

Legislative Council Panel on Housing

**Proposed Creation of Directorate Posts for Implementation of
the Residential Properties (First-hand Sales) Ordinance**

PURPOSE

This paper seeks Members' views on a proposal to create the following two directorate posts in the Housing Department (HD) with effect from 1 April 2013 to cope with the workload arising from the implementation of the Residential Properties (First-hand Sales) Ordinance (the Ordinance) –

- (a) one Administrative Officer Staff Grade B (AOSGB) (D3) post to head a new enforcement authority, namely the Sales of First-hand Residential Properties Authority (SRPA), to implement the Ordinance; and
- (b) one Principal Executive Officer (PEO) (D1) post to provide dedicated directorate support to the AOSGB.

JUSTIFICATION

Regulating the sales of first-hand residential properties by legislation

2. The purchase of a residential property is a major undertaking for most Hong Kong people. To further enhance the transparency and fairness of the sales arrangements and transactions of first-hand residential properties, the Transport and Housing Bureau (THB) submitted the Residential Properties (First-hand Sales) Bill to the Legislative Council (LegCo) for scrutiny in March 2012. The Bill was the outcome of the participation and thorough discussion of the relevant parties at the Steering Committee on the Regulation of the Sale of First-hand Residential Properties by Legislation (the Steering

Committee)¹ and a subsequent public consultation exercise². With the support of the Bills Committee and LegCo Members, the Ordinance was passed at the LegCo on 29 June 2012 and enacted on 6 July 2012.

3. The Ordinance sets out detailed requirements in relation to sales brochures, price lists, show flats, disclosure of transaction information, advertisements, sales arrangements, and the mandatory provisions for the Preliminary Agreement for Sale and Purchase (PASP) and Agreement for Sale and Purchase (ASP) for the sales of first-hand residential properties. It also provides for prohibitions against misrepresentation and the dissemination of false or misleading information. Offences are created for the contravention of the provisions in the Ordinance.

Need for Setting Up the SRPA

4. To ensure that the Ordinance is implemented effectively, an enforcement authority, viz. the SRPA, is needed to perform the following functions:

- (a) administer and supervise compliance with the provisions of the Ordinance (including monitoring sales practices through regular inspections and checks on sales brochures, price lists, show flats, sales offices, registers of transactions, sales arrangement announcements, vendors' websites and advertisements);
- (b) handle complaints and public enquiries;
- (c) arrange publicity programmes and educating the public on matters relating to the sales of first-hand residential properties;
- (d) issue practice guidelines for stakeholders, conduct investigations on cases of non-compliance and contravention against the provisions of the Ordinance; and

¹ The then Chief Executive announced in the 2010-11 Policy Address that a Steering Committee would be set up to discuss specific issues on regulating the sales of first-hand residential properties by legislation. The Steering Committee was set up in October 2010. It completed its work and submitted recommendations on how to regulate the sales of first-hand residential properties in a report to the then Secretary for Transport and Housing (STH) in October 2011.

² THB conducted a public consultation exercise on the legislative proposals to regulate the sales of first-hand residential properties in the form of a White Bill from November 2011 to January 2012.

- (e) maintain an electronic database containing the sales brochures, price lists, and registers of transactions of individual first-hand residential developments.

5. To facilitate early implementation of the Ordinance and maximise the use of public resources, we propose that the SRPA be set up under the Housing Branch of THB³ i.e. HD. In this regard, the Ordinance empowers STH to appoint a public officer to be the Authority for the purposes of the Ordinance and to appoint other public officers to assist the Authority in performing his functions. The Ordinance will come into operation on a day to be appointed by STH by notice in the Gazette.

6. We undertook to bring the Ordinance and the SRPA into operation within 12 months after the Ordinance was enacted in June 2012. Our current plan is to bring the Ordinance and the SRPA into operation by end of April 2013.

