

ITEM FOR ESTABLISHMENT SUBCOMMITTEE OF FINANCE COMMITTEE

HEAD 62 - HOUSING DEPARTMENT Subhead 003 Recoverable salaries and allowances

Members are invited to recommend to Finance Committee -

- (a) the re-organisation and the resultant directorate restructuring of the Housing Department; and
- (b) the retention of the following four supernumerary directorate posts -

For one year

1 Deputy Director of Housing
(D4) (\$145,150 - \$149,600)

1 Assistant Director of Housing
(D2) (\$116,650 - \$123,850)

For two years

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

1 Chief Housing Manager
(D1) (\$98,250 - \$104,250)

/PROBLEM

PROBLEM

There is a need to rationalise the organisational structure of the Housing Department (HD) in order to meet the new service needs and to enhance operational efficiency. To cope with the corporate reforms and various initiatives which are now at a critical stage of development, the Department also needs to retain the existing four supernumerary directorate posts for one/two years from early 2000.

PROPOSAL

2. The Director of Housing (D of H) proposes -

(a) to formalise the re-organisation of the HD, which has been put on trial, by -

(i) re-distributing and updating the responsibilities among the following 14 directorate posts in the Management Branch following the merger of management and maintenance functions in public rental housing (PRH) estates (paragraphs 4 to 9) -

3 Assistant Director of Housing (D2)
4 Chief Housing Manager (D1)
4 Chief Maintenance Surveyor (D1)
2 Chief Building Services Engineer (D1)
1 Chief Structural Engineer (D1)

(ii) re-distributing and updating the responsibilities of the following 16 directorate posts following the re-organisation of the former Commercial and Services Branch to Commercial and Business Development Branch and the transfer of its cross-branch functions to other branches (paragraphs 10 to 15) -

1 Senior Assistant Director of Housing (D3)
1 Deputy Director of Accounting Services (D3)
5 Assistant Director of Housing (D2)
4 Chief Architect (D1)
2 Chief Quantity Surveyor (D1)
1 Chief Engineer (D1)
1 Chief Geotechnical Engineer (D1)
1 Chief Treasury Accountant (D1)

/(b)

- (b) to retain the following four supernumerary directorate posts in the Department for one/two years (paragraphs 16 to 36) -

<u>Post</u>	<u>Expiry Date</u>	<u>Retention Period</u>
Deputy Director/Works (DD/W) (D4)	1.4.2000	One year (1.4.2000 - 31.3.2001)
Assistant Director/ Tenants Purchase Scheme (AD/TPS) (D2)	20.3.2000	One year (20.3.2000 - 19.3.2001)
Principal Executive Officer/Business Development (PEO/BD) (formerly titled as PEO/ Management Enhancement Programme) (D1)	1.4.2000	Two years (1.4.2000 - 31.3.2002)
Chief Housing Manager/ Grade Management (CHM/GM) (D1)	27.2.2000	Two years (27.2.2000 - 26.2.2002)

JUSTIFICATION

Re-organisation of the Housing Department

3. In April 1997, HD was restructured into four core businesses (namely, Allocation & Marketing, Commercial & Services, Development & Construction, and Management) and two cross-business supporting services (namely, Corporate Services, and Finance & Accounting) branches to achieve better delineation of responsibility (Note¹). Since then, further changes in the organisational structure have been made to enhance the delivery of services and further enhance clarification of responsibilities within the Department. These changes are described below.

Merger of Management and Maintenance Functions in Management Branch

4. Historically, estate management and maintenance (EMM) functions were undertaken by different divisions in the Department, which operated on their

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(Note¹) The re-organisation has been reported to this Committee vide EC(97-98)76.

own and were not accountable to each other. Sometimes these arrangements led to diffusion or confusion of responsibility, communication barriers and a lack of co-ordination between management and maintenance staff which impaired the service delivery.

5. Though in the re-organisation in April 1997, the EMM functions were grouped under the Management Branch (MB), they still operated through different divisions. On the management side, PRH estates were geographically grouped into four management regions and 25 districts. The four Regions were each overseen by a Chief Housing Manager (CHM) (D1), who was mainly responsible for property management and tenancy control. They were under the leadership of the Assistant Directors/Management (AD/M) (1) and (2) in the MB Headquarters. On the maintenance side, the works professionals and technical staff were deployed in five Regional Maintenance Offices and 28 District Maintenance Offices to provide services to estate management staff in the same area. They reported through the line of command to the seven Chief Professionals (CP) (D1) of various works disciplines who in turn reported to AD/M (3) for all maintenance and improvement matters.

6. To enhance operational efficiency and the quality of service, the Department saw the need to integrate the EMM functions. In June 1997, the Department tried out a pilot EMM merger scheme in the former New Territories (West) Region for six months whereby the PRH estates in the Region were re-grouped into two pilot areas. The combined management and maintenance teams in the pilot areas were each placed under the command of a D1 officer entitled Chief Manager/Management (CM/M).

7. The trial scheme has resulted in a better working relationship among management and maintenance staff, reduced disruption to business flow due to different chains of command and more effective use of resources. The Department extended the trial scheme to all PRH estates with effect from April 1998 which led to significant organisational changes in MB and the redistribution of duties and responsibilities among the three Assistant Directors (AD) and 11 D1 officers (including four regional CHMs and seven Works CPs). Under the extended trial, PRH estates were re-grouped into eight management regions and 25 districts, each providing both management and maintenance services. Each management region is under the direct command of a CM/M (Note²) who is required to oversee property management and tenancy control as well as maintenance and improvement programmes in the region, and is underpinned by a multi-disciplinary panel of both management and maintenance staff.

/8.

(Note²) CMs may be any of the existing four disciplines who are directly involved in the operations of the MB including CHM, Chief Maintenance Surveyor, Chief Building Services Engineer or Chief Structural Engineer.

8. At the MB Headquarters, AD/M (1) and AD/M (2) continue to be responsible for the overall property management businesses. Each of them oversees and co-ordinates the operation, both management and maintenance matters, of the four management regions under their charge. AD/M (3)'s portfolio has also expanded to cover management and maintenance matters and he is underpinned by three support services sections, each headed by a D1 officer titled CM/M (Support Services), which are responsible for co-ordinating the implementation of large scale departmental maintenance and improvement programmes in PRH estates; co-ordinating the preparation of and monitoring the works budget and business plan; re-engineering various management and maintenance processes and providing central support to the eight management regions.

9. In order to formalise the merger scheme, HD proposes to redistribute/update the duties of the three AD and 11 D1 posts in MB. Except for AD/M (3) whose duties are further updated upon the re-organisation as described under paragraph 10 to 15, the updated job descriptions for AD/M (1) and (2), the eight CMs/M (Regions) and three CMs/M (Support Services) are at Enclosures 1 to 5. The organisation charts of the MB before and after the merger are at Enclosures 6 and 7.

Encls.1-5
Encls.6-7

Re-organisation of the Commercial and Services Branch

10. At the macro level, following the re-structuring into four core businesses in April 1997, some grey areas still remained between branches. This was particularly in the case of the Commercial & Services Branch (C&SB) which was responsible for providing technical, agency management and other supporting services to the other business branches. To further rationalise its structure, the Department re-organised on a trial basis in March 1999 by transferring the cross-business and corporate functions under C&SB to different branches in the Department. With this transfer of functions, about 800 posts formerly in the C&SB were redeployed to other branches. Among them, five directorate posts, including one AD (i.e. AD/Construction Services (AD/CS)), one Chief Engineer (CE), one Chief Geotechnical Engineer (CGE) and two Chief Quantity Surveyor (CQS) were redeployed to the Development & Construction Branch (D&CB). Details of the functions and posts transferred as a result of the re-organisation are at Enclosure 8.

Encl. 8

11. The D&CB, having taken over the additional functions and the AD/CS post, was re-organised with a view to providing a clear demarcation of responsibilities and improving efficiency. Apart from AD/Development who continues to lead the Development Division, the other two ADs (with the titles of Project Director/Project Management and Project Director/Works) and the newly

/redeployed

redeployed AD/CS with a new title as Project Directors/East, West, Central respectively are each responsible for project and contract management functions on a geographical basis (Note³). Moreover, to strengthen the project management during the bunching period, the post of Chief Architect/5 was retitled as Project Manager (PM)/4 to share the district project management work with other three PMs (ranked at Chief Architect). The duties of the CE, CGE and two CQSs, upon redeployment to D&CB, however remain largely unchanged. The updated job descriptions for the three Project Directors, four Project Managers and the CE, CGE and two CQSs are at Enclosures 9 to 16. The organisation charts of the D&CB before and after its re-organisation are at Enclosures 17 and 18.

Encls.9-16
Encls.17-18

12. With the cross-branch functions transferred out, C&SB has taken up the new responsibility of driving private sector involvement (PSI) (Note⁴) in addition to its original commercial property responsibilities. To reflect the new role and responsibilities, it was renamed as Commercial & Business Development Branch (C&BDB) and its head (ranked at Senior Assistant Director of Housing) also retitled as Business Director/Commercial & Business Development (BD/CBD).

13. BD/CBD is underpinned by the remaining two ADs of the former C&SB. While AD/Commercial Properties continues to lead the Commercial Properties Division, AD/Central Services and Management Policy is retitled as AD/Business (AD/B) to head a new Business Development Division (BDD). The BDD is mainly responsible for providing corporate support to greater PSI in EMM services including developing the strategies and details for its implementation (Note⁵) and exploring alternative forms of delivering HA's services in other areas.

Encls.19-20 14. The job descriptions for BD/CBD and AD/B are at Enclosures 19 and 20. The organisation charts of the former C&SB and the new C&BDB are at Enclosures 21 and 22.

