

Legislative Council Panel on Housing

Proposed Creation of Directorate Posts in the Housing Department for Implementation of the New Home Ownership Scheme and Other Housing Initiatives

PURPOSE

This paper seeks Members' view on a proposal to create four D1 directorate posts, including one Chief Engineer (CE), one Chief Geotechnical Engineer (CGE), one Chief Maintenance Surveyor (CMS) and one Chief Structural Engineer (CSE), in Housing Department (HD)¹ with effect from 3 May 2013 to cope with the substantial increase in workload arising from the implementation of the new Home Ownership Scheme (HOS) and other related housing initiatives. These posts are necessary as the development programme moves ahead to the build stage in order to ensure timely delivery of the HOS and public rental housing (PRH) production targets.

JUSTIFICATION

Background

2. First introduced in the 1970s, HOS is one of the subsidised housing schemes for assisting lower and middle income groups to buy their own properties at discounted prices. With the announcement of the cessation of HOS by the Government in November 2002, the Housing Authority (HA) had ceased the production and sale of HOS flats from 2003 onwards, worked out various arrangements for handling the surplus HOS flats, and offered for sale in phases the remaining unsold and returned surplus HOS flats from 2007 onwards. Arising from the cessation of production of HOS flats and other reasons, the number of directorate posts in the Development and Construction Division (DCD) of HD was reduced from 25 to 17, i.e. reduced by eight.

3. In the 2011-12 Policy Address, the former Chief Executive

¹ The HD is the executive arm of Housing Authority (HA). HD staff (all being civil servants) are seconded to HA, which also employs its own staff under HA contract terms.

announced the resumption of the HOS and tasked HA with the responsibility to produce flats under the new HOS. More than 17 000 HOS flats will be provided over four years from 2016-17 to 2019-20, with a target production of 5 000 HOS flats a year on average thereafter. The first batch of flats will be ready for pre-sale in 2014-15. This policy commitment in effect requires HD to increase its average yearly housing production target from 15 000 to 20 000 units. The implementation of the new HOS has considerable workload implications for all divisions, in particular DCD which is tasked to take up the production of HOS flats, in addition to the construction of PRH units; and the Independent Checking Unit (ICU) which will have to undertake the additional checking work.

4. With the approval of the Finance Committee², six directorate posts, including one Assistant Director of Housing (AD of H) (D2), one Chief Architect (CA) (D1), one Chief Building Services Engineer (CBSE) (D1), one Chief Planning Officer (CPO) (D1), one Chief Quantity Surveyor (CQS) (D1) and one CSE (D1) posts, have been created in DCD since 13 July 2012 to kick-start the planning and design work relating to the new HOS. As the construction and development programme progresses into the detailed design and construction stages and given that most of the sites identified for the new HOS are found to be either with very complicated engineering constraints or located in Designated/Scheduled Area³ or exposed to natural terrain hazards necessitating a greater resource demand on engineering input for the work in detailed design, coordination and liaison, we need to strengthen further the directorate support from the engineering disciplines within both DCD and ICU.

5. The proposed additional posts would also strengthen the directorate support for other related housing initiatives, including planning and engineering studies for site searches, potential site studies for redevelopment of aged estates, vetting and approval of building works proposals and related building control functions etc, to ensure timely delivery of the HOS and PRH production targets. Due to shortage of land supply, extensive site searches

² The Establishment Subcommittee considered and recommended for the Finance Committee's consideration the proposal vide EC(2012-13)6 on 6 June 2012. The Finance Committee approved the proposal at its meeting held on 13 July 2012.

³ As defined by the Buildings Ordinance, these are areas with complex geological conditions e.g. cavities or in proximity to railway lines and sewage tunnel, which have significant impacts on the proposed foundation design, geological works and construction programme.

have to be conducted in recent years to identify new public housing sites for meeting the annual production target. These sites are often severely constrained and thus comprehensive planning and engineering studies are required before confirming their suitability for HA's development. Besides, to make better use of the land resources in existing PRH estates with a low plot ratio and to explore the scope for additional flat production through partial or full redevelopment, a "Refined Policy on Redevelopment of Aged Public Rental Housing" was endorsed by HA in November 2011, under which HA will conduct a rolling programme of potential studies to examine the build-back potential of aged estates.

6. Two of the four proposed posts, i.e. one CE and one CGE, will be created in DCD, whereas the other two, i.e. one CMS and one CSE, will be created in ICU. The ensuing paragraphs give details on the needs for these four proposed posts.

Need for Additional Chief Professional Posts in DCD

Functions and Directorate set-up of DCD

7. DCD is responsible for the production of new PRH and new HOS units. The work includes all facets of project management and production from the initial site search and feasibility studies, community engagement, planning, design, contract management, commissioning for occupation, up to the expiry of the initial maintenance period and the settlement of final accounts. DCD is also responsible for establishing operational policies on procurement, design, construction, quality performance assessment, dispute resolution, research and development, safety and environmental management for public housing development in Hong Kong.

8. DCD is headed by a Senior Assistant Director of Housing (D3) designated as the Deputy Director (Development and Construction) (DD(DC)). With the creation of six directorate posts as mentioned in paragraph 4 above, DD(DC) is now underpinned by four ADs of H (D2) and 18 chief professionals⁴ (at D1 level). The division works as a fully integrated multi-disciplinary

⁴ The 18 chief professionals include six CA; two CBSE; one CE; one CGE; two CPO; two CQS and four CSE posts. One CSE post in DCD is currently sharing the workload of ICU on a part-time basis.

matrix organisation to deliver the Public Housing Construction Programme (PHCP) as each and every housing development requires input from all professional disciplines. The current organisation chart of DCD is at **Annex A**.

9. DCD is working against a severely compressed timetable now on both PRH and new HOS developments. In addition, the complexity of sites for both PRH and new HOS developments, and other new housing initiatives as illustrated in paragraphs 4 and 5 above will also induce additional workloads for DCD. There is thus an urgent need for additional chief professional posts in DCD in order to enable timely delivery of the housing production targets. Given that each of the professional disciplines has their distinct roles to play, apart from the five chief professional (D1) posts created in 2012-13 as mentioned in paragraph 4 above, we propose to create another two chief professional posts, including one CE and one CGE posts, in DCD. Besides, one CA and one part-time CSE posts temporarily redeployed to ICU (see paragraphs 17 and 19 below) will have to be returned back to DCD to further strengthen the directorate support in view of its imminent need. We would also take the opportunity to rationalise the distribution of duties and responsibilities among some directorate posts in DCD in order to better suit the operational workflow and to achieve a more even distribution of workload.

