

**LegCo Panel on Public Service
Follow-up to Meeting on 21 March 2005**

**Request for Information on
Containing the Size of the Civil Service Establishment**

Background

At the meeting of the Legislative Council Panel on Public Service held on 21 March 2005, Members requested the Administration to:

- a) provide the paper submitted to the Establishment Subcommittee (ESC) in 2004 on the anticipated deletion of directorate and non-directorate posts as a result of the restructuring of the Housing Department;
- b) look into the current arrangements in Architectural Services Department (ArchSD) for employment of Non-Civil Service Contract (NCSC) or contract staff as site supervisors and/or conducting site supervision; and
- c) provide information on the 2 700 civil service posts to be deleted by March 2006 and the reasons for deletion.

The Administration's Response

ESC Paper on the reorganization of the Housing Department

2. A copy of the ESC Paper on the reorganization of the Housing Department is at Annex A.

Employment of NCSC site supervisors in ArchSD

3. The NCSC Staff scheme is a standing scheme introduced in 1999 to enable Heads of Department (HoDs) to employ staff on fixed-term contracts, outside the civil service establishment to meet service needs which are short-term, part-time or under review. HoDs have full discretion to decide on the employment of NCSC staff having regard to their service and operational needs.

4. According to the information gathered from the latest survey, as at 31 December 2004, ArchSD had employed five NCSC Works Supervisors II to supervise building and maintenance contract works and assist in ordering and controlling store. The employment of NCSC staff is a transitional measure to help with the Department's re-engineering programme which will be reviewed in 2006-07. To ensure the service quality of these NCSC Works Supervisors II, ArchSD has provided them with appropriate orientation and job-related training programmes to familiarise them with the Department's standards and requirements, and the operational and inspection procedure manuals that have to be followed. Their work and inspection results are all properly documented and are subject to routine and random inspections by the supervising civil service Senior Clerk of Works and Clerk of Works so as to ensure that the works are completed on time and of good quality.

Containing the size of civil service establishment

5. As a result of the efforts of bureaux/departments in the streamlining of procedures, re-engineering and re-structuring, we expect that civil service establishment will be further reduced to about 163 300 by end 2005-06 from about 166 000 in end 2004-05. Most of the posts to be deleted are either existing vacancies or vacancies arising from natural wastage and are posts where there is no longer an operational need. Also, some of them will be deleted to meet the post deletion requirement under the Second Voluntary Retirement (VR) Scheme upon the departure of the VR takers. A breakdown of the some 2 700 posts to be deleted / created in each bureau / department / office is shown in the Annex B.

For discussion
on 16 June 2004

EC(2004-05)9

ITEM FOR ESTABLISHMENT SUBCOMMITTEE OF FINANCE COMMITTEE

HEAD 62 – HOUSING DEPARTMENT Subhead 003 Recoverable salaries and allowances

Members are invited to recommend to the Finance Committee the following proposal to implement a reorganisation of the Housing Department by phases –

(a) the deletion of the following 21 permanent posts –

with immediate effect

1 Administrative Officer Staff Grade C
(D2) (\$113,520 - \$120,553)

3 Assistant Director of Housing
(D2) (\$113,520 - \$120,553)

1 Principal Management Services Officer
(D1) (\$95,623 - \$101,458)

1 Chief Structural Engineer
(D1) (\$95,623 - \$101,458)

1 Chief Housing Manager
(D1) (\$95,623 - \$101,458)

1 Chief Building Services Engineer
(D1) (\$95,623 - \$101,458)

1 Chief Architect (multi-disciplinary)
(D1) (\$95,623 - \$101,458)

/by

by 31 March 2005

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

2 Assistant Director of Housing
(D2) (\$113,520 - \$120,553)

1 Chief Quantity Surveyor
(D1) (\$95,623 - \$101,458)

1 Chief Estate Surveyor
(D1) (\$95,623 - \$101,458)

by 31 March 2006

1 Senior Assistant Director of Housing
(D3) (\$127,900 - \$135,550)

1 Assistant Director of Housing
(D2) (\$113,520 - \$120,553)

2 Chief Housing Manager
(D1) (\$95,623 - \$101,458)

1 Chief Estate Surveyor
(D1) (\$95,623 - \$101,458)

1 Chief Maintenance Surveyor
(D1) (\$95,623 - \$101,458)

1 Chief Planning Officer
(D1) (\$95,623 - \$101,458);

/(b)

- (b) the creation of the following permanent post by 31 March 2006 –

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

to be offset by deletion of the following permanent post –

1 Senior Assistant Director of Housing
(D3) (\$127,900 - \$135,550);

- (c) the creation of the following supernumerary post with immediate effect until 31 March 2006 –

1 Assistant Director of Housing
(D2) (\$113,520 - \$120,553);

- (d) the retention of the following supernumerary post for three years with effect from 15 July 2004 –

1 Assistant Director of Housing
(D2) (\$113,520 - \$120,553); and

- (e) the revision and redistribution of duties and responsibilities among the remaining directorate staff on the establishment of Housing Department.

PROBLEM

Pursuant to the Finance Committee (FC)'s approval on the merger of the former Housing Bureau and Housing Department (HD) into a single organisation with effect from 1 January 2003, we need to pursue further initiatives to streamline the organisation structure of HD and to ensure that the entire organisation is properly aligned and supports the new housing policy announced in November 2002.

/PROPOSAL

PROPOSAL

2. We propose to reorganise the directorate structure of HD by phases between now and end 2005-06. Other than minor revision and redistribution of duties and responsibilities amongst directorate staff, the proposal will entail the following changes to the number and deployment of civil service directorate posts –

- (a) with immediate effect, the creation of one supernumerary post of Assistant Director of Housing (AD of H) (D2) until 31 March 2006 and the deletion of nine permanent posts, including one Administrative Officer Staff Grade C (AOSGC) (D2), three AD of H (D2), one Principal Management Services Officer (PMSO) (D1), one Chief Structural Engineer (CSE) (D1), one Chief Housing Manager (CHM) (D1), one Chief Building Services Engineer (CBSE) (D1) and one multi-disciplinary Chief Architect (D1);
- (b) by 31 March 2005, the deletion of five permanent posts, including one Deputy Director of Housing (DD of H) (D4), two AD of H (D2), one Chief Quantity Surveyor (CQS) (D1) and one Chief Estate Surveyor (CES) (D1);
- (c) as from 15 July 2004, the retention of one supernumerary post of AD of H (D2) for three years; and
- (d) by 31 March 2006, the deletion of seven permanent posts of one Senior Assistant Director of Housing (SAD of H) (D3), one AD of H (D2), two CHM (D1), one CES (D1), one Chief Maintenance Surveyor (CMS) (D1) and one Chief Planning Officer (CPO) (D1); and the upgrading of one permanent post of Deputy Director from SAD of H (D3) to DD of H (D4).

JUSTIFICATION

3. Our primary objective is to de-layer operational responsibilities, streamline workflow, and merge related functions as far as practicable with a view to building a leaner and more dynamic organisation that can respond to service demand more efficiently and effectively. We are also cognizant of the need to enhance productivity in view of the financial difficulties of the Government and the Housing Authority (HA).

4. We have taken into account the new housing policy announced in November 2002, the proposal to divest the HA's retail and car-parking (RC) facilities¹, and changes in service requirements and modes of delivery over time. We have critically reviewed the existing establishment of HD to identify scope to merge lines of diminishing responsibilities because of changes in policy or service demand. In developing new structures, we are mindful of the need to address potential surplus staff issues, and have taken account of natural wastage arising from normal retirement, departure under the Voluntary Departure Scheme² (VDS) and the second Voluntary Retirement Scheme, and completion of contracts of employees on contract terms.

Proposed New Directorate Structure

5. As approved by the FC on 6 December 2002, the approved directorate establishment of the HD as at 1 January 2003 is 69 (consisting of one D8, two D4, four D3, 20 D2 and 42 D1). Together with the four HA contract directorate posts (two D2 and two D1), there was a total of 73 directorate posts. Encl. 1 The organisation chart as at 1 January 2003 is at Enclosure 1.

6. As at 1 April 2004, with the lapse of two supernumerary D1 posts in March 2003, the deletion of two HA contract directorate posts (equivalent to one D2 and one D1 ranks) and downgrading of one HA contract directorate post from D2 to D1 rank, there were a total of 69 directorate posts in HD including 67 civil service directorate and two HA contract directorate posts.

7. Between now and end 2005-06, we propose to phase in a series of changes which would have the net effect of –

- (a) reducing the number of business divisions from six to four;
- (b) reducing the number of sub-divisions headed by a D2 officer from 22 to 13; and
- (c) further reducing the net directorate establishment by 23 (including 21 civil service directorate and two HA contract directorate posts). Together with the four reductions taken place between January 2003 and April 2004, the total directorate establishment would be trimmed by 37% from 73 in January 2003 to 46 in end 2005-06.

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¹ We have appointed global co-ordinators to develop an implementation plan for the divestment of the HA's RC facilities. We are actively taking the matter forward and aim to complete the divestment before the end of 2004-05.

² The VDS was devised to facilitate the out-sourcing by phases of the management and maintenance of public housing estates to the private sector.

8. The proposed changes to the civil service directorate establishment, spread between 2004-05 and 2005-06, are as follows –

(a) in 2004-05 –

- (i) the creation of one supernumerary D2 post until 31 March 2006 and the deletion of nine permanent posts (four D2 and five D1) with immediate effect;
- (ii) the deletion of another five permanent posts (one D4, two D2 and two D1) by 31 March 2005; and
- (iii) the retention of one supernumerary D2 post for three years with effect from 15 July 2004.

(b) in 2005-06 –

- (i) the deletion of seven permanent posts (one D3, one D2 and five D1) by 31 March 2006; and
- (ii) the upgrading of one permanent post from D3 to D4, also by 31 March 2006.

Encl. 2 The posts proposed to be deleted are shown in the organisation chart at Enclosure 2. Besides, HD plans to delete two HA contract directorate posts (equivalent to D1 rank) in 2005-06. There will also be some revision and redistribution of duties and responsibilities among the remaining directorate staff on the establishment of HD.

Encl. 3 We aim to achieve the directorate structure as set out in Enclosure 3 by end 2005-
Encls. 06. The job description of the directorate posts under the proposed structure are at
4 - 39 Enclosures 4 to 39.

Business Divisions

Encl. 40 9. The responsibilities and directorate establishment of each of the six business divisions as at 1 April 2004 are briefly described at Enclosure 40. The proposed organisational changes are set out below –

- (a) **Strategy Division**, headed by a Deputy Director (AOSGB1) (D4), will be supported by four instead of five Assistant Directors (D2)³ and one Chief Treasury Accountant (D1) instead of three directorate

/at

³ Including the Assistant Director heading the Private Housing Sub-division, the responsibilities and establishment of which have been transferred from the Business Development Division to the Strategy Division with effect from 3 March 2003.

at D1 level. We **propose** to delete with immediate effect the post of Assistant Director (Institutional Reform) (AOSGC) (D2), currently redeployed on a temporary basis (see paragraph 10 below), as a substantial part of the work related to institutional reform recommended by the Committee on the Review of the Institutional Framework for Public Housing and on streamlining the HA committee structure has been completed. Other Assistant Directors within the Division will absorb the residual work of this post. In addition, we intend to delete one HA contract directorate post of Chief Finance Manager (HA, D1); its work will be absorbed by its subordinate non-directorate posts. We **propose** to delete by end 2005-06 one post of CPO (D1), which is currently redeployed to the Central Support Unit in the office of the Director of Housing (D of H) (see paragraph 13 below).

