

## ITEM FOR ESTABLISHMENT SUBCOMMITTEE OF FINANCE COMMITTEE

### HEAD 62 – HOUSING DEPARTMENT Subhead 003 Recoverable salaries and allowances

### HEAD 150 – GOVERNMENT SECRETARIAT: HOUSING, PLANNING AND LANDS BUREAU (HOUSING) Subhead 001 Salaries

Members are invited to recommend to the Finance Committee the following proposal to enable the re-organization of the former Housing Bureau and the Housing Department –

(a) the creation of the following three permanent posts with effect from 1 January 2003 –

(i) under Head 62 -

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

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

(ii) under Head 150 -

1 Administrative Officer Staff Grade C/  
non-civil service position at D2-equivalent  
(D2) (\$117,040 - \$124,305);

/(b) .....

(b) the deletion of the following seven permanent posts with effect from 1 January 2003 –

(i) under Head 62 -

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

1 Senior Assistant Director of Housing  
(D3) (\$128,365 - \$136,015)

1 Deputy Director of Accounting Services  
(D3) (\$128,365 - \$136,015)

(ii) under Head 150 -

1 Administrative Officer Staff Grade B  
(D3) (\$128,365 - \$136,015)

1 Government Engineer  
(D2) (\$117,040 - \$124,305)

2 Chief Engineers  
(D1) (\$98,595 - \$104,615); and

(c) minor revision and re-distribution of duties and responsibilities among some of the remaining directorate staff on the establishment of the former Housing Bureau and the Housing Department.

**/PROBLEM .....**

## PROBLEM

The report published by the Committee on the Review of the Institutional Framework for Public Housing (RIFPH) on 20 June 2002 recognizes that the efficient delivery of the public housing programmes is hampered by organizational and structural problems. To address these problems identified during the course of the review, one of its major recommendations is to re-organize the former Housing Bureau (HB) and Housing Department (HD) into a single organization (the new housing organization). The new housing organization should respond through the Permanent Secretary for Housing, Planning and Lands (Housing) (PSH) to the Secretary for Housing, Planning and Lands (SHPL) and will continue to serve as the executive arm of the Housing Authority (HA).

## PROPOSAL

2. We propose to re-organize the former HB and HD with effect from 1 January 2003. The proposal will entail the following changes to the number and deployment of directorate positions –

- (a) the creation of three directorate posts including one Assistant Director of Accounting Services (D2) and one Assistant Director of Housing (AD of H) (D2) under Head 62 and one Administrative Officer Staff Grade C (AOSGC) (D2)/non-civil service position at D2-equivalent under Head 150;
- (b) the deletion of seven directorate posts including one Director of Housing (D of H) (D7), one Senior Assistant Director of Housing (SAD of H) (D3), and one Deputy Director of Accounting Services (D3) under Head 62 and one Administrative Officer Staff Grade B (AOSGB) (D3), one Government Engineer (D2) and two Chief Engineers (D1) under Head 150; and
- (c) minor revision and re-distribution of duties and responsibilities among some of the remaining directorate staff.

## JUSTIFICATION

3. In accordance with the RIFPH Report, the re-organization of the former HB and HD into a single organization began on 1 July 2002, in parallel with the appointment of SHPL who has since absorbed fully the powers and authorities of the former Secretary for Housing. PSH is supported in the former HB by –

- (a) 1 Deputy Secretary ranked at D4;
- (b) 1 Deputy Secretary ranked at D3;
- (c) 4 Principal Assistant Secretaries ranked at D2; and
- (d) 3 Chief Assistant Secretaries ranked at D1.

/PSH .....

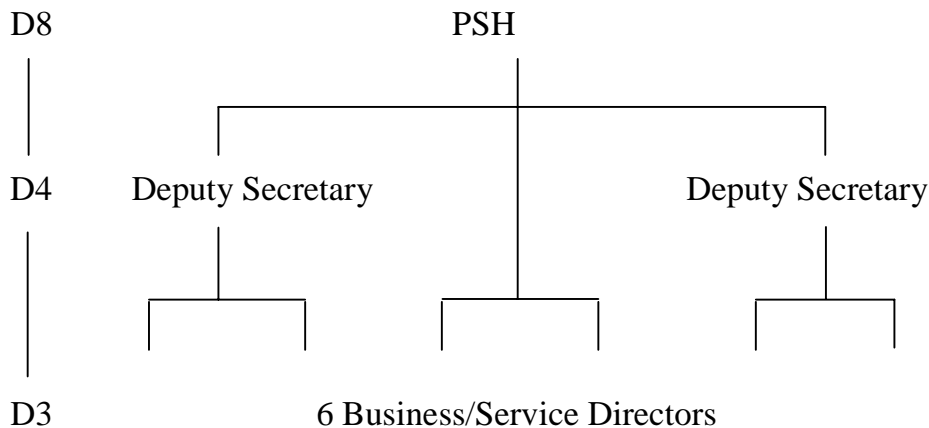
PSH has also doubled down the D of H post and is assisted in HD by –

- (a) 1 Deputy Director ranked at D4;
- (b) 6 Business/Service Directors ranked at D3;
- (c) 17 Assistant Directors (including 1 supernumerary post and 2 HA contract posts) ranked at D2; and
- (d) 43 officers (including 2 supernumerary posts and 2 HA contract posts) ranked at D1.

Encls. 1 & 2 The organization charts of the former HB and HD are set out respectively at Enclosures 1 and 2.

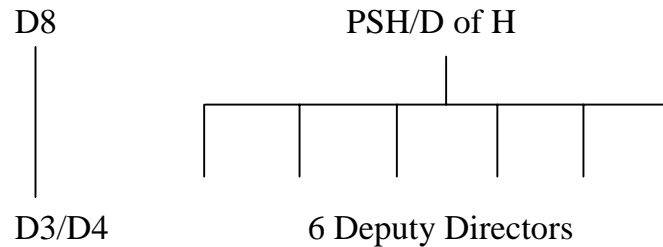
4. The RIFPH Report also highlights an apparent overlap of functions between the former HB and HD, particularly in the areas of project management, research and planning, staff and office administration, and resource management. The problem is also acute in the grey area between the formulation of policies and the implementation of such policies. The RIFPH Report further suggests an illustrative 3-tier senior directorate structure (see Enclosure 3) for the new housing organization, modelling on the six existing major functional Divisions of HD, as follows –

Encl. 3



5. Since 1 July 2002, we have thrashed out the implementation details of this suggested organizational structure. After having fully consulted staff, we operated under this new structure on an administrative and provisional basis. In October 2002, we conducted a thorough review of the various operational aspects of this new structure. The review indicated some room for further streamlining and rationalization among some of the functions of the directorate. During the same period, we have also reviewed the overall broad direction of our housing policies. That has considerably sharpened our focus on both the priorities of our policy and the new challenges and initiatives facing us. The review has provided a basis for further fine-tuning the organizational structure of the new organization.

6. On the basis of practical experience since July 2002, we consider that the 3-tier structure recommended in the RIFPH Report could be delayed to 2 tiers, as follows –



Encl. 4

7. Under our proposal, the re-organized housing organization will continue to be called Housing Department and the new organizational structure is summarized at Enclosure 4. The organization will be headed by PSH of Administrative Officer Staff Grade A1 (AOSGA1) (D8), who will perform the functions of D of H. The officer will be designated simultaneously as PSH and D of H. The PSH/D of H will be underpinned by six Deputy Directors viz one Administrative Officer Staff Grade B1 (AOSGB1) (D4), one Deputy Director of Housing (DD of H) (D4), three SAD of H(D3) and one AOSGB (D3). The streamlined directorate structure will achieve the following major objectives –

- (a) removal of overlap in duties – all overlap in duties identified between the former HB and HD have been removed;
- (b) delayering of the senior directorate structure – the new structure is both flat and lean. Within the Department, the number of layers of directorate officers has been kept to the absolute minimum;
- (c) full integration of policy formulation and implementation – under the single new organization, there will be a single line of responsibility running individually through six distinct functional Divisions from policy formulation to detailed implementation. This complies fully with the spirit of RIFPH's recommendations;
- (d) seamless transition – the new structure will continue to be operated through six functional Divisions of HD. This entails minimum changes to non-directorate staff and ensures the maximum chance of a seamless transition; and
- (e) substantial savings – apart from the net deletion of four directorate posts, the re-organization will also result in consequential reduction of 20 non-directorate posts.

8. Of the net deletion of four directorate posts mentioned above, three of them are to offset the creation of three directorate posts in the Planning and Lands Branch set out in paper EC(2002-03)4 approved by the Finance Committee (FC) at its meeting on 8 November 2002.

9. The above-proposed streamlining initiatives at the senior management level represent only the first stage of our re-organization. Once the new management structure is approved and put into place, we would proceed immediately to conduct review and re-engineering exercises at all levels of the new organization to ensure that the entire organization is properly aligned with the latest policy direction. We are confident that such reviews will result in further reduction in both directorate and non-directorate establishment and the Legislative Council would be consulted and approval sought, as appropriate.

**Permanent Secretary for Housing, Planning and Lands (Housing), PSH, AOSGA1 (D8)**

10. With the introduction of the Accountability System on 1 July 2002, PSH has been appointed to underpin SHPL in formulating housing policies and ensuring the smooth, timely and effective implementation of approved policies and programmes. On the same day, PSH also assumed the role of D of H, directly overseeing the day-to-day management and operation of the HD in its delivery of quality service to the public. The job description of PSH is at Enclosure 5.

