

第三章

Chapter 3

人力资源管理

Human Resource Management



助理署长(人力资源) 应国正与辖下的团队。
Mr Ying Kwok-Ching, Assistant Commissioner (Human Resource) and his supporting team.

本署在人力资源管理方面订下的目标，是设立有效的制度，借以提升职员的工作表现，让本署实践抱负、完成任务和体现所秉持的价值观。我们需要一支最勇于承担的队伍，由训练纯熟、积极进取和严守纪律的职员执行本署的羁押及更生工作。

年内，我们已调整职员训练策略，以配合职员与部门双方的长远发展需要。为高级人员而设的「领导才能发展计划」现正落实推行。此外，本署亦同样重视加强高级惩教主任和惩教主任职级人员的管理发展及领导才能训练。本署为辖下职员提供许多出席国际会议并到海外交流和考察的机会，借以扩阔他们的视野和增进其经验，为部门培养出一支具才干的队伍，俾能迎接未来的各种挑战。

我们深明职员如能过平衡协调的生活，对其应付本署的工作需求起关键作用。年内，本署辖下各类组织筹办的活动均以「健康生活模式」为主题，务求尽量将有关信息传达各职员及其家属，借以确保职员注重职业健康、发挥高度团队精神和维持高昂士气。临床心理学家(职员心理辅导服务)曾在这方面付过不少努力，贡献良多。

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为止，本署的编制为6 738人，实际职员人数则为6 652人。为配合政府控制公务员人数的政策，本署于年内在部门节约计划下删减了90个职位。为纾减因女性院所过挤而不断增加的工作压力，以及填补因自然流失而出现的职位空缺，本署已申请解除冻结招聘人手的限制，并已获准招募30名女职员。

事实上，本署所有职员都必须设法提高效率，尤其对人力资源科的同事而言，他们基于监狱过挤和资源紧缩的问题而须面对更沉重的压力。为此，人力资源科会继续因应种种挑战而调整管理策略，尽量为职员提供最适切的支援。

助理署长(人力资源)应国正

以才能为本的模式

综合工作表现管理系统是以才能为本的电脑系统，将招募与遴选、工作表现评核、训练与发展、晋升与接任计划等纲领连结并归入人力资源项下，发挥互动功能。这个系统亦有助本署以连贯一致、循序渐进和有系统的方式改善处理有关职员训练的事宜。

本署会为经审慎选定的职员提供纵向训练，协助他们实现对事业的期望，并为他们攀上晋升阶梯作好准备。本署秉持一贯政策，前线工作人员的训练会注重学习羁管技能，以及培养正面积极的个人品格和自律精神；监督人员则会重领导才能和管理技巧训练。一般训练可用以发展职员在统领、策略性规划、批判意识、洞察事物和组织领导能力方面的才能。

鉴于社会急速转变、知识日新月异，本署竭力让职员培养广泛的才能和学习多种技能，以应付工作上不断涌现的挑战。专门和专责工作组别的实习训练和与工作相关的训练，均会纳入各项训练计划内。本署透过与政府其他部门、顶尖的高等教育院校和选定的顾问公司共同筹划训练课程，为职员提供切合需要的训练。

- 1 人员在处境训练设施进行防暴演习。
An anti-riot drill at the Scenario Training Facilities.
- 2 学校代表在「多元智能挑战计划」结业礼上致送锦旗予职员训练院院长戴健民。
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,



实习时的处境训练

为向职员提供尖端的训练，以迎合工作上的实际和运作需要，职员训练院设置了处境训练设施。有关设施实为一个新式训练场地，仿照一间惩教院所内不同的工作场景布置而成，让职员从专题训练中学习应急技能和提高应变能力。

在上述设施接受训练时，职员会获提供资讯科技和视听器材作为辅助，并以互动、指导和讨论等形式进行训练。

切合需要的训练计划

为切合不断转变的服务需要，本署于年内开办了专门的训练课程，例如首个惩教紧急应变队训练课程。课程内容包括体能训练、大量的战略实习、处境演习和枪械训练等重要和基本的元素，务求建立一支在体能和策略方面均有能力应付紧急事故的精英队伍。

