

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

**HEAD 142 – GOVERNMENT SECRETARIAT : OFFICES OF THE  
CHIEF SECRETARY FOR ADMINISTRATION AND  
THE FINANCIAL SECRETARY**

**HEAD 98 – MANAGEMENT SERVICES AGENCY**

**Subhead 001 Salaries**

Members are invited to recommend to Finance Committee the changes in the organisation structure of –

**Head 142 – Government Secretariat: Offices of the Chief Secretary for Administration and the Financial Secretary**

with effect from 22 July 2002 -

(a) the creation of the following permanent posts -

2 Assistant Director of Management Services  
(D2) (\$122,450 - \$130,050)

1 Principal Management Services Officer  
(D1) (\$103,150 - \$109,450);

(b) the creation of the following supernumerary post for one year -

1 Assistant Director of Management Services  
(D2) (\$122,450 - \$130,050);

/(c) .....

- (c) the consequential change to the job duties of the existing Administrative Officer Staff Grade C (D2) (\$122,450 - \$130,050) post; and
- (d) an increase in the ceiling placed on the total notional annual mid-point salary value of all non-directorate posts in the permanent establishment under Head 142 in 2002-03 from \$130,651,000 by \$45,152,460 to \$175,803,460.

**Head 98 – Management Services Agency**

with effect from 22 July 2002, the deletion of the following permanent posts -

2 Assistant Director of Management Services  
(D2) (\$122,450 - \$130,050)

2 Principal Management Services Officer  
(D1) (\$103,150 - \$109,450); and

with effect from 1 August 2002, the deletion of the following permanent post -

1 Director of Management Services  
(D3) (\$134,300 - \$142,300).

**PROBLEM**

We need to set up a more effective organisation structure in pursuit of Government's initiatives for transforming the management and delivery of public services.

**/PROPOSAL .....**

**PROPOSAL**

2. Head, Efficiency Unit proposes to integrate the Management Services Agency (MSA) into the Efficiency Unit (EU) to become a single unit by effecting the following directorate establishment changes -

- (a) transfer of two Assistant Director of Management Services (ADMS) (D2) and one Principal Management Services Officer (PMSO) (D1) posts from the MSA to the EU;
- (b) creation of one supernumerary post of ADMS (D2) for one year in the EU; and
- (c) deletion of one Director of Management Services (DMS) (D3) and, one PMSO (D1) posts in the MSA.

To effect the integration on 22 July 2002, we are also required to transfer non-directorate posts in the MSA to the EU which necessitates an increase of the establishment ceiling for non-directorate posts under Head 142 in 2002-03 by \$45,152,460. Upon integration, there is also a need to make consequential revision to the job duties of the existing Administrative Officer Staff Grade C (AOSGC) (D2) post in the EU. The DMS post will be deleted upon the retirement of the incumbent DMS which will take effect on 1 August 2002.

3. Subject to the approval of the above proposal, we shall provide supplementary provisions to Head 142 under delegated authority to meet the necessary expenditure required by the new integrated structure. The newly integrated unit will remain to be called the EU. We shall also create, under delegated authority, a supernumerary directorate post in Head 142 for six months to accommodate the incumbent DMS while on pre-retirement leave. Head 98 will then become dormant and we shall remove it from the 2003-04 Estimates.

**JUSTIFICATION**

4. Set up in 1992, the EU is tasked with promoting a measurable transformation in the management and delivery of public services so that the community's needs are met in the most effective and efficient manner. The EU, consists of a mixed team of staff with different professional and management skills, focuses its efforts mainly on strategic and cross-government issues. Its role is to

/identify .....

Encl. 1 identify issues and opportunities, to develop and pilot solutions, and to co-ordinate and promote broader implementation within Government. The existing organisation structure of the EU is at Enclosure 1.

Encl. 2 5. Established as an agency under the aegis of the EU in 1993, MSA's principal aim is to provide management and technology consultancy support to bureaux and departments to deliver the above reform agenda. MSA is staffed mainly by members of the Management Services Officer (MSO) grade. The existing organisation structure of the MSA is at Enclosure 2.

6. Both units have been carrying out much valuable work in support of the continuous improvements in public services, and most of their combined resources has been directed to serving and pursuing initiatives of individual departments. Changing demands and opportunities, however, are leading to a need to devote more of their resources to addressing issues that cut across departmental boundaries, in addition to supporting projects which are primarily concerned with individual departments. For instance, support to the implementation of E-government, major re-engineering initiatives and the provision of one-stop services to businesses and individuals often calls for cross-government solutions.

7. Increasingly, the EU and the MSA have to work together in joint teams to ensure that resources are put to the most effective use. To respond to the changing demands, and provide the management flexibility needed for the effective development and implementation of reform initiatives within the Government, we have reviewed whether there is room to streamline the organisation structure of the units.

8. We consider integrating the EU and the MSA into a single unit can provide a one-stop shop for bureaux and departments seeking to implement Government's reform agenda in enhancing productivity and improving service quality. The integrated unit will develop and co-ordinate strategic and cross-government initiatives as well as provide enhanced support to management reviews and efficiency improvement projects in individual departments.

### **Benefits of an Integrated Unit**

9. The key benefits of an integrated unit will be a streamlined management structure better able to respond flexibly and promptly to changing service demands from client bureaux/departments; and a single point of contact in implementing change

/within .....

within the Administration. The management of the integrated unit will also be better placed to define priorities and develop the approaches that have the best potential for broader application. The integrated unit will be able to offer speedier development and implementation of end-to-end solutions. Finally, the integrated unit will also achieve efficiency savings through shared management and support services, and streamlined work practices.

