

ITEM FOR ESTABLISHMENT SUBCOMMITTEE OF FINANCE COMMITTEE

HEAD 62 – HOUSING DEPARTMENT

Subhead 003 Recoverable salaries and allowances (General)

Members are invited to recommend to Finance Committee –

- (a) the creation of the following permanent posts in the Housing Department (HD) with effect from 2 July 2010 –

1 Assistant Director of Housing
(D2) (\$116,100 - \$126,985)

1 Chief Estate Surveyor
(D1) (\$97,840 - \$106,925); and

- (b) the revision and redistribution of duties and responsibilities among some other directorate posts in HD.

PROBLEM

HD¹ needs to strengthen staffing support at the directorate level of its Estate Management Division (EMD) to cope with the additional workload, and make consequential revision on the duties and responsibilities of some existing directorate posts in EMD.

/PROPOSAL

¹ HD is the executive arm of the Housing Authority (HA). HD staff (all being civil servants) are seconded to HA, which also employs its own staff under HA contract terms.

PROPOSAL

2. We propose to –
- (a) create two permanent directorate posts in EMD of HD with effect from 2 July 2010 –
 - (i) one Assistant Director of Housing (AD of H) (D2) post to head one new Management Region and three central Support Services (SS) Sections;
 - (ii) one Chief Estate Surveyor (CES) (D1) post to head the proposed Commercial Properties Support Services Section (CPSS Section); and
 - (b) revise and redistribute the duties and responsibilities among some existing directorate posts in EMD.

JUSTIFICATION**Creation of an AD of H Post**Directorate Set-up of EMD

3. EMD manages a wide ranging property portfolio, comprising 711 800 public rental housing (PRH) flats² in 164 estates, 377 000 subsidised sale flats³, 2 543 000m² non-domestic properties and 26 600 car parking spaces. It is headed by a Senior Assistant Director of Housing (SAD of H) (D3) designated as Deputy Director (Estate Management) (DD(EM)), who is underpinned by two ADs of H designated as Assistant Directors (Estate Management) (ADs(EM)), and ten Chief Managers/Management (CMs/M) (multi-disciplinary posts at D1 level) overseeing the central functions of five SS Sections⁴ and supervising the proper management of five Management Regions each with an average of about 142 300 PRH flats.

/4.

² The figure includes units in Interim Housing estates and vacant flats in Tenants Purchase Scheme (TPS) estates and around 6 400 units in new estates (i.e. Mei Tung, Choi Fook, Choi Tak and Chai Wan Estates) to be completed in mid-2010.

³ The figure includes flats sold under the Home Ownership Scheme (HOS), Private Sector Participation Scheme (PSPS), Buy-or-Rent Option, Mortgage Subsidy Scheme and TPS.

⁴ The major responsibilities and central functions of the five SS Sections are –
 SS(1): Contract administration of outsourced estates and works matters;
 SS(2): Policy formulation and rent matters;
 SS(3): Contract administration of HD-managed estates, rational use of public housing resources and operation of Estate Management and Maintenance System;
 SS(4): Co-ordination role in the letting and management of non-divested commercial and non-domestic properties; valuation of non-domestic properties as well as land administration matters of PRH estates, HOS courts and PSPS courts; and
 SS(5): Revitalisation of older estates and structural matters.

4. At present, the distribution of duties of EMD is as follows –
- (a) as the head of EMD, DD(EM) supervises the two ADs(EM) and three SS Sections, namely SS(2), SS(3) and SS(5);
 - (b) AD(EM)1 oversees SS(4) and the operation of two Management Regions, namely Kowloon East (KE) and Kowloon West & Hong Kong (KWH) Management Regions, with a total of about 323 900 PRH flats⁵; and
 - (c) AD(EM)2 oversees SS(1) and the operation of three Management Regions, namely Kwai Tsing, Tsuen Wan & Islands (KTI), Tai Po, North, Shatin & Sai Kung (TNS) and Tuen Mun & Yuen Long (T&Y) Management Regions, with a total of about 387 900 PRH flats.

Encl. 1 The existing organisation chart of EMD is at Enclosure 1.

Continued Increase in Property Portfolio

5. Before the divestment of the commercial and car parking facilities in November 2005, HA had about 3 551 600m² non-domestic properties and about 96 500 car parking spaces. The bulk of all non-domestic properties, viz. retail premises, factories premises, education facilities, government lettings and welfare premises were managed by the former Commercial Properties Sub-division (CPSD) under the Allocation and Commercial Division (ACD) with a directorate establishment of one AD of H, three Chief Housing Manager (CHM), one Chief Maintenance Surveyor (CMS) and one CES posts⁶, and a non-directorate establishment of over 800 posts. At that time, EMD managed minor lettings such as storerooms, base stations and offices for residents associations, Mutual Aid Committees and Legislative Council/District Council Members. Upon divestment of the commercial and carparking facilities in November 2005, ACD was disbanded and all the directorate posts except one CES post under CPSD were deleted. EMD took over management of all non-divested residual premises from CPSD with the CES post and some 200 non-directorate posts redeployed from CPSD.

/6.

⁵ The figure includes 6 400 units in new estates (i.e. Mei Tung, Choi Fook, Choi Tak and Chai Wan Estates) to be completed in mid-2010. The first three estates with 4 800 PRH flats are under the purview of KE Management Region.

⁶ Of the six directorate posts under the then ACD, one CHM and one CMS posts were redeployed from EMD.

6. With an on-going production programme of about 15 000 new PRH flats per annum to meet new housing demand, there has been a net increase of 66 800 PRH flats from 645 000 PRH flats to 711 800 PRH flats in the past six years. This has resulted in a corresponding increase in workload for the Management Regions which now have more properties under their management. In particular, the PRH stock of KE Management Region has grown to 187 900 PRH flats (Kwun Tong District with 93 800 PRH flats and Wong Tai Sin District with 94 100 PRH flats). The number of PRH flats in KE Management Region will further increase to 192 700 when 4 800 flats in another three new estates are completed in mid-2010. Apart from the steady increase in the workload, the directorate officers of EMD are responsible for, among others, –

- (a) mapping out strategies to meet present day community expectation on management of the PRH stock;
- (b) re-engineering work processes in response to the growth in the property portfolio; and
- (c) soliciting support from staff associations and staff to enhance services to the public and handle the additional workload.

New Initiatives and Increased Task Complexity

7. In order to enhance the quality and long-term sustainability of the provision of public housing, we have implemented a number of new initiatives in the past few years. They all require persistent and profound engagement of directorate input at various levels to provide the necessary steer and supervision.

Setting up of Public Housing Resources Management (PHRM) Sub-section

8. To ensure the rational use of public housing resources, which includes tackling tenancy abuses in PRH (such as non-occupation, sub-letting, unauthorised occupation and misuse for unauthorised purposes) and curbing unauthorised alienation of subsidised sale flats (e.g. letting of Home Ownership Scheme (HOS) flats without premium payment), we set up the PHRM Sub-section in 2004 with a staff establishment of 120. From 2007 onwards, the PHRM Sub-section, apart from the above core duties, has been playing a pivotal role in assisting front-line staff to prevent exploitation of cleansing workers and security guards by contractors; and undertaking additional responsibilities arising from the new mandatory Household Income Survey to collect income data from sampled PRH households to facilitate the rent review of PRH. All these require close supervision and steer from officers at the directorate level.

/Enhanced

Enhanced Public Housing Management Policies

9. HA has also implemented a series of new and enhanced public housing management policies in recent years. They include –
- (a) three-pronged harmonious families policies to facilitate younger households to look after their elderly parents in PRH;
 - (b) measures to tackle most-serious under-occupation households to maximise the use of PRH flats;
 - (c) inclusion of new misdeeds under the Marking Scheme for Estate Management Enforcement in Public Housing Estates to further improve hygiene conditions of PRH estates;
 - (d) partnering functions among Estate Management Advisory Committees (EMACs) and non-government organisations; and
 - (e) extension of the Housing Advisory and Service Team from Tin Shui Wai to Tuen Mun, Yuen Long and Tung Chung.

