

LEGISLATIVE COUNCIL PANEL ON HOUSING

Review of the Organisation Structure of Housing Department

Purpose

This paper briefs Members on progress made on our review of the organisation structure of the Housing Department (HD), and seeks Members' view on a proposed new directorate structure for HD.

Background

2. In December 2002, Finance Committee approved the merger of the former Housing Bureau and HD into a single organisation with effect from 1 January 2003. This reorganisation resulted in a net deletion of four directorate posts and 20 non-directorate posts. We informed the Committee at that time that further initiatives were being pursued to streamline the organization structure of HD. We undertook to report progress on the review to Members in due course.

The Review

3. We have been conducting the review in two phases. In the first phase, we focus our attention on the senior management (i.e. directorate) structure of HD. In the second phase, we look at the non-directorate structure supporting the various businesses of the department. Our primary objective is to de-layer operational responsibilities, streamline workflow, and merge related functions as far as practicable with a view to building a leaner and more dynamic organization that can respond to service demand more efficiently and effectively. We are also keenly cognizant of the need to enhance productivity in view of the financial difficulties of the Government as a whole and the HA in particular.

4. In conducting the review, we have taken into account the new housing policy announced in November 2002, the declared policy intent to divest the Housing Authority (HA)'s retail and car-parking facilities¹, and changes in service requirements and modes of delivery over time. We have critically reviewed the existing establishment of HD to identify areas where there is scope to merge lines of diminishing responsibilities because of changes in policy or service demand. In developing new structures, we are mindful of the need to address potential surplus staff issues, and have taken account of natural wastage arising from normal retirement, departure under the Voluntary Departure Scheme² (VDS) and the second Voluntary Retirement Scheme, and completion of contracts of employees on contract terms.

5. We have largely completed our work in phase one and have formulated some proposals on HD's senior management structure. We have already commenced work in phase two, and plan to finalise our proposals for both phases after consultation with staff and before the end of 2003.

Proposed New Directorate Structure

6. Between now and 31 March 2007, and assuming that the divestment of HA's retail and car-parking facilities will be completed by 2006-07, we plan to down-size the senior management establishment by a net deletion of two deputy director posts (D3), nine assistant director posts (D2) and 13 chief manager/professional posts (D1). The number of business Divisions will be reduced by 33%, from six to four. The total number of sub-Divisions will be reduced by 32%, from 22 to 15. Taking into account three additional directorate posts already deleted in February and March 2003, there will be a total net reduction of 27 directorate posts (i.e. 2 D3, 9 D2 and 16 D1 posts), or 37% of the directorate establishment as approved by Finance Committee last December.

¹ In the Policy Agenda published in January 2003, we announced that we would evaluate options for the divestment of the HA's retail and car-parking facilities with a view to developing an implementation plan. We are actively taking the matter forward and aim to complete the divestment before the end of 2006-07.

² The VDS was devised to facilitate the out-sourcing by phases of management and maintenance of public housing estates to the private sector.

7. The directorate structure as at 1 January 2003 is at *Annex 1*. The current deployment of directorate posts is at *Annex 2*, and the posts planned for deletion are shown in bold italic print. We aim to achieve the directorate structure at *Annex 3* by August 2004. Subject to the successful divestment of the HA's retail and car-parking facilities, the directorate structure by the end of 2006-07 will be as set out in *Annex 4*.

Detailed Proposals

Business Divisions

8. The responsibilities and directorate establishment of each of the existing six business divisions are briefly described at *Annex 5*. The proposed organizational changes are set out below -

- (a) *Strategy Division*, headed by a Deputy Director of Housing (D4), will be supported by four instead of five Assistant Directors of Housing (D2)³. The responsibilities of these four Assistant Director posts will remain largely unchanged. The post of Assistant Director (Institutional Reform), currently redeployed on a temporary basis⁴, will be deleted as a substantial part of the work related to institutional reform recommended by the Committee on the Review of the Institutional Framework for Public Housing and on streamlining the Housing Authority committee structure has been completed. Other Assistant Directors within the Division will absorb the residual work of this post. In addition, one Chief Finance Manager (D1) post will be deleted and its work absorbed by its subordinate non-directorate posts. One post of Chief Planning Officer (D1), currently redeployed to the office of the Director of Housing (D of H), will also be deleted in due course⁵.

- (b) *Business Development Division and Construction Division*,

³ Including the Assistant Director heading the Private Housing sub-Division, the responsibilities and establishment of which have been transferred from the Business Development Division to the Strategy Division with effect from 3.3.2003.

⁴ See paragraph 10 below.

⁵ See paragraph 11 below.

headed by a Deputy Director of Housing at D4 level and D3 level respectively, will be reorganized and merged into a ***Development and Construction Division*** in the light of substantial scale-down of public housing production and diminishing work related to the Private Sector Involvement Scheme for the outsourcing of management and maintenance services for public housing estates. Work related to the divestment of HA's retail and car-parking facilities undertaken by the former Business Development Division is now undertaken by a dedicated Task Force on Divestment under Deputy Director (Corporate Services) – see paragraph 10 below. The new Division will be headed by a Deputy Director of Housing (D3), and will be organized into three sub-Divisions, each headed by an Assistant Director of Housing (D2) and underpinned by a number of chief professional posts (D1). Two Assistant Directors will be responsible for overseeing construction, redevelopment and rehabilitation projects in their respective region. The third Assistant Director will be responsible for procurement and outsourcing policies, capital budget control, technical standards and quality assurance. In addition, the Deputy Director will be supported by a chief professional (D1) on new business development. As a result of the reorganization, three sub-Divisions will be disbanded or merged; one post of Deputy Director of Housing (D4)⁶, three posts of Assistant Directors of Housing (D2), and five posts at D1 will be deleted in phases.