Encls.21-22

/15.

(Note³) Prior to the re-organisation, the AD/CS and the two ADs in D&CB had their own specific responsibilities. AD/CS was responsible for providing professional services in respect of quantity surveying, geotechnical and civil engineering, land surveying, management of Computer-Aided Design and Drafting and list management, PD/Project Management was responsible for planning and project management of housing projects, PD/Works was responsible for overseeing the design and construction works and administering the contractual arrangements.

(Note⁴) The Housing Authority has endorsed around the time the broad direction of greater PSI in the EMM services. For details please refer to paragraph 28.

(Note⁵) Such as procurement and contract strategy for the future service transfer contracts; new service specifications and performance monitoring system; tendering qualifications and listing requirements; staff feedback and industry reactions; Management Buy-out ground rules and strategy; staff incentive/release package and transfer arrangement.

15. There is no change to the directorate structure of other branches, but the duties of AD/M (3) of MB, and Finance Director (ranked at Deputy Director of Accounting Services) and Chief Finance Manager/Investment & Counterparty (CFM/IC) (ranked at Chief Treasury Accountant with a previous title as CFM/Business & Treasury) of the Finance & Accounting Branch have been updated to reflect their new roles and responsibilities. Their updated job descriptions are at Enclosures 23 to 25.

Encls.23-25

Retention of Supernumerary Posts

Retention of the post of DD/W for one year

16. In February 1997, the Finance Committee approved the creation of the supernumerary DD/W post (Note⁶) up to 31 March 2000 to share out the responsibilities of the then Deputy Director/Housing Management and Works (DD/HMW). Upon split of the post of DD/HMW to Deputy Director/Management (DD/M) and Deputy Director/Works (DD/W), the former is mainly responsible for estate and commercial properties management, while the latter provides strategic input in the “works” area and oversees the operation of the Development & Construction Branch and the Allocation & Marketing Branch with a total staff force of 5 500. In addition to steering corporate reforms and cross-branch initiatives collectively with DD/M and D of H, DD/W is specifically responsible for driving a number of major initiatives including elderly housing, environment, urban restructuring, departmental streamlining and enhancing quality of housing.

17. The Public Housing Development Programme is reaching an unprecedented peak with over 90 000 flats scheduled for completion in 2000/01 at a forecast cost of \$27.5 billion. A total of 244 000 Housing Authority (HA) flats are at different stages of development, and some 180 000 under construction. In addition to meeting rising public expectations for quality and individuality in building design, the HA is determined to ensure that its products are environmentally-friendly and efficient to build, while enhancing the quality of construction. This not only requires changes in way the HD operates, manages and monitors the public housing construction programmes, but also change to the culture and the way the construction industry operates. A review on the mechanism for monitoring the quality of public housing is now underway. The findings will be ready for HA’s consideration and public consultation in early 2000. DD/W will oversee the review and the implementation of the reform.

18. As public housing production peaks, over 500 000 flats will be let for rent or will be sold over the next five years. This will present a severe challenge.

/DD/W

(Note⁶) Vide EC(96-97) 51

DD/W will steer the development of allocation and marketing strategies for different product lines to ensure prompt lettings and sales, and to ensure a controlled rundown after the peak.

19. A number of the important initiatives under the leadership of DD/W are now at the critical stage. While a strategic framework for elderly housing is being put into place to drive initiatives into the next millennium, DD/W will also need to convert the HA environmental policy from a strategic framework into an action plan that cuts across the operations in the Department. On urban restructuring, four studies involving a population of 550 000 people have been initiated. The studies, which aim to serve as the catalyst for improvement in the quality of life in urban areas, require much collaboration between the HA, private sector and other government agencies. The studies will be concluded in 2000/01, and will need to be translated into an action plan. At back office, a consultant has been engaged to explore ways of further streamlining of our organisation structure and it is expected the recommendations will be finalised in early 2000. DD/W will need to oversee the implementation of the agreed recommendations.

20. Given the scale of the peak in production and allocation and marketing, and the number of crucial initiatives reaching maturity next year, the Department considers that there is a need to retain the DD/W post beyond the original period. Transferring the residual duties to the DD/M who is already fully stretched by the management and commercial properties businesses and in particular, the greater PSI exercise in EMM services is not a viable option at the moment. HD therefore proposes to retain the supernumerary DD/W post for one year so that the existing top management structure can be maintained to oversee the bunching in production and to steer the various reform initiatives.

Retention of the post of AD/TPS for one year

21. To facilitate wider home ownership as pledged by the Chief Executive in his maiden Policy Address, the HA launched the Tenants Purchase Scheme (TPS) in early 1998. The AD/TPS post was created on 20 March 1998 for two years to spearhead the 10-year TPS programme (Note⁷).

22. TPS has proven to be a successful scheme. By the end of November 1999, about 75% of the tenants in TPS Phase 1 estates have bought their flats while the purchase rate for Phase 2 estates is 38%. Despite the encouraging response, a number of technical and administrative issues have surfaced after the rolling out of the scheme which need to be resolved in taking the scheme forward, such as -

/(a)

(Note ⁷) Vide EC(97-98)76

- (a) land administration matters and apportionment of management and maintenance responsibilities especially for common areas and shared facilities;
- (b) pre-sale maintenance works such as replumbing;
- (c) policy on first-year “full discount”;
- (d) post-sale property management works, like hawker control and building control ; and
- (e) fire safety and compliance with the Buildings Ordinance and its subsidiary legislation.

AD/TPS is currently reviewing the overall policy of TPS including the above issues. While action has been taken to roll out Phase 3 in early 2000 as scheduled, AD/TPS will soon start planning of the TPS programme beyond 2003/04.

23. Also as a means to facilitate wider home ownership and to shorten the waiting time for prospective PRH tenants, the HA introduced the Buy or Rent Option (BRO) Scheme in mid 1999. Under the scheme, a number of flats in newly completed PRH estates are put on sale to prospective tenants. AD/TPS has been heavily involved in drawing up a BRO framework/programme, developing models for land tenure, selecting estates and flats for sale, deciding on the conditions and terms in the Deeds of Mutual Covenant and similar legal documents, planning marketing strategy and negotiation on the handling of estate facilities.

24. About 1 600 purchasers have now selected their flats under the BRO Phase 1. Though not all the prospective purchasers have joined the scheme, the findings of a survey indicated that it is primarily attributed to the general economic climate rather than the lack of attractiveness of the scheme itself. AD/TPS is reviewing the scheme with a view to working out a forward programme, including addressing the inherent problem of competition among various home ownership product lines.

25. TPS and BRO, which are both in their infancy, are on-going programmes. In view of their importance to achieve our housing objectives and complexity in implementation, HD considers that there is a need to provide continual directorate support to the schemes. Taking into account the progress of the schemes in particular that the TPS Phase 4 will roll out in early 2001 and also the likely effect of the consultancy study on streamlining, it is proposed that the supernumerary AD/TPS post be retained for one year.

/Retention

Retention of the post of PEO/BD for two years

26. With a view to improving the quality and efficiency of services and developing a mission-driven, customer-focused and performance-oriented culture, HD embarked on a comprehensive programme of reform in 1997 collectively called the Management Enhancement Programme (MEP). A three-year supernumerary PEO post, designated as PEO/MEP, was created on 14 February 1997 under the Corporate Services Branch (CSB) to assist the senior directorate to drive the Programme (Note⁸).

27. The MEP brought together a number of reform initiatives which led to the re-organisation of HD along core business lines, commencement of a number of business processes reviews, drawing up of the first Human Resource Management (HRM) plan, opening up of more channels for internal and external communication, and the production of annual business plans for four core businesses.

28. The clarification of functions and costs which these reforms have required and which the corporate planning process demands, has raised a number of strategic issues. One of these issues is whether HA could remain competitive in the provision of quality and cost-effective services, with the increasing number of alternative services providers and the successful launch of the TPS through which many of the HA's tenants have/will become owners. A consultant was therefore engaged in mid 1998 to explore the opportunities for greater PSI for various modes of operations in HA in general and EMM services in particular. With the consultant's recommendations, the HA decided in May 1999 the broad direction of transferring the EMM services of PRH estates to the private sector by phases. The implementation details, scale and progress of the service transfer are now being considered by a HA Task Force. At the departmental level, the newly re-organised C&BDB has taken up the responsibility of driving greater PSI.

29. The impact of the phased transfer of EMM services on the staffing of HD is significant. Some 9 000 departmental posts which are filled by staff in over 20 grades and 60 ranks will probably be affected. Due to the significant staffing implications and the fact that the Task Force has to report its findings to HA for decision in early 2000, the Department needed a full-time dedicated officer who possesses suitable HRM competencies and experience to develop implementation strategies and policies for all staffing arrangements related to the rolling out of the phased service transfer. As other initiatives under the MEP have gradually been integrated into the business activities of the branches, the main responsibility of PEO/MEP since June 1999 has been to support the planning work on PSI.

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(Note⁸) Vide EC(96-97)51

30. The planning work for the implementation programme is now in progress for HA's approval in early 2000. HD considers that there is a definite need to retain the supernumerary PEO post to provide full-time directorate support to the three major stages of the programme as below -

(a) Planning Stage

The PEO is working on the staffing arrangements for implementing PSI, including developing a suitable package for affected staff who opt to leave the service, in consultation with the staff concerned and the central government. He also needs to co-ordinate with the grade management and training sections in the Department for the redeployment of and provision of retraining courses for possible surplus staff.