Encl. 5

11. Under the proposed structure, the office of the D of H will be subsumed under the D8 post of PSH, who in turn will be supported by six Deputy Directors and one Assistant Director (The AD of H at D2 level will be titled as Assistant Director (Independent Checking Unit) and his job description is at Enclosure 6). The scope of the portfolio of each of the Deputy Directors is described briefly below.

Encl. 6

**Schedule under Deputy Director (Strategy), DD(S), AOSGB1 (D4)**

12. DD(S) will be responsible for overseeing the overall strategy and planning of all major housing policies, corporate plan and finance of the HA/HD, central support to SHPL on all policy issues as well as other department-wide issues with heavy policy content, such as the Policy Address, annual budget exercise, etc. Given the strategic and pivotal role, we propose to rank the post at AOSGB1 at D4 level through the re-deployment of the Deputy Secretary (AOSGB1, D4) from the former HB. The proposed job description of DD(S) is at Enclosure 7.

Encl. 7

13. DD(S) will be responsible for four Units, each headed by an Assistant Director. Their respective duties are set out briefly below –

(a) **Strategic Planning Unit**

This Unit will be formed by amalgamating the Corporate Strategy Unit in HD (headed by an AOSGC at D2 level) and the Research and Planning Division in the former HB (headed by a Chief Planning Officer at D1 level and was titled CAS(RP)). The Unit will have an expanded scope of strategic policy and research functions that cover both the public and private sectors to ensure coherence and co-ordination in all housing-related areas. This Unit will continue to be headed by Head, Corporate Strategy Unit but his post will be retitled Assistant Director (Strategic Planning) (AD(SP)). He will be assisted by the Chief Planning Officer (Strategic Planning) (CPO(SP)) through the re-deployment of CAS(RP) from the former HB. The proposed job descriptions of AD(SP) and CPO(SP) are at Enclosures 8 and 9 respectively.

Encls.  
8 & 9

(b) **Policy Support Unit**

This is a new unit set up to strengthen the overall policy support of the Department to SHPL. It will also be responsible for central co-ordination of all Legislative Council/Executive Council businesses as well as other centrally co-ordinated Bureau functions performed by the former HB in relation to the Policy Address, Finance Committee, Public Accounts Committee, etc. We propose that this Unit be headed by Assistant Director (Policy Support) (AD(PS)), an AOSGC at D2 level, through the re-deployment of the Principal Assistant Secretary (Public Housing) (AOSGC, D2) from the former HB. The proposed job description of AD(PS) is at Enclosure 10.

Encl. 10

(c) **Institutional Reform Unit**

Re-organization of HB and HD is only one of the many recommendations of the RIFPH Report. A dedicated team is required to spearhead all the other necessary institutional reforms, including the streamlining of the HA Committee structure, the eventual conversion of the HA into an advisory body, etc. This Unit will also be responsible for all residual housing-related functions of the former HB related to International Conventions and Covenants, SAR/Mainland issues, and the various commissions and policy

/groups .....

groups, such as the Women's Commission, Competition Policy Advisory Group, Commission on Strategic Development, etc. This Unit will be headed by Assistant Director (Institutional Reform) (AD(IR)), an AOSGC at D2 level, through re-deployment of the Principal Assistant Secretary (Housing Strategy) (AOSGC, D2) from the former HB. The proposed job description of AD(IR) is at Enclosure 11.

Encl. 11

(d) **Finance Unit**

In addition to all the existing responsibilities of overseeing the budget and finance of HA/HD, the Finance Unit of HD will fully absorb the resource management functions of the former HB. However, with the completion of a number of major in-house financial initiatives (e.g. development of financial management framework and systems, formulation of risk management and insurance policy, etc.), we propose to re-grade the existing Finance Director from D3 level (Deputy Director of Accounting Services) to D2 (Assistant Director of Accounting Services). The proposed job description of the new Assistant Director (Finance) is at Enclosure 12.

Encl. 12

**Schedule under Deputy Director (Business Development), DD(BD), DD of H (D4)**

14. The setting up of this new Business Development Division reflects fully the forward-looking approach adopted by the Department and the added emphasis given to the development of new initiatives and business opportunities. The existing DD of H (D4) will assume this post and be retitled DD(BD). He will also direct the re-engineering of existing major operational processes across the whole Department. The proposed job description of DD(BD) is at Enclosure 13. DD(BD) will be supported by three Assistant Directors responsible respectively for Business Development, Private Housing and Procurement, as briefly described below –

Encl. 13

(a) **Business Development Unit**

The existing Business Development Unit is primarily responsible for developing strategies and operational details for the implementation of the Private Sector Involvement (PSI) scheme in outsourcing the management and maintenance services for public housing estates. We propose to expand the remit of this Unit to cover the development of all other creative or innovative business opportunities or modes of service delivery within the Department (e.g. the divestment of HA's commercial portfolio). This Unit will continue to be headed by Assistant Director (Business Development) (AD(BD)), an AD of H at D2 level, and his proposed job description is at Enclosure 14.

Encl. 14

/(b) .....



(b) **Private Housing Unit**

The Private Housing Unit is responsible for all policies relating to the rental and sale of the private housing market. It also monitors the private residential property market, takes care of the house-keeping of issues related to the Housing Society and oversees the Estate Agents Authority. The Unit is currently headed by the Principal Assistant Secretary (Private Housing), an AOSGC at D2 level, of the former HB and we propose to retitle the post Assistant Director (Private Housing) (AD(PH)). The job description of AD(PH) is at Enclosure 15.

Encl. 15

(c) **Procurement Unit**

Findings of HA's Quality Housing Reform and that of the Construction Industry Review Committee have shown that imminent improvements are required to be made to HD's existing procurement policies and practices in securing the services of competent contractors and consultants. This is echoed by the RIFPH Report and supported by an international consultant engaged recently by the HA.

To take this matter forward, a Procurement Unit was set up on 9 August 2002 which has since been led by Assistant Director (Procurement) (AD(P)), an AD of H at D2 level. Her post was created on a supernumerary 12-month basis under delegated authority with effect from 9 August 2002 by holding against the vacant post of the Principal Assistant Secretary (Project Management), a Government Engineer (D2) post, in the former HB. We propose to establish the post of AD(P) on a permanent basis and expand its responsibility to include the review of all other major operational policies that straddle among Divisions, list management as well as the environmental policy of the Department. The proposed job description of AD(P) is at Enclosure 16.

Encl. 16

**Schedule under Deputy Director (Construction), DD(C), SAD of H (D3)**

15. The existing Business Director (Development and Construction) of HD (SAD of H at D3 level) is responsible for the construction programme for all public housing and the redevelopment of older estates. No major changes are proposed except that he will be retitled DD(C) and that he will fully absorb the project management duties and those relating to the Housing Management Information System (HMIS) from the former HB. As a result, the Project Management Division of the former HB will be disbanded. The proposed job description of DD(C) is at Enclosure 17.

Encl. 17

16. DD(C) will continue to be supported by four Assistant Directors (ADs of H at D2 level). There will be no changes to their duties, except that Assistant Director (Project) East (AD(P)E) will take over the residual duties from the Project Management Division of the former HB mentioned in paragraph 15 above. The job descriptions of these four Assistant Directors are at Enclosures 18 to 21.

Encls.  
18 - 21

**Schedule under Deputy Director (Estate Management), DD(EM), SAD of H (D3)**

17. The existing Business Director (Management) of HD (SAD of H at D3 level) has overall responsibility for the management and maintenance of all public housing estates. There will be no changes to his portfolio. His post will, however, be retitled DD(EM) and he will continue to be supported by three Assistant Directors (ADs of H at D2 level). The job descriptions of DD(EM) and the three Assistant Directors are at Enclosures 22 to 24.

Encls.  
22 - 24

**Schedule under Deputy Director (Allocation and Commercial), DD(AC), SAD of H (D3)**

18. DD(AC) will assume the responsibilities of the existing Business Director (Allocation and Marketing) of HD (SAD of H at D3 level) and the parts of the duties of Business Director (Commercial and Business Development) relating to the management and maintenance services of commercial properties. He will be responsible for policies relating to various subsidized home ownership schemes, allocation, elderly housing, loans and rental allowance schemes, Tenants Purchase Scheme, squatter control and clearance. In addition to the management and maintenance services of commercial properties, DD(AC) will also be responsible for the marketing, valuation and promotion of such properties. The proposed job description of DD(AC) is at Enclosure 25.

Encl. 25

19. DD(AC) will continue to be supported by the three existing Assistant Directors (ADs of H at D2 level) –

- (a) Assistant Director (Allocation);
- (b) Assistant Director (Housing Subsidies); and
- (c) Assistant Director (Commercial Properties).

Their respective duties will largely remain unchanged and their job descriptions are at Enclosures 26 to 28.

Encls.  
26 - 28

/Schedule .....

**Schedule under Deputy Director (Corporate Services), DD(CS), AOSGB (D3)**

Encl. 29

20. The Director Corporate Services of HD, an AOSGB at D3, is responsible for providing support services to the Department in respect of administration, legal services, corporate public relations strategy and information technology. There will be no changes to his portfolio except that the post will be retitled DD(CS) and that he will absorb the residual functions of staffing and office administration from the former HB. The proposed job description of DD(CS) is at Enclosure 29. As a result, the administration team of the former HB can be disbanded. DD(CS) will continue to be supported by four Assistant Directors –

- (a) Assistant Director (Administration) (SPEO at D2 level);
- (b) Assistant Director (Legal Advice) (AD of H at DL2 level);
- (c) Assistant Director (Information and Community Relations) (HA contract post equivalent to D2 level); and
- (d) Assistant Director (Information Technology) (HA contract post equivalent to D2 level).

