

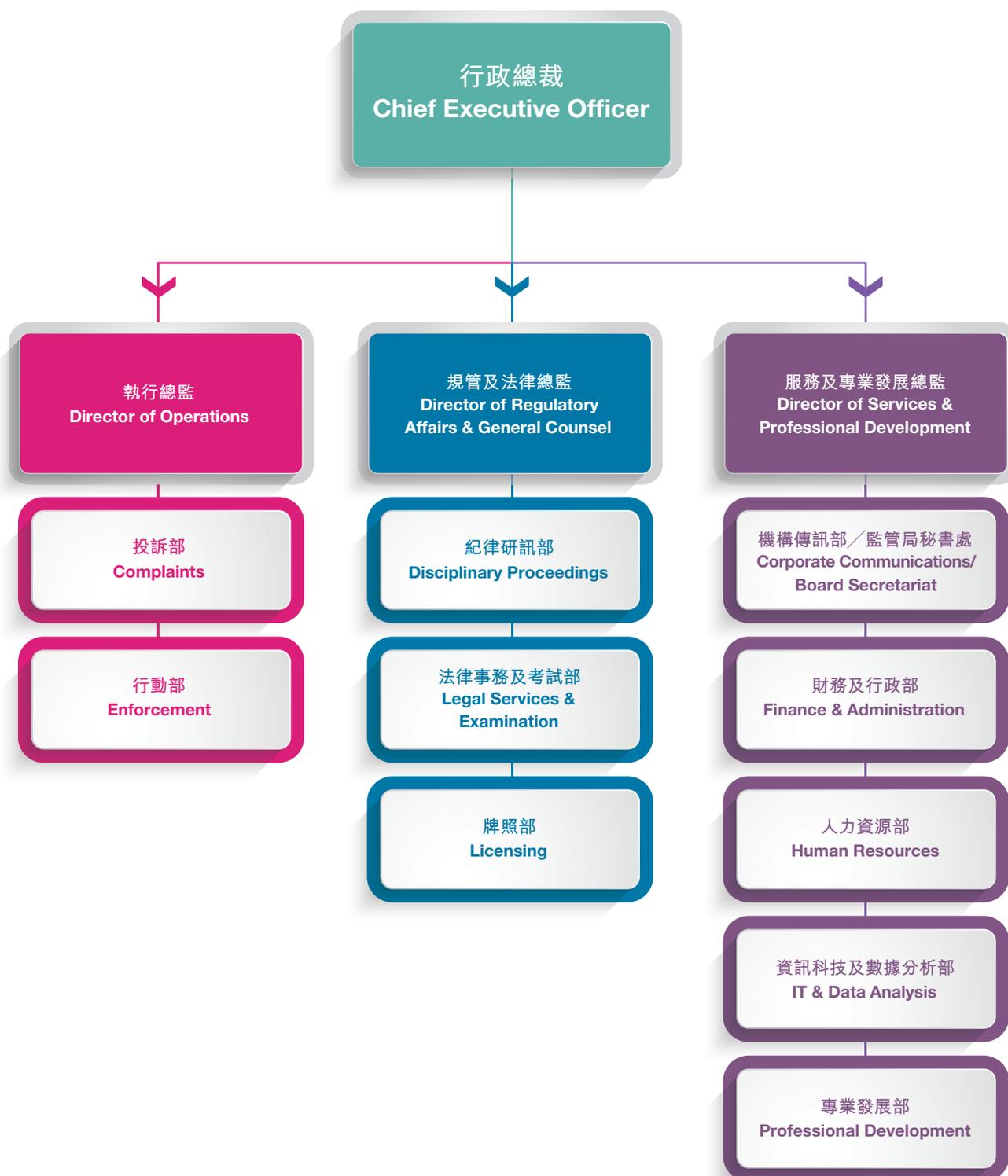


組織與員工

Organisation and People

組織架構

Organisation structure





總監級以下的員工編製

Non-directorate staff establishment

職級 Rank	數字 Number
主管／法律顧問 Head/Legal Counsel	3
高級經理／經理 Senior Manager/Manager	8
高級助理經理／助理經理 Senior Assistant Manager/Assistant Manager	18
高級調查主任／調查主任 Senior Investigation Officer/Investigation Officer	21
高級主任／主任 Senior Officer/Officer	12
高級行政助理／行政助理 Senior Administrative Assistant/Administrative Assistant	9
高級文員／文員 Senior Clerk/Clerk	28
司機／辦公室助理 Driver/Clerical Assistant	4



