

第六章

Chapter 6

惩教工业

Correctional Services Industries



总经理 (惩教工业) 许德福 (图中) 及团队。

Mr Daniel Hui (centre), General Manager, Correctional Services Industries and supporting team.

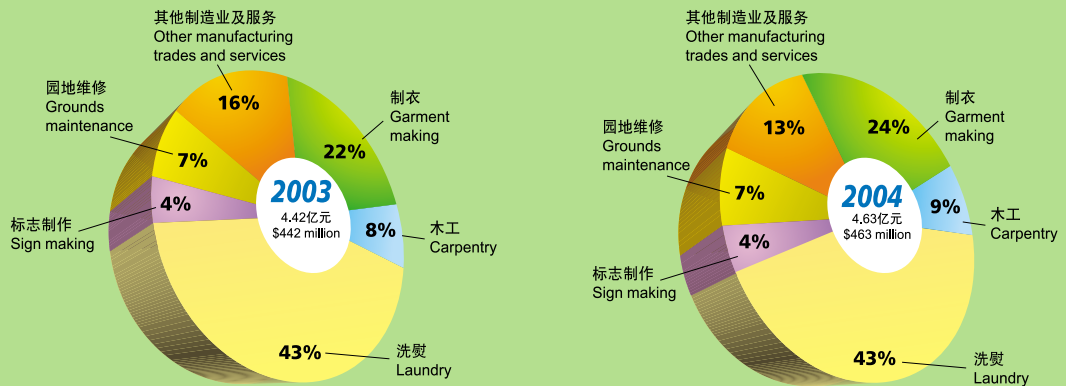
二零零四年对于惩教署工业组全体人员是充满挑战的一年：委托部门重组、政府资源削减、产品及服务质素要求提高、在囚人口情况转变等，对我们日常工作都带来重大影响。同事们仍能秉承敬业乐业、精益求精和努力不懈的精神，继续支持部门的工作，为社会服务，令我欣慰万分。

总经理（惩教工业）许德福

The year 2004 was a challenging one to all staff members of Correctional Services Industries. The reorganisation among our client departments, reduction in government resources, higher demand in quality of products and services, and the shift in penal population profile have all had their significant impact on our daily work. I am glad to see the commitment, continual improvement and hard work of our officers in supporting the Department in serving the community as a whole.

Mr. Daniel HUI,
General Manager
Correctional Services Industries

按主要行业划分的产品的商业价值的百分比
Percentage Share of Commercial Value of Goods and Services Produced by Trade



部门的任务是为囚犯提供稳妥、安全及人道的羁押环境，并提供全面的更生服务，当中惩教署工业组的角色十分重要。我们为囚犯争取足够而有意义的工作，以免他们懒散无聊地度日，不但对他们身心有莫大裨益，而且是非常有用的保安工具，令监狱管理工作保持顺畅。

我们负责管理囚犯的工作，指导他们以具成本效益的方式为公营部门市场提供货品和服务。我们的顾客包括政府部门、资助机构、财政独立的政府机构及慈善团体。为公营部门提供货品和服务不但节省公帑，还可为非牟利机构提供支援。年内，囚犯所提供的货品及服务的总市值达4.625亿元。按行业分类的总值载于附录18。

囚犯 / 所员的工作

年内，平均每日有7 422名囚犯在超过140个工场从事13类不同工种的生产活动，其余囚犯则参与院所内各种基本杂务，例如清洁、厨房和维修等工作。

虽然在囚人口增加，但我们全年仍可从公营部门市场为囚犯争取足够的工作，其中制衣

依然是提供最多工作的工种，平均每日有2 600名囚犯从事这种工作。按工种划分的囚犯工作人数载于附录19。

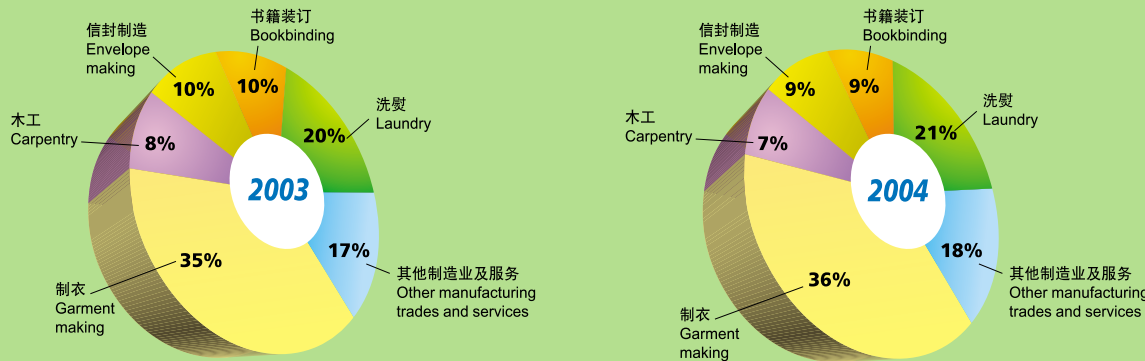
我们为囚犯争取工作面对最大的难题，是短刑期囚犯人数不断增加，导致工场的人手流失率上升，对简单工作的需求极为殷切。我们取得政府物流服务署手制文件套的订单，并同时提供增值服务。我们向政府各部门供应政府通用信封和文件套所连带的服务，可免却顾客处理供应链管理工作的麻烦。