Work of the SRPA

7. Over the past ten years or so, the average annual take up rate of first-hand residential properties was about 18 500 units. Looking ahead, and in light of the then Chief Executive's announcement in the 2010-11 Policy Address that land for some 20 000 private residential properties would be made available annually in the next ten years, it is expected that there will be on average about 20 000 private first-hand residential properties to be offered for sale per annum in the coming years. Under the Ordinance, vendors of first-hand residential properties are required to update the sales brochure(s) of a development or a phase of development once every three months, make revisions to a price list whenever there are changes in the prices of residential properties on that price list, make public the sales arrangements, and disclose transaction information on any PASP and ASP which has been entered into or cancelled. Also, they are required to comply with various requirements if they set up show flats and place advertisements. There will be a large volume of sales brochures, price lists, sales arrangement announcements, transaction data,

³ The Government will however keep open the option of replacing the SRPA with an independent statutory body for performing similar functions at an appropriate time.

advertisements and show flats which the SRPA will have to inspect to ensure compliance with the provisions under the Ordinance.

8. We anticipate an annual complaint rate of about 2% out of the 20 000 first-hand residential properties being offered for sale in a year (i.e. 400 complaint cases in a year). Of these, we expect that about 280 cases (i.e. 70%) will require further action, with some 200 cases requiring intensive investigations.

9. Beyond the enforcement functions, the SRPA is also responsible for educating the public on any matter relating to the provisions of the Ordinance. The SRPA will carry out public education programmes and publicity activities including organising seminars, briefings, exhibitions, and issuing publicity and promotional materials on a regular and ad-hoc basis. The SRPA also has to maintain the electronic database containing the sales brochures, price lists, and registers of transactions of individual first-hand residential developments.

Need for the Creation of Directorate Posts

10. We propose that the SRPA be headed by an AOSGB, who will be underpinned by a PEO as the Deputy Head.

Proposed AOSGB post

11. The Head of the SRPA will oversee all aspects of the work of the SRPA and provide steer on its operational and strategic development. He will monitor the effectiveness of the Ordinance in enhancing the transparency and fairness of the sales of first-hand residential properties, and the effectiveness of the SRPA in implementing the Ordinance. Malpractices in the sales of first-hand residential properties are of great concern to the public, as they undermine the fairness of the market and put the protection of the purchasers at stake. Given the volatility of the residential property market, the Head of the SRPA must be able to come up with clear positions on issues relating to malpractices in the sales of first-hand residential properties as and when they arise. Moreover, the Head of the SRPA will be required to make prompt and considered decisions on cases which should be referred to the Department of Justice

(DoJ) for consideration for prosecution and explain the SRPA's positions in public. Having regard to the job requirements, political sensitivity, level of responsibility and complexity of the tasks involved and the need to make prompt decision, we consider it appropriate for the head of the SRPA be ranked at AOSGB level.

Proposed PEO post

12. The deputy head of the SRPA will provide full support to the AOSGB. He will be the head of the Inspection & Investigation Division which comprises the Inspection & Monitoring Unit (IMU) and the Investigation & Compliance Assurance Unit (ICAU), and the External Affairs & Administration Division which comprises the Complaints Unit (CU) and the Administration & Public Education Unit (APEU). He will give directions on the handling of complaints, plan and steer the execution of public education programmes, oversee the administration of the SRPA, make recommendations to the Head of the SRPA as to whether individual cases on contravention of requirements under the Ordinance should be referred to DoJ for consideration for prosecution, and monitor the effectiveness of enforcement actions taken by the SRPA. The Ordinance is a complicated piece of legislation with many detailed provisions. The proper handling of the complaints, inspections and investigations, in particular on complicated cases, will require clear steer and guidance from an experienced officer with a wide range of executive and management experience at a senior level. Given the complexity and versatility of the tasks, we consider it appropriate for the deputy head to be filled by a general grade officer ranked at PEO level.

