

ITEM FOR ESTABLISHMENT SUBCOMMITTEE OF FINANCE COMMITTEE

HEAD 62 – HOUSING DEPARTMENT Subhead 003 Recoverable salaries and allowances

Members are invited to recommend to Finance Committee the implementation of the following proposals in Housing Department –

- (a) the creation of the following two supernumerary posts with immediate effect for a period of two years up to 6 July 2008 –

1 Chief Estate Surveyor
(D1) (\$92,650 - \$98,300)

1 Chief Structural Engineer
(D1) (\$92,650 - \$98,300); and

- (b) the revision and redistribution of duties and responsibilities among some other posts on the directorate establishment.

PROBLEM

Housing Department (HD) needs additional professional support at the directorate level to meet unforeseen requirements arising out of new initiatives and existing services. HD also needs to revise its directorate structure, mainly through redeployment of or redistribution of responsibilities among some directorate posts, to take account of changes in operational needs.

/PROPOSAL

PROPOSAL

2. We propose to -
- (a) create with immediate effect one supernumerary post of Chief Estate Surveyor (CES) (D1) for two years up to 6 July 2008, mainly to manage the procurement of land leases and deeds of mutual covenant (DMCs) for divested retail and car-parking facilities, and to co-ordinate the sale of residual Home Ownership Scheme (HOS) and Private Sector Participation Scheme (PSPS) flats;
 - (b) create with immediate effect one supernumerary post of Chief Structural Engineer (CSE) (D1) for two years up to 6 July 2008, mainly to take charge of the Comprehensive Structural Investigation (CSI) Programme; and
 - (c) revise and redistribute the duties and responsibilities among some other posts on the directorate establishment of HD.

JUSTIFICATION

Reorganisation of Housing Department

3. In June 2004, we informed Members that HD¹ had been undergoing major restructuring and streamlining with a view to building a leaner and more dynamic organisation that could respond to service demand more efficiently and effectively. The Housing Authority (HA)'s plan was to reduce HD's establishment (including both civil service posts and HA contract posts) by about 30%, or 3 500 posts, between October 2002 and March 2007. In addition, the senior management establishment would be downsized by a net deletion of two deputy director posts (D3), nine assistant director posts (D2) and 13 chief manager/professional posts (D1). The number of business divisions would be reduced by 33%, from six to four. The total number of sub-divisions headed by a D2 officer would be reduced by 41%, from 22 to 13. Taking into account three directorate posts already deleted in February and March 2003, there would be a net reduction of 27 directorate posts (i.e. two D3, nine D2 and 16 D1 posts), or 37% of the directorate establishment,

/between

¹ HD is the executive arm of the Housing Authority (HA). HD staff (all being civil servants) are seconded to work for the HA, which also employs its own staff under HA contract terms. As at May 2006, the ratio of civil servants to HA contract employees is about 7:1. The current directorate establishment of HD includes only three HA contract posts.

between January 2003 and March 2006. The new directorate structure of HD, reflecting the changes as mentioned above, was subsequently approved by the Finance Committee (FC) in June 2004 (EC(2004-05)9).

Current Position on Directorate Establishment

4. The restructuring and streamlining initiatives have been progressing well. With some minor modifications, the HA has implemented by 31 March 2006 the new directorate structure in HD, including the deletion of all but two² of the directorate posts mentioned in paragraph 3 above. A detailed list of the changes to the directorate establishment implemented from 1 January 2003 to 31 March 2006 is at Enclosure 1. In addition, we have also made some slight modifications to the approved organisation chart as shown in Enclosure 2 to meet changing operational needs. The changes are highlighted in paragraphs 21 to 22 below.

Encl. 1
Encl. 2

Current Position on Non-directorate Establishment

5. The downsizing of HD's non-directorate establishment is on schedule. Between 1 October 2002 and 31 March 2006, the HA deleted 3 098 non-directorate posts (comprising 2 306 civil service posts and 792 HA contract posts) in HD. Those posts were deleted after the incumbents had retired normally, departed under various voluntary schemes, or completed their contracts with the HA. Four hundred and thirty-two civil service posts were deleted in HD upon the transfer of the squatter control function to the Lands Department on 1 April 2006. The HA plans to delete an additional 400 posts (including 190 civil service posts) by the end of March 2007.

Redeployment of Staff Previously Engaged in Operating Divested Commercial Properties

6. The HA has redeployed staff previously engaged in managing or maintaining the divested commercial properties to other duties, mainly in the Estate Management Division (EMD) to strengthen management and maintenance of public rental housing. Specifically, of the 420 non-directorate staff previously so engaged, about 300 have been deployed to EMD to fill vacancies or perform

/functions

² The two directorate posts not deleted are HA contract D1 posts (see paragraphs 18 and 21(a) below). In addition, instead of a net deletion of two D3 posts, one D4 post and one D3 post were deleted, owing to shelving of the plan to upgrade the post for the head of the Estate Management Division from Senior Assistant Director of Housing (D3) to Deputy Director of Housing (D4) (see paragraph 21(c) below).

functions related to new initiatives³. Some 100 have left the HA either under the Voluntary Exit Scheme (for civil servants) or after their contracts expired (for HA contract staff). At present, eight staff are still providing support services to The Link Management Limited under a Service Level Agreement due to expire in June 2006. The staff involved will be redeployed to EMD afterwards. Apart from the above, some 220 non-directorate staff in EMD are fully or partially engaged in operating HA's non-divested commercial properties⁴.

Proposed Creation of Two Supernumerary D1 Posts

7. The planned reduction of some 37% of HD's directorate establishment reflects HA's determination and utmost efforts to streamline its management structure and to reduce expenditure in order to alleviate its financial difficulties. As a result of this reduction, HD's remaining directorate staff have been stretched to the limit, so much so that there is practically very little room for them to take on additional work arising out of unforeseen requirements from new initiatives or existing services. While the HA has arranged for such additional work to be shared out among existing posts as far as possible, following an overall review completed in early 2006, the HA has found it necessary to create two supernumerary D1 posts in HD, as set out in the sub-sections below.

(a) Chief Estate Surveyor Post (D1)

8. We propose to create a supernumerary post of CES in the Corporate Services Division (CSD) of HD for two years up to 6 July 2008, mainly to undertake the following tasks –

- (a) to manage the procurement of land leases and DMCs for some 80 retail and car-parking facilities which the HA has sold to The Link REIT; and
- (b) to co-ordinate the development of the necessary systems for and manage the sale of some 16 000 HOS/PSPS flats beginning from early 2007.

/9.

³ The new initiatives include the Marking Scheme for Tenancy Enforcement in public housing estates and factory estates, the Total Maintenance Scheme and the CSI Programme.

⁴ Where directorate posts are concerned, previously under the Commercial Properties Sub-division (of the disbanded Allocation and Commercial Division (ACD)) which was responsible for overseeing the entire commercial operation (including both divested and non-divested properties), there were one D2 post and four D1 posts. After the divestment, only one D1 post (CES) was redeployed to EMD to manage non-divested commercial properties. The other four directorate posts were deleted. The CES post concerned was originally earmarked for deletion but was retained due to latest operational needs. Instead, the HA deleted another CES post under the Housing Subsidies Sub-division of the disbanded ACD for offsetting purpose.

9. Reporting to an Assistant Director of Housing (AD of H) (D2), the proposed supernumerary CES post will lead nine teams of staff each headed by a Senior Estate Surveyor (SES) (MPS 45 - 49) or a Senior Housing Manager (SHM) (MPS 45 - 49). A detailed job description of the CES post is at Enclosure 3.

Encl. 3

10. As regards the task in paragraph 8(a) above, the number of properties under the divestment portfolio is not small and the lead-time required to procure the legal title⁵ for them has been longer than expected. Hence, by the time when The Link REIT was listed in November 2005, it was only possible to transfer to The Link REIT the formal legal title for 76 of the 180 facilities sold to The Link REIT. For the remaining facilities, only beneficial ownership was transferred. The HA has undertaken to procure from the Government as soon as reasonably practicable the formal land title for those remaining properties, together with suitable DMCs for the divested properties and the public rental housing blocks which are co-located within the same housing estates. According to a tentative timetable made known to investors of The Link REIT, the HA would complete the work for the transfer of the formal legal title for 24 properties by 31 March 2006, and for the remaining 80 properties by the middle of 2008.

