

**For information  
on 18 January 2001**

**LEGISLATIVE COUNCIL PANEL ON SECURITY**

**Proposed Retention of two Directorate Supernumerary Posts  
for Secondment to the Aviation Security Company Limited**

**PURPOSE**

This paper informs Members of a proposal to retain the two directorate supernumerary posts of a Senior Assistant Commissioner of Police (SACP) and a Senior Principal Executive Officer (SPEO) for secondment to the Aviation Security Company Limited (AVSECO). We plan to submit the proposal to the Establishment Subcommittee (ESC) of the Finance Committee for consideration at its meeting on 21 February 2001.

**PROBLEM**

2. The AVSECO requires the continued services of experienced senior civil servants to fill its General Manager and Deputy General Manager posts. We need to create supernumerary posts to facilitate the continued secondment of suitable officers to AVSECO.

**PROPOSAL**

3. We propose to create one supernumerary post each of SACP (PPS 57) and SPEO (D2) up to 31 March 2004 to allow for the secondment of suitable officers to AVSECO as General Manager and Deputy General Manager respectively.

**JUSTIFICATION**

4. AVSECO was established in December 1997 as a subsidiary company of the Airport Authority (AA) responsible for providing aviation security services at the Hong Kong International Airport (HKIA). Organisationally, AVSECO comprises some 2 700 security personnel headed by a General

Encl. 1

Manager. The latter is underpinned by a Deputy General Manager who in turn is assisted by four Assistant General Managers responsible for operational, administration and training matters. An organisation chart of AVSECO is at Enclosure 1. Senior Government officials responsible for aviation security or civil aviation in Hong Kong are appointed to sit on AVSECO's board of directors to oversee the effective provision of security services by the company in compliance with the requirements of the Hong Kong Aviation Security Programme (HKASP) drawn up under the Aviation Security Ordinance. There are also non-government directors appointed by the AA acting in its capacity as the parent company.

5. To ensure that AVSECO has the security expertise and operational experience available in the Government, we have seconded two directorate officers to the company with experience in airport security or management expertise since its inception, as follows -

- (a) an SACP (PPS 57) to fill the General Manager post; and
- (b) an SPEO (D2) to fill the Deputy General Manager post.

In March 1998, the Finance Committee approved the creation of the above two directorate supernumerary posts for the secondment arrangement. These two posts are due to lapse on 31 March 2001. Separately two non-directorate officers, at the ranks of Senior Superintendent of Police and Senior Superintendent of Customs and Excise, have also been seconded to AVSECO to provide the necessary support.

6. Having reviewed carefully the secondment arrangement, and especially in the light of the short time span (about 2½ years) since the opening of the new airport, we consider that the two directorate supernumerary posts should be retained for a further period of three years so as to ensure that AVSECO will continue to have the security expertise and operational experience available in the Government for furthering its objectives and developing its operations to maturity. The AA, being the parent company, has also indicated a strong preference for the continued secondment of an SACP and an SPEO to AVSECO, which is undergoing a critical period of consolidation.

7. Since the start of the secondment arrangement, the incumbents have been playing a key role in developing the company's operations in accordance with its objectives while upholding the high service standards required under the HKASP. 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, AVSECO 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 purposes. The nature of AVSECO's operations is such that it requires a strong interface with government departments and agencies involved in airport security operations. We consider that the continued secondment of SACP and SPEO to AVSECO would best facilitate the smooth discharge of these duties at this stage.

8. Whilst AVSECO has achieved significant developments since its establishment, with a short history of only about three years, much needs to be done for its various operations to take root at the airport. In this regard, the company is committed to undertaking a comprehensive review of its operational procedures based on the operational experience gained in the new airport so far. It is expected that the review will help the company achieve early certification to the ISO 9001 standards by perhaps 2002. Moreover, with regard to the relevant technical training requirements as stipulated in the HKASP, AVSECO has been planning to establish an aviation security academy to provide the necessary training as well as refresher courses for its 2 700 security officers. Apart from fulfilling the relevant international requirements<sup>1</sup>, this can help upkeep the work quality of staff and keep them abreast of the latest skills and techniques for ensuring aviation security. 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. In the light of past experience, AVSECO will also be 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. As these tasks are important to the development of aviation security in Hong Kong in the next few years, they are best taken forward under the leadership of senior government officers with strong operational and aviation security experience at the HKIA.

9. We have considered other means of filling the top management posts of AVSECO (e.g. open recruitment and internal promotion) and are of the view that none is practicable at this stage. On the other hand, continuation of the present arrangements in these still early days of the operation of the new airport is most conducive to the safe-guarding of aviation security in Hong Kong and to the further development of the public duties of the company. In any case, the full staff costs of the secondments will be recovered from AVSECO.

10. The proposed secondment will be for a period of three years up to 31

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<sup>1</sup> Annex 17 to the Convention on International Civil Aviation sets out the standards and recommended practices to safeguard international civil aviation against acts of unlawful interference. Among other things, it requires that duly authorised and suitably trained officers are readily available for deployment at the airport. The relevant technical training requirements are set out in detail in the HKASP.

March 2004. We will review the arrangement 12 months before the expiry of the proposed supernumerary posts, having regard to the operational need of AVSECO at the time and the availability of suitable talents in the market. We will also review the need for the retention of the two non-directorate posts separately.

