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Chapter 第六章

懲教工業

Correctional Services Industries



總經理許德福（左三）及團隊。
General Manager Daniel Hui Tak-fuk (third from left) and his team.

我為年報寫這篇章時，內心有一種很特別的感覺，因為我將於明年四月退休。當然，這也是一個好機會，讓我感謝大家一直以來的努力和支持，令懲教工業得以健康發展。為所有囚犯提供工作，不僅可以穩定羈管環境，善用政府資源，同時亦是協助他們重返社會不可或缺的一環。

在市民和客戶的支持下，各同事一直努力不懈，協助部門服務社會大眾，我們會繼續提升表現水平和增進成本效益。

總經理許德福

I have a special feeling while writing for this annual review since I am due to retire next April. Of course this is also an opportunity to thank all who have supported and worked so hard for the healthy development of Correctional Services Industries. Work for all prisoners is not only essential for a stable custodial environment but also supportive for prisoner reintegration while government resources are better utilised.

When the public as well as our clients support us, our officers have worked very hard in helping the Department in serving the community as a whole. Continuous efforts have been put in to raise our performance level and cost-effectiveness.

Daniel HUI
General Manager

作為行動科的一環，懲教工業為囚犯提供足夠而有意義的工作，在協助營造安全和人道的羈押環境方面，居功厥偉。囚犯從事有用的工作，不單有助維持穩妥的羈押環境，而且培養他們的良好工作習慣，為將來重新融入社會做好準備，支持罪犯更生。

懲教工業旨在採用最具成本效益的方式去運用政府資源，以節省公帑。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，此舉可促使囚犯進一步貢獻社會。年內，囚犯所提供的貨品及服務的總市值達 4.621 億元。按行業分類的總值載於附錄 19。

囚犯 / 所員的工作

年內，平均每日有 6 992 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。

多種工業生產中仍以製衣為提供最多工作

的工種，平均每日有 2 500 名囚犯參與。其他最多人從事的工種包括商業洗熨、木工和書籍裝訂。按工種劃分的囚犯工作人數載於附錄 20。

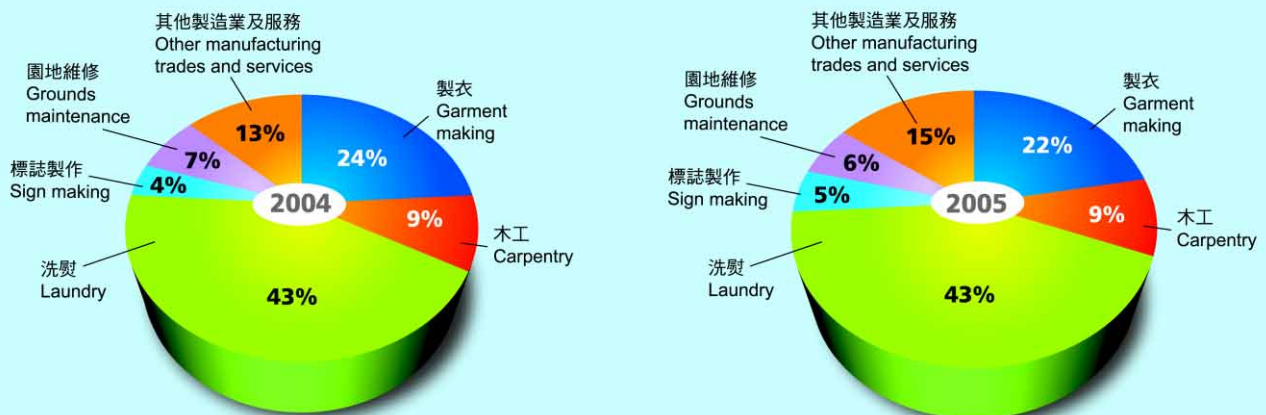
懲教工業面對的最大難題，是短刑期囚犯人數不斷增加，導致工場的人手流失率上升。我們須重新設計工作流程和提供合適的簡單工作以維持工場的生產力和產品質素。

