

立法會
Legislative Council

LC Paper No. CB(1)1067/05-06(04)

Ref: CB1/PL/PS

**Panel on Public Service
Meeting on 20 March 2006**

**Background Brief
on employment of non-civil service contract staff**

Purpose

This paper gives a brief account of the Non-Civil Service Contract (NCSC) Staff Scheme, and summarizes the major views and concerns expressed about the Scheme at meetings of the Legislative Council (LegCo) and its committees.

Background

2. Prior to 1999, government departments often engaged non-civil service staff, including daily-rated or monthly-rated temporary staff and short-term contract staff, on an ad hoc basis to meet their service and operational needs. At that time, temporary staff were employed on a standard package of terms and conditions (e.g. pay pegged to minimum civil service pay point, and duration of employment not more than 12 months), and the making of other ad hoc non-civil service appointments on contract terms required consultation with the Civil Service Bureau (CSB) on a case-by-case basis. In response to calls from Heads of Department (HoDs) for greater flexibility to employ temporary staff or short-term contract staff, CSB conducted a review on the policy and arrangement for employment of these staff. As a result of the review, the NCSC Staff Scheme was introduced in January 1999 with the objective of providing HoDs with greater flexibility to deploy their resources and to better enable them to meet their changing service and operational needs.

NCSC Staff Scheme

3. Under the NCSC Staff Scheme, HoDs are delegated with the authority to employ staff outside the civil service establishment on short-term contracts up to three years to meet service needs which are short-term, require staff on a part-time basis or where the mode of delivery of the service is under review or likely to be changed. The

Scheme supplements the civil service appointment system but does not replace the making of civil service appointments.

Approving authority

4. The approving authority for the employment of NCSC staff, including the employment package and terms to be offered, rests with HoDs or a directorate officer with delegated authority from HoDs.

Terms and conditions of employment

5. HoDs have full discretion to decide on the appropriate employment package for their NCSC staff subject to the guiding principles that the terms and conditions of service for NCSC staff should be no less favourable than those provided for under the Employment Ordinance (EO) (Cap. 57) and no more favourable than those applicable to civil servants in comparable civil service ranks or comparable levels of responsibilities. NCSC staff are provided with benefits including rest days, statutory holidays, annual leave, maternity leave, paid sick leave, etc. as may be provided in line with or above the provisions of the EO.

6. CSB's general guidelines on determining the terms and conditions of service of NCSC staff are summarized as follows:

(a) Pay level

HoDs are given the discretion to determine the appropriate pay level of their NCSC staff having regard to the condition of the employment market, management and operational considerations of the department. However, the pay offered should not exceed the mid-point salaries of comparable civil service ranks or ranks of comparable level of responsibilities.

(b) End-of-contract gratuity

HoDs may offer an end-of-contract gratuity to NCSC staff which, together with the Government's Mandatory Provident Fund contributions, should be not more than 15% and 10% of the total basic salary drawn during the contract period for skilled and non-skilled jobs respectively.

(c) Pay adjustment

NCSC staff are not entitled to increment during their contract period. However, if necessary, HoDs may make a pay adjustment for NCSC staff according to the cost of living during the contract period, but the adjustment must not exceed the rate of any applicable civil service pay adjustment.

(d) Duration of contracts

NCSC staff are employed on fixed-term contracts of up to three years. The employment of an NCSC staff ends upon the expiry of his/her contract. The offer of any further contract beyond the current one is solely at the discretion of the HoD concerned, having regard to factors including the continued operational need for the work concerned; staff deployment plan of the department; the performance of the NCSC staff, etc. Where the contracts of NCSC staff are not renewed by HoDs, departments will offer severance payment or long-service payment to those NCSC staff who meet the criteria stipulated in the EO.

Management and control

7. At the departmental level, there should be a directorate officer not below the Directorate Pay Scale of D2 or equivalent to control and monitor the implementation of the NCSC scheme.

8. At the central level, CSB has issued guidelines on the scope, terms of employment, remuneration package, recruitment procedures etc. for HoDs to follow in the employment of NCSC staff. CSB also reviews the guidelines from time to time and remind bureaux/departments to take proactive steps to ensure proper usage of the NCSC Staff Scheme. For the purpose of overall monitoring of the implementation of the Scheme, CSB collects statistics from departments on the general information of NCSC staff as at 30 June and 31 December each year.

Statistics on NCSC staff

Number of NCSC staff

9. The number of full-time NSCS staff in recent few years is set out as follows:

<u>Date</u>	<u>Number of full-time NCSC staff</u>
31 December 2001	11 244
31 December 2002	13 701
31 December 2003	16 147 (4 132)*
30 June 2004	16 557 (2 467)*
31 December 2004	14 807 (2 154)*
30 June 2005	15 661 (1 909)*

(Remarks:

(a) * The figure in brackets indicates the number of NCSC staff employed under various job creation initiatives.

- (b) The civil service establishment in recent years is set out in footnote.^{Note)}

Length of current contract and salary range

10. The statistics on the length of current contract and salary range of the full-time NCSC staff as at 30 June 2004 and 30 June 2005 are set out in **Appendices I and II** respectively.

Major concerns expressed at previous meetings of LegCo and its committees

11. Members have expressed a number of concerns about the NCSC Staff Scheme at various meetings of LegCo and Panel on Public Service (PS Panel), and when examining the annual draft Estimates at the special meetings of the Finance Committee. Moreover, representatives of six civil service staff associations expressed their concern about the Scheme at the PS Panel meeting on 18 April 2005. The major concerns expressed by Members and staff representatives are summarized below:

(a) Justifications for the Scheme

The NCSC Staff Scheme is unnecessary and undesirable. Instead of employing NCSC staff to take up duties that are short-term or part-time, the Administration should create supernumerary posts for these purposes and employ temporary staff to fill the posts. Other service needs which have a specific time line or under review should be met by employing civil servants on contract terms.

(b) Abuse of the Scheme

(i) Given that 7% of the 14 807 NCSC staff (i.e. about 1 100 staff) have been continuously employed through renewal of contracts for over five years (position as at 31 December 2004), it is doubtful whether the objective of the NCSC Staff Scheme is really for meeting service needs which are short-term or under review as claimed by the Administration. There may have been an abuse of the Scheme; and

(ii) Given the Administration's target to reduce civil service establishment and the general recruitment freeze since 2003, some departments have replaced some of the civil service posts by NCSC posts so as to meet their operational needs. The

Note

<u>Date</u>	<u>Civil service establishment</u>	<u>Date</u>	<u>Civil service establishment</u>
January 2000	198 000	31 January 2004	172 865
1 January 2002	184 300	31 March 2004	170 583
30 September 2002	178 798	30 November 2004	168 000
31 December 2002	177 629	31 March 2005	165 208
31 March 2003	175 759	September 2005	164 400
30 September 2003	174 175	March 2006	162 800

number of NCSC staff has risen to such a high level that is equivalent to about 10% of the civil service establishment.

