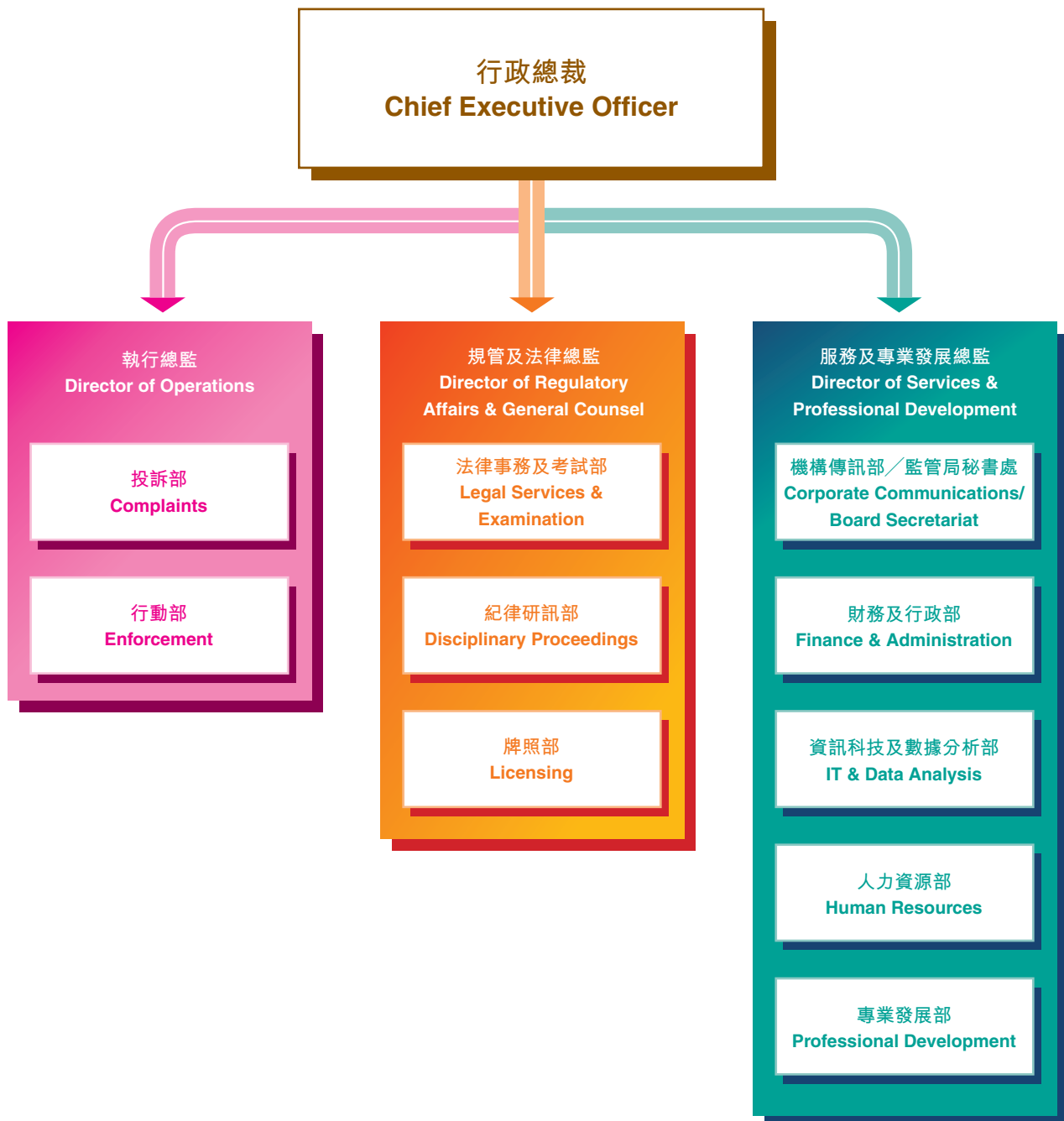




監管局行政部門 The EAA Administration

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

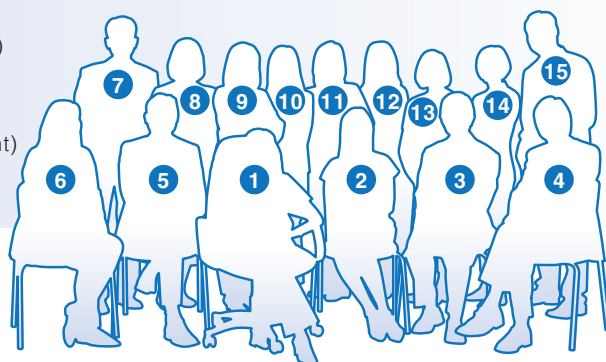
Management team



- 1 行政總裁韓婉萍女士
Ms Ruby HON,
Chief Executive Officer
- 2 規管及法律總監梁德麗女士
Ms Juliet LEUNG,
Director of Regulatory Affairs
and General Counsel
- 3 服務及專業發展總監王頌恩先生
Mr Ivan WONG,
Director of Services
and Professional Development
- 4 法律顧問梁耀光先生
Mr YK LEUNG,
Legal Counsel
- 5 規執行總監陳汝傲先生
Mr CHAN U Keng,
Director of Operations
- 6 法律顧問容慧敏女士
Ms Jennifer YUNG,
Legal Counsel

- 7 投訴部經理馬喜得先生
Mr Danny MA,
Manager (Complaints)
- 8 機構傳訊部經理鄭麗珊女士
Ms Anissa CHENG,
Manager
(Corporate Communications)
- 9 牌照部經理李佩華女士
Ms Ivy LEE,
Manager (Licensing)
- 10 財務及行政部經理潘穎芝女士
Ms Wendy POON,
Manager
(Finance and Administration)
- 11 投訴部經理傅慧敏女士
Ms Connie FU,
Manager (Complaints)
- 12 行動部經理李淑儀女士
Ms Elvina LEE,
Manager (Enforcement)

- 13 專業發展部經理鄧敏琪女士
Ms Maggie TANG,
Manager
(Professional Development)
- 14 法律事務及考試部經理高善君女士
Ms Susanna KO,
Manager
(Legal Services and Examination)
- 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2020年3月31日，監管局職員編制共有104名員工。殘疾僱員佔總僱員數目1%，2019/20年度的員工流失率為27%。

薪酬

監管局定期檢討其薪酬政策及做法，以確保其薪酬福利符合市場趨勢，以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結構檢討及薪酬趨勢調查。工資範圍已根據市場水平進行調整。2020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

本年度支付予行政總裁和總監²的薪酬¹如下：

		數字 Number of individuals
1,500,000 元以下	below \$1,500,000	1
1,500,001–2,000,000 元	\$1,500,001 to \$2,000,000	2
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)。

² 年內其中一名現任總監擔任總監一職少於半年。

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 2020, the staff establishment was 104. The percentage of employees with disabilities was 1%. The staff turnover rate for 2019/20 was 27%.

Remuneration

The EAA regularly reviews its remuneration policy 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 structure review and a pay trend survey during the year. The pay ranges were revised in line with the market and the 2020 annual performance-linked pay adjustment also drew reference from the recommendations of the consultant.

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:

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

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



監管局行政部門

The EAA Administration

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組織的人員，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。

為了加強全體員工對防止職場性騷擾的意識，監管局委託平等機會委員會舉行工作坊，以提高員工對性騷擾的了解。



監管局委託平等機會委員會舉行工作坊，以提高員工對性騷擾的了解。
EAA commissioned Equal Opportunities Commission to provide a workshop on understanding sexual harassment for all staff.

年內，監管局為員工舉行團隊建設活動，透過分組加強不同職級員工的溝通。此舉能鼓勵員工相互協作以解決問題，以及凝聚員工士氣，實現共同目標。

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.

