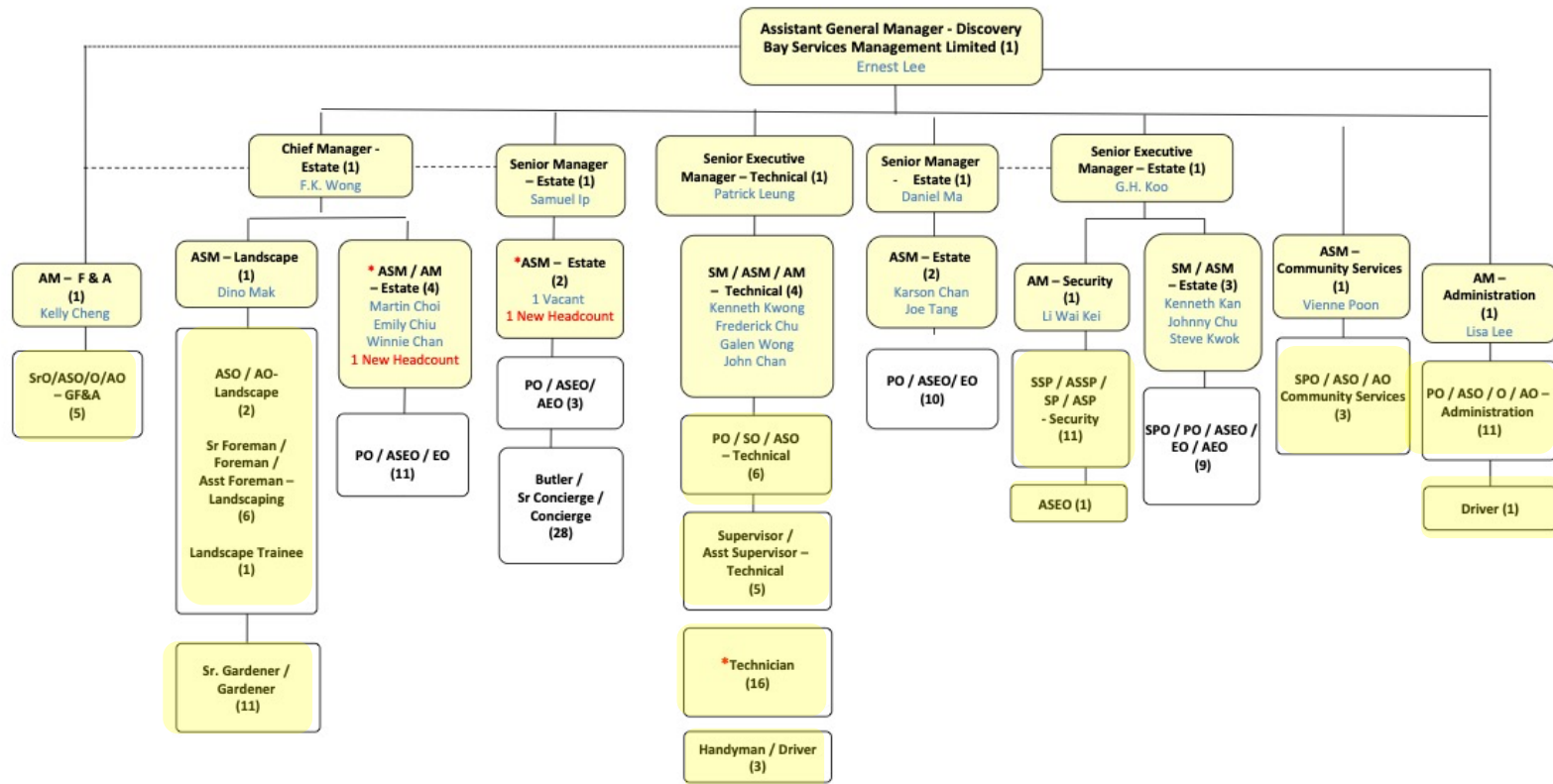


Organization Chart – Discovery Bay Services Management Ltd

(To be effective from 1st April 2024)