Need for a Chief Engineer Post

10. Currently, there is only one CE post, designated as Chief Civil Engineer (CCE), responsible for leading and managing the delivery of civil engineering and land surveying professional services for public housing projects in HD. As a result of the amalgamation of the former Housing Bureau (HB) and HD in 2002, two CE posts in the former HB were deleted and their duties on the administration of housing-related infrastructure projects under Capital Works Reserve Fund (CWRP) Head 711⁵ have been taken up by the CE post in HD. One CE post is grossly insufficient to cope with these duties together with the additional workloads due to resumption of the new HOS as well as those arising from other housing initiatives and the increased complexity in public housing planning and development works, such as the redevelopment of aged estates; increasing number of engineering feasibility studies; active participation in public consultations; increasing number of

⁵ CWRP Head 711 projects are for government-funded housing-related facilities.

supporting projects under CWRP Head 711; more infrastructure improvement works and contract administration works; increasing number of engineering researches on development and standard to meet new environmental and engineering requirements; and enhancement of land surveying services.

11. In order to deliver the new HOS projects under a fast-track programme⁶, it is necessary for CCE to resolve issues promptly and at high level, including complex traffic and environmental issues frequently encountered in the projects. Moreover, for the engineering feasibility studies on potential sites for both PRH and HOS, CCE has to work out the strategy for the provision of infrastructures with the concerned works departments; provide advice to the planning, design and building dispositions for each site; and assist in formulating public consultation arrangements as the public is very concerned about the impacts of the critical engineering issues including traffic, noise, air quality and potential hazardous installations. As regards the implementation of revitalization/upgrading of aged estates, CCE has to work out the maintenance strategy and interfacing for the infrastructure works to avoid disruption to the existing tenants. In view of the importance and complexity of the above issues, it is essential to create an additional CE post to provide the appropriate level of leadership on the above project matters.

12. With the creation of a new CE post (to be designated as CCE/2), CCE/1 will focus on leading the delivery of civil engineering and land surveying services for PRH projects; formulating standards and carrying out researches relating to civil engineering and land surveying services for both PRH and HOS developments; as well as the administration of housing-related infrastructures projects under CWRP Head 711. On the other hand, CCE/2 will be responsible for resolving key issues at a directorate level relating to civil engineering works, conducting drainage/sewerage/traffic/environmental engineering impact assessments, providing civil engineering proposals and administering housing-related infrastructure projects under the new HOS. CCE/2 will also be responsible for administering planning and engineering studies for potential housing sites and housing-related infrastructure projects in aspects of redevelopment or upgrading of aged estates. The job descriptions

⁶ Normally, it takes about seven years from site identification to building completion and actual delivery timetable will depend on the complexity involved in individual sites. We will however fast-track the first six new HOS projects under an exceptionally compressed timetable with a view to completing the public consultation, planning, design and construction in five years, i.e. with the building completion scheduled for 2016-17.

of the two CE posts are at **Annexes B1 and B2**.

Need for a Chief Geotechnical Engineer Post

13. As many of the sites identified for the new HOS are complex and difficult including sites affected by natural terrain hazards with a very large coverage relative to the small size of sites, located in Scheduled Areas with complex geological conditions, requiring extensive site formation works and basements as part of the development, CGE's input is crucial in safeguarding HA's and future owners' interest by minimizing the safety, financial, and other risks arising from the geotechnical engineering works for sites involving maintenance responsibilities of natural terrain under the newly introduced Natural Terrain Clause under the Lease Conditions and sites located at Scheduled Areas with complex geological conditions.

14. At present, there is only one CGE in HD who is responsible for leading and managing the delivery of all geotechnical engineering services for public housing projects. The existing CGE is already over-stretched by more extensive geotechnical investigation, site formation proposals and works arising from the complex geology conditions, coupled with more intensive supervision and other new initiatives including the management of site supervision teams⁷ and the Geotechnical Research and Development Programmes⁸. In addition, the existing CGE is required to deal with increasing number of ground-related claims lodged by construction contractors, and participation in public consultations. An additional CGE post under DCD is required to deal with the additional workload arising from the new HOS and other initiatives under the PHCP.

15. With the creation of a new CGE post (to be designated as CGE/2), CGE/1 (the existing CGE) will focus on the design, tender, and site supervision of geotechnical investigations and slope works in construction contracts, preparing geotechnical reports and providing geotechnical services to project teams on foundations, slopes and retaining structures, differential ground settlement and natural terrain hazard mitigation measures; preparing

⁷ The site supervision teams comprise professional staff and site supervision staff nominated as Technically Competent Persons under Registered Geotechnical Engineer's Stream in line with the practices as required by the Building Authority.

⁸ The programmes target to improve design and construction practice for the benefits of housing developments.

geotechnical submissions to the Geotechnical Engineering Office (GEO) of Civil Engineering Development Department (CEDD) and ICU for the PRH projects; administering ground investigation term contracts; and managing specialized geotechnical consultants. On the other hand, CGE/2 will be responsible for the design, tender, and site supervision of geotechnical investigations and slope works in construction contracts, preparing geotechnical reports and providing geotechnical services to project teams on foundations, slopes and retaining structures, differential ground settlement and natural terrain hazard mitigation measures; preparing geotechnical submissions to the GEO of CEDD and ICU for the new HOS projects; and administering term geotechnical consultancies for natural terrain hazard studies. CGE/2 will also undertake geotechnical assessments in planning and engineering studies for potential housing sites and aged estate upgrading works and redevelopments.

16. Moreover, CGE/2 will take up the duties of the existing CGE (to be re-designated as CGE/1) to provide administrative and technical support to Estate Management Division (EMD) of HD, including provision of immediate inputs to Geotechnical Engineering Management Units of EMD for emergency situations concerning slope failures within or in the vicinity of the public housing estates. CGE/2 will also work together with CGE/1 to provide geotechnical advice to AD(ICU) of ICU from both technical and policy perspectives, which are not being provided in ICU. The job descriptions of the two CGE posts are at **Annexes C1 and C2**.

Proposed New Structure for DCD

17. Since November 2005, we have redeployed, on a temporary basis, one CA post and one part-time CSE post from DCD to ICU (see paragraph 19 below). In view of the heavy workloads arising from the HOS and other housing initiatives, we plan to cease this arrangement and return the two posts back to DCD. With the cessation of the temporary redeployment arrangement and the proposed creation of the CE and CGE posts, the duties and responsibilities of some other directorate posts in DCD will be redistributed in order to better suit the operational workflow and to achieve a more even distribution of workload. Under the new structure, each of the four ADs of H will oversee and supervise five Sections with a total of 20 Sections in the matrix organisation delivering the PHCP. The returned CSE post (to be re-designated as CSE/Development and Construction (CSE/D&C)) will perform central

functions, such as standards and specifications, construction materials testing, piling contractors performance monitoring, product certification of building components and pre-cast concrete structural components supervision in Mainland, while the returned CA post (to be designated at CA/5) will be responsible for handling part of the new HOS development and redevelopment projects, and head the Feasibility Management Unit. Job descriptions of the concerned AD of H, CSE and CA posts are at **Annexes D1 to D4**. The proposed organisation chart of DCD is at **Annex E**.

