

ITEM FOR ESTABLISHMENT SUBCOMMITTEE OF FINANCE COMMITTEE

HEAD 62 - HOUSING DEPARTMENT

Subhead 003 Recoverable salaries and allowances

Members are invited to recommend to Finance Committee -

- (a) the re-organisation of the Housing Department;
- (b) the creation of one supernumerary Assistant Director of Housing post (D2) (\$110,000 - \$116,800) to oversee the Tenants Purchase Scheme for a period of two years; and
- (c) the creation of three multi-disciplinary Chief Architect posts (D1) (\$92,650 - \$98,300), one as a permanent post and two as supernumerary posts for a period of three years.

PROBLEM

In the light of the rapid and continued expansion of the public housing sector and our commitments, as announced in the Chief Executive's 1997 Policy Address, to produce not less than 85 000 flats per year from 1999, to achieve a home ownership rate of 70% by 2007, and to reduce the average waiting time for public rental housing to three years by 2005, the present organisational structure of the Housing Department (HD) needs to be revamped and strengthened to meet the changes and challenges that lie ahead.

/PROPOSAL

PROPOSAL

2. The Director of Housing (D of H) proposes -
- (a) to formalise the re-organisation of the HD, which has been put on trial, by -
 - (i) re-distributing and updating the responsibilities among the senior directorate (paragraphs 3 to 9), involving -
 - two Deputy Directors (D4),
 - four Senior Assistant Directors (D3),
 - two Assistant Directors (D2),
 - one Chief Estate Surveyor (D1), and
 - two Chief Building Services Engineers (D1);
 - (ii) re-structuring and strengthening the New Development Branch, to be retitled as the Development and Construction Branch (item (c) below and paragraphs 15 to 22);
 - (b) to create a supernumerary Assistant Director (AD) of Housing post for a period of two years to oversee the development and implementation of the newly introduced Tenants Purchase Scheme (TPS) (paragraphs 10 to 14); and
 - (c) to create in the new Development and Construction Branch three multi-disciplinary Chief Architect posts, one of which is to be permanent and the other two on a supernumerary basis for a period of three years (paragraphs 15 to 22).

JUSTIFICATION**Senior Directorate re-structuring**

3. The last major re-organisation of the senior directorate structure of the Department took place in early 1994. There have been significant changes in the housing sector since then, in particular the rapid expansion of the public housing programme, rising community aspirations for better quality services, and

/growing

growing demand for home ownership. The findings of a consultancy study completed in December 1996 and internal discussions at the directorate level affirm the need for the Department to streamline operations along business line, to focus responsibility with greater delegation down the organisation, and to separate strategic guidance from operations in order to direct and manage continuous improvement in the provision of public housing and related services.

4. As part of the wide-ranging programme of reforms under the umbrella of the Management Enhancement Programme, the Department has re-organised its senior directorate structure on a trial basis since 15 April 1997. At the strategic level, an Executive Board (EB), comprising the D of H and the four Deputy Directors (DD), namely, DD/Management (D4), DD/Works (D4), DD/Administration (AOSGB) (D3) and DD/Finance (Deputy Director of Accounting Services) (D3), has been set up to map out strategies, formulate policies, set performance targets and monitor subsequent progress. To support the EB, the former Policy Division headed by the Assistant Director/Policy (AOSGC) (D2) has been re-organised and renamed as Corporate Strategy Unit (CSU) to co-ordinate the preparation and monitoring of the corporate plan, to formulate corporate policy and strategy, to co-ordinate cross-cutting issues, to undertake overall planning and review of public housing land requirements and acquisition, to co-ordinate the review, monitoring and implementation of the Long Term Housing Strategy including public housing supply and demand, and to undertake policy research and development. The Assistant Director/Policy has been retitled Head/CSU after the re-organisation. The updated job description for Head/CSU is at Enclosure 1.

Encl. 1

5. As members of the EB, DD/Management and DD/Works now focus on strategic issues in their respective areas of responsibility namely Management and Works. They make recommendations at the strategic level to the D of H on major policy areas and key cross-business issues. Day-to-day operations are delegated to the heads of the core businesses. The updated job descriptions for the two DDs are at Enclosures 2 and 3.

Encls. 2-3

6. To enhance operational efficiency and customer focus, the four operational branches (New Development Branch, Maintenance and Construction Services Branch, Housing Administration Branch, and Estate Management Branch) have been re-organised according to the Department's core businesses into four business branches, namely Development and Construction, Allocation

/and

and Marketing, Commercial and Services, and Management Branches respectively. The four business branches are each headed by a Senior Assistant Director (D3), now renamed as Business Director (BD). The BDs are responsible and accountable for the development and day-to-day operation of the business plans, setting of service goals and performance standards and resource allocation within their branches. They are delegated with full day-to-day operational authority, reporting directly to the EB on their line of business. Their revised job descriptions are at Enclosures 4 to 7.

Encls. 4-7

7. The four BDs are supported by Assistant Directors (ADs) and Chief Professionals (CPs) (D1). We have redefined the responsibilities of the ADs and CPs in the Development and Construction Branch (please see paragraphs 15 to 22 below). For the other three branches, the duties of one AD in the Commercial and Services Branch, one Chief Estate Surveyor in the Allocation and Marketing Branch and two Chief Building Services Engineers in the Management Branch have been slightly modified following the re-structuring. Their revised job descriptions are at Enclosures 8 to 11.

Encls. 8-11

8. The two branches providing support services have been renamed, the Administration Branch as Corporate Services Branch and the Finance Branch as Finance and Accounting Branch, with their heads also retitled, as Director Corporate Services and Finance Director respectively. Their organisational set-up and portfolios largely remain unchanged. They continue to provide administrative and financial support to the four business branches and are answerable to the EB for their respective service plans. To empower the four BDs to discharge duties in their business areas as independently as possible, the day-to-day administrative and financial responsibilities are being devolved progressively from the two support-services branches to the four business branches together with the necessary resources. Upon the devolution of responsibilities, the Corporate Services and Finance and Accounting Branches will continue to be responsible for co-ordinating cross-branch matters and looking after policy and strategic issues relating to human resources management and finance respectively.

9. As the operation during the last few months has proved the new set-up effective, D of H proposes to formalise the re-structuring. The organisation charts of the Department before and after the re-structuring are at Enclosures 12 and 13 respectively. A table showing the changes of post titles and the schedule of responsibilities before and after the re-organisation is at Enclosure 14.

Encl. 12

Encl. 13

Encl. 14

/Creation

Creation of a supernumerary Assistant Director of Housing (D2) post in the Allocation and Marketing Branch

10. As a means to achieve the target home ownership rate of 70% by 2007, the Department has developed and announced the TPS which was endorsed by the Housing Authority (HA) and Executive Council in December 1997.

11. Under the TPS, at least 250 000 existing rental flats will be offered for sale to sitting tenants over the next decade. As the first phase of the scheme, 27 000 flats have been put on sale in January 1998. To take forward the planning and initial implementation of the TPS, we created a supernumerary AD post, designated as AD/Special Duties, under delegated authority for six months with effect from 20 October 1997. The AD/Special Duties oversees the Tenants Purchase Section, which has a staff of 50, in the Allocation and Marketing Branch. For the development and implementation of the Scheme, we need directorate input -

- (a) to draw up a rolling TPS programme, to devise marketing strategies for estates selected for sale, and to ensure the effective use of available resources for implementing the programme;
- (b) to implement and monitor the operation of the pricing formula, resale restrictions and other aspects of TPS and to make recommendations for modification where necessary;
- (c) to develop a model for land tenure under TPS, including the detailed form of Government lease and the apportionment of rights and responsibilities in TPS lots; and
- (d) to develop eligibility rules and efficient, equitable and cost effective procedures for the sale of flats and to devise publicity arrangements.

12. As TPS is a completely new initiative and having regard to the complexity, importance, magnitude, and political sensitivity of the work involved, we require the continued service of the AD/Special Duties (D2) beyond the initial six-month period. The proposed job description for the post, to be retitled as AD/TPS, is at Enclosure 15.

Encl. 15

/13.

13. The Department has critically examined the possibility of absorbing the additional workload by the existing ADs. This alternative is not viable as all serving ADs are already fully stretched with their current schedules. As the workload and the scope of responsibility of the AD/TPS may change after the full implementation of the TPS, D of H proposes to create the post initially for two years, to be reviewed toward the end of the period.