13. The job descriptions for the proposed AOSGB and PEO posts are at [Annexes A and B](#) respectively.

Non-directorate Support and Staffing Implications

14. Apart from the AOSGB and the PEO, the SRPA will also have a multi-disciplinary team of 30 non-directorate civil service posts including Building Surveyor, Estate Surveyor, Executive Officer, Housing Manager, Information Officer grades staff as well as technical and administrative supporting staff to discharge the duties as set out in

paragraphs 7 to 9 above. The multi-disciplinary team with a mix of knowledge and experience is essential for the effective implementation of the diversified functions of the SRPA serving the four Units, the main functions of which are set out in the ensuing paragraphs.

15. The four Units of the SRPA will carry out various functions. The IMU, headed by a Senior Estate Surveyor, will carry out regular inspections and checks on sales brochures, price lists, show flats, sales offices, registers of transactions, sales arrangement announcements, vendors' websites and advertisements. The ICAU, headed by a Senior Building Surveyor, will conduct investigations on cases of non-compliance and contravention against the provisions of the Ordinance. The CU will handle complaints and deal with public enquiries. The APEU will be tasked to carry out a wide range of tasks including planning and executing public education programmes, maintaining smooth and uninterrupted operation of the Sales of First-hand Residential Properties Electronic Platform, and handling general administrative work. The CU and the APEU will be headed by a Chief Executive Officer. The proposed organisation chart of the SRPA is at [Annex C](#).

16. The day-to-day operation of the SRPA will require intensive legal input from the DoJ. Also, decisions on whether or not to take prosecution actions under the Ordinance and the prosecution process will be taken up by DoJ. To cope with the projected increase in the workload arising from the setting up of the SRPA to implement the Ordinance, DoJ will create two time-limited Senior Government Counsel posts for three years, one in the Planning, Environment, Lands & Housing (Advisory) Unit of the Civil Division and the other in Prosecutions Division.

Alternatives Considered

17. There are two permanent Administrative Officer grade posts at the Deputy Director level in HD, viz. Deputy Secretary for Transport and Housing (Housing)/Deputy Director (Strategy) (DS(H)/DD(S)) at AOSGB1 (D4) level and Deputy Director (Corporate Services) (DD(CS)) at AOSGB (D3) level. DS(H)/DD(S) is responsible for formulation of and overseeing private and public housing policies and strategies,

including preparation of Housing Authority (HA)'s corporate plan and carrying out certain operational functions in HD. DD(CS) has a huge portfolio and oversees various areas in HA/HD covering human resources policies, financial control and resources management, public relations programmes and long-term information technology strategies and development. We have critically examined the possibility for them to absorb or share the additional workload of the proposed AOSGB through internal reshuffle of work but concluded it impossible to do so without affecting the discharge of their current duties. Details of the work schedule of DS(H)/DD(S) and DD(CS) are at [Annex D](#).

18. There is currently a supernumerary Administrative Officer grade post at the Deputy Director level in HD, viz. Deputy Secretary (Special Duties) (DS(SD)) at AOSGB (D3) level, for the period from 16 December 2011 to 30 June 2013 to lead a dedicated unit known as the Special Duties Unit (SDU) to take forward the regulation of the sale of first-hand residential properties by legislation, including setting up the SRPA. The post will lapse on 1 July 2013 or upon creation of the AOSGB post in the SPRA, whichever is the earlier (please see paragraph 21 below).

19. Currently, there is no PEO post and only one Senior Principal Executive Officer (SPEO) post designated as Assistant Director (Administration) (AD(Adm)) in HD, responsible for the overall administration in HD. We have critically examined the possibility for the existing SPEO to absorb or share the additional workload of the proposed PEO post but concluded that the additional duties cannot be absorbed by the SPEO without affecting the discharge of her current duties. Details of the work schedule of AD(Adm) are at [Annex D](#).

