

The background of the page is a traditional Chinese ink wash landscape painting. It depicts misty, layered mountains with dark, textured peaks and lighter, hazy valleys. Several tall, slender pine trees are scattered across the slopes. The overall style is soft and atmospheric, with a focus on natural elements and a sense of depth created by the mist.

監管局財務、
員工與行政
*EAA Finance,
Staff and Administration*



監管局財務、員工與行政

財務

2013/14 年度，監管局之審計報告出現 1,240 萬元盈餘（2012/13 年度的盈餘為 1,900 萬元）。

監管局年度內之總收入為 8,100 萬元，較上年度下降 210 萬元或 2.6%。本年度考試費收入及利息收入錄得倒退，但牌照收入仍持續增加。出售固定資產方面，並沒有錄得任何收入。

考試費收入為 590 萬元，較上年度減少了 400 萬元或 40.6%，原因是報考人數下降。另各銀行於年度內調低了定期存款之息率，令利息收入下降至 80 萬，較上年度減少 30 萬元或 30.6%。

本年度牌照持有人之數目有下降之趨勢，但牌費收入仍較上年增加了 220 萬元或 3.1% 至 7,440 萬元，原因為全年牌照持有人之累計數目⁷仍比上年多。

監管局年度內之總開支為 6,860 萬元，較上年度增加 450 萬元或 7.1%。監管局在設備折舊、營業租約（土地及樓宇）、辦公室及相關開支、宣傳及廣告，員工薪金及專業服務費方面均有所增加。至於公眾教育、器材維修保養及考試服務費則較上年度減少。

行政

監管局的行政部門由行政總裁領導。截至 2014 年 3 月 31 日，監管局職員編制共有 96.5⁸ 名員工（2013 年 3 月 31 日則為 91.5 人）。殘疾僱員佔總僱員數目 1%。2013/14 年度的員工流失率為 23%。

為促進有效薪酬管理，監管局委託了人力資源顧問公司檢討薪酬設計及現存問題，並在 2014 年初採取了一些薪酬調整措施。2014 年的年度按表現調整薪金制度亦參考了一間薪酬顧問所進行的薪酬趨勢調查結果。

為充分利用「銀髮族」的專業知識、成熟穩重的個性及軟技能，監管局推行聘用來自公營機構或政府部門的退休人士／前僱員的策略，以兼職／半職僱用模式替局方處理前線查詢／投訴。這種讓具備合適經驗及才能的人在適當的崗位上發揮的招聘模式，多年來已證明是一種雙贏的人力資源策略。

為提升工作效率，加強電子數據管理，監管局在人力資源資訊系統推出員工自助服務。職員可以在網上申請休假及查詢假期結餘等，從而減少使用紙張及硬件紀錄。

監管局新設「服務保證」職能，旨在加強整體機構管治，以確保員工在履行職責時符合相關上司要求、內部政策和程序，以及表現水平。

年內，為提升員工的參與度及能力，監管局舉辦了一系列與職能相關、軟技能及正向價值的培訓課程，包括專為管理人員而設的倡導技巧和危機溝通，以及適合一般員工的投訴處理技巧和正向心理學。



監管局為員工舉辦正向心理的培訓課程。
The EAA organises positive psychology training programmes for staff.

⁷ 全年十二個月之累積人數總和。

⁸ 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。



EAA Finance, Staff and Administration

Finance

For the year under review, the EAA reported a surplus of \$12.4 million (as compared to a surplus of \$19.0 million last year).

Income for the year under review was \$81.0 million, a net decrease of \$2.1 million or 2.6% over the previous year. There was a reduction in the examination fee income and interest income with a slightly increase in licence fee income. No gain on disposal of property, plant and equipment was reported this year.

The examination fee income reported at \$5.9 million, a decrease of \$4.0 million or 40.6% less than the previous year, due to the number of candidates registered for the examination had dropped. Interest income reported at \$0.8 million, a drop by \$0.3 million or 30.6% over the previous year, due to lower time deposits interest rates offered by banks this year.

The licence fee income reported at \$74.4 million, an increase of \$2.2 million or 3.1% over the previous year. The increase was due to the yearly cumulated licensee's number⁷ reported during the year was comparatively higher than that of last year, despite the number of licensees was on a gradual downward trend this year.

Expenditure for the year was \$68.6 million, an increase of \$4.5 million or 7.1% compared to last year. Items that saw major increases in expenditure were depreciation, office accommodation & related expenses, operating lease rentals, publicity and advertising, staff costs and professional service fee. Items that saw major decreases in expenditure were community education, equipment maintenance and service fees for examinations.

Administration

The EAA Administration is headed by the Chief Executive Officer. As at 31 March 2014, the staff establishment was 96.5⁸ (as compared with 91.5 as at 31 March 2013). The percentage of employees with disabilities was 1%. The staff turnover rate for 2013/14 was 23%.

