

監管局團隊

The EAA Team



1. 高善君女士
法律事務及考試部經理
Ms Susanna KO
Manager (Legal Services and Examination)
2. 梁國忠先生
財務及服務保證部經理
Mr KC LEUNG
Manager (Finance and Service Assurance)
3. 張嘉賢先生
投訴部經理
Mr Kevin CHEUNG
Manager (Complaints)
4. 梁家麟先生
執行部經理
Mr Alan LEUNG
Manager (Enforcement)
5. 林家雯先生
資訊科技及數據分析部經理
Mr LAM Ka Man
Manager (IT and Data Analysis)
6. 張秀成先生
服務總監
Mr Cavan CHEUNG
Director of Services
7. 蘇鳳儀女士
人力資源及行政部經理
Ms Patricia SO
Manager (Human Resources and Administration)
8. 鄧敏琪女士
專業發展部經理
Ms Maggie TANG
Manager (Professional Development)
9. 陳汝傲先生
投訴部高級經理
Mr CHAN U Keng
Senior Manager (Complaints)
10. 梁德麗女士
法律顧問
Ms Juliet LEUNG
Legal Counsel
11. 李佩華女士
牌照部經理
Ms Ivy LEE
Manager (Licensing)
12. 鄭麗珊女士
機構傳訊部經理
Ms Anissa CHENG
Manager (Corporate Communications)
13. 方安妮女士
執行總監
Ms Annie FONDA
Director of Operations
14. 劉淑葵女士
規管及法律總監
Ms Eva LAU
Director of Regulatory Affairs and General Counsel
15. 韓婉萍女士
行政總裁
Ms Ruby HON
Chief Executive Officer



行政與員工

員工

監管局的行政部門由行政總裁領導，其整體職能包括管理監管局事務，以及監察及規管業界遵守《地產代理條例》。截至2015年3月31日，監管局職員編制共有94名員工。殘疾僱員佔總僱員數目1%。2014/15年度的員工流失率為16%。