20. The proposed organisation chart of HD having taken into account the proposed SRPA is at [Annex E](#).

Bridging arrangements

21. Two supernumerary directorate posts (i.e. one AOSGB (D3) designated as DS(SD) and one AOSGC (D2) designated as Principal

Assistant Secretary (Special Duties)⁴ and four non-directorate posts (i.e. one Senior Administrative Officer (SAO), one Senior Executive Officer (SEO) and two Personal Secretary I (PSI) posts) in the SDU were created in late 2011 for the period up to 30 June 2013 to take forward the regulation of the sale of first-hand residential properties by legislation, including setting up the SRPA. We propose that the posts of the AOSGB, SEO and one PSI will lapse on 1 July 2013 or upon creation of the corresponding posts in the SPRA, whichever is the earlier.

22. As regards the remaining posts in the SDU, including the three posts of the AOSGC, SAO and PSI, they will lapse one month after the commencement of the operation of the SRPA or on 1 July 2013, whichever is the earlier. The hands-on experience of the AOSGC and SAO in setting up the SRPA, including their involvement in the design of the modus operandi of the SRPA and the compilation of the guidelines on the Ordinance will be of great significance to SRPA during the very initial stage of operation in helping to resolve unpredictable operational issues, fine-tune the workflow as necessary and liaise closely with the stakeholders to ensure the smooth operation of the Ordinance. This will enable the SRPA to focus on the day-to-day operation of the SRPA at a time when workload is expected to be enormous.

FINANCIAL IMPLICATIONS

23. The proposed creation of the AOSGB and PEO posts will bring about an additional notional annual salary cost at mid-point of \$3,397,200 as follows –

Rank	Notional Annual Salary Cost at Mid-point	No. of post
AOSGB (D3)	1,968,600	1
PEO (D1)	1,428,600	1
Total	3,397,200	2

⁴ The two supernumerary directorate posts were created vide EC(2011-12)9.

24. The additional full annual average staff cost (including salaries and staff on-cost) for these two posts is \$4,680,000. As for the 30 additional non-directorate civil service posts in HD mentioned in paragraph 14 above, the notional annual salary cost at mid-point and the full annual average staff cost (including salaries and staff on-cost) are \$16,334,640 and \$23,839,000 respectively.

25. The notional annual salary cost at mid-point and the full annual average staff cost (including salaries and staff on-cost) for the two additional non-directorate civil service posts in DoJ mentioned in paragraph 16 above are \$2,250,240 and \$3,327,000 respectively.

26. We will include the necessary provision in the annual Estimates of the relevant financial years from 2013-14 onwards to meet the cost of the proposals.

ADVICE SOUGHT

27. Members are invited to comment on the proposal. Subject to Members' support, we intend to submit the proposal to the LegCo Establishment Subcommittee in January 2013 and the LegCo Finance Committee for approval in March 2013.

Transport and Housing Bureau
November 2012

**Proposed Job Description
Administrative Officer Staff Grade B**

Rank/Grade : Administrative Officer Staff Grade B
Number : One
Responsible to : Permanent Secretary for Transport and Housing (Housing)/
Director of Housing

Description of Main Duties -

1. To oversee and provide steer on the operation of the Sales of First-hand Residential Properties Authority (SRPA).
2. To monitor the effectiveness of the Residential Properties (First-hand Sales) Ordinance (the Ordinance) in enhancing the transparency, fairness and consumer protection in the sale of first-hand residential properties, provide steer on the issue of additional operational guidelines as and when necessary, assess the need for reviewing the Ordinance, and provide advice to Secretary for Transport and Housing (STH) on the long-term development of the SRPA.
3. To give directives and make decisions on controversial and/or complicated cases being handled by the SRPA.
4. To explain at the Legislative Council and in public SRPA's decisions and work on important issues or cases of major public concern relating to the work of the SRPA.
5. To provide steer on public education programmes and publicity strategies of the SRPA.
6. To perform any other duties pertinent to the implementation of the Ordinance as assigned by STH.

