

第十章

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司法機構政務處
的工作人員
*Our Staff in the
Judiciary
Administration*

支援人員重點簡介

執達主任

法庭命令組負責執行法庭的判決及命令，以及送達法律程序文件等。目前，我們共有 52 位法庭執達主任和 44 位執達主任助理。法庭命令組根據執達主任工作改善小組的構思，全面實施了工作專責制度以精簡執達主任的工作分配，這樣，雖然案件量有所增加，但執行法庭命令的輪候時間仍能大大縮減。此外，工作改善小組亦在改善運作指引、知識管理、及增進對執達主任的服務的認識方面，制訂及實施了多項措施，務求提升服務效率。

法庭傳譯主任

法庭語文組共有 176 位法庭傳譯主任，他們在各級法院的法律程序中為操不同語言的訴訟人提供傳譯服務，清除法庭與訴訟當事人之間的語言障礙，在法庭上擔當重要的角色。



執達主任及執達主任助理參加團隊建立訓練活動
Bailiff and Bailiff's Assistants participate in Team Building Programme

HIGHLIGHTS OF OUR SUPPORT STAFF

Bailiffs

Enforcement of judgments and court orders, and service of court process are the responsibilities of the Court Orders Section. Currently, there are 52 Bailiffs and 44 Bailiff's Assistants. The concept of a docket system to streamline task assignment for Bailiffs, conceived by a Work Improvement Team of Bailiffs (WIT), has been fully implemented, resulting in significant improvements in shortening the waiting time for executing court orders despite increases in caseload. The WIT has also developed and implemented initiatives in enhancing the operation manual, knowledge management and promoting a better understanding of the Bailiff's services, aiming at improving the effectiveness of their services.

Court Interpreters

The 176-strong Court Language Section provides interpretation service in court proceedings. Court interpreters are deployed to courts at all levels, where they interpret for parties who speak different languages. Their service is vital in removing the language barrier between the court and parties to litigation.

法庭傳譯主任主要負責法庭上英語、粵語及普通話的傳譯工作。此外，法庭語文組還有 395 位兼職傳譯員，可為操不同中國方言或外國語言的法庭使用者提供服務。

同時，法庭語文組也負責翻譯及鑑證法庭文件，以及翻譯判決書等工作。

我們一直都十分重視同事的培訓。2003 年，我們除了安排法庭傳譯主任職系的同事參加在本地定期舉行的課程及研討會外，還選派 20 位同事分別到北京及英國參加語文講座或語文課程。

法庭速記主任

由於我們已在各級法院推出數碼錄音和謄本製作服務，故此，法庭速記主任的工作和職責需予檢討。此外，隨著由員工組成的工作改善小組的設立，數碼錄音和謄本製作服務的外發管理程序亦得到精簡改善。為了做好準備迎接司法機構政務處各樣新的工作，法庭速記主任職系的同事參加了相關的培訓。至於已經調派擔任其他工作的同事亦很快適應新的工作環境，並在新的崗位上作出重大貢獻。

Supplemental to regular court interpreters who provide interpretation service in English, Cantonese and Putonghua, the Court Language Section has a pool of 395 part-time interpreters who can speak various Chinese dialects and foreign languages.

Translation and certification of court documents, as well as translation of judgments are also under the purview of the Court Language Section.

Much emphasis has been put on staff training. In 2003, in addition to regular local courses and seminars, 20 colleagues attended language courses or symposiums in Beijing and the UK.

Court Reporters

The introduction of the Digital Audio Recording and Transcription Services (DARTS) at all levels of courts necessitates a review on the role and responsibilities of Court Reporters. As a result of a WIT set up among staff, the work procedure engaged in contract management of the DARTS has been streamlined. Officers in the grade have also received relevant training to prepare themselves for new roles in the Judiciary Administration. Those who have been deployed to other functions have been adapting well to the new working environment and making remarkable contributions.