(b) Implementation Stage

Once the proposed staffing arrangements are endorsed by the central government and the HA, a comprehensive staff briefing programme will be launched in early 2000. The PEO will be responsible for monitoring and coordinating implementation of the staffing arrangements to ensure that they are implemented smoothly without affecting our services to tenants.

(c) Review Stage

It is planned that a review of all aspects of PSI, including the staffing arrangements, would be conducted within two years of implementation. Subject to findings of the review, HA will decide on future phases of the programme. The PEO will be responsible for co-ordinating the conduct of a full-scale review of the staffing arrangements to facilitate the planning and implementation of the subsequent phases of the programme.

31. As it is considered that in two years' time most of the major activities under the programme will have been launched and on track, HD proposes to retain the supernumerary PEO post retitled as PEO/Business Development (PEO/BD) for two years and redeploy it from CSB to C&BDB.

Retention of the post of CHM/GM for two years

32. The CHM/GM post was created on 27 February 1998 under the Housing Class Grade Management Secretariat (HCGMS) (Note⁹) for two years to

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(Note⁹) Vide EC(97-98)59

enhance the grade management of Housing Manager (HM) and related grades (Note¹⁰). Since its creation, CHM/GM has been actively and heavily involved in all grade management matters of 8 000 staff under his schedule (Note¹¹) including development of grade structure; review of conditions of service; advice on ranking for the creation of new posts; manpower planning; career development and training; performance management and staff counselling; posting and transfer of staff; recruitment, promotion and acting appointment; advice on discipline and staff management matters; liaison with staff unions on grade management matters; and communication with staff.

33. Experience in the last two years has confirmed the need for a dedicated CHM with extensive experience of the HM grade and wide exposure of departmental operations to head the HCGMS and to provide necessary leadership and senior professional input to these important and complex grade management issues. The need for his professional support and input is particularly essential at this critical time when the greater PSI exercise and the streamlining consultancy progress to the more advanced stage. It is operationally essential to retain the supernumerary CHM/GM post to provide continued directorate support to the management in assessing the implications of the two exercises on the HM and related grades staff and mapping out corresponding strategies on different aspects of manpower planning and grade management issues as follows -

(a) Manpower planning and strategy

It is important to realign manpower requirements and staff capability to meet HD's key strategic objectives and commitments. At the strategic level, CHM/GM will provide policy input in drawing up manpower plans and developing manpower strategy to support the impending reforms. At the operational level, CHM/GM will draw up plans for accommodating or redeploying the staff being affected.

(b) Communication strategy

With the PSI and streamlining exercises in the limelight, uncertainty about the future dominates staff sentiments and makes staff relations more difficult to handle. Since the HM and related grades staff are the subject of these changes (as they are mostly deployed in estate management work), CHM/GM has the mammoth task of mapping out strategic plans to enhance staff's understanding and gaining their support of HD's policies; upkeeping their morale through goodwill visits, focus group meetings and liaison with staff unions; and preparing the staff for the expected changes and challenges through redeployment, enhancement training programme, etc.

/(c)

(Note¹⁰) Related grade refer to Estate Assistant, Foreman, Welfare Worker, Customer Service Assistant, Ganger and Workman grades.

(Note¹¹) As at 1.11.99, there are 7 630 HM and related grades posts in the Department amounting to half of the establishment of the Department.

(c) Career development

In anticipation of the various reforms, CHM/GM, as the grade manager, will need to conduct a strategic review of the structure of the grades under his schedule and provide high level input in developing staff development and planning strategies and drawing up well-structured career plans for grade members. In collaboration with the training section, he will develop and implement training strategy in support of the implementation of the PSI.

(d) Grade management of Senior Housing Managers (SHMs)

There are at present 60 SHMs in the Department. They are the backbone of our housing management and administration. CHM/GM, since its creation, has been handling the grade management matters of SHMs personally. He will continue to strengthen such function because SHMs will play a very important role and act as change agent in leading HM and other related grades staff to cope with the changes and challenges ahead in estate management.

34. Given the complexity and importance of the above grade management issues and that HD will be undergoing major reforms in its operations and organisational structure, the Department requires strong leadership and steer at the directorate level to provide both management and professional input in maintaining smooth operations, keeping up the momentum on management enhancement, and interfacing the implementation programmes of the PSI/streamlining exercises. Taking into account the impending roll-out of the PSI exercise and implementation of the agreed streamlining recommendations next year and as the review of the former would be conducted within two years of implementation, HD accordingly proposes to retain the CHM/GM post on a supernumerary basis for two years.

Encls.26-29 35. The job descriptions for the above four supernumerary posts during their retained period are at Enclosures 26 to 29. An organisation chart showing HD's senior directorate structure including the four retained posts is at Encl. 30 Enclosure 30.

Options considered and Further review

36. HD has explored the possibility of absorbing the work of the above supernumerary posts by other directorate officers. Given the complexity and volume of the work involved on the one hand and the heavy commitment of the other senior officers in implementing the various new initiatives under their

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purview on the other, this is not a viable option at the moment. The Department shall, however, critically examine its directorate structure next year when the impact of PSI and the streamlining exercise on the organisation is clearer. While there are needs to maintain its present directorate manpower in the near future to cope with the planning and implementation of the two exercises and other initiatives at the critical stage or in the pipeline, HD sees the opportunity to streamline its directorate structure in a longer term.

FINANCIAL IMPLICATIONS

37. The re-organisation of the HD has not resulted in any additional costs. The additional notional annual cost at mid-point of the four supernumerary posts proposed for retention is \$5,664,600. The full annual average staff cost, including salaries and on-costs, is \$9,234,000. After the DD/W and AD/TPS posts have lapsed in one year's time, the additional notional annual salary cost and the full annual average staff cost of the remaining PEO/BD and CHM/GM posts are \$2,426,400 and \$3,739,000 respectively. The amount will be fully recovered from the HA.

CIVIL SERVICE BUREAU COMMENTS

38. Civil Service Bureau supports the proposed re-organisation, re-distribution and updating of directorate responsibilities to enable the Department to meet its various commitments. As regards the proposed retention of the four supernumerary directorate posts, the Administration has considered carefully other alternatives including redeployment bearing in mind the need for greater efficiency and productivity. We are satisfied that the proposal contained in this paper is functionally justified. Civil Service Bureau considers the grading, ranking and duration of the proposed posts appropriate, having regard to the level of responsibilities and professional input required.

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

39. The Standing Committee on Directorate Salaries and Conditions of Service has advised that the proposed restructuring of the directorate is appropriate.

Job Description
Assistant Director/Management (1)/(2)

Rank : Assistant Director of Housing (D2)

Major Duties and Responsibilities

Responsible to Business Director/Management for the following -

1. To administer the Management Division, monitoring and supervising the work of four Regional Chief Managers and other Unit Heads with a view to maintaining uniform standards and consistency in the implementation of approved policies.
2. To manage, including planning, deploying and monitoring manpower and financial resources needed for the Division including staff training and development.
3. To prepare budgets; and monitor progress and expenditure against business plans, budget and programmes for business administered by the Division.
4. To ensure the necessary services support and input are provided to clients in accordance with agreed programmes, quality assurance and financial management practices, monitoring performance and where necessary, taking corrective action.
5. To review estate and interim housing policies and practices with a view to improving standards of housing management, maintenance and services.
6. To promote community development in estates and interim housing.
7. To ensure that all HA's properties are well managed and maintained including the formulation and implementation of estate management and maintenance strategies, programmes legislation, standards and quality management system.
8. To liaise and review with other Heads of Divisions/Professions/Grades in respect of estate management and maintenance matters to ensure that they are implemented in accordance with the agreed programmes, policies and procedures.
9. To exercise authority delegated from the HA and its Committee in the implementation of approved policies.

Job Description
Chief Manager/Management (Region)

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

Major Duties and Responsibilities

Responsible to Assistant Director/Management (1)/(2) for the following -

1. To assist Assistant Director/Management in formulating policies, strategies, service standards and action plans relating to the management and maintenance of properties managed by the HA.
2. To be responsible for the overall management, maintenance and control of properties within the Region.
3. To prepare budgets and forecasts of expenditure, and monitor and control expenditures in accordance with the targets set in the business plans and estate action plans.
4. To advise on the design and layout of new housing estates, take over new stock and ensure prompt letting of all domestic and commercial premises.
5. To make political assessment on community reaction through monitoring the progress of redevelopment, rent increase, major maintenance and improvement schemes, policy changes and pressure group activities.
6. To represent the Department in meetings with the respective District Council, District Management Committee, pressure groups and political figures.
7. To liaise with other branches, government departments and utility companies for better management and maintenance of public housing estates
8. To undertake resource planning and manage resources within the Region.
9. To oversee the implementation of the estate action plans, operation procedures, monitor their effectiveness and provide feedback to senior management.
10. To coordinate the development, implementation and quality monitoring of maintenance and improvement programmes in public housing estates within the Region.
11. To administer services and maintenance contracts and act as the named Contract Manager for contractual purposes under the conditions of contract.

Job Description
Chief Manager/Management (Support Services 1)

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

Major Duties and Responsibilities

Responsible to Assistant Director/Management (3) for the following -

1. To develop and manage maintenance standards, technical specifications, research and development activities, specialist contractors lists and materials lists for building work.
2. To develop strategies for maintenance works and streamline the works processes, including the minor maintenance process, vacant flat refurbishment process, the CARE (Condition, Appraisal, Repair and Examination) Programme, playground equipment repair, etc.
3. To prepare and monitor progress of the Maintenance and Improvement (building works) budget and various Departmental Programmes.
4. To be responsible for the property management of the Tenants Purchase Scheme (TPS) estates with a view to developing a competitive model for management.
5. To develop strategies and procurement systems for various contracts and consultants.
6. To be responsible for tendering and awarding of building works contracts and monitoring contractors' performance, including the maintenance of the Maintenance Assessment Scoring System and the registration of tradesman.
7. To monitor the process of effecting payments to contractors, including the checking of batch payment for minor maintenance works.
8. To develop and establish a management system for building control for TPS and Home Ownership Scheme (HOS) estates, including vetting alteration and addition works, enforcement of remedial actions against illegal alterations and processing license applications.
9. To liaise with Buildings Department and make preparations to facilitate the handing over of building control responsibilities of TPS and HOS estates.
10. To advise on planning, management and training for building works discipline in the Branch.

