

ITEM FOR ESTABLISHMENT SUBCOMMITTEE OF FINANCE COMMITTEE

HEAD 194 – WATER SUPPLIES DEPARTMENT Subhead 000 Operational expenses

Members are invited to recommend to the Finance Committee the following regrading of directorate posts in the Water Supplies Department with immediate effect upon approval by Finance Committee –

(a) Creation of the following permanent posts –

4 Government Engineer
(D2) (\$161,450 - \$176,550)

(b) to be offset by the deletion of the following permanent posts –

4 Assistant Director of Water Supplies
(D2) (\$161,450 - \$176,550)

PROBLEM

The Water Supplies Department (WSD) needs to regrade four Assistant Director of Water Supplies¹ (ADWS) posts to four Government Engineer² (GE) posts to meet operational needs and to enhance staff planning.

/PROPOSAL

¹ Assistant Director of Water Supplies belongs to a departmental grade of the Water Supplies Department at D2 level.

² Government Engineer is a rank of Engineer grade. Engineer grade officers are civil engineers. The Engineer grade is a common grade with two different Heads of Grade (HoGs) viz. the Director of Water Supplies (DWS) and the Director of Civil Engineering and Development (DCED) looking after the posts established in different bureaux/departments. Prior to 1965, the Engineer grade officers in both Waterworks Office (the predecessor of WSD before its upgrade to a department in 1982) and other Works Offices of the Public Works Department (PWD) (the predecessor of all Works Departments) were under the central authority of the then Director of Public Works. The Engineer grade officers of PWD were formally segregated into two streams in 1965 when PWD was reorganised internally, with one stream in the Waterworks Office and the other in the other PWD Works Offices. At present, DWS is the HoG for the stream of Engineer grade officers working in WSD while DCED is the HoG for the stream of Engineer grade officers working in Works Group of Departments including Civil Engineering and Development Department (CEDD), Highways Department, Drainage Services Department and Transport Department.

PROPOSAL

2. We propose to regrade the following four ADWS posts within WSD –
- (a) the post of Assistant Director/Development (AD/Dev);
 - (b) the post of Assistant Director/New Works (AD/NW);
 - (c) the post of Assistant Director/Urban (AD/Urban); and
 - (d) the post of Assistant Director/New Territories (AD/NT),

from ADWS to GE to reflect more accurately the job nature of these posts and the expertise required for the post holders and thus enhance staff planning. The proposal is cost-neutral and will not result in an increase in the establishment of WSD.

JUSTIFICATION

3. WSD is responsible for overseeing and managing all aspects of sourcing and maintaining supplies of fresh and salt water throughout the territory. Its functions are delivered through five operational branches³, i.e. the Development (Dev) Branch, New Works (NW) Branch, Supply and Distribution (Urban) (S&D (Urban)) Branch, Supply and Distribution (New Territories) (S&D(NT)) Branch, and Mechanical and Electrical (M&E) Branch. Each of these branches is headed by an ADWS, viz. AD/Dev, AD/NW, AD/Urban, AD/NT and AD/M&E respectively.

4. Noting the duties of the four ADWS posts of AD/Dev, AD/NW, AD/Urban and AD/NT are predominantly related to civil engineering with their occupancy in the past 20 years almost all by the Engineer grade officers, and given the plan of merging the two streams of the Engineer grade officers under DCED and DWS in late 2017⁴, WSD has carried out a review on the work and job requirements of the heads of the five operational branches.

5. The main functions of the five operational branches in WSD are set out in the ensuing paragraphs.

/Development

³ Apart from the five operational branches, WSD's functions are also supported by another branch viz. the Finance Branch which is headed by an Assistant Director of Accounting Services designated as Assistant Director/Finance.

⁴ The merger proposal aims to enhance the grade management, staff exposure, deployment and staff succession planning and management of the Engineer grade officers. In mid-2016, the CEDD and WSD jointly conducted a formal staff consultation in regard to the proposed merger proposal, which was well received by Engineer grade officers.

Development Branch

6. One of the major duties of the Branch is to formulate, review and drive the implementation of the Total Water Management Strategy, including schemes to develop new water sources, i.e. desalinated water, reclaimed water, recycled grey water and rainwater harvesting, and to manage demand through water loss management, water conservation and expansion of salt water system. AD/Dev needs to steer the related engineering studies and drive the outcomes.

