

**For discussion
on 15 March 2016**

Legislative Council Panel on Development

**Staffing proposal relating to the establishment of
the Project Cost Management Office
under the Works Branch of Development Bureau**

PURPOSE

This paper seeks Members' support for the following staffing proposals –

- (a) creation of a supernumerary Government Engineer (GE) (D2) post (\$154,950 - \$169,450) for establishing a Project Cost Management Office (PCMO) under the Works Branch of the Development Bureau (DEVB(WB)) for about three years up to 31 March 2019 to draw up construction cost control and cost reduction initiatives; and
- (b) regrading of the following two D1 posts within DEVB(WB) in the light of changes in operational requirements –
 - (i) the post of Chief Assistant Secretary (Works)1 (CAS(W)1) from Chief Geotechnical Engineer (CGE) to Chief Engineer (CE); and
 - (ii) the post of CAS(W)5 from CE to CGE.

PROBLEM

2. Construction costs have been escalating in recent years, leading to a rise in the costs of capital works projects. To ensure better use of public funds, the Government needs to adopt more proactive and structured approaches to control and reduce the costs of capital works projects. If the issue of high construction costs is not properly managed, it will adversely affect the implementation of capital works projects and eventually undermine the competitiveness of Hong Kong.

JUSTIFICATIONS

Need for Establishing a New Dedicated Office

3. In his 2016 Policy Address, the Chief Executive announced that there was a need for the Government to strengthen cost control for capital works projects and that a dedicated office would be established to take forward the relevant work. The Secretary for Development now proposes to establish PCMO under DEVB(WB) to achieve better cost management by drawing up cost control measures and cost reduction initiatives, and to steer and monitor related work undertaken by project client bureaux and works departments.

4. The PCMO will devise and promote cost management policies in respect of capital works projects, coordinate their implementation and promote such policies to the private building sector. In this respect, the major responsibilities of PCMO will include, inter alia, the following: -

- (a) reviewing relevant guidelines and provisions to rationalise design and contractual requirements under a “no frills” principle;
- (b) establishing realistic target unit costs for new government buildings projects;
- (c) adopting and promoting the guiding principle of “design for buildability” so as to reduce costs without compromising safety;
- (d) enhancing works departments’ skills and knowledge of project management and cost estimation;
- (e) improving procurement methods to reduce tender risk premiums and the overall project costs; and
- (f) collaborating with the Construction Industry Council (CIC) in promoting cost control and reduction measures to the private sector.

5. In addition, PCMO will coordinate cross-bureaux efforts to use cost as one of the major drivers for project implementation instead of treating it as a necessary outcome only. On a project-by-project basis, for instance, PCMO will: -

- (a) vet and review preliminary cost estimation in establishing the technical feasibility of major projects;
- (b) provide technical support for project cost control to client bureaux on capital works projects;
- (c) vet and review major increases in project estimates; and

(d) proactively vet and review over 300 capital works projects still in the planning and design stage to achieve cost reduction for these projects.

6. The PCMO will also enhance the existing procedures on project management, cost control and cost reduction and make reference to local and international best practices by commissioning support services from external experts where necessary.

7. The PCMO is proposed to be established initially for a period of about three years up to 31 March 2019. We will review the work of the office in due course and consider whether and/or how to continue its operations in order to sustain the efforts.

Need for a Supernumerary GE Post for PCMO

8. Given the nature of PCMO's responsibilities, the multi-disciplinary office should be led by a senior officer who is experienced and skilled in planning and implementing large-scale capital works projects and handling project cost estimation and management. Given the job nature, we consider it necessary for a Government Engineer (GE), ranked at the D2 level, to lead the office after taking into account (a) the level of experience, expertise, skills and managerial abilities required; (b) the need to effectively implement PCMO's mission to proactively take forward inter-bureaux and inter-departmental efforts in managing the costs of capital works projects; (c) the requirement to ensure effective collaboration with CIC on promoting project cost control and reduction in the private sector; and (d) the leadership qualities required to head a multi-disciplinary team including professionals from the Engineer, Quantity Surveyor and Architect grades.

9. The PCMO will steer and promote reviews of various works policies with a view to enhancing cost management. It will also work with other policy teams under DEVB(WB), coordinate works departments' efforts in cost management and vet the capital works projects of other bureaux from a cost management angle. The officer heading the office must have sufficient authority and high-level support if he/she is to handle the above work effectively and achieve the office's mission. Therefore, the Head of PCMO will report directly to the Permanent Secretary for Development (Works).

10. The GE post will be created initially for a period of about three

years up to 31 March 2019, and the continued need of the post will be reviewed in due course. The proposed job description of the post is at **Enclosure 1**.

Re-organisation and Regrading of two D1 Posts

11. Construction costs cannot be managed in isolation from the implementation of the Capital Works Programme (CWP). The existing Programme Management Section (PMS) in DEVB(WB) is responsible for monitoring the implementation of CWP. CAS(W)1, ranked at CGE, heads the section and reports to Principal Assistant Secretary (Works)1 (PAS(W)1)). To ensure the effectiveness of cost management efforts and create synergy, PCMO, once established, will also oversee the implementation of CWP. The existing PMS will be re-organised and subsumed under PCMO. The existing organisation chart of DEVB(WB) and the proposed one after the establishment of PCMO are at **Enclosure 2** and **Enclosure 3** respectively.

12. In a review of the job requirements of seven CAS posts at the chief professional (D1) level in DEVB(WB) conducted in 2013, CAS(W)1, among other directorate D1 posts, was regraded from a multi-disciplinary (MD) post¹ of CE to a single-disciplinary post of CGE², having regard to the operational needs at that time. In the light of changes in operational requirements in recent years, in particular those arising from the establishment of PCMO and the resultant re-organisation proposed in paragraph 10 above, we have recently reviewed the grading of the CAS(W)1 post and the other six CAS posts in DEVB(WB). The findings are set out in paragraphs 13 and 14 below.

13. With the establishment of PCMO and the consequential re-organisation, CAS(W)1 will have to take up additional duties, namely, overseeing the promotion of cost control and cost reduction measures in capital works projects; and assisting in vetting the technical feasibility of proposed capital works projects, which has a direct bearing on project costs. These duties require ample knowledge of and solid experience in project

¹ MD post refers to a post created in a particular grade while being open for filling by other professional grades.

² The CAS(W)1 post was regraded from a MD CE post to a single-disciplinary CGE post in 2013 vide EC(2013/14)4.

management and cost management, and are more relevant to the Engineer grade than the Geotechnical Engineer grade. Taking into account the changes in duties, we consider it operationally necessary to regrade the CAS(W)1 post from CGE to CE.

14. For the other six CAS posts in DEVB(WB), we consider the current grading appropriate, except for the CAS(W)5 post. The CAS(W)5 post was converted from a MD CE post to a single-disciplinary CE post in 2013³. Operational experience since 2013 has shown that CAS(W)5's duties, such as reviewing the Safety Management System for public works contracts; and formulating and implementing some new initiatives in relation to construction materials and sustainable construction, require much knowledge of and expertise in geotechnical engineering. To meet the latest operational needs, CAS(W)5 has taken up work on slope safety, for which knowledge of and expertise in the geotechnical engineering field is operationally essential. In the light of the operational experience and the latest operational requirements, we consider it necessary to regrade the CAS(W)5 post from CE to CGE. The revised job description of the CAS(W)1 post and the existing job description of the CAS(W)5 post are at **Enclosure 4** and **Enclosure 5** respectively.

ADDITIONAL NON-DIRECTORATE STAFF

15. On top of the proposed supernumerary GE post and the existing staff of PMS, seven additional non-directorate posts will be created for PCMO forming a multi-disciplinary team consisting of a GE (D2), a CE (D1), and 13 non-directorate staff from the professional grades of Engineer, Quantity Surveyor and Architect, the technical grades and general grades.

ALTERNATIVES CONSIDERED

16. As explained in paragraph 8 above, it is necessary for a GE to head PCMO. We have looked into the feasibility of redeploying existing GEs within DEVB(WB) to head PCMO. As all the existing GEs are already fully engaged in their respective duties, it is operationally not possible for them to head PCMO without adversely affecting the discharge of their current duties.

³ The CAS(W)5 post was converted from a MD CE post to a single-disciplinary CE post in 2013 vide EC(2013/14)4.

