

組織與員工
Organisation and People

組織架構
Organisation structure



總監級以下的員工編制

Non-directorate staff establishment

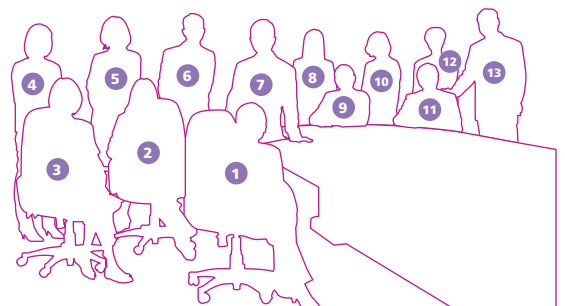


監管局行政部門 The EAA Administration

管理團隊 Management team



- | | | |
|--|---|---|
| <p>1. 行政總裁韓婉萍女士 Ms Ruby HON Chief Executive Officer</p> <p>2. 規管及法律總監梁德麗女士 Ms Juliet LEUNG Director of Regulatory Affairs and General Counsel</p> <p>3. 執行及專業發展總監方安妮女士 Ms Annie FONDA Director of Operations and Professional Development</p> <p>4. 牌照部經理李佩華女士 Ms Ivy LEE Manager (Licensing)</p> <p>5. 機構傳訊部經理鄭麗珊女士 Ms Anissa CHENG Manager (Corporate Communications)</p> | <p>6. 行動部經理梁家麟先生 Mr Alan LEUNG Manager (Enforcement)</p> <p>7. 服務總監王頌恩先生 Mr Ivan WONG Director of Services</p> <p>8. 財務及行政部經理潘穎芝女士 Ms Wendy POON Manager (Finance and Administration)</p> <p>9. 投訴及行動部主管陳汝微先生 Mr CHAN U Keng Head (Complaints and Enforcement)</p> <p>10. 專業發展部經理鄧敏琪女士 Ms Maggie TANG Manager (Professional Development)</p> | <p>11. 法律顧問梁耀光先生 Mr YK LEUNG Legal Counsel</p> <p>12. 法律事務及考試部經理高善君女士 Ms Susanna KO Manager (Legal Services and Examination)</p> <p>13. 資訊科技及數據分析部經理林家雯先生 Mr LAM Ka Man Manager (IT and Data Analysis)</p> |
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員工及薪酬

員工

監管局由行政總裁領導，其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2018年3月31日，監管局職員編制共有99名員工。殘疾僱員佔總僱員數目1%，2017/18年度的員工流失率為11%。

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，維持一定的競爭力以吸引及留住人才。本局委託了獨立顧問公司在年內進行薪酬水平及薪酬趨勢調查。工資範圍已根據市場水平進行調整。2018年度按表現的薪金調整制度亦參考了顧問公司的建議而釐訂。

本年度行政總裁和總監的薪酬

Remuneration of CEO and Directors during the year

本年度支付予行政總裁和總監²的薪酬¹如下：

The total remuneration¹ of the CEO and directors² during the year was as follows:

| | | 人數 Number of individuals |
|-----------------------|----------------------------|--------------------------------|
| 低於 1,000,000 元 | below \$1,000,000 | 2 |
| 1,500,001–2,000,000 元 | \$1,500,001 to \$2,000,000 | 1 |
| 3,500,001–4,000,000 元 | \$3,500,001 to \$4,000,000 | 1 |
| 總數 | Total | 4 |

¹ 整套薪酬福利包括年內支付的薪金、約滿酬金及按表現調整的薪金(如適用)。

² 其中兩位現任總監於年內任職少於六個月。

Staffing and remuneration

Staffing

The Estate Agents Authority (“EAA”) is led by the Chief Executive Officer (“CEO”) who is responsible for managing the business of the EAA, and monitoring and supervising compliance with the Estate Agents Ordinance. As at 31 March 2018, the staff establishment was 99. The percentage of employees with disabilities was 1%. The staff turnover rate for 2017/18 was 11%.

Remuneration

The EAA regularly reviews its remuneration policy and practices to ensure that its remuneration packages are in line with the market trends, so as to maintain competitiveness in attracting and retaining talent. An independent consultant was commissioned to conduct a pay level and pay trend survey during the year. The pay ranges were revised in line with the market and the 2018 annual performance-linked pay adjustment also drew reference from the recommendations of the consultant.

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

² Two of the current directors had taken up the positions for less than six months during the year.