Encl. 16

14. At present, AD/Special Duties is assisted by four senior professional and 47 non-directorate staff from various disciplines, including housing management, maintenance, finance and estate surveying. An existing organisation chart of the Tenants Purchase Section is at Enclosure 16. In the light of the progress of the Scheme, we will continue to provide supporting non-directorate staff to the AD/TPS through internal redeployment, or where necessary, creation of posts under the normal Departmental Establishment Committee machinery as appropriate.

Re-organisation and Creation of posts in the New Development Branch (now retitled the Development and Construction Branch)

Re-organisation of the New Development Branch

Encl. 17

15. The New Development Branch serves as the development arm of the Department to plan, design and manage the construction of public housing projects in order to meet HA's production target. Headed by a Senior Assistant Director of Housing (D3), the Branch previously comprised three functional-based divisions - the Architectural Division, Engineering Division and Development Division, each headed by an Assistant Director of Housing (D2). An organisation chart of the Branch is at Enclosure 17. In April 1997, we retitled the Branch as Development and Construction Branch (D&CB) and renamed the head of the Branch as Business Director/Development (BD/D) (please see paragraph 6 above).

16. In 1996, D of H engaged a consultancy to conduct a Business Process Re-engineering Study of the operations of the New Development Branch. Among other things, the study identified the enhancement of the project management function as the most needed change, recommending that -

- (a) project management should seek to represent the client at all times in pursuing cost, programme and functionality objectives;
- (b) the different and often conflicting objectives of project management and 'works' necessitate the separation of the project management function from the 'works' function;

/(c)

- (c) the Project Manager should oversee the entire life cycle of the project and be responsible and accountable for meeting success criteria and client requirements for each and every stage of the work;
- (d) dedicated project management positions should be opened to all disciplines; and
- (e) the relationship between the Project Manager and Contract Manager should be a client-consultant one as independence in contract management is essential in ensuring that conflicting objectives do not give rise to undue power for Project Managers.

Dedicated project management is a well-tested concept and has been proven successful in the case of the Airport Core Programme projects. The Works Departments have already set up their respective dedicated project management groups.

17. Given the Government's target of producing at least 50 000 public housing flats a year from 1999 onwards, it is imperative to realign the organisation of D&CB and increase the top management capability in order to meet the production targets in the years ahead and to meet the following changes -

(a) **Housing Production Target**

To meet our pledge on housing production, we need to produce some 175 280 flats during 1999-2000 and 2000-01, and increase production from 2001-02 to 2004-05 from 95 800 flats to about 193 100 flats. Because of the lead time in piling and site formation, many of the projects require immediate action. We need the urgent input of a dedicated project team to oversee the overall plan, feasibility studies, development requirements, cost control, work programme and coordination with other departments. We cannot outsource or pass these duties to consultants.

(b) **Reduction in Production Lead Time**

To speed up the time required for housing production, the Steering Committee on Land Supply for Housing (HOUSCOM), chaired by the Financial Secretary, has decided to reduce the production lead time from 62 months to 47 months for standard domestic blocks.

/This

This is to be achieved by carrying out feasibility study, planning and preparation of conceptual layout in parallel and by intensifying all activities at the early stage of a project. The implementation of this streamlined housing development process also calls for the input of a dedicated 'Project Management Team' to coordinate with the concerned departments to establish the development programme and layout for each individual project and closely monitor the progress of work.

(c) **Introduction of a New Accountability System**

Apart from the changes in the housing development process, the Financial Secretary has also laid down a new accountability system. Responsible for monitoring the progress of all HA projects through all stages of the development process, the Department will set up its own district level forums to resolve all problems affecting the progress of HA flat production, including any inter-departmental conflicts. The Department's project managers have to report every month on all housing projects in their portfolios to the Housing Bureau which assumes the central monitoring of the overall flat production situation.

18. Against the above background, we therefore propose to re-organise the D&CB into a process-oriented structure with a dedicated project management function. The new structure will still consist of three divisions. The Development Division will remain and will be strengthened to provide continued professional support services to the other two Divisions. The existing Engineering Division and Architectural Division will be re-organised respectively as Works Division and Project Management Division as follows -

(a) **Works Division**

The Works Division will be responsible for the design, tendering and contract management of all in-house projects, monitoring the performance of the contractors, carrying out site supervision and quality control functions to ensure that their works are in compliance with all contract requirements. The Division will be headed by the previous AD/Engineering to be retitled as Project Director/Works (PD/W) who will be underpinned by six Chief Professional (CP) (D1) posts to oversee the design and construction works and to administer the contractual arrangements. The revised job description for PD/W is at Enclosure 18. The six CPs' duties mostly remain unchanged and their updated job descriptions are at Enclosures 19 to 21.

Encl. 18
Encls. 19-21

/(b)

(b) **Project Management (PM) Division**

The PM Division will be responsible for fulfilling the housing production programme through the planning and management of individual projects. Its responsibilities include coordinating with the concerned departments on the works programme, preparing the conceptual layout, overall controlling and monitoring the progress and budget of the projects including works undertaken by other Works Departments. The Division will be headed by the previous AD/Housing Architect, to be retitled as Project Director/Project Management (PD/PM).

Given the large number of public housing projects included on the Control List established by HOUSCOM (300 projects comprising about 430 000 flats as of November 1997) and additional projects to be rolled out every year, D of H proposes to set up three project management teams responsible for projects in the urban areas, New Territories West & Islands and New Territories East & Tung Chung respectively, each to be led by a Project Manager. The Project Managers will be responsible for establishing the client's requirements and development parameters (cost, programme and quality standards) for projects included on the Control List and oversee their development and construction from site delivery to project completion.

Having regard to the requirements of the job in terms of exposure, expertise and experience in project management, D of H proposes to pitch the Project Manager posts at the Chief Architect (D1) level and to open them up to all building disciplines (including Architect, Building Services Engineer and Structural Engineer). Each Project Manager will be assisted by three Senior Professionals and a group of professional and technical staff. Moreover, a Chief Architect, previously known as Chief Architect/4 and now retitled as Chief Architect/Vetting, will assist the PD/PM in providing third party checks to ensure that projects are meeting the statutory design and client's requirements throughout their various stages of development. The revised job descriptions for PD/PM and Chief Architect/Vetting are at Enclosures 22 and 23 and the proposed job description for the Project Managers is at Enclosure 24.

Encls. 22&23
Encl. 24

19. The new structure of the D&CB has been put into effect on a trial basis since November 1997. As the operation in the past few months has proved the new set-up effective, D of H proposes to formalise the re-organisation.

Creation of one permanent and two supernumerary multi-disciplinary Chief Architect posts in the Development and Construction Branch

20. The workload of the D&CB has increased substantially in the wake of the enhanced housing production programme, the implementation of measures to reduce production lead time and the implementation of the new accountability system (as detailed in paragraph 17). The Branch has found it impossible to absorb the extra workload with its existing staffing establishment. D of H has therefore created since 1 November 1997, under delegated authority, three supernumerary posts - two Chief Architect and one Chief Structural Engineer posts for six months designated as Project Managers in the PM Division. We need to retain the three additional posts to cope with the drastic increase in workload and responsibilities.

21. However, as the workload may change after three years when the peak of the accelerated housing programme is over, D of H proposes to retain two of these three posts on a supernumerary basis for three years. The continued need for these two supernumerary posts will be reviewed towards the end of the period. As there is a long-term need for the input of at least one Project Manager, D of H proposes that the third Chief Architect post be created on a permanent basis.

22. Apart from the directorate posts, the Department will require 12 additional non-directorate posts and will redeploy 27 non-directorate posts to support the PM Division. We will create and redeploy these posts through the Departmental Establishment Committee machinery. The proposed organisation chart of the D&CB is at Enclosure 25 and the updated job descriptions for AD/Development and the five D1 posts in the Development Division are at

Encl. 25

Encls. 26-31 Enclosures 26 to 31.

FINANCIAL IMPLICATIONS

23. The additional notional annual cost of the proposal at mid-point salaries is -

/New

\$ No. of Post

New permanent post	1,144,200	1
Supernumerary posts	3,649,200	3
	<u>4,793,400</u>	<u>4</u>

The annual average staff cost, including salaries and on-costs, is \$8,675,484. In addition, the proposal will necessitate the creation of 16 additional non-directorate posts (including 12 posts as mentioned in paragraph 22 above and one Personal Secretary (PS) I and three PS II posts) at the notional annual mid-point salaries of \$10,676,730 and a full annual average staff cost of \$18,745,260. The amount will be fully recovered from the HA.