To enhance staff awareness on the importance of preventing sexual harassment in the office, EAA commissioned Equal Opportunities Commission to provide a workshop on understanding sexual harassment for all staff.



監管局為員工舉行團隊建設活動，凝聚員工士氣。
The EAA organised a team building workshop to boost staff morale.

The EAA organised a team building workshop during the year to enhance communication among EAA staff of different ranks and from different teams, drive staff's motivation to collaborate with one another to resolve problems, and to boost staff morale through achieving common goals.

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其個人事業發展目標。

所有培訓活動旨在提升監管局員工的專業知識與技能，協助他們盡展所長，以迎接日後更大的挑戰和成就。

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(如部門簡報會)接觸員工，分享管理層有關各事項上的最新訊息及政策方針，例如監管局的機構計劃及架構變化等，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，如年度聖誕派對及午飯時段工作坊等。

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.

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 sectional briefing sessions to share the latest message and direction from the senior management on matters such as the EAA's corporate plan 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 an annual Christmas party and lunchtime workshops were arranged during the year.



監管局員工於午飯時段參與咖啡拉花工作坊。
The EAA staff participated in the latte art workshops during lunch hour.



監管局行政部門

The EAA Administration

機構及員工獎項

機構獎項

監管局連續五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」、「關懷僱員」及「關注環境」上的承諾和貢獻。

監管局同時再次獲得由僱員再培訓局嘉許為「人才企業」，表揚本局在人才培訓及發展方面的卓越表現。

員工獎項

監管局的牌照部經理及一位投訴部主任獲選為「2019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。這是連續第五年有監管局員工獲頒該等獎項。

財務回顧

收入及支出

由於監管局向地產代理業界的個人持牌人提供一筆過專業發展資助(於2020年4月至7月發放)，監管局於本年度錄得510萬元赤字(相比去年盈餘為1,220萬元)。

董事局於2020年1月宣布批准為每名個人持牌人提供一筆過專業發展資助。於2020年3月31日每名持有有效地產代理(個人)牌照或營業員牌照的人士，獲得由監管局發放的500元一筆過專業發展資助，以助他們於困難的經營環境下發展及維持其專業服務水平。故此，監管局已於2020年3月31日將2,060萬元的應付資助入賬。由2020年4月起，資助會按牌照號碼的先後順序分批向合資格個人持牌人發放。所有資助預計於7月底全部發放完畢。若撇除此項非經常性開支，監管局則於2019/20年度錄得1,550萬元盈餘。

Corporate and staff awards

Corporate awards

The EAA received the Caring Organisation logo for the fifth 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

A Manager of the Licensing Section and an Officer of the Complaints Section received “The Ombudsman’s Award 2019” 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 fifth consecutive year that EAA staff have received the awards.

Financial Review

Income and expenditure

For the year under review, the EAA reported a deficit of \$5.1 million after the provision of the one-off professional development subsidy to individual licensees to be released from April 2020 to July 2020 (as compared to a surplus of \$12.2 million last year).

The Board approved the provision of the one-off professional development subsidy to each individual licensee which was announced in January 2020. Holders of a valid estate agent’s licence (individual) or salesperson’s licence as at 31 March 2020 would each receive a one-off professional development subsidy of \$500 from the EAA to assist them in developing and maintaining their professional service standard under the difficult operating environment. The subsidy payable of \$20.6 million was thus recognised as at 31 March 2020. Starting from April 2020, the subsidy is released to eligible individual licensees by batches in sequence of licence numbers. The disbursement of the subsidy is expected to be completed by end of July 2020. If excluding this exceptional non-recurrent expenditure, the EAA reported a surplus of \$15.5 million for 2019/20.