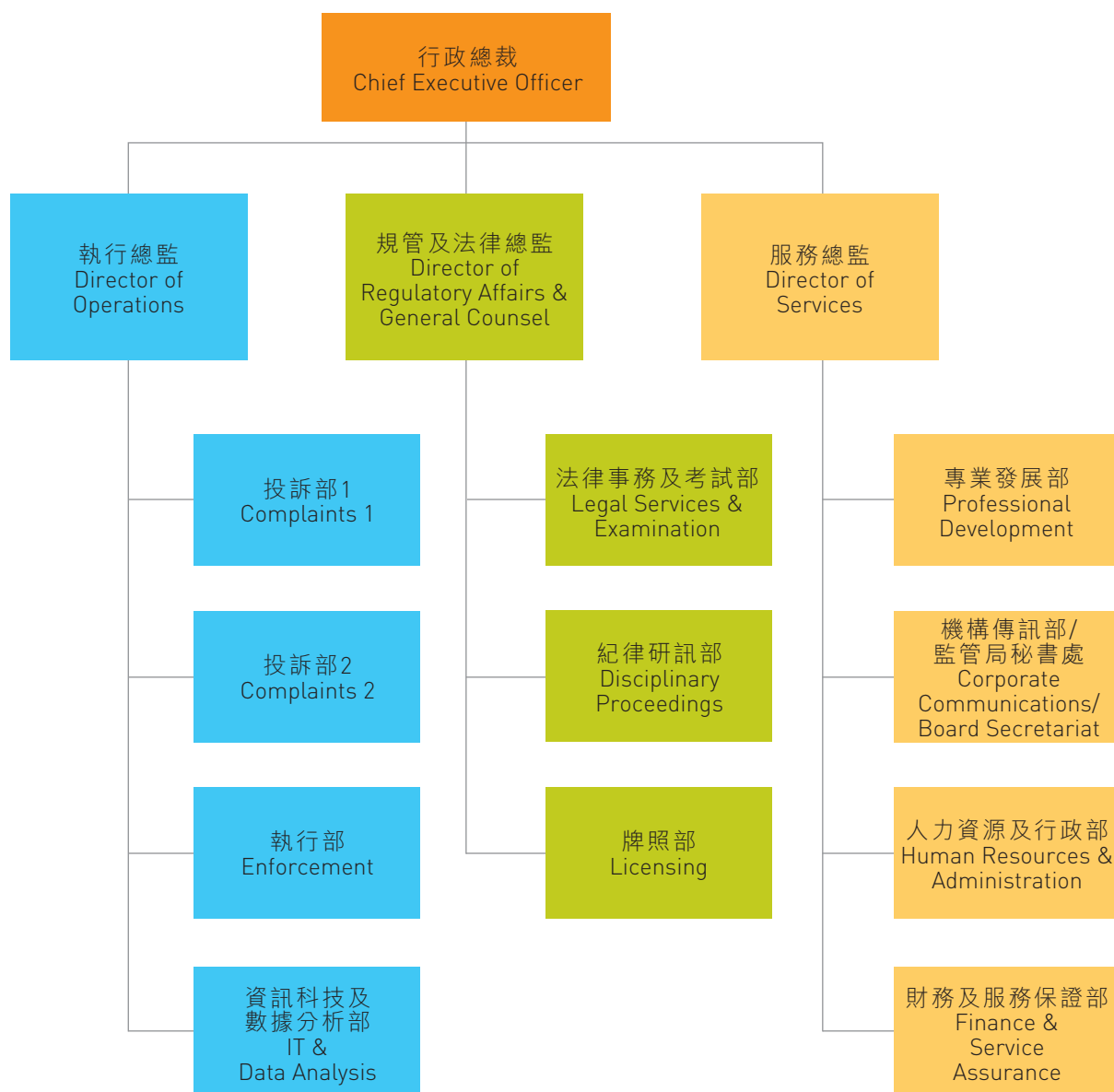
Administration and People

Staffing

The EAA Administration is headed by the Chief Executive Officer ("CEO") who has overall responsibilities for managing the business of the EAA, and monitoring and supervising compliance with the Estate Agents Ordinance. As at 31 March 2015, the staff establishment was 94. The percentage of employees with disabilities was 1%. The staff turnover rate for 2014/15 was 16%.

監管局行政部門組織架構圖

Organisation chart of the EAA Administration

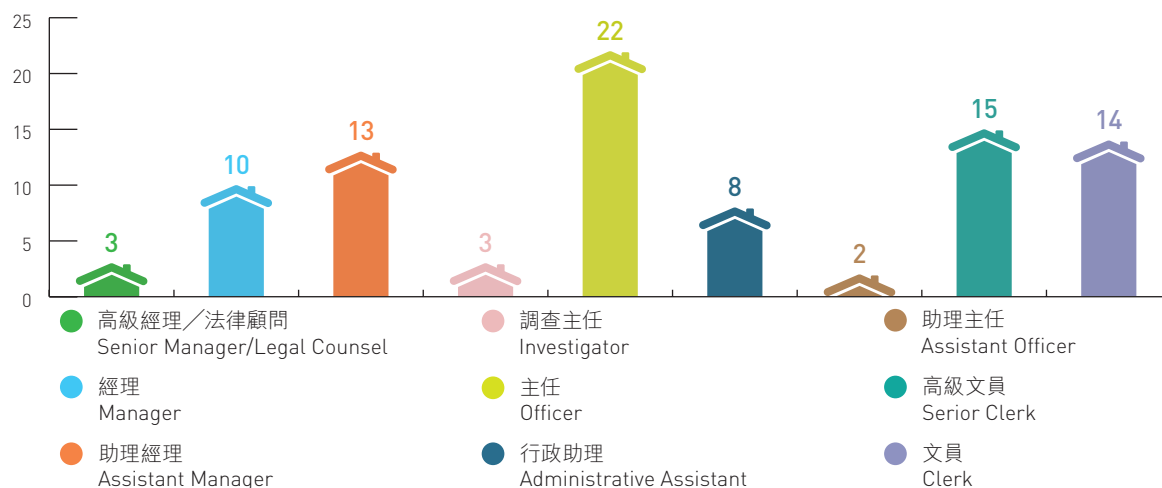




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總監級以下的員工編制

Non-directorate staff establishment



薪酬

監管局定期檢討其薪酬政策，以確保薪酬福利與市場趨勢一致，在人才招聘上，維持一定的競爭力及吸引力，以吸納及挽留優秀員工。為此，本局委託了獨立薪酬顧問公司在年內進行薪酬水平及薪酬趨勢調查。各個職級的工資範圍已根據市場水平進行調整。2015年的年度按表現調整薪金制度亦參考了薪酬趨勢調查結果而釐訂。

