

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

### **HEAD 146 – GOVERNMENT SECRETARIAT : EDUCATION AND MANPOWER BUREAU AND ECONOMIC DEVELOPMENT AND LABOUR BUREAU (LABOUR)**

### **HEAD 40 – EDUCATION DEPARTMENT**

#### **Subhead 001 Salaries**

Members are invited to recommend to Finance Committee the following proposal to facilitate the merging of the Education and Manpower Bureau and the Education Department with effect from 1 January 2003 –

(a) the deletion of the following permanent posts in the existing Education Department –

1 Director of Education  
(D7) (\$176,205)

1 Assistant Director of Education  
(D2) (\$117,040 - \$124,305)

1 Principal Education Officer  
(D1) (\$98,595 - \$104,615)

(b) the deletion of the following permanent posts in the existing Education and Manpower Bureau –

2 Senior Principal Executive Officer  
(D2) (\$117,040 - \$124,305)

/(c) .....

- (c) the creation of one post of Chief Systems Manager (D1) (\$98,595 - \$104,615); and
- (d) the redistribution of duties and responsibilities amongst the remaining directorate posts on the establishment of the existing Education and Manpower Bureau and Education Department, including the creation of an Administrative Officer Staff Grade C (D2) post/non-civil service position at D2-equivalent, offset by the deletion of an existing Administrative Officer Staff Grade C post in the bureau, to accommodate the officer serving as the Administrative Assistant to the Secretary for Education and Manpower.

## **PROBLEM**

At present, there is considerable overlap in the work of the Education and Manpower Bureau (EMB) and the Education Department (ED). Following the implementation of the accountability system effective from 1 July 2002, it is necessary to strengthen the link between the formulation and implementation of education policies by merging EMB and ED into one organisation.

## **PROPOSAL**

2. We propose to merge EMB and ED with effect from 1 January 2003. The new organisation will retain the corporate title of EMB. The proposal will entail the following changes to the number and deployment of directorate positions on the civil service establishment –

- (a) the deletion of five posts, comprising one post of Director of Education (DE) (D7), one post of Assistant Director of Education (ADE) (D2), one post of Principal Education Officer (PEO) (D1) and two posts of Senior Principal Executive Officer (SPExO) (D2);
- (b) the creation of one post of Chief Systems Manager (CSM) (D1); and
- (c) the redistribution of duties and responsibilities amongst the remaining directorate posts, including the creation of one

/Administrative .....

Administrative Officer Staff Grade C (AOSGC) (D2) post/non-civil service position at D2-equivalent, offset by the deletion of an existing AOSGC post, to serve as the Administrative Assistant to the Secretary for Education and Manpower (SEM).

### JUSTIFICATION

3. SEM has reviewed the scope of responsibilities and the staffing establishment of both EMB and ED. He considers that there are merits to merge the two existing organisations to ensure better synergy between policy formulation and implementation and to reduce duplication of efforts.

### The existing structures of EMB and ED

4. At present, there are a total of 36 permanent civil service directorate posts in EMB and ED –

- (a) for EMB, there are 13 directorate posts comprising PSEM (AOSGA1) (D8), three Deputy Secretaries (one AOSGB1 (D4) and two AOSGB (D3)), eight Principal Assistant Secretaries (six AOSGC (D2) and two SPEXO (D2)) and one Principal Executive Officer (D1)); and
- (b) for ED, there are 23 directorate posts comprising DE (D7), one Deputy Director of Education (DDE) (D4), two Senior Assistant Directors of Education (SADE) (D3), eight D2 posts (six ADE, one SPEXO and one Assistant Director of Accounting Services (ADAS)) and 11 D1 posts (ten PEO and one Chief Treasury Accountant (CTA)).

Apart from these permanent civil service directorate posts, there are two non-civil service positions at the equivalent rank of D2, one in EMB to head the Standing Committee on Language Education and Research Support Unit (SSU), and the other in ED to head the Curriculum Development Institute (CDI). The organisation charts of the existing EMB and ED are at Enclosures 1 and 2.

Encls. 1  
& 2

### Proposed structure of the new EMB

5. The hierarchy of the new EMB will be flattened to enable better integration of efforts and avoid double-handling of work. It will also provide strong professional leadership and expertise required for the delivery of support services to the education sector which is of paramount importance at this critical stage of the education reform. The proposed organisation chart is at Enclosure 3.

Encl. 3

*/Deletion .....*

***Deletion of Posts***

6. Under the proposed directorate structure, the following five civil service posts will be deleted –

- (a) 1 DE (D7);
- (b) 2 SPExO (D2);
- (c) 1 ADE (D2); and
- (d) 1 PEO (D1)

7. At present, DE is the Head of ED and is responsible to PSEM for the management of its day-to-day operation. By merging EMB with ED, PSEM will assist SEM in assuming overall responsibility for both the formulation and implementation of education policies as well as the day-to-day operation of the new organisation. We therefore propose to delete the DE post.

8. As one of the objectives of the merger is to reduce double-handling of work, some of the current functions and responsibilities of EMB and ED will be rationalised and integrated. As a result, we will be able to delete two SPExO (D2) posts whose current responsibilities in the bureau will be taken up by other divisions in the new EMB. To facilitate smooth implementation of the merger, we will create, under delegated authority, one supernumerary SPExO post for six months up to 30 June 2003 to assist in implementing a number of measures relating to the merger and to initiate a process re-engineering exercise to improve efficiency and effectiveness.

9. In addition, we propose to delete two project related directorate posts which are no longer required. These comprise one ADE post and one PEO post created in 1994 for the Information Systems Strategy 93 projects in ED.

***Redistribution of responsibilities among the remaining directorate posts in the merged organisation******The Permanent Secretary for Education and Manpower***

10. Under the accountability system, the Permanent Secretary underpins the principal official in formulating policies and in ensuring the smooth, timely and effective implementation of approved policies and programmes. Following the merger, PSEM, at the rank of Administrative Officer Staff Grade A1 (D8), will directly oversee the operations of the new EMB. She will be responsible for its

/day-to-day .....

Encl. 4 day-to-day management and will assist SEM in providing direct oversight of both policies and operational matters relating to the delivery of education in Hong Kong. As the post of DE will be deleted, PSEM will, among her other duties, serve as the Controlling Officer for Head 40 - Education Department which is hitherto controlled by DE, pending the combination of expenditure heads in the 2003-04 Estimates. The proposed job description of PSEM is at Enclosure 4. We will be seeking the approval of the Finance Committee separately to designate PSEM as the Controlling Officer for Head 40 for the last three months of the current financial year.

11. Given the wide scope of responsibilities and the complexity of the issues in education, PSEM will be assisted by six deputies, all to be titled Deputy Secretary. The posts of Deputy Secretary will be graded Administrative Service posts or education professional posts depending on the nature of their respective portfolios. Generally speaking, they will be graded Administrative Service posts where the incumbents have to take charge of functions that require more political input and interface with other bureaux and departments, whereas those requiring extensive expertise and experience in the education field will be pitched at professional ranks. Each of the deputies will be responsible for two to three major divisions each headed by a directorate officer. Briefly, the distribution of duties of the six deputies will be as follows.

**Schedule under Deputy Secretary (1) (DS1) – Manpower and Post-Secondary Education Branch**

Encl. 5 12. DS1 will take charge of the Higher Education Division, the Manpower Planning and Training Division and the Manpower Infrastructure Division as well as policy issues relating to the University Grants Committee. He will also have overall responsibility for managing the corporate public relations strategies and coordinating public announcements. The proposed job description is at Enclosure 5. Given the heavy policy input required and his span of control, the post will be ranked at Administrative Officer Staff Grade B1 (D4) level. The work schedule of the three divisions under his charge is set out below.

***Higher Education Division***

Encl. 6 13. The Division Head will take charge of higher and post-secondary education as well as participating in legal education reform. He will also be responsible for the expansion of post-secondary education opportunities, the reform of the Prince Philip Dental Hospital and the operation of the Non-local Courses Registry. The proposed job description is at Enclosure 6. The division is presently headed by an AOSGC in EMB and we propose that this should continue.

*/Manpower .....*

***Manpower Planning and Training Division***

Encl. 7 14. The Division Head will be responsible for policies on manpower planning and training, including the development of a vocational education and training framework, the funding for vocational and continuing education as well as looking after the Continuing Education Fund. Other schedules of responsibilities include skills upgrading, labour market analysis, APEC Working Group on Human Resources Development issues, the Construction Industry Training Authority and the Clothing Industry Training Authority. The proposed job description is at Enclosure 7. The division is presently headed by an AOSGC in EMB and we propose that this should continue.

