

第六章

Chapter 6

懲教工業

Correctional Services Industries



總經理 (懲教工業) 許德福 (圖中) 及團隊。

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

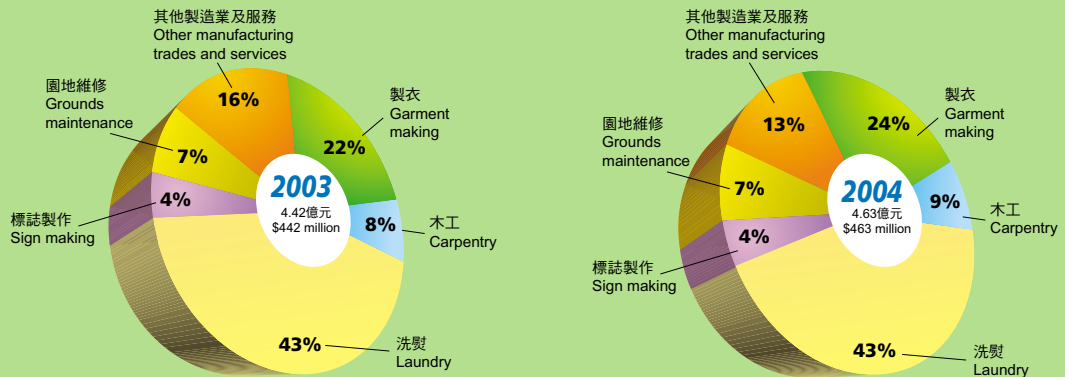
二零零四年對於懲教署工業組全體人員是充滿挑戰的一年：委託部門重組、政府資源削減、產品及服務質素要求提高、在囚人口情況轉變等，對我們日常工作都帶來重大影響。同事們仍能秉承敬業樂業、精益求精和努力不懈的精神，繼續支持部門的工作，為社會服務，令我欣慰萬分。

總經理（懲教工業）許德福

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



部門的任務是為囚犯提供穩妥、安全及人道的羈押環境，並提供全面的更生服務，當中懲教署工業組的角色十分重要。我們為囚犯爭取足夠而有意義的工作，以免他們懶散無聊地度日，不但對他們身心有莫大裨益，而且是非常有用的保安工具，令監獄管理工作保持順暢。

我們負責管理囚犯的工作，指導他們以具成本效益的方式為公營部門市場提供貨品和服務。我們的顧客包括政府部門、資助機構、財政獨立的政府機構及慈善團體。為公營部門提供貨品和服務不但節省公帑，還可為非牟利機構提供支援。年內，囚犯所提供的貨品及服務的總市值達4.625億元。按行業分類的總值載於附錄 18。

囚犯 / 所員的工作

年內，平均每每日有 7 422 名囚犯在超過 140 個工場從事 13 類不同工種的生產活動，其餘囚犯則參與院所內各種基本雜務，例如清潔、廚房和維修等工作。

雖然在囚人口增加，但我們全年仍可從公營部門市場為囚犯爭取足夠的工作，其中製衣

依然是提供最多工作的工種，平均每每日有 2 600 名囚犯從事這種工作。按工種劃分的囚犯工作人數載於附錄 19。

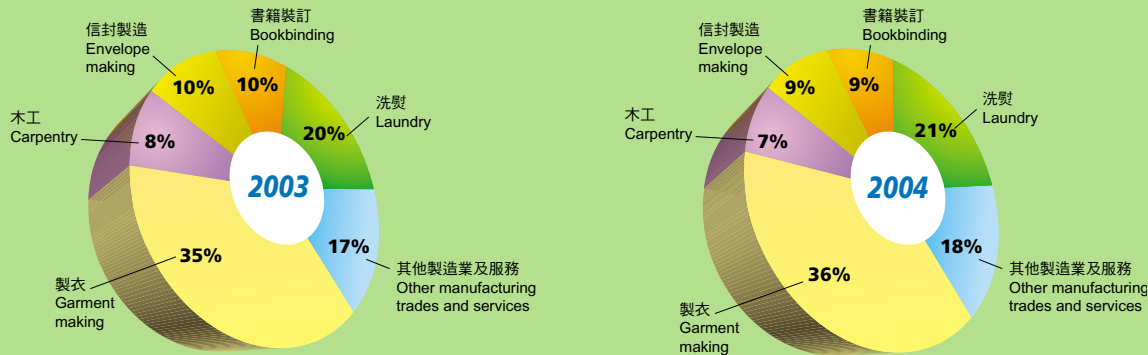
我們為囚犯爭取工作面對最大的難題，是短刑期囚犯人數不斷增加，導致工場的人手流失率上升，對簡單工作的需求極為殷切。我們取得政府物流服務署手製文件套的訂單，並同時提供增值服務。我們向政府各部門供應政府通用信封和文件套所連帶的服務，可免卻顧客處理供應鏈管理工作的麻煩。

產品和市場

監獄工場生產的產品種類，是平衡下列因素後而決定的：公營部門市場的需求、囚犯對掌握生產工序的信心、他們的更生需要，以及院所保安對生產工具和設備造成的限制等。

我們向發展成熟的公營部門市場所提供的產品和服務，亦受產品市場壽命理論的支配。因此，我們須經常推陳出新，改良產品，以配合公營部門的需求。

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



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



政府的財政緊絀和短刑期囚犯佔大多數，仍是我們面對的最大困難。為保證囚犯有足夠的工作，我們盡力滿足起貨須快而貨量少的訂單的要求，並因應短刑期囚犯欠缺技能的情況，重整一些生產工序。

