



# 組織、行政及職員編制



Organisation, Administration and Staffing



# 第六章 組織、行政及職員編制

## Chapter 6 Organisation, Administration and Staffing

本署的工作由三個科別負責，即申請及審查科、訴訟科和政策及行政科，各由一名副署長掌管，架構詳見附錄3的組織圖。

### 職員編制

在二〇〇七年年底，本署有525名職員，包括69名律師、155名律政書記及301名輔助人員。

年內，本署繼續檢討部門架構及資源，確保按服務範圍的優先次序進行資源分配，盡量提高部門運作的效率和效益。

### 三個科別的工作

有關申請及審查科和訴訟科的工作及成績，第二章已有載述；政策及行政科則負責提供服務，輔助部門的整體運作，其於年內進行的工作及取得的成果詳見下文。

The work of the Department is carried out by its three Divisions, namely the Application and Processing Division, the Litigation Division and the Policy and Administration Division, each headed by a Deputy Director as shown in the organisation chart in Appendix 3.

### Staffing

At the end of 2007, the Department had 525 staff comprising of 69 professional officers, 155 law clerks and 301 supporting staff.

In 2007, the Department continued to review its structure and resources to ensure that the Department's resources would be deployed to priority service areas to maximise operational efficiency and effectiveness.

### Work of the Three Divisions

The work and achievements of the Application and Processing Division and the Litigation Division are set out in Chapter 2. The Policy and Administration Division provides support to the entire operation of the Department. Its work and achievements during the year are described as follows.

## 培訓與發展

本署非常重視員工的培訓與發展，因為這有助提升員工的工作表現，使本署可為市民提供優質的法援服務。培訓委員會負責制訂及檢討培訓政策及計劃，而執行工作則由訓練小組負責。訓練小組由一名高級訓練主任擔任主管，根據部門的運作和員工發展需要，為本署策劃、安排、推行及監督各項培訓活動。

年內，本署為各級員工提供多項一般及專業培訓課程。以下是一些主要的培訓活動：

### 顧客服務培訓

年內，本署內部舉辦了一個視像研討會，名為“內部顧客服務”，目的是加深員工了解內部顧客服務的重要性。研討會為員工提供一個平台，讓他們就改善制度/程序/工作流程及溝通等課題交流意見，藉此培養互相協作的工作氣氛，並提升本署整體的服務質素。本署一共舉辦了13場研討會，參加的員工來自不同職級，共有328人。

## Training and Development

The Department views staff training and development as important means to enhance staff performance and lead to the provision of quality legal aid services to the public. The Training Unit, headed by a Senior Training Officer, serves as the executive arm of the Training Committee, which formulates and reviews training policies and plans. The Senior Training Officer plans, organises, implements and monitors various types of training programmes to meet the operational and development needs of staff.

In 2007, a number of generic and vocational training courses were arranged for staff of all levels. Some of the major training initiatives are described below :

### Customer Service Training

An in-house video seminar “An Inside Job” was launched in 2007. The seminar aimed at promoting participants’ understanding of the importance of internal customer service. It provided a platform for staff to discuss ways to improve systems/procedures/workflow and communication with a view to fostering a collaborative work climate and promoting the overall service quality of the Department. A total of thirteen classes were organised and a total of 328 staff members of all ranks attended the workshops.

## 與工作相關的專業培訓

來自法律援助律師職系的多名人員參加了由外間機構舉辦的法律講座，以掌握與工作相關法律範疇的發展。本署亦資助一名律政書記職系人員報讀由專上院校開辦的法律課程。此外，本署為各級員工安排與工作相關的課程，以增進他們在工作上所需的知識。這些課程包括有關法律援助個別範疇的講座，如申請押記令、執行第三債務人的法律程序，以及為接待國內來訪團體的人員提供普通話培訓。

## 一般培訓

為配合個別員工的發展需要，本署為他們安排各類的一般培訓課程，計有管理、傳意、語文、國家事務及資訊科技等，為員工提供在署內及署外接受培訓的機會。此外，本署為高級一等律政書記及高級二等律政書記舉辦了一個領袖訓練工作坊，並在公務員培訓處的協助下，舉辦了一個表現管理工作坊，以加強他們的管理技巧。