- (c) ***Estate Management (EM) Division***, headed by a Deputy Director of Housing (D3), will be supported by two instead of three Assistant Directors of Housing (D2) under a new regional command structure. The two Assistant Directors of Housing will oversee two and three regional command offices respectively, each headed by a Chief Manager (D1)⁷. These regional command offices will supervise management and maintenance of public housing estates in their

⁶ The D4 post will be frozen pending the substantive incumbent's permanent transfer to another post outside HD.

⁷ The Chief Manager is a multi-discipline post and may be filled by the Housing Manager or works grade staff.

respective regions. In addition, the Deputy Director will be underpinned by two Chief Managers (D1). One Chief Manager will be responsible for policy work related to tenancy management, estate services, rent policy and letting of private service contracts. The other Chief Manager will be responsible for developing standards and guidelines related to maintenance of public housing estates. The proposed reorganization will result in the net deletion of one Assistant Director of Housing (D2) post and one Chief Manager (D1) post. An additional Chief Housing Manager (D1) post has been redeployed to the Corporate Services Division⁸. One Chief Housing Manager (D1) post and one Chief Maintenance Surveyor (D1) post have been redeployed temporarily to the Allocation and Commercial Division. Subject to the successful divestment of HA's retail and car-parking facilities, EM Division will take over the residual responsibilities of the Allocation and Commercial Division, together with one Assistant Director of Housing (D2) post, one Chief Housing Manager (D1) post and one Chief Estate Surveyor (D1) post upon the disbandment of the latter Division – see paragraph (d) below. Owing to the expanded scope of responsibilities of the Deputy Director, it will be re-graded from D3 rank to D4 then.

- (d) ***Allocation and Commercial Division***, headed by a Deputy Director of Housing (D3), will be reorganized with functional responsibilities to be merged and de-layered to enhance operational efficiency. The streamlined Division will have two instead of three operational sub-Divisions, each headed by an Assistant Director of Housing (D2). One of the Assistant Directors, supported by one Chief Housing Manager (D1) and one Chief Estate Surveyor (D1), will take charge of various subsidized housing schemes, allocation of public rental housing flats, squatter control and clearance. The other Assistant Director, supported by two Chief Housing Managers (D1), one Chief Estate Surveyor (D1) and one Chief Maintenance Surveyor (D1), will deal with management, marketing and

⁸ See paragraph 8(e) below.

maintenance of all retail and car-parking facilities in HA premises. The reorganization will result in a net deletion of one Assistant Director of Housing (D2) post, two Chief Housing Manager (D1) posts, and one Chief Estate Surveyor (D1) post. After the successful divestment of HA's retail and car-parking facilities, the Division will be disbanded and its residual responsibilities transferred to the EM Division. As a result, one Deputy Director of Housing (D3) post, one Assistant Director of Housing (D2) post, two Chief Housing Manager (D1) posts, one Chief Maintenance Surveyor (D1) post and one Chief Estate Surveyor (D1) post will be further deleted.

- (e) ***Corporate Services Division***, headed by a Deputy Director of Housing (D3), will be underpinned by two Assistant Directors of Housing (D2/DL2) instead of four at present. The responsibilities of these two Assistant Directors will remain unchanged. The existing Assistant Director responsible for HA secretariat support and community relations will be downgraded to D1 level. The existing Assistant Director post responsible for information technology will be deleted and its responsibilities taken up by the subordinate Chief Systems Manager (D1) post. In addition, one HA contract D1 post has already been deleted in February 2003 and its duties taken up by a Chief Housing Manager (D1) redeployed from the EM Division. One Principal Management Services Officer (D1) post will also be deleted and its duties absorbed by subordinate non-directorate staff.

Independent Checking Unit

9. The ***Independent Checking Unit***, headed by a supernumerary post of Assistant Director of Housing (D2), will continue to report directly to D of H. This unit is responsible for third-party checking and approval of HA's projects to ensure that they comply with statutory requirements under the Buildings Ordinance and the Lifts and Escalators (Safety) Ordinance. The process involves checking building design and construction proposals, and undertaking subsequent site inspections and monitoring of works against

approved plans as works proceed to various stages. The establishment of the Unit is an interim arrangement pending a review and formulation of the appropriate arrangements for bringing HA projects and buildings formally under the ambit of the above-mentioned Ordinances. It would take quite some time to sort out various complex issues including the legal, staff management and resource implications of the proposition. Its implementation will also require meticulous compilation of the necessary plans and records of existing buildings to facilitate future building control. Pending resolution of these matters, the existing interim arrangement should continue. We therefore propose to retain the supernumerary Assistant Director post for an additional three years, and to strengthen its staffing support to enhance quality control of HA projects.

Task Force on Divestment

10. To take forward the divestment project in earnest (see paragraph 4 above), we have established an ad hoc ***Task Force on Divestment*** headed by Deputy Director (Corporate Services) and supported by an Assistant Director of Housing (D2) redeployed from the Strategy Division (see paragraph 8(a) above). This Assistant Director post will be deleted after completion of the divestment project.