产品和 场

监狱工场生产的产品种类，是平衡下列因素后而决定的：公营部门市场的需求、囚犯对掌握生产工序的信心、他们的更生需要，以及院所保安对生产工具和设备造成的限制等。

我们向发展成熟的公营部门市场所提供的产品和服务，亦受产品市场寿命理论的支配。因此，我们须经常推陈出新，改良产品，以配合公营部门的需求。

按主要行业划分从事惩教工业生产的监狱囚犯 / 所员人数的百分比
Percentage Share of Prisoners / Inmates Engaged in Correctional Services Industries by Trade



The work of the Correctional Services Industries (CSI) is essential to the Department's mission in keeping prisoners in a secure, safe and humane environment and providing them with comprehensive rehabilitating services. CSI secures sufficient purposeful work for the prisoners so that they do not have to spend their days in idleness or monotony. Providing work to prisoners is of great value to their well being, and a useful dynamic security tool for the smooth management in prisons.

We direct and manage the work of the prisoners towards the production of goods and services for the public sector market in a cost-effective manner. Our clientele includes government departments, subvented organisations, financially autonomous government bodies and charitable organisations. The provision of goods and services in this sector generates savings in public expenditure and supports the non-profit-making organizations. The total commercial value of goods and services provided in 2004 was \$462.5 million. A breakdown in different businesses is at Appendix 18.

Employment of Prisoner/Inmate

During the year, an average of 7 422 prisoners were employed in 13 types of businesses in more than 140 workshops. The other prisoners were engaged in essential domestic duties such as cleaning, kitchen work and maintenance work.

Despite the increase in the penal population, we managed to secure sufficient work from the public sector market throughout the year. Garment making continued to provide the highest employment, and on average over 2 600 prisoners were employed. A breakdown of the employment of prisoners by industry is at Appendix 19.

A great challenge to CSI in the employment of prisoners came from the continued increase in short-term prisoners. This created higher turnover rates in workshops and an acute demand for simpler jobs. We won more hand-made file jacket orders from the Government Logistic Department with value-added service. Our service has spared the client from looking after the supply-chain management work in providing common government envelopes and file jackets to all government departments.

Product and Market

The portfolio of products to be produced in penal workshops are determined through balanced considerations of the public sector market demand, the prisoners' confidence in mastering the manufacturing processes, their rehabilitative needs, and the penal security constraints on tools and equipment.

The products and services supplied by CSI to the matured public sector market are also subject to the product life-cycle



政府的财政紧绌和短刑期囚犯占大多数，仍是我们面对的最大困难。为保证囚犯有足够的工作，我们尽力满足起货须快而货量少的订单的要求，并因应短刑期囚犯欠缺技能的情况，重整一些生产工序。

年内，我们完成的工作包括在产品目录加入过滤面罩；改良警队制服恤衫和长裤；以及改良供应给其他政府部门的鞋履，令它们穿起来更为舒适。此外，为消防处和审计署印制部门通讯的服务已纵向发展，加入平面艺术设计和分派服务的工序。

路政署已修订路牌规格，在路牌上增加有用的资料。此外，其他交通标志稍后亦会采用经改良的安装方法。为配合新规格，我们正在测试可否以自动穿孔铆钉代替强力胶贴，把铝质槽固定在标志牌上。

为扩大客路并满足顾客的需要，我们增加了家具产品种类。年内，其他产品研究发展计划还包括为康乐及文化事务署生产不锈钢栏杆；利用可循环再用混凝土料生产铺路板；以及为食物环境卫生署生产玻璃纤维造的废物分类箱。

设施管理

二零零四年的非经常开支主要用于更换工场设施，以维持现时的服务水平，当中包括更换内部洗衣工场和木工工场的设备。屯门医院洗衣工场更换主要设备的建议于二零零四年年底提出，工程会于二零零五年下半年开始，二零零六年年中完成。

