

## **ITEM FOR ESTABLISHMENT SUBCOMMITTEE OF FINANCE COMMITTEE**

### **HEAD 142 – GOVERNMENT SECRETARIAT : OFFICES OF THE CHIEF SECRETARY FOR ADMINISTRATION AND THE FINANCIAL SECRETARY**

#### **Subhead 000 Operational Expenses**

Members are invited to recommend to Finance Committee the following proposals for the re-organisation of the Central Policy Unit as a new Policy Innovation and Co-ordination Office with effect from 1 April 2018, or with immediate effect upon approval by the Finance Committee, whichever is the later –

(a) the creation of the following six permanent posts –

1 D8-equivalent non-civil service position/  
Administrative Officer Staff Grade A1  
(D8) (\$270,750 - \$278,850)

1 Administrative Officer Staff Grade B  
(D3) (\$191,300 - \$208,800)

4 Administrative Officer Staff Grade C/  
Principal Economist/Government Town  
Planner/Deputy Principal Government  
Counsel/Government Engineer  
(D2/DL2) (\$164,500 - \$179,850)

/(b) .....

- (b) the deletion of the following two permanent posts –

1 Administrative Officer Staff Grade C  
(D2) (\$164,500 - \$179,850)

1 Government Town Planner  
(D2) (\$164,500 - \$179,850); and

- (c) the deletion of the following four non-civil service positions –

1 Head, Central Policy Unit  
(at the equivalent rank of D8)  
(\$270,750 - \$278,850)

3 Full-time Members, Central Policy Unit  
(at the equivalent rank of D3)  
(\$191,300 - \$208,800)

## PROBLEM

We need to adjust the organisational structure and establishment of the Central Policy Unit (CPU) to better support the Policy Innovation and Co-ordination Office (PICO) in fulfilling its new functions and priorities after re-organisation, particularly with regard to enhanced collaboration on evidence-based policy research; co-ordination of major policies across bureaux and departments from problem identification, drawing up innovative policy options to co-ordination of follow-up actions on implementation as well as provision of ‘first-stop and one-stop’ project consultation and advisory services.

## PROPOSAL

2. We propose the following changes to the establishment of the CPU and its re-organisation as PICO with effect from 1 April 2018, or with immediate effect upon approval of the Finance Committee, whichever is the later –

- (a) conversion of one existing non-civil service (NCS) position (D8-equivalent) into one NCS (D8-equivalent) position/Administrative Officer Staff Grade A1 (AOSGA1) (D8) post to be designated as Head/PICO;

/(b) .....

- (b) creation of one Administrative Officer Staff Grade B (AOSGB) (D3) post and retention of one Administrative Officer Staff Grade B1 (AOSGB1) (D4) and one AOSGB (D3) posts. These posts will be designated as Deputy Heads/PICO;
- (c) creation of four D2/DL2 posts that may be filled by any combination of D2/DL2 officers from five selected grades (i.e. Administrative Officer, Economist, Town Planner, Government Counsel and Engineer). These posts will be designated as Assistant Heads/PICO; and
- (d) deletion of three NCS positions (D3-equivalent), one Administrative Officer Staff Grade C (AOSGC) (D2) post and one Government Town Planner (GTP) (D2) post, and non-creation of one supernumerary AOSGC (D2) post.

3. These proposals would reduce the total number of directorate (or equivalent) posts from nine in the CPU to eight in PICO through more efficient deployment of resources.

## JUSTIFICATION

### **New Roles for the Government and a New Style of Governance**

4. The Chief Executive (CE) proposed during her election campaign and elaborated in her Policy Address in October 2017 that the Government should take up new roles, including the role of a ‘facilitator’. In doing so, the Government should be visionary, scrutinise existing policies and measures pursuant to policy objectives, remove obstacles for the development of various trades and industries in Hong Kong, strengthen co-ordination and co-operation across government bureaux and departments, and provide ‘one-stop’ consultation and advisory services as far as practicable, with a view to maximising the benefits for the community. The current term of Government also adopts a new style of governance which (a) encourages public participation and discussion; (b) attracts talents widely and on merit; (c) is more transparent and shares information; and (d) adopts an evidence-based and innovative approach. The revamp of the CPU is an essential step to provide the Government with the necessary support to pursue its new roles and implement the new style of governance.

### ***Functions of the new office after revamp***

5. The revamped CPU, to be renamed as PICO, will have the following key functions –

/(a) .....

- (a) providing secretariat support to the CE's Council of Advisers on Innovation and Strategic Development (paragraphs 6 to 8 below), including conducting policy research in support of the Council's steer, preparing papers to facilitate its deliberations and following up on its recommendations;
- (b) co-ordinating major cross-bureaux policies selected by the CE and the Secretaries of Departments to help achieve policy objectives;
- (c) providing 'first-stop and one-stop' consultation and co-ordination services for innovative development projects that would bring broader public benefits;
- (d) administering two public policy research funding schemes<sup>1</sup>;
- (e) promoting evidence-based policy research and fostering a closer network with local and external academia and think tanks to encourage policy discussions; and
- (f) providing more opportunities for direct participation of young people in public policy formulation.

