

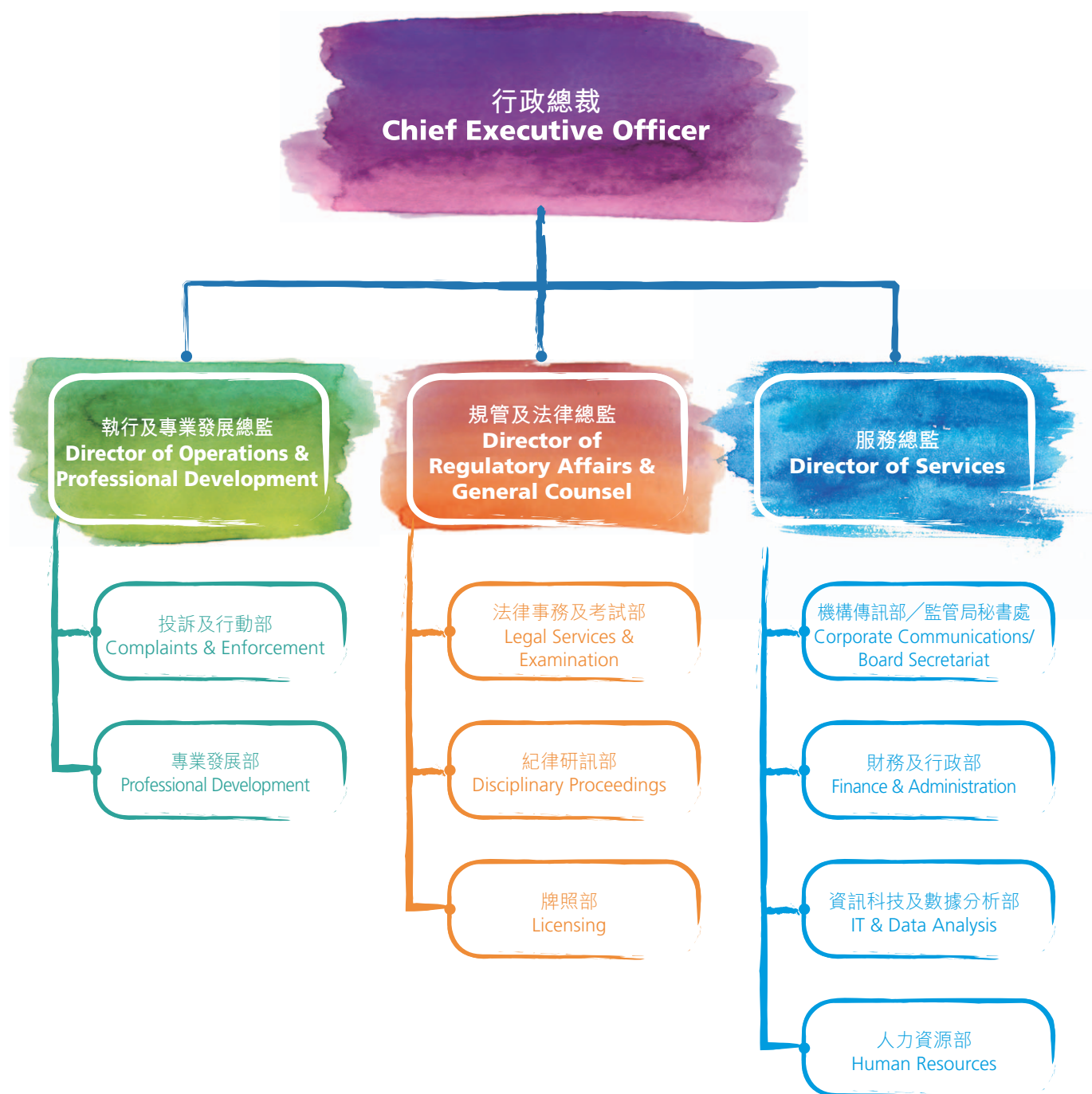


組織與員工

Organisation and People

組織架構

Organisation structure





總監級以下的員工編制

Non-directorate staff establishment





管理團隊 Management team



1. 行政總裁韓婉萍女士
Ms Ruby HON
Chief Executive Officer
2. 執行及專業發展總監方安妮女士
Ms Annie FONDA
Director of Operations and Professional Development
3. 規管及法律總監梁德麗女士
Ms Juliet LEUNG
Director of Regulatory Affairs and General Counsel
4. 牌照部經理李佩華女士
Ms Ivy LEE
Manager (Licensing)
5. 專業發展部經理鄧敏琪女士
Ms Maggie TANG
Manager (Professional Development)
6. 法律事務及考試部經理高善君女士
Ms Susanna KO
Manager (Legal Services and Examination)
7. 法律顧問楊靄倫女士
Ms Helen YEUNG
Legal Counsel
8. 服務總監王頌恩先生
Mr Ivan WONG
Director of Services
9. 投訴部經理傅慧敏女士
Ms Connie FU
Manager (Complaints)
10. 投訴及行動部主管陳汝傲先生
Mr CHAN U Keng
Head (Complaints and Enforcement)
11. 機構傳訊部經理鄭麗珊女士
Ms Anissa CHENG
Manager (Corporate Communications)
12. 法律顧問梁耀光先生
Mr YK LEUNG
Legal Counsel
13. 財務及行政部經理潘穎芝女士
Ms Wendy POON
Manager (Finance and Administration)
14. 行動部經理李淑儀女士
Ms Elvina LEE
Manager (Enforcement)
15. 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)



員工及薪酬

員工

監管局行政部門由行政總裁領導，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2019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%，2018/19年度的員工流失率為24%。

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。2019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。

Staffing and remuneration

Staffing

The EAA Administration is led by the Chief Executive Officer who is responsible for managing the business of the EAA, and monitoring and supervising compliance with the Estate Agents Ordinance. As at 31 March 2019, the staff establishment was 99. The percentage of employees with disabilities was 1%. The staff turnover rate for 2018/19 was 24%.