各标志制作工场的铝板开裁工序已全部集中于白沙湾惩教所，以减少院所运作上的保安问题。这项安排需要两间有关院所和总部加强协调工作。

品质管理

工业组一直致力改善产品及服务质素。此外，我们认为应让囚犯参与改善品质的实际工作，令我们的品质管理过程能贴近外间工业机构雇员的工作，使囚犯将来就业有更充足的准备。

香港品质保证局已对获得ISO 9001:2000品管认证的4个洗衣工场进行监督审核，另对两个获得认证的标志制作工场进行覆审。这些工场均通过审核，没有发现不符合规定的情况。

工业组产品：

Popular products of CSI :

- 1 过滤面罩。
Face filter masks.
- 2 玻璃纤维废物分类箱。
Fibreglass waste separation bins.

theory. Every now and then, CSI has to rejuvenate its products so as to keep up with the public sector demand.

The stringent government budget and the high proportion of short-term prisoners continued to be the challenges facing CSI. In order to maintain adequate supply of work, great efforts were made to cope with the small batch orders demanding quick response, and re-engineering of many manufacturing processes to suit the not-so-skilful short-term prisoners.

During the year we included the filter mask into our product list, improved the police uniform shirts and trousers, and rejuvenated the shoes supplied to other government departments to improve wearing comfort. The printing services for the newsletters of Fire Services Department and Audit Department were integrated vertically to include graphic design and distribution services.

The Highways Department has revised their specifications to include more useful information on street name plates. Apart from that, the improved mounting method will later on be extended to other standard traffic signs as well. Arising from these new specifications, the viability of using self-piercing rivet instead of high bonding strength adhesive tape in affixing aluminium channels onto sign plates is being tested.

The furniture product family was expanded to target at more customers and to meet their needs. Other product development initiatives in the year included stainless steel barriers for the Leisure and Cultural Services Department, using recycled aggregates for making paving blocks, and fibreglass waste separation bins for the Food and Environmental Hygiene Department.

Facility Management

The capital expenditure in 2004 was for replacement of workshop facilities to upkeep our existing level of service. They included equipment for the domestic laundries and the carpentry workshops. Replacement of key laundry equipment at Tuen Mun Hospital Laundry was initiated in end 2004. Work will commence in late 2005 and complete in mid 2006.

The aluminium blank cutting process in sign making workshops has been centralised at Pak Sha Wan Correctional Institution for improving operational security. This arrangement demands more co-ordination work between the two institutions as well as Headquarters.

Quality Management

We are committed to improving the quality of our products and services continuously. We also consider that prisoners



我们现正以ISO 9001为架构，为其他工场开发品质管理体系，特别注重运作程序、产品规格和工作流程。该体系会用于制定行动和监控计划、统筹活动，以及使参与实现优质产品和服务的人士和谐沟通。

各院所的品质控制委员会不断寻求改进，定期覆核品质保证系统的成效。除了工业组的内部品质检查外，我们亦聘请独立检验人员测试物料和检查制成品。

资讯科技的应用

资讯科技应用得宜，便能事半功倍。一直以来，工业组以资讯科技作为策略工具，提高行政和运作效率，生产优质货品和提供良好服务。

我们根据本组的业务功能、作业环境和成功关键因素，进行一项策略研究，检讨政府所提供的资讯科技基础设施，包括应用的系统和有关装置。透过是项研究，我们可以确定在运作上如何加强利用资讯科技，并安排来年有关工作的优先次序。工业组的电脑系统网络将会扩大，让各主要工场可利用在囚人士的劳动力来输入工业

生产的数据，提供更多有用的资料。生产管理控制软件将会提升，以配合组内各种软件及组外电脑系统的需要。

职员培训及发展

我们既要应付政府财政收缩而导致人手减少的情况，同时又要面对服务要求提高而增加的工作量，最佳的办法便是向职员灌输更多知识、提升其技能。

我们于每周在职训练和月会举行时安排例行训练。此外，我们针对本组面对的难题，制订重点训练课程，内容包括囚犯相处技巧、分析思维、写作技巧、运作管理、个别生产设施应用知识、缩短起货期、领导才能和变革管理等。

职业安全与健康

在工作环境，职业安全与健康是最重要的。部门设有职业安全健康策导委员会，负责协调署内所有关乎职业安全及健康的活动，工业组在该委员会担当领导角色，积极宣扬职业安全与健康。

我们与人力资源科携手合作，促请员工关



1 白沙湾惩教所是获得香港品质保证局ISO 9001:2000 品管认证的其中一个洗衣工场。
Laundry workshop in Pak Sha Wan Correctional Institution is one of the CSD's certified workshops awarded an ISO 9001:2000.