Encls.  
30 - 33

Their respective duties will largely remain unchanged and their job descriptions are at Enclosures 30 to 33.

**Office of the Principal Official**

Encl. 34

21. With the introduction of the Accountability System on 1 July 2002, a supernumerary AOSGC post at D2 level has been created as the Administrative Assistant (AA) to SHPL under delegated authority with effect from the same day for six months, pending internal redeployment of post. As we have identified sufficient savings in terms of directorate posts and staff cost through the proposed re-organization, we propose to create the AA post permanently. 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/SHPL is an AOSGC, we propose to rank the administrative assistant at AOSGC (D2)/non-civil service position at D2-equivalent to provide SHPL with the flexibility in the filling of this position. The proposed job description of AA to SHPL is at Enclosure 34.

**FINANCIAL IMPLICATIONS**

22. The proposed changes in directorate posts will bring about the following net savings in notional annual salary cost at mid point –

/Deletion .....

	\$	No. of Posts
<b>Deletion of posts</b>		
Director of Housing	2,114,460	1
Senior Assistant Director of Housing	1,585,680	1
Deputy Director of Accounting Services	1,585,680	1
Administrative Officer Staff Grade B	1,585,680	1
Government Engineer	1,448,040	1
Chief Engineer	2,435,040	2
<i>(a) Sub total</i>	<i>10,754,580</i>	<i>7</i>
<b>LESS New permanent posts</b>		
Assistant Director of Housing	1,448,040	1
Assistant Director of Accounting Services	1,448,040	1
Administrative Officer Staff Grade C/ non-civil service position at D2- equivalent	1,448,040	1
<i>(b) Sub total</i>	<i>4,344,120</i>	<i>3</i>
<b>Net Savings (a)-(b)</b>	<b><u>6,410,460</u></b>	<b><u>4</u></b>

The savings in full annual average staff cost, including salaries and staff on-cost, is \$10.72 million.

23. In addition, the proposal will result in the deletion of 20 non-directorate posts at savings in notional annual mid-point salary cost of \$9.06 million and savings in full annual average staff cost of \$15.26 million.

24. At present, the expenditure for HB and HD are accounted for under Head 150 and Head 62 respectively. We will shortly deal with the two Heads of Expenditure and aim to reflect the changes in the 2003-04 draft Estimates. Meanwhile, to minimize disruption to the existing accounting systems in the middle of a financial year, we will keep the two expenditure heads intact for the rest of the current financial year.

/ESTABLISHMENT .....

**ESTABLISHMENT CHANGES**

25. The establishment changes in HB and HD for the last two years are as follows –

	Establishment (Note)	Number of posts			
		Existing (as at 1.10.2002)	as at 1.4.2002	as at 1.4.2001	as at 1.4.2000
HB	A	10	10	10	10
	B	15	15	16	14
	C	33	33	33	34
	<b>Total</b>	<b>58</b>	<b>58</b>	<b>59</b>	<b>58</b>
HD	A	65 + (3)	65 + (4)	63 + (5)	63 + (6)
	B	1 454	1 458	1 465	1 452
	C	11 037	11 428	12 716	13 208
	<b>Total</b>	<b>12 559</b>	<b>12 955</b>	<b>14 249</b>	<b>14 729</b>
HB/HD	A	75 + (3)	75 + (4)	73 + (5)	73 + (6)
	B	1 469	1 473	1 481	1 466
	C	11 070	11 461	12 749	13 242
	<b>Total</b>	<b>12 617</b>	<b>13 013</b>	<b>14 308</b>	<b>14 787</b>

Note:

- A – ranks in the directorate pay scale or equivalent including HA contract staff  
 B – non-directorate ranks the maximum pay point of which is above MPS Point 33 or equivalent including HA contract staff  
 C – non-directorate ranks the maximum pay point of which is at or below MPS Point 33 or equivalent including HA contract staff  
 ( ) – number of supernumerary directorate posts approved by FC

**CONSULTATION WITH LEGISLATIVE COUNCIL PANEL**

26. The Legislative Council Panel on Housing was consulted on the proposal on 4 November 2002 and raised no objection to the proposal.

**CIVIL SERVICE BUREAU COMMENTS**

27. The Civil Service Bureau considers the proposed set up of the new organization (which stems from the re-organization of the former HB and HD) appropriate. The proposed re-organization will enhance efficiency in the delivery

/of .....

of services, facilitate feedback of frontline experience into policy formulation, and ensure more cost-effective use of staff resources. 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.

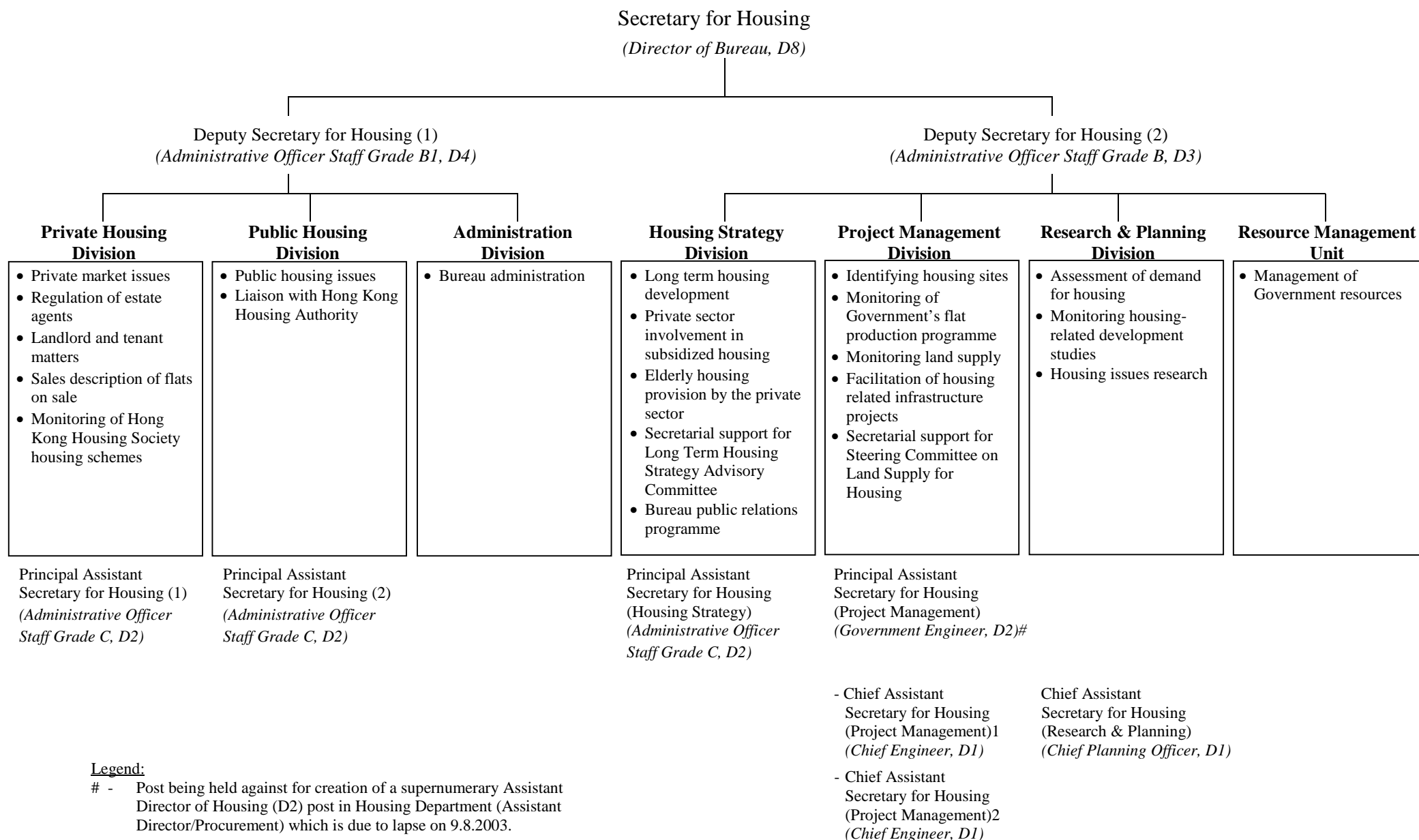
**ADVICE OF THE STANDING COMMITTEE ON DIRECTORATE SALARIES AND CONDITIONS OF SERVICE**

28. 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.

