

**For discussion
on 26 May 2015**

Legislative Council Panel on Development

**Conversion and Regrading of Multi-disciplinary Directorate Posts
in Architectural Services Department**

PURPOSE

This paper seeks Members' support for converting and regrading the seven multi-disciplinary (MD) Chief Architect (CA) (D1) posts in the Architectural Services Department (ArchSD) to designated grade (i.e. single disciplinary) posts as follows -

- (a) the proposed conversion of three MD CA posts, namely Chief Project Manager (CPM) 202, CPM 301 and CPM 302, from MD posts to single-disciplinary CA posts; and
- (b) the proposed regrading of the remaining four MD CA posts, namely CPM 102, CPM 203, CPM 303 and Chief Technical Adviser/Subvented Projects (CTA/SP), to Chief Quantity Surveyor (CQS) (D1), Chief Building Services Engineer (CBSE) (D1), Chief Structural Engineer (CSE) (D1) and Chief Maintenance Surveyor (CMS) (D1) respectively,

to facilitate better utilisation of human resources and more effective staff planning in meeting operational needs.

BACKGROUND

2. The seven MD posts in question, all ranked at CA (D1) level, are six CPM posts in the three Project Management Branches (PMBs) (including CPM 102 in PMB1, CPM 202 and CPM 203 in PMB2 as well as CPM 301,

CPM 302 and CPM 303 in PMB3) and the CTA/SP post in the Subvented Projects Division (SPD) of the Quantity Surveying Branch.

3. When the creation of these seven D1 posts and one D2 post to head PMB3 was first considered, application of the project management concept was relatively new among the works departments. Taking into account the fact that project delivery involved cross-function contributions and that expertise required for overseeing and driving project delivery from conception to completion need not be confined to a specific discipline, all the eight directorate posts were classified as MD so that they could be filled by the most suitable officers with proven experience and ability at the prevailing time. For details, please see paragraphs 4 and 5 below.

Six MD CA Posts in PMBs

4. For the purpose of improving the project delivery process, three new PMBs (formerly known as Project Management Divisions), each led by a Government Architect (GA)(D2) and supported by three CA/Project Management, were set up in 1995 for undertaking new projects under the control of ArchSD. Accordingly, among the three GA and nine CA posts under the new Branches, seven (one GA in PMB 3 and six CA, namely CPM 102 in PMB1, CPM 202 and CPM 203 in PMB2 as well as CPM 301, CPM 302 and CPM 303 in PMB3) were newly created posts while the remaining were redeployed from other branches. It was also approved in 1995 that all the seven new posts (i.e. one GA (D2) and six CA (D1) posts) would be MD posts to be filled by the most suitable officers with proven experience and ability in the six disciplines of architect, building services engineering, quantity surveying, maintenance surveying, structural engineering and landscaping architect.

One MD CA Post in SPD of Quantity Surveying Branch

5. In mid-1980s there were a great number of aided primary and secondary schools, medical and health agencies, voluntary welfare agencies constantly seeking financial subvention for new projects or maintenance of existing buildings. In addition, there were the then University and Polytechnic Grants Committee schemes and the Vocation Training Council projects subvented by the Government. To ensure rationalisation of all types of subvented works and standardisation of the procedure of carrying out of such works, a

dedicated SPD under the Quantity Surveying Branch, headed by a CA post designated as CTA/SP, was created in 1986. To lead the new SPD comprising officers from various disciplines, the new CA post was classified as MD which could be filled by any of the six disciplines listed in paragraph 4 above.

JUSTIFICATIONS

6. At the time of their creation, the above posts were intended for filling by the most suitable candidates available from different disciplines given the limited experience in project management of the grades concerned. Over the years, the Department has adopted various measures to enhance the project management capability of professional grades in all disciplines and enrich their understanding on the common and critical success factors of project implementation. To advance the systemic development of knowledge sharing and transfer among officers of different disciplines, the Department has established the Knowledge Management Portal and the ArchSD Academy in 2011 and 2013 respectively, capturing corporate knowledge for sharing so that colleagues will have ready access to contents reflecting the core competencies of the Department and best practices derived from work-related experience and learning.