Need for Additional Chief Professional Posts in ICU

Functions and Directorate set-up of ICU

18. Despite the fact that HA's construction projects and buildings are statutorily exempted from the control of the Buildings Ordinance (BO), Cap. 123, the ICU has been established in HD since November 2000 to give full assurance of the quality of public housing by exercising third-party regulatory control over HA's new building development projects in line with the requirements of the BO and following the technical standards and practices adopted by the Building Authority (BA) for control of private buildings. The work of the ICU in this aspect involves, among others, checking building design and construction proposals, granting of approvals and consents to commence work and undertaking subsequent site monitoring works against the endorsed site supervision plans, method statements, etc. as the works progress. ICU also needs to exercise building control function for the sold properties developed by HA including HOS Courts and Tenant Purchase Scheme Estates under the delegated authority from the BA under the BO. In November 2005, the ICU's independent building control functions have been further extended to cover HA's divested retail and carparking facilities including the public housing blocks in the same estate similarly subject to the BO. The independent building control system therefore effectively covers all HA's developments and all completed buildings developed by HA.

19. At present, ICU is headed by an AD of H (D2), designated as Assistant Director (Independent Checking Unit) (AD(ICU)) but there is no D1 directorate posts formally created in ICU. As mentioned in paragraph 17 above, since November 2005, we have redeployed, on a temporary basis, one

CA post (designated as CA/ICU) from DCD to ICU⁹ to cope with the workload of the independent building control system then. In addition, in line with the Buildings Department (BD)'s long-established practice to ensure adequate cross-checking and the consistency and reliability of the checking system, ICU, with the deployed CA post, was enabled to adopt a three-tier vetting system¹⁰ in the building stream, which requires basic checking of submissions for construction proposals at professional level, review at senior professional level and approval/disapproval at D1 level. This three-tier vetting system is applicable to initial submissions and all subsequent major amendments for construction proposals of both new building developments and alteration to existing buildings. With an additional layer of approval at CA level, it enables a checking and approval practice on par with BD and demonstrates equal treatment for public housing and private housing construction works in the examination of construction proposals. In view of the pressing need to deal with the corresponding submissions then and to enable a three-tier vetting system in the structural engineering stream, we have also redeployed a CSE post (designated as CSE/Development and Construction (D&C) & ICU) on a part-time basis from DCD to ICU to discharge this function since April 2006¹¹. The current organisation chart of ICU is at **Annex F**.

20. As explained in paragraph 9 above, DCD needs to take back the CA and CSE posts redeployed to ICU since 2005 and 2006 to meet the workload arising from the new HOS and other related initiatives. On the other hand, with the proven experience in the past seven years, it is functionally necessary to create the permanent chief professional posts in ICU to sustain the above-mentioned three-tier checking system in both the building and structural engineering streams, and to cope with the more than doubled increase in workload since 2005-06 as explained in the following paragraphs.

⁹ The temporary redeployment of the CA post was reported to the Establishment Subcommittee on 14 June 2006 vide EC(2006-07)11.

¹⁰ In the past, HD adopted a two-tier system, i.e. a professional officer would vet an application and the vetting result would then be reviewed by a senior professional due to the lack of D1 officers in ICU then.

¹¹ The redeployment of the CSE post on a part-time basis was reported to the Establishment Subcommittee on 14 June 2006 vide EC(2006-07)11.

Need for a Chief Maintenance Surveyor Post

21. We propose to create one CMS post (to be designated as CMS/ICU) to assist in developing and maintaining an independent building control system and vetting procedures for building works within HD, supervising the processing of submissions for the building addition and alteration works with respect to public housing blocks, supervising the processing of licence application referrals from other departments with respect to commercial, social and educational premises within HA and ex-HA premises, supervising the implementation of the Minor Works Control System (MWCS), Mandatory Building Inspection Scheme (MBIS), Mandatory Window Inspection Scheme (MWIS) and any other new initiatives adopted by BD, as well as supervising the processing of building, site formation, drainage and related submissions of the HA's new projects and projects entrusted to HA and acting as the top layer approval authority in the three-tier vetting system for building submissions. According to BD's advice, the proposed post could either be in the architectural or maintenance surveying stream and we propose to create a CMS post to be underpinned by both architects and maintenance surveyors to deal with submissions on both new developments and existing buildings. The job description of the proposed CMS post is at **Annex G**.

22. The workload of the proposed CMS post is expected to be very heavy with the cessation of the redeployment of the CA post in ICU. There has been an upsurge in the number of building submissions¹² to ICU from around 2 000 in 2005-06 to 5 300 in 2011-12, representing a 160% increase in six years' time. Coupled with the implementation of the new HOS of about 5 000 flats per year, the redevelopment of aged public housing estates and the implementation of new initiatives for exercising legislative control under MWCS to process over 13 000 submissions annually, and MBIS and MWIS to process over 68 000 reports per annum, it is anticipated that the workload will continue to increase substantially in the coming years. The situation would be monitored very closely.

¹² Building submissions refer to building plans and related submissions demonstrating the general building layout design including drainage and site formation to be in compliance with the BO in terms of plot ratio, site coverage, lighting and ventilation, draining provision and other relevant requirements.

Need for a Chief Structural Engineer Post

23. Over the years, there has also been a drastic increase in the number of structural submissions¹³ from around 2 300 in 2005-06 to nearly 6 000 in 2011-12, representing an increase of about 160%. Apart from the quantitative increase, the submissions have also become technically more complicated due to the highly constrained sites with difficult topography and geology demanding more sophisticated engineering solutions, whilst there is also substantial increase in the site monitoring works in line with the practice of BD to curb risks during construction stage. With the resumption of HOS for about 5 000 flats annually and the needed structural input and support rendered to the implementation of new building control initiatives, including new legislative control concerning MWCS, MBIS and MWIS, there is an imminent need to create a full-time CSE post in ICU after the cessation of the redeployment of a part-time CSE post from DCD to ICU.

24. The proposed CSE post (to be designated as CSE/ICU) will be responsible for enforcing building control concerning structural engineering matters, serving as the final approval authority in the three-tier structural engineering submission vetting system for new developments and alteration and addition works, overseeing site monitoring work and providing structural engineering advices for the implementation of the newly enacted MWCS, MBIS and MWIS. Job description of the proposed CSE post is at **Annex H**.

25. The proposed organisation chart of ICU is at **Annex I**.

Alternatives Considered

26. We have critically examined whether the additional workload for the four proposed chief professional posts can be handled through internal redistribution of work, redeployment of resources and re-engineering of work processes. Having regard to the reasons as set out in paragraphs 10 - 12 (for CE) and 13 - 16 (for CGE), it is not feasible for the existing CE and CGE to take up the additional duties.

¹³ Structural submissions refer to structural plans and related submissions demonstrating the structural design including the foundation to be in compliance with the BO in terms of structural calculations, structural detailing, geotechnical assessment and other relevant requirements.

27. There are now five CSE posts in HD, with four in DCD and one in EMD. The CSE post in EMD (designated as Chief Manager/Management (Support Services 5)) has been fully occupied by the Comprehensive Structural Investigation Programme. He has also taken up new duties such as lift modernization programme, addition of lift towers and associated footbridges and Estate Improvement Programme. We have also explained in paragraph 17 above the need of a full-time CSE post in DCD to perform central functions. As regards the other three CSE posts in DCD, namely, CSE/1, CSE/2, CSE/3, their workloads have already reached the limit of their capacity due to increasing complexity of the housing projects. Hence, it is not possible for them to take up the duties of the proposed CSE post.