10. Opportunity is also taken to streamline efforts by both the EU and Civil Service Bureau (CSB) in the promotion of customer service culture within the civil service. The EU has since 1993 launched a series of customer service projects under the Serving the Community agenda. In parallel, the CSB has been undertaking initiatives to enhance staff awareness and to inculcate a customer-oriented service culture among the civil service. To facilitate more focused and coordinated efforts, these customer service initiatives should be undertaken by one single entity. To this end, the CSB will take over the customer service projects from the EU and absorb the additional responsibilities within its existing resources.

### **Proposed Organisation of the Integrated Unit**

11. On the basis of Government's reform agenda and current and future work plans of the EU and the MSA, we propose to rationalise the Unit's organisation structure to provide a one-stop focus for the following key programmes –

- (a) **Private sector involvement:** To make better use of the skills and resources of the private sector in the delivery of public services with a view to reducing reliance on the public sector for delivering services and bringing benefits in better services, improved efficiency and economic development.
- (b) **Departmental management review and assurance:** To build in assurance processes and identify changes that can maximise the quality and efficiency of on-going activities through management, business and organisational reviews.
- (c) **Organisational re-structuring:** To improve management efficiency by re-structuring government organisations, drawing on best practice from both the public and private sectors.
- (d) **Major re-engineering:** To improve productivity and service quality through re-engineering business processes, reviewing mode of service delivery and exploiting new technologies.

Encl. 3

In addition, there will be two small functional teams, one for raising awareness and building support for these reform programmes and the other for developing and managing the MSO grade to support these programmes; and a finance and administrative support team. The proposed organisation structure of the integrated EU is at Enclosure 3.

### **Proposed Changes in Directorate Establishment**

12. The integration will involve proposed changes in the directorate establishment of the EU and the MSA. We propose the creation of two permanent D2 posts, one permanent D1 post and one supernumerary D2 post in the EU offset by the deletion of one D3, two D2 and two D1 permanent posts in the MSA and the consequential change to the job duties of the existing AOSGC (D2) post in the EU. Justifications for these proposals are set out below.

#### ***Creation of three Assistant Director posts in the EU (ADMS)(D2)***

13. Upon integration, the new EU will require four Assistant Directors (ADEUs) to spearhead the four key programmes described in paragraph 11 above. They will be responsible for identifying opportunities, developing initiatives and delivering results for their respective programmes. Having regard to the nature of the programmes and on the basis of operational experience, we propose to fill three ADEU posts by officers at ADMS (D2) rank in view of the professional management services expertise at strategic level and knowledge required of the jobs; and one by AOSGC (D2) rank in view of the policy content of the work involved. As there is already an ADEU post, ranked at AOSGC, in the existing establishment of the EU, we propose to create three additional ADEU posts to augment the directorate structure. The existing AOSGC post will be retitled as ADEU(3). Details and justifications for the three additional posts are set out in the ensuing paragraphs.

14. ADEU(1), ranked at ADMS, will focus and provide an overall steer on the private sector involvement programme. This programme entails the development of an active programme of private sector participation to cover various types of projects. ADEU(1) will be responsible for promoting greater private sector involvement in service delivery among bureaux and departments, reviewing the effectiveness of existing private sector participation arrangements and taking forward new projects from conducting feasibility studies through implementation. He will also assess and advise on the most appropriate options for private sector involvement

/projects .....

Encl. 4 projects, examine staffing implications, determine their relative priorities, and manage major projects. The job description for the ADEU(1) post is at Enclosure 4.

15. ADEU(2), also ranked at ADMS, will take care of the departmental management review and assurance programme. This programme entails broadly the on-going management reviews and efficiency improvement projects currently undertaken by the MSA. ADEU(2) will be tasked to develop processes or mechanisms for bureaux and departments to gain assurance that the operations are being run efficiently and effectively. The service will be based on risk assessment and management techniques; it will seek to maximise the effectiveness of existing management controls; and it will develop the role of MSOs within departments and bureaux. ADEU(2) will also be charged with the responsibility of reviewing the effectiveness of management services teams posted outside the EU with a view to improving the way internal management consultancy is provided. The job description for the ADEU(2) post is at Enclosure 5.

Encl. 5

16. ADEU(4), ranked at ADMS, will spearhead Government's major re-engineering programme. With the support of two Principal Management Services Officers (paragraphs 19, 20 and 26 below), ADEU(4) will steer and co-ordinate a number of major business process re-engineering (BPR) projects and related reviews in support of E-government and new information technology (IT) projects which cut across departmental boundaries. He will also be responsible for undertaking other major re-engineering projects, exploiting application of new technologies and leveraging private sector knowledge and experience. In addition, ADEU(4) will enhance and expand Government's enquiry and complaint handling service through extending the service of the Integrated Call Centre project, which currently provides one-stop 24-hour telephone service on matters regarding environmental hazards and cleanliness, to new service areas and through re-engineering the front-line service and the back-end response system. The job description for the ADEU(4) post is at Enclosure 6.

Encl. 6

17. Given the project-driven nature of the work of the EU, and that the tasks and priorities may change from time to time, we propose that the fourth ADEU post of ADMS be created initially for one year on a supernumerary basis. The longer-term need for this post will be examined in one year's time after we gain operating experience as an integrated unit.