7. In addition, to better prepare the professional grades staff in taking up project management duties, on top of generic training on project management, structured practical training courses capitalising personal knowledge and pragmatic tips from officers with sound project management experience have been conducted since April 2013 with a view to enhancing knowledge transfer and nurturing talents for project management duties in all disciplines. The training programme covered all work stages in project delivery. With the successful implementation of the above measures, ArchSD has already built up a pool of suitable potential candidates for project management duties at different levels in different disciplines.

8. In the light of the above and also to meet the job and operational requirements which have evolved over the years, ArchSD considers that it is now the opportune time to review whether the MD nature of these directorate posts should be retained. On the seven MD CA posts, it is considered that **three should be converted from MD to single-disciplinary CA posts, and the**

remaining four be regraded as one CBSE, one CMS, one CQS and one CSE, in order to enhance operational effectiveness and efficiency, and optimise human resources deployment and staff planning. Six of the seven CA MD (D1) posts are CPMs in PMBs and the remaining one is CTA/SP in SPD. Detailed considerations are set out in paragraphs 9 to 24 below.

Seven MD CA Posts (six CPMs in PMBs and CTA/SP in SPD) to be Regraded as Single-disciplinary Posts

9. Under the existing MD post filling mechanism, individual post incumbent has to be posted out of the MD post after he/she has served in the post for a normal tour of three years and the parent grade is required to reserve a vacancy to cater for the officer's return unless the officer will immediately proceed on retirement upon completion of the tour. This arrangement may pose constraints and uncertainty in staff deployment under certain circumstances, and thus compromise the effectiveness of staff planning and development by respective heads of the eligible grades.

10. For the seven MD posts, the overall occupancy rates in the past ten years are 54% for Architect grade, 19.9% for Quantity Surveyor grade, 9.9% for Building Services Engineer grade, 8.2% for Structural Engineer grade and 8% for Maintenance Surveyor grade.

11. Taking account of the availability of a pool of suitable potential candidates for project management duties as mentioned above, the past occupancy of posts, staffing complement and for the purpose of enhancing the overall staff planning and development as well as optimising the utilisation of existing human resources to meet operational requirements more efficiently and effectively, **it is recommended to convert all these seven MD CA posts (i.e. the six CPMs in PMB and the CTA/SP in SPD of QSB) from MD (D1) posts to single-disciplinary posts of designated grades.**

Three CPM posts (one in PMB2 and two in PMB3) to be retained as CA (D1)

12. While the scope of duties and responsibilities of all CPMs in the three PMBs are basically similar in nature, the number, work nature and procurement mode of projects handled by the three PMBs vary according to operational requirements of the partnering clients bureaux/departments of

individual PMB. Upon review of the operational requirements of each PMB, it is considered operationally necessary for CPM 202 in PMB 2 and CPM 301 and CPM 302 in PMB 3 to be retained as single-disciplinary CA posts while the remaining three CA MD posts, namely CPM 102 in PMB1, CPM 203 in PMB2 and CPM 303 in PMB3, be regraded as CQS, CBSE and CSE respectively.

13. PMBs are responsible for the delivery of new projects under the control of ArchSD which require the support of MD teams, under the leadership of Project Directors, to provide strategic planning, risk management, overall control of budget and programme as well as resolving major contractual and consultancy disputes. They also need to determine project needs and establish the project brief with clients, monitor the performance of consultants for out-sourced projects and ensure implementation to agreed standards, on time and within budget. In this regard, we consider that the majority of CPM posts in each PMB should be CAs to ensure that officers with the training and experience in the urban planning, architectural design, tendering documentation and supervision of building construction, project management and compliance of statutory requirements are available in the MD teams of the PMBs. For the six MD CPM posts, Architect grade has the highest occupancy rate among the eligible grades in the past ten years. Considering that there are different operational advantages for each PMB to regrade one CPM post to non-architect discipline (details of which are elaborated in paragraphs 14 to 21 below), **it is proposed to retain CPM 202 in PMB2 as well as CPM 301 and CPM 302 in PMB3 as CA** so that each PMB will have two CPM posts designated as CA (See Enclosure 6).

