫甚豐。

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。截至二零零四年十二月三十一日為止，基金共有 3 425 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，並接受會員的儲蓄和向他們提供貸款。年底時，儲蓄互助社共有 4 745 名會員。

懲教署人員子女教育信託基金繼續為懲教助理及部門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 698,931 元。

## 體育及康樂

本署旨在提倡職員奉行健康生活，而康體活動實為健康生活的重要一環。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，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「家庭同樂在喜靈」之外，又舉辦了9項院際體育比賽。二零零四年一月，本署代表團到廣州參加第二屆粵港澳懲教人員運動會，比賽項目包括籃球、田徑、長跑、射擊、羽毛球、足球和乒乓球。

年內，本署成立了拔河隊和山藝會。連同這兩支新增隊伍/會社，現時懲教署體育會贊助的隊伍/會社共有 35 個，大部分均積極參加各項公開比賽。年內，長跑隊、飛標隊、射擊隊、足球隊、保齡球隊和室內划艇隊均在公開比賽中獲得許多獎項。

二零零四年三月，本署派出代表團到澳洲柏斯參加第十屆澳洲及新西蘭警察及緊急



the Open University of Hong Kong for our staff members to enroll in organised Degree Course. In the year 2004, a total of 205 staff had successfully attained different academic qualifications in terms of degrees, diplomas and certificates upon completing a variety of academic courses like Social Work, Criminology, Management, etc.

### Staff Relations and Welfare

The Staff Relations and Welfare Unit co-ordinated all matters relating to staff welfare and provided immediate assistance to staff and their family members when in need. In addition, the Unit provided 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 2004, the Department had identified a sum of \$400,000 under the Welfare Fund to set up an award scheme with a view to enhancing staff welfare and for boosting staff morale.

In July 2004, five winners of the 'Best All Round Staff Competition' had been granted the Award to join the Mainland Study Tour in Heilongjiang Province, Jilin Province and Liaoning Province. The delegation was led by the Commissioner to visit the judiciary and prisons in the three north-eastern provinces. The awardees found the study tour

very fruitful and useful in exchanging views in penal management with mainland counterparts. The Unit also administered the CSD Central Fund to provide insurance coverage to our staff. As at 31 December 2004, the Fund had 3 425 members.

The CSD Credit Union was set up in June 1991. It aimed to promote thrift among its members and it received savings from members and made loans to them. At the end of 2004, the Credit Union had 4 745 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 received financial assistance from the Trust. In 2004, a total of \$698,931 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 were organised by the Department in partnership with the CSD Sports Association (CSDSA). Emphasis was placed on sustaining physical fitness amongst staff members and cultivating their esprit de corps. A Leisure Services Manager was seconded from the Leisure and Cultural Services Department to give professional advice and assistance in planning and arranging activities.



服務隊伍運動會，比賽項目計有草地滾球、長跑、壁球和曲棍球。代表團共取得 14 金、17 銀和 6 銅的成績。

二零零四年十一月，本署共有 7 支隊伍(包括 2 支女子隊伍)參加樂施會主辦的「毅行者 2004」，最快的隊伍以 19 小時 19 分行畢 100 公里的賽程。

為推廣健康生活，本署也為職員及其家屬舉辦多項康樂活動。十二月五日，超過 1 500 名職員及其家屬參加「家庭同樂在喜靈」的活動。此外，又在麥理浩夫人度假村舉辦家庭康樂營。周年秋季賣物會於十一月六日在赤柱舉行，籌得的善款捐給超過 30 個機構作慈善用途。

位於馬坑監獄內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、高爾夫球練習場和果嶺、鳥舍、籃球場和足球場。年內，會所的設施如常大受職員及家屬歡迎。

### 參與社會活動

年內，本署繼續參加多項慈善活動，並在公益金舉辦的籌款活動中奪得二零零三至

零四年度優異獎、商業及僱員募捐計劃銀獎得獎機構、僱員募捐計劃傑出獎項，以及僱員樂助計劃政府部門最高籌款獎第二名。

### 職員協商

本署定期舉行職員協商會議，以促進管方與職方之間的溝通。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，討論職員關注的事項。

就高級職員協商委員會而言，懲教事務職員協會和香港政府華員會懲教署職員分會/組別聯席會議均有派代表出席會議。至於初級職員協商委員會，除上述兩個協會外，還有香港懲教署懲教助理總會的代表出席會議。

年內，管方曾與員方代表舉行數次特別的諮詢和討論會，就檢討與工作有關連津貼和發放駐守偏遠地區津貼予文職人員等特定事項，徵詢員方意見。此外，兩個職員協商委員會曾召開兩次特別會議，以審議

- 1 署長彭詢元帶領人員參加百萬行為公益金籌款。  
Commissioner Pang Sung-yuen and CSD staff in the Walks for Millions to raise funds for the Community Chest.
- 2 臨床心理學家 (職員心理輔導服務) 周志才為同事舉辦處理壓力講座。  
Clinical Psychologist (Staff Services) Andrew Chau holds an occupational stress management workshop for staff.

During the year, a variety of activities were organised. Apart from the major annual events such as Annual Sports Meet, Swimming Gala and Family Day Outing on Hei Ling, nine more inter-institutional sport competitions were organised. In January 2004, a delegation participated in the 2nd Guangdong/Macau/Hong Kong Correctional Officers Sports Meet held in Guangzhou in a series of sports competitions including basketball, track and field, distance run, shooting, badminton, soccer and table-tennis.