11. Six teams of estate surveying professionals each headed by a SES are working on the procurement of land leases and DMCs for the divested properties. They were under the full-time supervision of a Chief Maintenance Surveyor (CMS) (D1) post which was redeployed from the Commercial Properties Sub-division of the then Allocation and Commercial Division (ACD) to the Divestment Sub-division of CSD between the middle of 2004 and 31 March 2006 when this CMS post was deleted and the Divestment Sub-division disbanded. Under the original reorganisation plan, the management responsibility for lease/DMC procurement work would be transferred to the only remaining CES post in EMD who is responsible for managing all non-domestic properties of the HA including the non-divested commercial properties. However, two factors have rendered this impracticable –

- (a) when this plan was drawn up in 2003, the divestment project was still at an infant stage. We assumed at that time that most of HA's commercial properties would be divested and that only very small-scale commercial facilities would be built in the future. At present, the CES post has to manage over 90 relatively small-scale

/retail

⁵ The land on which most of the public housing estates (including retail and car-parking facilities within the estates) are situated is vested with the HA by the Government through vesting orders. To complete the transfer of ownership of the divested commercial properties to The Link REIT, it is necessary for the HA to be granted the formal legal title of those properties by the Government through granting land leases to the HA.

retail and car-parking facilities and ten industrial facilities. In addition, there are three large-scale commercial facilities planned for future public housing estates. In order to improve efficiency, as well as to map out the way forward for possible divestment of the remaining facilities, the CES post is also responsible for formulating and implementing a plan to bring the management of those facilities more into line with private sector practice. Including the responsibilities for land administration and certain HOS functions which have been transferred to the post (see paragraph 13 below) since April 2006, the CES post is supervising six teams of staff each headed by a SES or SHM. It would be extremely difficult for the incumbent to supervise effectively six additional SESs for the procurement of land leases/DMCs; and

- (b) the work involved in the procurement of leases/DMCs is much more complex and onerous than originally anticipated. Although we have drawn up a master lease and a model DMC based on which leases/DMCs are prepared for individual estates/facilities, in practice a lot of modifications to the standard model are necessary to suit the particular circumstances of each estate. We have to conduct negotiations with various concerned parties to sort out differences in opinion and to balance different interests among the parties. Such discussions often require the intervention of directorate officers, sometimes up to Deputy Director or Director level, and this has rendered it impossible for the duties to be delegated to one of the six SESs. Indeed, owing largely to the above-mentioned modifications, the timetable for completing the lease/DMC procurement exercise has been extended by one year, from mid-2007 to mid-2008.

12. As regards the task in paragraph 8(b) above, the work involves co-ordinating the development of various programmes, systems and processes, including but not limited to sale programme, refurbishment and inspection programmes, publicity programme, pricing system, computer support system, and logistics for flat inspection. Given the unique nature of this project, we need to revisit and even substantially revamp a lot of the previously adopted processes and procedures, and this will require the direct supervision of a directorate officer.

13. When the HOS, PSPS, Tenants Purchase Scheme (TPS) and other home ownership assistance schemes were in full operation a few years back, HD had two permanent CES posts tasked mainly to manage the daily operation of these schemes. In the reorganisation of HD, one of the posts was deleted in March 2005 and the other in March 2006. We originally anticipated that, with the termination

of the HOS, PSPS and other home ownership assistance schemes, and with the forthcoming cessation of the TPS, we could centralise residual work related to those schemes and all other land administration duties requiring professional estate surveying input under the charge of the only remaining CES post in EMD (who is also responsible for managing the non-divested commercial properties of the HA as mentioned in paragraph 11 above). The disposal arrangement for the residual HOS/PSPS flats had yet to be decided when the HA reviewed HD's directorate structure in June 2004. We therefore have not taken into account the work related to the upcoming sale of those HOS/PSPS flats in the original reorganisation plan.

14. The need for management supervision by a full-time CES post for the two substantial tasks set out in paragraph 8 above should be diminished by July 2008. Hence, we propose to create the supernumerary post for a period of two years up to 6 July 2008, subject to a review in early 2008.

15. As the proposed CES post is operationally required upon the deletion of the CMS post (see paragraph 11 above) and a CES post (see paragraph 13 above) in March 2006, the HA has made available a HA contract D1 post in CSD to undertake the work pro tem, pending FC's approval of the proposed supernumerary CES post. So far, HA has only recruited HA contract staff at the basic rank for the Estate Surveyor grade and all promotion posts of the grade are civil service posts. There is no plan to keep the HA contract D1 post and fill it by recruiting HA contract staff. The contract post has so far been filled by a Senior Estate Surveyor (MPS 45 - 49) under acting appointment as a stop-gap measure.

(b) Chief Structural Engineer Post (D1)

16. We propose to create a supernumerary post of CSE in EMD of HD for two years up to 6 July 2008, mainly to take charge of the CSI Programme. Reporting directly to the head of EMD, the proposed supernumerary CSE post will supervise five teams of staff directly and two teams of staff indirectly, each headed by a Senior Structural Engineer (MPS 45 - 49). A detailed job description of the post is at Enclosure 4.

Encl. 4

17. In August 2005, the HA announced a CSI Programme under which the structural conditions of aged public housing estates will be thoroughly appraised. Having regard to appraisal findings and outcome of financial viability assessment, the HA will decide for each estate whether to clear it wholly or partially, and if it is to be retained, the necessary repair or structural strengthening work required to sustain its structural safety for at least another 15 years. The initial CSI Programme covers nine estates with a total of over 80 blocks and 30 000 flats, and

/will

will take roughly three years to complete. Investigation work is carried out according to the sequence of original building completion of the estates, but adjustments may be made if the circumstances of individual estates (e.g. presence of clear risk of deterioration of cantilever structure) warrant earlier attention.

18. In view of the Programme's complexity, political sensitivity and potentially very significant implications (arising out of the appraisal findings), it is necessary for the project to be supervised on a day-to-day basis by a full-time CSE post. The HA has therefore redeployed a vacant HA contract D1 post (i.e. the post of Head (Corporate and Community Relations) in CSD which was originally scheduled for deletion by March 2006) to EMD to lead the project on a temporary basis since its inception last year. Having regard to the requirement of the job, we have deployed a substantive CSE to take up the post as a stop-gap measure. His consequential vacancy is filled by acting appointment. Pending approval by FC of the proposed supernumerary CSE post, the HA has deferred the deletion of this HA contract D1 post to undertake the work pro tem. So far, the HA has only recruited HA contract staff at the basic rank for the Structural Engineer grade and all promotion posts of the grade are civil service posts. There is no plan to keep the HA contract D1 post and fill it by recruiting HA contract staff.

19. We have explored whether the existing three CSE posts in the Development and Construction Division (DCD) may take up the responsibilities of the proposed supernumerary CSE post. At present, two of these posts are fully engaged in public housing construction projects. Their workload has been exacerbated by additional ground investigation and structural planning work required for potential replacement sites for public housing due to unanticipated non-availability of some identified sites and community objection to some others. The third CSE post currently undertakes some construction project work to relieve the heavy burden of the other two posts, as well as works on research and development, establishment of technical standards, and quality management matters. In addition, this post has recently been assigned an unforeseen additional responsibility for building control work. Buildings Department (BD) has delegated to the Independent Checking Unit (ICU) of HD the authority under the Buildings Ordinance to approve applications for alteration to buildings which are previously or currently owned by the HA (e.g. HOS courts, TPS estates, divested commercial properties and public rental housing blocks in which some divested commercial facilities are located) and which are covered by the Ordinance. BD has recently required ICU to establish a three-tier vetting system⁶ for examining applications that involve structural alteration, in line

/with

⁶ At present, we adopt a two-tier system, i.e. a professional or senior professional officer will vet an application; the vetting result will then be reviewed by a senior professional or directorate officer. Under a three-tier system, an additional layer of review is needed. There is no directorate officer for the structural engineering discipline in ICU.

with BD's own practice. This will require additional professional input at the directorate level for coping with the increased workload. As there is a growing number of such applications by The Link REIT after the divestment of HA's commercial properties, we have redeployed the third CSE post on a part-time basis to ICU to discharge this function.

20. We will review the continual need for the proposed supernumerary CSE post in early 2008 in the light of the progress of the CSI Programme and the workload of the three existing CSE posts at that time.

Revision and Redistribution of Duties and Responsibilities among Some Other Directorate Posts

21. In the light of the changes in operational requirements, we propose to revise slightly the distribution of duties and responsibilities among some directorate posts and the directorate structure. The proposed organisation chart is at Enclosure 5. The job descriptions of the directorate posts under the revised directorate structure are at Enclosures 6 to 43. The responsibilities of each of the four business divisions of HD and their directorate establishment are briefly described at Enclosure 44 with salient points highlighted below –

Encl. 5
Encls.
6 - 43
Encl. 44

- (a) **Strategy Division**, headed by an Administrative Officer Staff Grade B1 (D4) (departmentally known as Deputy Director (Strategy)), is supported by three Administrative Officers Staff Grade C (D2) and one Assistant Director of Accounting Services (AD of AS) (D2). The responsibilities of these four Assistant Director (AD) posts remain largely unchanged. The AD of AS is underpinned by one Chief Treasury Accountant (D1) and one contract Chief Finance Manager (CFM) (HA contract D1). Upon conclusion of the public rental housing judicial review case and the successful listing of The Link REIT, HA's finance has become more healthy and sustainable in the medium term. The HA has adopted a new investment strategy which involves substantially increased fund management operations. Given the need for more active review of asset allocations and investment guidelines, and the importance and complexity of in-house monitoring of external fund managers, the HA has withheld the deletion of the contract CFM post which was originally scheduled for March 2006, and will review the continual need for this post by July 2008.