The remaining three CPM posts (CPM 102, 203 and 303) to be regraded as CQS, CBSE and CSE respectively

(a) One CPM post in PMB1 to be regraded as CQS

14. **The CPM 102 post under PMB1 is proposed to be regraded as a CQS** post where professional expertise in Quantity Surveying (QS) will contribute to the project management of a large portfolio of government projects in particular school projects under PMB1. Advisory services on costs, procurement arrangements, contractual issues, standards of finishes and provisions have to be provided to the client departments and the school sponsoring bodies.

15. A CPM with QS background will provide sound professional advice, proactively lead the project/consultant teams to timely address cashflow, contractual and dispute resolution matters, ensure smooth project implementation and above all secure sound budget control.

16. For out-sourced projects, additional fee claims due to prolongation of the contract period, default and re-entry of contractors, and liquidation of the consultants and contractors is not uncommon. In view of the particularly large number of contracts handled by the CPM, expertise in handling fee claims will enable the CPM to provide prompt direction and guidance to the Senior Project Managers ranked at senior professional level and Project Managers ranked at basic professional level in contractual assessments.

(b) One CPM post in PMB2 to be regraded as CBSE

17. The majority of PMB2's project portfolios is healthcare projects and disciplined services projects under the purview of the Food and Health Bureau and the Security Bureau respectively. These projects very often require unique and non-standard building services design to suit the project scopes and specific building services requirements. Many of them involve not only challenging building services issues at planning and design stages (such as sophisticated air-conditioning and mechanical ventilation system for infectious control for healthcare and hospital projects, fire engineering design including smoke extraction system and air pressurisation system for boundary control points projects, etc), but also coordination of the integration of the special requirements of specialised systems (electrical and mechanical installations such as X-ray scanning systems for boundary control points projects and dedicated medical equipment for hospital projects) into the building and building services design. In the circumstances, **the CPM 203 post under PMB2 is proposed to be regraded as a CBSE** post as special building services expertise and experience of the post incumbent will benefit the project management under PMB2's portfolio.

18. Moreover, green building design including energy efficiency, renewable energy, water resources management, indoor environmental quality etc. are also important consideration for projects. CPM 203 in PMB2 with building engineering background can also provide sound advice to the client

departments and lead the project teams to ensure that appropriate and timely attention is given to the above projects to address critical building services issues and smooth project delivery.

(b) One CPM post in PMB3 to be regraded as CSE

19. **The CPM 303 post under PMB3 is proposed to be regraded as a CSE post** where special structural expertise and experience of the post incumbent will benefit the management of projects under PMB3. The majority of PMB3's portfolios are leisure, sports and cultural projects under the purview of the Leisure and Cultural Services Department. These projects often require unique and non-standard designs to suit the variety of project scope and site conditions. Many of them involve challenging structural issues at planning and design stages such as long span structures, complex structural arrangement for multi-purpose buildings, development at landfill sites, or difficult geotechnical or site formation works at sloping terrain. Foundation problem and site safety during construction stage are also important considerations for congested sites, particularly piling works in sensitive urban areas, fabrication of mega steel trusses, or excavation for deep basements. A CSE with structural engineering background will definitely be essential for smooth project delivery.

20. The CSE also provides technical advice to the Home Affairs Bureau and undertakes major projects, like the Kai Tak Development. Some of these projects require innovative structural solutions as well as careful construction planning to address interfacing issues with other on-going projects such as those managed by the Mass Transit Railway Corporation Limited, other works departments and private developers in the area.

21. The CSE in PMB3 with structural background will provide sound advice to the client departments and lead the project teams to ensure that appropriate and timely attention is given to the above projects to address critical structural, construction and site safety issues and ensure smooth project delivery.

One CTA/SP post in SPD to be regraded as CMS

22. The CTA/SP post is proposed to be regraded as a CMS post in order to provide technical advisory services to various subventing

bureaux/departments on subvented building projects (currently about 730 projects). Not all of these projects are new construction and a substantial number of them concern maintenance works comprising repair, addition, alteration, improvement or slope upgrading works, e.g. welfare projects under the Lotteries Fund of the Social Welfare Department and major repairs to Direct Subsidy Scheme schools under the Education Bureau. The ratio of new projects and maintenance projects currently handled by SPD is about 1: 3. Maintenance works are carried out in existing premises, often under occupation and are usually subject to constraints such as restricted working hours, congested working space, particular noise and dust protection requirements, etc. which are normally not inherent in new construction. Moreover, repair works involve technical assessment of their need and choice of appropriate repair methods and materials to achieve the optimum results.