管理團隊

Management team



1 行政總裁韓婉萍女士
Ms Ruby HON,
Chief Executive Officer

2 投訴及行動部主管馬喜得先生
Mr Danny MA,
Head (Complaints and Enforcement)

3 法律顧問梁耀光先生
Mr YK LEUNG,
Legal Counsel

4 執行總監陳汝傲先生
Mr CHAN U Keng,
Director of Operations

5 規管及法律總監梁德麗女士
Ms Juliet LEUNG,
Director of Regulatory Affairs
and General Counsel

6 服務及專業發展總監王頌恩先生
Mr Ivan WONG,
Director of Services
and Professional Development

7 法律顧問容慧敏女士
Ms Jennifer YUNG,
Legal Counsel

8 專業發展部經理梁明珠女士
Ms Fallon LEUNG,
Manager
(Professional Development)

9 法律事務及考試部經理李文慧女士
Ms Grace LI,
Manager
(Legal Services and Examination)

10 行動部經理李淑儀女士
Ms Elvina LEE,
Manager (Enforcement)

11 資訊科技及數據分析部高級經理
林家雯先生
Mr LAM Ka Man,
Senior Manager
(IT and Data Analysis)

12 機構傳訊部高級經理鄭麗珊女士
Ms Anissa CHENG,
Senior Manager
(Corporate Communications)

13 牌照部高級經理李佩華女士
Ms Ivy LEE,
Senior Manager (Licensing)

14 財務及行政部高級經理潘穎芝女士
Ms Wendy POON,
Senior Manager
(Finance and Administration)

15 投訴部經理莊小珮女士
Ms Christine CHONG,
Manager (Complaints)



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 2022 年 3 月 31 日，監管局職員編製共有 107 名員工。殘疾僱員佔總僱員數目 1%。

薪酬

監管局定期檢討薪酬政策，以確保本局薪酬福利符合市場趨勢，並能維持一定的競爭力以吸引及挽留人才。本局委託了獨立顧問公司在年內進行薪酬水平及趨勢調查，並根據市場水平調整薪酬範圍。而 2022 年度與表現掛鈎的薪酬調整幅度亦參考了顧問公司的建議而釐定。

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的薪酬¹如下：

		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、約滿酬金及薪效掛鈎的調整幅度(如適用)。

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 2022, the staff establishment was 107. The percentage of employees with disabilities was 1%.

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 level and pay trend survey during the year. The pay ranges were revised in line with the market and the 2022 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 Directors during the year was as follows:

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和透明度之期望與日俱增，監管局必須確保本局員工具備履行其職責、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。

作為公職人員，監管局的員工應對防止貪污及誠信事宜有高度認知。有見及此，本局邀請廉政公署舉辦相關講座予所有新入職員工，及需要重溫相關知識的現任員工。

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、業界人士和市民大眾，故此具備建立融洽關係、耐心傾聽、緩和緊張情緒及管理壓力的能力至為重要。為了提升監管局員工應付高要求客戶、處理個人情緒和壓力的能力，本局於年內邀請輔導心理學家為前線員工舉辦相關主題的工作坊。

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

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 possess a high level of awareness on corruption prevention and flawless integrity. For this purpose, the ICAC was invited to deliver a talk to all new staff and current staff to refresh their knowledge.

As EAA staff need to deal with different stakeholders including working partners, trade and the public every day, the ability to build rapport, listen with patience, de-escalate tension and manage stress is important. To enhance EAA staff's capability in handling demanding customers as well as handling their own emotion and stress, a counselling psychologist was engaged to conduct a workshop for the frontline staff during the year.

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



監管局員工參與「如何應對不同需要的顧客」工作坊。

The EAA staff participated in the workshop of "To Handle Demanding Customers".