陳香屏先生  
法律援助署副署長(政務)  
Mr William Chan Heung-ping  
Deputy Director of Legal Aid (Policy and Administration)

## Job-Related Professional Training

A number of Legal Aid Counsel Grade officers attended external law seminars to keep abreast of development in the areas of law which were relevant to their work. One Law Clerk Grade officer was sponsored to attend legal studies run by a tertiary institute. In addition, job related in-house courses were arranged for staff at different levels to improve their work knowledge. Courses organised included talks on specific areas of legal aid work such as application for charging orders and garnishee proceedings in enforcement work and Putonghua training for staff who received Mainland delegations.

## Training on General Subjects

A wide range of courses on general subjects such as Management, Communication, Language, National Studies and Information Technology were made available to staff to meet the developmental needs of individual officers. These included both internal and external training opportunities. In addition, an in-house Leadership Workshop and a customised Performance Management Workshop organised with the assistance of the Civil Service Training and Development Institute were held for Senior Law Clerks I & II to enhance their management skill.



## 推廣學習和自我發展的文化

本署致力培養員工不斷學習和自我發展的文化。本署於二〇〇五年設立學習資源中心，提供多個範疇的學習資源，包括管理、傳意/語文、國家事務、公共行政、科學和個人發展。中心有超過230項學習資源，包括書本、自學教材、錄影帶和光碟，供員工借用，稍後會購置更多這類資料。此外，首長級人員可使用經本署安排的網上數碼商業圖書館服務，觀看超過480套由全球的商業領袖講述其管理工作心得的錄影帶，涵蓋課題包括領導才能、管理策略、溝通技巧、人力資源及人事管理等。

## Promoting a Culture of Learning and Self-development

The Department is committed to cultivating a continuous learning and self-development culture amongst staff. The Learning Resource Centre, which was set up in 2005, provides learning resources on a variety of subjects covering management, communication/language, national studies, public administration, science and personal development. There are over 230 items including books, self-learning packages, videos and compact discs which are available for loan by staff and more is intended to be acquired in the future. Subscription to an online digital business library was arranged for directorate officers which allowed access to over 480 video-taped narratives by successful business leaders worldwide on a broad spectrum of management topics such as leadership, strategy, communication, human resources and managing people.



衛關家靛女士  
法律援助署助理署長(政策及發展)  
Mrs Annie Williams Ka-ding  
Assistant Director of Legal Aid (Policy and Development)

本署提倡網上學習，以促進自我發展。本署全體員工均可登入部門的內聯網，查看有用的學習材料及與工作有關的指引，方便快捷。本署在十二月新推出普通話自學站。該網站特別提供與工作相關的學習資源，並可連結政府其他部門有關學習普通話的網站。

除部門入門網站外，本署員工亦可瀏覽中央學習入門網站(公務員易學網)，以便他們可隨時隨地按自己的步伐學習。本署約71%的員工已登記成為該網站的用戶，這個登記率較整體公務員的平均登記率48%為高。

E-learning is advocated in the Department to facilitate self-development. All staff in the Legal Aid Department have access to the Department's intranet from which they can gain access to useful learning resources and work-related guidelines easily. A new Putonghua Corner (普通話自學站) was launched in December which provided job specific learning materials and web links to other government departments on the subject.

Aside from the Departmental Portal, staff can also access the central learning portal and the Cyber Learning Centre (CLC), which enables them to learn anywhere and at their own pace. Around 71% of LAD staff have registered with the CLC compared with the civil service average of 48%.

