

# 6

Chapter 第六章

懲教工業

Correctional Services Industries



总经理许德福（左三）及团队。  
General Manager Daniel Hui Tak-fuk (third from left) and his team.

我为年报写这篇章时，内心有一种很特别的感觉，因为我将于明年四月退休。当然，这也是一个好机会，让我感谢大家一直以来的努力和支持，令惩教工业得以健康发展。为所有囚犯提供工作，不仅可以稳定羁管环境，善用政府资源，同时亦是协助他们重返社会不可或缺的一环。

在市民和客户的支持下，各同事一直努力不懈，协助部门服务社会大众，我们会继续提升表现水平和增进成本效益。

总经理许德福

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**

作为行动科的一环，惩教工业为囚犯提供足够而有意义的工作，在协助营造安全和人道的羁押环境方面，居功厥伟。囚犯从事有用的工作，不单有助维持稳妥的羁押环境，而且培养他们的良好工作习惯，为将来重新融入社会做好准备，支持罪犯更生。

惩教工业旨在采用最具成本效益的方式去运用政府资源，以节省公帑。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，此举可促使囚犯进一步贡献社会。年内，囚犯所提供的货品及服务的总市值达 4.621 亿元。按行业分类的总值载于附录 19。

### 囚犯 / 所员的工作

年内，平均每日有 6 992 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。

多种工业生产中仍以制衣为提供最多工作

的工种，平均每日有 2 500 名囚犯参与。其他最多人从事的工种包括商业洗熨、木工和书籍装订。按工种划分的囚犯工作人数载于附录 20。

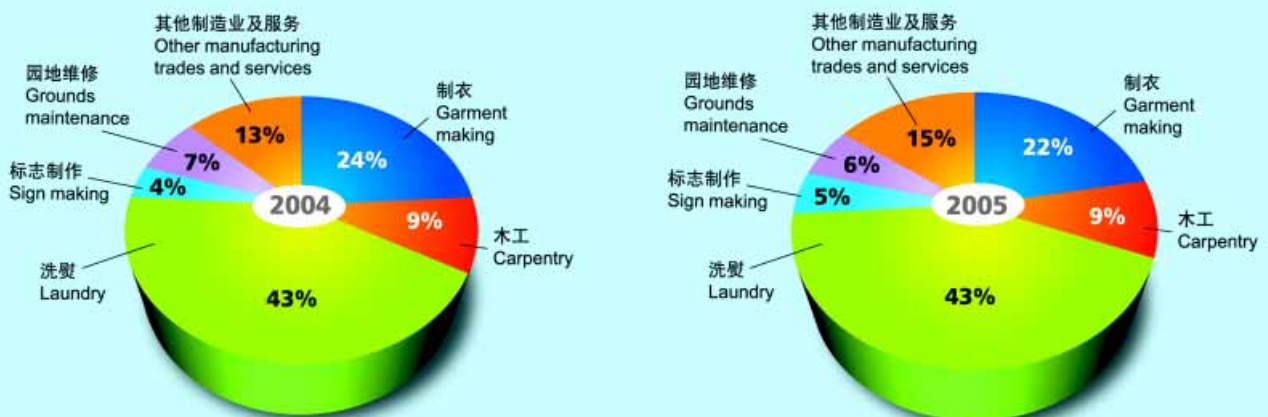
惩教工业面对的最大难题，是短刑期囚犯人数不断增加，导致工场的人手流失率上升。我们须重新设计工作流程和提供合适的简单工作以维持工场的生产力和产品质量。

### 业务发展

政府的财政紧缩政策和对产品质量日益增加的需求，是我们面对的最大挑战。我们已进行大力推广，特别是在提供专注和有效服务方面，以求维持足够的工作量。

二零零五年年中，我们与中华电力有限公司及其附属机构青山发电有限公司签订协议，利用炉底灰（燃煤发电的副产品）生产混凝土电缆盖。是项安排不但为我们的预制混凝土工业带来有意义和稳定的工作量，而且为政府的环保政策出一分力。

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



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.