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 2019 annual performance-linked pay adjustment also drew reference from the recommendations of the consultant.

本年度行政總裁和總監的薪酬

Remuneration of Chief Executive Officer and Directors during the year

本年度支付予行政總裁和總監的薪酬¹如下：

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

		人數 Number of individuals
1,500,001–2,000,000 元	\$1,500,001 to \$2,000,000	3
3,000,001–3,500,000 元	\$3,000,001 to \$3,500,000	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）。

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



培訓及溝通

員工培訓及發展

隨着公眾對公營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），以提升員工的工作能力及支持員工的事業發展。

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，我們安排從未出席廉政公署研討會及有意重溫相關知識的員工，參加由廉政公署舉辦的「防止貪污」講座。

由於監管局員工每天需與不同持份者接洽，當中包括工作夥伴和市民大眾，建立融洽關係、耐心傾聽、緩和緊張對話及情緒控制的能力至為重要。為了提升監管局員工應付難處理人士及處理個人情緒和壓力的能力，本局於年內為全體員工舉辦了名為「應付難處理人士」的工作坊。

本局同時資助員工參加相關的培訓課程，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，以迎接日後更大的挑戰和成就。

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 enhance their competencies and support their career development.

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 those staff who had not attended similar seminars conducted by the ICAC before and for others to refresh their knowledge.

As EAA staff need to deal with different stakeholders including working partners and the public every day, the ability to build rapport, listen with patience, de-escalate tense conversation and manage stress is important. To enhance EAA staff's ability in handling difficult people as well as in handling their own emotion and stress, a workshop on "Handling Difficult People" was organised for all staff during the year.

