

## **ITEM FOR ESTABLISHMENT SUBCOMMITTEE OF FINANCE COMMITTEE**

### **HEAD 151 – GOVERNMENT SECRETARIAT : SECURITY BUREAU Subhead 001 Salaries**

Members are invited to recommend to Finance Committee the retention of the following supernumerary posts in the Security Bureau for three years with effect from 1 April 2001 to enable the continued secondment of suitable officers to the Aviation Security Company Limited –

1 Senior Assistant Commissioner of Police  
(PPS 57) (\$127,900 - \$135,550)

1 Senior Principal Executive Officer  
(D2) (\$116,650 - \$123,850)

### **PROBLEM**

The Aviation Security Company Limited (AVSECO) requires the continued service of experienced senior civil servants to fill its General Manager (GM) and Deputy General Manager (DGM) posts. The two supernumerary posts which facilitate the existing secondment arrangement will lapse on 1 April 2001.

### **PROPOSAL**

2. The Secretary for Security proposes to retain one supernumerary post each of Senior Assistant Commissioner of Police (SACP) (PPS 57) and Senior Principal Executive Officer (SPEO) (D2) for three years with effect from 1 April 2001 to enable the continued secondment of suitable officers to AVSECO as GM and DGM respectively. We shall continue to recover fully the staff cost of the secondments from AVSECO.

**/JUSTIFICATION .....**

## JUSTIFICATION

3. Since the inception of AVSECO in December 1997, the Government has seconded an SACP and an SPEO to AVSECO to fill the posts of GM and DGM with the staff cost of the secondment fully recovered from AVSECO. This arrangement has worked well and the incumbents have played a key role in developing the company's operations in the past three years in accordance with its objectives while upholding the high service standards required by the Hong Kong Aviation Security Programme (HKASP)<sup>1</sup> drawn up under the Aviation Security Ordinance (Cap. 494).

4. The two supernumerary posts are due to lapse on 1 April 2001. The Airport Authority (AA), being the parent company of AVSECO, has reviewed carefully the secondment arrangement, especially in the light of the short time span (about 2½ years) since the opening of the new airport, and considered that the two posts should be retained for a further period of three years to ensure that AVSECO, which is now undergoing a critical period of consolidation, will continue to have the security expertise and operational experience available in the Government for furthering its objectives and developing its operations to maturity. We agree with the AA and support the continuation of the secondment arrangement.

### *The nature of AVSECO's operations requires strong interface with government*

5. The nature of AVSECO's operations is such that it requires a strong interface with government departments and agencies involved in airport security operations. While the aviation security services provided by AVSECO are essential to protecting international civil aviation from acts of unlawful interference, they have also proved to be invaluable in complementing and supporting the law enforcement functions by different disciplined forces at the airport. For instance, it plays a dominant role in access control and crowd management during emergencies and security incidents. It also participates in joint security operations in the airport restricted areas with the disciplined forces for crime prevention purpose. In the light of past experience, AVSECO is deeply involved in further strengthening the emergency procedures in handling security incidents with the relevant government departments and airport agencies with a view to facilitating swift and effective emergency responses, while at the same time keeping disruption to airport operation to the minimum. The continued secondment of an SACP and an SPEO to AVSECO will best facilitate the smooth discharge of these duties at this early stage of the company's development.

*/New .....*

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<sup>1</sup> HKASP sets out the detailed aviation security standards and requirements for protecting and safeguarding aircraft, passengers, crews and the general public against any acts of unlawful interference. It applies to the airport manager, airline operators, airport tenants and other companies or agencies whose activities impinge upon aviation security.

*New tasks in the next few years require the leadership of senior government officers with strong operational and aviation security experience*

6. Furthermore, although AVSECO has achieved significant development since its establishment, with a short history of only about three years, there is still much work that needs to be done for its various operations to take root at the airport. In this regard, the company is committed to undertake a comprehensive review of its operational procedures based on the experience gained in the new airport so far. It is expected that the review will help the company achieve certification to the ISO 9001 standards in phases by 2003 tentatively. Moreover, AVSECO has also planned to establish an aviation security academy to provide the necessary training as well as refresher courses for its 2 700 security officers in order to fulfill the relevant technical training requirements stipulated in the HKASP, upkeep the work quality of its staff and keep them abreast of the latest skills and techniques for ensuring that the high standard of aviation security is maintained. The academy will also, upon request, provide training courses to other airport staff, who also need to be adequately trained on aviation security in accordance with their respective security programmes. The operations of the proposed academy is expected to reach maturity in around three years' time when its role and functions will be reviewed and further enhanced as necessary. These tasks are important to the development of aviation security in Hong Kong in the next few years. Given that aviation security is a highly specialised subject and that there is no parallel training institution in the market like the proposed academy, these tasks are best taken forward under the leadership of senior government officers with strong experience and expertise in aviation security management at the Hong Kong International Airport.