**Proposed Job Description
Principal Executive Officer**

Rank/Grade : Principal Executive Officer

Number : One

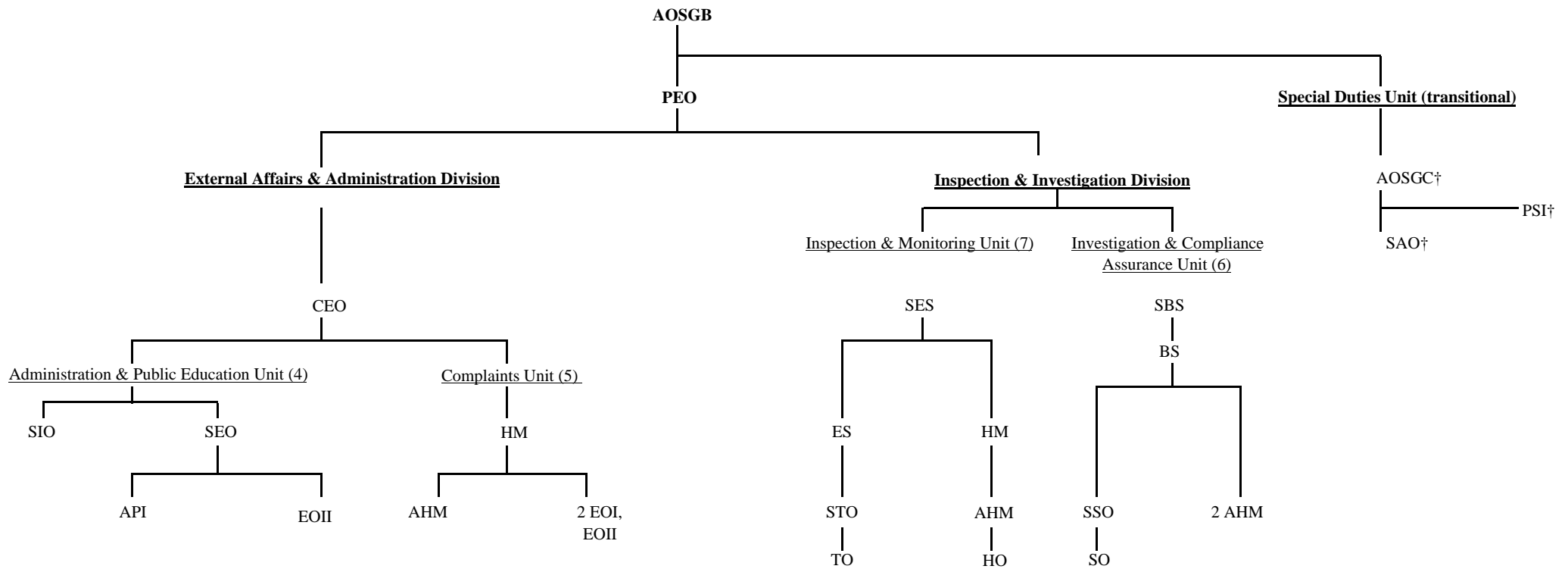
Responsible to : Administrative Officer Staff Grade B (AOSGB)

Description of Main Duties -

1. To lead and co-ordinate the work of the Inspection & Investigation Division and the External Affairs & Administration Division as well as to oversee the handling of office administration matters.
2. To monitor the implementation of measures for inspection and monitoring functions with regard to the requirements under the Residential Properties (First-hand Sales) Ordinance and handling of complaints.
3. To supervise and review the investigation process and to monitor the handling of controversial/complicated cases under investigation.
4. To formulate and review the prosecution referral policies and strategies.
5. To plan and oversee the execution of public education programmes and the formulation of publicity strategies of the Sales of First-hand Residential Properties Authority (SRPA) and to monitor the operation of the Sales of First-hand Residential Properties Electronic Platform.
6. To assist in monitoring the effectiveness of enforcement actions taken by the SRPA and make recommendations on necessary improvements to the Head of SRPA.