Staff were provided with sponsorship for attending their self-initiated training 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，一方面確保各個部門的透明度及對彼此工作的互相理解，同時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，監管局亦設立員工委員會，由各職級的員工選出代表而組成。

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。

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 the staff to share their views.

In addition, the EAA has formed a staff committee with members comprised representatives of each rank of staff through elections.

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



監管局員工及其家屬參與「黑暗中對話」活動，體驗黑暗中日常生活處的環境下有何感受。

The EAA staff and their families participated in the "Dialogue in the Dark" activity to experience daily environments of life in absolute darkness.



監管局員工參觀即食麵博物館，並參與DIY杯麵工作坊。

The EAA staff visited an instant noodles museum and joined a workshop to DIY their own cup noodle.



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。

雖然監管局購置新辦公室後實施了分拆辦公室的新安排，但員工處於不同地點工作，溝通並未有受到影響。透過使用先進的視像會議技術，會議及單獨面談得以如常進行。至於有關體格檢測和體適能訓練等活動，則分別安排於兩個辦公室進行，以確保員工在不同辦公室均能從活動中受益。

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.

Although a new split office arrangement was implemented following the EAA's acquisition of its new office, the communication among staff working at different locations has not been compromised. With the use of advanced video conferencing technology, meetings and individual face-to-face discussions were conducted as usual. For location-oriented activities such as the body check and fitness training, separate sessions were held at each of the two offices to ensure that staff at different offices could benefit from the activities.



監管局於年內舉行年度聖誕派對以培養團隊精神。
During the year, an annual Christmas party was held to foster team spirit.



體適能導師在「體格檢測及體能活動」的工作坊上教授監管局員工一套只需10分鐘的辦公室運動。

The fitness trainer introduced a 10-minute workplace exercise to the EAA staff in the "Body Check and Physical Activity" Workshop.



機構及員工獎項

機構獎項

監管局連續四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。

員工獎項

監管局的一位投訴及行動部調查主任及一位牌照部主任獲選為「2018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。這是連續第四年有監管局員工獲頒該等獎項。

Corporate and staff awards

Corporate awards

The EAA received the Caring Organisation logo for the fourth 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.

Staff awards

An Investigator of the Complaints and Enforcement Section and an Officer of the Licensing Section received “The Ombudsman’s Award 2018” 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 fourth consecutive year that EAA staff have received the awards.



監管局連續四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 fourth consecutive year presented by The Hong Kong Council of Social Service.



財務回顧

收入及開支

監管局於本年度錄得 1,220 萬元盈餘（相比去年盈餘為 710 萬元）。監管局在本年度之總收入為 9,290 萬元，較上年度增加 520 萬元或 5.9%。監管局年內之總開支為 8,060 萬元，與上年度相若。

收入

牌照費收入佔總收入的 87%，較上年度增加了 370 萬元或 4.7% 至 8,100 萬元。增加的主要原因為年度內持牌人數上升。此外，由於考試費從 2018 年 1 月起增加，考試費收入較上年度增加 90 萬元或 10.7% 至 910 萬元。另因各銀行提高定期存款息率，令利息收入上升至 280 萬元，較上年度增加 60 萬元或 28.7%。