(c) Problems caused by the Scheme

- (i) NCSC staff are unfairly treated as they are offered pay levels lower than those of their civil service counterparts and they are not provided with any fringe benefits. This has affected not only the morale of NCSC staff and their cooperation with civil servants, but also the unity and stability of the civil service as a whole. In some cases, management problems have been created where civil servants are supervised by NCSC staff who are not familiar with civil service policies and practices and are remunerated at lower pay levels; and
- (ii) Given the short duration of their employment contracts and the lack of promotion opportunities, NCSC staff may not be able to develop a sense of belonging. The resources used for training NCSC staff would be wasted if they choose to leave the service soon after they have attained the work skills.

(d) Need for a review of the Scheme

In connection with the above concerns, the Administration should review the Scheme to ensure that there is no abuse and to address the problems through effective measures, such as improving the terms and conditions of employment for NCSC staff, and examining the operational need for and the duration of each of the NCSC posts and converting those with long-term operational need to civil service posts.

12. The following motion was passed at the PS Panel meeting on 18 April 2005:

“That this Panel urges the Government to immediately study the inclusion of the posts filled by non-civil service contract staff over a period of time in the permanent establishment by converting them to posts in respect of which appointment is offered on a long-term basis, and to present the outcome of the study before July.”

13. An extract of minutes of the PS Panel meeting held on 18 April 2005 is in **Appendix III**. The Administration’s written response to the motion passed by the PS Panel is in **Appendix IV**.

Improvements to the NCSC Staff Scheme in 2004 and 2005

14. To address the concerns about the NCSC Staff Scheme, CSB has introduced some improvement measures to the Scheme. With effect from June 2004, CSB operates a central clearing house mechanism to re-deploy surplus clerical and secretarial civil service staff to meeting service needs of departments/bureaux. Under

this mechanism, HoDs are required to seek the assistance of the General Grades Office for the deployment of suitable civil servants from other departments to undertake the clerical and secretarial duties and would only be allowed to recruit new NCSC staff for clerical and secretarial duties if the need cannot be met in part or in full by such deployment.

15. In the second quarter of 2005, CSB conducted a review on the guidelines governing the employment of NCSC staff and subsequently issued further advice to HoDs on strengthening the administrative and management arrangements for employment of NCSC staff. These arrangements include:

- (a) determining the contract period according to the service needs and avoiding the offer of short contracts, say 3 or 6 months, where the need justifies employment of a longer duration, say one year or more;
- (b) providing adequate notice to NCSC staff in case of non-renewal. Departments are encouraged to endeavour to give three months' notice for non-renewal of contracts as far as possible; and
- (c) providing relevant training including orientation programmes and job-related training to NCSC staff to help them "blend" in with their departments and to better equip them for the discharge of their duties.

Information to be provided by the Administration

16. At its meetings on 13 October 2005 and 28 February 2006, the PS Panel requested the Administration to provide the following information on the employment of NCSC staff:

- (a) Number of NCSC staff currently employed by various bureaux/departments and the duration of contracts offered to the staff concerned.
- (b) A breakdown of NCSC posts by bureau/department, showing the duration of the posts and whether the posts were created for any of the following purposes:
 - (i) To meet service need that was short-term or did not require keeping staff on a long-term basis;
 - (ii) To meet service need that required staff on a part-time basis;
 - (iii) To meet service need where the mode of delivery of the service was under review or likely to be changed; and

(iv) To meet service need on a long-term basis.

In connection with item (b)(iv) above, the Administration was requested to consider converting the NCSC posts concerned to civil service posts.

Relevant papers

17. A list of relevant papers is in **Appendix V**.

Council Business Division 1
Legislative Council Secretariat
17 March 2006

Employment of Non-Civil Service Contract (NCSC) Staff

Contract Duration

Length of current contract	No. of full-time NCSC Staff (and percentage to total)	
	Position as at 30.6.2004	Position as at 30.6.2005
< 1 year	6 097 (36.8%)	4 431 (28.3%)
1 - < 2 years	9 257 (55.9%)	9 763 (62.3%)
2 - ≤ 3 years	1 203 (7.3%)	1 467 (9.4%)
Total	16 557 (100%)	15 661 (100%)

(Source: Annex 2 to the supplementary information paper provided by the Administration for the Panel on Public Service in September 2005 (LC Paper No. CB(1)2316/04-05(01))

Employment of Non-Civil Service Contract (NCSC) Staff

Salary Range

Monthly Salary	No. of full-time NCSC Staff (and percentage to total)	
	Position as at 30.6.2004	Position as at 30.6.2005
\$30,000 or above	839 (5.1%)	930 (5.9%)
\$16,000 - \$29,999	1 504 (9.0%)	1 587 (10.1%)
\$8,000 - \$15,999	7 492 (45.3%)	7 872 (50.3%)
\$5,000 - \$7,999	4 873 (29.4%)	4 306 (27.5%)
Others*	1 849 (11.2%)	966 (6.2%)
Total	16 557 (100%)	15 661 (100%)

- * (1) Trainees/youth ambassadors under youth job creation programmes, summer student helpers and (2) staff paid on hourly rate according to the hours of work done. For staff in group (1), their monthly salary is below \$5,000. For staff in group (2), they are paid on an hourly rate and hence their monthly salary varies depending on the hours of work done.

(Source: Annex 3 to the supplementary information paper provided by the Administration for the Panel on Public Service in September 2005 (LC Paper No. CB(1)2316/04-05(01))

Extract from the minutes of meeting
of the Panel on Public Service on 18 April 2005

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Action

III. Employment of non-civil service contract staff

(LC Paper No. CB(1)1248/04-05(03) — Paper provided by the Administration

LC Paper No. CB(1)1278/04-05(01) — Written submission from Government Employees Association

LC Paper No. CB(1)1278/04-05(02) — Written submission from Government Employees Solidarity Union

LC Paper No. CB(1)1278/04-05(03) — Written submission from the Union of Leisure and Cultural Services Department Contract Staff

LC Paper No. CB(1)1278/04-05(04) — Written submission from Hong Kong Chinese Civil Servants' Association

LC Paper No. CB(1)1278/04-05(05) — Written submission from the Federation of Hong Kong & Kowloon Labour Unions)

4. The Chairman welcomed representatives of the Administration and staff unions to the meeting.

Briefing by the Administration

5. At the invitation of the Chairman, the Deputy Secretary for the Civil Service (1) (DSCS1) briefed members on the current position on the employment of non-civil service contract (NCSC) staff. DSCS1 explained that the NCSC Staff

Scheme was introduced in 1999 to enable Heads of Department (HoDs) to employ staff on fixed term contracts outside the civil service establishment to meet service needs in the following circumstances -

- (a) To meet service needs that was short-term or did not require keeping staff on a long-term basis;
- (b) To meet service need that required staff on a part-time basis; and
- (c) To meet service need where the mode of delivery of the service was under review or likely to be changed.

