

<b>Doc Type</b>	EFC
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<b>Title</b>	Progress of Management Studies Conducted by the Management Services Division
<b>CONTENTS</b>	<p>EFC 99/94</p> <p>THE HONG KONG HOUSING AUTHORITY</p> <p>Memorandum for the Establishment &amp; Finance Committee</p> <p>Progress of Management Studies Conducted by the Management Services Division</p> <p>PURPOSE</p> <p>This paper informs Members of the progress of management studies conducted by the Management Services Division.</p> <p>STUDY PROGRESS</p> <p>2. Members were last informed of the progress of the work of the Management Services Division vide Paper No. ESC 1/94 dated 4 February 1994. Meetings of the Housing Department Steering Group on Management Studies were held on 18 March and 5 October 1994 to review the progress of management studies conducted by Management Services Division and to examine the study reports submitted. Progress of the major management studies is summed up as follows -</p> <p>(a)Review of Manning Scales for Housing Management Grades on Housing Management Offices</p> <p>On 4 February 1994, Members were informed of the areas already covered by the review. Since then, the Steering Group has endorsed the reports on the review in the following areas. Copies of the full reports can be obtained from the Committees' Secretary if required.</p> <p>(i) Estate Assistants in Transit Centres</p> <p>The report (No. MSD 9/93) proposes to retain the existing manning scale of one EA per transit centre and further recommends contracting ----- out of the estate caretaking service. An executive summary of the study report is at Annex A.</p> <p>(ii) Housing Manager Grade in Cottage Areas</p> <p>The report (No. MSD 10/93) reviews the staffing requirement of the housing manager grade in the cottage areas and proposes to ----- adjust the existing provision, having regard to specific local factors. An executive summary is at Annex B.</p> <p>(iii)Housing Manager Grade in Home Purchase Loan Unit of Applications Section</p> <p>The report (No. MSD 11/93) reviews the workload and existing staffing requirement of the housing manager grade in the Home Purchase Loan Unit. A methodology is provided in the proposals to facilitate ----- future staff planning on the basis of the annual quota of loans to be granted. An executive summary of the study report is at Annex C.</p>

(iv) Housing Manager Grade in the Home Ownership Centre of Applications Section

The report (No. MSD 12/93) proposes a set of manning scales for deriving the staffing ----- requirement of the housing manager grade in the Home Ownership Centre.

Recommendations are also made to streamline the vetting of applications and to strengthen the enquiry service. An executive summary is at Annex D.

(v) Housing Officers in Rental Estates

The revised manning scale for housing officers in rental estates ----- was initially proposed in Report No. MSD 11/92. Adjustments to the proposed manning scale have been made in a supplementary report (No. MSD 1/94), mainly to take account of the service improvements required. Executive summaries of the study reports are at Annexes E & F.

(vi) Housing Manager Grade in Registration and Civil Service Unit of Applications Section

The report (No. MSD 2/94) proposes a set of manning scale for deriving the staffing requirement in the Registration and Civil ----- Service Unit. Delegation of routine duties from the housing officers to the clerical staff is also recommended. An executive summary is at Annex G.

(vii) District Senior Housing Managers

----- The report (No. MSD 4/94) proposes a manning scale for the District Senior Housing Managers, based on a review of the factors affecting their span of control. An executive summary is at Annex H.

(viii) Housing Manager Grade in the Waiting List Unit of Applications Section

----- A set of manning scale is proposed in Report No. MSD 6/94 for deriving the staffing requirement of the housing manager grade in the Waiting List Unit. Improvements on the present working practices have also been identified and proposed. An executive summary of the study report is at Annex I.

(b) Review of Operations of the Tidiness Teams and Major Operations Unit

The review was completed and the Steering Group has endorsed the efficiency criteria proposed for determining the number and composition of district based hawker control teams. The proposals have taken into account arrangements for reducing ----- overtime payment. A refined management information system for collecting hawker statistics is also recommended and endorsed. A summary of the recommendations is at Annex J.

(c) Review of Day-to-day Minor Repairs in Public Housing Estates

On 4 February, Members were informed about the progress of the manning scale review for the Building Works Section. As significant changes to the maintenance strategy and operations were being considered, the Steering Group had agreed to defer the study.

Another study with a different scope has been initiated to examine the organization, systems and procedures for minor maintenance in public housing estates. Proposals have been made to rationalise the division of responsibilities, improve the management of contractors and

facilitate the delivery of a better service. Dedicated contracts for minor maintenance will be let out by phases. The staffing implications will be reviewed during the initial phase of implementation.

(d) Review of Accounting Operations and Procedures in Finance Division

A review has commenced to examine and consider proposals to improving the internal operations and external interface of the Accounting Services Section. An analysis of the existing payment and revenue control systems and procedures is in progress.

(e) Review of Organization, Systems and Procedures for Implementation of the Revised Housing Subsidy Policy

Examination is underway to review the impact of the revised policy on the workload, and to identify opportunities for improving the organization and operating procedures of the project-based staff and the Housing Subsidy Unit.

(f) Review of Delegation of Shroff Duties to Clerical Officers in Housing Estates

As at 1 July 1994, shroff duties have been taken up by clerical grade staff in 86 estates. The scheme is expected to be extended to all estates by mid-1995.

3. The endorsed manning scales will be reflected in submissions to the Departmental Establishment Committee and subject to the latter's endorsement, the proposed additions/deletions of posts will be implemented within the establishment ceiling approved by the Authority.

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#### STUDY PROGRAMME

4. In respect of new studies to be conducted by Management Services Division, emphasis will be placed on reviewing the Department's major operations and programmes against their objectives and goals, and identifying alternatives to deliver essential services in a more cost-effective manner. The possibility of in-depth management audits will also be examined. A provisional study programme for the Management Services Division is at Annex K.

#### INFORMATION

5. This paper is issued for Members' information.

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