23. Furthermore, as some maintenance works are recurrent and the scope of work is uncertain until they are actually carried out on site, term contracts are engaged by some subvented organisations to deliver maintenance works. A CMS as a professional expert of building maintenance is knowledgeable and experienced in undertaking building and building maintenance works, including the application of term contracts and lump-sum contracts for this purpose.

24. Having regard to the experience, expertise and exposure of the eligible disciplines, it is considered that the Maintenance Surveyor grade is best suited in leading a multi-disciplinary team of supporting staff to provide professional advice to clients, hence it is proposed that the CTA/SP post be regraded as a CMS post.

25. The above proposals allow ArchSD to better discharge its responsibilities on project management and enhance its operational effectiveness and efficiency. It also enables better staff planning for the concerned grades.

26. The job descriptions of the seven directorate (D1) posts are at **Enclosures 1 to 5** and the existing and the proposed organisation chart is at **Enclosure 6**.

STAFF CONSULTATION

27. We have consulted members of all the professional grades in the department, as well as Heads of Grades of the affected professions not under the central authority of the Director of Architectural Services, i.e. Permanent Secretary for Development (Works) in respect of Landscape Architect grade and the Director of Electrical and Mechanical Services regarding Building Services Engineer grade, for the conversion and the regrading proposals. The staff and respective Heads of Grades concerned in general support the proposals.

ALTERNATIVES CONSIDERED

28. Optimisation of the limited staff resources in terms of employing the right staff with the required professional background and experience is essential. Taking into account operational requirements, establishment history, staffing complement, the achievement of structured training programmes and the positive development of a knowledge sharing culture, we consider that there is no longer the need for ArchSD to maintain the MD status of the seven CA (D1) posts. Maintaining the MD status of the posts concerned is not conducive to staff planning and deployment.

FINANCIAL IMPLICATIONS

29. The conversion of MD posts to designated grade posts and the regrading proposals are cost-neutral.

ADVICE SOUGHT

30. Members are invited to comment on the above proposals. Subject to Members' support, we will seek the recommendation from the Establishment Subcommittee and approval from the Finance Committee for the proposals.

Development Bureau
May 2015

Job Description

Post Title : Chief Project Managers 202/ 301/ 302

Rank : Chief Architect (D1)

Responsible to : Project Director 2/3

Major Duties and Responsibilities:

The posts are responsible for providing project management and professional advisory service on projects of various scale and complexity.

1. To be responsible for the administration and efficient operation of project teams and work closely with project team and other professional and supervisory or site staff and supervising their performance.
2. To assist the Project Director in determining the scope, scale and quality of the projects, in planning and preparing implementation plans and schedules for projects.
3. To prepare the estimates and anticipated cash flows for projects, and monitor and control closely their performance; to assist the Project Director in preparing annual estimates.
4. To plan, control and monitor the resources under his control for individual projects.
5. To establish strategies and procedures for tendering and examine and recommend the award of tenders for projects.
6. To control and monitor the progress and quality of the projects to ensure that the projects are carried out according to the schedules and take corrective measures and actions in the event of deviation from the schedules.
7. To monitor the co-ordination of all the relevant disciplines within the project management group and liaise with the other branches to ensure that the overall defined objectives are achieved.
8. To monitor closely the performance and progress of consultants and contractors and co-ordinate the functions of different contractors.

9. To liaise with the client bureaux/departments and organisations, the Development Bureau and other concerned parties on the strategies, programming and quality standard of projects.
10. To prepare regular and systematic progress reports for the Project Director for analysis and update the project progress in the public works management system.
11. To attend District Council, LegCo Panel, PWSC and FC Meetings whenever necessary.
12. To provide professional advice to the branch on architectural, urban design, heritage, greening and sustainability issues and statutory compliance of the projects.
13. To assist the branch in providing advisory services from architectural, urban design, heritage, greening, and sustainability perspectives to other branches in the Department and other bureaux and departments.
14. To provide guidance to Senior Project Managers/Project Managers in PMBs on architectural and related issues.
15. To oversee the fulfillment of the professional training requirements of Architect Graduates attached to the branch.