***Manpower Infrastructure Division***

Encl. 8 15. The Division Head will service the Manpower Development Committee and oversee the establishment of the qualifications and quality assurance frameworks, as well as the administration of continuing education including adult education and non-formal adult education subvention scheme. The proposed job description is at Enclosure 8. The division is presently headed by an AOSGC in EMB and we propose that this should continue.

***Schedule under Deputy Secretary (2) (DS2) – Planning and Research Branch***

Encl. 9 16. DS2 will oversee the Infrastructure and Research Support Division and the Education Commission and Planning Division. He will be involved in co-ordinating the formulation and implementation of education policies arising from the education reform as well as the planning and building of schools. He will also be responsible for coordinating the research efforts in the new EMB to support policy deliberation in a holistic manner. The proposed job description is at Enclosure 9. In view of the need for interface between education and non-education disciplines, the need to bring together different groups of stakeholders and the heavy policy input, we propose that the post be pitched at Administrative Officer Staff Grade B (AOSGB) (D3) level. The work schedule of the divisions under DS2 is as follows.

***Infrastructure and Research Support Division***

17. The Division Head will oversee the school building programme including planning for the provision of adequate school places to meet policy objectives. He is also responsible for the school improvement programme as well as looking after the policy of privately funded schools which includes private independent schools, international schools and schools operated by the English

/Schools .....

Encl. 10 Schools Foundation. He will also render support for and coordinate research efforts in the new EMB and will be responsible for developing a comprehensive database on education information. The proposed job description is at Enclosure 10. As the duties of the Division Head require extensive interface with other bureaux and departments and considerable administrative input, we propose that the post be filled by an AOSGC (D2).

### ***Education Commission and Planning Division***

Encl. 11 18. The Division Head will serve the Education Commission and act as the coordinator in implementing education reform measures such as the through train model, the primary one admission (POA) system and the secondary school places allocation (SSPA) system. Other schedules of responsibilities include the review of the medium of instruction policy, the points system of the POA mechanism and the SSPA system; the administration of the various school places allocation systems for the allocation of Primary One, Secondary One and Secondary Four places; as well as the development of the Hong Kong Attainment Test. The proposed job description is at Enclosure 11. It is desirable that the Division Head should be familiar with the development of existing education policies as well as the intricacies of various facets of the Hong Kong education system so as to support the Education Commission in its deliberations. In particular, the division will also oversee the annual school places allocation exercises which require in-depth knowledge of school operation. We therefore propose that the post be filled by an education professional at ADE (D2) rank. In view of the span of responsibilities, he will be assisted by a PEO (D1). The proposed job description of

Encl. 12 the PEO is at Enclosure 12.

### ***Schedule under Deputy Secretary (3) (DS3) – School Administration and Professional Development Branch***

Encl. 13 19. DS3 will steer the School Administration & Support Division and the Professional Development & Training Division. In addition, he will directly oversee a number of important reviews including the teaching grade review and the review of subventions to schools, and steer a process re-engineering exercise to enhance the delivery of education services. He will also be the ad personam Head of Grade for all education grades. The proposed job description is at Enclosure 13. Given the highly professional nature of the responsibilities and the breadth of duties which cover both education and management matters, we propose the post be pitched at the rank of DDE (D4). The work schedule of the two divisions under DS3 is as follows.

*/School .....*

***School Administration and Support Division***

20. The Division Head will provide strategic input in the formulation and review of school policies relating to all public sector schools including Direct Subsidy schools and Caput schools, in furtherance of the objectives of the education reform. The Division will also oversee policies pertaining to special education services and support services for students with special education needs. Given the specialised professional nature of the responsibilities, the Division Head will be an education professional at ADE (D2) level. He will be supported by a PEO (D1). The proposed job descriptions of the two posts are at Enclosures 14 & 15.

***Professional Development and Training Division***

21. The Division Head will take charge of the administration of principal/teacher training and development programmes and the servicing of the Advisory Committee on Teacher Education & Qualifications and the Council for Professional Conduct in Education. He will also oversee the implementation of the language proficiency requirement for teachers, be responsible for the teacher database and registration, and promote the professionalism of the teaching force through the operation of the Teachers' Centres and the District Teacher Network Scheme, as well as the professional development of education grade staff. Given the professional nature of the responsibilities, the Division Head will be an education professional at ADE (D2) level and be underpinned by a PEO (D1). Their proposed job descriptions are at Enclosures 16 and 17.

***Schedule under Deputy Secretary (4) (DS4) – School Support and Development Branch***

22. DS4 will take charge of the Quality Education Division and the School Development Division. The two divisions will devote their efforts in providing direct support to schools to bring about changes in response to the education reform. The proposed job description is at Enclosure 18. As frontline experience in school administration, teaching and learning will provide a better understanding of the needs of the schools, we propose that the post be ranked at SADE (D3) level. In view of the succession planning of professional staff, the post will be initially filled by an AOSGB (D3) who is presently working in EMB and is familiar with education issues. We will review the situation in due course taking into account the readiness of an education grade officer to fill the post. The work schedule of the divisions under the DS4 is as follows.

/Quality .....



***Quality Education Division***

23. The Division Head will be responsible for the administration of the Quality Education Fund and policy issues relating to the provision of textbook and curriculum resources. In addition, he will take charge of the five-year strategy on information technology in education which is due for review in the 2003/04 school year, and develop a strategy for disseminating good practices. He will also act as the coordinator in handling education issues and Legislative Council businesses which cut across divisions, and provide administrative support to PSEM. The proposed job description is at Enclosure 19. We propose that the division be headed by an AOSGC (D2).

Encl. 19

***School Development Division***

24. The Division will deliver frontline support services to schools through the operation of the four Regional Education Offices (REOs) in the administrative regions of Hong Kong, Kowloon, New Territories East and New Territories West. Each REO will serve as the first port of call for schools and other clients in its region. School development teams led by Chief School Development Officers at the Senior Education Officer (Administration)/Principal Inspector level have been set up in each REO to work in partnership with supervisors, school heads and teachers to contribute towards the various aspects of the schools' operation, including management and organisation, teaching and learning, support for pupils and school ethos, and attainment and achievement.

25. The Division Head will direct and supervise the smooth operation of the REOs. He will ensure the effective implementation and refinement of the school-based management framework at school level as well as oversee the provision of support services including psychological services, student guidance and discipline, career education, home-school cooperation, and placement services. In view of the operational nature of the job which calls for frontline experience in school administration, we propose that the post be filled by an ADE (D2). As the work of the division spans across a territory-wide network of schools and involves the supervision of a large team of nearly 500 staff, the Division Head will be assisted by three senior professionals at PEO (D1) level who, among them, oversee a total of up to 3 700 schools in Hong Kong. The Division Head will focus his efforts on providing more strategic steer on the formulation of school support policies. Their proposed job descriptions are at Enclosures 20 to 23.

Encls.  
20 - 23***/Schedule .....***

*Schedule under Deputy Secretary (5) (DS5) – Curriculum and Quality Assurance Branch*

Encl. 24 26. DS5 will be responsible for the CDI and the Quality Assurance Division. The proposed job description is at Enclosure 24. Given the requirement of a high level of professional expertise in discharging the job, we propose that the post be filled by an SADE (D3). The work schedule of the divisions under DS5 is as follows.

*Curriculum Development Institute*

Encl. 25 27. In addition to its role as the Secretariat of the Curriculum Development Council, the CDI will be responsible for all work relating to curriculum review, development and implementation of the eight Key Learning Areas (KLAs) and General Studies. Within this framework, the CDI will focus attention on Moral and Civic Education and strategy for gifted education. With regard to the KLAs of language education, the CDI will also take charge of the Native English-Speaking Teachers Schemes and the Language Fund. It will also be responsible for planning, co-ordination and review of basic and senior secondary education curricula, basic competency assessment, school-based curriculum support and life-wide learning strategies. The Division Head will remain a non-civil service position equivalent to D2 level to provide professional leadership in curriculum development and implementation work. The proposed job description is at Enclosure 25.

Encls. 26 & 27 28. In view of heavy workload at a time of curriculum reform, and to ensure the effective implementation of the reform initiatives, the Division Head will continue to be underpinned by two senior professionals at PEO (D1) level. The proposed job descriptions of these two officers are at Enclosures 26 and 27.

*Quality Assurance Division*

29. The Division Head will assume overall responsibility for the quality assurance and compliance functions including school registration and review of the Education Ordinance. He will develop and monitor the quality assurance mechanism in the school sector through the conduct of inspections/audits and promotion of school self-evaluation. He will also be responsible for the development of pre-primary education, including the administration of the kindergarten subsidy scheme and the harmonization of kindergartens and child care centres. In addition, he will oversee all policy matters concerning the Hong Kong Examinations and Assessment Authority and ensure that public examinations and

assessments are consistent with and support the objectives of the curriculum reform. In view of the professional content of the job, we propose that the Division Head should continue to be an ADE (D2). He will be assisted by a senior professional at PEO (D1) level. Their proposed job descriptions are at Enclosures 28 and 29.

