



## 司法機構政務長

### 撰文

## Message from the Judiciary Administrator

司法機構政務處的職能，是在法庭執行司法工作的過程中給予支援。我們主要的工作是有效地編配人手、調撥技術和其他資源以配合法庭程序的進行和命令的執行。我們亦致力簡化程序、傳播資訊及消除語言上的障礙，給予司法制度使用者更多的方便。

我們立下了以下的使命：

**「維護司法公正  
提供優質服務  
發揮團隊精神  
致力創新求進」**

並且已從我們職能的角度重組管理架構，我們正逐漸建立一個效益為本的管理制度。

我們除了重視部門內部各同事提供的建議之外，亦積極採納法庭使用者委員會、服務使用者滿意程度調查、審計署署長報告書和公眾的投訴等各方反映的意見，從而積極推動改善措施。

Judiciary Administration exists to support our courts in the administration of justice. It discharges this function through providing effective staffing, technical and other resources to the conduct of court proceedings and execution of court orders; and improving access by simplifying procedures, disseminating information, and removing language barriers.

We have developed the following mission:

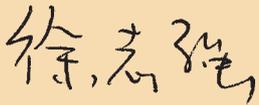
**"To support the upholding of justice  
and the rule of law  
To provide quality services  
To maximise synergy through teamwork  
To strive for creativity and improvements"**

and reorganised our management structure according to the functions that need to be performed. We are moving towards establishing a result-oriented performance management system.

Feedback from Court Users' Committees, user satisfaction surveys, Director of Audit's Report and public complaints have been adopted positively as impetus for improvements, in addition to ideas generated internally.

我們明白，在資源有限和公眾期望日高的情況下，維持員工士氣尤為重要。我們已經認定，對同事關懷、信任及肯定其工作表現，是激勵士氣不可或缺的，並在日常行為中推廣這管理模式。

作為司法機構政務長，我可以滿有信心和自豪地說：現時我們上下一心，並已作好充分準備，迎接未來的挑戰，迎合法官、法庭使用者和同事的需要，顯示我們完成使命的決心。



司法機構政務長  
徐志強

We recognise the significance of maintaining staff morale, in particular in an environment of resource constraint and rising public expectation. Caring, trust and recognition have been identified as important motivators and are being permeated through our management behaviour.

As head of Judiciary Administration, I am confident and take pride in stating that my team is fully prepared to rise to the challenges ahead, meeting the needs of judges, court users and staff, and demonstrating commitment to our mission.



Wilfred Tsui  
Judiciary Administrator



# Achieving Our Mission

Team Building Programme cum Management Workshop

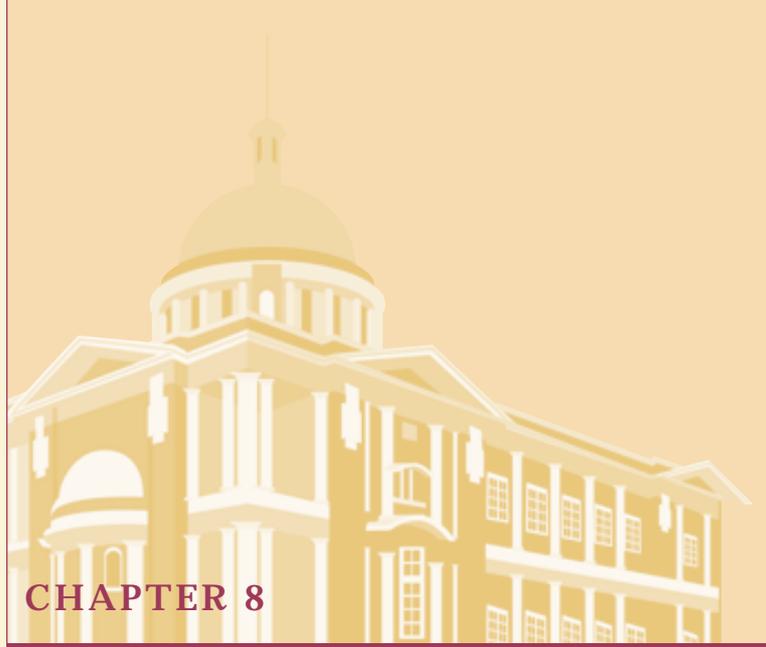
Judicial Administration

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司法機構  
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CHAPTER 8