/(b)

- (b) ***Development and Construction Division***, headed by a Senior Assistant Director of Housing (SAD of H) (D3) (departmentally known as Deputy Director (Development and Construction)), is organised into three Sub-divisions, each headed by an AD of H (D2) and currently underpinned totally by 13 chief professional posts (D1). Two ADs are responsible for overseeing public housing construction projects. The third is responsible for corporate procurement policies, technical standards and research and development, capital budget co-ordination and control, environmental management and site health and safety policies. To meet the operational requirements of ICU, one Chief Architect (CA) (D1) post has been temporarily redeployed from the Project Sub-division 1 of DCD to ICU. To distribute the workload more evenly among the ADs, the Chief Engineer (D1) post and its responsibilities have been transferred from the Development and Procurement Sub-division to the Project Sub-division 1.
- (c) ***Estate Management Division***, headed by a SAD of H (D3) (departmentally known as Deputy Director (Estate Management) (DD(EM))), is supported by two ADs of H (D2). In addition, DD(EM) was required to oversee directly the work of four Chief Managers (CMs) (D1)⁷. One CM is responsible for policy work related to tenancy management and rent policy. The second CM is responsible for combating abuses of public housing resources, overseeing provision of estate services and providing management support to the Division. The third CM (a Chief Building Services Engineer (CBSE) (D1) post) is responsible for formulating and implementing strategies on outsourcing of estate management and maintenance services. The fourth CM is the HA contract post responsible for the CSI Programme and, subject to FC's approval, will be replaced with the proposed supernumerary CSE post. The two ADs oversee two and three regional command offices respectively, each headed by a CM. These regional command offices are responsible for the management and maintenance of public housing estates in their respective regions. To rationalise the workload among DD(EM) and the two ADs, each AD has been required to oversee the work of an additional CM. The CBSE post mentioned above has been put under the Estate Management Sub-division 2 and the CES post responsible for management, letting and valuation of non-domestic properties, as well as certain land administration and HOS-related duties (see paragraph 11 above) has been put under the Estate Management

/Sub-division

⁷ CM is a multi-disciplinary post and may be filled by staff from a variety of grades.

Sub-division 1. In the original reorganisation plan approved by FC (EC(2004-05)9), EMD would take over from the disbanded ACD certain residual functions⁸ by 31 March 2006 and as a result, the DD(EM) post would be upgraded from SAD of H (D3) to Deputy Director of Housing (DD of H) (D4). Except for the responsibility for the management of non-domestic properties (which has been transferred to EMD as mentioned in paragraph 11 above), the HA has now decided, as a temporary arrangement, to transfer the remaining functions to CSD upon the disbandment of ACD on 31 March 2006, instead of to EMD as originally planned. The HA has also decided to maintain the ranking of the DD(EM) post at SAD of H (D3), and consequently has not effected the upgrading of the post to DD of H (D4). We shall review the situation in due course and make a separate proposal to Members on the upgrading if operationally required.

- (d) ***Corporate Services Division***, headed by an Administrative Officer Staff Grade B (D3) (departmentally known as Deputy Director (Corporate Services)), is underpinned by two ADs of H (D2/DL2), one Senior Principal Executive Officer (D2) (departmentally known as Assistant Director (Administration) (AD(Adm))), and one Chief Systems Manager (CSM) (D1). One AD is responsible for provision of legal services support to the HA. The second AD heads the Housing Subsidies Sub-division, which has been transferred from the disbanded ACD under a temporary arrangement (see paragraph 21(c) above), and is mainly responsible for allocation of public rental housing, HA's housing subsidy policies and residual programmes, and procurement of leases/DMCs for divested commercial properties. This post is supported at the directorate level by one Chief Housing Manager (D1) and the proposed supernumerary CES post (see paragraph 9 above). Underpinned by two D1 officers, AD(Adm) oversees the provision of administration services, and human resource management and development. The CSM is responsible for provision of information technology services in the HA.

Independent Checking Unit

22. **ICU**, headed by a supernumerary post of AD of H (D2), reports directly to Permanent Secretary for Housing, Planning and Lands (Housing). It is

/mainly

⁸ The residual functions include (a) managing all non-domestic properties of the HA (including non-divested commercial properties); (b) processing application for and allocation of public rental housing; (c) overseeing HA's housing subsidy policies and residual programmes; and (d) handling land administration issues (e.g. procurement of leases and vesting orders) related to the HA.

mainly responsible for third-party checking and approval of HA projects to ensure that they comply with requirements under the Buildings Ordinance and the Lifts and Escalators (Safety) Ordinance. The work involves checking building design and construction proposals, as well as monitoring of works (including site inspection) against approved plans at various works 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. On account of the complex issues that needed to be sorted out, including the legal, staff management and resources implications of the proposition, and the compilation of the necessary plans and records of existing buildings to facilitate future building control, FC has, upon expiry of the supernumerary post in July 2004, approved its retention for another three years. We have since November 2005 redeployed on a temporary basis one CA post from DCD to ICU to help alleviate the heavy workload. The additional workload recently brought about by structural alteration works of divested properties will require a part-time CSE post (see paragraph 19 above). We shall review the directorate structure of ICU in light of the progress in implementing the proposition and report back to Members in early 2007.

FINANCIAL IMPLICATIONS

23. The proposed creation of the supernumerary CES and CSE posts for two years will bring about an additional notional annual salary cost at mid-point of \$2,288,400 as follows –

| | Notional Annual Salary Cost at Mid-point (\$) | No. of Post |
|--------------------------------|--|--------------------|
| Supernumerary post | | |
| Chief Estate Surveyor (D1) | 1,144,200 | 1 |
| Chief Structural Engineer (D1) | 1,144,200 | 1 |
| Total | 2,288,400 | 2 |

The full annual average staff cost of the proposal, including salaries and staff on-costs, is \$3,330,000. The full costs will be recovered from the HA under the usual arrangement for HD staff seconded to the HA.

24. The proposal to revise and redistribute the duties of certain directorate posts will be cost-neutral. The retention by the HA of one contract CFM post will cost about \$2 million a year.

/CONSULTATION

CONSULTATION WITH LEGISLATIVE COUNCIL PANEL

25. We consulted the Legislative Council Panel on Housing on 9 May 2006. While some Members of the Panel supported the proposals, some reserved their position pending further examination of the detailed justifications, and a few questioned why the proposals had not been included in the information paper on planned creation and deletion of civil service directorate posts (ECI(2005-06)6) provided by the Administration to Members of the Establishment Subcommittee in November 2005.

26. We explained to the Panel that the HA had taken a very conscientious approach in reviewing a significant number of directorate staffing requests from HD's business divisions for coping with additional work, with the aim of absorbing the additional work within the approved establishment as far as possible. Pending completion of this overall review in early 2006, it would be inappropriate to put forward piecemeal proposals prematurely. We make the present proposals after careful deliberation on the overall manpower requirements and exhausting redeployment opportunities within HD.

ESTABLISHMENT CHANGES

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

| Establishment (Note) | Number of posts | | |
|---------------------------------|--|-------------------------------|-------------------------------|
| | Existing (as at 1 April 2006) | As at 1 April 2005 | As at 1 April 2004 |
| A | 48+(1)# | 54+(2) | 68+(1) |
| B | 1 177 | 1 224 | 1 281 |
| C | 7 842 | 8 438 | 8 672 |
| Total | 9 068 | 9 718 | 10 022 |

Note:

- A - ranks in the directorate pay scale or equivalent (including equivalent HA contract posts)
- B - non-directorate ranks the maximum pay point of which is above MPS Point 33 or equivalent (including equivalent HA contract posts)
- C - non-directorate ranks the maximum pay point of which is at or below MPS Point 33 or equivalent (including equivalent HA contract posts)
- () - number of supernumerary directorate posts approved by FC
- # - As at 1 April 2006, there was no unfilled directorate post in the HA.

CIVIL SERVICE BUREAU COMMENTS

28. The Civil Service Bureau is satisfied that the proposed creation of the supernumerary CES and CSE posts for two years will sustain the directorate input required to oversee the tasks pertaining to the procurement of leases and DMCs for the divested commercial properties, sale of residual HOS and PSPS flats as well as the CSI Programme. The grading and ranking of the proposed posts are appropriate having regard to the level and scope of responsibilities and the professional input required.

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

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

Housing, Planning and Lands Bureau
June 2006

**Directorate Establishment Changes in Housing Department
from 1 January 2003 to 31 March 2006**

| No. of Post | Rank | Post | Date of Deletion (or creation) |
|--|--------------------|---|--------------------------------|
| 2002-03 (-1 Housing Authority (HA) contract D1 and -2 D1 (Supernumerary)) | | | |
| Corporate Services Division | | | |
| -1 | HA contract D1 | Contract Chief Housing Manager | 27 February 2003 |
| Development and Construction Division | | | |
| -2 | D1 (Supernumerary) | Chief Architect (Multi-disciplinary) | 20 March 2003 |
| 2003-04 (-2 HA contract D2 and +1 HA contract D1) | | | |
| Corporate Services Division | | | |
| -1 | HA contract D2 | Assistant Director (Information Technology) | 1 August 2003 |
| -1 | HA contract D2 | Downgrading of the post of Assistant Director | |
| +1 | HA contract D1 | (Information and Community Relations) | |
| 2004-05 (-1 D4, -6 D2, +1 D2 (Supernumerary) and -7 D1) | | | |
| Allocation and Commercial Division | | | |
| -1 | D1 | Chief Housing Manager | 25 June 2004 |
| Corporate Services Division | | | |
| +1 | D2 (Supernumerary) | Assistant Director (Divestment) | 25 June 2004 |
| -1 | D1 | Principal Management Services Officer | |
| Development and Construction Division | | | |
| -1 | D2 | Assistant Director (Business Development) | 25 June 2004 |
| -1 | D2 | Assistant Director (Project) East | |
| -1 | D1 | Chief Architect (Multi-disciplinary) | |
| -1 | D1 | Chief Building Services Engineer | |
| Estate Management Division | | | |
| -1 | D2 | Assistant Director (Estate Management) 3 | 25 June 2004 |
| -1 | D1 | Chief Structural Engineer | |
| Strategy Division | | | |
| -1 | D2 | Assistant Director (Institutional Reform) | 25 June 2004 |
| Development and Construction Division | | | |
| -1 | D2 | Assistant Director (Project) Central | 6 July 2004 |
| -1 | D1 | Chief Quantity Surveyor | 20 December 2004 |
| -1 | D4 | Deputy Director (Business Development) | 31 March 2005 |
| Allocation and Commercial Division | | | |
| -1 | D2 | Assistant Director (Allocation) | 31 March 2005 |
| -1 | D1 | Chief Estate Surveyor | |

