

**For discussion
on 11 March 2019**

**Legislative Council Panel on
Information Technology and Broadcasting**

**Proposed Creation of
one Permanent Post of Administrative Officer Staff Grade B
in Radio Television Hong Kong**

PURPOSE

This paper seeks Members' support of the proposal to create a permanent post of Administrative Officer Staff Grade B (AOSGB) (D3), designated as Deputy Director of Broadcasting (Administration and Development) (DD of B (A&D)), in Radio Television Hong Kong (RTHK) to provide leadership and dedicated support at the senior directorate level on a permanent basis to enhance RTHK's governance and to steer its strategies for resource planning and deployment in the light of the substantial growth both in terms of the establishment and diversity of its work.

2. It is also proposed that the post be created upon the lapse of the supernumerary DD of B (Developments) post on 27 May 2019, or with immediate effect upon approval by the Finance Committee (FC), whichever is later.

JUSTIFICATIONS

Background

Creation of a Supernumerary AOSGB Post in 2011

3. In September 2009, the Government announced the way forward for public service broadcasting in Hong Kong and decided that RTHK would undertake the work of Hong Kong's public service broadcaster (PSB) while maintaining its status as a Government department. Subsequently, in August 2010, the Government promulgated the Charter of RTHK, which specifies the public purposes and mission of RTHK, the key programme areas of activities undertaken by RTHK and the modes of

service delivery, etc.

4. In 2011, FC approved the creation of a supernumerary AOSGB post, designated as DD of B (Developments), for three years to assist Director of Broadcasting (D of B) to lead and co-ordinate RTHK's major development projects, including the preparation for the launch of digital audio broadcasting and digital terrestrial television (DTT) broadcasting services, facilitating community involvement in broadcasting, and planning for the re-provisioning of the Broadcasting House. The creation of this post also relieved DD of B (Programmes) from administrative responsibilities so that the latter might focus on supporting D of B in the day-to-day programme and editorial management, including developing competitive programming strategies, and directly supervising editorial issues and programming standards.

Extension of Supernumerary Post and Current Position

5. With the approval of FC on 11 July 2014, the supernumerary AOSGB post was extended for a period of five years up to 26 May 2019. The incumbent DD of B (Developments) supervises the operation of the Departmental Administration Unit, the Finance and Resources Unit, the Production Services Division as well as the Systems Review Unit.

6. The scope and complexity of RTHK's operation has grown significantly over the past decade and put substantial pressure on departmental administration, resources management and provision of production support service. RTHK is expected to face on-going challenges brought by the changes in evolution and development of the media and broadcasting market. At the same time, the recommendations by the Audit Commission in the Director of Audit's Report No. 71 highlighted the need for RTHK to put in place stronger measures and more effective systems to improve its governance, oversight, management and control to perform its role as PSB. RTHK considers it operationally necessary to retain the AOSGB post, to be designated as DD of B (A&D), on a permanent basis to ensure that dedicated steer at the senior directorate level is provided to cope with these challenges.

7. The proposal will enable the D of B to be underpinned by two DD of Bs – one with professional broadcasting background to oversee programme-related issues while the other with strong administrative background to provide necessary steer and supervision on matters relating to governance, strategic planning, resource deployment and development of the new Broadcasting House (New BH) project. Details are set out in the

ensuing paragraphs.

Recent Developments of RTHK

Resource Deployment

8. Since 2010-11, the provision allocated to RTHK has increased significantly for development of its new initiatives and services. In 2019-20, RTHK's estimated expenditure is \$1,021.1 million, which is more than double (217%) the actual expenditure of \$469.9 million in 2010-11.

9. The growth of RTHK's programme activities has also brought an increase in the manpower resources. In terms of establishment of civil service posts, RTHK will have 755 posts in 2019-20, which represents an increase of 232 posts (or 44%) as compared with 523 posts in 2010-11. Apart from the growth in size, recognising the different work requirements in the broadcasting industry, RTHK has institutionalised the streaming arrangements of the Programme Officer grade into 14 work types¹.