At present, these initiatives are directly supervised by DD(EM) through CM/M(SS2). Instead of over-stretching DD(EM)'s supervision span, we need stronger and more dedicated directorate involvement to provide strategic steer, and to further improve and monitor these new management initiatives.

Comprehensive Maintenance Strategy

10. HA takes a proactive approach in maintaining aging estates to maximise their economic life and enhance the living environment for tenants through the Total Maintenance Scheme (TMS), Comprehensive Structural Investigation Programme (CSIP), Estate Improvement Programme (EIP), Lift Modernisation Programme (LMP) and Lift Installation Programme (LIP).

11. HA adopted the TMS in 2005 and endorsed a three-pronged strategy, viz. a proactive and comprehensive approach to identify maintenance problems; prompt response to emergencies and tenants' requests for repairs; and enhanced promotional and educational programmes. Under the TMS, HA formed a dedicated TMS Unit under the charge of AD(EM)2 with 89 non-directorate posts to plan and monitor a massive five-year comprehensive repair programme covering all PRH flats.

12. The CSIP monitors the structural viability of older estates which are approaching or over 40 years of age and carries out necessary structural improvement works for these estates. Upon the completion of inspection for 12 estates, we have recommended the clearance of two estates as it is not cost-effective to retain them. For the remaining ten estates which are cost-effective for retention, we have formulated the EIP to address the needs of residents in individual estates. HA has also pledged to improve the accessibility of its estates through the LMP and LIP. Apart from replacing some 70 lifts in existing PRH blocks annually, we would also install lifts in 35 blocks currently without lift service in 12 estates in the coming few years. As our housing stock continues to age, we need to carefully plan and monitor the various maintenance programmes.

13. To ensure the smooth implementation of the above improvement and maintenance programmes, which are pledged under the HA's Corporate Plan, we need greater involvement from officers at the directorate level to provide strategic co-ordination among different disciplines/sections and policy steer on new and existing measures.

New Management Models

14. To overcome the acute shortage of support grade staff at the estate level, HD has, after securing support of the relevant staff associations, launched a New Model on Estate Caretaking Services to procure the service of Building Supervisors from security contracts to replace Estate Assistants in 28 HD-managed estates. Since the scheme is well received by tenants and staff members, we plan to extend this new initiative to all the remaining 39 HD-managed estates and three factory estates in the coming two years.

15. To cope with the changing environment, we have also launched a pilot scheme to merge the District Tenancy Management Offices and Property Management Units in 19 HD-managed estates in Kowloon West District of KWH Management Region and Shatin & Ma On Shan District of TNS Management Region in early 2010. The pilot scheme aims to provide one-stop and efficient services to the tenants. Depending on the results of a comprehensive review to be conducted towards end 2010 or early 2011, HD will consider how best to further enhance operations at the estate level. As for some 400 000 PRH flats in 97 estates managed by Property Services Agents, HD is also exploring ways to further improve the outsourcing arrangements. We need greater involvement of directorate officers to ensure smooth implementation of the new management models and proper conduct of the study on outsourcing to suit changing circumstances and achieve operational efficiencies.

New Initiatives in the Pipeline

16. In addition to the above, EMD will undertake the following three major new responsibilities/initiatives in the coming one or two years –

- (a) enhanced management of about 70 000 trees in 164 PRH estates;
- (b) ISO14001 accreditation to enhance the environmental aspects of both maintenance and management operations; and
- (c) new strategies to launch the Mandatory Building Inspection and Mandatory Window Inspection Schemes which are applicable to both private housing projects and PRH estates when the respective new Ordinances come into effect.

These new initiatives are of great benefit to the public but have across-the-board implications to all sections and disciplines in EMD. We need a strong steer and more personal attention from the directorate officers.

Rising Aspirations of Tenants

17. Apart from the new initiatives and increased task complexity, rising aspirations on the provision and management of PRH have intensified both the volume and complexity of the work of EMD, particularly that of directorate officers as foresight and sensitivity are required to address the needs of residents and the community. In embracing the customer-focused core values of HA, directorate officers are required to enhance communication with tenants and concerned groups to better understand their needs, formulate appropriate policies and provide timely responses. For example, EMD staff, both in the front-line and at the directorate level, have actively engaged tenants and the relevant stake-holders in formulating new management policies such as harmonious families policies and environmental friendliness of estates; and implementing new initiatives such as the TMS, CSIP, EIP and LIP. Apart from making regular reports to HA committees, relevant District Councils and the Legislative Council Panel on Housing, the senior directorate of EMD take a proactive approach to attend EMAC meetings and meeting with residents' groups to explain new arrangements and address their concerns in order to achieve the partnership concept of "deciding together" and "acting together".

/Need

Need for the AD of H Post (designated as AD(EM)3)

18. To meet the above challenges, we have increased the establishment of non-directorate staff of EMD from 4 500 to 5 230, i.e. a net increase of 730 over the past six years. We have also re-engineered the existing workflow to further enhance operational efficiency; re-prioritised the tasks; redeployed available staff resources; and outsourced or procured temporary staff for time-limited tasks where necessary. However, the increase in the number of support staff does not alleviate the need for high level strategic involvement of directorate officers in taking forward new initiatives. Instead, it heightens the need for directorate leadership and supervision.

19. The present directorate support in EMD is inadequate to meet the steady increase in workload both in terms of volume and complexity. Prior to EMD's re-organisation in 2004, there were three ADs(EM) responsible for 645 000 PRH flats, i.e. each responsible for an average of 215 000 PRH flats and policy issues. With the deletion of an AD of H post in EMD in 2004 as a result of the re-organisation and the subsequent gradual growth of PRH flats to 711 800, the existing two ADs(EM) on average manage some 355 900 PRH flats in addition to policy matters. As mentioned in paragraphs 5 and 6 above, the corresponding workload on non-domestic properties has also increased upon the absorption of the non-divested properties in end 2005. Both DD(EM) and the existing two ADs(EM) are overloaded with their respective directorate supervision and management functions. To sustain operational efficiency and ensure quality customer service, we need to create an additional AD of H post to share the workload of the two ADs(EM), absorb part of their regional management responsibilities arising from the expanded property portfolio, take up some of the new strategic tasks and relieve the heavy burden of DD(EM) in directly supervising three SS Sections on key support services and policy initiatives. A detailed job description of the post is at Encl. 2 Enclosure 2.

Alternatives Considered

20. We have critically examined whether the heavy workload of EMD can be rationalised through internal redistribution of work, redeployment of resources or re-engineering of work processes. As EMD is already overloaded with heavy commitments especially at the directorate and senior professional level due to growing number of properties; rising aspirations of the tenants and the community; and increasingly complex policy matters on estate management and leasing matters, we consider the current structure together with the existing staff resources at the directorate level inadequate for meeting growing demands. We also consider it essential to create the AD of H post to rationalise the distribution of work and provide much needed steer at the directorate level.

21. At present, apart from the two posts ranked at AD of H in EMD, there are five other AD of H posts in HD. Each of these AD of H posts has its own distinct areas of responsibilities, with one in Independent Checking Unit responsible for building control function; three in Development and Construction Division (DCD) for construction projects and procurement; and the remaining one in Strategy Division (SD) for implementation of housing subsidies schemes and allocation of PRH units. With ongoing checking and regulatory functions of HA's new projects and existing buildings; the implementation of various allocation schemes such as the Express Flat Allocation Scheme and Living Space Improvement Transfer Scheme; and the increasing complexity and time pressure of the Public Housing Construction Programme, the workload of these ADs of H has been increasing in recent years, making it impossible for them to absorb additional duties. The main job duties of these five AD of H posts are at Enclosure 3.