監管局在本年度之總收入為9,140萬元，較上年度減少150萬元或1.6%。年內總支出為7,590萬元(不包括2,060萬元的資助)，較上年度減少470萬元或5.8%。

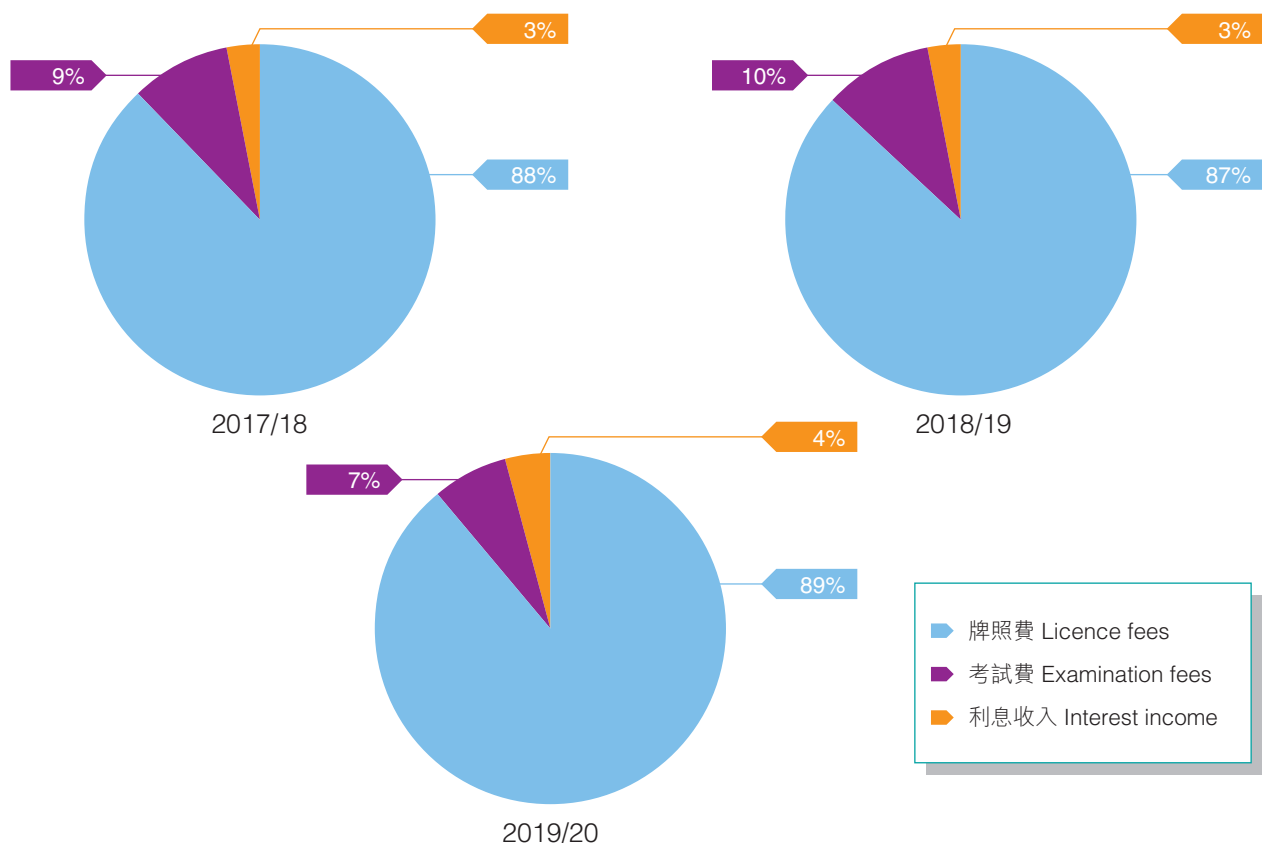
收入

牌照費收入佔總收入的89%，較上年度增加了20萬元或0.3%至8,120萬元，原因主要為年內持牌人數輕微上升。原訂於2020年2月及3月的資格考試因應2019冠狀病毒病疫情的發展而取消，考試費收入則較上年度減少260萬或28.9%至650萬元。此外，利息收入上升至370萬元，較上年度增加90萬元或33.9%，原因為年內銀行的平均定期存款息率上升；更有效管理定期存款的存款期，以致獲得最大回報；以及更多資金轉向至銀行作定期存款。

Income for the year was \$91.4 million, a decrease of \$1.5 million or 1.6% over the previous year. Expenditure for the year (excluding the subsidy of \$20.6 million) was \$75.9 million, a decrease of \$4.7 million or 5.8% compared to the previous year's.

