

**For discussion  
on 23 February 2000**

**EC(1999-2000)42**

## **ITEM FOR ESTABLISHMENT SUBCOMMITTEE OF FINANCE COMMITTEE**

### **HEAD 70 - IMMIGRATION DEPARTMENT Subhead 001 Salaries**

Members are invited to recommend to Finance Committee the creation of the following permanent post in the Immigration Department -

1 Principal Executive Officer  
(D1) (\$98,250 - \$104,250)

to be offset by the deletion of the following permanent post -

1 Chief Executive Officer  
(MPS 45 - 49) (\$76,485 - \$88,115)

### **PROBLEM**

The present ranking of the Departmental Secretary (DS) post in the Immigration Department (ImmD) is no longer appropriate for the responsibilities and experience required of the post.

### **PROPOSAL**

2. The Director of Immigration (D of Imm), with the support of the Secretary for Security, proposes to upgrade the DS post from the rank of Chief Executive Officer (CEO) (MPS 45-49) to Principal Executive Officer (PEO) (D1).

**/JUSTIFICATION .....**

## JUSTIFICATION

### **Increased responsibilities and complexity of work of the DS**

3. At present, the DS takes charge of the Administration Division which is established under the Administration and Planning Branch headed by Assistant Director (Administration & Planning) [AD(AP)] [ranked at Assistant Director of Immigration (GDS(C)2)]. He is responsible to AD(AP) for the personnel management, establishment control, finance and accounting, and general administration of the Department. He also acts as the principal advisor to the Department on government policies and practices concerning resource management and civil service matters. Since the ranking of the DS post at CEO in 1980, ImmD has grown considerably in size, functions and work complexity. During this period, the establishment of ImmD has almost doubled, rising from 3 001 posts (1 543 disciplined and 1 458 civilian posts) in December 1980 to 5 684 posts (3 977 disciplined and 1 707 civilian posts) in December 1999. As a result, the workload, work complexity and level of responsibility of the DS have increased significantly. D of Imm considers that there is a functional need to upgrade the DS post to the PEO rank in order to provide better administrative and resource management support for the Department as explained in the following paragraphs.

#### *Human Resource Management*

4. The DS assists the senior directorate in the proper and efficient management of the human resources in the Department. He gives professional advice to the directorate over resource and system planning and has to map out strategies to ensure the effective use of manpower. He also plays a crucial role in advising ImmD on human resource matters under the prevailing government policies, setting priorities for deployment of manpower to meet the Department's goals and objectives, and formulating long-term manpower strategies and action plans.

5. As ImmD's human resource manager, the DS advises the directorate on the management of disciplined grades. He gives expert advice to the AD(AP) on such matters as manpower and succession planning, employment terms and benefits, career development, performance management, promotion practices and exit management in respect of the Immigration Officer and Immigration Assistant grades. He is also actively involved in the discipline, complaint and grievance procedures concerning the disciplined grades. In the case of civilian grades, the DS is personally responsible for their management in the Department and the

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responsibilities for which include their performance management, conduct and discipline, career development, welfare, training and development. In this regard, the DS also acts as the representative of the Director of General Grades in ImmD to oversee the development, deployment and incentive plans for the general grades staff. Given that ImmD is the first government department with which foreign visitors come into contact, the Department has devoted much efforts to nurturing a customer-service culture among its staff. In support of this initiative, the DS pays frequent goodwill visits to front-line offices and assumes a proactive role in inculcating culture change amongst the staff of the Department.

6. In addition, the DS has a vital responsibility to review and improve staff relations strategy to ensure effective and efficient communication between management and staff. He is also responsible for streamlining work procedures to enhance productivity, improve the quality of service and at the same time sustain staff morale. He has to cultivate a harmonious working relationship among staff in various grades.