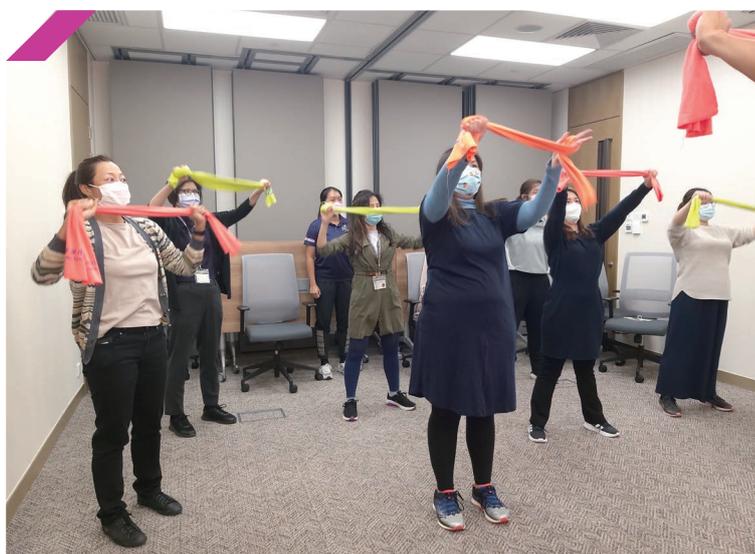


所有培訓活動旨在提升監管局員工的專業知識和技能，協助他們盡展所長，以迎接日後更大的挑戰和成就。

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

另一方面，監管局亦關心員工的身心健康，特別在 2019 冠狀病毒病疫情期間，員工大大減少戶外活動。監管局特為員工安排了兩場工作坊－彈力帶訓練及毛巾操訓練，以便他們在工作及在家抗疫期間仍可多做運動。

On the other hand, the EAA also cares about the physical well-being of its staff especially during the COVID-19 pandemic when they have less outdoor activities. The EAA had arranged two workshops respectively on resistance band exercise and towel exercise for staff so that they could do more exercises at work and at home.



監管局舉辦兩場彈力帶及毛巾操訓練工作坊，以鼓勵員工在家抗疫期間多做運動。
EAA organised two training workshops on resistance band exercise and towel exercise to motivate staff to do more exercises at home amid the pandemic.

員工溝通

Staff communication

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改變等，並提供機會讓員工發表意見。

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.



為培養團隊精神，監管局於年內舉行了若干員工活動，如員工旅行及年度聖誕午餐等。

To foster team spirit, staff activities, e.g. staff outing and annual Christmas lunch, were arranged during the year.



為培養團隊精神，監管局於年內為員工提供了員工旅行及年度聖誕午餐。

EAA arranged staff outing and Christmas lunch to foster team spirit during the year.



為了提升員工對個人健康的關注，監管局參加了「好心情 @ 健康工作間」計劃，該計劃提供健康檢測用具以量度血壓及腰圍，供監管局員工在辦公室記錄個人健康狀況。

To increase colleagues' health awareness, the EAA participated in the Joyful@Healthy workplace programme and was provided with health check devices on blood pressure and waist measurement for our staff to use them in the office to keep track of their personal health.

機構及員工獎項

Corporate and staff awards

機構獎項

Corporate awards

監管局連續七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「關懷環境」上的承諾和貢獻。

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

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。

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



員工獎項

監管局的一位牌照部主任及一位投訴部助理經理獲頒發「2021 申訴專員嘉許獎—公職人員獎」，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。監管局員工已經連續七年獲頒發該等獎項。

抗疫工作

為減低疫情擴散的風險，在 2021/22 年度，局方不時按需要實施員工在家工作的輪班安排。為避免交叉感染，會議均以線上模式進行，以取代實體會面。而其他防疫措施亦在年內繼續實施，包括要求員工及訪客進入監管局辦公室前必須量度體溫及掃描「安心出行」二維碼，以及在辦公室範圍內必須全時間戴上口罩等，同時增加清潔辦公室的次數。此外，本局亦向員工提供快速抗原檢測包及消毒噴霧。

監管局更適時採取進一步的防疫措施。於 2022 年 2 月中旬至 2022 年 4 月初 Omicron 在社區肆虐期間，本局暫停了公眾接待處／服務櫃位，並在此期間透過網上平台、電話及電郵熱線，或將文件放置在監管局辦公室外的收集箱內，維持向公眾提供基本服務。另一方面，招聘面試及評估均在線上進行。

財務回顧

收入及開支

監管局於本年度錄得 1,330 萬元盈餘(相比去年錄得 1,350 萬元盈餘)。監管局在本年度的總收入為 9,310 萬元，較上年度增加 180 萬元或 2.0%。本年度其他收入主要來自：監管局向持牌人提供專業發展資助的未動用款項 120 萬元而予以撥回，以及收取政府資助款項 30 萬元，補貼監管局舉辦技能提升配對資助計劃項下的兩項獲批准培訓計劃所產生的一部分開支。本年度的開支為 8,140 萬元，較上年度增加 360 萬元或 4.7%。

Staff awards

An Officer of the Licensing Section and an Assistant Manager of the Complaints Section received "The Ombudsman's Award 2021" 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 seventh consecutive year that the EAA staff have received the Award.