Central Support Unit

11. Since last year, a wide range of strategic and operational policy initiatives in the housing area have been launched that require the close personal attention of the Secretary for Housing, Planning and Lands (SHPL) who is also Chairman of the HA, and D of H. To facilitate better co-ordination and consolidation of policy input on cross-cutting issues, the Chief Planning Officer (Strategic Planning) post (D1) in the Strategy Division has been redeployed on a temporary basis to the office of D of H to head a ***Central Support Unit***. As the new policy initiatives are materialized or completed over time, we plan to disband this Unit and delete the Chief Planning Officer post by 2006-07. Responsibility for providing central support to SHPL and D of H will then revert to the Strategy Division.

Implementation Timetable

12. Taking into account operational requirements and departure of relevant officers on retirement, we plan to implement the new directorate structure by deleting the above-mentioned posts progressively over the next three and a half years, broadly according to the following timetable –

Post		Timing
(a)	Deletion (or freezing of post pending deletion) of one D4 post, one D3 post and nine D2 posts comprising -	
	♦ Assistant Director of Housing (Information & Community Relations)*	August 2003
	♦ Assistant Director of Housing (Information Technology)	August 2003
	♦ Assistant Director of Housing (Business Development)	July 2003
	♦ Deputy Director of Housing (Business Development) (D4)	December 2003
	♦ Assistant Director of Housing (Estate Management)	December 2003
	♦ Assistant Director of Housing (Allocation)	April 2004
	♦ One Assistant Director of Housing (Construction)	April 2004
	♦ One Assistant Director of Housing (Construction)	July 2004
	♦ Senior Assistant Director of Housing (Allocation and Commercial) (D3)	Before end of 2006-07
	♦ Assistant Director of Housing (Commercial Properties)	Before end of 2006-07
	♦ Assistant Director of Housing (Divestment)§	Before end of 2006-07

* Offset by the creation of one D1 post as Head (Information & Community Relations)

§ Redeployed post held against the vacant post of Assistant Director (Institutional Reform)

Post		Timing
(b)	<p>deletion of 17 D1 posts comprising –</p> <ul style="list-style-type: none"> ◆ One HA Contract post of D1 equivalent rank ◆ two multi-disciplinary chief professional supernumerary posts in Construction Division ◆ one Principal Management Services Officer ◆ one Chief Manager (Estate Management) (Chief Structural Engineer) ◆ two Chief Housing Manager in Allocation and Commercial Division ◆ one Chief Finance Manager ◆ one Chief Building Services Engineer in Construction Division ◆ one multi-disciplinary chief professional post in Construction Division ◆ one Chief Quantity Surveyor in Construction Division ◆ one Chief Estate Surveyor/Home Ownership Scheme & Rental Housing ◆ one Chief Estate Surveyor/Private Sector Participation Scheme & Tenants Purchase Scheme ◆ one Chief Planning Officer ◆ one Chief Manager /Commercial Properties (Works) (Chief Maintenance Surveyor) ◆ one Chief Manager/Commercial Properties (Management) (Chief Housing Manager) ◆ one Chief Manager/Commercial Properties (Development, Lettings and Support) (Chief Housing Manager) 	<p>February 2003 March 2003</p> <p>December 2003 December 2003</p> <p>December 2003</p> <p>February 2004 April 2004</p> <p>May 2004</p> <p>August 2004</p> <p>August 2004</p> <p>December 2004</p> <p>Before end of 2006-07</p> <p>Before end of 2006-07</p> <p>Before end of 2006-07</p> <p>Before end of 2006-07</p>
(c)	<ul style="list-style-type: none"> ◆ Creation of one HA D1 post as Head (Information and Community Relations) 	August 2003
(d)	<ul style="list-style-type: none"> ◆ Re-grading of the Deputy Director (D3) post to D(4) rank in the EM Division 	Before end of 2006-07
(e)	<ul style="list-style-type: none"> ◆ Extend the supernumerary post of Assistant Director (Independent Checking Unit) for another three years 	July 2004

Re-engineering of Non-directorate Structure : Major De-layering and Streamlining

13. We are now reviewing the non-directorate structure with a view to further de-layering the organization and streamlining work processes. We intend to move progressively from a hierarchical structure into an integrated team approach by flattening operational structures such that technical and professional grades staff will work more closely together, instead of reporting through its respective grade structures. Line management responsibilities will be clearly defined to enhance operational efficiency and accountability.

14. Indeed, we have already made significant efforts to down-size the department through re-engineering, out-sourcing, and productivity enhancement. There is also a reducing demand for staff in the light of substantial scale-down of public housing production. The non-directorate establishment of HD on 30 September 2002 was 12 498 posts. That number was reduced by 1 036 posts to 11 462 at 1 April 2003. We estimate that there is scope to further delete about 2 500 posts (including both civil service and HA contract posts) between April 2003 and March 2007 taking into account officers scheduled to leave on normal retirement, completion of contract, and under various voluntary departure or retirement schemes. The Government has announced a target to reduce the *civil service establishment* by 10% between 1 October 2002 and 31 March 2007. Taking into account both *civil service and HA contract posts*, the reduction in the HD establishment will be close to 30%.