Job Description

Post Title : Chief Project Manager 102

Rank : Chief Quantity Surveyor (D1)

Responsible to : Project Director/1

Major Duties and Responsibilities:

The post of CPM102 is responsible for providing professional advisory service and undertaking project management of schools and government offices projects of various scale and complexity.

1. To be responsible for the administration and efficient operation of project teams and work closely with project team and other professional and supervisory or site staff and supervising their performance.
2. To assist the Project Director in determining the scope, scale and quality of the projects, in planning and preparing implementation plans and schedules for projects.
3. To prepare the estimates and anticipated cash flows for projects, and monitor and control closely their performance; to assist the Project Director in preparing annual estimates.
4. To plan, control and monitor the resources under his control for individual projects.
5. To establish strategies and procedures for tendering and examine and recommend the award of tenders for projects.
6. To control and monitor the progress and quality of the projects to ensure that the projects are carried out according to the schedules and take corrective measures and actions in the event of deviation from the schedules.
7. To monitor the co-ordination of all the relevant disciplines within the project management group and liaise with the other branches to ensure that the overall defined objectives are achieved.
8. To monitor closely the performance and progress of consultants and contractors and co-ordinate the functions of different contractors.

9. To liaise with the client bureaux/departments and organisations, the Development Bureau and other concerned parties on the strategies, programming and quality standard of projects.
10. To prepare regular and systematic progress reports for the Project Director for analysis and update the project progress in the public works management system.
11. To attend District Council, LegCo Panel, PWSC and FC Meetings whenever necessary.
12. To render quantity surveying (QS) specialist support to PMBs on projects of high QS complexities requiring special QS inputs.
13. To provide advisory services on procurement arrangements, contractual disputes, project finalization and feasible contractual options and rough indication of cost for pre-Project Definition Statement (PDS) projects to other branches in the Department and other bureaux and departments.
14. To provide guidance to Senior Project Managers/Project Managers in PMBs on cost, contractual and related issues.
15. To oversee the fulfillment of the professional training requirements of Quantity Surveyor Graduates attached to PMBs.

Job Description

Post Title : Chief Project Manager 203
Rank : Chief Building Services Engineer (D1)
Responsible to : Project Director/2

Major Duties and Responsibilities:

The post of CPM203 is mainly responsible for providing professional advisory service and undertaking project management of healthcare and disciplined services projects of various scale and complexity.

1. To be responsible for the administration and efficient operation of project teams and work closely with project team and other professional and supervisory or site staff and supervising their performance.
2. To assist the Project Director in determining the scope, scale and quality of the projects, in planning and preparing implementation plans and schedules for projects.
3. To prepare the estimates and anticipated cash flows for projects, and monitor and control closely their performance; to assist the Project Director in preparing annual estimates.
4. To plan, control and monitor the resources under his control for individual projects.
5. To establish strategies and procedures for tendering and examine and recommend the award of tenders for projects.
6. To control and monitor the progress and quality of the projects to ensure that the projects are carried out according to the schedules and take corrective measures and actions in the event of deviation from the schedules.
7. To monitor the co-ordination of all the relevant disciplines within the project management group and liaise with the other branches to ensure that the overall defined objectives are achieved.
8. To monitor closely the performance and progress of consultants and contractors and co-ordinate the functions of different contractors.

9. To liaise with the client bureaux/departments and organisations, the Development Bureau and other concerned parties on the strategies, programming and quality standard of projects.
10. To prepare regular and systematic progress reports for the Project Director for analysis and update the project progress in the public works management system.
11. To attend District Council, LegCo Panel, PWSC and FC Meetings whenever necessary.
12. To render building services (BS) specialist support to PMBs on projects of high BS complexity requiring special BS inputs.
13. To provide project management advisory services and green building design including energy efficiency, renewable energy, water resources management, indoor environmental quality from BS perspectives to other branches in the Department and other bureaux and departments.
14. To provide guidance to Senior Project Managers/Project Managers in PMBs on BS issues and resources planning.
15. To oversee the fulfillment of the professional training requirements of Building Services Engineer Graduates attached to PMBs.

Job Description

Post Title : Chief Project Manager 303
Rank : Chief Structural Engineer (D1)
Responsible to : Project Director/3

Major Duties and Responsibilities:

The post of CPM303 is responsible for providing professional advisory service and undertaking project management of leisure, sports and cultural projects of various scale and complexity.