#### *Financial Management*

7. The DS advises the senior directorate on the financial performance and cost-effectiveness of various services provided by ImmD. He plays a major role in all financial and accounting activities of the Department including expenditure control and revenue collection. In respect of expenditure control, he needs to develop management tools to enhance productivity and to keep costs down. As regards revenue collection, he oversees costing exercises for various fees and charges levied by the Department to ensure that the level of these fees is set to recover costs. With the growing size and functions of the Department in recent years, the DS's role in financial management has expanded considerably.

#### *Departmental Management*

8. The DS is responsible for the management and security of ImmD's premises. Being the Departmental Security Officer, he oversees the office security systems to prevent damage, theft, trespassing or disturbance to the Department's operations. This role is particularly important for ImmD due to the confidentiality and sensitivity of its work and records. In carrying out this responsibility, the DS has to assume an assertive role and this requires the experience and expertise of a directorate officer.

9. As the departmental administrator, the DS takes the lead to promote environmental protection, occupational safety and health and the use of Chinese language in the Department. The upgrading of the DS post will help strengthen his influence and effectiveness in these areas.

#### *New Management Initiatives*

10. The launch of the Public Sector Reform Programme and Human Resource Management Review in recent years has brought about new administrative arrangements and delegation of authorities to departments in all facets of departmental management. To cope with this demand, the DS needs to assume a more proactive role in facilitating the implementation of reform initiatives. He has to formulate and oversee the implementation plan on culture change, monitor feedback, tender advice, clarify doubts and act generally as a partner with senior directorate in clearing and smoothing the way to reform.

11. Since the reunification, the Department has been facing tremendous demands and challenges especially in implementing the provisions of the Basic Law. Contingency planning and management initiatives have been and are being introduced to cater for various exercises arising from the change of sovereignty. The DS is heavily involved in the logistics and manpower planning in catering for these contingencies. D of Imm therefore considers it of paramount importance for the DS post to be upgraded to PEO level to ensure the post holder gets a firm grasp of these developments at this formative stage.

#### **Overloading of AD(AP)**

12. Apart from overseeing the portfolio of the DS, AD(AP) also supervises two Principal Immigration Officers (PIOs) (GDS(O) 36 - 38) in the management of the General Duties Division and the Management Audit Division responsible for the disciplined grade management, public relations, strategic planning and management auditing. These various types of work require careful planning in good time, close monitoring of departmental functions and activities, good management of the departmental grade staff, and proper co-ordination within and outside the Department. As a result of the expansion of the Department (particularly the disciplined grades), the growing complexity of immigration work and new roles assumed by the Department, AD(AP)'s workload has increased considerably.

13. Since the reunification, AD(AP) has taken on the additional responsibilities of appraising and responding promptly to the numerous on-going changes in the Department and mapping out strategies for assuming new and important roles and functions. He has to strategically review departmental policies, corporate and programme plans, advise on priorities, and devise plans on staff deployment to enable their implementation. He also has to closely monitor the performance standards of the Department and to review Standing Orders and internal instructions to improve operational efficiency. His work in formulating and reviewing public relations strategy with a view to improving the image of the Department and its communication with the public and other immigration services has also become increasingly important and complex.

14. On the other hand, the implementation of the Enhanced Productivity Programme, the Civil Service Reform and the Court of Final Appeal's ruling on the right of abode have created new challenges for AD(AP) who has to address the impact on staff arising from these changes. As head of the Administration and Planning Branch, AD(AP) should spend more efforts on staff relations functions in addressing the staff concern on upcoming changes to their job contents and job security. To maintain the efficiency and morale of staff, he should devote more effort and time to meeting staff representatives to promulgate the new efficiency measures and to solicit their support. However, this part of responsibilities has not been delivered satisfactorily given that AD(AP) is fully occupied in overseeing the operational matters under the schedules of the two PIOs. With inadequate attention paying to the DS's portfolio, the DS very often has to work independently and take up additional departmental administration duties which should have been assumed at AD(AP) level. This has put more pressure and substance on the DS's role and responsibilities.

