

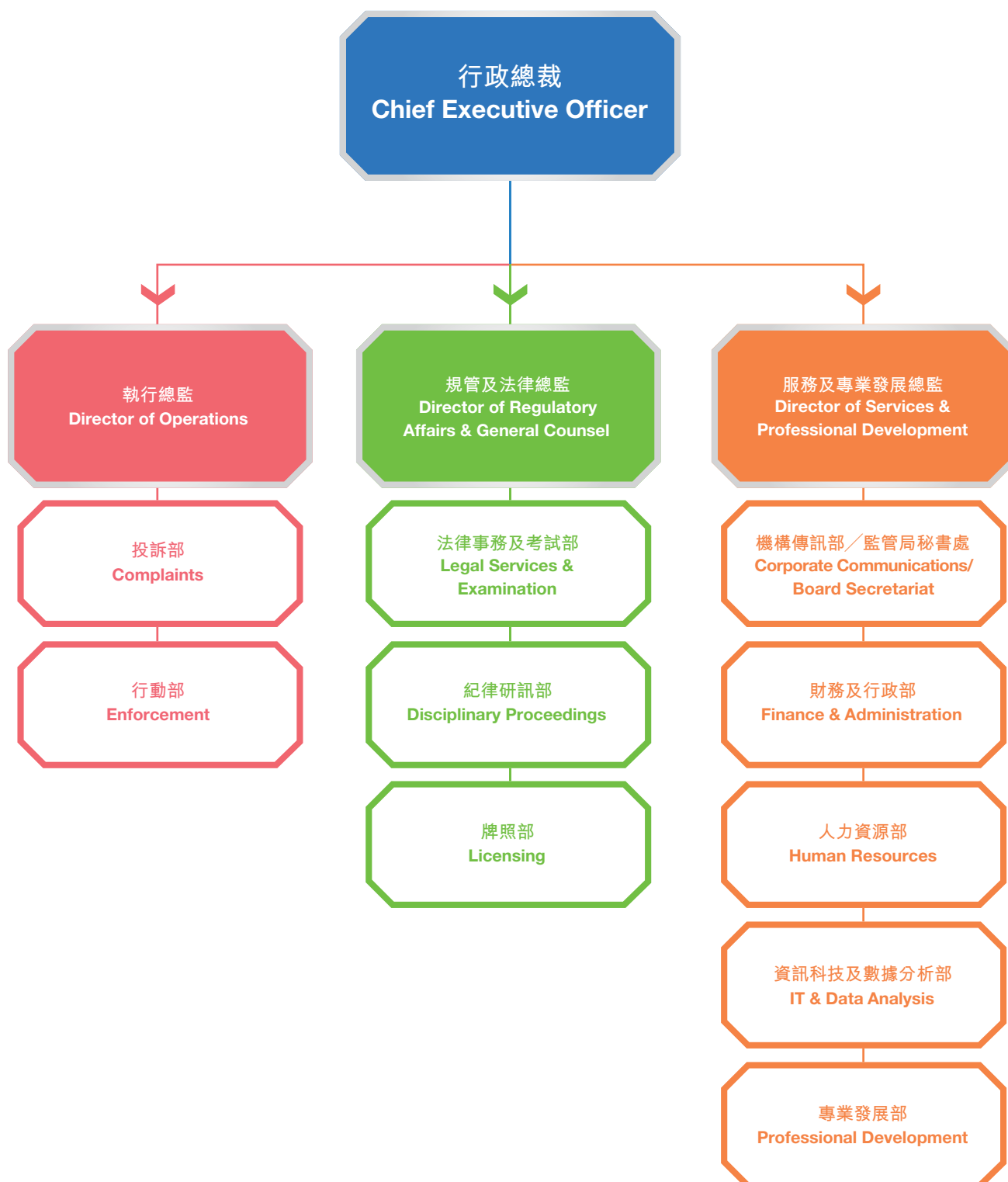
監管局行政部門

The EAA Administration

組織和員工 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	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



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

② 法律顧問容慧敏女士
Ms Jennifer YUNG
Legal 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 規管及法律總監梁德麗女士
Ms Juliet LEUNG
Director of Regulatory Affairs
and General Counsel

⑤ 執行總監陳汝傲先生
Mr CHAN U Keng
Director of Operations

⑥ 法律顧問梁耀光先生
Mr YK LEUNG
Legal Counsel

⑦ 財務及行政部經理張敏莉女士
Ms Mary CHANG
Manager
(Finance and Administration)