1. To be responsible for the administration and efficient operation of project teams and work closely with project team and other professional and supervisory or site staff and supervising their performance.
2. To assist the Project Director in determining the scope, scale and quality of the projects, in planning and preparing implementation plans and schedules for projects.
3. To prepare the estimates and anticipated cash flows for projects, and monitor and control closely their performance; to assist the Project Director in preparing annual estimates.
4. To plan, control and monitor the resources under his control for individual projects.
5. To establish strategies and procedures for tendering and examine and recommend the award of tenders for projects.
6. To control and monitor the progress and quality of the projects to ensure that the projects are carried out according to the schedules and requirements; and take corrective measures and actions in the event of deviation from the schedules or requirements.
7. To monitor the co-ordination of all the relevant disciplines within the project management group and liaise with the other branches to ensure that the overall defined objectives are achieved.
8. To monitor closely the performance and progress of consultants and contractors and co-ordinate the functions of different consultants and contractors.

9. To liaise with the client bureaux/departments and organisations, the Development Bureau and other concerned parties on the strategies, programming and project requirements.
10. To prepare regular and systematic progress reports to the Project Director and update the project progress in the public works management system.
11. To attend District Council, LegCo Panel, PWSC and FC Meetings whenever necessary.
12. To render structural engineering specialist support to PMBs on projects of high structural and site safety complexities.
13. To assist the branch in providing project management advisory services from structural perspective to other branches in the Department and other bureaux and departments.
14. To provide guidance to Senior Project Managers/Project Managers in PMBs on structural and related issues.
15. To oversee the fulfillment of the professional training requirements of Structural Engineer Graduates attached to PMBs.

Job Description

Post Title : Chief Technical Advisor/Subvented Projects

Rank : Chief Maintenance Surveyor (D1)

Responsible to : Assistant Director/Quantity Surveying

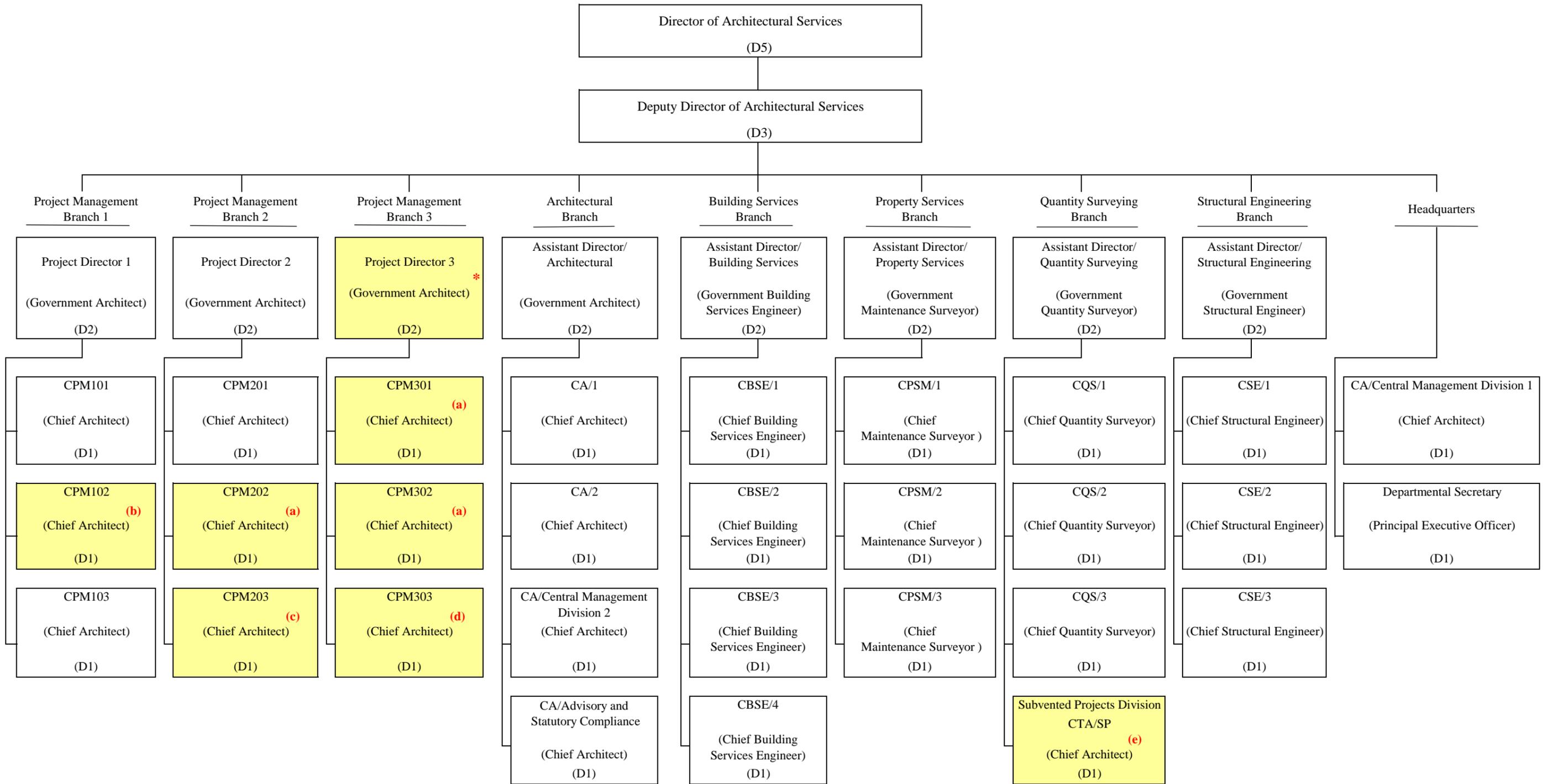
Major Duties and Responsibilities:

The post of CTA/SP is responsible for providing professional advisory services to various subventing bureaux/departments on subvented building projects.

1. To help ensure that government recognized standards in respect of design, types of materials used and overall costs and “value for money” are met in the construction and maintenance of subvented building projects including vetting all estimates, drawings and contract documents.
2. To process subvented building projects in accordance with the established requirements and procedures.
3. To issue technical and design guides to subventing bureaux/departments and their subvented Agencies.
4. To advise on the appointment of consultants of any discipline on subvented building projects for consideration and approval by subventing bureaux/departments.
5. To advise on appropriate contractual arrangements for the construction of all subvented building projects and for their maintenance.
6. To help ensure that correct procedures for tender invitation, receipt and evaluation processes are applied and to give advice on recommendation of tender acceptance for subvented building projects.
7. To give advice on cost during the planning and construction stages of these projects.
8. To advise on and vet final accounts and claims settlements on all subvented building projects.
9. To attend District Council, LegCo Panel, PWSC and FC Meetings whenever necessary.

10. To provide building maintenance specialist advice on subvented building projects.
11. To provide guidance and training to senior professionals/ professionals in the branch on building maintenance and related issues.
12. To oversee the fulfillment of the professional training requirements of Maintenance Surveyor Graduates attached to the branch.

Existing and Proposed Organisation Chart of Architectural Services Department



Legend:

- CA: Chief Architect
- CBSE: Chief Building Services Engineer
- CPM: Chief Project Manager
- CPSM: Chief Property Services Manager
- CQS: Chief Quantity Surveyor
- CSE: Chief Structural Engineer
- CTA/SP: Chief Technical Adviser/Subvented Projects

- MD posts open to the grades of Architect, Maintenance Surveyor, Quantity Surveyor and Structural Engineer under Director of Architectural Services.
- Building Services Engineer under Director of Electrical & Mechanical Services and Landscape Architect under Permanent Secretary for Development (Works)
- (a) CA(MD) posts proposed to be converted to single disciplinary posts and retained as Chief Architect
- (b) CA(MD) post proposed to be converted to single-disciplinary post and regraded as Chief Quantity Surveyor
- (c) CA(MD) post proposed to be converted to single-disciplinary post and regraded as Chief Building Services Engineer
- (d) CA(MD) post proposed to be converted to single-disciplinary post and regraded as Chief Structural Engineer
- (e) CA(MD) post proposed to be converted to single-disciplinary post and regraded as Chief Maintenance Surveyor
- * GA(MD) post to be retained as MD post to facilitate the development of potential D1 officers for further advancement and succession planning