### **Proposed upgrading of the DS post**

15. In light of the increased responsibilities and complexity of work of the DS, D of Imm considers it necessary to upgrade the post from CEO to PEO. At present, in performing the roles of departmental administrator and resource manager, the DS has to frequently seek directives from the Deputy Director [ranked at Deputy Director of Immigration (GDS(C)3)] who oversees the Department's acquisition and distribution of resources among the various branches. This is to ensure a fair, effective and efficient deployment of resources. To rationalise and streamline the decision-making process, D of Imm also proposes that upon upgrading of the DS post to PEO rank, the incumbent should work directly to the Deputy Director. The Administration Division will then be

/retitled .....

Encls.1&2  
Encls.3&4

retitled as Departmental Management Division. The new organisation structure will relieve AD(AP) of his burden in various departmental management functions so that he can concentrate on the business and strategic planning of the Department as well as the management and development of the disciplined grades. The revised job descriptions for DS and AD(AP) are at Enclosures 1 and 2 respectively. The existing and proposed organisation charts are at Enclosures 3 and 4 respectively.

**FINANCIAL IMPLICATIONS**

16. The additional notional annual salary cost of this proposal at MID-POINT is -

	\$	No. of post
New permanent post	1,213,200	1
<b>Less</b> Permanent post deleted	985,260	1
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Additional cost	227,940	0

The additional full annual average staff cost of the proposal, including salaries and staff on-cost, is \$366,000. We have included the necessary provision in the 1999-2000 Estimates to meet the cost of this proposal.

17. This proposal has no direct consequence on the non-directorate establishment of ImmD.

**BACKGROUND INFORMATION**

18. The D of Imm is at present assisted by a Deputy Director who is underpinned by six Assistant Directors each overseeing one of the following six Branches: Administration & Planning, Control, Information Systems, Personal Documentation, Visa & Policies and Enforcement & Liaison.

19. The Administration & Planning Branch is headed by AD(AP) who is underpinned by two PIOs and one CEO, each overseeing one division, namely, the General Duties Division, the Management Audit Division and the Administration Division.

**CIVIL SERVICE BUREAU COMMENTS**

20. The Civil Service Bureau supports the upgrading of the CEO post to PEO level. It also agrees that the grading and ranking of the proposed post is appropriate, having regard to the level of duties and responsibilities required.

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

21. The Standing Committee on Directorate Salaries and Conditions of Service has advised that the grading proposed for the post would be appropriate if the post were to be created.

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Security Bureau  
February 2000

**Revised Job Description of Departmental Secretary  
Immigration Department**

**Proposed Rank :** Principal Executive Officer (D1)

**Duties and Responsibilities**

As Head of the Departmental Management Division, the Departmental Secretary is responsible to the Deputy Director of Immigration for the following duties and responsibilities -

**(a) *Human Resources Management***

Advising the senior directorate on human resources management policies and strategies, planning and managing all establishment and personnel matters; examining and recommending options to enhance productivity.

**(b) *Grade Management***

Overseeing the overall management of all civilian staff in the Department.

**(c) *Financial Management***

Managing and monitoring the acquisition and allocation of financial resources; compiling forecasts and annual estimates of revenue and expenditure as well as the Controlling Officer's Report; co-ordinating costing exercises; overseeing the provision of stores and equipment.

**(d) *Office Administration and Accommodation***

Overseeing the provision of administrative support such as office accommodation and building management etc. to the Department and the acquisition and allocation of departmental quarters for service staff.

**(e) *Chinese Language***

Overseeing the provision of translation services and implementing the approved Chinese language policy in the Department.



**Revised Job Description of  
Assistant Director (Administration & Planning) [AD(AP)]  
Immigration Department**

**Rank :** Assistant Director of Immigration (GDS(C)2)

**Duties and Responsibilities**

As Head of the Administration & Planning Branch, AD(AP) is responsible to the Director via the Deputy Director for the following duties and responsibilities -

**(a) *Strategic Management***

Formulating and reviewing departmental policies, corporate plans and programme plans; advising on priorities; and devising plans on logistic deployment to enable their implementation.