Job Description
Chief Manager/Management (Support Services 2)

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

Major Duties and Responsibilities

Responsible to Assistant Director/Management (3) for the following -

1. To re-engineer various management processes as and when necessary with a view to achieving improved efficiency and cost-effectiveness in the estate management offices.
2. To be responsible for the overall coordination and general administration of the Building Management Coordination Teams.
3. To formulate central policies and strategies on the implementation of management policies and initiatives; and advise on the review of management policy matters.
4. To develop competitive management models for Buy or Rent Option (BRO) estates and private sector involvement.
5. To give inputs on the contract tendering procedures and oversee progress of various works programmes from the perspective of housing management.
6. To formulate and oversee procedures and guidelines on matters relating to taking over of new properties.
7. To conduct review on requirement and deployment of staff for public rental housing estates in collaboration with Chief Executive Officer/Management.
8. To formulate and review policies and strategies on the security/cleansing services, overall management of service contractors, and the provision of horticultural services/support to all estates.

Job Description
Chief Manager/Management (Support Services 3)

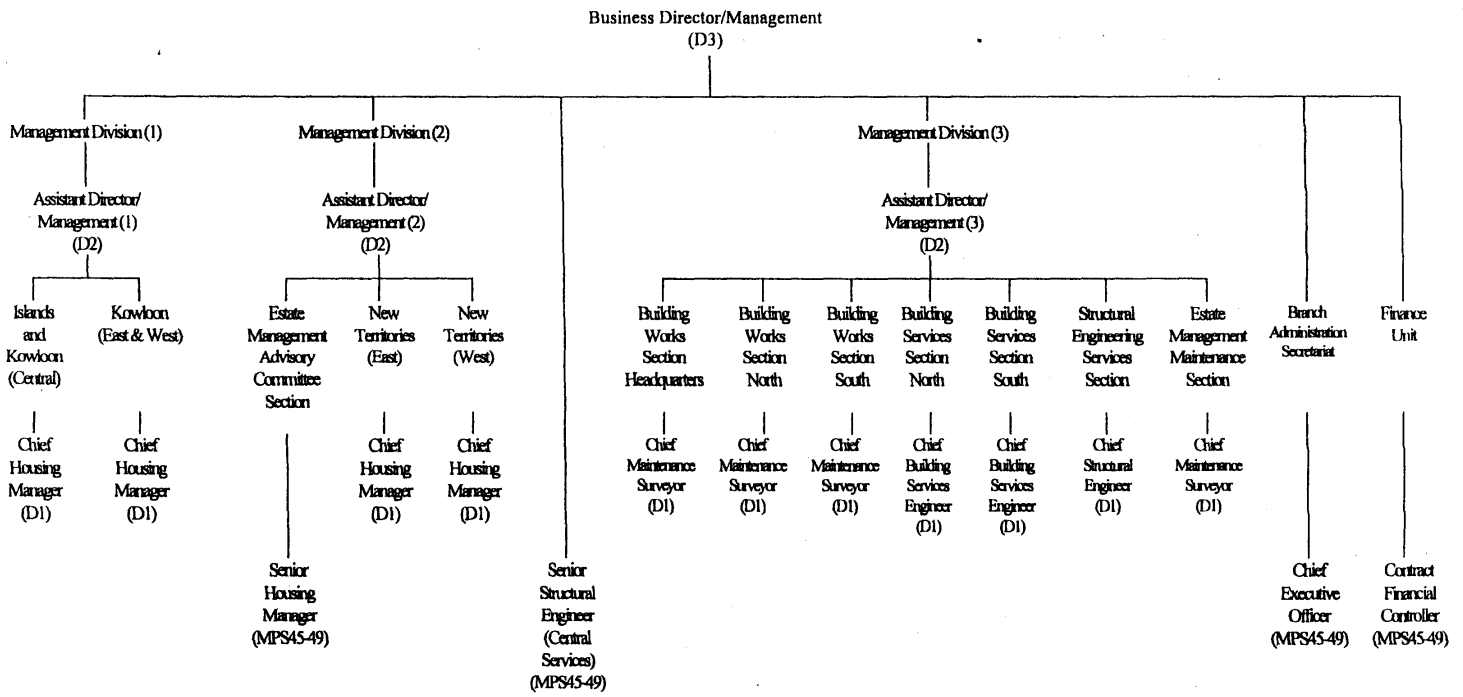
Rank : Chief Housing Manager/Chief Maintenance Surveyor/
Chief Building Services Engineer/Chief Structural Engineer (D1)

Major Duties and Responsibilities

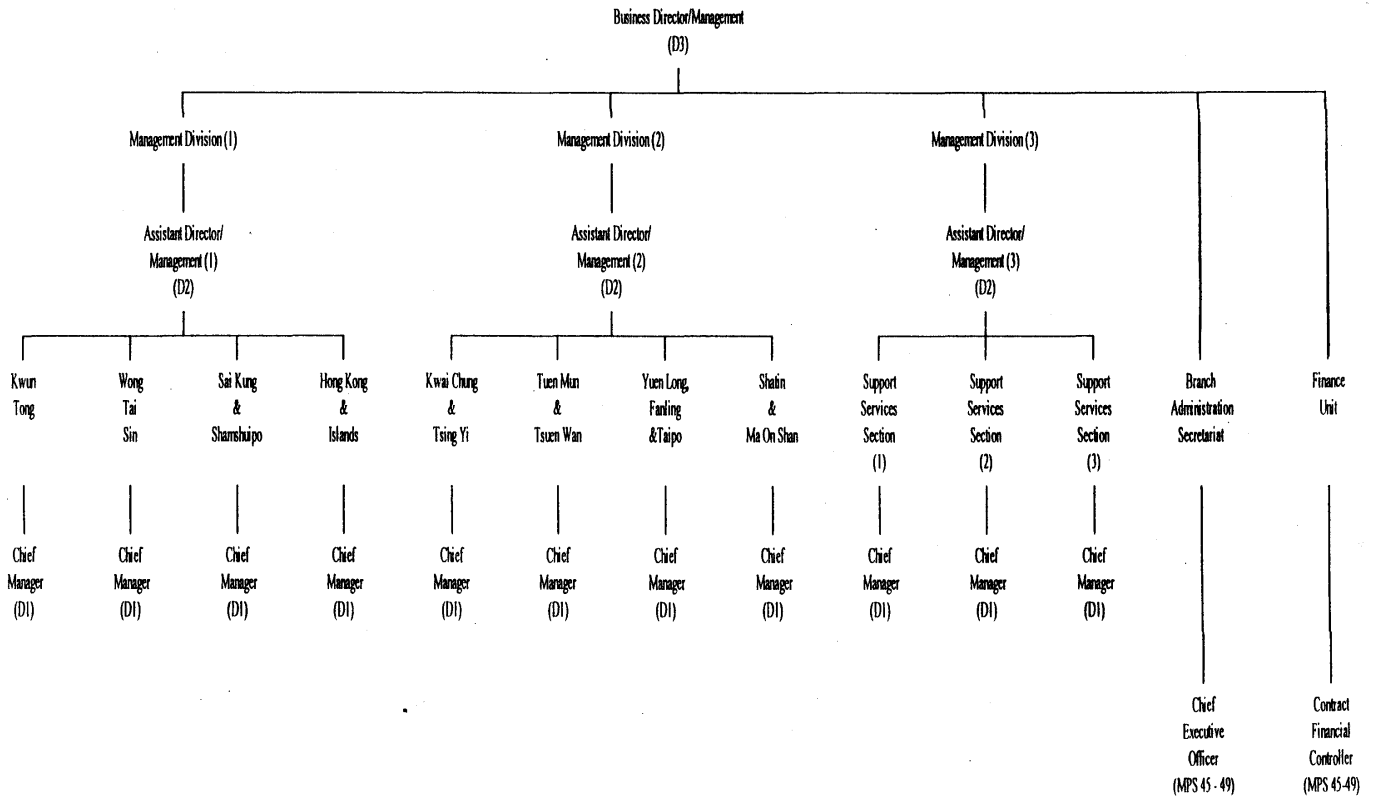
Responsible to Assistant Director/Management (3) for the following -

1. To develop building services maintenance and operational strategies.
2. To develop and manage standards and technical specifications relating to maintenance and improvement of building services installations.
3. To co-ordinate the planning, design, implementation and monitoring of building services maintenance and improvement programmes.
4. To represent the HA and the Management Branch on issues related to building services installation.
5. To liaise and negotiate with utility companies to protect the interests of the HA and to liaise with other disciplines on matters relating to building services.
6. To act as the contract manager for all the building services term maintenance contracts.
7. To advise on resources planning and management for building services discipline in the Branch.
8. To supervise the work on vetting of design of new development, the formulation of IT strategies and the provision of IT support for the Management Branch, the management of the quality assurance process and the promulgation of instructions, the provision of central structural services.
9. To coordinate the formulation of the Business Plan and Strategies, and monitoring the implementation of the Business Plan of the Branch.
10. To assist in the formulation and implementation of the new management models for Property Management Agency and Works Management Agency.

