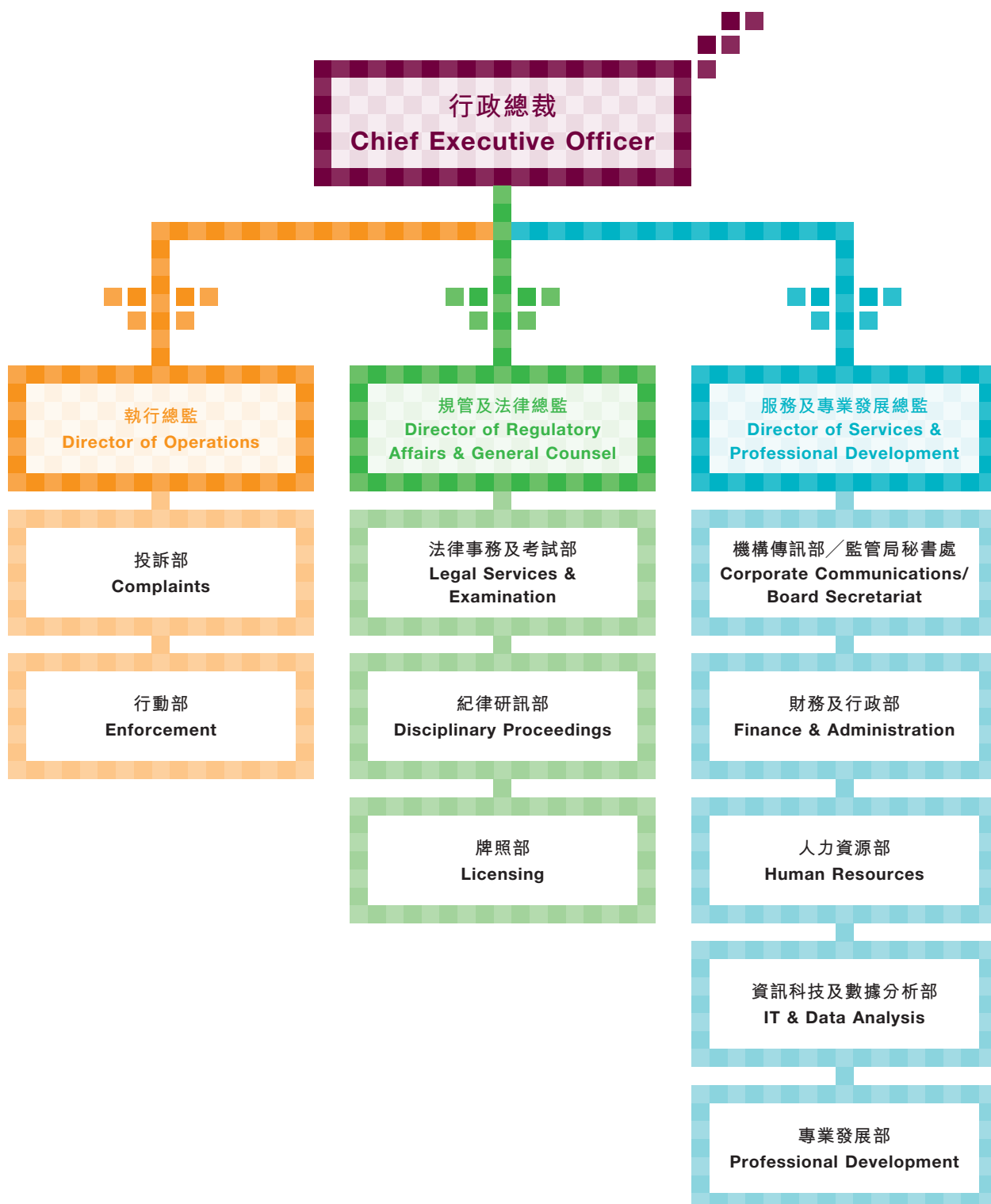


監管局行政部門 The EAA Administration

組織與員工 Organisation and People

組織架構 Organisation structure



總監級以下的員工編制

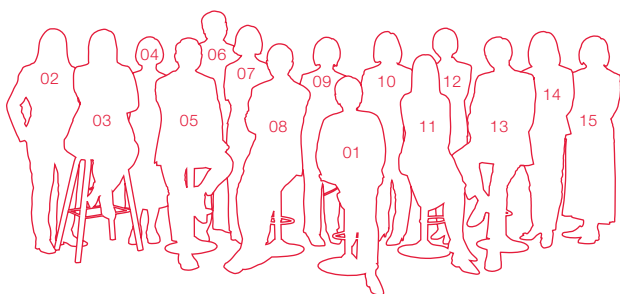
Non-directorate staff establishment

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	9
高級助理經理／助理經理 Senior Assistant Manager/Assistant Manager	19
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

