

4

Chapter 第四章

服务质素

Quality Assurance



助理署长（服务质素）应国正（中）及团队。
Assistant Commissioner (Quality Assurance) Ying Kwok-ching (centre) and his team.

本科会继续秉承本署的「抱负、任务和价值观」的精神，致力维持我们的服务质素。年内，本署推行的服务质素策略，是发展优良的管理措施和最佳的方法来促使服务的持续改进，并已取得良好成绩。

助理署长(服务质素)应国正

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)

管理事务组

管理事务组在服务质素方面采取积极主动的态度，进行管理研究和探讨资讯科技和高科技产品的作用，借以提升部门行动和保安职务的效率。二零零五年，我们的工作包括研究内地制造而又具成本效益的金属探测器、使用静电毒品探测器、囚犯邮递系统电脑化和监察囚犯的位置查点系统等。为使前线职员积极参与提升院所的管理，该组会继续推动院所的运作智能队和研究其建议对整体服务的影响。此外，该组亦密切监察惩教事务典范资料库的运作和所有惩教院所的智能卡巡逻管理系统。

至于惩教署范畴内的有关法规，我们会经常检讨部门的工作守则和手册，以配合运作需要以及应付社会不断改变的环境需求。此外，组别正与投诉调查组合作，全面覆阅投诉调查组的投诉处理手册，按照监狱管理改变的需要而加以修订，这亦是不断改善服务的工作之一。

审核及保安组

审核及保安组的主要职能是根据现行条例、规则、规例和部门政策，就羁管行动提出建议并予以监察。为履行上述职责，审核课曾到各惩教院所进行事先通知及未经事先通知的视察。

二零零五年，审核课于各院所进行了五次全面视察、九次专题视察及13次跟进查察。此外，亦对囚犯外间工作组进行14次突击视察，对保安装置和囚仓进行十次保安检查。

自从获得认证和其后由认证团体在二零零五年一月及七月进行两次监察视察后，ISO 9001:2000品质管理系统已全面应用于视察过程，而视察结果亦获得外界和内部的广泛认可。

除审核课外，保安课亦设有中央情报组，负责收集各院所保安主任搜集得来的情报。保安情报和实际搜查是防止偷运违禁品（特别是危险药物）进入惩教



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** 职员检查囚室厕盆及窗户的铁栏。
A security staff member carries out routine checks and inspects the flush toilet and grilles.

院所的重要关卡。年内共进行了88次搜查危险药物行动，当中81次，即92%是在犯人进入收押所后数天内搜获违禁品。尽管有如此成绩，但保安课仍然持续进行彻底的保安检查计划、禁绝违禁行为过程、随机抽样尿液测试、利用先进探测器和与其他执法机构交换情报等行动，以杜绝偷运危险药物进入院所的机会，借此令院所基本上根绝毒品。

犯人赌博是另一个主要的保安问题，而保安课亦已不遗余力遏止这类活动。该课人员会经常进行定期和突击检查，侦查和阻止犯人进行任何形式的赌博，以防患未然。这些行动成功没收了大量赌具和赌注。共有272名犯人受到纪律处分。我们深信遏止赌博活动是建立安静和谐惩教环境的基石，有助囚犯更生。

展望未来，审核及保安组会继续发展有关保安情报、会面技巧和搜寻技巧的训练，借以维持职员的专业表现。我们锐意打击惩教院所内任何非法及颠覆活动。


投诉调查组

投诉调查组是由惩教署署长委任的独立组别，按照ISO认证制度从速、彻底和公正地处理和调查职权范围内的所有投诉。调查结果均由惩教署投诉委员会审阅。委员会会覆检表示不满的受屈个案，而署长则会处理有关个案的进一步上诉。

二零零五年十月，投诉调查组的各种报告格式已综合为一种新的格式，此举是持续改善的工作之一。新格式符合保障涉及调查人士的个人资料的需要。

除核心工作外，投诉调查组亦开展一项暂驻实习训练，让院所提名的年轻惩教主任在投诉调查组进行为期两个月的暂驻实习。年内，共有三名惩教主任完成这项实习训练。

为加强与前线职员的沟通，本署举办了一项中级人员管理才能发展及培训计划，而投诉调查组已为参与这项计划的99名院所中层管理人员举办了五个讲座。



例行及突击搜查有助防止违禁品流入院所。
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，投诉调查组共接获185宗由所员及公众提出的投诉。同时，亦处理了163宗非投诉个案，且亦已按既定程序解决。

年内，惩教署投诉委员会共审理了投诉调查组完成调查后所提交的179宗个案。其中有3项指控成立。而委员会亦已就矫正和预防行动提出14项建议。

该年的服务对象满意程度调查显示，认为服务满意的占90%。有关投诉的分项数字见附录16。

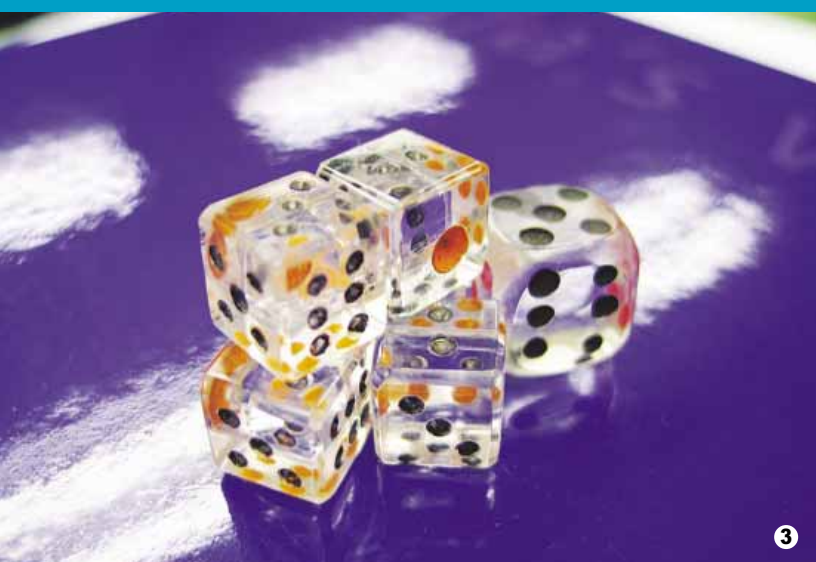


To strengthen communication with front-line staff, the CIU delivered five talks to 99 middle managers from institutions participating in the Management Development and Training Programme for Mid-career Officers.

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 藏在鞋中的怀疑危险药物在保安检查中被查获。
Suspected dangerous drugs hidden inside a pair of shoes seized during a security check.
- 2 & 3 由职员查获的赌具。
Gambling paraphernalia seized by staff.