

第十章

司法機構政務處 的工作人員



Chapter 10

OUR STAFF IN
THE JUDICIARY
ADMINISTRATION



執達主任工作改進小組定期舉行會議，共商改善服務質素
Work Improvement Team of Bailiff Grade holds regular meeting on how to improve quality of service

我們的支援人員重點簡介

執達主任

執達主任和執達主任助理是司法機構前綫的工作人員。現時，司法機構有 36 位執達主任和 46 位執達主任助理。

執達主任助理派送傳票傳召訴訟人出庭，標誌著法庭訴訟的起點。正如前文第七章所述，現時執達主任助理都已配備手提電腦器材，這既可提高效率，亦可確保送達紀錄正確無誤。

執達主任的主要職責是在訴訟結束時根據勝訴人的請求助其執行法庭判令。執行債務判令一般採取的途徑是扣押或公開拍賣債務人的財物或實產，如果執行海事判令則有時會將船舶扣押。執達主任亦在典禮和庭審中，負責維持秩序。

HIGHLIGHTS OF OUR PEOPLE WHO PROVIDE SUPPORT SERVICES

Bailiffs

Bailiffs and Bailiff's Assistants are frontline staff of the Judiciary. Currently, there are 36 Bailiffs and 46 Bailiff's Assistants.

Service of summons to court process by Bailiff's Assistants symbolises the very beginning of the protocol of the Courts in summoning the attendance of parties concerned before the Judges. As reported in Chapter 7, every Bailiff's Assistant has been equipped with a mobile computing device to enhance efficiency and to ensure accuracy in recording the service results.

Execution of the judgments obtained by litigants at the conclusion of litigation are the main responsibility of the Bailiffs. Recovery of debts through seizure of goods and chattels and sale by public auction is one of the common means, sometimes even vessels are subject to detention in Admiralty cases. Bailiffs also participate in ceremonies and court sessions to maintain peace and order.

法庭傳譯主任

法庭語文組共有 200 位專業法庭傳譯主任。他們在各級法庭提供優質傳譯服務，以第三者中立的身分核證庭審使用的各類文件的譯文，又翻譯某些特選的判決書，並核證訴訟人呈交法院的錄影或錄音會面紀錄騰本的譯文。

2000 年法庭語文組推行了在電腦上進行譯文核證的試驗計劃，在提高效率和改善成本效益方面都已見成效。

法庭速記主任

各級法庭的錄音和騰寫服務電腦化後，法庭速記主任工作已重新調配，現以合約形式負責管理數碼錄音和騰本制作的服務，確保服務運作暢順，保證騰本的高質量。政府推出自願退休計劃後，該職系的人數現已減至 23 人。



法庭語文組各主管開會議事
Unit heads of Court Language Section at a meeting

Court Interpreters

The Court Language Section has a staff of 200 professional court interpreters. They provide quality interpretation service at all levels of courts and they certify, as an impartial third party, the accuracy of the translation of documents for use in courts. They also translate selected judgments and certify transcripts of video and audio records of interview submitted by parties to the courts.

The Court Language Section has launched a pilot scheme on computer aided certification in the year, which has been proven successful in enhancing its efficiency and cost-effectiveness.

Court Reporters

Following the computerisation of the audio recording and transcription service at all levels of courts, court reporters are now deployed to perform contractual management functions for the Digital Audio Recording and Transcription Services to ensure smooth operation of the service and maintain a high standard in the transcripts produced. At present, the establishment of the Grade, reduced through voluntary retirement, is 23.



法庭速記主任定期會議
Court Reporters at a regular meeting



司法書記為法官在庭內提供支援服務
Judges' Clerks provide support services in court

司法書記

司法書記職系在編制上共有208人，分別在法院的登記處、法庭和內庭為法官和法庭使用者服務，處理法庭的事務，確保法庭程序和實務符合法庭規則。

在法院登記處服務的司法書記，負責法庭文件存檔、紀錄保存和回答查詢等工作。在法庭支援服務方面，主要負責案件分類、案件排期、訂定聆訊日期和紀錄管理等，法官和司法人員在法庭或內庭工作時他們亦會提供支援服務；此外亦須履行法定職務，如處理訟費單、遺產承辦申請和擔保手續等。