*/Consequential .....*

***Consequential change to the job duties of the existing AOSGC post in the EU***

18. Currently, the existing ADEU, ranked at AOSGC, is deployed mainly for implementing the Integrated Call Centre project and re-engineering projects. Upon integrating with the MSA, the post will be retitled as ADEU(3) and his duties will be undertaken by ADEU(4) (paragraph 16 above). We consider that the AOSGC should focus on areas of work with more policy content and hence propose that ADEU(3) should be responsible for the development and direction of initiatives for the organisational re-structuring programme. Through active investigation into the organisation structure and operation of departments, this programme aims to provide a significant stimulus to improve management and efficiency. Drawing on experience and developments of the private sector and other governments, ADEU(3) will identify opportunities and make recommendations for re-structuring government organisations so that they can operate with greater operational and management flexibility. He will also research into best practices and assist in introducing suitable ones into government management framework and operations to maximise management flexibility, productivity and accountability. ADEU(3) will handle all policy and administrative issues at the centre, and take the lead to work with bureaux and departments to examine the key issues involved, bring forward specific proposals, work out detailed business and financial plans, assess and examine staffing issues, map out implementation strategy, and monitor progress of individual cases. The job description for the ADEU(3) post is at Enclosure 7.

Encl. 7

***Creation of one Principal Management Services Officer post in the EU (PMSO)(D1)***

19. Two PMSOs will be required to support ADEU(4) in undertaking and implementing BPR projects and related reviews. They will be responsible for reviewing the mode and processes for service delivery, confirming the key processes to be re-engineered, mapping and examining selected processes, re-engineering the work processes, and drawing up the implementation details. As there is already a PMSO post in the existing establishment of EU, we propose to create an additional PMSO post for the purpose. The existing and the new PMSO posts will be titled as PMSO(1) and PMSO(2) respectively. Details and justifications for the new post is set out in the ensuing paragraph.

20. PMSO(2) will be deployed to lead and supervise his team of MSOs on major BPR projects and related reviews in support of initiatives other than those related to E-government and new cross-department IT projects, with a view to reducing duplication and overlap, exploiting application of new technologies,

/speeding .....



Encl. 8 speeding up development of more attractive government facilities, and improving accessibility for the community. The job description for the PMSO(2) post is at Enclosure 8.

***Deletion of five directorate posts in the MSA  
(One DMS (D3), two ADMSs (D2) and two PMSOs (D1))***

21. Upon integration with the EU, all the five directorate posts of one DMS (D3), two ADMSs (D2) and two PMSOs (D1) in the MSA will become surplus to requirement. These posts can be deleted upon integration except the DMS post which will be deleted upon the retirement of the incumbent DMS.

**Increase in the Non-directorate Establishment in the EU**

Encl. 9 22. The non-directorate establishment of the integrated unit will be reduced from 96 to 83. This entails the deletion of one non-directorate post in the EU and 12 non-directorate posts in the MSA and the transfer of 72 non-directorate posts from the MSA to the EU to form the new structure. To facilitate this establishment change, we propose to increase the establishment ceiling of Head 142 in 2002-03 from \$130,651,000 by \$45,152, 460 to \$175,803,460. Details of these changes are set out in Enclosure 9.

**Additional Responsibilities for Directorate Officers in the Existing Establishment of the EU**

23. As a result of the integration, the following directorate officers in the existing establishment of the EU will continue with the existing duties but will assume some additional responsibilities. Details are set out in the ensuing paragraphs.

***Head, EU (D4)***

Encl. 10 24. The existing post of Head, Efficiency Unit (HEU), reporting directly to the Chief Secretary for Administration, will continue to be responsible for overseeing Government's reform agenda in the management and delivery of public services. He will be responsible for directing and co-ordinating strategic and cross-government initiatives as well as on-going management reviews and efficiency improvement projects currently undertaken by the MSA. Upon re-organisation, HEU will have a direct control over Government's management services resources, and an increased responsibility and flexibility for ensuring the most effective use of these resources to advance the reform agenda. The job description for the HEU post is at Enclosure 10.

*/Deputy .....*

***Deputy Head, EU (D3)***

25. The existing post of Deputy Head, Efficiency Unit (DHEU) will continue to support HEU in identifying, developing and delivering Government's change and reform initiatives, with particular focus on the re-engineering and organisational re-structuring programmes. He will steer major projects which extend across Government, chairing or participating in task forces or project steering committees; and take a key role in the development and implementation of an active programme to raise awareness and build support for Government's reform programmes. Upon integration with the MSA, DHEU will take over the role of the Head of the MSO grade from the DMS (D3), and assume an additional responsibility for managing and developing the MSO grade. The job description for the DHEU post is at Enclosure 11.

Encl. 11

***Principal Management Services Officer, EU (PMSO) (D1)***

26. The existing post of PMSO, EU will be retitled as PMSO(1) in the integrated unit. He will take charge of BPR projects in support of E-government and new cross-government IT initiatives. He will lead and supervise his team of MSOs in conducting BPR projects or related reviews on applications behind the Electronic Service Delivery Scheme and those applications which involve cross-departmental data sharing, streamlining of business processes, or elimination of duplicated functions as a result of computerisation. The job description for the PMSO(1) post is at Enclosure 12.

