



機構發展

Corporate Development



過去多年，考評局持續提升員工能力與改善福利，並制定機構的繼任計劃。我們亦實施了多項計劃，以優化考評局運作效率與長遠發展。

員工健康

2018年9月1日起，考評局大多數辦事處開始推行「五天工作周」。作為家庭友善、關懷員工的僱主，我們於有關法例尚未生效前已實施將待產假增至五天，以及增加分娩假至14周。

僱員關係

我們於2018年1月及8月舉行全體同事聚會，發布機構的最新消息，包括考評局的最新發展及人力資源政策的新資訊，以及考評局的成就和取得的認可等。

為激勵員工士氣，考評局繼續嘉許表現卓越與長期服務的員工和優異團隊。2018年，有51名員工獲頒長期服務獎，並有三個來自不同部門、負責不同項目的團隊獲得嘉許。

員工發展

2018年，參加各項培訓課程的考評局員工超過1,200人次。我們為不同級別的員工開辦的新培訓課程陸續展開，課題涵蓋活動管理、顧客服務、正面企業文化，以及有關版權、知識產權、合約法、數據私隱、公開資料守則與紀錄管理等。

自2016年起，考評局開辦評核素養培訓課程，為員工提供實務的培訓，而本年的課程重點為加強員工統計分析技巧及擬定多項選擇題的知識。

為確保機構人力的持續發展，我們在考評局的繼任計劃內制定了人才管理策略，並於2018年11月展開新一輪的領袖發展計劃，為具潛質接任重要職位的人選設計個人化的發展計劃。

Throughout the years, the HKEAA has worked on continuous improvement in staff capacity and welfare, and developed its succession plan. A number of initiatives were put in place to enhance operational efficiency and the long-term development of the HKEAA.

Staff Wellness

This year, the HKEAA rolled out its '5-day work week' effective 1 September among most offices. As a family-friendly and caring employer, we had also prepared for the implementation of the enhanced paternity leave of five days and maternity leave of 14 weeks, well before they became mandatory by law.

Employee Relations

Biannual All Staff Meeting were held in January and August 2018 to share corporate-wide updates, including latest development of the HKEAA and updates on human resource policies, as well as various achievements and recognition received.

To boost staff morale, the HKEAA continued its recognition of distinguished and long-serving staff members and outstanding teams. In 2018, 51 staff members were presented with Long Service Awards, while three teams spanning all divisions responsible for various projects were given the Outstanding Team Awards.

Staff Development

In 2018, more than 1,200 participants attended various training courses. New training programmes for staff at different levels were launched, covering topics such as event management, customer services, positive corporate culture, as well as talks on copyright, intellectual property, contract law, data privacy and code on access to information, records management and so forth.

Our assessment literacy training programme has continued to provide hands-on training for staff members since 2016. For this year, the focus is to enhance their statistical analysis skills and enrich their knowledge in designing multiple choice questions.

To ensure sustainable development of our workforce, we have formulated a talent management strategy in the HKEAA's succession plan and a new phase of the Leadership Development Programme, comprising individualised development plans for potential successors of critical positions was kick-started in November 2018.

企業社會責任

年內，考評局鼓勵員工參與推廣保護環境的義務工作，包括回收肥皂以捐贈發展中國家及參與馬屎洲特別地區（香港聯合國教科文組織世界地質公園）之海岸清潔活動。我們亦發起收集文具、電器和衣物等二手物資，贈予有需要人士。

為進一步支持環保，考評局積極推動「無紙化」運作，如「無紙化」會議，逐漸減少印刷文憑試《考試報告》及《考生手冊》等紙本刊物。年內回收印刷品及紙張約15萬公斤。

Corporate Social Responsibility

During the year, the HKEAA encouraged staff participation in environmental volunteering work through a number of programmes, which included soap recycling for donation to developing countries and coastal clean-up at Ma Shi Chau Special Area (Hong Kong UNESCO Global Geopark). Second-hand items including stationery, electrical appliances and clothing were collected from staff for donation to the needy.