## 資訊系統策略

自資訊系統策略計劃在二〇〇一至〇二年度實施後，本署已建立資訊科技的基礎設施及辦公室自動化設施，協助員工執行日常職務。

其中的個案管理及個案會計系統可供約500名員工處理各種工序，包括審批申請、把個案分配予署內人員及為本署提供服務的人士處理、監察署內及外判個案的進展，以及監察每宗個案的帳目及付款給受助人和外委律師的情況。

年內，本署進一步提升系統，以配合工作流程和程序上的最新轉變。繼利用電子文件管理系統處理刑事法律援助個案的計劃成功試行，員工可用電子複本方式，保存由控方/法庭交來的刑事審訊/上訴文件後，電子文件管理系統在年內正式採用。設立部門電子入門網站，即“法律援助電子服務入門網站”的籌備工作仍繼續，預計可在二〇〇八年下半年啟用。

## Information Systems Strategy

Following the implementation of the Information Systems Strategy Programme in 2001-2002, the Department has in place an information technology (IT) infrastructure and office automation facilities to assist all staff in their daily work.

The Case Management and Case Accounting System supports over 500 users in handling business processes including processing of applications, assignment of cases to LAD officers and external service providers, monitoring progress of in-house and assigned-out cases, monitoring the accounts of legal aid cases and payments to the legally aided persons and assigned lawyers.

In 2007, the System was enhanced to cope with the latest changes in business workflow and procedures. Following the success of the pilot scheme on the use of electronic Document Management System for handling criminal legal aid cases which enabled the Department to maintain electronic copies of the trial/appeal bundles received from the prosecution/the court in criminal cases, the use of the electronic Document Management System was implemented in 2007. Work on implementing the Departmental E-portal known as Legal Aid Electronic Services Portal (“LAESP”) continued. It is expected to be rolled out in the second half of 2008.



## 員工關係及溝通

本署定期與不同的員工代表團體，例如部門協商委員會、律政書記協會及法律援助律師協會舉行會議，以加強部門與員工之間的溝通。經部門協商委員會開會商議後，有關紓緩員工工作環境擠迫和維修及保養資訊系統設施和打印機方面的問題已有改善。

為了令員工可掌握部門的最新動向和培養員工對部門的歸屬感，本署每年出版三期《法律援助通訊》。各科/組繼續實施加強內部溝通的策略，並與員工磋商。法律援助署副署長(政務)也與一般職系的員工進行了多次非正式會面，了解員工對工作的意見，以及討論可改進的地方。

## 員工福利

本署重視員工福利，因此在一九八八年成立職員康樂會，以促進員工的福利。該會的宗旨是藉着舉辦各式各樣消閒和有益身心的活動，為員工營造一個環境，讓大家聚首一堂，互相交流。

為幫助員工保持強健體魄，該會在二〇〇七年舉辦了太極班、瑜珈班、保齡球賽，以及東平洲環島行。該會還舉辦多類不同的活動，例如禮物包裝班、蛋糕製作班、中文書法班和國畫班等。

年內，該會舉辦的康樂活動包括中秋節和端午節食品展銷會，以及一年一度的聖誕聯歡會。

## Staff Relations and Communication

The Department maintains effective communication with staff through regular meetings with various staff representative bodies such as the Departmental Consultative Committees (DCC), the Law Clerks Association and the Legal Aid Counsel Association. As a result of discussion in DCC, improvements have been made in areas such as the alleviation of cramped working conditions, maintenance of IT equipment and printers.

To keep staff abreast of development in the Department and to promote staff's sense of belonging, the Department published a staff newsletter three times a year. Divisions/Sections continued to implement their respective internal communication strategies in consultation with staff. Informal meetings were also held between the Deputy Director of Legal Aid (Policy and Administration) and general grades staff to canvas their views on their work and to discuss areas of improvement.

## Staff Welfare

As the Department values the well-being of its staff, a Staff Club was formed in 1988 to promote staff welfare. The Staff Club's objective is to organise a wide range of activities to bring about an environment where staff can meet and interact whilst engaging in relaxing and enriching activities.

To provide staff with opportunities to maintain their physical fitness, classes in Tai-Chi and Yoga were arranged in 2007 together with a bowling competition and an excursion to Tung Ping Chau. Various other activities such as gift wrapping, baking, Chinese calligraphy and painting were also offered.

