

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。司法機構政務長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。

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，並處理傳媒和公共關係事務；
- (ii) 運作部提供必要的支援服務以配合各級法院的運作，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；
- (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，處理司法機構的一般行政事務，並負責司法培訓的支援工作；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。

JUDICIARY ADMINISTRATION

The Judiciary Administration is headed by the Judiciary Administrator who assists the Chief Justice in the overall administration of the Judiciary. He/she 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;
- (ii) Operations Division provides essential support services for the operation of courts at all levels 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;
- (iii) Corporate Services Division is responsible for managing human and financial resources, planning and implementing the accommodation strategy, general administration of the Judiciary as well as support to judicial training; 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.

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

為了實踐部門的使命，我們自 2001 年已就司法機構政務處的各项職能界定了一套主要工作範疇，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。在 2005 年 9 月，四大分部共有 161 個主要工作範疇及 320 個主要成效指標。自 2002 年底起，我們已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。

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

In pursuit of the mission, a set of Key Result Areas (KRAs) have been defined since 2001 for individual functions in the Judiciary Administration to provide staff with a framework for understanding the significance of their work. Key Performance Indicators (KPIs) under each KRA have been developed through staff participation, for setting objectives and benchmarking results. As at September 2005, there are a total of 161 KRAs and 320 KPIs in the four Divisions. A comprehensive performance management system has been put in place since late 2002 for quarterly updating of achievements and results by the respective sections.

2002 至 2005 年三年策略性規劃

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发展

司法機構的四大分部每年都在員工的參與下制定工作計劃，以實踐各項策略性的目標。這方面的進度會定期在由司法機構政務長主持的每月行政會議中予以檢討。在 2005 年首九個月，我們已達成 86 項改善目標。

Three-Year Strategic Plan 2002-2005

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

Through staff participation, action plans are drawn up annually by the Divisions in support of the strategic goals. Progress is regularly reviewed at the monthly Executive Meetings chaired by the Judiciary Administrator. For the first nine months in 2005, a total of 86 improvement targets were achieved.



司法機構政務長劉媽華女士向組織發展工作坊的參與者講話（左圖），參與者進行討論（右圖）

Judiciary Administrator Miss Emma Lau speaks to participants of Organisation Development Workshop (left photo), and discussion by participants (right photo)

組織發展工作坊

2005年11月，我們舉辦了一個組織發展工作坊。首長級人員和約80位不同運作組別的管理人員均有參與，目的是一

- 討論和重申司法機構的使命和信念；
- 評估我們的工作成果；以及
- 辨識未來的發展路向。

首長級人員將會詳細研究每一個辨識為未來發展路向的範疇，以便為下一個涵蓋2006至2008年的三年策略性規劃制定具體目標。

Organisation Development Workshop

In November 2005, we conducted an Organisation Development Workshop, with the participation of the Directorate team and some 80 participants from different operating units -

- To discuss and reaffirm the Judiciary Administration's mission and core values;
- To evaluate the results of our achievements; and
- To identify areas for further development.

The Directorate team will examine each area identified for further development, with a view to formulating specific strategic objectives for the next three-year cycle covering 2006 - 2008.



司法機構獲頒 2005 年度香港管理專業協會優質管理獎銀獎

The Judiciary is presented with Silver Award of the 2005 HKMA Quality Award

香港管理專業協會 2005 年 優質管理獎

司法機構政務處致力為司法工作提供高質素的支援服務。我們參加了由香港管理專業協會主辦的 2005 年優質管理比賽，並贏得「銀獎」。這是司法機構全體人員過去多年來竭誠工作和努力的成果。司法機構政務處定會致力保持高質素的服務水平，繼續為法官、員工、法庭使用者和廣大市民提供優質的服務。

2005 HKMA QUALITY AWARD

The Judiciary Administration is committed to excel in our service to support the administration of justice. The Judiciary Administration participated in the 2005 Hong Kong Management Association (HKMA) Quality Award, and won the Silver Award. This represents the harvest of the efforts and devotion of staff over the years. The Judiciary Administration is committed to maintaining the high standards so that quality services to stakeholders and the public at large would continue to be provided.