28. There are three CMS posts in HD, all in EMD. These post-holders serve as Chief Managers/Management, who are responsible for overseeing the management and maintenance of PRH estates in different management regions. Given that these posts have their specific functions and the post holders are fully occupied with their schedules, redeployment of these posts to take up the duties of the proposed CMS post is considered not viable.

29. There are also other D1 posts in HD, including six CA, two CBSE, two CPO and two CQS posts in DCD; one Chief Housing Manager (CHM) post in Strategy Division; two CBSE, three CHM and two Chief Estate Surveyor posts in EMD; one CA post temporarily redeployed to ICU; and one Assistant Principal Training Officer, one CHM, one Chief Systems Manager, one Chief Treasury Accountant and one HA Contract Chief Finance Manager posts in Corporate Services Division. Besides the fact that they are of different professional disciplines from the proposed chief professional posts, they all have their respective full schedules and are unable to take up the duties of the proposed D1 posts.

30. The proposed organisation chart of HD is at **Annex J**.

FINANCIAL IMPLICATIONS

31. The proposed creation of the four permanent directorate posts will entail an additional notional annual salary cost at mid-point of \$5,714,400 as follows -

	Notional annual salary cost at mid-point \$	No. of posts
Directorate posts		
CE (D1)	1,428,600	1
CGE (D1)	1,428,600	1
CMS (D1)	1,428,600	1
CSE (D1)	1,428,600	1
Total	<u>5,714,400</u>	<u>4</u>

The additional full annual average staff cost, including salaries and staff on-cost is \$8,153,000. Apart from the proposed directorate posts, a total of 129 new non-directorate civil service posts¹⁴ will also be created in HD for the new HOS as the development programme moves ahead to the build stage and for conducting planning and engineering studies for site searches and potential site studies for redevelopment of aged estates. The notional annual salary cost at mid-point and full annual average staff cost, including salaries and staff on-cost, for these 129 non-directorate posts are \$53,362,830 and \$86,128,000 respectively. The full cost for both directorate and non-directorate posts will be recovered from HA under the usual arrangement for HD staff seconded to HA. The redeployment and redistribution of duties of the directorate posts in HD has no financial implication.

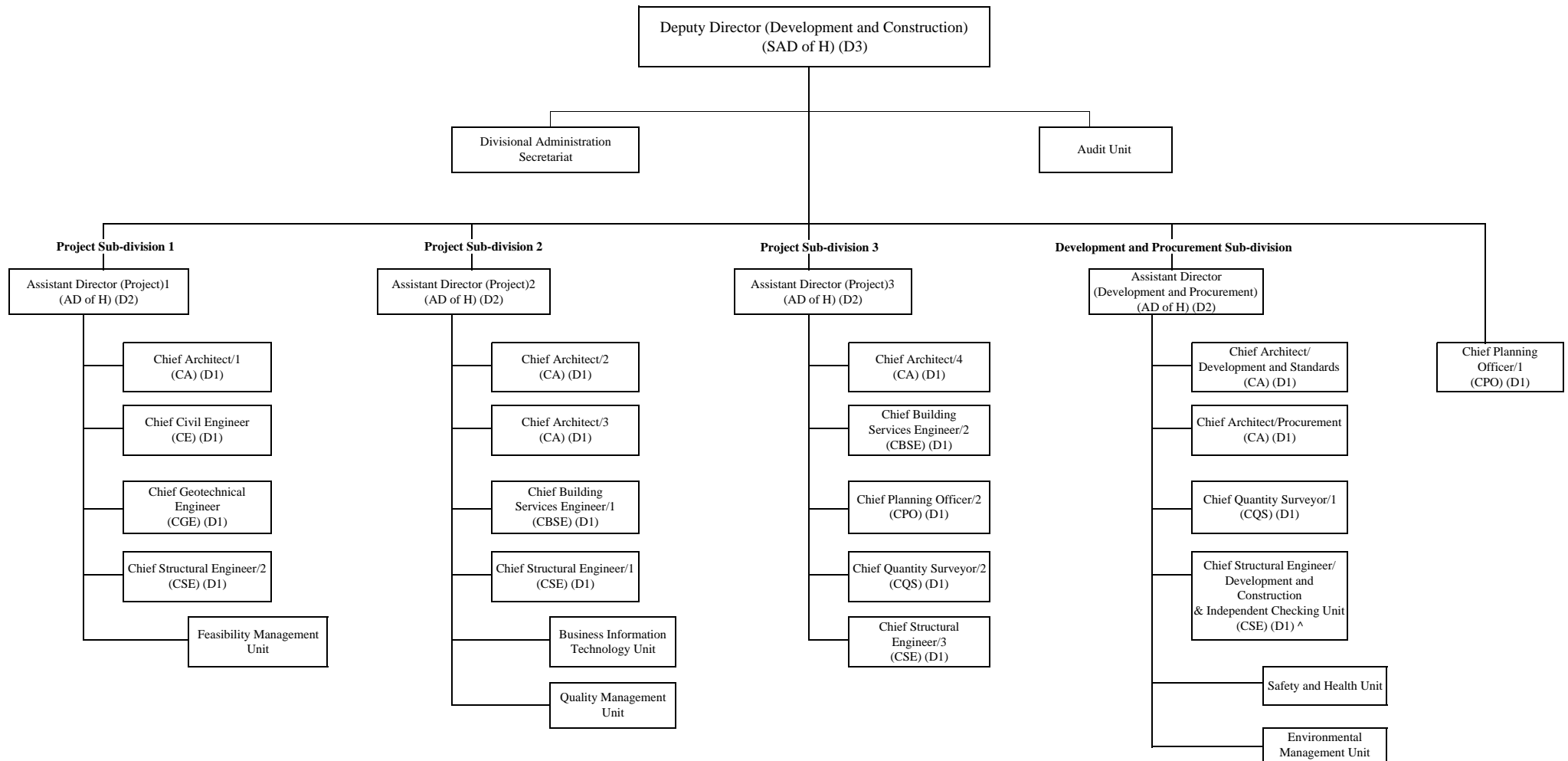
ADVICE SOUGHT

32. Members are invited to comment on the proposals. Subject to Members' support, we will submit the proposals to the Establishment Subcommittee of the Finance Committee in February 2013.

Transport and Housing Bureau December 2012

¹⁴ Another 188 new non-directorate civil service posts have been created in HD in 2012-13 to kick-start the production process of the new HOS. We will review all the posts created for the new HOS in 2018-19 having regard to the target of delivering 17 000 new HOS units in 2019-20.

Existing Directorate Organisation Structure of Development and Construction Division



Legends:

- AD of H - Assistant Director of Housing
- CA - Chief Architect
- CBSE - Chief Building Services Engineer
- CE - Chief Engineer
- CGE - Chief Geotechnical Engineer
- CPO - Chief Planning Officer
- CQS - Chief Quantity Surveyor
- CSE - Chief Structural Engineer
- SAD of H - Senior Assistant Director of Housing

^ - Post deployed to Independent Checking Unit on a part-time basis.