6. DSCS1 said that in deciding the appropriate employment package for NCSC staff, HoDs had to observe the guiding principles that the terms and conditions of service for NCSC staff should be no less favourable than those provided for under the Employment Ordinance (Cap. 57) and no more favourable than those applicable to civil servants in comparable civil service ranks or comparable levels of responsibilities. It was the policy of the Civil Service Bureau (CSB) not to micro-manage departments in the employment of NCSC staff but CSB had issued detailed guidelines on the scope, terms of employment, remuneration package, recruitment procedures etc. for HoDs to follow in the employment of NCSC staff. CSB had also reminded bureaux/departments to take proactive steps to ensure proper usage of the NCSC Staff Scheme. With effect from June 2004, CSB operated a central clearing house mechanism in which HoDs were required to seek the assistance of the General Grades Office for the deployment of suitable civil servants from other departments to undertake the clerical and secretarial duties. HoDs would only be allowed to recruit new NCSC staff for clerical and secretarial duties if the need could not be met in part or in full by such deployment.

7. On the current position on employment of NCSC staff, DSCS1 advised that CSB conducted half-yearly surveys to collect snapshot statistics from departments on the general information of NCSC staff as at 30 June and 31 December each year. As at 31 December 2004, there were 14 807 full-time NCSC staff employed in the Government, of which 2 154 were employed under various job creation initiatives. Compared with the position on 30 June 2004, the number of full-time NCSC staff had dropped by 1 750 (10.6%).

Presentation of views by staff unions

8. The Chairman reminded the representatives of staff unions that when addressing the Panel, they would not be covered by the protection and immunity provided under the Legislative Council (Powers and Privileges) Ordinance (Cap. 382). The Chairman then invited the key representatives of each staff union to present their views in turn.

Hong Kong Federation of Civil Service Unions (HKFCSU)

9. Mr LAM Pun-wing, General Secretary of HKFCSU, pointed out that the employment of NCSC staff in large numbers had affected the quality of public service, and yet various bureaux and departments continued to recruit NCSC staff. While it was often claimed that there were surplus staff in the clerical and secretarial grades, a total of 2 822 NCSC staff performing duties comparable to these two grades were employed as at 31 December 2004. This had not only affected staff morale but also resulted in a situation where civil servants and NCSC staff performing comparable duties were remunerated at different levels. Mr LAM therefore requested LegCo Members to urge the Administration to maintain a reasonable level of civil service establishment, and to uphold service quality and staff morale.

10. Mr CHAN Wai-keung, Executive Committee member of HKFCSU, added that as revealed by the findings of a recent survey carried out by a human resources consultant, employees' performance would be adversely affected if they had no idea of their companies' policies and future development. In this connection, Mr CHAN expressed his concern that the performance of civil servants and NCSC staff might have been affected as they had no idea of the Administration's plan for the NCSC Staff Scheme which covered some 14 000 NCSC staff, i.e. nearly 10% of the total civil service establishment. On the other hand, Mr CHAN noted from Annex B to the paper provided by the Administration that the monthly salary of 12 348 NCSC staff (i.e. 83.4%) was below \$16,000. Given that the monthly salary of the majority of NSCS staff was only several thousand dollars, he requested the Panel to urge the Administration to provide a more detailed breakdown of the salary range of NCSC staff.

Government Employees Association (GEA)
(LC Paper No. CB(1)1278/04-05(01))

11. Mr TANG Fuk-ki, Vice-Chairman of GEA, said that while GEA did not object to the employment of NCSC staff under special circumstances to meet service needs, it objected to the abuse of the scheme by employing NCSC staff to replace civil servants for achieving the target of reducing the size of the civil service. In recent years, the Administration introduced a number of measures to reduce civil service establishment on the one hand, and employed NCSC staff to perform the duties of the deleted civil service posts on the other. Referring to GEA's written submission, Mr TANG added that the continued reduction in civil service establishment had affected the promotion prospect and morale of civil servants, and the employment of NCSC staff in large numbers had created difficulties in staff management. He urged the Administration to review the NCSC Staff Scheme and put in place a proper mechanism for monitoring the employment of NCSC staff in all bureaux/departments.

Government Employees Solidarity Union (GESU)
(LC Paper No. CB(1)1278/04-05(02))

12. Mr KWOK Kam-lam, General Secretary of GESU, pointed out that the NCSC Staff Scheme had been implemented in a manner which was contrary to the Government's principle of setting the example of a good employer. The gist of Mr KWOK's presentation was summarized as follows:

- (a) The pay levels of NCSC staff were much lower than those of civil servants performing comparable duties. NCSC staff were not offered any fringe benefits and were deprived of the opportunity for promotion.
- (b) Contrary to the Administration's claim that NCSC staff were employed to meet service needs that were short-term or seasonal, a number of NCSC staff, such as those employed as Workmen in the Food and Environmental Hygiene Department (FEHD) and Assistant Curators in the Leisure and Cultural Services Department (LCSD), had been working in their posts for five to ten years with contracts renewed annually. Being employed on short-term contracts with the normal duration of one year, NCSC staff had no job security and had no idea whether their contracts would be renewed.
- (c) To achieve the target of reducing the size of the civil service, the Administration had implemented two rounds of the Voluntary Retirement (VR) Scheme. While around 15 000 civil servants had retired under the two VR Schemes, almost the same number of NCSC staff was recruited by various bureaux and departments to perform the duties of the VR-takers.
- (d) The Administration should review the NCSC Staff Scheme, and consider converting NCSC posts with long-term operational needs to permanent posts and improving the remuneration package of NCSC staff by offering annual increments and medical benefits to these staff.

Union of Leisure and Cultural Services Department Contract Staff (ULCSDCS)
(LC Paper No. CB(1)1278/04-05(03))

13. Miss YIM Ho-yan, Chairman of ULCSDCS, said that she had been working as a NCSC staff in LCSD for four years. During the four-year period, she was offered short-term contracts and a total of seven contracts were signed. Based on her own experience, she highlighted the pressure and problems faced by NCSC staff. The gist of Miss YIM's presentation was summarized as follows:

- (a) Given the short duration of employment contracts, NCSC staff suffered from immense pressure of job insecurity. Renewal of their contracts was

subject to the availability of resources in the bureaux/departments concerned instead of their performance.

- (b) The pay levels of NCSC staff, which were determined by the bureaux/departments concerned at the time of contract renewal, had been reduced in the past few years. The years of service of NCSC staff and their relevant working experience were not taken into account in determining their pay levels.
- (c) While NCSC staff were not civil servants and did not enjoy the same pay levels and fringe benefits package offered to their civil servants counterparts, they were subject to the same Government rules and regulations on conduct applied to civil servants and expected to uphold the same high standards of probity. This was unfair to NCSC staff.
- (d) The Administration was urged to cater for the needs of NCSC staff and to provide them with the basic fringe benefits such as medical benefits.