- (b) ***Business Development Division and Construction Division***, headed by a Deputy Director at DD of H (D4) level and SAD of H (D3) level respectively, will be reorganised by phases and merged into a ***Development and Construction Division*** in the light of a substantial scaling-down of public housing production and diminishing work related to the Private Sector Involvement Scheme for the outsourcing of management and maintenance services for public housing estates. Work related to the divestment of HA's RC facilities undertaken by the former Business Development Division is now undertaken by a dedicated Task Force on Divestment under Deputy Director (Corporate Services) - see paragraph 10 below. The new Division will be headed by an SAD of H (D3), and will be organised into three Sub-divisions each headed by an AD of H (D2), and underpinned by a total of 13 chief professional posts (D1). Two Assistant Directors will be responsible for overseeing construction, redevelopment and rehabilitation projects in their respective region. The third Assistant Director will be responsible for procurement and outsourcing policies, capital budget control, technical standards and quality assurance. In addition, the SAD of H (D3), titled as Deputy Director, will be supported by a chief professional (D1) on land supply and planning issues. In addition to the lapse of two supernumerary multi-disciplinary Chief Architect posts in March 2003, we **propose** to delete two AD of H (D2) posts, one multi-disciplinary Chief Architect post and one CBSE post with immediate effect; and one DD of H (D4) post, one AD of H (D2) post and one CQS post by end 2004-05.
- (c) ***Estate Management (EM) Division***, headed by a Deputy Director (SAD of H) (D3), is supported by two instead of three ADs of H (D2) under a new regional command structure with effect from 1 January

2004. The two Assistant Directors are overseeing two and three regional management offices respectively, each headed by a Chief Manager (D1)⁴. These regional management offices supervise management and maintenance of public housing estates in their respective regions. In addition, the Deputy Director (SAD of H), is underpinned by three Chief Managers (D1). One Chief Manager is responsible for formulating strategies on outsourcing of estate management and maintenance services, and developing standards and guidelines on maintenance and improvement works. Another Chief Manager is responsible for policies relating to tenancy management, rents and estate management re-engineering. The third Chief Manager is responsible for overseeing the operation of the Task Force Against Abuses of Public Housing Resources formed in February 2004 to pursue action against tenancy abuses and fraudulent cases relating to public housing, formulating strategies to safeguard public housing resources, as well as overall management of service contracts. We **propose** to delete one AD of H (D2) post and one Chief Manager (CSE) (D1) post with immediate effect. An additional CHM (D1) post and one CMS (D1) post have been redeployed temporarily to the Allocation and Commercial Division for taking up duties relating to the divestment of HA's RC facilities. Of these two redeployed posts, we **propose** to delete the former with immediate effect and the latter by end 2005-06. Subject to the successful divestment of HA's RC facilities, EM Division will then take over the residual responsibilities of the Allocation and Commercial Division, together with one AD of H (D2) post, one CHM (D1) post and one CES (D1) post upon the disbandment of the latter Division. Owing to the expanded scope of responsibilities of the Deputy Director, we **propose** to upgrade the post from SAD of H (D3) rank to DD of H (D4) rank by 2005-06 upon the disbandment of the Allocation and Commercial Division - see paragraph 9(d) below;

- (d) *Allocation and Commercial (A&C) Division*, headed by a Deputy Director (SAD of H) (D3), has been reorganised since 1 April 2004 with functional responsibilities merged and de-layered to enhance operational efficiency. One CHM (D1) post has been temporarily redeployed to the Corporate Services Division to undertake grade management duties; we **propose** to formalise this transfer (see paragraph 9(e) below). Prior to the divestment of RC facilities and the disbandment of the A&C Division for merging with the EM Division, we aim to reduce the number of sub-divisions from three to two, these being the Applications and Housing Subsidies, and

/Commercial

⁴ The Chief Manager (CM) is an internal designation used for operational convenience. The grade and rank of each CM post is shown in the organisation charts at Enclosures 1 to 3.

Commercial Properties Sub-divisions, each to be headed by an AD of H (D2). One Assistant Director, supported by one CHM (D1) and one CES (D1), will take charge of various subsidized housing schemes, allocation of public rental housing flats, squatter control and clearance. The other Assistant Director, supported by two CHMs (D1), one CES (D1) and one CMS (D1), will deal with management, marketing and maintenance of all RC facilities in HA premises. To effect the above changes, we intend to delete with immediate effect the CHM (D1) post which has been temporarily redeployed from EM Division as proposed in paragraph 9(c) above. We also **propose** to delete one AD of H (D2) post and one CES (D1) post by end 2004-05. One of the two remaining AD of H (D2) in the A&C Division and the CMS (D1) (see paragraph 9(c) above) temporarily redeployed from EM Division will provide transitional support in merging the residual functions of Commercial Properties Sub-division into EM Division upon disbandment of the A&C Division. We intend to delete the two posts by end of 2005-06. Subject to the successful divestment of HA's RC facilities to be effected through injection of the RC facilities into a real estate investment trust (REIT) and then listing the REIT on the Stock Exchange of Hong Kong, the A&C Division will be disbanded and its residual responsibilities will be taken over by EM Division. We plan to make an initial public offering (IPO) of the REIT before end of 2004-05. However, we must take into account prevailing market conditions in deciding the precise timing of the IPO in order to achieve the best result. To allow for greater flexibility in responding to unforeseen market conditions, we have assumed that, the disbandment of the A&C Division and its merger with EM Division will take place no later than the end of 2005-06. By end 2005-06, we **propose** consequently to delete one Deputy Director (SAD of H) (D3) post, one AD of H (D2) post, two CHM (D1) posts and one CES (D1) post. The CMS (D1) post which has been temporarily redeployed from EM Division will also be deleted. Subject to successful completion of the IPO and divestment project, the merger may be implemented well before the end of 2005-06 and the posts concerned deleted earlier. We also **propose** to redeploy the remaining AD of H (D2), one CHM (D1) and one CES to run the Applications and Housing Subsidies Sub-division under the new EM Division.

- (e) **Corporate Services Division**, headed by a Deputy Director (AOSGB) (D3), used to be underpinned by four D2 officers. On 1 August 2003, the former HA's contract Assistant Director (HA, D2) post responsible for HA secretariat support, and corporate and community relations was downgraded to HA, D1 level as Head, Corporate and Community Relations (Head, CCR). Another HA's contract Assistant Director (HA, D2) post responsible for information /technology

technology was also deleted and its responsibilities taken up by the subordinate Chief Systems Manager (D1) post. The responsibilities of the two remaining Assistant Directors have remained unchanged. One of them, i.e. the Senior Principal Executive Officer (SPEO) (D2) is supported by one Assistant Principal Training Officer (D1) and one CHM (D1). The latter was redeployed from the A&C Division (see paragraph 9(d) above) to replace one HA contract D1 post, which was deleted in February 2003. We **propose** to delete one vacant PMSO (D1) post with immediate effect as its duties were absorbed by subordinate non-directorate staff in December 2003. With the diminishing demand for strategic public relations inputs in housing matters mainly due to the reduction of public housing production as a result of the cessation of the Home Ownership Scheme, and divestment of HA's RC facilities, we also intend to delete the HA post of Head, CCR (HA, D1) by end 2005-06; its duties will be absorbed by subordinate non-directorate staff.

Task Force on Divestment

Encl. 41 10. We have established an ad hoc Task Force on Divestment headed by the Deputy Director (Corporate Services) and supported by an AD of H (D2)⁵ temporarily redeployed from the Strategy Division and designated as AD (Divestment) to assist in the preparation for the divestment. As the exercise progresses, the latter officer is responsible for formulating strategies relating to the divestment project and working with global co-ordinators and other consultants in taking forward the divestment project with the aim of completing the divestment before end of 2004-05. The job description of AD (Divestment) is at Enclosure 41. As a substantial amount of work to implement the divestment project is expected, we **propose** to regularise the redeployment by creating a supernumerary AD of H (D2) post with immediate effect until 31 March 2006. The post will lapse before the end of 2005-06 when the work relating to divestment and the preparation of the legal titles in respect of the divested properties should be substantially completed. Any residual work will then be absorbed by subordinate non-directorate staff.

Independent Checking Unit

11. The ***Independent Checking Unit*** (ICU), headed by a supernumerary post of AD of H (D2)⁶, will continue to report directly to Permanent Secretary

/for

⁵ The supernumerary post was created under delegated authority with effect from 6 May 2003 by holding against a vacant AOSGC (D2) post. The post will lapse upon FC's approval for the creation of a supernumerary post with immediate effect until 31 March 2006.

⁶ FC approved the creation of the supernumerary post for three years until 14 July 2004 vide EC(2001-02)7.

for Housing, Planning and Lands (Housing)/D of H (PSH/D of H). This unit is responsible for third-party checking and approval of HA's projects to ensure that they comply with statutory requirements under the Buildings Ordinance and the Lifts and Escalators (Safety) Ordinance. The process involves checking building design and construction proposals, and undertaking subsequent site inspections and monitoring of works against approved plans as works proceed to various stages. The establishment of the Unit is an interim arrangement pending a review and formulation of the appropriate arrangements for bringing HA projects and buildings formally under the ambit of the above-mentioned Ordinances. It would take quite some time to sort out various complex issues including the legal, staff management and resource implications of the proposition. Its implementation will also require meticulous compilation of the necessary plans and records of existing buildings to facilitate future building control. Pending resolution of these matters, the existing arrangement should continue with its staffing support strengthened to enhance quality control of HA projects. We therefore **propose** to retain the supernumerary Assistant Director post for another three years.

12. We have, with effect from 7 October 2003, expanded the scope of responsibilities of AD(ICU) to cover the Technical Audit Unit (TAU) and Internal Audit Unit (IAU) which previously reported directly to PSH/D of H. TAU is responsible for the review of operations and practices relating to capital and maintenance works; review of effectiveness of controls on consultants' standard of service; cost effectiveness and suitability of materials and processes in capital and maintenance works; and ad hoc studies of efficiency. IAU is responsible for all other audits including system-based audit; operations, computer and system development audit; value-for money audit; outstation offices inspection and ad hoc investigations. AD(ICU)'s expanded role and responsibilities will enhance co-ordination and efficiency of various checking and audit functions in the Department as well as strengthen day-to-day supervision of and guidance to TAU and IAU. The TAU and IAU will report directly to PSH/D of H on matters relating to the internal audit of ICU. To improve corporate governance, all audit investigation reports will be submitted to an independent Audit Sub-committee under the HA's Strategic Planning Committee.

