# 4 Chapter 第四章

# 服務質素
# Quality Assurance

助理署長（服務質素）應國正（中）及團隊。
Assistant Commissioner (Quality Assurance) Ying Kwok-ching (centre) and his team.

本科會繼續秉承本署的「抱負、任務和價值觀」的精神，致力維持我們的服務質素。年內，本署推行的服務質素策略，是發展優良的管理措施和最佳的方法來促使服務的持續改進，並已取得良好成績。

**助理署長(服務質素)應國正**

The Division continues to uphold the service quality under the Department's "Vision, Mission and Values" statement. This year, good progress in pursuing quality assurance strategies that aim at promoting continuous improvement through development of quality management initiatives and best practices is achieved.

**YING Kwok-ching**
**Assistant Commissioner (Quality Assurance)**

## 管理事務組

管理事務組在服務質素方面採取積極主動的態度，進行管理研究和探討資訊科技和高科技產品的作用，藉以提升部門行動和保安職務的效率。二零零五年，我們的工作包括研究內地製造而又具成本效益的金屬探測器、使用靜電毒品探測器、囚犯郵遞系統電腦化和監察囚犯的位置查點系統等。為使前線職員積極參與提升院所的管理，該組會繼續推動院所的運作智能隊和研究其建議對整體服務的影響。此外，該組亦密切監察懲教事務典範資料庫的運作和所有懲教院所的智能卡巡邏管理系統。

至於懲教署範疇內的有關法規，我們會經常檢討部門的工作守則和手冊，以配合運作需要以及應付社會不斷改變的環境需求。此外，組別正與投訴調查組合作，全面覆閱投訴調查組的投訴處理手冊，按照監獄管理改變的需要而加以修訂，這亦是不斷改善服務的工作之一。

## 審核及保安組

審核及保安組的主要職能是根據現行條例、規則、規例和部門政策，就羈管行動提出建議並予以監察。為履行上述職責，審核課曾到各懲教院所進行事先通知及未經事先通知的視察。

二零零五年，審核課於各院所進行了五次全面視察、九次專題視察及13 次跟進查察。此外，亦對囚犯外間工作組進行14 次突擊視察，對保安裝置和囚倉進行十次保安檢查。

自從獲得認證和其後由認證團體在二零零五年一月及七月進行兩次監察視察後，ISO 9001:2000品質管理系統已全面應用於視察過程，而視察結果亦獲得外界和內部的廣泛認可。

除審核課外，保安課亦設有中央情報組，負責收集各院所保安主任搜集得來的情報。保安情報和實際搜查是防止偷運違禁品（特別是危險藥物）進入懲教

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## Management Services Unit

The Management Services Unit adopts a proactive approach to quality assurance by conducting management studies and research into IT and hi-tech products for enhancing both operational and security effectiveness. Exploration of cost-effective metal detectors manufactured in Mainland China, applications of electrostatic drug detector, computerisation of prisoner mailing system and computerisation of programme for monitoring prisoner movements, etc. are amongst these initiatives in 2005. To actively involve frontline staff in enhancing institutional management, the Unit maintains the institutional Work Improvement Teams and studies the service-wide implications of their suggestions. The Unit also closely monitors the implementation of CSD Benchmarking Databank and Smart-card Patrol Management System in all penal institutions.

Relevant legislation under CSD's purview, departmental standing orders and manuals are constantly reviewed to bring in line with operational needs, as well as the demand as arisen from the changing circumstances of the community. In coordination with the Complaints Investigation Unit(CIU), a comprehensive review of the CIU Complaints Handling Manual is being undertaken with a view to keeping the manual abreast with the needs of the changes in prison management and as part of the on-going improvement exercise.

## Inspectorate and Security Unit

The charter of the Inspectorate and Security Unit covers the role of advisory and monitoring of custodial activities with reference to current ordinances, rules, regulations and departmental policies. In executing the role, the Inspectorate Sub-Unit conducts announced and unannounced inspections to correctional institutions.

In 2005, the Inspectorate Sub-Unit conducted five full inspections, nine thematic inspections and 13 follow-up inspections at various institutions. Furthermore, 14 surprise visits to prisoners' outside work groups and 10 security checks on security installations and prisoners' accommodation were conducted.

Since the accreditation and the two subsequent surveillance visits conducted by the certifying body in January and July 2005, the Quality Management System, ISO 9001 : 2000 has been fully geared into the inspection process and the inspection results received extensive recognition internally and externally.