为按照危机管理训练计划向职员灌输有关知识，并教授他们在挟持人质事件中实际的谈判技巧，本署再度与香港警务处合办拯救人质谈判员训练课程。课程增添了阻止囚犯自杀等与惩教署实况课题有关的内容。此外，课程会配合大型演习，让职员

趁此难得机会尝试处理不同的挟持人质情况。

网上学习计划丰收的一年

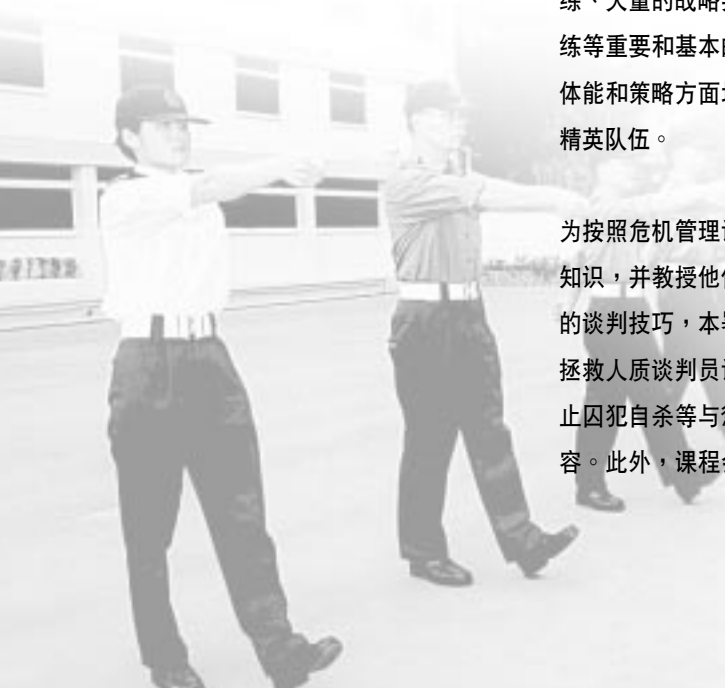
年内，本署全面推行网上学习计划，并持续发展网上学习园地，职员因此更广泛使用该专设网站，透过上网报读感兴趣的训练课程。此外，该网站亦不时提供种类繁多的网上学习课程，为职员提供与工作相关的宝贵培训资源。实际上，自推行网上学习计划后，本署于年内节省了29 742个工时，相等于3,154,280元，成绩斐然。

基本必要的训练

年内加入本署工作的30名女惩教助理获安排接受为期23周的入职训练。新入职的同事须同时接受日间课堂训练和住院训练，以养成遵守纪律及秩序的习惯。除了在工作和社会科学知识领域上给予专业训练外，本署亦重视发展他们的领导才能，以及其在管理和行政方面的处事能力。

无间断的发展机会

为应付短期的挑战，本署在年内为在职人员举办了范畴广泛的实习训练计划，以期提高他们的工作效率。这些计划包括在不



- 1 退休高级惩教主任刘振明与一群参观香港惩教博物馆的小学生合照。刘振明现为博物馆的义务导赏员。
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「最优秀军装职员选举」得奖者随本署代表团外访内地司法厅及监狱管理局。
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



同类型的惩教院所(如戒毒所、教导所和劳教中心等)透过执行职务来接受专职训练。本署另又提供不同工作范畴的专业训练,例如护理及卫生服务训练和体育导师训练。此外,本署亦举办复修及战略训练课程,旨在让职员重新确认本身的任务,以及复修与工作有关的知识。年内,本署为总惩教主任及以下职级人员共举办了285项发展训练课程(见附录13)。透过举办这些课程,职员有机会汲取多元化的知识。