2 工业组一直致力改善产品及服务质素，造鞋工场让囚犯参与改善品质的实际工作。
The shoe-making workshop adopts Quality Management System in realising products.

should be engaged in our quality improvement actions so that our quality management process would resemble jobs of workers in outside industrial undertakings. This would better prepare them for their future occupational life.

The HKQAA had conducted surveillance visits to all four ISO 9001:2000 certified laundries. It also carried out an audit review on the two certified sign-making workshops. They all passed the surveillance audits without any non-compliance.

Quality Management Systems (QMS) are being developed for all other workshops. They are modeled on the ISO 9001 framework with special emphasis on the operating procedures, product specifications and process flow charts. The QMS will be used as the base for formulating action and control plans, coordinating activities and harmonising interactions among parties involved in realising quality products and services.

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

Application of Information Technology

Effective application of information technology (IT) provides

us the leverage to do more with the same or even less. CSI has been utilising IT as a strategic tool to produce quality goods and services through enhancing administrative and operation efficiency.

Based on the business functions, environment and critical success factors of CSI, a strategic study was carried out to review the IT systems and installations within the governmental IT infrastructure. The study identified the opportunities to enhance the IT operations and prioritised enhancements in the coming year. The network of CSI's computer system will be extended to cover major workshops. This will enable using our prison labour to input production data for generating more useful information. The manufacturing management control software will be upgraded and customised to cope with various softwares within CSI as well as the external computer systems.

Staff Training and Staff Development

Upgrading the knowledge and skills of our officers will be the best way forward to cope with the reduced staff strength arising from government's budget cut on the one hand, and the increase in work load arising from the heightened service demand on the other.

The weekly in-service training and monthly meetings were used as the venues for routine training sessions. On top of



注职业安全与健康，同时亦尽量减少院所的工伤意外。我们亦与劳工处高层人员加强沟通和合作，期望透过视察、宣传和训练，减少工伤意外。

年内，我们举办以「处理工作压力」和「个人防护装备」为题的研讨会，并参加由职业安全健康局主办的职安健常识问答比赛。二零零四年九月，我们特别以「滑倒、绊倒或在同一高度跌倒」及「体力处理操作」为重点，在署内进行职业安全及健康风险评估。

为贯彻职业安全与健康的原则，我们向机电工程署人员求助，为负责洗熨医院床单和制服的洗衣工场监察室内空气质素。我们亦聘请香港生产力促进局和一家从事室内空气质素业务的商业机构，测试室内空气消毒系统和紫外光空气净化机的效能。

环保动力

本组承诺在工业运作中致力保护环境，使天然资源可持续使用，并尽量减低对自然环境造成不良影响。我们透过「三用」策略

（物尽其用、废物利用及循环再用）实践承诺，并制订和推行超过15项环保措施。这些措施使工业生产过程中可减低耗电量和物料用量、鼓励物料再用，并接纳可循环再用的产品。

工业组利用可循环再用混凝土生产铺路板，致力环保。
CSI's green initiative by applying recycled aggregates for making paving blocks.

that, we had derived focused training programmes to address the current challenges facing CSI. They include prisoner handling techniques, analytical thinking, writing skills, operations management, knowledge of specific production facilities, production lead-time reduction, leadership and change management.

Occupational Safety and Health

Occupational safety and health (OSH) is of paramount importance before anything else at work. We take an active and leading role in the Departmental OSH Steering Committee which co-ordinates all activities relating to occupational safety and health in the Department.

We collaborated with the Human Resource Division to promote the OSH awareness among all our staff and to reduce the number of workplace injuries at institutions. Stronger communication and greater co-operation with the senior management of Labour Department were established with a view to reducing workplace injuries through inspections, promotion campaigns and training.

In the year under review, we conducted seminars on "Stress Management" and "Personal Protection Equipment" and also took part in the OSH Quiz Competition organised by the OSH

Council. A departmental wide OSH risk assessment with special focus on "Slip, Trip or Fall on Same Level" and "Manual Handling Operations" was conducted in September 2004.

As a good OSH practice, we invited the Electrical and Mechanical Services Department to help monitor the indoor air quality in our laundries for laundering hospital bedding and uniforms. We also engaged the Hong Kong Productivity Council and a commercial indoor air quality vendor to try out the effectiveness of an indoor air disinfecting system and ultraviolet air purifiers.

Green Dynamics

We are committed to conducting our industrial operations in a manner that fosters the sustainable use of the natural resources, and minimising as far as practicable any adverse impact on the environment. Our commitment is realised through the 3R strategy - Reduce, Reuse and Recycle. More than 15 green initiatives were evolved and implemented under this strategy. They reduced electricity and material consumption, encouraged reusing materials and adopted recycled products in production.