***Streamlining of high-level strategic fora on Hong Kong's future development***

6. Both the Commission on Strategic Development (CSD) and the Economic Development Commission (EDC) are high-level advisory bodies chaired by the CE to consider long-term strategic issues from a macro perspective. The CSD has a wide coverage encompassing social, economic and political developments while the EDC focuses more on economic growth and development. After careful consideration, the CE announced in her 2017 Policy Address that the two bodies would be re-organised and replaced by a new, high-level strategic forum, namely the CE's Council of Advisers on Innovation and Strategic Development (the Council).

7. The Council, under the CE's chairmanship, will bring together leaders from various industries and sectors of the community to discuss and map out the direction and strategies for innovation and strategic development of Hong Kong in the future. The proposed terms of reference are –

- (a) to advise the CE on Hong Kong's strategic positioning in the global and regional contexts and direction of economic development aiming at enhancing Hong Kong's competitiveness and growth potential;

/ (b) .....

---

<sup>1</sup> The two public policy research funding schemes are the Public Policy Research Funding Scheme and the Strategic Public Policy Research Funding Scheme.

- (b) to provide steer on evidence-based research and studies on specific issues with a view to enhancing policy formulation to meet changing development needs; and
- (c) to advise on stakeholder engagement and public participation in the subsequent policy formulation and consensus building process.

8. The Council will advise the CE on the strategic positioning of Hong Kong in the global economy and guide our future innovation and changes so as to maintain our competitiveness in the global arena and enhance our alignment with the development of our country. In order to support an evidence-based, innovative approach in the deliberations of the Council, PICO will provide the Council with secretariat services and research support to facilitate objective and systematic discussions based on evidence. Due emphasis will also be placed on stakeholder engagement and public participation in the policy formulation and consensus building process to ensure that public views and aspirations are thoroughly considered and addressed. In carrying out its secretariat functions, PICO will also be responsible for cross-bureaux co-ordination on data collection, research and follow-up on the Council's recommendations.

***Enhancing evidence-based policy formulation and co-ordination across bureaux and departments***

9. It has all along been the Government's approach to evaluate policy options based on thorough and objective analysis of data and relevant information. Nevertheless, since policy bureaux are often pre-occupied with pressing legislative, administrative and ad hoc duties, they find it more difficult to accord priority and resources to forward-looking and comprehensive policy research. Furthermore, social challenges come in all shapes and sizes; they do not observe the division of responsibilities among bureaux and departments, and any innovative and effective solution to our social challenges would likely require cross-bureaux and inter-departmental efforts and co-operation. As a result, strong and dedicated research support which transcends conventional institutional boundaries is required to examine the challenges at hand from a holistic and strategic perspective, and formulate innovative policy responses that would effectively address the identified challenges.

10. The policy research and co-ordination staff in PICO will be organised into small groups, each focusing on specific priority policy areas so as to foster a quick accumulation of knowledge and connections within and outside the Government. Each small group will have a good mix of policy officers,

/professional .....

professional officers and researchers with different specialties and experience. To ensure the quality and practicality of the recommendations of the research, and hence their policy impact, PICO will engage the relevant policy bureaux more closely in the selection of research topics and formulation of the study scope, collection of information, discussion of policy options, formulation of implementation plan and evaluation of results. Where appropriate, study teams with policy officers from the relevant bureaux would be formed to guide the studies.

11. PICO will foster closer collaboration with various bureaux not only in policy research, but also in co-ordination of major cross-bureaux policies selected by the senior leadership in the Government, from defining problems, developing policy options to co-ordinating implementation plans and monitoring progress.

***Providing ‘first-stop and one-stop’ project co-ordination services***

12. The Government has been providing ‘first-stop and one-stop’ cross-bureaux and inter-departmental consultation and co-ordination services to facilitate innovative development projects that will contribute to achieving the Government’s policy objectives. The services were provided by small dedicated offices in Development Bureau during 2009-2012 and in the Chief Secretary for Administration (CS)’s Office during 2012-2017. The general feedback from the project proponents and different sectors of the community has been very positive.

13. PICO will provide ‘first-stop and one-stop’ consultation and co-ordination services with a view to maximising benefits to society. Following the established practices, PICO will offer co-ordinated advisory services to innovative projects with broader economic and social merits initiated by non-profit organisations or private sector proponents, but will not take over the role of the relevant policy bureaux and departments, which will continue to take charge of the relevant detailed assessment, vetting, negotiation and approval processes.

***Fostering a vibrant public policy research community***

14. Apart from promoting evidence-based policy research within the Government, PICO will also endeavor to strengthen the public policy research capacity and foster a public policy research community in Hong Kong. This would include continuing to administer two public policy research funding schemes and identifying ways to further enhance the policy relevance and impact

of the findings and recommendations of the studies funded under these schemes. Further, PICO will also step up liaison with the academia, research institutes and think tanks and facilitate rational public policy debates and collaboration in public policy research.