To promote effective pay management for staff, we commissioned a human resources consultancy to conduct a review of our pay design and issues, introducing a few pay adjustment measures in early 2014. Our annual performance-linked pay adjustment exercise in 2014 also drew reference from the findings of a pay trend survey conducted by a remuneration consultancy.

Capitalising on the expertise, mature personality and soft skills of the "silver hair group", we have implemented an employment strategy of recruiting retirees/ex-officers from public organisations or government departments on a part-/half-time basis to handle inquiries/complaints in the frontline. By identifying the right personnel with the right level of expertise to do the right job, it has proven to be a win-win human resources strategy over the years.

To increase work efficiency and strengthen electronic data management, we launched employee self-services under the Human Resources Information System. Staff can apply for leave and check own leave balances on-line etc., thus saving much of the paper record.

With the newly created "Service Assurance" function, the EAA aims to strengthen the overall corporate governance by ensuring that staff in discharging their duties do so in compliance with relevant supervisory requirements, internal policies and procedures, and performance standards.

To enhance staff engagement and capabilities, functional, soft skills and positive values alignment training programmes were organised in the year, including advocacy skills and crisis communication for managerial staff, and complaint handling and positive psychology for general staff.

⁷ Calculated by adding the 12 month end figures.

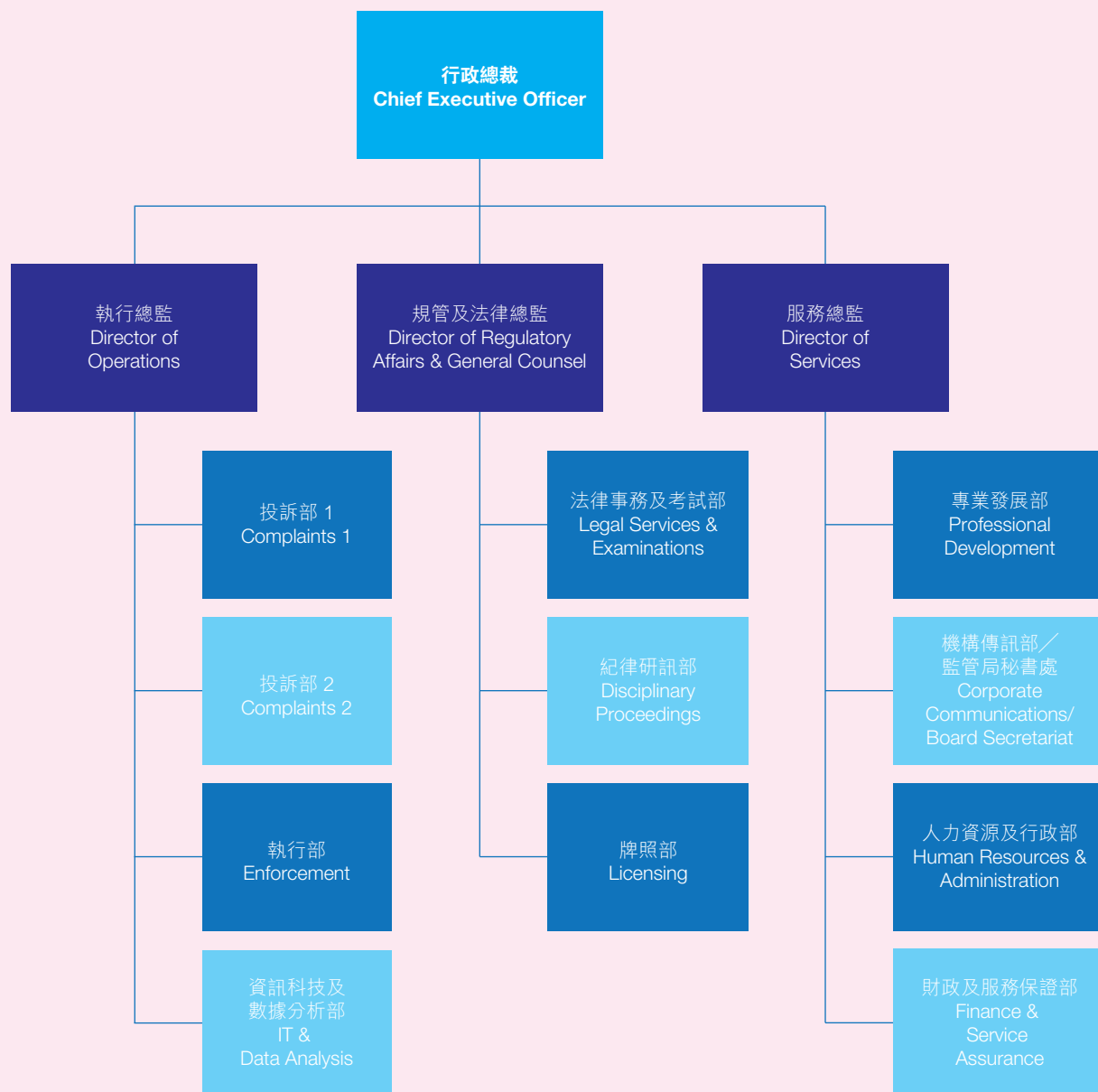
⁸ The EAA has employed a strategy of hiring half-time staff. Two half-time staff are equivalent to one full-time employee.