監管局行政部門 The EAA Administration

管理團隊

Management team



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

02 行動部經理陳藹霞女士
Ms Anita CHAN
Manager (Enforcement)

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

04 財務及行政部經理張敏莉女士
Ms Mary CHANG
Manager
(Finance and Administration)

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

06 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)

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

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

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

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

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

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

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

14 投訴部經理徐佩儀女士
Ms Susanna TSUI
Manager (Complaints)

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

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2023年3月31日，監管局職員編制共有109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2023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	2
2,000,001–2,500,000 元	\$2,000,001 to \$2,500,000	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 2023, the staff establishment was 109. 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 2023 annual performance-linked pay adjustment also drew reference from the recommendations of the consultant.

Remuneration of the 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.

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。

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.



監管局員工參與廉政公署舉辦有關防止貪污及誠信的講座
EAA staff participated in a talk organised by ICAC regarding corruption prevention and flawless integrity.



監管局在員工的入職課程中加入了「破冰」環節。
An “Ice-Breaking” session was designed as part of the EAA's orientation programme for new staff.

為使新舊員工之間能夠培養更緊密的工作關係，並建立對彼此的信任，本局在員工的入職課程中加入了「破冰」環節。

監管局所有培訓活動旨在提升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。

員工溝通

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改變等，並提供機會讓員工發表意見。

To cultivate closer working relationships among existing and new staff and build up their mutual trust in each other, an “Ice-Breaking” session was designed as part of the EAA’s orientation programme for new staff.

All 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.

Staff 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 messages 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.



為培養團隊精神及歸屬感，監管局於年內舉行了若干員工活動，如各部門員工參與布置的靜休室、各式工作坊及年度聖誕午餐等。To foster team spirit and sense of belonging, staff welfare activities, such as a staff relax corner, lunchtime workshops, and Christmas lunch, were arranged during the year.

監管局行政部門

The EAA Administration

為培養團隊精神及歸屬感，監管局於年內舉行了若干員工活動，如各部門員工參與布置的靜休室、各式工作坊及年度聖誕午餐等。

此外，為加強員工對精神健康的關注，監管局參加了政府發起的《精神健康職場約章》，並獲得「精神健康友善機構」的稱號。監管局指派了三名員工參加由衛生署、勞工處及職業安全健康局舉辦的精神健康急救課程，並獲認可為精神健康急救員，負責為辦公室內有精神健康需要的人士提供緊急和即時援助。

機構及員工獎項

機構獎項

監管局連續八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。

監管局同時榮獲僱員再培訓局人才企業嘉許計劃「企業大獎」，表揚局方在人才培訓及發展方面的卓越表現。



監管局榮獲僱員再培訓局人才企業嘉許計劃「企業大獎」。

The EAA has been presented the “Grand Prize Award” under the Manpower Developer Scheme of the Employees Retraining Board.

To foster team spirit and sense of belonging, staff welfare activities, such as a staff relax corner, lunchtime workshops, and Christmas lunch, were arranged during the year.

Moreover, to enhance colleagues’ mental health awareness, the EAA participated in the Mental Health Workplace Charter initiated by the Government and was commended as one of the Mental Health Friendly Organisations. Three of the EAA staff were assigned to attend training and certified as Mental Health First Aiders under a programme organised by Department of Health, Labour Department and Occupational Safety & Health Council, for providing first and instant aid to mental health needs within the office.

Corporate and staff awards

Corporate awards

The EAA received the Caring Organisation logo for the eighth 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”.

The EAA has also been presented the “Grand Prize Award” under the Manpower Developer Scheme of the Employees Retraining Board in recognition of its outstanding achievements in manpower training and development.



監管局連續八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 eighth consecutive year presented by The Hong Kong Council of Social Service.