培訓及溝通

員工培訓及發展

隨着公眾對公共機構的問責性及透明度之期望與日俱增，監管局必須確保員工具備履行職責、積極回應時刻演變的大眾訴求，以及維持高服務水平的能力。作為本局人力資源策略之一，監管局致力提供各類資源（包括內部工作坊、對外的培訓課程及培訓資助等），以支持員工的事業發展及提高他們的專業技巧和競爭力。

監管局的員工身為公營機構的人員，應對防止貪污及誠信事宜有高度認知。有見及此，我們為從未出席廉政公署研討會及有意重溫相關知識的員工，安排參加廉政公署的「防止貪污」講座。

由於監管局員工每天需與不同持份者／工作夥伴接洽，有說服力的內容及表達方式是成功的關鍵。為了加強員工表達意見及觀點的能力，以及能在迫切的時間下作適當的行動，本局在年內為全體員工舉辦了名為「成功的表達技巧」的工作坊。

本局同時資助員工參加與其工作相關的進修課程，以加強他們在工作方面的知識及實現個人事業發展目標。

所有培訓活動旨在提升監管局員工的專業知識和技能，協助他們盡展所長，準備好迎接日後更大的挑戰和創造更輝煌的成就。

Training and communication

Staff training and development

With rising public expectations on the accountability and transparency of public organisations, the EAA needs to ensure that its 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 various kinds of resources, including in-house workshops, external training programmes and training sponsorship, to support its staff's career development and enhance their professional skills and competencies.

Being employees of a public body, EAA staff should have a high level of awareness on corruption prevention and flawless integrity. For this purpose, a talk by the Independent Commission Against Corruption ("ICAC") on "Corruption Prevention" was organised for staff who have not attended the seminars conducted by the ICAC and for staff who would like to refresh their knowledge.

As EAA staff need to deal with different stakeholders/working partners every day, the ability to structure and present ideas persuasively is critical for success. To enhance staff ability in expressing their opinion and standpoints as well as giving appropriate responses under time pressure, a workshop on "Winning Presentation Skills" was organised for all staff during the year.

Staff were provided with sponsorship for attending their self-initiated job-related programmes to enhance their knowledge at work and to meet individual career development goals.

All these training activities aim to enhance the professional knowledge and skills of EAA staff, to develop their full potential and to prepare them for greater challenges and achievements ahead.

溝通

監管局透過不同渠道來加強員工之間的溝通，包括定期舉行管理層會議及部門會議，橫向確保各個部門的透明度及對彼此工作的互相理解，同時垂直向確保監管局方針能傳達至各職級的員工。高級管理層亦會透過定期的溝通活動(如行政總裁座談會及部門簡報會)接觸員工，分享管理層在各種事項上的最新訊息及政策方針，例如監管局的機構計劃、薪酬調整制度及架構變化等，並提供機會讓員工發表意見。

另外，監管局亦安排員工參加與其職級相應的委員選舉，從而在各職級中選出由員工組成的員工委員會。今年監管局亦把會議從每半年舉行一次改為每季一次，以加強員工的溝通。

為培養團隊精神，監管局於年內舉行了若干員工聚會，如員工旅行及年度聖誕派對等。

適逢監管局成立20週年，本局特意舉辦「監管局20週年口號設計比賽」並鼓勵員工參與，一同慶祝這個重要的日子。勝出的口號更成為本局20週年的官方宣傳材料。

Communication

The EAA reinforces communication among staff through different channels, including regular meetings among management staff and sectional meetings, horizontally to ensure transparency and understanding of the work of different sections and vertically to convey direction to different rankings of staff. The senior management further regularly reaches out to staff through various communication sessions, such as the CEO's Forum and sectional briefing sessions to share the latest message and direction from the senior management on matters such as the EAA's corporate plan, the pay adjustment mechanism, and organisational changes, as well as to provide a platform for staff to share their views.

In addition, the EAA has formed a staff committee with members comprised of each rank of staff through elections among the respective rank of staff. This year the EAA strengthened staff communication through increasing the frequency of meetings from semi-annually to quarterly.

To foster team spirit, informal gatherings such as staff outings and an annual Christmas party were arranged during the year.

To share the joy of the EAA's 20th anniversary with our staff, the EAA organised a staff activity on "EAA 20th Anniversary Slogan Design Competition" for our staff to participate in the celebration. The winning slogan was officially used for the 20th anniversary promotional materials.