17. We have also looked into the possibility of redeploying PAS(W)1, an Administrative Officer Staff Grade C (D2) currently responsible for supervising PMS, or other non-GE D2 officers within DEVB(WB) to head PCMO. Our conclusion is that such a redeployment arrangement is infeasible. PAS(W)1 is heavily engaged in work concerning supply of construction manpower, including training/development of professionals in the construction industry, and taking forward implementation work of Construction Workers Registration Ordinance with increasing workload particularly in the coming few years. The Commissioner for Heritage, the Head of Greening, Landscape and Tree Management Section and the Deputy Head of Energizing Kowloon East Office each have a heavy work portfolio, respectively responsible for handling policy matters on heritage conservation and undertaking conservation projects, formulating strategies for greening, landscape and tree management matters, and taking forward the initiative of energizing Kowloon East. As the above officers are already fully engaged in their respective duties, it is operationally not practicable to redeploy any of them to head PCMO without adversely affecting their existing work portfolios. The existing and revised duty lists of PAS(W)1 and the schedule of responsibilities of all existing D2 posts in DEVB(WB) are at **Enclosure 6** to **Enclosure 8**.

FINANCIAL IMPLICATIONS

18. The proposed creation of one GE (D2) post will bring about an additional notional annual salary cost at mid-point of \$1,973,400. The additional full annual average staff cost, including salaries and staff on-cost, is around \$2,802,000. The proposed regrading of the two D1 posts will be cost-neutral.

19. The additional notional annual salary cost at mid-point for the seven additional non-directorate posts will not exceed \$5,261,940 and the full annual average staff cost, including salaries and staff on-cost, is around \$7,339,000.

20. We will include the necessary provision in the draft Estimates of the relevant financial years from 2016-17 onwards to meet the cost of the proposals.

BACKGROUND

21. The Government has been implementing the policy of improving our quality of life and enhancing Hong Kong's long term competitiveness by investing in infrastructure, and has committed to continue investing in worthwhile infrastructure in order to sustain a growing population, meet the rising public aspirations for a better living environment and lay a solid foundation for the sustained development of Hong Kong in the future.

22. The private and public sectors' demand for construction services have been strong in recent years. According to the Census and Statistics Department, the overall construction expenditure in 2014-15 was around \$215 billion (in September 2015 prices). According to the latest forecast made by CIC in collaboration with the Government, the estimated overall construction expenditure over the next few years will be at the level of over \$200 billion (in September 2015 prices). As the total construction expenditure will remain high in the coming few years and many mega capital works projects are already in the pipeline⁴, we anticipate that construction costs will continue to be under severe upward pressure.

ADVICE SOUGHT

23. Members are invited to support the staffing proposals. Subject to Members' comments, we plan to seek the recommendation of the Establishment Subcommittee and the approval of the Finance Committee in the second quarter of 2016.

Development Bureau
March 2016

⁴ Including the 10-year supply target of 460,000 housing units, proposed railway schemes recommended under the Railway Development Strategy 2014, the Three-Runway System project at Hong Kong International Airport, 10-year Hospital Development Plan, etc.

**Proposed Job Description for
Head of Project Cost Management Office, DEVB(WB)**

Post Title : Head of Project Cost Management Office

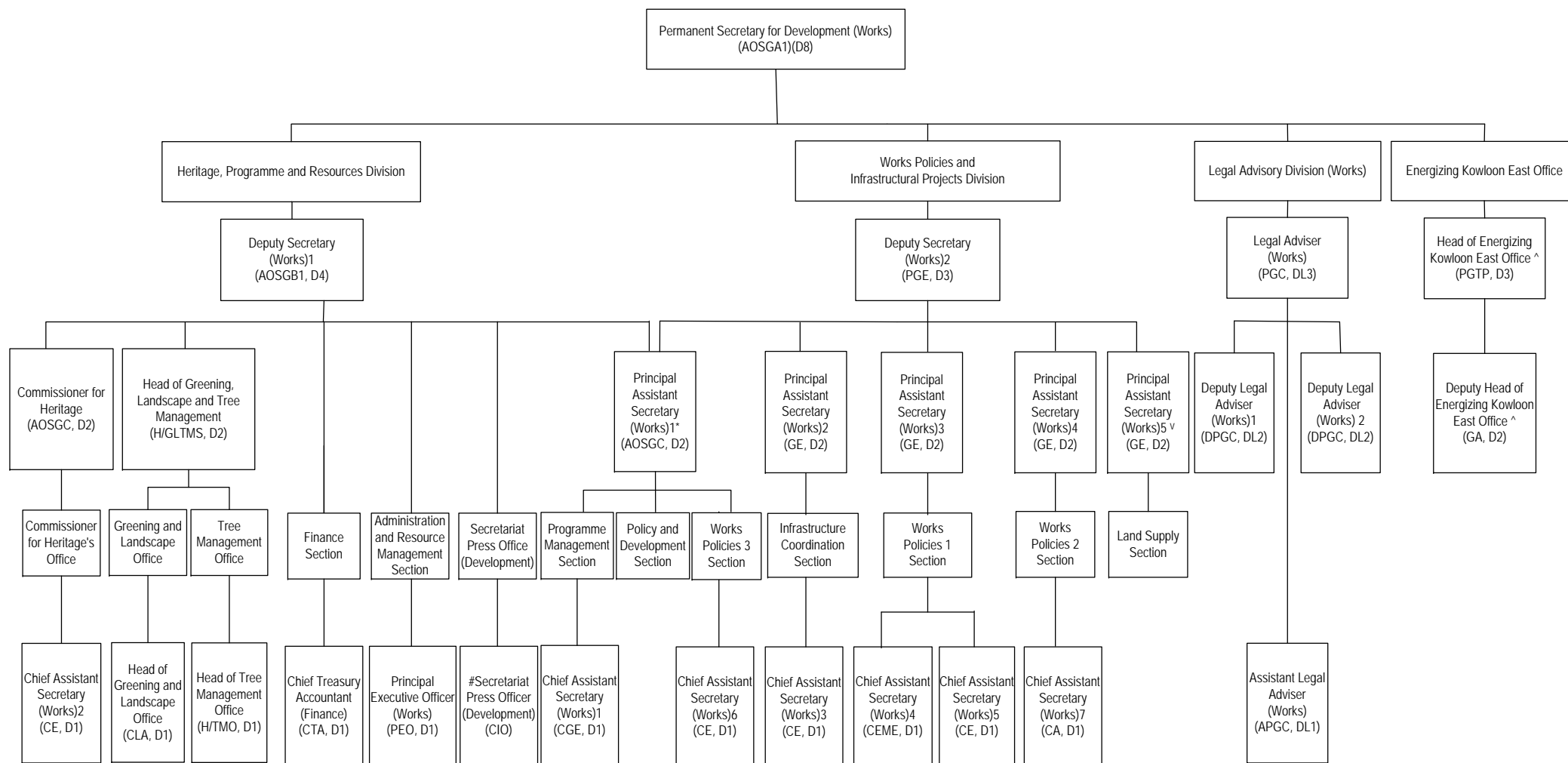
Rank : Government Engineer (D2)

Responsible to : Permanent Secretary for Development (Works)

Main Duties and Responsibilities –

1. To devise, promote, coordinate and oversee the implementation of cost control and cost reduction measures for capital works projects.
2. To provide cross-bureaux and high level technical support in respect of project cost estimation and budget control issues of major capital works projects.
3. To promote cost control and cost saving measures in private building sector through collaboration with the Construction Industry Council.
4. To advise on programme and cost management issues for the Capital Works Programme.
5. To oversee the implementation of the overall Capital Works Programme by reviewing and updating procedures and practices, and monitor the overall spending on capital works projects.
6. To oversee the work of the Programme Management Section.