Remuneration

The EAA regularly reviews its remuneration policy and practices to ensure that our remuneration packages are in line with the market trends and practices, to maintain competitiveness in attracting and retaining high performing staff. To this end, we commissioned an independent remuneration consultant to conduct a pay level and pay trend survey during the year. The pay ranges of various ranks have been revised in line with the market. Our annual performance-linked pay adjustment exercise in 2015 also drew reference from the findings of the pay trend survey.

本年度行政總裁和總監的薪酬

本年度支付予行政總裁和總監¹的薪酬²如下：

Remuneration of Chief Executive Officer and Directors during the year

The total remuneration² of the CEO and directors¹ during the year was as follows:

		人數 Number of individuals
<500,000 元	<\$500,000	1 ³
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	3
合計	Total	5

1 監管局年內共有四位總監級員工，分別為行政總裁（即於2014年5月31日退任的前服務總監）、於2015年1月2日上任的現任服務總監、規管及法律總監及執行總監。

2 整套薪酬福利包括薪金、約滿酬金及按表現調整的薪金（如適用）。

3 現任服務總監於2015年1月2日加入監管局。

1 There were four directorate staff during the year, namely, the CEO in her capacity as the former Director of Services until 31 May 2014, the current Director of Services who joined on 2 January 2015, the Director of Regulatory Affairs and General Counsel and the Director of Operations.

2 Total remuneration includes salary, contract-end gratuity and performance-linked pay, if applicable.

3 The current Director of Services, who joined the EAA on 2 January 2015.

員工培訓及發展

隨着公眾對監管局期望的問責性及透明度與日俱增，我們必須確保員工具備履行職責、積極回應大眾訴求，以及維持高服務水平的能力。作為人力資源策略之一，監管局致力為所有員工提供培訓及發展機會，包括內部或外間舉辦的培訓及發展課程，以助他們盡展所長。

Staff Training and Development

With rising public expectations on the accountability and transparency of the EAA, we need to ensure that our staff members possess the competencies to deliver their duties, respond to the community's evolving needs, and achieve consistently high levels of performance. As part of its human resources strategy, the EAA is committed to providing training and development opportunities, including in-house or external training and development programmes, to all our staff in order to help them realise their full potential.

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年內，為提升員工的自我效益及軟性技能，監管局為全體職員舉辦了有關培養快樂習慣及有效溝通技能的正向心理學培訓。其他管理發展課程包括專為主管及管理人員而設的危機處理準備及創意思維技巧。

除上述由局方舉辦的培訓活動外，監管局亦鼓勵員工積極參與與工作相關課程，並可獲有關資助。此類培訓活動更新員工的專業知識，啟發他們作策略性思考，並為日後面對更大的挑戰及成就作好準備。

To enhance employees' self-effectiveness and soft skills, training in positive psychology in developing happy habits and effective communication skills were organised for all staff during the year. Other management development programmes included developing preparedness for crisis and creative thinking skills for supervisors and managerial staff.

Other than training activities arranged by the EAA, staff were also encouraged to attend self-initiated and reimbursable training programmes related to their work. All these training activities served to update their professional knowledge and skills, stimulate their strategic thinking and prepare them for greater challenges and achievements ahead.



監管局為員工舉辦正向心理學及快樂人生的培訓課程。

The EAA organises positive psychology and a happy life training programmes for staff.

