

## 支援人員重點簡介



執達主任執行工作  
Bailiff at work

### 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51位法庭執達主任和43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，推行工作專責制度以精簡執達主任的工作分配，使我們在案件量有所增加的情況下，仍能有效地縮短執行法庭命令的輪候時間。此外，工作改善小組亦在改善運作指引、加強知識管理，以及與社會大眾建立良好工作關係方面，制訂及實施了多項措施，務求提升服務效率。

## 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 51 Bailiffs and 43 Bailiff's Assistants. The concept of a docket system to streamline task assignment for Bailiffs, conceived by a Work Improvement Team (WIT) of Bailiffs, has effectively shortened the waiting time for executing court orders despite increases in caseload. The WIT has also developed and implemented initiatives in enhancing the operation manual, improving knowledge management and promoting good working relationship with the community, aiming at increasing the effectiveness of their services.



執達主任團隊建立工作坊  
Team building workshop for Bailiffs



法庭傳譯主任在法庭聆訊中提供傳譯服務  
Court interpreter provides interpretation service in court hearing

### 法庭傳譯主任

法庭語文組共有161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。

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402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。2004年，我們除了安排法庭傳譯主任職系的同事定期參加在本地舉行的課程及研討會外，還選派了三位同事到北京參加密集普通話課程。此外，我們亦為該職系的同事舉辦了多次工作經驗分享會。

### Court Interpreters

The 161-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.

Supplemental to regular court interpreters who provide interpretation service in English, Cantonese and Putonghua, the Court Language Section has a pool of 402 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 2004, in addition to regular local courses and seminars, three officers attended Intensive Putonghua courses in Beijing. Sessions were also organised for Court Interpreters to share working experiences.



兼職傳譯員工作坊  
Workshop for part-time interpreters

## 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，由員工組成的工作改善小組所提出的意見亦有助精簡和改善數碼錄音和謄本製作服務的工作程序及管理。除了負責數碼錄音和謄本製作服務管理工作的核心團隊外，曾接受相關培訓的法庭速記主任已獲調派擔任其他工作，並在新的崗位上作出重大貢獻。

## 司法書記

司法書記職系在編制上共有 192 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、整理論據大綱、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。



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

## 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. The WIT set up among staff contributed to the streamlining of work procedures and better management of the DARTS services. Apart from the core team engaged in DARTS management, Court Reporters with relevant training have been deployed to other functions and are making remarkable contributions.

## Judicial Clerks

The Judicial Clerk Grade has an establishment of 192 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.

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。

### 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。

終審法院首席法官於2004年7月接納了「檢討勞資審裁處工作小組」的建議。為了實工作小組的建議，由2004年11月起，調查主任在調查及和解方面的職能已經清楚劃分。此外，各調查主任亦已因應工作的編排分成不同隊伍。新安排將有助加強工作隊伍成員之間的合作，以及促進隊伍成員與審裁官之間的溝通。

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.

### 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.

In line with the recommendations made by the Working Party on the Review of the Labour Tribunal accepted by the Chief Justice in July 2004, the investigatory and settlement functions of Tribunal Officers were clearly delineated as from November 2004. Work assignment of the Tribunal Officers have been reorganised into teams. The revised arrangements will promote collaborative efforts among team members and facilitate communication with Presiding Officers.



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





終審法院首席法官頒授長期及優良服務獎狀和退休紀念品予司法機構職員  
*The Chief Justice presents Long and Meritorious Service Awards and retirement souvenirs to staff of the Judiciary.*

## 其他職系的人員

司法機構約有 814 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。

## Other Grades Officers

There are some 814 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, co-ordinate 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2004至2005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。

我們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。2004年1月至9月期間，我們為各級人員籌辦了約共280個此類研討會及課程，讓各級人員有機會自我增值。

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 2004-05 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.

Seminars and courses on legal knowledge, legal writing, translation and interpretation skills, legal proceedings and practices, conflict resolution, mediation skills, computer knowledge and management skills have been organised. For the first nine months of 2004, some 280 courses and seminars were run for various grades of staff.

為了順利落實第二輪自願退休計劃及各項業務重整措施的推行並配合有關的轉變，我們先後於 2004 年 3 月及 5 月舉辦了兩個協助推動技巧(facilitation skills)工作坊，讓參與工作坊的 48 位督導人員能掌握在改革管理(change management)方面必須具備的思維和技巧。此外，我們亦於 2004 年 3 月為 30 位組別主管及分組管理人員舉辦了以「六頂思考帽子」(Six Thinking Hats)及「側擊思考法」(Lateral Thinking)為主題的工作坊。前者之目的是讓參加者學習從不同的角度分析問題的技巧；後者則說明如何激發創意，以及為參加者提供解決問題的有效工具。

我們亦陸續為各級管理人員舉辦不同的工作坊，主題計有：時間管理、談判之道、危機管理及以身心語言程式學(Neuro-Linguistic Programming)為基礎的管理技巧等。