15. The de-layering and rationalisation of functions and responsibilities, and the divestment of HA's retail and car-parking facilities will impact further on HD's non-directorate staffing requirements. It is quite likely that there will be civil servants surplus to requirements even after accounting for the departure of the staff mentioned in paragraph 14 above. While it is premature to assess the number of surplus staff at this stage, we will try our best to redeploy surplus civil servants on other duties both within and outside HD. We will work with staff in developing arrangements for redeployment. For example, there are redeployment opportunities on work related to rehabilitation of older estates and on various initiatives recently

announced under the comprehensive programme to improve environmental hygiene and cleanliness in public housing estates.

Financial Implications

16. We estimate that the net deletion of the 27 directorate posts, on full implementation of the new directorate structure, will result in savings in full annual average staff cost (including salaries and staff on-cost)) of \$60.11 million. It is not possible to estimate the savings in non-directorate staff cost at this stage.

Way forward

17. We intend to consult staff on our preliminary proposals and finalise our proposals for both directorate and non-directorate structures before the end of 2003.

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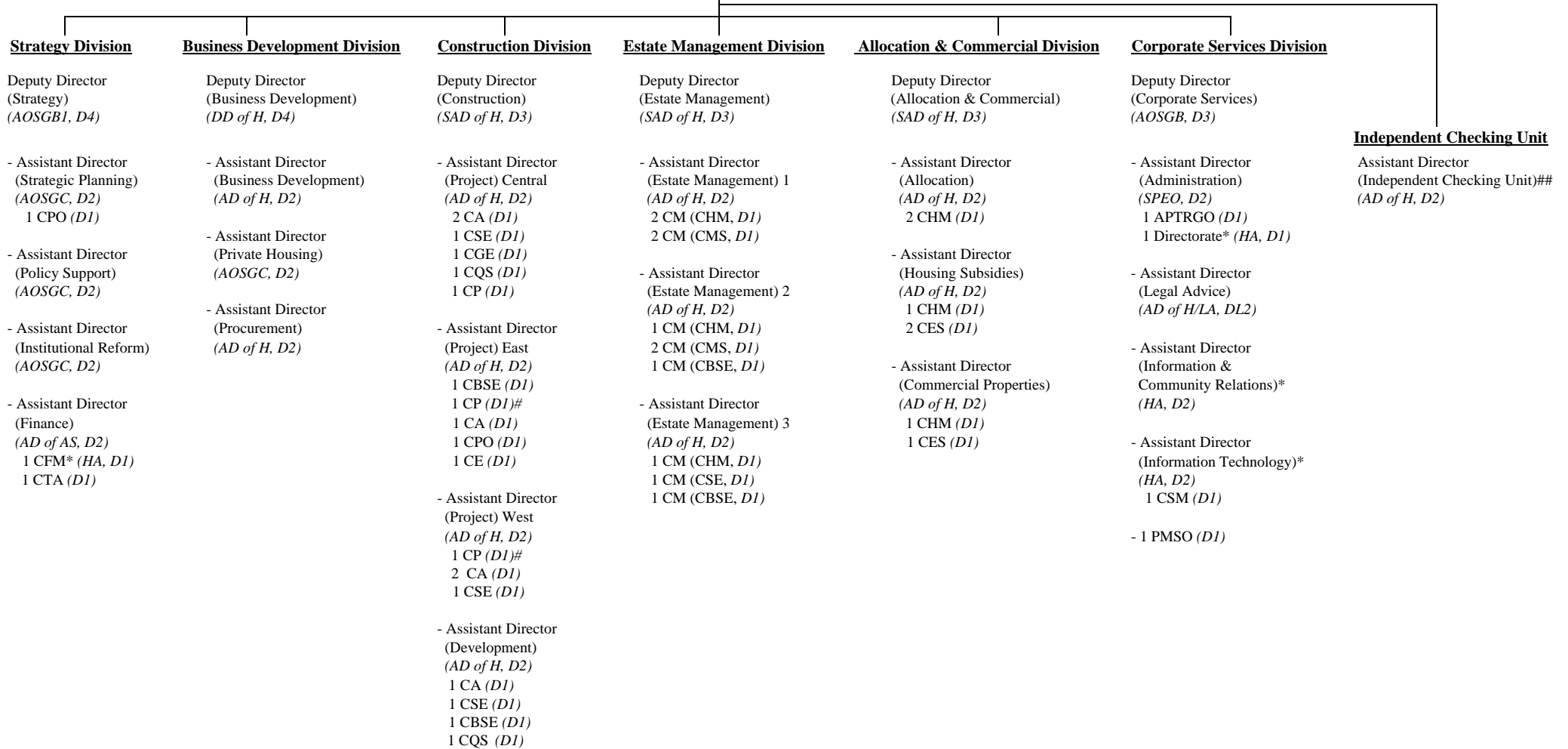
Housing Department
Housing, Planning and Lands Bureau
June 2003

Organization structure of the Housing Department

(as approved by the Finance Committee at 1 January 2003)

Permanent Secretary for Housing, Planning and Lands (Housing)/Director of Housing

(AOSGA1, D8)



Legends:

- | | | |
|--|---|--|
| AOSGA1 - Administrative Officer Staff Grade A1 | CBSE - Chief Building Services Engineer | CTA - Chief Treasury Accountant |
| AOSGB1 - Administrative Officer Staff Grade B1 | CE - Chief Engineer | PMSO - Principal Management Services Officer |
| AOSGB - Administrative Officer Staff Grade B | CES - Chief Estate Surveyor | CM - Chief Manager (Multi-disciplinary posts which may be filled by Housing Manager and Works grade staff) |
| AOSGC - Administrative Officer Staff Grade C | CFM - Chief Finance Manager | CP - Chief Professional (Multi-disciplinary posts open to all building disciplines) |
| DD of H - Deputy Director of Housing | CGE - Chief Geotechnical Engineer | HA - Housing Authority |
| SAD of H - Senior Assistant Director of Housing | CHM - Chief Housing Manager | LA - Legal Advice |
| AD of H - Assistant Director of Housing | CMS - Chief Maintenance Surveyor | * - Housing Authority contract posts |
| AD of AS - Assistant Director of Accounting Services | CPO - Chief Planning Officer | # - Supernumerary posts to lapse on 20.3.2003 |
| SPEO - Senior Principal Executive Officer | CQS - Chief Quantity Surveyor | ## - Supernumerary post to lapse on 15.7.2004 |
| APTRGO - Assistant Principal Training Officer | CSE - Chief Structural Engineer | |
| CA - Chief Architect | CSM - Chief Systems Manager | |

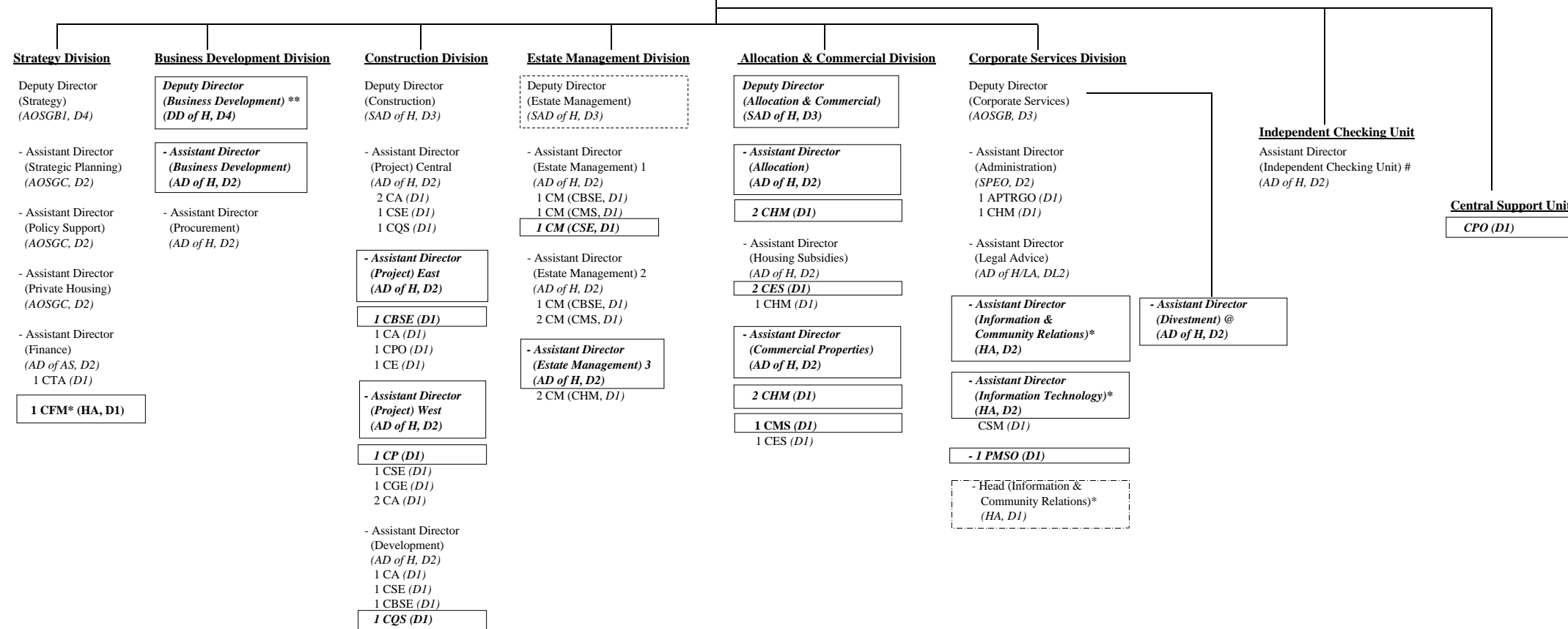
Organization structure of the Housing Department

(as at 2 July 2003)

Annex 2

Permanent Secretary for Housing, Planning and Lands (Housing)/Director of Housing

(AOSGA1, D8)



Remarks

Compared to Annex 1, one HA Directorate D1 and two supernumerary multi-disciplinary CP (D1) posts lapsed in February and March 2003 respectively.