**Job Description
Chief Civil Engineer/1**

Rank : Chief Engineer (D1)

Responsible to : Assistant Director (Project) 1

Major Duties and Responsibilities –

1. to provide civil engineering proposals and resolve key issues relating to civil engineering works including administration of housing-related infrastructure projects and provision of design and contract management of the construction works for public rental housing (PRH) developments;
2. to procure and administer consultancies for conducting traffic and environmental engineering impact assessments for PRH developments;
3. to administer the required statutory procedures (e.g. Roads (Works, Use and Compensation) Ordinance, Environmental Impact Assessment Ordinance) and arrange the required public consultations for implementation of the infrastructure projects;
4. to administer housing-related infrastructure projects under the Capital Works Reserve Fund Head 711 including preparation of Legislative Council (LegCo) submissions and attendance of LegCo meetings;
5. to monitor the expenditures and timely delivery of the Head 711 projects undertaken by Housing Department (HD) and other Government departments;
6. to develop new civil engineering designs including liaison with Environmental Protection Department to develop innovative noise mitigation measures to improve the housing development schemes;

7. to procure term utilities detection contract for mapping of utilities information for design and works execution;
8. to provide standard contract documents, specifications and drawings for civil engineering works undertaken by HD; and
9. to provide land surveying services to HD on construction projects and land administration matters.

**Job Description
Chief Civil Engineer/2**

Rank : Chief Engineer (D1)

Responsible to : Assistant Director (Project) 3

Major Duties and Responsibilities –

1. to provide civil engineering proposals and resolve key issues relating to civil engineering works including administration of housing-related infrastructure projects and provision of design and contract management of the construction works for Home Ownership Scheme (HOS) developments;
2. to procure and administer consultancies for conducting traffic and environmental engineering impact assessments for HOS developments;
3. to conduct site potential studies for potential public housing sites including appraisal of drainage/sewerage/traffic/environmental engineering impacts for the sites;
4. to administer integrated planning/engineering studies and comprehensive engineering feasibility studies for timely provision of public housing sites including procurement and administration of consultants;
5. to formulate and resolve strategic engineering issues and prepare engineering schemes for supporting infrastructures;
6. to coordinate the implementation of required infrastructure projects for timely provision of formed public housing sites and housing-related infrastructures;
7. to establish public consultation strategy and arrange public engagements for implementation of the required site formation and infrastructures;
8. to administer the required statutory procedures (e.g. Environmental Impact Assessment Ordinance, Roads (Works, Use and Compensation)

Ordinance) for implementation of the infrastructure projects undertaken by Housing Department; and

9. to provide civil engineering proposals and prepare engineering schemes to maintain and divert existing infrastructures and transport services during the upgrading of the aged estates including formulating the infrastructural maintenance strategy for the affected estates.

**Job Description
Chief Geotechnical Engineer/1**

Rank : Chief Geotechnical Engineer (D1)

Responsible to : Assistant Director (Project) 1

Major Duties and Responsibilities –

1. to be responsible for the design, tender, and site supervision of geotechnical investigations and slopeworks in construction contracts for public rental housing (PRH) projects;
2. to prepare geotechnical submissions to the Geotechnical Engineering Office of Civil Engineering Development Department and the Independent Checking Unit (ICU) of Housing Department (HD) for PRH projects;
3. to prepare geotechnical reports, slope maintenance manuals and provide geotechnical services to project teams on foundations, slopes and retaining structures, differential ground settlement and natural terrain hazard mitigation measures for PRH projects;
4. to be responsible for the financial control and programming of geotechnical engineering works and services for PRH projects;
5. to conduct site potential studies/screening for potential housing sites;
6. to administer ground investigation term contracts and to oversee the deployment of Technical Competent Person site supervisors of Registered Geotechnical Engineer Stream;
7. to manage specialised geotechnical consultants and provide support to project teams in dealing with matters relating to geotechnical engineering;
8. to act as Chief Professional Advisor for ICU; and

9. to act as Chief Professional Advisor and member for departmental panels/committees, e.g. the Dispute Resolution Panel for Engineering Works.

**Job Description
Chief Geotechnical Engineer/2**

Rank : Chief Geotechnical Engineer (D1)

Responsible to : Assistant Director (Project) 3

Major Duties and Responsibilities –

1. to be responsible for the design, tender, and site supervision of geotechnical investigations and slopeworks in construction contracts for Home Ownership Scheme (HOS) projects;
2. to prepare geotechnical submissions to the Geotechnical Engineering Office of Civil Engineering Development Department (CEDD) and the Independent Checking Unit (ICU) of Housing Department (HD) for HOS projects;
3. to prepare geotechnical reports, slope maintenance manuals and provide geotechnical services to project teams on foundations, slopes and retaining structures, differential ground settlement and natural terrain hazard mitigation measures for HOS projects;
4. to be responsible for the financial control and programming of geotechnical engineering works and services for HOS projects;
5. to conduct geotechnical assessment in planning and engineering studies for potential housing sites;
6. to administer term geotechnical consultancy for natural terrain hazard studies;
7. to liaise and negotiate with Lands Department and CEDD on issues relating to maintenance responsibilities of the natural terrain and slopes affecting or be affected by the housing developments;
8. to act as Chief Professional Advisor and Coordinator for Geotechnical Management Units in Estate Management Division of HD and Chief Professional Advisor for ICU; and

9. to act as Chief Professional Advisor and member for departmental panels/committees, e.g. the Dispute Resolution Panel for Engineering Works.

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 developments.

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)1/2/3

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 and new Home Ownership Scheme (HOS) developments, 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 and new HOS developments 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) (DD(DC)) in the formulation of construction policies and procedures with a view to producing quality public housing and new HOS. 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.; and
 - (c) to advise on the development and management of construction standards, specifications, guidelines, etc.
3. to assist DD(DC) in overseeing the administration of projects under the Capital Works Reserve Fund Head 711;
 4. to assist DD(DC) in overseeing the site potential studies for public housing and new HOS developments and the implementation of redevelopment projects and related policy matters; and
 5. to assist DD(DC) in overseeing the development and operation of the quality management system, information technology systems and tree management system.

Job Description
Chief Structural Engineer/Development and Construction

Rank : Chief Structural Engineer (D1)

Responsible to : Assistant Director (Development and Procurement)

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 piling 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 manage, co-ordinate and monitor the provision of material testing services by term laboratories for public housing construction and maintenance and to keep abreast of the latest developments in the testing standards;
5. to administer the consultants appointed for the supervision of precast concrete structural components manufactured in Mainland; and
6. to manage and coordinate the quality assurance of building components manufactured off territory through regular surveillance and testing and through product certification.