### ***Encouraging public participation in the policy formulation process***

15. In keeping with the new style of governance in the current term of Government, we will pay special attention to the need for early engagement of stakeholders and the general public in the process of policy formulation. When pursuing its policy research and co-ordination work, PICO will make the most suitable arrangements for engaging stakeholders and the public. This may take different forms from small group discussions with experts, focus groups, workshops to public meetings.

16. We have embarked on an open recruitment exercise which aims to recruit 20 to 30 people (including young people) who are interested in pursuing a career in public policy research and policy and project co-ordination to join PICO on a Non-Civil Service Contract (NCSC) basis. These policy and project co-ordinators will be responsible for policy research, co-ordination of major cross-bureaux policies selected by the senior leadership in the Government, as well as providing ‘first-stop and one-stop’ consultation and advisory services to innovative projects. Furthermore, they will plan and organise public engagement exercises so as to ensure that the views of the general public, especially those from young people, will be heard and evaluated at an early stage of the policy formulation process.

### **Proposed New Organisational Structure and Establishment**

17. Since its establishment in 1989, the CPU has been staffed by multi-disciplinary teams, including civil servants from various general and professional grades and people with private sector experience. At a time when positions in the Government were mostly filled by civil servants, this had provided the necessary flexibility for attracting suitable outside talents, albeit on a time-limited basis. While there are merits in retaining the flexibility for appointment of external talents to PICO in the future, we consider it necessary to suitably adjust the organisational structure of the existing CPU to meet the new service needs of PICO.

*/The .....*

*The new organisational structure*

18. The new organisational structure will take effect in 2018-19. We propose that PICO should be led by Head/PICO, who will be underpinned by three Deputy Heads and four Assistant Heads. Each Deputy Head will be leading a division to undertake policy research and co-ordination in specified policy areas. This arrangement will facilitate accumulation and retention of domain knowledge in the division; maintenance of working contacts and co-operation with the relevant policy bureaux and departments within the Government; and development of connections and opportunities for collaboration with academia, research institutes and think tanks in the wider public policy research community. We will be flexible in staff deployment to take into account variations in workload, and cross-divisional project teams would be formed, when needed, to take up research and policy co-ordination projects straddling different policy areas.

19. In addition to policy research and co-ordination duties, each division will also take up other core duties. For instance, Division 1 will provide secretariat support to the Council, Division 2 will oversee co-ordination of development projects while Division 3 will administer the public policy research funding schemes and provide statistical support to all divisions in PICO.

Encl. 1 A proposed organisation chart of PICO is at Enclosure 1.

*Directorate establishment*

20. Since the establishment of the CPU almost 30 years ago, the positions of Head/CPU and Full-time Members were designed to enable recruitment of NCS appointees so that people with the right calibre outside the Government may be appointed to lead the CPU. From 1997 to 1999, the Head/CPU post was filled by a civil servant at D8 rank. We have reviewed the directorate establishment of the existing CPU to ensure that PICO will be adequately equipped to discharge its new roles and functions.

*Head/PICO*

21. Head/PICO will report to the CE direct and be responsible for the overall steer and management of the office in discharging its new functions and duties. It is imperative for Head/PICO to provide leadership in overseeing the secretariat support to the Council and in facilitating co-operation across bureaux in policy research and co-ordination of major policies, 'first-stop and one-stop' project co-ordination, management of the public policy research funding schemes and collaboration with the public policy research community.



22. Having considered the level of responsibilities, the breadth and depth of the issues involved, we consider that Head/PICO should be pitched at D8 or equivalent level to bring to the job the necessary leadership, judgement, management skills and experience. On the other hand, in view of the importance placed on the co-ordination functions of PICO, in-depth knowledge of and practical experience in the operations of the Government will be essential. We therefore propose that the post/position of Head/PICO can be filled by either an NCS appointee (equivalent to D8 rank) or a civil servant at AOSGA1 (D8) rank. This would allow the maximum flexibility for suitable talents, whether within or outside the Government, to take up this important leadership role in the future.

#### *Deputy Heads of PICO*

23. The Head will be assisted by three Deputy Heads, comprising one AOSGB1 (D4) officer and two AOSGB (D3) officers. Each of them will be heading one division, which is responsible for research and co-ordination on selected policy areas. PICO will focus on both longer term strategic issues important to Hong Kong as well as policy research in support of evidence-based policy formulation by bureaux, in particular on issues cutting across bureaux in the Government. During the research and policy co-ordination process, the Deputy Heads will take the lead in liaising with senior officers in the relevant bureaux and departments as well as external stakeholders. They will also pro-actively engage the wider public policy research community and the public, as appropriate. Each Deputy Head will also take up additional responsibilities, including providing secretariat support to high-level strategic fora and ad hoc committees, 'first-stop and one-stop' consultation and co-ordination of projects, and administration of public policy research funding schemes.