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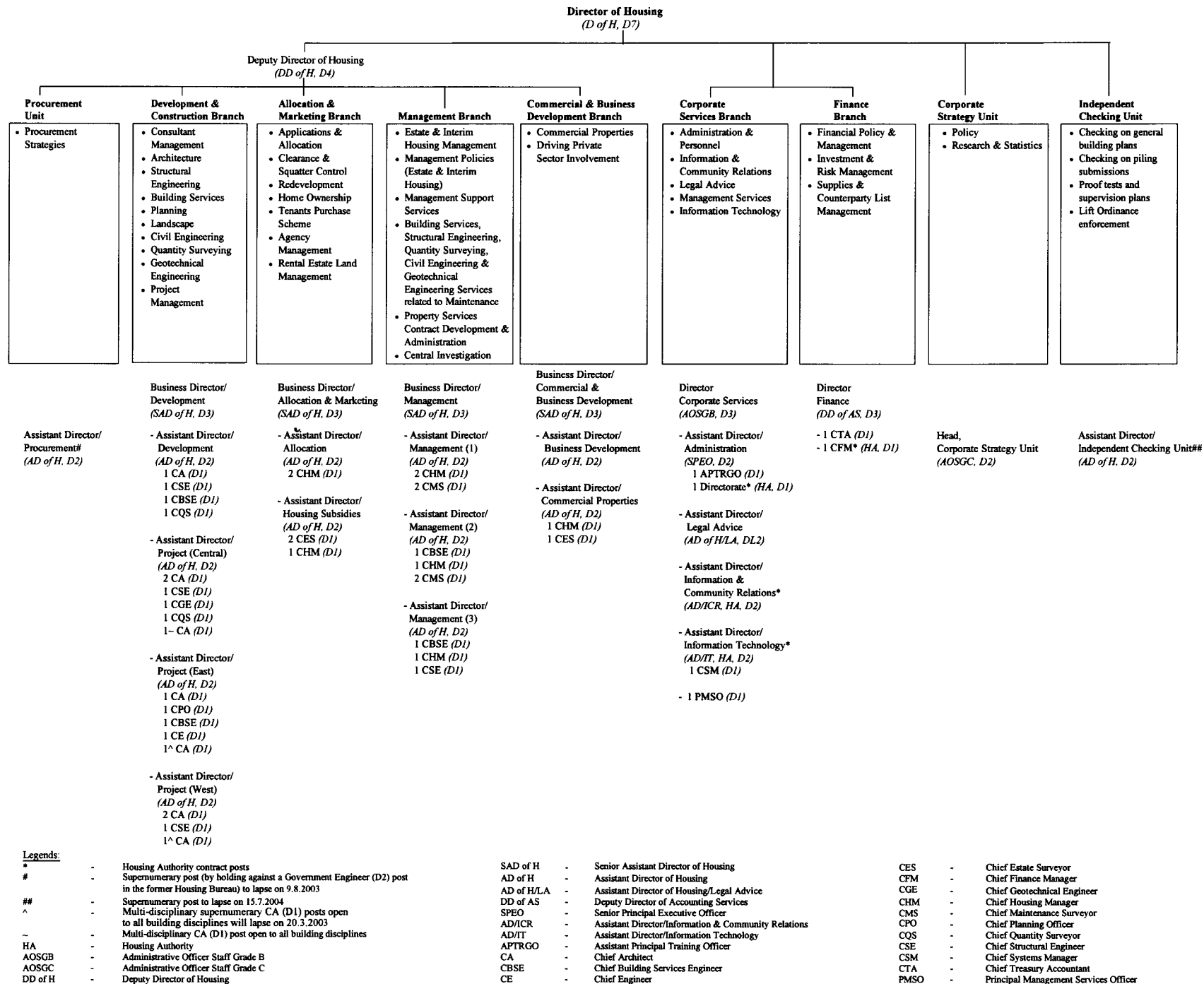
Housing, Planning and Lands Bureau  
November 2002

**Organization chart of the former Housing Bureau**



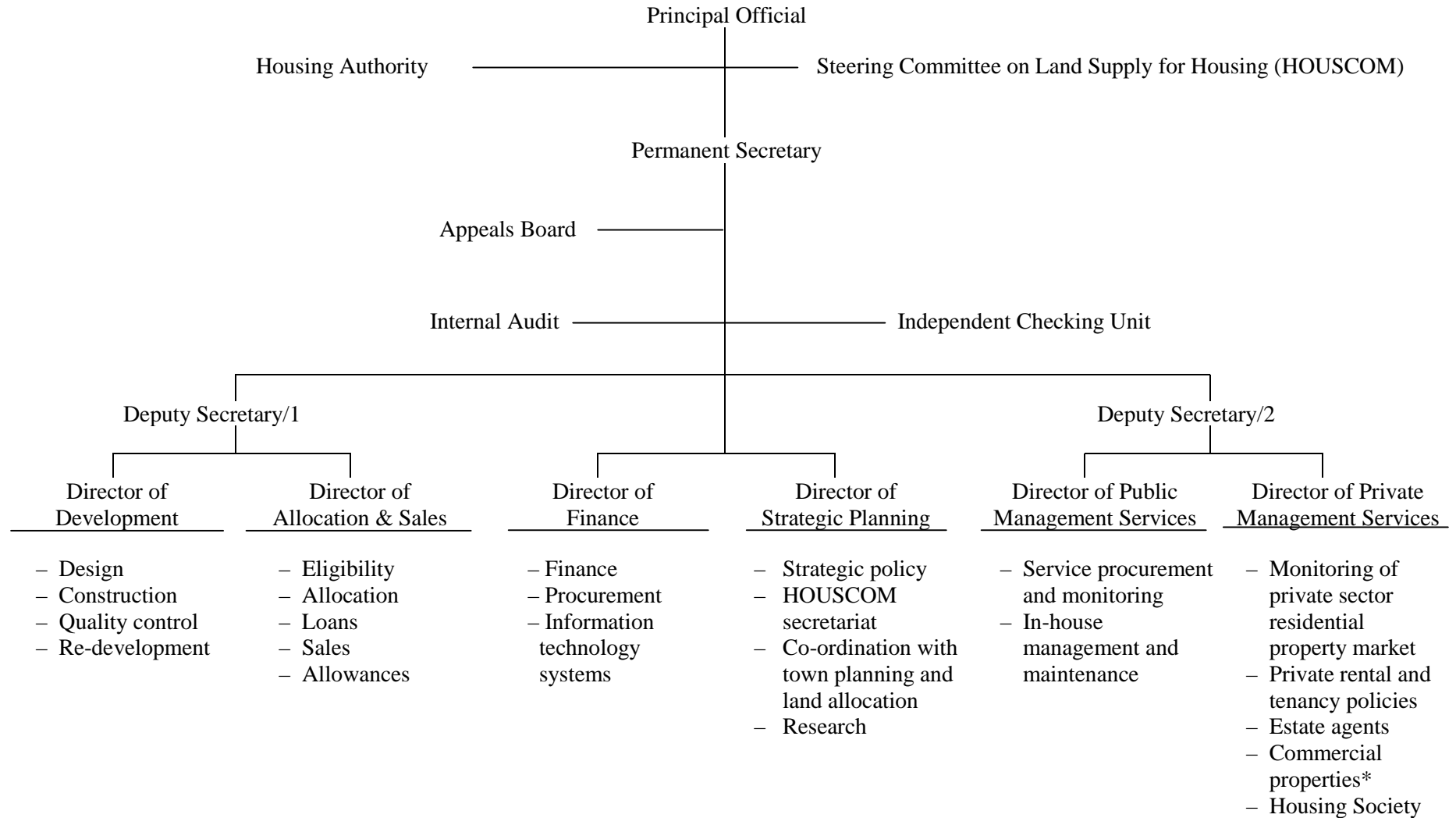
Organization chart of the former Housing Department

Enclosure 2 to EC(2002-03)7





Suggested framework for new housing organization as illustrated in the RIFPH Report



