



提升服務



Improving the Way We Work





# 第四章 提升服務

## Chapter 4 Improving the Way We Work

本署透過以客為本的服務文化，致力為顧客提供優質的法律援助服務，並會繼續努力，精益求精。

The Department is committed to be a provider of quality legal aid services and will continually find ways to better its performance through a customer-focused approach when delivering its services.

### 服務承諾

### Performance Pledges

#### 審查申請

#### Processing of Applications

在二〇〇七年，本署在審查申請方面所需的實際時間，全部超出服務承諾所訂立的標準審查時間指標。

In 2007, the Department's actual performance exceeded the various targets for processing legal aid applications within the standard processing time set in the performance pledges.

申請類別 Types of Applications	審查申請所需的標準時間 Standard Processing Time	服務指標 Performance Targets	二〇〇七年的實際表現 Actual Performance in 2007
民事法援案件 Civil Legal Aid	由申請當日起計3個月內 Within 3 months of the application	85%	88%
刑事法援上訴案件 Criminal Legal Aid Appeals			
- 上訴要求減刑 Appeal against sentence	由申請當日起計2個月內 Within 2 months of the application	90%	94%
- 上訴推翻原判 Appeal against conviction	由申請當日起計3個月內 Within 3 months of the application	90%	94%
高等法院原訟法庭 / 區域法院案件 Court of First Instance of the High Court / District Court	由申請當日起計10個工作天內 Within 10 working days of the application	90%	92%
交付審判程序 Committal proceedings	由申請當日起計8個工作天內 Within 8 working days of the application	90%	95%

## 付款給受助人及提供服務的人

在二〇〇七至〇八財政年度，向受助人支付的款項和法律援助訟費總額(包括向外委律師支付的款項)，分別為6.86億元及4.28億元。年內，各項付款服務的表現均超出所訂的服務承諾，詳情如下：

## Payment to Aided Persons and Service Providers

In the 2007-08 financial year, the amount of payments to clients and total legal aid costs incurred (including payment to assigned lawyers) were \$686 million and \$428 million respectively. During the year, the Department exceeded all performance pledges on payment :

付款對象 Payment Targets	付款所需的標準時間 Service Delivery Standard	服務指標 Performance Targets	二〇〇七年的 實際表現 Actual Performance in 2007
受助人 Aided Persons	<b>中期付款</b> 在收到受助人應收的款項及/或外委律師估計的訟費額通知後（以適用者為準）1個月內支付。 <b>Interim Payment</b> Within 1 month from receipt of monies due to the aided person and/or receipt of estimation of costs from the assigned solicitor, whichever is appropriate.	95%	99%
	<b>餘款</b> 在全部訟費及代支費用獲有關方面同意，以及收妥受助人和法律援助署署長應收的全部款項的日期起計6個星期內支付。 <b>Final Payment</b> Within 6 weeks from date of agreement of all costs and disbursements related to the case, and receipt of all monies due to the aided person and the Director of Legal Aid.	95%	99%
律師/專家/ 其他人士 Lawyers/Experts/ Other Parties	<b>預支款項</b> 在收到帳單後6個星期內支付。 <b>Advance Payment</b> Within 6 weeks from receipt of bill.	95%	99%
	<b>餘款</b> 所有訟費及代支費用獲有關方面同意後，或在收妥受助人和法律援助署署長應收的全部款項的日期（以較後者為準）起計6個星期內支付。 <b>Balance Payment</b> Within 6 weeks from date of agreement of all costs and disbursements related to the case, or receipts of all monies due to the aided person and the Director of Legal Aid, whichever is later.	95%	99%

本署會不時檢討下列措施，繼續改善付款程序：

- (a) 簡化付款的各項程序；
- (b) 重新安排部門處理付款工作的資源；
- (c) 為員工提供培訓和指引，使他們更了解本身的職責和有關的工作流程；
- (d) 改善資訊系統，以方便員工查閱帳目資料和解答與收支有關的查詢；
- (e) 安排透過銀行帳戶付款予受助人；以及
- (f) 為每個組別制訂處理付款的內部表現標準。