Central Support Unit

13. Since last year, a wide range of strategic and operational policy initiatives in the housing area have been launched that require the close personal attention of the Secretary for Housing, Planning and Lands (SHPL) who is also Chairman of the HA, and PSH/D of H. To facilitate better co-ordination and consolidation of policy input on cross-cutting issues, the CPO (Strategic Planning) post (D1) in the Strategy Division has been redeployed on a temporary basis to the

/office

office of D of H to head a *Central Support Unit*. As the new policy initiatives materialise or are completed over time, we plan to disband this Unit and delete the CPO (D1) post by end 2005-06. Responsibility for providing central support to SHPL and PSH/D of H will then revert to the Strategy Division.

Implementation Timetable

14. Taking into account operational requirements and departure of relevant officers on retirement, we plan to implement the new directorate structure progressively over the next two years, according to the following timetable –

Timing	Rank	Post
February 2003 (implemented)	D1	<u>Corporate Services Division</u> ♦ Deletion of one HA contract D1 post
March 2003 (implemented)	D1	<u>Construction Division</u> ♦ Lapse of two multi-disciplinary Chief Architect supernumerary posts
1 August 2003 (implemented)	D2 D2 to D1	<u>Corporate Services Division</u> ♦ Deletion of HA's contract AD of H (Information Technology) ♦ Downgrading of HA's contract D2 post (AD (Information & Community Relations)) to D1 post (Head (Corporate and Community Relations))
25 June 2004	D2 D2 D2 D1 D1 D2 D1 D1 D2 D1	<u>Strategy Division</u> ♦ Deletion of Assistant Director (Institutional Reform) (AOSGC) <u>Business Development & Construction Divisions</u> ♦ Deletion of AD of H (Business Development) ♦ Deletion of AD of H (Project) East ♦ Deletion of one multi-disciplinary Chief Architect ♦ Deletion of one CBSE <u>Estate Management Division</u> ♦ Deletion of AD of H (Estate Management) 3 ♦ Deletion of one Chief Manager (CSE) <u>Allocation & Commercial Division</u> ♦ Deletion of one CHM <u>Corporate Services Division</u> ♦ Creation of the supernumerary post of AD of H (Divestment) until 31 March 2006 ♦ Deletion of one PMSO

Timing	Rank	Post
15 July 2004	D2	<u>Independent Checking Unit</u> ♦ Retention of the supernumerary post of AD of H (Independent Checking Unit) for another three years
by end of 2004-05	D4 D2 D1 D2 D1	<u>Business Development & Construction Divisions</u> ♦ Deletion of DD of H (Business Development) ♦ Deletion of AD of H (Project) Central ♦ Deletion of one CQS <u>Allocation & Commercial Division</u> ♦ Deletion of AD of H (Allocation) ♦ Deletion of one CES
by end of 2005-06	D1 D3 to D4 D3 D2 D1 D1 D1 D1 D1 D1	<u>Strategy Division</u> ♦ Deletion of HA's contract Chief Finance Manager <u>Estate Management Division</u> ♦ Upgrading of Deputy Director (Estate Management) from SAD of H (D3) rank to DD of H (D4) rank <u>Allocation & Commercial Division</u> ♦ Deletion of SAD of H (Allocation and Commercial) ♦ Deletion of AD of H (Commercial Properties) ♦ Deletion of one Chief Manager (CHM) ♦ Deletion of one Chief Manager (CHM) ♦ Deletion of one Chief Manager (CMS) ♦ Deletion of one CES <u>Corporate Services Division</u> ♦ Deletion of one HA's contract Head (Corporate and Community Relations) <u>Central Support Unit</u> ♦ Deletion of one CPO

FINANCIAL IMPLICATIONS

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

/Deletion

	\$	No. of Posts
Deletion of posts		
Deputy Director of Housing (D4)	1,795,200	1
Senior Assistant Director of Housing (D3)	3,160,800	2
Assistant Director of Housing (D2)	8,426,520	6
Administrative Officer Staff Grade C (D2)	1,404,420	1
Chief Building Services Engineer (D1)	1,180,860	1
Multi-disciplinary Chief Architect (D1)	1,180,860	1
Chief Estate Surveyor (D1)	2,361,720	2
Chief Housing Manager (D1)	3,542,580	3
Chief Maintenance Surveyor (D1)	1,180,860	1
Chief Planning Officer (D1)	1,180,860	1
Chief Quantity Surveyor (D1)	1,180,860	1
Chief Structural Engineer (D1)	1,180,860	1
Principal Management Services Officer (D1)	1,180,860	1
(a) <i>Sub total</i>	<u>28,957,260</u>	<u>22</u>
LESS New permanent post		
Deputy Director of Housing (D4)	1,795,200	1
(b) <i>Sub total</i>	<u>1,795,200</u>	<u>1</u>
Net Savings (a) - (b)	<u>27,162,060</u>	<u>21⁷</u>

The savings in full annual average staff cost, including salaries and staff on-cost, is \$40.451 million⁷.

16. The creation and retention of the two proposed supernumerary AD of H posts (D2) will bring about an additional annual salary cost at mid-point of \$2,808,840. The full annual average staff cost, including salaries and staff on-cost amounts to \$4,446,000. The cost of the above two posts will be met by internal redeployment of resources within HD through savings from the exercise.

17. The proposed reorganisation will also bring about a net deletion of some 3 500 non-directorate posts (including both civil service and HA contract posts) between October 2002 and March 2007 and a saving to HA of about \$1.3 billion in full annual average staff cost, including salaries and staff on-cost.

/ESTABLISHMENT

⁷ If including the net deletion of four HA contract directorate posts and the lapse of two multi-disciplinary Chief Architect (D1) supernumerary posts, the total number of directorate posts deleted/to be deleted is 27 and the total savings in full annual average staff cost, including salaries and staff on-cost, amount to \$53.378 million.

ESTABLISHMENT CHANGES

18. The establishment changes in HD for the last two years are as follows –

Establishment (Note)	Number of posts		
	Existing (as at 1 April 2004)	As at 1 April 2003	As at 1 April 2002*
A	68 + (1)#	69 + (1)	75 + (4)
B	1 281	1 435	1 473
C	8 672	10 027	11 461
Total	10 022	11 532	13 013

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
- * - Including the establishment of the former Housing Bureau and excluding the AA/SPHL which is placed under Head 138: Housing, Planning and Lands Bureau (Planning and Lands Branch).
- # - There are a total of five unfilled posts.

19. In addition to the net deletion of four HA contract directorate posts and the lapse of two multi-disciplinary Chief Architect (D1) supernumerary posts, this proposal will reduce the size of the civil service directorate establishment of HD by 21 and is part of Government's collective effort to reduce the overall size of the civil service. As bureaux and departments continue on-going reviews of their organisation structure in the light of policy development/operational needs, however, the need to create new directorate posts where such needs are well justified on a case by case basis cannot be precluded.

CONSULTATION WITH LEGISLATIVE COUNCIL PANEL

20. The Legislative Council Panel on Housing was consulted on the proposal on 7 July 2003 and it did not raise any objection. Taking into account the planned divestment project of HA and latest staffing situation, we have fine-tuned and revised the deletion schedules of some of the directorate posts and advanced the completion of the proposed reorganisation from the end of 2006-07 to the end of 2005-06.

/CIVIL

CIVIL SERVICE BUREAU COMMENTS

21. The Civil Service Bureau considers that the proposed new directorate structure (which has resulted from a review of the organisation structure of HD) appropriate. The reorganisation initiative with a leaner organisation structure will enhance efficiency and responsiveness to service demand and facilitate a more efficient use of staff resources. The grading and ranking of posts to be created and re-graded are appropriate having regard to the level and scope of responsibilities involved.

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

22. The Standing Committee on Directorate Salaries and Conditions of Service has advised that the grading proposed for the posts to be created or redeployed would be appropriate if the proposal were to be implemented.

Housing, Planning and Lands Bureau
June 2004

Organisation Chart of the Housing Department

(with effect from 1 January 2003 as approved by the Finance Committee of Legislative Council)

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
 AD of H/LA - Assistant Director of Housing/Legal Advice
 SPEO - Senior Principal Executive Officer
 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

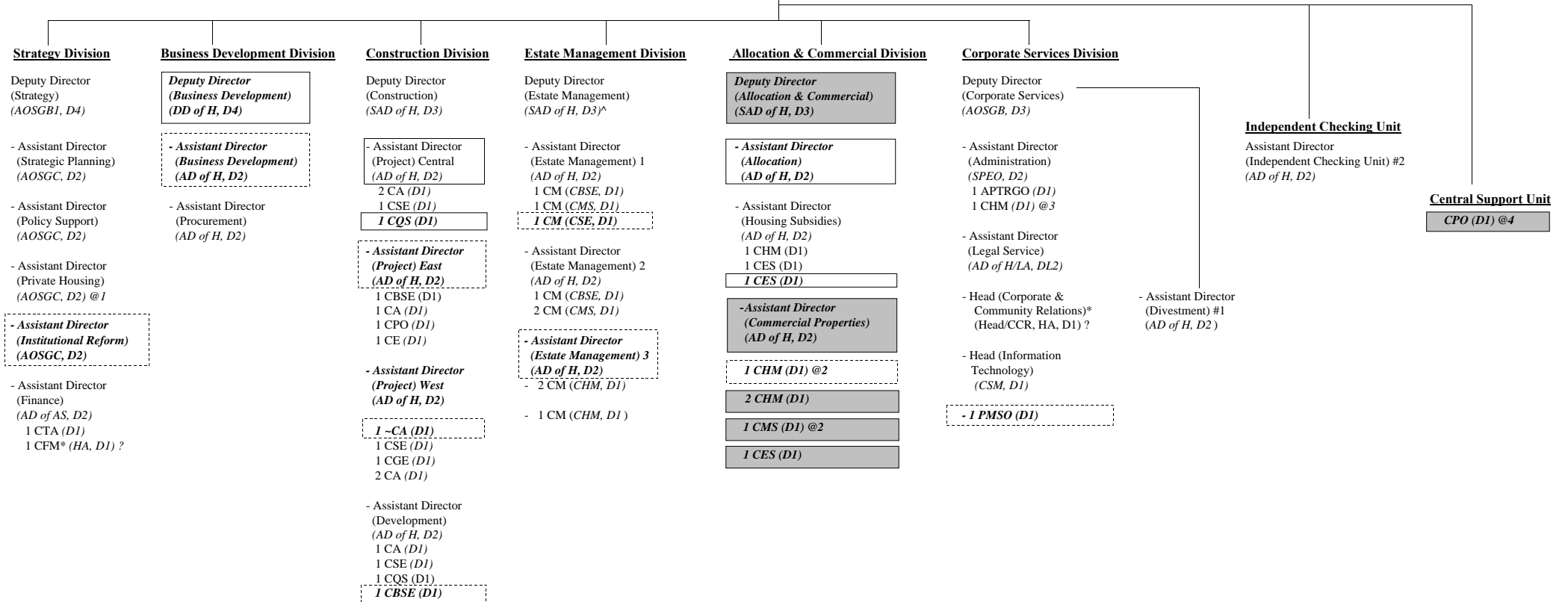
CSM - Chief Systems Manager
 CTA - Chief Treasury Accountant
 PMSO - Principal Management Services Officer
 CM - Chief Manager
 ~CA - Multi-disciplinary Chief Architect post open to all building disciplines
 HA - Housing Authority
 * - Housing Authority contract directorate posts
 # - Supernumerary posts to lapse on 20 March 2003
 ## - Supernumerary post to lapse on 15 July 2004

Existing Organisation Chart of the Housing Department

(as at 1 April 2004)

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

(AOSGA1, D8)



Remarks

Compared to Enclosure 1, one HA D1, two supernumerary multi-disciplinary CA (D1) and one Assistant Director (Information Technology) (HA, D2) posts lapsed/deleted in February, March and August 2003 respectively, and one Assistant Director (Information & Community Relations) (HA, D2) post downgraded to Head (Corporate & Community Relations) (HA, D1) post in August 2003.