CIVIL SERVICE BUREAU COMMENTS

24. The proposed re-organisation to enable the Department to meet its various commitments is supported. The grading and ranking of the proposed posts are appropriate having regard to their duties and responsibilities. Multi-disciplinary posts will allow a wider field of officers to be considered for the job.

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

25. The Standing Committee on Directorate Salaries and Conditions of Service has advised that the proposed structure of the senior directorate of the Housing Department is appropriate. It has also advised that the grading proposed for the permanent post of Chief Architect would be appropriate if it were to be created.

Housing Department
January 1998

Job Description

Head, Corporate Strategy Unit

Rank : Administrative Officer Staff Grade 'C' (D2)

Responsible to : Director of Housing and Executive Board

Duties and Responsibilities

- (1) To formulate corporate policy and strategy.
- (2) To develop the master programme as a management tool to monitor and steer various planning activities, including the review of parameters for public housing supply and demand projection as well as the assessment of public housing land requirements.
- (3) To co-ordinate the annual business planning process and to develop a strategic framework for the Housing Authority's corporate plan.
- (4) To co-ordinate the review and monitor implementation of the Long Term Housing Strategy.
- (5) To supervise and undertake research projects and statistical surveys or analyses in accordance with prevailing departmental needs.
- (6) To handle cross-cutting issues as well as provide administrative support for other divisions as and when necessary.

Job Description

Deputy Director of Housing/Works

Rank : Deputy Director of Housing (D4)

Responsible to : Director of Housing

Duties and Responsibilities

- (1) To provide leadership and advice on major policy areas and cross-business strategic issues through the operation of the Executive Board.
- (2) To provide general supervisory responsibility and high level policy input for the businesses of the Development and Construction Branch and Allocation and Marketing Branch.
- (3) To give direction on the implementation of the Long Term Housing Strategy in relation to the production of new public housing and sale of flats.
- (4) To provide the steer for major development and construction matters.
- (5) To settle resources allocation problem among Business Branches through the operation of the Executive Board.

Job Description

Deputy Director of Housing/Management

Rank : Deputy Director of Housing (D4)

Responsible to : Director of Housing

Duties and Responsibilities

- (1) To provide leadership and advice on major policy areas and cross-business strategic issues through the operation of the Executive Board.
- (2) To provide general supervisory responsibility and high level policy input for the businesses of the Commercial and Services Branch and the Management Branch.
- (3) To give direction on the implementation of the Long Term Housing Strategy in relation to the management and maintenance of public housing, and major change programmes.
- (4) To provide the steer for commercial properties, housing management and maintenance matters and provision of central/technical services.
- (5) To settle resources allocation problems among Business Branches through the operation of the Executive Board.

Job Description

Business Director/Development

Branch : Development and Construction Branch

Rank : Senior Assistant Director of Housing (D3)

Responsible to : Deputy Director of Housing/Works and Executive Board

Duties and Responsibilities

- (1) To assume overall responsibility and accountability for the development and construction projects of the Department.
- (2) To set overall service goals and financial objectives of the Development and Construction Branch, to develop the business plans and to oversee implementation.
- (3) To plan, develop and implement policies, strategies and legislation with regard to public housing development programmes.
- (4) To co-ordinate within the Development and Construction Branch and with the other Branches in defining housing development/redevelopment programmes.
- (5) To set, implement and monitor the professional standards/procedures in the Development and Construction Branch.
- (6) To set and bid for the resources required to implement the business plans of the Development and Construction Branch.
- (7) To manage available resources and through the exercise of resources control, priority setting, coordination of functions and allocation of resources to ensure the programme and financial objectives and performance standards of the Development and Construction Branch are met.

Job Description

Business Director/Allocation and Marketing

Branch : Allocation and Marketing Branch

Rank : Senior Assistant Director of Housing (D3)

Responsible to : Deputy Director of Housing/Works and Executive Board

Duties and Responsibilities

- (1) To assume overall responsibility and accountability for the sale of Home Ownership Scheme/Private Sector Participation Scheme flats, allocation of public rental housing units and redevelopment programmes.
- (2) To set overall service goals and financial objectives of the Allocation and Marketing Branch, to develop the business plans and to oversee implementation.
- (3) To plan, develop, review and implement policies and procedures on the sale of Home Ownership Scheme and Private Sector Participation Scheme flats, allocation of Public Rental flats and welfare premises.
- (4) To ensure that control over squatting is maintained, and to formulate and implement policies aimed at improving living conditions within the remaining squatter areas.
- (5) To oversee the clearance of squatters in accordance with the Government land development programmes to meet the policy objectives contained in the Long Term Housing Strategy, and to review the criteria governing the allocation of the various forms of public housing to clearances.
- (6) To set and bid for the resources required to implement the business plans of the Allocation and Marketing Branch.
- (7) To manage available resources and through the exercise of resources control, priority setting, coordination of functions and allocation of resources to ensure the programme and financial objectives and performance standards of the Allocation and Marketing Branch are met.

Job Description

Business Director/Commercial and Services

Branch : Commercial and Services Branch

Rank : Senior Assistant Director of Housing (D3)

Responsible to : Deputy Director of Housing/Management and Executive Board

Duties and Responsibilities

- (1) To assume overall responsibility and accountability for the management of commercial properties and central services of the Department.
- (2) To set overall service goals and financial objectives of the Commercial and Services Branch, to develop the business plans and to oversee implementation.
- (3) To plan, develop and monitor the commercial properties programmes/activities of the Department.
- (4) To plan, develop and monitor the overall central services functions of the Department.
- (5) To plan, develop and implement policies, strategies, legislation and standards with regard to commercial properties and central services functions.
- (6) To set and bid for the resources required to implement the business plans of the Commercial and Services Branch.
- (7) To manage available resources and through the exercise of resources control, priority setting, coordination of functions and allocation of resources to ensure the programme and financial objectives and performance standards of the Commercial and Services Branch are met.

Job Description

Business Director/Management

Branch : Management Branch

Rank : Senior Assistant Director of Housing (D3)

Responsible to : Deputy Director of Housing/Management and Executive Board

Duties and Responsibilities

- (1) To assume overall responsibility and accountability for the management and maintenance of public estates and related policies.
- (2) To set overall service goals and financial objectives of the Management Branch, to develop the business plans and to oversee implementation.
- (3) To plan, develop, implement and review policies on management and maintenance of public housing including estates, flatted factories, interim housing, transit centres and cottage areas.
- (4) To oversee and co-ordinate the regional activities with regard to matters arising from the management and maintenance of permanent and interim public housing.
- (5) To oversee the provision of interim housing, having regard to the demand for and supply of such housing.
- (6) To set and bid for the resources required to implement the business plans of the Management Branch.
- (7) To manage available resources and through the exercise of resources control, priority setting, coordination of functions and allocation of resources to ensure the programme and financial objectives and performance standards of the Management Branch are met.

Job Description

Assistant Director/Central Services and Management Policy

Branch : **Commercial and Services Branch**

Rank : **Assistant Director of Housing (D2)**

Responsible to : **Business Director/Commercial and Services**

Duties and Responsibilities

- (1) Administering the Central Services and Management Policy Division, monitoring and supervising the work of the chief/senior professionals to ensure the smooth running of the Division and the effective and efficient implementation of approved policies.
- (2) Managing including planning, deploying, monitoring and reviewing manpower and financial resources needed for the Division, including staff training and development.
- (3) Formulating and reviewing central services policy on housing management, cleansing, security and decoration contractors, administering horticulture projects; and approving the selection and review of approved lists of services contractors, and administering the relevant contracts.
- (4) Administering implementation of the Housing Subsidy Policy and Policy on Safeguarding of Rational Allocation of Public Housing Resources and monitoring the combating of tenancy abuses.
- (5) Monitoring the Estate Liaison Officers Scheme and the Housing Department Communication Centre.
- (6) Fixing and reviewing domestic rent, monitoring rent increase exercises and overseeing the letting of welfare premises.
- (7) Formulating policies on administering and monitoring agency management of public rental estates and home ownership estates and promoting the formation of owners corporation.
- (8) Co-ordinating building services maintenance and improvement works; and administering logistical matters relating to Interim Housing.
- (9) Ensuring the effective provision of administrative and computer support services; developing, co-ordinating and monitoring all central services functions and programme to enhance the execution of housing management duties.
- (10) Exercising authority delegated from the Housing Authority and its Committees in the implementation of approved policies.