Existing Organisation Chart of Management Branch

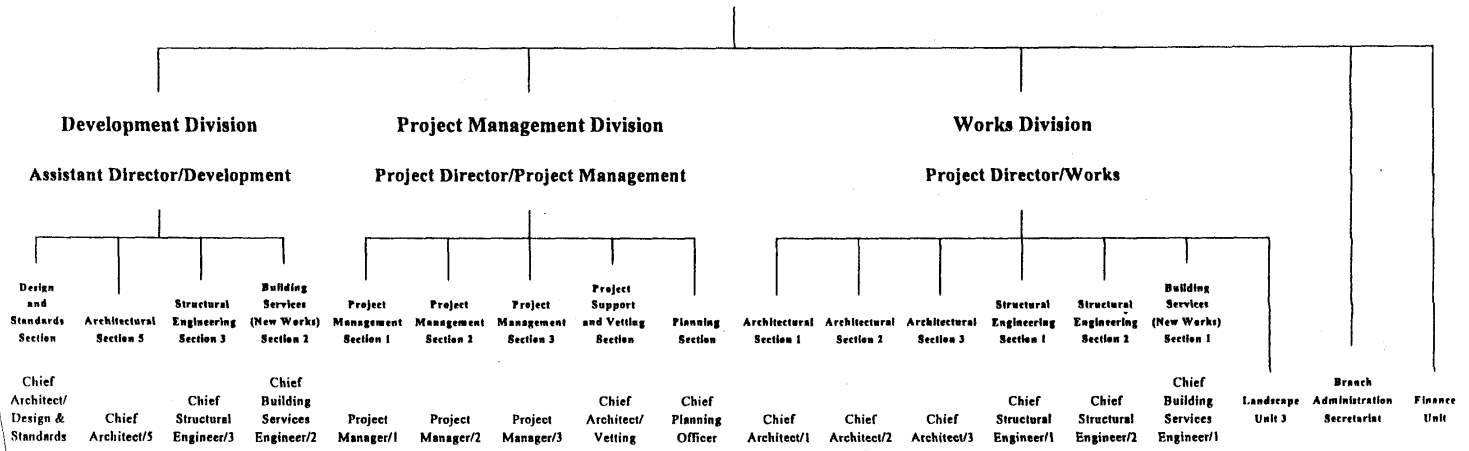


Proposed Organisation Chart of Management Branch



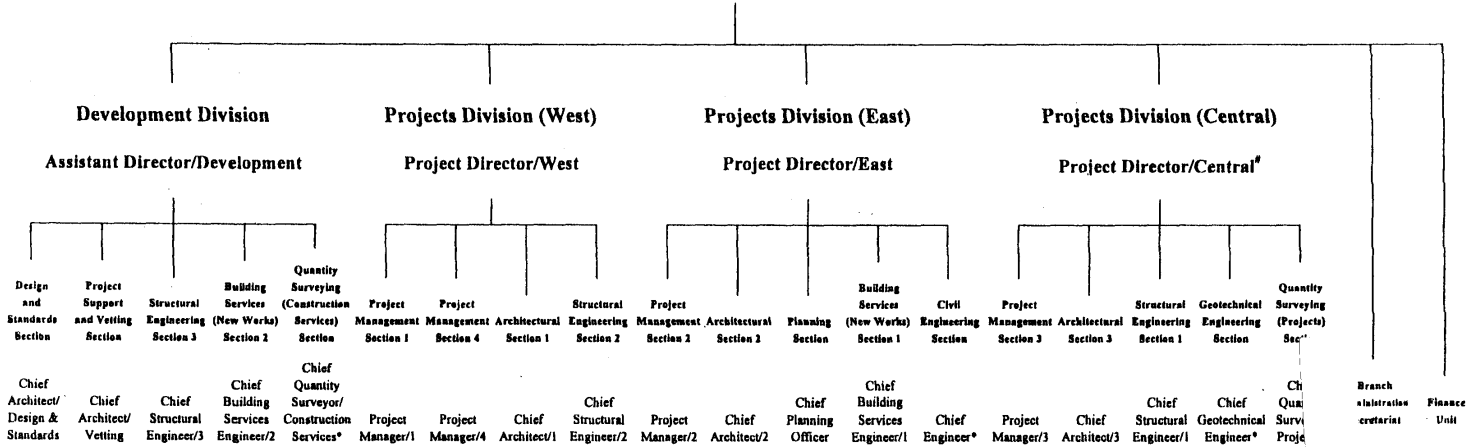
Existing Organisation Chart of Development and Construction Branch

Business Director/Development



Proposed Organisation Chart of Development and Construction Branch

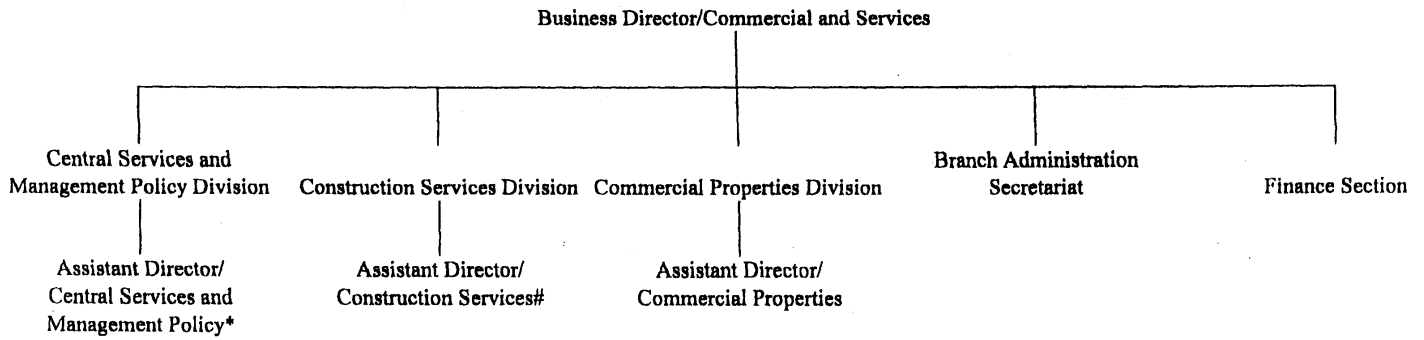
Business Director/Development



* Redeployed from the former Commercial and Services Branch. Formerly known as Assistant Director/Construction Services.

Redeployed from the former Commercial and Services Branch.

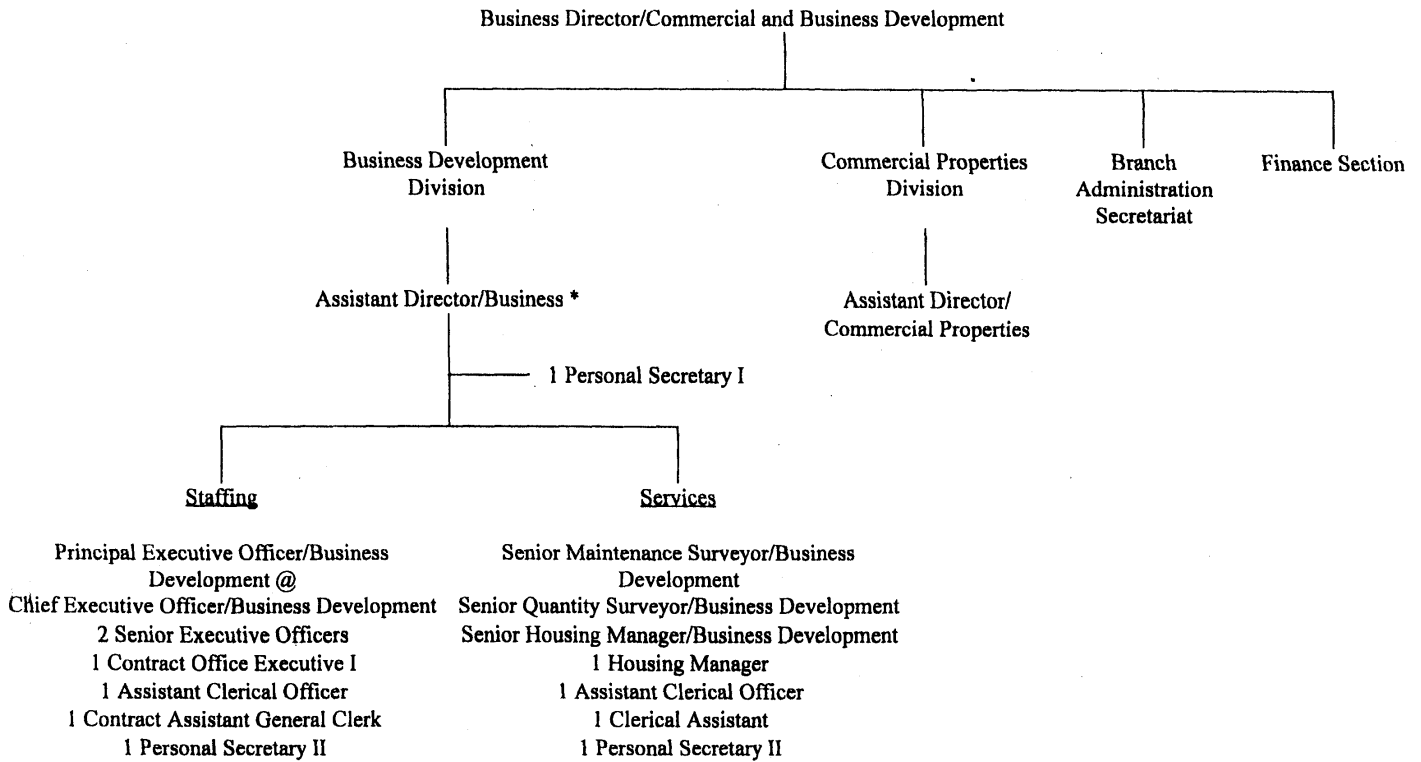
Organisation Chart of Commercial and Services Branch