Proposed Organisation Chart of Sales of First-Hand Residential Properties Authority

Annex C



7 supporting staff (including 1 Personal Secretary I, 2 Personal Secretary IIs and 4 Assistant Clerical Officers)

Legend

AHM : Assistant Housing Manager
 API : Analyst/Programmer I
 AOSGB: Administrative Officer Staff Grade B
 AOSGC: Administrative Officer Staff Grade C
 BS : Building Surveyor
 CEO : Chief Executive Officer
 EOI : Executive Officer I
 EOII : Executive Officer II
 ES : Estate Surveyor
 HM : Housing Manager
 HO : Housing Officer

PEO : Principal Executive Officer
 PSI : Personal Secretary I
 SAO : Senior Administrative Officer
 SBS : Senior Building Surveyor
 SEO : Senior Executive Officer
 SES : Senior Estate Surveyor
 SIO : Senior Information Officer
 SO : Survey Officer
 SSO : Senior Survey Officer
 STO : Senior Technical Officer
 TO : Technical Officer

† Supernumerary posts which will lapse on 1 July 2013 or one month after the commencement of the operation of the Sales of First-hand Residential Properties Authority, whichever is earlier.

**Duties and Responsibilities of
Deputy Secretary for Transport and Housing (Housing)/Deputy
Director (Strategy),
Deputy Director (Corporate Services) and
Assistant Director (Administration)**

**Deputy Secretary for Transport and Housing (Housing)/Deputy
Director (Strategy) (DS(H)/DD(S))**

DS(H)/DD(S) leads and heads the Strategy Division which comprises five sub-divisions, namely Strategic Planning Sub-division, Policy Support Sub-division, Private Housing Sub-division, Housing Subsidies Sub-division and Long Term Housing Strategy (LTHS) Sub-division. The Division is responsible for formulating and overseeing of private and public housing policies and strategies, including preparation of Housing Authority's (HA) corporate plan and carrying out certain operational functions of the Housing Department (HD).

2. DS(H)/DD(S) is involved in both policy making at bureau level and operational responsibilities at departmental level. The duties span from providing policy input on housing related initiatives for the Policy Address and the Budget, conducting and reviewing strategic planning issues on public rental housing (PRH) and subsidised sale flats, overseeing allocations and waiting list (WL) matters for PRH, monitoring developments in the private housing market and the existing measures to ensure the healthy and stable development of the market, formulating housing policies and new measures in relation to the private housing market, overseeing the work of the Estate Agents Authority, to providing policy input in relation to Government's housing policies towards the Hong Kong Housing Society and other non-Government housing organisations.

3. More specifically, on overall housing policies, DS(H)/DD(S) is tasked with bringing forward the policy initiative of formulating the LTHS as mentioned in the Chief Executive's manifesto. The work for the LTHS has already commenced and the exercise will have to be completed by end of 2013. This is a very challenging timetable, given

that its scope of work is wide-ranging which includes compilation and collation of all relevant housing-related information, projection of housing demand for both public and private sectors and recommendation on effective measures and strategies to increase housing supply to meet the changing housing needs and priorities of different target groups in the community. The LTHS will be reviewed once every five years. In view of the importance of the LTHS, we need to fully engage the relevant bureaux, departments, stakeholders and the community during the course of the review. DS(H)/DD(S) will be heavily involved in the exercise. Also, DS(H)/DD(S) will have to provide policy input to new initiatives on housing in the context of the Policy Address and Budget and to help bring forward those initiatives. Given that housing is one of the most important agenda of the Administration in the coming few years, we expect that a lot of new housing initiatives will be rolled out.

4. On the public housing front, the WL income and asset limits for PRH applicants is subject to an annual review which takes place in the first quarter of each year. The review is becoming more and more controversial, attracting widespread media and public attention. There is also the biennial rent review of PRH under HA. The review determines the rate of adjustment of rent of over 700 000 PRH households in Hong Kong. Also, DS(H)/DD(S) has to monitor closely and provide policy steer on issues relating to the PRH application procedures, flat allocation mechanism, and the eligibility for housing. She also has to manage and give steer to related surveys and statistical analysis in order to maintain the average waiting time for general WL applicants at about three years. On subsidised housing, DS(H)/DD(S) is responsible for the policies for resumption of the Home Ownership Scheme (HOS) and implementation of the HOS Secondary Market Scheme, including the new scheme to allow White Form buyers to purchase second-hand HOS flats with premium not yet paid.