Encl. 3

22. Apart from the seven AD of H posts, there are six AD posts of other grades (including three Administrative Officers Staff Grade C (AOSGC), one Senior Principal Executive Officer (SPEO), one AD of Accounting Services (ADAS) and one AD of Housing/Legal Advice (AD of H/LA) posts) in the Department. The SPEO is responsible for overall administration of the Department; the ADAS for finance matters and AD of H/LA for provision of legal advice. As regards the three AOSGC posts, one is responsible for private housing policies; one for co-ordination of policy inputs on Legislative Council matters, as well as major exercises such as those related to housing issues in Government Budget; and the remaining one for formulating and reviewing strategies for achieving rational and cost effective provision of public housing. Given that each of these posts has their specific functions, redeployment is considered not feasible. Most importantly, for operational reasons, the post holder of the proposed AD of H post has to be well versed with the day to day running of the EMD. We therefore consider it inappropriate for this to be taken up by incumbents of the aforementioned functional and non-departmental posts.

Creation of a CES Post

Current Set-up for Managing Commercial Properties

23. After divestment of the commercial and carparking facilities in 2005, the management of the residual stock of non-domestic properties under HD's administration rested with individual Regional Chief Managers (RCMs) with CM/M(SS4) acting as the headquarters coordinator on the letting, management and valuation of HA's growing stock of these properties, which include ground floor shops, welfare premises, schools, kindergartens, community halls and offices for residents associations and Legislative Council/District Council Members. Experience over the last five years, however, revealed the need for enhanced strategic inputs to provide consistent direction for the RCMs from headquarters.

/Continued

Continued Increase in Workload and Task Complexity

24. With the completion of new shopping centres⁷, the lettable floor area of non-divested shopping centres has grown from 57 300m² to 101 900m², i.e. a net increase of 44 600m² (78%) in the past six years. We have already commenced the leasing and marketing of the large-scale Yau Tong Phase 4 Shopping Centre with a lettable area of 23 000m² which will be completed in 2011. There is a need to provide stronger staffing support at the directorate level to help determine the trade mix and branding, and monitor the leasing progress of the specially appointed private estate agent to ensure that the leasing arrangement matches with the marketing strategy of the shopping centre.

New Challenges Facing Commercial Properties

25. To maximise the utilisation of the commercial properties to serve the needs of PRH tenants and the community, we are adopting the following strategies –

- (a) exploring possible means to optimise the potential of HA's commercial properties;
- (b) allocating more resources for renovation of HA's shopping centres;
- (c) launching more promotional activities for the relatively new shopping centres;
- (d) implementing more proactive measures to maximise the usage of HA's car parks; and
- (e) tapping private sector experience on leasing and management of commercial properties.

26. To achieve the above, HD needs to enhance the letting process and leasing strategies to optimise trade-mix, and implement improvement/upgrading works for the existing shopping centres. HD will devise publicity/promotion strategies to enhance patronage and customer services. HD is also looking for new management modes for higher operational efficiency and better communication with shop tenants and customers. Given the complexity of implementing such strategies in a comprehensive way, a dedicated and centralised team led by an experienced senior staff would be necessary.

/Need

⁷ The figure includes Hoi Lai Shopping Centre, Shek Pai Wan Shopping Centre, Mei Tin Shopping Centre, Ching Ho Shopping Centre, Choi Ying Place, Tin Ching Shopping Centre, Upper Ngau Tau Kok Estate Shopping Centre, Choi Tak Shopping Centre, Yau Lai Shopping Centre and the large-scale Yau Tong Phase 4 Shopping Centre to be completed in 2011.

Need for the CES Post (designated as CES/Commercial Properties (CES/CP))

27. In view of the expanding property portfolio and the new challenges mentioned above, we consider it necessary to create a dedicated CPSS Section headed by a CES to take charge of the overall strategy and policy for HA's commercial properties and management of shopping centres and car parks. A CES would be appropriate in light of his exposure and experience in matters concerning the management and operation of commercial properties. This new Section would be multi-disciplinary with staff including Estate Surveyors (ESs), Maintenance Surveyors and Housing Managers who possess the requisite professional knowledge and expertise, especially in letting, marketing, valuation, management and improvement works for commercial properties. A detailed job description of the post is at Enclosure 4.

Encl. 4

Alternatives Considered

28. We have explored the alternative of redeploying other D1 posts but have found it not feasible. As explained in paragraph 27 above, we consider it more appropriate for a directorate officer of the ES grade to take up the job. There is however only one CES permanent post (titled as CM/M(SS4)) in the Department who looks after the management, valuation and letting matters of non-domestic properties, and the assessment of premium for HOS/PSPS/TPS flats. He is also responsible for vesting of land for public housing estates, including redevelopment estates, and modifications to vesting orders for completed estates, and advising on land issues and reviewing rates assessments in respect of public housing estates. With a growing number of non-domestic properties and increasing complexity of land administration work of PRH estates and HOS/PSPS courts resulting from the completion of new estates, the change of land status of many estates from vesting orders (without any lease restriction) to government leases (with full set of conditions imposing many restrictions on the land and buildings), and implementation of large scale estate improvement works that would involve extensive land administration matters, the post holder is already fully tied up by his existing duties and has no spare capacity to cope with the management of commercial properties.

Proposed New Structure and Staffing Implications

29. The proposed creation of one AD of H and one CES posts is the result of the new developments and initiatives in response to prevailing public demand and rising expectations of public housing tenants. With the creation of these two permanent directorate posts, the EMD of HD would be re-organised to achieve a more rational allocation of work as set out in paragraphs 30 to 37 below.

/Regional

Regional Management Offices

30. To strengthen community work and contacts with residents by RCMs and to achieve a more manageable distribution of workload on PRH management among Management Regions, EMD will create the sixth Management Region⁸ by re-aligning the management boundaries of three existing Management Regions, viz. KE, KWH and KTI to split them into four Management Regions⁹, viz. KE (with revised boundaries), Kowloon West & Kowloon Central (KW&KLC), Hong Kong, Tsing Yi, Tsuen Wan & Islands (HK&TTI) and Kwai Chung (KC).

31. After realignment, CM/M(KC) will have a property portfolio of 72 900 PRH flats, and will also take charge of the TMS Unit (which at present is directly overseen by AD(EM)2). The remaining five RCMs will each manage on average 127 800 PRH flats, ranging from 122 600 flats for T&Y Management Region to 130 500 flats for the new KE Management Region upon the re-alignment of duties.

SS Sections

32. The existing CM/M(SS3) will be redeployed to act as the RCM for the new sixth HK&TTI Management Region as mentioned in paragraph 30 above and continue to oversee the Estate and Development Services Sub-section, which is responsible for, among other things, conducting tendering exercises of security and cleansing contracts for all HD-managed estates and protection of workers from exploitation by the relevant service contractors. The current duty of CM/M(SS3) in overseeing the Estate Management Support Sub-section, which is responsible for system developments and re-engineering of various work processes required for the smooth operation of EMD, will be devolved to CM/M(SS2). The PHRM Sub-section will report directly to the new AD(EM)3 because ensuring the rational use of public housing resources calls for higher level strategic planning.

33. The area of responsibility of the existing CES (CM/M(SS4)) in the Department is different from the proposed CES post. The former will be relieved from the overall management of shopping centres and carparks so that he can focus on the co-ordination of the letting, management and valuation of HA's growing

/stock

⁸ The six Management Regions are KE; KW&KLC; HK&TTI; TNS; T&Y; and KC.

