

**For discussion  
on 18 June 2003**

**EC(2003-04)10**

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

### **HEAD 70 – IMMIGRATION DEPARTMENT Subhead 000 Operational expenses**

Members are invited to recommend to Finance Committee the retention of the following supernumerary post in the Immigration Department for a period of three years with effect from 1 November 2003 –

1 Chief Systems Manager  
(D1) (\$98,595 - \$104,615)

### **PROBLEM**

The Immigration Department (ImmD) needs dedicated support at the directorate level to plan, manage and co-ordinate information technology (IT) related activities for the implementation of projects under the Updated Information Systems Strategy (ISS-2).

### **PROPOSAL**

2. The Director of Immigration, with the support of the Secretary for Security and the Director of Information Technology Services, proposes to retain one supernumerary post of Chief Systems Manager (CSM) (D1) for a period of three years from 1 November 2003 to 31 October 2006.

**/JUSTIFICATION .....**

## JUSTIFICATION

### ISS-2

3. In 1999, ImmD conducted an Information Systems Strategy review and concluded that the implementation of ISS-2, comprising 30 inter-related projects, was necessary to enable the department to meet the growing demand for better public service at a lower cost and in a more responsive manner. The Finance Committee (FC) already approved funds for some major projects under ISS-2 including the Hong Kong Special Administrative Region (HKSAR) Identity Card (ID Card) Project (Phase 0), the Information Technology Infrastructure Upgrade (ITIU) and Immigration Control Automation System (ICAS) Enhancement Programmes (Phase I) and the Automated Passenger Clearance (APC) and Automated Vehicle Clearance (AVC) Systems (Phase II). Development works in respect of these projects are in active progress. A list of all projects under ISS-2 and a macro implementation plan for ISS-2 is at

Encl. 1

Enclosure 1.

4. Subject to FC's approval of funds to implement the remaining projects in Phases III and IV, all ISS-2 projects are planned for full implementation by 2006-07, which is expected to result in tangible savings of some \$438 million per annum at 2002-03 price level (indicative figure including staff cost savings of about \$172 million per annum relating to the deletion of about 425 posts).

### Existing manpower support

5. The Establishment Sub-committee (ESC) approved on 23 May 2001 the creation of a supernumerary CSM post for the period up to 31 October 2003 to assist in implementing the HKSAR ID Card Project (Phase 0 of ISS-2). The post is responsible for planning, directing and monitoring all IT activities relating to the implementation of the smart ID card system and the launching of the region-wide ID card replacement exercise. In addition, upon FC's approval of funds to implement the projects in Phase I and Phase II of ISS-2, the CSM post has been taking on the extra IT-related work generated by these projects.

### Need to retain the CSM post

6. ImmD conducted a review in 2002-03 to assess the continued need for a CSM beyond 31 October 2003 to oversee the implementation of all approved projects, to take forward other projects in Phase III and Phase IV and to take charge of all IT operations and maintenance support of existing and new production systems. The

/review .....

review has concluded that a technical expert at directorate level, i.e. a CSM, is needed beyond 31 October 2003 to ensure timely implementation of all ISS-2 projects by 2006-07.

7. Many of the ISS-2 projects are mission-critical, of large scale and with high degree of complexity and inter-dependency. For example, ICAS, APC and AVC provide mission-critical, round-the-clock and high availability border control services to cater for the heavy passenger and vehicular traffic. Strategically, a CSM is needed to provide leadership in synergising the current projects underway and future projects which are still being studied. Operationally, he is required to oversee performance of various systems under Phases I and II of ISS-2; steer and coordinate actions required to rectify irregularities and defects upon the roll-out of the systems; manage the performance of external consultants, contractors and contract staff; and ensure proper institutional arrangements are in place to safeguard Government's interests in the implementation of projects where technical and contractual issues are involved. The value of the approved projects to be overseen by the CSM amounts to some \$1.9 billion, which is among the highest when compared with those in other bureaux/departments.