司法機構政務處已獲公務員事務局挑選參加嶺南大學舉辦的「壓力到能力」(From Stress to Strength) 課程。此課程旨在讓同事學習採取積極的態度來提高適應能力。



機構成效評估工作坊

Workshop on Organisational Performance Assessment

To facilitate and implement changes as a result of the Second Voluntary Retirement Scheme and Business Process Re-engineering initiatives, two workshops on facilitation skills were organised in March and May 2004 to equip 48 supervisory staff with the necessary mindset and skill for change management. Workshops on Six Thinking Hats and Lateral Thinking were organised for 30 section heads and unit managers in March 2004. The former aimed to equip the participants with skills to examine issues from different angles, the latter illustrated how creative ideas could be generated and offered an effective tool for participants to apply them in problem-solving.



「面對危機」分享會

Workshop on crisis management

Workshops on time management, negotiation for better deals, crisis management and Neuro-Linguistic Programming-based management skills, targeted at managerial staff at all levels, are in the pipeline.

The Judiciary Administration has been selected by the Civil Service Bureau to participate in a "From Stress to Strength" programme run by the Lingnan University. The programme aims to enhance the adaptive coping abilities of colleagues through adoption of a positive psychological approach.



司法機構政務長頒發司法機構政務處傑出僱員／小組獎  
 The Judiciary Administrator presents Judiciary Administration Outstanding Employee/Team Award

## 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。2004年，我們為209位同事舉行了五個知識管理工作坊，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。目前的工作重點是探討利用電腦知識管理系統來促進分享及取用知識的可行性。

## 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。

## KNOWLEDGE MANAGEMENT

A knowledge management programme, which aims to establish best practices and retaining professional expertise, has been launched. In 2004, five Workshops on Knowledge Management were organised for 209 staff members 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. The current emphasis is on exploring the feasibility of building up a computer-based knowledge management system to facilitate knowledge-sharing and retrieval.

## 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.



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 年推出的卓越表現獎勵計劃及持續學習獎勵計劃在激勵員工方面，亦取得成效。

## 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：

- 司法機構政務長會見工作人員
- 首長級人員體驗前線工作
- 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

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. The Exemplary Performance Award Scheme and Continuous Learning Award Scheme launched in 2003 have proved successful in staff motivation.

## 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:

- Judiciary Administrator Meeting-the-Staff
- Directorate to the Frontline
- Management Outreach Visits
- Staff Newsletters
- Electronic Staff Link
- Consultative Committees
- Work Improvement Teams



司法機構政務長與員工會面  
The Judiciary Administrator meets with the staff

- 內部使用者聯絡會議
- 不同議題的答問大會

- Internal Users Liaison Meetings
- Q & A Sessions on Topical Issues

## 在工作與生活之間取得平衡

在工作與生活之間必需取得平衡以避免身心透支，這是十分重要的。員工康樂組在2004年為同事舉辦了各種體育活動，如高爾夫球及網球錦標賽等。由法官及同事組成的隊伍又曾參加愉景灣龍舟競渡及毅行者2004等競賽。此外，我們亦為同事籌辦高爾夫球、網球、瑜珈及太極班等興趣小組。

我們於2004年4月舉辦了參觀香港文化博物館活動，共有50人參加；6月舉辦了參觀海防博物館活動，有超過150位法官、支援人員及其家屬參加；7月舉辦了電影欣賞會，共有500位法官、同事及其家屬參加；12月5日於元朗大棠荔枝山莊舉辦了司法機構日營，參加人數共有300多名，其中包括法官、支援人員及其家屬。此外，我們在高等法院設立的「心靈清泉閣」，為工作人員提供了一個悠然享受閱讀樂趣的好地方，其服務一直備受好評。



司法機構日營拔河比賽  
Tug-of-war in Judiciary Day Camp

## BALANCED WORK LIFE

The need for a balanced work life to prevent burnout is fully acknowledged. In 2004, the Staff Recreation and Sports Club organised various sports activities, including a golf tournament and a tennis tournament. Teams comprising judges and staff took part in competitions such as Dragon Boat Races at Discovery Bay and Trail Walker 2004. Interest groups on golf, tennis, Yoga and Tai Chi were also organised for staff members.

A visit to the Museum of Heritage, attended by 50 participants, was held in April 2004. More than 150 judges, support staff and their families visited the Museum of Coastal Defense in June. A movie show was organised in July and attended by 500 judges, staff and their families. On 5 December 2004, a Judiciary Day Camp was held at the Tai Tang Lychee Valley in Yuen Long and there were more than 300 participants, including judges, support staff and their families. The "Spiritual Health Spa Corner" in the High Court, where staff can relax and enjoy different sorts of leisure materials, continued to be well received.



元旦遠足  
New Year hiking