Encl. 12

***Principal Executive Officer, EU (PEO) (D1)***

27. The existing post of Principal Executive Officer, EU (PEO(EU)) will continue to undertake specific projects on raising awareness and building support for Government's reform programmes. The EU has an active programme to raise awareness and building support for Government's reform agenda, including programmes to impress upon bureaux and departments the need for change, and a series of conferences/seminars/ training modules on various aspects of the reform agenda. All these are designed to enable civil servants at different levels to share the same vision and agenda. PEO(EU) will assist DHEU in planning, co-ordinating and implementing such projects and activities, soliciting support from departments, promoting Government's reform programmes, etc. In addition, he will oversee the work of the finance and administrative support team of the newly integrated unit. The job description for the PEO(EU) post is at Enclosure 13.

Encl. 13

/FINANCIAL .....

**FINANCIAL IMPLICATIONS**

28. The proposal will bring about the following net savings in notional annual salary cost at MID-POINT -

	\$	No. of posts
<b>Deletion of posts</b>		
DMS (D3)	1,659,000	1
PMSO (D1)	1,273,800	1
Non-directorate posts	5,281,440	13
Less <b>New supernumerary post</b>		
ADMS (D2)	1,515,000	1
<b>Net Savings</b>	<b>6,699,240</b>	<b>14</b>

The integrated EU will have a streamlined establishment of 92 posts, as compared to 106 posts in the existing EU and MSA, resulting in a net deletion of 14 posts. The net savings in full annual average staff cost of the proposal, including salaries and staff on-cost, is \$11,095,000, as set out in Enclosure 14. The Administration will be able to accommodate the staff released as a result of the deletion of directorate/non-directorate posts through natural wastage or internal redeployment and no staff will be made redundant.

Encl. 14

29. We envisage that there may be scope for better resource deployment when we gain operating experience as an integrated unit over time. We shall conduct a review of the overall staffing requirements of the new unit one year after the re-organisation to assess the effectiveness of the new structure.

**STAFF CONSULTATION**

30. We have consulted members of the MSO grade and the Government Management Services Grade Staff Association of the proposal. We have explained to them the rationale behind the integration proposal. Staff generally see the benefits of an integrated unit for both driving the Government's reform agenda and offering the MSO grade greater opportunities for career development, job exposure and skill development. They also appreciate the need for the grade to respond positively to changes that will lead to greater efficiency and service enhancement, and are therefore supportive to the proposal.

31. Staff are however concerned that the proposed integration will result in the loss of the promotion post at D3 level upon deletion of the DMS post, and streamlining opportunities that may emerge will lead to the deletion of some senior posts, hence affecting adversely the promotion prospect of the grade. To allay their concern on the loss of the DMS post, we have agreed to provide an avenue, in parallel with an external recruitment exercise, for MSOs, if found suitable, to be promoted to the DHEU (D3) post when it falls vacant later this year. We have also explained that the proposed post deletion takes cognizance of the anticipated operational requirements of the integrated unit. This will not give rise to any staff redundancy in view of natural wastage and present vacancy position of the grade. We have also undertaken to continue to keep staff and the Staff Association posted of all future developments and to consult them on further proposals that may affect the grade.

**CONSULTATION WITH LEGISLATIVE COUNCIL PANEL**

32. We consulted the Legislative Council Panel on Public Service on 23 May 2002. Members of the Panel noted the proposal and had no comment on it.

**CIVIL SERVICE BUREAU COMMENTS**

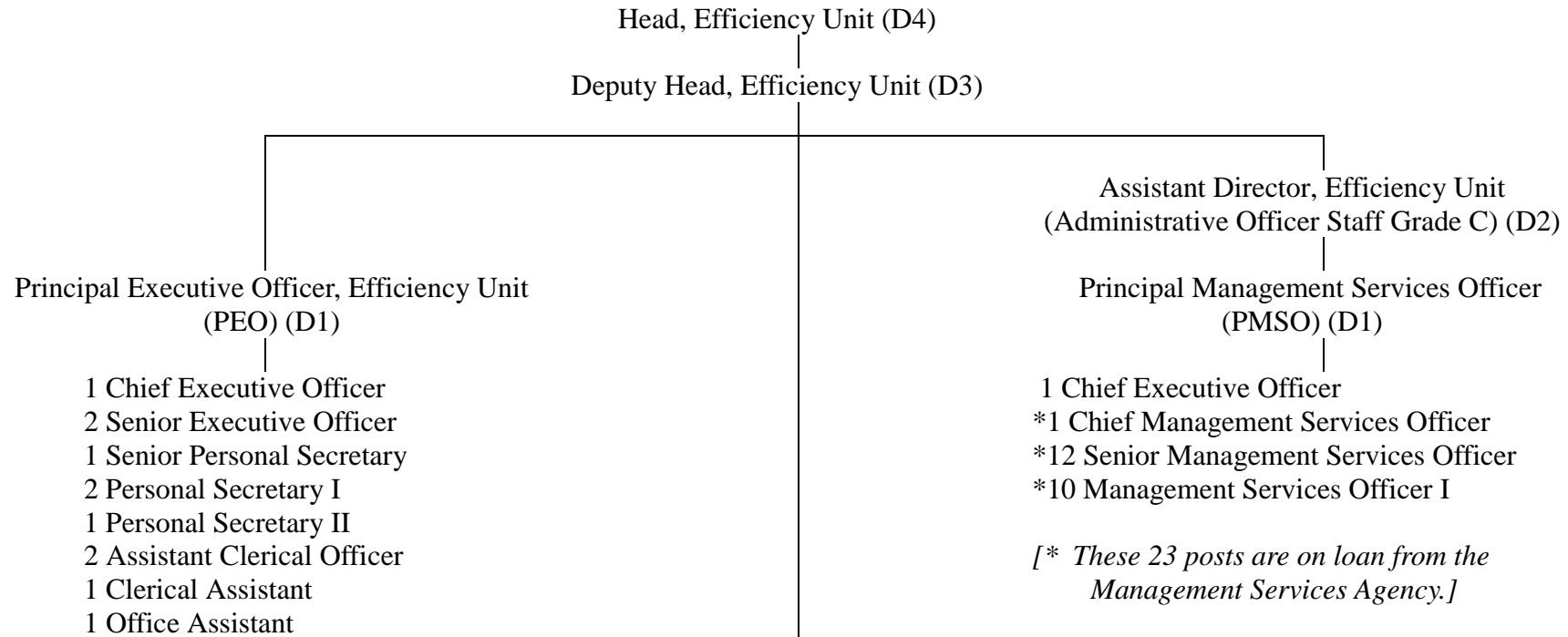
33. The Civil Service Bureau considers that the revised set-up enhances the Government's capability in driving various productivity and quality improvement measures. We are satisfied that the proposals contained in this paper are functionally justified and that the grading and ranking of the proposed posts appropriate having regard to the level and scope of responsibilities and the professional input required.