8. With the devolution of IT support from Information Technology Services Department (ITSD) to client government departments, ImmD set up in April 2001 its own IT Management Unit (ITMU), named the Technology Services Division (TSD). The establishment of TSD enables ImmD to assume full ownership of IT management and operations, and facilitates the fast delivery of IT systems under ISS-2. It is one of the largest ITMUs in terms of size of IT service staff (some 200) and span of control of the CSM (a total of 4 Senior Systems Managers (SSMs)). The size and composition of TSD and the services provided demand the leadership of a CSM.

9. The CSM post, if retained, will be accountable to the Assistant Director (Information Systems). The Deputy Director (Identity Card) post to whom the CSM currently works will lapse on 1 November 2003. The job description of the proposed CSM post and the proposed departmental organisation structure are at Enclosures 2 and 3 respectively.

Encl. 2  
Encl. 3

### **Other alternatives considered**

10. We have considered the option of engaging a non-civil service contract staff or a consultant to lead and control the planning and implementation of the various

/projects .....

projects and systems under ISS-2. However, due to security concern and to avoid potential conflict of interest in dealing with external consultants/service contractors, we are of the view that the work should continue to be assumed by a civil servant. To dispense with the current setup will remove a technical service co-ordinator/adviser who is familiar with the background, development and requirements of ISS-2 without which the continuity and integration of various inter-dependent projects under ISS-2 will be at risk.

11. We have also considered other options including the use of IT support from ITSD and the deployment of an SSM to take up the CSM's duties but have concluded that these options are not feasible. First, as mentioned in paragraph 8, with the devolution of IT support to bureaux/departments, ITSD has repositioned its core services and has since relinquished its technical support services to ImmD other than providing general advice and guidelines. ImmD has to take care of its own needs for IT support to take forward the development and implementation of all ISS-2 projects. Secondly, having regard to the system complexity, project scale and the number of SSMs in the current hierarchy, it is considered not suitable for one of the SSMs to assume the leadership and management role.

12. We have also critically examined the feasibility of identifying a directorate post within ImmD to absorb the duties of the CSM. This is not operationally feasible as all existing directorate posts are fully occupied with their existing responsibilities relating to immigration entry/exit control, visa policies, enforcement and liaison, personal documentation, information systems including the implementation of the smart identity card project, administration and planning.

13. A permanent post of Chief Superintendent of Police (PPS 55) in the Hong Kong Police Force (HKPF) will be deleted to offset the proposed retention of the supernumerary CSM post in ImmD. Details of the proposed deletion of post in HKPF are set out in a separate paper EC(2003-04)11 submitted for discussion at the same ESC meeting.

## **FINANCIAL IMPLICATIONS**

14. The additional notional annual salary cost of the proposed retention of the supernumerary CSM post (D1) at mid-point is \$1,217,520 and the full annual average staff cost, including salaries and staff on-cost, is \$2,133,000.

**/BACKGROUND .....**

## BACKGROUND INFORMATION

15. FC approved at its meeting on 9 March 2001 a new commitment of \$747,037,000 (first stage) and on 10 May 2002 an additional commitment of \$478,552,000 (second stage) for implementing Phase 0 of ISS-2 (i.e. HKSAR ID Card Project). ESC endorsed on 23 May 2001, and FC approved on 8 June 2001, the creation of a supernumerary CSM post in ImmD for the period up to 31 October 2003 to assist the Deputy Director (Identity Card) of ImmD in steering the implementation of the smart identity card project. Since then, the project has been progressing at good tempo and the new system will come into operation on 23 June 2003.

16. At its meeting on 11 January 2002, FC approved a new commitment of \$362,119,000 for implementing Phase I of ISS-2 including the ITIU and ICAS Enhancement Programmes. On 24 January 2003, FC also approved a new commitment of \$352,753,000 for implementing Phase II of ISS-2 which comprises the APC and AVC Systems. The CSM has since been taking on the extra IT-related work for these approved projects.