24. In view of the work nature of the Deputy Heads in PICO, especially the need for co-ordination across bureaux and departments, these positions should be held by individuals possessing leadership, practical experience in policy research and formulation, practical experience in co-ordinating implementation of government policies and programmes, sound political judgement and good management skills. We therefore consider it more appropriate to fill these posts with Administrative Officers at senior directorate level, instead of NCS appointees. We propose retaining one AOSGB1 and one AOSGB posts on the current establishment of the CPU for PICO, and creating one additional AOSGB post to be offset by the deletion of three existing NCS Full-time Member positions (D3-equivalent).

/Assistant .....

*Assistant Heads of PICO*

25. With the new responsibilities in policy research, policy co-ordination and ‘first-stop and one-stop’ project co-ordination across bureaux and departments, PICO will take up a more pro-active role in collaborating with policy and professional officers in the relevant bureaux and departments. We will also actively engage stakeholders, academia, think tanks and the public in the policy formulation process. Hence, additional support at the directorate level will be required for PICO to perform its new roles effectively.

26. In order to provide adequate support to the senior leadership in the Government as well as the Council in defining the long-term strategic positioning and future directions of development for Hong Kong, PICO would need to have a wide collection of professional expertise and administrative experience in its staff complement. To meet this need, we propose creating four posts of Assistant Head/PICO at D2/DL2 level. These posts may be filled by officers with the right calibre and experience from five grades in the civil service, namely Administrative Officer (at AOSGC rank), Economist (at Principal Economist rank), Town Planner (at GTP rank), Government Counsel (at Deputy Principal Government Counsel (DPGC) rank) and Engineer (at Government Engineer rank).

27. This flexible arrangement would allow PICO to adjust the composition of its senior management team quickly in response to the operational needs of the Office. Due regard will also be given to the manpower situation and developmental needs of high-potential officers in the relevant grades.

Encl. 2      28. The job descriptions of the Head, Deputy Heads and Assistant Heads are set out at Enclosure 2.

*Non-directorate establishment*

29. In addition to the directorate establishment, PICO will have 69 non-directorate positions, comprising 38 civil service posts and 31 NCSC and Post-retirement Service Contract positions. Compared with the existing establishment of the CPU, two Senior Economist and one Senior Town Planner posts will be created to augment the professional support to the policy research and policy and project co-ordination functions of PICO. The proposed creation of posts will be offset by the deletion of the same number of supporting posts so that the total number of non-directorate civil service posts in PICO will remain unchanged.

/ALTERNATIVE .....

**ALTERNATIVE CONSIDERED**

30. We have considered the alternative of keeping the existing organisational structure and establishment of the CPU unchanged, but do not consider it a practical alternative in view of the need to support the implementation of the Government's new roles and new styles of governance. Given that PICO will take up additional cross-bureaux policy and project co-ordination functions and a secretariat has to be set up as part of PICO to support the newly established Council, the CPU must be re-organised to meet the operational needs and to use its research and other resources more effectively.

**FINANCIAL IMPLICATIONS**

31. The proposed creation of the six permanent directorate posts (i.e. Head/PICO, one Deputy Head/PICO and four Assistant Heads/PICO), deletion of two permanent directorate posts (i.e. one GTP post and one AOSGC post) and non-creation of a supernumerary AOSGC post will bring about an additional notional annual salary cost at mid-point of \$7,872,600 as follows –

<b>Posts</b>	<b>Notional annual salary cost at mid-point \$</b>	<b>No. of Posts</b>
<b>Addition</b>		
D8-equivalent NCS position/ AOSGA1 (D8)	3,346,200	1
AOSGB (D3)	2,431,800	1
AOSGC/ Principal Economist/GTP/ DPGC/Government Engineer (D2/DL2)	8,378,400	4
<b>Deletion</b>		
AOSGC (D2)	(2,094,600)	(1)
GTP (D2)	(2,094,600)	(1)
<b>Non-creation</b>		
AOSGC (D2)	<u>(2,094,600)</u>	<u>(1)</u>
<b>Total</b>	<u>7,872,600</u>	<u>3</u>

The additional full annual average staff cost, including salaries and staff on-cost, is \$11,824,000.

32. The net additional notional annual salary cost at mid-point for the proposed creation of three non-directorate posts to be offset by the deletion of three posts as mentioned in paragraph 29 above is \$3,380,940 and the full annual average staff cost, including salaries and staff on-cost, is \$4,844,000.

/33. ....

33. The savings in staff cost resulting from the deletion of four NCS positions (equivalent to directorate ranks) will amount to about \$14.7 million a year.

34. The establishment changes arising from the proposed revamp of the CPU will not incur additional funding provision to PICO. The existing financial provision for the CPU will be maintained and suitably redeployed to meet the expenditure arising from the new functions of PICO. We will include sufficient provision in the draft Estimates of 2018-19 and subsequent years to meet the cost of this proposal.