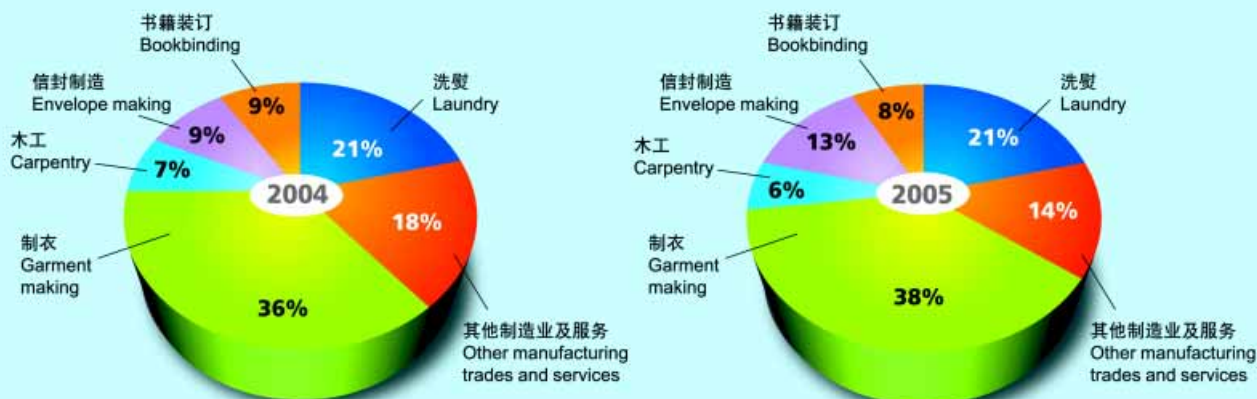
### Business Development

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**



为配合警务处针对二零零五年年底世贸第六次部长级会议的保安措施，我们设计了两种为加强人群管制的坚固铁马，这些具特色和高质素的铁马如期完成，展示了惩教工业的专业成就和提供以客为本服务的迅速回应。

由于我们有效落实与医院管理局的协议和节省有关开支，由惩教工业供应被服的合约期延长至二零零八年三月三十一日。为提升日后服务，所有有关被服产品的资讯、订单及产品付运的进展情况已上载于互联网，供各用家参阅。

近年对嵌板办公室家具的需求日渐减少，但机电工程署总部的计划带来新的需求，因此影响不大。我们的家具业务亦扩展至医院和资助学校，抵销了现有顾客对家具需求的不断减少。

其他以客为本的服务包括更改食物环境卫生署的垃圾桶烟灰缸、开发数码政府合署入门网站的信封和硬皮档案套电子预订系

统，以及图书馆书籍标志盖印和黏贴到期通知单等。

## 设施管理

除了日常维修工场和生产设施以保持服务水平外，本署亦进行若干特殊计划提升生产量和善用资源。

屯门医院洗衣工场更换主要设备及大榄惩教所金属工场改善电力供应的工程已在二零零五年年底开展，预计二零零六年年年初完成。城市规划委员会已批准将大榄惩教所毗邻的空地用作临时存放混凝土预制组件。

喜灵洲的针织工场已在十月关闭，以配合监狱劳动人手的变更和增加制衣业务产量。针织工业已集中于石壁监狱进行。

## 品质管理

工业组为保持产品的竞争力以确保工作量足够，一方面不断致力改善服务水平，另一方面也为我们的产品及服务进行市场上



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 工业组设计及制造铁网围栏，配合警务处于年底世贸第六次部长级会议的保安措施。  
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 工业组制造的办公室家具。  
Office furniture produced by the Correctional Services Industries.
- 3 有防水功能的皮鞋是工业组其中一项制品。  
Water-proof shoes are one of the products of the Correctional Services Industries.