Job Description

**Chief Estate Surveyor/Rental Housing and
Private Sector Participation Scheme**

Branch : Allocation and Marketing Branch

Rank : Chief Estate Surveyor (D1)

Responsible to : Assistant Director/Applications and Home Ownership

Duties and Responsibilities

- (1) Assisting AD/AHO in the formulation, implementation and review of PSPS and land administration policy for the planning, design, construction and management of PRH projects.
- (2) Exercising overall administration of the PSPS, including planning, review of the tendering system, monitoring construction standards and progress, appointment of monitoring surveyors, monitoring the performance of contractors, price fixing, sale and marketing, and the review of PSPS tender document.
- (3) Supervising and directing the processing of possession licences and vesting orders (including modifications of vesting orders) for PRH projects; providing advice on land issues and examining rating assessments in respect of PRH projects.
- (4) Supervising and directing the processing of market rent assessment under the Policy on Safeguarding Rational Allocation of Public Housing Resources.
- (5) Carrying out feasibility studies and providing technical support for mixed development approach.
- (6) Liaising with Secretary for Housing on PSPS Tender Programme and the relevant procedures, and on the implementation of the weighted scoring system.
- (7) Attending meetings of the Housing Authority and the three-tier councils and the relevant committees/panels to provide information on a need basis.
- (8) Performing overall resources management of the Rental Housing and Private Sector Participation Scheme Section and ensuring the effective operation of the Section.

Job Description

Chief Building Services Engineer/South

Branch : Management Branch

Rank : Chief Building Services Engineer

Responsible to : Assistant Director/Management (3)

Duties and Responsibilities

- (1) To administer regional and district offices and developing, implementing and controlling building services programmes related to the maintenance and improvement of all property under Housing Authority, including consultancy programmes.
- (2) To co-ordinate the work of different disciplines at regional and district level, assist in identifying maintenance and improvement works and advise on the establishment of priorities.
- (3) To vet and control building services works carried out by the private sector and Government departments in property and areas under the Housing Authority.
- (4) To manage the work of the consultants/contractors, to monitor and evaluate their performance, to provide them with the necessary information, instructions and support to ensure that they carry out the work in accordance with the established Housing Authority's policies and standards.
- (5) To supervise the Section, monitor and co-ordinate the work and staff with a view to maintaining consistent professional standards.
- (6) To take up specific responsibilities such as the Head of Profession, Co-ordinating Chief, Project/Programme Manager, Contract Manager & the Divisional focal point when required.
- (7) To plan and manage resources, report on staff performance and ability, and to handle various human resources management functions within the section.

- (8) To represent the Housing Department in dealing with the Ombudsman, LegCo, District Board, utility companies, other Departments, local related/inter-departmental Committees and clients on issues related to business of the section.
- (9) To provide financial monitoring for the two BS Sections.
- (10) To coordinate the formulation of standards for lift, pump, security system and air-conditioning installations.

Job Description

Chief Building Services Engineer/North

Branch : Management Branch

Rank : Chief Building Services Engineer

Responsible to : Assistant Director/Management (3)

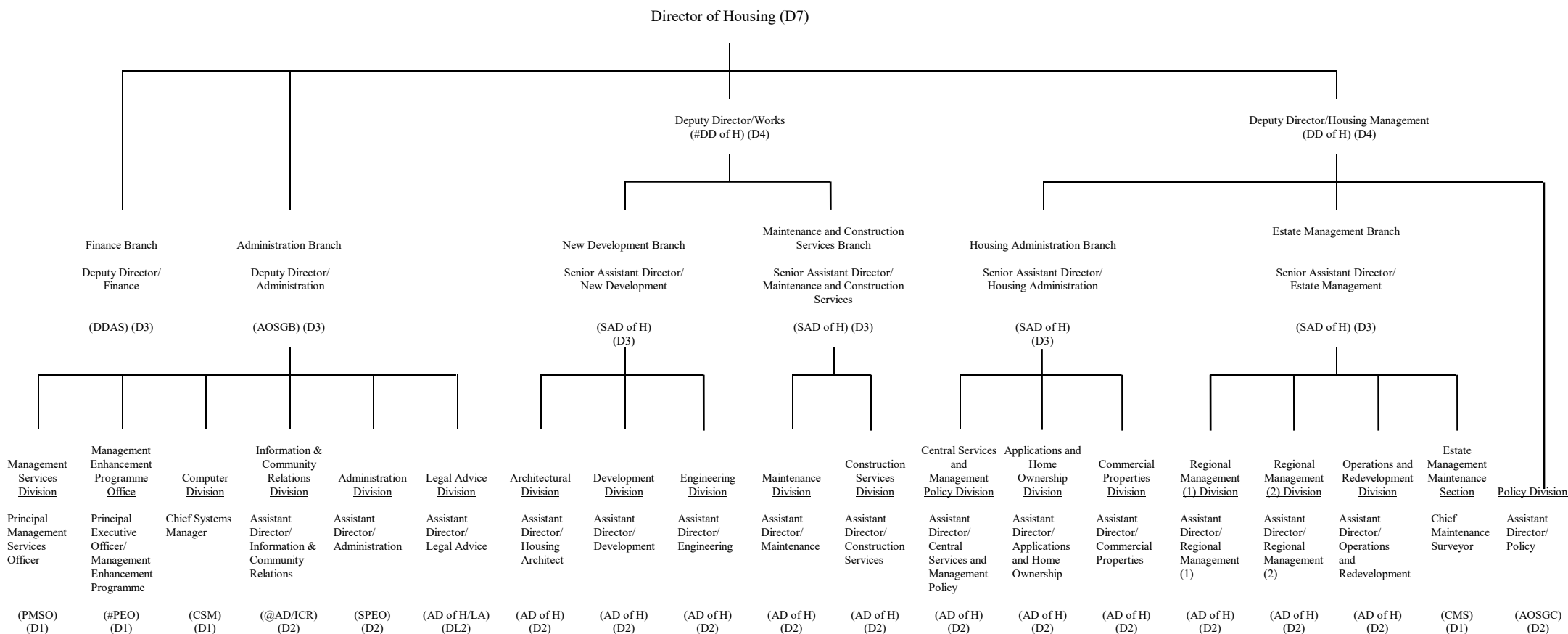
Duties and Responsibilities

- (1) To administer regional and district offices and developing, implementing and controlling building services programmes related to the maintenance and improvement of all property under Housing Authority, including consultancy programmes.
- (2) To co-ordinate the work of different disciplines at regional and district level, assist in identifying maintenance and improvement works and advise on the establishment of priorities.
- (3) To vet and control building services works carried out by the private sector and Government departments in property and areas under the Housing Authority.
- (4) To manage the work of the consultants/contractors, to monitor and evaluate their performance, to provide them with the necessary information, instructions and support to ensure that they carry out the work in accordance with the established Housing Authority's policies and standards.
- (5) To supervise the Section, monitor and co-ordinate the work and staff with a view to maintaining consistent professional standards.
- (6) To take up specific responsibilities such as the Head of Profession, Co-ordinating Chief, Project/Programme Manager, Contract Manager and the Divisional focal point when required.
- (7) To plan and manage resources, report on staff performance and ability, and to handle various human resources management functions within the section.