Income

Licence fee income, contributing 89% of the total income, was \$81.2 million, representing an increase of \$0.2 million or 0.3% over the previous year. The increase was mainly due to a mild growth in the number of licensees during the year. Examination fee income was \$6.5 million, representing a decrease of \$2.6 million or 28.9% over the previous year, mainly due to the cancellation of qualifying examinations in February and March 2020 because of the outbreak of COVID-19 during 2019/20. Interest income was \$3.7 million, representing an increase of \$0.9 million or 33.9% over the previous year, due to the rise in time deposit interest rates during 2019/20 on average; better management of the duration of time deposits to maximise the return; and more cash shifted to time deposits placed at banks.





監管局行政部門

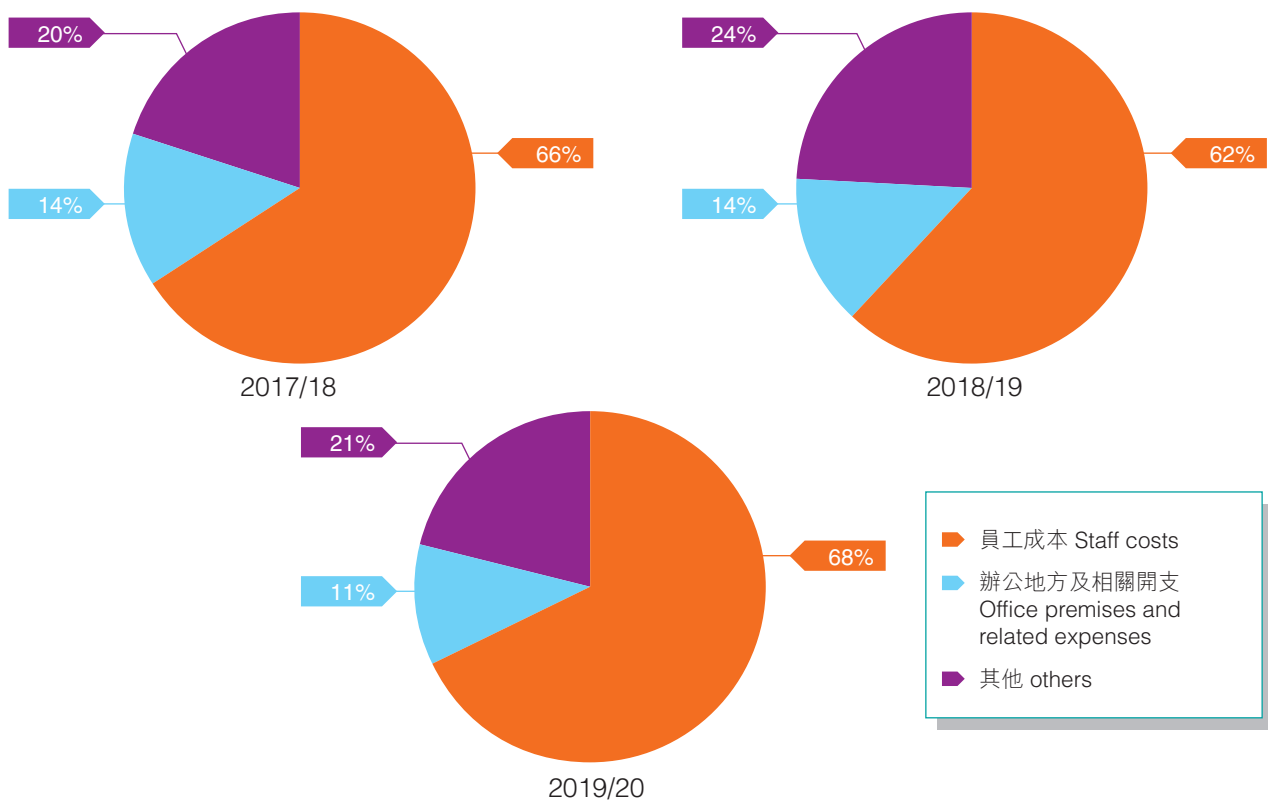
The EAA Administration

支出

員工成本與辦公地方及相關開支為兩大主要支出，分別佔經常性總開支67.5%及11.2%。主要金額增加的支出項目為員工成本及專業服務費用，而主要金額減少的支出項目則為辦公地方及相關開支、考試服務費用，以及物業、機器及設備之折舊。

Expenditure

Staff costs, and office premises and related expenses were two major expenditure items, accounting for about 67.5% and 11.2% of the total recurrent expenditures respectively. Expenditure items that saw major increases in dollar amount were staff costs and professional service fees. Expenditure items that saw major decreases in dollar amount were office premises and related expenses, service fees for examinations, and depreciation of property, plant and equipment.



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。

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 society. 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.

參與慈善活動

為關懷弱勢社群及社會上有需要的人士，監管局全力支持非牟利機構所舉辦的籌款活動(包括：公益便服日、公益愛牙日、公益行善「折」食日等)。今年，監管局決定支持香港基督教青年會企業社會責任計劃下的面試技巧工作坊及綠色工作坊兩項活動。面試技巧工作坊向高中生簡單介紹了求職面試的所需技能，以及舉辦模擬面試。五名監管局員工為該活動擔任義工，一共有20名學生參與其中。綠色工作坊旨在幫助基層家庭了解更多有關食物來源及低碳飲食習慣。16名監管局員工為該活動擔任義工。

