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人才為本 竭誠服務社群

監管局財務、員工與行政

EAA finance, staff and administration

“為了吸引優秀員工留任，並與市場的人力資源政策看齊，監管局對現行的薪酬福利條件和人力資源政策及程序進行了全面的檢討。”

財務

2009/10年度，監管局錄得2,030萬元赤字(2008/09年度的盈餘是270萬元)，原因是牌費寬免計劃涉及的款項於本年度入帳。扣除此特殊項目，本年度實質盈餘應為740萬元。

扣除牌費寬免計劃對年度帳目之影響，監管局於本年度的實質總收入為5,770萬元，較上年度增加280萬元或5.2%。收入增加的其中一個原因為牌照數目持續上升，令牌費收入增加320萬元。考試費收入亦增加150萬元，但2008年金融海嘯後之低息環境令本年利息收入大幅減少，抵銷部分收入增加。

本年度，監管局之總開支為5,030萬元，較上年度減少190萬元或3.6%。監管局在設備折舊、專業服務、宣傳及廣告，員工薪金及培訓活動的開支，較上年度減少。至於辦公室租金及考試服務費方面的開支均有所增加。

去年，監管局董事局通過由累積儲備撥出2,460萬元成立牌照費用寬免基金，作為牌費寬免計劃的支出。由於牌費寬免計劃本年度入帳為2,770萬元，因此牌照費用寬免基金超支310萬元，有關額外支出由累積儲備撥出。

員工及行政

監管局的行政部門由行政總裁領導。在2010年3月31日，監管局的職員編制有82名員工(於2009年3月31日，監管局的職員編制為81人)。殘疾僱員佔整體僱員數目1.3%。2009/10年度的員工流失率是16%。

為了吸引優秀員工留任，並與市場的人力資源政策看齊，監管局對現行的薪酬福利條件和人力資源政策及程序進行了全面的檢討。監管局董事局在年內成立了人力資源顧問建議工作小組，策導監管局制定人力資源政策。此外，監管局舉辦了員工論壇和諮詢會，收集員工對改善措施的意見。經董事局審批的有關僱用條款／薪酬福利的變更，以及人力資源措施和程序的建議，已經在年內實施或陸續落實。

Finance

For the year under review, the EAA recorded a deficit of \$20.3 million (as compared to a surplus of \$2.7 million in 2008/09). This was due to booking the licence fee concession against the licence fee income for the year. Without the licence fee concession, we would have reported a surplus of \$7.4 million for the year.

When the licence fee concession is removed, income for the year was actually \$57.7 million, an increase of \$2.8 million or 5.2% over the previous year. The increase was partly due to the continued growth in the number of licensees, with income from licence fees up by \$3.2 million, and partly due to the increase in examination fee income, which recorded a growth of \$1.5 million. These increases were offset in part by lower interest income as a result of the low deposit interest rate since the 2008 financial crisis.

Expenditure for the year was \$50.3 million, a decrease of \$1.9 million or 3.6% below previous year. Items that saw major decreases in expenditure were mainly depreciation, professional services, publicity and advertising, staff costs, and training activities. Items that saw major increases in expenditure were operating lease rental, and service fees for examinations.

Last year, the Board approved setting aside from the cumulative fund a sum of \$24.6 million to finance the licence fee concession scheme. As we booked a licence fee concession of \$27.7 million for the year under review, there is a shortfall of \$3.1 million, which requires a further amount to be set aside from the cumulative fund.

Staff and administration

The EAA Administration is headed by the Chief Executive Officer. As at 31 March 2010, the staff establishment was 82 (as compared with 81 as at 31 March 2009). The percentage of employees with disabilities was 1.3%. The staff turnover rate for 2009/10 was 16%.