Existing Organisation Chart of the Works Branch of the Development Bureau
(as at 1.2.2016)



Legend

APGC Assistant Principal Government Counsel
 AOSGA1 Administrative Officer Staff Grade A1
 AOSGB1 Administrative Officer Staff Grade B1
 AOSGC Administrative Officer Staff Grade C
 CE Chief Engineer
 CEME Chief Electrical and Mechanical Engineer
 CGE Chief Geotechnical Engineer
 CIO Chief Information Officer
 CLA Chief Landscape Architect
 CTA Chief Treasury Accountant

DPGC Deputy Principal Government Counsel
 GA Government Architect
 GE Government Engineer
 H/GLTMS Head of Greening, Landscape and Tree Management Section
 H/TMO Head of Tree Management Office
 PEO Principal Executive Officer
 PGC Principal Government Counsel
 PGE Principal Government Engineer
 PGTP Principal Government Town Planner

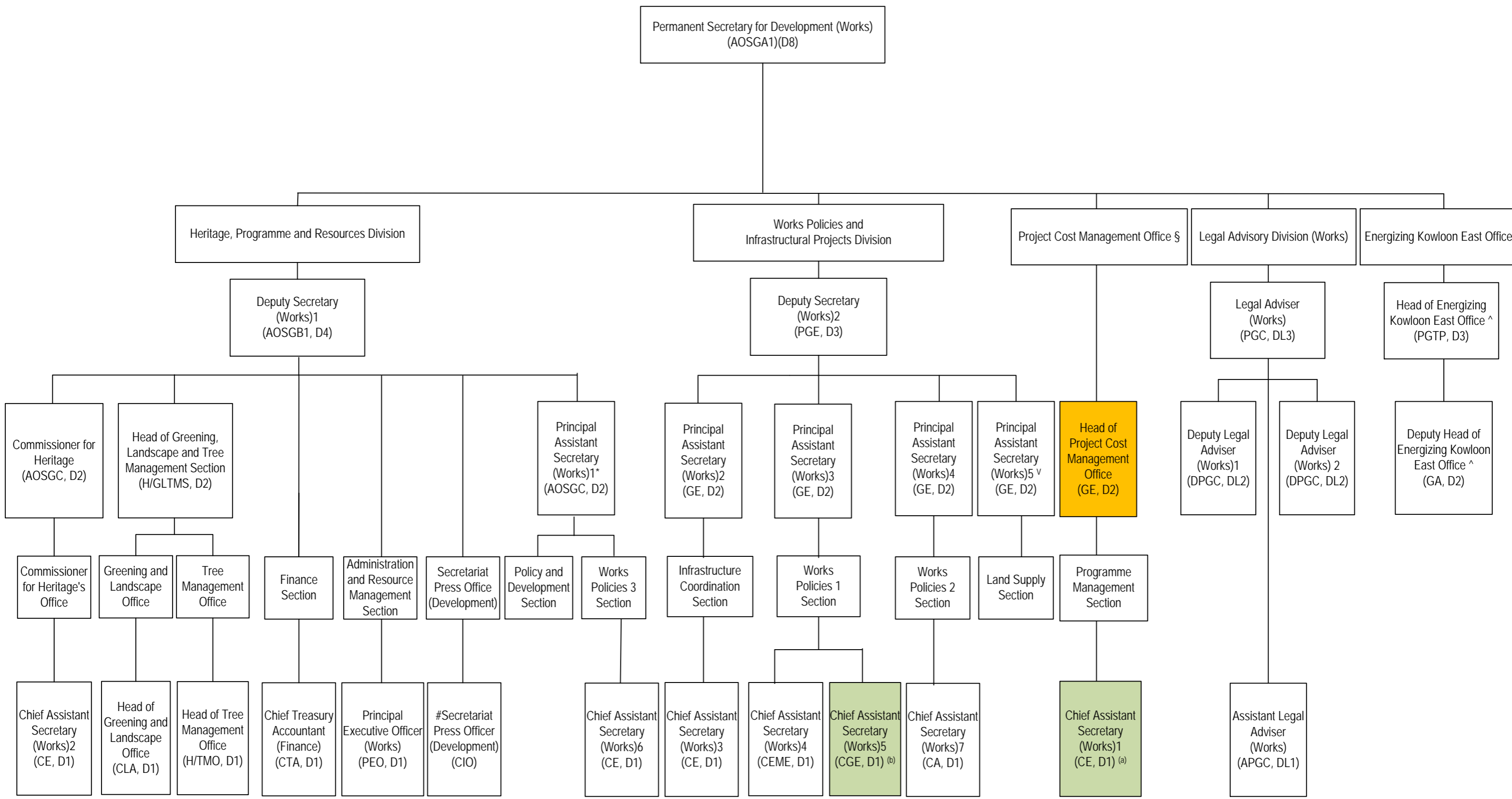
On the establishment of Information Services Department

* Serves both Deputy Secretary (Works)1 and Deputy Secretary (Works)2

^ Supernumerary post created for Energizing Kowloon East Office from 1 July 2013 to 30 June 2017

v Supernumerary post created for Land Supply Section from 11 July 2014 to 31 March 2019

Proposed Organisation Chart of the Works Branch of the Development Bureau



Legend
 APGC Assistant Principal Government Counsel
 AOSGA1 Administrative Officer Staff Grade A1
 AOSGB1 Administrative Officer Staff Grade B1
 AOSGC Administrative Officer Staff Grade C
 CE Chief Engineer
 CEME Chief Electrical and Mechanical Engineer
 CGE Chief Geotechnical Engineer
 CIO Chief Information Officer
 CLA Chief Landscape Architect
 CTA Chief Treasury Accountant

DPGC Deputy Principal Government Counsel
 GA Government Architect
 GE Government Engineer
 H/GLTMS Head of Greening, Landscape and Tree Management Section
 H/TMO Head of Tree Management Office
 PEO Principal Executive Officer
 PGC Principal Government Counsel
 PGE Principal Government Engineer
 PGTP Principal Government Town Planner

On the establishment of Information Services Department
 * Serves both Deputy Secretary (Works)1 and Deputy Secretary (Works)2
 ^ Supernumerary post created for Energizing Kowloon East Office from 1 July 2013 to 30 June 2017
 v Supernumerary post created for Land Supply Section from 11 July 2014 to 31 March 2019
 § Proposed new office
 [Yellow Box] Proposed new post
 [Green Box] Posts proposed to be regraded
 (a) CE post proposed to be regraded from a CGE post
 (b) CGE post proposed to be regraded from a CE post

**Revised Job Description of
Chief Assistant Secretary for Development (Works) 1**

Rank : Chief Engineer (D1)

Responsible to : Head of Project Cost Management Office

Main Duties and Responsibilities –

1. To monitor the delivery of the Capital Works Programme.
2. To monitor progress and expenditure of capital works projects under the Capital Works Programme.
3. To review public works procedures and practices to ensure the meeting of changing needs.
4. To monitor and vet Public Works Subcommittee (PWSC) papers and attend to PWSC matters.
5. To attend to job creation issues arising from public works.
6. In conjunction with FSTB, to vet submissions related to the Capital Works Resource Allocation Exercise and the Capital Works Reserve Fund Revised Estimates and Draft Estimates.
7. To oversee the promotion of cost control and cost reduction measures in capital works projects.
8. To assist in vetting the technical feasibility of proposed capital works projects.

**Existing Job Description of
Chief Assistant Secretary for Development (Works) 5**

Rank : Chief Geotechnical Engineer (D1)

Responsible to : Principal Assistant Secretary for Development (Works) 3

Main Duties and Responsibilities –

1. To assist in formulating and implementing works policies for the delivery of public works projects in respect of –
 - construction site safety and environment;
 - sustainable construction;
 - green procurement;
 - construction standards; and
 - supply of major construction materials.
2. To provide secretariat support to the Panel of Enquiry for taking regulating actions against contractors with poor site safety and environmental records.
3. To assist in formulating and implementing policies in regard to flood prevention and the delivery of flood prevention projects.
4. To assist in formulating and implementing policies in regard to road excavation permits.
- * 5. To assist in formulating and implementing works policy on slope safety.
6. To assist in housekeeping Works department(s).