The Department will continue to make improvement to the payment system by keeping the following matters under constant review :

- (a) simplifying and streamlining the payment procedures;
- (b) re-focusing our resources in processing of payments;
- (c) providing training and guidelines to staff to improve their understanding of their duties and the work flow involved;
- (d) enhancing the information system to facilitate checking of accounts and answering enquiries regarding receipts and payments;
- (e) arranging payments to aided persons through bank accounts; and
- (f) setting internal performance standards for each section for processing payments.



七月十九日

助理首席法律援助律師(民事訴訟2)莊因東先生(前)向到訪的菲律賓法律援助部門代表講解法律援助署的工作。其左為助理署長(政策及發展)衛關家璇女士。

19 July

Assistant Principal Legal Aid Counsel (Civil Litigation 2), Mr Chris Chong (front), was briefing a visiting delegation from the Public Attorney's Office of the Philippines on the work of the Department. On his left is Assistant Director (Policy and Development), Mrs Annie Williams.

## 按開支性質劃分的法律援助 訟費分析

## Analysis of Legal Aid Costs by Nature of Expenditure

開支性質 Nature of Expenditure	二〇〇六至〇七年 (百萬元) 2006-07(\$M)	二〇〇七至〇八年 (百萬元) 2007-08(\$M)
律師費用 Solicitors Costs	217.8	236.7
大律師費用 Counsel Fees	126.2	126.5
醫生費用 Doctors Fees	7.1	6.1
對訟人訟費 Opposite Party Costs	22.1	13.9
其他(註) Others (Note)	45.5	45.0
總計 Total	418.7	428.2

註：其他開支包括土地及公司查冊開支、法庭費用及訟費評定費用、訟費擬備人員費用、專家費用、影印費用、銀行費用及雜項開支。

Note : Others include expenses for Land & Company Search, Court fees & Taxing fees, Law (costs) draftsman's fee, Expert's fee, Copying charges & Bank charges, and miscellaneous expenses.



七月二十六日

署長張景文先生(左二)與到訪法律援助署的深圳市司法局代表就法律援助服務交換意見。

26 July

Director of Legal Aid, Mr Benjamin Cheung (second from left), exchanged views on legal aid services with a group of officials from Shenzhen Municipal Justice Bureau who visited the Department.



## 顧客服務的培訓

本署為各職級員工在署內舉辦一系列的顧客服務培訓課程，並安排他們參加外間課程，以加強部門以客為本的服務文化。約有455名員工(包括署內律師、律政書記職系與一般職系人員)參加一項或多項的顧客服務培訓課程。年內舉辦的課程主要包括：

- “內部顧客服務”視像研討會
- “掌握情緒、消解戾氣、職場進退自如之道”研討會
- 顧客服務研討會：如何透過有效的投訴管理提供優質服務
- 提升服務—加深認識難於應付和有特別需要的顧客
- 顧客服務的電話技巧
- “說得對，說得好”—前線人員必備會話技巧
- 如何處理有暴力傾向的人士

## 員工建議

年內，本署推行了有關“內部顧客服務”的主題式公務員建議書計劃，以蒐集員工的意見，改善署內的顧客服務。收到的建議書已提交員工建議評審委員會考慮。有員工因應部門的環保目標，建議在舊信封貼上“環保”郵遞籤條，使舊信封可循環再用而不會在使用一次後便棄掉。這項建議現已付諸實行。

## Training on Customer Service

Various in-house and external programmes on customer service were arranged for staff of different ranks to reinforce the customer-focused culture in the Department. Around 455 Professional Officers, Law Clerk Grade and General Grades staff participated in customer service training of one kind or another. Some of the major programmes held during the year were :