| No. of Post | Rank | Post | Date of Deletion (or creation) |
|---|--------------------|---|--------------------------------|
| 2005-06 (-1 D3, -1 D2, -1 D2 (Supernumerary), -5 D1 and +1 HA contract D1) | | | |
| Allocation and Commercial Division | | | |
| -1 | D3 | Deputy Director (Allocation and Commercial) | 31 March 2006 |
| -1 | D2 | Assistant Director (Commercial Properties) | |
| -2 | D1 | Chief Housing Manager | |
| -1 | D1 | Chief Estate Surveyor | |
| -1 | D1 | Chief Maintenance Surveyor | |
| Central Support Unit | | | |
| -1 | D1 | Chief Planning Officer | 31 March 2006 |
| Corporate Services Division | | | |
| -1 | D2 (Supernumerary) | Assistant Director (Divestment) | 31 March 2006 |
| +1 | HA contract D1 | Chief Estate Surveyor/Land Administration # | |

The HA contract D1 post has been created mainly to manage the procurement of land leases and deeds of mutual covenant for divested retail and car-parking facilities, and to co-ordinate the sale of residual Home Ownership Scheme and Private Sector Participation Scheme flats, pending Finance Committee's approval for creation of a supernumerary Chief Estate Surveyor (D1) post.

Notes:

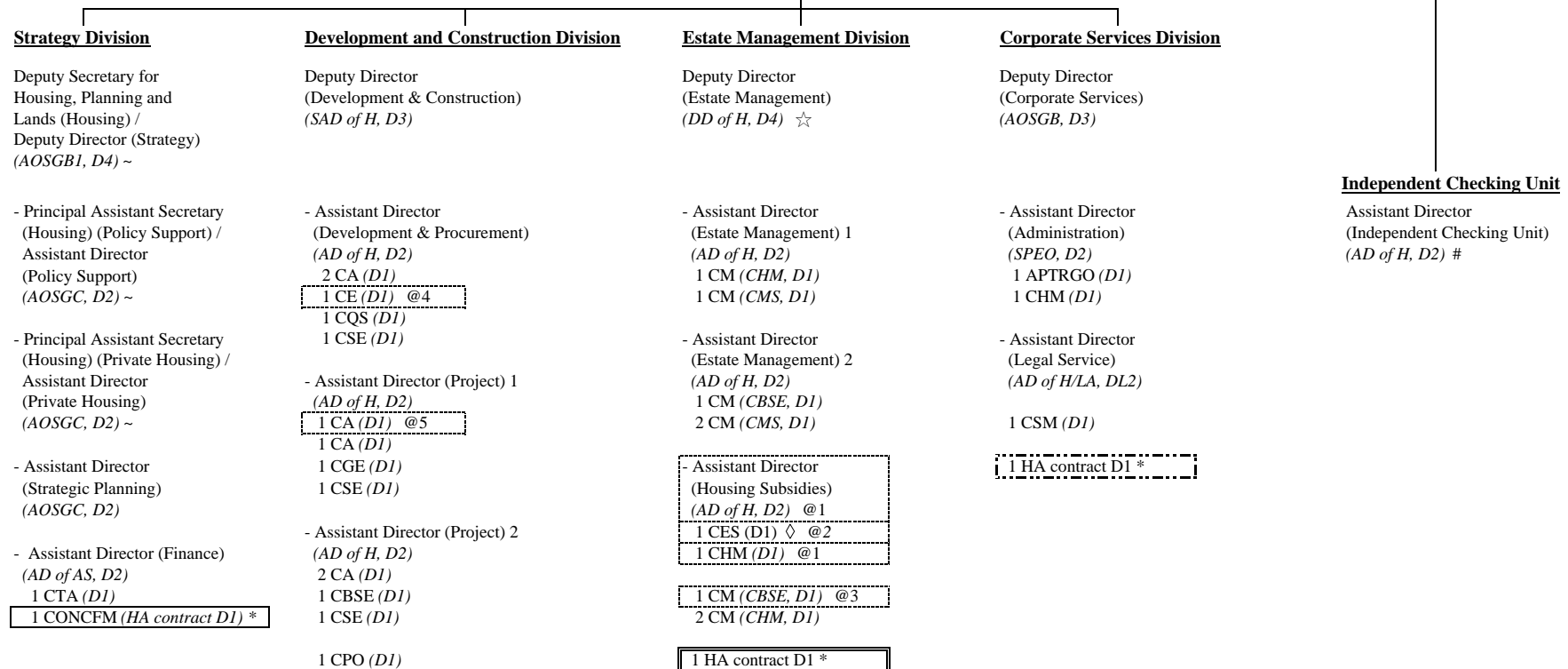
- (a) Upon conclusion of the public rental housing judicial review case and the successful listing of The Link REIT, the HA's finance has become more healthy and sustainable in the medium term. The HA has adopted a new investment strategy which involves substantially increased fund management operations. Given the need for more active review of asset allocations and investment guidelines, and the importance and complexity of in-house monitoring of external fund managers, the HA has withheld the deletion of one contract Chief Finance Manager post (HA contract D1) which was originally scheduled for March 2006, and will review the continual need for the post by July 2008.
- (b) The post of Head (Corporate and Community Relations) (HA contract D1), originally scheduled for deletion by March 2006, has been redeployed to the Estate Management Division (EMD) mainly to take charge of the Comprehensive Structural Investigation Programme. The HA has deferred its deletion, pending Finance Committee's approval for creation of a supernumerary Chief Structural Engineer (D1) post.
- (c) Having regard to the temporary transfer of the Housing Subsidies Sub-division to the Corporate Services Division instead of the Estate Management Division, the HA has not effected the upgrading of the Deputy Director (Estate Management) post from Senior Assistant Director of Housing (D3) to Deputy Director of Housing (D4) as previously approved by Finance Committee.

Approved Organisation Chart of Housing Department

(with effect from 1 April 2006)

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

(AOSGA1, D8)



Legends:

- | | | | | | |
|----------|---|--------|----------------------------------|----|--|
| AOSGA1 | - Administrative Officer Staff Grade A1 | CES | - Chief Estate Surveyor | * | - HA contract posts |
| AOSGB1 | - Administrative Officer Staff Grade B1 | CGE | - Chief Geotechnical Engineer | ~ | - These posts are given bureau designations in addition to normal departmental designations to better reflect the nature of their duties which are largely policy-related. |
| AOSGB | - Administrative Officer Staff Grade B | CHM | - Chief Housing Manager | # | - Supernumerary post to lapse on 15.7.2007 |
| AOSGC | - Administrative Officer Staff Grade C | CMS | - Chief Maintenance Surveyor | ◇ | - Post redeployed from the Commercial Properties Sub-division of the disbanded Allocation and Commercial Division |
| DD of H | - Deputy Director of Housing | CPO | - Chief Planning Officer | ☆ | - Upgrading of post from SAD of H (D3) withheld |
| SAD of H | - Senior Assistant Director of Housing | CQS | - Chief Quantity Surveyor | ▭ | - HA contract post scheduled for deletion but retained subject to further review |
| AD of H | - Assistant Director of Housing | CSE | - Chief Structural Engineer | ▭ | - Posts proposed for formal redeployment |
| AD of AS | - Assistant Director of Accounting Services | CSM | - Chief Systems Manager | @1 | - Posts temporarily transferred to the Corporate Services Division |
| SPEO | - Senior Principal Executive Officer | CTA | - Chief Treasury Accountant | @2 | - Post redeployed to the Estate Management Sub-division 1 (upon re-deployment to Estate Management Division, the CES post adopted the post title of CM) |
| APTRGO | - Assistant Principal Training Officer | CM | - Chief Manager | @3 | - Post redeployed to the Estate Management Sub-division 2 |
| CA | - Chief Architect | CONCFM | - Contract Chief Finance Manager | @4 | - Post redeployed to the Project Sub-division 1 |
| CBSE | - Chief Building Services Engineer | HA | - Housing Authority | @5 | - Post temporarily redeployed to the Independent Checking Unit |
| CE | - Chief Engineer | LA | - Legal Advice | ▭ | - HA contract post made available to perform additional work pro tem |
| | | | | ▭ | - HA contract post scheduled for deletion but retained for performing additional work pro tem |

Job Description
Chief Estate Surveyor/Land Administration

Rank : Chief Estate Surveyor (D1)

Responsible to : Assistant Director (Housing Subsidies)

Major Duties and Responsibilities –

1. to oversee the preparation of government leases and deeds of mutual covenant (DMC) of the divested properties and the proper transfer of the legal title of such properties to The Link REIT;
2. to advise on matters relating to the transfer of legal and beneficial ownership of the divested properties;
3. to co-ordinate and oversee arrangement for the sale of surplus Home Ownership Scheme (HOS) and Private Sector Participation Scheme flats, including preparation of sale and publicity programmes, value assessment, pricing, and preparation of DMC;
4. to oversee and advise the post-sale services, post-loan matters, the HOS secondary market issues and related matters on buyback and default claims; and
5. to liaise and attend meetings with other departments and public organisations on land administration matters.