Combating COVID-19

To reduce risk of the spread of COVID-19, a roster arrangement for colleagues to work from home was implemented from time to time when necessary during the year of 2021/22. Meetings were held online in lieu of physical attendance to prevent cross infection. Other preventive measures such as requiring both staff and visitors to conduct body temperature checks and scan the LeaveHomeSafe QR Code before entry to the EAA office, as well as wearing a face mask within the office at all times, were also implemented throughout the year. Frequency of office cleaning was also increased. Besides, rapid antigen test kits and antibacterial spray were provided to staff.

The EAA's precautionary measures were escalated with the closure of the reception/service counter to the public between mid-February 2022 and early April 2022 when the infection of Omicron in society was acute. During such period, essential services to the public were maintained through online platforms, telephone and email hotlines, or by dropping documents in the collection box outside the EAA's office. On the other hand, recruitment interviews and assessments were conducted online.

Financial Review

Income and expenditure

For the year under review, the EAA reported a surplus of \$13.3 million (as compared to a surplus of \$13.5 million last year). Income for the year was \$93.1 million, an increase of \$1.8 million or 2.0% over the previous year. Other income for the year was mainly attributed to the reversal of the unutilized amount of \$1.2 million from the provision of the EAA's professional development subsidy to licensees and the receipt of the Government's fund of \$0.3 million for subsidizing a portion of the expenditure incurred by the EAA on organizing two approved training programmes under the Matching Grant Scheme for Skills Upgrading. Expenditure for the year was \$81.4 million, representing an increase of \$3.6 million or 4.7% compared to the previous year's.