⁹ For KE Management Region, some 57 400 flats, mainly in Wong Tai Sin District, will be shifted to the new KW&KLC Management Region upon the formation of a new Kowloon Central District. The Hong Kong District, which is now under the KWH Management Region, will merge with the Tsing Yi, Tsuen Wan & Islands District to form a new HK&TTI Management Region.

stock of the remaining non-domestic properties, such as ground floor shops, welfare premises, schools, kindergartens, community halls and offices for residents associations and Legislative Council/District Council Members. At the same time, he can concentrate on the provision of directives and support for the increasing land administration duties as detailed in paragraph 28 above. He will also be responsible for premium assessment of HOS/PSPS/TPS flats.

34. The new CES/CP will take over from CM/M(SS4) the duties of developing, formulating and implementing all strategy and policy matters of HA's commercial properties; and monitoring the management of shopping centres and carparks. He and the staff of the new CPSS Section will be responsible for letting, marketing, valuation, management and improvement works for commercial properties. In response to the rising aspirations of PRH tenants/shop tenants/customers and the community, CES/CP will also conduct market research and feasibility studies and provide professional advice to maximise the potential and value of HA's existing and new commercial properties, design and implement new management modes for individual commercial centres to achieve higher operational efficiency and better communication with tenants and customers.

Existing ADs(EM) and DD(EM)

35. The new AD(EM)3 will –
- (a) take up responsibility from AD(EM)1 for 63 200 PRH flats in Hong Kong District and the strategy and policy matters on commercial properties;
 - (b) take up responsibility from AD(EM)2 Tsing Yi, Tsuen Wan & Islands District with 64 100 PRH flats; and
 - (c) supervise the functions of CM/M(SS2), CM/M(SS5) and the new CES/CP.

36. Upon the creation of the two directorate posts and subsequent redistribution of duties among the directorate officers in EMD, DD(EM) will receive stronger support from ADs(EM) and can better focus on overall supervision of EMD's operation and develop responsive policies and strategies to further improve customer services.

37. The changes in duties/structure of all directorate posts in EMD are tabulated in Enclosure 5. The proposed organisation chart of EMD is at Encl. 5
 Encl. 6
 Encls. 7-13
 Encl. 14
 Enclosure 6. The job descriptions of the directorate posts in EMD after reshuffling of duties are at Enclosures 7 to 13. The overall directorate structure of HD is at Enclosure 14.

/FINANCIAL

FINANCIAL IMPLICATIONS

38. The proposed creation of the two permanent directorate posts will entail an additional notional annual salary cost at mid-point of \$2,725,080 as follows –

	Notional annual salary cost at mid-point \$	No. of posts
AD of H (D2)	1,479,480	1
CES (D1)	1,245,600	1
Total	2,725,080	2

The additional full annual average staff cost, including salaries and staff on-cost is \$4,086,000. The full cost will be recovered from HA under the usual arrangement for HD staff seconded to HA. The redistribution of duties among the directorate staff in EMD has no financial implication.

39. The proposed creation of the CES post is covered in the Administration's forecast set out in ECI(2009-10)7. Though the proposed AD of H post was not included in the Administration's forecast, we consider that there is an urgent need to create the requisite post to facilitate the streamlining of the heavy workload of the existing five RCMs, relieve the heavy duties of DD(EM) and the existing two ADs(EM) in taking forward new and proactive policies, as well as make good preparation for the new initiatives summarised in paragraph 16 above, many of which were formulated in and implemented since the second half of 2009.

PUBLIC CONSULTATION

40. We consulted the Legislative Council Panel on Housing on the above proposals on 16 April 2010, and received general support. Panel Members sought supplementary information on the increased workload and changes in staff establishment following the divestment. The relevant information was provided to Panel Members on 11 May 2010 and incorporated into paragraphs 5 and 19 of this paper.

/BACKGROUND

BACKGROUND

41. On 25 June 2004, Finance Committee (FC) approved vide EC(2004-05)9 the reorganisation of HD. A net of 24 civil service and HA contract directorate posts have been deleted since January 2003, i.e. reducing from 73 to 49 directorate posts. As far as EMD is concerned, four directorate posts, including one AD of H (D2), one Chief Structural Engineer (CSE) (D1), one CHM (D1) and one CMS (D1) posts¹⁰, were deleted, leaving 11 directorate posts including one SAD of H (D3), two AD of H (D2), three CHM (D1), three CMS (D1) and two Chief Building Services Engineer (D1) posts under its establishment. Since then, one CES post has been redeployed from the former CPSD to oversee the management duties of residual non-domestic properties left behind by the dissolved CPSD and one CSE post has been created to take charge of CSIP. However, there has been no corresponding increase of directorate strength for the newly completed property portfolio and other new housing initiatives.

42. At present, HD comprises four divisions, namely, EMD, Corporate Services Division, DCD and SD. EMD is responsible for management and maintenance of PRH estates, non-domestic properties and car parking spaces as well as the tenancy management of subsidised sales flats.

ESTABLISHMENT CHANGES

43. The establishment changes in HD for the past two years are as follows –

Establishment (Note)	Number of posts		
	Existing (as at 1 April 2010)	As at 1 April 2009	As at 1 April 2008
A	48+(1)#	48+(1)	47+(2)
B	1 169	1 161	1 144
C	7 606	7 613	7 615
Total	8 823+(1)	8 822+(1)	8 806+(2)

Note:

- A - ranks in the directorate pay scale or equivalent (including equivalent HA contract posts)
- B - non-directorate ranks the maximum pay point of which is above MPS Point 33 or equivalent (including equivalent HA contract posts)
- C - non-directorate ranks the maximum pay point of which is at or below MPS Point 33 or equivalent (including equivalent HA contract posts)
- () - number of supernumerary directorate posts approved by FC
- # - As at 1 April 2010, there was no unfilled directorate post in the HA.

/CIVIL

¹⁰ The CHM and the CMS posts were redeployed to the then ACD before deletion.

CIVIL SERVICE BUREAU COMMENTS

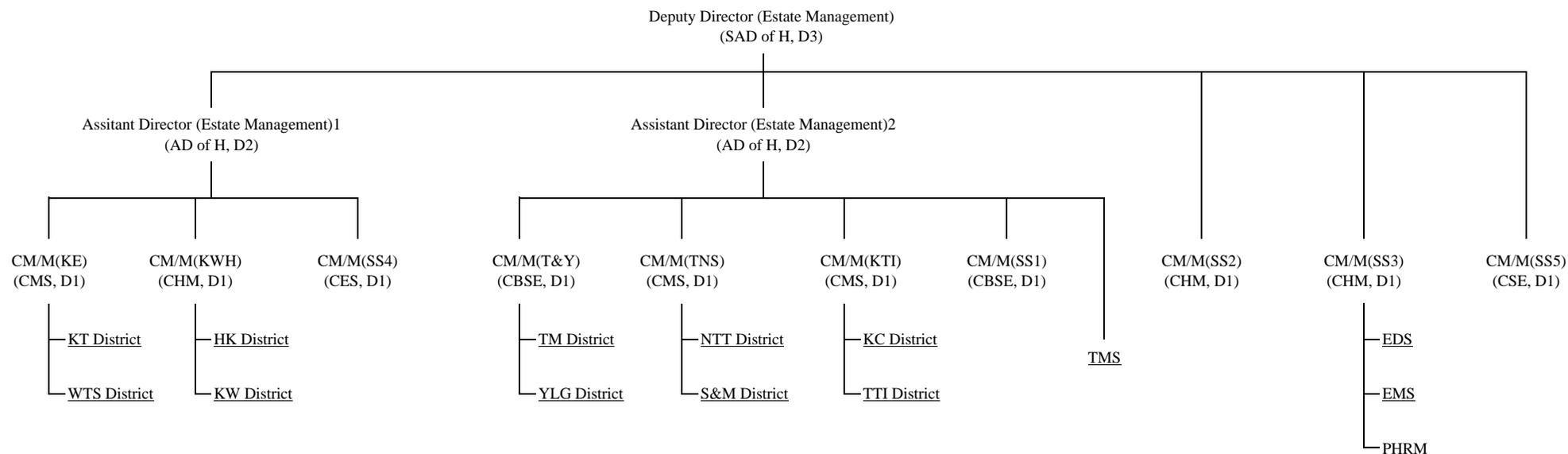
44. The Civil Service Bureau supports the proposed creation of two permanent directorate posts of AD of H and CES. The grading and ranking of the proposed posts are appropriate having regard to the level and scope of the responsibilities and the professional input required.