* Duty taken up since 2013

Existing Job Description
Principal Assistant Secretary for Development (Works) 1

Rank : Administrative Officer Staff Grade C (D2)

Responsible to : Deputy Secretary for Development (Works) 1 (DS(W)1)
(in respect of all item except 3 below)
Deputy Secretary for Development (Works) 2 (DS(W)2)
(in respect of item 3 below)

Main Duties and Responsibilities –

1. To liaise and provide support to the operation of the statutory Construction Industry Council (CIC) and to act as the focal point of liaison between the Administration and CIC and to handle matters and coordinate inputs to the Consultancy Study on Development Strategy for the Hong Kong Construction Industry – Vision 2030.
2. To assist in formulating and implementing manpower resource policies including liaison with the relevant bureaux/departments and training institutes as well as education and training of staff in professional and technical grades in the Works Group of Departments.
3. To assist the Construction Workers Registration Authority in implementing the remaining phase of the Construction Workers Registration Ordinance including providing support to its committees and coordination with relevant bureaux/departments, training institutes and other stakeholders.
4. To assist in overseeing the implementation of the Public Works Programme by reviewing and updating procedures and practices and to monitor the overall spending on public works projects.
5. To formulate and oversee the implementation of the enhancements to the Supplementary Labour Scheme in respect of construction workers to take into account special characteristics of the construction industry in respect of public works related applications.
6. To act as the overall coordinator within the Works Branch (e.g. in the preparation of the Policy Address, Budget, etc.) as well as be responsible for handling cross-bureaux/departmental matters.

Revised Job Description
Principal Assistant Secretary for Development (Works) 1

Rank : Administrative Officer Staff Grade C (D2)

Responsible to : Deputy Secretary for Development (Works) 1 (DS(W)1)
(in respect of all items except 3 below)
Deputy Secretary for Development (Works) 2 (DS(W)2)
(in respect of item 3 below)

Main Duties and Responsibilities –

1. To liaise and provide support to the operation of the statutory Construction Industry Council (CIC) and to act as the focal point of liaison between the Administration and CIC, and to handle matters and coordinate inputs to the Consultancy Study on Development Strategy for the Hong Kong Construction Industry – Vision 2030, including the coordination of the next phase of study covering construction costs, quality of work and project overrun.
2. To formulate and implement construction manpower resource policies, including spearheading with CIC and other relevant training institutions to further develop progression pathways for skilled workers to upgrade their skill, academic and professional level, overseeing the relevant manpower forecasts for construction skilled workers, supervisors, technicians and professionals, and promoting the youthful, professional and vibrant image of the industry thus attracting more new talents to the industry.
3. To take forth the implementation of the remaining phase of the Construction Workers Registration Ordinance, to promote the registration of construction workers under their specialised trades through senior workers registration and promotion of skill trade tests before the implementation target by April 2017, to engage the construction industry in the above initiatives, and to oversee the drafting and to secure passage of the subsidiary legislation within the 2016/17 legislative session to implement the relevant requirements.
4. To formulate and oversee the implementation of the enhancements to the Supplementary Labour Scheme in respect of construction workers to take into account special characteristics of the construction industry in respect of public works related applications.
5. To assist in overseeing the early phase of implementation of the Construction Industry Recruitment Centre to enhance the arrangements for priority

employment of local workers under the Supplementary Labour Scheme in respect of construction workers.

6. To coordinate within the Works Branch (in the preparation of Policy Agenda, Budget, etc.) and to prepare speeches for senior officials on construction-related issues.

**Schedule of Responsibilities for
Existing D2 Officers
of Development Bureau (DEVB(WB))**

The existing D2 officers in the DEVB(WB) are fully engaged in their respective duties –

Commissioner for Heritage (C for H)

2. C for H assists Deputy Secretary (Works) 1 (DS(W)1) in the formulation, implementation and monitoring of policies in relation to heritage conservation, and in devising and taking forward new initiatives on the subject, including following up the recommendations of the Antiquities Advisory Board pursuant to the policy review on conservation of built heritage, in particular the setting up and operation of a dedicated fund for the conservation of built heritage. C for H is also responsible for overseeing the “Revitalising Historic Buildings Through Partnership Scheme”; devising economic incentives for conservation of privately-owned historic buildings; taking forward and monitoring the revitalisation projects of the former Police Married Quarters on Hollywood Road and the Central Police Station Compound; operation of the “Financial Assistance for Maintenance Scheme” for privately-owned graded historic buildings; and implementation of the Heritage Impact Assessment mechanism for new capital works projects. C for H serves as the focal point of contact on heritage conservation matters both locally and overseas, and spearheads the engagement of stakeholders and the public in the implementation of heritage conservation initiatives and liaises with concerned organisations. In addition, C for H provides policy support and guidance to the Antiquities and Monuments Office of the Leisure and Cultural Services Department, including the declaration of monuments. C for H is responsible for conducting research on policies, legislation and practices on heritage conservation both locally and overseas; and overseeing the handling of enquiries, complaints and suggestions from the public and media on heritage conservation matters.

Principal Assistant Secretary (Works) 1 (PAS(W)1)

3. PAS(W)1 assists DS(W)1 in providing policy guidance to the statutory Construction Industry Council (CIC) and oversees its corporate operation and institutional arrangements to implement the various initiatives to raise the construction industry’s quality and standards and in coordinating inputs to the development strategy for the industry to 2030. In particular, he would be responsible for overseeing the coordination for the next phase of the study covering key issues in the industry including construction cost, quality control, and project overrun.

4. To enable the development of local construction manpower to meet the industry's needs, PAS(W)1 also assists in monitoring the overall construction manpower situation, overseeing the manpower forecasts for construction skilled workers, as well as supervisors, technicians, and professionals, and formulating the manpower resources policies and strategy including enhanced training and progression pathways for workers' development and enhanced publicity to uplift the industry's image to attract new blood to join the industry. Specifically, he would coordinate with CIC and other relevant training institutions such as the Vocational Training Council in developing new training modules facilitating construction skilled workers to upgrade their skills as well as their professional and academic qualifications. To take into account the characteristics of the construction industry, PAS(W)1 is responsible for formulating and overseeing the implementation of enhancements to the Supplementary Labour Scheme in respect of applications from public sector works. He is also responsible for overseeing the early phase of the implementation of the Construction Industry Recruitment Centre to enhance the arrangement for priority employment of local construction skilled workers. In addition, PAS(W)1 also assists Deputy Secretary (Works) 2 (DS(W)2) in providing policy guidance to the statutory Construction Workers Registration Board (CWRB) and overseeing its corporate operation and institutional arrangements to facilitate registration of construction workers through the routes of senior workers registration or skill trade tests in their specialised trades by April 2017 when the phased implementation of prohibitions under the Construction Workers Registration Ordinance is targeted to take effect. As this concerns about some 360 000 registered construction workers, the above tasks require close liaison with CIC, CWRB, labour unions, trade associations and other industry stakeholders to meet the industry-wide needs. He is also responsible for engaging industry stakeholders in formulating and securing passage of the subsidiary legislation within the 2016/17 legislative session to implement in detail the above-mentioned phased prohibitions.

Head of Greening, Landscape and Tree Management Section (H/GLTMS)

5. H/GLTMS assists DS(W)1 in formulating strategies on greening, landscape and tree management with emphasis on a holistic approach to this work. H/GLTMS oversees the work of the Greening and Landscape Office (GLO) and the Tree Management Office (TMO).

6. The work focus of GLO is to lead the development of resilient and adaptive landscapes; proactive identification of landscape opportunities with a focus on place ecology and biodiversity; uplifting the quality and standards of landscape architectural design of the Government and the private sector; exploration and promotion of applied urban landscape technologies; enhancement of training and development, and enhancement of public education and community involvement. Key current tasks overseen by H/GLTMS are development of an integrated landscape design framework for transport, blue and green infrastructure,

public and private open spaces, and other urban landscapes; teaching kits on landscape and urban forestry values for use by kindergarten to secondary students, as well as establishing ongoing collaborations with industry associations to positively capacity build and develop a robust knowledge management for the Government. Besides promulgation of guidelines and standards, advisory input of strategic government projects and on landscape architectural design and management will be on-going.

7. The work focus of TMO is the promotion and development of urban forestry; enhancement of tree risk management; promotion of a quality-oriented approach to tree management; enhancement of the tree complaint handling mechanism and emergency response arrangement; enhancing training in tree management and enhancement of public education and community involvement. The key emphasis currently is on tree risk management and the tree management departments have just commenced the fourth exercise. H/GLTMS is the chairman of the Expert Panel on Tree Management. H/GLTMS is also overseeing the preparation and promulgation of a number of guidelines on tree management including tree protection in construction site. Additionally, a comprehensive review of tree preservation arrangements and contractor management are in progress as well as a number of arboricultural research projects. On the training aspects the TMO will strengthen the training on arboricultural works and supervision of tree work. Other public engagement and promotional activities including tree talks, workshops, publications, exhibitions, are on-going.