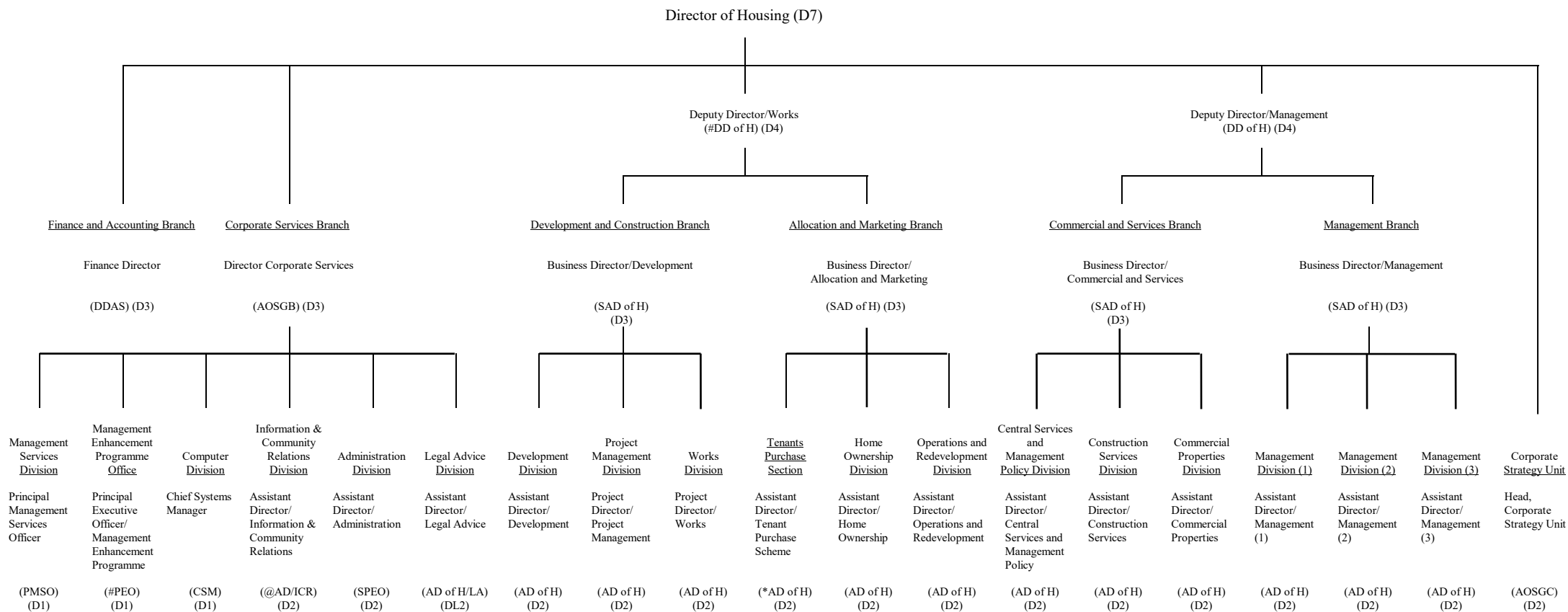
- (8) To represent the Housing Department in dealing with the Ombudsman, LegCo, District Board, utility companies, other Departments, local related/inter-departmental Committees and clients on issues related to business of the section.
- (9) To work in collaboration with the Commercial Properties Division of the Department in enhancing the commercial viability of commercial complexes through upgrading of building services.
- (10) To provide financial monitoring for the two BS Sections.
- (11) To coordinate the formulation of standards for lift, pump, security system and air-conditioning installations.

(LU0125/WIN6)p.12-24

Housing Department Organisation Chart (before re-organisation)



Housing Department Revised Organisation Chart



Supernumerary posts
 * Post proposed to be created
 @ Housing Authority post

Distribution of business of the affected Directorate posts before and after the reorganisation

Before Re-organisation		After Re-organisation	
Post title	Branch/Division/Section under schedule	Post title	Branch/Division/Section under schedule
Deputy Director/Housing Management	<ul style="list-style-type: none"> • Estate Management Branch • Housing Administration Branch • Policy Division 	Deputy Director/Management	<ul style="list-style-type: none"> • Management Branch • Commercial and Services Branch
Deputy Director/Works	<ul style="list-style-type: none"> • Maintenance and Construction Services Branch • New Development Branch 	Deputy Director/Works	<ul style="list-style-type: none"> • Allocation and Marketing Branch • Development and Construction Branch
Senior Assistant Director/New Development	<ul style="list-style-type: none"> • Development Division • Architectural Division • Engineering Division 	Business Director/Development	<ul style="list-style-type: none"> • Development Division • Project Management Division • Works Division

Before Re-organisation		After Re-organisation	
Post title	Branch/Division/Section under schedule	Post title	Branch/Division/Section under schedule
Senior Assistant Director/ Maintenance and Construction Services	<ul style="list-style-type: none"> • Construction Services Division • Maintenance Division 	Business Director/Commercial and Services	<ul style="list-style-type: none"> • Construction Services Division • Central Services and Management Policy Division • Commercial Properties Division
Senior Assistant Director/ Housing Administration	<ul style="list-style-type: none"> • Applications and Home Ownership Division • Commercial Properties Division • Central Services and Management Policy Division 	Business Director/Allocation and Marketing	<ul style="list-style-type: none"> • Applications and Home Ownership Division • Operations and Redevelopment Division • Tenants Purchase Section
Senior Assistant Director/ Estate Management	<ul style="list-style-type: none"> • Regional Management Division (1) • Regional Management Division (2) • Operations and Redevelopment Division • Estate Management Maintenance Section 	Business Director/Management	<ul style="list-style-type: none"> • Management Division (1) (formerly Regional Management Division (1)) • Management Division (2) (formerly Regional Management Division (2)) • Management Division (3) (formerly Maintenance Division and Estate Management Maintenance Section)

Before Re-organisation		After Re-organisation	
Post title	Branch/Division/Section under schedule	Post title	Branch/Division/Section under schedule
Deputy Director/Administration	<ul style="list-style-type: none"> • Legal Advice Division • Administration Division • Management Enhancement Programme Office • Computer Division • Management Services Division • Information and Community Relations Division 	Director Corporate Services	<ul style="list-style-type: none"> • Legal Advice Division • Administration Division • Management Enhancement Programme Office • Computer Division • Management Services Division • Information and Community Relations Division
Deputy Director/Finance	<ul style="list-style-type: none"> • Treasury Section) • Business Analysis & Financial Development Section) • Agency Services Sub-section) (a) • Revenue Control & Expenditure Sub-section) • Financial Accounting Section) (b) • Systems Section) • Supplies Section 	Finance Director	<ul style="list-style-type: none"> • Business and Treasury Division (consisting of sections/sub-sections under (a) of the old structure) • Financial Management & Systems Division (consisting of sections under (b) of the old structure) • Supplies Section

Before Re-organisation		After Re-organisation	
Post title	Branch/Division/Section under schedule	Post title	Branch/Division/Section under schedule
Assistant Director/Policy (under DD/HM)	Policy Division	Head, Corporate Strategy Unit (under D of H)	Corporate Strategy Unit (formerly Policy Division)

Job Description

Assistant Director/Tenants Purchase Scheme

Branch : Allocation and Marketing Branch

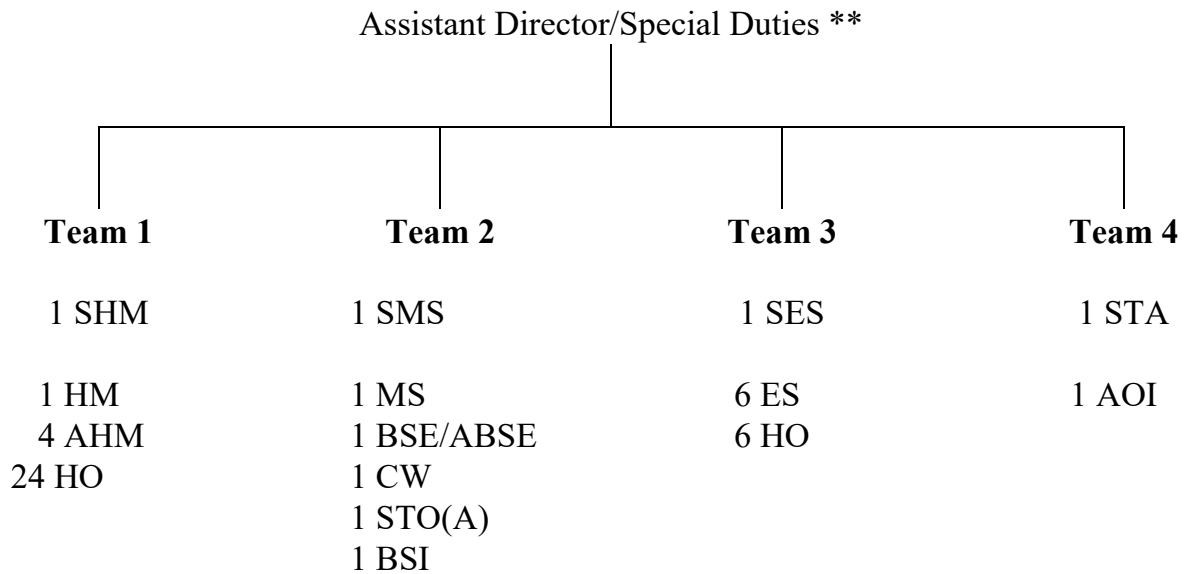
Rank : Assistant Director of Housing (D2)

Responsible to : Business Director/Allocation and Marketing

Duties and Responsibilities

- (1) To formulate and review policies and procedures for the Tenants Purchase Scheme.
- (2) To administer and supervise the Tenants Purchase Section to ensure effective and efficient implementation of approved policies.
- (3) To plan, acquire and deploy resources to meet the needs of the TPS Section including staff training and development.
- (4) To liaise with other Government Departments to secure Government Leases and assistance as necessary to enable flat sales under the TPS.
- (5) To arrange for appropriate sales procedures and documentation for the TPS in liaison with legal advisors.
- (6) To draw up a rolling TPS programme, and to put in hand appropriate maintenance works to prepare selected estates for sale.
- (7) To arrange for assessments of market value and the pricing of flats.
- (8) To draw up and implement eligibility procedures and other administrative arrangements for the sale of occupied and vacant TPS flats.
- (9) To arrange for the production of suitable publicity for the sale of TPS flats.
- (10) To devise and implement TPS post-sale procedures including resale to the HA consent to assign and remortgage.