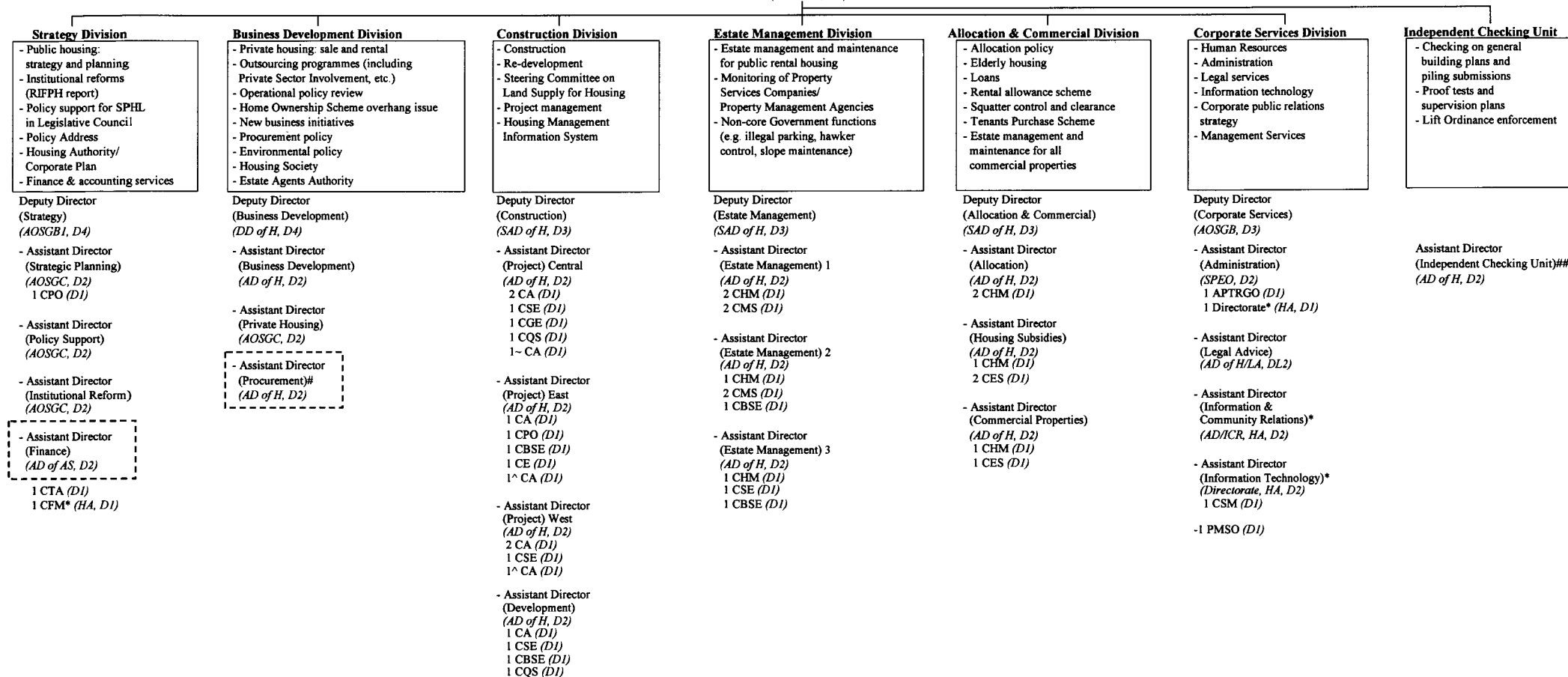
\* Interim arrangement

### Proposed organization structure of the Housing Department

Secretary for Housing, Planning and Lands

AA/Secretary for Housing, Planning and Lands (AOSGC, D2)/non-civil service position at D2-equivalent

Permanent Secretary for Housing, Planning and Lands (Housing)/Director of Housing  
(AOSGA1, D8)



**Legends:**

- AOSGA1 - Administrative Officer Staff Grade A1
- AOSGB1 - Administrative Officer Staff Grade B1
- AOSGB - Administrative Officer Staff Grade B
- AOSGC - Administrative Officer Staff Grade C
- DD of H - Deputy Director of Housing
- SAD of H - Senior Assistant Director of Housing
- AD of H - Assistant Director of Housing
- AD of AS - Assistant Director of Accounting Services
- SPEO - Senior Principal Executive Officer
- AD/ICR - Assistant Director/Information & Community Relations
- APTRGO - Assistant Principal Training Officer
- CA - Chief Architect

- CBSE - Chief Building Services Engineer
- CE - Chief Engineer
- CES - Chief Estate Surveyor
- CFM - Chief Finance Manager
- CGE - Chief Geotechnical Engineer
- CHM - Chief Housing Manager
- CMS - Chief Maintenance Surveyor
- CPO - Chief Planning Officer
- CQS - Chief Quantity Surveyor
- CSE - Chief Structural Engineer
- CSM - Chief Systems Manager
- CTA - Chief Treasury Accountant

- PMSO - Principal Management Services Officer
- HA - Housing Authority
- LA - Legal Advice
- \* - Housing Authority contract posts
- # - Supernumerary post to lapse on 9.8.2003 and is now proposed to be made permanent w.e.f. 1.1.2003
- ## - Supernumerary post to lapse on 15.7.2004
- ^ - Multi-disciplinary supernumerary CA (D1) posts open to all building disciplines will lapse on 20.3.2003
- ~ - Multi-disciplinary CA (D1) post open to all building disciplines
- [ ] - Posts proposed for creation

**Job Description**  
**Permanent Secretary for Housing, Planning and Lands (Housing)**

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

**Responsible to** : Secretary for Housing, Planning and Lands

**Major Duties and Responsibilities –**

1. to serve as Director of Housing;
2. to assist Secretary for Housing, Planning and Lands (SHPL) in formulating and reviewing Government's policies and strategies relating to the development of both the public and private housing sectors, and support him in working with the Legislative Council (LegCo) and Housing Authority (HA);
3. subject to the direction of SHPL, to explain and defend policies in the LegCo Panels and Committees and in public;
4. to steer and co-ordinate with other Government departments/bureaux to achieve smooth, timely and effective implementation of housing policies and programmes;
5. to serve as Controlling Officer for the resources allocated to the Housing Department (HD) and to ensure their proper deployment;
6. to manage the staffing resources in HD to best support the implementation of policies;
7. to uphold the reliability and professional standards in the delivery of services by HD;
8. to oversee implementation of the recommendations of the Report on the Review of the Institutional Framework for Public Housing announced by the Chief Secretary for Administration, under the direction of SHPL;
9. to act as the chief executive of HA, directing and supervising the newly established HD in all areas of its work including the development, construction, allocation, management and sale of public and Government subsidized housing, and all other related activities including attendance at the meetings of HA's key committees;

10. to liaise with the Housing Society, Urban Renewal Authority and private developers in the provision of housing;
11. to co-ordinate the activities of Government departments to ensure an adequate supply of land to meet the demand for housing;
12. to develop the policy on rehousing for people affected by redevelopment or clearances; and
13. to monitor the residential property market.

**Job Description**  
**Assistant Director (Independent Checking Unit)**

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

**Responsible to** : Permanent Secretary for Housing, Planning and Lands (Housing)

**Major Duties and Responsibilities –**

1. to head the Independent Checking Unit (ICU) to check if submissions from various Divisions of the Housing Department (HD) comply with statutory requirements under the Buildings Ordinance (BO) and the Lifts and Escalators (Safety) Ordinance;
2. to study, formulate and develop policies, in relation to regulatory compliance of Housing Authority (HA) projects, consistent with those required by the BO, in consultation with the Buildings Department (BD);
3. to develop an appeal system in consultation with the BD in respect of disputes that may arise on HA projects;
4. to review and develop independent checking system and practices for all building plan submissions and approvals, applications for a consent to the commencement of works, final inspections and the issue of an occupation permit and inspections, approvals and the issue of operation permits for lifts and escalators;
5. to liaise with the BD on the appropriate organization structure and manpower requirements and practices of the ICU, at different stages of its development in the event that the duties may be transferred to the BD;
6. to liaise with Government, and the Divisions of the HD, external non-Governmental bodies involved in the development process and consultants and contractors employed by the HA/HD on regulatory compliance of HA projects with the BO; and
7. to report and explain progress and policies to HA Committees.

**Job Description  
Deputy Director (Strategy)**

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

**Responsible to** : Permanent Secretary for Housing, Planning and Lands (Housing)

**Major Duties and Responsibilities –**

1. to assist Secretary for Housing, Planning and Lands (SHPL) and Permanent Secretary for Housing, Planning and Lands (Housing) in formulating public housing policies to stabilize the property market in an economically feasible and politically viable manner;
2. to oversee strategic planning for public housing;
3. to conduct institutional reforms as outlined in the Report of the Review of the Institutional Framework for Public Housing;
4. to prepare material for SHPL to respond to questions and motion debates in the Legislative Council (LegCo), Executive Council and other public forum;
5. to provide policy support for SHPL for the Policy Address and the Annual Budget;
6. Secretary to the Housing Authority (HA), including provision of adequate committee services, conduct of meetings, streamlining of its structure, membership, appointments, etc.;
7. to prepare the HA corporate plan;
8. work in response to requests from other Policy Secretaries and work which cover the interface between the work of Housing, Planning and Lands Bureau/Housing Department and other bureaux/departments;
9. to prepare material for international bodies, e.g. United Nations Committee on Economic, Social and Cultural Rights;
10. work in relation to the appointment and operations of the Housing Appeal Panel;
11. to lobby LegCo members, pressure groups and the media to support Government's housing policies; and
12. to supervise and oversee the financial functions of HA.

**Job Description**  
**Assistant Director (Strategic Planning)**

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

**Responsible to** : Deputy Director (Strategy)

**Major Duties and Responsibilities –**

1. to formulate and review strategies and policies for achieving rational and cost-effective provision of public housing, including the eligibility criteria for various housing assistance schemes, widening use of financial subsidies, elderly housing strategy, etc.;
2. to assist the Ad Hoc Committee set up under the Housing Authority (HA) in reviewing the domestic rent policy;
3. to monitor the overall performance of the public housing production programme, with emphasis on the production mix, viability of new housing projects and their contribution to housing objectives;
4. to conduct and supervise policy and statistical researches, including housing demand assessment, and handle strategic cross-cutting issues within the Housing Department;
5. to oversee the corporate planning process of the HA and to co-ordinate the preparation of corporate and business plans; and
6. to undertake other ad hoc tasks as assigned by Permanent Secretary for Housing, Planning and Lands (Housing) and Deputy Director (Strategy).

**Job Description  
Chief Planning Officer (Strategic Planning)**

**Rank** : Chief Planning Officer (D1)

**Responsible to** : Assistant Director (Strategic Planning)

**Major Duties and Responsibilities –**

1. to provide advice and research inputs to Assistant Director (Strategic Planning) and senior management on all aspects of housing policy, in particular strategic issues;
2. to assist to develop new housing policy and operational initiatives;
3. to initiate critical reviews of housing-related issues involving other Government agencies, departments and bureaux;
4. to provide support for the attendance of the senior management at the meetings with the Legislative Council and District Council members, housing experts and interest groups, professional bodies;
5. to co-ordinate and prepare briefs, and provide logistics support to the senior management as required; and
6. to undertake such other duties as the senior management may assign.