⑧ 投訴部經理徐佩儀女士
Ms Susanna TSUI
Manager (Complaints)

⑨ 行動部經理陳藹霞女士
Ms Anita CHAN
Manager (Enforcement)

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

⑪ 機構傳訊部高級經理鄭麗珊女士
Ms Anissa CHENG
Senior Manager
(Corporate Communications)

⑫ 專業發展部經理葉庭熙先生
Mr Hei IP
Manager (Professional Development)

⑬ 投訴部經理莊小珮女士
Ms Christine CHONG
Manager (Complaints)

⑭ 考試部經理李文慧女士
Ms Grace LI
Manager (Examination)

⑮ 資訊科技及數據分析部經理
楊真儀女士
Ms Jennis YEUNG
Manager (IT & Data Analysis)

⑯ 法律事務部經理董逸婷女士
Ms Ingrid TUNG
Manager (Legal Services)



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2024年3月31日，監管局職員編製共有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。本局於2023年底進行了一次薪酬檢討，並調整了2024/25年度的工資範圍，而2024年度與表現掛鈎的薪酬調整幅度亦根據了市場水平而作出了調整。

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	1
\$2,500,001 – \$3,000,000	2
\$4,500,001 – \$5,000,000	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 2024, 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. A review was conducted at the end of 2023 and as a result, the pay ranges for 2024/25 were revised and the 2024 annual performance-linked pay adjustments were determined in line with the market.

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

培訓與溝通

員工培訓與發展

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，監管局員工應對防止貪污及誠信事宜有高度認知。為此，所有新入職員工都必須參與由香港廉政公署舉辦的「誠·公·SUCCESS」公共機構誠信網上課程，以提高他們對香港反貪法例及處理利益衝突的認知能力和警覺性。

為提升新入職員工的解難能力，以及幫助他們與各部門的資深員工建立關係，本局在新員工入職培訓計劃中安排了一個經驗分享工作坊。

為提升監管局員工的生產力和工作效率，監管局於年內舉辦了一個Microsoft Excel進階課程，讓員工全面掌握Excel的基本功能及數據處理與分析的相關技術。

所有培訓活動皆為提升本局員工的專業知識水平及技能，讓他們充分發揮潛能，以迎接日後更大挑戰和成就。

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 possess a high level of awareness on corruption prevention and flawless integrity. For this purpose, all newly joined staff are required to take the "Integrity e-Learning Course for Public Bodies" available from the ICAC website, so as to enhance their knowledge and awareness of the anti-corruption laws in Hong Kong, as well as the handling of conflict of interest.

To improve new staff's problem solving skills while helping them establish relationships with experienced staff from various sections, an experience sharing workshop was organised as part of the EAA's orientation programme for newly joined staff.

To enhance EAA staff's productivity and work efficiency, a Microsoft Excel Advanced course which provided a comprehensive understanding of the essential Excel functions and techniques for data processing and analysis was arranged during the year.

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.



監管局在新員工入職培訓計劃中安排經驗分享工作坊。

An experience sharing workshop was organised as part of the EAA's orientation programme for newly joined staff.



為提升監管局員工的生產力和工作效率，監管局於年內舉辦了Microsoft Excel進階課程。

To enhance EAA staff's productivity and work efficiency, a Microsoft Excel Advanced course was arranged during the year.



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。

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.



監管局舉辦不同的員工活動如午間工作坊、行山團等。

The EAA held different staff activities, such as lunchtime workshop and hiking tour etc.

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為培養團隊精神及歸屬感，監管局於年內舉行了若干員工福利活動，如各部門員工參與佈置的靜休息室、節日禮物、「鬆一鬆」日、各式工作坊及年度聖誕午餐等。

監管局指派了四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

監管局連續九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。

To foster team spirit and sense of belonging, staff welfare activities, such as a staff relaxation corner, festival gifts, chill out day, lunchtime workshops, and Christmas lunch, were arranged during the year.