10. In the past five years, RTHK conducted 6 to 18 recruitment exercises and 19 to 32 promotion exercises every year for these 14 work types. Furthermore, as an integral part of the manpower planning, RTHK has arranged training courses for officers to groom broadcasting personnel of different skill sets. In the past five years, 198 to 370 training courses had been arranged every year. It is expected that these vigorous human resource programmes will continue in view of the evolution of the media and broadcasting industry and the intensifying competition among different infotainment platforms.

11. The increase in size of RTHK in terms of manpower and financial allocation has highlighted the importance of strategic resource management. RTHK will benefit from having a more senior officer with profound administrative capability and management experience to oversee its resource planning and deployment strategy, to ensure compliance of government rules and regulations, and to develop appropriate manpower plans as the basis for recruitment, training, retention and succession.

¹ The 14 work types include Chinese News, English News, English Radio Programmes, Chinese Radio Programmes, TV and New Media Programmes and Media Management under the Programme and Media Management Stream as well as Video Editing, Electronic Field Production and Photography, Studio and Outside Broadcasting Service, Production Resources and Scenic, Image Design, Animation and Graphic Design, Set Design and Library/Archive under the Production and Support Stream.

Apart from supporting its daily operations, it is also necessary to have a senior directorate officer to steer periodic reviews to re-align RTHK's resources with its organisational goals. There is therefore a clear need for RTHK to be established with a permanent DD of B (A&D) post to give solid support to D of B to carry out these high level tasks.

Technical and Production Support Services

12. The provision of production support services is mission critical for the production and distribution of RTHK's programmes and therefore a core function. In the years ahead, the Production Services Division (PSD) is being tasked to take forward a number of innovative initiatives to provide new technical and production support services for radio and television (TV) productions in RTHK, including further developments in DTT services and media convergence, technical arrangements for switching off its two analogue TV channels and relocation of its DTT frequency channels, and managing 29 TV and 15 radio transmitting stations.

13. The above tasks require strategic planning and co-ordination both within RTHK, and negotiations with commercial broadcasters and other government departments. It is also necessary to formulate an on-going programme to upkeep, replace and upgrade the facilities in transmitting stations to ensure that the provision of these technical services meets RTHK's production needs and achieves the prevailing requirements of RTHK's line operation overseen by DD of B (Programmes).

14. PSD is also responsible for the management of the Broadcasting Services Contract (BSC). BSC provides key functions for the operation of RTHK, including support services to technical operation and maintenance for RTHK's transmission networks and broadcast facilities, studio production and post-production. PSD is currently preparing to re-tender BSC in 2021². Given the complexity of the exercise and the amount of financial resources, careful and comprehensive preparation, coordination and budget control are required to ensure its timely completion and proper management.

15. High level input at senior directorate level is instrumental for

² The current BSC, valued at \$497 million for five years, will expire in September 2021. To retender BSC, PSD needs to review and prepare the tender documents based on users' requirements, and liaise with the Central Tender Board and prospective tenderers. Upon commencement of the contract, PSD will also need to monitor the contractor's performance and exercise resource control.

the smooth planning and execution of these on-going mission critical support services programmes.

Information Technology

16. To ensure that RTHK's information technology (IT) developments are aligned with its business objectives, RTHK has recently engaged consultancy service to formulate a Departmental Information Technology Plan (DITP) for the next five years. The DITP will identify potential areas of improvement for RTHK's existing systems to enhance the department's operations with technology in the long run. Given the scope and far-reaching implications of the project, DD of B (A&D) will steer the consultancy study and be in charge of formulating the DITP.

Strategic Systems Review

17. To fulfill its role as PSB, RTHK needs a strong and effective system to keep its operations and control mechanisms under review. The relevant work is carried out by the Systems Review Unit (SRU), a dedicated unit responsible for strengthening internal control and enhancing efficiency and productivity through regular systems and compliance checks. The work includes independent appraisals; objective advice on the adequacy and effectiveness of internal controls; risk assessment and management; safeguarding RTHK's assets and contractual rights; monitoring the reliability and integrity of financial and operational information; and ensuring compliance with the applicable laws, established policies, regulations and procedures.