PAS(W)2

8. PAS(W)2 assists DS(W)2 in providing high-level technical input and coordinating with the Works group departments in the implementation of major infrastructure development projects so as to ensure that the best possible support is provided to various client bureaux. The post also assists in overseeing the implementation of major infrastructural projects, such as the Kai Tak Development, Liantang/Heung Yuen Wai Boundary Control Point and development of cycle track networks in the New Territories. Furthermore, the post is responsible for taking forward the initiative of enhancing land supply strategy through rock cavern development and underground space development in urban areas, and providing policy steer for the public engagement of potential cavern development sites, and studies on the relocation of the Sha Tin sewage treatment works to caverns, the long term strategy of cavern development and underground developments in the urban areas of Hong Kong. In addition, the post coordinates technical input on works aspects of planning and development issues, such as studies related to the development of Lok Ma Chau Loop, North East New Territories New Development Areas (NDAs), Hung Shui Kiu NDA, etc. Above all, PAS(W)2 oversees the vetting and checking of the Technical Feasibility Statement of all capital works projects under planning, and assists DS(W)2 in the housekeeping of Civil Engineering and Development Department as well as provides support to the Permanent Secretary for Development (Works) (PS(W)) in handling matters related to the Ocean Park re-development projects and Hong Kong Disneyland

projects.

PAS(W)3

9. PAS(W)3 assists DS(W)2 in the housekeeping of Drainage Services Department and Water Supplies Department. The post provides policy input and steer on the flood prevention strategy, drainage impact assessment studies, total water management strategy, reliable supply of water including securing supply from Dongjiang and exploring alternative water sources such as seawater desalination as well as the delivery of infrastructural projects for enhancing water supplies and flood prevention.

10. PAS(W)3 is also responsible for policy issues related to control of slope safety for both man-made and natural terrains, and lift and escalator safety as well as the regulatory control of water-cooled air-conditioning systems for the prevention of Legionnaires Disease. In relation to public works projects, PAS(W)3 provides policy input to construction safety, construction standards, environmental management, green procurement including promoting the use of green construction materials, security of payment and wage payment. PAS(W)3 also handles policy issues relating to and oversees the supplies of concrete, rock products and sand. PAS(W)3 also provides support to the Secretary for Development and PS(W) in handling matters in regard to the West Kowloon Cultural District project. PAS(W)3 also provides policy steer and oversees the Yuen Long Town Nullah in the New Territories.

PAS(W)4

11. PAS(W)4 assists DS(W)2 in formulating and implementing policies on procurement of construction and consultancy services as well as management of contractors and consultants including administration of Development Bureau's approved lists of public works contractors/suppliers and performance monitoring. PAS(W)4 represents the Bureau in various trade consultations in respect of the construction sector including the Mainland/Hong Kong Closer Economic Partnership Arrangement (CEPA) consultations, World Trade Organisation/Government Procurement Agreement consultations and other free trade agreement negotiations. PAS(W)4 is responsible for handling works-related Mainland affairs including implementation of CEPA market liberalisation measures, providing support to other bureaux on various platforms such as the Hong Kong/Guangdong Co-operation Joint Conference and other Mainland/Hong Kong co-operation initiatives. He also provides support in carrying out a strategic review of the Hong Kong's procurement and contract administration systems so as to enhance competition, productivity, innovation and creativity leading to cost-effective delivery of quality infrastructure, and to explore liberalisation measures more favourable than CEPA for the construction stakeholders to access the Pilot Free Trade Zones in the Mainland and other emerging markets. PAS(W)4 also assists in handling matters related to promotion of local professional services

in the Mainland and overseas construction and engineering related markets, providing secretariat support to the working group on professional services of the Economic Development Commission as well as assisting DS(W)2 in the housekeeping of Electrical and Mechanical Services Department.

PAS(W)5

12. PAS(W)5 assists DS(W)2 in providing high-level technical input to steer the strategic studies for the artificial islands in the central waters between Hong Kong Island and Lantau Island for the proposed East Lantau Metropolis, technical, planning and engineering studies of various projects of reclamation outside Victoria Harbour for land supply, and the planning, engineering and architectural study of topside development on Hong Kong Boundary Crossing Facilities Island of the Hong Kong-Zhuhai-Macao Bridge. He/she provides secretariat support to the Lantau Development Advisory Committee chaired by the Secretary for Development and assists in formulating the Lantau development strategies, and providing policy steer and input for the public engagement and various projects and initiatives of Lantau development.

13. PAS(W)5 also supports land supply through reviewing and formulating works policies with a view to expediting land supply, overseeing the provision of infrastructure support to various land supply initiatives and proposals to increase development densities and providing high level technical input to coordinate and oversee the implementation of the associated works projects. He/she provides high-level technical input to the HK2030 Plus Study. PAS(W)5 also provides support to the PS(W) in handling technical matters in regard to submissions to the Steering Committee on Land Supply, Committee on Planning and Lands Development and Strategic Planning Committee of the Hong Kong Housing Authority.

Deputy Head of Energizing Kowloon East Office (DH/EKEO)

14. DH/EKEO assists Head of Energizing Kowloon East Office in overseeing tasks related to the conceptual master plan of Kowloon East and exploring different strategies to expedite the development and transformation of KE into an additional Central Business District. DH/EKEO is responsible for coordinating and monitoring planning and engineering studies, public works projects, urban design and development of the master greening plan. DH/EKEO conducts research and feasibility studies to release the potential of government land, improve walkability, enhance the environment and develop KE into a smart city. DH/EKEO also provides professional advice to development proposals, coordinates and liaises with various bureaux and departments, advises on the feasibility, budgeting, programming, public consultation strategy, design and implementation of public works projects, and facilitates place making events that are conducive to the urban regeneration of KE. DH/EKEO also assists DS(W)1 in

the housekeeping of Architectural Services Department.

Concluding remarks

15. In view of the above, it is operationally not possible to redeploy any of the existing D2 posts to head the Project Cost Management Office.

**Proposed Job Description for
Head of Project Cost Management Office, DEVB(WB)**

Post Title : Head of Project Cost Management Office

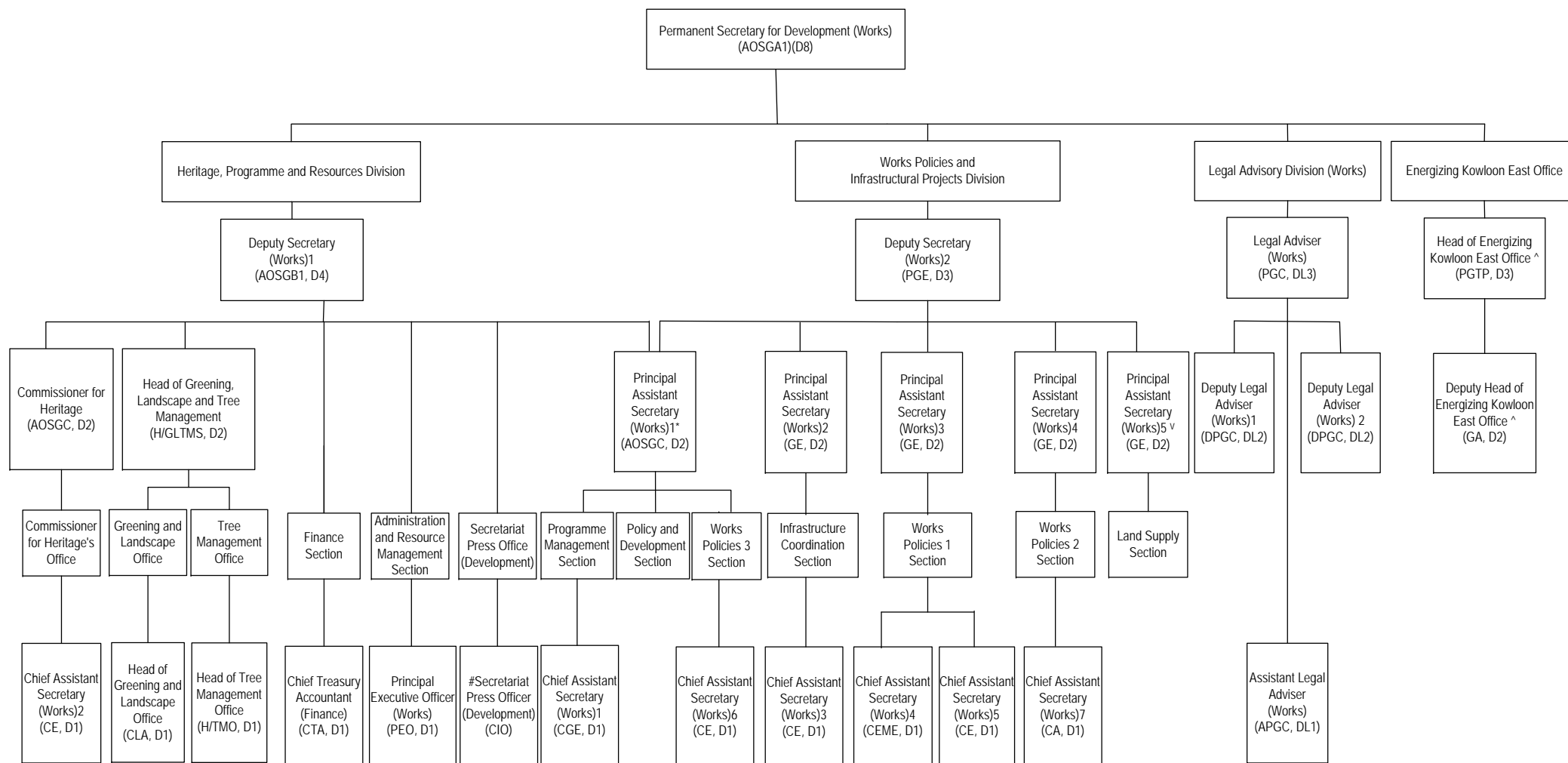
Rank : Government Engineer (D2)