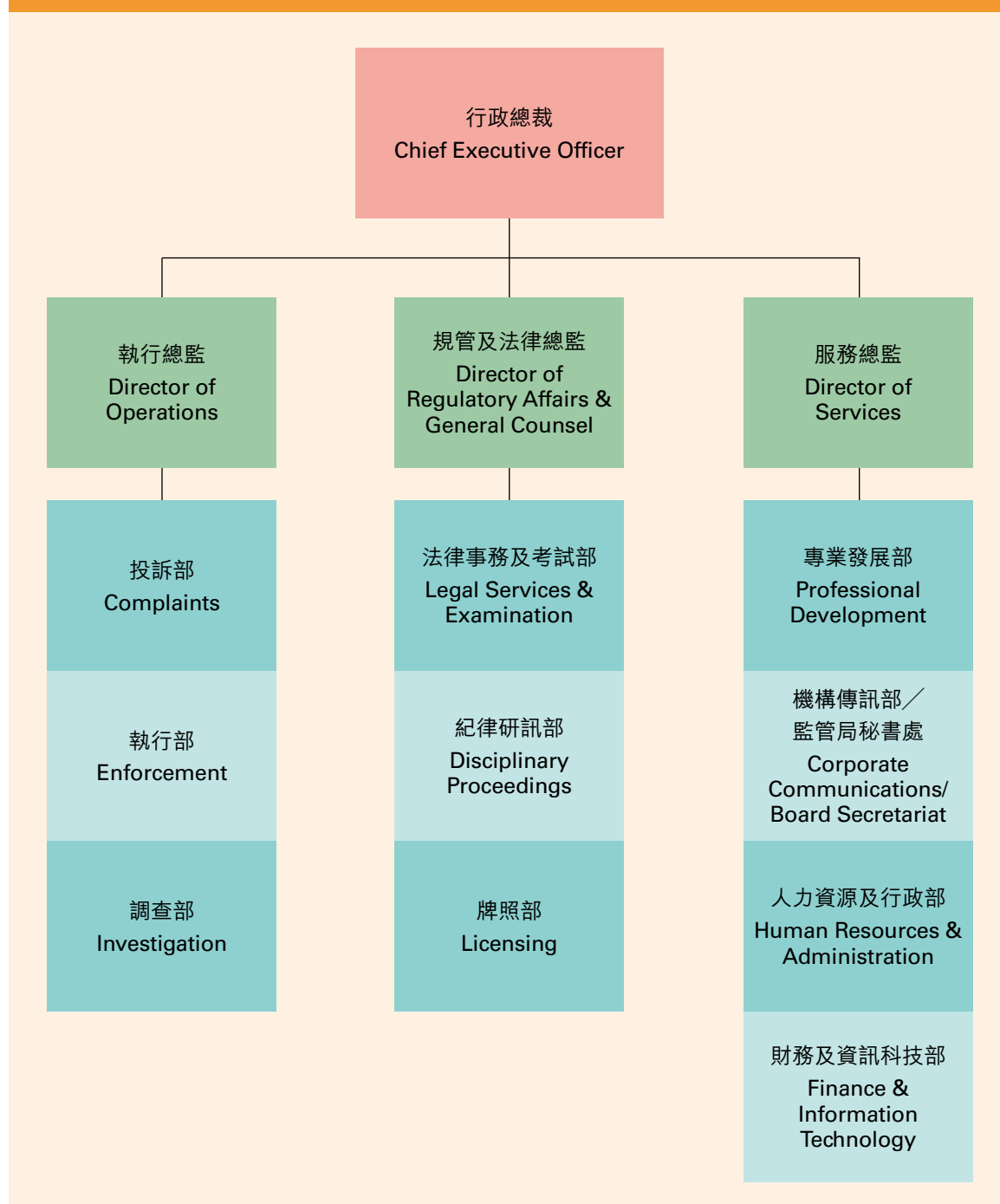
To retain quality employees and align the EAA's human resources policies and practices with those of the market, a comprehensive review was conducted on the remuneration packages and human resources policies and procedures. A Work Group on Human Resources Consultancy Recommendations was formed by the Board to direct the formulation of

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此外，為了推動表現導向的文化，以及鼓勵員工有良好的工作表現，監管局致力於來年發展一套嶄新的績效管理系統。該系統的重點是按員工的工作表現調整每年薪酬。

為了提升員工的能力，並建立融洽的團隊，監管局在本年度繼續舉辦各樣員工和培訓活動。

監管局行政部門組織架構圖
Organisation chart of the EAA Administration



various human resources policies. Staff forums and staff consultative sessions were held to solicit staff feedback on the changes and improvement measures. Endorsed changes in the employment terms/package and human resources policies and procedures had been or were in the process of being implemented at the end of the year.

To foster a performance-driven culture and provide incentives for good performance, the EAA is committed to developing a new performance management system with a performance-linked annual pay adjustment being the key element in the year ahead.

In the year, various staff training and staff relations activities were organised to build staff capability and a cohesive team.