18. Operationally, the SRU conducts three to six studies every year covering a wide range of subjects such as employment of contract staff, engagement of service providers, procurement of goods and services, revenue collection, contract management, payment of salaries and allowances, etc. SRU will provide its observations and recommendations upon completion of these studies to senior management and will continue to monitor the implementation of the recommendations. To ensure that top RTHK management will accord attention and priority to these reviews, the work will continue to be led by a senior directorate officer.

Governance and Value for Money

19. The Audit Commission has recently completed a review of RTHK's provision of programmes and made a number of recommendations in the Director of Audit's Report No. 71 tabled at the Legislative Council

meeting on 28 November 2018. RTHK is conducting a number of reviews and will report to the Public Accounts Committee on progress and outcome. These reviews include acquisition procedures for its programmes, procurement of service for its surveys, developing a mechanism to collect audience views on the satisfaction rates of commissioned programmes and devising suitable performance indicators to measure the performance of the new media platforms. The Audit recommendations and the follow up actions being undertaken by RTHK reflect, among others, the need for RTHK to strengthen its governance, to enhance programme delivery, to adopt better mechanisms to monitor and review service quality and performance as well as to achieve better value for money. DD of B (A&D) will be in charge of overseeing the follow up action and to sustain the improvement measures in the long run.

Development of the New BH

20. One of the major tasks for the incumbent DD of B (Developments) is to take forward the planning for the New BH. The funding proposal for the New BH was not supported by the Public Works Subcommittee (PWSC) at its meeting on 3 January 2014. PWSC Members generally supported in principle the construction of New BH to re-provision RTHK's ageing and obsolete facilities and its current sub-standard accommodation, but expressed concerns about the cost estimate and scope of the project. To address PWSC Members' concerns, RTHK has been critically reviewing the project scope with the Architectural Services Department (ArchSD) and is working towards the option of constructing a joint-user building (JUB), which is considered to be more cost-effective because it could optimise site utilisation. The JUB proposal requires effective coordination both among different divisions within RTHK and with relevant bureaux/departments (B/Ds) and other stakeholders.

21. RTHK is currently in discussion with interested B/Ds and ArchSD to explore a feasible development option. With the supernumerary post of DD of B (Developments) due to lapse in May 2019, it is important to have a senior directorate with strong coordination skills to continue to lead the project. The work involved includes negotiating with different user-departments on their requirements, securing the necessary resources and approvals to move the project through the public works programme at appropriate stages, closely monitoring the implementation timetable, procurement of equipment, as well as exercising cost control throughout the re-planning process.

Other Related Enhancement Projects

22. Other than the New BH, RTHK needs to plan and carry out a series of enhancement/maintenance projects to improve the existing premises and facilities to ensure that they are fit for purpose to enable RTHK to provide public broadcasting services to the public. In the past five years, \$225 million have been spent in this regard. These projects are required in the interim while the New BH is being re-planned.

Need to Create a Permanent DD of B (A&D) Post

23. Having regard to the justifications as set out in paragraphs 8 to 22, we see a demonstrated need to create a permanent AOSGB post in RTHK to steer and oversee all administration and development work.

24. We consider that the post should be filled by an officer from the Administrative Officer grade at the AOSGB level who possesses broad administrative experience, strong coordination and communication skills, full knowledge of the resource allocation process, and all-rounded capability in strategic planning, delivery of major projects and implementation of new initiatives. The job description of DD of B (A&D) is at **Enclosure 1**.

ALTERNATIVES CONSIDERED

25. We have critically examined the possibility for the other DD of B of RTHK, i.e. DD of B (Programmes), to absorb the duties of DD of B (A&D). This option is not feasible as DD of B (Programmes) is fully stretched given his/her responsibilities to oversee all matters relating to programming and productions on the radio, TV, and new media platforms. In addition, given the very different skill set required and the workload for supervising four divisions³, it is not viable for DD of B (Programmes) to take up the duties of DD of B (A&D) without diverting time and energy from the discharge of current duties, thus adversely affecting the quality and standard of production and programmes. The existing job description for DD of B (Programmes) is at **Enclosure 2**. The organisation chart of RTHK is at **Enclosure 3**.