Legends:

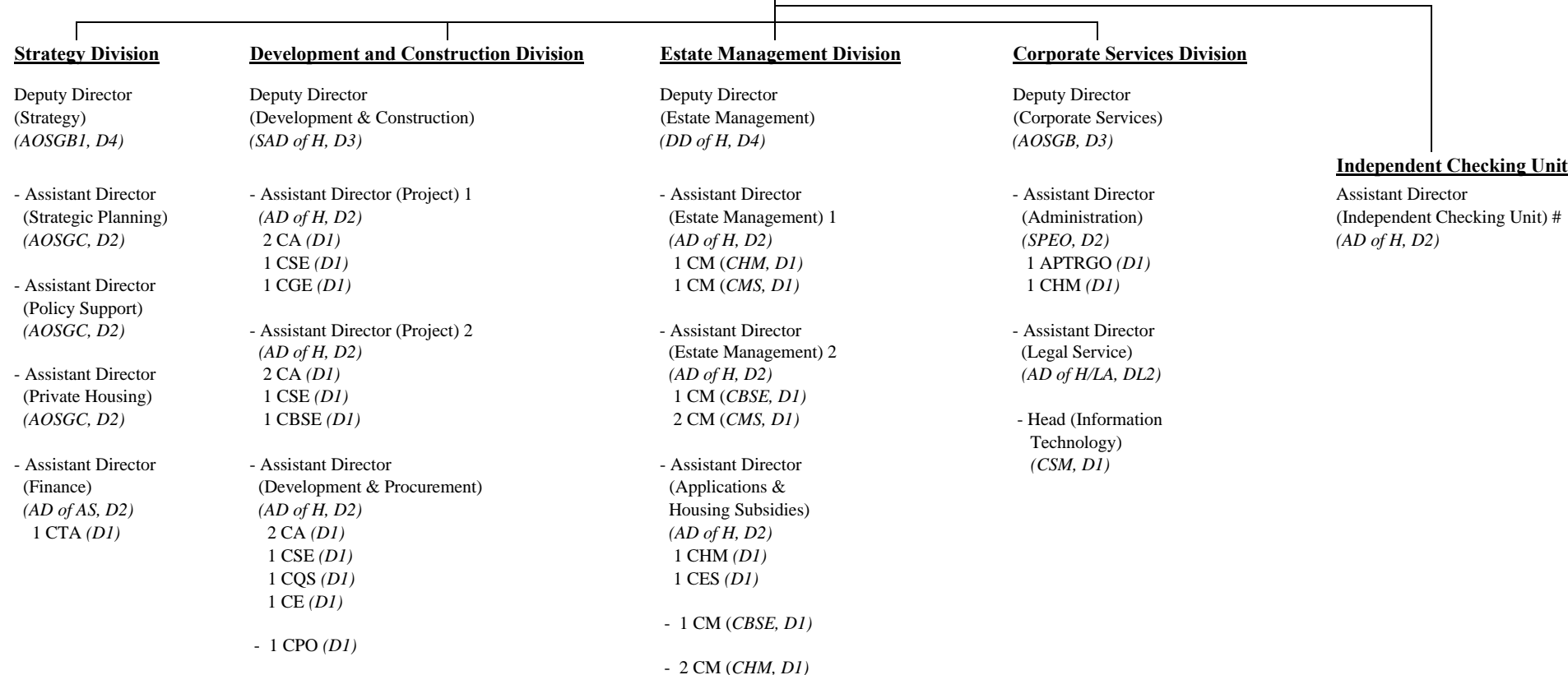
AOSGA1	- Administrative Officer Staff Grade A1	CE	- Chief Engineer	-CA	- Multi-disciplinary Chief Architect post open to all building disciplines
AOSGB1	- Administrative Officer Staff Grade B1	CES	- Chief Estate Surveyor	HA	- Housing Authority
AOSGB	- Administrative Officer Staff Grade B	CFM	- Chief Finance Manager	*	- Housing Authority contract directorate posts
AOSGC	- Administrative Officer Staff Grade C	CGE	- Chief Geotechnical Engineer	@1	- Post temporary redeployed from Business Development Division
DD of H	- Deputy Director of Housing	CHM	- Chief Housing Manager	@2	- Post temporary redeployed from Estate Management Division
SAD of H	- Senior Assistant Director of Housing	CMS	- Chief Maintenance Surveyor	@3	- Post temporary redeployed from Allocation and Commercial Division
AD of H	- Assistant Director of Housing	CPO	- Chief Planning Officer	@4	- Post temporary redeployed from Strategy Division
AD of AS	- Assistant Director of Accounting Services	CQS	- Chief Quantity Surveyor	#1	- Supernumerary post currently holding against one AOSGC (D2) post (AD(IR)), proposed to be regularised on supernumerary basis till 31 March 2006
AD of H/LA	- Assistant Director of Housing/Legal Advice	CSE	- Chief Structural Engineer	#2	- Supernumerary post proposed for extension for three years with effect from 15 July 2004
SPEO	- Senior Principal Executive Officer	CSM	- Chief Systems Manager	^	- Post proposed to be upgraded to DD of H (D4) rank
APTRGO	- Assistant Principal Training Officer	CTA	- Chief Treasury Accountant	-	- Posts proposed for deletion with immediate effect
CA	- Chief Architect	PMSO	- Principal Management Services Officer	-	- Posts proposed for deletion before end of 2004-05
CBSE	- Chief Building Services Engineer	CM	- Chief Manager	-	- Posts proposed for deletion before end of 2005-06
				?	- HA contract directorate posts to be deleted before end of 2005-06

Proposed Organisation Chart of the Housing Department

(with effect from 1 April 2006)

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

(AOSGA1, D8)



Remarks

Compared to Enclosure 1, a net total of 27 posts have been deleted.

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
AD of H/LA - Assistant Director of Housing/Legal Advice

SPEO - Senior Principal Executive Officer
APTRGO - Assistant Principal Training Officer
CA - Chief Architect
CBSE - Chief Building Services Engineer
CE - Chief Engineer
CES - Chief Estate Surveyor
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
CM - Chief Manager
- Supernumerary post proposed for extension for three years with effect from 15 July 2004

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
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 Permanent Secretary for Housing, Planning and Lands (Housing) (PSH) to formulate housing policies in relation to the private housing market and operations of the property market, including the work of the Estate Agents Authority (EAA);
2. to conduct and review strategic planning issues on public housing;
3. to assist Secretary for Housing, Planning and Lands (SHPL) in relation to work of the Legislative Council, Executive Council and other public forum;
4. to provide policy support for SHPL for the Policy Address and the Government's Annual Budget Exercise;
5. to provide policy support to SHPL in relation to appointments to Housing Authority (HA), EAA, Housing Appeal Panel, Estate Agents Appeal Panel, etc.;
6. to supervise and oversee the financial operations of HA/Housing Department;
7. to advise SHPL and PSH in relation to Government's policies towards the Housing Society, and other non-Government housing organisations;
8. to review rent controls and to effect amendments to the Landlord & Tenant (Consolidation) Ordinance; and
9. to respond to policies initiated by other bureaux/departments and to prepare material for international bodies.

**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;
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 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 plan and programmes of activities; 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
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 forums 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 Sub-division.

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

Rank : Administrative Officer Staff Grade C (D2)

Responsible to : Deputy Director (Strategy)

Major Duties and Responsibilities –

1. to monitor the residential property market and to deal with policy issues relating to private housing, and to oversee the compilation and distribution of private housing statistics within Housing Department and the synchronization of such statistics with the private housing data published by other departments;
2. to formulate policies concerning private residential tenancy in relation to the Landlord and Tenant (Consolidation) Ordinance and to review and amend this Ordinance as and when necessary;
3. to liaise with the Housing Society and to monitor its delivery of housing programmes in lines with Government's policies;
4. to monitor the operation of the Estate Agents Authority and the Appeal Panel set up under the Estate Agents Ordinance, and the Housing Managers Registration Board;
5. to formulate policies relating to the regulation of flat sales including the monitoring of sales descriptions of local uncompleted and completed residential properties; and
6. to provide input and support in relation to Closer Economic Partnership Arrangement and World Trade Organization negotiations on trade in services involving the "real estate" sector.

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 Finance Sub-division;
 - (c) formulate and recommend policies on finance, accounting, treasury and risk management for adoption by HA and the Housing Department (HD);
 - (d) manage HA's investment activities and cash flow;
 - (e) design and implement financial and accounting systems to efficiently and effectively discharge the respective finance and accounting functions; and
 - (f) oversee the preparation of the HA's five-year budgets and forecasts and Government's estimates for Housing related policy areas;
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 where appropriate;
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, and 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 business decisions having due regard to the financial implications.

Job Description
Chief Finance Manager (Financial Policy and Management)

Rank : Chief Treasury Accountant (D1)

Responsible to : Assistant Director (Finance)

Major Duties and Responsibilities –

1. to supervise the operation of the Financial Management Sub-section and Business Management and Support Sub-section to ensure their efficient running;
2. to direct and supervise the structure, implications and priorities of financial policies for budgetary management and accounting services;
3. to co-ordinate the preparation of the Housing Authority's Budgets and Forecasts and keeping up to date of the financial content of the Authority's Corporate Plan including individual Programme of Activities and to produce periodic updates as required by the Authority and its Committees, Senior Directorates and management of the Department;
4. to direct and supervise the initiation and preparation of Housing Authority committee papers in respect of budgetary management, accounting policies and services;
5. to provide professional financial advisory services and decision support to the Deputy Directors and senior management of the Department on financial and accounting matters in respect of their respective business/services, including budgetary management, financial evaluation and viability assessment of business initiatives and preparation of business specific financial reporting to cater for different business needs;
6. to co-ordinate and oversee the budget preparation and resource management functions for Policy Area 31: Housing; and
7. to ensure that all financial and accounting responsibilities under his purview are carried out at all times in line with best practices and to achieve maximum value for money.