Legends:

AOSGA1 - Administrative Officer Staff Grade A1
 AOSGB1 - Administrative Officer Staff Grade B1
 AOSGB - Administrative Officer Staff Grade B
 AOSGC - Administrative Officer Staff Grade C
 DD of H - Deputy Director of Housing
 SAD of H - Senior Assistant Director of Housing
 AD of H - Assistant Director of Housing
 AD of AS - Assistant Director of Accounting Services
 SPEO - Senior Principal Executive Officer
 APTRGO - Assistant Principal Training Officer
 CA - Chief Architect
 CBSE - Chief Building Services Engineer

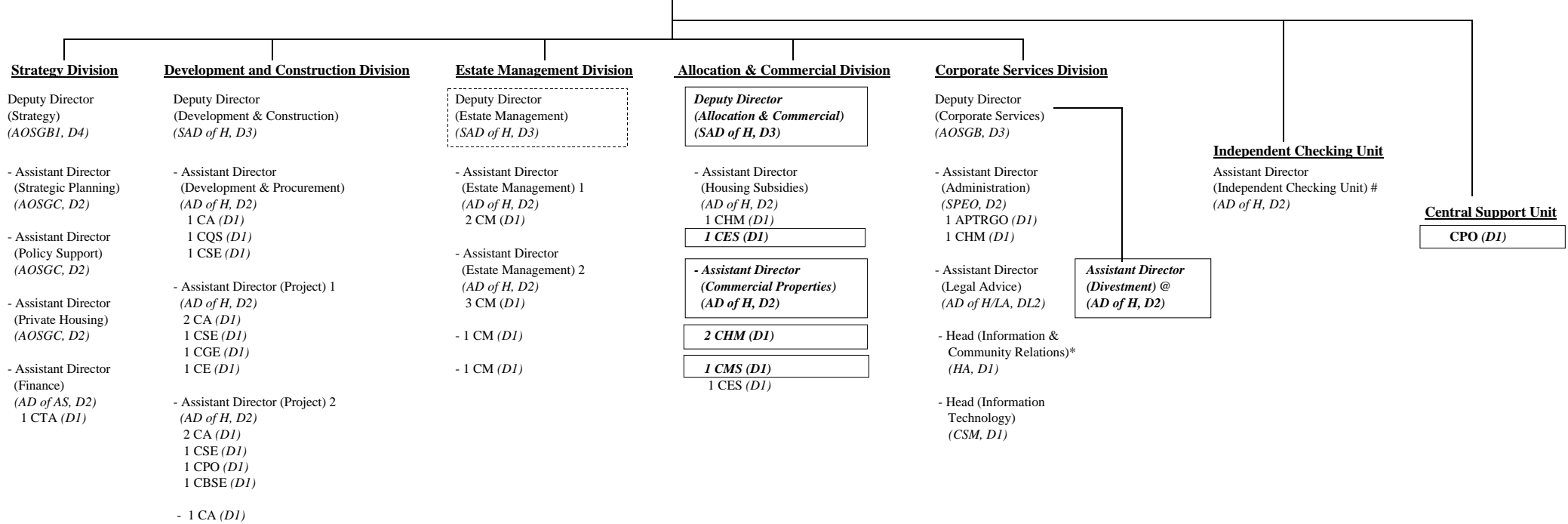
CE - Chief Engineer
 CES - Chief Estate Surveyor
 CFM - Chief Finance Manager
 CGE - Chief Geotechnical Engineer
 CHM - Chief Housing Manager
 CMS - Chief Maintenance Surveyor
 CPO - Chief Planning Officer
 CQS - Chief Quantity Surveyor
 CSE - Chief Structural Engineer
 CSM - Chief Systems Manager
 CTA - Chief Treasury Accountant
 PMSO - Principal Management Services Officer

CM - Chief Manager (Multi-disciplinary posts which may be filled by Housing Manager and Works grade staff)
 CP - Chief Professional (Multi-disciplinary post open to all building disciplines)
 HA - Housing Authority
 LA - Legal Advice
 * - Housing Authority contract posts
 ** - One DD of H (D4) post will be held vacant pending one DD of H's permanent transfer to another post outside Housing Department
 @ - Supernumerary post by holding against one AOSGC (D2) post
 # - Supernumerary post proposed for extension for three years and to lapse on 15.7.2007
 [] - Posts proposed for deletion progressively by March 2007
 [] - Post to be re-graded to DD of H (D4) rank
 [] - Post proposed for creation upon downgrading of the Assistant Director (Information & Community Relations) post

Proposed Organization structure of the Housing Department
(by August 2004)

Permanent Secretary for Housing, Planning and Lands (Housing)/Director of Housing

(AOSGAI, D8)



Remarks

Compared to Annex 2, one D4, seven D2, and nine D1 posts offset by creation of one HA D1 post would be deleted.

Legends:

AOSGAI - Administrative Officer Staff Grade A1
AOSGB1 - Administrative Officer Staff Grade B1
AOSGB - Administrative Officer Staff Grade B
AOSGC - Administrative Officer Staff Grade C
SAD of H - Senior Assistant Director of Housing
AD of H - Assistant Director of Housing
AD of AS - Assistant Director of Accounting Services
SPEO - Senior Principal Executive Officer
APTRGO - Assistant Principal Training Officer
CA - Chief Architect
CBSE - Chief Building Services Engineer

CE - Chief Engineer
CES - Chief Estate Surveyor
CFM - Chief Finance Manager
CGE - Chief Geotechnical Engineer
CHM - Chief Housing Manager
CMS - Chief Maintenance Surveyor
CPO - Chief Planning Officer
CQS - Chief Quantity Surveyor
CSE - Chief Structural Engineer
CSM - Chief Systems Manager
CTA - Chief Treasury Accountant