## ESTABLISHMENT CHANGES

17. The establishment changes in ImmD for the past two years are as follows –

Establishment (Note)	Number of posts			
	Existing (as at 1.6.2003)	as at 1.4.2003	as at 1.4.2002	as at 1.4.2001
A	11+(2)	11+(2)	11+(2)	11+(1)
B	1574	1573	1475	1506
C	4270	4258	4213	4188
<b>Total</b>	<b>5855+(2)</b>	<b>5842+(2)*</b>	<b>5699+(2)</b>	<b>5705+(1)</b>

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

\* The increase of 143 posts between 2.4.2002 and 1.4.2003 was mainly due to the creation of posts for implementing Phases 0, I and II of ISS-2, and the strengthening of immigration manpower at boundary control points.

/CONSULTATION .....

**CONSULTATION WITH LEGISLATIVE COUNCIL PANEL**

18. We consulted the Legislative Council Panel on Security on 5 June 2003. Members were informed that a directorate post (D1) would be identified shortly to offset the retention of the supernumerary CSM. Members noted the proposal and did not raise objection for the Administration to proceed to seek the support of the ESC for the retention of the CSM post.

**CIVIL SERVICE BUREAU COMMENTS**

19. Having regard to the operational need for a technical expert at directorate level to take charge of the ISS-2 projects, the Civil Service Bureau considers that the proposal contained in this paper is justified.

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

20. As we propose to retain the post on a supernumerary basis, we will report its retention, if approved, to the Standing Committee on Directorate Salaries and Conditions of Service in accordance with the agreed procedure.

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Security Bureau  
June 2003

## List of projects and macro implementation plan of the Updated Information Systems Strategy for the Immigration Department

Phase	Project No.	Name of Project & Description	Implementation	Status
Phase 0 (1999-2000)	1	<b>HKSAR ID Card<sup>D</sup></b> To develop and implement the necessary infrastructure and application system for issuing smart ID cards to the public and to replace all existing ID cards by smart ID cards in 4 years	June 2003	The Finance Committee approved a total of \$1,225,589,000 in March 2001 and May 2002. Development work is in active progress. The new system will be implemented on 23 June 2003.
Phase I (2000-01)	2	<b>Business Process Re-engineering<sup>E</sup></b> To streamline and centralise work processes	Throughout the implementation of the updated ISS	Studies have been and will be conducted to identify the business process re-engineering opportunities prior to implementation of the related information systems.
	3 (Part I)	<b>Electronic Visit Permit Application System (Pilot)<sup>D</sup></b> To introduce the iPermit System for handling applications and issue visit permits to Taiwan visitors through electronic means	April 2002	The iPermit System was successfully rolled out on 18 March 2002.
	4	<b>Infrastructure Upgrade Programme</b> <b>Mainframe Investment<sup>E</sup></b> To upgrade the processing and storage capacity of the mainframe	) ) In 3 stages : ) Administrative	) ) )
	5	<b>Midrange Investment<sup>E</sup></b> To upgrade the server computers	) Network by ) August 2003, ) upgraded ) Infrastructure	) ) The Finance Committee approved \$362,119,000 on ) 11 January 2002 for Phase I including the ) Information Technology Infrastructure Upgrade (ITIU) ) and Immigration Control Automation System (ICAS) ) Enhancement Programmes. Development work is in ) active progress. The ITIU Programme will be ) completed in October 2004.
6	<b>Desktop Investment<sup>E</sup></b> To provide suitable modern personal computers on the desktop for immigration officers	) to control ) points by ) February 2004, ) upgraded ) Infrastructure	) ) ) )	
7	<b>Communications Network Investment<sup>E</sup></b> To upgrade the communication network	) to travel ) document ) issuing ) offices by ) October 2004	) ) ) ) )	