³ The supernumerary post DD of B (Developments) supervises the operation of four functional units in RTHK, including the Departmental Administration Unit, the Finance and Resources Unit, the PSD as well as the SRU.

26. As regards the other directorate officers, namely two Assistant Directors of Broadcasting (D2), three Controllers (Broadcasting Services) (D1) and one Principal Executive Officer (D1), all of them are fully committed to their designated portfolios and hence it is not possible for them to take on additional duties. Besides, they are also not of the appropriate ranking to take up the duties of the DD of B (A&D) post as described above.

FINANCIAL IMPLICATIONS

27. The proposed creation of a permanent AOSGB post will require an additional notional annual salary cost at mid-point of \$2,530,800. The full annual average staff cost, including salaries and staff on-cost, is \$3,641,028. We will include the necessary provision in the draft Estimates from 2019-20 onwards to meet the cost of this proposal.

ADVICE SOUGHT

28. Members are invited to comment on the proposal. Subject to Members' views, we will seek the recommendation of the Establishment Subcommittee and approval from FC accordingly.

**Communications and Creative Industries Branch,
Commerce and Economic Development Bureau
Radio Television Hong Kong
March 2019**

**Proposed Job Description for the post of
Deputy Director of Broadcasting
(Administration and Development)**

Rank: Administrative Officer Staff Grade B (D3)

Responsible to: Director of Broadcasting

Main Duties and Responsibilities –

- (i) To direct and supervise resource management and departmental administration, including human and production resources management, general administration support, finance and accounting, procurement, information technology, internal control and systems review;
- (ii) To formulate, implement and review management strategies in financial and manpower planning, to provide input in devising performance indicators, and to oversee the deployment of resources in meeting organisational needs;
- (iii) To steer capital works, maintenance projects and improvement measures for upkeeping and upgrading the existing premises and facilities to meet present-day broadcasting standards;
- (iv) To lead and coordinate the development of the New Broadcasting House, including overseeing the re-planning of the project, steering the project through the resource allocation and approval process, overseeing the construction and equipment procurement timetables, planning for the migration and relocation, and handling any related legal and administrative matters;
- (v) To steer, implement and review strategies, policies, programmes and departmental rules and guidelines with regard to work processes, procurement of goods and services, and contract administration to ensure on-going compliance with government rules and regulations, as well as value for money; and
- (vi) To undertake other duties as assigned by the Director of Broadcasting.