Recreational and leisure activities organised in 2007 included mini bazaars to celebrate festivals such as Mid-Autumn and Dragon Boat and the annual Christmas Party.



職員康樂會於二〇〇二年成立義工隊，鼓勵員工參與志願服務，造福社羣。年內，義工隊響應公務員事務局的“公務義工傳愛心”的號召，參加“植樹”和“耆樂安居家居維修計劃”等活動。此外，義工隊亦參與由義務工作發展局籌辦的“愛心傳城義工大行動”。義工隊參與的其他活動還包括籌款和探訪長者。

## 員工激勵活動

年內，本署曾舉行茶聚，以表揚和嘉許參與志願工作的員工。此外，本署亦向參加《法援員工通訊》“遊戲天地”和“投稿園地”的員工頒發獎品，表揚他們積極參與。

## 員工建議書及嘉許計劃

為鼓勵員工提出意見和建議，以提升工作效率和推廣本署的公眾形象，當局推出公務員建議書計劃。署方繼續推廣部門的嘉許信計劃及員工嘉許計劃，以鼓勵員工在工作上創出佳績。

## 環保措施

本署致力確保部門在日常運作和一切事務方面，均切合環保精神，包括盡量減少廢物、節約能源、提倡“廢物利用”和“循環再用”資源，以及提高員工的環保意識，鼓勵他們身體力行。

The Volunteer Service Group (VSG) was formed in 2002 to encourage staff participation in voluntary services and to contribute to the welfare of the public at large. In 2007, VSG supported the “Civil Service Volunteer Action” campaign organised by the Civil Service Bureau and participated in activities such as the “Tree Planting” and “Redecoration of Homes for the Elderly”. VSG also participated in the “We Share to Care Volunteering Campaign” organised by the Agency for Volunteer Service. Other activities VSG took part in were fund raising activities and visits to the elderly.

## Staff Motivation Activities

A tea gathering was organised in recognition and appreciation of staff who took part in volunteer services. Prizes were given to members of staff who participated in the “Game Corner” and “Staff Corner” of the Staff Newsletter in recognition of their involvement and enthusiasm.

## Staff Suggestion and Recognition Schemes

A Staff Suggestion Scheme was set up to give staff an incentive to think of ideas and suggestions that improve efficiency at work and promote the public image of the Department. The Department continued to foster the Departmental Commendation Letters Scheme and Staff Recognition Scheme as a means to encourage and boost staff achievement.

## Environmental Initiatives

The Department is committed to ensuring its operations and activities are conducted in an environmentally responsible manner. The Department supports efforts to minimise waste, conserve energy, promote “reuse” and “recycle” of resources and to enhance staff awareness and participation in protecting the environment.

本署定期檢討資源運用的情況，確保符合經濟和環保效益。有關本署於二〇〇七年的環保措施，請參閱已上載本署網頁的《環保報告》，網址為<http://www.lad.gov.hk>。

年內，除了由本署各組的環保主任負責定期檢討環保措施外，本署亦參加由金鐘道政府合署(即本署的港島辦事處所在地)的大廈管理處所舉辦的廢物分類計劃。回收的紙張、鋁罐和膠樽會循環再造。港島辦事處的升降機大堂亦已安裝自動裝置，自動調節晚間的照明，以減低耗電量。在節省公用設施的使用量方面，本署已安裝自動感應的水龍頭，避免不必要的浪費；本署更縮短使用空調的時間，並調節室溫，又在走廊安裝節能光管，並派員工在午膳時段和辦公時間後巡查並把電燈關掉，以節省能源。在紙張和影印的數量方面，本署自二〇〇四年開始已逐步減少使用量。本署的用紙量減少，是因為用作內部溝通的通告和文件均以電郵方式傳送，而部門出版的刊物亦上載本署網站，以電子方式發布。本署亦鼓勵員工盡可能重複使用紙張。

The Department undertakes regular reviews to ensure that the use of its resources is in an efficient and green manner. For details of the Department's environmental initiatives in 2007, please refer to the Department's Environmental Report which can be viewed on the Department's website <http://www.lad.gov.hk>.