5. On the private housing front, DS(H)/DD(S) is responsible for monitoring the residential property and rental market and the existing measures to ensure the healthy and stable development of such market. Also, she will have to supervise the review on the Special Stamp Duty (SSD), which has to be conducted every two years after the enactment of the Stamp Duty (Amendment) Ordinance 2011 or as circumstances

require.

Deputy Director (Corporate Services) (DD(CS))

6. DD(CS) leads and oversees the Corporate Services Division (CSD) which comprises seven sub-divisions/units, namely, Administration Sub-division, Finance Sub-division, Legal Service Sub-division, Information Technology Sub-division, Information and Community Relations Sub-division, Management Services Sub-division and Committees' Section.

7. On the staff relation and management functions, DD(CS) oversees and steers the implementation of the Manpower Strategy of HA, which for historical reasons, comprises both civil servants and HA contract staff. There are a number of different grades and disciplines and DD(CS) plays a crucial role in the crafting of human resource strategy to meet the challenges brought about by various new housing initiatives, as well as effective engagement with the staff side representatives and the HA members to ensure acceptance of the initiatives. DD(CS) also has to assist the Director of Housing to work out succession management, which requires high level close monitoring and careful planning. HA has its own market-oriented remuneration package for contract staff. DD(CS) has to maintain a close overview on the contract staff remuneration package to ensure that it suits HA's manpower needs.

8. Since HA is financially independent, DD(CS) is responsible both for overseeing the financial control and resources allocation within the department as well as the management and investment of HA's fund. DD(CS) maintains a close oversight all through the budget preparation process of HA from the setting of assumptions, vetting new resource bids, to explaining and ensuring the smooth passage of the annual budget at the HA. The resumption of HOS and other forthcoming new initiatives in public housing have brought about new challenges in prudent financial management. DD(CS) is also closely involved in the regular review of HA's investment strategy and rebalancing among different approved asset classes. She works closely with members of the Finance Committee and the Funds Management Sub-committee of the HA to set HA's investment

strategy within HA's acceptable risk tolerance level, taking into account economic situation. Given the increasingly volatile investment environment, the pressure will also increase to keep HA's investment risk down while maintaining a reasonable return. Looking into the future, there will be a strong need for DD(CS) to keep a close watch of HA's finance and investment strategy.

9. As for the general public relation front, while the day-to-day work is normally administered by the Information and Community Relations Sub-division, DD(CS) helps drive strategic PR initiatives, such as the forthcoming celebration for 60th Anniversary of public housing development.

10. DD(CS) oversees the overall management and the general processes in the use of IT in HA/HD, including the formulation of the departmental IT Strategy Plan and the monitoring of its implementation. Also, she chairs the Project Steering Committee on the Enterprise Resources Planning project, which seeks to integrate the finance, procurement and estate maintenance computer applications into a fully integrated system. Phase 1 of the project was rolled out in September 2011, and Phase 2 in October 2012.

Assistant Director (Administration) (AD(Adm))

11. AD(Adm) oversees the Administration Sub-division of CSD which comprises seven sections, namely, General Administration Section, Grade Management (Housing Class and Related Grades) Section, Grade Management (Works) and Appointments Section, Human Resource Management Sections 1 and 2, Human Resource Development Section and Translation Section.

12. On the human resources management support front, AD(Adm) is responsible for formulating policies related to and overseeing the provision of training and development, establishment, recruitment and appointments, personnel, grade management and staff complaints; providing policy input on employment, terms and conditions of HA contract staff; promoting good staff relations and monitoring the

arrangements for staff consultation.