業務發展

政府的財政緊縮政策和對產品質素日益增加的需求，是我們面對的最大挑戰。我們已進行大力推廣，特別是在提供專注和有效服務方面，以求維持足夠的工作量。

二零零五年年中，我們與中華電力有限公司及其附屬機構青山發電有限公司簽訂協議，利用爐底灰(燃煤發電的副產品)生產混凝土電纜蓋。是項安排不但為我們的預製混凝土工業帶來有意義和穩定的工作量，而且為政府的環保政策出一分力。

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



As part of the Operations Division, Correctional Services Industries (CSI) plays an important role in supporting the safe and humane custody of prisoners by providing them with sufficient meaningful work. Gainful employment of prisoners not only helps maintain a stable custodial environment, but also supports rehabilitation through developing their good work habit for future reintegration into society.

CSI also aims to utilise government resources in a cost-effective manner and to achieve some savings in public expenditure. The provision of goods and services to the public sector comprising government departments, financially autonomous public bodies and non-profit-making charitable organisations further enables the prisoners to contribute to society. The total value of products and services provided by CSI in 2005 was \$462.1 million in commercial terms. A breakdown of the total value in different businesses is at Appendix 19.

Employment of Prisoner/Inmate

In the year under review, an average of 6 992 prisoners were employed in 13 different businesses in more than 140 industrial workshops. The other prisoners were engaged in essential domestic duties including cleaning, kitchen and maintenance work.

For industrial employment, garment making continued to be the highest with more than 2 500 prisoners on the average. Other businesses with high employment included commercial laundry, carpentry and bookbinding. A breakdown of the

employment of prisoners by trade as at 31 December 2005 is at Appendix 20.

During the year, the high turnover rates resulting from the continual increase of short-term prisoners remained a great challenge to the operations of CSI. Apart from the demand for suitable simple jobs, re-design of work processes was required to maintain the quality and productivity in workshops.

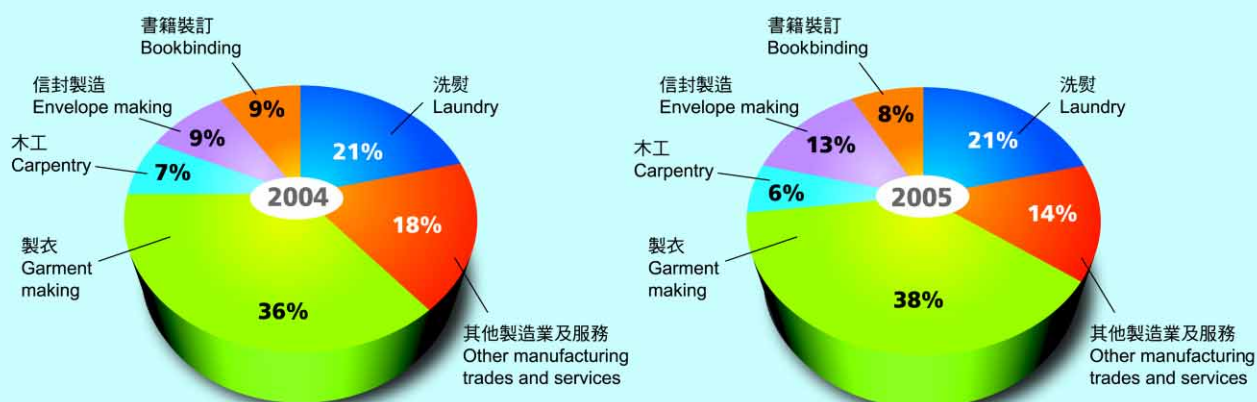
Business Development

The stringent budgeting policy in the public sector and increasing demand in product performance were still the major prevailing challenges. Much marketing effort especially in providing focused and effective services was spent to sustain adequate supply of work.

In the middle of 2005, we signed an agreement with CLP Power Hong Kong Limited and its subsidiary Castle Peak Power Company Limited to produce concrete cable covers using furnace bottom ash (FBA), a by-product of coal-fired electricity generation. This arrangement not only secured a meaningful and stable job for our precast concrete business, but also made a positive move along the Government's environmental protection policy.

