

Dear Sirs/Madams,

Re: PROPOSAL OF RE-ORGANISATION OF THE GOVERNMENT SECRETARIAT

In general I very much welcome and support the Proposal.

New Leadership

For real leadership we, as ordinary citizens, look for vision, planning and execution capabilities, openness to check and balance and accountability. Even with these qualities, every great leader needs a strong team to help him/her to meet and exceed their goals. No leader can do it alone.

Regardless of whether the CE-Elect was elected through universal suffrage or not, no one would dispute that Mr. CY Leung has set himself and his Administration unprecedented high expectations for the people of Hong Kong. Mr. Leung has held out that he and his Administration would possess those qualities. Mr. Leung and his Administration will have at least five years to deliver what he has promised. What he needs and is asking for now is his "A" team. Mr. Leung has to pick the right team according to the tasks.

The Proposal is Mr. Leung's management resource plan.

The New Organization Structure

There is no right or wrong organization structure in a vacuum. It all depends on what goals one needs to achieve with the organization structure.

Mr. Leung and his Administration have shared with us their (or our) goals in running Hong Kong. There are obviously many new goals. More importantly, Mr. Leung will focus on more critical issues, e.g. housing needs of the deprived groups.

We can see that the most fundamental principle of the new organization structure is to focus on addressing the most critical issues. The next fundamental principle is to have better alignment between the bureaucracies and their targeted customers, and hence their needs.

Realignment may result in increase or reduction of the size of the organization. Unfortunately, the current and last several Administrations have failed to pay enough attention to most of the compelling issues of Hong Kong. In Chinese, we always say that our basic needs are "衣食住行 (clothes, food, housing, transport)". Currently, we have assigned one Bureau out of the twelve to take care of both 住 and 行. It does not make sense, does it? As a result, there are a lot of issues or needs not being addressed in a prompt and appropriate manner and there are imminent needs for realignment.

In fact, my observation is that the proposed restructuring is only a fine-tuning. There is no major change. Our civil servant team is like a big fleet of warships. To be successful as a team, each warship needs a pilot. Mr. Leung is not going to make any change to the fleet, but only putting a pilot to steer each warship to go the right course.

Additional costs

There are bound to be concerns about the additional costs arising from the restructuring. HK\$70M is definitely not a small amount.

However, one should look at the cost effectiveness of the new organization structure rather than purely the increase in costs. We have to look at any future savings, the added value and efficiency improvement that the new Administration will bring in future. We don't have the answer yet. But time will let us know. Although HK\$70M each year is not small money, we can afford this opportunity.

Again, Mr. Leung has promised us "check and balance" and "accountability". Let's look at the score-cards of Mr. Leung and his individual ministers in the years to come. We better design their score-cards sooner rather than paying too much attention on opinion polls which are primarily based on gut feelings.

Conclusion

The creation of Deputy Secretaries to assist CS and FS and the re-alignment of Bureaus both make good business sense. No doubt this Proposal is a result of the current inefficient and ineffective Administration under Mr. Donald Tsang. Any change with good will and intention must be better than the status quo.

Yours faithfully,

Geoffrey Mo