法庭傳譯主任到北京參加語文課程
Court interpreters to Beijing attend a language course



司法書記為法官在庭內提供支援服務
Judge's Clerk provides support services in court

司法書記

司法書記職系在編制上共有 204 人，他們主要負責在法庭及法院登記處為法官及法庭使用者提供支援，處理法庭的日常運作事宜，確保一切事務都依照法庭實務指示及程序規則辦理。

在法庭和內庭工作的司法書記主要向法官提供支援服務。他們要處理庭上的事務，包括宣讀控罪、抽選陪審員、記錄裁決及擬備法律程序紀錄等；亦為法庭使用者做好聆訊前的預備和聆訊後的跟進工作，如安排傳譯服務、發出通知書、整理證據大綱、批核法庭命令草擬本、擬備刑事上訴文件檔及校對判決書等。

在法院登記處服務的司法書記工作範圍相當廣泛，包括收納及將法庭文件存檔、處理單方面提出的申請及因欠缺行動而作出的判決、為案件排期、以及評定暫定訟費單，整理紀錄等等。

Judicial Clerks

The Judicial Clerk Grade has an establishment of 204 officers. They are mainly responsible for providing court support and registry services to Judges and court users. They attend to court business and ensure smooth operation in accordance with the court practice and procedures.

Judicial Clerks working in court rooms and Judges' chambers provide support service to Judges. They attend to proceedings, take pleas, empanel jurors, take verdict and minutes of proceedings. They also attend to the preparatory and follow-up actions of all court cases such as arranging interpretation services, issuing notices, marshalling skeleton arguments, approving draft court orders, preparing criminal appeal bundles and proof-reading judgments.

Judicial Clerks working in court registries perform a wide range of duties which include accepting court documents for filing, processing ex-parte applications and default judgments, listing cases for hearing, and taxing provisional bills of management of records.

勞資審裁處調查主任

根據香港法例第 25 章《勞資審裁處條例》第 14 條，勞資審裁處調查主任有權會見有關申索的各方當事人，向他們錄取陳述書，以及在需要時查閱其他文件，然後擬寫簡報，以供審裁官作斷案參考之用。在適當情況下，他們也會協助訴訟各方達成和解協議。

其他職系的人員

司法機構約有 1 000 名其他職系的人員，分別在不同的部門及組別工作。他們主要包括政務主任、行政主任、新聞主任、圖書館館長、管理參議主任、庫務會計師、會計主任、系統分析／程序編製主任、統計主任、文書主任和秘書服務人員等。

司法機構的政務主任在制訂政策及法庭運作事宜上擔任領導的角色。行政主任負責人力及財務資源的發展和管理、辦公室和產業管理的協調工作，並為司法培訓、法庭使用者委員會及其他各個工作小組提供秘書服務，以及處理查詢及投訴等事宜。



一般職系人員
General Grades Officers at work



勞資審裁處調查主任會見申索人
Labour Tribunal Officer interviews claimants

Tribunal Officers

Tribunal Officers of the Labour Tribunal are empowered by section 14 of the Labour Tribunal Ordinance (Cap. 25) to interview parties concerned in claims filed with the Tribunal. They may record statements from the parties and, where necessary, inspect other items. A summary will then be prepared for the purpose of adjudication by the Presiding Officers. Should circumstances so warrant, they may also assist the parties concerned to come into settlement of their disputes.

Other Grades Officers

There are some 1 000 other grades officers working in various divisions/sections of the Judiciary. They are mainly Administrative Officers, Executive Officers, Information Officers, Librarians, Management Services Officers, Treasury Accountants, Accounting Officers, Analysts/Programmers, Statistical Officers, Clerical Officers and Secretarial staff.

Administrative Officers in the Judiciary assume leadership roles in policy development and court operation. Executive Officers develop and manage human and financial resources, coordinate office administration and accommodation matters, provide secretariat support to judicial training, court users' committees and various working groups, and handle enquiries/complaints.