AM or above

Legend:

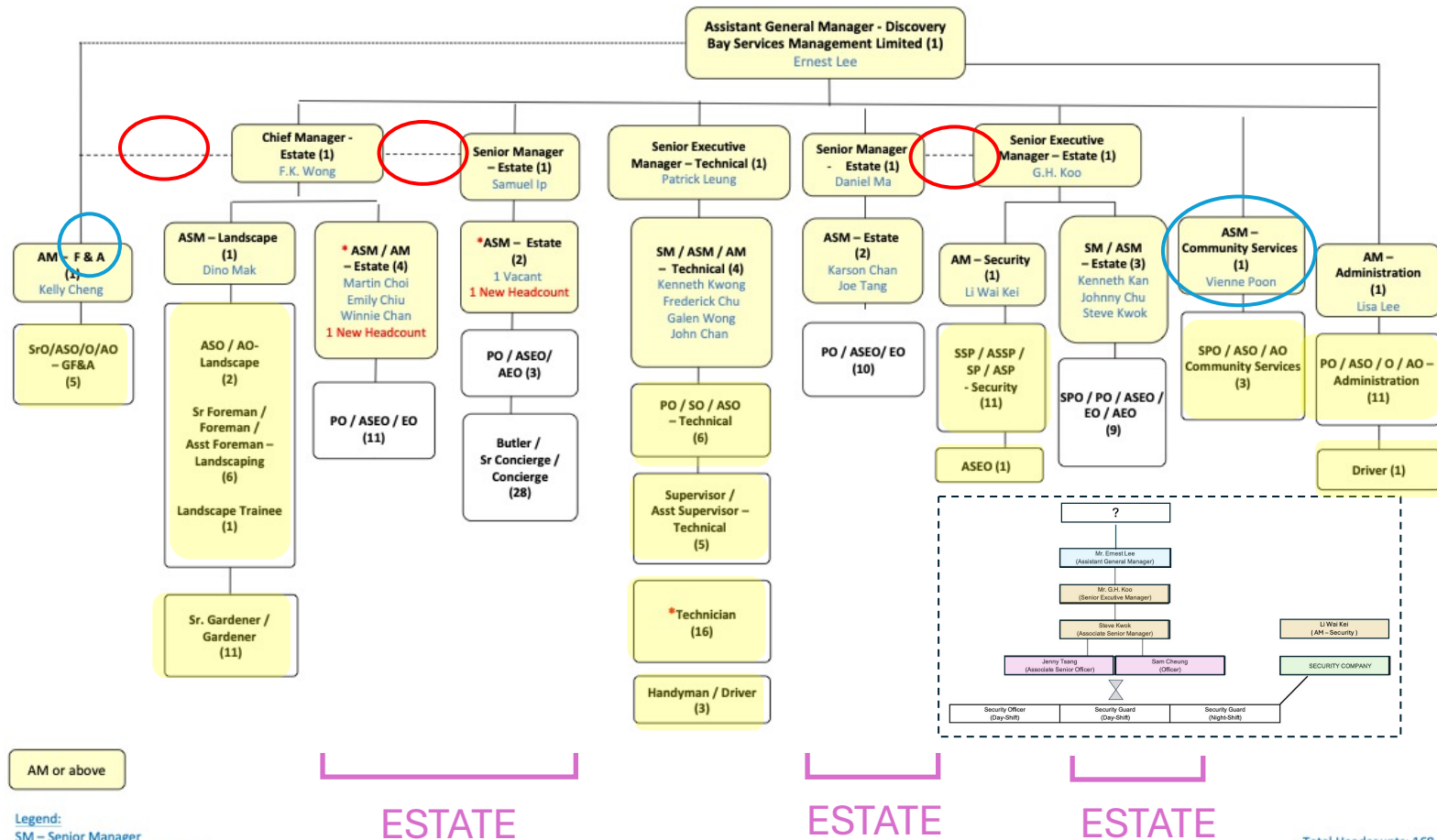
SM – Senior Manager
ASM – Associate Senior Manager
AM – Associate Manager