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

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

Transport and Housing Bureau
May 2010

Existing Organisation Chart of Estate Management Division, Housing Department
(as at 1 April 2010)



Legends :

AD of H	- Assistant Director of Housing	KC	- Kwai Chung	SS	- Support Services
CBSE	- Chief Building Services Engineer	KE	- Kowloon East	T&Y	- Tuen Mun & Yuen Long
CES	- Chief Estate Surveyor	KT	- Kwun Tong	TM	- Tuen Mun
CHM	- Chief Housing Manager	KTI	- Kwai Tsing, Tsuen Wan & Islands	TMS	- Total Maintenance Scheme Unit
CM/M	- Chief Manager/Management	KW	- Kowloon West	TNS	- Tai Po, North, Shatin & Sai Kung
CMS	- Chief Maintenance Surveyor	KWH	- Kowloon West & Hong Kong	TTI	- Tsing Yi, Tsuen Wan & Islands
CSE	- Chief Structural Engineer	NTT	- North, Tai Po & Tseung Kwan O	WTS	- Wong Tai Sin
EDS	- Estate and Development Services Sub-section	PHRM	- Public Housing Resources Management Sub-section	YLG	- Yuen Long
EMS	- Estate Management Support Sub-section	S&M	- Shatin & Ma On Shan		
HK	- Hong Kong	SAD of H	- Senior Assistant Director of Housing		

Job Description
Assistant Director (Estate Management)3

Rank : Assistant Director of Housing (D2)

Responsible to : Deputy Director (Estate Management)

Major Duties and Responsibilities –

1. to assist Deputy Director (Estate Management) in formulating strategies and measures to safeguard public housing resources;
2. to administer the Estate Management Sub-division, monitor and supervise the work of Chief Managers and other section heads with a view to maintaining uniform standards and consistency in the implementation of approved policies, and oversee the outsourcing of estate management and maintenance services to Property Services Agents;
3. to plan, deploy and monitor manpower and financial resources needed for the Division including staff management, training and development;
4. to prepare budgets and monitor progress and expenditure against business plans, budgets and programmes for business administered by the Division;
5. to ensure the necessary services support and input are provided in accordance with the agreed programmes, quality assurance and financial management practices, to monitor performance and where necessary, take corrective action;
6. to review public rental housing and interim housing policies and practices with a view to improving standards of estate management and maintenance services;
7. to promote community development including environmental protection in estates;
8. to ensure all Housing Authority (HA)'s properties are well managed and maintained including the formulation and implementation of estate management and maintenance strategies, standards and quality management system;

9. to review and liaise with other Heads of Units/Professions/Grades on estate management and maintenance matters to ensure that they are implemented in accordance with the agreed programmes, policies and procedures;
10. to oversee the operation of Public Housing Resources Management Sub-section in identifying and taking enforcement actions against defaulting recipients of public housing resources, and to co-ordinate the deployment of financial and manpower resources for combating abuses of public housing resources with a view to maximising efficiency;
11. to direct, monitor and co-ordinate the implementation of the Housing Subsidy Policy (HSP) and the Policy on Safeguarding Rational Allocation of Public Housing Resources (SRA) as well as enforcement action against tenancy abuses; and to review the HSP and SRA in a proactive and equitable manner from time to time to meet changing circumstances in order to achieve policy objectives;
12. to oversee the strategy and policy matters for HA's commercial properties;
13. to direct and oversee the implementation of the Comprehensive Structural Investigation Programme; and
14. to liaise and co-ordinate with other departments in the pursuit and support of Government policies and inter-departmental issues.

**Main Job Duties of Five Directorate Posts of Assistant Director of Housing Rank (D2)
in Independent Checking Unit, Development and Construction Division,
and Strategy Division of Housing Department**

Division/Unit	Post	Major Job Duties
Independent Checking Unit	Assistant Director (Independent Checking Unit)	<ul style="list-style-type: none"> • To manage the checking of submissions from within the department to ensure compliance with statutory requirements under the Buildings Ordinance (BO) and the Lifts and Escalators (Safety) Ordinance (L&E(S)O). • To study, formulate and develop policies, in relation to regulatory compliance of Housing Authority (HA)'s projects, consistent with those required by the BO and L&E(S)O. • To review and develop independent checking practices for all submissions and approvals, applications for consent to the commencement of works, final inspections and the issue of occupation permit for building projects.
Development and Construction Division	Assistant Director (Development and Procurement)	<ul style="list-style-type: none"> • To establish, develop, maintain and review procurement strategies and practices to meet corporate needs. • To assist in the formulation of construction policies and procedures with a view to producing quality public housing. • To formulate, develop and review initiatives relating to environmental management and site health and safety, including benchmarking with industry standards and establishing co-operation with internal and external stakeholders.
	Assistant Director (Project)1 & 2	<ul style="list-style-type: none"> • To oversee the design and construction of public housing projects including new construction and redevelopment of existing estates. • To assist in the formulation of construction policies and procedures with a view to producing quality public housing. • To co-ordinate the development and maintenance of IT systems.
Strategy Division	Assistant Director (Housing Subsidies)	<ul style="list-style-type: none"> • To monitor and co-ordinate all activities relating to allocation of public rental housing, HA's housing subsidy policies and residual programmes, redevelopment and land administration. • To formulate, implement and review policies and procedures for public rental housing, housing subsidy policies and residual programmes and rehousing matters associated with rooftop/development clearance. • To oversee the administration of the Waiting List for public rental housing.

**Job Description
Chief Estate Surveyor/Commercial Properties**

Rank : Chief Estate Surveyor (D1)

Responsible to : Assistant Director (Estate Management)³

Major Duties and Responsibilities –

1. to direct and monitor the strategy and policy matters for Housing Authority (HA)'s commercial properties;
2. to conduct market research and feasibility studies and provide professional advice to maximise the potential and value of HA's existing and new commercial properties;
3. to develop, formulate, implement and review from time to time new business strategies including: new letting process and leasing strategies to optimise trade-mix, improvement works to shopping centres, better customer services, promotion campaigns, etc. aiming to enhance the business competitiveness of HA's commercial properties and serve the needs of our tenants and shoppers;
4. to help design and implement new management modes for individual commercial centres to achieve higher operational efficiency and better communication with tenants and customers; and
5. to propose and implement changes in organisation to re-align the relation and distribution of works concerning commercial properties among the headquarters and regional offices and conduct regular reviews for further improvement.