Job Description
Chief Manager/Management (Support Services 5)

Rank : Chief Structural Engineer (D1)

Responsible to : Deputy Director (Estate Management)

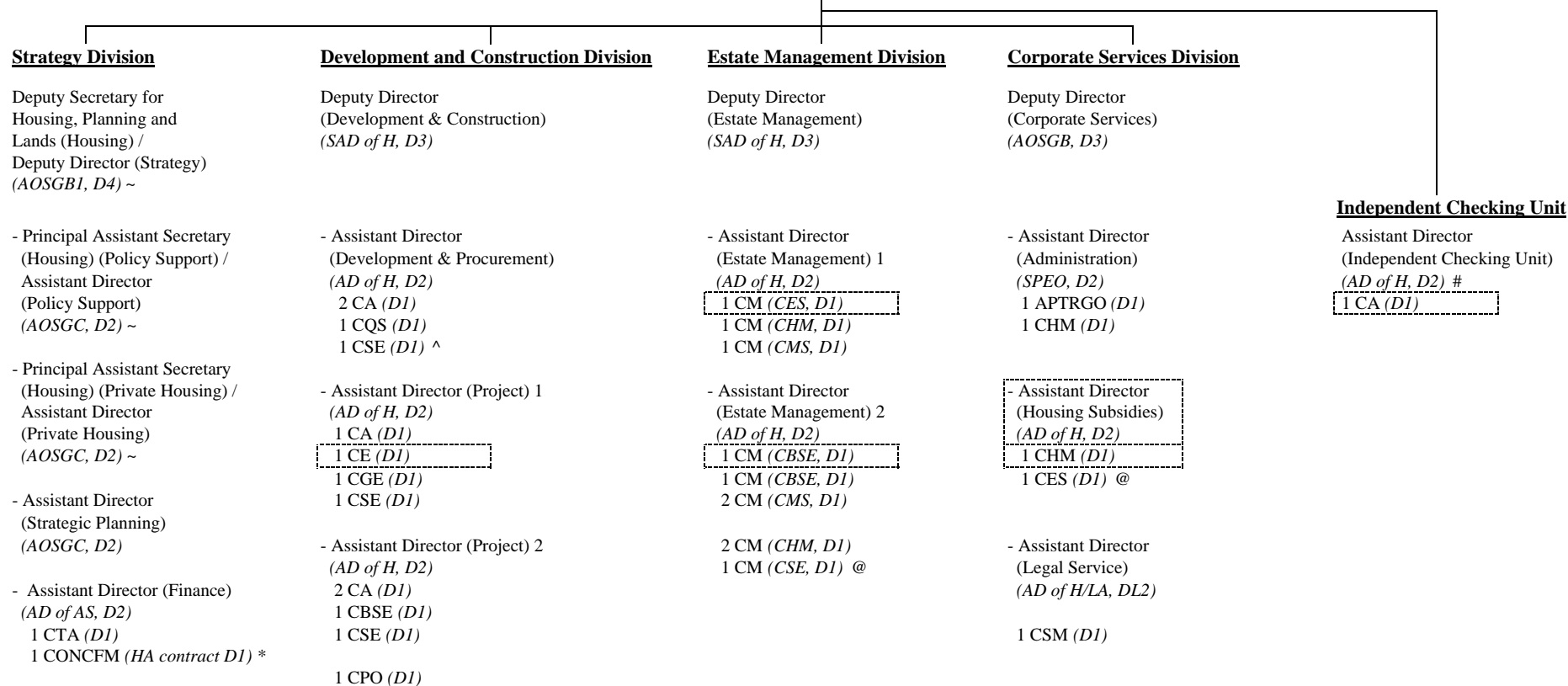
Major Duties and Responsibilities –

1. to oversee the implementation of the Comprehensive Structural Investigation Programme for aged public housing estates over 40 years of age in general;
2. to direct major structural strengthening works and other interim remedial measures recommended in previous structural appraisals of aged public housing estates;
3. to advise on matters relating to structural investigation and related works;
4. to oversee and advise on the provision of structural engineering services for domestic and residual non-domestic properties; and
5. to liaise and attend meetings with other departments and public organisations on structural engineering matters.

Proposed Organisation Chart of Housing Department

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

(AOSGA1, D8)



Legends:

| | | |
|--|---|--|
| AOSGA1 - Administrative Officer Staff Grade A1 | CGE - Chief Geotechnical Engineer | * - HA contract post to be retained for two years |
| AOSGB1 - Administrative Officer Staff Grade B1 | CHM - Chief Housing Manager | ~ - These posts are given bureau designations in addition to normal departmental designations to better reflect the nature of their duties which are largely policy-related. |
| AOSGB - Administrative Officer Staff Grade B | CMS - Chief Maintenance Surveyor | ^ - This post is deployed to the Independent Checking Unit on a part-time basis to perform building control duties. |
| AOSGC - Administrative Officer Staff Grade C | CPO - Chief Planning Officer | # - Supernumerary post to lapse on 15.7.2007 |
| SAD of H - Senior Assistant Director of Housing | CQS - Chief Quantity Surveyor | [-----] - Posts redeployed from other offices |
| AD of H - Assistant Director of Housing | CSE - Chief Structural Engineer | @ - Supernumerary posts proposed for creation for two years |
| AD of AS - Assistant Director of Accounting Services | CSM - Chief Systems Manager | |
| SPEO - Senior Principal Executive Officer | CTA - Chief Treasury Accountant | |
| APTRGO - Assistant Principal Training Officer | CM - Chief Manager | |
| CA - Chief Architect | CONCFM - Contract Chief Finance Manager | |
| CBSE - Chief Building Services Engineer | HA - Housing Authority | |
| CE - Chief Engineer | LA - Legal Advice | |
| CES - Chief Estate Surveyor | | |

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 the Housing Authority (HA);
3. subject to the direction of SHPL, to explain and defend policies in the LegCo and in public;
4. to steer and co-ordinate with other bureaux/departments 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 the HD to best support the implementation of policies;
7. to uphold the reliability and professional standards in the delivery of services by the HD;
8. to act as the chief executive of the HA, directing and supervising the HD in all areas of its work including the development, construction, allocation, management and sale of public and Government subsidised housing, and all other related activities including attendance at the meetings of HA's key committees;
9. to liaise with the Housing Society, Urban Renewal Authority and private developers in the provision of housing;
10. to co-ordinate the activities of other departments to ensure an adequate supply of land to meet the demand for housing;

/11.

11. to develop the policy on rehousing for people affected by redevelopment or clearances; and
12. to monitor the residential property market.

Job Description
Deputy Secretary for Housing, Planning and Lands (Housing)/
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) in formulating 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 the work of the Legislative Council, Executive Council and other public forum;
4. to provide policy support to SHPL for the Policy Address and the Government's Annual Budget Exercise;
5. to provide policy support to SHPL in relation to appointments to the Housing Authority (HA), EAA, Appeal Panel (Housing), Estate Agents Appeal Panel, etc.;
6. to supervise and oversee the financial operations of the 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 and Tenant (Consolidation) Ordinance; and
9. to respond to policies initiated by other bureaux/departments and to prepare material for international bodies.

Job Description
Principal Assistant Secretary (Housing) (Policy Support)/
Assistant Director (Policy Support)

Rank : Administrative Officer Staff Grade C (D2)

Responsible to : Deputy Secretary for Housing, Planning and Lands (Housing)/
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 to 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 bureaux/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
Principal Assistant Secretary (Housing) (Private Housing)/
Assistant Director (Private Housing)

Rank : Administrative Officer Staff Grade C (D2)

Responsible to : Deputy Secretary for Housing, Planning and Lands (Housing)/
Deputy Director (Strategy)

Major Duties and Responsibilities –

1. to monitor the residential property market, to deal with policy issues relating to private housing, and to oversee the compilation and distribution of private housing statistics within the Housing Department and the synchronisation 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 line 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 Organisation negotiations on trade in services involving the real estate sector.