勞資審裁處調查主任

現時勞資審裁處的調查主任職系在編制上有28人，負責協助申索人辦理入稟手續，接見申索人、答辯人和證人，以收集訴訟雙方的文件證據，擬制案情摘要呈交審裁官作聆訊之用。調查主任在調查過程中，在適當情況下，亦會鼓勵訴訟雙方協商和解，從而省卻審訊的程序。

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

Judicial Clerks

The Judicial Clerks Grade has an establishment of 208. They work in the court registries, court rooms or judges' chambers to provide services to judges and court users. They attend to court business, ensuring that court

procedures and practices are carried out in accordance with the rules of the courts.

Judicial Clerks working in the court registries perform a range of functions such as accepting court documents; keeping records and answering enquiries. The main functions of Judicial Clerks as court support staff include case processing; listing cases and fixing date of hearing; records management; providing support services to Judges and Judicial Officers in courts or chambers; performance of statutory duties such as taxation of bills, processing of probate matters, and handling bail procedures.

Tribunal Officers

Currently, the Tribunal Officers Grade has an establishment of 28. They serve in the Labour Tribunal and assist prospective claimants in filing their claims; interview both claimants and defendants, including witnesses, for the purpose of gathering documentary evidence from both parties for the preparation of a summary of facts for submission to the Presiding Officer for hearing. During the course of investigation, the Tribunal Officer will encourage the parties to arrive at an amicable settlement, if appropriate, thereby saving them the need to go through the trial process.

一般職系和其他部門 職系人員

司法機構內的一般職系人員大約1 000人，來自不同職系，包括政務主任、行政主任、圖書館館長、新聞主任、管理參議主任、會計主任、系統經理、社會工作主任、統計主任、文書人員和秘書服務人員。



一般職系人員
General staff at work

司法機構政務處的政務主任在政策制訂和法庭運作事宜上擔任領導角色。行政主任負責人力和財務資源的發展和管理、建築物 and 產業管理的協調工作、投訴處理、又為司法培訓、法庭使用者委員會及其他後勤輔助安排提供支援。

文書人員和秘書服務人員在一般行政、會計、人事、查詢、統計、圖書館服務和判決書打字工作等多方面提供支援。其中一些或擔任法庭書記，或在登記處處理文件。

其他專業職系的人員在財務資源管理、效率檢討、資訊科技、家事調解、公共關係和圖書館服務方面提供專業協助。

General and Other Departmental Grades Officers

There are about 1 000 general grades officers in the Judiciary. They are members of Administrative Officers, Executive Officers, Librarians, Information Officers, Management Services Officers, Accounting Officers, Systems Managers, Social Work Officers, Statistical Officers, Clerical Officers and Secretarial staff.

Administrative Officers in Judiciary Administration assume leadership roles in policy development and court operation. Executive Officers develop and manage human and financial resources, co-ordinate building and accommodation matters, support to judicial training, court users' committees and other logistical requirements, and handle complaints.

Clerical and secretarial staff provide support services in areas such as general administration, accounting, personnel, enquiry counters, statistics, library service and typing judgments. Some of them play the role of court clerks and some handle court documents in registries.

Other professional grades staff give professional inputs in financial management, efficiency reviews, information technology, family mediation, public relations and library services.



學習資源中心
Learning Resource Centre

人才培訓

行政支援人員的培訓活動由司法機構支援人員培訓委員會統籌。委員會制訂了2001/02年度策略性培訓計劃，目的是提升各級人員的技術能力和管理技巧、擴大他們的個人成長空間，協助他們實踐司法機構政務處的使命。

為行政支援職系籌辦的各類人力資源培訓中，技術能力的培訓非常重要。我們為法庭傳譯主任、司法書記和執達主任等職系的新同事舉辦多種多樣的入職訓練課程。法庭傳譯主任的培訓活動有法律翻譯證書課程、法律知識研討會、現代漢語書寫技巧課程和法庭應用高級普通話課程，參加的人次超過400。

同年我們為司法書記舉辦了電子商貿證書課程和以法律程序及常規為主題的研討會，為勞資審裁處調查主任舉辦了關於排解糾紛和調解技巧的課程，為執達主任和執達主任助理舉辦了講座和研討會，並為法庭速記主任舉辦了多項課程，參加人次超過200。此外，我們又舉辦了172個關於專業技巧、管理和語文的課程和研討會，參加人次達1968。