Total Headcounts: 169

* One new headcount added

Organization Chart – Discovery Bay Services Management Ltd

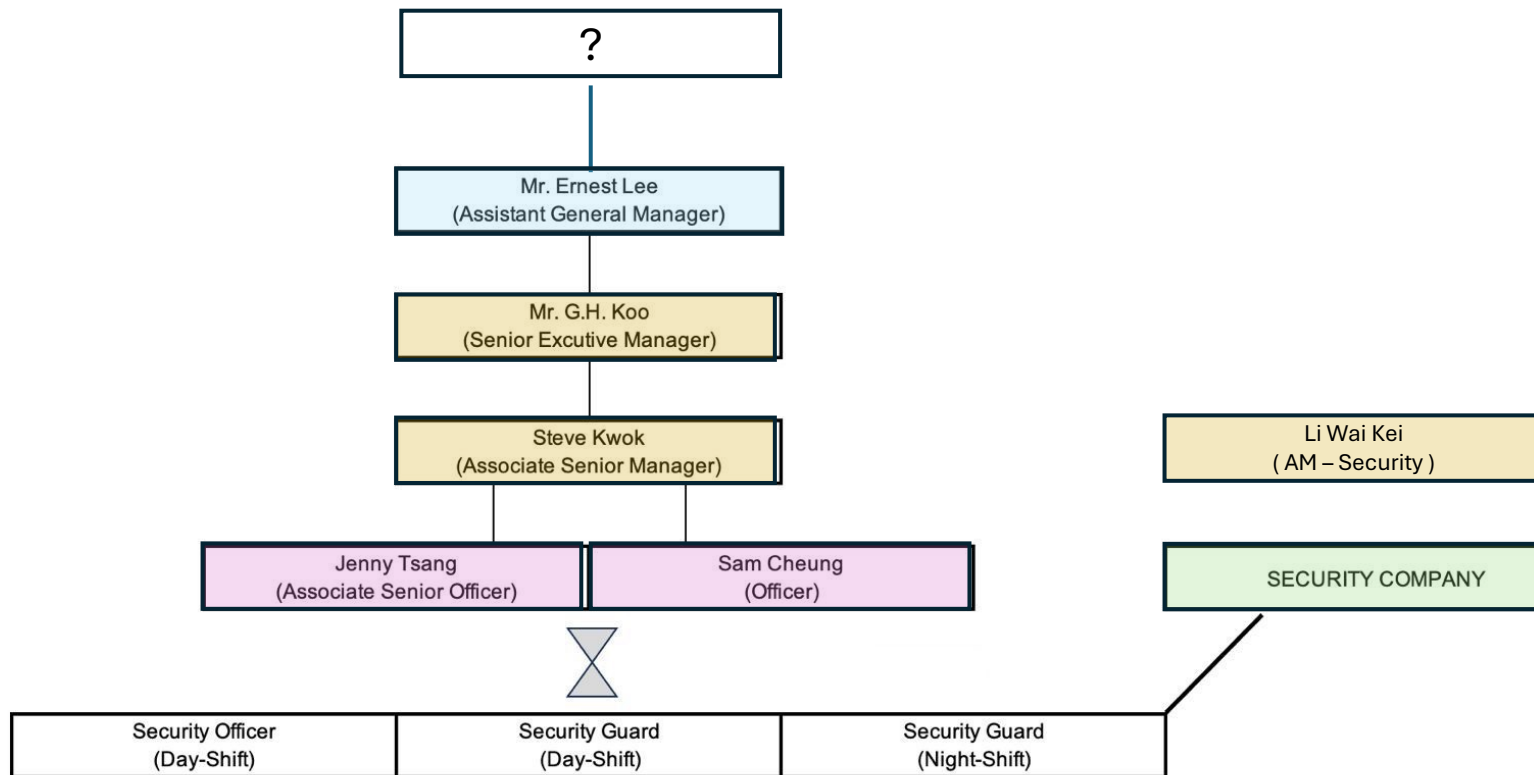
(To be effective from 1st April 2024)