Responsible to : Permanent Secretary for Development (Works)

Main Duties and Responsibilities –

1. To devise, promote, coordinate and oversee the implementation of cost control and cost reduction measures for capital works projects.
2. To provide cross-bureaux and high level technical support in respect of project cost estimation and budget control issues of major capital works projects.
3. To promote cost control and cost saving measures in private building sector through collaboration with the Construction Industry Council.
4. To advise on programme and cost management issues for the Capital Works Programme.
5. To oversee the implementation of the overall Capital Works Programme by reviewing and updating procedures and practices, and monitor the overall spending on capital works projects.
6. To oversee the work of the Programme Management Section.

Existing Organisation Chart of the Works Branch of the Development Bureau
(as at 1.2.2016)



Legend

APGC Assistant Principal Government Counsel
 AOSGA1 Administrative Officer Staff Grade A1
 AOSGB1 Administrative Officer Staff Grade B1
 AOSGC Administrative Officer Staff Grade C
 CE Chief Engineer
 CEME Chief Electrical and Mechanical Engineer
 CGE Chief Geotechnical Engineer
 CIO Chief Information Officer
 CLA Chief Landscape Architect
 CTA Chief Treasury Accountant

DPGC Deputy Principal Government Counsel
 GA Government Architect
 GE Government Engineer
 H/GLTMS Head of Greening, Landscape and Tree Management Section
 H/TMO Head of Tree Management Office
 PEO Principal Executive Officer
 PGC Principal Government Counsel
 PGE Principal Government Engineer
 PGTP Principal Government Town Planner

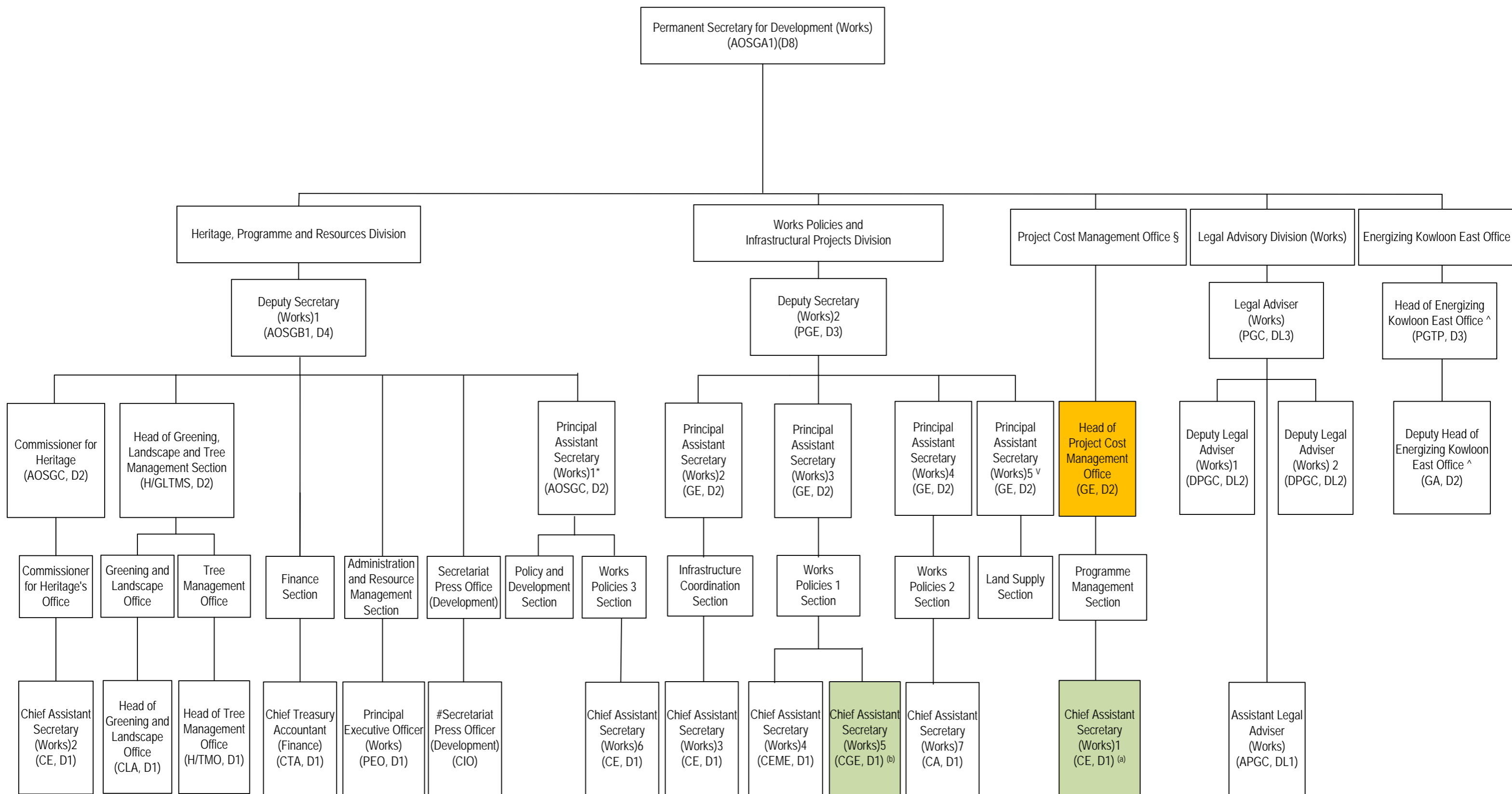
On the establishment of Information Services Department

* Serves both Deputy Secretary (Works)1 and Deputy Secretary (Works)2

^ Supernumerary post created for Energizing Kowloon East Office from 1 July 2013 to 30 June 2017

v Supernumerary post created for Land Supply Section from 11 July 2014 to 31 March 2019

Proposed Organisation Chart of the Works Branch of the Development Bureau



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On the establishment of Information Services Department
 * Serves both Deputy Secretary (Works)1 and Deputy Secretary (Works)2
 ^ Supernumerary post created for Energizing Kowloon East Office from 1 July 2013 to 30 June 2017
 v Supernumerary post created for Land Supply Section from 11 July 2014 to 31 March 2019
 § Proposed new office
 [Yellow Box] Proposed new post
 [Green Box] Posts proposed to be regraded
 (a) CE post proposed to be regraded from a CGE post
 (b) CGE post proposed to be regraded from a CE post

**Revised Job Description of
Chief Assistant Secretary for Development (Works) 1**

Rank : Chief Engineer (D1)

Responsible to : Head of Project Cost Management Office

Main Duties and Responsibilities –

1. To monitor the delivery of the Capital Works Programme.
2. To monitor progress and expenditure of capital works projects under the Capital Works Programme.
3. To review public works procedures and practices to ensure the meeting of changing needs.
4. To monitor and vet Public Works Subcommittee (PWSC) papers and attend to PWSC matters.
5. To attend to job creation issues arising from public works.
6. In conjunction with FSTB, to vet submissions related to the Capital Works Resource Allocation Exercise and the Capital Works Reserve Fund Revised Estimates and Draft Estimates.
7. To oversee the promotion of cost control and cost reduction measures in capital works projects.
8. To assist in vetting the technical feasibility of proposed capital works projects.