Apart from the regular reviews undertaken by the various Environmental Officers in 2007, the Department joined the waste separation scheme operated by the Building Management Office in the Queensway Government Offices where the Hong Kong office of the Department is situated. Paper, aluminium cans and plastic bottles were collected and recycled. Automatic device has been fitted up that lighting in the lift lobbies of the Hong Kong office would be automatically adjusted at night to reduce electricity consumption. In terms of savings on utilities consumptions, auto-sensitised taps were installed to prevent the unnecessary waste of water, the air-conditioning system's operating hours were shortened, temperature level was adjusted, energy saving fluorescent tubes were installed in corridors and staff were assigned to monitor and to turn off lights during lunch hours and after work to save energy. On paper consumption and numbers of photocopies, progressive savings have been made since 2004 due to circulars and documents for internal communications being transmitted by emails and departmental publications being uploaded onto the Departmental website. The Department also encouraged staff to re-use paper whenever possible.

## 廣泛使用中文

年內，翻譯室更新了員工在日常工作經常使用的中文辭彙。

更新後的辭譯已上載本署內聯網，方便員工草擬中文文件時查看。除編製辭彙外，翻譯室亦提供電話諮詢服務，為署內員工解答有關用中文草擬文件時遇到的問題。自二〇〇二年推出的《文字園地》，年內運作暢順。

翻譯室亦透過內聯網定期發表有關中國文化及傳統趣事的文章，藉以推廣使用中文，以及提供可改善員工中文寫作技巧的有用資料。

本署的訴訟科繼續以中文處理多宗民事及刑事案件，以及更多利用中文撰寫對內和對外的往來文件。

## Wider Use of Chinese

The glossary of Chinese terms frequently used by staff for their day-to-day work and compiled by the Translation Office was updated during the year.

The updated glossary was placed on the Departmental intranet to facilitate ease of access by staff preparing Chinese documents. Apart from updating the glossary, the Translation Office provided telephone enquiry service to staff who encountered problems when drafting Chinese documents. The Language Platform, which was launched by the Translation Office in 2002, ran smoothly during the year.

The Translation Office also promoted the use of Chinese by posting regular articles on the intranet on matters of interest relating to Chinese culture and traditions and giving useful tips that helped staff to improve their Chinese writing skills.

The Department's in-house Litigation Division continued to conduct many of the civil and criminal cases handled by the Division in Chinese and increased the use of Chinese in both internal and external communication.

王耀輝先生  
助理首席法律援助律師(法律及管理支援) (署理)  
Mr Steve Wong Yiu-fai  
Assistant Principal Legal Aid Counsel (Legal and Management Support) (Acting)



## 內部審核

內部審核組是一個獨立組別，負責協助管理層確保部門的監管程序及系統足以保障部門的資產，並檢討部門的各項工作，以確保部門的財政、人力及其他資源運用得宜，合乎經濟原則。年內，該組審核多個工作範疇，包括與審批法律援助有關的經濟與案情審查程序、刑事組的員工在執行外勤工作時所需的時間和資源、審查申請及付款所需時間是否符合服務承諾所訂的處理時間、運用土地註冊處綜合註冊資訊系統處理法律援助個案的查冊事宜、員工輸入資料的準確程度，以及定期突擊檢查小額現款和預墊備用金等項目。

## Internal Audit

The Internal Audit Section (IAS) is an independent team established to assist management to ensure that adequate control procedures and systems are in place to safeguard the Department's assets. It also carries out reviews of the various activities of the Department in order to ensure an economical, efficient and effective use of the Department's financial, human and other resources. During the year, the IAS reviewed the means and merits testing procedures relating to the processing and granting of legal aid, the use of staff time and resources for outdoor duties in the Crime Section, compliance with the performance pledge on processing time and payment, the Integrated Registration Information System provided by the Land Registry for conducting land searches in legal aid cases, the accuracy of data inputting by staff and periodical surprise checks on items such as petty cash and imprest.



