

 監管局財務、員工與行政





監管局財務、
員工與行政
EAA FINANCE,
STAFF AND
ADMINISTRATION

財務

2012/13 年度，監管局審計報告錄得 1,900 萬元盈餘（2011/12 年度的盈餘為 2,330 萬元）。

監管局於本年度之總收入為 8,310 萬元，較上年度增加 280 萬元或 3.6%。牌照收入及利息收入持續上升，但考試費收入則減少。本年度並沒有錄得出售固定資產之收入。

本年度收入增加的主要原因是牌照數目持續上升，令牌費收入升至 7,220 萬元，較上年度增加了 350 萬元或 5.1%。另外，各銀行於年度內調高了定期存款之息率，令利息收入較上年度增加 60 萬元或 105.8%。

考試費收入為 990 萬元，較上年度減少了 100 萬元或 9.1%，原因是報考人數下降及年度內未有安排中港專業資格互認考試。

監管局年度之總開支為 6,410 萬元，較上年度增加 710 萬元或 12.5%。監管局在公眾教育、設備折舊、器材維修保養、保險、宣傳及廣告、辦公室及相關開支、營運租金、員工薪金及專業服務費方面的開支均有所增加。至於印刷及文具、考試服務費方面的開支則較上年度減少。

行政

監管局的行政部門由行政總裁領導。截至 2013 年 3 月 31 日，監管局的職員編制共有 92.5¹⁰ 名員工（2012 年 3 月 31 日則為 88.5 人）。殘疾僱員佔整體僱員數目 1.1%。2012/13 年度的員工流失率為 15%。

為確保薪酬待遇具競爭力，監管局於 2012 年委託人力資源顧問公司進行薪酬水平調查，並按市場水平調整了各職級的薪酬範圍。在 2012 年度，我們亦參照薪酬顧問的薪酬趨勢調查結果，調整了每年按工作表現發放薪金的制度。

監管局一如既往，非常重視與員工之間的溝通。我們曾開展內部問卷調查分析監管局的機構文化，就企業文化及如何在局內培養核心價值聽取員工意見。調查結果反映了員工持平坦誠的觀點，亦收集得一些不俗的改進建議。此外，每季舉行的行政總裁論壇及員工委員會會議，亦為員工提供自上而下，以及自下而上的溝通機制，讓員工更加了解機構內外的重大發展、新政策及改進措施。

年內，為提升員工的參與度及才能，監管局舉辦了多個專為管理人員及前線員工而設的培訓活動，包括「員工參與和動力」、「提升個人效益」、及「合作創佳績」等。為鼓勵員工彼此分享專業知識，並提高員工的在職知識與技能，監管局特別舉辦了一系列的分享會，讓多位熟悉《地產代理條例》的部門主管與員工分享知識和經驗。



員工在培訓中實踐「合作創佳績」。
Staff practising collaborating for better results.

¹⁰ 監管局採取聘請半職員工的政策。兩名半職員工相等於一名全職員工。

Finance

For the year under review, the EAA reported a surplus of \$19.0 million (as compared to a surplus of \$23.3 million last year).

Income for the year under review was \$83.1 million, a net increase of \$2.8 million or 3.6% over the previous year. We continued to report increase in licence fee income and interest income but there was a reduction in the examination fee income. No gain on disposal of property, plant and equipment was reported this year.

The increase in income this year was mainly due to the continued growth in the number of licensees, resulting in licence fee income reported at \$72.2 million, an increase of \$3.5 million or 5.1% over the previous year; and an increase in interest income of \$0.6 million or 105.8% over the previous year due to higher time deposits interest rates offered by banks this year.

The examination fee income however reported a decrease of \$1.0 million or 9.1% less than the previous year at \$9.9 million, due to the number of candidates registered for the examination had dropped and no examination for the scheme on the mutual recognition of professional qualification was held in the year.

Expenditure for the year was \$64.1 million, an increase of \$7.1 million or 12.5% compared to last year. Items that saw major increases in expenditure were community education, depreciation, equipment maintenance, insurance, publicity and advertising, office accommodation & related expenses, operating lease rentals, staff costs and professional service fees. Items that saw major decreases in expenditure were printing & stationery and service fees for examinations.

Administration

The EAA Administration is headed by the CEO. As at 31 March 2013, the staff establishment was 92.5¹⁰ (as compared with 88.5 as at 31 March 2012). The percentage of employees with disabilities was 1.1%. The staff turnover rate for 2012/13 was 15%.

