

# 10 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 40 位法庭執達主任和 40 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，成立了多個執達主任公共關係小組，負責為物業管理公司、業主立案法團、多個政府部門，（例如警務處、社會福利署、房屋署）和其他組織（如市區重建局等）舉行簡介會，以期加深與社會各界的相互了解和建立良好的工作關係。這些簡介會均獲好評。由工作改善小組構思的其他措施，包括為精簡工作分配而推行的工作專責制度、改善運作指引和知識管理系統都有助進一步提升法庭命令組的服務效率。

### 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 40 Bailiffs and 40 Bailiff's Assistants. Bailiff Public Relations Teams, conceived by a Work Improvement Team (WIT) of Bailiffs, have been set up to hold briefing sessions for property management companies, owners' corporations, government departments (e.g. the Police, Social Welfare Department, Housing Department) and other organisations (e.g. the Urban Renewal Authority), aimed at promoting better understanding and good working relationship with the community. These sessions were well received. Other initiatives conceived by the WIT, including the docket system to streamline task assignment and enhancement of the operational manuals and knowledge management system, have also improved the effectiveness of the services of the Court Orders Section.



執達主任經驗分享  
Experience sharing among Bailiffs



法庭傳譯主任參觀海關機場科

*Court interpreters visit the Airport Command of the Customs and Excise Department*

## 法庭傳譯主任

法庭語文組共有 146 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 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。2005 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，還與內地的交通大學合辦了兩個密集式的普通話課程，一個在北京舉行，另一個在本港舉行，獲選派參加的同事分別有四位和六位。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 146-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 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 2005, in addition to regular local courses and seminars, two Intensive Putonghua Training Courses organised in collaboration with the Communication University of China were held, with one in Beijing for four officers and the other in Hong Kong for six officers. Sharing sessions were also organised for Court Interpreters to share their work experience.

## 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。現時，法庭速記主任的核心團隊負責數碼錄音和謄本製作服務的管理工作。該職系的其他法庭速記主任在接受相關培訓後，已獲調派到投訴組、勞資審裁處、法律參考資料和圖書館組、管理參事組，以及無律師代表訴訟人資源中心等擔任其他工作。

## 司法書記

我們共有 184 名司法書記，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。

## 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. Currently, a core team of Court Reporters is responsible for the management of DARTS. Other Court Reporters of the grade, after relevant training, have been deployed to the Complaints Office, Labour Tribunal, Legal Reference and Library Section, Management Review Section and Resource Centre for Unrepresented Litigants.

## Judicial Clerks

The Judicial Clerk Grade has 184 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.



司法書記出席「如何訂立有效遺囑」的研討會  
Seminar on "How to make a valid will" for Judicial Clerks

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。

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，然後擬寫案情摘要，以供審裁官作斷案參考之用。在適當情況下，他們會協助訴訟各方達成和解協議。

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.

### 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 case summary will then be prepared for the purpose of adjudication by the Presiding Officers. Where circumstances so warrant, they may assist the parties concerned to come into settlement.



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。為了實施工作小組的建議，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。

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 had been clearly delineated since November 2004. Tribunal Officers have been reorganised into teams for work assignment. The revised arrangements have helped promote collaborative efforts among team members and facilitate communication with Presiding Officers.



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的員工  
*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871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、文書和秘書服務人員、司機、產業看管員和工人等。

## Other Grades Officers

There are some 871 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 and Secretarial staff, Drivers, Property Attendants and Workmen.

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。行政主任負責各項人力資源的發展和管理、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。

文書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。其他支援人員則為司法機構的運作提供支援服務如運輸服務、大樓保安工作等。

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、公共關係及法律參考資料服務等工作，為司法機構及法庭使用者提供專業的協助。

Administrative Officers in the Judiciary assume leadership roles in policy development and court operation. Executive Officers develop and manage human 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.

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 support staff provide support to the Judiciary's operations such as transport service, building security, etc.

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



一般職系人員  
General Grades Officers at work



「隨機應變 轉變生機」座談會  
Seminar on "Change for Better Future"

## 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2005至2006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、翻譯及傳譯技巧、法律程序及常規、排解糾紛、談判技巧、電腦知識及管理技巧等多個範疇。2005年首9個月，我們為不同職系的人員籌辦了約共270個課程及研討會。

## 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 2005-06 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, translation and interpretation skills, legal proceedings and practices, conflict resolution, negotiation skills, computer knowledge and management skills have been organised. For the first nine months of 2005, some 270 courses and seminars were run for various grades of staff.

我們亦陸續為各級管理人員舉辦不同的工作坊，內容涵蓋工作表現管理、有效的領導和指導、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，這些課程皆獲得積極的回應。

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「化壓力為能力」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。大部分學員在 2005 年 1 月完成課程後表示他們在人際關係上所遇到的衝突和工作上的壓力均有所減少。這進一步肯定了司法機構政務處的培訓策略是正確的。在提供專門技術和管理技巧訓練的同時，我們亦着重個人成長和工作與生活之間的平衡。

Workshops on performance management, effective leadership and coaching, crisis management and Neuro-Linguistic Programming-based management skills, targeted at managerial staff at all levels, had been organised with positive response.