**Existing Job Description of
Chief Assistant Secretary for Development (Works) 5**

Rank : Chief Geotechnical Engineer (D1)

Responsible to : Principal Assistant Secretary for Development (Works) 3

Main Duties and Responsibilities –

1. To assist in formulating and implementing works policies for the delivery of public works projects in respect of –
 - construction site safety and environment;
 - sustainable construction;
 - green procurement;
 - construction standards; and
 - supply of major construction materials.
2. To provide secretariat support to the Panel of Enquiry for taking regulating actions against contractors with poor site safety and environmental records.
3. To assist in formulating and implementing policies in regard to flood prevention and the delivery of flood prevention projects.
4. To assist in formulating and implementing policies in regard to road excavation permits.
- * 5. To assist in formulating and implementing works policy on slope safety.
6. To assist in housekeeping Works department(s).

* Duty taken up since 2013

Existing Job Description
Principal Assistant Secretary for Development (Works) 1

Rank : Administrative Officer Staff Grade C (D2)

Responsible to : Deputy Secretary for Development (Works) 1 (DS(W)1)
(in respect of all item except 3 below)
Deputy Secretary for Development (Works) 2 (DS(W)2)
(in respect of item 3 below)

Main Duties and Responsibilities –

1. To liaise and provide support to the operation of the statutory Construction Industry Council (CIC) and to act as the focal point of liaison between the Administration and CIC and to handle matters and coordinate inputs to the Consultancy Study on Development Strategy for the Hong Kong Construction Industry – Vision 2030.
2. To assist in formulating and implementing manpower resource policies including liaison with the relevant bureaux/departments and training institutes as well as education and training of staff in professional and technical grades in the Works Group of Departments.
3. To assist the Construction Workers Registration Authority in implementing the remaining phase of the Construction Workers Registration Ordinance including providing support to its committees and coordination with relevant bureaux/departments, training institutes and other stakeholders.
4. To assist in overseeing the implementation of the Public Works Programme by reviewing and updating procedures and practices and to monitor the overall spending on public works projects.
5. To formulate and oversee the implementation of the enhancements to the Supplementary Labour Scheme in respect of construction workers to take into account special characteristics of the construction industry in respect of public works related applications.
6. To act as the overall coordinator within the Works Branch (e.g. in the preparation of the Policy Address, Budget, etc.) as well as be responsible for handling cross-bureaux/departmental matters.

Revised Job Description
Principal Assistant Secretary for Development (Works) 1

Rank : Administrative Officer Staff Grade C (D2)

Responsible to : Deputy Secretary for Development (Works) 1 (DS(W)1)
(in respect of all items except 3 below)
Deputy Secretary for Development (Works) 2 (DS(W)2)
(in respect of item 3 below)

Main Duties and Responsibilities –

1. To liaise and provide support to the operation of the statutory Construction Industry Council (CIC) and to act as the focal point of liaison between the Administration and CIC, and to handle matters and coordinate inputs to the Consultancy Study on Development Strategy for the Hong Kong Construction Industry – Vision 2030, including the coordination of the next phase of study covering construction costs, quality of work and project overrun.
2. To formulate and implement construction manpower resource policies, including spearheading with CIC and other relevant training institutions to further develop progression pathways for skilled workers to upgrade their skill, academic and professional level, overseeing the relevant manpower forecasts for construction skilled workers, supervisors, technicians and professionals, and promoting the youthful, professional and vibrant image of the industry thus attracting more new talents to the industry.
3. To take forth the implementation of the remaining phase of the Construction Workers Registration Ordinance, to promote the registration of construction workers under their specialised trades through senior workers registration and promotion of skill trade tests before the implementation target by April 2017, to engage the construction industry in the above initiatives, and to oversee the drafting and to secure passage of the subsidiary legislation within the 2016/17 legislative session to implement the relevant requirements.
4. To formulate and oversee the implementation of the enhancements to the Supplementary Labour Scheme in respect of construction workers to take into account special characteristics of the construction industry in respect of public works related applications.
5. To assist in overseeing the early phase of implementation of the Construction Industry Recruitment Centre to enhance the arrangements for priority

employment of local workers under the Supplementary Labour Scheme in respect of construction workers.

6. To coordinate within the Works Branch (in the preparation of Policy Agenda, Budget, etc.) and to prepare speeches for senior officials on construction-related issues.

**Schedule of Responsibilities for
Existing D2 Officers
of Development Bureau (DEVB(WB))**

The existing D2 officers in the DEVB(WB) are fully engaged in their respective duties –

Commissioner for Heritage (C for H)

2. C for H assists Deputy Secretary (Works) 1 (DS(W)1) in the formulation, implementation and monitoring of policies in relation to heritage conservation, and in devising and taking forward new initiatives on the subject, including following up the recommendations of the Antiquities Advisory Board pursuant to the policy review on conservation of built heritage, in particular the setting up and operation of a dedicated fund for the conservation of built heritage. C for H is also responsible for overseeing the “Revitalising Historic Buildings Through Partnership Scheme”; devising economic incentives for conservation of privately-owned historic buildings; taking forward and monitoring the revitalisation projects of the former Police Married Quarters on Hollywood Road and the Central Police Station Compound; operation of the “Financial Assistance for Maintenance Scheme” for privately-owned graded historic buildings; and implementation of the Heritage Impact Assessment mechanism for new capital works projects. C for H serves as the focal point of contact on heritage conservation matters both locally and overseas, and spearheads the engagement of stakeholders and the public in the implementation of heritage conservation initiatives and liaises with concerned organisations. In addition, C for H provides policy support and guidance to the Antiquities and Monuments Office of the Leisure and Cultural Services Department, including the declaration of monuments. C for H is responsible for conducting research on policies, legislation and practices on heritage conservation both locally and overseas; and overseeing the handling of enquiries, complaints and suggestions from the public and media on heritage conservation matters.

Principal Assistant Secretary (Works) 1 (PAS(W)1)

3. PAS(W)1 assists DS(W)1 in providing policy guidance to the statutory Construction Industry Council (CIC) and oversees its corporate operation and institutional arrangements to implement the various initiatives to raise the construction industry’s quality and standards and in coordinating inputs to the development strategy for the industry to 2030. In particular, he would be responsible for overseeing the coordination for the next phase of the study covering key issues in the industry including construction cost, quality control, and project overrun.

4. To enable the development of local construction manpower to meet the industry's needs, PAS(W)1 also assists in monitoring the overall construction manpower situation, overseeing the manpower forecasts for construction skilled workers, as well as supervisors, technicians, and professionals, and formulating the manpower resources policies and strategy including enhanced training and progression pathways for workers' development and enhanced publicity to uplift the industry's image to attract new blood to join the industry. Specifically, he would coordinate with CIC and other relevant training institutions such as the Vocational Training Council in developing new training modules facilitating construction skilled workers to upgrade their skills as well as their professional and academic qualifications. To take into account the characteristics of the construction industry, PAS(W)1 is responsible for formulating and overseeing the implementation of enhancements to the Supplementary Labour Scheme in respect of applications from public sector works. He is also responsible for overseeing the early phase of the implementation of the Construction Industry Recruitment Centre to enhance the arrangement for priority employment of local construction skilled workers. In addition, PAS(W)1 also assists Deputy Secretary (Works) 2 (DS(W)2) in providing policy guidance to the statutory Construction Workers Registration Board (CWRB) and overseeing its corporate operation and institutional arrangements to facilitate registration of construction workers through the routes of senior workers registration or skill trade tests in their specialised trades by April 2017 when the phased implementation of prohibitions under the Construction Workers Registration Ordinance is targeted to take effect. As this concerns about some 360 000 registered construction workers, the above tasks require close liaison with CIC, CWRB, labour unions, trade associations and other industry stakeholders to meet the industry-wide needs. He is also responsible for engaging industry stakeholders in formulating and securing passage of the subsidiary legislation within the 2016/17 legislative session to implement in detail the above-mentioned phased prohibitions.