PMSO - Principal Management Services Officer
CM - Chief Manager (Multi-disciplinary posts which may be filled by Housing Manager and Works grade staff will be filled by 3 CMS, 2 CBSE and 2 CHM)
HA - Housing Authority
LA - Legal Advice
* - Housing Authority contract posts
@ - Supernumerary post by holding against one AOSGC (D2) post
[] - Posts proposed for deletion progressively by March 2007
[] - Post to be re-graded to DD of H (D4) rank
- Supernumerary post to lapse on 15.7.2007

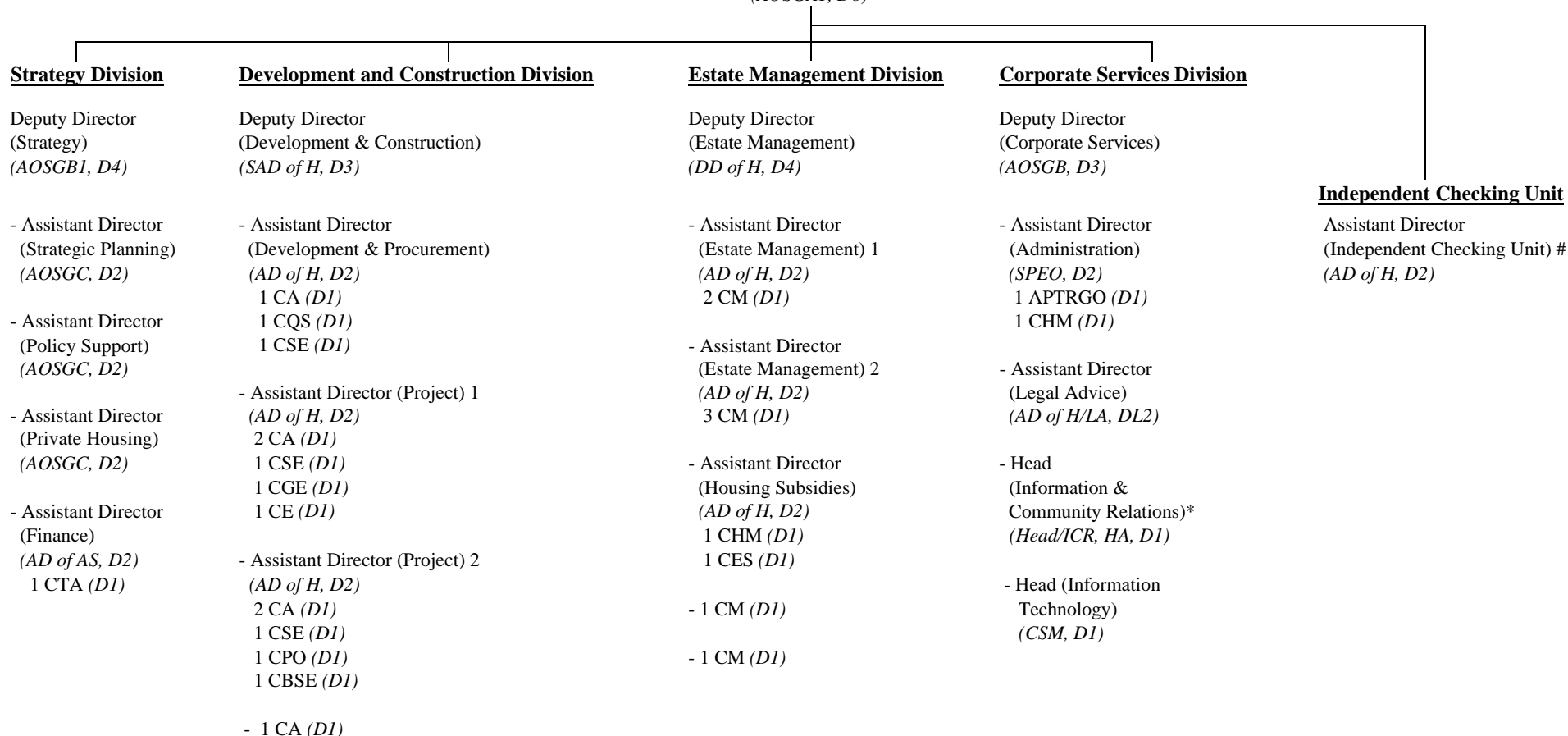
Proposed Organization structure of the Housing Department

Annex 4

(by March 2007)

Permanent Secretary for Housing, Planning and Lands (Housing)/Director of Housing

(AOSGA1, D8)



Remarks

Compared to Annex 1, a net total of 27 posts are deleted - two D3, nine D2 and 17 D1 posts offset by creation of one HA D1.

Legends:

AOSGA1 - Administrative Officer Staff Grade A1	CA - Chief Architect	CSM - Chief Systems Manager
AOSGB1 - Administrative Officer Staff Grade B1	CBSE - Chief Building Services Engineer	CTA - Chief Treasury Accountant
AOSGB - Administrative Officer Staff Grade B	CE - Chief Engineer	CM - Chief Manager (Multi-disciplinary posts which may be filled by Housing Manager and Works grade staff will be filled by 3 CMS, 2 CBSE and 2 CHM)
AOSGC - Administrative Officer Staff Grade C	CES - Chief Estate Surveyor	
DD of H - Deputy Director of Housing	CGE - Chief Geotechnical Engineer	
SAD of H - Senior Assistant Director of Housing	CHM - Chief Housing Manager	HA - Housing Authority
AD of H - Assistant Director of Housing	CMS - Chief Maintenance Surveyor	LA - Legal Advice
AD of AS - Assistant Director of Accounting Services	CPO - Chief Planning Officer	* - Housing Authority contract posts
SPEO - Senior Principal Executive Officer	CQS - Chief Quantity Surveyor	# - Supernumerary post to lapse on 15.7.2007

APTRGO - Assistant Principal Training Officer

CSE - Chief Structural Engineer

**Responsibilities and Directorate Establishment of
Six Existing Business Divisions in Housing Department**

(A) Strategy Division

Responsibilities

- (a) Overall strategy and planning of all major public housing polices;
- (b) Policies and matters related to private housing;
- (c) Corporate plan and finance of the Housing Authority (HA); and
- (d) Central support to Secretary for Housing, Planning and Lands and Director of Housing on housing policies and department-wide issues with heavy policy content.

