



監管局團隊

The EAA Team

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2016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%，2015/16年度的員工流失率為11%。

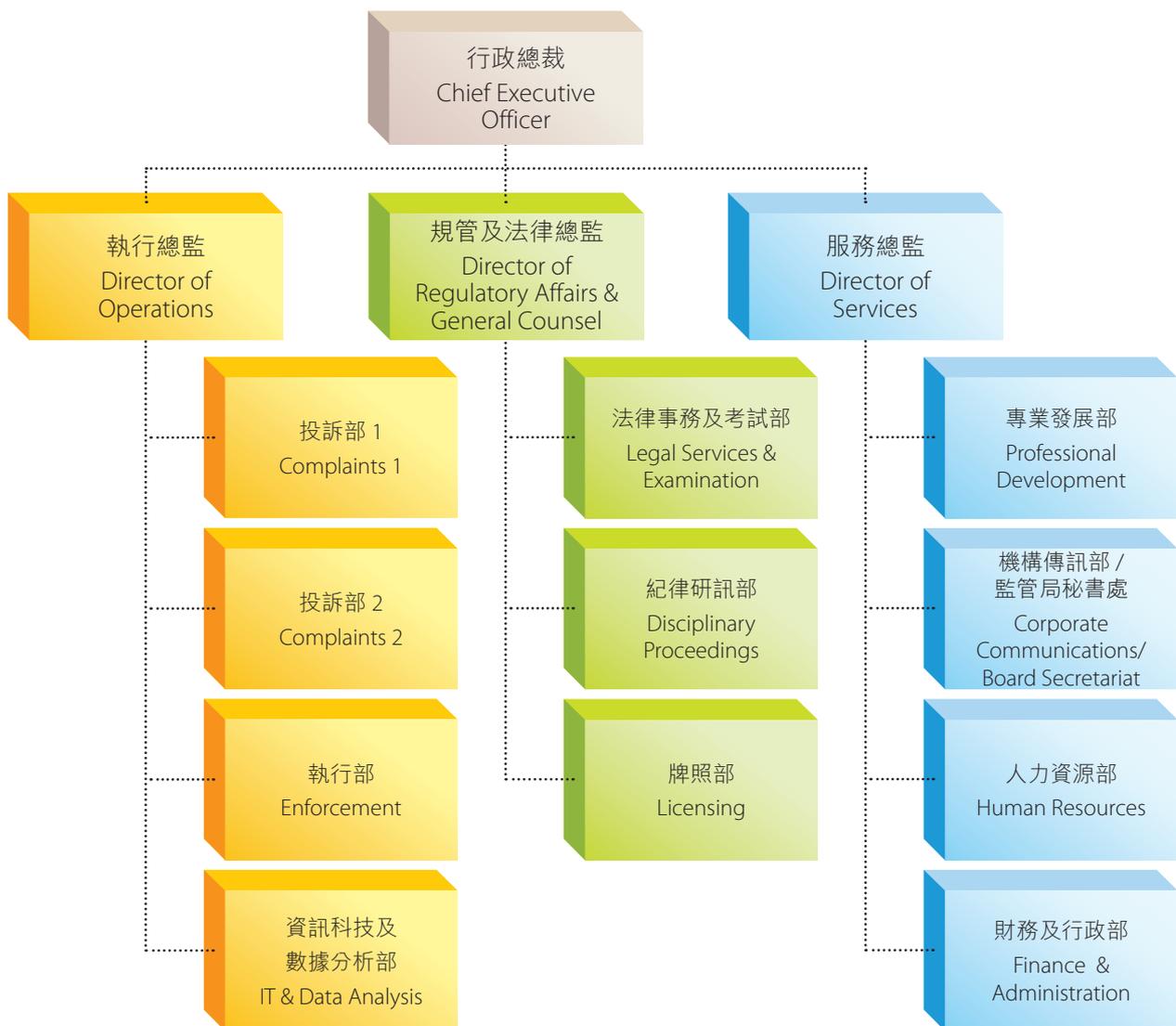
Organisation and People

Staffing

The EAA 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 2016, the staff establishment was 94. The percentage of employees with disabilities was 1%. The staff turnover rate for 2015/16 was 11%.