Encls.  
28 & 29

***Schedule under Deputy Secretary (6) (DS6) – Corporate Services Branch***

30. DS6 will oversee the Administration Division, the Finance Division and the Information Technology Management Division. He will also be responsible for policy matters relating to the Student Financial Assistance Agency. Given the administrative nature of the job in carrying out the resource management functions of the new EMB, we propose that the post be filled by an AOSGB (D3). The proposed job description is at Enclosure 30.

Encl. 30

***Administration Division***

31. The Administration Division will be headed by a SPExO (D2). He will be responsible for the formulation, evaluation and implementation of policies relating to human resources management, establishment, appointment, personnel, staff complaints and staff performance management. He will also ensure the effective and efficient provision of administrative and general support services for the organisation. Given the increase in the span of responsibilities following the merger, he will be underpinned by a Principal Executive Officer (D1). The proposed job descriptions of the two posts are at Enclosures 31 and 32.

Encls.  
31 & 32

***Finance Division***

32. The Division Head, being an ADAS (D2) post, is responsible for the management and control of all financial matters in the new EMB, including the development and maintenance of financial management systems, education subventions, costing services, advisory services on financial and procurement matters, and inspection and audit of school accounts. He will also ensure that the overall functions and objectives of the organisation are achieved through adequate provision of financial resources. He will be assisted by a Chief Treasury Accountant (D1). Their proposed job descriptions are at Enclosures 33 and 34.

Encls.  
33 & 34

***Information Technology Management Division***

33. In line with the devolution of information technology support from the Information Technology Services Department (ITSD) to client Government departments, ED has set up its own Information Technology Management Unit following the transfer of the relevant resources from ITSD in 2002-03 to provide

/direct .....

direct technical support on matters relating to information strategic (IT) strategy and policies on IT management. The Unit is presently serviced by three Senior Systems Managers (SSM) at MPS 45-49 level and the line of command is not satisfactory with no distinctive unit head to provide a steer in the day-to-day management of the Unit. In view of the complexity of the various information systems in the new EMB and the impact of more extensive usage of IT, we propose to upgrade one of the SSM posts to CSM (D1) level to head the division. The Division Head will look after the planning, development and maintenance of the information systems as well as the provision of IT support services. The Division will also provide technical advice to all IT-related issues. The proposal will strengthen the organisation's capacity in managing its own use of IT and to make IT management an integral part of the departmental management. The proposed job description is at Enclosure 35.

Encl. 35

### **Redeployment to SEM's private office**

34. To provide administrative support to SEM, we have, since August 2002, temporarily redeployed an AOSGC (D2) post within EMB to assume duty as Administrative Assistant to SEM (AA/SEM). The original duties of the AOSGC post have since then been redistributed to other D2 officers. We propose to formalise the redeployment upon the merger of EMB and ED. When Members considered the creation of non-civil service positions of principal officials under the accountability system in June 2002 (EC(2002-03)2), Members noted that the principal official's administrative assistant would be pitched at a level equivalent to AOSGC (D2). These positions could be filled by civil servants on postings or by way of direct appointment to non-civil service positions at the rank of D2-equivalent. Hence, while the incumbent AA/SEM is an AOSGC, we propose to rank the administrative assistant at AOSGC (D2)/non-civil service position at D2-equivalent to provide SEM with the flexibility in the filling of this position.

Encl. 36

The job description is at Enclosure 36.

### **Staff Consultation**

35. We have consulted the staff representatives of departmental grades in ED. They are generally receptive to the merger proposal. We have also informed all staff of ED of the proposal through an open letter. So far no adverse reactions have been detected. We shall continue to maintain a dialogue with the staff and address their concerns, if any should arise.

### **Further reviews**

36. We shall review the directorate structure in two years in the light of operational experience. We envisage that there is scope for further savings in staff

/cost .....

cost at the non-directorate level and in other operating costs in the new EMB through process re-engineering and refocusing of priorities. We will process changes in the non-directorate establishment through the Departmental Establishment Committee. In view of the many new initiatives aimed at improving the quality of education in Hong Kong and the need to strengthen our professional support to schools to face the challenges from the education and curriculum reforms, we intend to re-deploy further savings arising from the merger to achieve such objectives.

## FINANCIAL IMPLICATIONS

37. The proposed changes involving civil service posts will bring about the following net savings in notional annual salary cost at mid-point –

	\$	No of Posts
<b>Deletion of posts</b>		
DE	2,114,460	1
SPExO	2,896,080	2
ADE	1,448,040	1
PEO	1,217,520	1
SSM	988,680	1
AOSGC	1,448,040	1
<b>LESS New permanent posts</b>		
CSM	1,217,520	1
AOSGC/non-civil service position at D2-equivalent	1,448,040	1
<b>Net Savings</b>	<b>7,447,260</b>	<b>5</b>

The net savings in full annual average staff cost of the proposal, including salaries and staff on-cost is \$12,194,000. The Administration will be able to accommodate the staff released as a result of the deletion of these posts through natural wastage or internal redeployment and no staff will be made redundant.

38. The re-organisation will also bring about savings in departmental expenses under the new EMB. For instance, with the redeployment of duties as set out in this paper, we no longer need to retain the non-civil service position of Head, Standing Committee on Language Education and Research Support Unit, bringing about further savings in the order of \$2 million per annum.

39. When seeking Members' support for the creation of principal official positions under the accountability system, the Administration undertook to effect sufficient savings within 12 months to make the exercise cost neutral. In this regard, the complement of staff working in SEM's private office (including one directorate post of Administrative Assistant to SEM) are being funded by internal redeployment of resources within EMB and ED. As regards the position of SEM, the net savings in full annual average staff costs arising from the proposed merger of EMB and ED will more than offset the additional cost of about \$3.6 million per annum for SEM's total remuneration package.

## BACKGROUND INFORMATION

40. With the implementation of the accountability system for principal officials from 1 July 2002, the Administration has pledged that the principal officials will on assuming office review the working relationship between the bureaux and executive departments within their respective purview. The overall direction will be to streamline the structure and working relationship between the two, merging and integrating similar functions being performed by both, making better use of resources and enhancing the efficient and effective implementation of policies and delivery of services to the public.

## ESTABLISHMENT CHANGES

41. The establishment changes in EMB and ED for the last two years are as follows –

Establishment (Note)	Number of posts <sup>@</sup>			
	Existing* (as at 1.11.2002)	as at 1.4.2002	as at 1.4.2001	as at 1.4.2000
<b>EMB</b>				
A	13	14+(2)	13+(2)	13+(1)
B	44	45	37	37
C	52	55	57	60
<b>Total</b>	109	114+(2)	107+(2)	110+(1)
<b>ED</b>				
A	23+(1)	23	22+(1)	22+(3)
B	1 281	1 270	1 263	1 288
C	5 107	5 137	4 908	5 328
<b>Total</b>	6 411+(1)	6 430	6 193+(1)	6 638+(3)

/Note .....

Note:

A - ranks in the directorate pay scale or equivalent

B - non-directorate ranks the maximum pay point of which is above MPS point 33 or equivalent

C - non-directorate ranks the maximum pay point of which is at or below MPS point 33 or equivalent

() - number of supernumerary directorate posts

\* - excluding seven posts, previously under EMB, in support of the labour portfolio. The posts have been transferred to the Economic Development and Labour Bureau (EDLB) with effect from 1 July 2002 upon the transfer of the labour portfolio from EMB to EDLB.

@ - excluding (a) one supernumerary SPExO (D2) post created on 1 November 2000 for accommodating an officer on secondment to the Vocational Training Council up to 31 October 2003; and (b) non-civil service positions (including two at D2-equivalent level).

## **CONSULTATION WITH LEGISLATIVE COUNCIL PANEL**

42. We consulted the Legislative Council Panel on Education on 28 October 2002. Members generally supported the merger. At the meeting, we undertook to attach the minutes of the panel discussion to this paper. We have now agreed with the Clerk to the panel that the Clerk will circulate the minutes in draft to Members before the Establishment Subcommittee meeting.