- In-house video seminar on internal customer service : An Inside Job
- In-house seminar on Defusing Hostile Customers
- Customer Service Seminar : Driving service excellence through effective complaints management
- Serving problem customers and customers with special needs – driving quality through awareness
- Customer service skills on the telephone
- Say it right and well for frontline staff
- How to handle potentially violent clients

## Staff Suggestions

During the year, the Department launched a thematic Staff Suggestion Scheme on “Internal Customer Service” to solicit staff suggestions aimed at improving the Department’s internal customer service. Suggestions received were referred to the Staff Suggestion Scheme Committee for consideration. One suggestion that reinforces the Departmental goal of caring for the environment was the use of ‘green’ mailing labels so that envelopes can be reused and would not be discarded immediately once it has been used. This suggestion has been put into practice.

## 顧客意見

為致力改善法援服務的質素，年內，本署定期檢討顧客意見，以確定顧客的要求，並為此採取適當行動。

本署透過不同渠道蒐集及記錄顧客對本署各項服務所提供的意見，例如有關法援申請和審批程序，以及署內訴訟服務的意見。蒐集的方式包括即場向顧客收集意見或以郵遞方式進行調查。至於選用哪一種方式，則視乎與顧客接觸的途徑、個案的處理階段，以及本署所提供服務的種類而定。這些蒐集方法旨在使本署能夠定期向顧客取得全面的意見。

年內，整體顧客服務的滿意程度維持在高水平。顯示顧客意見調查主要結果的圖表載於附錄2。

## 投訴及陳述

在處理顧客意見方面，由於顧客的投訴和陳述反映他們所關注的事情及意見，因此，本署十分重視這方面的跟進工作。他們的意見及建議有助本署提高服務質素，使本署能夠履行法定職責。本署會透過各項措施及培訓計劃，讓督導人員及署內律師掌握積極處理各類投訴的最新概念和策略。

本署的申請及審查科轄下各組，負責覆檢市民就反對本署因案情批予法援而提交的陳述。至於反對本署基於申請人或受助人的經濟狀況批予法援而提交的陳述，則由特別職務及研究小組進行調查。

## Customer Feedback

As a result of the Department's ongoing commitment to customer service, regular reviews of customer feedback were undertaken during the year to identify customer demands and to take appropriate steps to respond to such needs.

Customer feedback is captured on different aspects of the services the Department provides covering, for example, the application and processing procedures for legal aid and the Department's in-house litigation services. Different methodologies such as on the spot collection and mail surveys are used depending on the points of contact and on the stages and types of services rendered to the customers. The aim is to obtain comprehensive and regular feedback from our customers.

During the year, the overall customer satisfaction level remained high. The charts and diagrams at Appendix 2 illustrate the major findings of the survey on customer feedback.

## Complaints and Representations

As part of our customer feedback system, the Department places great importance on following up with complaints and representations. Customer's concerns and suggestions are viewed by the Department as a means of improving its service and ensuring the fulfillment of its statutory functions. Supervisors and professional officers would be kept abreast of the latest concepts and strategies in handling and managing different types of complaints in a positive manner through various initiatives and training programmes.

While the responsible section of the Application and Processing Division conducts review for representations against grant of legal aid on merits, the Department's Special Duties and Research Unit carries out investigations on representations against grant of legal aid on means.

特別職務及研究小組在完成調查某一個案後，可能會向受助人繼續提供法律援助，又或是取消或撤回已批出的法律援助。如有需要，署方會把一些合適個案轉交警方作進一步調查，以確定申請人或受助人有否作出違反《法律援助條例》第23條的失實陳述。

年內，該小組共收到43份反對本署基於申請人或受助人的經濟狀況批予法援的陳述，當中30份已完成調查；有1份因受助人不合作，拒絕向本署提供所需資料，以致未能跟進或處理。該個案的受助人最終被取消法援。本署根據《法律援助條例》第23條把3宗個案轉交警方作進一步調查，以期檢控有關受助人；另根據《刑事罪行條例》（香港法例第200章）第32及36條，以及《盜竊罪條例》（香港法例第210章）第18A條把2宗個案轉交警方作進一步調查。

Once the Special Duties and Research Unit has completed its investigation in a case, legal aid may be continued, discharged or revoked. When circumstances warrant it, the Department may also refer suitable cases to the police for investigation for misrepresentations by the applicants or legally aided persons in contravention of section 23 of the Legal Aid Ordinance.