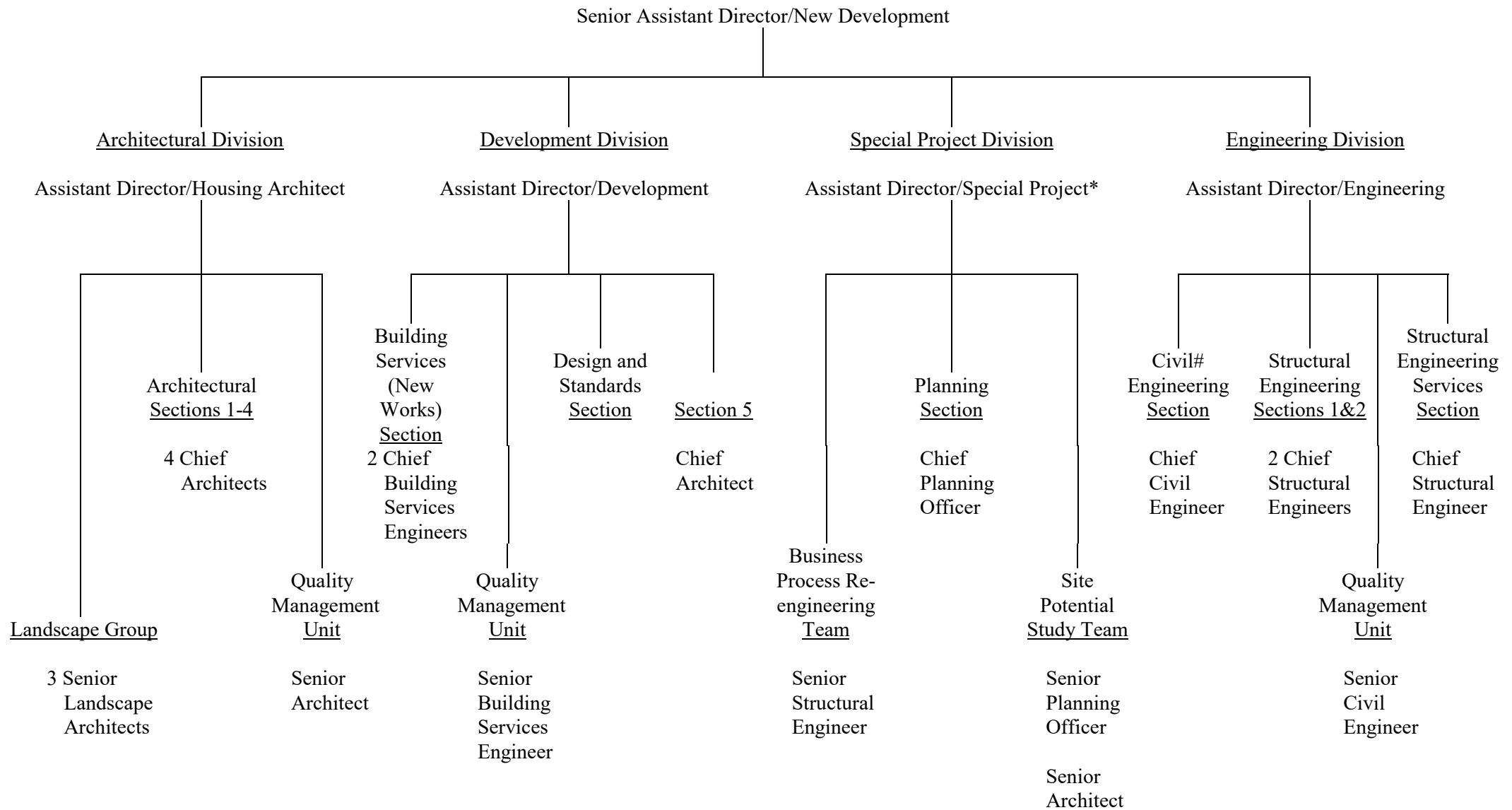
**Organisation Chart for the
Tenants Purchase Section
Allocation and Marketing Branch**



Legend :

- ** - Supernumerary post created for six months from 20.10.97
- SHM - Senior Housing Manager
- HM - Housing Manager
- AHM - Assistant Housing Manager
- HO - Housing Officer
- SMS - Senior Maintenance Surveyor
- MS - Maintenance Surveyor
- BSE - Building Services Engineer
- ABSE - Assistant Building Services Engineer
- CW - Clerk of Works
- ACW - Assistant Clerk of Works
- BSI - Building Services Inspector
- ABSI - Assistant Building Services Inspector
- STO(A) - Senior Technical Officer (Architectural)
- TO(A) - Technical Officer (Architectural)
- TOT(A) - Technical Officer Trainee (Architectural)
- SES - Senior Estate Surveyor
- ES - Estate Surveyor
- STA - Senior Treasury Accountant
- AOI - Accounting Officer I

Organisational Structure of New Development Branch
(As at 1.4.97)

**Legend:**

* Supernumerary post created on 1.11.96 for six months.

The Civil Engineering Section and the Chief Civil Engineer post have been deployed to the Commercial and Services Branch after the reorganisation.

Job Description

Project Director/Works

Branch : Development and Construction Branch

Rank : Assistant Director of Housing (D2)

Responsible to : Business Director/Development

Duties and Responsibilities

- (1) Administering the Works Division, monitoring and supervising the work of the Chief Professionals and Unit Heads with a view to maintaining uniform standards and consistency in the implementation of approved policies.
- (2) Managing including planning, deployment and monitoring manpower and financial resources needed for the Division, including staff training and development.
- (3) Providing input on estimates and forecasts of capital expenditure on rental and HOS and non-domestic works for inclusion in overall capital budget and five-year forecasts, and managing, monitoring, controlling their actual performance against the budget and forecast.
- (4) Ensuring that the design and construction of public housing are implemented in accordance with agreed policies and their quality of works are meeting the Authority's standards and requirements.
- (5) Monitoring the progress of the design and construction of public housing projects to ensure they are meeting the Public Housing Development Programme and liaising with relevant parties and departments for remedial actions where appropriate.
- (6) Ensuring that the necessary services, support and input are provided to all projects in accordance with agreed programmes, quality assurance and financial management practices, monitoring performance and where necessary, taking corrective action.

- (7) Supervising and reviewing the performance of contractors and consultants to ensure that they are performing in accordance with agreed programmes, quality requirements, policies and procedures.
- (8) Exercising authority delegated from the Housing Authority and its Committees in the implementation of approved policies.
- (9) Supervising and coordinating functional activities of the Development and Construction Branch as required by Business Director/Development.

Job Description

Chief Architect/1 to 3

Rank : Chief Architect (D1)

Responsible to : Project Director/Works

Duties and Responsibilities

- (1) To assist in the preparation, updating and control of budgets for public housing projects including government funded items.
- (2) To assist in the preparation and updating of Public Housing Development Programme and other departmental programmes.
- (3) To supervise their respective Section, monitor and coordinate the work and staff.
- (4) To participate in the formulation of departmental policies, initiate and contribute to special studies related to design and construction of housing and ancillary facilities.
- (5) To oversee the performance of contractors/consultants employed on public housing projects.
- (6) To take up specific responsibilities such as Coordinating Chief, Programme Manager, Contract Manager, Design Team Leader and the Divisional focal point when required.
- (7) To plan and manage resources, and to handle various human resources management functions within the Section.
- (8) To represent the Housing Department in dealing with the Ombudsman, LegCo, District Board, utility companies, other Departments, local related/inter-departmental committees and clients on issues related to business of the Section.