Legend

- * Re-titled as Assistant Director/Business
- # Redeployed to Development and Construction Branch

Organisation Chart of Commercial and Business Development Branch

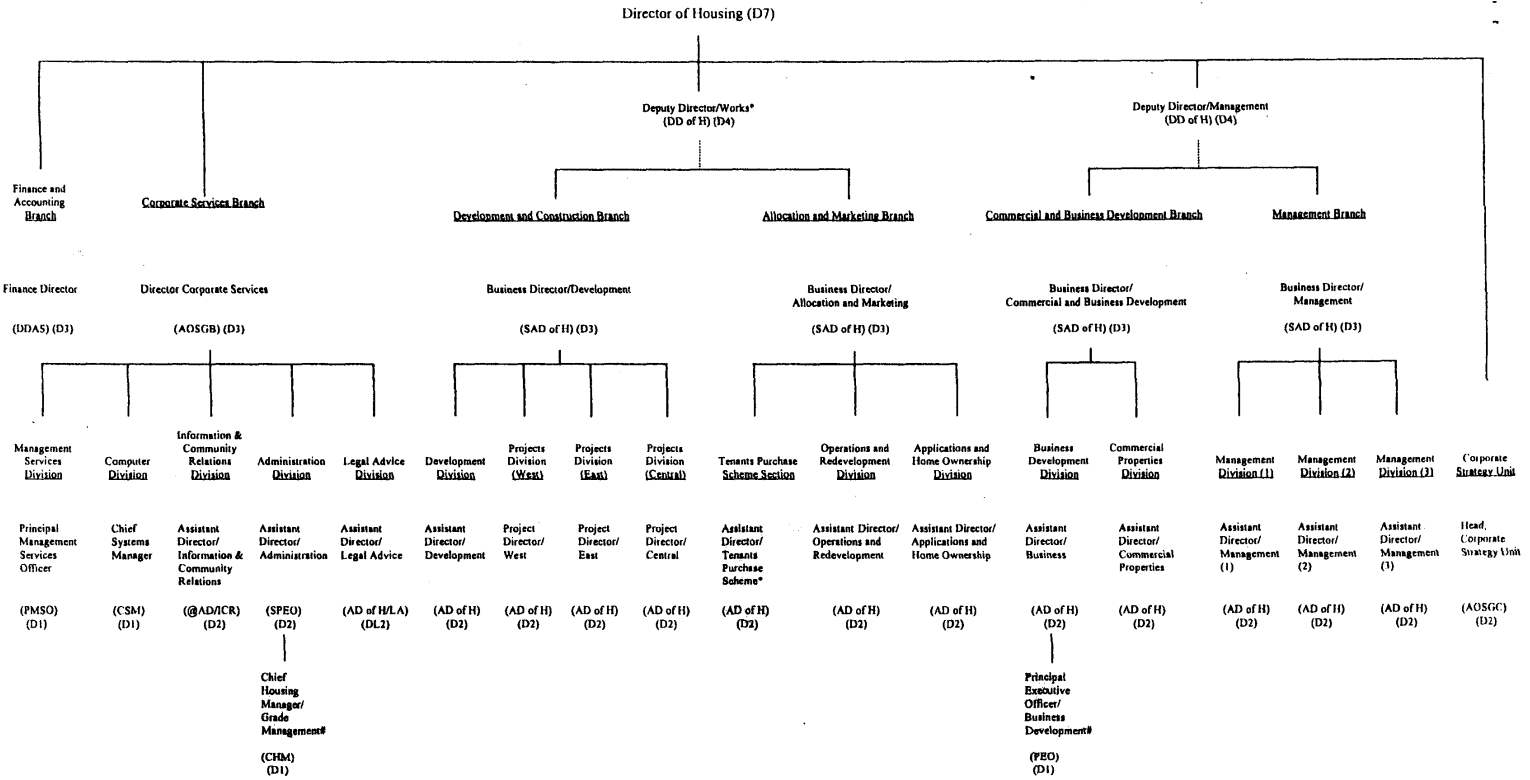


Legend

* Previously titled as Assistant Director/Central Services and Management Policy

@ Supernumerary post

Housing Department Existing and Proposed Organisation Chart



Note - This chart shows D1 and above officers in the Department directly responsible to D3 officers with the two proposed extended D1 posts (i.e. CHM/GM and PEO/BD).

- * - Supernumerary posts proposed for extension for one year
- # - Supernumerary posts proposed for extension for two years
- @ - Housing Authority post
- DD of H - Deputy Director of Housing
- DDAS - Deputy Director of Accounting Services
- AOSGB - Administrative Officer Staff Grade B
- SAD of H - Senior Assistant Director of Housing
- AD of H - Assistant Director of Housing
- SPEO - Senior Principal Executive Officer
- AOSGC - Administrative Officer Staff Grade C

**Cross-business and Corporate functions transferred out from
the former Commercial and Services Branch**

<u>Receiving Branch</u>	<u>Transferred Service</u>	<u>Transferred Post</u>
AMB	<ul style="list-style-type: none"> • Agency management function • Logistical services for Interim Housing 	46
D&CB	<ul style="list-style-type: none"> • Quantity surveying and land surveying services • Most of the civil and geotechnical engineering and related services • Part of the technical secretarial services • Management of Computer-Aided Design and Drafting 	569 including five directorates posts (i.e. AD/CS, one CE, one CGE, two CQS)
MB	<ul style="list-style-type: none"> • Tenancy management policy • Rent and services policy • Remaining civil and geotechnical engineering and related services 	205
FAB	List management function including financial evaluation of consultants	6 (Note)
Director's Office	Lift ordinance enforcement function	6

(Note) Other than the six posts transferred from the former C&SB, 17 posts from other three business branches also transferred to FAB for the list management function.

Job Description
Project Director/Central

Rank : Assistant Director of Housing (D2)

Major Duties and Responsibilities

Responsible to Business Director/Development for the following -

1. To administer the Projects Division (Central), monitor and supervise the work of the Chief Professionals and Project Manager with a view to maintaining uniform standards and consistency in the implementation of approved policies.
2. To manage including plan, deploy and monitor manpower and financial resources needed for the Division, including staff training and development.
3. To provide input on preparation of individual project budget and overall capital budget and five-year forecasts, and manage, monitor, control their actual performance against the budget and forecast.
4. To ensure that the design, construction and development of public housing are implemented in accordance with HA policies and their quality or works are meeting the HA standards and requirements.
5. To monitor the progress of the design and construction of public housing projects to ensure they are meeting the Public Housing Development Programme (including rental housing and Home Ownership Scheme projects administered in-house and by consultants) and projects in the Control List as approved by the Steering Committee on Land Supply for Housing, and liaising with relevant parties and departments for remedial actions where appropriate in order to ensure that production targets and standards are met.
6. To ensure that the necessary services, support and input are provided to all projects in accordance with agreed programmes, quality assurance and financial management practices, monitor performance and where necessary, take corrective action.
7. To supervise and review the performance of contractors and consultants to ensure that they are performing in accordance with agreed programmes, quality requirements, policies and procedures.

8. To liaise and review with other Business Directors, Heads of Divisions in respect of new and redevelopment projects to ensure that they are implemented in accordance with agreed programmes, policies and procedures.
9. To exercise authority delegated from the HA and its Committees in the implementation of approved policies.
10. To supervise and coordinate functional activities of the Development and Construction Branch as requested by Business Director/Development, including administering the pre-tender system/procedure, liaising with construction industry and other government departments on general issues such as labour, training, and liaising with government related to funding, responsibilities and entrustments, etc.

Job Description
Project Director/East

Rank : Assistant Director of Housing (D2)

Major Duties and Responsibilities

Responsible to Business Director/Development for the following -

1. To administer the Projects Division (East), monitoring and supervising the work of the Chief Professionals and Project Manager with a view to maintaining uniform standards and consistency in the implementation of approved policies.
2. To manage including plan, deploy and monitor manpower and financial resources needed for the Division, including staff training and development.
3. To provide input on preparation of individual project budget and overall capital budget and five-year forecasts, and manage, monitor, control their actual performance against the budget and forecast.
4. To ensure that the design, construction and development of public housing are implemented in accordance with HA policies and their quality or works are meeting the HA standards and requirements.
5. To monitor the progress of the design and construction of public housing projects to ensure they are meeting the Public Housing Development Programme (including rental housing and Home Ownership Scheme projects administered in-house and by consultants) and projects in the Control List as approved by the Steering Committee on Land Supply for Housing, and liaising with relevant parties and departments for remedial actions where appropriate in order to ensure that production targets and standards are met.
6. To ensure that the necessary services, support and input are provided to all projects in accordance with agreed programmes, quality assurance and financial management practices, monitoring performance and where necessary, taking corrective action.

7. To supervise and review the performance of contractors and consultants to ensure that they are performing in accordance with agreed programmes, quality requirements, policies and procedures.
8. To liaise and review with other Business Directors, Heads of Divisions in respect of new and redevelopment projects to ensure that they are implemented in accordance with agreed programmes, policies and procedures.
9. To exercise authority delegated from the HA and its Committees in the implementation of approved policies.
10. To supervise and coordinate functional activities of the Development and Construction Branch as requested by Business Director/Development, including review of project management process, coordinating of capital budget, territorial planning, overall programming, etc.