In 2007, the Unit received 43 representations against grant of legal aid on means and completed investigation in 30 of them. One case was not pursued or dealt with for the reason that the aided person refused to provide the required information and legal aid was discharged as a result. The Department referred three cases to the police for further investigation with a view to prosecuting the aided persons concerned under section 23 of the Legal Aid Ordinance and two cases under section 32 and 36 of the Crimes Ordinance, Cap. 200 and section 18A of the Theft Ordinance, Cap. 210.

八月十日

助理首席法律援助律師(法律及管理支援)(署理)王耀輝先生(右七)向汕頭大學的代表致送紀念品，她陪同該校一批法律系學生到訪法律援助署。左一為高級法律援助律師郭家聲先生。

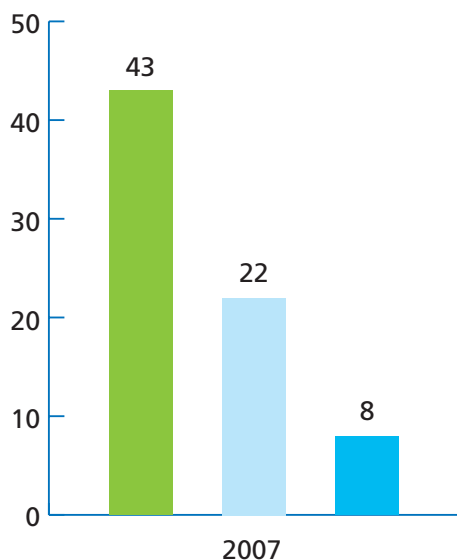
10 August

Assistant Principal Legal Aid Counsel (Legal and Management Support) (Acting), Mr Steve Wong (seventh from right), presented a souvenir to the representative of Shantou University from Guangdong who accompanied a group of law students to visit the Department. On far left is Senior Legal Aid Counsel, Mr Nelson Kwok.

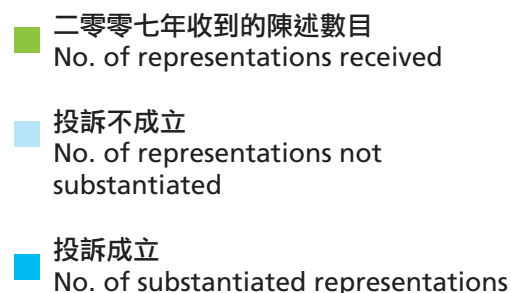




## 二〇〇七年就陳述進行經濟狀況調查後的結果如下：



## Means Investigation Outcome on Representations Received in 2007 :



## 法律援助署電話熱線服務－交互式話音回應系統

市民可透過本署的電話熱線服務，收聽有關法律援助服務的資訊。這項熱線查詢服務提供粵語、普通話及英語錄音聲帶，講解法律援助服務各個範疇的資訊，例如民事及刑事法律援助的申請程序和資格準則，以及受助人分擔案件訟費的責任等。如有需要，市民可在辦公時間內向本署職員查詢有關法律援助的問題。為節省來電者的時間，讓他們快捷地收聽到所需資訊，本署檢討及精簡了話音回應系統內的預錄電話信息，以便迅速及扼要地提供有關法援服務的資訊。本署會繼續尋求方法改善系統，使來電者可快速取得所需資訊。

## LAD's Hotline Service - the Interactive Voice Response System

The Department's hotline service is a service whereby members of the public can learn about legal aid services. It provides recorded messages in Cantonese, Putonghua and English on different aspects of legal aid services such as application procedures, eligibility criteria for civil and criminal legal aid, the aided person's liability to contribute towards the costs of aided proceedings etc. Where necessary, callers can speak to a staff of the Department who will answer their queries concerning legal aid during office hours. In order to reduce the time taken for callers to access the information they want to listen, the pre-recorded messages on the System were reviewed and shortened with the object of providing short, concise information on legal aid services. The Department will continue to explore ways to improve the System so that callers are guided quickly to the information that they need.