**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 (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) adopting business/financial best practices;
 - (b) overseeing the daily operation of the Finance Sub-division;
 - (c) formulating and recommending policies on finance, accounting, treasury and risk management for adoption by the HA and the Housing Department (HD);
 - (d) managing HA's investment activities and cash flow;
 - (e) designing and implementing financial and accounting systems to efficiently and effectively discharge the respective finance and accounting functions; and
 - (f) overseeing the preparation of HA's Five-year Budgets and Forecasts and Government's Annual Budget 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 the 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 the HA and the senior directorate of the 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 Policy and Financial Analysis 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 Housing Authority (HA)'s Five-year Budgets and Forecasts and keep up-to-date the financial content of HA's Corporate Plan including individual Programme of Activities, and to produce periodic updates as required by the HA and its Committees, and senior directorate of the Housing Department (HD);
4. to direct and supervise the initiation and preparation of HA 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 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 reports to cater for different business needs;
6. to co-ordinate and oversee the budget preparation and resource management functions for housing-related policy area; and
7. to ensure that all financial and accounting responsibilities are carried out at all times in line with best practices and to achieve maximum value for money.

**Job Description
Chief Finance Manager/Treasury and Operations**

Rank : Contract Chief Finance Manager (HA Contract D1)

Responsible to : Assistant Director (Finance)

Major Duties and Responsibilities -

1. to supervise the operation of the Treasury and Risk Management Sub-section and the Financial Operations Sub-section to ensure their efficient running;
2. to formulate best practice treasury, investment and funds management policies, strategies and guidelines, to direct their implementation, to manage treasury and investment risks, and to manage the in-house portfolio and external fund managers;
3. to advise on financial risk transfer/hedging strategies, and to develop, review and implement insurance strategies and programmes;
4. to oversee the financial vetting of contractors and service providers and to develop and review the financial vetting criteria/requirements and any other financial risk management measures to facilitate the holistic management of key risks of construction projects and property management activities;
5. to develop and review Housing Authority (HA)'s payment, payroll and revenue control processes, systems and procedures and to ensure the smooth running of financial operations to meet HA's dynamic requirements and new initiatives;
6. to direct and supervise the initiation and preparation of HA committee papers in respect of funds management and financial operations; and
7. to provide professional advice to the senior management on financial operations, treasury and risk management matters and to provide support to Assistant Director (Finance) as and when required.

**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 assist Permanent Secretary for Housing, Planning and Lands (Housing) in formulating and implementing policies and strategies in relation to public housing and explaining the same to the Housing Authority, Legislative Council and in public;
2. to set overall service goals and financial objectives of the Development and Construction Division (DCD) and to oversee their implementation;
3. to steer the formulation and implementation of corporate procurement, safety and environmental strategies;
4. to plan, develop and implement policies, strategies and legislation relating to the Public Housing Construction Programme and Public Housing Development Forecast;
5. to oversee the development and construction of public housing projects of the Housing Department, including new construction and redevelopment of existing estates and the associated quality management systems; and
6. to manage available resources and through the exercise of resources control, priority setting, co-ordination of functions and business development to ensure the programme and financial objectives and performance standards of DCD are met.

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 procurement/tendering systems of the Housing Authority and the Housing Department and to provide specialist support to committees and tender boards on major and strategic issues;
 - (b) to explore new procurement methods, conduct pilot projects and advise other Divisions on execution of the same where appropriate;
 - (c) to oversee and co-ordinate the operation of the procurement and supplies functions, counter-party list management and contractors performance assessment systems for enhanced transparency, objectivity, efficiency and accountability; and
 - (d) to advise 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 co-ordinate functional construction activities relating to architectural, quantity surveying, building services and engineering disciplines;
 - (b) to co-ordinate researches/feedback on public housing design, quality management activities, business process re-engineering, consultant management for outsourced projects, etc.;
 - (c) to develop and manage construction standards, specifications, guidelines and the associated quality management systems; and
 - (d) to supervise capital budget control and contractors performance assessment systems in the construction of public housing flats.

/3.

3. to formulate, develop and review initiatives relating to environmental management and site health and safety, including benchmarking with industry standards and establishing co-operation with internal and external stakeholders, and to oversee supporting services such as laboratory and testing services; and
4. to collaborate with concerned departments, institutions, professional bodies and the construction industry on issues such as procurement, environmental management, site health and safety.

**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 construction and redevelopment of existing estates, and to liaise with other departments and relevant parties 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 at 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 relating to architectural, quantity surveying, building services and engineering disciplines;

/(b)

- (b) to co-ordinate researches/feedback on public housing design, quality management activities, business process re-engineering, consultant management for outsourced projects, etc.; and
 - (c) to advise on the development and management of construction standards, specifications, guidelines, etc.
3. to co-ordinate the development and maintenance of information technology systems.

**Job Description
Chief Architect/1-3**

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 at all stages of the development process;
2. to take up specific responsibilities of public housing projects such as Authorised Person and Contract Manager;
3. to facilitate the preparation of 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 oversee and manage the performance of architect-led consultants/contractors employed in public housing projects to ensure the standard of service and production meet the agreed requirements;
5. to assist in the formulation of departmental policies, and to initiate and contribute to special studies/researches relating to the design and construction of public housing and ancillary facilities; and
6. to liaise with the concerned departments on the implementation of public housing projects and monitor the progress of works.

Job Description
Chief Architect/Development and Standards

Rank : Chief Architect (D1)

Responsible to : Assistant Director (Development and Procurement)

Major Duties and Responsibilities –

1. to develop best practice design guides and master details, and provide professional and technical support to project teams regarding domestic blocks, commercial centers and ancillary facilities for public housing developments;
2. to conduct studies/researches on materials, products, construction techniques, environmental enhancement and demonstration projects 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 and Contract Specification Generation System;
4. to evaluate feedback from project teams, the public and internal/external stakeholders and to provide solutions to policy/regulation related issues on housing design and technical standards; and
5. to liaise and attend meetings with other departments and public organisations on development and standards matters.

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 implementation of procurement strategies and practices;
2. to review and identify improvement areas in procurement/tendering systems of the Housing Authority (HA) and the Housing Department (HD), and to provide specialist support to the HA Committees and the HD Tender Board on major and strategic issues;
3. to initiate new procurement methods with a view to improving operational efficiency and cost effectiveness, conduct pilot projects and advise other Divisions on execution of the same where appropriate;
4. to supervise and co-ordinate the operation of procurement and supplies functions, counter-party list management and contractors performance assessment systems for enhanced transparency, objectivity, efficiency and accountability;
5. to provide professional advice on procurement and contract matters;
6. to promote procurement best practices within the department; and
7. to liaise and attend meetings with other departments and public organisations on procurement matters.

**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 projects to ensure their compliance with the statutory requirements, good professional practices and standards, and fulfillment of departmental objectives;
2. 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;
3. to set technical standards for building services installations, to maintain and update the building services quality management system and to make continued improvement in quality, process efficiency and cost-effectiveness;
4. to carry out research on new technology and materials to improve the quality, cost-effectiveness and sustainability of building services installations in public housing projects, and provide support to knowledge sharing and management;
5. to develop best practice building services designs and master details for domestic blocks and ancillary facilities;
6. to develop and maintain the Building Services Materials Directory;
7. to provide technical support in the assessment of applications to the building services contractors lists; and
8. to liaise and attend meetings with other departments and public organisations on building services matters.

**Job Description
Chief Civil Engineer**

Rank : Chief Engineer (D1)

Responsible to : Assistant Director (Project)1

Major Duties and Responsibilities –

1. to oversee the design, tender documentation and execution of all civil engineering works;
2. to supervise the Land Surveying Unit and act as Permanent Secretary for Housing, Planning and Lands (Housing)'s representative for land surveying consultancies;
3. to advise on civil engineering matters relating to development studies and on civil engineering works;
4. to oversee civil engineering feasibility studies, to manage traffic and environmental engineering consultants and to exercise financial control of civil engineering projects;
5. to prepare layouts and designs of road and drainage systems for estates;
6. to monitor the funding under Capital Works Reserve Funds Head 711 (Housing) and co-ordinate with other departments to facilitate the implementation of housing-related infrastructure projects; and
7. to liaise and attend meetings with other departments and public organisations on civil engineering matters.

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, slope works, and related geotechnical engineering (GE) contracts;
2. to make geotechnical submissions to the Geotechnical Engineering Office of Civil Engineering and Development Department and the Independent Checking Unit of the Housing Department;
3. to provide geotechnical advice and service to other disciplines and Divisions;
4. to assist in formulating policies and co-ordinate studies/researches relating to the control of quality and standard of GE works in public housing projects;
5. to monitor the technical and quality standards, financial control and programming of GE projects and services;
6. to co-ordinate the compilation of slope maintenance manuals and associated documentation for handing over slopes to the maintenance parties; and
7. to liaise and attend meetings with other departments and public organisations on geotechnical 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, co-ordinate and facilitate the reservation and acquisition of suitable sites for public housing development in accordance with approved housing policies and targets;
2. to co-ordinate site potential studies for agreement by other bureaux/departments for public housing development;
3. to administer and monitor the regular updating of the Housing Monitoring Information System and Private Housing Information System;
4. to provide inputs and monitor strategic planning studies relating to public housing development;
5. to initiate revision and monitor the review of planning standards and guidelines and to co-ordinate researches on planning and housing issues;
6. 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;
7. to establish and maintain planning data and information systems to facilitate the planning and co-ordination of the department's work; and
8. to liaise and attend meetings with other departments and public organisations on planning matters.