## **CIVIL SERVICE BUREAU COMMENTS**

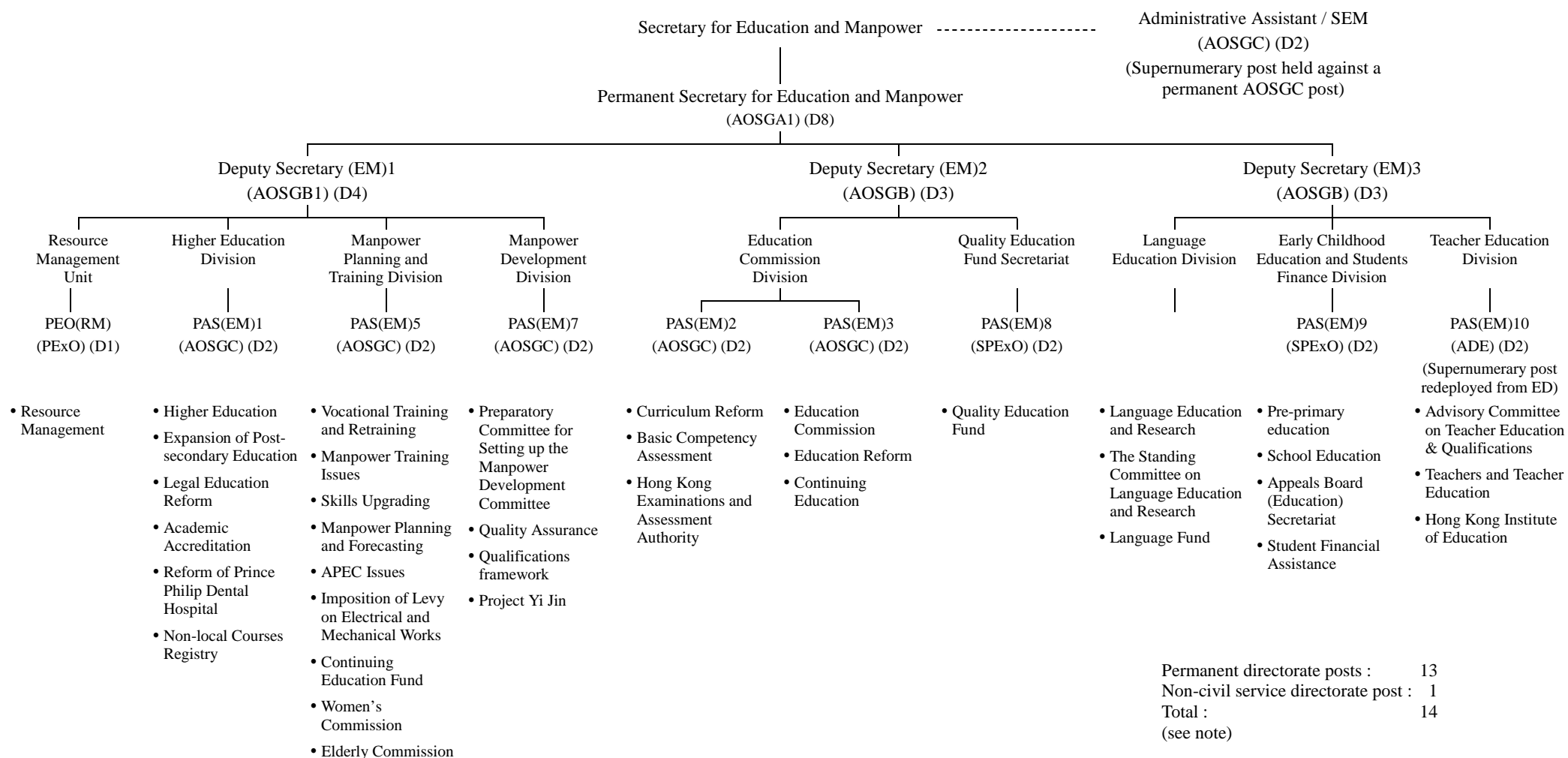
43. The Civil Service Bureau considers the proposed set up of the new EMB (which stems from the merging of EMB and ED) appropriate. The proposed merger will enhance efficiency in the delivery of services, facilitate feedback of frontline experience into policy formulation, and ensure more cost-effective use of staff resources.

44. We are satisfied that the staffing proposals contained in this paper are functionally justified. The grading and ranking of the proposed posts are appropriate having regard to the level and scope of responsibilities and the professional input required.

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

45. The Standing Committee on Directorate Salaries and Conditions of Service has advised that the grading proposed for the posts would be appropriate if the posts were to be created/redeployed under the proposed merger.

Organisation Chart of Education and Manpower Bureau (as at 1 November 2002)

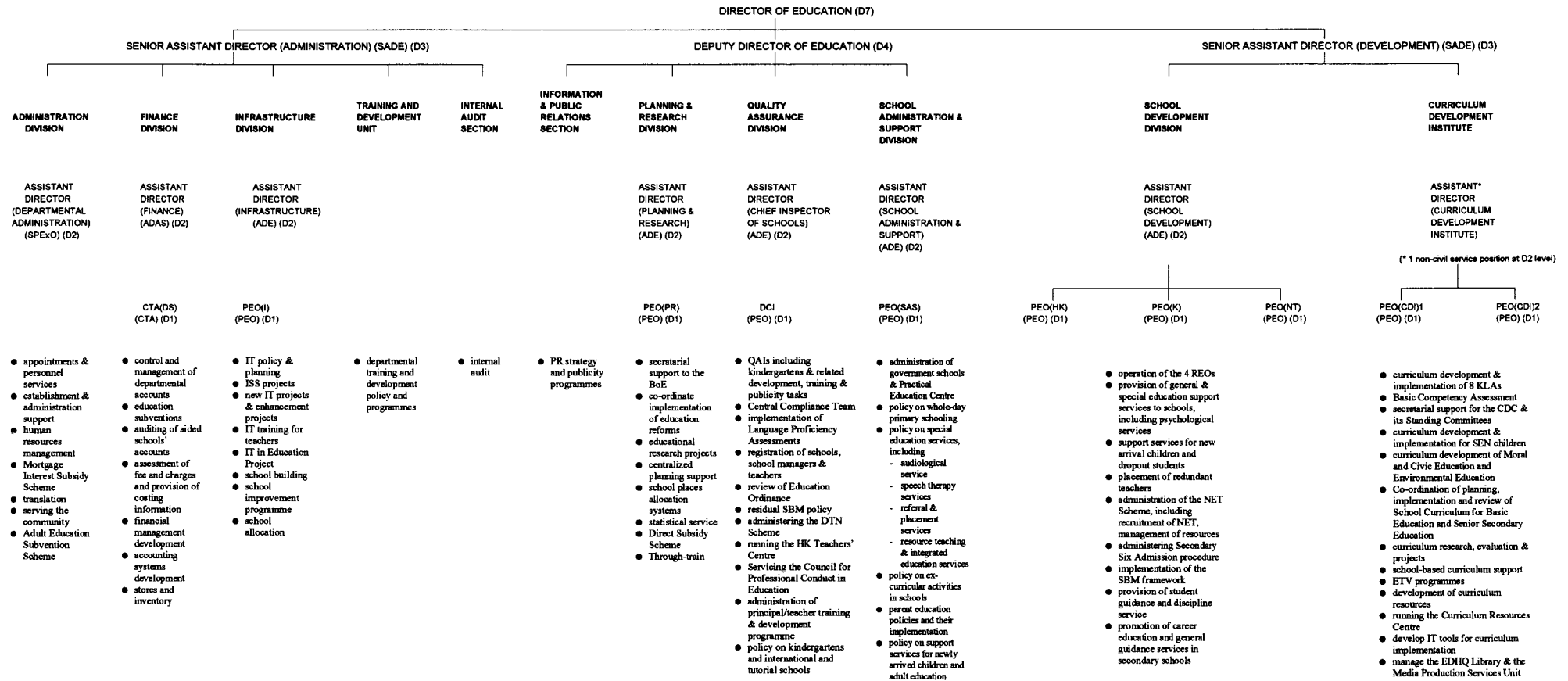


**Legend:** ADE : Assistant Director of Education  
 AOSGA1 / B1 / B / C : Administrative Officer Staff Grade A1 / B1 / B / C  
 PAS : Principal Assistant Secretary  
 PEO(RM) : Principal Executive Officer (Resource Management)  
 PExO : Principal Executive Officer  
 SPExO : Senior Principal Executive Officer

**Note :** The organisation chart excludes a non-civil service post at D2 level (Head, SCOLAR Support Unit) which has been left unfilled. It also excludes a supernumerary SPExO post approved by FC to accommodate an officer on secondment to Vocational Training Council.