Coping with the security measures of the Police Force during the sixth Ministerial Conference held by the World Trade Organisation in end 2005, we developed two types of strong

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



為配合警務處針對二零零五年年底世貿第六次部長級會議的保安措施，我們設計了兩種為加強人群管制的堅固鐵馬，這些具特色和高質素的鐵馬如期完成，展示了懲教工業的專業成就和提供以客為本服務的迅速回應。

由於我們有效落實與醫院管理局的協議和節省有關開支，由懲教工業供應被服的合約期延長至二零零八年三月三十一日。為提升日後服務，所有有關被服產品的資訊、訂單及產品付運的進展情況已上載於互聯網，供各用家參閱。

近年對嵌板辦公室家具的需求日漸減少，但機電工程署總部的的新計劃帶來新的需求，因此影響不大。我們的家具業務亦擴展至醫院和資助學校，抵銷了現有顧客對家具需求的不斷減少。

其他以客為本的服務包括更改食物環境衛生署的垃圾桶煙灰缸、開發數碼政府合署入門網站的信封和硬皮檔案套電子預訂系

統，以及圖書館書籍標誌蓋印和黏貼到期通知單等。

設施管理

除了日常維修工場和生產設施以保持服務水平外，本署亦進行若干特殊計劃提升生產量和善用資源。

屯門醫院洗衣工場更換主要設備及大欖懲教所金屬工場改善電力供應的工程已在二零零五年年底開展，預計二零零六年年初完成。城市規劃委員會已批准將大欖懲教所毗鄰的空地用作臨時存放混凝土預製組件。

喜靈洲的針織工場已在十月關閉，以配合監獄勞動人手的變化和增加製衣業務產量。針織工業已集中於石壁監獄進行。

品質管理

工業組為保持產品的競爭力以確保工作量足夠，一方面不斷致力改善服務水平，另一方面也為我們的產品及服務進行市場上



metal fences for reinforcing crowd control. These fences with unique features and high quality were completed and delivered on schedule, demonstrating our professionalism and prompt response in providing customer-focused services.

In view of our effective implementation and saving of expenses within the agreement with the Hospital Authority, the validity of agreement for supplying linen articles by CSI to public hospitals was extended to 31 March 2008. For enhancement of future services, the information regarding all linen products, order situation and delivery progress was uploaded to the internet for access by all concerned users.

The impact of the downward trend in panel office furniture demand was alleviated by the new requirement at the new project of the Electrical and Mechanical Services Department headquarters. Our furniture business was also extended to hospitals and aided schools to offset the dropping demand from existing customers.

Other customer-focused services included modification of the litter container ash-trays for the Food and Environmental Hygiene Department, development of an e-Ordering system at the CCGO Portal for envelopes and hard file jackets, and stamping of logos and sticking of due-date slips on library books.

Facility Management

In addition to the routine maintenance of workshops and

production facilitates to upkeep our service level, some specific projects were carried out for enhancement of production capacity and better utilisation of resources.

Replacement of key laundry equipment at Tuen Mun Hospital Laundry and upgrade of electricity supply to the metal workshop at Tai Lam Correctional Institution (TLCI) started in end 2005 and is expected to complete in early 2006. A piece of open land next to TLCI was approved by the Town Planning Board for the temporary storage of precast concrete products.

The knitting workshop at Hei Ling Correctional Institution was closed in October to cope with prison labour change as well as to increase garment production capacity. Production of knitwear has been centralised at Shek Pik Prison.

Quality Management

To sustain our competitive edge for ensuring adequate supply of work, we strive not only for continual improvement in our service level, but also for benchmarking of products and services at commercial quality standards.

Filter masks produced at Chi Sun Correctional Institution were granted Q-Mark by the Federation of Hong Kong Industries. Furthermore, the HKQAA conducted renewal audits on the two ISO 9001 certified sign-making workshops and four laundries. They passed the surveillance audits without any non-compliance.



- 1 工業組設計及製造鐵網圍欄，配合警務處於年底世貿第六次部長級會議的保安措施。
Metal fences designed and manufactured by the Correctional Services Industries are used to reinforce crowd control by the Police in the 6th Ministerial Conference of the World Trade Organization in end-2005.
- 2 工業組製造的辦公室家具。
Office furniture produced by the Correctional Services Industries.
- 3 有防水功能的皮鞋是工業組其中一項製品。
Water-proof shoes are one of the products of the Correctional Services Industries.