文書人員和秘書服務人員提供多方面的支援服務，包括一般行政、會計、人事、市民查詢、圖書館服務及判決書的打字工作等。他們有些會擔任法庭書記的職務，也會在法院登記處處理法庭的文件。

其他職系的同事承擔財務管理、效率檢討、資訊科技、家事調解、公共關係及圖書館工作等，為司法機構及法庭使用者提供專業的協助。

人才培訓

支援人員的培訓工作，由司法機構支援人員培訓委員會統籌。委員會根據策略性培訓計劃，編定了2003至2004年度的培訓活動，目的是提升各級人員的技術能力和管理技巧，擴大他們個人的成長空間，協助他們實踐司法機構政務處的使命。

在各項人力資源培訓中，技能培訓是非常重要的。我們除了為新入職的同事舉辦入職訓練課程外，還籌辦了多個講座及課程，內容涵蓋法律知識、司法文書、翻譯及傳譯技巧、法律程序及常規、排解糾紛、調解的技巧、電腦知識及管理技巧等多個範疇。2003年1月至9月期間，我們為各級人員籌辦了約共310個此類研討會及課程，讓各級人員有機會自我增值。

為了協助同事就個人發展做好準備，我們推出了一系列有關提高情緒商數及逆境商數的工作坊，共有180位來自不同職級的人員參加。這些工作坊讓同事掌握管理情緒及應

Clerical and secretarial staff provide support services including general administration, accounting, personnel, enquiry counters, library service and typing of judgments. Some of them assume the role of court clerks and handle court documents in registries.

Other grades staff undertake professional work on financial management, efficiency reviews, information technology, family mediation, public relations and library services.

DEVELOPMENT AND TRAINING

Training and development activities for our support staff are co-ordinated by the Judiciary Support Staff Training Committee. Pursuant to the Strategic Training Plan, a staff training and development plan for 2003-04 has been drawn up to ensure that staff at various levels have the technical competence, management attributes and personal growth opportunities to attain the mission of the Judiciary Administration.

Technical competency constitutes a very important component of training and development. In addition to induction courses for newly recruited staff, seminars and courses on legal knowledge, legal writing, translation and interpretation skills, legal proceedings and practices, conflict



「健腦操」研習班
Workshop on Brain Gym

付日常生活不如意事的實用技巧。此外，我們亦為35位執達主任和執達主任助理舉辦了為期一天的團隊建立戶外訓練活動，使他們得以從中體驗互信、溝通、共同理想及團隊合作的重要性。

此外，我們亦為司法書記職系推行團隊建立計劃，全體215位人員於2003年3月/4月參與一系列的星期六工作坊，就該職系在機構發展方面的工作成績進行檢討，以及就提高效率和成效的各項措施交流討論。

知識管理

我們推出了知識管理計劃，目的是確立一套良好的制度，讓同事將獲得的專業知識保存分享。2003年，我們為90位組別主管舉行了兩個知識管理工作坊，目的是提高他們在需要保存和分享知識方面的意識。我們亦成立了一個專責小組，就不同職能的知識管理安排制訂工作計劃。



知識管理工作坊
Workshops on Knowledge Management

resolution, mediation skills, computer knowledge and management skills have been organised. For the first nine months of 2003, some 310 courses and seminars were run for various grades of staff.

For personal development, a series of workshops on managing Emotional Quotient (EQ) and building up Adversity Quotient (AQ) were organised and attended by 180 staff at various levels. These workshops provided the participants with practical skills for managing emotions and coping with adversity in their daily life. A one-day outdoor Team Building programme was also organised for 35 Bailiffs and Bailiff's Assistants to enable them to realise the importance of trust, communication, common vision and teamwork.

As part of a project on team-building for the Judicial Clerk Grade, all 215 grade members attended a series of Saturday workshops in March/April 2003, where they reviewed their achievements in organisation development and discussed initiatives for enhancing efficiency and effectiveness.