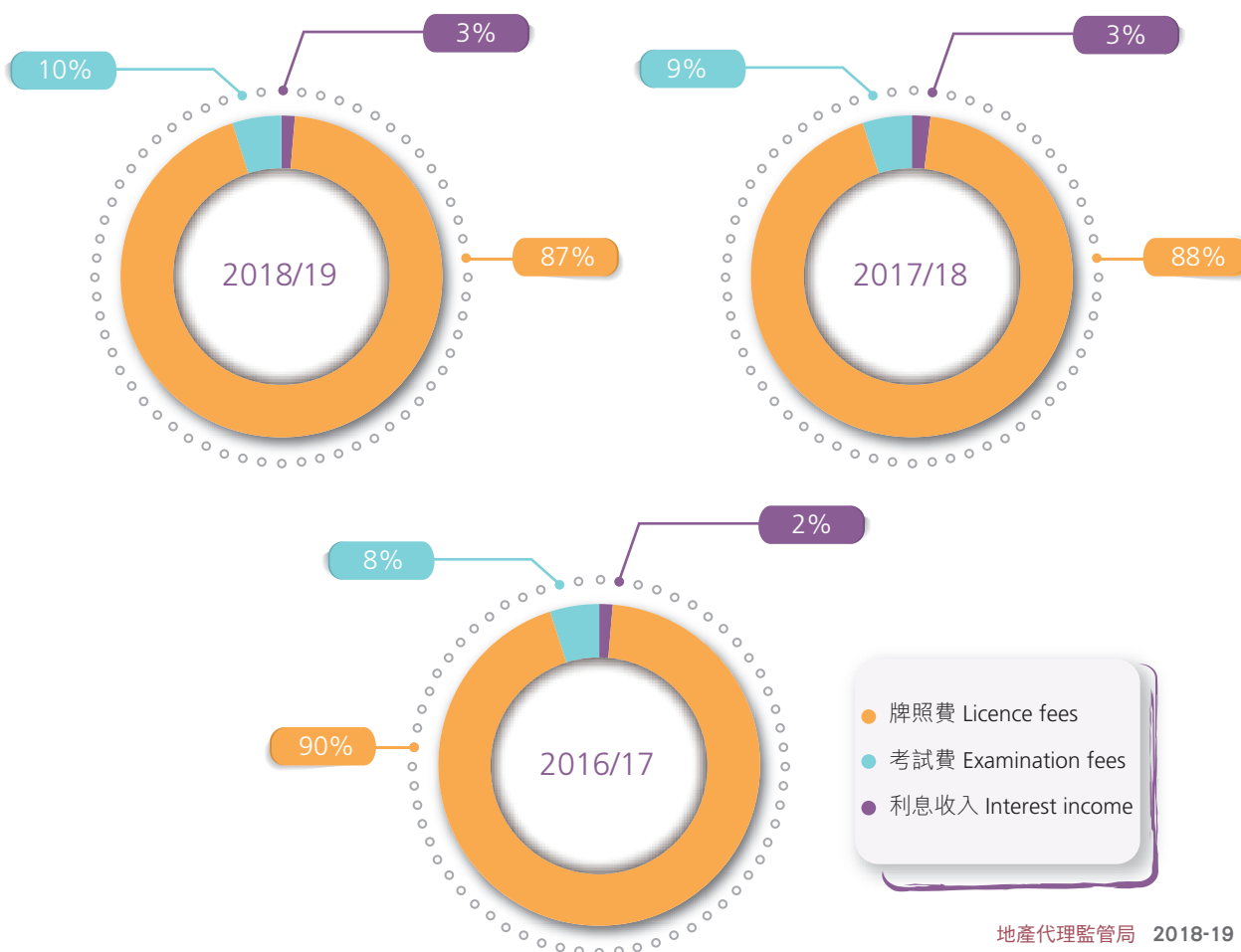
Financial Review

Income and expenditure

For the year under review, the EAA reported a surplus of \$12.2 million (as compared to a surplus of \$7.1 million last year). Income for the year was \$92.9 million, an increase of \$5.2 million or 5.9% over the previous year. Expenditure for the year was \$80.6 million, remaining similar as the previous year's.

Income

Licence fee income, contributing 87% of the total income, was \$81.0 million, representing an increase of \$3.7 million or 4.7% over the previous year. The increase was mainly due to a growth in the number of licensees during the year. Examination fee income was \$9.1 million, representing an increase of \$0.9 million or 10.7% over the previous year, due to an increase in examination fees with effect from January 2018. Interest income was \$2.8 million, representing an increase of \$0.6 million or 28.7% over the previous year, due to higher time deposit interest rates offered by banks.