監管局於年內舉行了若干員工聚會，其中年度聖誕派對有助培養團隊精神。

The EAA arranged informal staff gatherings during the year, an annual Christmas party was held to foster team spirit.

監管局行政部門 The EAA Administration

為了提升員工對健康的關注，監管局邀請了註冊護士及體適能導師為員工舉行「體格檢測及體能活動」工作坊。註冊護士為員工量度健康指數，而體適能導師教授員工一套只需10分鐘的辦公室運動。

To increase colleagues' health awareness, the EAA invited a registered nurse and fitness trainer to conduct a "Body Check and Physical Activity" Workshop for EAA staff. The registered nurse measured everyone's health index and the fitness trainer introduced a 10-minute exercise which could also be performed in the workplace.



監管局邀請了註冊護士及體適能導師為員工舉行「體格檢測及體能活動」工作坊。

The EAA invited a registered nurse and fitness trainer to conduct a "Body Check and Physical Activity" Workshop for EAA staff.

機構及員工獎項

機構獎項

監管局連續三年獲香港社會服務聯會頒發「同心展關懷」標誌，以表揚本局在「關懷社區」、「關懷員工」及「關懷環境」上的承諾和貢獻。

監管局同時再次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。

Corporate and staff awards

Corporate awards

The EAA received the Caring Organisation logo for the third consecutive year presented by The Hong Kong Council of Social Service in recognition of its commitment and contribution to "Caring for the Community", "Caring for the Employees" and "Caring for the Environment".

The EAA was also acknowledged as a "Manpower Developer" again by the Employees Retraining Board for its outstanding achievements in manpower training and development.



監管局連續三年獲香港社會服務聯會頒發「同心展關懷」標誌。

The EAA received the Caring Organisation logo for the third consecutive year presented by The Hong Kong Council of Social Service.

員工獎項

監管局的一位投訴及行動部主任及一位牌照部高級文員獲選為「2017申訴專員嘉許獎 — 公職人員獎」得獎者，以表揚他們在服務大眾和處理投訴及查詢方面的專業及積極態度。這是連續第三年有監管局員工獲頒該等獎項。

Staff awards

An Officer of the Complaints and Enforcement Section and a Senior Clerk of the Licensing Section received "The Ombudsman's Award 2017" for "Officers of Public Organisations" in recognition of their professional and positive attitude in serving the public and handling complaints and enquiries. This was the third consecutive year that EAA staff have received the awards.

財務回顧

收入及開支

監管局於本年度錄得710萬元盈餘(相比去年盈餘為640萬元)。監管局在本年度之總收入為8,770萬元，較上年度增加420萬元或5.0%。監管局年內之總開支為8,060萬元，較上年度增加340萬元或4.5%。

Financial Review

Income and expenditure

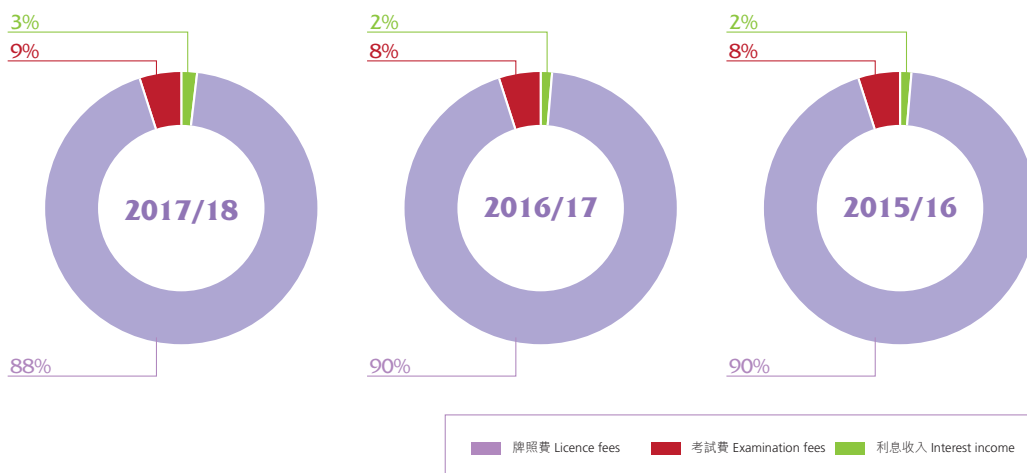
For the year under review, the EAA reported a surplus of \$7.1 million (as compared to a surplus of \$6.4 million last year). Income for the year under review was \$87.7 million, an increase of \$4.2 million or 5.0% over the previous year. Expenditure for the year was \$80.6 million, an increase of \$3.4 million or 4.5% compared to last year.