國際標準化組織 ISO 證書

繼小額錢債審裁處和土地審裁處的登記處及法庭支援服務分別於2002年3月及2003年獲得國際標準化組織 ISO 9001:2000 證書後，裁判法院的登記處於2005年3月在同樣的服務範疇亦獲頒認可證書。這顯示上述各審裁處和裁判法院登記處的管理系統已達到國際認可的標準。

ISO CERTIFICATION

The Small Claims Tribunal and the Lands Tribunal obtained the ISO 9001:2000 certification for their Registry and Court Support Services in March 2002 and 2003 respectively. In March 2005, the Registries in the Magistrates' Courts obtained certification for the same scope of services. The accreditation signifies that the quality management systems in the Registries for the tribunals and the Magistrates' Courts have attained internationally recognised standards.



裁判法院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
The Registry and Court Support Services of the Magistrates' Courts obtain the ISO 9001:2000 certificate

資訊科技應用

科技法庭

我們在2005年進一步改良設於高等法院大樓五樓的科技法庭內的電子文件和證物處理設施，以配合法庭進行複雜的審訊和上訴法律程序。該系統經改良後，(i)能儲存大量文件及編製索引，供多個用者同時使用，以及(ii)令使用者可在聆訊期間同時利用多個電腦顯示屏即時提取及閱覽文件。



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

APPLYING INFORMATION TECHNOLOGY

Technology Court

In 2005, the facilities for electronic documentation and exhibits handling provided at the Technology Court, located on the 5th floor of the High Court, were enhanced to cater for complex trials and appeal proceedings. The enhanced system allows (i) a large volume of documents to be indexed, stored and shared, and (ii) documents to be retrieved and displayed simultaneously on computer monitors for use in the course of hearing.



在科技法庭內進行的聆訊
A hearing at the Technology Court

電子服務

為了讓市民在法院進行訴訟時更感便利，司法機構不斷推出新的電子服務，以供法庭使用者及公眾人士使用。我們在2005年進一步改良小額錢債審裁處的電腦系統，以(i)處理集體申索人提交的大量文件，以及(ii)提供可下載及可供填寫的電子表格。

E-Services

To facilitate public access to justice, the Judiciary has continued to provide new e-services for the benefit of court users and members of the public. In 2005, the computer system of the Small Claims Tribunal was enhanced to (i) enable the handling of voluminous documents submitted by litigants in group claims, and (ii) provide downloadable and fill-able e-forms.



司法機構網站
The Judiciary website

資訊科技工作小組

由終審法院常任法官李義出任主席的資訊科技工作小組現正探討讓訴訟人士透過電子方式向各級法院存交各類文件的可行性，以及因此所帶來的好處。在全面檢討電子入稟政策及相關事宜後，工作小組會考慮某些試驗計劃，包括如何實施讓稅務局以電子方式在區域法院入稟稅項申索試驗計劃。估計推行這些試驗計劃和落實電子入稟方式都需要修改法例予以配合。

保持警覺

司法機構政務處因應2005年後期流感大流行和禽流感的發展情況，採取了一系列防範措施，包括加強司法機構各辦公大樓的公眾地方和通風系統的清潔工作及採購適當的裝備等，從而為員工及法庭使用者提供一個安全及清潔的環境。我們亦不時透過電郵向員工提供有關流感的最新資訊。

Information Technology Working Group

The Information Technology Working Group, chaired by the Honourable Mr Justice Ribeiro PJ, is exploring the feasibility and benefits of electronic filing for all types of documents at all levels of court. After a comprehensive review of policy and other issues in relation to electronic filing, the Working Group will consider how certain pilot schemes, including the pilot scheme on electronic filing of Inland Revenue Department tax claims in the District Court, should be implemented. It is expected that legislative changes will also be required to support the launch of the pilot schemes and eventual electronic filing.

STAYING ALERT

In response to the development of Pandemic Influenza and Avian Influenza in late 2005, the Judiciary Administration took a series of precautionary measures, such as stepping up the cleansing of common areas and ventilation systems at Judiciary premises and procurement of stock to provide a safer and cleaner environment to staff and court users. Staff members were kept informed of the latest developments on influenza through e-mail.