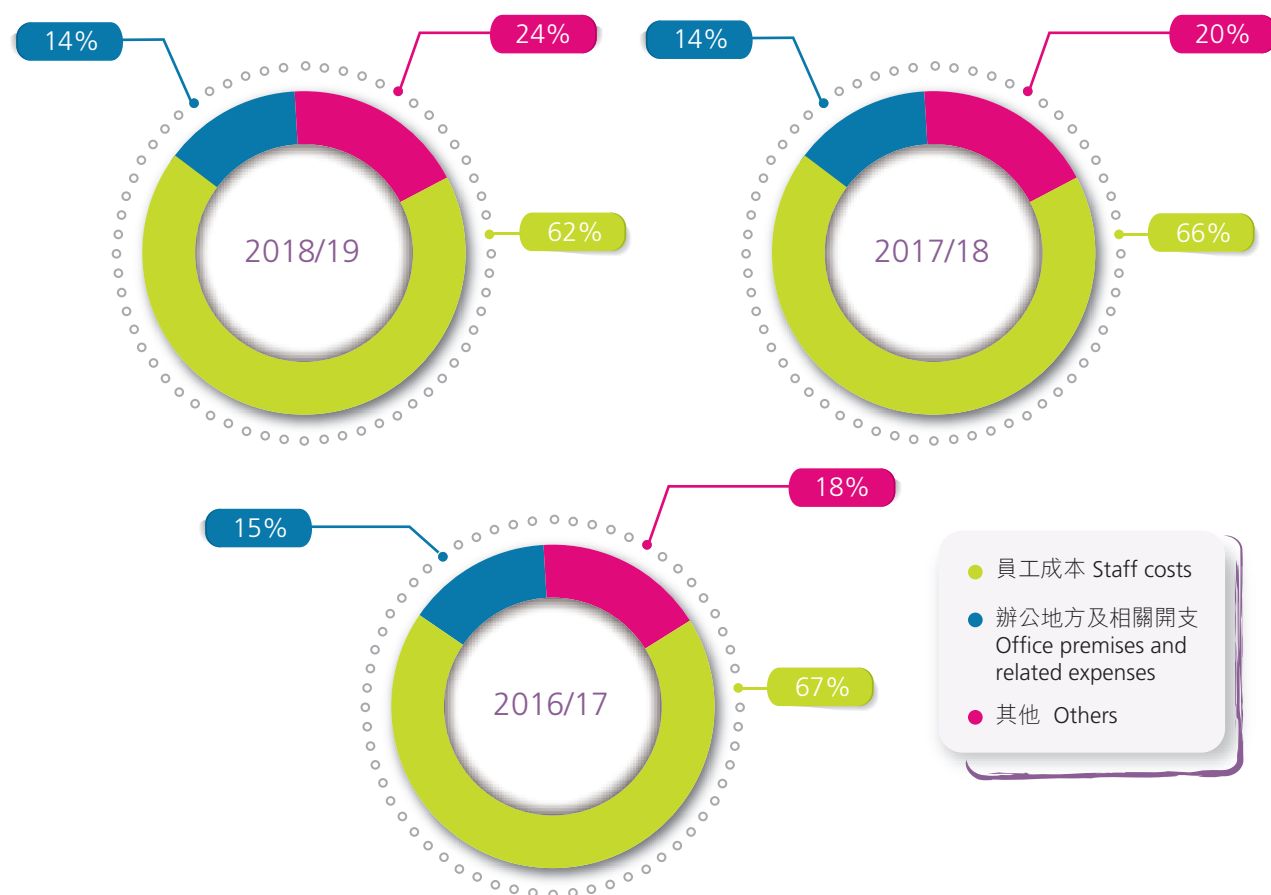


開支

員工成本與辦公地方及相關開支為兩大主要支出，分別佔總開支62.4%及14.0%。主要支出增加的項目為折舊、辦公室相關開支、器材維修保養及通訊費用，以及考試服務費用，而主要支出減少的項目則為員工成本、經營租賃租金、宣傳及廣告、公眾教育支出，以及培訓活動開支。