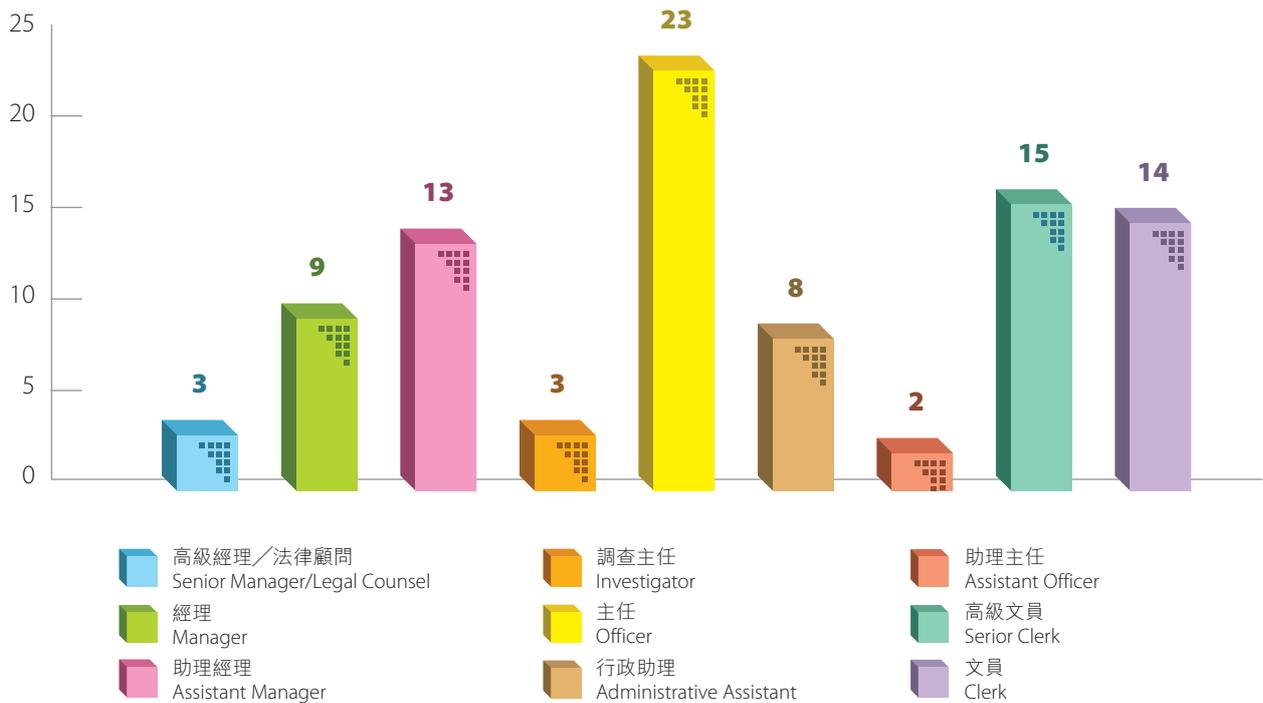
監管局行政部門組織架構圖

Organisation chart of the EAA Administration





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。2016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 2016 also drew reference from the findings of the pay trend survey.



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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²的薪酬¹如下：

Remuneration of Chief Executive Officer and Directors during the year

The total remuneration¹ of the Chief Executive Officer and directors² during the year was as follows:

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

¹ 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)。

² 監管局年內共有三位總監級員工，分別為規管及法律總監、執行總監及服務總監。

¹ Total remuneration includes salary, contract-end gratuity and performance-linked pay, if applicable.

² There are three directorate staff, namely Director of Regulatory Affairs & General Counsel, Director of Operations and Director of Services.

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。作為本局人力資源策略之一，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 are equipped with the necessary competencies to discharge 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 members in order to help them realise their full potential.



年內，為提升員工的自我效益及人際關係技巧，監管局為全體職員舉辦有關九型人格應用於職場上的培訓課程，並為管理人員舉辦自我肯定技巧培訓。

To enhance employees' self-effectiveness and interpersonal skills, training in Enneagram's application to the workplace was organised for all staff, and assertiveness skills for managerial staff during the year.

除上述由局方安排的培訓活動外，監管局亦鼓勵員工積極參加與工作相關的課程，並可獲有關資助。此類培訓活動更新員工的專業知識與技能、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。

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.