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

34. The Standing Committee on Directorate Salaries and Conditions of Service has advised that the grading proposed for the posts would be appropriate if the posts were to be created.

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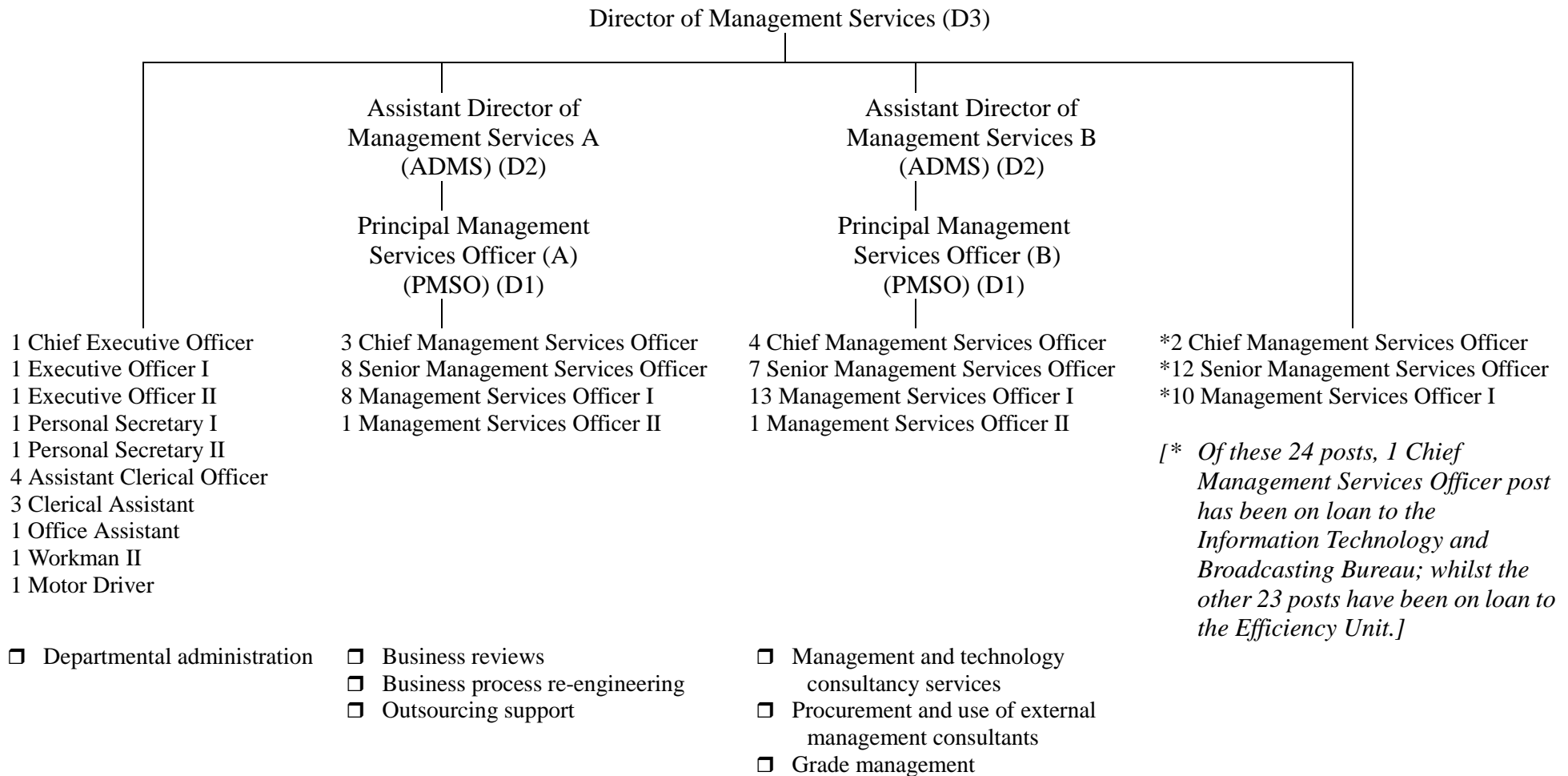
**Existing Organisation Structure of Efficiency Unit**