**The change of duties/structure of all directorate posts in
Estate Management Division of Housing Department**

Existing duties/structure	Proposed duties/structure
<p>Deputy Director (Estate Management) (DD(EM)) and Assistant Directors (Estate Management) (ADs(EM))</p>	
<p>DD(EM) assumes the overall supervisory role of the whole Estate Management Division (EMD) operation through the two ADs who oversees the Support Services (SS)(1) & SS(4) Sections and all the five Management Regions and directly supervises the work of three SS Sections, namely SS(2), SS(3) and SS(5).</p>	<p>DD(EM) will assume the overall supervisory role of the whole EMD operation and develop responsive policies and strategies; and, through the three ADs(EM), oversee the work of all five SS Sections and all the six Management Regions.</p>
<p>AD(EM)1 oversees the operation of two Management Regions, namely Kowloon East (KE) and Kowloon West & Hong Kong (KWH), with a total of about 323 900 public rental housing (PRH) flats and SS(4) for all non-domestic properties.</p>	<p>AD(EM)1 will continue to supervise two Management Regions, namely new KE and Kowloon West & Kowloon Central (KW&KLC), with some 260 700 PRH flats and SS(4) for all non-domestic properties except commercial centres.</p> <p>Some 63 200 PRH flats in Hong Kong (HK) District and the strategy and policy matters on commercial properties will be taken up by the new AD(EM)3.</p> <p>AD(EM)2 will continue to supervise three Management Regions, namely TNS, T&Y and new Kwai Chung (KC), with some 323 800 PRH flats and oversee Total Maintenance Scheme and SS(1).</p>
<p>AD(EM)2 oversees the operation of three Management Regions, namely Kwai Tsing, Tsuen Wan & Islands (KTI), Tai Po, North, Shatin & Sai Kung (TNS) and Tuen Mun & Yuen Long (T&Y), with a total of about 387 900 PRH flats and oversees SS(1).</p>	<p>Some 64 100 PRH flats in Tsing Yi, Tsuen Wan & Islands (TTI) District will be taken up by the new AD(EM)3.</p> <p>AD(EM)3, a newly created post, will take up the regional management responsibilities of HK and TTI Districts</p>

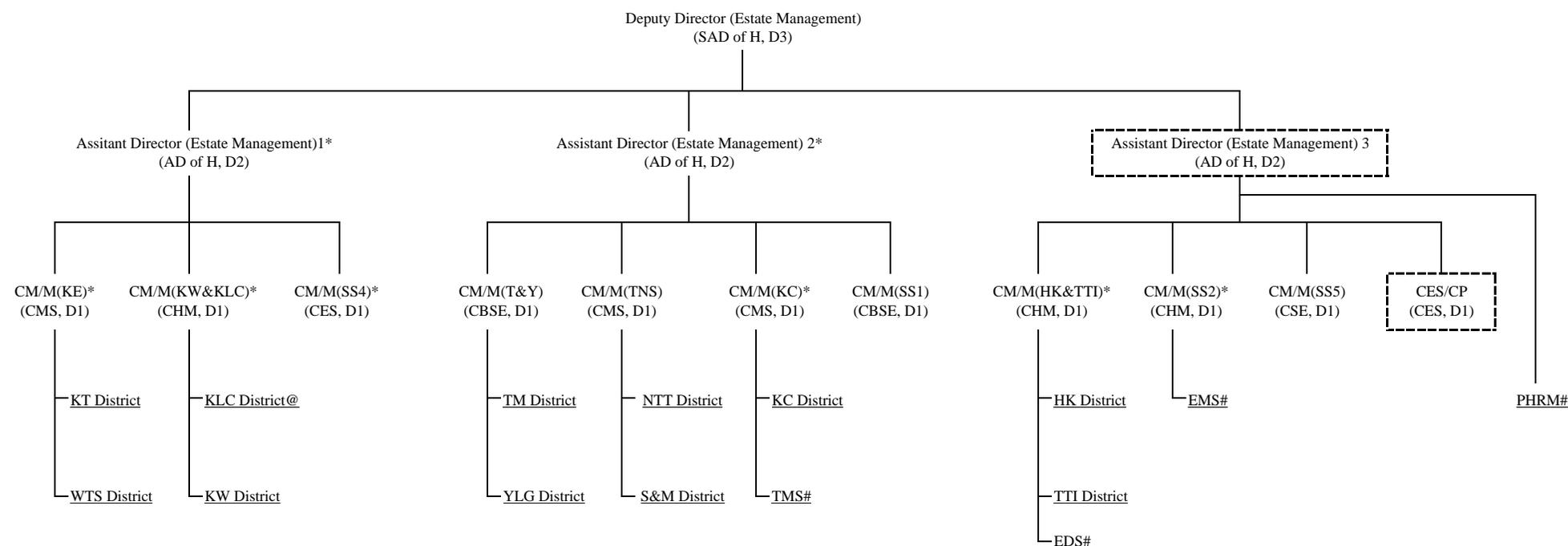
Existing duties/structure	Proposed duties/structure
	from AD(EM)1 and AD(EM)2 respectively with some 127 300 PRH flats and directly supervise the three SS Sections, viz. SS(2), SS(5) and Commercial Properties (CP) SS over key support services and policy initiatives as well as the Public Housing Resources Management (PHRM) Sub-section from Chief Manager/Management (CM/M)(SS3).
Support Services Sections	
<p>CM/M(SS1) is responsible for –</p> <ol style="list-style-type: none"> (1) overseeing and reviewing the whole strategy of outsourcing estate management and maintenance (EMM) services for PRH estates and procuring all EMM outsourcing contracts for all Management Regions; and (2) technical standards and maintenance of all building services installations in Housing Authority (HA)'s properties. 	No change in the responsibilities.
<p>CM/M(SS2) is responsible for-</p> <ol style="list-style-type: none"> (1) formulating and implementing public housing management policies and strategic matters relating to rent; (2) providing management and policy inputs on the Estate Management Advisory Committees and Tenants Purchase Scheme (TPS); (3) formulating and implementing new management modes and strategies; and (4) providing secretariat support to DD(EM) and ADs(EM) on policy and Legislative Council matters. 	<p>In addition to his existing duties, CM/M(SS2) will-</p> <ol style="list-style-type: none"> (1) oversee Estate Management Support Sub-section (information technology application, system developments and re-engineering of work processes); and (2) co-ordinate and monitor the formulation and implementation of the Programme of Activities.

Existing duties/structure	Proposed duties/structure
<p>CM/M(SS3) is responsible for overseeing-</p> <p>(1) PHRM Sub-section (Housing Subsidy Policy, Policy on Safeguarding Rational Allocation of Public Housing Resources and Household Income Survey);</p> <p>(2) Estate and Development Services Sub-section (cleansing, security and horticulture); and</p> <p>(3) Estate Management Support Sub-section (information technology application, system developments, Programme of Activities and re-engineering of work processes).</p>	<p>Re-titled as CM/M(HK&TTI) and will be responsible for-</p> <p>(1) the operation of the new sixth HK&TTI Management Region with 127 300 PRH flats including two Districts, viz. HK & TTI; and</p> <p>(2) the overseeing of Estate and Development Services Sub-section (cleansing, security and tree management).</p>
<p>CM/M(SS4) is responsible for-</p> <p>(1) formulating policies for non-domestic properties and overseeing the letting, management and valuation of all non-domestic properties and car parking spaces;</p> <p>(2) providing input on land issues and administering the processing of vesting of land for public housing estates and modifications to vesting orders for completed estates; and</p> <p>(3) administering the handling of premium assessment of Home Ownership Scheme (HOS)/Private Sector Participation Scheme (PSPS)/TPS flats including review of rate assessments in respect of public housing estates.</p>	<p>CM/M(SS4) will monitor management, valuation and letting matters relating to HA's non-divested non-domestic properties except commercial centres; supervise and direct the processing of vesting of land for PRH estates; advise on land administration of PRH estates; and responsible for premium assessment of HOS/PSPS/TPS flats.</p> <p>CES/CP, a newly created post, will take up the duty to formulate and review the strategy and policy matters for HA's commercial properties; conduct market research and feasibility studies; and provide professional advice to maximise the potential and value of HA's existing and new commercial properties.</p>