Hong Kong Civil Servants General Union (HKCSGU)

14. Mr CHUNG Tak-cheung, General Secretary of HKCSGU, pointed out that the NCSC Staff Scheme had created management problems because in some cases, civil servants were supervised by NCSC staff who were not familiar with civil service policies and practices and were remunerated at lower pay levels. Moreover, given the short duration of their employment contracts, NCSC staff were unable to develop a sense of belonging and had high turnover. The resources used for training NCSC staff would be wasted if these staff chose to leave the service soon after they had attained the work skills. Mr CHUNG urged the Administration to rectify the problem by converting the NCSC posts with long-term operational needs to permanent civil service posts.

Hong Kong Chinese Civil Servants' Association (HKCCSA)
(LC Paper No. CB(1)1278/04-05(05))

15. Mr WONG Hyo, President of HKCCSA, said that HKCCSA did not object to the employment of NCSC staff for flexible deployment of resources in meeting short-term or seasonal service needs. HKCCSA however objected to the abuse of the NCSC Staff Scheme to employ short-term contract staff to meet the shortage of manpower in the civil service. The gist of Mr WONG's presentation was summarized as follows:

- (a) The abuse of the NCSC Staff Scheme by bureaux/departments had become increasingly serious in recent years. The number of NCSC staff rose to such a high level that was equivalent to about 10% of the civil service establishment.

- (b) The abuse of the NCSC Staff Scheme had a number of adverse impacts. It tarnished the Government's image of a good employer, as NCSC staff performing duties comparable to those of their civil service counterparts were offered lower pay levels and were not provided with any fringe benefits. This was in fact a discriminatory policy against NCSC staff. It had affected not only the morale of NCSC staff and their cooperation with civil servants, but also the unity and stability of the civil service.
- (c) In the past, the Administration had put forward a number of measures to reduce the size of the civil service so as to maintain a small government, resulting in the need to employ NCSC staff to perform the duties of the deleted civil service posts. The Administration should review its policy of "big market, small government", and LegCo Members, including those of the Liberal Party, should not support this policy.
- (d) Moreover, the Administration should attach great importance to improving the administration of the NCSC Staff Scheme and tackle the existing problems through effective measures, such as preventing abuse of the scheme, improving the terms and conditions of employment for NCSC staff, and examining the service needs of NCSC posts and including those with long-term service needs in the permanent establishment.

Discussion

Terms and conditions of employment of NCSC staff

16. Referring to the information on the salary range of NCSC staff set out in Annex B to the paper provided by the Administration, the Chairman requested for a breakdown of the number and percentage of NCSC staff with monthly salary below \$16,000. In response, DSCS1 provided the following information:

<u>Monthly Salary</u>	<u>% of total full-time NCSC staff</u>
Below \$8,000	about 36%
\$8,000 to \$11,999	about 30%
\$12,000 to \$15,999	16.4%

17. The Chairman requested the Administration to provide a breakdown of the number and percentage of NCSC staff with monthly salary below \$8,000 (e.g. those with salary below \$3,000, \$3,000 to \$3,999, \$4,000 to \$4,999 and \$5,000 to \$5,999, etc.). DSCS1 undertook to provide the information.

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18. Mr WONG Kwok-hing shared the concerns of the staff unions about the unfavourable terms and conditions of employment of NCSC staff, and their lack of promotion prospects and career development opportunities. Given that NCSC staff were not provided with any fringe benefits and were offered pay levels lower than those of their civil service counterparts, Mr WONG considered such unfair treatment a

discrimination against NCSC staff, which had affected civil service unity and the effective delivery of public service. In this connection, he requested the Administration to offer pay and fringe benefits to NCSC staff at the same level as those offered to their civil service counterparts.

19. In reply, the Secretary for the Civil Service (SCS) explained that before the introduction of the NCSC Staff Scheme in 1999, temporary staff had been employed on contract terms by different departments, such as the Post Office, the then Urban Services Department, the Radio Television Hong Kong (RTHK) and the Housing Department, to meet service needs that were short-term, part-time or seasonal. The introduction of the scheme was an attempt to systemize the employment of temporary contract staff by setting out the guiding principles for determination of the terms and conditions of service for NCSC staff and issuing detailed guidelines for HoDs to observe in the employment of NCSC staff.

20. As to the concern about the pay level of NCSC staff, SCS noted that the question of different pay for the same job had been raised by members in the past but he wished to point out that the pay levels of both civil servants and NCSC staff were determined by the prevailing market circumstances during their first appointment to the Government. SCS also pointed out that there were differences in the terms and conditions of service even among civil servants appointed at different times. For example, civil servants appointed on new terms since 2000 were not eligible to Overseas Education Allowance or Local Education Allowance and their leave entitlement was less favourable than civil servants appointed before 2000. SCS said that it was impracticable to expect the same terms and conditions of service be offered for all civil servants and NCSC staff across the board as flexibility for changes was necessary in human resources management to cope with the changing circumstances. He reiterated that of the 14 807 full-time NCSC staff employed as at 31 December 2004, 2 154 were employed under various job creation initiatives. The number of NCSC staff had recorded a drop as compared with the position in end of 2003. He expected that the number of NCSC staff employed might continue to reduce with the various control and monitoring mechanisms introduced to ensure proper usage of the NCSC Staff Scheme, such as the central clearing house mechanism for the re-deployment of surplus staff in the clerical and secretarial grades.

21. Mr LEE Cheuk-yan also expressed concern about the terms and conditions of employment of NCSC staff. Noting that HoDs had full discretion to decide on the appropriate employment package of their NCSC staff, Mr LEE opined that CSB should request HoDs to observe certain standard terms in the employment, such as the provision of annual increments and medical benefits to the NCSC staff.

22. In reply, the Permanent Secretary for the Civil Service (PSCS) said that given the nature of the NCSC Staff Scheme in which staff were employed on short fixed term contracts, the provision of annual increments in their terms of employment might not be appropriate. Having said that, HoDs had full discretion to offer pay increase to their NCSC staff upon the renewal of their contracts, where appropriate, having regard to the

circumstances of the employment market, management and operational considerations of the department. As the NCSC Staff Scheme was introduced to systemize the employment of short-term or temporary contract staff, it was desirable to have a simple remuneration package for NCSC staff. Hence, HoDs offered NCSC staff with an all-inclusive monthly salary. PSCS further pointed out that HoDs had to offer pay levels comparable with the market pay levels to attract suitable candidates for NCSC jobs.

23. Mr LEE Cheuk-yan commented that while HoDs had discretion to offer pay increase to their NCSC staff, the reality was that they had been reducing the pay of their NCSC staff in recent years upon renewal of contracts, at an extent even larger than that of the civil service pay reductions. Mr LEE considered this unfair to the NCSC staff. In response, SCS said that NCSC staff were employed on fixed contract terms and it was reasonable for them to receive the remuneration package stipulated in their contracts.

