

**立法會 CB(2)2293/11-12(04)號文件**  
**LC Paper No. CB(2)2293/11-12(04)**



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28/05/2012 02:10

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cc

Subject Proponent for New Organization of HKSAR Government

Dear Administrative in-charge,

I personally support for the new organizational arrangement (deputy chief secretary, deputy financial secretary and 14 policy bureaux) of the HKSAR Government in order to reflect a fundamental change to effectively carry out necessary duties of administrative and executive functions of government.

The CE as a successful leader must recognize three major interdependent activities to ensure the vision to be materialized: 1) to determine a direction, 2) to nurture a culture of excellence and ethical behavior, and 3) to design an organization to create value for the general public. An effective organizational design will help generating meaningful policies and producing responsible organizational outputs. Equally important, an organizational design, to a certain extent, can mirror the leadership and philosophy of the leader.

Although there are obstacles (legislative council, public opinion, ..... ) to implement the new organization in the new office, strategic and tactical means can iron out bumps: lobbying with decision groups to gain consensus, educating the general public to align the opinion with the government, providing comparison of current and proposed organization with cost/benefit analysis to demonstrate that benefits outweigh the expense of added human resources, developing a mechanism to review the effectiveness of the new organization to ensure that positive organizational outcome is worth the change, and introducing a transparent recruiting process for the newly created staff to avoid favoritism.

Finally, sustainable and improved organizational performance can proof the righteousness of the move.

Hope the implementation of the new organizational design can be in time (July 1, 2012) for the sake of general public.

Best Regards,  
Clifford Kwong.