7. AD/Dev also leads the negotiation with the Guangdong authorities for the importation of Dongjiang water and looks after grade management of professional and technical staff of civil engineering discipline. Besides, AD/Dev leads the Water Science (WSc) Division which is so placed under the Branch, separating from other operational branches so as to maintain its independence in monitoring the quality of water supplies delivered through the waterworks and ensuring their compliance with the prescribed standards.

New Works Branch

8. The Branch is responsible for planning of water supply systems to meet forecast water demand as well as the design and construction of new waterworks, e.g. service reservoirs, pumping stations and water mains, etc. and reprovisioning of existing aged facilities such as water treatment works and water mains.

9. Apart from undertaking these civil engineering projects through in-house Engineer grade professionals, the Branch will also procure services from and manage the civil engineering consultants for delivery of some of these projects. Some notable examples of the projects include the implementation of Water Intelligent Network (WIN), relocation of the Diamond Hill Service Reservoirs to caverns and construction of a desalination plant at Tseung Kwan O. AD/NW also steers the contract procurement strategy for the new waterworks projects and leads the arbitration and mediation of contractual disputes.

Supply and Distribution (Urban) and (New Territories) Branches

10. The primary function of the two Branches is to operate and maintain waterworks installations including impounding reservoirs, catchwaters and raw water tunnels, water treatment works, service reservoirs, pumping stations and water mains (including Dongjiang raw water mains, trunk mains and distribution mains) so as to ensure wholesome and reliable potable water supply and quality salt water supply for flushing to the consumers. Their functions also cover

/commissioning

commissioning of new waterworks installations, examination of new development proposals to protect existing waterworks installations from the impacts of these developments, control and management of the water catchment to avoid pollution of water source, small-scale civil improvement works and emergency repairs to waterworks installations in case of water mains bursts/leaks.

11. Besides, the two Branches are responsible for handling applications of water supplies for new internal plumbing systems and replumbing as well as enforcement of the Waterworks Ordinance (WWO). AD/NT is the licensing authority for issuance and renewal of plumbers' licences as well as the regulatory authority for enforcement action in respect of contravention of WWO. AD/NT is also responsible for the policy and procedure formulation of the customer services function while AD/Urban looks after that of the supply and distribution functions. AD/Urban is also responsible for overseeing the monitoring and co-ordination of the centralised functions pertaining to reservoir safety, slope safety and tree management, etc.

Mechanical and Electrical Branch

12. The Branch carries out regular inspections and maintenance works on all electrical and mechanical plant and equipment in the waterworks installations. AD/M&E oversees the design, procurement, installation and maintenance of mechanical and electrical plant and equipment, advises on safe working practices/measures in waterworks installations and projects of the Department and develops and maintains the information systems and departmental data.

13. The Branch also makes continuous efforts to pursue advanced technology and energy-efficient devices such as the hydrogenerating power plant in the Tuen Mun Water Treatment Works and a wave-powered cleaning device for inlet screens of seafront salt water pumping stations. AD/M&E also steers the pilot use of smart water meters to enable real-time monitoring of water consumption. Coupled with the establishment of the WIN, real-time monitoring supports the development of Hong Kong into a water-efficient smart city. To mitigate the effect of climate change, AD/M&E recently steers the pilot installation of floating photovoltaic panel in two impounding reservoirs for generation of renewable energy.

14. From the operational perspective, it is clear that the nature and work of Dev Branch, NW Branch and S&D Branches are predominantly civil engineering in nature as distinguished from those of the M&E Branch which are non-civil engineering in nature. Each of the four posts viz. AD/Dev, AD/NW, AD/Urban and AD/NT has been filled by ADWS promoted from Chief

/Engineer

Engineer (CE) of the Engineer grade under DWS in over 95% of the time in the last 20 years. On the other hand, the AD/M&E post has been filled by the ADWS promoted from chief professionals of Engineer, Mechanical Engineer (ME), Electrical Engineer (EE) and Waterworks Chemist (WC) during the same period. To rationalise the staff deployment, it is proposed that AD/Dev, AD/NW, AD/Urban and AD/NT should be regraded as GE posts and filled by Engineer grade officers only while AD/M&E is to be remained as an ADWS post and filled by promotion from chief professionals of the ME, EE or WC grades.

15. All the 12 CEs and three chief professionals of ME/EE/WC grades in WSD are currently eligible for promotion to the five ADWS posts, representing a promotion ratio of 15:5 or 3:1. Under the regrading proposal, the one ADWS post of AD/M&E would be filled only by the three chief professionals of the ME/EE/WC grades, and the promotion ratio of 3:1 could be preserved for the chief professionals of these grades after the merger.

