



第七章

7

司法



機構的行政  
*Judiciary  
Administration*

## 司法機構的行政

司法機構政務處由司法機構政務長統領。他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。



司法機構政務長徐志強  
Mr. Wilfred Tsui, the Judiciary Administrator

## 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，處理傳媒和公共關係事務，並負責司法培訓的支援工作；
- (ii) 運作部提供必要的支援服務以配合法庭運作，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 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, as well as support to judicial training;
- (ii) Operations Division provides essential support services for the operation of courts 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;



司法機構政務處高層  
Top management of the Judiciary Administration



司法機構政務長巡視執達主任辦事處(上)及東區裁判法院登記處(左)  
The Judiciary Administrator visits the Bailiff Office (top) and the General Registry of the Eastern Magistrates' Courts (left)

- (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，並處理司法機構的一般行政事務；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

- (iii) Corporate Services Division is responsible for managing human and financial resources, planning and implementing the accommodation strategy as well as the general administration of the Judiciary; 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

為了實踐部門的使命，我們已就司法機構政務處各項職能界定了共 64 個主要工作範疇，讓同事在了解本身工作功能和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 年底，我們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。

### 三年策略性規劃

我們的首長級人員對環境和利害關係進行分析，經研究部門的能力資源後，為 2002 至 2005 年制定了三年策略大計如下：

- 透過提供足夠的資料及適時回應，使訴訟各方，包括沒有律師代表的人士，得到最大的司法保障及權利
- 提倡以服務使用者為本的機構文化，並着重培養員工的主動性、個人發展及持續學習態度
- 建立能愉快地工作的團隊
- 精簡工序，以提高成效及舒緩工作壓力
- 改善設施以配合法官、員工及法庭使用者的要求
- 收集法官、員工及法庭使用者的意見
- 促進民事司法制度改革的發展

為了實現我們策略性的目標，司法機構四大分部透過集體參與形式，為 2003 至 2004 年度制定了 95 個改進計劃，積極配合法官、法庭使用者和同事們日益增加的需求。

In pursuit of the mission, a total of 64 Key Result Areas (KRA) have been defined for individual functions in the Judiciary Administration to provide staff with a framework for understanding the significance of their work. Key Performance Indicators 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 sections.

### Three-Year Strategic Plan

The Directorate team went through a process of environmental scanning and stakeholder analysis. Having also examined the capacity of the organisation, they arrived at a strategic plan for 2002-05 as follows:

- To maximise access to justice, in particular in information dissemination and timely response to court users, and to cater for increasing needs from unrepresented litigants
- To develop a user-oriented organisation culture and staff with a proactive mindset, focusing on personal growth and continuous learning
- To build happy teams of staff
- To conduct continuous improvements in work processes to enhance efficiency and reduce work pressure
- To provide better facilities to meet stakeholders' needs
- To collect feedback from stakeholders
- To contribute to the development of Civil Justice Reform

To achieve these strategic objectives, the four Divisions have drawn up, in a participatory manner, 95 improvement plans for 2003-04 as proactive steps to meet the increasing needs of Judges, court users and staff.



土地審裁處的登記處及法庭支援服務獲頒國際標準化組織 ISO 9001:2000 證書  
Lands Tribunal is presented with the ISO 9001:2000 certificate for its Registry and Court Support Services

### 國際標準化組織 ISO 證書

2002 年 3 月，小額錢債審裁處的登記處及法庭支援服務獲得國際標準化組織 ISO 9001:2000 證書，2003 年 6 月，土地審裁處的同類服務亦獲得該證書。這顯示該兩個審裁處的品質管理系統已達到國際認可的標準。

### 資訊科技應用

#### 科技法庭

為了提高法庭支援服務的效率及成效，第一個科技法庭已於 2003 年 4 月啟用。科技法庭提供先進的設施，以便法庭使用者利用電子方式處理文件及證物、透過多媒體提證、

### ISO CERTIFICATION

The Small Claims Tribunal obtained the ISO 9001:2000 certification for its Registry and Court Support Services in March 2002. In June 2003, the Lands Tribunal obtained certification for the same scope of services. This signifies that the quality management systems in both tribunals have attained internationally recognised standards.