**Job Description
Deputy Director (Development and Construction)**

Rank : Senior Assistant Director of Housing (D3)

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

Major Duties and Responsibilities –

1. to set overall service goals and financial objectives of the Development and Construction Division and to oversee implementation;
2. to steer the formulation and implementation of corporate procurement, safety and environmental strategies;
3. to plan, develop and implement policies, strategies and legislation with regard to the Public Housing Construction Programme and Public Housing Development Forecast;
4. to oversee the development and construction of public housing projects of the Housing Department, including new constructions and redevelopment/rehabilitation of existing estates and the associated quality management systems;
5. to assist Permanent Secretary for Housing, Planning and Lands (Housing) in formulating and implementing policies and strategies and explaining the same in the Housing Authority, Legislative Council Panels and Committees, and in public; 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 Development and Construction Division are met.

**Job Description
Assistant Director (Project)1/2**

Rank : Assistant Director of Housing (D2)

Responsible to : Deputy Director (Development and Construction)

Major Duties and Responsibilities –

1. to oversee the design and construction of public housing projects, including new constructions and redevelopment/rehabilitation of existing estates, and to liaise with relevant parties and Government departments to ensure that production targets are met. Major tasks include –
 - (a) to oversee the preparation of project budget, overall capital budget and five year forecast;
 - (b) to monitor the programme and budget of public housing projects as Project Director through all stages of the development process to ensure the production targets are met;
 - (c) to ensure construction standards, specifications guidelines and the associated quality management systems are properly followed;
 - (d) to monitor the performance of contractors and consultants to ensure that they are performing in accordance with agreed programmes, quality requirements, policies and procedures;
 - (e) to supervise the handling of contractual disputes of long outstanding final accounts and consultancy agreements; and
 - (f) to facilitate the implementation of housing-related infrastructure projects, including the control and monitoring of the use of funds allocated for these projects;
2. to assist Deputy Director (Development and Construction) in the formulation of construction policies and procedures with a view to producing quality public housing. Major tasks include –
 - (a) to co-ordinate functional construction activities such as issues relating to architectural, quantity surveying, building services and engineering disciplines;

/(b)

- (b) to conduct researches and collect feedback on public housing design, quality management activities, business process re-engineering, consultant management for outsourced projects, etc.; and
 - (c) to support the development and management of construction standards, specifications, guidelines, etc.;
3. to provide supporting services to the Development and Construction Division such as –
- (a) laboratory and testing services; and
 - (b) supervise/co-ordinate the development and maintenance of information technology systems.

Job Description
Assistant Director (Development and Procurement)

Rank : Assistant Director of Housing (D2)

Responsible to : Deputy Director (Development and Construction)

Major Duties and Responsibilities –

1. to establish, develop, maintain and review procurement strategies and practices to meet corporate needs. Major tasks include –
 - (a) to review and improve the Housing Authority's and Housing Department's procurement/tendering systems and to provide specialist support to committees and tender boards on major and strategic issues;
 - (b) to explore new procurement methods, conduct pilot projects or advise functional Divisions of Housing Department on execution of the same where appropriate;
 - (c) to oversee and co-ordinate the operation of the procurement and supplies, counter-party list management and contractors performance assessment systems for enhanced transparency, objectivity, efficiency and accountability; and
 - (d) to give advice on procurement and contract matters;
2. to assist Deputy Director (Development and Construction) in the formulation of construction policies and procedures with a view to producing quality public housing. Major tasks include –
 - (a) to supervise capital budget control, quality assurance/management and contractor performance assessment systems in the construction of public housing flats;
 - (b) to co-ordinate functional construction activities such as issues relating to architectural, quantity surveying, building services and engineering disciplines;
 - (c) to co-ordinate researches/feedback on public housing design, quality management activities, business process re-engineering, consultant management for outsourced projects and incentive schemes, etc.;

/(d)

- (d) to develop and manage construction standards, specifications, guidelines and the associated quality management systems; and
 - (e) to oversee the co-ordination of Government departments' bids during Resource Allocation Exercise and the processing of Public Works Subcommittee papers under Capital Works Reserve Fund Head 711 (Housing);
3. to formulate, develop and review initiatives in relation to environmental management and site health and safety, including benchmarking with industry standards and establishing co-operation with internal and external stakeholders involved in these activities; and
 4. to collaborate with concerned Government departments, institutional/professional bodies and the construction industry on issues concerning the industry, such as procurement, environmental management, health and safety, etc.

**Job Description
Chief Architect (1-4)**

Rank : Chief Architect (D1)

Responsible to : Assistant Director (Project) 1/2

Major Duties and Responsibilities –

1. to prepare, update and monitor the programme and budget of public housing projects assigned through all stages of the development process;
2. to take up specific responsibilities such as Authorized Person, Co-ordinating Chief, Project Manager, Contract Manager, Design Team Leader and the Divisional focal point when required;
3. to facilitate the establishment of Client's requirements and development parameters and to carry out feasibility studies and to prepare master layout plan and detailed design on sites included in the Public Housing Construction Programme and Public Housing Development Forecast;
4. to liaise with the concerned Government departments on the implementation of public housing project, and monitor their progress of works;
5. to oversee and manage the performance of Architect-led consultants/contractors employed in public housing projects to ensure standard of service and production to the Client's requirements;
6. to participate in the formulation of departmental policies, and to initiate and contribute to special studies/researches related to design and construction of public housing and ancillary facilities;
7. to oversee the provision of architectural services for other works initiatives (e.g. divestment, etc.), and the development and implementation of the quality management system applicable to the Section;
8. to oversee and facilitate the implementation of rehabilitation of existing public housing projects, including the control and monitoring in accordance with the approved programme and budget;
9. to perform Professional Advisory Co-ordinator functions for the architectural discipline; and

10. to represent the Housing Authority/Department in dealing with and responding enquiries from the Ombudsman, LegCo, District Council, utility companies, other Government departments, local related/inter-departmental Committees, media, general public, construction industry and clients on issues related to business of the Section.

**Job Description
Chief Architect (Design and Standards)**

Rank : Chief Architect (D1)

Responsible to : Assistant Director (Development and Procurement)

Major Duties and Responsibilities –

1. to develop good practice design guides and master details, and provide professional and technical support to project teams regarding domestic blocks, commercial centres and ancillary facilities for public rental housing developments;
 2. to conduct research studies on materials, products, construction techniques and environmental enhancement to support knowledge sharing and management, and provide guidance to project teams;
 3. to develop, maintain and upkeep the Hong Kong Housing Authority Specification Library, Contract Specification Generation System and Building Materials Directory;
 4. to evaluate feedback from project teams, the public and internal/external stakeholders to provide solutions to policy/regulation related issues on housing design and technical standards;
 5. to perform Professional Advisory Co-ordinator functions for architectural discipline; and
 6. to represent the Housing Authority/Department in dealing with and responding to enquiries from the Ombudsman, LegCo, District Council, utility companies, other Government departments, local related/inter-departmental Committees, media, general public, construction industry and clients on issues related to business of the Section.
-

**Job Description
Chief Architect (Procurement)**

Rank : Chief Architect (D1)

Responsible to : Assistant Director (Development and Procurement)

Major Duties and Responsibilities –

1. to assist in the development and maintenance of procurement strategies and practices to cope with the departmental business environment;
 2. to review and identify improvement areas in procurement/tendering systems of Housing Authority (HA) and Housing Department (HD), and provide specialist support to HA Committees and the HD Tender Boards on major and strategic issues;
 3. to initiate new procurement methods with a view to improving operational efficiency and cost effectiveness, conduct pilot projects or advise functional Divisions of HD on execution of the same where appropriate;
 4. to supervise and co-ordinate the operations of the Counterparty List Management Unit, and the Purchasing and Supplies Section for enhanced transparency, objectivity, efficiency and accountability;
 5. to provide professional advice to the Department's senior management, including Deputy Directors and other directorate staff on procurement and contract matters;
 6. to promote procurement best practices across the Department;
 7. to collaborate with other Government departments and external organisations on matters relating to procurement; and
 8. to perform Professional Advisory Co-ordinator functions for architectural discipline.
-

**Job Description
Chief Structural Engineer (1/2)**

Rank : Chief Structural Engineer (D1)

Responsible to : Assistant Director (Project) 1/2

Major Duties and Responsibilities –

1. to oversee the provision of structural engineering services by the Structural Engineering (SE) Section for the planning, design and construction of public housing projects;
2. to undertake the role of the Registered Structural Engineer in certifying that all demolition and structural works are designed and executed in compliance with the provision of the Buildings Ordinance and Regulations;
3. to act as the Contract Manager for demolition and foundation contracts under the charge of SE Section;
4. to manage, co-ordinate and monitor the provision of material testing services for public housing construction and maintenance and to keep abreast of the latest developments in the testing standard;
5. to assist in formulating policies and contribute to studies/researches relating to the control of quality and standard of SE works in public housing projects;
6. to co-ordinate the planning, design and execution of SE works in public housing projects with all relevant professional disciplines in the Department and other concerned Government departments;
7. to oversee the provision of professional services for enforcement control related assignments from Buildings Department, and the development and implementation of the quality management system applicable to SE Section;
8. to oversee the provision of SE services for other works initiatives (e.g. divestment, etc.) and the rehabilitation of old public housing estates;
9. to perform Professional Advisory Co-ordinator functions for the SE discipline; handle feedback, public enquiries and external document processing; and
10. to represent the Housing Authority/Department in liaison and dealing with other Government departments, professional and other external bodies on matters related to the business of the Section.

**Job Description
Chief Structural Engineer (Research)**

Rank : Chief Structural Engineer (D1)

Responsible to : Assistant Director (Development and Procurement)

Major Duties and Responsibilities –

1. to provide technical support to the structural engineering (SE) project teams, including upkeeping of engineering databases and establishing and updating the standards and specifications for demolition, foundation and structural works;
2. to oversee the development and implementation of the Performance Assessment Scoring System for piling contracts (i.e. piling PASS);
3. to supervise and co-ordinate the operations of contractors performance assessment systems for enhanced transparency, objectivity, efficiency and accountability;
4. to provide SE input and advice to the development of standard designs, non-standard designs and on performance of existing standard designs;
5. to initiate and conduct research and development (R&D) studies on engineering materials, designs, environmental enhancement and construction techniques and to promote knowledge sharing and management;
6. to maintain and update the quality systems/procedural/technical manuals;
7. to provide secretariat support to the steering of R&D activities in the Division;
8. to perform Professional Advisory Co-ordinator functions for the SE discipline; handle feedback, public enquiries and external document processing; and
9. to represent the Housing Authority/Department in liaison and dealing with other Government departments, professional and other external bodies on matters related to the business of the Section.