員工獎項

監管局的一位牌照部主任及一位人力資源部助理經理獲頒發「2022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八年獲頒發該等獎項。

從疫情全面復常

自2022年4月起，在家工作的值班安排已經中止，但監管局辦公室繼續實施疫苗通行證安排。及後，鑑於政府全面撤銷疫苗通行證及居家隔離令，監管局亦於2023年1月取消有關2019冠狀病毒病的疫苗通行證規定及內部監控措施；本局工作全面恢復正常。

財務回顧

收入及開支

監管局於本年度錄得1,680萬元盈餘（相比去年錄得1,330萬元盈餘）。監管局在本年度的總收入為9,630萬元，較上年度增加320萬元或3.4%。本年度其他收入主要來自：政府就監管局舉辦技能提升配對資助計劃下的兩項獲批准培訓計劃，補貼了監管局的一部分開支。本年度的開支為7,960萬元，較上年度減少175萬元或2.2%。

Staff awards

An Officer of the Licensing Section and an Assistant Manager of the Human Resources Section received “The Ombudsman’s Award 2022” 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 eighth consecutive year that the EAA staff have received the Award.

Returning to normalcy from COVID-19

Since April 2022, the work from home roster arrangement had been suspended while the vaccine pass arrangement continued to be implemented within the EAA’s office. Following the Government’s cessation of the vaccine pass and home isolation order, the EAA also lifted the vaccine pass requirement and internal control measures in relation to COVID-19 in January 2023; and all of its work returned to normal.

Financial Review

Income and expenditure

For the year under review, the EAA reported a surplus of \$16.8 million (as compared to a surplus of \$13.3 million last year). Income for the year was \$96.3 million, an increase of \$3.2 million or 3.4% over the previous year. Other income for the year was represented by subsidizing a portion of the expenditure incurred by the EAA on organising two approved training programmes under the Matching Grant Scheme for Skills Upgrading. Expenditure for the year was \$79.6 million, representing a decrease of \$1.75 million or 2.2% compared to the previous year.

監管局行政部門

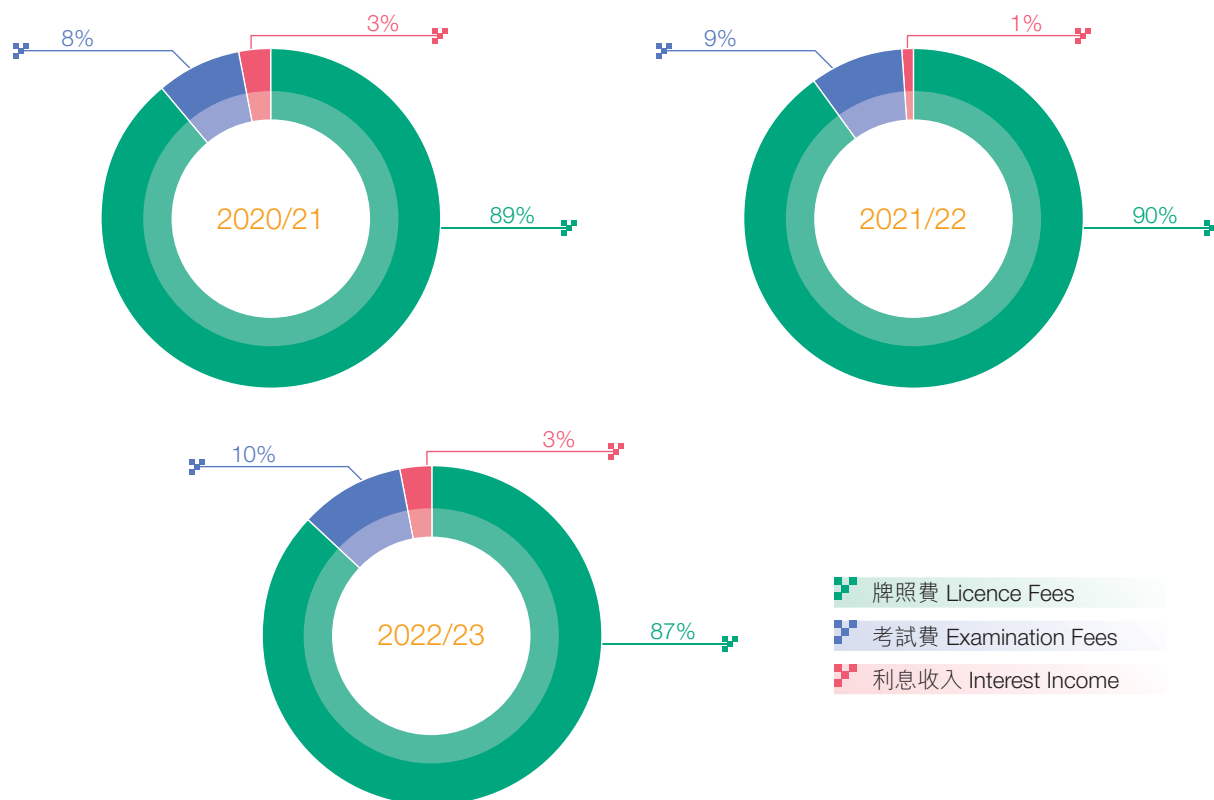
The EAA Administration

收入

牌照費收入佔總收入的87.0%，為8,380萬元，與上年度相若。年內的考試費收入為940萬元，較上年度增加70萬元或8.2%，主要原因是由於在2021/22年度的數次資格考試因2019冠狀病毒病疫情而取消，導致2022/23年度對額外考場座位的需求增加。利息收入為300萬元，較上年度增加260萬元或689%，原因是銀行存款利率增加。