**Job Description
Chief Quantity Surveyor**

Rank : Chief Quantity Surveyor (D1)

Responsible to : Assistant Director (Development and Procurement)

Major Duties and Responsibilities –

1. to co-ordinate resource planning and control of public housing projects, including review and allocation of resources to meet project programme, and to provide 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 to prepare standard documentation and special contract conditions;
4. to co-ordinate the preparation of the annual capital budget and five-year forecasts for construction expenditure;
5. to advise on and regulate the contract procedures, cost estimation and control for the construction of public housing flats;
6. to facilitate dispute resolution and monitor final account settlement;
7. to co-ordinate issues relating to construction insurance and World Trade Organisation Government Procurement Agreement in respect of procurement for construction works; and
8. to liaise and attend meetings with other departments and public organisations on quantity surveying matters.

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 (SE) services 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;
 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 development in the testing standard;
 5. to assist in formulating policies and co-ordinate 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 other disciplines and departments; and
 7. to liaise and attend meetings with other departments and public organisations on structural engineering matters.
-

Job Description
Chief Structural Engineer/Development and Construction
and Independent Checking Unit

Rank : Chief Structural Engineer (D1)

Responsible to : Assistant Director (Development and Procurement)
Assistant Director (Independent Checking Unit)

Major Duties and Responsibilities –

1. to provide technical support to structural engineering (SE) project teams, including establishing and updating the standards and specifications for demolition, foundation and structural works, and to provide SE input and advice on the development of standard and non-standard designs and performance of existing standard designs;
2. to supervise and co-ordinate the operation of contractors performance assessment systems;
3. to initiate and conduct research and development studies on engineering materials, designs, environmental enhancement and construction techniques, to promote knowledge sharing and management, and to maintain and update the quality systems/procedural/technical manuals;
4. to assist Assistant Director (Independent Checking Unit) in formulating and refining building control policies in line with the practice of Buildings Department (BD);
5. to develop and maintain an independent building control system and vetting procedures for structural works in line with BD's practice; and
6. to vet reports and endorse recommendations on building control submitted by senior professionals and to check against statutory compliance and structural safety under BD's delegated authority.

Note: Major duties and responsibilities revised (see paragraph 19 of the paper).

Job Description
Deputy Director (Estate Management)

Rank : Senior Assistant Director of Housing (D3)

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

Major Duties and Responsibilities –

1. to assume overall responsibility and accountability for the management and maintenance of domestic and non-domestic properties of the Housing Authority (HA); 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 (EMD) and to oversee their implementation;
3. to develop, implement and review policies and procedures on management and maintenance of properties of the HA;
4. to monitor the performance of Property Services Agents;
5. to direct and oversee the implementation of the Comprehensive Structural Investigation Programme;
6. to develop, implement and review strategies and measures for safeguarding public housing resources;
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 EMD 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 oversee the outsourcing of estate management and maintenance services to Property Services Agents;
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, budgets and programmes for business administered by the Division;
4. to ensure the necessary services support and input are provided in accordance with the agreed programmes, quality assurance and financial management practices, to monitor performance and where necessary, take corrective action;
5. to review public rental housing and interim housing policies and practices with a view to improving standards of estate management and maintenance 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, standards and quality management system;
8. to liaise and review with other Heads of Units/Professions/Grades on 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 departments in the pursuit and support of Government policies and inter-departmental issues.

Job Description
Five Chief Managers/Management (Region)

Rank : Chief Building Services Engineer (D1)/
Chief Housing Manager (D1)/
Chief Maintenance Surveyor (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 of the Housing Authority (HA);
 2. to oversee the management, maintenance and control of properties within the region including monitoring the performance of Property Services Agents;
 3. to prepare budgets and forecasts of expenditure, and monitor and control expenditure in accordance with the targets set in the business plans and estate action plans;
 4. to advise on the design and layout of new public housing estates, take over new stock and ensure prompt letting of all domestic and non-domestic properties;
 5. to make political assessment on community reaction through monitoring the progress of redevelopment, major maintenance and improvement programmes, policy changes and interest group activities;
 6. to oversee the implementation of estate action plans and operation procedures, monitor their effectiveness and provide feedback to senior management;
 7. to co-ordinate the development, implementation and monitoring of maintenance and improvement programmes in public housing estates within the region;
 8. to administer services and maintenance contracts and act as the named Contract Manager; and
 9. to represent the HA/Housing Department in meetings with District Councils, District Management Committees, interest groups and political parties.
-

Job Description
Chief Manager/Management (Support Services 1)

Rank : Chief Building Services Engineer (D1)

Responsible to : Assistant Director (Estate Management)²

Major Duties and Responsibilities -

1. to assist Assistant Director (Estate Management)² in formulating and implementing strategies on outsourcing of estate management and maintenance services and to oversee the tendering procedures;
2. to develop building services maintenance and operational strategies and to act as the named Contract Manager for building services term maintenance contracts;
3. to develop and manage standards and technical specifications relating to the maintenance and improvement of building services installations, and to co-ordinate the planning, design, implementation and monitoring of building services maintenance and improvement programmes;
4. to liaise and negotiate with utilities companies to safeguard the interests of the Housing Authority and to liaise with other disciplines on matters relating to building services;
5. to advise on resources planning and management for building services discipline in the Division;
6. to formulate, implement and review policies relating to the management of Home Ownership Scheme courts, setting of management fees and formation and operation of Owners' Corporations; and
7. 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 properties and licence fees for interim housing;
2. to plan and co-ordinate the implementation of various measures relating to rent review and adjustment;
3. to assist in the formulation of new rent policy;
4. to formulate and implement policies for providing relief measures to tenants with genuine financial hardship under the Rent Assistance Scheme;
5. to formulate and implement tenancy management policies and strategies;
6. to provide management inputs on the Tenants Purchase Scheme and advise on post-sale management issues; and
7. to provide policy inputs on the operation of the Estate Management Advisory Committee Scheme.

**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 Deputy Director (Estate Management) 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 in identifying and taking enforcement actions against defaulting recipients of public housing resources, and to co-ordinate the deployment of financial and manpower resources for combating abuses of public housing resources with a view to maximising efficiency;
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; and 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;
4. to formulate and review policies and strategies relating to security and cleansing services, overall management of service contractors and provision of horticultural services to all estates;
5. to formulate and oversee procedures and guidelines on matters relating to the taking over of new properties;
6. to co-ordinate and develop solutions for process performance improvement, business process support, management system enhancement and wider information technology application with a view to improving overall efficiency and customer satisfaction; and
7. to co-ordinate and monitor the formulation and implementation of the Programme of Activities.

Job Description
Chief Manager/Management (Support Services 4)

Rank : Chief Estate Surveyor (D1)

Responsible to : Assistant Director (Estate Management)1

Major Duties and Responsibilities –

1. to direct and monitor management, valuation and letting matters relating to the non-divested commercial properties, flatted factories and Government, institution or community facilities;
2. to formulate and implement strategies for bringing the management of non-divested commercial properties more in line with private sector practice with a view to improving operational efficiency;
3. to map out a plan for possible divestment of remaining retail and car-parking facilities;
4. to supervise and direct the processing of vesting of land for public housing estates including redevelopment estates and modifications to vesting orders for completed estates, and to advise on land issues and review rate assessments in respect of public housing estates;
5. to oversee the handling of assessment of premium including review of objections and appeals, and refinancing; and
6. to liaise and attend meetings with other departments and public organisations on land administration matters and management issues about non-domestic properties.

Note: Major duties and responsibilities revised (see paragraph 11 and footnote 4 of the paper).

**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 Assistant Director (AD) (Administration), AD (Legal Service), AD (Housing Subsidies) (Note) and Head (Information Technology);
2. as Secretary, Housing Authority (HA), to provide advice and support to HA/Housing Department (HD)'s policies, projects and reform programmes (e.g. Quality Housing, streamlining of business divisions, organisational changes); 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 direct the work of the Management Services Sub-division in providing management services with a view to achieving improvements in efficiency and resource utilisation in the HD; and
6. to oversee the work of the Committees' Section in providing executive/secretariat support to the HA and the Appeal Panel (Housing).

Note: AD (Housing Subsidies) is put under Deputy Director (Corporate Services) as a temporary arrangement (see paragraph 21 (d) of the paper).

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, 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 reorganisation 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; and
6. to be head of General Grades staff in the department.

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

Rank : Assistant Director of Housing (D2)

Responsible to : Deputy Director (Corporate Services)

Major Duties and Responsibilities –

1. to direct and oversee the operation of the Housing Subsidies Sub-division, monitoring and co-ordinating all activities relating to allocation of public rental housing, Housing Authority's housing subsidy policies and residual programmes, redevelopment and land administration;
2. to formulate, implement, and review policies and procedures for public rental housing, housing subsidy policies and residual programmes and rehousing matters associated with rooftop/development clearance;
3. to oversee the administration of the Waiting List for public 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 steer the sale of surplus Home Ownership Scheme and Private Sector Participation Scheme flats; and
7. to direct and oversee the preparation of Government leases and deeds of mutual covenant of the divestment properties and the proper transfer of the legal titles of such properties to The Link REIT.