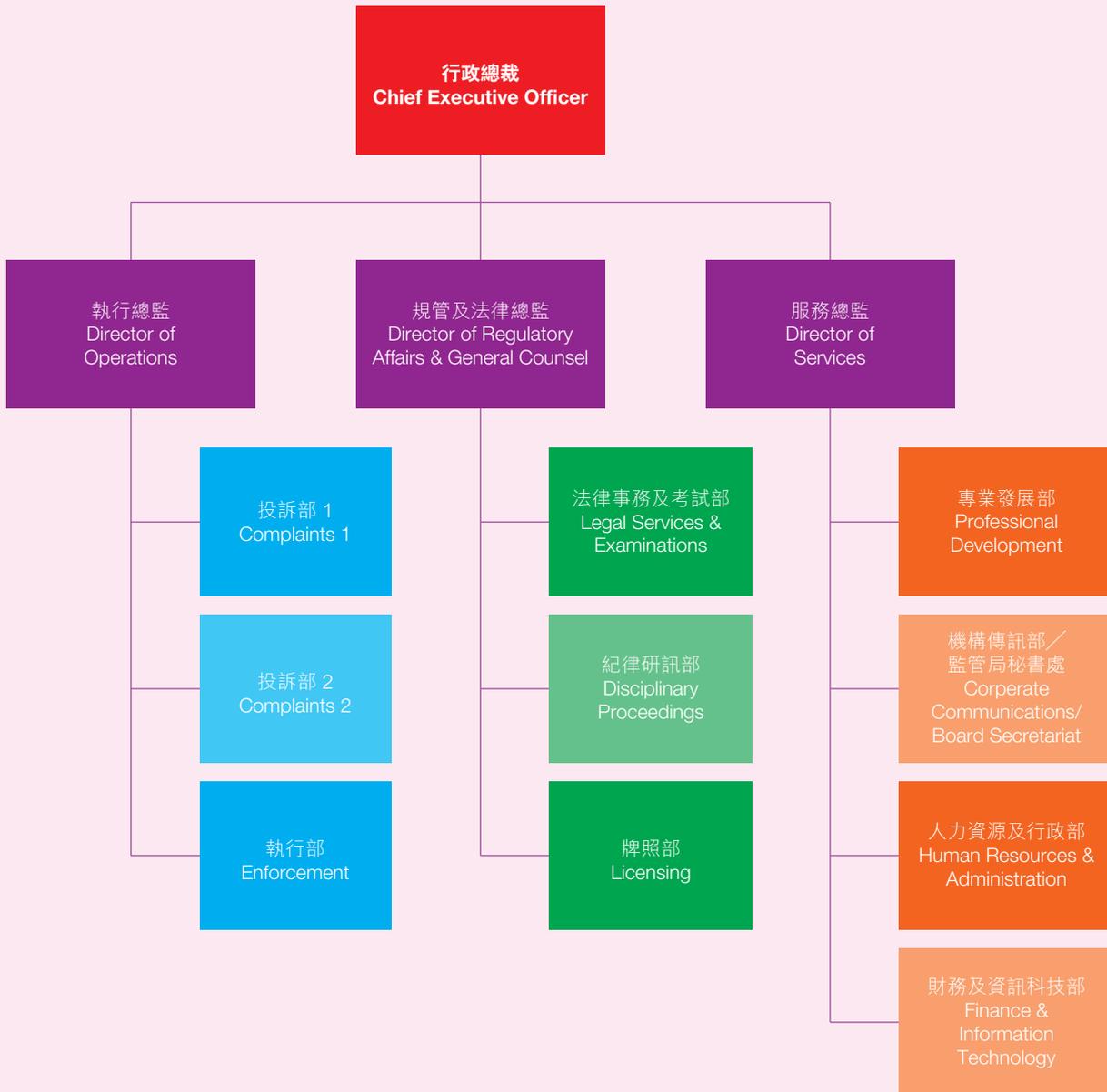
To ensure the competitiveness of our remuneration packages, we commissioned a human resources consultancy to conduct a pay level survey in 2012. The pay ranges of various ranks have been revised in line with the market. Our annual performance-linked pay adjustment exercise in 2012 also drew reference from the findings of a pay trend survey conducted by a remuneration consultancy.

Emphasis continued to be put on staff communication. An internal survey on organizational culture was conducted to solicit staff feedback on our corporate culture and on how the core values could be better inculcated within the EAA. The survey findings provided balanced and candid views, and some good suggestions on the improvement areas of the organization. Quarterly CEO's Forum and Staff Committee meetings were held to provide top-down and bottom-up communication mechanisms for staff to better understand major developments of the organization, new policies and various improvement measures, both internal and external.

To strengthen staff engagement and capabilities, tailor-made training programmes, including "Staff Engagement and Motivation", "Enhancing Self-effectiveness" and "Collaborating for Better Results" for managerial and frontline staff were organized in the year. To encourage in-house sharing of expertise and enhance staff's functional knowledge and skills, a series of sharing sessions on the EAO was conducted by different section heads who are subject experts.

¹⁰ The EAA has employed a strategy of hiring half-time staff. Two half-time staff are equivalent to one full-time employee.

監管局行政部門組織架構圖
Organisational Chart of the EAA Administration



總監級以下的編制 Non-directorate Staff Establishment

職級	Rank	數目 Number
高級經理／法律顧問	Senior Manager/Legal Counsel	2
經理	Manager	10
助理經理	Assistant Manager	11
調查主任	Investigator	3
主任	Officer	23.5*
行政助理	Administrative Assistant	8
助理主任	Assistant Officer	2
高級文員	Senior Clerk	15
文員	Clerk	14

* 兩名半職主任相等於一名全職主任。

* Two half-time Officers are equivalent to one full-time Officer.