Income

Licence fee income, contributing 87.0% of the total income, was \$83.8 million and was almost the same as that of the previous year. Examination fee income was \$9.4 million, representing an increase of \$0.7 million or 8.2% over the previous year, mainly due to a higher demand for extra examination seats for 2022/23 as a result of the cancellation of a few sessions of qualifying examinations in the previous year of 2021/22 because of the COVID-19 pandemic. Interest income was \$3 million, representing an increase of \$2.6 million or 689% over the previous year, due to the increase in bank deposit interest rate.

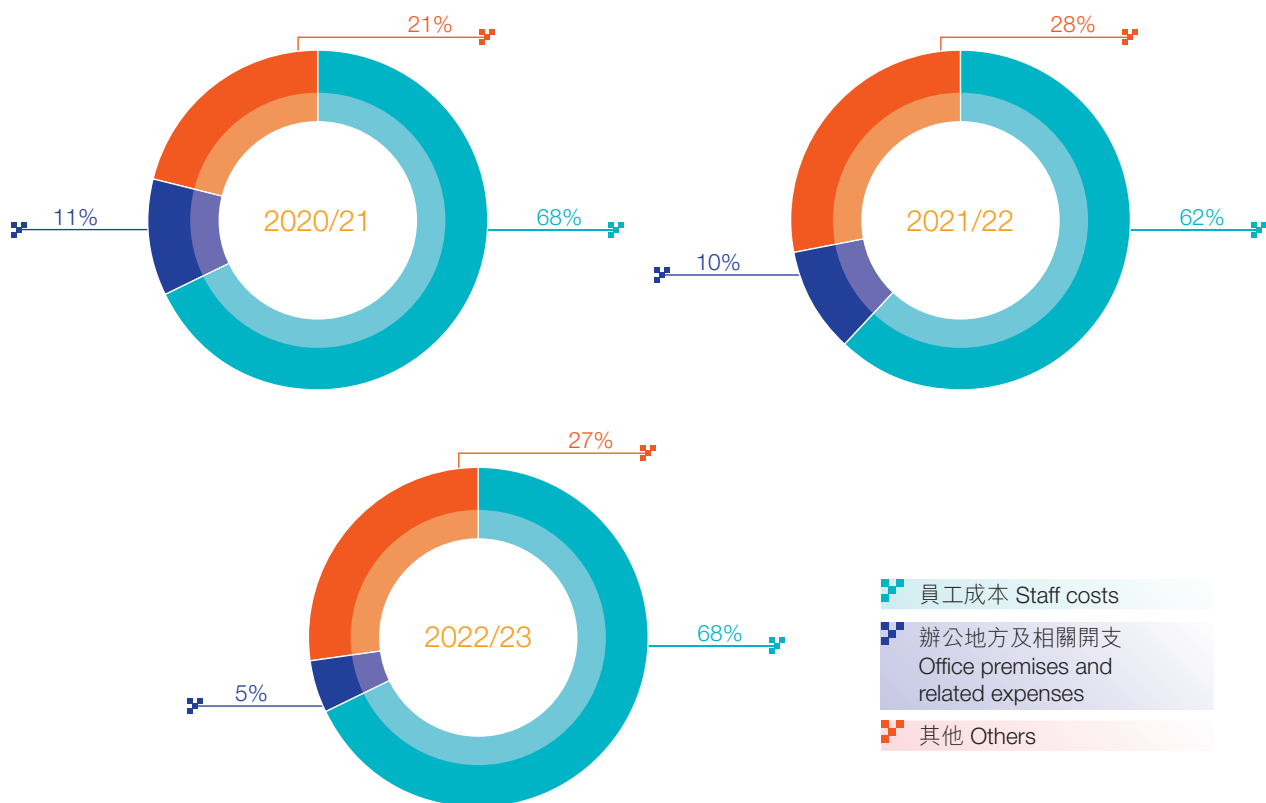


支出

員工成本與辦公地方及相關開支為兩大主要支出，分別約佔總開支67.6%及5.2%。主要金額增加的支出項目為員工成本、物業、機器及設備之折舊及監管局25周年活動之開支；而主要金額減少的支出項目則為辦公室相關開支及租金。

Expenditure

Staff costs, and office premises and related expenses were two major expenditure items, accounting for about 67.6% and 5.2% of the total expenditures respectively. Expenditure items that saw major increases in dollar amount were staff cost, depreciation of property, plant and equipment and expenses on the 25th anniversary activities. Other expenditure items that saw major decreases are office accommodation related expenses and lease rentals.