Legend:
SM – Senior Manager
ASM – Associate Senior Manager
AM – Associate Manager

Total Headcounts: 169

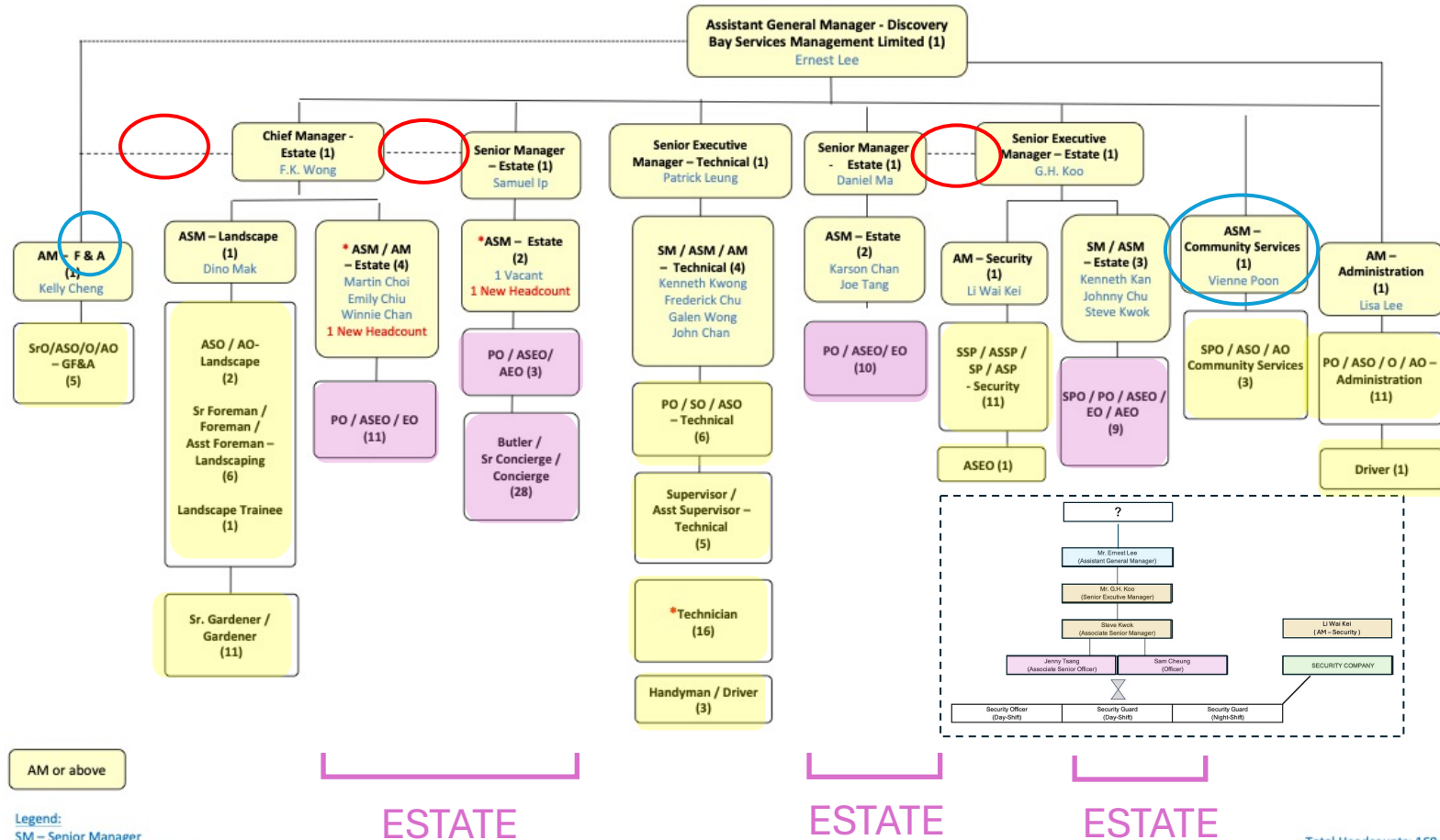
* One new headcount added



Organization Chart of Hillgrove Village

Organization Chart – Discovery Bay Services Management Ltd

(To be effective from 1st April 2024)



Legend:
SM – Senior Manager
ASM – Associate Senior Manager
AM – Associate Manager

Total Headcounts: 169

* One new headcount added

OBSERVATIONS Based on Hillgrove Village experience

- 1. The pink blocks = estate management** Names of estates (villages) not shown nor the local estate services structure
- 2. The yellow blocks** show shared resources. At higher levels of **estate management**, substantial use of the managers time is shared: a) between several villages b) a variety of functions mostly, but not entirely, related to management of the city.
- 3.** The “job description” for our **part time** Hillgrove frontline manager (a Tier 1 PMP) is unknown to owners. Actions are too often reactive rather than proactive. There is little evidence of management presence. Management decisions, when taken, are taken remotely by “seniors” whose time and interest is not focused on Hillgrove estate management, but spreads into management of the city and other duties.

QUESTIONS on the Organization Chart DBSML

1. Why does the chart not identify the villages?
2. Who is the Assistant General Manager assisting?
3. What do the dotted lines represent?
4. Why do the chains of command (HV, PN) to the frontline estate managers from the Assistant General Manager **break into 4 distinct paths**: FK Wong; Samuel Ip; Danial Ma; G.H.Koo, the first three with one further management level below, and the fourth (G.H.Koo) with one extra level of management below and possibly two extra levels of management below in the case of Peninsula (Raymond Kwok)? None of these very senior managers can focus on village estate management
5. What differentiates the responsibility/accountability for each level of management.
6. Are the limits of accountability/responsibility for the frontline estate managers the same. What are they?