## 為法律援助服務局提供支援服務

法律援助服務局(法援局)是根據《法律援助服務局條例》(第489章)成立的法定組織，負責監察法律援助服務的提供。此外，法援局亦負責就有關法律援助政策事宜，向行政長官提供意見。法援局主席由一位非官方的業外人士出任，局內有十名成員，包括法律援助署署長、兩個法律專業團體的業界代表，以及從其他行業選出的人士。本署代表除出席法援局和其興趣小組的會議外，還參加該局舉辦的活動，使市民廣泛認識法援局，了解其角色，並且明白該局與本署之間的關係。為協助法援局履行其職責，本署會定期向該局提供進展報告和有關法援服務的各種資料文件，例如檢討刑事訴訟法律援助的收費制度，以及處理投訴和陳述的程序。

## Support Service to the Legal Aid Services Council

Legal Aid Services Council (LASC) is a statutory body set up under the Legal Aid Services Council Ordinance, Cap. 489 to oversee the provision of legal aid services. The LASC is responsible for advising the Chief Executive on matters of policy relating to legal aid. The LASC is chaired by a non-official who is not a barrister or solicitor and there is a total of 10 members comprising the Director of Legal Aid, legal representatives of the two legal professional bodies and lay members chosen from other fields. Representatives of the Department attend meetings of the Council and its Interest Groups and participate in its activities in promoting public awareness and understanding of the role of the Council and its relationship with the Department. In order to assist the Council in performing its functions, regular progress reports and information papers on different aspects of legal aid services such as the review of criminal legal aid fees system, the procedures for handling complaints and representation were provided by the Department to the Council.

## 吳錦堂先生 行政組文書主任 Mr Dany Ng, Clerical Officer, Administration Section

吳先生於一九九五年六月從稅務局調往本署，希望增進其法律知識。他認為本署在協助市民尋求法律援助方面，擔當重要的角色。由於不少市民向本署尋求協助，而他們的需要各有不同，在這個部門工作使他有機會接觸不同人士，在處理人際關係和溝通技巧方面，不時面對新挑戰。

吳先生在行政組的工作之一是協助副部門主任秘書處理投訴。吳先生認為香港生活節奏急速，大家都承受很大壓力。因此，他完全了解大部分投訴人在面對問題時所感到的不快和憤怒。有很多投訴人往往把他們的憤怒和不滿發洩在他身上。不過，吳先生理解到他們並不是針對他。他會細心聆聽投訴人的問題，讓他們宣洩不滿的情緒。

有一次，吳先生被一名投訴人襲擊受了輕傷。該名憤怒的投訴人初時情緒激動，後來更使用暴力襲擊他。不過，該事件並沒有減低他服務市民的熱誠和意欲。

吳先生於二〇〇七年獲頒申訴專員嘉許獎，以肯定其顧客服務技巧。

吳先生為他取得的成績感到驕傲，並會積極面對挑戰。”我喜見他們怨氣全消，帶着笑容離開。”

Mr Ng joined the Department from the Inland Revenue Department in June 1995. He wanted to learn more about the law. In terms of making a difference to the society, he felt that the Department played an important role in helping those who sought legal redress. Due to the many people who sought assistance from the Department and their diverse needs, working here meant that he was constantly challenged in areas of reasoning and communication.

One of Mr Ng's duties at the Administration Section is to assist the Deputy Departmental Secretary in handling complaints. Mr Ng recognised the fact that life in Hong Kong is always very hectic and stressful. As such, he fully appreciates that most complainants are unhappy and are angry at their problems. He has therefore come across many complainants who would vent their anger and frustration at him. However, Mr Ng knows that any ill will shown is not personal. Instead, he would give them the chance to explain what their problems were and let the complainants work out their frustration.

On one occasion Mr Ng was slightly injured when an irate complainant became hysterical and turned violent. That incident, nevertheless, did not diminish in anyway his enthusiasm and desire to serve the public.

In recognition of his customer service skills, Mr Ng was awarded The Ombudsman's Award in 2007.

*Mr Ng takes pride in the results he achieves and embraces the challenge. "I like to see them come in all frustrated and leave with a smile."*