監管局行政部門

The EAA Administration

技能提升配對資助計劃

監管局於2022年6月完成了政府技能提升配對資助計劃下舉辦的兩項培訓課程。舉辦兩項培訓課程的總支出為514,860元（其他行政開支除外），其中75%由政府補助。

Matching Grant Scheme for Skills Upgrading

The EAA completed the two training programmes organised under the Government's Matching Grant Scheme for Skills Upgrading in June 2022. Total expenditure for organising the two training programmes was \$514,860 (excluding other administrative expenses) of which 75% was subsidised by the Government.

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 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.

除了監管局舉辦與地產代理業界一同參與的企業社會責任活動外，監管局員工亦參與了多項其他企業社會責任活動。

Apart from the CSR activities organised by the EAA for the participation of the estate agency trade, staff of the EAA also joined a number of other CSR activities.



監管局員工積極參與由社福機構舉辦的賣旗日。
The EAA Staff participated in the Flag day organised by social welfare organisations.

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，監管局亦積極支持「公益金及時抗疫基金」舉辦的籌款活動，向受疫情影響人士及家庭提供經濟援助，尤其是失業人士及就業不足者。

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, Flag day, etc.) and community services of non-profit making organisations.

This year, the EAA also supported the fund-raising activity organised by The Community Chest Pandemic Rainbow Fund (Pandemic Rainbow Fund) to provide financial assistance to the individuals and families affected by the pandemic, especially the unemployed and underemployed.



監管局員工一起行山及清潔山野。
The EAA Staff go hiking together and clean up the mountains.



監管局員工參與堅農圃生態環境護理及種植義工活動。
The EAA Staff participated in environment conservation and planting volunteer activities at K-Farm.

監管局行政部門

The EAA Administration

後50 • 實習生計劃

監管局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，監管局主動向其中一位實習生提供臨時職位，並在實習生完成臨時職位工作後聘用為全職員工。

Post-50 Internship Programme

The EAA joined the Post-50 Internship Programme held by the Employees Retraining Board 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 one of the participants a temporary job, which was followed by a full-time appointment after her satisfactory completion of the temporary job.



監管局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 Employees Retraining Board.

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，透過第六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 sixth 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，包括安裝節能空調及照明系統、使用自動關閉照明系統和空調的定時器、設立傳感器，當辦公室某區域內無人走動時關閉照明、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、「綠色低碳日」等。

Environment

The EAA strives to operate as an environmentally friendly organisation and promotes the same to its staff. Green office measures adopted range from the installation of energy saving air-conditioning and lighting, timer for switching off lighting and air-conditioning automatically, sensor for turning off lighting when no one is moving around the area, to 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, etc.

The EAA also participated in several environmental initiatives during the year, e.g. Biz-Green Dress Day, Green Low Carbon Day.



監管局員工參與由建造業議會及香港綠色建築議會舉辦的「輕•型上班日」。

The EAA Staff participated in “Biz-Green Dress Day” co-organised by the Construction Industry Council and the Hong Kong Green Building Council.

資訊科技

網上服務

儘管因應2019冠狀病毒病疫情緩和，監管局的運作已恢復正常，但持牌人和公眾的習慣已出現變化，更多用戶使用網上服務，並傾向選擇透過電子方式與本局聯絡。因此，監管局推出了多項特別措施，例如開發用於招聘的網上評估平台及其他網上服務，以便對內提升工作效率，對外為用戶提供更豐富的體驗。

Information Technology

Online services

Although the COVID-19 pandemic is alleviating and the operations of the EAA have resumed to normal, the habits and behaviours of the licensees and the general public have changed. More users have switched to the use of online services and preferred to interact with the EAA through electronic means. As a result, the EAA pursued a number of ad hoc initiatives such as the development of an online assessment platform for recruitment and other online functions which could improve the working efficiency internally and enrich users' experience externally.

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，確保有系統與業界的標準相符且為最新版本。

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.