Organisation Chart of the Education Department (as at 1 November 2002)

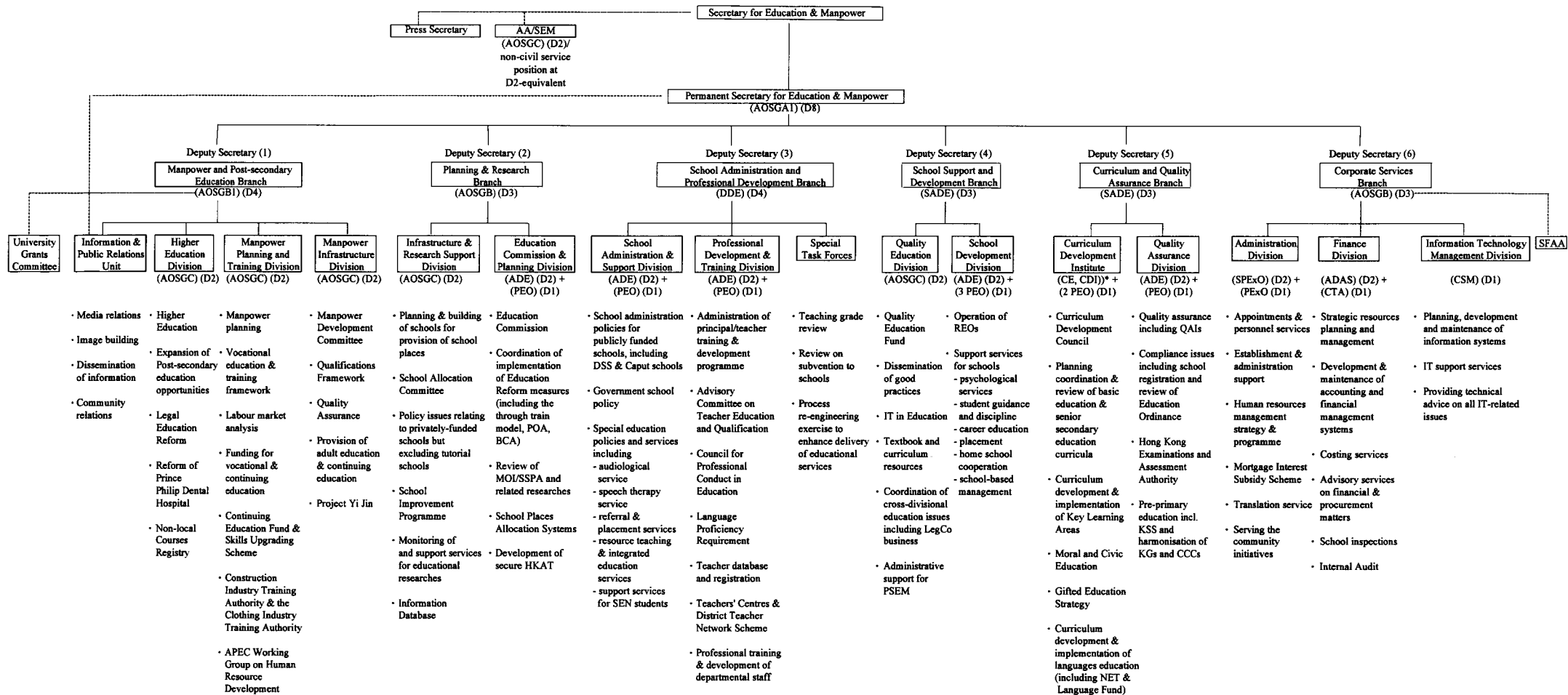


**Legend:**  
 SADE : Senior Assistant Director of Education  
 ADE : Assistant Director of Education  
 ADAS : Assistant Director of Accounting Services  
 SPEXO : Senior Principal Executive Officer  
 PEO : Principal Education Officer  
 DCI : Deputy Chief Inspector  
 CTA : Chief Treasury Accountant

**Note :** The organisation chart excludes 1 ADE(D2) and 1 PEO(D1) posts left unfilled upon completion of Information Systems Strategy 93 projects. It also excludes a 6-month supernumerary ADE post redeployed to EMB.

Permanent directorate posts : 23  
 Non-civil service directorate post : 1  
 Total : 24  
 (see note)

Proposed Organisation Chart of Education and Manpower Bureau



Legend :

- DDE - Deputy Director of Education
- AOSGA1 - Administrative Officer Staff Grade A1
- AOSGB1 - Administrative Officer Staff Grade B1
- AOSGB - Administrative Officer Staff Grade B
- SADE - Senior Assistant Director of Education
- AOSGC - Administrative Officer Staff Grade C
- ADE - Assistant Director of Education
- PEO - Principal Education Officer
- SPE&O - Senior Principal Executive Officer
- PE&O - Principal Executive Officer
- ADAS - Assistant Director of Accounting Services
- CTA - Chief Treasury Accountant
- CSM - Chief Systems Manager
- SFAA - Student Financial Assistance Agency
- \*CE, CDI - Chief Executive, Curriculum Development Institute - a NCSC post equivalent to D2 level

Permanent directorate posts : 32  
 Non-civil service directorate post : 1  
 Total : 33

**Job Description**  
**Permanent Secretary for Education and Manpower**

**Rank** : Administrative Officer Staff Grade A1 (D8)

**Responsible to** : Secretary for Education and Manpower

**Main Duties and Responsibilities –**

1. assisting SEM to formulate, coordinate and implement education and manpower policies;
2. supporting SEM in explaining policies, in securing support of the public and LegCo, and in dealing with LegCo businesses;
3. steering and coordinating with executive agencies, including the University Grants Committee, the Hong Kong Examinations and Assessment Authority, the Student Financial Assistance Agency, the Hong Kong Council for Academic Accreditation, the Vocational Training Council and the Employees Re-training Board, to achieve timely and effective implementation of agreed policies and programmes;
4. acting as the Controlling Officer of education and manpower expenditure and ensuring the cost-effective use of financial and human resources through re-engineering, re-organizing, re-focusing and re-culturing of the executive agencies; and
5. managing civil servants and other staff in the Education and Manpower Bureau.

**Job Description**  
**Deputy Secretary (1) - Manpower and Post-Secondary Education Branch**

**Rank** : Administrative Officer Staff Grade B1 (D4)

**Responsible to** : Permanent Secretary for Education and Manpower

**Main Duties and Responsibilities –**

1. providing policy steer on manpower planning, training and retraining matters;
2. providing policy support on the work of the Manpower Development Committee;
3. providing policy steer on the implementation of the strategic plan to achieve the target of expanding post-secondary education opportunities;
4. providing policy input on the review and further development of tertiary education, including the Higher Education Review and triennium planning of the University Grants Committee sector; and
5. providing policy input on the development of a continuing education sector.

**Job Description  
Principal Assistant Secretary (Higher Education)**

**Rank** : Administrative Officer Staff Grade C (D2)

**Responsible to** : Deputy Secretary (Manpower and Post-Secondary Education)

**Main Duties and Responsibilities –**

1. overseeing policy matters in the higher education sector;
2. overseeing implementation of the strategic plan to achieve the target of expanding post-secondary education opportunities;
3. providing policy input on the Legal Education Reform;
4. providing policy input on the implementation of the review of Prince Philip Dental Hospital;
5. serving as the Registrar of Non-local Higher and Professional Education Courses and overseeing the management of the Non-local Courses Registry; and
6. acting as the Resource Manager of the Division and be responsible for the Division's annual estimates and ensuring optimal utilization of funds allocated to the Division.

**Job Description**  
**Principal Assistant Secretary (Manpower Planning and Training)**

**Rank** : Administrative Officer Staff Grade C (D2)

**Responsible to** : Deputy Secretary (Manpower and Post-Secondary Education)

**Main Duties and Responsibilities –**

1. providing policy input on manpower planning and training and retraining;
2. developing a vocational education and training framework;
3. overseeing work on labour market analysis;
4. providing policy input on funding principles and overseeing fund allocation for the vocational and continuing education sector;
5. overseeing the implementation of the Continuing Education Fund and Skills Upgrading Scheme;
6. overseeing the work of the Construction Industry Training Authority and the Clothing Industry Training Authority;
7. coordinating work relating to the APEC Working Group on Human Resources Development; and
8. acting as the Resource Manager of the Division and be responsible for the Division's annual estimates and ensuring optimal utilization of funds allocated to the Division.

**Job Description**  
**Principal Assistant Secretary (Manpower Infrastructure)**

**Rank** : Administrative Officer Staff Grade C (D2)

**Responsible to** : Deputy Secretary (Manpower and Post-Secondary Education)

**Main Duties and Responsibilities –**

1. developing, maintaining and promoting the qualifications framework;
2. setting up and monitoring of the quality assurance framework to implement the qualifications framework;
3. servicing the Manpower Development Committee and its Training Committees;
4. overseeing the provision of adult education and continuing education;
5. overseeing the implementation of Project Yi Jin; and
6. acting as the Resource Manager of the Division and be responsible for the Division's annual estimates and ensuring optimal utilization of funds allocated to the Division.