*Other alternatives*

7. AA, and AVSECO have considered other means of filling the two top management posts of AVSECO (e.g. open recruitment and internal promotion) but are of the view that none is practicable at this stage in view of the unique operational requirements explained in paragraphs 5 and 6 above. On the other hand, continuation of the present secondment arrangement in these early days of the operation of the new airport is most conducive to safeguarding the aviation security in Hong Kong and furthering development of the public duties of the company. We agree to this view. In any case, the full staff cost of the secondments will be recovered from AVSECO.

8. The proposed secondment will be for a further period of three years up to 31 March 2004 to ensure that AVSECO will have the necessary expertise and experience to complete the key tasks ahead and develop its operations into maturity. We and AA will review the arrangement 12 months before the expiry of the proposed supernumerary posts, having regard to the operational need of AVSECO and the availability of suitable talents in the market at the time.

9. We set out the main duties and responsibilities of the GM and DGM posts at Enclosures 1 and 2 respectively.

### FINANCIAL IMPLICATIONS

10. The additional notional annual salary cost of this proposal at MID-POINT is -

	\$	No. of Post
SACP	1,580,400	1
SPEO	1,443,000	1
	3,023,400	2

11. The additional full annual average staff cost of the proposal, including salaries and staff on-cost, is \$4,966,000. We will recover the full staff cost of the secondments from AVSECO. We have also included sufficient provision in the 2001-02 draft Estimates to meet the cost of this proposal.

12. This proposal has no direct consequence on the non-directorate establishment of Security Bureau.

### CONSULTATION WITH LEGISLATIVE COUNCIL PANEL

13. We consulted the Legislative Council Panel on Security at its meeting on 18 January 2001. Members raised no objection to the proposal.

### BACKGROUND INFORMATION

14. AVSECO was established in December 1997 as a subsidiary company of the AA and is responsible for providing aviation security services at the Hong Kong International Airport. Organisationally, AVSECO has some 2 700 security personnel headed by a GM. The latter is underpinned by a DGM who in turn is assisted by four Assistant General Managers (AGM) responsible for operational, administration and training matters. Two of the AGMs posts are at present filled by a Senior Superintendent of Police and a Senior Superintendent of Customs and Excise seconded from the civil service. An organisation chart of

Encl. 3 AVSECO is at Enclosure 3.

15. Since the establishment of AVSECO, we have seconded an SACP and an SPEO to the company to fill the posts of GM and DGM respectively. In March 1998, the Finance Committee approved the creation of an SACP and an SPEO posts for three years up to 31 March 2001 to facilitate the secondment arrangement.

**CIVIL SERVICE BUREAU COMMENTS**

16. Having regard to the need for the continued secondment of senior government officers to the AVSECO, the Civil Service Bureau supports the retention of the two supernumerary directorate posts. The grading and ranking of the proposed posts are considered appropriate having regard to the level and scope of responsibility and the professional input required.

**ADVICE OF THE STANDING COMMITTEE ON DIRECTORATE SALARIES AND CONDITIONS OF SERVICE AND THE STANDING COMMITTEE ON DISCIPLINED SERVICES SALARIES AND CONDITIONS OF SERVICE**

17. If our proposal to keep the two posts on a supernumerary basis is approved, we will report the retention of the posts to the Standing Committee on Directorate Salaries and Conditions of Service and the Standing Committee on Disciplined Services Salaries and Conditions of Service in accordance with the agreed procedure.

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Security Bureau  
February 2001

**Job Description and Responsibilities for  
the post of General Manager**

**Rank :** Senior Assistant Commissioner of Police

**Overall Role**

The General Manager will ensure the effective administration of AVSECO, subsidiary of the Airport Authority. He will concentrate on the effective management of AVSECO with a view to delivering all the required aviation security services at the Hong Kong International Airport at Chek Lap Kok, in compliance with the Hong Kong Aviation Security Programme prescribed by the Secretary for Security as the Aviation Security Authority.

**Specific Responsibilities**

- (a) To be responsible for the overall strategic planning and administration of the company to ensure its effective functioning to meet the needs and requirements of the airport community for various aviation security services.
- (b) To review the organisation and staffing structure of the company taking into account the various aviation security functions to be taken up and the specific operational requirements from respective clients.
- (c) To take charge of the company's business plan for agreement by the AVSECO Board of Directors which includes introducing new and/or improved services in line with changing standards and requirements laid down by the Aviation Security Authority, conducting corresponding negotiations with the service users on scope of services and scale of charges, etc.
- (d) To ensure that the various security programmes and operations manual required under the Hong Kong Aviation Security Programme are drawn up in accordance with the relevant standards and requirements properly and approved by the Authority.
- (e) To report to the AVSECO Board and seek the Board's advice on matters relating to the company's conduct of business.
- (f) To represent the company in its discussions and negotiations with major aviation security service users.