Judiciary  
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## 司法機構的行政

司法機構政務長負責協助終審法院首席法官處理司法機構整體的行政事務，主管行政和支援工作，並監控司法機構的一切公帑支出。

## 確立使命

1999年9月至2000年3月期間，我們的一組同事籌辦了一系列逢星期六舉行的工作坊。參加者有首長級人員、職



司法機構人員參與卓越服務研討會二〇〇〇，司法機構政務長徐志強在旁觀看

Staff took active part in the "Achieving Our Mission" Outstanding Service 2000 Conference. Looking on is Mr Wilfred Tsui, Judiciary Administrator

系主管和組別主管。通過這些工作坊，我們為司法機構政務處定下了使命宣言和信念，並為追求共同目標制訂了多項指標和行動方案。

## 重組架構

2000年6月，司法機構政務處管理高層曾經重組架構，目的是：

- 就司法機構政務處應履行的各種職能，訂立清晰的問責方針；
- 將重點放在司法機構政務處整體上可為司法工作作出的貢獻；及
- 平均分配管理職能和管理範圍，避免溝通和決策受阻。

## JUDICIARY ADMINISTRATION

The Chief Justice is assisted in the overall administration of the Judiciary by a Judiciary Administrator who heads the administrative and support services and is the controlling officer for all public funds expended by the Judiciary.

## FORMULATING OUR MISSION

A series of Saturday workshops organised by a core team of staff and attended by the Directorate, grade managers and section heads were conducted during September 1999 to March 2000. Mission Statement and Core Values were formulated for the Judiciary Administration, with targets and action plans being developed in pursuit of the common goal.

## RE-ORGANISATION

In June 2000, the senior management structure of the Judiciary Administration was reorganised with the following objectives:

- to establish clear lines of accountability for functions that Judiciary Administration is expected to fulfil;
- to focus attention on what Judiciary Administration as a whole can contribute to the administration of justice; and
- to even out management portfolio and span of control to avoid bottleneck in communication and decision making.

Under the new structure, the Judiciary Administration is organised into four Divisions – Development, Operations, Corporate Services, and Quality – each responsible for specific functions contributing to the administration of justice.



在新的架構下，司法機構政務處分為四部，即發展部、運作部、支援部和優質服務部，各司其職，支援司法工作。

發展部負責統籌及推動與法庭常規和程序有關的新措施，其職能亦包括處理傳媒和公共關係事宜及支援司法培訓工作。

運作部負責配合法庭運作，提供必要的支援服務，包括排期、調派人員給予法官協助、管理各法庭登記處的運作、執行法庭命令、提供翻譯和傳譯服務、提供法律參考資料和家事調解服務、以及處理投訴等。

支援部負責管理人力及財政資源、設計及落實辦公室地方使用策略，並處理司法機構的一般行政事務。

優質服務部負責與其他運作單位共同計劃及統籌對措施效率的檢討和改善方案，制訂及執行與資訊科技有關的建議，並設計各類管理資訊系統。

The Development Division is responsible for coordinating and developing new initiatives in court practices and procedures. Its portfolio also covers media and public relations and support to judicial training.

The Operations Division provides essential support services for the operation of the courts including the listing function, deployment of staff in assisting judges, operation of court registries, execution of court orders, translation and interpretation services, provision of legal reference, mediation service on divorce cases and handling complaints.

The Corporate Services Division discharges functions of human and financial resources management, planning and implementation of accommodation strategy as well as the general administration of the Judiciary.

The Quality Division is responsible for the planning and coordination with other operating units on efficiency reviews and improvement initiatives, development and implementation of information technology proposals, and developing management information systems.