**Job Description**  
**Deputy Secretary (2) - Planning and Research Branch**

**Rank** : Administrative Officer Staff Grade B (D3)

**Responsible to** : Permanent Secretary for Education and Manpower

**Main Duties and Responsibilities –**

1. directing and supervising the Infrastructure and Research Support Division and the Education Commission and Planning Division;
2. directing the planning and implementation of school building/improvement programmes as well as overseeing the school allocation exercise;
3. steering the development and review of the medium of instruction policy, the points system of the primary one allocation mechanism and secondary school places allocation system, as well as policies related to privately funded schools, including Private Independent Schools, International Schools and schools operated by the English School Foundation;
4. overseeing the provision of secretarial and support service for the Education Commission and the coordination of the implementation of Education Reform measures;
5. overseeing the development and enhancement of evidence-based researches for prioritizing, formulating and implementing education policies;
6. advising the SEM and PSEM on and assisting them in the formulation, execution, monitoring and review of education policies; and
7. providing high-level strategic advice on education issues to advisory bodies such as the Education Commission, the Curriculum Development Council, the Education Panel of Legislative Council and the Advisory Committee in Teacher Education & Qualifications.



**Job Description**  
**Principal Assistant Secretary (Infrastructure and Research Support)**

**Rank** : Administrative Officer Staff Grade C (D2)

**Responsible to** : Deputy Secretary (Planning and Research)

**Main Duties and Responsibilities –**

1. overseeing the school building programme, including the planning of school places to ensure that where practicable adequate schools will be constructed to meet the demand for additional school places as projected by other Divisions to achieve various policy objectives;
2. overseeing the administration of the school allocation exercise;
3. overseeing the school improvement programme;
4. overseeing the policies related to privately funded schools, including Private Independent Schools, International Schools and schools operated by the English School Foundation;
5. chairing or participating in task forces related to the work of the Division or the Bureau;
6. acting as the Resource Manager of the Division and be responsible for the Division's annual estimates and ensuring optimal utilization of funds allocated to the Division; and
7. rendering support for and coordinating research efforts, and developing a comprehensive database on education information.

**Job Description**  
**Principal Assistant Secretary (Education Commission and Planning)**

**Rank** : Assistant Director of Education (D2)

**Responsible to** : Deputy Secretary (Planning and Research)

**Main Duties and Responsibilities –**

1. servicing the Education Commission and its working groups;
2. coordinating input towards the implementation of various education reform measures such as the through train model, primary one admission mechanism, secondary school places allocation system and basic competency assessment;
3. directing the reviews on the ‘medium of instruction’ policy, the points system of the primary one admission mechanism and the ‘secondary school places allocation system’ and conducting related research studies;
4. overseeing the annual School Places Allocation exercise;
5. overseeing the development and administration of the secure Hong Kong Attainment Test;
6. advising and assisting other Divisions and outside bodies/organisations on issues relating to the education reform;
7. chairing or participating in task forces related to the work of the Division or the Bureau; and
8. acting as the Resource Manager of the Division and be responsible for the Division’s annual estimates and ensuring the optimal utilization of funds allocation to the Division.

**Job Description**  
**Principal Education Officer (Education Commission and Planning)**

**Rank** : Principal Education Officer (D1)

**Responsible to** : Principal Assistant Secretary (Education Commission and Planning)

**Main Duties and Responsibilities –**

1. assisting the PAS (Education Commission and Planning) in conducting the reviews on the “medium of instruction” policy, the points system of the primary one admission mechanism and the “secondary school places allocation” system, and conducting related research studies;
2. overseeing the development and administration of the secure Hong Kong Attainment Test for monitoring standards;
3. overseeing the school places allocation systems and the implementation of the related reform measures;
4. advising and assisting other divisions and outside bodies/organisations on issues relating to the school places allocation systems and the secure Hong Kong Attainment Test; and
5. chairing or participating in task forces related to the work of the Division or the Bureau.

**Job Description**  
**Deputy Secretary (3)**  
**– School Administration and Professional Development Branch**

**Rank** : Deputy Director of Education (D4)

**Responsible to** : Permanent Secretary for Education and Manpower

**Main Duties and Responsibilities –**

1. directing and supervising the School Administration & Support Division and the Professional Development & Training Division;
2. steering the development and review of policies related to public sector schools, including aided primary and secondary, special schools, government schools, Direct Subsidy Schools and Caput schools;
3. steering the development and review on policies related to the continuing professional development and training of teaching profession;
4. advising the SEM and PSEM on and assisting them in the formulation, execution, monitoring and review of education policies;
5. leading departmental task forces on key reform initiatives; and
6. providing high-level strategic and professional advice on education issues to advisory bodies such as the Education Commission, the Curriculum Development Council, the Education Panel of Legislative Council and the Advisory Committee in Teacher Education & Qualifications.

**Job Description**  
**Principal Assistant Secretary (School Administration and Support)**

**Rank** : Assistant Director of Education (D2)

**Responsible to** : Deputy Secretary (School Administration and Professional Development)

**Main Duties and Responsibilities –**

1. advising and supervising the formulation and review of policies relating to the school administration in aided primary, secondary and special schools, under the Codes of Aid, and the government schools;
2. overseeing the future development of all government schools;
3. overseeing the provision of special education and the formulation of policies on special education services, including audiological and speech therapy services, referral and placement services, resource teaching and support services related to students with special education needs;
4. administering the Codes of Aid, and proposing necessary amendments to meet changing needs;
5. advising and assisting other Divisions and outside bodies/organisations on education issues relating to school administration;
6. chairing or participating in task forces related to the work of the Division or the Bureau; and
7. acting as the Resource Manager of the Division and be responsible for the Division's annual estimates and ensuring the optimal utilization of funds allocation to the Division.

**Job Description**  
**Principal Education Officer (School Administration and Support)**

**Rank** : Principal Education Officer (D1)

**Responsible to** : Principal Assistant Secretary (School Administration and Support)

**Main Duties and Responsibilities –**

1. planning, developing and reviewing policies pertaining to the school administration of primary, secondary and special schools;
2. administering the Codes of Aid for Primary Schools, Secondary Schools and Special Schools, relating to the operation of primary schools, secondary schools, and special schools;
3. formulating and reviewing policies in areas of audiological services, speech therapy services, resource teaching, referral and placement of pupils and support services for students with special education needs;
4. planning and formulating policies on the future development of government schools;
5. advising and assisting other Divisions and outside bodies/organisations on education issues relating to school administration; and
6. chairing or participating in task forces related to the work of the Division or the Bureau.

**Job Description**  
**Principal Assistant Secretary (Professional Development and Training)**

**Rank** : Assistant Director of Education (D2)

**Responsible to** : Deputy Secretary (School Administration and Professional Development)

**Main Duties and Responsibilities –**

1. servicing the Advisory Committee on Teacher Education & Qualifications and the Council for Professional Conduct in Education;
2. overseeing the policy formulation and implementation of the delivery of principal/teacher training & development programmes;
3. formulating strategies for the implementation and review of the Language Proficiency Requirement for teachers;
4. formulating strategies and overseeing the development of professional training programmes for education grades staff;
5. overseeing the development, enhancement and maintenance of the teacher database, and supervising the registration systems of teachers and monitoring its enforcement;
6. overseeing the operation of the Hong Kong Teachers' Centre and the District Teacher Network Scheme;
7. advising and assisting other Divisions and outside bodies/organisations on issues relating to professional development;
8. chairing or participating in task forces related to the work of the Division or the Bureau; and
9. acting as the Resource Manager of the Division and be responsible for the Division's annual estimates and ensuring the optimal utilization of funds allocation to the Division.

**Job Description**  
**Principal Education Officer (Professional Development and Training)**

**Rank** : Principal Education Officer (D1)

**Responsible to** : Principal Assistant Secretary (Professional Development and Training)

**Main Duties and Responsibilities –**

1. assisting in the servicing of the Advisory Committee on Teacher Education & Qualifications and the Council for Professional Conduct in Education;
2. implementing and monitoring the delivery of programmes for the continuing professional development of school heads and teachers;
3. developing strategies for the implementation and review of the Language Proficiency Requirement for teachers;
4. implementing and monitoring the delivery of training programmes for education grades staff;
5. developing, enhancing and maintaining the teacher database and administering the registration system for teachers and monitoring its enforcement;
6. supervising the operation of the Hong Kong Teachers' Centre and the implementation of the District Teacher Network Scheme;
7. advising and assisting other Divisions and outside bodies/organisations on issues relating to professional development and training; and
8. chairing or participating in task forces related to the work of the Division or the Bureau.



**Job Description**  
**Deputy Secretary (4) - School Support and Development Branch**

**Rank** : Senior Assistant Director of Education (D3)

**Responsible to** : Permanent Secretary for Education and Manpower

**Main Duties and Responsibilities –**

1. directing and supervising the Quality Education Division and the School Development Division;
2. overseeing the administration of the Quality Education Fund (QEF);
3. steering the development and formulation of strategy for disseminating good school practices;
4. steering the development and implementation of information systems at the school end in pursuit of IT in Education;
5. overseeing the delivery and development of client-based professional support services for schools in the four domains of management & organisation, teaching & learning, support for pupils & school ethos and attainment & achievement;
6. advising the SEM and PSEM on and assisting them in the formulation, execution, monitoring and review of education policies; and
7. providing high-level strategic and professional advice on education issues to advisory bodies such as the Education Commission, the Curriculum Development Council, the Education Panel of Legislative Council and the Advisory Committee in Teacher Education & Qualifications.