为社区提供训练

教育署与本署在职员训练院合办了一连串供中学生参与的「多元智能挑战营」活动。透过为期6天的纪律训练,包括建立团队精神、步操、历奇和体能训练等,参加的学生可学习如何加强自律和信心,并改善人际相处技巧。自二零零零年起计,共有235名学生参与该训练计划。

香港惩教博物馆向市民展示本地惩教工作的演进过程,并派出导赏员向团体访客(如学校学生和其他非政府机构)讲解,其间亦会向他们解释所员更生工作和社会给予接纳的重要性。

开拓训练计划

为提高本署更生服务的质素,我们与香港大学专业进修学院合办了社会工作证书课程,让在这个范畴工作的职员报读。年内,共有120名职员修毕课程。

为推广持续进修学习文化,本署鼓励辖下职员在办公时间外进修,并透过奖学金和政府资助形式提供协助。香港公开大学已给予本署职员学分豁免,让他们报读有关学位课程。年内,共有205名职员修毕多项学术课程,例如社会工作学、犯罪学和管理学等,并取得学位、文凭和证书等不同程度的学术资格。

职员关系及福利

职员关系及福利组负责统筹一切职员福利事宜,并向需要协助的职员及其家人提供即时协助。此外,该组亦于重大行动进行期间提供后勤支援。

惩教署福利基金的作用是向职员提供贷款,并在特别情况下,为需要经济援助的职员、退休人员及已故职员的遗属提供补助金。

年内,本署从福利基金项下拨出40万元,

- 1** 署长彭询元在「惩教署人员子女教育信托基金证书颁发典礼」上致词，旁为基金主要赞助人蒙民伟博士（右）、基金委员会主席邓日（左二）及基金投资顾问委员会成员曾祥（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** 周年运动会竞争激烈。
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届秋季卖物会主礼嘉宾保安局局长夫人李苏婉薇(右)参加摊位游戏。
Mrs Susan Lee (right), officiating guest of the 52nd Autumn Fair and wife of the Secretary for Security, visits one of the stalls.

2 周年水运会剪影。
A glimpse of the Swimming Gala.

用以成立一项奖励计划，目的是改善职员福利和激励职员士气。二零零四年七月，院所最优秀军装职员选举的五名得奖者获颁发上述奖励，参加由署长率领的考察团，前往内地合称东北三省的黑龙江省、吉林省和辽宁省考察当地的司法机构和监狱考察。获奖的同事均认为，该考察团与内地当局在交流有关惩教管理的意见方面作用很大且收获甚丰。

职员关系及福利组亦管理惩教署中央基金，为本署人员提供保险服务。截至二零零四年十二月三十一日为止，基金共有3 425名成员。

惩教署职员储蓄互助社于一九九一年六月成立，目的是鼓励会员节俭，并接受会员的储蓄和向他们提供贷款。年底时，储蓄互助社共有4 745名会员。

惩教署人员子女教育信托基金继续为惩教助理及部门同等职系人员的子女提供经济援助，使他们能够接受高等教育。接受全日制教育或训练的残疾儿童亦获信托基金的经济援助。年内，信托基金共发放698,931元。

体育及康乐

本署旨在提倡职员奉行健康生活，而康体活动实为健康生活的重要一环。本署与惩教署体育会合办康体活动，注重职员的体能及团队精神。本署设有康乐体育主任一职，由康乐及文化事务署借调职员出任，就策划和安排活动，提供专业意见及协助。

年内，本署举办了多项活动，除大型的周年项目如陆运会、水运会和「家庭同乐在喜灵」之外，又举办了9项院际体育比赛。二零零四年一月，本署代表团到广州参加第二届粤港澳惩教人员运动会，比赛项目包括篮球、田径、长跑、射击、羽毛球、足球和乒乓球。

年内，本署成立了拔河队和山艺会。连同这两支新增队伍/会社，现时惩教署体育会赞助的队伍/会社共有35个，大部分均积极参加各项公开比赛。年内，长跑队、飞标队、射击队、足球队、保龄球队和室内划艇队均在公开比赛中获得许多奖项。

二零零四年三月，本署派出代表团到澳洲珀斯参加第十届澳洲及新西兰警察及紧急



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.



