

司法機構的行政 Judiciary Administration



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司法機構政務處由司法機構政務長統領。司法機構政務長協助終審法院首席法官處理司法機構的整體行政事務，並監控司法機構的一切公帑支出。

組織架構

司法機構政務處分為四部：

- (i) 發展部負責檢討、統籌及推動有關法庭架構、常規、規則和程序的政策，並處理傳媒和公共關係事務；
- (ii) 運作部提供必要的支援服務以配合各級法院的運作，包括為案件排期、調派並訓練人員以協助法官、管理法院登記處的運作、執行法庭命令、提供翻譯及傳譯服務和法律參考資料、管理司法機構圖書館的運作、安排家事調解服務及處理投訴等；

Judiciary Administration

The Judiciary Administration is headed by the Judiciary Administrator who assists the Chief Justice in the overall administration of the Judiciary. He/she is also the Controlling Officer for all public funds expended by the Judiciary.

Organisation Structure

The Judiciary Administration is organised into four Divisions:

- (i) **Development Division** is responsible for reviewing, co-ordinating and developing policy on court system, practices, rules and procedures. Its portfolio also covers media and public relations;
- (ii) **Operations Division** provides essential support services for the operation of courts at all levels including the listing function, deployment and training of staff in assisting Judges, operation of registries, execution of court orders, translation and interpretation services, provision of legal reference, operation of Judiciary libraries, mediation service on matrimonial cases and handling of complaints;

- (iii) 支援部負責管理人力資源和財政資源，設計及落實辦公室場地使用策略，處理司法機構的一般行政事務，並負責司法培訓的支援工作；及
- (iv) 優質服務部負責計劃及統籌各項措施的效率檢討和改善方案，制訂並執行與資訊科技有關的建議，以及監察資訊系統的管理工作。

機構的發展

使命和主要工作範疇

司法機構政務處在員工積極參與下，集思廣益，訂立以下的使命：

- 維護司法公正
- 提供優質服務
- 發揮團隊精神
- 致力創新求進

為了實踐部門的使命，我們自 2001 年已就司法機構政務處的各项職能界定了一套主要工作範疇，讓同事在了解本身工作功能及意義方面有基準可循。透過同事的參與，我們為每個主要工作範疇制定了主要成效指標。有了這些指標，我們便可制定工作方針，評定我們工作的成效。自 2002 年年底起，我們已設立了一套全面性的工作表現管理制度，每季都由有關組別更新有關工作成績及成效的資料。

- (iii) **Corporate Services Division** is responsible for managing human and financial resources, planning and implementing the accommodation strategy, general administration of the Judiciary as well as support to judicial training; and
- (iv) **Quality Division** works on the planning and co-ordination of efficiency reviews and improvement initiatives, development and implementation of information technology proposals, and overseeing the management information system.

Organisation Development

Mission and Key Result Areas

The Judiciary Administration has developed the following mission through extensive staff participation and consultation:

- 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

In pursuit of the mission, a set of Key Result Areas (KRAs) have been defined since 2001 for individual functions in the Judiciary Administration to provide staff with a framework for understanding the significance of their work. Key Performance Indicators (KPIs) under each KRA have been developed through staff participation, for setting objectives and benchmarking results. A comprehensive performance management system has been put in place since late 2002 for quarterly updating of achievements and results by the respective Divisions.

2006 至 2008 年三年策略性規劃及 組織發展工作坊

2002 至 2005 年的三年策略性大計已告完成，並已為將來的發展打好基礎。2005 年 11 月，我們舉辦了一個組織發展工作坊，討論和重申司法機構政務處的使命和信念，評估工作成效，以及辨識未來的發展路向。來自各分部超過 80 位的管理人員參加了工作坊，分享和鞏固彼此的經驗，並仔細考慮了組織發展的多個大方向。

2006 年初，在員工的參與下，我們制定了新一輪涵蓋 2006 至 2008 年三年的策略性目標和工作計劃。2006 年 3 月，我們舉辦了另一次組織發展工作坊，以加深員工對組織發展大方向的理解，並通過大家的共同努力，擬定具體的策略性目標。集體協定的 2006 至 2008 年策略性目標如下 —

- 支援司法機構的各項措施，使市民能以恰當的訟費及在合理期限內把糾紛訴諸法院
- 提供優質服務以支援司法工作
- 在提供優質服務的同時，不斷培養能幹出色和敬業樂業的工作團隊
- 進一步提升司法機構政務處的組織文化。

為了實現這些目標，所有組別都已就其工作範疇制定了策略性工作計劃。這方面的進度會定期在由司法機構政務長主持的每月行政會議中予以檢討。

Three-Year Strategic Action Plan 2006-2008 and Organisation Development Workshops

The Three-Year Strategic Plan 2002-2005 was completed and laid the groundwork for future development. In November 2005, an Organisation Development Workshop was conducted to reaffirm the mission and core values of the Judiciary Administration, evaluate the results achieved, and identify areas for enhancement. Over 80 members from all Divisions participated in the Workshop. Past experiences were shared and consolidated, and a number of broad directions of organisation development were carefully considered.