To move towards being a more environmentally friendly organisation, the HKEAA has engaged in a 'paperless' drive in business operation, for example by conducting 'paperless' meetings. We also gradually moved away from providing print version of publications such as Examination Report and Handbook for Candidates of the Hong Kong Diploma of Secondary Education Examination (HKDSE). This year around 150,000 kg of printed materials and used papers were recycled.



考評局員工參與馬屎洲特別地區（香港聯合國教科文組織世界地質公園）海岸清潔活動，學習關於地質及環保知識，並義務清理海灘垃圾

HKEAA staff participated in the coastal clean-up at Ma Shi Chau Special Area (Hong Kong UNESCO Global Geopark) to learn about the special geological features of this area and to volunteer in beach cleaning



考評局職員張藹汶女士（左二）及周美儀女士（中）獲頒「申訴專員嘉許獎－公職人員獎」

Ms Maggie Cheung Oi-man (second from left) and Ms Tammy Chow Mei-yee (middle), staff members of the HKEAA, received The Ombudsman's Awards for Officers of Public Organisations

卓越服務 Service Excellence

考評局職員連續七年獲頒申訴專員嘉許獎，肯定同事在客戶服務的專業表現。今年的得獎者為國際及專業考試部的張藹汶女士，以及公開考試資訊中心的周美儀女士。兩位同事均熱心為考生及公眾人士提供優質服務，並以正面及不偏不倚的態度處理公眾查詢與投訴。由2012年至今，合共有11名考評局職員獲申訴專員嘉許。

For seven years in a row, HKEAA staff members have received The Ombudsman's Awards in recognition of their professional customer service. The proud awardees this year are Ms Maggie Cheung Oi-man from the International and Professional Examinations Division, and Ms Tammy Chow Mei-yee from the Public Examinations Information Centre. Both of them have demonstrated a strong passion for providing excellent services to candidates and members of the public, as well as handling their enquiries and complaints in a positive and impartial manner. Since 2012, a total of eleven HKEAA staff members have been commended by The Ombudsman.

多年來考評局積極推動無障礙網頁設計。我們於2018年獲頒「無障礙網頁嘉許計劃」的「三連金獎」，認可考評局提供無障礙網頁資料方面所作的貢獻。

For years the HKEAA has been promoting web accessibility. In 2018 the HKEAA received the 'Triple Gold Award' in the 'Web Accessibility Recognition Scheme' in recognition of its efforts to make online information accessible to all.

我們亦獲僱員再培訓局「ERB人才企業嘉許計劃2018」，嘉許為「人才企業」，認可考評局在帶領學習文化、資源策劃、培訓及發展系統、績效管理及開發人力資源的企業社會責任五個範疇上的卓越表現。

The HKEAA was accredited as a 'Manpower Developer' in the 'ERB Manpower Developer Award Scheme 2018' organised by the Employees Retraining Board in recognition of its outstanding performance in five aspects - leading a learning culture, resources planning, training and development system, performance management, and corporate social responsibility in manpower development.

科技更新 Technology Refresh

提升公開考試支援系統

2008年推出的公開考試支援系統是由試場通訊及支援系統、出席紀錄及答卷收集系統，以及口試錄影系統組成。該系統支援各試場與考評局指揮中心的即時通訊、記錄考生的出席情況、點算答卷數量，並為口試過程作錄影。

隨著有關設備日益老化，由2018年起，我們分階段更換系統的組件，包括電腦條碼掃描器、攝錄機和電腦。年內，我們亦引入以智能手機錄影文憑試英國語文科的口試。因效果理想，2019年的中國語文科口試及教師語文能力評核的口試部分亦會採用智能手機錄影考試過程。

Upgrading the Public Examination Support System

Introduced in 2008, the Public Examination Support System (PESS) is a consortium of the Public Examinations Communication and Support System, the Attendance and Script Tracking System and the Oral Recording System. It has been a critical system supporting live communication between examination centres and the HKEAA's Command Centre, taking candidates' attendance and counting answer scripts, and providing video capturing service for speaking examination proceedings.