DEVELOPMENT AND TRAINING

Training and development activities for administrative support staff are co-ordinated by the Judiciary Support Staff Training Committee. A strategic training plan for 2001/02 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 competence constitutes a very important component of human resource development for the administrative support grades. Comprehensive induction courses are organised for new recruits to the Court Interpreter, Judicial Clerk and Bailiff grades. In addition, a Diploma Course in Legal Translation, seminars on legal knowledge, courses on modern Chinese writing skills and job-related advanced Putonghua were held for Court Interpreters, with more than 400 attendances.



「個人突破計劃」旨在讓參加者透過遊戲發掘潛能
Participants explore their potential through various games in the "Personal Effective Workshop"



此項遊戲挑戰同事的膽量
Colleagues put their courage to test in this challenging game

我們十分鼓勵同事積極學習，為事業和個人發展做好準備，並且不斷與時並進。我們40多位高中層管理人員參加了一個Myers-Briggs類型指標的工作坊，從中他們可以更認識本身的性格取向，更包容團隊內其他成員正常應有的性格差異。我們又舉辦了個人突破計劃，共有約41位組別主管和中層管理人員參加。他們在富冒險性的戶外活動中，通過實際體驗尋求突破、克服恐懼、發掘潛能並強化團隊精神。

在實際技能方面，我們為100位中層管理人員舉辦了兩次會議，讓這些人員掌握決策和如何解決問題的技巧，以應付在管理工作中遇到的問題。



教練講解使用安全帶的正確方法
The coach shows the correct use of safety belt

During the year, a Diploma Course in e-Commerce and seminars on legal proceedings and practices for Judicial Clerks, courses on conflict resolution and mediation skills for Tribunal Officers, talks and seminars for Bailiffs and Bailiff's Assistants, as well as courses for Court Reporters, attracting more than 200 attendances, were organised. In addition, 172 other courses and seminars on technical skills, management and language training were organised, with a total of 1968 attendances.

Individual staff are encouraged to prepare themselves for career and personal development, and adapt to change. Over 40 staff from senior and middle management attended a Workshop on Myers-Briggs Type Indicator, which provided the participants with a better understanding of their personality tendencies and normal personality differences among members in a team. A Personal Breakthrough Programme, which enabled some 41 section heads and middle managers to achieve breakthroughs, overcoming fear, discover untapped potential and foster team spirit through outdoor adventurous exercises and experiential learning, was organised.

On the practical side, two conferences on 'Tools Employed in Striving for Service Excellence' were organised for 100 middle managers to provide them with decision making and problem solving techniques to deal with issues arising from their management functions.

知識和經驗的分享

我們定期舉辦討論會，鼓勵同事互相分享知識。在討論會上，同事會把在訓練課程、會議和研討會學到的新知識，與更多的同事分享。討論通常在行政會議中舉行。行政會議每月舉行一次，由司法機構政務長主持，出席的包括首長級人員和組別主管。

此外，我們又舉行了多次經驗分享會，主題包括怎樣對待難相處的顧客、談判成功之道、如何通過指導和輔導激勵員工盡展所長、實施 ISO 9000 認證和建立機構整體服務創新能力的策略等。

法庭傳譯主任和執達主任的同事亦經常進行經驗分享，討論日常在法庭和執行判令的工作時遇到的問題，讓大家從所遇到的挑戰中學習。這種不拘形式的知識管理方式，對於改進專業技能有顯著成效。



運作部主管會議
Section Heads of the Operations Division at meeting

SHARING KNOWLEDGE AND EXPERIENCE

Forum are held regularly to encourage the sharing of knowledge by staff members who have acquired new knowledge at training courses, conferences and seminars to a wider audience. Such sharing usually take place at monthly Executive Meetings chaired by the Judiciary Administrator and attended by the directorate team and section heads.



司法機構政務長巡視東區法院大樓時攝
The Judiciary Administrator pays a visit to Eastern Magistrates' Courts

In addition, Experience Sharing Sessions on various topics such as handling of difficult clients; the successful negotiator; motivating staff through coaching and counselling; implementation of ISO 9000; and strategies for building organisation-wide capacity on service innovation were held.