**Job Description  
Assistant Director (Policy Support)**

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

**Responsible to** : Deputy Director (Strategy)

**Major Duties and Responsibilities –**

1. to handle Legislative Council (LegCo) matters in relation to housing, including co-ordination of replies to LegCo questions, speeches for LegCo motion debates, and submissions and papers for the LegCo and its Panels and Subcommittees, e.g. Finance Committee, Public Accounts Committee, etc.;
2. to provide support for the attendance of the Secretary for Housing, Planning and Lands and the Permanent Secretary for Housing, Planning and Lands (Housing) at the LegCo and other fora for policy deliberations;
3. to co-ordinate policy inputs on major housing issues and serve as a focal point of liaison between the Housing Department and other policy bureaux and departments on major Government initiatives;
4. to co-ordinate policy inputs in relation to housing for major Government exercises including the Policy Address and the Annual Budget; and
5. to supervise the work of the Policy Support Unit.

**Job Description**  
**Assistant Director (Institutional Reform)**

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

**Responsible to** : Deputy Director (Strategy)

**Major Duties and Responsibilities –**

1. to conduct institutional reforms as outlined in the Report of the Committee on the Review of the Institutional Framework for Public Housing, including the preparation and processing of legislative amendments, where appropriate, relating to the re-organization of the Housing Bureau (HB) and the Housing Department (HD), the streamlining of the Housing Authority (HA) Committee structure, the eventual conversion of the HA into an advisory body, etc.;
2. to provide policy input and act as the departmental contact point on work relating to international conventions and covenants, including the International Covenant on Economic, Social and Cultural Rights (ICESCR), International Covenant on Civil and Political Rights (ICCPR), International Convention on the Elimination of All Forms of Racial Discrimination (ICERD), United Nations Convention on the Rights of the Child, and World Trade Organization (WTO);
3. to provide policy input and act as the departmental contact point on SAR/Mainland issues relating to housing, e.g. Hong Kong/Guangdong Co-operation Joint Conference;
4. to provide policy input and act as the departmental contact point on work which cover the interface between the Housing, Planning and Lands Bureau/HD and other bureaux/departments, including work relating to the Women's Commission, Competition Policy Advisory Group, Commission on Strategic Development, Steering Committee on New Arrival Services, etc.; and
5. to be responsible for all residual functions of the former HB.

**Job Description  
Assistant Director (Finance)**

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

**Responsible to** : Deputy Director (Strategy)

**Major Duties and Responsibilities –**

1. to lead and manage the finance functions of the Housing Authority (HA), including:
  - (a) adopt business/financial best practices;
  - (b) oversee the daily operation of the Unit;
  - (c) serve as the Head of Grade for all finance and accounting staff;
  - (d) formulate and recommend policies on finance, accounting, and supplies for adoption by HA and the Housing Department (HD);
  - (e) manage HA's investment activities and cash flow. Report investment results and propose funds policies to the Finance Committee and HA; and
  - (f) design and implement financial and accounting systems to efficiently and effectively discharge the respective finance functions;
2. to arrange for adequate financial resources to meet HA's production targets and "core" business operations, including financial arrangements with the Government and raising funds from the capital markets and banking sector;
3. to formulate financial policies and strategies for HA to meet its statutory obligations under the Housing Ordinance and the Financial Arrangements with the Government, in order to ensure proper accountability and propriety for all its financial transactions; and
4. to provide financial and performance based information and advice to assist HA and the senior directorate of HD to formulate policy proposals and objectives having due regard to the financial implications.

**Job Description**  
**Deputy Director (Business Development)**

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

**Responsible to** : Permanent Secretary for Housing, Planning and Lands (Housing)

**Major Duties and Responsibilities –**

1. to map out new business initiatives involving the private sector as the Housing Authority (HA)'s partner in the delivery of the HA's services, with a view to enhancing cost-effectiveness and service quality;
2. to provide steer and co-ordination for strategic outsourcing programmes identified under the new business initiatives, including drawing up change management framework for aligning systems and in-house resources;
3. to oversee and to devise implementation plans for the progressive divestment of the ownership of the HA's commercial portfolio;
4. to oversee the Phased Service Transfer Programme underway in support of the Private Sector Involvement scheme in HA's estate management and maintenance services;
5. to steer the formulation of strategies and initiatives for procurement and environmental management, and to oversee the implementation of the strategies and initiatives;
6. to oversee the on-going review of major operational policies and processes that straddle different Divisions of the Housing Department, and to steer the re-engineering of the same necessary to enhance operational efficiency and responsiveness;
7. to handle the Home Ownership Scheme overhang issue;
8. to formulate policies over the regulation of the operation of the private housing market, including the sale of private flats and descriptions of flats for sale, the landlord and tenant matters, and the regulation of estate agents;
9. to monitor the performance of the private housing market, and to formulate policies and introduce measures to respond to the market situation if necessary;

10. to liaise with the Housing Society (HS) for the delivery of housing policy, and to monitor the various subsidized housing schemes entrusted to the HS;
11. to assist Permanent Secretary for Housing, Planning and Lands (Housing) (PSH) in formulating and implementing policies and strategies relating to the development of the private housing sector and new business initiatives; and
12. to assist PSH to explain policies in Legislative Council Panels and Committees and in public.

**Job Description  
Assistant Director (Business Development)**

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

**Responsible to** : Deputy Director (Business Development)

**Major Duties and Responsibilities –**

1. to explore new ways of conducting business/delivering service, with a view to enhancing cost-effectiveness and service quality;
2. to identify further areas for outsourcing and involving the private sector or other public sector agencies as our strategic partners;
3. to spearhead the progressive divestment of the ownership of the Housing Authority's commercial portfolio;
4. to co-ordinate and provide specialist advice on all new business initiatives/outsourcing programmes/divestment activities, including the drawing up of change management framework for supporting the implementation of such programmes;
5. to establish efficient communication channels for soliciting stakeholders' support as well as their feedback for continual improvement; and
6. to continue with the residual tasks in relation to the Voluntary Departure Scheme currently implemented in support of the private sector involvement in the Estate Management and Maintenance Services.

**Job Description  
Assistant Director (Private Housing)**

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

**Responsible to** : Deputy Director (Business Development)

**Major Duties and Responsibilities –**

1. to formulate policies over regulation of flat sales including the monitoring of sales descriptions of uncompleted residential properties and local completed properties. To monitor and review the Lands Department Consent Scheme;
2. to formulate policies over landlord and tenant matters. To review and introduce legislative amendments to the Landlord and Tenant (Consolidation) Ordinance;
3. to monitor the operation of the Estate Agents Authority and the Appeal Panel set up under the Estate Agents Ordinance (EAO). To review and introduce legislative amendments to the EAO and its subsidiary legislation;
4. to liaise with the Housing Society (HS) for the delivery of housing policies and programmes. To review and monitor the subsidized housing schemes entrusted to the HS; and
5. to monitor the residential property market and to introduce measures to facilitate efficient operation of the market.

**Job Description  
Assistant Director (Procurement)**

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

**Responsible to** : Deputy Director (Business Development)

**Major Duties and Responsibilities –**

1. to establish, develop, maintain, and review procurement strategies and practices to meet corporate needs, and to explore new procurement methods, conduct pilot projects or advise functional Divisions of the Housing Department (HD) on execution of the same where appropriate;
2. to formulate proposals on the reform of the Housing Authority's and HD's tender approval systems, and to provide specialist support to committees and/or tender boards on major and strategic issues under the reformed structure;
3. to be responsible for counter-party list management and contractors performance assessment systems for enhanced transparency, objectivity, efficiency and accountability;
4. to review major operational policies and processes that straddle different functional Divisions of HD, identify the need for process re-engineering, and to co-ordinate the process re-engineering exercises commissioned by respective process owners;
5. to formulate, develop and review initiatives in relation to environmental management including benchmarking with industry standards and establishing co-operation with internal and external stakeholders involved in these activities; and
6. to continue with the residual tasks of the Quality Housing Reform in relation to procurement, and environmental management in collaboration with Government, the Provisional Construction Industry Co-ordination Board, professional bodies and the construction industry.



**Job Description  
Deputy Director (Construction)**

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

**Responsible to** : Permanent Secretary for Housing, Planning and Lands (Housing)

**Major Duties and Responsibilities –**

1. to assume overall responsibility and accountability for the development and construction projects of the Housing Department (HD);
2. to set overall service goals and financial objectives of the Construction Division and to oversee implementation;
3. to plan, develop and implement policies, strategies and legislation with regard to Public Housing Development Programmes, and to oversee Housing Monitoring Information System;
4. to co-ordinate within the Construction Division and with other Divisions in defining housing development/redevelopment programmes;
5. to set, implement and monitor the professional standards/procedures in the Construction Division;
6. to provide policy and secretariat support to the Steering Committee on Land Supply for Housing;
7. to set and bid for the resources required to implement projects of the Construction Division, including the Government departments' bids in Resource Allocation Exercise under the Public Works Programme (Capital Works Reserve Fund Head 711 (Housing)); and
8. to manage available resources and through the exercise of resources control, priority setting, co-ordination of functions and allocation of resources to ensure the programme and financial objectives and performance standards of the Construction Division are met.

**Job Description  
Assistant Director (Project) Central**

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

**Responsible to** : Deputy Director (Construction)

**Major Duties and Responsibilities –**

1. to oversee the design and construction of public housing projects and to liaise with relevant parties and departments to ensure that production targets are met;
2. to administer the Project Unit (Central), monitor and supervise the work of Chief Professionals and Project Manager to maintain standards and to implement approved policies;
3. to manage manpower and financial resources for the Unit, including staff training and development, and to ensure that the necessary services, support and input are provided to all projects;
4. to oversee the preparation of project budget, overall capital budget and five-year forecast, and to control and monitor expenditure;
5. 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;
6. to exercise authority delegated from the Housing Authority and its Committees in the implementation of approved policies;
7. to assist Deputy Director (Construction) in the formulation of policies and procedures, and in the overall administration of the Construction Division; and
8. to facilitate the implementation of housing-related infrastructure projects, including the control and monitoring the use of funds allocated for these projects.