Existing duties/structure	Proposed duties/structure
<p>CM/M(SS5) oversees the implementation of the Comprehensive Structural Investigation Programme for aged public housing estate; coordinates the Estate Improvement Programme, Lift Modernisation Programme and Lift Installation Programme and ensures the structural safety of all HA maintained properties.</p>	<p>No change in the responsibilities.</p>
<p>Regional Management Offices (RMO)</p>	
<p>CM/M(KE) oversees the overall management and maintenance of 187 900 PRH flats and 3 300 factory units in two Districts, viz. Kwun Tong and Wong Tai Sin.</p>	<p>With the re-alignment of management boundary and transfer of some 57 400 PRH flats to the new KW&KLC Management Region, CM/M(KE)'s management portfolio will be reduced to 130 500 PRH flats with other duties remain unchanged.</p>
<p>CM/M(KWH) oversees the overall management and maintenance of 129 600 PRH flats in two Districts, viz. KW and HK.</p>	<p>Re-titled as CM/M(KW&KLC) and will take charge of the operation of 130 200 PRH flats in the new KW&KLC Management Region.</p> <p>The HK District under the original KWH Management Region will merge with the TTI District to form a new HK&TTI Management Region.</p>
<p>CM/M(KTI) oversees the overall management and maintenance of 137 000 PRH flats in two Districts, viz. KC and TTI.</p>	<p>Re-titled as CM/M(KC) and will take charge of the operation of 72 900 PRH flats in KC District as well as the implementation of Total Maintenance Scheme.</p>
<p>CM/M(TNS) oversees the overall management and maintenance of 128 300 PRH flats in two Districts, viz. Shatin & Ma On Shan and North, Tai Po & Tseung Kwan O.</p>	<p>No change in the responsibilities.</p>

Existing duties/structure	Proposed duties/structure
CM/M(T&Y) oversees the overall management and maintenance of 122 600 PRH flats in two Districts, viz. Yuen Long and Tuen Mun.	No change in the responsibilities.
	An additional RMO led by CM/M(HK&TTI) , who is proposed to be redeployed from SS3, will be responsible for- (1) the operation of the new sixth HK&TTI Management Region with 127 300 PRH flats including two Districts, viz. HK & TTI; and (2) the overseeing of Estate and Development Services Sub-section (cleansing, security and tree management).

Proposed Organisation Chart of Estate Management Division, Housing Department
(with effect from 2 July 2010)



Legends :

AD of H - Assistant Director of Housing
 CBSE - Chief Building Services Engineer
 CES - Chief Estate Surveyor
 CHM - Chief Housing Manager
 CM/M - Chief Manager/Management
 CMS - Chief Maintenance Surveyor
 CP - Commercial Properties
 CSE - Chief Structural Engineer
 EDS - Estate and Development Services Sub-section
 EMS - Estate Management Support Sub-section
 HK - Hong Kong
 KC - Kwai Chung

KE - Kowloon East
 KLC - Kowloon Central
 KT - Kwun Tong
 KW - Kowloon West
 NTT - North, Tai Po & Tseung Kwan O
 PHRM - Public Housing Resources Management Sub-section
 S&M - Shatin & Ma On Shan
 SAD of H - Senior Assistant Director of Housing
 SS - Support Services
 T&Y - Tuen Mun & Yuen Long
 TM - Tuen Mun
 TMS - Total Maintenance Scheme Unit

TNS - Tai Po, North, Shatin & Sai Kung
 TTI - Tsing Yi, Tsuen Wan & Islands
 WTS - Wong Tai Sin
 YLG - Yuen Long

 - Posts proposed for creation

* - Posts with duties revised
 # - Units with changes in line of command
 @ - New district

**Job Description
Deputy Director (Estate Management)**

Rank : Senior Assistant Director of Housing (D3)

Responsible to : Permanent Secretary for Transport and Housing (Housing)

Major Duties and Responsibilities –

1. to assume overall responsibility and accountability for the management and maintenance of domestic and non-domestic properties of the Housing Authority (HA); design, development, valuation, marketing and promotion of commercial properties, and related policies;
2. to set overall service goals and financial objectives of the Estate Management Division (EMD) and to oversee their implementation;
3. to develop, implement and review policies and procedures on management and maintenance of properties of HA;
4. to monitor the performance of Property Services Agents;
5. to oversee the implementation of the Comprehensive Structural Investigation Programme;
6. to develop, implement and review strategies and measures for safeguarding public housing resources;
7. to undertake Government functions on behalf of other departments including maintenance of Government slopes, hawker control and enforcement against illegal parking; and
8. to manage available resources and through the exercise of resources control, priority setting, co-ordination of functions and business development to ensure the programmes, financial objectives and performance standards of EMD are met.

Job Description
Assistant Director (Estate Management)1/2

Rank : Assistant Director of Housing (D2)

Responsible to : Deputy Director (Estate Management)

Major Duties and Responsibilities –

1. to administer the Estate Management Sub-divisions, monitor and supervise the work of Chief Managers and other section heads with a view to maintaining uniform standards and consistency in the implementation of approved policies, and oversee the outsourcing of estate management and maintenance services to Property Services Agents;
2. to plan, deploy and monitor manpower and financial resources needed for the Division including staff management, training and development;
3. to prepare budgets and monitor progress and expenditure against business plans, budgets and programmes for business administered by the Division;
4. to ensure the necessary services support and input are provided in accordance with the agreed programmes, quality assurance and financial management practices, to monitor performance and where necessary, take corrective action;
5. to review public rental housing and interim housing policies and practices with a view to improving standards of estate management and maintenance services;
6. to promote community development including environmental protection in estates;
7. to ensure all Housing Authority's properties are well managed and maintained including the formulation and implementation of estate management and maintenance strategies, standards and quality management system;
8. to review and liaise with other Heads of Units/Professions/Grades on estate management and maintenance matters to ensure that they are implemented in accordance with the agreed programmes, policies and procedures; and
9. to liaise and co-ordinate with other departments in the pursuit and support of Government policies and inter-departmental issues.

Job Description
Six Chief Managers/Management (Region)

Rank : Chief Building Services Engineer (D1)/
Chief Housing Manager (D1)/
Chief Maintenance Surveyor (D1)

Responsible to : Assistant Director (Estate Management)1/2/3

Major Duties and Responsibilities –

1. to assist Assistant Director (Estate Management) in formulating policies, strategies, service standards and action plans relating to the management and maintenance of properties of the Housing Authority (HA);
2. to oversee the management, maintenance and control of properties within the region including monitoring the performance of Property Services Agents;
3. to prepare budgets and forecasts of expenditure, and monitor and control expenditure in accordance with the targets set in the business plans and estate action plans;
4. to advise on the design and layout of new public housing estates, take over new stock and ensure prompt letting of all domestic and non-domestic properties;
5. to make political assessment on community reaction through monitoring the progress of redevelopment, major maintenance and improvement programmes, policy changes and interest group activities;
6. to oversee the implementation of estate action plans and operation procedures, monitor their effectiveness and provide feedback to senior management;
7. to co-ordinate the development, implementation and monitoring of maintenance and improvement programmes in public housing estates within the region;
8. to administer services and maintenance contracts and act as the named Contract Manager;
9. to represent the HA/Housing Department in meetings with District Councils, District Management Committees, interest groups and political parties;

10. to formulate and review policies and strategies relating to security and cleansing services, overall management of service contractors and provision of horticultural services to all estates;
11. to formulate and oversee procedures and guidelines on matters relating to the taking over of new properties; and
12. to oversee the implementation of Total Maintenance Scheme.

Job Description
Chief Manager/Management (Support Services 1)

Rank : Chief Building Services Engineer (D1)

Responsible to : Assistant Director (Estate Management)²

Major Duties and Responsibilities –

1. to assist Assistant Director (Estate Management)² in formulating and implementing strategies on outsourcing of estate management and maintenance services and to oversee the tendering procedures;
2. to develop building services maintenance and operational strategies and to act as the named Contract Manager for building services term maintenance contracts;
3. to develop and manage standards and technical specifications relating to the maintenance and improvement of building services installations, and to co-ordinate the planning, design, implementation and monitoring of building services maintenance and improvement programmes;
4. to liaise and negotiate with utilities companies to safeguard the interests of the Housing Authority and to liaise with other disciplines on matters relating to building services;
5. to advise on resources planning and management for building services discipline in the Division;
6. to formulate, implement and review policies relating to the management of Home Ownership Schemes courts, setting of management fees and formation and operation of Owners' Corporations; and
7. to oversee the provision of civil engineering and quantity surveying services within the Division.