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 non-profit making organisations. This year, the EAA chose to support two events (Interview Skill Workshop and Go Green Workshop) of the YMCA Corporate Social Responsibility Programmes. The Interview Skill Workshop is a brief introduction to job interviews by teaching the skillset needed and providing a mock interview for senior secondary school students. Five EAA staff volunteered for the event and twenty students joined the workshop. The Go Green Workshop is to help children from low income families understand more about food sources and low carbon diets. Sixteen EAA staff volunteered for the event.



監管局員工在面試技巧工作坊中為高中生進行模擬面試。
EAA staff conducted mock interview with senior secondary school students at the Interview Skill Workshop.



監管局員工積極參與香港公益金舉辦的公益便服日。
The EAA staff participated in the Dress Casual Day organised by the Hong Kong Community Chest.



監管局行政部門

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後50 • 實習生計劃

監管局於2019年參加由僱員再培訓局舉辦的「後50 • 實習生計劃」。該計劃旨在為50歲或以上人士提供就業機會。在為期一個月的實習期中，參加者有機會在職場上一展所長，同時掌握就業市場的現況。在實習完結後，監管局主動向實習生提供臨時職位。

監管局於2019年參加由僱員再培訓局舉辦的「後50 • 實習生計劃」。The EAA joined the Post-50 Internship Programme held by the Employee Retraining Board in 2019.



Post-50 Internship Programme

The EAA joined the Post-50 Internship Programme held by the Employee Retraining Board in 2019. The Post-50 Programme is to provide people aged over 50 with an opportunity to join the workforce. During the one-month programme, the participants had the opportunity to develop their strengths in the workplace and get up to date with the current status of the job market. After the internships, the EAA voluntarily offered the participants temporary jobs.