### APPLYING INFORMATION TECHNOLOGY

#### Technology Court

With a view to enhancing the efficiency and effectiveness of court support services, the first Technology Court, which provides sophisticated facilities for electronic documentation



終審法院首席法官於招待傳媒的科技法庭簡介會上致辭  
The Chief Justice gives opening remarks at the media session on the Technology Court

透過視像會議作證，以及在線檢索法律參考資料等。科技法庭設於高等法院大樓五樓（第七法庭），可供進行所有審級法院的法律程序。

### 電子服務

為了貫徹電子政府的策略，司法機構致力提供電子服務，讓市民在法院進行訴訟時更感便利。公眾人士在互聯網上登入我們的網站後，便可使用多項電子服務。在新增的服務方面，公眾人士現時可在網上查閱高等法院及勞資審裁處案件聆訊的時間表。此項服務稍後更會擴展至其他審級的法庭。我們又將於 2004 年 3 月推出另一項新服務，以便公眾人士能夠利用電子方式在勞資審裁處預約時間及查詢有關支付判給款項的詳情。此外，我們又將於 2004 年中推出經改良的法律參考資料庫，公眾人士可在該資料庫中查閱所有在香港法院宣告的判決書。

and exhibits handling, multi-media presentation of evidence, video conferencing for witness testimony, and on-line access to legal reference, came into operation in April 2003. It is located on the 5th floor of the High Court (Court No. 7) and is open for proceedings at all levels of courts.

### E-Services

Consistent with the e-Government strategy, the Judiciary is committed to facilitating public access to justice by providing a range of e-services through a publicly accessible portal on the Internet. The new services include provision of information on hearing schedules for cases in the High Court and the Labour Tribunal for the time being, which will be extended to other levels of courts in due course; appointment booking and enquiry on the status of award payment at the Labour Tribunal, which will be launched in March 2004; and also an enhanced legal reference database, which will contain all judgments delivered by Hong Kong Courts, to be effective in mid-2004.



司法機構網頁設網上查詢高等法院及勞資審裁處案件聆訊日期服務  
The E-Hearing Date Enquiry Services on cases in the High Court and the Labour Tribunal is now available on the Judiciary website



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



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

### 稅務局稅項申索電子入稟系統試驗計劃

終審法院首席法官已委派工作小組，負責就稅務局稅項申索電子入稟系統試驗計劃的發展路向提供意見。第一階段包括稅務局工作流程的自動化，以及稅務局與區域法院之間透過電子方式交收個案資料這兩個項目。此階段的計劃已於 2003 年 8 月實行。工作小組將會就隨後各階段的項目提供意見，包括就所需的法例修訂提供意見。

### 戰勝疫潮

在「SARS」(嚴重急性呼吸系統綜合症)肆虐期間，司法機構政務處迅即加強法院大樓的清潔工作，為員工和公眾人士提供安全衛生的環境。我們為所有前線人員提供口罩和手套等保護物品，並且每天都將最新情況以內部通告形式發布。在全體人員齊心協力之下，為公眾人士提供的法庭服務並沒有因疫潮爆發而受到影響。

### Pilot Scheme on Electronic Filing of Inland Revenue Department Tax Claims

The Chief Justice has appointed a Working Group to advise on the development of a pilot scheme on filing Inland Revenue Department (IRD) tax claims electronically. Stage I, which covers the automation of the IRD workflow and data transfer of case information between IRD and the District Court went live in August 2003. The Working Group will advise on the further stages including any necessary legislative changes.

### COMBATING SARS

In combating the Severe Acute Respiratory Syndrome ("SARS"), the Judiciary Administration had taken swift actions in stepping up the cleaning of the court premises to provide a safe and hygienic environment to staff and members of the public. Protective masks and gloves were provided to all frontline staff. Daily internal reports were released to keep all concerned informed of the latest situation. With the concerted effort of all staff, court service to the public was maintained uninterrupted during the outbreak of SARS.