收入

牌照費收入佔總收入的88%，較上年度增加了180萬元或2.3%至7,730萬元。增加的主要因為年度內持牌人數上升。此外，由於報考考試的考生人數增加，加上內地與香港地產代理專業資格互認計劃的第二期考試於本年度舉行，考試費收入較上年度增加200萬元或32.9%至820萬元。另因各銀行提高定期存款息率，令利息收入上升至220萬元，較上年度增加30萬元或18.6%。

Income

Licence fee income, contributing 88% of the total income, was \$77.3 million, representing an increase of \$1.8 million or 2.3% over the previous year. The increase was mainly due to a growth in the number of licensees during the year. Examination fee income was \$8.2 million, representing an increase of \$2.0 million or 32.9% over the previous year, due to an increase in the number of candidates that registered for the examinations and the examination held for the second session of the scheme on the mutual recognition of professional qualifications between Hong Kong and Mainland estate agents in the current year. Interest income was \$2.2 million, representing an increase of \$0.3 million or 18.6% over the previous year, due to higher time deposits interest rates offered by banks.

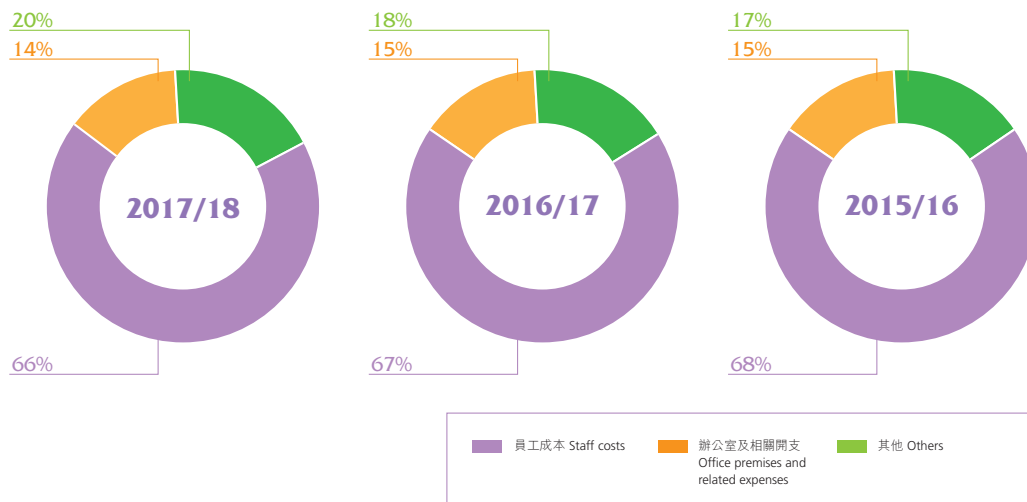


開支

員工成本與辦公室及相關開支為兩大主要支出，分別佔總開支 65.5% 及 14.4%。主要支出增加的項目為員工成本、考試服務費用、宣傳及廣告、培訓活動開支，以及器材維修保養及通訊費用，而主要支出減少的項目則為折舊、公眾教育支出，以及辦公室及相關開支。

Expenditure

Staff costs and office premises & related expenses were two major expenditure items, accounting for about 65.5% and 14.4% of our total expenditures respectively. Expenditure items that saw major increases in dollar amount were staff costs, service fees for examinations, publicity and advertising, training activity expenses, and equipment maintenance and communication expenses. Expenditure items that saw major decreases were depreciation, community education expenses, and office accommodation and related expenses.



購置辦公室

截至2018年3月31日，監管局為了在柴灣購置新辦公室連兩個車位（「該物業」），合共支付訂金及印花稅共1,300萬元，以容納部份監管局員工，而其他員工則留在原有的灣仔租賃辦公室，但辦公室的面積會相應減少。於2018年3月31日財政年度完結後，以7,000萬元購入該物業的交易已於2018年4月12日完成。

Acquisition of office premises

As at 31 March 2018, the deposit and stamp duty of \$13 million was paid for the acquisition of new office premises with two car parking spaces (“the Property”) in Chai Wan to accommodate some of the EAA’s staff while the rest would remain in the existing rental office at Wanchai with reduced floor area. Subsequent to the financial year ended 31 March 2018, the purchase transaction of the Property at \$70 million was completed on 12 April 2018.

