



監管局財務、員工與行政

財務

2011/12年度,監管局審計報告出現2,330萬元盈餘(2010/11年度的盈餘為1,280萬元)。去年仍有牌費寬免計劃270萬元入帳,此特殊項目減少了上年度審計報告內之牌費收入及年度盈餘。撇除牌費寬免計劃對去年帳目之影響,監管局上年度的實質盈餘應為1,550萬元。

監管局於本年度之總收入為8,030萬元,較上年度增加990萬元或14.1%,收入增加之原因為牌照數目持續上升,令牌費收入增加。其中牌費收入為6,870萬元,較上年度增加670萬元或10.8%,由於去年仍有牌費寬免計劃270萬元入帳,此特殊項目減少了上年度審計報告內之實際牌費收入。其他增加為考試費收入、利息收入及出售固定資產收入合共50萬元。

監管局本年度之總開支為5,690萬元,較上年度減少60萬元或1.1%。監管局在設備折舊、器材維修保養、保險、員工薪金及專業服務費方面均有所增加。至於公眾教育、汽車營運支出、郵費、印刷及文具,宣傳及廣告,考試服務費及培訓活動開支方面則較上年度減少。

行政

監管局的行政部門由行政總裁領導。截至2012年3月31日,監管局的職員編製有88.5⁷名員工(2011年3月31日則為86人)。殘疾僱員佔整體僱員數目1.1%。2011/12年度的員工流失率為32%。

監管局竭力培養積極主動、正面及以表現為本的機構文化,務求提升服務質素,滿足公眾日增的期望。過去一年,監管局推行架構重組及強調員工的績效表現,這可能是造成高流失率的部分原因。

監管局向來重視員工之間的溝通。員工委員會的設立,提供了一個由下而上的溝通機制,讓前線員工能直接向高層表達意見。監管局也舉辦了行政總裁論壇,提供平台,令行政總裁有效地向前線員工講解機構發展的舉措,以及新的主要政策。

為提升員工能力以應付機構不斷變化的要求,監管局在年內舉辦多個重點培訓課程,包括為管理層員工而設的管理發展、為前線員工而設的積極自我管理及正面思考方式,以及為主任級或以上員工而設的商業寫作技巧。



監管局為前線員工舉辦積極自我管理及正面思考方式培訓活動。
The EAA organised training programmes on proactive self-management and positive thinking skills for frontline staff.





EAA finance, staff and administration

Finance

For the year under review, the EAA reported a surplus of \$23.3 million (as compared to a surplus of \$12.8 million in 2010/11). Last year, the balance of the licence fee concession of \$2.7 million was booked against the licence fee income, resulting in a reduction of both the fee income and surplus reported in the audit accounts for that year. Without the licence fee concession, last year's surplus should be \$15.5 million.

Income for the year under review was \$80.3 million, an increase of \$9.9 million or 14.1% over the previous year. The increase was mainly due to the continued growth in the number of licensees, resulting in licence fee income reported at \$68.7 million, an increase of \$6.7 million or 10.8% over the previous year. As mentioned, the balance of the licence fee concession of \$2.7 million was booked against the licence fee income for last year, thereby reducing last year's actual income. Other increase of \$0.5 million came from the slight increase in examination fee income, interest income and disposal of property.

Expenditure for the year was \$56.9 million, a slight decrease of \$0.6 million or 1.1% compared to last year. Items that saw major increases in expenditure were depreciation, equipment maintenance, insurance, staff costs and professional service fee. Items that saw major decreases in expenditure were community education, motor vehicle operating expenses, postage, printing & stationery, publicity and advertising, service fees for examinations and training activity expenses.

Administration

The EAA Administration is headed by the Chief Executive Officer. As at 31 March 2012, the staff establishment was 88.57 (as compared to 86 as at 31 March 2011). The percentage of employees with disabilities was 1.1%. The staff turnover rate for 2011/12 was 32%.

As we strive to enhance the quality of our services to meet rising public expectations, efforts have been put into building a proactive, positive and performance-driven corporate culture. Organisational restructuring and emphasis on performance might partly account for a higher attrition rate in the past year.