**Job Description
Chief Building Services Engineer**

Rank : Chief Building Services Engineer (D1)

Responsible to : Assistant Director (Project) 2

Major Duties and Responsibilities –

1. to carry out planning, design and supervision of building services installations in the construction of public housing development projects to ensure their compliance with the statutory requirements, good professional practices and standards, and fulfillment of departmental objectives;
2. to set technical standards for building services installations and act as Professional Advice Co-ordinator on building services issues;
3. to advise on and address the implications on the design and construction of building services installations arising from changes in statutory requirements and regulations, and other external documents;
4. to maintain and update the building services quality management system to make continued improvement in quality, process efficiency and work effectiveness;
5. to carry out research on new technology and materials to improve the quality, cost-effectiveness and sustainability of building services installations in public housing development projects, and provide supports to knowledge sharing and management;
6. to develop good practice building services designs and master details for domestic blocks and ancillary facilities;
7. to represent the Department in liaising and dealing with other Government departments, utility companies, professional and other external bodies, and to handle feedbacks and public enquiries on matters relating to building services;
8. to develop and maintain the Building Services Materials Directory; and
9. to provide technical support in the assessment of applications to building services contractors lists.

**Job Description
Chief Geotechnical Engineer**

Rank : Chief Geotechnical Engineer (D1)

Responsible to : Assistant Director (Project) 1

Major Duties and Responsibilities –

1. to manage the design, tendering and site supervision of geotechnical investigations, slopeworks, and related geotechnical engineering (GE) contracts;
2. to make geotechnical submissions to the Geotechnical Engineering Office, Civil Engineering Department, and to the Independent Checking Unit;
3. to organise provision of geotechnical reports and services to structural engineers on foundations and retaining structures;
4. to organise provision of geotechnical design and services to architects and civil engineers on works affecting/involving slopes;
5. to organise conduct of geotechnical studies and provision of geotechnical services to planners on site assessment and selection;
6. to assist in formulating policies and contribute to studies/researches relating to the control of quality and standard of GE works in public housing projects;
7. to oversee the provision of geotechnical engineering services for other works initiatives (e.g. divestment, etc.), and rehabilitation of old public housing estates;
8. to be responsible for the technical and quality standards, financial control and programming of GE projects and services;
9. to co-ordinate compilation of slope maintenance manuals and associated documentation for handing over slopes to the maintenance parties; and
10. to act as Professional Advice Co-ordinator on GE issues and to provide GE technical advice to the Geotechnical Engineering Management Unit in the Estate Management Division.

**Job Description
Chief Quantity Surveyor**

Rank : Chief Quantity Surveyor (D1)

Responsible to : Assistant Director (Development and Procurement)

Major Duties and Responsibilities –

1. to plan and control the new works projects, including review and allocation of resources to meet project programme, and providing advice on construction costs including the establishment and updating of standard cost yardsticks;
2. to appoint, manage and monitor the performance of Consultant Quantity Surveyors including processing fee applications and accounts;
3. to advise on assessment of liquidated damages, contractual issues and claims for capital works projects, and prepare special contract conditions and standard documentation;
4. to co-ordinate the preparation of the annual capital budget and 5-year forecasts for construction expenditures;
5. to advise on and regulate the contract procedures, and cost estimation and control for the construction of public housing;
6. to facilitate dispute resolution and monitor final account settlement;
7. to co-ordinate issues relating to construction insurance and World Trade Organization Government Procurement Agreement in respect of procurement for construction works;
8. to act as Professional Advice Co-ordinator on quantity surveying (QS) issues; and
9. to oversee the formulation of strategy for Information Technology application in the QS Section.

**Job Description
Chief Civil Engineer**

Rank : Chief Engineer (D1)

Responsible to : Assistant Director (Development and Procurement)

Major Duties and Responsibilities –

1. to be responsible for the design, tender documentation and supervision of all civil engineering works;
2. to be responsible for the administration of the Land Surveying Unit (LSU) and act as Permanent Secretary for Housing, Planning and Lands (Housing)'s Representative for LSU consultancies;
3. to advise the Planning Section on engineering matters relating to development studies and other Divisions/Sub-divisions/Sections/Units on civil engineering works;
4. to manage traffic and environmental engineering consultants;
5. to conduct engineering feasibility studies;
6. to be responsible for the financial control of civil engineering projects;
7. to prepare layouts and designs of road and drainage systems for estates;
8. to act as Professional Advice Co-ordinator on civil engineering issues, including advisory service to Civil Engineering Maintenance matters;
9. to co-ordinate with Government departments and monitor the funding under Capital Works Reserve Funds Head 711 (Housing) to facilitate the implementation of housing-related infrastructure projects; and
10. to act as co-ordinator with Environment, Transport and Works Bureau on civil engineering matters.

**Job Description
Chief Planning Officer**

Rank : Chief Planning Officer (D1)

Responsible to : Deputy Director (Development and Construction)

Major Duties and Responsibilities –

1. to supervise, coordinate and facilitate the reservation and acquisition of suitable sites for public housing development in accordance with housing policies and targets;
2. to co-ordinate site potential studies for agreement by the Housing Department and other departments/bureaux for public housing development;
3. to co-ordinate implementation of the rehabilitation projects;
4. to facilitate other works initiatives (e.g. divestment, etc.) by providing guidance to staff regarding preparation and submission of planning applications;
5. to administer, maintain and monitor the regular updating of the Housing Monitoring Information System and Private Housing Information System;
6. to provide input and monitor strategic planning studies related to public housing development;
7. to initiate revision and monitor the review of planning standards and guidelines, and act as Professional Advice Co-ordinator on planning issues;
8. to advise on relevant town planning, land-use and local/district/regional/territorial development matters which are likely to affect the public housing development plans or targets;
9. to co-ordinate and monitor the Comprehensive Redevelopment Programme and its related programmes like school and community facilities re-provisioning;
10. to establish and maintain planning data and information systems to facilitate the planning and co-ordination of the Department's work;

11. to initiate and monitor research relating to planning and housing issues; and
12. to represent the Housing Authority/Department in attending Town Planning Board meetings and in dealing with the Ombudsman, LegCo, District Council, pressure groups and other departments/bureaux on issues related to the business of the Section.

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

Rank : Deputy Director of Housing (D4)

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 properties managed by the Housing Authority (HA); various subsidized home ownership schemes; allocation of public rental housing units; redevelopment programmes; design, development, valuation, marketing and promotion of commercial properties, 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 and procedures on management and maintenance of properties managed by the HA, the sale of flats of various home ownership schemes, allocation of public rental flats and elderly housing;
4. to oversee and co-ordinate the regional activities with regard to matters arising from the management and maintenance of properties managed by the HA;
5. to oversee housing improvement schemes in permanent and interim public housing and various loan/rental allowance schemes;
6. to monitor the performance of property services companies/property management agencies;
7. to undertake Government functions on behalf of other departments including maintenance of Government slopes, hawker control and enforcement against illegal parking; and
8. to manage available resources and through the exercise of resources control, priority setting, co-ordination of functions and business development 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 Sub-divisions, 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 Division 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 Division;
4. to ensure the necessary services support and input are provided to clients in accordance with agreed programmes, quality assurance and financial management practices, 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 (Applications & Housing Subsidies)

Rank : Assistant Director of Housing (D2)

Responsible to : Deputy Director (Estate Management)

Major Duties and Responsibilities –

1. to direct and oversee the operation of the Applications and Housing Subsidies Sub-division, monitoring and co-ordinating all activities relating to subsidized housing schemes, allocation of public rental housing, squatter control, clearance and redevelopment;
2. to formulate, implement, and review policies and procedures for the subsidized housing schemes, rental housing, and rehousing matters associated with rooftop/development clearance and squatter control;
3. to oversee the administration of the Waiting List for rental housing;
4. to plan, co-ordinate and implement programmes relating to the redevelopment of public housing estates;
5. to act as the rehousing agent of the Urban Renewal Authority (URA) and assist the URA in rehousing the affected tenants;
6. to oversee the valuation and land administration matters relating to the residual commercial premises, Government/Institution/Community facilities and flatted factories;
7. to undertake resource planning and manage resources required for the Applications and Housing Subsidies Sub-division for optimal operational efficiency and effectiveness; and
8. to handle complaints and enquiries relating to subsidized housing schemes, allocation of public rental flats, squatter control, clearance and redevelopment matters.

**Job Description
Five Chief Managers/Management (Region)**

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

Responsible to : Assistant Director (Estate Management) 1/2

Major Duties and Responsibilities –

1. to assist Assistant Director/Estate Management in formulating policies, strategies, service standards and action plans relating to the management and maintenance of properties managed by the Housing Authority;
2. to be responsible for the overall management, maintenance and control of properties within the Region including monitoring the performance of property services companies / property management agencies;
3. to prepare budgets and forecasts of expenditure, and monitor and control expenditures in accordance with the targets set in the business plans and estate action plans;
4. to advise on the design and layout of new housing estates, take over new stock and ensure prompt letting of all domestic and commercial premises;
5. to make political assessment on community reaction through monitoring the progress of redevelopment, rent increase, major maintenance and improvement schemes, policy changes and interest group activities;
6. to represent the Department in meetings with the respective District Council, District Management Committee, interest groups and political figures;
7. to liaise with other Divisions, Government departments and utility companies for better management and maintenance of public housing estates;
8. to undertake resource planning and manage resources within the Region;
9. to oversee the implementation of the estate action plans, operation procedures, monitor their effectiveness and provide feedback to senior management;

10. to co-ordinate the development, implementation and quality monitoring of maintenance and improvement programmes in public housing estates within the Region; and
11. to administer services and maintenance contracts and act as the named Contract Manager for contractual purposes under the conditions of contract.

**Job Description
Chief Housing Manager (Applications & Housing Subsidies)**

Rank : Chief Housing Manager (D1)

Responsible to : Assistant Director (Applications & Housing Subsidies)

Major Duties and Responsibilities –

1. to assist Assistant Director (Applications & Housing Subsidies) in formulating policies, strategies and procedures relating to the management of the Waiting List, allocation of public rental housing, and redevelopment of rental housing estates;
2. to co-ordinate the allocation of financial and manpower resources for allocation of public rental housing units, redevelopment, clearance and control of squatters with a view to maximizing efficiency;
3. to plan the annual programmes of rental housing allocation, initiate changes to eligibility rules and make adjustments to the quota distribution in the light of changing supply and demand;
4. to monitor space allocation standards of rental flats in different districts in the light of changing supply and demand as well as the expectations of the prospective tenants on locations, size and types of housing;
5. to formulate and review policies and procedures to prevent fresh squatting and retention/conversion to recorded squatter structures on undeveloped Government land and private agricultural land;
6. to review and implement policies and procedures relating to the eligibility and rates for ex-gratia allowances in respect of clearances;
7. to handle complaints and enquiries relating to the progress and implementation of rental housing allocation, rehousing and clearance programmes; and
8. to attend meetings of the Housing Authority and the relevant committees/panels.