## **PUBLIC CONSULTATION**

35. On 20 November 2017, we consulted the Legislative Council (LegCo) Panel on Public Service on the above staffing proposals. Members supported the proposed revamp of the CPU, but suggested, among other things, that the Government should continue to engage a talent outside the Government to take up the duties of Head/PICO. We responded at the meeting and provided a written response to the Panel on 11 December 2017, explaining that the most important thing is to appoint a person with the necessary credentials as elaborated in paragraph 22 above for this position, regardless of the current occupation of the candidate. Under the proposed arrangement, the position can be filled by either an NCS appointee (equivalent to D8 rank) or a civil servant at Administrative Officer Staff Grade A1 (AOSGA1) (D8) rank. This would allow the maximum flexibility for suitable talents, whether within or outside the Government, to take up this important leadership role in the future.

## **BACKGROUND**

### **Existing Role and Directorate Establishment of the CPU**

36. The CPU was formally established in April 1989 to supplement the then Government Secretariat's work by examining specific policy issues. Since July 1997, it receives directions from the top echelon in the Government, including the CE, the CS and the Financial Secretary (FS).

37. Over the years, the scope of work of the CPU has gradually evolved and expanded. As at 30 June 2017, the CPU was mainly responsible for conducting policy research, analysing major policy issues with a view to providing to the most senior echelon in the Government with independent and alternative advice, co-ordinating the preparation of the annual Policy Address, providing secretariat support to the CSD, analysing and assessing community

/concerns .....

concerns and public opinions, administering two public policy research funding schemes, and undertaking work for the Hong Kong Guangdong Strategic Development Research Group under the Hong Kong/Guangdong Co-operation Joint Conference.

38. The current directorate establishment of the CPU includes a total of nine directorate or equivalent posts, namely Head/CPU (an NCS position equivalent to the rank of D8), Deputy Head/CPU (an AOSGB1 (D4) post), three Full-time Members (NCS positions equivalent to the rank of D3), Secretary to the CSD (an AOSGB (D3) post), Assistant Secretary to the CSD (a supernumerary AOSGC (D2) post<sup>2</sup>), GTP (CSD) (a GTP (D2) post) and Research Director (an AOSGC (D2) post). The organisation chart of the CPU as at 30 June 2017 is at Enclosure 3.

Encl. 3

### **Revamp of the CPU**

39. The CE pledged in her Election Manifesto to (a) revamp the CPU into a policy and project co-ordination unit that fosters public participation in policy formulation and assists in cross-bureaux and inter-departmental co-ordination; and (b) explore means to reform, among others, the EDC and the CSD to better solicit ideas and formulate proposals on Hong Kong's development in various areas. In this connection, we have conducted a comprehensive review on the mode of operation and scope of work of the CPU in the past few months.

40. In her 2017 Policy Address, the CE announced that she would revamp the CPU as a new office responsible for policy research and innovation, co-ordination across bureaux and departments, enhancing public participation in policy formulation as well as rendering assistance in co-ordination work for cross-bureaux policies selected by the senior leadership of the Government.

### **ESTABLISHMENT CHANGES**

41. The establishment changes under Head 142 – Government Secretariat: Offices of the CS and the FS in the past two years are as follows –

**/Establishment .....**

---

<sup>2</sup> This supernumerary post was first created in May 2006 to provide support to the CSD. The original plan was to seek approval from LegCo for re-creation of the post before it lapsed on 1 July 2017, but in view of the review of the CPU, we have withheld the application for re-creation of the post pending completion of the current revamp exercise.

Establishment (Note)	Number of posts			
	Existing (as at 1 Dec 2017)	As at 1 Apr 2017	As at 1 Apr 2016	As at 1 Apr 2015
A	30 + (1) <sup>#</sup>	30 + (4)	29 + (3)	29 + (4)
B	130	127	124	124
C	399	396	391	392
<b>Total</b>	<b>559 + (1)</b>	<b>553 + (4)</b>	<b>544 + (3)</b>	<b>545 + (4)</b>

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

() - number of supernumerary directorate posts

# - as at 1 December 2017, there was no unfilled directorate post

## CIVIL SERVICE BUREAU COMMENTS

42. The Civil Service Bureau supports the proposed creation of the six permanent directorate posts in PICO. The grading and ranking of the proposed posts are considered appropriate having regard to the level and scope of responsibilities concerned.