司法機構政務長徐志強(右三)訪問新加坡司法機構  
Mr Wilfred Tsui, Judiciary Administrator (third right), visiting the Singapore Judiciary



司法機構政務長(右二)參觀新加坡法庭  
Judiciary Administrator (second right) visiting the Subordinate Court in Singapore



### 建立團隊 群策群力

9月30日，司法機構為70多位同事舉辦了一個名為「傑出服務2000」的會議，目的是使參加者了解私營機構近來的發展，從而得到啟發，並在工作上加以發揮。

10月21至22日，為繼續帶動團隊的風氣，我們又為同一「核心團隊」舉辦了兩日一夜的「團隊建立活動和管理工作坊」，目的是培養同事之間的團隊精神，並且界定各分部、組或單位的成效重點。

兩項活動過後，參加者進行了檢討，他們都認為活動相當見效，同事們對司法機構政務處的理想，有清晰的了解，今後可為實現這個理想作出貢獻。

### 人才培訓

提供優質服務，人才不可缺少，尤其是某些崗位，更要求同事具備管理、法律程序、傳譯和翻譯方面的專業知識和技能。因此，我們非常重視培訓。我們的培訓事務由司法機構支援人員培訓委員會統籌。



「團隊建立活動和管理工作坊」參加者手牽手體會合作之道  
Participants joining hand in hand in a game at the Judiciary's Team Building Programme cum Management Workshop

### TEAM BUILDING AND EMPOWERMENT

An "Outstanding Service 2000" Conference was held on 30 September 2000 for over 70 staff members. The aim was to update staff on recent developments in the private sector, and to provide them with insights for their work. To sustain the momentum so gathered, a two-day residential Team Building Programme cum Management Workshop was held for the same core team on 21 and 22 October 2000. The objectives were to foster team spirit and to formulate the Key Result Areas for individual divisions, sections or units. Evaluation of both events by participants showed that they had achieved their aims. As a result, staff had a clear understanding of the vision of the Judiciary Administration and they could contribute to it.

### STAFF DEVELOPMENT

Quality service requires competent staff, in particular where knowledge and skills in management, legal procedures, interpretation and translation are called for. We therefore attach great importance to staff development, which is co-ordinated by the Judiciary Support Staff Training Committee.

Up to the end of September, 170 courses or seminars on management, language and legal training were organised for staff from the general and court supporting grades, with a total of 2 500 attendances.

A Learning Resource Centre was set up in November with the objective of promoting a learning culture and keeping staff abreast of the latest developments in their fields of interest. It provides a collection of reference books, journals, magazines, CD-ROMS, videos and self-learning packages.

Professional training constitutes a very important component of training for the court support grades.



至9月底，支援部舉辦了170個課程和研討會，內容有管理、語文和法律專業訓練各方面，參加人次達2500，他們分別來自一般職系和法庭支援職系。

11月，我們成立了學習資源中心，宗旨是培養學習文化，並讓同事與時並進，按本身的興趣範疇吸收新知。中心的學習資源包括參考書、期刊、雜誌、電腦光碟、錄像帶和套裝自學課程等。

我們為各法庭支援職系籌辦的各類培訓之中，專業培訓是非常重要的部分。司法機構為法庭傳譯主任、司法



學習資源中心於十一月成立，鼓勵職員利用午膳時間進修  
Staff using the facilities at the new Judiciary Learning Resource Centre

書記和執達主任等幾個職系的新同事舉辦多種多樣的入職訓練課程。至9月底，法庭傳譯主任職系的培訓活動計有分別於四天舉行的判決書翻譯研討會、法律翻譯證書課程、和11次以翻譯技巧及相關內容為主題的研討會，參加的人次約為1060。在同一期間，司法機構為司法書記職系舉辦了五個課程和講座，為執達主任和執達主任助理職系舉辦了六個講座和研討會，並為法庭速記主任職系舉辦了兩個課程，參加人次共435。

Comprehensive induction courses are organised for new recruits to the Court Interpreter, Judicial Clerk and Bailiff grades. In addition, a four-day seminar on Translation of Judgment, a Certificate Course in Law Translation, and 11 talks or seminars on translation skills and related topics were held for Court Interpreters, with 1 060 attendances up to the end of September. During the same period, five courses or lectures for the Judicial Clerk grade, six



參加司法機構管理人員證書課程的部份學員於畢業禮上合照  
Some of the recipients at the Graduation Ceremony on Certificate Course in Management for Judiciary Managers

talks or seminars for the Bailiff and Bailiff Assistant grades, as well as two courses for the Court Reporter grade, with a total of 435 attendances, were organised.