Job Description
Project Director/West

Rank : Assistant Director of Housing (D2)

Major Duties and Responsibilities

Responsible to Business Director/Development for the following -

1. To administer the Projects Division (West), monitoring and supervising the work of the Chief Professionals and Project Manager with a view to maintaining uniform standards and consistency in the implementation of approved policies.
2. To manage including plan, deploy and monitor manpower and financial resources needed for the Division, including staff training and development.
3. To provide input on preparation of individual project budget and overall capital budget and five-year forecasts, and manage, monitor, control their actual performance against the budget and forecast.
4. To ensure that the design, construction and development of public housing are implemented in accordance with HA policies and their quality or works are meeting the HA standards and requirements.
5. To monitor the progress of the design and construction of public housing projects to ensure they are meeting the Public Housing Development Programme (including rental housing and Home Ownership Scheme projects administered in-house and by consultants) and projects in the Control List as approved by the Steering Committee on Land Supply for Housing, and liaising with relevant parties and departments for remedial actions where appropriate in order to ensure that production targets and standards are met.
6. To ensure that the necessary services, support and input are provided to all projects in accordance with agreed programmes, quality assurance and financial management practices, monitoring performance and where necessary, taking corrective action.
7. To supervise and review the performance of contractors and consultants to ensure that they are performing in accordance with agreed programmes, quality requirements, policies and procedures.

8. To liaise and review with other Business Directors, Heads of Divisions in respect of new and redevelopment projects to ensure that they are implemented in accordance with agreed programmes, policies and procedures.
9. To exercise authority delegated from the HA and its Committees in the implementation of approved policies.
10. To supervise and coordinate functional activities of the Development and Construction Branch as requested by Business Director/Development, including review of works procedure/supervision and site safety, etc.

**Job Description
Project Manager/1-4**

Rank : Chief Architect (D1)

Major Duties and Responsibilities

Responsible to Project Director for the following -

1. To monitor the programme and budget of public housing projects assigned through all stages of the development process, prepare project status report and assist respective Project Director in the overall monitoring of the public housing production and financial management.
2. To establish the Client's requirements and development parameters on sites included on the Control List for public housing development.
3. To carry out feasibility studies of the identified housing sites.
4. To establish the development parameters (cost, programme and quality standards) based on the Client's requirements for public housing projects.
5. To prepare development proposals, including conceptual layout plans and associated project estimates for public housing projects.
6. To coordinate with the concerned departments on the implementation programme of public housing project (i.e. rezoning, clearance, resumption, infrastructure provision, site formation and cost), monitor their progress of works in accordance with the agreed programme, and resolve any inter-departmental conflicts at the district level.
7. To liaise with the Design Team Leaders of the projects to ensure that the scheme and detailed designs are in compliance with the Client's requirements, development parameters and financial requirements.
8. To liaise with the Contract Managers to ensure that the works are in compliance with the Client's requirements, development parameters and financial requirements.
9. To monitor the progress and expenditure of various types of contracts for housing development and in case of deviation liaise with the Design Team Leaders and Contract Managers on ways to take corrective actions.

10. To represent the HA in dealing with the Ombudsman, LegCo, District Council, utility companies, other Departments, local related/inter-departmental committees and clients on issues related to business of the Section.
11. To supervise the Section, monitor and coordinate the work and staff with a view to maintaining consistent professional standards.
12. To plan and manage resources, report on staff performance and ability, and to handle various human resources management functions within the Section.

**Job Description
Chief Engineer**

Rank : Chief Engineer (D1)

Major Duties and Responsibilities

Responsible to Project Director/East for the following -

1. To be responsible for the design, tendering, and site supervision of site formation works and connected civil engineering works.
2. To be responsible for the tendering and site supervision of structural works.
3. To prepare layouts and designs of estate roads, including elevated roads.
4. To manage engineering consultants.
5. To conduct engineering feasibility studies.
6. To deploy staff, develop their potential and report on their performance and ability.
7. To be responsible for the financial control of engineering projects.
8. To prepare layouts and designs of drainage systems for estates.
9. To provide land surveying services to the Department.

**Job Description
Chief Geotechnical Engineer**

Rank : Chief Geotechnical Engineer (D1)

Major Duties and Responsibilities

Responsible to Project Director/Central for the following -

1. To be responsible for the design, tendering, and site supervision of geotechnical investigations, slopeworks, and connected geotechnical engineering contracts.
2. To prepare geotechnical design submissions to the Geotechnical Engineering Office, Civil Engineering Department.
3. To prepare geotechnical reports and provide advice to structural engineers on foundations and retaining structures.
4. To prepare geotechnical design and provide advice to architect and civil engineers on site formation projects and works affecting existing slopes.
5. To manage geotechnical consultants and contract land surveyors.
6. To conduct engineering assessment studies on projects with substantial geotechnical elements.
7. To deploy staff, develop their potential and report on their performance and ability.
8. To be responsible for the financial control of geotechnical engineering projects and services.

**Job Description
Chief Quantity Surveyor/Projects**

Rank : Chief Quantity Surveyor (D1)

Major Duties and Responsibilities

Responsible to Project Director/Central for the following -

1. To perform the following in respect of new works projects -
 - (a) planning and controlling the work of the section for the production of contract documents, including Bills of Quantities and specifications and preparing interim certificates and final accounts;
 - (b) preparing tender reports and advising on tender recommendations;
 - (c) supervising the preparation and updating of project estimates, monitoring expenditure and preparing financial reports; and
 - (d) dealing with contractual disputes regarding measurement, valuation, loss and expense claims, etc. and reporting to the Project Director/Central all matters which cannot be resolved and which require to be referred to the Contract Claims Committee.
2. To plan and control the work of the section in producing and updating Bills of Quantities for standard blocks and adopting these for individual projects.
3. To advise and regulate the contract documentation and contract procedures for new works contracts.
4. To formulate and monitor the HA's capital budget and financial forecasts and providing estimates for new works projects.
5. To set overall objectives and policies in respect of cost control and accounting procedures and monitoring the settlement of contract accounts.
6. To advise on costs and other contractual matters relating to Private Sector Participation Scheme projects.
7. To assist in reviewing and appraise the performance of the contractors employed by the department and their eligibility to tender for specialised type contracts.

Job Description
Chief Quantity Surveyor/Construction Services

Rank : Chief Quantity Surveyor (D1)

Major Duties and Responsibilities

Responsible to Assistant Director/Development for the following -

1. To plan and control the work of the Quantity Surveying (Construction Services) Section for the following major tasks-
 - (a) production of cost estimates and Standard/ Project Bills of Quantities for Standard Domestic Blocks.
 - (b) To provide advice on construction costs including the establishment and updating of standard cost yardsticks.
 - (c) To arrange appointment, manage and monitor the performance of the services of Consultant Quantity Surveyors including processing fee applications and accounts.
 - (d) To provide advice on assessment of liquidated damages, contractual issues and claims for capital works projects and produce special contract conditions.
 - (e) To co-ordinate with the users and Computer Division and provide training on major QS computer applications.
 - (f) To co-ordinate the preparation of annual estimates and 5-year forecasts of construction expenditure for capital works projects.
 - (g) To vet documents and arrange for contract signing.
2. To advise and regulate the contract and cost estimation procedures for the construction of public housing.
3. To co-ordinate on issues relating to construction insurance and World Trade Organisation Government Procurement Agreement in respect of procurement for construction works.
4. To provide advice on construction cost and contractual issues for Private Sector Participation Scheme projects.
5. To act as Professional Advice Co-ordinator on QS issues.
6. To oversee the formulation of strategy for IT application in the QS Sections.
7. To deploy staff, develop their potential and reports on their performance.

Job Description
Business Director/Commercial and Business Development

Rank : Senior Assistant Director of Housing (D3)

Major Duties and Responsibilities

Responsible to Deputy Director of Housing/Management and Executive Board for the following -

1. To assume overall responsibility and accountability for the management of commercial properties and driving private sector involvement in the Department.
2. To set overall service goals and financial objectives of the Commercial and Business Development Branch to develop the business plans and to oversee the implementation.
3. To plan, develop and monitor the commercial properties programmes/activities of the Department.
4. To plan, develop and execute policies/strategies with regard to private sector involvement in the Department.
5. To plan, develop and implement policies, strategies, legislation and standards with regard to commercial properties functions.
6. To set and bid for the resources required to implement the business plans of the Commercial and Business Development Branch.
7. To manage available resources and through the exercise of resources control, priority setting, coordination of functions and allocation of resources to ensure the programme and financial objectives and performance standards of the Commercial and Business Development Branch are met.

**Job Description
Assistant Director/Business**

Rank : Assistant Director of Housing (D2)

Major Duties and Responsibilities

Responsible to Business Director/Commercial & Business Development for the following -

1. To formulate all the implementation details and strategy for rolling out the phased transfer of EMM services to the private sector, which involves developing new procurement and service transfer strategy, drawing up new service specifications, tender evaluation and performance monitoring system, preparing tendering qualifications and listing requirements, working out staff incentive/release package and transfer arrangements.
2. To develop Management Buy-out strategy and ground rules including possible assistance to be rendered to those staff who wish to form companies of their own to undertake some of HA's EMM services.
3. To draw up and execute human resources related policies including the provision of support on redeployment and enhancement of training for those who choose to remain as civil servants, and to assist the upkeep of staff morale whilst maintaining the momentum of the phased service transfer to the private sector.
4. To establish a change management framework for supporting and monitor the implementation of the phased transfer of EMM services, including assessing staff implications and impacts on the mode of operation for the remaining EMM functions handled in-house, and assist the development of streamlined management model for these functions.
5. To set up a systematic mechanism for obtaining feedback and conduct reviews of the scheme to ensure the progressive transfer programme is moving at the right pace and achieving the desired results.
6. To explore alternative forms of delivering HA's services in areas other than EMM services, with a view to achieving enhanced cost-effectiveness and service quality.