**Job Description and Responsibilities for  
the post of Deputy General Manager**

**Rank :** Senior Principal Executive Officer

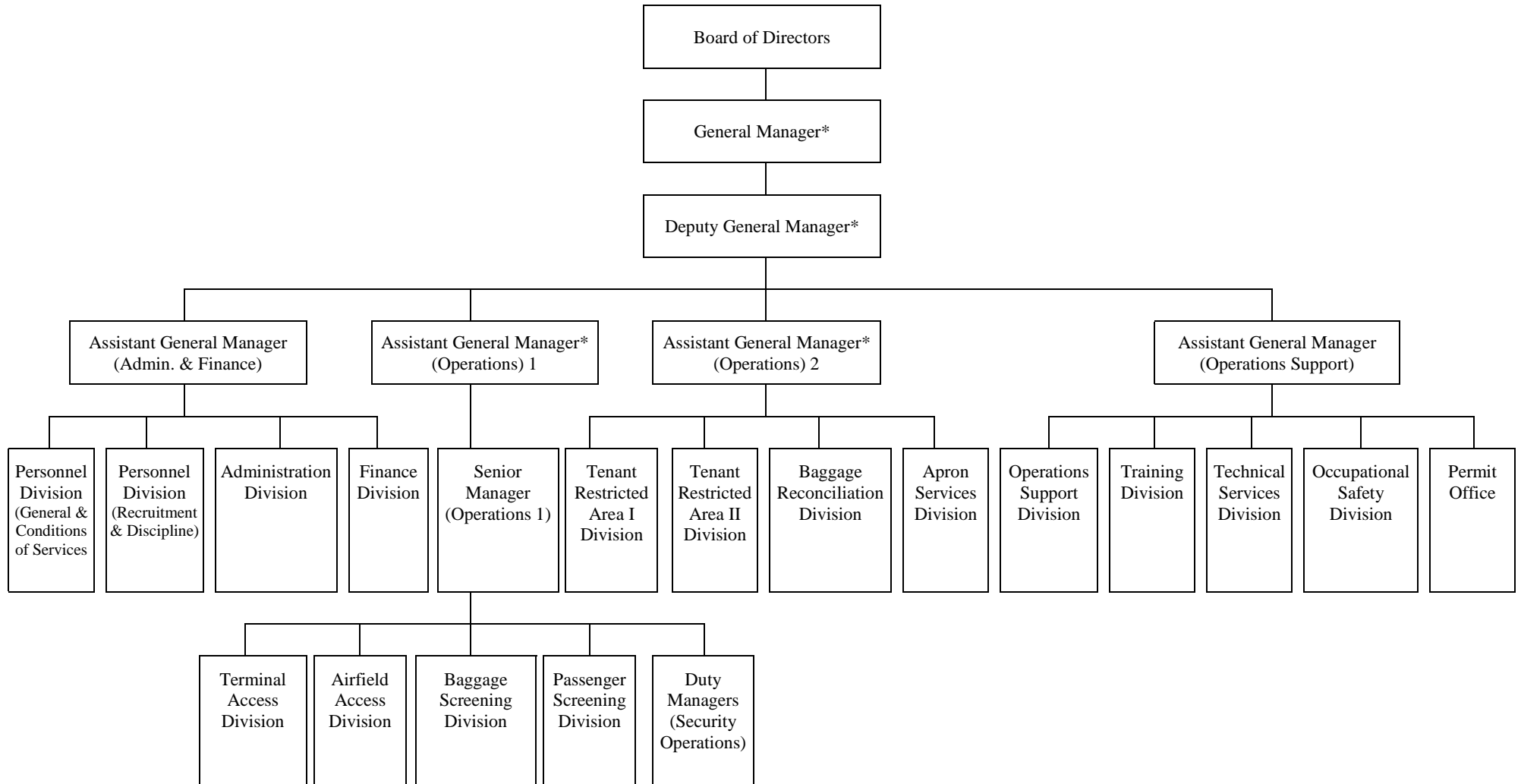
**Overall Role**

The Deputy General Manager will be the deputy to the General Manager. He will ensure that effective administrative support is provided to the General Manager with particular regard to the staffing, financial and other administrative arrangements. He will also ensure that the service operations are cost effective and meet with users' requirements.

**Specific Responsibilities**

- (a) To assist the General Manager in the planning and implementation of the company's strategies.
- (b) To ensure that the company meets all requirements for on-going operations under the Companies Ordinance and other statutory requirements pertaining to the aviation security operations of the company.
- (c) To take charge of the personnel, administration and finance functions of the company and ensure their proper establishment and operations.
- (d) To advise on the organisation and staffing structure of the company, including development of human resources management policies and general terms and conditions of employment for its staff.
- (e) To assist the General Manager in representing the company in its discussions and negotiations with major aviation security service users.
- (f) To vet returns from other division heads and assist in drawing up the company's business plan.

**Organisation Structure of Aviation Security Company Limited**



\*Civil service secondees