**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 (LSSD), to plan its development and to oversee its proper functioning;
2. to supervise the professional and supporting staff in LSSD 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;
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 the Housing Department (HD) in its execution of the functions and roles of the HA and, to appoint legal consultants to provide the required legal advice and services and 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 to be taken against the HA including any judicial review applications, civil litigation, mediation, arbitration and appointment of barristers/solicitors to represent the HA in such actions before the Courts, mediators and arbitrators and to monitor, supervise and report on the works of barristers/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 departmental 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 Scheme courts, commercial and domestic 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
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 and 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 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 other 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 other grades to match with the department's strategic objectives;
4. to consider proposals for ranking of posts;
5. to administer career development and planning system of the Housing Manager and other grades up to the Senior Housing Manager rank or equivalent, decide on their posting/transfer and regularly review their progress and achievements including the conduct of career interviews and staff counselling where necessary;
6. to plan and monitor the performance management and development system (PMDS) on the Housing Manager grades and be personally involved in the PMDS for the Senior Housing Managers;
7. to administer the competency-based assessment system of the Housing Manager and other grades up to the Senior Housing Manager rank or equivalent;
8. to advise on discipline/award and retention of service for the Senior Housing Manager rank, and disciplinary cases of other ranks involving serious misconduct;
9. to identify training needs vis-à-vis operational requirements and initiate action to fulfill the identified needs, including the drawing up of training programmes;

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

Job Description
Chief Housing Manager/Applications

Rank : Chief Housing Manager (D1)

Responsible to : Assistant Director (Housing Subsidies)

Major Duties and Responsibilities –

1. to assist Assistant Director (Housing Subsidies) in formulating policies, strategies and procedures relating to the management of the Waiting List, allocation of public rental housing and redevelopment of public housing estates;
2. to co-ordinate the allocation of financial and manpower resources for allocation of public rental housing and redevelopment with a view to maximising efficiency;
3. to plan the annual programmes of public 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 review space allocation standards of public 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 review and implement policies and procedures relating to the eligibility and rates for ex-gratia allowances in respect of clearances; and
6. to handle complaints and enquiries relating to the progress and implementation of public rental housing allocation and rehousing programmes.

**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 (ITSD);
2. to direct the operation and management of ITSD and oversee all corporate IT activities, services, policies, regulations, plans and strategies;
3. to be the “owner” of the IT strategy and associated reform 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 the Housing Authority (HA)/Housing Department (HD) and the Government;
6. to be responsible for the manpower/resource planning, deployment, monitoring, and control of the ITSD;
7. to prioritise and manage at strategic level all IT investments for the HA/HD; and
8. to carry out any other duties assigned by Deputy Director (Corporate Services).

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 Divisions of the Housing Department (HD) to ensure compliance with statutory requirements under the Buildings Ordinance (BO) and the Lifts and Escalators (Safety) Ordinance;
2. to study, formulate and develop policies, in relation to regulatory compliance of Housing Authority (HA)'s projects, consistent with those required by the BO, and in consultation with the Buildings Department (BD);
3. to develop and maintain an appeal system in consultation with the BD in respect of disputes that may arise from ICU decisions on regulatory matters on HA's projects;
4. to develop and review independent checking practices for all submissions and approvals, applications for consent to the commencement of works, final inspections and the issue of occupation permit for 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 organisation structure, manpower requirements and practices of ICU;
7. to liaise with Divisions, other departments, external non-Governmental bodies involved in the development process and consultants and contractors employed by the HA/HD, on regulatory compliance of HA's projects with the BO;
8. to oversee the building control work on Home Ownership Scheme courts, Tenants Purchase Scheme estates and divested properties carried out under a delegated authority from the Director of Buildings; and
9. to manage the progress and reporting of the work of the internal audit units in the HD and to assist the Audit Sub-Committee of the Strategic Planning Committee in considering the findings of their reports.

**Job Description
Chief Architect/Independent Checking Unit**

Rank : Chief Architect (D1)

Responsible to : Assistant Director (Independent Checking Unit)

Major Duties and Responsibilities –

1. to supervise the processing of addition and alteration submissions with respect to Home Ownership Scheme courts, Tenants Purchase Scheme estates, divested properties and public rental housing blocks in which some divested commercial facilities are located in accordance with the statutory requirements under the Buildings Ordinance (BO) and under a delegated authority from the Director of Buildings;
2. to supervise the processing of licensing referrals from other departments with respect to commercial, social and educational premises within the abovementioned premises in accordance with the practice of the Buildings Department (BD);
3. to supervise the building control and enforcement works of the abovementioned premises in accordance with the statutory requirements under the BO and under a delegated authority from the Director of Buildings;
4. to supervise the processing of building plans submissions of the Housing Authority (HA)'s new projects and projects entrusted to the HA in accordance with the technical standards of the BO;
5. to assist in formulating and developing policies and practices, in relation to regulatory compliance of HA's projects, consistent with those required by the BO and in consultation with the BD;
6. to assist in liaising with the BD on the appropriate organisation structure, manpower requirements and practices of the Independent Checking Unit (ICU);
7. to monitor and report on the implementation of work and expenditure against the performance pledges and budget under Head 62; and
8. to carry out other duties as directed by Assistant Director (ICU).

Note: Major duties and responsibilities revised (see paragraph 22 of the paper).

**Responsibilities and Directorate Establishment of the
Four Business Divisions of Housing Department**

(A) Strategy Division

Responsibilities

- (a) Formulation of public housing strategies;
- (b) Policies and legislation 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 Permanent Secretary for Housing, Planning and Lands (Housing) on housing policies and department-wide issues with heavy policy content.

Directorate establishment

Headed by:

- Deputy Secretary for Housing, Planning and Lands (Housing) /
Deputy Director (Strategy) (*Administrative Officer Staff Grade B1, D4*)

Underpinned by:

- Principal Assistant Secretary (Housing) (Policy Support) /
Assistant Director (Policy Support) (*Administrative Officer Staff Grade C, D2*)
- Principal Assistant Secretary (Housing) (Private Housing) /
Assistant Director (Private Housing) (*Administrative Officer Staff Grade C, D2*)
- Assistant Director (Strategic Planning) (*Administrative Officer Staff Grade C, D2*)
- Assistant Director (Finance) (*Assistant Director of Accounting Services, D2*)
- 1 Chief Treasury Accountant (*D1*)
- 1 Contract Chief Finance Manager (*Housing Authority contract D1*)

(B) Development and Construction Division

Responsibilities

- (a) Public Housing Construction Programme;
- (b) Development and construction projects;
- (c) Housing Monitoring Information System; and
- (d) Corporate procurement, site safety and environmental management.

/Directorate

Directorate establishment

Headed by:

- Deputy Director (Development and Construction)
(*Senior Assistant Director of Housing, D3*)

Underpinned by:

- Assistant Director (Development and Procurement)
(*Assistant Director of Housing, D2*)
- Assistant Director (Project)1 (*Assistant Director of Housing, D2*)
- Assistant Director (Project)2 (*Assistant Director of Housing, D2*)
- 1 Chief Building Services Engineer (*D1*)
- 1 Chief Engineer (*D1*)
- 1 Chief Geotechnical Engineer (*D1*)
- 1 Chief Planning Officer (*D1*)
- 1 Chief Quantity Surveyor (*D1*)
- 3 Chief Structural Engineers (*D1*) ^
- 5 Chief Architects (*D1*)

Note: ^ One Chief Structural Engineer (*D1*) post is deployed to the Independent Checking Unit on a part-time basis to perform building control duties.

(C) Estate Management Division

Responsibilities

- Overall management and maintenance of public housing estates and non-domestic properties;
- Monitoring of Property Services Agents;
- Comprehensive Structural Investigation Programme; and
- Strategies and measures to safeguard public housing resources.

Directorate establishment

Headed by:

- Deputy Director (Estate Management) (*Senior Assistant Director of Housing, D3*)

Underpinned by:

- Assistant Director (Estate Management)1 (*Assistant Director of Housing, D2*)
- Assistant Director (Estate Management)2 (*Assistant Director of Housing, D2*)

/- 1 Chief

- 1 Chief Manager (Chief Estate Surveyor, D1)
- 1 Chief Manager (Chief Structural Engineer, D1) [@]
- 2 Chief Managers (Chief Building Services Engineer, D1)
- 3 Chief Managers (Chief Housing Manager, D1)
- 3 Chief Managers (Chief Maintenance Surveyor, D1)

Note: [@] Supernumerary post proposed for creation for two years

(D) Corporate Services Division

Responsibilities

- (a) Human resource management and development;
- (b) Provision of administration, legal, information technology and management services;
- (c) Corporate public relations strategies;
- (d) Provision of secretariat support to the HA and its committees; and
- (e) Application for and allocation of public rental housing, HA's housing subsidy policies and residual programmes, and land administration issues related to the HA (*Transferred from the disbanded Allocation and Commercial Division under a temporary arrangement*).

Directorate establishment

Headed by:

- Deputy Director (Corporate Services) (*Administrative Officer Staff Grade B, D3*)

Underpinned by:

- Assistant Director (Administration) (*Senior Principal Executive Officer, D2*)
- Assistant Director (Housing Subsidies) (*Assistant Director of Housing, D2*)
- Assistant Director (Legal Service)
(*Assistant Director of Housing/Legal Advice, DL2*)
- 1 Assistant Principal Training Officer (*D1*)
- 1 Chief Estate Surveyor (*D1*) [@]
- 1 Chief Systems Manager (*D1*)
- 2 Chief Housing Managers (*D1*)

Note: [@] Supernumerary post proposed for creation for two years
