

## 機構管治 | Corporate Governance



### 問責與透明度

平機會是以公帑資助的法定機構，在日常運作中必須履行問責和維持透明度。除了恪守嚴格的機構指引和規定，平機會還透過不同途徑及媒介，例如新聞發布會、平機會網站、社交媒體專頁，以及平機會半年刊《平等點•線•面》和電子通訊等刊物，恆常與持份者保持聯繫，並讓持份者及公眾知悉平機會的最新工作。為了進一步提高平機會工作的透明度，平機會向立法會政制事務委員會提交其周年工作計劃，並於平機會網站內發布平機會管治委員會的會議記錄，以及披露管治委員會及專責小組會議的出席記錄。

### 財政監控

平機會一直沿用嚴格的內部監控制度，適當的申報機制及程序，小心謹慎和努力盡責地管理財政。這些制衡措施確保平機會能以高效和符合成本效益的方式運用資源。

### 服務承諾

平機會制定了一套以回應時間計算的服務標準，以評估及量化服務水平。平機會於2018/19年度在所有主要服務承諾中均達標，大部分項目都有出色表現，詳情載於下表。

### Accountability and Transparency

As a statutory body using public funds, the EOC is aware of the importance of upholding accountability and transparency in its daily operation. Besides adhering to stringent corporate guidelines and regulations, the EOC maintains regular communication with stakeholders, keeping them and the general public informed about its latest work through different channels and mediums, such as media briefings, the EOC website, social media pages, and publications such as the EOC journal *Equality Perspectives* and the e-news. Further transparency measures include presenting the EOC's annual work plan to the Legislative Council Panel on Constitutional Affairs, and posting minutes of the EOC Board meetings, as well as the attendance records of EOC Board and Committee meetings, on the EOC website.

### Financial Control

The EOC has all along exercised great care and diligence in managing its finances, with stringent internal control system, appropriate reporting mechanisms, and proper procedures and processes in place. These checks and balances ensure that the EOC expends its resources in an efficient and value-for-money manner.

### Performance Pledge

The EOC has in place a set of standards, which are expressed generally in terms of responding times, to measure and quantify its performance. In 2018/19, the EOC achieved all the major standards in its performance pledge, excelling in most of the targets. The details are shown in the following table.



## 平機會於2018/19年間的服務承諾 EOC's Performance Pledge in 2018/19

	服務標準 Service standard	服務表現目標	實際表現	
		(達標的百分比) (% Meeting standard)	(百分比) (Percentage)	(數目) (Number)
<b>查詢</b> Enquiry				
在辦公時間內回覆電話查詢 Answer telephone enquiries during office hours	即時 Immediately	95%	100%	總數： Total: 6,046 達成： Met: 6,046 未達成： Not met: 0
接見到辦事處查詢的人士 Interview a walk-in enquirer at EOC office	30分鐘內 Within 30 minutes	95%	100%	總數： Total: 140 達成： Met: 140 未達成： Not met: 0
回覆複雜的書面查詢 Reply to written enquiries on complex issues	14個工作天內 Within 14 working days	95%	100%	總數： Total: 521 達成： Met: 521 未達成： Not met: 0



	服務標準 Service standard	服務表現目標	實際表現	
		Performance target (達標的百分比) (% Meeting standard)	(百分比) (Percentage)	(數目) (Number)
<b>投訴</b> Complaint				
對書面投訴作出初步回應 Initiate action on a written complaint	3個工作天內 Within 3 working days	100%	100%	總數 : 1,059 Total: 達成 : 1,059 Met: 未達成 : 0 Not met:
經預約安排，接見有意提出 投訴的人士 Interview a prospective complainant asking for an appointment	5個工作天內 Within 5 working days	95%	100%	總數 : 7 Total: 達成 : 7 Met: 未達成 : 0 Not met:
完成處理投訴個案 Conclude a complaint case	6個月內 Within 6 months	75%	81%	總數 : 941 Total: 達成 : 758 Met: 未達成 : 183 Not met:
<b>法律協助</b> Legal assistance				
審批法律協助的申請並回覆 申請者 Make a decision and inform an applicant of the outcome of application for legal assistance	3個月內 Within 3 months	85%	100%	總數 : 45 Total: 達成 : 45 Met: 未達成 : 0 Not met:



	服務標準 Service standard	服務表現目標	實際表現	
		Performance target (達標的百分比) (% Meeting standard)	(百分比) (Percentage)	(數目) (Number)
<b>公眾教育及宣傳</b> Public education and promotion				
安排有關平等機會及法例的講座 Meet requests for talks on equal opportunity issues and legislation	6個月內 Within 6 months	95%	100%	總數： Total: 411 達成： Met: 411 未達成： Not met: 0
處理市民以郵寄或傳真方式索取平機會刊物 Meet requests by mail or fax for EOC publications	3個工作天內 Within 3 working days	95%	100%	總數： Total: 139 達成： Met: 139 未達成： Not met: 0
回應團體探訪要求 Meet requests for guided group visits	5個工作天內 Within 5 working days	95%	100%	總數： Total: 10 達成： Met: 10 未達成： Not met: 0
舉辦主要宣傳活動 Convene major promotional events	12個月內 Within 12 months	80項活動 80 activities	100%	總數： Total: 114* 達成： Met: 114* 未達成： Not met: 0
參加者對平機會舉辦的培訓服務感到滿意 Participants satisfied with the training services provided by the EOC	滿意 Satisfactory	80%	99.6%	總數： Total: 10,621 達成： Met: 10,574 未達成： Not met: 47

\*註： 2018年4月1日至2019年3月31日舉辦的實際活動數目為114項。

\*Note: The actual number of activities convened from 1 April 2018 to 31 March 2019 is 114.



## 提升服務

### 電話錄音系統

平機會於2018年5月引入自動電話錄音系統，該系統是為處理公眾來電查詢及投訴的前線職員而設，主要目的是提升服務水平，保障平機會職員及外界人士在雙方通話時免受不受歡迎、騷擾、威嚇或猥褻的言辭攻擊，以及協助平機會公平有效地處理外界人士對平機會及/或其職員的投訴或糾紛。

平機會根據《個人資料（私隱）條例》、個人資料私隱專員公署發出的相關實務守則、指引及指引資料，以及該公署的建議，分別為員工及服務使用者制定了兩套政策及程序。此外，平機會還擬備了常見問與答資料，供員工參考。

為檢討電話錄音系統的成效，平機會在2018年11月舉行焦點小組討論，收集有關員工對電話錄音系統的意見。該檢討旨在進一步改善政策及程序，以及優化電話錄音系統的運作。總括而言，員工對採用電話錄音系統反應正面：

- 沒有服務使用者反對系統自動記錄他們與平機會員工的對話，或要求不要錄下他們與員工的對話；
- 員工沒有對電話錄音提出特別關注；
- 電話錄音沒有影響有關員工的日常工作程序；以及
- 員工認為電話錄音的政策及程序，以及相關問與答資料有效充足。

## Enhancement to Services

### Telephone Recording System

In May 2018, the EOC introduced an automated telephone recording system for frontline staff members who handle public enquiries and complaints made through telephone calls. The main purposes of the system were to enhance service quality, protect both external parties and EOC staff from unwelcomed, harassing, threatening or obscene words or language in calls, and enable the EOC to deal with disputes or complaints from external parties against the EOC and/or its staff in a fair and effective manner.

The EOC developed two sets of policy and procedures for the EOC staff members and service users respectively, with reference to the Personal Data (Privacy) Ordinance, relevant Codes of Practice, Guidelines and Guidance Notes issued by the Office of the Privacy Commissioner for Personal Data and advice from the Office. Relevant Questions-and-Answers (Q&A) were also developed for staff's reference.

A review of the telephone recording ("review") was conducted in November 2018 to gather applicable staff's feedback by way of focus group discussions. The purpose of the review was to further improve the policy and procedures and the operation of the telephone recording system. Overall, the implementation of the telephone recording received positive feedback:

- No service users raised objection to the automated recording of their telephone conversations with the EOC staff nor sought to communicate over the telephone without recording;
- Staff members did not raise particular concerns about the telephone recording;
- The telephone recording did not affect the daily work processes of the staff members concerned; and
- The policy and procedures including the associated Q&A were found effective and sufficient.