**Job Description
Chief Architect/5**

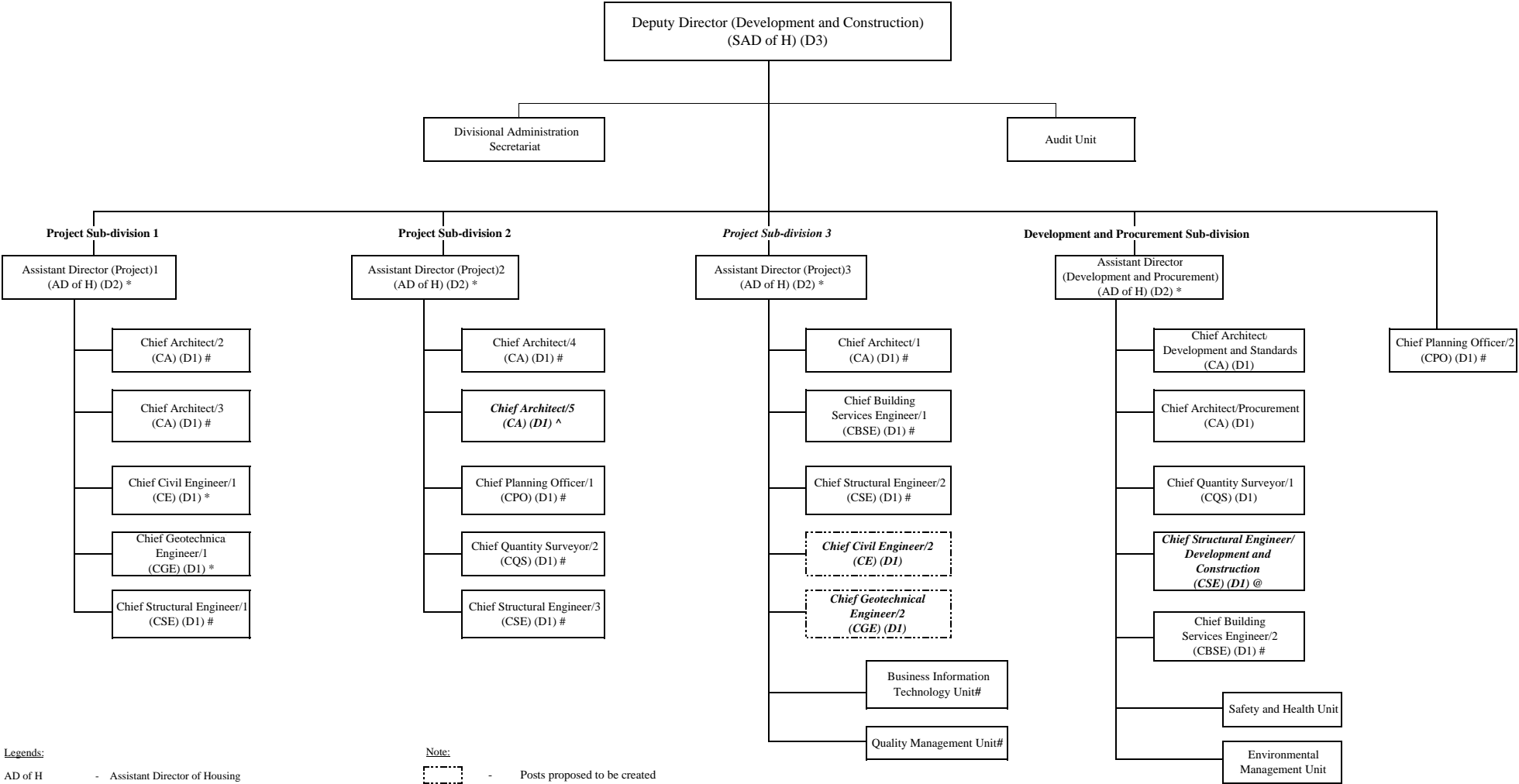
Rank : Chief Architect (D1)

Responsible to : Assistant Director (Project)2

Major Duties and Responsibilities –

1. to prepare, update and monitor the programme and budget of new Home Ownership Scheme (HOS) development assigned at all stages of the development process;
2. to take up specific responsibilities of new HOS development 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 new HOS development;
4. to oversee and manage the performance of professional services providers/contractors employed in new HOS development to ensure the standard of service and production meeting 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 new HOS and ancillary facilities;
6. to liaise with the concerned departments on the implementation of new HOS development and to monitor the progress of works;
7. to oversee the conduct of site potential and feasibility studies for the new potential housing sites for both public housing and new HOS developments; and
8. to steer and contribute input towards redevelopment studies, planning and engineering studies and related policy matters.

Proposed Directorate Organisation Structure of Development and Construction Division



Legends:

AD of H - Assistant Director of Housing

CA - Chief Architect

CBSE - Chief Building Services Engineer

CE - Chief Engineer

CGE - Chief Geotechnical Engineer

CPO - Chief Planning Officer

CQS - Chief Quantity Surveyor

CSE - Chief Structural Engineer

SAD of H - Senior Assistant Director of Housing

Note:

- Posts proposed to be created

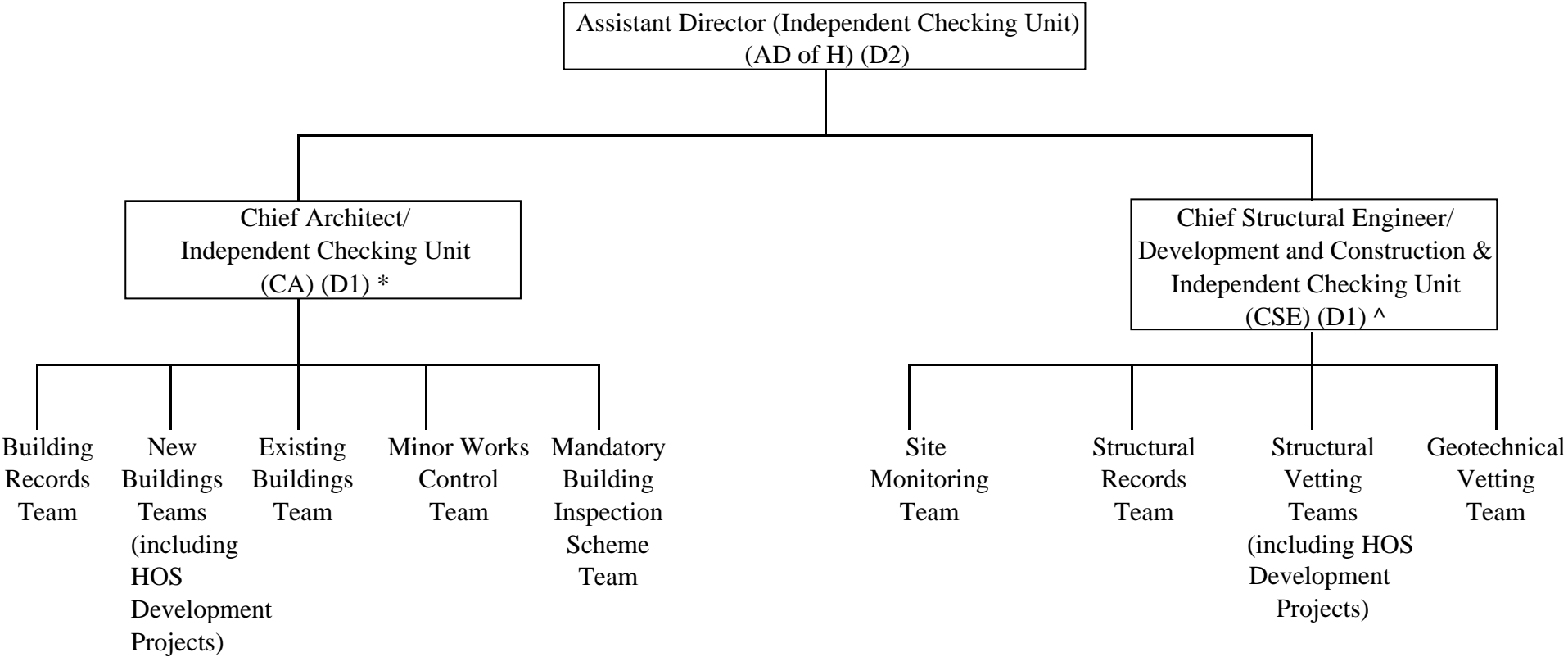
^ - Post to be deployed back from Independent Checking Unit to Development and Construction Division