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. Upon completion of the programme in January 2005, most participants reported fewer interpersonal conflicts and less perceived work stress. The findings of the programme further reinforced the Judiciary Administration's training strategy on providing personal growth and work/life balance workshops on top of other technical and management skills training.



防止貪污工作坊  
Corruption Prevention Workshop



## 知識管理

我們自 2005 年 4 月起推出電腦知識管理系統，以促進知識分享和存取。現時，該系統涵蓋與法庭總務處、法庭命令組和支援部所提供的支援服務有關的六個服務範疇，並已連結至司法機構的員工通訊站。該知識管理系統有助累積和保存寶貴的實踐經驗和專業知識。我們現正準備擴大該系統以便涵蓋其他服務範疇。

## 提升服務素質

以優良的專業水平為公眾提供服務是司法機構政務處的其中一個目標。為此，我們為約 180 位前線工作人員安排了多個工作坊，講解如何提供優質的服務，並讓同事加深了解市民的需要。

為了保持一貫的高質素服務水平，我們亦安排了多個講座，向多個運作組別，包括執達主任辦事處介紹由國際標準化組織 (ISO) 評審服務水平的概念，力求以國際認可的水平作為衡量我們服務水平的基準。

## KNOWLEDGE MANAGEMENT

A computer-based knowledge management system to facilitate knowledge-sharing and retrieval was launched in April 2005. Currently, six service areas pertaining to support services provided by the Court Registries, the Court Orders Section and the Corporate Services Division are covered with an access link in the Judiciary Staff Portal. With this knowledge management system, it is hoped that best practices and expertise could be established and retained. The implementation of the system for other areas are in the pipeline.

## SERVICE ENHANCEMENT

Serving the public with sound professional standards is one of the goals of the Judiciary Administration. To this end, we have arranged workshops on the provision of high quality service for some 180 frontline staff, so as to equip colleagues with the necessary skills and to better understand the needs from the public.

To maintain consistent and quality services, workshops on the concepts of the International Organisation for Standardisation (ISO) 9001 accreditation have been extended to various operational units, including Bailiff's offices, so that an international standard of services could be benchmarked.



司法機構政務處傑出僱員/小組獎頒發典禮

Presentation ceremony of Judiciary Administration Outstanding Employee / Team Award

## 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。我們綜合各職系不同職級人員的意見和建議後，在2005年6月印製了一本關於激勵員工士氣的小冊子，提供多項激勵員工的心得和增進溝通的良好方法，以進一步提升司法機構政務處員工的工作原動力和士氣。

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。自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。

## 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. Incorporating views and comments from staff of different grades working at different levels, a Motivation Booklet was published in June 2005 which contains motivation tips and better communication methods to further enhance motivation and staff morale in Judiciary Administration.

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 since 2003 have proved successful in staff motivation.



司法機構政務長劉嫻華女士主持招待員工工會代表的茶會  
*Judiciary Administrator Miss Emma Lau hosts a reception for representatives of staff unions and associations*

## 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加溝通。這些渠道包括：

- 司法機構政務長會見同事
- 首長級人員體驗前線工作
- 組別主管與工作人員的例會
- 管理人員外訪
- 員工通訊
- 員工網站
- 諮詢委員會
- 工作改善小組
- 內部使用者聯絡會議

## 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 Colleagues
- Directorate to the Frontline
- Section Heads Staff Meetings
- Management Outreach Visits
- Staff Newsletters
- Electronic Staff Link
- Consultative Committees
- Work Improvement Teams
- Internal Users Liaison Meetings

## 在工作與生活之間取得平衡

在工作與生活之間取得平衡以避免身心透支是十分重要的。員工康樂組在2005年除了為同事舉辦多項體育活動，如高爾夫球及網球錦標賽外，還成立了一支由法官和支援人員組成的足球隊，參加小型足球聯賽。此外，司法機構的龍舟隊亦參加了愉景灣龍舟競渡。我們又為同事籌辦高爾夫球、網球、瑜珈及太極班等興趣小組。

為了使同事更了解我們的社會和周圍的環境，我們於2005年舉辦了參觀香港大學美術博物館和香港文化博物館活動，有超過80人參加。此外，我們分別在2004年12月和2005年7月舉辦了兩次電影欣賞會，參加人數共有520多名，其中包括法官、支援人員及其家屬。我們在高等法院設立的「心靈清泉閣」，亦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。



司法機構員工參加龍舟競渡賽  
Judiciary staff join the dragon boat race



司法機構員工及家屬參觀香港天文台  
Judiciary staff and their families visit Hong Kong Observatory

## BALANCED WORK LIFE

The need for a balanced work life to prevent burnout is fully acknowledged. In 2005, the Staff Recreation and Sports Club organised various sports activities, including a golf tournament and a tennis tournament. In addition, the Club has set up a football team comprising Judges and support staff and competed in a mini-football league. The dragon boat team also took part in the Dragon Boat Races at Discovery Bay. Interest groups on golf, tennis, yoga and tai chi were also organised for staff members.

To better understand the community and the environment, visits were made to the University Museum and Art Gallery of the University of Hong Kong and the Hong Kong Heritage Museum in 2005. More than 80 participants attended. Two movie shows were organised in December 2004 and July 2005 respectively, with more than 520 participants, including Judges, support staff and their families and friends. 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.