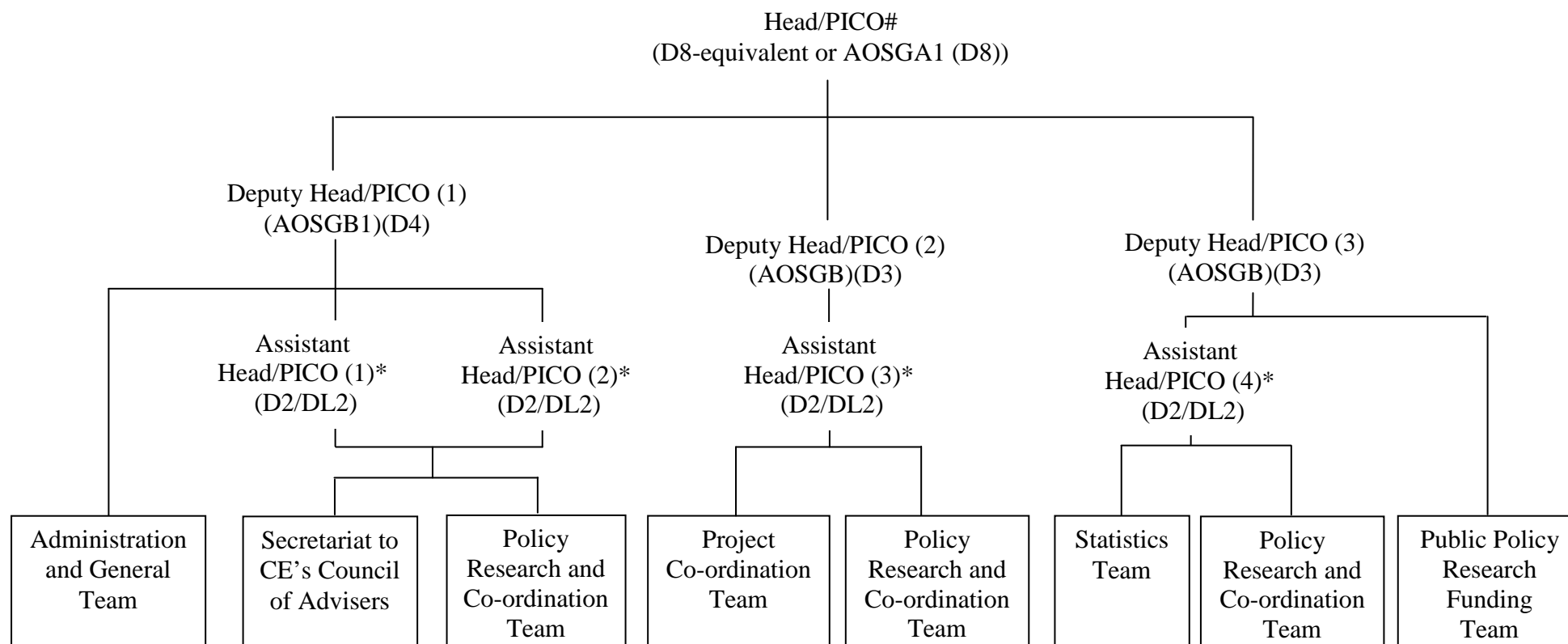
## ADVICE OF THE STANDING COMMITTEE ON DIRECTORATE SALARIES AND CONDITIONS OF SERVICE

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

-----

Central Policy Unit  
December 2017

# **Proposed Organisation Chart of Policy Innovation and Co-ordination Office**



# To be filled by either a non-civil service appointee (equivalent to D8 rank) or a civil servant at AOSGA1 rank (D8).

\* To be filled by officers of any one of the five selected grades, namely Administrative Officer (at AOSGC rank), Economist (at Principal Economist rank), Town Planner (at Government Town Planner rank), Government Counsel (at Deputy Principal Government Counsel rank) and Engineer (at Government Engineer rank).

**Job Description  
Head/PICO**

**Rank** : Non-Civil Service (NCS) Appointment (D8-equivalent)/  
Administrative Officer Staff Grade A1 (AOSGA1) (D8)

**Responsible to** : Chief Executive

**Major duties and responsibilities –**

To provide support to the Chief Executive (CE) on policy research regarding long-term strategic issues and co-ordination of major cross-bureau policies and projects selected by the senior leadership of the Government through overseeing the following work of the new Office –

1. Providing secretariat support to the CE's Council of Advisers on Innovation and Strategic Development, including conducting policy research, preparing background papers and following up on its recommendations;
2. Coordinating the preparation of the CE's Policy Address;
3. Coordinating selected major cross-bureaux policies;
4. Collaborating with policy bureaux on policy research to support evidence-based policy formulation (especially on cross-bureaux issues);
5. Performing the Government's 'facilitator' role by providing 'first-stop and one-stop' project co-ordination service to facilitate innovative projects that will bring broader public benefits;
6. Promoting public participation in policy formulation;
7. Collaborating with academia, research institutes and think tanks for capacity building in public policy research; and
8. Overseeing the management of the Policy Innovation and Co-ordination Office (PICO).