Job Description

Chief Structural Engineer/1-2

Rank : Chief Structural Engineer (D1)

Responsible to : Project Director/Works

Duties and Responsibilities

- (1) To administer their respective Structural Engineering (SE) Section.
- (2) To oversee the provision of structural engineering services by the SE Section for the planning, design and construction of public housing projects.
- (3) To undertake the role of the Building Authority in ensuring the safety of all foundation and structures constructed in the projects under the charge of SE Section.
- (4) To assist in formulating policies relating to the control of quality and standard of structural engineering work in public housing projects.
- (5) To coordinate the planning, design and execution of structural engineering work in public housing projects with all relevant professional disciplines in the Department and other concerned Government departments.
- (6) To act as the Contract Manager for demolition and foundation contracts under the charge of SE Section.
- (7) To oversee the development and implementation of the quality management system applicable to SE Section.
- (8) To plan, review and manage resources for the Section to cope with the public housing development programme and other commitments.

Job Description

Chief Building Services Engineer/1

Rank : Chief Building Services Engineer (D1)

Responsible to : Project Director/Works

Duties and Responsibilities

- (1) To manage the Building Services (New Works) Section 1.
- (2) To coordinate the planning, design and installation of building services works in the construction of public housing development projects.
- (3) To oversee designs of building services installations to meet the growing complexity of engineering services within buildings and to ensure their compliance with the new Codes of Practice, Regulations and Ordinances.
- (4) To monitor and coordinate the work and staff with a view to maintaining consistent professional standards.
- (5) To take up specific responsibilities such as the Coordination Chief, Programme Manager, Contract Manager and the Divisional focal point when required.
- (6) To plan and manage resources, report on staff performance and ability, and to handle various human resources management functions within the Section.
- (7) To represent the Housing Department in dealing with the Ombudsman, LegCo, District Board, contractors associations, utility companies, local related/inter-departmental Committees and clients on issues related to business of the Section.

Job Description

Project Director/Project Management

Rank : Assistant Director of Housing (D2)

Responsible to : Business Director/Development

Duties and Responsibilities

- (1) Administering the Project Management Division, monitoring and supervising the work of the Chief Professionals and Project Managers with a view to maintaining uniform standards and consistency in the implementation of approved policies.
- (2) Managing including planning, deployment and monitoring manpower and financial resources needed for the Division, including staff training and development.
- (3) Providing input on preparation of individual project budget and overall annual budget and five-year forecasts, and managing, monitoring, controlling their actual performance against the budget and forecast.
- (4) Ensuring that the development of public housing are implemented in accordance with Housing Authority policies and requirements.
- (5) Monitoring the progress of the Public Housing Development Programme (including rental housing, HOS) and projects in the Control List as approved by the Steering Committee on Land Supply for Housing and liaising with other parties and departments where appropriate to ensure that production targets and standards are met.
- (6) Ensuring that the necessary services, support and input are provided to all projects in accordance with agreed programmes, quality assurance and financial management practices, monitoring performance and where necessary, taking corrective action.

/(7)

- (7) Liaising and reviewing with other Business Directors, Heads of Divisions in respect of new and redevelopment projects to ensure that they are implemented in accordance with agreed programmes, policies and procedures.
- (8) Exercising authority delegated from the Housing Authority and its Committees in the implementation of approved policies.
- (9) Supervising and coordinating functional activities of the Development and Construction Branch as requested by Business Director/Development.

Job Description

Chief Architect/Vetting

Rank : Chief Architect (D1)

Responsible to : Project Director/Project Management

Duties and Responsibilities

- (1) To set up and maintain statutory vetting system. This involves initiating, developing and reviewing submission standards, guidelines, procedures and checklists.
- (2) To be responsible for the implementation of statutory vetting by means of spot checking and auditing of layout submissions and completed buildings at various stages of work.
- (3) To be responsible for the inspection of completed Home Ownership Scheme projects and issuance of Occupation Permit.
- (4) To set up and maintain design vetting system. This involves initiating, developing and reviewing layout submission standards, guidelines, procedures and checklists.
- (5) To be responsible for the implementation of design vetting by means of spot checking and auditing of layout submissions and completed building as well as representation at various review panel meetings.
- (6) To act as Member of Detailed Design Review Committee and Project Design Review Committee.
- (7) To advise Client in preview meeting with project team on all technical matters relating to design submission for Project Design Review Committee and Building Committee.
- (8) To organise, arrange and conduct regular site visits with Client to look at construction projects in a full spectrum and provide technical advice where appropriate.

- (9) To coordinate for the Development and Construction Branch provision of technical information to Sales Brochure and other documents in Home Ownership Scheme, Tenants Purchase Scheme and other relevant Schemes.
- (10) To serve as Member of Extension of Time Committee to provide comments on granting of extension of time to building and other related contracts.

Job Description

Project Manager/1 - 3

Rank : Chief Architect (D1) (Multi-discipline)

Responsible to : Project Director/Project Management

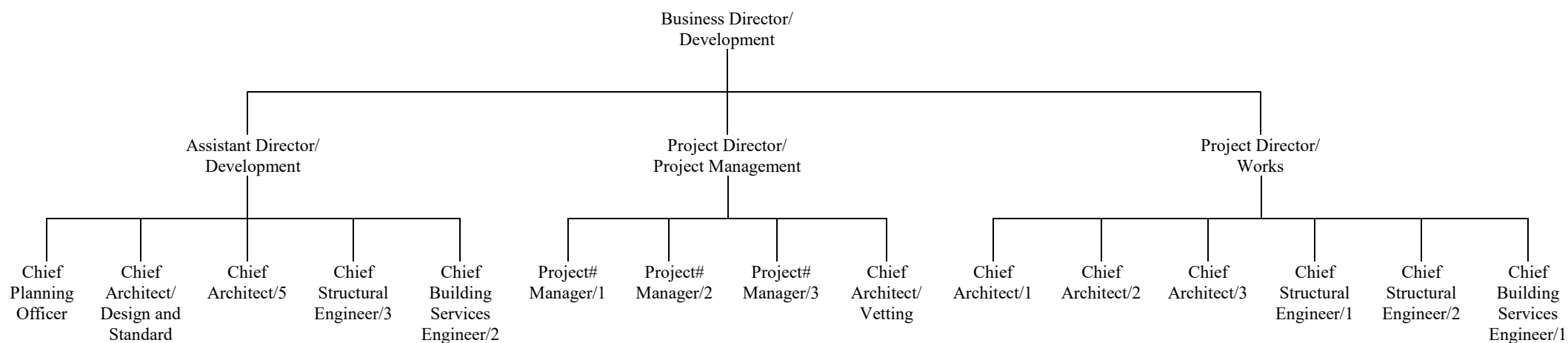
Duties and Responsibilities

- (1) To monitor the programme and budget of public housing projects assigned through all stages of the development process, prepare project status report and assist PD/PM in the overall monitoring of the public housing production and financial management.
- (2) To establish the Client's requirements and development parameters on sites included on the Control List for public housing development.
- (3) To carry out feasibility studies of the identified housing sites.
- (4) To establish the development parameters (cost, programme and quality standards) based on the Client's requirements and development parameters for public housing projects.
- (5) To prepare development proposals, including conceptual layout plans and associated project estimates for public housing projects.
- (6) To coordinate with the concerned departments on the implementation programme of public housing project (i.e. rezoning, clearance, resumption, infrastructure provision, site formation and cost), monitor their progress of works in accordance with the agreed programme, and resolve any inter-departmental conflicts at the district level.
- (7) To liaise with the Design Team Leaders of the projects to ensure that the scheme and detailed designs are in compliance with the Client's requirements, development parameters and financial requirements.

/(8)

- (8) To liaise with the Contract Managers to ensure that the works are in compliance with the Client's requirements, development parameters and financial requirements.
- (9) To monitor the progress and expenditure of various types of contracts for housing development and in case of deviation liaise with the Design Team Leaders and Contract Managers on ways to take corrective actions.
- (10) To represent the Housing Department in dealing with the Ombudsman, LegCo, District Board, utility companies, other Departments, local related/inter-departmental committees and clients on issues related to business of the Section.
- (11) To supervise the Section, monitor and coordinate the work and staff with a view to maintaining consistent professional standards.
- (12) To plan and manage resources, report on staff performance and ability, and to handle various human resources management functions within the section.