Directorate establishment

Headed by:

Deputy Director of Housing (AOSGB1, D4)

underpinned by:

Assistant Director (Strategic Planning) (AOSGC, D2)

Assistant Director (Policy Support) (AOSGC, D2)

Assistant Director (Private Housing) (AOSGC, D2)

Assistant Director (Institutional Reform) (AOSGC, D2)

Assistant Director (Finance) (AD of AS, D2)

Chief Finance Manager (HA, D1)

Chief Treasury Accountant (CTA, D1)

Chief Planning Officer* (CPO, D1)

Note : * post redeployed to other unit/division

(B) Business Development Division

Responsibilities

- (a) Development of new initiatives and business opportunities; Outsourcing programmes (including Private Sector Involvement, etc.);
- (b) Re-engineering of major operational processes across the Department;

- (c) Home Ownership Scheme overhang issue;
- (d) Review of procurement policies and practices; and
- (e) List management and environmental policy.

Directorate establishment

Headed by:

Deputy Director of Housing (DD of H, D4)

underpinned by:

Assistant Director (Business Development) (AD of H, D2)

Assistant Director (Procurement) (AD of H, D2)

(C) Construction Division

Responsibilities

- (a) Public Housing Development Programmes;
- (b) Construction programme for all public housing and re-development of older estates;
- (c) Steering Committee on Land Supply for Housing;
- (d) Project management; and
- (e) Housing Management Information System.

Directorate establishment

Headed by:

Deputy Director of Housing (SAD of H, D3)

underpinned by:

Assistant Director (Project) Central (AD of H, D2)

Assistant Director (Project) East (AD of H, D2)

Assistant Director (Project) West (AD of H, D2)

Assistant Director (Development) (AD of H, D2)

6 Chief Architect (D1)

1 Multi-disciplinary Chief Professional (D1)~

3 Chief Structural Engineer (D1)

1 Chief Geotechnical Engineer (D1)

2 Chief Quantity Surveyor (D1)

- 1 Chief Planning Officer (D1)
- 2 Chief Building Services Engineer (D1)
- 1 Chief Engineer (D1)

Note : ~ Multi-disciplinary post open to all building disciplines

(D) Estate Management Division

Responsibilities

- (a) Overall management and maintenance of public housing estates and related policies;
- (b) Housing Improvement Schemes and interim public housing;
- (c) Monitoring of Property Services Companies/Property Management Agencies; and
- (d) Maintenance of Government slopes, hawker control, illegal parking enforcement on behalf of other Government departments.

Directorate establishment

Headed by:

Deputy Director of Housing (SAD of H, D3)

underpinned by:

Assistant Director (Estate Management) 1 (AD of H, D2)

Assistant Director (Estate Management) 2 (AD of H, D2)

Assistant Director (Estate Management) 3 (AD of H, D2)

8 Chief Managers (D1) *

- * The Chief Managers is a multi-discipline post and may be filled by Housing Manager and works grade staff.

(E) Allocation & Commercial Division

Responsibilities

- (a) Allocation of public rental housing, elderly housing, loan and rental allowance schemes;
- (b) Policies for various subsidized home ownership schemes;

- (c) Squatter control and clearance; and
- (d) Management, maintenance, valuation, marketing and promotion of commercial properties.

Directorate establishment

Headed by:

Deputy Director of Housing (SAD of H, D3)

underpinned by:

Assistant Director (Allocation) (AD of H, D2)

Assistant Director (Housing Subsidies) (AD of H, D2)

Assistant Director (Commercial Properties) (AD of H, D2)

4 Chief Housing Manager (D1)

1 Chief Housing Manager (D1)*

3 Chief Estate Surveyor (D1)

1 Chief Maintenance Surveyor (D1)*

Note : * posts redeployed from Estate Management Division

(F) Corporate Services Division

Responsibilities

- (a) Human resources management and policies;
- (b) Provision of administration and various support services;
- (c) Provision of legal advisory services;
- (d) Information technology and strategies;
- (e) Corporate public relations strategy; and
- (f) Management services.

Directorate establishment

Headed by:

Deputy Director of Housing (AOSGB, D3)

underpinned by:

Assistant Director (Administration) (SPEO, D2)

Assistant Director (Legal Advice) (AD of H/LA, DL2)

Assistant Director (Information & Community Relations) (HA, D2)

Assistant Director (Information Technology) (HA, D2)

1 Assistant Principal Training Officer (D1)

1 Chief Housing Manager (D1)*

1 Chief Systems Manager (D1)

1 Principal Management Services Officer (D1)

Note : * post redeployed from Estate Management Division