Expenditure

Staff costs, and office premises and related expenses were two major expenditure items, accounting for about 62.4% and 14.0% of our total expenditures respectively. Expenditure items that saw major increases in dollar amount were depreciation, office accommodation-related expenses, equipment maintenance and communication expenses, and service fees for examinations. Expenditure items that saw major decreases in dollar amount were staff costs, operating lease rentals, publicity and advertising, community education expenses and training activity expenses.





新置辦公室

年內新置物業、機器及設備包括於購置位於柴灣的新辦公室連兩個車位以及其他相關的搬遷費用，其金額為7,600萬元。部分監管局員工從現時的租用樓宇搬遷至新辦公室，而有關租賃面積在搬遷後相應減少。

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，為社會持續發展作出貢獻。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，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）以及支持非牟利機構「齊惜福」，該組織通過重新分配廚餘和回收食物來促使減少食物浪費。30名監管局員工及其家人／朋友為該組織擔任義工，並為有需要的人士準備了280份熱餐。

New office premises

Included in the additions of property, plant and equipment during the year was an amount of \$76 million for the acquisition of new office premises with two car parking spaces in Chai Wan and other related costs to relocate some of the EAA's staff from the existing rental premises, resulting in reduced rental space after the relocation.

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 supported a non-profit making organisation "Food for Good" which is facilitating the reduction of food waste through the redistribution of surplus edible food and recycling food. Thirty EAA staff and their family members/friends volunteered for the organisation, and a total of 280 hot-meals have been prepared for those in need.

監管局員工熱心參與公益事務，如為非牟利機構「齊惜福」擔任義工，為有需要人士準備熱餐。

EAA staff volunteers for charitable activities, e.g. a non-profit making organisation, "Food for Good", by preparing hot-meals for those in need.





青年發展

暑期實習計劃

監管局於2018年參加由僱員再培訓局(「再培訓局」)舉辦的中學生暑期實習計劃，而再培訓局指定寶血女子中學作為監管局實習計劃的合作夥伴。在為期一個月的計劃中，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。

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、使用符合環保原則的印刷紙張，以及使用自動關閉照明系統和空調的定時器等。

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。

Youth development

Summer internship programme

The EAA joined the Secondary School Student Summer Interns programme held by the Employee Training Board ("ERB") in 2018 and the ERB appointed the Precious Blood Secondary School as our partner of the intern programme. During the one-month programme, the interns had the opportunity to interact with different professionals and get hands-on work experience. The supervisors also gained experience in coaching the new generation.

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, timer for switching off lighting and air-conditioning automatically, 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.



監管局服務總監王頌恩先生頒贈證書予暑期實習生。

EAA Director of Services Mr Ivan Wong presented certificates to summer interns.

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

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





資訊科技

網上服務

監管局與服務供應商的系統無縫交接後，考生現可以24小時在網上報考資格考試。系統通過安全接口進行交接，以確保服務的可用性和安全性。

靈活可靠的資訊系統設備

監管局強化資訊系統設備後，能更有效支援變化不斷的內在及外在環境，並為架構改組提供更大的靈活性。

監管局於辦公室建立永久伺服器機房，可更有效監察網絡及改善其穩定性。

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。

Information Technology

Online services

Candidates can now register for the qualifying examinations online around the clock after a seamless integration with the systems of the service provider. The integration is made through a secured interface to ensure the availability and security of the service.

Flexible and reliable IT infrastructure

The infrastructure of the information systems has been enhanced to better support the changing internal and external environment. The enhancement will provide more flexibility for organisational changes.

The setting up of a permanent server room within the premises of the EAA can better monitor the serviceability of the network and improve the reliability of the infrastructure as a whole.

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.