Management and control of the NCSC Staff Scheme

24. Mr WONG Kwok-hing considered that NCSC posts with long-term service needs should be incorporated into the civil service establishment. It was unfair for HoDs to employ NCSC staff to fill such posts by breaking up their contracts into a series of short-term contracts. In some cases, the duration of the contracts was less than one year. Referring to the recent arrangement of the Hospital Authority (HA) for offering appointment on a long-term basis to about 80% of its contract staff, Mr WONG requested the Administration to work out a mechanism to assess the operational needs of the NCSC posts for inclusion of those with long-term needs in the permanent establishment.

25. Referring to the presentation made by some representatives of staff unions that some NCSC staff had been working in their posts for five to ten years with contracts renewed annually, Mr Howard YOUNG urged the Administration to review whether there was long-term service needs for the posts. Mr YOUNG pointed out that while the LegCo Members of the Liberal Party considered that the Administration should continue to contain the size of the civil service so as to achieve the optimum utilization of public resources and to observe the principle of “big market, small government”, they would not object to the creation of posts if the need for the posts was established and the Administration was able to offset the expenditure involved by deleting other posts.

26. In response, SCS explained that the NCSC Staff Scheme allowed flexibility for HoDs to employ staff on fixed contract terms ranging from a few months to three years and it was CSB’s policy not to micro-manage departments in the employment of NCSC staff to maintain the flexibility of the scheme. CSB would look into specific cases of short-term employment upon provision of relevant information on such cases. PSCS added that at the departmental level, the employment of NCSC staff must be approved by a directorate officer with delegated authority from HoDs and there should be a directorate officer not below the Directorate Pay Scale of D2 or equivalent to control

and monitor the implementation of the scheme. CSB conducted half-yearly surveys to collect statistics from departments on the general information of NCSC staff and additional ad hoc surveys where needed to monitor the NCSC staff situation in general.

Admin 27. At the request of Mr WONG Kwok-hing, SCS undertook to look into the arrangements of HA for offering appointment on a long-term basis to its contract staff.

28. Referring to the information on contract duration of NCSC staff set out in Annex B to the paper provided by the Administration, Mr LEE Cheuk-yan pointed out that the information failed to give a clear picture on the length of the contracts offered to the NCSC staff nor the years of service of the staff concerned, such as the number of NCSC staff who had been working in the posts for over five years with their contracts renewed annually. He criticized the Administration for exploiting the NCSC staff concerned by offering short-term employment to them and requiring them to perform duties of posts with long-term service needs. Of the total 14 807 NCSC staff, Mr LEE sought information on the number and percentage of staff who had been working in their posts for over five years and whether the Administration would include such posts in the permanent establishment having regard to the obvious long-term needs of the posts.

29. PSCS responded that about 7% of the 14 807 NCSC staff (i.e. about 1 100 staff) had been employed for over five years. PSCS explained that the majority of these staff were employed in three departments, details of which were as follows:

- (a) The Post Office employed over 400 NCSC staff to meet service need that was short-term or required staff on a part-time basis, e.g. seasonal demand for postal services and mail sorting;
- (b) LCSD employed over 200 NCSC staff to meet service need where the mode of delivery of service was under review or likely to be changed, e.g. plan to provide electronic booking of LCSD venues; and
- (c) FEHD employed about 120 NCSC staff to meet service need where the mode of delivery of service was likely to be changed, e.g. Workmen employed for various cleansing services pending outsourcing of these services.

30. Mr LEE Cheuk-yan was dissatisfied with the Administration's response. As far as he knew, apart from the three departments mentioned above, the Social Welfare Department and RTHK had also employed considerable number of NCSC staff over a long period of time. To facilitate the Panel's consideration of how the matter should be taken forward, such as setting up a subcommittee under the Panel to study in detail the long-term service need of each NCSC posts, Mr LEE requested the Administration to provide a list of all NCSC posts by bureau/department and provide further information on each NCSC post, including when the NCSC post was created and the planned

duration of the post, the length of the contract offered to the NCSC staff occupying the post, and the years of service of the staff concerned. For the posts which were created to meet service need where the mode of delivery of service was under review or likely to be changed, Mr LEE requested the Administration to provide the target date for completing the review.

31. In response, SCS pointed out that the review of the mode of service delivery would be undertaken by the departments concerned as a continuous process and there might not be a set time frame for completion. Moreover, with the delegation of the employment of NCSC staff to HoDs and the number of over 14 000 NCSC posts, it might not be easy to collate the requested information. The details of such information would also be subject to changes at different times with changes in the NCSC posts. Nevertheless, SCS undertook to provide the requested information as far as possible.

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32. Mr KWONG Chi-kin said that he was surprised to note that 7% of the 14 807 NCSC staff had been employed for over five years and he could not accept the Administration's explanation in this regard. Referring to the three types of service needs met by employment of NCSC staff set out in paragraph 5 above, Mr KWONG requested the Administration to provide further information on the NCSC posts by bureau/department with details on the type of service needs that each post was created for.

33. In reply, SCS explained that the general objective of the NCSC Staff Scheme was to provide departments with flexibility in sourcing manpower outside the civil service establishment for meeting service needs which were short-term, part-time or under review. For departments operating as trading funds and where business level and staffing requirements might change over time, the scheme provided the much needed flexibility for them to adjust their staffing level quickly to cope with changing business demands whilst ensuring the viability of their operations. SCS undertook to consider Mr KWONG's request for the information mentioned in paragraph 32 above. At the request of Mr KWONG, SCS also undertook to provide the Panel with a regular update on the employment of NCSC staff once every six months.

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34. Ms LI Fung-ying was of the view that the NCSC Staff Scheme had been abused by HoDs. Noting that CSB operated a central clearing house mechanism to re-deploy surplus staff of the clerical and secretarial grades to meet service needs of bureaux/departments, Ms LI enquired whether CSB would operate similar mechanisms for the re-deployment of surplus staff of other civil service grades. She also doubted the effectiveness of the central re-deployment mechanism as she had noticed from the recruitment advertisement that some bureaux/departments, such as the Education and Manpower Bureau, were still offering short-term contracts of six to nine months to NCSC staff for performing clerical and secretarial duties.

35. SCS explained that CSB examined and monitored the NCSC Staff Scheme on a regular basis and new guidelines would be issued to HoDs to ensure proper usage of NCSC Staff Scheme, where necessary. PSCS advised that among the NCSC staff performing duties comparable to clerical and secretarial grades, over 300 were employed under job creation initiatives, and majority of the remaining staff were employed for short-term duties under the following circumstances:

- (a) To assist in data conversion for the implementation of new computer systems in departments;
- (b) To assist in clearing backlog for more efficient delivery of public service;
- (c) To cope with the seasonal influx of workload or sudden surge in workload; and
- (d) To cope with the temporary mismatch in supply and demand of manpower in bureaux/departments.