**Job Description
Chief Manager/Management (Support Services 2)**

Rank : Chief Housing Manager (D1)

Responsible to : Assistant Director (Estate Management)³

Major Duties and Responsibilities –

1. to fix and review rents for domestic properties and licence fees for interim housing;
2. to plan and co-ordinate the implementation of various measures relating to rent review and adjustment;
3. to assist in the formulation of new rent policy;
4. to formulate and implement policies for providing relief measures to tenants with genuine financial hardship under the Rent Assistance Scheme;
5. to formulate and implement tenancy management policies and strategies;
6. to provide management inputs on the Tenants Purchase Scheme and advise on post-sale management issues;
7. to provide policy inputs on the operation of the Estate Management Advisory Committee Scheme;
8. to formulate and implement new management modes and strategies;
9. to co-ordinate and develop solutions for process performance improvement, business process support, management system enhancement and wider information technology application with a view to improving overall efficiency and customer satisfaction; and
10. to co-ordinate and monitor the formulation and implementation of the Programme of Activities.

Job Description
Chief Manager/Management (Support Services 4)

Rank : Chief Estate Surveyor (D1)

Responsible to : Assistant Director (Estate Management)1

Major Duties and Responsibilities –

1. to direct and monitor management, valuation and letting matters relating to the non-divested non-domestic properties, flatted factories and Government, institution or community facilities;
2. to supervise and direct the processing of vesting of land for public housing estates including redevelopment estates and modifications to vesting orders for completed estates, to change the land status of estates from vesting orders to government leases; and to advise on land issues and review rate assessments in respect of public housing estates;
3. to oversee the handling of assessment of premium including review of objections and appeals, and refinancing;
4. to liaise and attend meetings with other departments and public organisations on land administration matters and management issues about non-domestic properties, and
5. to be responsible for premium assessment of flats of Home Ownership Scheme/Private Sector Participation Scheme/Tenants Purchase Scheme.

Job Description
Chief Manager/Management (Support Services 5)

Rank : Chief Structural Engineer (D1)

Responsible to : Assistant Director (Estate Management)3

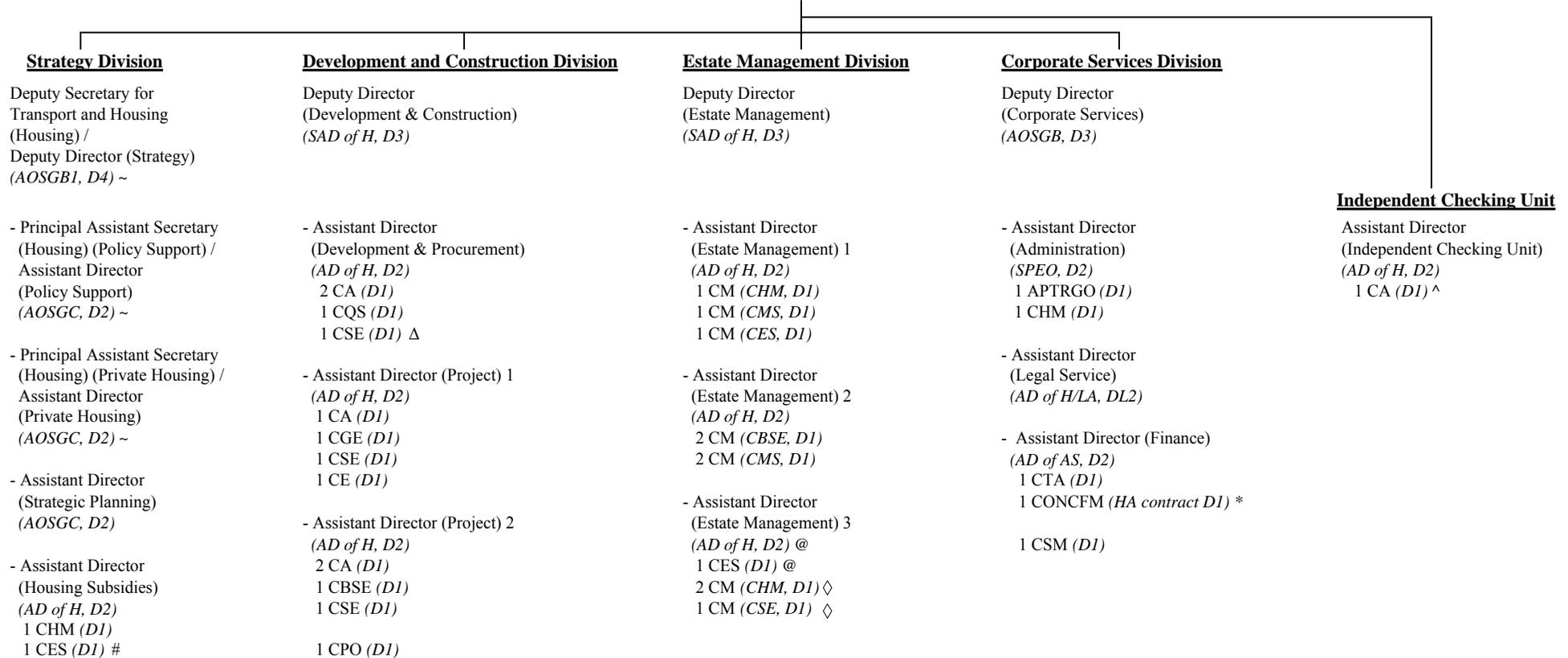
Major Duties and Responsibilities –

1. to oversee the implementation of the Comprehensive Structural Investigation Programme for aged public housing estates;
2. to oversee the carrying out of major structural investigation and subsequent development and implementation of maintenance works for public housing estates;
3. to advise on matters relating to structural investigation and related works;
4. to oversee and advise on the provision of structural engineering services for domestic and residual non-domestic properties of the Housing Authority; and
5. to liaise and attend meetings with other departments and public organisations on structural engineering matters.

Existing and Proposed Directorate Structure of Housing Department

Permanent Secretary for Transport and Housing (Housing)/Director of Housing

(AOSGA1, D8)



Legends:

- | | | |
|--|---|--|
| AD of AS - Assistant Director of Accounting Services | CM - Chief Manager | # - Supernumerary CES post to lapse on 7.7.2010 |
| AD of H - Assistant Director of Housing | CMS - Chief Maintenance Surveyor | ~ - These posts are given bureau designations in addition to normal departmental designations to better reflect the nature of their duties which are largely policy-related. |
| AD(EM)3 - Assistant Director (Estate Management) 3 | CONCFM - Contract Chief Finance Manager | Δ - Post deployed to Independent Checking Unit on a part-time basis |
| AOSGA1 - Administrative Officer Staff Grade A1 | CPO - Chief Planning Officer | ^ - Post temporarily deployed to Independent Checking Unit |
| AOSGB - Administrative Officer Staff Grade B | CQS - Chief Quantity Surveyor | * - HA contract post |
| AOSGB1 - Administrative Officer Staff Grade B1 | CSE - Chief Structural Engineer | ◇ - Posts with the line of command proposed to be changed from DD(EM) to AD(EM)3 |
| AOSGC - Administrative Officer Staff Grade C | CSM - Chief Systems Manager | @ - Posts proposed for creation |
| APTRGO - Assistant Principal Training Officer | CTA - Chief Treasury Accountant | |
| CA - Chief Architect | DD(EM) - Deputy Director (Estate Management) | |
| CBSE - Chief Building Services Engineer | HA - Housing Authority | |
| CE - Chief Engineer | LA - Legal Advice | |
| CES - Chief Estate Surveyor | SAD of H - Senior Assistant Director of Housing | |
| CGE - Chief Geotechnical Engineer | SPEO - Senior Principal Executive Officer | |
| CHM - Chief Housing Manager | | |