@ - Post originally deployed to Independent Checking Unit on a part-time basis but to be deployed back to Development and Construction Division

* - Posts with duties revised

- Posts/units which have been redeployed but with no change in duties

Existing Directorate Organisation Structure of Independent Checking Unit



Legends:

- AD of H

- Assistant Director of Housing
- CA

- Chief Architect
- CSE

- Chief Structural Engineer
- *

- Post deployed from Development and Construction Division on a temporary basis.
- ^

- Post deployed from Development and Construction Division on a part-time basis.

Job Description
Chief Maintenance Surveyor/Independent Checking Unit

Rank : Chief Maintenance Surveyor (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 Retail and Carparking properties and public rental 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 above-mentioned premises in accordance with the practice of the Buildings Department (BD);
3. to supervise the building control and enforcement works of above-mentioned premises in accordance with the statutory requirements under the BO and under the delegated authorities from the Director of Buildings;
4. to supervise the implementation of any new initiatives adopted by the BD such as Minor Works Control System, Mandatory Building Inspection Scheme and Mandatory Window Inspection Scheme under the delegated authority from the Director of Buildings;
5. to supervise the processing of building plans submissions of the Housing Authority (HA)'s new development projects and projects entrusted to HA in accordance with the technical standards of the BO;
6. to assist in formulating and developing policies and practices, in relation to regulatory compliance of HA projects, consistent with those required by

the BO and in consultation with the BD;

7. to assist in liaising with the BD on the appropriate organization structure, manpower requirements and practices of the Independent Checking Unit;
8. to monitor and report on the implementation of work and expenditure against the performance pledges and budget under Head 62 – Housing Department; and
9. to report, advise and seek directives from the Building Committee of the BD on any complex technical issues and whether discretions are to be made in relation to new development projects, alteration and addition projects and other cases under his purview.

Job Description
Chief Structural Engineer/Independent Checking Unit

Rank : Chief Structural Engineer (D1)

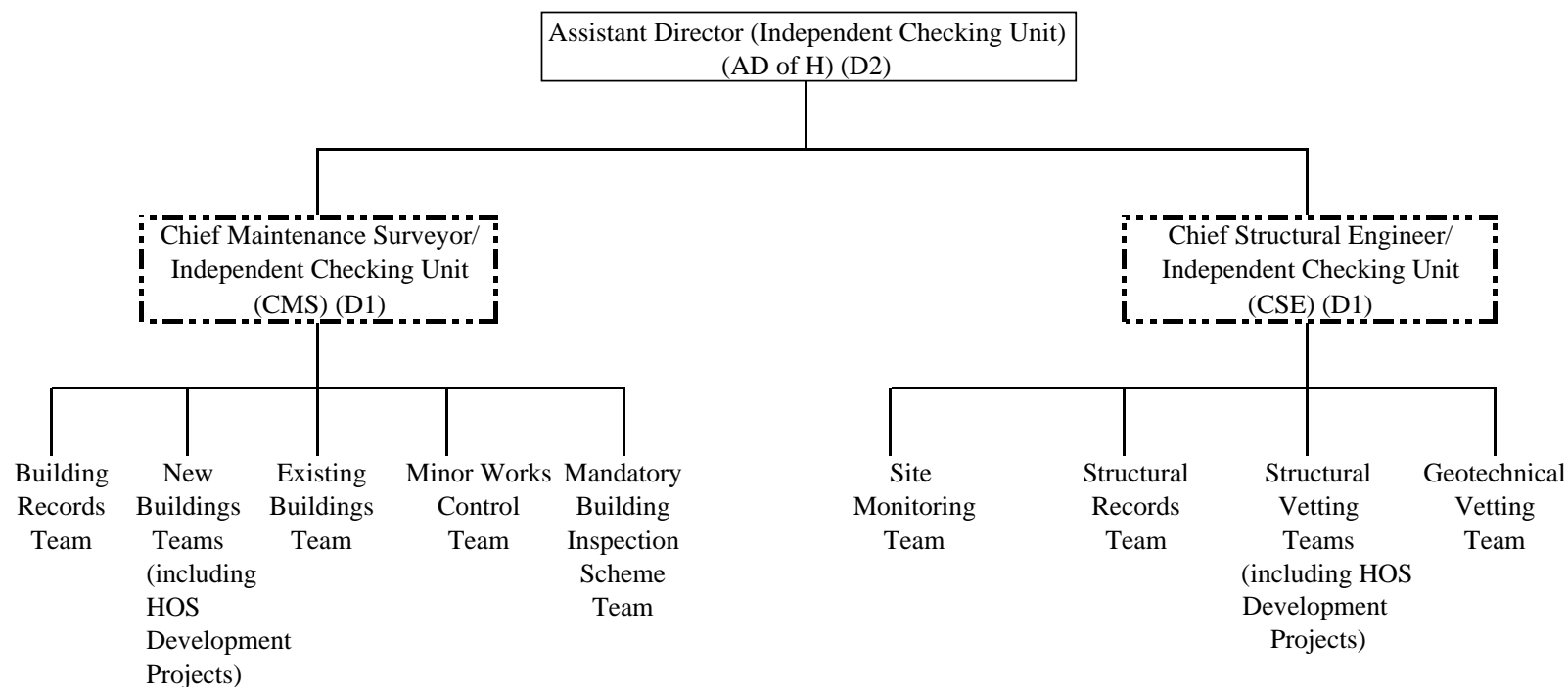
Responsible to : Assistant Director (Independent Checking Unit)

Major Duties and Responsibilities –

1. to assist Assistant Director (Independent Checking Unit) (AD(ICU)) in formulating and refining building control policies in line with the practice of the Buildings Department (BD);
2. to develop and maintain an independent building control system and vetting procedures for structural works in line with practice of the BD;
3. to assist AD(ICU) in formulating views and directions on policy matters, management matters, personnel matters and special assignments;
4. to consider and to give approval for submissions of structural and foundation plans in relation to new development projects and alteration and addition projects including major revisions;
5. to vet reports and endorse recommendations on building control submitted by senior professionals and to check against statutory compliance and structural safety under the delegated authority from the Director of Buildings;
6. to provide advice, instruct and take decisions on individual cases of structural plans submitted for approval and structural works in progress;
7. to oversee the “site monitoring” work for projects during construction;
8. to oversee the provision of structural engineering advice on implementation of legislative control on Minor Works Control System, Mandatory Building Inspection Scheme and Mandatory Window Inspection Scheme; and

9. to report, advise and seek directives from the Structural Engineering Committee of the BD on any complex technical issues and whether discretions are to be made in relation to new development projects, alteration and addition projects and other cases under his purview.