In view of the ageing equipment of the PESS, replacement of the relevant components of the system, including barcode scanners, video cameras and computers, commenced from 2018 by phases, and smartphones were adopted in 2018 for the video-recording of the HKDSE English Language speaking examinations. Given the satisfactory result, smartphones would be used in recording the speaking examinations of the HKDSE Chinese Language, as well as the Language Proficiency Assessment for Teachers (LPAT) in 2019.



隨著第二代公開考試支援系統之推出，考務人員會在所有文憑試口試以智能手機攝錄考試情況

With the implementation of second generation of the Public Examination Support System (PESS2), examination personnel are able to video-record all speaking examinations in the HKDSE with smartphones

文憑試考試系統的技術更新

文憑試考試系統的多個組件將不再獲供應商支援。為解決這問題，文憑試考試系統的技術更新工程已於2018年4月開展。更新後之系統模組將在2019年3月至2021年底分階段推出。完成更新後，可通過技術標準化提高系統持續性，並配合流動通訊設備，為未來發展作準備。

第二代網上評卷系統

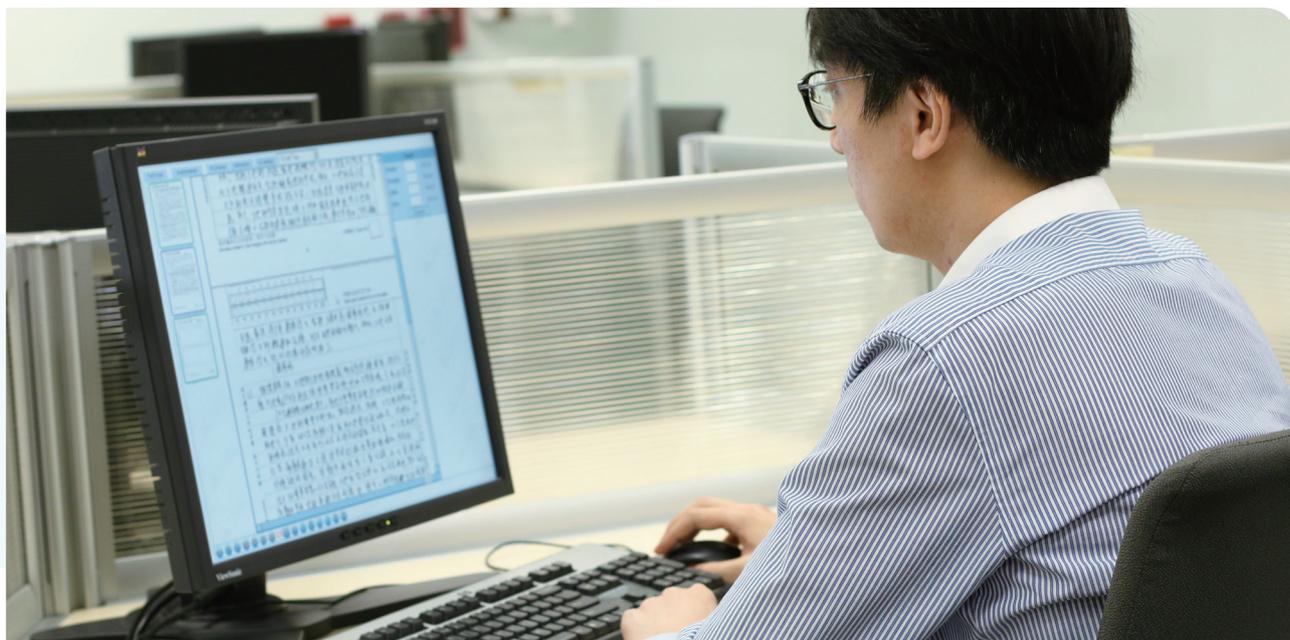
網上評卷系統的更新計劃於2018年8月順利完成，並於同年的文憑試、全港性系統評估及教師語文能力評核全面應用。新系統優化了30多項操作功能，並提升解像度以提供更清晰的答卷影像，從而提高評閱效率。

Technology Refresh of the HKDSE Examination System

Various components of the HKDSE Examination System are facing the end-of-service life issue. To resolve this issue, the technology refresh project for the HKDSE Examination System was launched in April 2018. The refreshed system modules would be delivered gradually from March 2019 and up to the end of 2021. Upon completion of the technology refresh, system sustainability will be achieved through technology standardisation, and mobile-readiness would also be available to pave the way for future development.