**Job Description  
Assistant Director (Project) East**

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

**Responsible to** : Deputy Director (Construction)

**Major Duties and Responsibilities –**

1. to oversee the design and construction of public housing projects and to liaise with relevant parties and departments to ensure that production targets are met;
2. to administer the Project Unit (East), monitor and supervise the work of Chief Professionals and Project Manager to maintain standards and to implement approved policies;
3. to manage manpower and financial resources for the Unit, including staff training and development, and to ensure that the necessary services, support and input are provided to all projects;
4. to oversee the preparation of project budget, overall capital budget and five-year forecast, and to control and monitor expenditure;
5. 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;
6. to exercise authority delegated from the Housing Authority and its Committees in the implementation of approved policies;
7. to assist Deputy Director (Construction) in the formulation of policies and procedures, and in the overall administration of the Construction Division;
8. to maintain the Housing Monitoring Information System, including the co-ordination and updating of the Public Housing Development Programme;
9. to facilitate the implementation of housing-related infrastructure projects, including the control and monitoring the use of funds allocated for these projects, and oversee the co-ordination of Government departments' bids during Resource Allocation Exercise and processing of Public Works Subcommittee papers under Capital Works Reserve Fund Head 711 (Housing);

10. to monitor the progress of development studies, and the programme of land supply and housing production to meet housing production targets; and
11. to provide secretariat support to the Steering Committee on Land Supply for Housing.

**Job Description  
Assistant Director (Project) West**

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

**Responsible to** : Deputy Director (Construction)

**Major Duties and Responsibilities –**

1. to oversee the design and construction of public housing projects and to liaise with relevant parties and departments to ensure that production targets are met;
2. to administer the Project Unit (West), monitor and supervise the work of Chief Professionals and Project Manager to maintain standards and to implement approved policies;
3. to manage manpower and financial resources for the Unit, including staff training and development, and to ensure that the necessary services, support and input are provided to all projects;
4. to oversee the preparation of project budget, overall capital budget and five-year forecast, and to control and monitor expenditure;
5. 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;
6. to exercise authority delegated from the Housing Authority and its Committees in the implementation of approved policies;
7. to assist Deputy Director (Construction) in the formulation of policies and procedures, and in the overall administration of the Construction Division; and
8. to facilitate the implementation of housing-related infrastructure projects, including the control and monitoring the use of funds allocated for these projects.

**Job Description  
Assistant Director (Development)**

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

**Responsible to** : Deputy Director (Construction)

**Major Duties and Responsibilities –**

1. to administer the Development Unit, monitor and supervise the work of the Chief professionals 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 Unit including staff training and development;
3. to prepare budgets and monitor expenditure against budgets for projects administered by the Unit;
4. to ensure that the necessary services support and input are provided to clients in accordance with agreed programmes and quality standard, professional and financial management practices, monitor performance and where necessary, take corrective action;
5. to assist Deputy Director (Construction) in the formulation of policies and procedures, and in the overall administration of the Construction Division;
6. to ensure standard blocks and specification or guidelines for non-standard blocks and facilities are developed and maintained to facilitate production of quality public housing in accordance with the Public Housing Development Programme and other objectives of the Division;
7. to supervise and co-ordinate functional activities of the Construction Division as required by Deputy Director (Construction), including research and feedback for the development of New Works design, quality management activities, Business Process Re-engineering, Consultant Management for outsourced projects, contractor performance assessment and incentive schemes, information technology systems development and management, etc.;
8. provision of financial and accounting support to the Construction Division;

9. to liaise and review with other Heads of Units in respect of planning, design and standard control matters to ensure that they are implemented in accordance with the agreed programmes, policies and procedures; and
10. to exercise authority delegated from the Housing Authority and its Committees in the implementation of approved policies.

**Job Description  
Deputy Director (Estate Management)**

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

**Responsible to** : Permanent Secretary for Housing, Planning and Lands (Housing)

**Major Duties and Responsibilities –**

1. to assume overall responsibility and accountability for the management and maintenance of public rental estates and related policies;
2. to set overall service goals and financial objectives of the Estate Management Division and to oversee implementation;
3. to plan, develop, implement and review policies on management and maintenance of public housing including estates, interim housing and transit centres;
4. to oversee and co-ordinate the regional activities with regard to matters arising from the management and maintenance of permanent and interim public housing;
5. to oversee Housing Improvement Schemes in permanent and interim public housing;
6. to monitor the performance of property services companies/property management agencies;
7. to take up functions such as maintenance of Government slopes, hawker control, illegal parking enforcement on behalf of other Government departments; and
8. to manage available resources and through the exercise of resources control, priority setting, co-ordination of functions and allocation of resources to ensure the programmes, financial objectives and performance standards of the Estate Management Division are met.



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

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

**Responsible to** : Deputy Director (Estate Management)

**Major Duties and Responsibilities –**

1. to administer the Estate Management Unit, monitor and supervise the work of Chief Managers and other section heads with a view to maintaining uniform standards and consistency in the implementation of approved policies, and overseeing the outsourcing of estate management and maintenance services to property services companies;
2. to plan, deploy and monitor manpower and financial resources needed for the Unit including staff management, training and development;
3. to prepare budgets; and monitor progress and expenditure against business plans, budget and programmes for business administered by the Unit;
4. to ensure the necessary services support and input are provided to clients in accordance with agreed programmes, quality assurance and financial management practices, to monitor performance and where necessary, take 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 including environmental protection in estates;
7. to ensure all Housing Authority'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 Units/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; and
9. to liaise and co-ordinate with other Government departments in pursuit and support of central Government policies and inter-departmental issues.

**Job Description**  
**Assistant Director (Estate Management) 3**

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

**Responsible to** : Deputy Director (Estate Management)

**Major Duties and Responsibilities –**

1. to administer and supervise the work of 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 co-ordinate the implementation of large scale maintenance and improvement programmes in public rental estates;
3. to develop and review policies, strategies, set out standards, undertake research and co-ordinate programmes on maintenance and improvement matters;
4. to plan, deploy and monitor manpower and financial resources allocated to the Unit including staff management, training and development;
5. to give technical advice on and provide support services including quantity surveying for building maintenance works;
6. to co-ordinate works budget preparation, monitor progress and expenditure against the Corporate Plan and business plans of Estate Management Division;
7. to formulate and review management policies of public rental estates and interim housing and advise on management policy matters;
8. to fix and review domestic rents for public rental estates and licence fees for interim housing;
9. to administer service contracts (including cleansing, security guard, horticultural maintenance contracts) for providing associated services to Housing Authority's rental properties;

10. to outsource estate management and maintenance services under the Phased Service Transfer (PST) programme and administer PST costing matters;
11. to provide technical support to the Regional Management in taking over newly completed public rental housing flats;
12. to oversee the business requirements and development of information technology and computer services (including the enhancement of the Integrated System for Housing Management and ancillary computer systems) for provision to all staff in Estate Management Division;
13. to provide management input to the Construction Division on the estate management requirements in new housing projects;
14. to liaise and co-ordinate with other Divisions and Government departments on matters related to maintenance and management issues, such as fire safety, design of new buildings, asbestos management, environmental management and building control matters; and
15. to provide professional support to the Building Management Liaison Teams of Home Affairs Department.

**Job Description  
Deputy Director (Allocation and Commercial)**

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

**Responsible to** : Permanent Secretary for Housing, Planning and Lands (Housing)

**Major Duties and Responsibilities –**

1. to assume overall responsibility and accountability for various subsidized home ownership schemes, allocation of public rental housing units and redevelopment programmes;
2. to plan, develop, review and implement policies and procedures on the sale of flats of various home ownership schemes, allocation of public rental flats and elderly housing;
3. to oversee various loan/rental allowance schemes;
4. to monitor phased transfer of squatter control to the Lands Department, to continue overseeing the residual programme, and to review the criteria governing the allocation of the various forms of public housing to clearances;
5. to provide estate management and maintenance for, and to conduct design, development, valuation, marketing and promotion of commercial properties; and
6. to manage available resources and through the exercise of resources control, priority setting, co-ordination of functions and allocation of resources to ensure the programme and financial objectives and performance standards of the Allocation and Commercial Division are met.