監管局支持香港基督教青年會企業社會責任計劃下的綠色工作坊。

The EAA supported the Go Green Workshop under the YMCA Corporate Social Responsibility Programmes.

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。

抗疫工作

為減低2019冠狀病毒病擴散的風險，自2020年1月底開始，局方實施同事在家工作的輪值安排。而為避免交叉感染，會議採取網上方式進行，以替代面談。

然而，監管局接待處或向市民提供服務的櫃位在期內仍如常對外開放。局方採取不同的預防措施，包括：要求訪客在進入寫字樓前量度體溫及佩戴口罩、以及透過監管局的網上預約系統進行預約等。

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, 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.

Combating COVID-19

To reduce risk of the spread of COVID-19, a roster arrangement for colleagues to work from home was implemented since the end of January 2020. Meetings were held online in lieu of physical attendance to prevent cross infection.

Nonetheless, the opening hours of the EAA reception/service counter for providing services to the public were maintained as usual during the period. Precautionary measures were implemented such as requiring visitors to take a body temperature check and to wear a face mask before entering the office premises, to make a prior appointment for service through an online booking system, etc.

資訊科技

網上服務

監管局在年內重整了網站的多個網上功能(例如查詢「牌照目錄」及紀律研訊結果)，讓公眾和持牌人更方便地搜尋資訊，從而使他們獲得更佳的服務體驗。

受2019冠狀病毒病疫情所影響，監管局在其網站上推出網上預約系統，牌照申請人或持牌人如需前往監管局辦事處辦理相關手續，可透過網上預約系統進行預約，讓局方可有效地控制人流，確保接待處範圍在繁忙時段不會過分擁擠。

此外，隨着境外置業越來越普及，監管局在消費者教育網站內推出一個全新網頁專區，為公眾提供有關境外置業的有用資訊。

新媒體及渠道

鑑於近年電子資訊覆蓋廣泛，監管局透過各種電子渠道，向大眾及消費者宣傳有關資訊。年內，監管局採用網上營銷工具及網上平台，有效地向其目標群眾傳達所需資訊。例如，局方去年運用了互聯網廣告顯示網絡，亦採用了搜索引擎營銷(Search Engine Marketing)工具，以推廣其消費者教育網站內新增的有關購買境外物業網頁專區，促使網頁的瀏覽量增長了一倍。另外，監管局在一個媒體的Facebook專頁進行「境外置業要『究』SMART」直播講座，其精華片段瀏覽次數錄得超過40,000次。

監管局將會繼續探討在不同領域上(包括持續專業進修講座)使用新媒體以擴大其服務接觸的對象。

網絡安全

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

Information Technology

Online services

A number of online functions on the EAA website such as licence list and inquiry hearing results have been revamped this year in order to provide easier access and better user experiences for the public and licensees.

Owing to the COVID-19 pandemic, an online appointment system to allow licence applicants and licensees to make prior bookings for acquiring services at the EAA office was deployed on the EAA's website which could effectively avoid the reception area being overcrowded with visitors requesting services during peak hours.

Moreover, a new designated webpage was created under the EAA's consumer education website to provide the public with useful references in relation to the purchase of properties located outside Hong Kong, which is a popular topic lately.

New media and channels

In view of the wider acceptance of information delivered in electronic form recently, the EAA has explored different digital channels to reach out to the public and to disseminate relevant information to consumers. During the year, the EAA adopted an online marketing tool and platform to reach its target audience effectively. For example, further to the use of display network of advertisement on internet browser last year, the EAA adopted Search Engine Marketing (SEM) tool to promote its new website section about purchasing non-local properties in the EAA's consumer education website and the number of pageviews was doubled during the promotion period. In addition, the EAA also conducted a public seminar through online live broadcast on a media's Facebook page and over 40,000 views were recorded for the recap video.

The EAA will continue to explore the use of new media in different areas, including CPD seminars, in order to broaden the reach of its services.

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 up-to-date and on a par with the industry practices.