服务队伍运动会，比赛项目计有草地滚球、长跑、壁球和曲棍球。代表团共取得14金、17银和6铜的成绩。

二零零四年十一月，本署共有7支队伍(包括2支女子队伍)参加乐施会主办的「毅行者2004」，最快的队伍以19小时19分行毕100公里的赛程。

为推广健康生活，本署也为职员及其家属举办多项康乐活动。十二月五日，超过1500名职员及其家属参加「家庭同乐在喜灵」的活动。此外，又在麦理浩夫人度假村举办家庭康乐营。周年秋季卖物会于十一月六日在赤柱举行，筹得的善款捐给超过30个机构作慈善用途。

位于马坑监狱内的惩教署体育会会所设有户外及室内康体设施，例如卡拉OK、烧烤场、射箭场、高尔夫球练习场和果岭、鸟舍、篮球场和足球场。年内，会所的设施如常大受职员及家属欢迎。

参与社会活动

年内，本署继续参加多项慈善活动，并在公益金举办的筹款活动中夺得二零零三至

零四年度优异奖、商业及雇员募捐计划银奖得奖机构、雇员募捐计划杰出奖项，以及雇员乐助计划政府部门最高筹款奖第二名。

职员协商

本署定期举行职员协商会议，以促进管方与职方之间的沟通。职员协商委员会分高级职员协商委员会和初级职员协商委员会，每季召开联席会议一次，讨论职员关注的事项。

就高级职员协商委员会而言，惩教事务职员协会和香港政府华员会惩教署职员分会/组别联席会议均有派代表出席会议。至于初级职员协商委员会，除上述两个协会外，还有香港惩教署惩教助理总会的代表出席会议。

年内，管方曾与员方代表举行数次特别的谘询和讨论会，就检讨与工作有关津贴和发放驻守偏远地区津贴予文职人员等特定事项，征询员方意见。此外，两个职员协商委员会曾召开两次特别会议，以审议

- 1 署长彭询元带领人员参加百万行为公益金筹款。
Commissioner Pang Sung-yuen and CSD staff in the Walks for Millions to raise funds for the Community Chest.
- 2 临床心理学家(职员心理辅导服务)周志才为同事举办处理压力讲座。
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



青山湾入境事务中心计划和效率促进组进行的文职化研究。

职员协会和工会

本署共有 4 个注册的职员协会和工会，分别是惩教事务职员协会、惩教署惩教助理总会、香港惩教人员总工会和香港惩教署退休人员协会。他们均与本署维持有效沟通。

职员心理辅导服务

由一名临床心理学家主理的职员心理辅导服务组于二零零一年成立，旨在提高职员的工作效率和促进其心理健康。赤柱健智中心为职员提供设施和资源，让他们学习如何处理压力。

嘉奖

在二零零四年授勋名单中，有 9 名人员获颁香港惩教事务荣誉奖章。年内，有 98 名职员在执行职务时表现卓越，获公务员事务局局长、署长或助理署长嘉奖，有关名单载于附录 14。

二零零四年十二月，89 名人员获颁惩教事务长期服务奖章，另有 265 名职员获颁惩教事务长期服务奖章第一、第二或第三加叙勋扣。

1 署理署长郭亮明(中)与部分在2004年获颁授勋衔的人员在礼宾府合照。左起：获颁香港惩教事务荣誉奖章的一级惩教助理陈久麟、高级惩教主任李国标、高级惩教主任何沛霖、高级监督洪惠长、监督梁鉴诚、惩教主任乔祥云、一级惩教助理麦有得及一级惩教助理林发荣。

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 署长彭元颁发长期服务奖章第二加叙勋扣予副署长郭亮明(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.