This year, four EAA staff were assigned to attend training and certified as Mental Health First Aiders under a programme organised by the 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

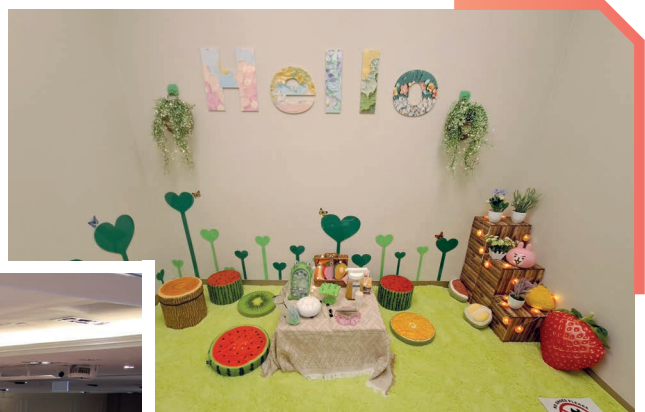
Corporate awards

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



監管局舉辦年度聖誕午餐。
The EAA held an annual Christmas lunch.



不同部門員工參與佈置的靜休息室。
The relaxation corner is decorated by staff from different departments.

監管局榮獲循道衛理中心頒發2023年健康企業嘉許計劃的金獎，以表揚我們在關懷員工健康及締造友善工作環境方面的努力。

員工獎項

監管局的一位牌照部主任獲頒「2023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九年獲頒發該等獎項。

The EAA was awarded by the Methodist Centre the gold award under the 2023 Healthy Corporate Award Scheme in recognition of our efforts on caring for the health of employees and creating an employee-friendly workplace.

Staff awards

An Officer of the Licensing Section received “The Ombudsman’s Award 2023” for “Officers of Public Organisations” in recognition of his professional and positive attitude in serving the public and handling complaints and enquiries. This was the ninth consecutive year that the EAA staff have received the Award.



監管局的一位牌照部主任獲頒「2023申訴專員嘉許獎－公職人員獎」。
An Officer of the Licensing Section received “The Ombudsman’s Award 2023” for “Officers of Public Organisations”.



監管局在循道衛理中心主辦的「健康企業嘉許計劃2023」中，榮獲健康企業金獎。
The EAA has been awarded the Gold Award in the Healthy Corporate Award 2023 organised by the Methodist Centre.

財務回顧

收入及開支

監管局於本年度錄得1,150萬元盈餘(相比去年錄得1,680萬元盈餘)。監管局在本年度的總收入為9,330萬元，較上年度減少300萬元或3%。本年度的開支為8,190萬元，較上年度增加220萬元或2.9%。

Financial Review

Income and expenditure

For the year under review, the EAA reported a surplus of \$11.5 million (as compared to a surplus of \$16.8 million last year). Income for the year was \$93.3 million, a decrease of \$3.0 million or 3% over the previous year. Expenditure for the year was \$81.9 million, representing an increase of \$2.2 million or 2.9% compared to the previous year.