的商業品質標準借鑑工作。

芝新懲教所製造的過濾面罩獲得香港工業總會頒發 Q 嘜標記。此外，香港品質保證局亦對獲得 ISO 9001 品管認證的兩個標誌製作工場和四個洗熨工場進行覆審。這些工場均通過審核，沒有發現不符合規定的情況。

其他工場的品質管理系統亦曾重整其工序。除了院所內負責定期檢討其品質保證系統效率的品質保證委員會外，本署亦加入新要素以加強功能小組的凝聚結合力，並實現持續的改善。這些新要素為：程序改善組和品管圈。前者旨在改善主要產品生產過程的效率和成效，後者則蒐集下至工場上至品質保證委員會的改善質素意念，以供考慮，以及落實由程序改善組指派的程序改善工作。

資訊科技的應用

要提高行政效率和迅速反應以迎合市場需要，應用資訊科技是有效的元素，這對維

持我們的競爭能力極為重要。一直以來，我們利用資訊科技加強對訂單的處理、查詢資料、支援決策和制訂策略。

正在開發的系統包括電子預訂系統和顧客網上查詢系統，可透過互聯網得知其貨品的訂製進展。有關系統亦可以自動管理預訂訂單、物料和存貨交易的大量數據。此外，為提高資源運用效率和加強物料供應以配合生產需求的企業資源管理和物料需求管理系統現正在計劃階段。

職員培訓及發展

面對客戶和生產過程相關人士不斷提升的期望和日趨激烈的市場競爭，我們不斷加強人力資源的質素和能力，致力於提高競爭力。本署安排了個別人員才能發展以至集體改良表現的訓練計劃。

根據在二零零四年為所有人員進行的三項個人發展調查，我們與公務員培訓處認定了職員的訓練需要和發展計劃，迎合他們所需。為高級人員舉辦的管理人員領導才



Our Quality Management System (QMS) was also re-engineered. In addition to the Quality Assurance Committees (QAC) at institutions which regularly review the effectiveness of their quality assurance systems, new ingredients were added to strengthen the cohesive bonding among functional groups and to actualise continual improvement. They are the Process Improvement Teams (PIT) and Quality Control Circles (QCC). PIT targets at improving the effectiveness and efficiency of the product realisation process of the key products. QCC was established to gather quality-related improvement ideas from the shop floor to QAC for consideration and to undertake process improvement tasks assigned by PIT.

Application of Information Technology

Information Technology is essential in attaining higher efficiency and quicker responsiveness which are crucial elements to sustain our competitive capability. We employ it as a tool to enhance order processing, information access, decision support and strategy formulation.

The systems being developed include e-Ordering, Customer Online Enquiry (COE) for our customers to enquire their order progress through the Internet, and automation of managing huge data volume of job order, material and inventory transactions. Enterprise Resources Planning (ERP) and Material Requirements Planning (MRP) for enhancing resources utilisation and strengthening material supply to

better cope with production requirements are in the planning process.

Staff Training and Staff Development

In the face of rising expectation from the stakeholders and increasing competition in the market, we maintained emphasis on enhancement of our competitive capability through continual upgrading the quality and ability of our human resources. Training programmes ranged from individual competence development to organisational performance improvement were arranged at different levels.

Based on the results of the three personal development surveys conducted in 2004 for our staff members at all operating levels, we have identified their training needs and developed plans with the Civil Service Training and Development Institute to meet these needs. A Leadership Development Programme was established for managers at the senior level for enhancing their skills in leadership, communication and change management. Local and overseas visits for greater exposure and experience-sharing were also arranged as part of the programme.