**Job Description
Chief Estate Surveyor (Applications & Housing Subsidies)**

Rank : Chief Estate Surveyor (D1)

Responsible to : Assistant Director (Applications & Housing Subsidies)

Major Duties and Responsibilities –

1. to assist Assistant Director (Applications & Housing Subsidies) in formulating policies for, and implementation and review of various subsidized home ownership schemes, and in land administration matters for public rental housing projects;
2. to oversee the buyback and resale of sale flats, consent for the transfer of ownership, consent for the change in mortgage terms, the assessment of premium including the review of objections and appeals, and refinancing;
3. to implement post-sale procedures including resale to the Housing Authority, consent to assign and remortgage;
4. to monitor the operation of the Secondary Market Scheme and the Home Assistance Loan Scheme;
5. to supervise and direct the processing of vesting of land for public rental housing estates including redevelopment estates and modifications to vesting orders for completed estates, and to advise on land issues and review rating assessments in respect of the public rental housing estates;
6. to liaise and attend meetings with other government departments and public organisations on the land requirements evaluation of the property market performance and the implications on various subsidized home ownership schemes;
7. to direct and monitor the valuation, leasing and letting matters relating to the residue commercial premises, Government/Institution/Community facilities and flatted factories; and
8. to attend meetings of the Housing Authority and the relevant committees/panels.

**Job Description
Chief Manager/Management (Support Services 1)**

Rank : Chief Building Services Engineer (D1)

Responsible to : Deputy Director (Estate Management)

Major Duties and Responsibilities –

1. to assist the Deputy Director in formulating and implementing strategies on outsourcing of estate management and maintenance services and oversee the tendering procedures;
2. to develop building services maintenance and operational strategies and to act as the contract manager for all the building services term maintenance contracts;
3. to develop and manage standards and technical specifications relating to maintenance and improvement of building services installations;
4. to co-ordinate the planning, design, implementation and monitoring of building services maintenance and improvement programmes;
5. to represent the Housing Authority and the Estate Management Division on issues related to building services installations;
6. to liaise and negotiate with utility companies to safeguard the interests of the HA and to liaise with other disciplines on matters relating to building services;
7. to advise on resources planning and management for building services discipline in the Division; and
8. to oversee the provision of civil engineering and quantity surveying services within the Division.

**Job Description
Chief Manager/Management (Support Services 2)**

Rank : Chief Housing Manager (D1)

Responsible to : Deputy Director (Estate Management)

Major Duties and Responsibilities –

1. to fix and review rents for domestic premises and licence fees for interim housing;
2. to plan and co-ordinate the implementation of various measures under the rent level review exercise;
3. to assist the Deputy Director in formulating new rent policy;
4. to formulate and implement tenancy management policies and strategies;
5. to re-engineer various management processes as and when necessary with a view to achieving improved efficiency and cost-effectiveness in the estate management offices;
6. to provide management inputs related to the sale of flats under the Tenants Purchase Scheme and to advise on post-sale management issues; and
7. to be responsible for the overall co-ordination and general administration of the Building Management Liaison Teams.

**Job Description
Chief Manager/Management (Support Services 3)**

Rank : Chief Housing Manager (D1)

Responsible to : Deputy Director (Estate Management)

Major Duties and Responsibilities –

1. to assist the Deputy Director in formulating strategies and measures to safeguard public housing resources;
2. to oversee the operation of the Task Force Against Abuses of Public Housing Resources (TF) in identifying and taking enforcement actions against defaulting recipients of public housing resources;
3. to direct, monitor and co-ordinate the implementation of the Housing Subsidy Policy (HSP) and the Policy on Safeguarding Rational Allocation of Public Housing Resources (SRA) as well as enforcement action against tenancy abuses;
4. to co-ordinate the deployment of financial and manpower resources for combating abuses of public housing resources with a view to maximizing efficiency;
5. to review the HSP and SRA in a proactive and equitable manner from time to time to meet changing circumstances in order to achieve policy objectives;
6. to formulate and review policies and strategies on the security/cleansing services, overall management of service contractors, and the provision of horticultural services/support to all estates;
7. to formulate and oversee procedures and guidelines on matters relating to the taking over of new properties; and
8. to co-ordinate and monitor the formulation and implementation of the Programme of Activities.

**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. as Head of the Corporate Services Division, to oversee the work of the AD(Administration), AD(Legal Service), and Head(Information Technology);
 2. as Secretary, Housing Authority, 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, organisational changes, etc.); and to chair a number of departmental committees namely HD Tender Board, Information Technology Development Committee, Departmental Establishment Committee, HA Contract Staff Consultative Committee, and General Grades and Seconded Officers Consultative Committee;
 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;
 5. to head a task force in formulating strategies relating to the divestment of the HA's retail and car-parking facilities;
 6. to direct the work of the Management Services Sub-division in providing management services with a view to achieving improvements in efficiency and resource utilization in HD; and
 7. to oversee the work of the Committees' Section in providing executive/secretariat support to HA.
-

**Job Description
Assistant Director (Administration)**

Rank : Senior Principal Executive Officer (D2)

Responsible to : Deputy Director (Corporate Services)

Major Duties and Responsibilities –

1. as Head of the Administration Sub-division overseeing the provision of a full range of human resources support services and the preparation of related papers to ensure that departmental objectives and performance pledges are met;
2. to formulate and evaluate policies related to human resources management, staff deployment, training and development, recruitment, establishment, appointment, personnel, staff complaints and staff management, and to ensure the effective and efficient implementation of these policies;
3. to advise and assist in the re-organisation of the department, and to oversee the effective management of human resources;
4. to promote good staff relations and to monitor the arrangements for staff consultation and welfare;
5. to control the provision of various support services such as translation, office accommodation, furnishings and equipment, office automation, telecommunications, security etc.; and
6. to be head of General Grades staff in the Department.

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

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 Service Sub-division (LSS) of the Housing Department (HD), to plan its development, and to oversee the proper functioning of the LSS as a whole;
2. to supervise the professional and supporting staff working under him in the LSS 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
Head (Information Technology)**

Rank : Chief Systems Manager (D1)

Responsible to : Deputy Director (Corporate Services)

Major Duties and Responsibilities –

1. to head the Information Technology Sub-division (ITS);
2. to direct the operations and management of the ITS and be responsible for all corporate 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/Housing Department and the HKSAR Government;
6. to be responsible for the manpower/resource planning, deployment, monitoring, and control of ITS;
7. to prioritize and manage at strategic level all IT investments for Housing Authority/Housing Department; and
8. to carry out any other duties assigned by Deputy Director (Corporate Services).

**Job Description
Chief Manager (Human Resource Development)**

Rank : Assistant Principal Training Officer (D1)

Responsible to : Assistant Director (Administration)

Major Duties and Responsibilities –

1. to plan and supervise the work of the Training & Development Centre and to monitor the overall expenditure on training;
2. to advise Assistant Director (Administration) on the integration of Human Resources Development (HRD) and human resources management functions and to co-ordinate implementation of development plans, including the analysis of human resource needs and to devise strategies to satisfy those needs;
3. to advise senior management on HRD strategies in response to new management initiatives and to advise on strategic choices on the basis of staff strengths and weaknesses;
4. to direct the preparation of training plans and co-ordinate resource allocation between vocational and non-vocational training;
5. to conduct regular reviews to ensure that HRD strategies are supporting departmental objectives; and
6. to maintain close contact with local and overseas academic and training institutes and to ensure that departmental HRD practices are on a par with international best practices.

**Job Description
Chief Housing Manager (Grade Management)**

Rank : Chief Housing Manager (D1)

Responsible to : Assistant Director (Administration)

Major Duties and Responsibilities –

1. to oversee and supervise the management of the Housing Manager and the related grades, on behalf of Deputy Directors;
2. to deal personally with grade management matters of all Senior Housing Managers;
3. to assist Deputy Directors in drawing up manpower plans, and formulate strategic plans and policies relating to the Housing Manager and related grades to match with Department's strategic objectives;
4. to consider proposals for ranking of posts;
5. to administer career development and planning system of Housing Manager and related grades up to the Senior Housing Manager rank, decide on their posting/transfer, regularly reviewing their progress and achievements, including the conduct of career interviews and provide staff counselling where necessary;
6. to plan and monitor the performance management and development system (PMDS) on Housing Manager grades and be personally involved in the PMDS for the Senior Housing Managers;
7. to administer the competency-based assessment system of Housing Manager and related grades up to the Senior Housing Manager rank;
8. to advise on discipline/award and retention of service for the rank of Senior Housing Manager, and disciplinary cases of other ranks involving serious misconduct;
9. to identify training needs vis-à-vis the operational requirements and initiate action to fulfill these needs, including drawing up of training programmes;

/10.

10. to deal with staff unions on grade management matters; and
11. to act on behalf of Deputy Director (Estate Management) as head of the grade of about 3 000 junior staff comprising members in the Foreman, Estate Assistant, Welfare Worker, Artisan, Workman and Customer Service Assistant grades.

**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 manage the checking of submissions from the various Divisions of the Housing Department (HD) to ensure compliance with statutory requirements under the Buildings Ordinance (BO) and compliance with 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 from the ICU decisions on regulatory matters on HA projects;
4. to review and develop independent checking practices for all submissions and approvals, applications for consent to the commencement of works, final inspections and the issue of an occupation permit on building projects.
5. to review independent checking practices for all submissions, approvals, final inspections and the issue of operation permits for lifts and escalators;
6. to liaise with the BD on the appropriate organization structure, manpower requirements and practices of the ICU, at different stages of its development in the event that the duties may, in the future, be transferred to the BD;
7. to liaise with Government, Divisions of HD, external non-Governmental bodies involved in the development process and consultants and contractors employed by the HA/HD, on the regulatory compliance of HA projects with the BO;
8. to oversee the building control work on Home Ownership Scheme and Tenants Purchase Scheme which is carried out by a specialist team in the ICU under a delegated authority from the Director of Buildings.
9. to manage the progress and reporting of the work of the internal audit units in HD and to assist the Audit Sub-Committee of the Strategic Planning Committee in considering the findings of their reports; and
10. to report and explain progress and policies to HA Committees.

**Responsibilities and Directorate Establishment of
Six Business Divisions in Housing Department**

(as at 1 April 2004)

(A) Strategy Division

Responsibilities

- (a) Overall strategy and planning of all major public housing policies;
- (b) Policies and matters related to private housing;
- (c) Corporate plan and finance of the Housing Authority (HA); and
- (d) Central support to Secretary for Housing, Planning and Lands and Director of Housing on housing policies and department-wide issues with heavy policy content.

Directorate establishment

Headed by:

Deputy Director (Strategy) (AOSGB1, D4)

underpinned by:

Assistant Director (Strategic Planning) (AOSGC, D2)

Assistant Director (Policy Support) (AOSGC, D2)

Assistant Director (Private Housing) (AOSGC, D2)

Assistant Director (Institutional Reform) (AOSGC, D2)[#]

Assistant Director (Finance) (Assistant Director of Accounting Services, D2)

Chief Finance Manager (HA, D1)

Chief Treasury Accountant (CTA, D1)

Chief Planning Officer (CPO, D1)*

Note : [#] post being held against by a supernumerary AD of H (D2) post in Corporate Services Division

* post redeployed to Central Support Unit

(B) Business Development Division

Responsibilities

- (a) Development of new initiatives and business opportunities; Outsourcing programmes (including Private Sector Involvement, etc.);
- (b) Re-engineering of major operational processes across the Department;
- (c) Home Ownership Scheme overhang issue;
- (d) Review of procurement policies and practices; and
- (e) List management and environmental policy.