- |   |   |  |
|---|---|--|
| <input type="checkbox"/> Culture of change            | <input type="checkbox"/> Development of reform programmes and initiatives | <input type="checkbox"/> Integrated call centre              |
| <input type="checkbox"/> Conferences/Seminars         | <input type="checkbox"/> Performance management                           | <input type="checkbox"/> Major re-engineering projects       |
| <input type="checkbox"/> Customer service initiatives | <input type="checkbox"/> Private sector participation                     | <input type="checkbox"/> Support to E-government initiatives |
| <input type="checkbox"/> Resource management          | <input type="checkbox"/> Organisational review projects                   | <input type="checkbox"/> Use of technology                   |
| <input type="checkbox"/> Project administration       |   |  |

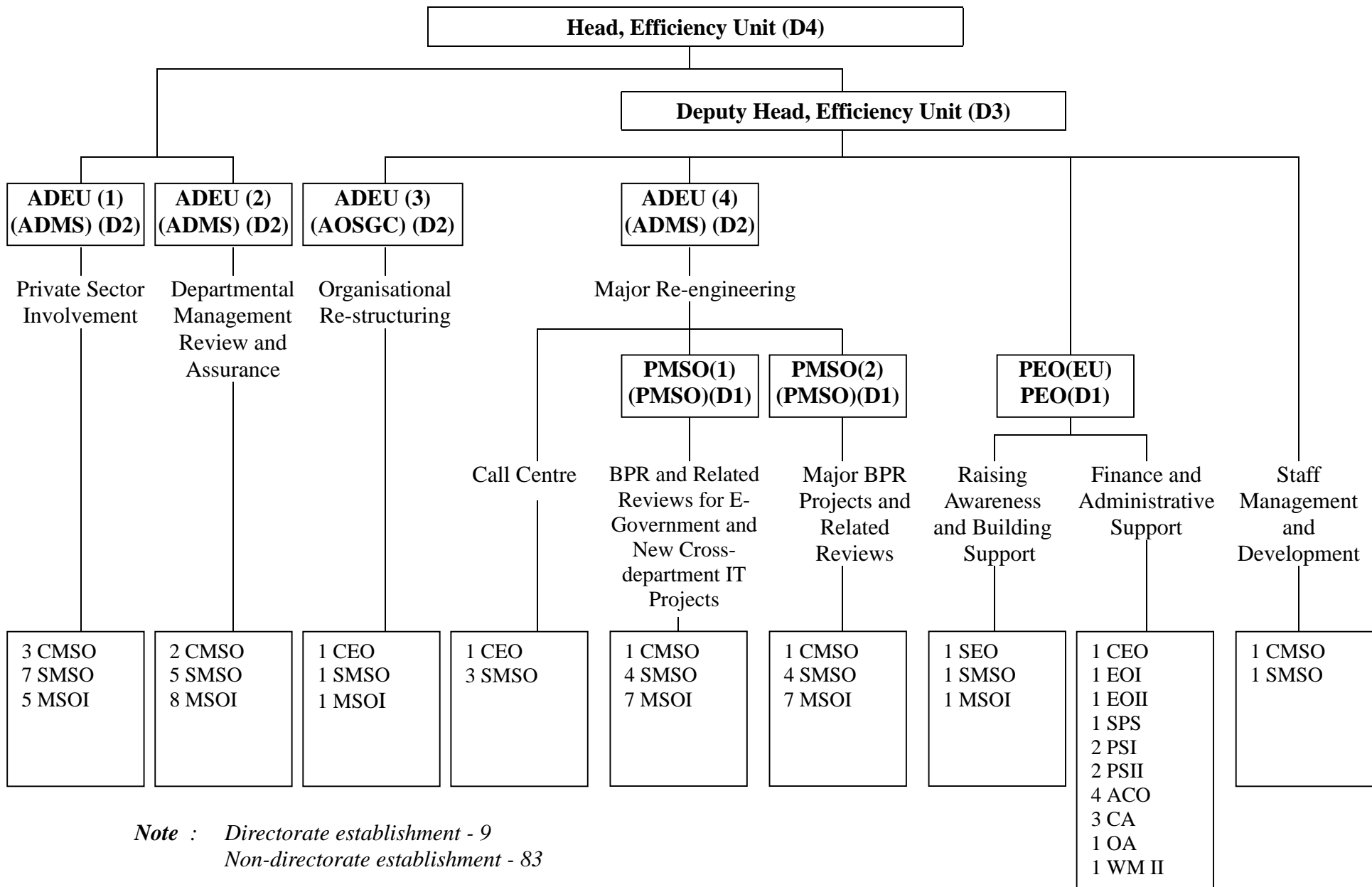
*Note : Directorate establishment - 5  
Non-directorate establishment - 12*

**Existing Organisation Structure of Management Services Agency**



*Note : Directorate establishment - 5  
Non-directorate establishment - 84*

**Proposed Organisation Structure of the Integrated Efficiency Unit**



*Note : Directorate establishment - 9  
Non-directorate establishment - 83*

**Job Description of  
Assistant Director, Efficiency Unit (1)**

**Rank :** Assistant Director of Management Services (D2)

**Responsible to :** Head, Efficiency Unit

**Main Duties and Responsibilities :**

- (a) Identifying opportunities and developing proposals for the private sector involvement programme;
- (b) reviewing existing private sector participation arrangements and supporting bureaux and departments in implementing improvement measures;
- (c) leading and managing projects on private sector involvement, attending project steering committees and supporting in the implementation of project recommendations;
- (d) liaising with bureaux and departments and advising them on potential areas and options for service delivery by the private sector;
- (e) researching best practices and developing practical guides, templates and model contracts to facilitate and promote greater private sector involvement in service delivery;
- (f) maintaining liaison with the private sector to keep track of market potential and opportunities for private sector involvement; and
- (g) servicing the Sub-group to oversee transfer of public services under the Financial Secretary's Business Advisory Group.