Proposed Directorate Organisation Structure of Independent Checking Unit



Legends:

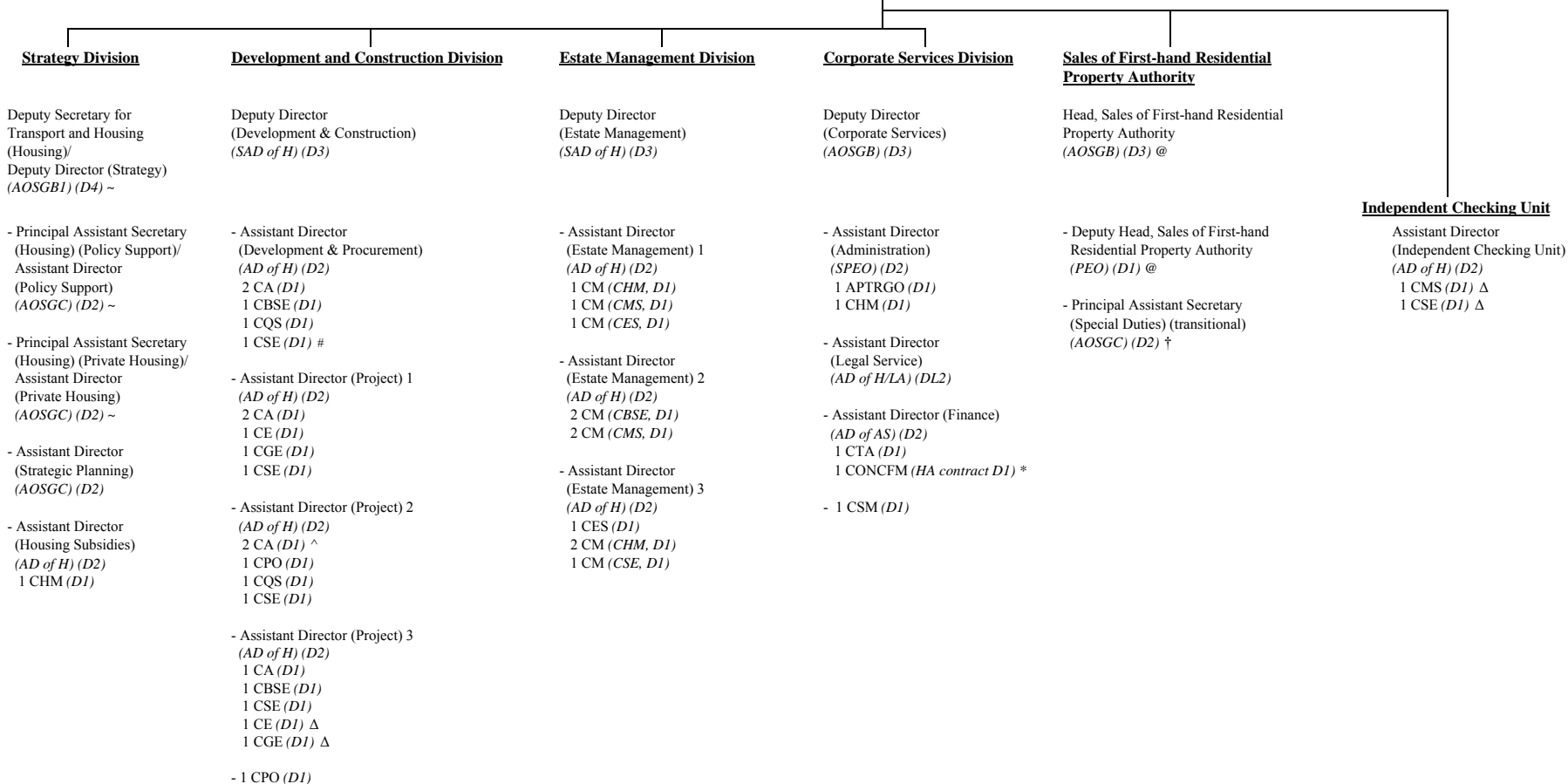
AD of H - Assistant Director of Housing
 CMS - Chief Maintenance Surveyor
 CSE - Chief Structural Engineer

 - Posts proposed to be created

Proposed Organisation Chart of Housing Department

Permanent Secretary for Transport and Housing (Housing)/Director of Housing

(AOSGA1) (D8) ~



Legends:

AD of AS - Assistant Director of Accounting Services
 AD of H - Assistant Director of Housing
 AOSGA1 - Administrative Officer Staff Grade A1
 AOSGB1 - Administrative Officer Staff Grade B1
 AOSGB - Administrative Officer Staff Grade B
 AOSGC - Administrative Officer Staff Grade C
 APTRGO - Assistant Principal Training Officer
 CA - Chief Architect
 CBSE - Chief Building Services Engineer
 CE - Chief Engineer
 CES - Chief Estate Surveyor
 CGE - Chief Geotechnical Engineer
 CHM - Chief Housing Manager

CM - Chief Manager
 CMS - Chief Maintenance Surveyor
 CONCFM - Contract Chief Finance Manager
 CPO - Chief Planning Officer
 CQS - Chief Quantity Surveyor
 CSE - Chief Structural Engineer
 CSM - Chief Systems Manager
 CTA - Chief Treasury Accountant
 HA - Housing Authority
 LA - Legal Advice
 PEO - Principal Executive Officer
 SAD of H - Senior Assistant Director of Housing
 SPEO - Senior Principal Executive Officer

~ - 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.
 # - This CSE post was originally redeployed from Development and Construction Division to Independent Checking Unit on a part-time basis but will cease upon the creation of a CSE post in Independent Checking Unit.
 ^ - One of the CA posts was originally redeployed from Development and Construction Division to Independent Checking Unit on a temporary basis but will cease upon the creation of a CMS post in Independent Checking Unit.
 * - HA contract post
 @ - Posts proposed for creation for the implementation of the Residential Properties (First-hand Sales) Ordinance with effect from 1 April 2013. The proposal was discussed by the Panel on Housing on 3 December 2012 and will be submitted to Establishment Subcommittee on 30 January 2013.
 † - Supernumerary post which will lapse on 1 July 2013 or one month after the commencement of the operation of the Sales of First-hand Residential Property Authority, whichever is earlier.
 Δ - Posts proposed for creation for the implementation of the new Home Ownership Scheme and other housing initiatives.