Phase	Project No.	Name of Project & Description	Implementation	Status
Phase I (2000-01)	8	<b>Immigration Control Automation System (ICAS) Enhancement Programme</b> <b>ICAS Enhancement<sup>D</sup></b> To enhance the existing system and to raise the technology platform to support and interface with other initiatives of the updated ISS	April 2004	Ditto (The ICAS Enhancement Programme will be completed in June 2004.)
	9	<b>Improvement on Information Security<sup>D</sup></b> To improve data security of ICAS		
	10	<b>Information Systems (IS) Branch Organisation Restructuring<sup>E</sup></b> To restructure the IS Branch (comprising 353 staff as at 1 March 2003)		
Phase II (2001-02)	11	<b>Automated Passenger Clearance<sup>D</sup></b> To enable self-service immigration clearance by passengers using smart identity card and biometrics technologies	November 2004	The Finance Committee approved \$352,753,000 on 24 January 2003 for Phase II including the Automated Passenger Clearance and Automated Vehicle Clearance Systems. Tendering exercise is in progress. The system will be rolled out in the end of 2004 and the whole programme completed in June 2006.
	12	<b>Automated Vehicle Clearance<sup>D</sup></b> To automate clearance of vehicle drivers at land crossing points	November 2004	Ditto (The system will be rolled out in the end of 2004.)



Phase	Project No.	Name of Project & Description	Implementation	Status
Phase II (2001-02)	13	<b>Capability Improvement Programme</b> <b>IS Process Improvement<sup>E</sup></b> To equip the IS Branch with new and improved processes based on good IT industry practices	)	)
	14	<b>IS Performance &amp; Quality Measuring<sup>E</sup></b> To conduct monthly performance review to evaluate the performance of information systems in relation to agreed performance measurements	) Throughout the implementation of the updated ISS	) To tie-in with project no. 10 (IS Branch organisation restructuring), these initiatives will be pursued throughout the implementation of the updated ISS.
	15	<b>IS Strategy Project Office<sup>E</sup></b> To set up a Project Office to conduct periodic reviews of the overall strategy and to obtain funding for successive Phases	)	)
	16	<b>Change Management<sup>E</sup></b> To proactively manage change	Throughout the implementation of the updated ISS	Proactive change management has been adopted and will be maintained as an established approach.
	17	<b>Communication<sup>E</sup></b> To communicate to the staff within ImmD to keep them informed of the progress of the implementation of the updated ISS	Throughout the implementation of the updated ISS	The communication has started and the effort will be sustained. The implementation of the prototype of the Intranet (project no. 25) in June 2003 is one of the measures.

Phase	Project No.	Name of Project & Description	Implementation	Status
Phase III (2002-03)	18	<p><b>Processing Automation System (PAS) Enhancement Programme</b>  <b>PAS Enhancement <sup>D</sup></b>            To enhance the system to support the introduction of imaging for more efficient handling of applications for visas, entry permits and extension of stay</p>	2005-06	FS is being conducted and will be completed by June 2003. Implementation of the Programme is subject to availability of funds.
	19	<p><b>Integration of Supplementary Labour Scheme Information Management System (SIMS) into PAS <sup>D</sup></b>            The SIMS will be integrated with PAS to enable more effective maintenance of information on quotas of the importation of labour schemes</p>		
	20	<p><b>Electronic Records Programme</b>  <b>File Conversion <sup>E</sup></b>            A programme of work to progressively convert a large volume of essential non-electronic records into electronic machine-readable format. The records include visa, travel document and civil registration applications.</p>	2005-06	FS is being conducted and will be completed in September 2003. Implementation of the Programme is subject to availability of funds.
	21	<p><b>Imaging <sup>E</sup></b>            To exploit imaging technology to make more information available to greater number of staff at faster speed</p>		
	22	<p><b>Workflow <sup>E</sup></b>            To employ workflow tools and techniques to automate some business processes</p>		
	23	<p><b>Document Management <sup>E</sup></b>            To centralise document management to enhance productivity</p>		

