

優秀團隊 良好規畫

EXCELLENT TEAMWORK TO
ACHIEVE CORPORATE VISION



監管局財務、員工與行政

EAA FINANCE, STAFF AND ADMINISTRATION

財務

2010/11年度，監管局審計報告出現12.8百萬元盈餘(2009/10年度的赤字為20.3百萬元)。本年仍有牌費寬免計劃2.7百萬元入帳，此特殊項目減少了本年度審計報告內之牌費收入及年度盈餘。

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牌費收入應為61.96百萬元，較上年度增加11.28百萬元或22.3%，實質盈餘應為15.5百萬元。收入增加之原因為牌照數目持續上升而令牌費收入增加，及考試費收入亦增加4.01百萬元，利息收入與去年相若。

本年度監管局之總開支為57.58百萬元，較上年度增加7.26百萬元或14.4%。監管局在公眾教育開支，辦公室租金、印刷及文具，宣傳及廣告，員工薪金及考試服務費方面的開支方面均有所增加。至於設備折舊、器材維修保養及及保險則較上年度減少。

行政

監管局的行政部門由行政總裁領導。截至2011年3月31日，監管局的職員編制有86名員工(而於截至2010年3月31日，則為82人)。殘疾僱員佔整體僱員數目1.3%。2010/11年度的員工流失率是21%。

2010年，監管局實施一套以核心才能績效管理系統。按員工的工作表現調整每年薪酬，以鼓勵員工有良好的工作表現及培養表現為本的文化。

為加強高級管理層與前線員工之間的溝通，監管局成立一個由不同級別員工代表組成的員工委員會，為員工提供一個平台，以便他們向高級管理層表達個人觀點及有關監管局行政各方面的意見。監管局也每季舉辦行政總裁論壇，向員工解釋主要政策及措施，並與員工交流意見。

為持續提升員工能力及建立融洽的團隊，監管局在年內舉辦各種員工培訓活動，包括軟性技巧培訓和建立團隊工作坊。



監管局管理行政團隊。
Cheers! EAA managerial and executive team.

Finance

For the year under review, the EAA reported a surplus of \$12.8 million (as compared to a deficit of \$20.3 million last year). We had booked the balance of the licence fee concession of \$2.7 million against the licence fee income for the year, resulting in a reduction of both the fee income and surplus reported in the audit accounts.

Without the licence fee concession, the fee income should be \$61.96 million, an increase of \$11.28 million or 22.3% over the previous year, and yearly surplus should be \$15.5 million. The increase was partly due to the continuous increase in the number of licensees and partly due to the increase in examination fee income, which recorded a growth of \$4.01 million. The interest income was similar to that of last year.

Expenditure for the year was \$57.58 million, an increase of \$7.26 million or 14.4% over last year. Items that saw major increases in expenditure were community education, operating lease rental, printing and stationery, publicity and advertising, staff costs, service fees for examinations and training activity. Items that saw major decreases in expenditure were depreciation, equipment maintenance and insurance.

Administration

The EAA Administration is headed by the Chief Executive Officer. As at 31 March 2011, the staff establishment was 86 (as compared with 82 as at 31 March 2010). The percentage of employees with disabilities was 1.3%. The staff turnover rate for 2010/11 was 21%.

The EAA implemented a new competency-based performance management system in 2010. Annual pay adjustment is linked to individual staff's performance to encourage high performance and build a performance-driven culture.

To strengthen communication between senior management and frontline staff, a Staff Committee with representatives from different ranks was formed to provide a platform for them to air their views and relay feedback on various aspects of the operations of the organisation to senior

management. Quarterly CEO's Forums were held to explain and exchange views on major policies and measures for staff.

To continue to build staff capability and a cohesive team, various staff training programmes, including soft skills training and a Team Building Workshop, were organised in the year.



大家舉手！我們贏了！
Hands Up! Victory!

監管局行政部門組織架構圖

Organisation chart of the EAA Administration



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	13
行政助理	Administrative Assistant	8
高級文員	Senior Clerk	16
文員	Clerk	14

行政總裁和總監¹¹的薪酬Remuneration of Chief Executive Officer and Directors¹¹ during the year

本年度支付予行政總裁和總監的薪酬¹²如下：

The total remuneration¹² of the Chief Executive Officer and directors during the year was as follows:

		人數 Number of individuals
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	0
1,500,001 元至 2,000,000 元	\$1,500,001 to \$2,000,000	3
2,000,001 元至 2,500,000 元	\$2,000,001 to \$2,500,000	1
合計	Total	4

¹¹ 監管局共有三位總監級員工

¹¹ There are three directorate staff

¹² 包括約滿酬金和按表現發放的薪金(如適用)

¹² Includes gratuity and performance-linked pay, if applicable

企業社會責任

監管局努力履行企業社會責任，其中包括為本港大學的暑期實習生及勞工處「展翅計劃」的學員提供實習機會，讓他們接觸實際工作環境，並發展他們與他人溝通及合作的軟技能。我們透過年度員工活動（例如員工賣物會）向慈善機構捐贈現金和物品。為保護環境，我們也向慈善機構捐贈陳舊辦公傢俬和設備（例如個人電腦及打印機）以供循環再用。

資訊科技保安政策和操作指引

由於大眾愈來愈關注資訊保安，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。於2010/2011年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。

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。

監管局為了有效控制員工使用機密資料的情況，已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。

Corporate Social Responsibility

As part of our efforts to fulfil our corporate social responsibility, the EAA provided placements for summer interns from local universities and trainees of the Youth Pre-employment Training Programme organised by the Labour Department, to enable them to gain exposure to an actual workplace and develop their soft skills in communicating and collaborating with others. Contributions, in money and in kind, were made to charitable agencies through our annual staff activities, such as the staff bazaar. To protect the environment, we further donated obsolete office furniture and equipment (e.g. PCs and printers) to charitable organisations for recycling.

Baseline IT Security Policy and operational guidelines

In view of public concern on information security, 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 at different levels. In 2010/11, 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.

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.

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