總監級以下的編制 Non-directorate staff establishment		
職級	Rank	數目 Number
總經理	Chief Manager	1
高級經理／法律顧問	Senior Manager/Legal Counsel	1
經理	Manager	9
助理經理	Assistant Manager	11
高級主任	Senior Officer	9
主任	Officer	10
行政助理	Administrative Assistant	8
高級文員	Senior Clerk	16
文員	Clerk	13

行政總裁和總監 ¹² 的薪酬 Remuneration of Chief Executive Officer and directors ¹² during the year		
本年度支付予行政總裁和總監 ¹³ 的薪酬 ¹⁴ 如下：	The total remuneration ¹³ of the Chief Executive Officer and directors ¹⁴ during the year was as follows:	
		人數 No. of individuals
500,001 元至 1,000,000 元	\$500,001 to \$1,000,000	2
1,000,001 元至 1,500,000 元	\$1,000,001 to \$1,500,000	2
1,500,001 元至 2,000,000 元	\$1,500,001 to \$2,000,000	1
2,000,001 元至 2,500,000 元	\$2,000,001 to \$2,500,000	1
合計	Total	6

¹² 監管局共有三位總監級員工。

¹³ 包括於 2009 年 8 月 10 日加入監管局的行政總裁，及一名於 2009 年 11 月 1 日上任的總監。

¹⁴ 包括約滿酬金和按表現發放的薪金(如適用)。

¹² There are three directorate staff.

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

¹⁴ Includes the Chief Executive Officer who joined the EAA on 10 August 2009, and one director, who assumed duty on 1 November 2009.

環保政策

由於環境保護已成為大趨勢，監管局也在工作間實施適當的措施，提倡綠色文化。

監管局定期檢討印刷刊物的數量，以善用資源。為了節省紙張，監管局鼓勵公眾人士（特別是持牌人和考生）於監管局網頁閱覽刊物。

2009/10 年度，監管局將紙張、文具用品、炭粉盒、舊的文儀器材和傢俬循環再用，或捐予志願團體。

至於節約能源方面，監管局於年內呼籲員工以不同方式降低用電量，例如關掉閒置的電燈和電器。

資訊保安

由於大眾愈來愈關注資訊保安，因此監管局於 2009/10 年度繼續透過實施一系列資訊保安政策，以確保運作暢順和保護敏感資料。

資訊科技保安政策和操作指引

2009/10 年度，監管局發出資訊科技保安的指引，供員工參考和跟從。指引訂明了不同職級員工在保護資訊方面的責任。另一方面，監管局訂下了一系列操作指引，讓員工了解使用電腦系統和設備的須知事項。

資訊科技保安主任

監管局各部門已委任一位資訊科技保安主任，以監督各部門員工跟從資訊保安指引的情況。

權限管理系統

監管局為了有效控制員工使用機密資料的情況，開始採用一套權限管理系統，控制員工使用和傳送（包括內部和外部）機密的電腦檔案。

Green policies

With the global trend of enhancing environmental friendliness, the EAA considers it vital to adopt appropriate measures to promote a corporate green culture in the workplace.

The EAA regularly reviews the number of hard copies printed for its publications for optimisation of resources. To save paper, members of the public, in particular, licensees and examination candidates, have been encouraged to read EAA publications on our website.

In 2009/10, a wide range of materials, including paper, stationery, toner cartridges, obsolete office equipment and furniture, were recycled or donated to voluntary agencies.

As to energy conservation, the EAA urged its staff to reduce energy use by minimising electricity consumption in the year, for example, by switching off lights and electrical appliances when they were not needed.

Information security

In recent years, information security has become a pressing concern. In 2009/10, the EAA continued to strive for excellence in this regard and put forward a series of information security initiatives to ensure its smooth operation and the protection of sensitive data.

Baseline IT Security Policy and operational guidelines

In 2009/10, the EAA drew up and issued a set of guidelines entitled *Baseline IT Security Policy* for staff, which delineates the roles and responsibilities of staff of different levels. Separately, the EAA developed for its staff a set of operational guidelines on information security, which lay down the points to note when using information technology systems and facilities.

Sectional Information Technology Security Officers

In order to ensure staff compliance with the information security guidelines, each section of the EAA appointed a Sectional Information Technology Security Officer to monitor the compliance of information security regulations by staff.

Rights Management System

To exercise effective access control of confidential data, the EAA deployed a Rights Management System to control the access and transfer, both internal and external, of confidential files by staff.