**Job Description**  
**Principal Assistant Secretary (Quality Education)**

**Rank** : Administrative Officer Staff Grade C (D2)

**Responsible to** : Deputy Secretary (School Support and Development)

**Main Duties and Responsibilities –**

1. managing the Quality Education Fund (QEF) and servicing the QEF Steering Committee;
2. developing and formulating strategies for disseminating good school practices;
3. taking charge of the five-year strategy on information technology in education and advising the senior directorate and other bodies/organisations of issues related to IT in education;
4. overseeing policies on the provision of quality textbook and curriculum resources;
5. acting as the coordinator in handling education issues and LegCo businesses which cut across different Divisions;
6. providing administrative support to PSEM;
7. chairing or participating in task forces related to the work of the Division or the Bureau; and
8. acting as the Resource Manager of the Division and be responsible for the Division's annual estimates and ensuring the optimal utilization of funds allocation to the Division.

**Job Description**  
**Principal Assistant Secretary (School Development)**

**Rank** : Assistant Director of Education (D2)

**Responsible to** : Deputy Secretary (School Support and Development)

**Main Duties and Responsibilities –**

1. directing and supervising the smooth operation of the four Regional Education Offices in the regions of Hong Kong, Kowloon, New Territories West and New Territories East;
2. overseeing and steering the effective delivery of education services in respect of student guidance, student discipline and careers education as well as the effective delivery of psychological services to students with learning/behavioural difficulties;
3. overseeing the implementation of school-based management and school development & support strategy, and the development of home school cooperation and parent education policy;
4. collaborating with other Divisions in the delivery of school development support services;
5. advising and assisting other Divisions and outside bodies/organisations on education issues;
6. chairing or participating in task forces related to the work of the Division or the Bureau; and
7. acting as the Resource Manager of the Division and be responsible for the Division's annual estimates and ensuring the optimal utilization of funds allocation to the Division.

**Job Description  
Principal Education Officer (School Development) 1**

**Rank** : Principal Education Officer (D1)

**Responsible to** : Principal Assistant Secretary (School Development)

**Main Duties and Responsibilities –**

1. taking charge of the Hong Kong Regional Education Office and ensuring the efficient and effective delivery of education services to students, teachers, schools and the public in the region;
2. supervising the daily administration of schools in Hong Kong Region, including government schools, and enforcing the Education Ordinance, the Education Regulations and the Codes of Aid;
3. planning and implementing the provision of education services in respect of student guidance, student discipline, careers education, home school co-operation and parent education;
4. maintaining close liaison with other Divisions, other government departments and the school sector in respect of issues pertaining to education services;
5. ensuring the implementation of the district-based networking scheme; and
6. chairing or participating in task forces related to the work of the Division or the Bureau.

**Job Description  
Principal Education Officer (School Development) 2**

**Rank** : Principal Education Officer (D1)

**Responsible to** : Principal Assistant Secretary (School Development)

**Main Duties and Responsibilities –**

1. taking charge of the Kowloon Regional Education Office and ensuring the efficient and effective delivery of education services to students, teachers, school and the public in the region;
2. supervising the daily administration of schools in Kowloon Region, including government schools, and enforcing the Education Ordinance, the Education Regulations and the Codes of Aid;
3. planning and implementing the provision of psychological services to students with learning/behavioural difficulties;
4. maintaining close liaison with other Divisions, other government departments and the school sector in respect of issues pertaining to education services;
5. ensuring the implementation of the district-based networking scheme; and
6. chairing or participating in task forces related to the work of the Division or the Bureau.

**Job Description  
Principal Education Officer (School Development) 3**

**Rank** : Principal Education Officer (D1)

**Responsible to** : Principal Assistant Secretary (School Development)

**Main Duties and Responsibilities –**

1. taking charge of the New Territories East and New Territories West Regional Education Offices and ensuring the efficient and effective delivery of education services to students, teachers, schools and the public in the respective regions;
2. supervising the daily administration of schools in New Territories East and New Territories West Regions, including government schools, and enforcing the Education Ordinance, the Education Regulations and the Codes of Aid;
3. developing and implementing the provision of support services for newly arrived children, dropouts and problem pupils;
4. planning and implementing the provision of support services for schools under the school-based management framework and school development support strategy;
5. maintaining close liaison with other Divisions, other government departments and the school sector in respect of issues pertaining to education services;
6. ensuring the implementation of the district-based networking scheme; and
7. chairing or participating in task forces related to the work of the Division or the Bureau.

**Job Description**  
**Deputy Secretary (5) - Curriculum and Quality Assurance Branch**

**Rank** : Senior Assistant Director of Education (D3)

**Responsible to** : Permanent Secretary for Education and Manpower

**Main Duties and Responsibilities –**

1. directing the delivery, development and alignment of professional services rendered by the Curriculum Development Institute and Quality Assurance Division;
2. formulating policy and strategies for the enhancement of language education;
3. formulating strategies for enhancement of the quality assurance mechanism in the education sector;
4. overseeing the implementation of curriculum and school accountability reforms;
5. steering the development and review of policies related to pre-primary education as well as the Hong Kong Examinations and Assessment Authority;
6. leading task forces on key reform initiatives;
7. advising the SEM and PSEM on and assisting them in the formulation, execution, monitoring and review of education policies relating to curriculum development and assessments for quality assurance; and
8. providing high-level strategic and professional advice on education issues to advisory bodies including the Education Commission, the Curriculum Development Council, the Education Panel of Legislative Council and the Advisory Committee on Teacher Education & Qualifications.

**Job Description**  
**Principal Assistant Secretary (Curriculum Development)**

**Rank** : A non-civil service post equivalent to D2

**Responsible to** : Deputy Secretary (Curriculum and Quality Assurance)

**Main Duties and Responsibilities –**

1. directing the provision of secretarial support to the Curriculum Development Council;
2. leading the implementation of curriculum reforms and formulating strategies to resolve interface problems;
3. steering the development of resources and the delivery of support for schools in the implementation of curriculum policies and innovations;
4. leading the enhancement of language education including the effective use of the Language Fund;
5. collaborating with the School Development Division and the Quality Assurance Division in the delivery of school development support services;
6. chairing or participating task forces on key reform initiatives;
7. tendering expert advice to the Curriculum Development Council and the SEM and PSEM on the directions of curriculum development; and
8. acting as the Resource Manager of the Division and be responsible for the Division's annual estimates and ensuring the optimal utilization of funds allocated to the Division.



**Job Description  
Principal Education Officer (Curriculum Development) 1**

**Rank** : Principal Education Officer (D1)

**Responsible to** : Principal Assistant Secretary (Curriculum Development)

**Main Duties and Responsibilities –**

1. assisting in planning and formulating policies on the school curriculum and learning/teaching resources;
2. monitoring and reviewing curriculum development and implementation of new syllabuses and curricula;
3. planning and coordinating the implementation and review of school curriculum for basic education and senior secondary education;
4. taking charge of the curriculum development of the 8 Key Learning Areas;
5. overseeing the development of the Basic Competency Assessment;
6. drafting and vetting draft replies to LegCo and other statutory bodies;
7. coordinating with other Divisions, bureaux/departments and outside organisations as well as the media on matters concerning the school curriculum and learning/teaching resources;
8. serving as member-in-attendance of the Curriculum Development Council and the CDC Standing Committees.

**Job Description  
Principal Education Officer (Curriculum Development) 2**

**Rank** : Principal Education Officer (D1)

**Responsible to** : Principal Assistant Secretary (Curriculum Development)

**Main Duties and Responsibilities –**

1. assisting in planning and formulating policies on the school curriculum and learning/teaching resources;
2. monitoring and reviewing curriculum development and implementation;
3. overseeing the promotion of school-based curriculum development in primary and secondary schools;
4. directing the planning, development and implementation of life-wide learning strategies;
5. supervising the planning, developing and implementation of curriculum evaluation and assessment activities as well as the provision of support on research and information based decision making in Curriculum Development Council and Curriculum Development Institute;
6. drafting and vetting draft replies to LegCo and other statutory bodies;
7. coordinating with other Divisions, bureaux/departments and outside organisations as well as the media on matters concerning the school curriculum and learning/teaching resources; and
8. serving as member-in-attendance of the Curriculum Development Council and the CDC Standing Committees.