內部溝通

監管局重視管理層與員工之間的溝通。透過定期舉行的高級管理層會議及部門會議，本局積極維持及加強有效的員工溝通，並把討論和決定讓全體員工得知，及讓員工了解不同部門的工作，以確保透明度。管理層會透過定期的溝通活動(如行政總裁座談會及簡報會)，與員工分享重要議題，如機構計劃、預算及架構變化等，讓員工知悉監管局內的發展動向，也提供機會讓他們表達意見。監管局每年也會舉辦一些輕鬆的聚會讓員工參加，如員工旅行及年度派對等，在日常工作以外促進員工溝通。

Internal Communication

The EAA sees the importance of communication between management and staff. We are dedicated to maintaining and enhancing effective staff communication through regular meetings among senior management staff, with the discussions and decisions made known to all staff to ensure transparency and understanding of the corporate direction and the work of different sections, and through regular sectional meetings. Management regularly reaches out to staff through structured communication sessions e.g. CEO's Forum and briefing sessions to share key topics such as corporate plan, budget and changes in the organisation, and to inform staff of specific developments within the EAA and to provide them with opportunities to share their views. Informal gatherings, such as staff outings and the annual party, are organised each year as well to facilitate staff communication outside the daily work routines.



監管局為員工舉辦戶外活動，增進員工與家人的健康。

The EAA organises outdoors activity to build staff and family wellness.



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企業社會責任

本局致力將企業社會責任原則融入日常運作中，為社區持續發展作出貢獻。針對社區、環境及工作場所等主要企業社會責任範疇，均已納入本局所有營運決策及實務中。要維持作為法定機構應有的良好企業社會責任，需要全體監管局人員的努力。

監管局已成立一個企業社會責任工作小組，引領企業社會責任的發展方向，並監督相關策略及活動。

社區

為進一步在員工之間宣揚「關愛社會」的精神，監管局在2014年8月舉辦了一個慈善跑活動，為匡智松嶺學前兒童中心籌得款項共128,000元，以幫助學前兒童中心添置一些新器材，輔助兒童的活動能力及鍛鍊體能。

該次三公里慈善跑沿城門河畔緩跑徑舉行，目標是為匡智松嶺學前兒童中心籌款，監管局員工及親友在執行總監領導下，共有77人全力熱心參與，活動更獲得香港警察義工支持及協助。

監管局向參加慈善跑的人士頒發參與獎狀以示謝意。展望未來，監管局會繼續鼓勵員工積極參與社區活動，貢獻社會。

此外，為鼓勵員工幫助社會上有需要人士，並履行本局的企業社會責任，我們參與了由香港公益金（例如公益便服日、公益愛牙日、公益行善「折」食日等）、世界癌症研究基金會（香港）及香港紅十字會所舉辦的籌款活動。

Corporate Social Responsibility

We are committed to integrating corporate social responsibility ("CSR") principles into our daily operations and contributing to the sustainable development of the community. Key CSR aspects such as community, environment and workplace, are integrated into all our operational decisions and practices. Maintaining good CSR practices that align with our role as a statutory body involves everyone at the EAA.

A CSR Work Group was set up internally to steer the direction of the EAA's CSR developments and the oversight of CSR strategies and activities.

Community

In order to further spread the spirit of "caring for society" among staff, the EAA organised a Charity Run in August 2014 and raised \$128,000 for the Hong Chi Pinehill Pre-school Centre to assist them in purchasing some new equipment facilitating the movement and fitness training of the children.

The 3-km Charity Run, which aimed to raise funds for children with intellectual disabilities of the Hong Chi Pinehill Pre-school Centre, was held along the jogging track of Shing Mun River. A total of 77 people including EAA staff, their families and friends, led by the Director of Operations, participated with full spirit and enthusiasm in the event, with the support and assistance of volunteers from the Hong Kong Police Force.

Each of the EAA runners was awarded a Certificate of Participation as a token of appreciation. In the years to come, the EAA will continue to encourage staff members to take part in community projects actively and contribute to society.

Furthermore, to encourage staff to help the underprivileged and as one of our CSR initiatives, we participated in other fund-raising activities organised by the Hong Kong Community Chest (e.g. Dress Casual Day, Love Teeth Day, Skip Lunch Day etc.), World Cancer Research Fund Hong Kong and The Hong Kong Red Cross.