The Second Generation Onscreen Marking System

The technology refresh for the Onscreen Marking System was successfully completed in August 2018 with full implementation in the HKDSE, the Territory-wide System Assessment and the LPAT in 2018. More than 30 operational functions have been optimised and the image resolution has been upgraded to improve the clarity of the script display, thereby enhancing marking efficiency.



第二代網上評卷系統於2018年文憑試全面運作，提升評閱效率

Onscreen Marking System 2 was in full operation in 2018 HKDSE to improve marking efficiency

開發綜合機構服務系統

為提升考評局的運作效率，我們於2018年展開綜合機構服務系統之可行性研究，以整合包括財務、人力資源、採購及檔案管理等不同系統，預計於2019年中進行招標及展開系統開發工程。新的綜合系統有助考評局減省處理檔案的行政開支、減低紙本工作流程引致的人為錯誤，以及整合投放在不同系統平台的資源。

Developing an Integrated Corporate Services System

In order to enhance the operation efficiency of the HKEAA, a feasibility study on developing an integrated corporate services system straddling finance, human resources, procurement, and document management systems was conducted in 2018. The development work and tendering of the project is expected to start in mid-2019. With the new integrated system, the HKEAA can save administrative cost for documentation, reduce human errors involved in paper-based workflow, and rationalise the investment in scattered system platforms.

財政 Finance

考評局是獨立的法定機構，主要收入來自考試費及其他評核服務。為確保財政穩健，我們一向採取積極措施減低營運開支，並根據運作需要，持續檢視設施和人力資源的安排，以優化營運。

The HKEAA is an independent, statutory body with its income mainly derived from examination fees and other assessment services. A prudent financial management approach has been adopted and proactive measures are taken to reduce our recurring expenditure through continuous review of facilities and human resources management based on operational needs for capacity optimisation.

截至2018年8月31日，考評局儲備為港幣1.848億元，較上年度減少港幣約1,010萬元。受考生人數下降影響，令文憑試的虧損擴大，我們於2017/18年度錄得港幣1,010萬元赤字。然而，來自國際及專業考試與其他本地考試的收入則增長約百分之九。由於有效控制行政及其他營運費用與部分考務人員的開支，本年度的總支出較去年減少港幣約200萬元。

As of 31 August 2018, the reserve balance of the HKEAA was reported at HK\$184.8 million, representing a drop of HK\$10.1 million as compared with that of the previous year. The deficit of HK\$10.1 million for 2017/18 mainly reflects the deficit from the operation of the HKDSE due to the decline in candidature. Income from international and professional examinations and other local examinations, however, recorded an increase of about 9%. Total expenditure decreased by about HK\$2 million compared to last year, due to effective expenditure control on administration and other operating expenses, as well as certain examination personnel expenses.

受本地出生率下降影響，未來考生人數將持續下降。考評局沒有政府的經常性撥款，故必須維持充足的儲備，確保有效運作。

政府已批准在2018/19至2021/22四個年度向考評局提供合共港幣3.6億元的非經常性撥款，以紓緩因文憑試整體考生人數下降而為考評局帶來的財政壓力，確保公開試的平穩發展，為市民提供優質及多元化的考評服務。考評局會繼續與教育局協商，研究長遠可行的財務方案。

In the near future, there will be a continuous drop in candidature as a result of the declining birth rate in Hong Kong. Without any recurrent funding from the Government, it is important for the HKEAA to maintain a sufficient reserve balance to enable effective operation.

In the coming four years, the Government had approved a non-recurrent funding of HK\$360 million for the HKEAA from 2018/19 to 2021/22, with a view to alleviating the financial pressure of the HKEAA caused by the declining candidature of the HKDSE to ensure the stable development of public examinations, and the continuous provision of quality and diversified examination and assessment services for the community. The HKEAA will continue discussions with the Education Bureau to work out a long-term funding model.