For managers at the middle and front line levels, learning workshops enabling them to acquire further knowledge and higher professionalism in production management, quality assurance and prisoner handling were conducted. To gear to our vision and mission, training courses enhancing team-

Production of Furnace Bottom Ash (FBA) Cable Covers Signing Ceremony



- 1 & 2 燃煤發電後所產生爐底煤灰(左)代替幼沙及石粉，作為混凝土成份，放入鋼筋後製成覆蓋地底電纜的蓋板(右)。
Furnace bottom ash (left), an electricity generation waste, substitutes sand and silt in mixing with cement to produce concrete cable covers (right).
- 3 業務經理馬偉仁(中)與中華電力發電業務部總監戴偉倫及輸電及供電業務部總監潘偉賢(右)簽訂生產電纜蓋板的合約。
Business Manager Wilfred Ma (centre), Mr Paul Poon (right) and Mr David Crighton of CLP Power Hong Kong, sign an agreement to produce concrete cable covers.

能發展計劃是為提高他們的領導才能、溝通技巧、寫作和改變管理方式而舉辦。計劃亦包括本地和海外探訪，以擴闊其視野和汲取經驗。

至於中層和前線管理人員，本署為他們舉辦學習坊，教授生產管理、品質保證和對待囚犯的進一步知識和更專業的技能。為配合我們的抱負和使命，本署亦舉辦了加強小組學習、理性思考和分析能力的培訓班，讓這個關鍵階層的人員學習。

本署與香港大學及香港理工大學為運作基層的督導人員舉辦專門設計的程序改善組、品管圈及生產管理課程。

上述訓練和發展計劃為提高和保持懲教工業的競爭力而制訂，而且更因為近年職員的高流失率而落實，目的是要有效解決本署人員的接任問題。

職業安全與健康

本署的職業安全健康策導委員會繼續帶頭

提倡部門內的職業安全及健康活動。該委員會與職業安全健康局緊密協調，同時向法院所的安全委員會提供指引，結果令職員和囚犯的工場環境均有進一步改善。

除了為不同組別人員安排有關的訓練和研討會外，我們亦定期為院所進行風險評估和安全檢討，此舉不單為改善工作環境和程序，而且也為加強職員的工業安全及健康概念而進行，以減少工場的受傷事故。

年內，本署與機電工程署人員合作改善和監察處理醫院被服的洗熨工場室內空氣質素，並分別在壁屋洗熨工場和屯門醫院洗熨工場裝置室內空氣消毒系統。

環保動力

根據二零零四年制訂的「三用」策略（物盡其用、廢物利用及循環再用），更多環保措施已融入日常工作和程序中。部分已發展和落實的例子包括產品包裝精簡化、減少物料消耗和浪費、採用循環再造物料和改良洗熨工作方法及程序等。



芝新懲教所在囚人士正製造過濾面罩。
Prisoners manufacturing filter masks at Chi Sun Correctional Institution.

learning, rational thinking and analytical ability were also arranged for staff working at this core level.

For instructing and supervising staff at the base of the operating structure, customised courses on PIT, QCC and Production Management organised by the University of Hong Kong and Hong Kong Polytechnic University were provided.

These training and development programmes were established not only for the continual improvement of CSI to sustain its competitiveness, but also for the effective succession required as a result of high staff wastage in recent years.

Occupational Safety and Health

The Departmental Occupational Safety and Health (OSH) Steering Committee continued its leading role in the promotion of OSH across the Department. Through the close co-ordination maintained with the Occupational Safety and Health Council and guidance provided to the Safety Committees at Institutions, there were continual improvements in the workplace environment for both our staff and prisoners.

Apart from relevant training and seminars organised for the staff working at different sections, risk assessments and safety reviews were also conducted regularly at institutions not only for improving the work settings and

procedures, but also for strengthening the concept of OSH among our staff to reduce workplace injuries.

During the year, we co-operated with the Electrical and Mechanical Services Department to improve and monitor the indoor air quality of our laundries for hospital items. Indoor air disinfecting systems were installed at Pik Uk Laundry and Tuen Mun Hospital Laundry respectively.

Green Dynamics

Under our 3R strategy of Reduce, Reuse and Recycle formulated in 2004, more green initiatives are integrated into the daily work and initiatives. Some examples evolved and implemented include standardisation of product packaging, reduction in material consumption and wastes, adoption of recycled materials and refinement of laundering recipes and programmes.

另一產品 —— 全新環保回收桶。
Another product —— new recycle bins.