36. PSCS explained that with the introduction of the central clearing house mechanism in mid 2004, HoDs would only be allowed to recruit new NCSC staff for clerical and secretarial duties if their need could not be met in part or in full by the deployment. As staff surplus in clerical and secretarial grades would arise gradually, the present level of surplus might not be able to meet fully the demand for manpower from all bureaux/departments and NCSC staff might have to be recruited in the interim. PSCS further advised that CSB had reminded Heads of Grades (HoGs) and HoDs to monitor closely the manpower supply in different civil service grades, and HoDs were required to submit manpower plans to CSB annually. At the present stage, CSB did not see the need to operate a central re-deployment mechanism for other civil service grades. However, HoGs would be reminded to report surplus in any grades to CSB for consideration of the need to operate a similar mechanism.

37. Mr James TO asked whether CSB had examined the employment of NCSC staff in different bureaux/departments to ensure that there was no abuse of the scheme. Referring to the employment of NCSC staff as law enforcement duties, Mr TO doubted whether NCSC staff were empowered under existing legislation to perform law enforcement duties and whether the employment of NCSC staff for law enforcement would give rise to query of the legality of the enforcement actions. He also opined that CSB should remind HoDs of the importance of ensuring the legal authority of engaging NCSC staff in the performance of law enforcement duties.

38. In response, SCS assured members that HoDs would ascertain the legal basis for NCSC staff to take up law enforcement duties before employing them for performing such duties. Regarding Mr James TO's concern about the abuse of the NCSC Staff Scheme by HoDs, SCS explained that as illustrated with the examples in paragraph 9 of the paper provided by the Administration, some departments had operational needs to employ NCSC staff for the flexibility in sourcing manpower

outside the civil service establishment. Under the NCSC Staff Scheme, HoDs had the discretion to offer fixed term contracts of up to three years subject to their operational needs. While management and control measures were in place to monitor the administration of the scheme, SCS pointed out that CSB would not make any assumptions on abuse of the scheme by HoDs. Nevertheless, he would be willing to look into any cases of alleged abuse upon receipt of relevant information on the cases.

Review of the policy governing the employment of NCSC staff

39. Mr CHEUNG Man-kwong expressed disappointment about the way in which the Administration had managed the NCSC Staff Scheme. He considered that while it was important for the Administration to maintain flexibility of the scheme to enable bureaux/departments to employ NCSC staff to meet service needs under special circumstances, such as taking up tasks that were short-term or part-time, it was equally important to maintain civil service stability. He shared other members' view that for NCSC staff employed over a period of time, the Administration should provide a mechanism to review the long-term needs of the posts and offer appointment to the staff concerned on long-term basis if the service needs were established. Referring to the written submission of the Federation of Hong Kong & Kowloon Labour Unions, Mr CHEUNG echoed their suggestion for the Administration to offer permanent/long-term appointment to NCSC staff who had been serving in the posts for six years. Mr CHEUNG recapped that he had made a similar request at the Panel meeting in April 2004 for conversion of NCSC posts with long-term operational needs to civil service posts and Miss CHAN Yuen-han shared his view. On behalf of Miss CHAN Yuen-han (who had just left this meeting), Mr CHEUNG requested SCS to confirm whether he would honour his undertaking at the Panel meeting held in April 2004 to review the NCSC Staff Scheme.

40. In reply, SCS advised that at the Panel meeting held in April 2004, he had agreed to review the NCSC Staff Scheme at a later stage given that priority had to be accorded to other measures for meeting the target of reducing the civil service establishment. He explained that under the current approach, if the long-term operational needs for a post currently filled by an NCSC staff were confirmed, arrangements could be made to include the post in the permanent establishment and open recruitment for a suitable candidate to fill the post would be conducted. The NCSC staff concerned could apply for the post during the open recruitment. He further pointed out that some NCSC posts might not be included in the permanent establishment due to their special work patterns, e.g. posts with working hours below 44 hours per week.

41. Mr CHEUNG Man-kwong was dissatisfied with SCS's response. He cautioned that the problems arising from the employment of NCSC staff had remained outstanding for long and should be addressed without further delay. He requested the Administration, in providing further information required by the Panel, to submit at the same time its proposed measures to alleviate the hardship of NCSC staff working in their posts for a long period of time.

42. Mr LEE Cheuk-yan shared Mr CHEUNG Man-kwong's view that the problems should be addressed without further delay. To facilitate the Panel to follow up the issue, Mr LEE requested the Administration to provide the requested information before July 2005.

43. Mr KWONG Chi-kin expressed his concern that under the "financial envelope" system, HoDs had to resort to employing NCSC to meet long-term service needs because of the shortage of resources in their financial envelopes. Mr James TO shared his concern. In this connection, the Chairman pointed out that he had received complaints that bureaux/departments were employing NCSC staff to cope with the service demand given the lack of resources in their "financial envelopes". Mr KWONG urged the Administration to consider the suggestion that the "financial envelopes" of bureaux/departments should not include expenditure on personal emoluments.

44. In reply, SCS said that he did not consider that NCSC staff were in hardship because they were not offered permanent terms like civil servants as long as the terms of their contracts were reasonable. He pointed out that the "financial envelope" system was implemented with a view to controlling public expenditure more effectively. PSCS added that given the need to tackle fiscal deficits and the introduction of the "financial envelope" system in recent years, HoDs might have faced some uncertainties in the deployment of resources. The situation was expected to improve in due course.

45. Ms LI Fung-ying was gravely concerned that the Administration was trying to replace civil servants with the employment of NCSC staff. Mr LEE Cheuk-yan queried whether the Administration wished to abolish the current civil service appointment system and replace it by appointments on contract terms through the implementation of the NCSC Staff Scheme. Mr James TO shared Mr LEE's view.

46. In reply, SCS clarified that the NCSC Staff Scheme supplemented the civil service appointments and did not replace the making of civil service appointments. SCS pointed out that as shown in the figures provided to the Panel earlier on, bureaux/departments with genuine operational needs had been granted approval for exemption from the general recruitment freeze to conduct recruitment.

Training for NCSC staff

47. Mr Howard YOUNG was of the view that for the best use of training resources, NCSC staff should mainly be provided with the necessary training to equip them with the work skills required for their jobs. In this connection, Mr YOUNG referred to paragraph 13 of the paper provided by the Administration and enquired whether the courses provided by the Civil Service Training and Development Institute (CSTDI) were all work-related training courses. In reply, DSCS1 said that apart from work-related training courses provided by departments, NCSC staff could apply for

training courses provided by CSTD to upgrade their skills in areas such as computer operation and customer services.