溝通

監管局重視管理層與員工之間的溝通。透過定期舉行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、薪酬調整及架構變化等，使員工知悉監管局內的發展動向，並提供機會讓員工發表意見。監管局每年亦會舉辦一些輕鬆的聚會，如員工旅行及年度派對等，在日常工作以外促進員工溝通。年內，本局亦舉辦了電子聖誕賀卡設計比賽和奇想妙用(Bright Ideas that Work)等內部比賽，讓員工在發揮創意和藝術才能的同時，也為機構的共同利益作出貢獻。

Communication

The EAA attaches importance to 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 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, pay adjustment 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 outing and annual party, are organised each year as well to facilitate staff communication outside the daily work routines. Staff contests tapping on their creative and artistic talent while promoting their contribution to the common good of the organisation e.g. e-Christmas Card Competition and Bright Ideas that Work, were held during the year.



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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，需要全體監管局成員的努力。

監管局內部設有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，並監察相關策略及活動。

獎項

監管局獲香港社會服務聯會頒發「同心展關懷」標誌，以表彰本局對社會發展的貢獻，以及對關懷社區、關愛員工及關注環境的承諾。

此外，監管局同時獲僱員再培訓局嘉許為「人才企業」，表揚局方在人才培訓及發展方面的卓越表現。

另外，監管局投訴部的一名助理經理和一名主任獲選為「2015 申訴專員嘉許獎 — 公職人員獎」得獎者，以表揚他們在客戶服務和處理投訴方面的出色表現。這也是首次有監管局員工獲提名參加申訴專員嘉許獎，共有 50 名來自不同公營機構和政府部門的公職人員獲獎。該頒獎典禮於 2015 年 10 月 29 日舉行。

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.

Award

The EAA was awarded the “Caring Organisation” logo by the Hong Kong Council of Social Service in recognition of its contribution to social development and commitment to Caring for the Community, Caring for the Employees and Caring for the Environment.

In addition, the EAA was also acknowledged as a “Manpower Developer” by the Employees Retraining Board for its outstanding achievements in manpower training and development.

Furthermore, an Assistant Manager and an Officer of the EAA’s Complaints Section have been selected as the recipients of “The Ombudsman’s Awards 2015” for “Officers of Public Organisations” in recognition of their exemplary performance in customer service and complaints handling. This was the first time that EAA officers were commended for their outstanding performance in providing quality customer service. There were altogether 50 awardees from various public organisations or Government departments. The presentation ceremony was held on 29 October 2015.



監管局員工榮獲「2015 申訴專員嘉許獎」。
EAA staff receive The Ombudsman's Awards 2015.

監管局參加由「母親的抉擇」舉辦的「家庭慈善步行日2015」活動。
The EAA participates in the "Walkathon 2015" organised by Mother's Choice.



社區

監管局於2015年11月1日參加由「母親的抉擇」舉辦的「家庭慈善步行日2015」活動。「母親的抉擇」是一個宣揚關愛等待永久家庭的嬰兒及兒童、以及提供協助予意外懷孕的未婚少女及其家人的非牟利慈善機構。

是次步行籌款活動沿寶雲道健步行徑進行，沿路風景優美。參與此次活動的監管局員工及親友共31人。監管局透過是次步行籌款為「母親的抉擇」共籌得92,450元善款。

為鼓勵員工幫助弱勢社群並履行我們的企業社會責任，本局亦參與了由香港公益金(如公益便服日、公益愛牙日、公益行善「折」食日等)及香港紅十字會所舉辦的多項籌款活動，並向香港中華基督教青年會必愛之家捐贈聖誕禮品。

Community

On 1 November 2015, the EAA participated in the "Walkathon 2015" organised by Mother's Choice, a non-profit organisation that provides and promotes loving, nurturing care for babies and children needing permanent homes, and for single girls and their family facing crisis pregnancies.

The scenic walk was held along Bowen Road Fitness Trail. A total of 31 EAA staff, their families and friends participated in the event. The EAA raised a total of \$92,450 for Mother's Choice through the Walkathon.

To encourage staff to help the underprivileged and fulfil our corporate social responsibility, we also participated in various fund-raising activities organised by the Hong Kong Community Chest (e.g. Dress Casual Day, Love Teeth Day, Skip Lunch Day etc), Hong Kong Red Cross and donated Christmas gifts to the Home of Love of the Chinese YMCA of Hong Kong.