**Job Description  
Assistant Director (Allocation)**

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

**Responsible to** : Deputy Director (Allocation and Commercial)

**Major Duties and Responsibilities**

To supervise and co-ordinate activities of the Allocation Unit, monitor and oversee the work relating to the allocation of rental housing, redevelopment and operation of squatter control and clearance as follows –

**Allocation of rental housing and redevelopment**

1. to oversee the administration of the Waiting List for rental housing and to review any changes for the rational allocation of housing resources;
2. to plan, co-ordinate and execute programmes relating to the redevelopment of public housing estates;
3. to review and formulate policies and procedures relating to the eligibility for rehousing of persons in various categories;
4. to assist in formulation of policy, strategy and procedure and to oversee the administration of various rental allowance schemes;
5. to undertake resource planning and manage resources required for the letting of rental flats;
6. to handle complaints, enquiries and petitions relating to public rental housing and redevelopment matters;
7. to exercise authority delegated from the Housing Authority and its Committees for implementation of approved policies;

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### **Operation of squatter control and clearance**

8. to plan, co-ordinate and execute programmes relating to the control and clearance of squatter structures;
9. to establish and review policies and procedures to prevent fresh squatting and/or extension/conversion to recorded squatter structures on undeveloped Government land and private agricultural land;
10. to review and formulate policies and procedures relating to the eligibility and rates for ex-gratia allowances in respect of clearances;
11. to establish and review policies and procedures relating to eligibility for rehousing of persons in the emergency and compulsory categories;
12. to plan, implement and monitor effective patrol system to deter fresh squatting;
13. to ensure the maintenance of accurate and up-to-date records on all squatter structures;
14. to review and implement policies to improve living conditions in the remaining squatter areas;
15. to undertake resource planning and manage resources required for the clearance and control of squatters;
16. to organize resources to assist with the registration and relief of victims of natural disasters in squatter area and tenement buildings;
17. to tie-in with Buildings Department's demolition programme to rehouse the displaced rooftop occupants according to their eligibility;
18. to act as the rehousing agent of the Urban Renewal Authority (URA) and assist the URA in rehousing the affected tenants; and
19. to handle complaints, enquiries and petitions relating to squatter control and clearance.

**Job Description  
Assistant Director (Housing Subsidies)**

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

**Responsible to** : Deputy Director (Allocation and Commercial)

**Major Duties and Responsibilities –**

1. to oversee the operation of the Housing Subsidies Unit, and oversee all activities relating to various subsidized housing schemes, including home ownership schemes, Home Assistance Loan Scheme and General Rent Allowance Scheme;
2. to formulate, implement and review policies, eligibility and procedures for the subsidized housing schemes;
3. to undertake resource planning, and manage resources required for the subsidized housing schemes;
4. to oversee the arrangements for implementation, documentation and marketing strategies for the subsidized housing schemes;
5. to handle complaints and enquiries relating to the subsidized housing schemes; and
6. to formulate pricing and land policy matters in connection with various subsidized housing schemes.

**Job Description  
Assistant Director (Commercial Properties)**

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

**Responsible to** : Deputy Director (Allocation and Commercial)

**Major Duties and Responsibilities –**

1. to direct and oversee the work of the Commercial Properties Unit in the planning, letting and management of Housing Authority (HA) commercial properties for maximum effectiveness in the use of resources;
2. to advise on the appropriate size and design of commercial facilities for new estates and to arrange for modification to facilities in existing estates as necessary to meet anticipated needs;
3. to monitor retail trends and private sector commercial practice and introduce changes as necessary to ensure the competitiveness of facilities and cost-effectiveness in management;
4. to undertake the budgeting and administration of the Commercial Properties Unit for optimal operational effectiveness;
5. to actively review relevant governing policies and put forward proposals for revision as necessary to promote HA strategies and objectives; and
6. to provide other assistance to Deputy Director (Allocation and Commercial) as required.



**Job Description  
Deputy Director (Corporate Services)**

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

**Responsible to** : Permanent Secretary for Housing, Planning and Lands (Housing)

**Major Duties and Responsibilities –**

1. to steer and implement human resources policies including initiatives on staff morale, pay and conditions, Mandatory Provident Fund, staff training, staff discipline, manpower strategy, etc.;
2. to provide advice and support to Housing Authority (HA)/Housing Department (HD)'s policies, projects and reform programmes (e.g. Phased Service Transfer, Quality Housing, streamlining of business divisions, organizational changes, etc.);
3. to steer and implement HD's long-term information technology strategies;
4. to steer and implement HD's long-term public and community relations strategy; and
5. to ensure that there is adequate provision of legal services to HA and HD.

**Job Description  
Assistant Director (Administration)**

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

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

**Major Duties and Responsibilities –**

1. to assist manpower requirements, to advise on policy in relation to staffing, and to maintain establishment control systems for the effective organization of the Housing Department (HD);
2. to provide and maintain staff appointments to approved levels;
3. to maintain arrangements for the effective management of staff including staff planning and development, staff deployment, disciplinary proceedings and complaints;
4. to administer general conditions of service and to advise on associated policy;
5. to promote good staff relations and to monitor the arrangements for staff consultation and welfare;
6. to control the provision of various support services such as office accommodation, furnishings and equipment, office automation, telecommunications, security etc;
7. to oversee the work of the Translation Section and to monitor the service provided;
8. to oversee the activities of the Training and Development Centre and to monitor the control of the training budget;
9. to be head of General Grades staff in HD; and
10. to advise the Human Resources Committee and other Committees of the Housing Authority on matters within his ambit of responsibility.

**Job Description  
Assistant Director (Legal Advice)**

**Rank** : Assistant Director of Housing/Legal Advice (DL2)

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

**Major Duties and Responsibilities –**

1. to direct the work of the Legal Advice Unit of the Housing Department (HD), to plan its development, and to oversee the proper functioning of the Unit as a whole;
2. to supervise the professional and supporting staff working under him in the Unit and to be responsible for their professional development and training;
3. to act as Legal Adviser to the Housing Authority (HA) and its Committees/ Sub-Committees at their meetings;
4. to attend the Executive Council, the Legislative Council and District Councils as and when required;
5. to assist in drafting legislation or preparing drafting instructions for the Law Draftsman and to draft subsidiary legislation and by-laws as instructed by the HA;
6. to provide legal advice and services to HD in its execution of the functions and roles of the HA and, in the appropriate cases, appoint legal consultants who may be barristers or solicitors to provide the required legal advice and services following established procurement procedures and to be responsible to monitor, supervise and report on the works of the legal consultants appointed;
7. to advise the HA and the HD on legal actions taken or may be taken against the HA including any judicial review applications, civil litigation, mediation and/or arbitration, appointing as appropriate, following established procurement procedures, barristers and or solicitors as the cases may require to represent the HA in such actions before the Courts, mediators and arbitrators and to monitor, supervise and report on the works of barristers and/or solicitors appointed;

8. to supervise the conduct of prosecution in the Magistrates' Courts of offences committed against the provisions of the Housing Ordinance in the exercise of limited authority delegated by the Secretary for Justice to Department officers and to take instructions from, seek advice of and consult the Director of Public Prosecutions as required;
9. to advise on and to pursue the recovery of debts owed to the HA arising from the management of Home Ownership Court, Commercial and Public Rental Housing properties in the Small Claims Tribunal; and
10. to process applications for legal assistance made by staff who may become involved in legal actions relating to incidents arising out of their execution of their respective duties.

**Job Description**  
**Assistant Director (Information and Community Relations)**

**Rank** : Housing Authority Contract Assistant Director of Housing  
(Equivalent to directorate D2 rank)

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

**Major Duties and Responsibilities –**

1. to advise the Chairman of Housing Authority (HA) and the senior directorate on the most appropriate information and public relations strategies to be adopted to enhance the image of HA and Housing Department (HD) in the long term as well as for particular issues;
2. to set priorities, allocate resources and provide guidance to section heads on the formulation of news, publicity, public relations, marketing and information-giving strategies and community education programmes;
3. to supervise the production of publicity materials and an internet portal to enhance the communication between HA, HD, local communities and the general public;
4. to supervise the organization of corporate events, functions and visits for the members of HA and its stakeholders;
5. to monitor the development and the subsequent operation of a coherent complaint/enquiry system to ensure that public complaints and enquiries are handled promptly and properly;
6. to oversee the implementation of a code of practice on access to information and the dissemination of information to the public; and
7. to meet regularly with Division heads to obtain feedback on information and community relations needs.

**Job Description**  
**Assistant Director (Information Technology)**

**Rank** : Housing Authority Contract Assistant Director of Housing  
(Equivalent to directorate D2 rank)

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

**Major Duties and Responsibilities –**

1. to head the Information Technology Unit (ITU);
2. to direct the operations and management of the ITU and be responsible for all corporate information technology (IT) activities, services, policies, regulations, plans and strategy;
3. to be the “owner” of the IT strategy and associated reform (change) programme and be responsible for their management and implementation;
4. to manage at broad level the relationship between IT and IT service provision;
5. to manage at IT policy level the relationship between Housing Authority (HA)/ Housing Department (HD) and the HKSAR Government;
6. to be responsible for the manpower/resource planning, deployment, monitoring, and control of ITU;
7. to carry out any other duties assigned by Deputy Director (Corporate Services);
8. to be functionally responsible for all IT units and staff devolved to the Divisions; and
9. to prioritize and manage at strategic level all IT investments for HA/HD.

**Job Description**

**Administrative Assistant to Secretary for Housing, Planning and Lands**

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

**Responsible to** : Secretary for Housing, Planning and Lands

**Major Duties and Responsibilities –**

1. to provide general administrative support to the Secretary for Housing, Planning and Lands (SHPL);
2. to co-ordinate submissions to SHPL;
3. to co-ordinate and handle replies to correspondence, including complaints, addressed to SHPL;
4. to be in co-ordination with the Press Secretary to SHPL, preparing speeches and statements to be delivered by SHPL;
5. to plan SHPL's programme of official visits, and duty trips, both locally and overseas, co-ordinate the preparation of briefs for such visits and the follow-up action as is required;
6. to plan meetings on various subjects, preparing briefs, and service the meetings; and
7. to perform such other administrative duties as SHPL may from time to time direct.