Proposed Organisation of the Development and Construction Branch



- Posts proposed to be created

Job Description

Assistant Director/Development

Rank : Assistant Director of Housing (D2)

Responsible to : Business Director/Development

Duties and Responsibilities

- (1) Administering the Development Division, monitoring and supervising the work of the Chief professionals with a view to maintaining uniform standards and consistency in the implementation of approved policies.
- (2) Managing including planning, deploying and monitoring manpower and financial resources needed for the Division including staff training and development.
- (3) Preparing budgets and monitoring expenditure against budgets for projects administered by the Division.
- (4) Ensuring that the necessary services support and input are provided to clients in accordance with agreed programmes and quality standard, professional and financial management practices, monitoring performance and where necessary, taking corrective action.
- (5) Ensuring that sites are acquired in the manner that fulfills the Public Housing Development Programme administered by the Branch.
- (6) Ensuring that planning input are provided to enable the optimal use of land resources while maintaining quality.
- (7) Ensuring standard blocks and specification or guidelines for non-standard blocks and facilities are developed and maintained to facilitate production of quality public housing in accordance with the Public Housing Development Programme and other objectives of the Branch.

- (8) Supervising and coordinating functional activities of the Development and Construction Branch as required by Business Director/Development, including research and feedback for the development of New Works design, quality management activities, Business Process Re-engineering, Consultant Management for outsourced projects, standard control of the Private Sector Participation Scheme etc.
- (9) Liaising and reviewing with other Heads of Divisions in respect of planning, design and standard control matters to ensure that they are implemented in accordance with the agreed programmes, policies and procedures.
- (10) Exercising authority delegated from the Housing Authority and its Committees in the implementation of approved policies.

Job Description

Chief Structural Engineer/3

Rank : Chief Structural Engineer (D1)

Responsible to : Assistant Director/Development

Duties and Responsibilities

- (1) To administer the Structural Engineering (SE) Section 3.
- (2) To coordinate and manage the provision of material testing services for public housing construction and maintenance and to keep abreast of the latest developments in the testing standard.
- (3) To coordinate and monitor the commercial laboratories to perform materials testing including the continuing development and implementation of a Laboratory Assessment Scoring System (LASS) for the laboratories.
- (4) To be responsible for central selection, performance reporting and appointment of consultants in structural engineering aspects.
- (5) To provide structural engineering input and advice to the development of standard housing blocks.
- (6) To undertake the Building Authority's function to ensure that the structural designs of standard housing blocks are in compliance with all established design standards and relevant statutory requirements.
- (7) To provide technical support to the SE profession, including advice on the effects of any changes in statutory requirements and the establishment and control of the standards and specifications for all demolition, foundation and structural works.
- (8) To oversee the development and implementation of the Performance Assessment Scoring System in building contracts.

- (9) To manage the approved lists of building components and materials, and ensure that their quality complies with the Department's requirements.
- (10) To provide structural engineering advice to the Department on schemes submitted by private developers under the Private Sector Participation Scheme (PSPS); and to review and update the technical schedules relating to structural works.
- (11) To monitor the provision of calibration services for inspection, measuring and testing equipment used for supervision of construction works.
- (12) To initiate research studies into materials, components, products and construction techniques with a view to improving the design and construction of buildings and foundations in public housing projects.

Job Description

Chief Building Services Engineer/2

Rank : Chief Building Services Engineer (D1)

**Responsible to : Assistant Director/Development
Project Director/Works**

Duties and Responsibilities

- (1) To set technical standards for building services installations.
- (2) To advise on legislation and ordinance relating to building services engineering.
- (3) To carry out research on new technology and materials for the improvement of building services installations in public housing development projects.
- (4) To provide technical guidelines and support to Works Project Teams.
- (5) To liaise with other Government departments, utility companies and professional bodies on matters relating to building services engineering.
- (6) To manage the lists of approved building services materials.
- (7) To develop, maintain and operate a Performance Assessment Scoring System for building services contractors/sub-contractors.
- (8) To manage building services consultants, including assessment for appointment, performance auditing and maintenance of records.
- (9) To coordinate the planning, design and installation of building services works in the construction of public housing development projects.
- (10) To supervise the Section, monitor and coordinate the work and staff.

- (11) To plan and manage resources, and to handle various human resources management functions within the Section.
- (12) To represent the Housing Department in dealing with the Ombudsman, LegCo, District Board, utility companies, other Departments, local related/inter-departmental Committees and clients on issues related to business of the Section.

Job Description

Chief Architect/Design and Standards

Rank : Chief Architect (D1)

Responsible to : Assistant Director/Development

Duties and Responsibilities

- (1) To initiate and develop standard designs for residential and ancillary facilities buildings.
- (2) To manage standard designs for schools prepared by Architectural Services Department.
- (3) To initiate and develop design guides for estate facilities, including commercial centres and external works.
- (4) To test the viability and practicability of standard designs; evaluate the feedback from project teams and other sections of the Department on these designs; and incorporate the necessary modifications.
- (5) To ensure that all standard designs and drawings are properly managed, updated and made available in time to the project teams.
- (6) To maintain the Hong Kong Housing Authority Specification Library and Contract Specification Generation System.
- (7) To establish and maintain approved lists of component suppliers.
- (8) To establish and maintain approved lists of material brands.
- (9) To ensure that the Section keeps abreast of the latest developments in construction technology and initiate research studies into materials, products, and construction techniques.
- (10) To supervise the Section, monitor and coordinate the work and staff.

- (11) To plan and manage resources, and to handle various human resources management functions within the Section.
- (12) To represent the Housing Department in dealing with the Ombudsman, LegCo, District Board, utility companies, other Departments, local related/inter-departmental Committees and clients on issues related to business of the Section.

Job Description

Chief Architect/5

Rank : Chief Architect (D1)

Responsible to : Assistant Director/Development

Duties and Responsibilities

- (1) To review the architectural and associated consultants selection system, to identify and recommend suitable architectural consultants and associated sub-consultants, and to prepare consultancy agreement for execution.
- (2) To conduct technical audits on the work carried out by architectural consultancies, and to keep and maintain a central record of these consultancies.
- (3) To advise on the design and construction aspects submitted under the PSPS by the private developers at tender stage and to provide advice on compliance with the technical schedules at construction stage.
- (4) To assist in maintaining of the weighted scoring system for assessment of PSPS tenders.
- (5) To conduct reviews on the technical schedules forming part of PSPS tender documents as need arises.
- (6) To carry out site potential studies including feasibility design, engineering studies, and financial viability studies in confirming project objectives prior to site acceptance.
- (7) To carry out feasibility studies of special projects at inception stage.
- (8) To set and maintain consistent architectural professional standards including technical standards and statutory requirements, and through research into new technologies and materials.

- (9) To supervise the Section, monitor and coordinate the work and staff.
- (10) To plan and manage resources, and to handle various human resources management functions within the Section.
- (11) To represent the Housing Department in dealing with the Ombudsman, LegCo, District Board, utility companies, other Departments, local related/ inter-departmental Committees and clients on issues related to business of the Section.

Job Description

Chief Planning Officer

Rank : Chief Planning Officer (D1)

Responsible to : Assistant Director/Development

Duties and Responsibilities

- (1) To supervise, coordinate and facilitate the forward reservation and acquisition of suitable sites for public housing development in accordance with housing policies and targets.
- (2) To coordinate site potential studies for agreement by the Department and with other departments/bureaux for inclusion into the public housing programme.
- (3) To monitor strategic planning and up-dating planning standards and guidelines related to public housing development.
- (4) To advise on relevant town planning, land-use and district/regional/territorial development matters which are likely to affect the public housing development plans or targets.
- (5) To coordinate and monitor the Comprehensive Redevelopment Programme and its related programmes like school and community facilities reprovisioning.
- (6) To maintain planning data and information systems to facilitate the planning and coordination of the Housing Department's work.
- (7) To set and maintain consistent planning professional standards, technical standards and statutory requirements and through research into new methodology.

- (8) To take up specific responsibilities as the planning issues focal point for local and overseas visitors when required.
- (9) To supervise the section, monitor and coordinate the work and staff.
- (10) To plan and manage resources and to handle various human resources management functions within the section.
- (11) To represent the Housing Department in dealing with the Ombudsman, LegCo, District Board, pressure groups, other Departments, local related/inter-departmental committees and clients on issues related to business of the section.

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