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在職學習機會

暑期實習計劃

我們為修讀與本局的核心職能相關學科的大學生提供暑期實習職位，使他們得以在大學學習生活中增添不同層面的體驗。教學相長，我們的主管亦可從指導年青一代中獲取經驗。

展翅計劃

本局參與由勞工處主辦的展翅計劃，向離校生提供在職學習機會，藉以幫助他們提升職業技能、人際關係和溝通技巧。

On-the-Job Learning Opportunities

Summer Internship Programme

We offered internship placements for university students who were undertaking disciplines of studies that were relevant to the core functions of the EAA during the summer holidays, so that the interns could add another dimension of experience to their undergraduate learning. Our supervisors could also gain experience in coaching the younger generation.

Youth Pre-employment Training Programme

We participated in the Youth Pre-employment Training Programme organised by the Labour Department by offering on-the-job learning opportunities to school leavers to brush up their vocational, interpersonal and communication skills.



監管局管理層頒贈證書予暑期實習生。

The management of the EAA presents certificates to the summer interns.



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保護方面的表現，以成為一個更為環保的機構。

為保護環境及節約地球資源，監管局把不再使用的辦公室家具、設備(例如電腦和打印機)捐贈予慈善機構循環再用。我們鼓勵員工將資源循環再用，例如紙張、碳粉盒及文儀用品等。

2015年9月，監管局亦參加了由建造業議會及香港綠色建築議會合辦的「『輕•型』上班日」，鼓勵員工以輕便又專業的裝束上班，減少辦公室的冷氣消耗。

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 and equipment (e.g. computers and printers) to charitable organisations for recycling. We encouraged staff to recycle usable materials e.g. paper, toner cartridges and stationery.

The EAA also participated in the Biz-Green Dress Day jointly organised by the Construction Industry Council and Hong Kong Green Building Council as a supporting organisation in September 2015. Staff were encouraged to dress light yet professional to save air conditioning consumption in the office.



監管局參與「『輕•型』上班日」，支持節約能源。
The EAA participates in the Biz-Green Dress Day to support energy saving.

健康與安全

本局致力為員工提供健康及安全的工作環境，減低工作風險及推行優化措施。年內，我們對所有員工的個人工作間進行了風險評估，並作出了必要調整，以改善員工的職業安全與健康。

Health and Safety

We are committed to providing healthy and safe work environments by identifying and reducing work hazards, and developing improvement measures. We conducted risk assessment on work stations for all staff over the year and made the necessary adjustments to individual's work setting to improve staff's occupational safety and health.



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財務

於本年度，監管局錄得990萬元盈餘(相比去年盈餘為980萬元)。監管局在本年度內之總收入為8,320萬元，較上年度增加350萬元或4.3%。監管局年度內之總開支為7,330萬元，較上年度增加330萬元或4.7%。

收入

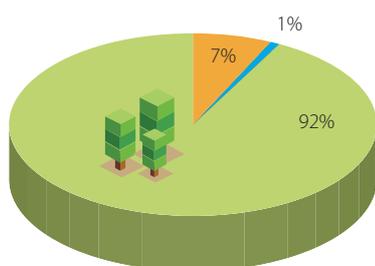
牌照費收入較上年度增加了260萬元或3.6%至7,520萬元，原因主要為年度內持牌人數持續上升。由於報考考試的考生人數增加，考試費收入較上年度增加60萬元或10.1%至650萬元。另因各銀行提高定期存款息率，令利息收入上升至150萬元，較上年度增加30萬元或19.7%。

Finance

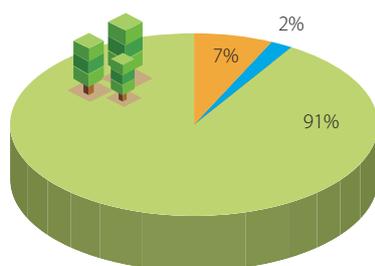
For the year under review, the EAA reported a surplus of \$9.9 million (as compared to a surplus of \$9.8 million last year). Income for the year under review was \$83.2 million, an increase of \$3.5 million or 4.3% over the previous year. Expenditure for the year was \$73.3 million, an increase of \$3.3 million or 4.7% compared to last year.

Income

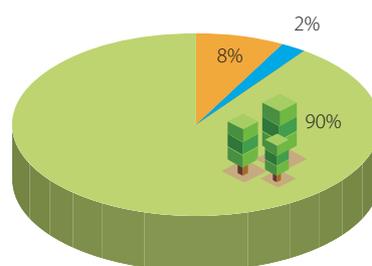
Licence fee income reported at \$75.2 million, an increase of \$2.6 million or 3.6% over the previous year. The increase was mainly due to the continued growth in the number of licensees during the year. Examination fee income reported at \$6.5 million, an increase of \$0.6 million or 10.1% over the previous year, due to the increase in the number of candidates registered for the examination. Interest income reported at \$1.5 million, an increase of \$0.3 million or 19.7% over the previous year, due to higher time deposits interest rates offered by banks.