Further views of staff unions

48. Mr KWOK Kam-lam, General Secretary of GESU, said that departments were attempting to confuse the public by using different post titles for NCSC posts to prevent direct comparison with civil service posts. Mr KWOK reiterated his concern that many of the NCSC posts were not temporary or short-term posts as the staff occupying the posts had been working in the same posts for even up to seven years. To provide more job stability to NCSC staff, Mr KWOK requested CSB to issue guidelines to HoDs for standardizing all NCSC contracts on fixed term of three years and providing medical and dental benefits in the terms and conditions of employment of all NCSC staff.

49. Mr WONG Hyo, President of HKCCSA, doubted the need to retain the NCSC Staff Scheme given the flexibility in employment of civil servants provided for under the new terms of appointments for the civil service implemented since 2000. Referring to examples of NCSC posts in FEHD and the Centre for Health Protection of the Department of Health, Mr WONG pointed out that the NCSC posts were not for meeting service needs which were short-term or under review. He therefore queried whether CSB had monitored the NCSC Staff Scheme in an effective manner. He also took the opportunity to convey to members some of the grievances of NCSC staff, including their disappointment towards the Government and their career future.

50. Miss LI Wai-ye, Committee member of GEA, disagreed with the suggestion of standardizing the contract duration for NCSC staff to fixed term of three years. In her view, for the NCSC staff who had been occupying their posts for over six years and the posts were identified to have long-term operational needs, the Administration should offer them permanent appointment instead of three-year contracts.

Motion proposed by Mr WONG Kwok-hing

51. Mr WONG Kwok-hing put forward the following motion for the Panel's consideration, a copy of which was tabled at the meeting:

“本事務委員會促請政府立即研究把長期僱用的非公務員合約職位納入常額編制之內，改為長期聘用，並在7月前提交研究結果。”

(English translation)

“That this Panel urges the Government to immediately study the inclusion of the posts filled by non-civil service contract staff over a period of time in the permanent establishment by converting them to posts in respect of which appointment is offered on a long-term basis, and to present the outcome of the study before July.”

52. The Chairman considered that the proposed motion was directly related to the agenda item under discussion and it was appropriate for the Panel to deal with the motion. All members present agreed that the motion should be proceeded with. The Chairman put the motion to vote. The seven members present voted for the motion. The Chairman declared the motion passed.

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53. The Chairman invited the Administration to provide the Panel with a written response with the requested information before July 2005.

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**Panel on Public Service
Follow up to meeting on 18 April 2005**

**The Administration's Response to the Motion on
Employment of Non-Civil Service Contract (NCSC) Staff**

Purpose

At the meeting of the Panel on Public Service held on 18 April 2005, Members passed the following motion:

“That this Panel urges the Government to immediately study the inclusion of the posts filled by non-civil service contract staff over a period of time in the permanent establishment by converting them to posts in respect of which appointment is offered on a long term basis, and to present the outcome of the study before July.”

This note sets out the Administration's response to the motion.

Objective of the NCSC Scheme

2. The NCSC Scheme, introduced in 1999, aims to provide Heads of Department (HoDs) with a flexible means to employ staff on fixed term contracts of up to three years outside the civil service establishment to meet service needs that are short term, part-time or under review. HoDs have full discretion to decide on the appropriate employment package for their NCSC staff subject to the guiding principles that the terms and conditions of service for NCSC staff should be no less favourable than those provided for under the Employment Ordinance (EO) and no more favourable than those applicable to civil servants in comparable civil ranks or comparable levels of responsibilities. The remuneration offered to NCSC staff is an **all-inclusive** pay package which HoDs have the authority to determine as appropriate having regard to the employment market, management and operational considerations of the department, and subject to the pay offered not exceeding the mid-point salaries of comparable civil service ranks or ranks of comparable level of responsibilities.

Duration of NCSC employments in keeping with departmental requirements

3. As mentioned in paragraph 2 above, the coverage of the scheme includes catering for “short-term service needs” of departments, which refers to service needs that do not require keeping staff on a long-term basis. The duration of short-term

service needs may range from a few weeks, as in the employment of enumerators for the population by-census; to a few years, as in the employment of temporary staff for clearing backlog cases in unauthorized building works and data processors/programme analysts for implementation of large-scale IT projects. Although some of these projects span over several years, they are time-limited and do not justify the retention of staff on a long term basis as the number of staff as well as the types of expertise required will change at different stages of the projects. Hence, while some NCSC staff may have been employed for a period longer than the generally perceived notion of “short term” contracts, it is not appropriate to consider including such “posts” into the permanent establishment.

4. Apart from meeting service needs that do not require keeping staff on a long term basis, the NCSC Scheme provides trading fund departments such as the Hongkong Post and the Electrical and Mechanical Services Department with the much needed flexibility in adjusting staffing levels and staff mix to cope with the business fluctuations, which is essential to their financial viability. The Scheme also offers departments such as the Radio Television Hong Kong, Invest Hong Kong and Office of the Telecommunications Authority, which need to constantly bring in the latest expertise in the market to meet the special and rapidly changing business and operational needs in their respective fields, with a flexible and efficient means to employ suitable staff for the appropriate duration and to adjust their staffing requirements in line with the business needs. The types and duration of NCSC employment in these departments vary depending on the changing operational needs. It would therefore be necessary for these departments to continue to employ NCSC staff to meet their operational needs.

Distinction between civil service and NCSC appointments

5. Civil service and NCSC appointments are two distinct types of employment. The purposes and circumstances of employment are entirely different. Civil service appointment is meant to provide a stable workforce which is required on a permanent basis whereas NCSC appointment is meant to provide HoDs with the flexibility to employ manpower to meet service needs which are short-term, part-time or under review. It is therefore not appropriate to automatically transfer NCSC staff who have worked in departments for a certain period of time to the civil service appointment. However, if there are civil service vacancies that need to be filled through open recruitment, NCSC staff may apply for the posts together with other outside applicants and following a selection process, if selected, be appointed on civil service terms.

Management and Control

6. Given the nature of the NCSC Scheme, and in order to maintain flexibility of the scheme, our policy is not to micro-manage departments in the employment of

NCSC staff. However, we have issued detailed guidelines on the scope, terms of employment, remuneration, recruitment procedures and so on for HoDs to follow in the employment of NCSC staff. We have reminded bureaux/departments to take proactive steps to ensure proper usage of the NCSC Scheme. For Bureau Secretaries/Heads of Grades, they are requested to co-ordinate re-deployment of common grade officers in departments under their respective policy schedule. In addition, the employment of NCSC staff must be approved by a directorate officer with delegated authority from HoDs and monitored by a directorate officer not below the Directorate pay scale of D2 equivalent in accordance with the detailed guidelines on the scope, terms of employment, remuneration package, recruitment procedures etc. on the Scheme. Where there is a genuine case for permanent staffing of civil servants, we will grant exemption for general recruitment freeze and allow open recruitment of specific grades of officers. Since 2004, we have operated a central clearing mechanism to redeploy surplus clerical and secretarial staff to various bureaux and departments to take up time-limited projects, which would otherwise be performed by new NCSC staff.