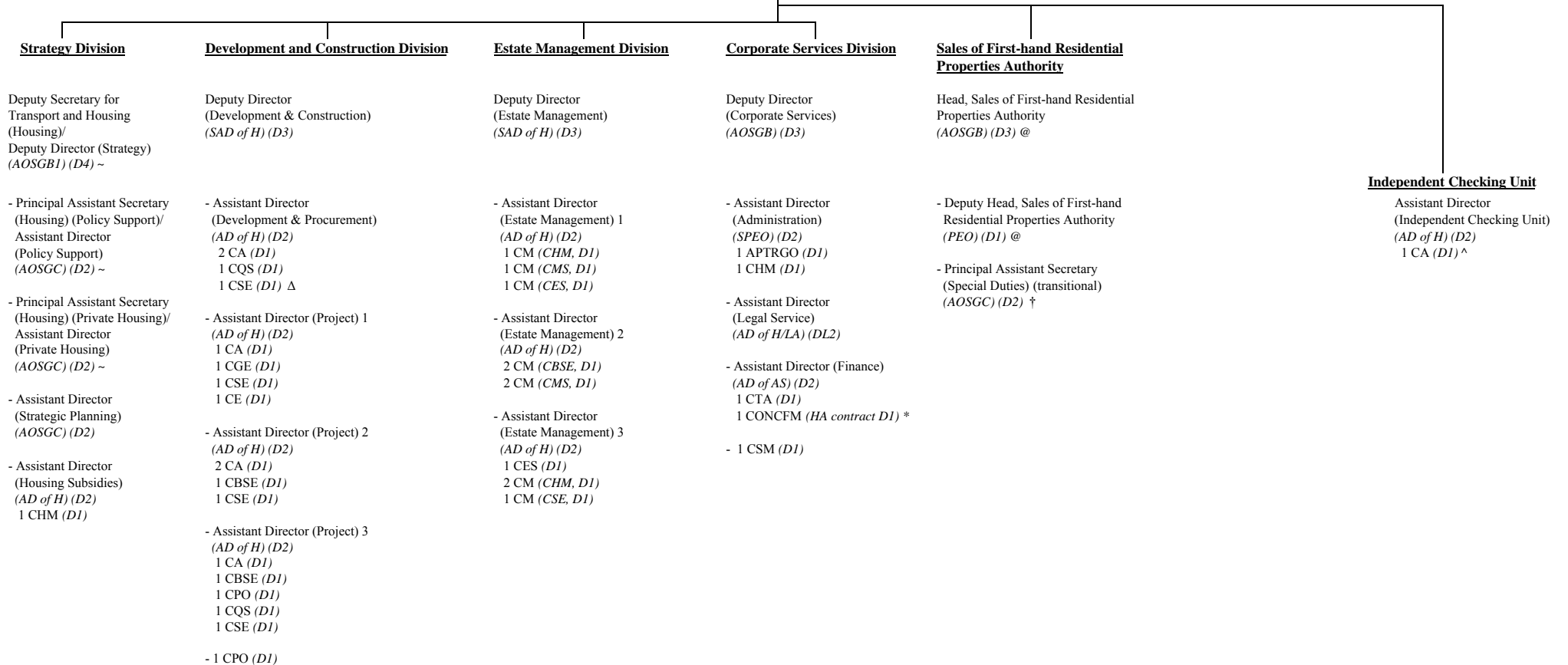
13. On the office administration support front, AD(Adm) is responsible for formulating policies related to and controlling the provision of various support services, such as office accommodation, building security and management of the HA Headquarters, transport, green housekeeping, occupational safety and health, translation and other general office matters.

14. The recent resumption of the HOS and other housing initiatives have brought about substantial increase in workload to the Administration Sub-division in terms of bidding of staffing resources, manpower planning and posting arrangements, recruitment and promotion of staff for filling of newly created posts, and provision of office accommodation to the additional staff.

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.
 Δ - Post redeployed to Independent Checking Unit on a part-time basis.
 ^ - Post temporarily redeployed to Independent Checking Unit.
 * - HA contract post
 @ - Posts proposed for creation with effect from 1 April 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 Properties Authority, whichever is earlier.