Phase	Project No.	Name of Project & Description	Implementation	Status
Phase IV (2003-04)	24	<b>Data Warehousing (Management Information System)<sup>D</sup></b> To provide user-friendly access to information held in ImmD databases to aid decision making	2006-07	FS has been advanced to June 2003. It will be completed by November 2003. Implementation of the project is subject to availability of funds.
	25	<b>Intranet Implementation<sup>D</sup></b> To install an intranet with increasing range of facilities and information for more effective communication among some 3,000 ImmD staff	2006-07	The prototype of the intranet will be implemented in June 2003.
	26	<b>Electronic Service Delivery Support<sup>D</sup></b> An ongoing programme to offer a wider range of information and services to the public via the Government Electronic Service Delivery (ESD) infrastructure	2006-07	The department has been working closely with Commerce, Industry and Technology Bureau to offer wider and better services to the public via the ESD infrastructure.
3 (Part II)		<b>Electronic Visa/Permit &amp; Advance Passenger Processing [Full Version]<sup>D</sup></b> To provide alternative means for travellers to Hong Kong to apply for and be issued with permits or visas which may be electronic or in hard copy to be delivered by more efficient methods. To utilise data captured at airline check-in to allow pre-checking of passengers and to facilitate passenger processing	2006-07	Implementation of the project is subject to availability of funds.
	27	<b>Business Information<sup>E</sup></b> To provide secure electronic access to essential documents required by ImmD officers in their day-to-day duties, and to the public via ESD	2006-07	This will be jointly studied and implemented with project no. 26.
	28	<b>Chinese Language Support<sup>D</sup></b> To introduce Chinese language facilities into ImmD information systems wherever feasible and affordable	2006-07	The Chinese Language facilities have been and will be installed in relevant information systems of the updated ISS.

<b>Phase</b>	<b>Project No.</b>	<b>Name of Project &amp; Description</b>	<b>Implementation</b>	<b>Status</b>
Phase IV (2003-04)	29	<b>Personnel Support<sup>E</sup></b> To provide systems, tools and facilities to support the ongoing training of ImmD personnel and to provide a personnel information system in order to manage career progression and handle duty rostering	2006-07	The Personnel Information System is being enhanced to web-based platform for efficiency. A full-scale FS will be conducted in April 2004. Implementation of the project is subject to availability of funds.
	30	<b>Additional Long Range Strategic Studies<sup>E</sup></b> To explore in detail other possible strategic opportunities identified in the ISS Review with a view to bringing about cost saving and cost avoidance	2006-07	ImmD will conduct these long range studies after implementing the time- and mission-critical initiatives under the updated ISS.

Notes :

D denotes that the project is one of the 12 delivery projects.

E denotes that the project is one of the 18 enabling projects.

**Job Description of the Proposed Chief Systems Manager Post**

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

**Responsible to** : Assistant Director (Information Systems) of ImmD

**Main Duties and Responsibilities –**

1. to assist in developing IT plans and strategies and allocating IT resources in accordance with ImmD's business needs and overall e-government targets;
2. to facilitate the re-engineering of ImmD's business processes through the use of IT;
3. to deliver and maintain e-business solutions in ImmD by planning, budgeting for, acquiring and managing IT expertise and resources, arranging strategic IT partnership and managing the performance of contractors;
4. to formulate, recommend and execute strategies for IT outsourcing, the procurement of IT services and computer equipment;
5. to engage contract staff through body-shopping contracts <sup>(Note)</sup>, manage and conduct performance review on these contract staff;
6. to assist in maintaining and upholding the IT security policy and security framework in ImmD and establish appropriate checks and balances to ensure their compliance;
7. to advise on all IT related technical and policy matters and on technology management, promote government's IT standard and practices and enhance IT awareness and competence for ImmD;
8. to act as the IT consultant of ImmD and the central liaison point between the department and ITSD on matters concerning service-wide IT standards, technology infrastructure and IT manpower deployment; and
9. to participate in the development of inter-agency systems in the Government and maintain interoperability with these systems.

**Note:** Refer to term contracts for the provision of IT contract staff services arranged by ITSD.

**Proposed Organisation Chart of Immigration Department**  
(with effect from 1 November 2003)