**Job Description of  
Assistant Director, Efficiency Unit (2)**

**Rank :** Assistant Director of Management Services (D2)

**Responsible to :** Head, Efficiency Unit

**Main Duties and Responsibilities :**

- (a) Leading and supervising the conduct of management reviews and improvement projects within bureaux and departments to enhance flexibility, service quality and operational efficiency;
- (b) attending project steering committees; advising bureaux and departments and supporting them in implementing recommendations of management and business reviews and efficiency improvement projects;
- (c) developing proposals and an implementation plan for a risk management and assurance service;
- (d) advising and supporting departments to establish structured processes for the conduct of management assurance assessment;
- (e) reviewing the effectiveness of management services teams posted outside the EU with a view to improving and re-engineering the ways internal management consultancy support is provided; and
- (f) advising bureaux and departments on the procurement of external management consultants, participating in assessment panels and negotiation teams and project steering committees as necessary.

**Job Description of  
Assistant Director, Efficiency Unit (4)**

**Rank :** Assistant Director of Management Services (D2)

**Responsible to :** Deputy Head, Efficiency Unit

**Main Duties and Responsibilities :**

- (a) Identifying, developing and steering a programme of business process re-engineering (BPR) projects in support of E-government and cross-department information technology initiatives;
- (b) identifying opportunities, developing proposals and leading the implementation of other major re-engineering projects, including conducting scoping studies, establishing business cases, drawing up implementation plans; and monitoring progress of these projects;
- (c) enhancing and expanding Government's enquiry and complaint handling service through extending the service of the Integrated Call Centre to additional service areas; and re-engineering the front-line service and the back-end response system;
- (d) reviewing business processes and mode of service delivery, recommending the most effective delivery mode through exploiting application of new technologies and leveraging private sector knowledge and experience;
- (e) liaising and co-ordinating with senior management of bureaux and departments, resolving policy and management issues that may arise in the course of the BPR studies and related reviews; and
- (f) overseeing the operation of the Integrated Call Centre.

**Job Description of  
Assistant Director, Efficiency Unit (3)**

**Rank :** Administrative Officer Staff Grade C (D2)

**Responsible to :** Deputy Head, Efficiency Unit

**Main Duties and Responsibilities :**

- (a) Identifying and following up opportunities for structural/organisational change in the way government services are delivered;
- (b) examining the effectiveness of the organisational and staffing structure, exploring different management frameworks and models, and recommending the most effective organisation structure for delivery of such functions;
- (c) researching and introducing best practice into government organisations, drawing on lessons and developments both from the private sector and other governments;
- (d) advising and supporting bureaux and departments in developing and implementing organisational re-structuring proposals; and
- (e) co-ordinating and liaising with bureaux and departments to resolve policy, staffing and organisational issues for re-structuring proposals that cut across different policy areas and departmental boundaries.

**Job Description of  
Principal Management Services Officer (2)**

**Rank :** Principal Management Services Officer (D1)

**Responsible to :** Assistant Director, Efficiency Unit (4)

**Main Duties and Responsibilities :**

- (a) Assisting in directing, implementing, and monitoring a programme of major cross-departmental re-engineering projects;
- (b) leading and managing project teams in conducting studies and related reviews for services identified for re-engineering;
- (c) monitoring project progress, solving technical problems and implementation issues with bureaux/departmental management, and providing quality assurance on the deliverables; and
- (d) assisting in documenting and ensuring that the efficiency savings identified (both tangible and intangible) for each project are delivered.

### Transfer and Deletion of Non-directorate Posts

- (A) Non-directorate posts to be transferred from the Management Services Agency to the Efficiency Unit

Rank	No.	Notional Annual Salary Cost at Mid-point (NAMS) (\$)
Chief Management Services Officer	8	8,275,200
Senior Management Services Officer	26	19,716,840
Management Services Officer I	29	15,108,420
Chief Executive Officer	1	1,034,400
Executive Officer I	1	520,980
Executive Officer II	1	313,680
Personal Secretary II	1	186,240
Assistant Clerical Officer	2	351,480
Clerical Assistant	2	290,520
Workman II	1	113,040
<b>Total</b>	<b>72</b>	<b>45,910,800</b>

- (B) Non-directorate posts to be deleted from the permanent establishment of the Management Services Agency and the Efficiency Unit

Rank	No.	Notional Annual Salary Cost at Mid-point (NAMS) (\$)
<b>(i) <u>Management Services Agency</u></b>		
Chief Management Services Officer	1	1,034,400
Senior Management Services Officer	1	758,340
Management Services Officer I	2	1,041,960
Management Services Officer II	2	627,360
Personal Secretary I	1	298,800
Assistant Clerical Officer	2	351,480
Clerical Assistant	1	145,260
Office Assistant	1	120,240
Motor Driver	1	145,260
Sub-total	12	4,523,100
<b>(ii) <u>Efficiency Unit</u></b>		
Senior Executive Officer	1	758,340
<b>Total</b>	<b>13</b>	<b>5,281,440</b>

- (C) The total number of non-directorate posts to be deleted from Head 98 - Management Services Agency is therefore 84 (i.e. (A) plus (B)(i)).
- (D) To accommodate the 72 posts transferred from the Management Services Agency, and to reflect the deletion of one post in the Efficiency Unit, the NAMS ceiling of Head 142 - Government Secretariat : Offices of the Chief Secretary for Administration and the Financial Secretary will have to be increased by \$45,152,460 (i.e. (A) less (B)(ii)).