監管局舉辦慈善跑活動，為匡智松嶺學前兒童中心籌款。

The EAA organises a Charity Run fund raising activity for the Hong Chi Pinehill Pre-school Centre.



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環境

本局實施了多項措施，以減少浪費及推動循環再用。監管局力求改進在環境方面的表現，成為一個更環保的機構。

為保護環境及節約地球資源，監管局把不再使用的辦公室傢具、設備（例如電腦和打印機）及文儀用品捐贈予慈善組織，將資源循環再用。本局亦採購再造紙在辦公室使用。

健康與安全

本局致力為員工提供健康及安全的工作環境，減低安全風險，制定安全標準及指引，並定期為員工安排培訓工作坊。

Environment

We have carried out a number of initiatives and implemented measures to reduce waste and promote recycling. The EAA strives to improve our environmental protection performance and to operate as a more environmentally friendly organisation.

To protect the environment and save the earth's resources, we donated obsolete office furniture, equipment (e.g. computers and printers) and stationery to charitable organisations for recycling. We purchased recycled paper for use in the office.

Health and Safety

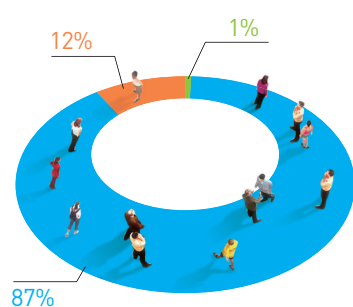
We are committed to providing healthy and safe work environment by identifying and reducing safety risks, developing safety standards and guidelines and regularly organising safety training workshops for our staff.

財務

於本年度，監管局錄得980萬元盈餘（相比去年盈餘為1,240萬元）。監管局在本年度內之總收入為7,980萬元，較上年度減少淨額120萬元或1.5%。年度內之總支出為7,000萬元，較上年度增加140萬元或2.1%。

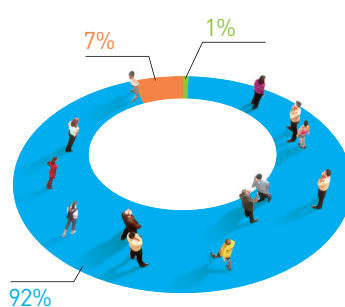
收入

牌照費收入較上年度減少了180萬元或2.4%至7,260萬元，原因是儘管本年持牌人數目有逐步上升趨勢，但年度的平均持牌人數目仍較去年為低。考試費收入為590萬元，與上年度相同。另各銀行於年內提高了定期存款之息率，令利息收入上升至130萬元，較上年度增加50萬元或67.5%。



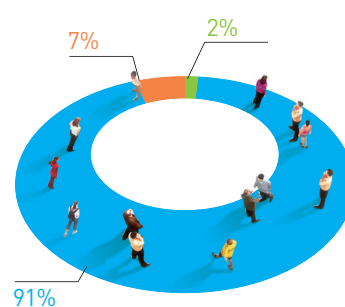
2012/13

● 牌照費 Licence fees



2013/14

● 考試費 Examination fees



2014/15

● 利息收入 Interest income

Finance

For the year under review, the EAA reported a surplus of \$9.8 million (as compared to a surplus of \$12.4 million last year). Income for the year under review was \$79.8 million, a net decrease of \$1.2 million or 1.5% over the previous year. Expenditure for the year was \$70.0 million, an increase of \$1.4 million or 2.1% compared to last year.

Income

Licence fee income reported at \$72.6 million, a decrease of \$1.8 million or 2.4% less than the previous year. The decrease was due to the yearly average number of licensees reported during the year being comparatively lower than that of last year, despite the number of licensees being on a gradual upward trend this year. Examination fee income reported at \$5.9 million, remaining unchanged over the previous year. Interest income reported at \$1.3 million, an increase of \$0.5 million or 67.5% over the previous year due to higher time deposits interest rates offered by banks.