Job Description
Assistant Director/Management (3)

Rank : Assistant Director of Housing (D2)

Major Duties and Responsibilities

Responsible to Business Director/Management for the following -

1. To administer and supervise the work of three Chief Managers of the support services teams in providing central support to management regions on estate management and maintenance policies and strategies.
2. To oversee and coordinate the implementation of large scale departmental maintenance and improvement programmes in public housing estates.
3. To develop and review policies, strategies, set out standards, undertake research and coordinate programmes on maintenance and improvement matters.
4. To plan, deploy and monitor manpower and financial resources allocated to the Division including staff management, training and development.
5. To coordinate works budget preparation, monitor progress and expenditure against the Corporate Plan and the Business Plan of the Management Branch.
6. To oversee the implementation of various works related management enhancement programmes.
7. To formulate and review management policies of public rental estates, interim housing and cottage areas and advise on management policy matters.
8. To fix and review domestic rents for public rental estates and licence/permit fees for interim housing/cottage areas and coordinate elderly services.
9. To administer service contracts (including cleansing, security guard, decoration, horticultural maintenance contracts) for providing associated services to HA's rental properties.
10. To advise and make recommendations to FAB on Building (Maintenance) Contractors Performance and other list management matters.

11. To develop and implement a competitive management model for TPS estates.
12. To oversee the information technology and computer services (including the enhancement of Integrated System for Housing Management and ancillary computer systems) for provision to all staff in Management Branch.
13. To provide management input to the Development and Construction Branch on the estate management requirements in new housing projects.
14. To liaise and coordinate with other Branches and government departments on matters related to maintenance and management issues, such as fire safety, slope safety, design of new buildings, asbestos management, environmental management and building control matters.
15. To exercise authority delegated from the HA and its Committees in the implementation of approved policies.

**Job Description
Finance Director**

Rank : Deputy Director of Accounting Services (D3)

Major Duties and Responsibilities

Responsible to Director of Housing for the following -

1. To ensure that the finances of HA are managed in line with business/financial best practices and the financial resources are utilised cost effectively, this includes advising on the financial objectives and policies of HA and managing the financial and accounting functions of the Department.
2. To ensure that adequate financial resources are available to meet HA's production targets under the Long Term Housing Strategy and to manage its 'core' business operations.
3. To formulate policies and strategies for HA to meet its statutory financial obligations under the Housing Ordinance and the Financial Arrangements with the Government and that it demonstrates proper accountability and propriety for all its financial transactions.
4. To provide financial and performance based information and advice to assist HA and the senior directorate of the Department to formulate policy proposals and objectives having due regard to the financial implications.
5. To oversee the daily operation of the Finance and Accounting Branch and make recommendations on the formulation of financial, accounting, supplies and list management policies to be adopted by HA.
6. To manage HA's investment and treasury activities including operational cash flows, investment of funds, chairing the Funds Management Working Group and the submission of funds policy and performance papers to Finance Committee and HA.
7. To direct, design and develop of new financial and accounting systems and enhancements to existing systems to ensure that they are efficient and are meeting effectively the requirements of HA and the Department.
8. To manage the Authority's lists of contractors/consultants including compilation of the performance assessments prior to disciplinary action and handling the complaints and appeals concerning list management issues.

Job Description
Chief Finance Manager/Investment and Counterparty (CFM/IC)

Rank : Chief Treasury Accountant (D1)

Major Duties and Responsibilities

Responsible to Finance Director for the following -

1. To supervise the operations of the Investment & Risk Management Section, Purchasing & Supplies Section and Counterparty List Management Section to ensure their efficient running.
2. To direct and supervise the drafting and review of the dynamic financial objectives and financial management structure and the consequential implications and priorities for key business and development areas, particularly in respect of business analysis, and counterparty list management issues.
3. To oversee the Funds Management activities including investment activities and fund managers.
4. To direct and supervise the initiation, drafting and clearance of HA committee papers in respect of Business Analysis, Risk Management, Treasury, Supplies Management, and Counterparty List Management.
5. To attend HA committee meetings and to provide such advice and explanations to members as required.
6. To provide professional advice to the Department's senior management, including Business Directors and other directorate staff on financial and counterparty list management matters.
7. To ensure that all financial and accounting responsibilities under her purview are carried out at all times in line with best practices and to achieve maximum value for money.

**Job Description
Deputy Director/Works**

Rank : Deputy Director of Housing (D4)

Major Duties and Responsibilities

Responsible to Director of Housing for the following -

1. To provide leadership and advice on major policy areas and cross-business strategic issues through the operation of the Executive Board.
2. To provide general supervisory responsibility and high level policy input for the businesses of the Development and Construction Branch and Allocation and Marketing Branch.
3. To give direction on the implementation of the Long Term Housing Strategy in relation to the production of new public housing and sale of flats.
4. To provide the steer for major development and construction matters, elderly housing, environment, urban restructuring and quality housing.
5. To ensure the effective deployment of staff resources and cultivation of staff commitment and customer focused culture; to direct and monitor the implementation of the organisation streamlining for effective delivery of services.

Job Description
Assistant Director/Tenants Purchase Scheme

Rank : Assistant Director of Housing (D2)

Major Duties and Responsibilities

Responsible to Business Director/Allocation and Marketing for the following -

1. To formulate and review policies and procedures for the Tenants Purchase Scheme (TPS) and Buy or Rent Option (BRO).
2. To administer and supervise the TPS Section to ensure effective and efficient implementation of approved policies.
3. To draw up and implement rolling TPS and BRO programmes, and to identify suitable estates for sale.
4. To liaise with other Government departments to secure Government Leases and assistance as necessary to enable flat sales under the TPS and BRO.
5. To arrange for assessments of market value and pricing of flats, and to plan marketing and public relation strategy to stimulate interest of potential purchasers.
6. To set up and monitor appropriate sales procedures and documentation for the TPS and BRO in collaboration with legal advisors.
7. To oversee the performance of consultants and set standards for their appointment.
8. To ensure production of accurate sales documents and sales brochures which must be in compliance with legal and the HA's requirements.
9. To devise and implement TPS and BRO post-sale procedures including resale to the HA, consent to assign and re-mortgage.
10. To plan, acquire and deploy resources to accomplish the objectives of the TPS Section.

Job Description
Principal Executive Officer/Business Development

Rank : Principal Executive Officer (D1)

Major Duties and Responsibilities

Responsible to Assistant Director/Business for the following -

1. To develop the implementation strategy and details for all staffing arrangements related to the rolling out of the phased transfer of EMM services to the private sector, which involves analysing the staff profile of the affected grades and conducting scenario assessments on the staffing implications, developing programme plans and establishing resource requirements, working out the financial implications, and co-ordinating the preparation of the redeployment and retraining programmes for the affected staff.
2. To draw up suitable staff release and incentive package, and to conduct timely staff consultation and transfer for each affected grades.
3. To set up a systematic mechanism to manage the implementation of the transfer of staff in line with the phased transfer programme of the EMM services, including the setting up of a resource centre to facilitate outgoing staff to seek employment with successful tenderers of the services transferred and liaison with the staff unions/associations to solicit their support for a smooth transfer.
4. To establish communication channels and measures to facilitate effective two way communication with staff on the transfer programme.
5. To assist in the implementation of the Management-Buy-Out scheme, including the drawing up detailing guidelines, arranging possible assistance to be rendered to affected staff and vetting of proposals.
6. To participate in the review of the PSI exercise and providing executive support to AD/B and BD/CBD in the exploration of other business development projects.

Job Description
Chief Housing Manager/Grade Management

Rank : Chief Housing Manager (D1)

Major Duties and Responsibilities

Responsible to Assistant Director/Administration for the following -

1. To oversee and supervise the management of the Housing Manager and the related Grades, on behalf of Business Director/Allocation and Marketing (BD/AM) and Business Director/Management (BD/M).
2. To initiate reviews of grade and salary structures and conditions of service, including formulation and implementation of policies and proposals.
3. To deal personally with grade management matters of all Senior Housing Managers.
4. To assist BD/AM and BD/M in drawing up manpower plans, and formulate strategic plans and policies relating to the Housing Manager and related grades to match with Department's strategic objectives.
5. To consider proposals for ranking of posts.
6. To administer career development and planning system of Housing Manager and related grades up to the Senior Housing Manager rank, decide on their posting/transfer, regularly reviewing their progress and achievements, including the conduct of career interviews and provide staff counselling where necessary.
7. To plan and monitor the performance management and development system (PMDS) on Housing Manager grades and be personally involved in the PMDS for the Senior Housing Managers.
8. To administer the competency-based assessment system of Housing Manager and related grades up to the Senior Housing Manager rank.
9. To advise on discipline/award and extension of service for the rank of Senior Housing Managers, and disciplinary cases of other ranks involving serious misconduct.

10. To identify training needs vis-à-vis the operational requirements and initiate action to fulfill these needs, including drawing up of training programmes.
11. To approve passage over probation/trial/efficiency bars and advise on cases of refusal/deferment of probation/trial/efficiency bars.
12. To deal with staff unions on grade management matters.
13. To act on behalf of BD/M as head of the grade of about 4500 junior staff comprising members in the Foreman, Estate Assistant, Welfare Worker, Artisan, Workman and Customer Service Assistant grades.