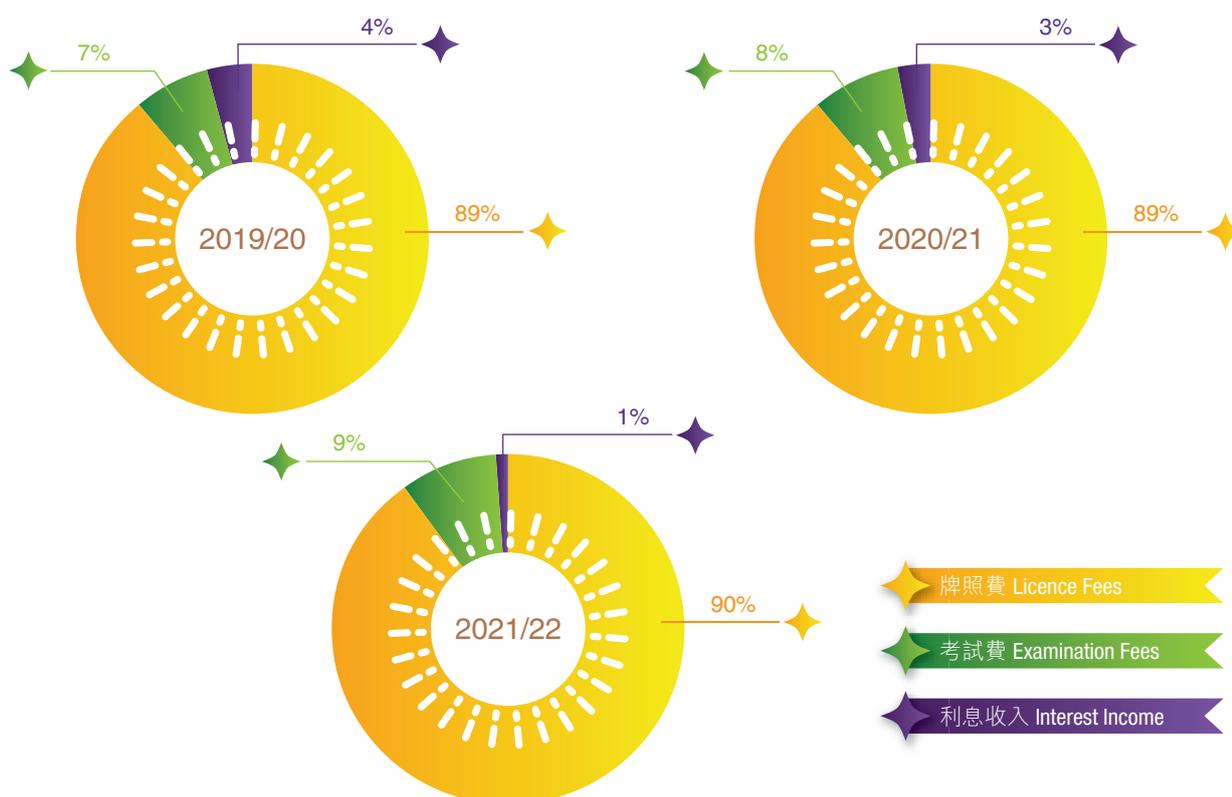


收入

牌照費收入佔總收入的90%，較上年度增加了250萬元或3.1%至8,400萬元，原因主要為年內持牌人數上升。年內的考試費收入為870萬元，較上年度增加120萬元或15.7%，主要原因是由於在先前2020/21年度的數次資格考試因2019冠狀病毒病疫情而取消，導致2021/22年度對額外考場座位的需求增加，加之考試費用自2022年1月起上調。因監管局於柴灣以現金購置另一間辦公室，令利息收入下跌至40萬元，較上年度減少190萬元或83.0%。

Income

Licence fee income, contributing 90% of the total income, was \$84.0 million, representing an increase of \$2.5 million or 3.1% over the previous year. The increase was mainly due to a growth in the number of licensees during the year. Examination fee income was \$8.7 million, representing an increase of \$1.2 million or 15.7% over the previous year, mainly due to a higher demand for extra examination seats for 2021/22 as a result of the cancellation of a few sessions of qualifying examinations in the previous year of 2020/21 because of the COVID-19 pandemic together with an upward adjustment of the examination fees with effect from January 2022. Interest income was \$0.4 million, representing a decrease of \$1.9 million or 83% over the previous year, due to the purchase of another office at Chai Wan in cash.





支出

員工成本與辦公地方及相關開支為兩大主要支出，分別佔總開支 62.4% 及 9.9%。主要金額增加的支出項目為物業、機器及設備之折舊、考試服務費、專業服務費用、公眾教育開支及培訓活動開支；而主要金額減少的支出項目則為員工成本與辦公地方及相關開支。

Expenditure

Staff costs, and office premises and related expenses were two major expenditure items, accounting for about 62.4% and 9.9% of the total expenditures respectively. Expenditure items that saw major increases in dollar amount were depreciation of property, plant and equipment, service fees for examinations, professional services fees, community education expenses and training activity expenses. Expenditure items that saw major decreases in dollar amount were staff costs, and office premises and related expenses.





完成政府現金津貼發放工作

因應新型冠狀病毒病疫情對地產代理業產生的負面影響，在 2020 年的第二輪「防疫抗疫基金」下，政府透過監管局向地產代理業的個人持牌人提供一筆過的現金津貼，適時為業界提供財政上的支援。自 2020 年 5 月起，本局以銀行本票方式分批發放政府現金津貼。津貼發放工作已於 2021 年 6 月 30 日完成。

購置辦事處

監管局於柴灣購置新辦事處，以容納大部分此前在灣仔租賃辦事處上班的員工，該項購置已於 2021 年 5 月 13 日完成。同時，局方繼續在灣仔租用一個小型辦事處，為公眾及業界提供服務。

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。

Completion of disbursing the Government's cash subsidy

Under the second round of Anti-epidemic Fund in 2020, the Government provided a one-off cash subsidy to individual licensees of the estate agency trade via the EAA to offer timely financial support in view of the adverse impact of the COVID-19 pandemic on the practice of the estate agency trade. The EAA had started disbursing the Government's cash subsidy by bank cashier's orders since May 2020 in batches. The disbursement was completed by the end of 30 June 2021.

Acquisition of office premises

The acquisition of the new office in Chai Wan to accommodate the majority of staff previously stationed at the rented office in Wanchai was completed on 13 May 2021. A smaller office was instead rented again in Wanchai mainly for serving the public and the trade.