The year also saw the completion of the Second Certificate Course in Management for Judiciary Managers and the Second Certificate Course in Legal Studies for Judiciary support staff by 31 and 22 staff respectively.



參加司法機構支援人員法律研習證書課程的部份學員攝於畢業禮上  
Some of the recipients at the Graduation Ceremony on Certificate Course in Legal Studies for Judiciary Support Staff



執達主任正在執行派發傳票任務  
Bailiff processing services



第二屆司法機構管理人員證書課程和  
第二屆司法機構支援人員法律研習證  
書課程在今年完滿結束，修畢課程的  
人數分別為 31 及 22 人。

### 現代科技應用

2000 年，司法機構落實了資訊系統策  
略計劃中第三期工程，用聯網的方法  
為所有主要運作單位設置案件管理系  
統。第三期計劃中的工程，包括為終  
審法院、土地審裁處、勞資審裁處和  
死因裁判法庭設置案件管理系統等。  
區域法院資訊系統功能亦已提升，以  
配合因區域法院規則的修訂帶來的各  
種需要。

司法機構將繼續研究新的資訊科技方  
法，務求為法官、法庭使用者和市民  
提供更優質的服務。第三期計劃餘下  
的工程（包括設置公眾繳款系統、公  
眾資訊系統、電子方式入稟稅項申索  
試驗計劃及設計自動化領導資源工具）  
將於 2001 年完工。我們現正努力落實  
各項新措施，例如設立科技法庭及在  
互聯網上登載判決書，此外又會進行  
電子存檔的可行性研究。

### APPLYING MODERN TECHNOLOGY

The Year 2000 saw the implementation of the  
Judiciary Information Systems Strategy Phase III  
projects which completed the plan of providing case  
management capabilities to all major areas of  
Judiciary's operations through an integrated approach.  
The Phase III projects include Case Management  
Systems for the Court of Final Appeal, the Lands  
Tribunal, the Labour Tribunal and the Coroner's  
Court. A major enhancement to the District Court  
system was also carried out to meet the necessary  
requirements resulting from revisions in the District  
Court Rules.

The Judiciary will continue to explore and provide  
new information technology solutions with a view  
to further enhancing its services to judges, court users  
and the general public. The remaining Phase III  
projects (including the Public Payment System, the  
Public Information System, Pilot Electronic Filing  
of Tax Claims and the Automated Leadership  
Resource Tool) will be delivered in 2001. New  
initiatives including the establishment of a  
Technology Court, the posting of judgments on the  
Internet, and a feasibility study on electronic filing  
are being pursued.



## 服務質素 精益求精

司法機構致力改善為法官、法庭使用者和公眾人士提供的服務，主要措施如下：

### 繳交罰款

為方便市民，由2000年3月起，裁判法院的出納處已延長辦公時間，在星期一至五午飯時間照常開放。

由2000年8月起，所有法院及審裁處的出納處櫃檯已安裝「易辦事」終端機。司法機構現正設計新的系統，利用銀行自動櫃員機繳交罰款，預計將在2001年第二季啟用。

### 數碼錄音及法庭紀錄謄本製作服務

數碼式錄音和謄本製作服務，在各級法院使用已有數年，速度和效率都證實非常理想。2000年，我們已經改良有關器材，務求再提高謄本的質素和縮短處理謄本的時間。

### 法庭雙語制度

我們邀請了香港城市大學協助設計一個電子法律文書／語素系統，建立資料庫，以收集判決書和法律文件中常

## CONTINUOUS QUALITY IMPROVEMENTS

The Judiciary Administration has strived to improve its services to judges, court users and members of the public. Significant areas are highlighted in the following paragraphs.