監管局行政部門

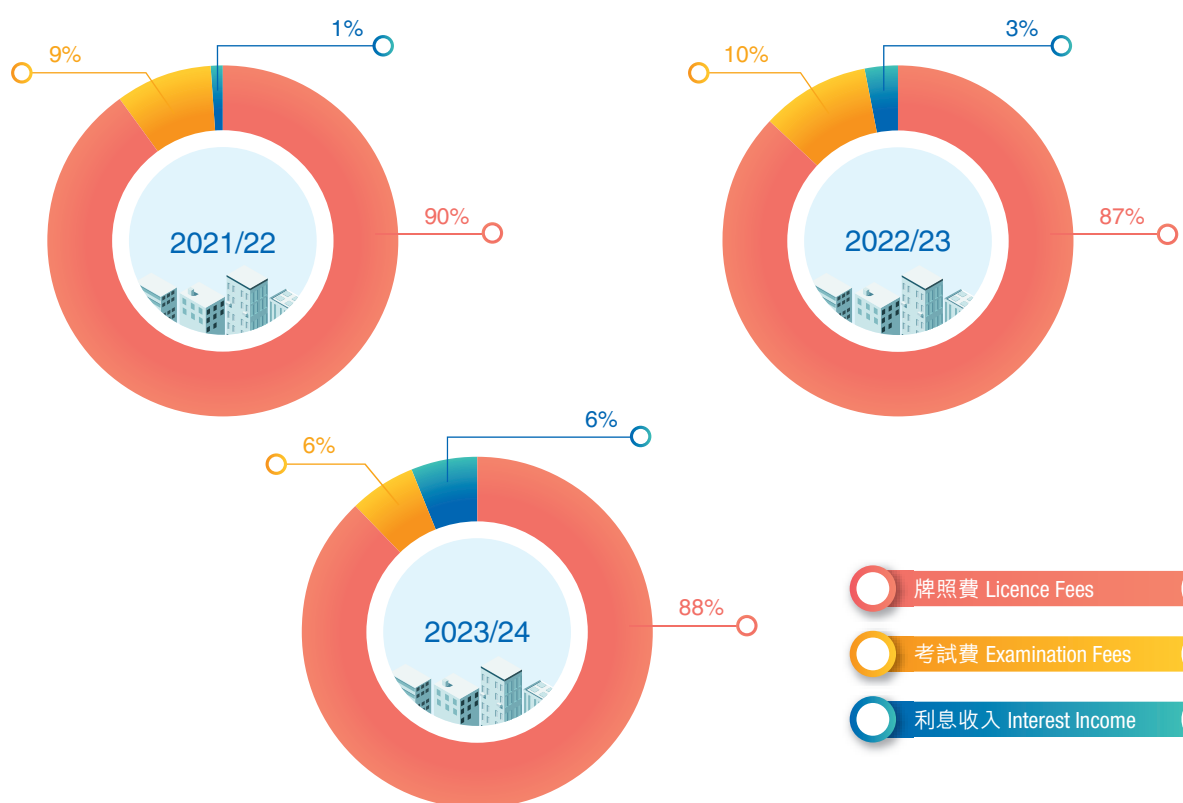
The EAA Administration

收入

牌照費收入為8,190萬元，佔總收入的87.7%，較上年減少200萬元或2.3%。年內的考試費收入為540萬元，較上年減少了400萬元或43%，主要原因是由於樓市下行導致報考人數減少。利息收入為600萬元，較上年增加310萬元，增幅達102%，主要原因是銀行存款利率上升所致。

Income

Licence fee income, contributing 87.7% of the total income, was \$81.9 million, representing a decrease of \$2.0 million or 2.3% over the previous year. Examination fee income was \$5.4 million, representing a decrease of \$4 million or 43% over the previous year, mainly due to a decrease in demand for examinations in the midst of a declining property market. Interest income was \$6 million, representing an increase of \$3.1 million or 102% over the previous year, due to the increase in bank deposit interest rate.