16. Following the implementation of the regrading proposal and the merger of the two streams of the Engineer grade under DCED and DWS, the four GE posts regraded from ADWS will come under the central authority of DCED as HoG and will be open to all CEs with DCED as HoG. Moreover, all the Engineer grade officers in WSD will come under DCED as HoG after the merger and the CEs in WSD will be eligible for promotion to the GE posts in the Works Group of Departments. With the pool of eligible candidates being significantly widened, succession to the four GE posts in WSD responsible for civil engineering works as well as the GE posts in Works Group of Departments would become healthier and more desirable than the current setup.

17. The duty lists of the existing five ADWS posts (including four to be regraded as GE) in the operational branches and the existing and the proposed organisation chart of WSD are at Enclosures 1A to 1E and Enclosure 2 respectively.

Encls. 1A –
1E &
Encl .2

ALTERNATIVES CONSIDERED

18. We have considered to maintain status quo of the four ADWS posts, which is however not conducive to staff deployment and planning. Not only can the regrading of four ADWS posts to four GE posts and the retaining of an ADWS post exclusively for ME, EE and WC grade officers suit and reflect the current operational need within WSD, the proposed regrading can tie in with the ranking structure of the Engineer grade under the central authority of DCED upon implementation of the merger and could thus help enhance staff resource utilisation, planning, posting and succession management by pooling the officers of the two streams of the Engineer grade together.

/FINANCIAL

FINANCIAL IMPLICATIONS

19. The regrading proposal involving creation of four permanent GE (D2) posts offset by deletion of four ADWS (D2) posts is cost-neutral.

PUBLIC CONSULTATION

20. We consulted the Legislative Council Panel on Development (the Panel) on 28 February 2017. On some Members' concern about the promotion prospects of the ME/EE/WC grades, as explained in paragraph 15 above, the promotion ratio for the chief professionals of these grades could be preserved after the merger. It should also be noted that promotion is always considered on strengths and meritorious performance, ability, character and experience. On the whole, the chance of promotion for members of the ME/EE/WC grades will not be adversely affected even though the WSc Division is placed under the Dev Branch. Members generally supported the proposal. The supplementary information requested about supply of treated water to remote villages was submitted to the Panel on 13 April 2017.

BACKGROUND

21. We have consulted extensively staff members of both streams of the Engineer grade under DCED and DWS as well as ME, EE and WC grades staff members concerning the regrading proposal. The proposal is generally supported by staff members of all four grades. In particular, colleagues of WC grade indicated their preference to stay within the Dev Branch to maintain their relative independence from the other operational branches.

ESTABLISHMENT CHANGES

22. The establishment changes in WSD for the last two years are as follows –

/Establishment

Establishment (Note)	Number of Posts		
	Existing (As at 1 April 2017)	As at 1 April 2016	As at 1 April 2015
A	23 [#]	23	23
B	456	448	445
C	3 965	3 942	3 944
Total	4 444	4 413	4 412

Note:

A - ranks in the directorate pay scale or equivalent

B - non-directorate ranks, the maximum pay point of which is above MPS Point 33 or equivalent

C - non-directorate ranks, the maximum pay point of which is at or below MPS Point 33 or equivalent

[#] - as at 1 April 2017, there was no unfilled directorate post in WSD.

CIVIL SERVICE BUREAU COMMENTS

23. The Civil Service Bureau supports the proposed creation of four GE posts, offset by deletion of four ADWS posts in WSD. The grading and ranking of the proposed four GE posts are considered appropriate having regard to the level and scope of responsibilities and the professional input required.

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

24. The Standing Committee on Directorate Salaries and Conditions of Service has advised that the grading proposed for the permanent directorate posts is appropriate.

Development Bureau
April 2017

**Job Description of
Assistant Director/Development**

Existing Rank : Assistant Director of Water Supplies (D2)

Proposed Rank : Government Engineer (D2)

Responsible to : Deputy Director of Water Supplies

Major Duties and Responsibilities –

The Assistant Director/Development (AD/Dev) is the head of the Development Branch overseeing the Development (1) Division, the Development (2) Division and the Water Science Division. The main duties are –

1. To oversee and ensure that the qualities of the water supplies are controlled and monitored in accordance with the established standards/guidelines.
2. To implement and review the Total Water Management Strategy covering both demand and supply management, including water loss management, water conservation promotion, development of new water sources from desalination, reclaimed water, recycled grey water and rainwater harvesting.
3. To oversee the resources planning, supply planning, professional statistical services, crisis management, contingency planning as well as research and development functions.
4. To formulate strategies and administer agreements in relation to the Dongjiang water supply, as well as to monitor the supply of Dongjiang water.
5. To review and oversee the implementation of and improvement on current policies, practices and performance standards so as to enhance efficiency, productivity and quality of services.
6. To administer and oversee the planning and deployment of financial and human resources in the Branch, to carry out grade management of staff in the civil engineering^{Note} and water science disciplines for optimum utilisation and to oversee training activities.