**/Job .....**



**Job Description**  
**Deputy Head/PICO (1)**

**Rank** : Administrative Officer Staff Grade B1 (D4)

**Responsible to** : Head/PICO (NCS appointee (D8-equivalent)/AOSGA1 (D8))

**Major duties and responsibilities –**

1. Serving as the Secretary to the CE's Council of Advisers on Innovation and Strategic Development and overseeing the provision of secretariat support, including conducting policy research, preparing papers to facilitate discussions and following up on its recommendations;
2. Leading evidence-based policy research in co-operation with relevant bureaux in selected policy areas;
3. Championing co-ordination of major cross-bureaux policies selected by the senior leadership in the Government, from defining problems, developing policy options to co-ordinating implementation plans and monitoring progress;
4. Overseeing the overall co-ordination and production of the Policy Address, the Policy Agenda Booklet and other documents as directed by the CE;
5. Overseeing and maintaining liaison and contact with think tanks, research institutes, academia, professionals and interests groups on an on-going basis;
6. Overseeing the general administration of PICO, including financial management, office and staff administration as well as contract and event management; and
7. Performing any other duties as may be directed by Head/PICO and deputising for Head/PICO as necessary.

**/Job .....**

**Job Description**  
**Deputy Head/PICO (2)**

**Rank** : Administrative Officer Staff Grade B (D3)

**Responsible to** : Head/PICO (NCS appointee (D8-equivalent)/AOSGA1 (D8))

**Major duties and responsibilities –**

1. Overseeing the provision of ‘first-stop and one-stop’ consultation and co-ordination services to eligible non-government development projects that require cross-bureaux efforts and will contribute to achievement of the Government’s policy objectives; and to facilitate their early implementation;
2. Leading evidence-based policy research in co-operation with relevant bureaux in selected policy areas;
3. Championing co-ordination of major cross-bureaux policies selected by the senior leadership in the Government, from defining problems, developing policy options to co-ordinating implementation plans and monitoring progress; and
4. Performing any other duties as may be directed by Head/PICO and deputising for Head/PICO as necessary.

**/Job .....**

**Job Description  
Deputy Head/PICO (3)**

**Rank** : Administrative Officer Staff Grade B (D3)

**Responsible to** : Head/PICO (NCS appointee (D8-equivalent)/AOSGA1 (D8))

**Major duties and responsibilities –**

1. Leading evidence-based policy research in co-operation with relevant bureaux in selected policy areas;
2. Championing co-ordination of major cross-bureaux policies selected by the senior leadership in the Government, from defining problems, developing policy options to co-ordinating implementation plans and monitoring progress;
3. Overseeing the administration of the Public Policy Research Funding Scheme and the Strategic Public Policy Research Funding Scheme;
4. Overseeing the provision of statistical support to PICO; and
5. Performing any other duties as may be directed by Head/PICO and deputising for Head/PICO as necessary.

**/Job .....**

**Job Description**  
**Assistant Head/PICO (1)**

**Rank** : Administrative Officer Staff Grade C (D2)/  
Principal Economist (D2)/  
Government Town Planner (D2)/  
Deputy Principal Government Counsel (DL2)/  
Government Engineer (D2)

**Responsible to** : Deputy Head/PICO (1) (DH/PICO (1)) (AOSGB1 (D4))

**Major duties and responsibilities –**

1. Assisting DH/PICO (1) in provision of secretariat support to the CE's Council of Advisers on Innovation and Strategic Development, including conducting policy research, preparing papers to facilitate discussions, and following up on its recommendations as well as handling other meeting logistics;
2. Assisting DH/PICO (1) to undertake evidence-based policy research in co-operation with relevant bureaux in selected policy areas;
3. Assisting DH/PICO (1) to co-ordinate major cross-bureaux policies selected by the senior leadership in the Government, from defining problems, developing policy options to co-ordinating implementation plans and monitoring progress; and
4. Performing any other duties as may be directed by DH/PICO (1).

**/Job .....**

**Job Description**  
**Assistant Head/PICO (2)**

**Rank** : Administrative Officer Staff Grade C (D2)/  
Principal Economist (D2)/  
Government Town Planner (D2)/  
Deputy Principal Government Counsel (DL2)/  
Government Engineer (D2)

**Responsible to** : Deputy Head/PICO (1) (DH/PICO (1)) (AOSGB1 (D4))

**Major duties and responsibilities –**

1. Assisting DH/PICO (1) to coordinate the preparation of the Policy Address, the Policy Agenda Booklet and other documents as directed by CE;
2. Assisting DH/PICO (1) to undertake evidence-based policy research in co-operation with relevant bureaux in selected policy areas;
3. Assisting DH/PICO (1) to co-ordinate major cross-bureau policies selected by the senior leadership in the Government, from defining problems, developing policy options to co-ordinating implementation plans and monitoring progress; and
4. Performing any other duties as may be directed by DH/PICO (1).

**/Job .....**

**Job Description**  
**Assistant Head/PICO (3)**

**Rank** : Administrative Officer Staff Grade C (D2)/  
Principal Economist (D2)/  
Government Town Planner (D2)/  
Deputy Principal Government Counsel (DL2)/  
Government Engineer (D2)

**Responsible to** : Deputy Head/PICO (2) (DH/PICO (2)) (AOSGB (D3))

**Major duties and responsibilities –**

1. Assisting DH/PICO (2) in providing ‘first-stop and one-stop’ consultation and advisory services to innovative projects with broader public interests;
2. Assisting DH/PICO (2) to undertake evidence-based policy research in co-operation with relevant bureaux in selected policy areas;
3. Assisting DH/PICO (2) to co-ordinate major cross-bureaux policies selected by the senior leadership in the Government, from defining problems, developing policy options to co-ordinating implementation plans and monitoring progress; and
4. Performing any other duties as may be directed by DH/PICO (2).