監管局財務、員工與行政

監管局行政部門組織架構圖

Organisational Chart of the EAA Administration





EAA Finance, Staff and Administration

總監級以下的員工編制

Non-directorate Staff Establishment

職級	Rank	數目 Number
高級經理／法律顧問	Senior Manager/Legal Counsel	3
經理	Manager	10
助理經理	Assistant Manager	13
調查主任	Investigator	3
主任	Officer	24.5*
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.

本年度行政總裁和總監⁹的薪酬

Remuneration of Chief Executive Officer and Directors⁹ during the year

本年度支付予行政總裁和總監¹⁰的薪酬¹¹如下：

The total remuneration¹⁰ of the Chief Executive Officer and directors¹¹ during the year was as follows:

		人數 Number of individuals
0 元至 500,000 元	\$0 to \$500,000	1
500,001 元至 1,000,000 元	\$500,001 to \$1,000,000	0
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	1
合計	Total	5

⁹ 包括於 2014 年 1 月 5 日退任的前執行總監，以及於 2014 年 2 月 4 日加入的現任執行總監。

¹⁰ 本年度有四位總監級員工。

¹¹ 包括約滿酬金及按表現發放的薪金，如適用。

⁹ Include the former Director of Operations who left on 5 January 2014 and the current Director of Operations who joined on 4 February 2014.

¹⁰ Includes gratuity and performance-linked pay, if applicable.

¹¹ There were four directorate staff during the year.



監管局財務、員工與行政

企業社會責任

為鼓勵員工幫助社會上有需要人士，同時履行我們的企業社會責任，監管局參與了由香港公益金及世界癌症研究基金會(香港)組織的多項籌款活動(例如前者的公益綠識日、公益便服日、公益愛牙日、聖誕寄語為公益、公益行善「折」食日等)。

為保護環境，節約資源，監管局把不再使用的辦公室傢具和設備(例如電腦和打印機)捐贈予慈善組織，將資源循環再用。

資訊科技

監管局一向致力成為負責任、公正、反應迅速及有效率的規管者。隨着公眾與傳媒的期望越來越高，監管局有需要更新及重建一個綜合的資訊科技平台，以監察機構內不同職能的聯繫，並通過數據開採、數據分析及追蹤工作進度來評估行政部門的工作效率。監管局董事局於2012年已批出項目基金，以建立全新的綜合資訊管理系統來取代現行系統，同時進一步提升現有的電子服務。

新系統將整合監管局各部門的不同數據，並支援各類電子服務，如電子付款、電子證書及電子牌照申請，未來更會新增持續專業進修計劃網上註冊課程的電子服務。此外，新系統將有助統一數據，以更有效保障個人資料、審查數據變更記錄及在不同系統間轉移數據，確保機構能有效運作。

為確保機構的安全措施與時並進並緊貼業界，監管局會進行定期的資訊科技評審。在保障安全的措施方面，除了防火牆外，還設有入侵預防系統。行政部門的資訊科技督導小組會定期會面，以審查有關的資訊科技事宜及功能，以提高監管局的規管、紀律及培訓工作的成效。



監管局鼓勵員工達至工作及生活平衡。
The EAA encourages staff to have work-life balance.



EAA Finance, Staff and Administration

Corporate Social Responsibility

To encourage staff to help the underprivileged and fulfil our corporate social responsibility, we participated in various fund-raising activities organised by the Hong Kong Community Chest (e.g. Green Day, Dress Casual Day, Love Teeth Day, Christmas Greetings for the Chest, Skip Lunch Day etc.) and World Cancer Research Fund Hong Kong.

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

Information Technology

The EAA has always strived to be a responsible, impartial, responsive and effective regulator. With the growing expectation from both the public and media, there is a need to completely revamp and rebuild an integrated information technology ("IT") platform to monitor the correlation between different functions within the organisation and assess the effectiveness of the administration's efforts through data mining, data analysis and tracking of work progress. The EAA Board in 2012 had approved a capital project fund to build a new Integrated Management Information System to replace the existing one and to enhance the current E-Services.

The implementation of the new system will provide data integration of various data among different sections of the EAA. It also provides support for E-Services such as e-Payment, e-Certificate and e-Application for licensees. In future, E-Services will extend to CPD online course registration. In addition, the system aims to facilitate data standardisation which enables effective protection of personal information, audit trail of data changes and data migration between various systems to ensure organisational efficiency and effectiveness.

A regular IT audit is maintained to ensure the organisation's security measures are up-to-date and on par with the industry. An Intrusion Prevention System was built on top of the firewalls to safeguard security. The Administration's Information Technology Steering Group also meets regularly to examine relevant IT issues and its capabilities with a view to improving the effectiveness of the EAA's regulatory, disciplinary and training efforts.