^{Note} Upon the merger of the two streams of the Engineer grade under the Director of Civil Engineering and Development (DCED) and the Director of Water Supplies, the grade management function of professional grade in the civil engineering discipline will be under DCED. AD/Dev will look after the grade management of technical staff of the civil engineering discipline.

**Job Description of
Assistant Director/New Works**

Existing Rank : Assistant Director of Water Supplies (D2)

Proposed Rank : Government Engineer (D2)

Responsible to : Deputy Director of Water Supplies

Major Duties and Responsibilities –

The Assistant Director/New Works is the head of the New Works Branch overseeing the Construction Division, the Consultants Management Division, the Design Division and the Project Management Division. The main duties are –

1. To oversee the implementation of new projects (new works and major replacement/rehabilitation works) to achieve their objectives in time and within budget.
2. To formulate and implement policies and procedures on consultants management, construction and design matters, as well as project management procedures for delivery of projects in the Public Works Programme.
3. To oversee the management of consultants and contractors in the course of project delivery and to steer in minimising and resolving disputes arising from works contracts and consultants' agreements.
4. To assist in soliciting funds for capital works projects and oversee the control of expenditure under the Capital Works Reserve Fund.
5. To administer and oversee the planning and deployment of financial and human resources in the Branch for optimum utilisation.

**Job Description of
Assistant Director/Urban**

Existing Rank : Assistant Director of Water Supplies (D2)

Proposed Rank : Government Engineer (D2)

Responsible to : Deputy Director of Water Supplies

Major Duties and Responsibilities –

The Assistant Director/Urban under the Supply and Distribution (Urban) Branch is the head of the Hong Kong and Islands Region, the Kowloon Region, the Operation Section, the Quantity Surveying Section, the Reservoir Safety Section and the Slope Safety Section. The main duties are –

1. To oversee the water supply and distribution functions of the Hong Kong and Islands Region and Kowloon Region, and monitor the implementation of approved programmes, policies and procedures.
2. To administer matters in relation to water supply applications in Hong Kong and Islands Region and Kowloon Region, and to ensure compliance with the Waterworks Ordinance and Regulations.
3. To administer and oversee the customer services functions of the Hong Kong and Islands Region and Kowloon Region including customer complaint handling, responding to customer complaints/enquiries from Legislative Council, Ombudsman, bureaux and the public.
4. To oversee the specialised functions on ensuring the safety of reservoirs and slopes and on proper management of slopes and trees under the jurisdiction of the Department.
5. To review the existing water supply and distribution policies, practices and performance standards, and propose and implement improvement measures to enhance efficiency, productivity and quality of services.
6. To administer and oversee the planning and deployment of financial and human resources in the Branch for optimum utilisation and to oversee the works carried out by the consultants for the Hong Kong and Islands Region, Kowloon Region and the Sections under control.

**Job Description of
Assistant Director/New Territories**

Existing Rank : Assistant Director of Water Supplies (D2)

Proposed Rank : Government Engineer (D2)

Responsible to : Deputy Director of Water Supplies

Major Duties and Responsibilities –

The Assistant Director/New Territories under the Supply and Distribution (NT) Branch is the head of the NT East and NT West Regions and the Technical Support Division. The main duties are –

1. To oversee the water supply and distribution functions of the NT East and NT West Regions, and monitor the implementation of approved programmes, policies and procedures.
2. To administer matters in relation to water supply applications in the NT East and NT West Regions, and to ensure compliance with the Waterworks Ordinance and Regulations.
3. To administer and oversee the customer services functions of the NT East and NT West Regions including customer complaints handling, responding to customer complaints/enquiries from Legislative Council, Ombudsman, bureaux and the public.
4. To oversee the Technical Support Division including formulation of policies, procedures and control measures for water supply applications, administration of Quality Water Supply Schemes for Buildings, management of licensed plumbers, and taking prosecution actions under the Waterworks Ordinance and administering the operations of the Customer Telephone Enquiry Centre, the Customer Enquiry Centres and the Document Management Centre.
5. To oversee the review of the Waterworks Ordinance and Regulations and propose necessary amendments.
6. To administer and oversee the planning and deployment of financial and human resources in the Branch for optimum utilisation and to oversee the works carried out by the consultants for the NT East and NT West Regions and the Technical Support Division.