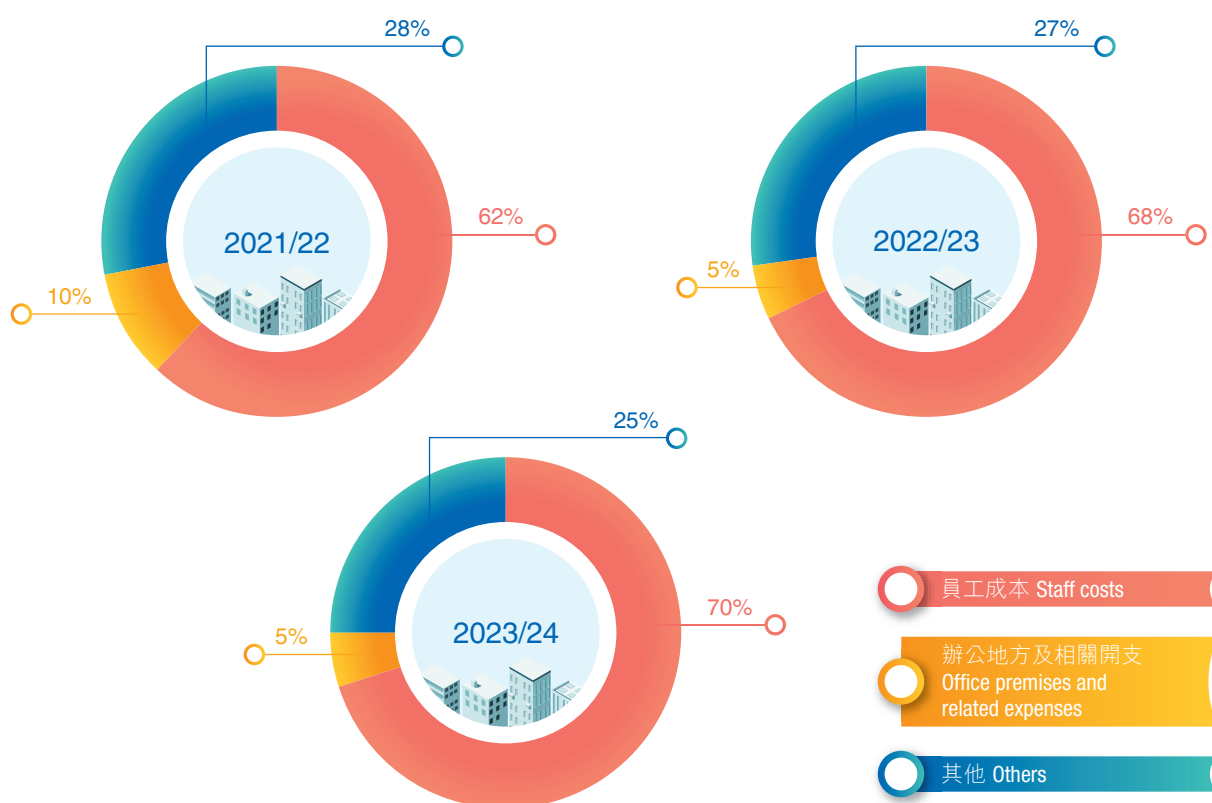


支出

員工成本與辦公地方及相關開支為兩大主要開支，分別佔總開支約70.2%及5%。主要金額增加的支出項目為員工成本，因為空缺職位陸續被填補；而其他主要金額減少的支出項目則為考試服務費，以及物業、辦公地方和設備之折舊。

Expenditure

Staff costs, and office premises and related expenses were two major expenditure items, accounting for about 70.2% and 5% of the total expenditures respectively. Expenditure items that saw major increases in dollar amount were staff cost because the vacancies were filled up gradually. Other expenditure items that saw major decreases were service fees for examination and depreciation of property, plant and equipment.



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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，有賴監管局全人的努力。

監管局除了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。

參與慈善活動

為關懷弱勢社群及社會上有需要的人士，監管局於年內成立義工隊全力支持非牟利機構所舉辦的籌款活動(如公益便服日、公益愛牙日、公益行善「折」食日等)及社區服務。

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.

As well as 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.

Charity participation

To show our care to the underprivileged and those in need as well as to protect the community environment, the EAA established a Volunteer Team during the year to support various fund-raising activities (e.g. Dress Casual Day, Love Teeth Day, Skip Lunch Day, etc.) and community services of non-profit making organisations.



監管局的義工隊全力支持非牟利機構所舉辦的籌款活動。
The EAA's Volunteer Team supported various fund-raising activities held by non-profit making organisations.



「共創明『Teen』計劃」

為響應政府的「共創明『Teen』」計劃，監管局為參加計劃的中一至中四學生舉辦了「介紹地產代理監管局及地產代理行業-『入行知多啲』」活動，以介紹地產代理行業及監管局的功能。

“Strive and Rise Programme”

To echo the appeal of the Government for supporting the “Strive and Rise Programme”, the EAA organised an activity entitled “Introducing the Estate Agents Authority and the estate agency industry” for Form 1 to Form 4 secondary school students who participated in the Strive and Rise Programme to introduce to them the estate agency trade and the function of the EAA.



監管局向參加「共創明『Teen』計劃」的學生介紹地產代理行業及監管局的功能。

The EAA introduced the estate agent industry and the function of the EAA to the students participated in the “Strive and Rise Programme”.

「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。其中一位實習生於實習完結後繼續在監管局工作。

“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, one of the participants continued to work for the EAA.



監管局參與由僱員再培訓局舉辦的「後50 • 實習生計劃」。

The EAA participated the “Post-50 Internship Programme” held by the Employees Retraining Board.

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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，即場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。

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。

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 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.

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「輕•型」上班日及「綠色低碳日」。

The EAA's staff participated in Biz-Green Dress Day and Green Low Carbon Day.



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，監管局不斷開發更多網上功能，以便對內提升工作效率，對外為用戶提供更豐富的體驗。

網路安全

隨着網絡攻擊和資料外洩風險持續增加，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。年內，監管局對本局電腦系統及網絡進行了額外的安全檢查，以確保所有保安軟件均為最新版本，並確保沒有連接可疑的連結，以避免受到網絡攻擊的風險。

Information Technology

Online services

Although the community started to recover from the impact of COVID-19 and the EAA has resumed its normal activities, 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 has been developing more online functions which could improve the working efficiency internally and enrich users' experience externally.

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. During the year, an extra health check was conducted on the EAA's computer system and network to ensure that all security software was up-to-date and there was no unattended connections which would otherwise expose the EAA to the risk of cyber-attack.