**/Job .....**

**Job Description**  
**Assistant Head/PICO (4)**

**Rank** : Administrative Officer Staff Grade C (D2)/  
Principal Economist (D2)/  
Government Town Planner (D2)/  
Deputy Principal Government Counsel (DL2)/  
Government Engineer (D2)

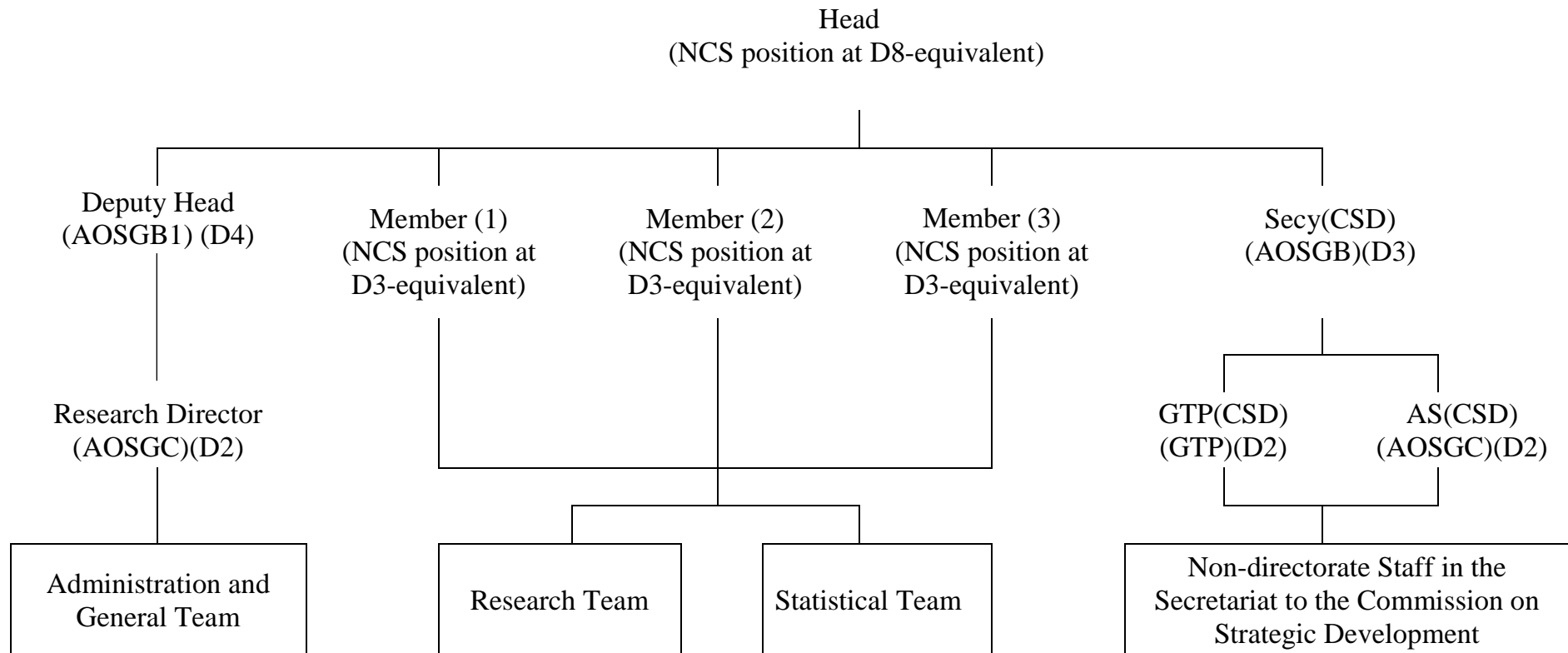
**Responsible to** : Deputy Head/PICO (3) (DH/PICO (3)) (AOSGB (D3))

**Major duties and responsibilities –**

1. Assisting DH/PICO (3) to undertake evidence-based policy research in co-operation with relevant bureaux in selected policy areas;
2. Assisting DH/PICO (3) to co-ordinate major cross-bureaux policies selected by the senior leadership in the Government, from defining problems, developing policy options to co-ordinating implementation plans and monitoring progress;
3. Assisting DH/PICO (3) in managing the provision of statistical support to PICO; and
4. Performing any other duties as may be directed by DH/PICO (3).

-----

**Organisation Chart of Central Policy Unit  
(as at 30 June 2017)**



Legend

- AS(CSD) – Assistant Secretary (Commission on Strategic Development)
- GTP(CSD) – Government Town Planner (Commission on Strategic Development)
- Secy(CSD) – Secretary (Commission on Strategic Development)