**Job Description
Deputy Director of Broadcasting (Programmes)**

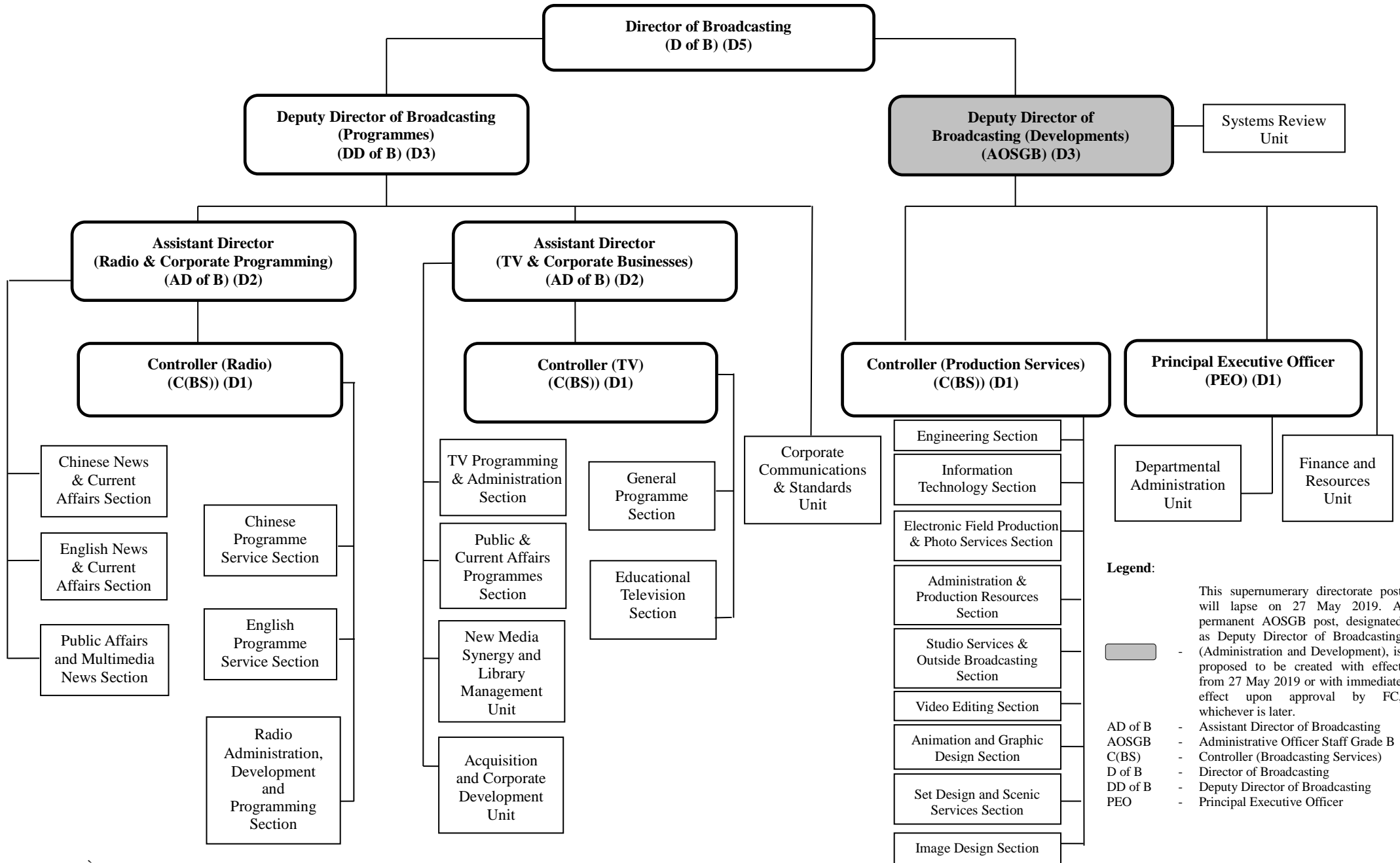
Rank: Deputy Director of Broadcasting (D3)

Responsible to: Director of Broadcasting


Main Duties and Responsibilities –

- (i) To handle all programme-related issues of Radio Television Hong Kong (RTHK), including output, resources, standard, editorial qualities, planning, strategy and programming and content development of new services;
- (ii) To oversee corporate communication matters, corporate business developments, compliance with the codes of the Communications Authority and secretariat services for the RTHK Board of Advisors;
- (iii) To support the Director of Broadcasting in areas appropriate for achieving RTHK's public purposes and mission as Hong Kong's public service broadcaster and ensuring compliance with the Charter of RTHK;
- (iv) To deputise the Director of Broadcasting as required.

Existing Organisation Chart of Radio Television Hong Kong



Legend:

-  - This supernumerary directorate post will lapse on 27 May 2019. A permanent AOSGB post, designated as Deputy Director of Broadcasting (Administration and Development), is proposed to be created with effect from 27 May 2019 or with immediate effect upon approval by FC, whichever is later.
- AD of B - Assistant Director of Broadcasting
- AOSGB - Administrative Officer Staff Grade B
- C(BS) - Controller (Broadcasting Services)
- D of B - Director of Broadcasting
- DD of B - Deputy Director of Broadcasting
- PEO - Principal Executive Officer