Alongside with the Inspectorate Sub-Unit, the Security Sub-Unit operates a Central Intelligence Pool to collate information collected by security officers at various

**1 & 2** 職員檢查囚室廁盆及窗戶的鐵欄。
A security staff member carries out routine checks and inspects the flush toilet and grilles.

院所的重要關卡。年內共進行了88次搜查危險藥物行動，當中81次，即92%是在犯人進入收押所後數天內搜獲違禁品。儘管有如此成績，但保安課仍然持續進行徹底的保安檢查計劃、禁絕違禁行為過程、隨機抽樣尿液測試、利用先進探測器和與其他執法機構交換情報等行動，以杜絕偷運危險藥物進入院所的機會，藉此令院所基本上根絕毒品。

犯人賭博是另一個主要的保安問題，而保安課亦已不遺餘力遏止這類活動。該課人員會經常進行定期和突擊檢查，偵查和阻止犯人進行任何形式的賭博，以防患未然。這些行動成功沒收了大量賭具和賭注。共有272名犯人受到紀律處分。我們深信遏止賭博活動是建立安靜和諧懲教環境的基石，有助囚犯更生。

展望未來，審核及保安組會繼續發展有關保安情報、會面技巧和搜尋技巧的訓練，藉以維持職員的專業表現。我們銳意打擊懲教院所內任何非法及顛覆活動。

## 投訴調查組

訴調查組是由懲教署署長委任的獨立組別，按照ISO認證制度從速、徹底和公正地處理和調查職權範圍內的所有投訴。調查結果均由懲教署投訴委員會審閱。委員會會覆檢表示不滿的受屈個案，而署長則會處理有關個案的進一步上訴。

二零零五年十月，投訴調查組的各種報告格式已綜合為一種新的格式，此舉是持續改善的工作之一。新格式符合保障涉及調查人士的個人資料的需要。

除核心工作外，投訴調查組亦開展一項暫駐實習訓練，讓院所提名的年輕懲教主任在投訴調查組進行為期兩個月的暫駐實習。年內，共有三名懲教主任完成這項實習訓練。

為加強與前線職員的溝通，本署舉辦了一項中級人員管理才能發展及培訓計劃，而投訴調查組已為參與這項計劃的99名院所中層管理人員舉辦了五個講座。

例行及突擊搜查有助防止違禁品流入院所。
Routine and surprise checks play an essential role in plugging smuggling of unauthorised articles into penal institutions.

institutions. Security intelligence and physical searching play a crucial part to plug the smuggling of contrabands, dangerous drugs, in particular, into penal institutions. There was a total of 88 seizures of dangerous drugs from prisoners in 2005, amongst which 81 cases 92% were intercepted at the prison threshold in the first few days of admission to the reception centres. Notwithstanding the accomplishment, the Security Sub-Unit has been continuing with thorough security checking programme, sanitisation process, random urine tests, utilisation of advanced detection equipment and information exchanges with other law enforcement agencies, etc. to eradicate the smuggling of dangerous drugs into correctional institutions which continued to remain practically drug-free.

Gambling amongst prisoners is another major security concern and the Security Sub-Unit spares no effort to curb this activity. Officers in the Unit are constantly carrying out proactive measures, routine and surprised, to detect and stop prisoners from gambling in any form. These actions have successfully led to the seizure of a number of gambling paraphernalia and betting notes. 272 prisoners were being disciplinarily dealt with. We believe that deterrence of gambling activities is a foundation stone for a peaceful and harmonious correctional environment conducive to the rehabilitation of offenders.

Looking forward, the Inspectorate and Security Unit will continue to upkeep the professionalism of its personnel through development training on subjects relating to security intelligence, interview techniques and searching skills. We are determined to eradicate any activity on illicit and subversive activities inside correctional institutions.

## Complaints Investigation Unit

The Complaints Investigation Unit (CIU) is an independent establishment appointed by the Commissioner of Correctional Services to handle and investigate all complaints within its purview expeditiously, thoroughly and impartially under an ISO certified system. The findings of the investigation are examined by the Correctional Services Department Complaints Committee (CSDCC). The CSDCC also serves the dissatisfied parties with re-examinations of their aggrieved cases while the Commissioner handles their further appeals.

As an initiative to continuous improvement, the various CIU report formats were consolidated into one new format in October 2005. The new format achieves the needs on the protection of personal data of those involved in the course of investigation.

Apart from its core businesses, the CIU also launches a training attachment scheme to groom young Officers nominated by institutions to undergo an attachment at CIU for a period of two months. Three Officers completed the Programme this year.

二零零五年，投訴調查組共接獲185宗由所員及公眾提出的投訴。同時，亦處理了163宗非投訴個案，且亦已按既定程序解決。

年內，懲教署投訴委員會共審理了投訴調查組完成調查後所提交的179宗個案。其中有3 項指控成立。而委員會亦已就矯正和預防行動提出14 項建議。

該年的服務對象滿意程度調查顯示，認為服務滿意的佔90% 。有關投訴的分項數字見附錄16 。

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To strengthen communication with front-line staff, the CIU delivered five talks to 99 middle managers from institutions participating in the Management Development and Training Programme for Mid-career Officers.

In 2005, the CIU received a total of 185 complaints lodged by inmates and the public. It also handled 163 non-complaint cases which were resolved in accordance with the laid-down procedures.

In the year, the CSDCC had examined a total of 179 cases tabled by the CIU upon completion of investigation. Amongst them, three allegations were found substantiated. The CSDCC also made 14 recommendations on corrective and preventive actions.

The satisfactory rating as reflected from the Customer Satisfaction Survey was over 90%. A statistical breakdown is at Appendix 16.

1 藏在鞋中的懷疑危險藥物在保安檢查中被搜獲。
Suspected dangerous drugs hidden inside a pair of shoes seized during a security check.

2 & 3 由職員搜獲的賭具。
Gambling paraphernalia seized by staff.