Sharing of experience is also a regular feature of the work of Court Interpreters and Bailiffs, in which challenging situations encountered daily in court and in enforcement actions were discussed. This informal style of knowledge management is conducive to building up expertise in the respective professional areas.

激勵和嘉許

在人事管理方面，我們適當地委派任務和下放權力，鼓勵同事發展其專長和潛能。我們嘉許良好的工作表現，而且對所有同事都表示尊重。

在組織架構方面，我們推行了多項計劃，包括鼓勵同事就改善運作效率提出建議，獎勵個人和團隊優質服務模範，又嘉許長期服務又有良好表現的同事。

我們積極跟隨公務員整體的改革動向，參加了團隊為本表現獎賞試驗計劃。參與的七個運作單位須訂立可量化的服務成效指標和改善方案，然後本著創新求進的精神共同付諸實踐。我們會在 2002 年檢討這項試驗計劃的成效。

MOTIVATION AND RECOGNITION

At the personal level, we motivate our staff through delegation and empowerment to develop the skills and abilities of individuals, giving due recognition for good work, and showing respect for all.

At the organisational level, we have launched a number of schemes to encourage staff to make suggestions to improve operational efficiency; to award individuals and teams for exemplary service as well as long-serving staff with consistent good performance.

We participated actively in the civil-service wide reform movement and joined the pilot Team-based Performance Rewards Scheme through which seven operation units set and implemented, through innovation and teamwork, quantifiable performance indicators and improvement plans. The results of the scheme will be reviewed in 2002.



司法機構政務長視察資訊科技管理組
The Judiciary Administrator visits the office of the Information Technology Management Section



司法機構員工的子女興高采烈地參加日營活動
Children of the staff enjoy themselves in the Judiciary Day Camp

加強溝通

管方令同事認識部門的使命、價值觀和主要成效範疇的同時，必須理解他們在日常工作面對的壓力，為此，我們設立了多方面的渠道，鼓勵管職雙方互相溝通。這些渠道包括：

- 管理人員出外探訪
- 司法機構政務長親善訪問
- 首長級人員體驗前線工作
- 員工通訊
- 員工網站
- 協商委員會
- 問答大會
- 聆聽大使計劃



員工及家眷歡渡司法機構日營
Staff and family have fun in the Judiciary Day Camp

COMMUNICATION

It is important that the mission, core values and key result areas are communicated to staff, while the pressure that they faced in the daily operation are appreciated by management. Various channels have been put in place to encourage such two-way communication. These include :

- Management Outreach Visits
- JA Meeting-the-Staff
- Directorate to the Front Line
- Staff Newsletters
- Electronic Staff Link
- Consultative Committees
- Q & A Sessions
- "Judiciary Ear"



主任裁判官鄧立泰先生及家人參加遊戲比賽
Mr Tallentire, Principal Magistrate and his family member take part in a game

康樂活動

員工康樂組經常舉辦各類活動，例如遠足和划艇等。我們的同事今年2月參加了在九龍公園舉行的室內器械划艇比賽，5月參加了在愉景灣舉行的龍舟競渡，10月參加了在沙田舉行的香港划艇錦標大賽，成績驕人。

我們認識到在生活和工作之間取得平衡十分重要。2001年11月的一個星期天，我們在保良局北潭涌渡假營舉辦了司法機構日營，參加的法官和司法人員、支援人員和他們的家人超過600人。



法官與職員在小組競技賽中同樂
Judges share fun with staff in competition game

SOCIAL ACTIVITIES

The Staff Recreation and Sports Club organises various activities, including hiking and rowing exercises. During the year, our staff took part in the Indoor Machine Rowing Competition at Kowloon Park in February, Dragon Boat Race at Discovery Bay in May, and the Hong Kong Rowing Championship in Shatin in October; and achieved encouraging results.

The importance of a balanced work life was recognised. More than 600 Judges and Judicial Officers, support staff and their families joined the Judiciary Day Camp held on a Sunday in November 2001 at the Po Leung Kuk Pak Tam Chung Holiday Camp.



日營活動一瞥
A glimpse of the Judiciary Day Camp