**Job Description**  
**Principal Assistant Secretary (Quality Assurance)**

**Rank** : Assistant Director of Education (D2)

**Responsible to** : Deputy Secretary (Curriculum and Quality Assurance)

**Main Duties and Responsibilities –**

1. directing the development of the quality assurance mechanism at both the system and school levels;
2. collaborating with the School Development Division and the Curriculum Development Institute in the delivery of school development support services;
3. overseeing the registration systems for schools and school managers and monitoring their enforcement and directing the review of Education Ordinance;
4. advising and supervising the formulation, implementation and review of policies relating to pre-primary education;
5. overseeing all policy matters concerning the Hong Kong Examinations and Assessment Authority and ensuring that public examinations and assessments are consistent with and support the objectives of curriculum reform;
6. advising and assisting other Divisions and outside bodies/organisations on education issues;
7. chairing or participating in task forces related to the work of the Division or the Bureau; and
8. acting as the Resource Manager of the Division and be responsible for the Division's annual estimates and ensuring the optimal utilization of funds allocation to the Division.

**Job Description**  
**Principal Education Officer (Quality Assurance)**

**Rank** : Principal Education Officer (D1)

**Responsible to** : Principal Assistant Secretary (Quality Assurance)

**Main Duties and Responsibilities –**

1. planning, monitoring and evaluating the quality assurance mechanism, including the development of performance indicators for schools covering the pre-primary, primary, secondary, and special sectors;
2. administering the registration systems for schools and school managers and monitoring their enforcement;
3. monitoring the operation of private schools offering non-formal curriculum and formulating related student-protection measures and schemes;
4. initiating legislation of new education measures and reviewing related Education Ordinance and Regulations;
5. planning and implementation of policies relating to pre-primary education;
6. assisting in overseeing the policy matters concerning the Hong Kong Examinations and Assessment Authority;
7. advising and assisting other Divisions and outside bodies/organisations on education issues; and
8. chairing or participating in task forces related to the work of the Division or the Bureau.

**Job Description**  
**Deputy Secretary (6) - Corporate Services Branch**

**Rank** : Administrative Officer Staff Grade B (D3)

**Responsible to** : Permanent Secretary for Education and Manpower

**Main Duties and Responsibilities –**

1. directing and supervising the Administration Division, Finance Division and the Information Technology Management Division;
2. overseeing staff and resource management, system control and development;
3. steering strategic planning and reviews of the human resources and financial budgeting control of the new EMB in ensuring optimal utilization of the human and financial resources for delivery various policy objectives and initiatives;
4. steering the development and implementation of information systems at the departmental level to enhance efficiency/productivity;
5. advising the SEM and PSEM on and assisting them in the formulation, execution, monitoring and review of the departmental policies on human and financial resource, as well as systems management and development; and
6. overseeing the policy matters relating to the Student Financial Assistance Agency.

**Job Description**  
**Principal Assistant Secretary (Administration)**

**Rank** : Senior Principal Executive Officer (D2)

**Responsible to** : Deputy Secretary (Corporate Services)

**Main Duties and Responsibilities –**

1. formulating and evaluating policies related to human resources management, recruitment, establishment, appointment, personnel, staff complaints, and staff performance appraisal, and ensuring the policies are effectively and efficiently implemented;
2. overseeing the operation of all sections in the Division to ensure effectiveness and efficiency in discharging their functions and meeting the performance standards pledged to the public;
3. monitoring the effectiveness and the administration of the Mortgage Interest Subsidy Scheme and recommending necessary changes in system, methods and procedures to make it more efficient and cost effective while eliminating possible opportunities for fraud or abuse;
4. providing advice on and assisting in the implementation of recommendations of various policy papers, such as Education Commission reports, Policy Address, etc.;
5. liaising with policy bureaux and other departments in coordinating activities pertaining to the operation of the Division; and
6. acting as the Resource Manager of the Division and be responsible for the Division's annual estimates and ensuring the optimal utilization of funds allocated to the Division.

**Job Description  
Principal Executive Officer**

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

**Responsible to** : Principal Assistant Secretary (Administration)

**Main Duties and Responsibilities –**

1. providing professional directorate input to, and participating in the planning, development, implementation and review of the Human Resource Management (HRM) programmes, drawing reference to the recommendations of HRM Plan and proposals further defined by the HRM Strategy Group with a view to promoting the organisational vision and mission and mapping strategies for culture alignment;
2. directing the review and enhancement of existing appointment and personnel policies and procedures in light of initiatives introduced by the Administration and those at the organisational level, and ensuring smooth implementation of these policies and procedures with a view to enhancing effectiveness and operational efficiency;
3. overseeing the operation of the Appointments & Personnel Section and the HRM Section in the Division to ensure effectiveness and efficiency in discharging their functions and meeting the performance standards pledged for the public, in particular ensuring collaboration between the two Sections to facilitate the appropriate incorporation of HRM strategies and concerns with the various appointment and personnel functions such as staff development and posting, performance management and succession planning;
4. devising strategies and policies to facilitate sharing of experience over HRM issues among the various divisions/sections/schools with a view to enhancing a more open, flexible and caring management style and a motivated workforce to support education reform initiatives; and
5. chairing or participating in working groups, committees and official meetings related to the work of the Division.

**Job Description  
Principal Assistant Secretary (Finance)**

**Rank** : Assistant Director of Accounting Services (D2)

**Responsible to** : Deputy Secretary (Corporate Services)

**Main Duties and Responsibilities –**

1. taking charge of the financial management, development and stewardship responsibilities for the new EMB;
2. advising the directorate and all Divisions on financial, accounting and supplies matters for implementing established education policies and new policy initiatives;
3. planning and developing strategies in ensuring the optimal utilization of the fund allocations of the department and education subventions;
4. overseeing the development of financial management concepts and culture in the school sector;
5. directing and overseeing the review, enhancement and development of the financial and accounting systems in the department to ensure they can keep pace with changes in departmental policies and technology;
6. liaising and coordinating with policy and resource bureaux, other divisions and the school sector on financial, accounting and supplies issues; and
7. chairing or participating in working groups, committees and official meetings related to the work of the Division or the Bureau.



**Job Description  
Chief Treasury Accountant**

**Rank** : Chief Treasury Accountant (D1)

**Responsible to** : Principal Assistant Secretary (Finance)

**Main Duties and Responsibilities –**

1. providing professional directorate input to, and participating in, the planning and development of new education initiatives and policies;
2. reviewing and enhancing existing financial and accounting systems; initiating system redevelopment as and when required to make optimal use of information technology with a view to improving efficiency and effectiveness of the relevant processes;
3. developing and implementing a financial information warehouse to facilitate resource planning and management; reviewing the financial information needs of the department and enhancing the warehouse facilities as and when required to keep pace with changes in departmental policies and technology;
4. providing support in the development of financial management in the school sector; promoting financial management concepts and good practices, and fostering an effective resource management culture at schools;
5. liaising with policy and resource bureaux, other divisions and the school sector to ensure the smooth implementation of the above; and
6. exploring, developing and implementing initiatives for continuous improvement in the financial management of the bureau and the school sector.

**Job Description**  
**Chief Systems Manager (Information Technology Management)**

**Rank** : Chief Systems Manager (D1)

**Responsible to** : Deputy Secretary (Corporate Services)

**Main Duties and Responsibilities –**

1. taking charge of the Information Technology Management Division and steering in-house staff and external service providers in delivering the IT services;
2. advising on all IT related technical and policy matters and on technology management;
3. coordinating IT planning and advising on IT architecture to ensure the technical integrity is in compliance with the established policies and standards;
4. planning and coordinating IT budget, resources and activities for the new EMB to ensure all activities are properly coordinated;
5. overseeing the surveillance on the trend and development in the IT industry, and advising on the exploitation of IT in teaching and learning;
6. reviewing and updating the Information Systems Strategy Plan in supporting the Department's business objectives;
7. planning and coordinating the development and implementation of the recommendations in the Information Systems Strategy Plan; and
8. liaising with external organisations on matters, especially on technical aspects, relating to IT development.

**Job Description**  
**Administrative Assistant to the Secretary for Education and Manpower**

**Rank** : Administrative Officer Staff Grade C (D2)/  
non-civil service position at D2-equivalent

**Responsible to** : Secretary for Education and Manpower

**Main Duties and Responsibilities –**

1. providing general administrative support to SEM;
2. coordinating submissions to SEM;
3. coordinating and handling replies to correspondence, including complaints, addressed to SEM;
4. in co-ordination with the Press Secretary to SEM, preparing speeches and statements to be delivered by SEM;
5. planning SEM's programme of official visits, and duty trips, both locally and overseas, coordinating the preparation of briefs for such visits and the follow-up action as is required;
6. planning meetings on various subjects, preparing briefs, and servicing the meetings; and
7. performing such other administrative duties as SEM may from time to time direct.