7. What do the 4 persons in Community Services cover? Does the Associate Senior Manager have complete autonomy over her announcement that audio recordings would no longer be accessible online to Committee members
8. What training do estate managers receive on their respective Sub-DMC's, [the PDMC, and from the PMSO etc.]?
9. Does each estate manager position all the necessary written work procedures and written guidelines? Can the VOC's review these?

CODE 3

Effective Control over Property Management Business by Property Management Companies

Code of Conduct

Code No.: C3/2021



Establishing management team structure

B(I) A licensed PMC has to, with respect to each property for which PMSs are provided by it, **establish a management team structure and prepare a management team operational chart** to enable its employees to know the structure of the management team in order to facilitate carrying out duties and reporting work development.

Setting out work guidelines

C(I) A licensed PMC has to set out proper work procedures and clear guidelines for its employees to follow in the provision of PMSs. A licensed PMC has to review and/ or update the relevant work procedures and guidelines regularly to ensure that they comply with operational requirements.

Providing sufficient manpower

D(I) A licensed PMC has to enter into an agreement with its client with respect to the provision of PMSs and has to arrange sufficient manpower to provide PMSs according to the agreement.

On the question of setting out proper work procedures and clear guidelines

To my knowledge many procedures and guidelines:

- Local complaints procedure
- Procurement
- Owners Meetings
- VOC Meetings
- COC Meetings
- Control procedure for recovery of overdue fees
- Work requests
- Etc.

There may be some missing that could be useful:

- Local estate managers interaction with local security
- Local security recording incidents and actions
- Local estate managers interaction with cleaning company
- Handling disputed interpretation of the contract (PDMC, sub-DMC)

CODE 3. A licensed PMC has to enter into an agreement with its client with respect to the provision of Property Management Services