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截至2019年1月31日，平機會因應三名服務使用者對職員的投訴而一共翻查了五段電話錄音。在讀取錄音後，服務使用者提出的所有指控均證實為無事實根據。

為回應相關員工在焦點小組討論中提出的意見及建議，平機會進行了數項改善措施，包括提供系統支援服務予相關同事，以及為服務使用者新增選項，假如他們之前致電平機會時，已聽取預錄信息解釋進行電話錄音的目的，便可選擇略過有關信息。

### 協助有讀寫困難的人士使用平機會服務時的指引

除電話錄音系統外，平機會於2018/19年度還推出了「協助有讀寫困難的人士使用平機會服務時的指引」。該指引提供一般原則及主要步驟，讓職員在協助有讀寫困難的服務使用者時可以依循，從而為市民提供更佳及更有效的服務。

### 程序檢討

平機會於2017年下旬就其管治、管理架構及投訴處理程序展開檢討，以審視並提升平機會服務的成效。整項檢討由現任管治委員會成員高朗先生及前任委員孔美琪博士和李翠莎博士共三人組成的「檢討委員會」監督和執行，他們並負責撰寫報告。

As at 31 January 2019, a total of five records were retrieved, arising from three service users' complaints against the EOC staff. After listening to the recording, all the allegations made by the service users concerned were found unsubstantiated.

In response to applicable staff's feedback and suggestions as gathered in the focus group discussions, the EOC made various improvements, such as providing system support to the staff members concerned and adding an option for service users to skip listening to the pre-recorded message about the purpose of telephone recording if they already listened to the information in their previous calls to the EOC.

### Guide on Providing Assistance to Service Users who have Difficulties in Writing and/or Reading Written Information when Communicating with the EOC

Besides the telephone recording system, the EOC also introduced a "Guide on providing assistance to service users who have difficulties in writing and/or reading written information when communicating with the EOC" in 2018/19. This guide aims to provide broad principles and key steps for staff members when assisting service users who have difficulties in writing and/or reading written information, with a view to offering better and more effective services for the public.

### Process Review

The EOC embarked on a review of its governance, management structure and complaint-handling process in the latter half of 2017, with a view to examining and enhancing the effectiveness of the EOC's services. The review was supervised and conducted by a three-member Review Panel consisting of current EOC Member Mr Mohan DATWANI and former EOC Members Dr Maggie KOONG and Dr Trisha LEAHY. The Review Panel also prepared the report.



另一方面，為了確保檢討全面，涵蓋不同和獨立觀點，平機會邀請了前高等法院法官芮安牟教授出任顧問，以義務形式進行獨立檢討，並撰寫報告。程序檢討工作已於2019年2月完成，而檢討委員會的報告（當中附有芮教授的報告）亦在同月獲管治委員會通過，預期有關報告將於2019年第四季發布。

與此同時，平機會在進行檢討期間已就投訴處理程序制定了若干改善措施。

To ensure a well-rounded assessment with due regard to different perspectives, the EOC invited former High Court judge Prof Anselmo REYES to conduct an additional, independent review and compile a report on a *pro bono* basis. The review exercise was completed in February 2019, and the Review Panel Report, to which Professor Reyes' report was attached as an annex, was endorsed by the EOC Board in the same month. The Review Panel Report is expected to be published in the fourth quarter of 2019.

Meanwhile, the EOC put in place various enhancement measures to the complaint-handling process, even during the review.

## 與持份者聯繫

平機會於年內持續與社區組織、學界及非政府組織保持聯繫，建立夥伴關係。主席及平機會職員除了與不同社區組織及非政府組織會面，交流意見及聽取他們對平等機會議題的建議，還出席了多項社區活動。平機會亦繼續與各國駐港外交人員、內地及海外機構和官員進行對話及交流。

## Stakeholder Engagement

The EOC continued to engage and build rapport with community groups, the academia and NGOs during the year. The Chairperson and EOC staff had meetings with different community groups and NGOs to exchange views and hear their suggestions on equal opportunities issues, and attended several community events and functions. Dialogue and exchange were also maintained with the consular communities, and Mainland and international organisations and officials.