In early 2006, we formulated the strategic goals and action plans for the three-year cycle covering 2006-2008 through staff participation. In March 2006, we conducted another Organisation Development Workshop to align staff's understanding of the broad directions of organisation development, and to map out the strategic goals through concerted efforts of all concerned. The agreed strategic goals for 2006-2008 are as follows –

- To support the Judiciary's initiatives to enhance access to justice at reasonable cost and speed
- To deliver quality service in support of the administration of justice
- To sustain and develop competent and happy staff in the delivery of quality service
- To enhance the organisational culture in the Judiciary Administration.

In support of these strategic goals, all Divisions have drawn up strategic action plans under their areas of work. Progress is regularly reviewed at the monthly Executive Meeting chaired by the Judiciary Administrator.

國際標準化組織 ISO 證書

到目前為止，小額錢債審裁處、土地審裁處和六所裁判法院的登記處及法庭支援服務已經獲得國際標準化組織 ISO 9001:2000 證書，這顯示所有這些登記處的管理系統已達到國際認可的標準。2006 年，這些系統繼續有效地運作，而上述各登記處都通過了由外間評審組織進行的保持認證資格 / 監督審核，並且獲得了良好成績。

資訊科技應用

科技法庭

高等法院大樓五樓的科技法庭提供活動的電子文件和證物處理設施，以配合法庭進行複雜的審訊和上訴法律程序。2006 年，上述先進設施可以提供另一法庭使用。這些設施 (i) 能儲存大量文件及編製索引，供多個用者同時使用；以及 (ii) 令使用者可在聆訊期間同時利用多個電腦顯示屏即時提取及閱覽文件。



科技法庭提供視像會議設施
Technology Court provides video conferencing facilities

ISO Certification

So far, the Small Claims Tribunal, the Lands Tribunal and six Magistrates' Courts have obtained the ISO 9001:2000 certification for their Registry and Court Support Services. The accreditation signifies that the quality management systems in all these registries have attained internationally recognised standards. In 2006, these systems continued to function effectively, and the registries concerned achieved good results in renewal/surveillance audits conducted by external certification bodies.



在科技法庭進行的聆訊
A hearing at the Technology Court

Applying Information Technology

Technology Court

In 2006, the facilities which are portable for electronic documentation and exhibits handling for complex trials and appeal proceedings at the Technology Court, located on the 5th floor of the High Court, were made available for another courtroom. The system allows (i) a large volume of documents to be indexed, stored and shared, and (ii) documents to be retrieved and displayed simultaneously on computer monitors for use in the course of hearing.

電子服務

為了讓市民在法院進行訴訟時更感便利，司法機構不斷推出新的電子服務，以供法庭使用者及公眾人士使用。2006年，我們進一步擴大電子服務，使市民可以透過司法機構的網頁下載高等法院、區域法院、家事法庭及死因裁判法庭的電腦填寫表格。

E-Services

To facilitate public access to justice, the Judiciary has continued to provide new e-services for the benefit of court users and members of the public. In 2006, computer fillable court forms in respect of the High Court, the District Court, the Family Court and the Coroner's Court were made available on the Judiciary Website.



資訊科技工作小組

由終審法院常任法官李義出任主席的資訊科技工作小組，對讓訴訟人士透過電子方式向各級法院存交各類文件的可行性，以及因此而帶來的效益進行了討論。由於需先修訂法例，才值得推行電子文件交換的安排，所以我們會在適當時候考慮如何籌劃有關的法例修訂工作。期間，小組優先探討的事項是發展資訊系統以支援民事司法制度改革的可能性。

Information Technology Working Group

The Information Technology Working Group, chaired by the Honourable Mr Justice Ribeiro PJ, discussed the feasibility and benefits of electronic filing for all types of documents at all levels of court. It is noted that statutory amendments would be needed to make electronic document exchange worthwhile and that appropriate consideration would be given to pursuing such amendments in due course. Meanwhile, priority is being given to exploring the feasibility of developing information systems to support the civil justice reforms.

保持警覺

司法機構政務處對流感大流行保持警覺，繼續推行一系列防範措施，包括加強司法機構各辦公大樓的公眾地方和通風系統的清潔工作及採購適當的裝備等，從而為員工和法庭使用者提供一個安全及清潔的環境。我們不時透過電郵向員工提供有關流感的最新資訊。

Staying Alert

To stay alert to the possible threat of Pandemic Influenza, the Judiciary Administration continued to implement measures, such as cleansing of common areas and ventilation systems at Judiciary premises and procurement of stock to provide a safer and cleaner environment to staff and court users. Staff members were kept informed of the latest developments on influenza through e-mail.