Proposed enhancement measures to the NCSC Scheme

7. We appreciate Members' concerns on the NCSC employment situation in departments and consider that there is scope to further strengthen the administrative arrangements so as to enhance good management practices for the employment of NCSC staff. These proposed arrangements include:

- (a) Fixing the contract period according to the service need and avoid offering short contracts (e.g. half year or less) where the need justifies a longer term employment. Departments should offer contracts in accordance with the operational needs. Under our current guidelines, HoDs may offer contracts up to three years in duration.
- (b) Providing adequate notice to NCSC staff in case of non-renewal. Although it is clearly specified in the employment offer that the NCSC employment is for the current contract only and there is no guarantee for further employment beyond the current contract, we would encourage departments to endeavour to give 3 months' notice for non-renewal of contracts.
- (c) Providing relevant training to NCSC staff. Apart from job-related training which are provided to NCSC staff to help them discharge their duties more effectively and efficiently, we would encourage HoDs to provide orientation programmes to NCSC staff to help them "blend" in with their departments thus fostering a more harmonious working relationship.

We will pursue the above arrangements with HoDs.

Conclusion

8. The NCSC Scheme provides HoDs with added flexibility to employ staff outside the civil service establishment to meet service needs which are short term, part-time or under review. Since its introduction in 1999, we have from time to time reviewed the scheme in the light of experience and feedback received. We have also made improvements to facilitate its proper operation and usage. We will remain vigilant on the utilization of the scheme and continue to introduce appropriate measures to ensure the optimal use of human resources in the civil service and good employment practice for NCSC staff.

Civil Service Bureau
June 2005

(Source: Annex to the letter dated 30 June 2005 from the Secretary for the Civil Service to the Clerk to Panel on Public Service (LC Paper No. CB(1)1976/04-05(01))

Employment of non-civil service contract staff

**List of relevant meetings and papers
(Position as at 17 March 2006)**

Meeting	Paper
Meeting of Panel on Public Service (PS Panel) on 18 January 1999	<p>Paper provided by the Administration on “Employment of Non-Civil Service Contract Staff” (<i>LC Paper No. CB(2)924/98-99</i>)</p> <p>Minutes of meeting (<i>LC Paper No. CB(2)1466/98-99 — Agenda Item V</i>)</p>
Special Finance Committee (FC) meeting on 23 March 2001 (session on Civil Service)	<p>Minutes of the meeting (<i>Chapter XVIII of the FC’s Report on the examination of the Estimates of Expenditure 2001-02 issued in June 2001</i>)</p>
PS Panel meeting on 18 March 2002	<p>Paper provided by the Administration on “Civil Service-relating issues featuring in the 2002-03 Budget” (<i>LC Paper No. CB(1)1284/01-02(03)</i>)</p> <p>Supplementary information provided by the Administration (<i>LC Paper No. CB(1)1474/01-02 issued in April 2002</i>)</p> <p>Minutes of meeting (<i>LC Paper No. CB(1)1445/01-02 — Agenda Item III</i>)</p>
Special FC meeting on 26 March 2002 (session on Civil Service)	<p>Minutes of the meeting (<i>Chapter XVIII of the FC’s Report on the examination of the Estimates of Expenditure 2002-03 issued in June 2002</i>)</p>

Meeting	Paper
PS Panel meeting on 9 October 2003	Minutes of meeting (<i>LC Paper No. CB(1)205/03-04 — Agenda Item III</i>)
Special FC meeting on 29 March 2004 (session on Civil Service)	Minutes of the meeting (<i>Chapter XVIII of the FC's Report on the examination of the Estimates of Expenditure 2004-05 issued in June 2004</i>)
PS Panel meeting on 19 April 2004	<p>Paper provided by the Administration on "Employment of Non-Civil Service Contract Staff" (<i>LC Paper No. CB(1)1505/03-04(04)</i>)</p> <p>Supplementary information provided by the Administration upon a member's request before the Panel meeting (<i>LC Paper No. CB(1)1568/03-04(02)</i>)</p> <p>Supplementary information provided by the Administration (<i>LC Paper No. CB(1)1813/03-04(01) issued in May 2004</i>)</p> <p>Supplementary information provided by the Administration (<i>LC Paper No. CB(1)93/04-05(01) issued in October 2004</i>)</p> <p>Minutes of the meeting (<i>LC Paper No. CB(1)1787/03-04 — Agenda Item IV</i>)</p>
<p><u>Council meeting on 5 May 2004</u> Written question raised by Hon CHAN Yuen-han on remuneration and benefits for Non-civil Service Contract Staff</p>	Hansard — <i>Question number 9</i>

Meeting	Paper
<p><u>Council meeting on 2 June 2004</u> Motion moved by Hon LEUNG Fu-wah as amended by Hon Andrew CHENG on safeguarding the rights and benefits of public servants and staff of outsourced government services</p>	<p>Hansard — <i>Second motion</i></p>
<p><u>Council meeting on 15 December 2004</u> Written question raised by Hon KWONG Chi-kin on Non-civil Service Contract Staff</p>	<p>Hansard — <i>Question number 15</i></p>
<p>PS Panel meeting on 17 January 2005</p>	<p>Paper provided by the Administration on “Policy Initiatives of the Civil Service Bureau” (<i>LC Paper No. CB(1)684/04-05(03)</i>)</p> <p>Minutes of meeting (<i>LC Paper No. CB(1)901/04-05 — Agenda Item III</i>)</p>
<p>Special FC meeting on 11 April 2005 (session on Civil Service)</p>	<p>Minutes of the meeting (<i>Chapter VI of the FC’s Report on the examination of the Estimates of Expenditure 2005-06 issued in June 2005</i>)</p>
<p>PS Panel meeting on 18 April 2005</p>	<p>Paper provided by the Administration on “Employment of Non-Civil Service Contract Staff” (<i>LC Paper No. CB(1)1248/04-05(03)</i>)</p> <p>The Administration’s response to the motion passed at the Panel meeting (<i>LC Paper No. CB(1)1976/04-05(01) issued in June 2005</i>)</p> <p>Minutes of meeting (<i>LC Paper No. CB(1)1521/04-05 — Agenda Item III</i>)</p>

Meeting	Paper
—	Regular update on employment of NCSC staff as at 30 June 2005 provided by the Administration (<i>LC Paper No. CB(1)2316/04-05(01) issued in September 2005</i>)
PS Panel meeting on 13 October 2005	Minutes of meeting (<i>LC Paper No. CB(1)121/05-06 — Agenda Item III</i>)
<u>Council meeting on 14 December 2005</u> Oral question raised by Hon LAU Chin-shek on the government's control and management measures at different levels regarding Non-civil Service Contract Staff Scheme	Hansard — <i>Question number 2</i>