## 蘇李少卿女士 法律及管理支援組高級一等律政書記

### Mrs Helen So Li Siu Hing, Senior Law Clerk I, Legal and Management Support Section

蘇太於一九七八年離開司法部加入本署，以擴闊視野。蘇太加入本署至今，差不多在所有組別工作過。她目前在法律及管理支援組任職高級一等律政書記。

蘇太認為，在本署任職以來，最大的轉變是部門本地化。這是一項與時並進的政策，但律政書記為署內多位外籍專業人員擔當“中間人的角色”亦隨之告終。她解釋，律政書記充當翻譯，在受助人與法律援助律師之間發揮着“橋樑”的作用，好像“中間人”一樣，鞏固受助人與律師之間的關係。這個角色使律政書記在處理法律援助個案時有較大程度的參與。

蘇太在本署熱誠投入地工作了30年。回顧過去，蘇太說她在本署工作愉快。但本署差點失去這位員工，因為她曾經考慮重返司法部。她說在司法部任職時，組內有很多同事一起工作。在加入本署後，她被派往個人傷亡訴訟組，擔任一名法律援助律師的助理，有自己的辦公室。她的工作包括接觸在工作或其他意外受傷的受助人。面對他們的種種悲慘遭遇，她感到無奈。蘇太說寧願專責處理文件。幸好，她的上司說服她留任本署。他對蘇太說，雖然傷者的遭遇令人沮喪，但能夠幫助受害人討回賠償金以補償他們所受的痛苦，在工作上會有很大的滿足感。這是從事案頭工作的人無法體會的。蘇太遂改變初衷，而她從來沒有後悔作出這樣的決定。

蘇太將於二〇〇八年退休，離開本署。

不論被派往哪一個組別工作，蘇太都是該組的重要支援人員。她和藹可親，富責任感，樂於助人。同事在她退休後，會非常懷念她。

Mrs So joined the Department from the Judiciary in 1978 in order to broaden her experience. Since joining the Department, Mrs So has worked in most sections of the Department and is currently the Senior Law Clerk I in the Legal and Management Support Section.

The greatest change during her time with the Department was, according to Mrs So, localisation. Whilst it was a timely change, it also spelled the end of the “middleman role” played by law clerks for many of the Department’s expatriate professional officers. She explained that the “middleman role” meant that law clerks acted as a bridge between the aided persons and the Legal Aid Counsel by translating and generally cementing the relationship between client and lawyer. Such a role allowed a high degree of involvement for law clerks in the conduct of legally aided cases.

Looking back, Mrs So, who has given 30 years of valuable service to the Department, said she has enjoyed her time with the Department although the Department nearly lost her as she once considered returning to the Judiciary. She said that when she was in the Judiciary she worked in a pool with many other colleagues. Upon joining the Department, she was posted to the Personal Injuries Unit where she had her own room and worked as an assistant to a Legal Aid Counsel. As part of her duties, she had to deal with aided persons who were victims of industrial and other accidents who all had their own tragic story to tell that disheartened her. Mrs So said she wanted to return to the safety of paperwork. However the Legal Aid Counsel with whom she worked talked her into staying with the Department. He told her that while it was dispiriting to learn of the tragic stories of the accident victims, there was a great deal of job satisfaction coming from helping the victims to recover monetary compensation for the injuries they suffered. That was something that she would never experience from a desk job. Mrs So changed her mind and this is one decision she never regretted making.

Mrs So will retire and leave the service of the Department in 2008.

*She has been a mainstay in whichever section she was posted to. Mrs So is approachable, responsive and caring. When she retires, she will be missed by many of her colleagues.*