**(b) *Human Resources Management***

Planning, directing, co-ordinating and controlling all human resources management matters on the disciplined grades.

**(c) *Performance Management***

Directing studies on internal management audit and monitoring the performance standards of the Department; reviewing the Immigration Service Standing Orders and internal directives to improve operational efficiency for achieving the Department's goals and its strict adherence to government rules and practices.

**(d) *Contingency Administration***

Drawing up contingency plans; and overseeing the proper operation of the Departmental Emergency Co-ordination Centre.

**(e) *Publicity, Public Relations and External Liaison***

Acting as the Departmental Liaison Officer with other departments/ organisations over general issues; maintaining good public relations with the public, the Mainland and foreign countries; formulating and reviewing public relations strategy with a view to improving the image of the Department and its communication with the public and other immigration services.

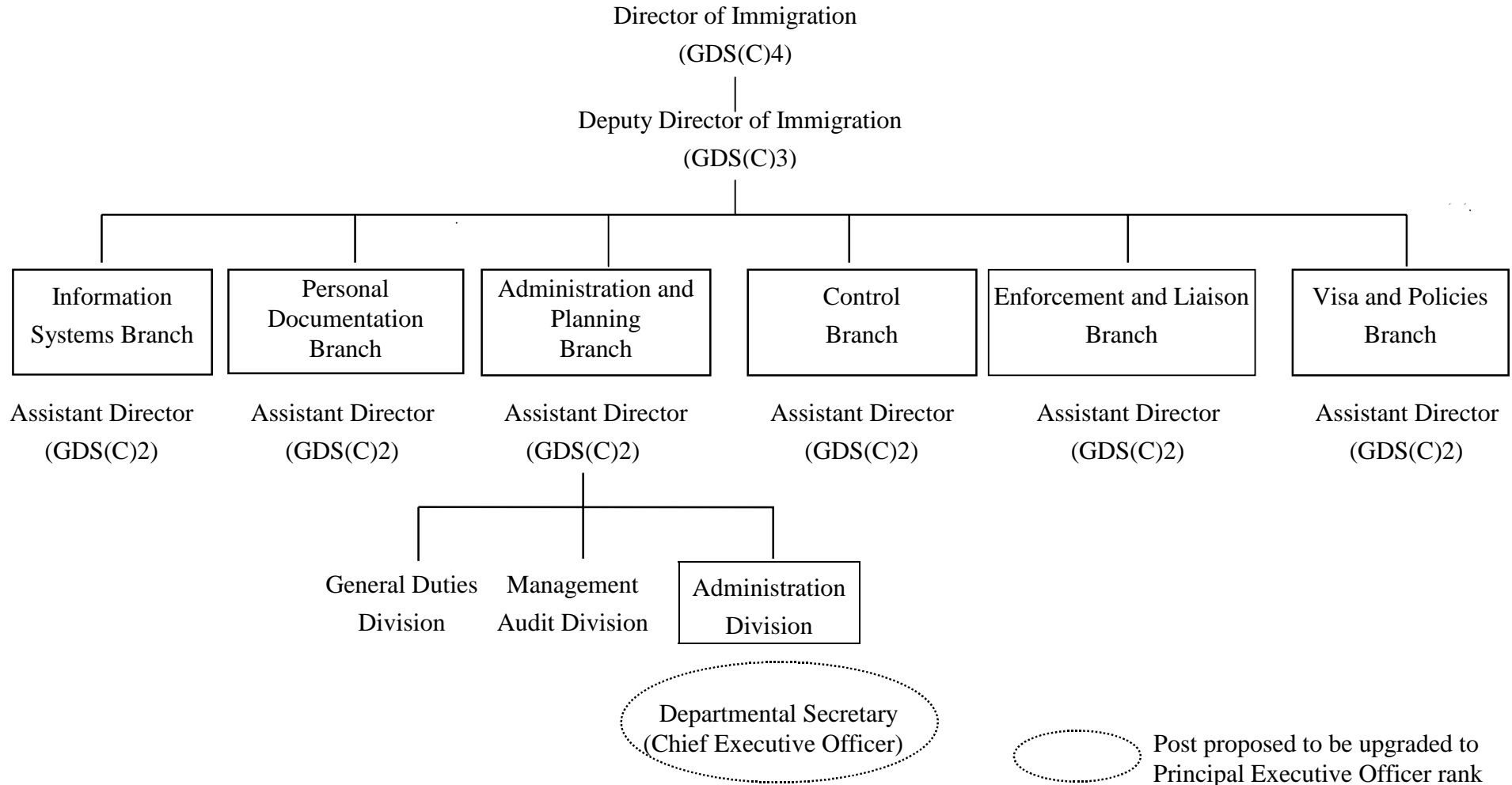
**(f) *Project Planning on Immigration Facilities***