**Job Description of  
Head, Efficiency Unit**

**Rank :** Head, Efficiency Unit (D4)

**Responsible to :** Chief Secretary for Administration

**Main Duties and Responsibilities :**

- (a) Initiating, developing and directing Government's reform agenda in the management and delivery of public services;
- (b) supporting bureaux and departments in identifying and implementing opportunities to enhance service efficiency and quality;
- (c) ensuring an active investigation of opportunities and the development and implementation of detailed proposals for the Unit's key programmes;
- (d) enhancing awareness, shifting attitudes and establishing a shared commitment to Government's reform agenda within the civil service;
- (e) controlling Government's management services resources, and ensuring that these resources are focused on Government's overall priorities and are deployed to the best effect; and
- (f) overseeing the operation of the Unit.

**Job Description of  
Deputy Head, Efficiency Unit**

**Rank :** Deputy Head, Efficiency Unit (D3)

**Responsible to :** Head, Efficiency Unit

**Main Duties and Responsibilities :**

- (a) Supervising the development and implementation of a programme of organisational re-structuring initiatives and major re-engineering projects;
- (b) managing and implementing a proactive programme of work to enhance awareness, shift attitudes and establish a shared commitment to Government's reform agenda within the civil service;
- (c) contributing actively to the formulation and development of Government's change and reform programmes and initiatives;
- (d) undertaking and steering major cross-government projects; chairing or participating in task forces or project steering committees;
- (e) performing the role of the Head of the Management Services Officer grade; building and developing the grade into a grade of professional internal consultants for the delivery of Government's reform agenda;
- (f) liaising and co-ordinating with bureaux and departments at senior management level in advancing Government's reform agenda; and
- (g) deputising Head, Efficiency Unit during his absence.

**Job Description of  
Principal Management Services Officer (1)**

**Rank :** Principal Management Services Officer (D1)

**Responsible to :** Assistant Director, Efficiency Unit (4)

**Main Duties and Responsibilities :**

- (a) Assisting in directing, implementing and monitoring a programme of business processes re-engineering projects and reviewing mode of service delivery in support of E-government and new cross-department information technology (IT) initiatives;
- (b) identifying opportunities for re-engineering the processes of the applications behind the Electronic Service Delivery Scheme; and leading and managing project teams to undertaking such projects;
- (c) leading and managing project teams in conducting process re-engineering work for IT projects or related reviews on applications involving cross-department data sharing, streamlining of business processes or elimination of duplicated functions as a result of computerisation;
- (d) monitoring project progress, solving technical problems and implementation issues with bureau/departmental management and providing quality assurance on the deliverables; and
- (e) assisting in documenting and ensuring that the efficiency savings identified (both tangible and intangible) for each project are delivered.



**Job Description of  
Principal Executive Officer, Efficiency Unit**

**Rank :** Principal Executive Officer (D1)

**Responsible to :** Deputy Head, Efficiency Unit

**Main Duties and Responsibilities :**

- (a) Planning, co-ordinating and supporting the implementation of projects and activities related to the development of cultural change, building awareness and support for Government's reform programme;
- (b) co-ordinating and liaising with bureaux and departments in promoting and soliciting support for the Unit's programmes;
- (c) giving talks/presentations to explain and promote Government's reform agenda;
- (d) managing resources and taking charge of the administration of consultancy projects and other services to support the Unit's programme and initiatives;
- (e) co-ordinating the preparation of the Unit's Policy Objective booklet; and
- (f) overseeing the finance and administrative support service of the Unit and the development and maintenance of the Unit's web-site.

## Savings in Staff Cost

<b>Rank</b>	<b>No. of Posts</b>	<b>Notional Annual Salary Cost at Mid-point (\$)</b>	<b>Full Annual Staff Cost (\$)</b>
<b><u>Deletion</u></b>			
Director of Management Services	1	1,659,000	3,064,560
Principal Management Services Officer	1	1,273,800	2,027,124
Chief Management Services Officer	1	1,034,400	1,739,820
Senior Management Services Officer	1	758,340	1,302,444
Management Services Officer I	2	1,041,960	1,419,864
Management Services Officer II	2	627,360	811,848
Senior Executive Officer	1	758,340	1,211,748
Personal Secretary I	1	298,800	472,308
Assistant Clerical Officer	2	351,480	691,680
Clerical Assistant	1	145,260	244,164
Office Assistant	1	120,240	202,968
Motor Driver	1	145,260	220,188
<b>Savings</b>	<b>15</b>	<b>8,214,240</b>	<b>13,408,716</b>
<b><u>Creation</u></b>			
Assistant Director of Management Services	1	1,515,000	2,313,456
<b>Additional Cost</b>		<b>1,515,000</b>	<b>2,313,456</b>
<b>Net savings</b>	<b>14</b>	<b>6,699,240</b>	<b>11,095,260</b>