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的商业品质标准借鉴工作。

芝新惩教所制造的过滤面罩获得香港工业总会颁发Q 唛标记。此外，香港品质保证局亦对获得ISO 9001 品管认证的两个标志制作工场和四个洗熨工场进行覆审。这些工场均通过审核，没有发现不符合规定的情况。

其他工场的品质管理系统亦曾重整其工序。除了院所内负责定期检讨其品质保证系统效率的品质保证委员会外，本署亦加入新要素以加强功能小组的凝聚结合力，并实现持续的改善。这些新要素为：程序改善组和品管圈。前者旨在改善主要产品生产过程的效率和成效，后者则搜集下至工场上至品质保证委员会的改善质素意念，以供考虑，以及落实由程序改善组指派的程序改善工作。

### 资讯科技的应用

要提高行政效率和迅速反应以迎合市场需要，应用资讯科技是有效的元素，这对维

持我们的竞争能力极为重要。一直以来，我们利用资讯科技加强对订单的处理、查询资料、支援决策和制订策略。

正在开发的系统包括电子预订系统和顾客网上查询系统，可透过互联网得知其货品的订制进展。有关系统亦可以自动管理预订订单、物料和存货交易的大量数据。此外，为提高资源运用效率和加强物料供应以配合生产需求的企业资源管理和物料需求管理系统现正在计划阶段。

### 职员培训及发展

面对客户和生产过程相关人士不断提升的期望和日趋激烈的市场竞争，我们不断加强人力资源的质素和能力，致力于提高竞争力。本署安排了个别人员才能发展以至集体改良表现的训练计划。

根据在二零零四年为所有人员进行的三项个人发展调查，我们与公务员培训处认定了职员的训练需要和发展计划，迎合他们所需。为高级人员举办的管理人员领导才



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 燃煤发电后所产生炉底煤灰(左)代替幼沙及石粉, 作为混凝土成份, 放入钢筋后制成覆盖地底电缆的盖板(右)。  
Furnace bottom ash (left), an electricity generation waste, substitutes sand and silt in mixing with cement to produce concrete cable covers (right).
- 3 业务经理马伟仁(中)与中华电力发电业务部总监戴伟伦及输电及供电业务部总监潘伟贤(右)签订生产电缆盖板的合约。  
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.



能发展计划是为提高他们的领导才能、沟通技巧、写作和改变管理方式而举办。计划亦包括本地和海外探访，以扩阔其视野和汲取经验。

至于中层和前线管理人员，本署为他们举办学习坊，教授生产管理、品质保证和对待囚犯的进一步知识和更专业的技能。为配合我们的抱负和使命，本署亦举办了加强小组学习、理性思考和分析能力的培训班，让这个关键阶层的人员学习。

本署与香港大学及香港理工大学为运作基层的督导人员举办专门设计的程序改善组、品管圈及生产管理课程。

上述训练和发展计划为提高和保持惩教工业的竞争力而制订，而且更因为近年职员的高流失率而落实，目的是要有效解决本署人员的接任问题。

### 职业安全与健康

本署的职业安全健康策导委员会继续带头

提倡部门内的职业安全及健康活动。该委员会与职业安全健康局紧密协调，同时向院所的安全委员会提供指引，结果令职员和囚犯的工场环境均有进一步改善。

除了为不同组别人员安排有关的训练和研讨会外，我们亦定期为院所进行风险评估和安全检讨，此举不单为改善工作环境和程序，而且也为加强职员的工业安全及健康概念而进行，以减少工场的受伤事故。

年内，本署与机电工程署人员合作改善和监察处理医院被服的洗熨工场室内空气质量，并分别在壁屋洗熨工场和屯门医院洗熨工场装置室内空气消毒系统。

### 环保动力

根据二零零四年制订的「三用」策略（物尽其用、废物利用及循环再用），更多环保措施已融入日常工作和程序中。部分已发展和落实的例子包括产品包装精简化、减少物料消耗和浪费、采用循环再造物料和改良洗熨工作方法及程序等。



芝新惩教所在囚人士正制造过滤面罩。  
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.

另一产品 —— 全新环保回收桶。  
Another product —— new recycle bins.