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

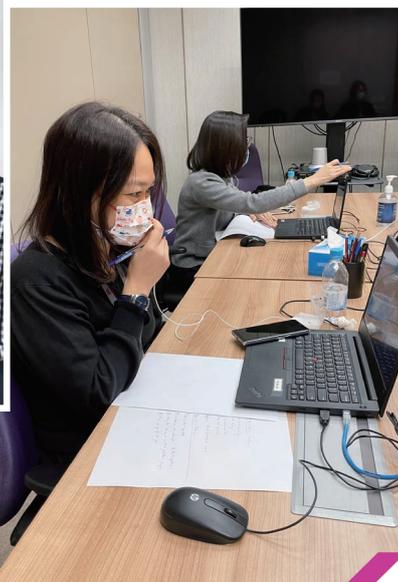
為關懷弱勢社群及社會上有需要的人士，監管局全力支持非牟利機構所舉辦的籌款活動(包括：公益便服日、公益愛牙日、公益行善「折」食日等)及社區服務。今年，監管局參與的社區服務包括香港基督教青年會企業社會責任計劃下的面試技巧工作坊及愛心午餐計劃。面試技巧工作坊為高中生傳授求職面試技巧，再由本局的員工為他們進行模擬面試。而在愛心午餐計劃中，監管局員工在香港基督教青年會西九龍會址向附近的弱勢社群派發午餐盒。

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 community services of non-profit making organisations. This year, the community services in which the EAA participated included Interview Skill Workshop and Lunch Box Giveaway of the YMCA Corporate Social Responsibility Programmes. The Interview Skill Workshop taught some senior secondary school students the brief skillsets for job interviews and thereafter mock interviews were then conducted by our staff. In the Lunch Box Giveaway charity event, our staff distributed lunch boxes at YMCA West Kowloon Centre to the nearby underprivileged.



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.



監管局員工參與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。
The EAA staff participated in the Interview Skill Workshop.



後50•實習生計劃

監管局於 2021 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計劃中，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。實習完結後，監管局主動向實習生提供臨時職位。

Post-50 Internship Programme

The EAA joined the Post-50 Internship Programme held by the Employees Retraining Board in 2021 which aimed to provide people aged over 50 with an opportunity to join the workforce. During the one-month internship programme working in the EAA, the participants had the opportunity to develop their strengths in the workplace and got up-to-date with the current status of the job market. After the internships, the EAA voluntarily offered the participants temporary jobs.



監管局於 2021 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 2021.

創職位計劃

為支持政府紓緩因 2019 冠狀病毒病疫情造成失業率上升的措施，監管局獲政府批准，透過第二輪防疫抗疫基金創職位計劃設立若干臨時職位。計劃下，監管局在疫情期間提供工作機會，讓新任職者親身到訪地產代理商舖，教育持牌人各類合規事宜，以協助監管局業務。此類教育性質的探訪亦受到地產代理商舖歡迎。

Job Creation Scheme

To support the Government's initiative to ease the worsening unemployment situation due to the COVID-19 pandemic, the EAA was approved by the Government to create some temporary posts under the Job Creation Scheme of the second round of the Anti-epidemic Fund. Under the scheme, the incumbents were offered job opportunities amid the pandemic and they contributed to the EAA through visiting estate agency shops in person to educate licensees about various compliance issues on the spot. Their educational visits were well-received by the estate agency shops.



環境

監管局致力以環境友善的態度營運，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、使用自動關閉照明系統和空調的定時器，以及設立傳感器，當辦公室某區域內無人走動時關閉照明等。

年內，監管局亦參與不少環保活動，例如「綠色日」、「香港無冷氣夜」等。

資訊科技

網上服務

由於遙距通訊已成為疫情中不可或缺的辦公設備，監管局在年內升級了視訊設備及電話系統以加強遠程通訊。局方亦已加強牌照目錄等網上服務，提供更多有關持牌人的資訊以供公眾查閱，牌照申請人亦可透過網上追蹤其申請進度。

此外，本局的行動部亦開始採用電腦輔助系統，代為審查網上地產廣告。此舉有助監管局更有效監督網上廣告的合規情況。

網絡安全

隨着網絡攻擊和資料洩漏風險持續增加，監管局定期檢討其保安平台和參數，確保有關系統與業界的標準相符且為最新版本。

Environment

The EAA strives to operate as an environmentally friendly organisation and promotes the same to its staff. Green office measures adopted include the 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, sensor for turning off lighting when no one is moving around the area, etc.

The EAA also participated in several environmental initiatives during the year, e.g. Green Day, Hong Kong No Air Con Night.

Information Technology

Online services

This year the EAA upgraded the audio-video equipment and telephony for better remote communication which became indispensable office facilities amidst the pandemic. Online services such as the licence list has been enhanced to provide more information about a licensee for the perusal of the public, and licence applicants can also track the status of their applications online.

Moreover, our enforcement team started to use a computer-aided system for scrutinising online real estate advertisements. This increased the EAA's efficiency and effectiveness in monitoring the compliance of the ever-growing advertisements on the internet.

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.