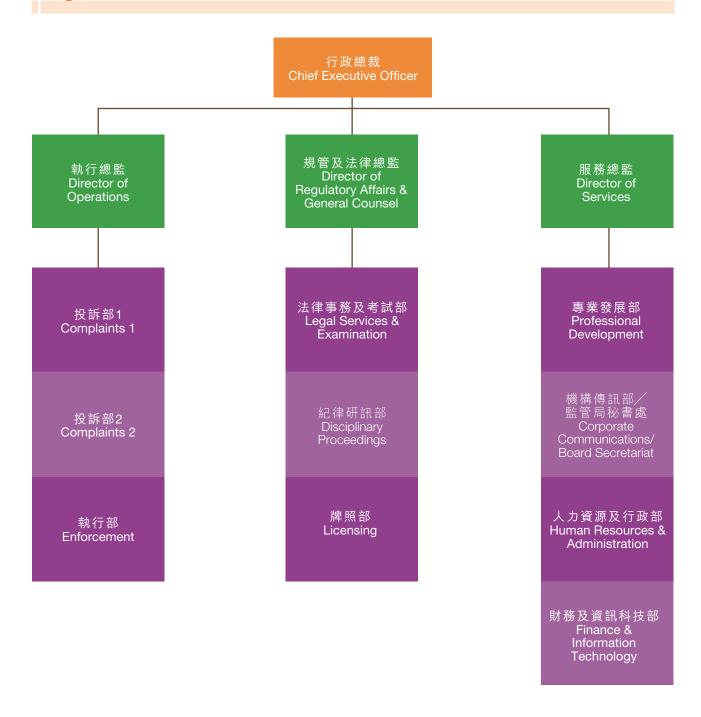
Emphasis continued to be put on staff communication. For bottom-up communication, the Staff Committee served as a mechanism for frontline staff to have a direct dialogue with senior management. To cascade messages to the frontline, the CEO's Forum provided a platform for the CEO to brief staff on the corporate development initiatives and explain new major policies.

To enhance staff capabilities to meet changing organisational needs, several key training programmes, including management development for supervisory and managerial staff, proactive self-management and positive thinking skills for frontline staff, and business writing skills for officers and above, were organised in the year.

⁷ The EAA has employed a strategy of hiring half-time staff. Two half-time staff are equivalent to one full-time employee.

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





EAA finance, staff and 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	9
助理經理	Assistant Manager	11
調查主任	Investigator	3
主任	Officer	21.5 ⁸
行政助理	Administrative Assistant	7
助理主任	Assistant Officer	2
高級文員	Senior Clerk	15
文員	Clerk	14

行政總裁和總監⁹的薪酬 Remuneration of Chief Executive Officer and Directors⁹

本年度支付予行政總裁和總監的 薪酬10如下:

The total remuneration¹⁰ 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	2
2,000,001元至2,500,000元	\$2,000,001 to \$2,500,000	2
合計	Total	4

⁸ 兩名半職主任相等於一名全職主任

⁹ 監管局共有三位總監級員工

¹⁰ 包括約滿酬金和按表現酌情發放的獎金(如適用)

 $^{^{\}rm 8}$ $\,$ Two half-time Officers are equivalent to one full-time Officer.

⁹ There are 3 directorate staff.

¹⁰ Includes gratuity and discretionary performance award, if applicable.

監管局財務、員工與行政

環保辦公室

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(如電腦及打印機)捐贈予慈善機構, 將資源循環再用。

為減少獨立打印機的數目,我們在辦公室設置了數部集合影印、列印、掃描及傳真於一體的多功能影印機,並在辦公室提倡雙面列印及按實際需要的列印模式。打印機的數量減少令臭氧排放量降低,有助改善辦公室的空氣質素。監管局也採用了電子薪酬通知單,以節省紙張、印刷及行政資源。另外,會議中使用平板電腦,也降低紙張的耗用量。

資訊科技系統的保安

為配合未來發展,監管局於年內改善了資訊科技的基礎設施。我們繼續高度重視系統保安,並對相關政策 作出妥善調整。監管局亦推出更換計劃,在兩個財政年度內全面更換已使用長達10年的桌上電腦。



EAA finance, staff and administration

Green office

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.

To reduce the number of stand-alone printers in the office, multi-functional copiers with photocopying, printing, scanning and fax functions, were installed. Duplex printing and printing on a need basis were promoted within the office. The reduction of printers in the office also helped to improve the air quality by lowering the emissions of ozone molecules. Electronic salary advice was implemented to save paper, printing and administrative resources. Tablets were used at meetings to cut down on the consumption of paper.

IT system security

To anticipate for future developments, the EAA IT infrastructure was strengthened over the period. System security is always a top priority and related policies were fine-tuned. A replacement exercise was started with all existing desktop PCs, which had served the EAA for 10 years, be replaced by new desktop PCs in two consecutive financial years.