年內，我們完成的工作包括在產品目錄加入過濾面罩；改良警隊制服恤衫和長褲；以及改良供應給其他政府部門的鞋履，令它們穿起來更為舒適。此外，為消防處和審計署印製部門通訊的服務已縱向發展，加入平面藝術設計和分派服務的工序。

路政署已修訂路牌規格，在路牌上增加有用的資料。此外，其他交通標誌稍後亦會採用經改良的安裝方法。為配合新規格，我們正在測試可否以自動穿孔鉚釘代替強力膠貼，把鋁質槽固定在標誌牌上。

為擴大客路並滿足顧客的需要，我們增加了家具產品種類。年內，其他產品研究發展計劃還包括為康樂及文化事務署生產不銹鋼欄杆；利用可循環再用混凝土生產鋪路板；以及為食物環境衛生署生產玻璃纖維造的廢物分類箱。

設施管理

二零零四年的非經常開支主要用於更換工場設施，以維持現時的服務水平，當中包括更換內部洗衣工場和木工工場的設備。屯門醫院洗衣工場更換主要設備的建議於二零零四年年底提出，工程會於二零零五年下半年開始，二零零六年年中完成。

各標誌製作工場的鋁板開裁工序已全部集中於白沙灣懲教所，以減少院所運作上的保安問題。這項安排需要兩間有關院所和總部加強協調工作。

品質管理

工業組一直致力改善產品及服務質素。此外，我們認為應讓囚犯參與改善品質的實際工作，令我們的品質管理過程能貼近外間工業機構僱員的工作，使囚犯將來就業有更充足的準備。

香港品質保證局已對獲得 ISO 9001:2000 品管認證的 4 個洗衣工場進行監督審核，另對兩個獲得認證的標誌製作工場進行覆審。這些工場均通過審核，沒有發現不符合規定的情況。

工業組產品：

Popular products of CSI :

- 1 過濾面罩。
Face filter masks.
- 2 玻璃纖維廢物分類箱。
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



我們現正以ISO 9001為架構，為其他工場開發品質管理體系，特別着重運作程序、產品規格和工作流程。該體系會用於制定行動和監控計劃、統籌活動，以及使參與實現優質產品和服務的人士和諧溝通。

各院所的品質控制委員會不斷尋求改進，定期覆核品質保證系統的成效。除了工業組的內部品質檢查外，我們亦聘請獨立檢驗人員測試物料和檢查製成品。

資訊科技的應用

資訊科技應用得宜，便能事半功倍。一直以來，工業組以資訊科技作為策略工具，提高行政和運作效率，生產優質貨品和提供良好服務。

我們根據本組的業務功能、作業環境和成功關鍵因素，進行一項策略研究，檢討政府所提供的資訊科技基礎設施，包括應用的系統和有關裝置。透過是項研究，我們可以確定在運作上如何加強利用資訊科技，並安排來年有關工作的優先次序。工業組的電腦系統網絡將會擴大，讓各主要工場可利用在囚人士的勞動力來輸入工業

生產的數據，提供更多有用的資料。生產管理控制軟件將會提升，以配合組內各種軟件及組外電腦系統的需要。

職員培訓及發展

我們既要應付政府財政收縮而導致人手減少的情況，同時又要面對服務要求提高而增加的工作量，最佳的辦法便是向職員灌輸更多知識、提升其技能。

我們於每周在職訓練和月會舉行時安排例行訓練。此外，我們針對本組面對的難題，制訂重點訓練課程，內容包括囚犯相處技巧、分析思維、寫作技巧、運作管理、個別生產設施應用知識、縮短起貨期、領導才能和變革管理等。

職業安全與健康

在工作環境，職業安全與健康是最重要的。部門設有職業安全健康策導委員會，負責協調署內所有關乎職業安全及健康的活動，工業組在該委員會擔當領導角色，積極宣揚職業安全與健康。

我們與人力資源科攜手合作，促請員工關



1 白沙灣懲教所是獲得香港品質保證局 ISO 9001:2000 品質認證的其中一個洗衣工場。
Laundry workshop in Pak Sha Wan Correctional Institution is one of the CSD's certified workshops awarded an ISO 9001:2000.

2 工業組一直致力改善產品及服務質素，造鞋工場讓囚犯參與改善品質的實際工作。
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



注職業安全與健康，同時亦盡量減少院所的工傷意外。我們亦與勞工處高層人員加強溝通和合作，期望透過視察、宣傳活動和訓練，減少工傷意外。

年內，我們舉辦以「處理工作壓力」和「個人防護裝備」為題的研討會，並參加由職業安全健康局主辦的職安健常識問答比賽。二零零四年九月，我們特別以「滑倒、絆倒或在同一高度跌倒」及「體力處理操作」為重點，在署內進行職業安全及健康風險評估。

為貫徹職業安全與健康的原則，我們向機電工程署人員求助，為負責洗熨醫院床單和制服的洗衣工場監察室內空氣質素。我們亦聘請香港生產力促進局和一家從事室內空氣質素業務的商業機構，測試室內空氣消毒系統和紫外光空氣淨化機的效能。

環保動力

本組承諾在工業運作中致力保護環境，使天然資源可持續使用，並盡量減低對自然環境造成不良影響。我們透過「三用」策略

（物盡其用、廢物利用及循環再用）實踐承諾，並制訂和推行超過 15 項環保措施。這些措施使工業生產過程中可減低耗電量和物料用量、鼓勵物料再用，並接納可循環再用的產品。

工業組利用可循環再用混凝土生產鋪路板，致力環保。
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.