Head of Greening, Landscape and Tree Management Section (H/GLTMS)

5. H/GLTMS assists DS(W)1 in formulating strategies on greening, landscape and tree management with emphasis on a holistic approach to this work. H/GLTMS oversees the work of the Greening and Landscape Office (GLO) and the Tree Management Office (TMO).

6. The work focus of GLO is to lead the development of resilient and adaptive landscapes; proactive identification of landscape opportunities with a focus on place ecology and biodiversity; uplifting the quality and standards of landscape architectural design of the Government and the private sector; exploration and promotion of applied urban landscape technologies; enhancement of training and development, and enhancement of public education and community involvement. Key current tasks overseen by H/GLTMS are development of an integrated landscape design framework for transport, blue and green infrastructure,

public and private open spaces, and other urban landscapes; teaching kits on landscape and urban forestry values for use by kindergarten to secondary students, as well as establishing ongoing collaborations with industry associations to positively capacity build and develop a robust knowledge management for the Government. Besides promulgation of guidelines and standards, advisory input of strategic government projects and on landscape architectural design and management will be on-going.

7. The work focus of TMO is the promotion and development of urban forestry; enhancement of tree risk management; promotion of a quality-oriented approach to tree management; enhancement of the tree complaint handling mechanism and emergency response arrangement; enhancing training in tree management and enhancement of public education and community involvement. The key emphasis currently is on tree risk management and the tree management departments have just commenced the fourth exercise. H/GLTMS is the chairman of the Expert Panel on Tree Management. H/GLTMS is also overseeing the preparation and promulgation of a number of guidelines on tree management including tree protection in construction site. Additionally, a comprehensive review of tree preservation arrangements and contractor management are in progress as well as a number of arboricultural research projects. On the training aspects the TMO will strengthen the training on arboricultural works and supervision of tree work. Other public engagement and promotional activities including tree talks, workshops, publications, exhibitions, are on-going.

PAS(W)2

8. PAS(W)2 assists DS(W)2 in providing high-level technical input and coordinating with the Works group departments in the implementation of major infrastructure development projects so as to ensure that the best possible support is provided to various client bureaux. The post also assists in overseeing the implementation of major infrastructural projects, such as the Kai Tak Development, Liantang/Heung Yuen Wai Boundary Control Point and development of cycle track networks in the New Territories. Furthermore, the post is responsible for taking forward the initiative of enhancing land supply strategy through rock cavern development and underground space development in urban areas, and providing policy steer for the public engagement of potential cavern development sites, and studies on the relocation of the Sha Tin sewage treatment works to caverns, the long term strategy of cavern development and underground developments in the urban areas of Hong Kong. In addition, the post coordinates technical input on works aspects of planning and development issues, such as studies related to the development of Lok Ma Chau Loop, North East New Territories New Development Areas (NDAs), Hung Shui Kiu NDA, etc. Above all, PAS(W)2 oversees the vetting and checking of the Technical Feasibility Statement of all capital works projects under planning, and assists DS(W)2 in the housekeeping of Civil Engineering and Development Department as well as provides support to the Permanent Secretary for Development (Works) (PS(W)) in handling matters related to the Ocean Park re-development projects and Hong Kong Disneyland

projects.

PAS(W)3

9. PAS(W)3 assists DS(W)2 in the housekeeping of Drainage Services Department and Water Supplies Department. The post provides policy input and steer on the flood prevention strategy, drainage impact assessment studies, total water management strategy, reliable supply of water including securing supply from Dongjiang and exploring alternative water sources such as seawater desalination as well as the delivery of infrastructural projects for enhancing water supplies and flood prevention.

10. PAS(W)3 is also responsible for policy issues related to control of slope safety for both man-made and natural terrains, and lift and escalator safety as well as the regulatory control of water-cooled air-conditioning systems for the prevention of Legionnaires Disease. In relation to public works projects, PAS(W)3 provides policy input to construction safety, construction standards, environmental management, green procurement including promoting the use of green construction materials, security of payment and wage payment. PAS(W)3 also handles policy issues relating to and oversees the supplies of concrete, rock products and sand. PAS(W)3 also provides support to the Secretary for Development and PS(W) in handling matters in regard to the West Kowloon Cultural District project. PAS(W)3 also provides policy steer and oversees the Yuen Long Town Nullah in the New Territories.

PAS(W)4

11. PAS(W)4 assists DS(W)2 in formulating and implementing policies on procurement of construction and consultancy services as well as management of contractors and consultants including administration of Development Bureau's approved lists of public works contractors/suppliers and performance monitoring. PAS(W)4 represents the Bureau in various trade consultations in respect of the construction sector including the Mainland/Hong Kong Closer Economic Partnership Arrangement (CEPA) consultations, World Trade Organisation/Government Procurement Agreement consultations and other free trade agreement negotiations. PAS(W)4 is responsible for handling works-related Mainland affairs including implementation of CEPA market liberalisation measures, providing support to other bureaux on various platforms such as the Hong Kong/Guangdong Co-operation Joint Conference and other Mainland/Hong Kong co-operation initiatives. He also provides support in carrying out a strategic review of the Hong Kong's procurement and contract administration systems so as to enhance competition, productivity, innovation and creativity leading to cost-effective delivery of quality infrastructure, and to explore liberalisation measures more favourable than CEPA for the construction stakeholders to access the Pilot Free Trade Zones in the Mainland and other emerging markets. PAS(W)4 also assists in handling matters related to promotion of local professional services

in the Mainland and overseas construction and engineering related markets, providing secretariat support to the working group on professional services of the Economic Development Commission as well as assisting DS(W)2 in the housekeeping of Electrical and Mechanical Services Department.

PAS(W)5

12. PAS(W)5 assists DS(W)2 in providing high-level technical input to steer the strategic studies for the artificial islands in the central waters between Hong Kong Island and Lantau Island for the proposed East Lantau Metropolis, technical, planning and engineering studies of various projects of reclamation outside Victoria Harbour for land supply, and the planning, engineering and architectural study of topside development on Hong Kong Boundary Crossing Facilities Island of the Hong Kong-Zhuhai-Macao Bridge. He/she provides secretariat support to the Lantau Development Advisory Committee chaired by the Secretary for Development and assists in formulating the Lantau development strategies, and providing policy steer and input for the public engagement and various projects and initiatives of Lantau development.

13. PAS(W)5 also supports land supply through reviewing and formulating works policies with a view to expediting land supply, overseeing the provision of infrastructure support to various land supply initiatives and proposals to increase development densities and providing high level technical input to coordinate and oversee the implementation of the associated works projects. He/she provides high-level technical input to the HK2030 Plus Study. PAS(W)5 also provides support to the PS(W) in handling technical matters in regard to submissions to the Steering Committee on Land Supply, Committee on Planning and Lands Development and Strategic Planning Committee of the Hong Kong Housing Authority.

Deputy Head of Energizing Kowloon East Office (DH/EKEO)

14. DH/EKEO assists Head of Energizing Kowloon East Office in overseeing tasks related to the conceptual master plan of Kowloon East and exploring different strategies to expedite the development and transformation of KE into an additional Central Business District. DH/EKEO is responsible for coordinating and monitoring planning and engineering studies, public works projects, urban design and development of the master greening plan. DH/EKEO conducts research and feasibility studies to release the potential of government land, improve walkability, enhance the environment and develop KE into a smart city. DH/EKEO also provides professional advice to development proposals, coordinates and liaises with various bureaux and departments, advises on the feasibility, budgeting, programming, public consultation strategy, design and implementation of public works projects, and facilitates place making events that are conducive to the urban regeneration of KE. DH/EKEO also assists DS(W)1 in

the housekeeping of Architectural Services Department.

Concluding remarks

15. In view of the above, it is operationally not possible to redeploy any of the existing D2 posts to head the Project Cost Management Office.