Directing the planning on office accommodation, fitting-out works and expansion projects of the Department.

**(g) *Departmental publications***

Overseeing the compilation of the Departmental Annual Report and other departmental publications.

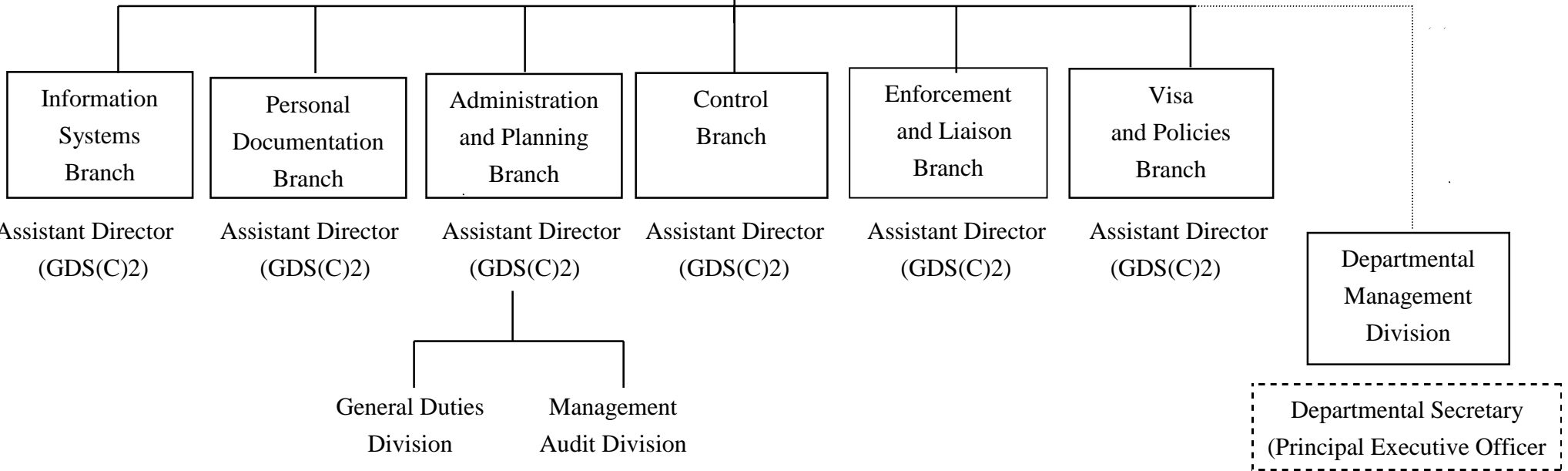
**Existing Organisation Chart of Immigration Department**



Proposed Organisation Chart of Immigration Department

Director of Immigration  
(GDS(C)4)

Deputy Director of Immigration  
(GDS(C)3)



 new post after upgrading