In the year, departmental tug-of-war team and hiking club were newly established. With the teams there were totally 35 teams/clubs sponsored by the CSDSA and most of them had actively participated in various open competitions. In 2004, the distance running, darts, shooting, soccer, bowling and indoor rowing teams won many prizes in public competitions.

In March 2004, a departmental delegation visited Perth, Australia for the 10th Australia, New Zealand Police & Emergency Services Games in the events of lawn bowls, distance run, squash and hockey with 14 Gold, 17 Silver and six Bronze achieved.

In November 2004, seven walking teams including two female teams participated in the Oxfam Trailwalker 2004 with the fastest one completing the 100km trail by 19 hours 19 minutes.

To promote a healthy lifestyle, various recreational activities were organised for the staff and their family members. Over

1 500 staff and their family members participated in the Family Outing on Hei Ling Chau held on 5 December. A residential holiday camp was also held in Lady MacLehose Village. The annual Autumn Fair at Stanley was held on 6 November. The funds raised were donated to more than 30 agencies for charity purpose.

The CSDSA Recreation Complex situated in Ma Hang Prison had both indoor and outdoor recreation and sports facilities, such as karaoke, barbecue site, archery range, 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

During 2004, the Department continued to participate in various charity events. In the fund-raising events organised by the Community Chest, the Department was awarded an 'Award of Merit' for the year 2003-04, the Silver Award of the Corporate and Employee Contribution Programme, the Outstanding Award under the Employee Contribution Programme, and the second Highest Donation Award in the 'Civil Service Category'.

### Staff Consultation

Staff consultation meetings were held at regular intervals to foster staff relations. The two Departmental Consultative Committees (DCCs), namely the Senior Departmental



青山灣入境事務中心計劃和效率促進組進行的文職化研究。

### 職員協會和工會

本署共有 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。他們均與本署維持有效溝通。

### 職員心理輔導服務

由一名臨床心理學家主理的職員心理輔導服務組於二零零一年成立，旨在提高職員的工作效率和促進其心理健康。赤柱健智中心為職員提供設施和資源，讓他們學習如何處理壓力。

### 嘉獎

在二零零四年授勳名單中，有 9 名人員獲頒香港懲教事務榮譽獎章。年內，有 98 名職員在執行職務時表現卓越，獲公務員事務局局長、署長或助理署長嘉獎，有關名單載於附錄 14。



二零零四年十二月，89 名人員獲頒懲教事務長期服務獎章，另有 265 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。

**1** 署理署長郭亮明(中)與部分在2004年獲頒授勳銜的人員在禮賓府合照。左起：獲頒香港懲教事務榮譽獎章的一級懲教助理陳久麟、高級懲教主任李國標、高級懲教主任何沛霖、高級監督洪惠長、監督梁鑑誠、懲教主任潘祥雲、一級懲教助理麥有得及一級懲教助理林發榮。

Acting Commissioner Kwok Leung-ming (centre) accompanies some of the recipients of the 2004 Honours and Awards at Government House. From left: Hong Kong Correctional Services Medal for Meritorious Service (CSMSM) recipients Assistant Officer I Chan Kow-lun, Principal Officer Lee Kwok-biu, Principal Officer Ho Pui-lam, Senior Superintendent Hung Wai-cheung, Superintendent Leung Kam-shing, Officer Kiu Cheung-wan, Assistant Officer I Mak Yau-tak and Assistant Officer I Lam Fat-wing.

**2** 署長彭詢元頒發長期服務獎章第二加敘勳扣予副署長郭亮明(左)。  
Commissioner Pang Sung-yuen presents the Second Clasp to the Long Service Medal to Deputy Commissioner Kwok Leung-ming (left).

Consultative Committee (SDCC) and the Junior Departmental Consultative Committee (JDCC), met quarterly in the year to discuss issues of staff concern.

On SDCC, there was representation from the members of the Correctional Services Officers' Association (CSOA) and the CSD Staff Branches/Class Unit Joint Conference, Hong Kong Chinese Civil Servants' Association. Apart from the two associations mentioned, there was also representation from members of the Hong Kong Correctional Services Department Assistant Officers General Association (AOGA) on the JDCC.

Several ad hoc consultation and discussion sessions were conducted with staff side representatives in 2004 to solicit staff views on particular matters such as the review of the Job-Related Allowance and payment of Remote Station Allowance to civilian staff, etc. In addition, two special meetings for the two DCCs were held to consider the project of Castle Peak Bay Immigration Centre (CIC), and Civilianisation Study undertaken by the Efficiency Unit.

### Staff Associations and Unions

There were four registered staff associations and unions, namely the Correctional Services Officers' Association, the Hong Kong Correctional Services Department Assistant

Officers General Association, the Hong Kong Correctional Services General Union and the Association for the Retired Staff of the Hong Kong Correctional Services Department. They maintained effective communication with the Department.

### Staff Psychological Services

The Staff Psychological Services was established in 2001 to enhance the work efficacies and psychological well-being of staff. The services were led by a clinical psychologist. The Staff Health Centre in Stanley provides facilities and resources for staff to learn stress management.

### Awards and Commendations

In the 2004 Honours List, nine staff members were awarded the Hong Kong Correctional Services Medal for Meritorious Service (CSMSM). In the year, 98 staff members were awarded the commendations of Secretary for Civil Service, Commissioner or Assistant Commissioners for their meritorious contributions made in the course of duty. Their names are at Appendix 14.

In December 2004, 89 staff members were awarded the Correctional Services Long Service Medal, and 265 staff members the First, Second and Third Clasps to the Medal.