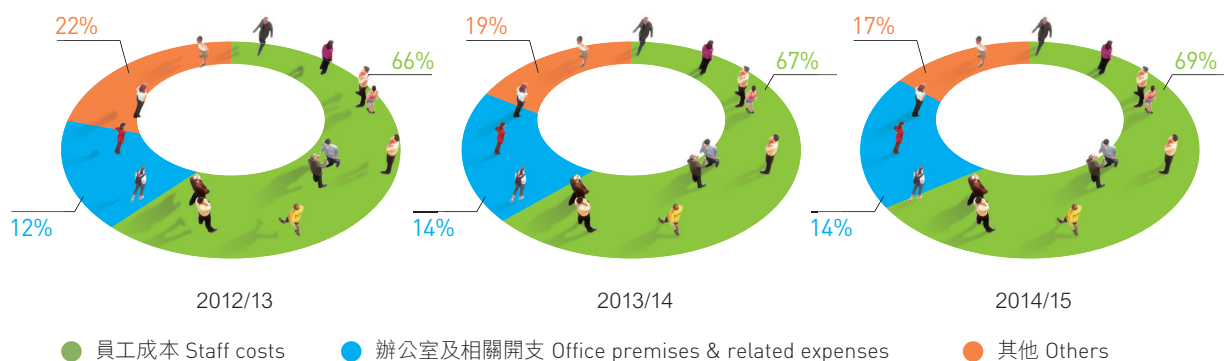
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支出

員工成本與辦公室及相關開支為兩大主要支出項目，分別佔總支出69%及14%。主要開支增加項目在於員工成本、辦公室及相關開支、折舊、保險費及考試服務費，而主要開支減少項目則為公眾教育開支(包括製作年報及巡迴展覽所節省的成本)及專業服務費用。

Expenditure

Staff costs and office premises & related expenses were two major expenditure items, accounting for about 69% and 14% of our total expenditures respectively. Items that saw major increases in expenditure were staff costs, office premises & related expenses, depreciation, insurance and service fees for examinations. Items that saw major decreases in expenditure were community education expenses (cost savings in annual report production and roving exhibitions) and professional service fees.



An illustration at the top of the page shows several stylized human figures in various poses, some walking and some standing, scattered across the top margin.

資訊科技

監管局董事局已批出項目基金，以建立全新的綜合管理資訊系統（「該系統」）來取代現行系統，同時提升現有的電子服務功能。新系統的設計經已完成，預計將在2015年底投入運作。該系統將精簡內部工作流程及工序，並使管理層得以更迅速有效地監察工作進度。

此外，該系統有助取得大量數據進行管理研究，以履行我們的願景與使命，例如在處理各種規管問題時，本局需要準確掌握業內及物業市場中正在發生的各種現象。因此，本局會定期進行具意義的數據分析，以制定策略以改進本局的服務水平、質素及效益。這些資料分析可為監管局工作提供指引、評量本局的表現及服務效益。

實施全新的綜合管理資訊系統後，監管局將能夠更科學化地研究業界行為，例如常見違規行為發生的頻率、嚴重程度及種類；實施的處罰與重複違規之間的關聯性；教育背景、年資與違規之間是否相關；以及監管局各種職能之間的其他關聯性及交互參照研究。

Information Technology

The EAA Board approved a capital project fund to develop a new Integrated Management Information System ("the System") to replace the existing system and to enhance the current e-Services function. The design of the new System has been completed and is expected to be in operation at the end of 2015. The System will streamline the internal workflow and work processes and enable the management to monitor work progress more effectively and efficiently.

What is more, the System will help capture a lot of data so as to enable us to conduct various management studies that would facilitate the fulfilment of our Vision and Mission. For example, to address the various regulatory issues, we need to have an accurate grasp of the various phenomena happening in the trade and the property market. On this, we would conduct meaningful data analysis regularly in order to formulate strategies for improving our service level, quality and effectiveness. These data analyses could set pointers for the EAA's work, measure our performance and service effectiveness.

With the implementation of the new Integrated Management Information System, the EAA will be able to study the trade's behavior more scientifically in the future, such as the frequency, severity and types of common breaches; the correlation, if any, between sanctions imposed and repeated breaches; the correlation, if any, between educational background, years of experience and likelihood of non-compliances; and other correlation and cross-tabulation studies between the EAA's functions.