Encls. 2&3

11. We set out the main duties and responsibilities of the General Manager and Deputy General Manager posts at Enclosures 2 and 3 respectively.

### FINANCIAL IMPLICATIONS

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

	\$	No. of Post
New supernumerary posts	3,023,400	2

13. The additional full annual average staff cost of the proposal including salaries and staff on-cost, is \$4,966,000. As stated earlier, we will recover the full staff costs of the secondments from AVSECO. We have included sufficient provision in the 2001/2002 Estimates to meet the cost of this proposal.

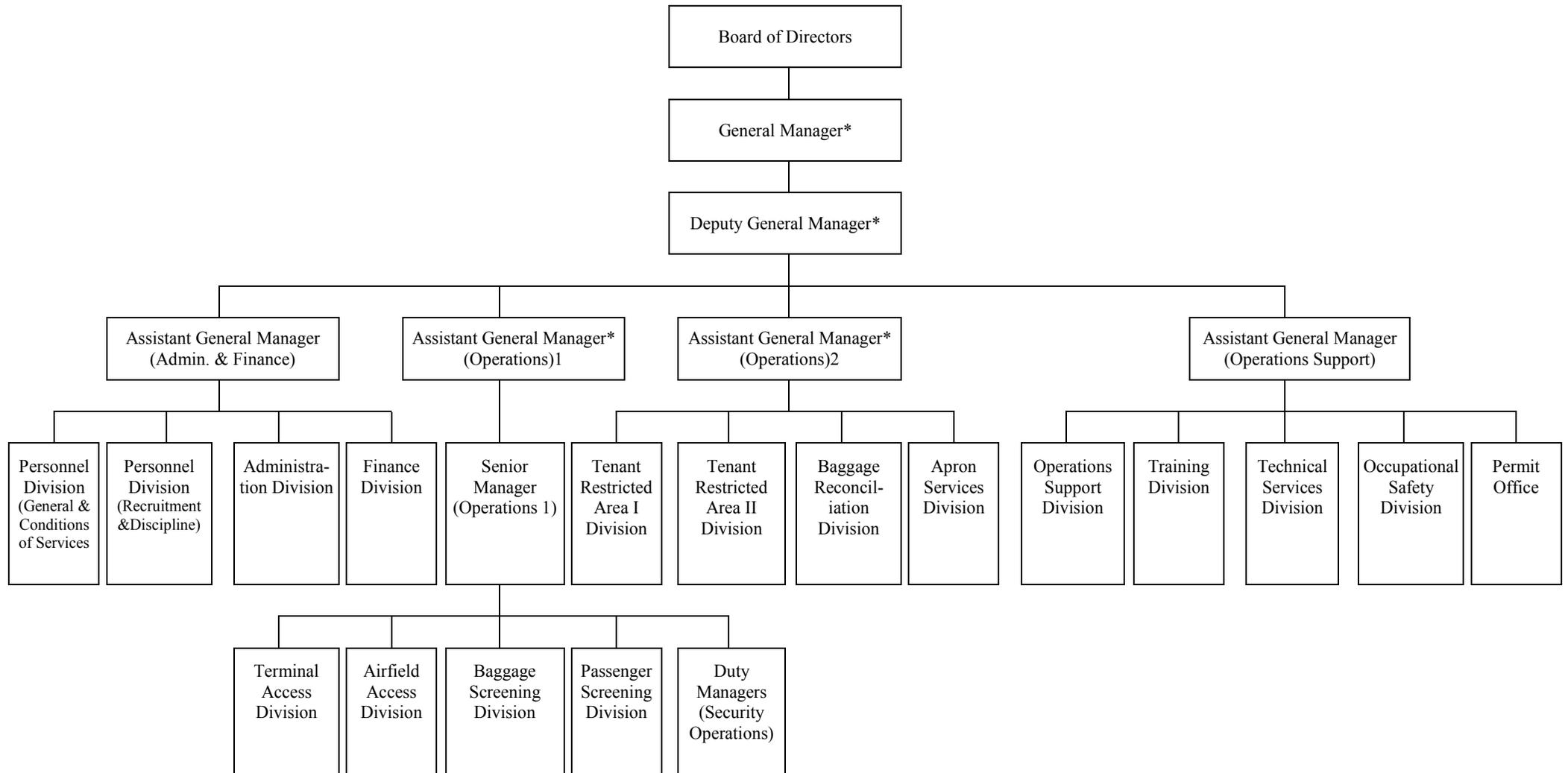
14. This proposal has no direct consequence on the non-directorate establishment of Security Bureau.

### SUBMISSION TO ESC

15. Subject to the Panel's view, the proposal will be submitted to the ESC at its meeting on 21 February 2001.

Security Bureau  
January 2001

**Organisation Structure of Aviation Security Company Limited**



\*Civil Service Secondees

**Job Description and Responsibilities for  
the post of General Manager (AVSECO)  
(Senior Assistant Commissioner of Police)**

***Rank***

Senior Assistant Commissioner of Police

**Overall Role**

The General Manager (AVSECO) 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) 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 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 were 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 (AVSECO)  
(Senior Principal Executive Officer)**

**Rank**

Senior Principal Executive Officer

**Overall Role**

The Deputy General Manager (AVSECO) 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 see 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.