本年度行政總裁¹¹和總監¹²的薪酬 Remuneration of Chief Executive Officer¹¹ and Directors¹² during the Year

本年度支付予行政總裁和總監的薪酬¹³如下：

The total remuneration¹³ of the Chief Executive Officer and directors during the year was as follows:

		人數 Number of individuals
1,000,001 元至 1,500,000 元	\$1,000,001 to \$1,500,000	1
1,500,001 元至 2,000,000 元	\$1,500,001 to \$2,000,000	2
2,000,001 元至 2,500,000 元	\$2,000,001 to \$2,500,000	2
合計	Total	5

¹¹ 包括於2012年8月9日退任的前監管局行政總裁，以及於2012年10月3日加入的現任行政總裁。

¹¹ Includes the former Chief Executive Officer who left the EAA on 9 August 2012 and the current Chief Executive Officer who joined on 3 October 2012.

¹² 監管局共有三位總監級員工。

¹² There are three directorate staff.

¹³ 包括約滿酬金和按表現發放的薪金（如適用）。

¹³ Includes gratuity and performance-linked pay, if applicable.

企業社會責任

為鼓勵員工幫助有需要人士，以及履行企業社會責任，監管局積極參與由香港公益金(包括公益愛牙日、公益行善「折」食日、公益綠識日等)及樂施會籌辦的多個籌款活動。

為保護環境及節省地球資源，監管局把不再使用的辦公室傢具及設備(如電腦、打印機)及文具捐贈予慈善機構，將資源循環再用。

資訊科技

本年初，監管局更換了80台已使用長達十年的桌上電腦，並配備最新的操作系統及辦公室應用程式。為進一步減少獨立打印機的數目，監管局在辦公室裝置集合影印、列印、掃描及傳真用途的多功能影印機(合共有六部)。年內，監管局裝設了新的人力資源管理資訊科技系統，將考勤及假期申請等事宜電子化。為進一步減少用紙，監管局目前提供16台平板電腦供委員會會議使用，並計劃在未來添置更多平板電腦。

繼去年推出電子服務後，越來越多持牌人選擇以電子方式與監管局聯繫。監管局為此提升了網站支援，以便透過不同渠道與持份者聯絡。於上年度，監管局先後安裝了數據備份及恢復設備(內部及遠程)、提升伺服器容量，並採用最新的防毒軟件及防火牆，以維持嚴密的保安系統。監管局已準備於下一個財政年度投放資金，進一步提升客戶中心的資訊系統、電子郵件伺服器、網絡容量，並進行第三次資訊科技保安審核程序。此外，監管局亦定期檢討及更新內部的資訊科技政策，以適應不斷變化的環境，與時並進。監管局將於2013年繼續推行有關的改善措施。

為方便日後發展資訊科技系統，監管局董事局已批核從項目基金撥款建立全新的管理資訊系統，取代由2002年起沿用至今的現行系統，進一步提升現有的電子服務系統，讓公眾更方便享用監管局日後推出的電子服務。有關的項目招標、系統設計及分析階段將於短期內展開。

Corporate Social Responsibility

To encourage staff to help the needy and fulfil our corporate social responsibility, we participated in various fund-raising activities organized by the Hong Kong Community Chest (e.g. Love Teeth Day, Skip Lunch Day, Green Day etc) and Oxfam Hong Kong.

To protect the environment and save the earth's resources, we donated obsolete office furniture, equipment (e.g. PCs and printers) and stationery to charitable organizations and schools for recycling.

Information Technology

The exercise to replace 80 existing desktop PCs which had served the EAA for 10 years, with the latest operating system and office productivity tools, was completed earlier this year. To further reduce the number of stand-alone machines in the EAA office, one more multi-functional copier (bringing the total to six), with photocopying, printing, scanning and fax functions was installed. A new IT system for Human Resources Management, which handles e-attendance and leave applications, was put into place during the year. Currently, 16 tablets are used, with the aim of moving towards a paperless office and to further cut down the consumption of paper for Committee meetings. The EAA plans to purchase more tablets in the future.

With the launch of the e-Services last year, more licensees chose to communicate with the EAA via electronic means. The EAA website was enhanced to support different channels of communication with stakeholders. During the previous year, the EAA installed data backup and recovery utilities (both internal and remote), upgraded servers' capacity and maintained high access security by keeping the most up-to-date anti-virus and firewall systems. Funding had been provided to further develop the Call Centre System, e-mail server, network capacities and to conduct a third IT security audit in the coming financial year. Furthermore, internal IT policies to catch up with the ever-changing environment were regularly reviewed and updated. These kinds of enhancement will be continued in 2013.

For future IT development, the EAA Board approved a capital project fund to build a new Management Information System to replace the existing one which has been in use since 2002. Further enhancement to the existing e-Services System will allow better public access to EAA's various services through electronic means when implemented. The project tender and the system design and analysis phase will soon commence.