2013/14



2014/15



2015/16

■ 牌照費 Licence fees

■ 考試費 Examination fees

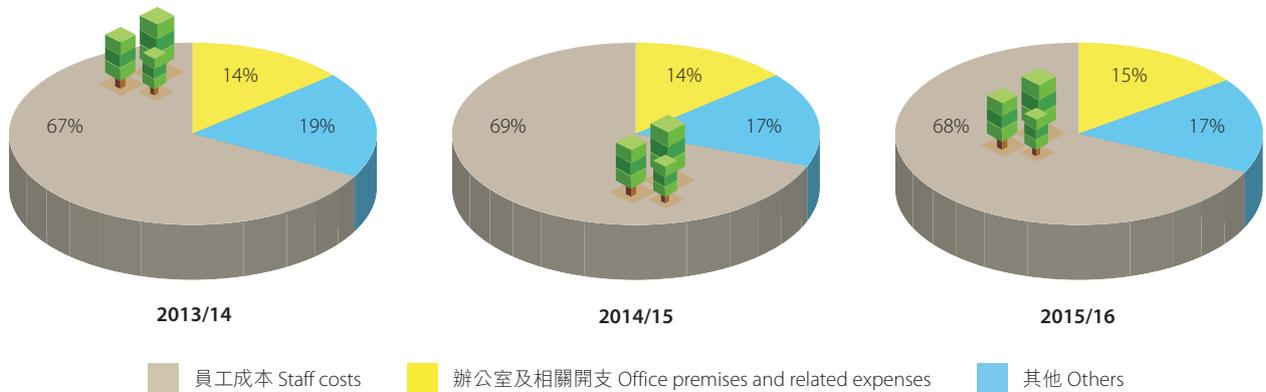
■ 利息收入 Interest income

開支

員工成本與辦公室及相關開支為兩大主要支出，分別佔總支出67.8%及14.8%。主要支出增加項目在於員工成本、辦公室及相關開支、折舊、公眾教育支出及考試服務費，而主要支出減少項目則為保險費及專業服務費用。

Expenditure

Staff costs and office premises and related expenses were two major expenditure items, accounting for about 67.8% and 14.8% of our total expenditures respectively. Items that saw major increases in expenditure were staff costs, office premises and related expenses, depreciation, community education expenses, and service fees for examinations. Items that saw major decreases in expenditure were insurance and professional service fees.



資訊科技

自2015年11月起，全新的綜合管理資訊系統已投入運作。該系統旨在透過提供一個綜合資訊科技平台，識別並監察監管局各種職能，包括處理投訴、執法、紀律研訊、專業發展、發牌和機構傳訊之間的相關性，以配合監管局的業務需要。該系統包含九大範疇，使行政部門能夠透過資料擷取、資料分析以及追蹤工作流程及進度以評估並提高工作效率，讓監管局能夠更有效、積極和透明地履行監管職責。該系統亦改善內部工作流程，使管理層得以更有效地監察工作進度。

除主要供內部使用的新資訊系統外，我們還於2016年5月推出其他新電子服務，如網上申請續牌及支付續牌費用。

在推行任何新項目時，克服技術障礙是必須的。監管局全體員工努力適應新系統各種功能帶來的新轉變，以確保系統能快捷有效地運作。

Information Technology

The new Integrated Management Information System has been in operation since November 2015. The system aimed at meeting the business needs of the EAA by providing an integrated information technology ("IT") platform to identify and monitor the correlation between a spectrum of EAA functions ranging from complaint handling, enforcement, disciplinary proceedings, professional development, licensing and corporate communications. The system containing nine modules would enable the Administration to assess and enhance the effectiveness of its efforts through data mining, data analysis and tracking of workflow and progress such that the EAA could discharge a more effective, responsive and transparent regulatory role. The system also improves the internal workflow and work processes and enables the management to monitor work progress more effectively and efficiently.

Together with the new Information System, which is mainly for internal usage, there are other new E-Services such as online application and payment of licence fees for licence renewal launched in May 2016.

As with the implementation of any new projects, there are technical hurdles to overcome. All EAA staff are working diligently to adapt to the new changes when using the various functions of the system to ensure it is functioning efficiently and effectively.