/Directorate.....

Directorate establishment

Headed by:

Deputy Director (Business Development) (DD of H, D4)

underpinned by:

Assistant Director (Business Development) (AD of H, D2)

Assistant Director (Procurement) (AD of H, D2)

(C) Construction Division*Responsibilities*

- (a) Public Housing Development Programmes;
- (b) Construction programme for all public housing and re-development of older estates;
- (c) Steering Committee on Land Supply for Housing;
- (d) Project management; and
- (e) Housing Management Information System.

Directorate establishment

Headed by:

Deputy Director (Construction) (SAD of H, D3)

underpinned by:

Assistant Director (Project) Central (AD of H, D2)

Assistant Director (Project) East (AD of H, D2)

Assistant Director (Project) West (AD of H, D2)

Assistant Director (Development) (AD of H, D2)

6 Chief Architects (CA, D1)

1 Multi-disciplinary Chief Architect (D1)~

3 Chief Structural Engineers (CSE, D1)

1 Chief Geotechnical Engineer (CGE, D1)

2 Chief Quantity Surveyors (CQS, D1)

1 Chief Planning Officer (CPO, D1)

2 Chief Building Services Engineers (CBSE, D1)

1 Chief Engineer (CE, D1)

Note : ~ Multi-disciplinary post open to all building disciplines

(D) Estate Management Division*Responsibilities*

- (a) Overall management and maintenance of public housing estates and related policies;
- (b) Housing Improvement Schemes and interim public housing;
- (c) Monitoring of Property Services Companies/Property Management Agencies;
- (d) Maintenance of Government slopes, hawkker control, illegal parking enforcement on behalf of other Government departments; and
- (e) Formulation of strategies and measures to safeguard public housing resources and to co-ordinate enforcement actions against tenancy abuses and fraudulent cases.

Directorate establishment

Headed by:

Deputy Director (Estate Management) (SAD of H, D3)

underpinned by:

Assistant Director (Estate Management) 1 (AD of H, D2)

Assistant Director (Estate Management) 2 (AD of H, D2)

Assistant Director (Estate Management) 3 (AD of H, D2)

3 Chief Managers (CHM, D1)

3 Chief Managers (CMS, D1)

2 Chief Managers (CBSE, D1)

1 Chief Manager (CSE, D1)

(E) Allocation and Commercial Division*Responsibilities*

- (a) Allocation of public rental housing, elderly housing, loan and rental allowance scheme;
- (b) Policies for various home ownership assistance schemes;
- (c) Squatter control and clearance; and
- (d) Management, maintenance, valuation, marketing and promotion of commercial properties.

Directorate establishment

Headed by:

Deputy Director (Allocation and Commercial) (SAD of H, D3)

/underpinned.....

underpinned by:

Assistant Director (Allocation) (AD of H, D2)
 Assistant Director (Housing Subsidies) (AD of H, D2)
 Assistant Director (Commercial Properties) (AD of H, D2)
 3 Chief Housing Managers (CHM, D1)
 1 Chief Housing Manager (CHM, D1)^
 3 Chief Estate Surveyors (CES, D1)
 1 Chief Maintenance Surveyor (CMS, D1)^

Note : ^ posts redeployed from Estate Management Division

(F) Corporate Services Division

Responsibilities

- (a) Human resources management and policies;
- (b) Provision of administration and various support services;
- (c) Provision of legal advisory services;
- (d) Divestment of the HA's retail and car-parking facilities;
- (e) Information technology and strategies;
- (f) Corporate public relations strategy; and
- (g) Management services.

Directorate establishment

Headed by:

Deputy Director (Corporate Services) (AOSGB, D3)

underpinned by:

Assistant Director (Administration) (SPEO, D2)
 Assistant Director (Legal Service) (AD of H/LA, DL2)
 Assistant Director (Divestment) (AD of H, D2)#
 Head (Corporate & Community Relations) (HA, D1)
 1 Chief Systems Manager (CSM, D1)
 1 Assistant Principal Training Officer (APTRGO, D1)
 1 Chief Housing Manager (CHM, D1)*
 1 Principal Management Services Officer (PMSO, D1)

Note : # supernumerary post by holding against the vacant Assistant Director (Institutional Reform) (AOSGC, D2) post in Strategy Division

* post redeployed from Allocation and Commercial Division

Job Description
Assistant Director (Divestment)
(Supernumerary post to lapse by end of 2005-06)

Rank : Assistant Director of Housing (D2)

Responsible to : Deputy Director (Corporate Services)

Major Duties and Responsibilities –

1. to assist the Deputy Director (Corporate Services) in formulating strategies relating to the divestment of the Housing Authority's retail and car-parking facilities;
2. to steer and co-ordinate with departmental units and other Government departments/bureaux to achieve smooth, timely and effective support to the various consultants to be engaged to support the implementation of the divestment, including the establishment of a new limited company and its subsequent listing on the Stock Exchange of Hong Kong;
3. to work with the Joint Global Co-ordinators and other consultants in taking forward the divestment project and ensure its integrity in implementation;
4. to act as Housing Department's co-ordinator for the divestment initiative, directing and supervising the newly established Task Force in all areas of its work and to liaise with the various external consultants;
5. to report and explain progress to the Steering Committee on divestment chaired by the Permanent Secretary for Housing, Planning and Lands (Housing); and
6. to undertake other ad hoc tasks as assigned by the Permanent Secretary for Housing, Planning and Lands (Housing) and the Deputy Director (Corporate Services).

Estimated number of post deletion and creation in 2005-06

	Establishment (Number of posts) As At		Net Estimated number of post deletion (-)/ creation (+)
	31.3.2005 (Estimate)	31.3.2006 (Estimate)	
Government Bureaux/ Departments/ Offices:			
Constitutional Affairs Bureau	45	44	- 1
Commerce, Industry and Technology Bureau	163	166	3
Civil Service Bureau	627	612	- 15
Economic Development and Labour Bureau (Economic Development Branch)	132	129	- 3
Education and Manpower Bureau	5 982	5 907	- 75
Environment, Transport and Works Bureau (Transport Branch and Works Branch)	346	308	- 38
Financial Services and the Treasury Bureau	330	328	- 2
Home Affairs Bureau	176	183	7
Housing, Planning and Lands Bureau (Planning and Lands Branch)	90	98	8
Health, Welfare and Food Bureau	148	148	0
Security Bureau	170	171	1
Beijing Office	16	16	0
Innovation and Technology Commission	173	172	- 1
Agriculture, Fisheries and Conservation Department	1 936	1 891	- 45
Architectural Services Department	1 887	1 814	- 73
Audit Commission	184	180	- 4
Auxiliary Medical Service	99	95	- 4
Buildings Department	860	857	- 3
Census and Statistics Department	1 286	1 269	- 17
Chief Executive's Office	96	94	- 2
Civil Aid Service	114	113	- 1
Civil Aviation Department	716	715	- 1
Civil Engineering and Development Department	1 754	1 716	- 38
Correctional Services Department	6 712	6 658	- 54
Customs and Excise Department	5 010	4 935	- 75
Department of Health	5 070	4 979	- 91
Department of Justice	1 052	1 051	- 1
Drainage Services Department	1 910	1 887	- 23
Electrical and Mechanical Services Department	342	337	- 5
Environmental Protection Department	1 609	1 627	18
Fire Services Department	9 253	9 234	- 19
Food and Environmental Hygiene Department	11 680	11 062	- 618
Government Flying Service	228	225	- 3
Government Laboratory	361	361	0
Government Logistics Department	771	728	- 43
Government Property Agency	217	216	- 1
Highways Department	1 953	1 926	- 27
Home Affairs Department	1 779	1 750	- 29
Hong Kong Economic and Trade Offices	153	151	- 2
Hong Kong Observatory	289	288	- 1
Hong Kong Police Force	33 037	32 625	- 412
Immigration Department	6 157	6 058	- 99

	Establishment (Number of posts) As At		Net Estimated number of post deletion (-)/ creation (+)
	31.3.2005 (Estimate)	31.3.2006 (Estimate)	
Independent Commission Against Corruption	1 340	1 337	- 3
Independent Police Complaints Council	22	22	0
Information Services Department	437	425	- 12
Inland Revenue Department	2 908	2 876	- 32
Intellectual Property Department	85	85	0
Invest Hong Kong	36	35	- 1
Joint Secretariat for the Advisory Bodies on Civil Service and Judicial Salaries and Conditions of Service	27	27	0
Judiciary	1 641	1 592	- 49
Labour Department	1 733	1 731	- 2
Lands Department	3 345	3 343	- 2
Legal Aid Department	536	533	- 3
Leisure and Cultural Services Department	7 508	7 376	- 132
Marine Department	1 445	1 444	- 1
Office of the Government Chief Information Officer	611	596	- 15
Offices of the Chief Secretary for Administration and the Financial Secretary	495	500	5
Official Receiver's Office	233	229	- 4
Planning Department	770	754	- 16
Public Service Commission	28	27	- 1
Radio Television Hong Kong	579	560	- 19
Rating and Valuation Department	865	861	- 4
Registration and Electoral Office	112	114	2
Social Welfare Department	4 946	4 902	- 44
Student Financial Assistance Agency	195	195	0
Television and Entertainment Licensing Authority	159	156	- 3
Trade and Industry Department	692	535	- 157
Transport Department	1 250	1 248	- 2
Treasury	532	527	- 5
University Grants Committee	48	48	0
Water Supplies Department	4 763	4 679	- 84
Operational and central reserves*	998	1 293	295
Subtotal:	143 252	141 174	-2 078
Other public bodies:			
Companies Registry	313	306	- 7
Electrical and Mechanical Services Trading Fund	3 856	3 737	- 119
Hong Kong Monetary Authority	56	48	- 8
Hospital Authority	3 677	3 493	- 184
Housing Authority	8 524	8 298	- 226
Land Registry	471	472	1
Legal Aid Services Council	6	6	0
Office of The Ombudsman	1	0	- 1
Office of the Telecommunications Authority	226	224	- 2
Post Office	5 549	5 487	- 62
Vocational Training Council	67	62	- 5
Others	4	4	0
Subtotal:	22 750	22 137	- 613
All Government Total :	166 002	163 311	-2 691

*Operational reserves are staff in the administrative, executive, secretarial and clerical grades who are required by departments to replace officers on leave or full-time training or for handover purposes and for staff required to undertake special and ad hoc projects. Central reserves are for staff redeployment through the clearing house mechanism.

In 2005-06, not more than 369 posts will be created under the clearing mechanism to accommodate clerical and secretarial staff who are surplus to operational requirements of bureaux and departments and released by them to take on time-limited projects elsewhere in the Government. These posts will be offset by the deletion of the same number of posts in the releasing bureaux and departments. At the same time, 74 posts will be deleted from the operational reserves.