企業社會責任

監管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，均已納入至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，有賴全體監管局成員的努力。

參與慈善活動

為關懷弱勢社群及社會上有需要的人士，監管局全力支持香港公益金所舉辦的籌款活動(包括：公益便服日、公益愛牙日、公益行善「折」食日等)以及長者探訪活動。



為關懷弱勢社群及社會上有需要的人士，監管局員工踴躍參與香港公益金所舉辦的籌款活動(包括：公益便服日等)，實踐企業社會責任。

To show our care to the underprivileged and those in need, the EAA staff actively participated various fund-raising activities organised by the Hong Kong Community Chest (e.g. Dress Casual Day etc.) to maintain corporate social responsibility.

Corporate Social Responsibility

The EAA is 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.

Charity participation

To show our care to the underprivileged and those in need, the EAA supported various fund-raising activities (e.g. Dress Casual Day, Love Teeth Day, Skip Lunch Day, etc.) and an elderly visit organised by the Hong Kong Community Chest.

青年發展

暑期實習計劃

監管局為大學生提供暑期實習職位。在為期兩個月的計劃中，實習生有機會與不同的專業人士進行互動及取得實際工作經驗。教學相長，主管們亦可從指導新一代中獲取經驗。

Youth development

Summer internship programme

The EAA offered internship placements to university students in the summer. During the 2-month programme, the interns had the opportunity to interact with different professionals and get hands-on working experience. The supervisors also gained experience in coaching the new generation.

監管局行政部門 The EAA Administration

環境

監管局致力成為一個環保機構，並向員工推廣環保理念。我們採納了多項綠色辦公室措施，包括提供專門收集單面印刷紙張以作重複使用的托盤、回收紙張及碳粉盒，以及使用符合環保原則的印刷紙張等。

年內，監管局亦參與不少環保活動，例如「『輕·型』上班日」、「香港無冷氣夜」及「地球一小時」等。

Environment

The EAA strives to operate as an environmentally friendly organisation and promotes the same to its staff. Green office measures adopted include provision of designated trays to collect one-side printed paper for reuse; recycling of paper and toner cartridges; and use of environmentally friendly printing paper, etc.

The EAA also participated in several environmental initiatives during the year, e.g. Biz-green Dress Day, Hong Kong No Air Con Night and Earth Hour.



監管局致力向員工推廣環保理念，也於年內參與不少環保活動，例如「『輕·型』上班日」。

The EAA strives to promote environmentally friendly ideas to its staff and participated in several environmental initiatives during the year, e.g. Biz-green Dress Day.

資訊科技

自動化及數碼化

自監管局於2015年年底引入電子申請服務後，個人牌照持有人可於網上遞交牌照續期申請。此後，處理續牌申請的工作流程得到改善，相比起舊有的書面申請程序，本局現時可安排較少人手去處理申請。此外，我們進行了新的牌照申請表格掃描先導計劃，以完善文件儲存及存取記錄。

Information Technology

Automation and digitisation

Individual licensees could choose to renew their licenses online after the introduction of e-application in late 2015. Since then, the workflows for handling renewal applications have been improved and consequently certain applications could be processed with less manpower resources compared to the paper-based ones. Besides, we have also started scanning new licence application forms as a pilot scheme for better storage and retrieval of records.

綜合管理資訊系統

綜合管理資訊系統是監管局的核心操作系統，自2015年年底投入運作以來，一直運作良好。此系統確保監管局能更有效快捷地在各個部門之間處理及分享資訊。另外，此系統內置不同驗證檢查點，能確保資料收集的一致性和真確性。

網絡安全

隨着網絡攻擊和資料洩漏風險加劇，監管局定期檢討其保安平台和參數，確保有關措施符合業界的標準，以及為最新版本。

Integrated management information system

The integrated management information system ("IMIS") which is the core operation system of the EAA has operated smoothly since its launch in late 2015. The system ensures the processing and sharing of information among different sections of the EAA effectively and efficiently. Moreover, with different validation checkpoints built-in, the system could also assure the consistency and integrity of the data captured in the system.

Cyber security

With the ever increasing threat of cyber-attacks and data leakage, the EAA has constantly reviewed its security platform and parameters to ensure that they are on a par with the industry practice and up-to-date.