KNOWLEDGE MANAGEMENT

A knowledge management programme, which aims to establish best practices and retaining professional expertise, has been launched. In 2003, two Workshops on Knowledge



激勵和嘉許

在同事個人發展方面，我們適當地委派任務和下放權力，對有良好工作表現的同事加以讚賞，對所有同事都表示關心和尊重，讓同事在工作上獲得滿足感。

在組織架構方面，我們推出了多項計劃，包括鼓勵同事就改善運作效率方面提出建議，獎勵有突出表現的個別員工和團隊，又嘉許有良好表現的同事。

2003年1月，我們推出卓越表現獎勵計劃及持續學習獎勵計劃。我們已經簡化卓越表現獎勵計劃的提名程序，俾能對同事作出即時的獎勵。

加強溝通

管方一方面要使同事認識部門的使命和信念，策略和計劃，同時也必須理解他們在日常工作上所面對的壓力和困難。為此，我們設立了多種渠道，鼓勵司法機構政務處的同事多作溝通。這些渠道包括：

- 首長級人員體驗前線工作
- 司法機構政務長親善訪問
- 管理人員出外探訪
- 員工通訊
- 員工網站
- 協商委員會
- 工作改善小組
- 答問大會

Management were organised for 90 Section Heads to raise their awareness of the need for retaining and sharing knowledge. A focus group has been set up to formulate working plans for managing knowledge in various functions.

MOTIVATION AND RECOGNITION

At the individual level, job satisfaction for our staff is enhanced through delegation and empowerment, offering due recognition for good work, and showing care and respect for all.

At the organisational level, a number of schemes have been introduced to encourage staff to give suggestions on improving efficiency of our operations, to award individuals and teams for outstanding services, and to give recognition to good performance.

In January 2003, an Exemplary Performance Award Scheme with simplified nomination procedures facilitating instant award and a Continuous Learning Award Scheme were launched.

COMMUNICATION

It is important that the mission, core values, strategies and plans are communicated to staff, while the pressure and problems that they face in their daily work are appreciated by management. To this end, various channels have been established to encourage communication within the Judiciary Administration. These include:

- Directorate to the Frontline
- JA Meets-the-Staff
- Management Outreach Visits
- Staff Newsletters
- Electronic Staff Link



司法機構職員參加龍舟競渡
Judiciary staff join the dragon boat race

在工作與生活之間取得平衡

員工康樂組過去一年為同事舉辦了各種體育活動，並統籌各同事參加香港公開室內划艇比賽、愉景灣龍舟競渡、香港划艇錦標比賽及毅行者2003等競賽。此外，我們亦為同事籌辦高爾夫球、網球、社交舞、瑜珈及太極班等興趣小組。

我們現正著手籌備在高等法院設立「心靈清泉閣」。「心靈清泉閣」提供消閒讀物和資料（例如有關烹飪、旅遊、宗教等資料），同事可在午膳時間到該處享受悠然的閱讀樂趣。我們亦舉辦了健腦操研習班，讓同事透過健腦操動作，達到放鬆身心及保持活力的效果。此外，我們在過去一年也定期為同事及其家人舉辦參觀博物館、野外郊遊及電影欣賞會等活動。

- Consultative Committees
- Work Improvement Teams
- Q & A Sessions

BALANCED WORK LIFE

The Staff Recreation and Sports Club organised various sports activities in the year and took part in competitions including the Hong Kong Open Indoor Rowing Championships, Dragon Boat Race at Discovery Bay, Hong Kong Rowing Championships and Trail Walker 2003. Interest groups on golf, tennis, ballroom dance, Yoga and Tai Chi were also organised for staff members.

The setting up of a "Spiritual Health Spa Corner" in the High Court, where staff can relax and enjoy different sorts of leisure materials on cookery, travel, religion, etc. during lunch hour, is in the pipeline. Workshops on brain gym were organised to help staff members to relax and rejuvenate their mind to an energetic state. Besides, visits to museums, outings and movie shows were organized for staff and their families regularly throughout the year.



法官及司法機構職員參加「終審法院首席法官李國能盃」網球賽
Judges and Judiciary staff at the "Chief Justice Li Cup" Tennis Tournament