**Job Description of
Assistant Director/Mechanical and Electrical**

Rank : Assistant Director of Water Supplies (D2)

Responsible to : Deputy Director of Water Supplies

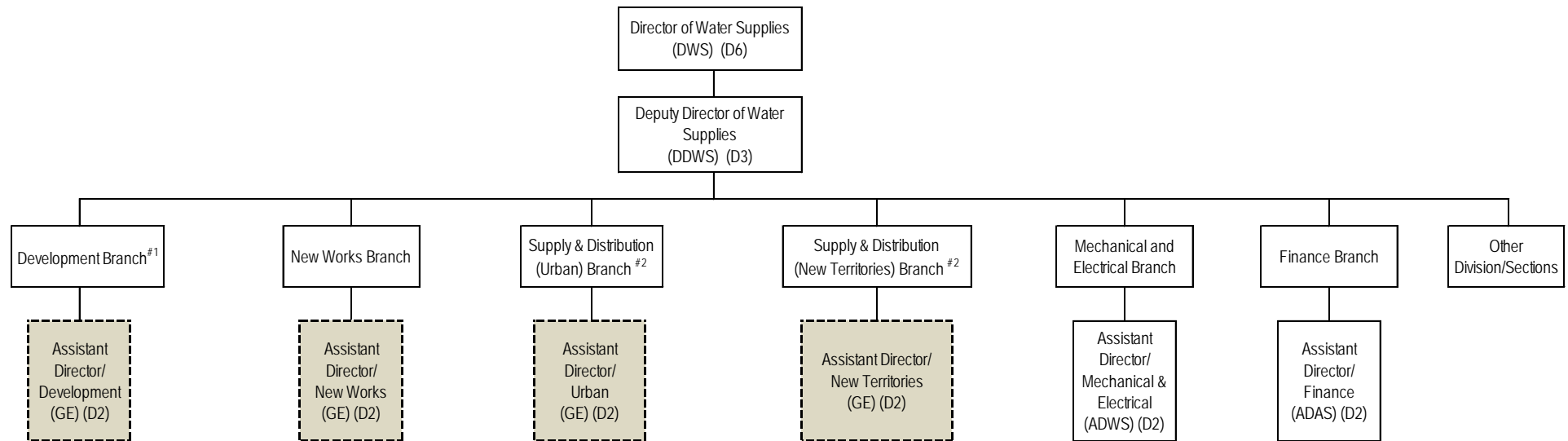
Major Duties and Responsibilities –

The Assistant Director/Mechanical and Electrical is the head of the Mechanical and Electrical Branch overseeing the M&E Projects Division, the M&E Maintenance Division, the M&E Administration Unit, the Technical Development Unit, the Information Technology and Data Management Unit and the Safety Unit. The main duties are –

1. To administer the planning, design, construction and commissioning of waterworks projects in relation to electrical, instrumentation and mechanical plant and equipment.
2. To oversee the maintenance activities of all waterworks electrical, instrumentation and mechanical plant and equipment for the provision of quality water service.
3. To oversee the provision of workshop and engineering services for the procurement, testing and repair of water meters, as well as the provision of mechanical and electrical engineering inputs to other branches.
4. To oversee safety aspects of all waterworks installations and construction sites and the promotion of health and safety measures at work.
5. To administer and oversee the planning and deployment of financial and human resources in the Branch and to carry out grade management functions for staff in the mechanical, electrical and instrumentation disciplines for optimum utilisation.
6. To administer departmental information technology issues and oversee matters relating to staff welfare, energy management and emission management for the Department.

Enclosure 2 to EC(2017-18)3

Water Supplies Department Existing and Revised Organisation Chart



 Existing Assistant Director of Water Supplies posts proposed to be regraded as Government Engineer posts.

Legend:

DWS Director of Water Supplies
 DDWS Deputy Director of Water Supplies
 GE Government Engineer
 ADWS Assistant Director of Water Supplies
 ADAS Assistant Director of Accounting Services

Note:

#1. The Development Branch was formerly known as Administration and Planning Branch. It was retitled as Development Branch in Sept 2002.

#2. The Supply and Distribution (S&D) (Urban) Branch and S&D (New Territories) Branch were collectively known as Supply and Distribution Branch before Sept 2002.