### Payment of fines

Since March 2000, the opening hours of shroff offices in Magistrates' Courts have been extended to cover lunch hours on weekdays for the convenience of the public.

Easy Pay System (EPS) Terminals have been installed at shroff counters of all courts and tribunals since August 2000. A system is being developed for Automatic Teller Machines (ATM) to be used, which is expected to be launched in the second quarter of 2001.



為聆訊而設的謄寫服務  
Transcription services provided for court hearings





見和常用的詞組。這將有助提高法庭傳譯主任的工作效率，法官擬製中文判決書時亦可作為參考。

### 圖書館

1999年，我們完成了對終審法院圖書館、高等法院圖書館和區域法院圖書館運作的檢討，現正着手實行各項建議，改善圖書館服務。

我們現正以電腦化及自動化的圖書館管理系統，取代人手操作的模式。該系統將會在2001年第三季完成設置，屆時，我們的各個圖書館不僅可以相



終審法院首席法官與小孩同樂  
*The Chief Justice having fun with enthusiastic children*

互聯網，還可與其他學術機構的圖書館互聯，公眾人士更可在網上搜索目錄。

法律專業人士和市民經常使用的高等法院圖書館，2000年7月起開始進行翻新工程。無論在間隔上，或在空間使用上，都會有徹底的改善。預計工程會在2001年第二季竣工。



終審法院首席法官為「第一屆司法機構同樂日」主持點睛儀式  
*The Chief Justice dotting the lion's eyes at the first Judiciary Fun Day*

### Digital Audio Recording and Transcription of Court Proceedings

The computerised audio recording and transcription service has been in use at various levels of courts for several years. It has proved to be an efficient and effective means to provide transcripts. In 2000, the equipment for the digital audio recording and transcription service had been upgraded so as to improve the quality and shorten the processing time of the transcripts produced.

### Bilingual Legal System

An Electronic Legal Bilingual Document/Corpus System is being developed with the assistance of the City University of Hong Kong. The system will create a database of phrases commonly and frequently used in judgments and legal documents. This will improve the work efficiency of court interpreters. The database can also serve as a tool to assist Judges in writing judgments in Chinese.

### Libraries

Having completed the reviews on the operation of the Court of Final Appeal Library, the High Court Library and the District Court Library in 1999, we are taking forward the recommendations to improve the library services.



法官及司法機構人員齊聲合唱  
Judges and staff singing together

### 康樂及福利活動

我們認為，無論法官或同事，都極需要在工作與生活之間取得平衡。我們舉辦過網球比賽，又鼓勵同事參與公益活動例如龍舟比賽、毅行者和划艇籌款。第一屆司法機構同樂日於3月舉行，參加的有司法人員、支援人員和他們的家人共3000人，一同歡渡了一個輕鬆的下午。



法官、司法機構人員及家屬在九龍公園參加同樂日，歡渡下午  
Judges, staff and family members shared a relaxing and enjoying afternoon at the Fun Day held in Kowloon Park

A computerised and automated library management system to replace the manual mode of operation is being implemented. Interface with libraries of academic institutions, networking among all Judiciary Libraries and on-line public access catalogue will be provided after the system has been put in place in the third quarter of 2001.

The High Court Library, which is used frequently by legal profession and the public, has started renovation in July 2000. There will be substantial improvements in the layout and space utilisation. The work is expected to be completed in the second quarter of 2001.

### SOCIAL AND WELFARE ACTIVITIES

We recognise the significance of a balanced work life for judges and staff. In addition to organising tennis competition, participating in public events like the dragon boat race, trail walkers and row for charity, the first ever Judiciary Fun Day was held in March to provide a festive and relaxing afternoon for judges and judicial officers, administration staff and their families. The event attracted a total of 3 000 participants.



法官與司法機構人員龍舟競渡顯身手  
Judges and staff participated in the dragon boat race