

# 立法會 *Legislative Council*

LC Paper No. CB(4)353/15-16  
(These minutes have been seen by  
the Administration)

Ref : CB4/PL/PS

## **Panel on Public Service**

**Minutes of meeting held on  
Thursday, 16 November 2015, at 10:45 am  
in Conference Room 3 of the Legislative Council Complex**

**Members present** : Hon POON Siu-ping, BBS, MH (Chairman)  
Hon WONG Kwok-hing, BBS, MH (Deputy Chairman)  
Hon LEE Cheuk-yan  
Dr Hon LEUNG Ka-lau  
Hon Mrs Regina IP LAU Suk-yee, GBS, JP  
Hon LEUNG Kwok-hung  
Hon Claudia MO  
Hon KWOK Wai-keung  
Hon TANG Ka-piu, JP  
Dr Hon CHIANG Lai-wan, JP  
Hon Tony TSE Wai-chuen, BBS

**Members absent** : Hon Emily LAU Wai-hing, JP  
Hon IP Kin-yuen

**Public officers  
attending** : Item III

Mr Clement CHEUNG, JP  
Secretary for the Civil Service

Mr Thomas CHOW, JP  
Permanent Secretary for the Civil Service

Ms Vivian SUM, JP  
Deputy Secretary for the Civil Service 3

Item IV

Mr Clement CHEUNG, JP  
Secretary for the Civil Service

Mr Thomas CHOW, JP  
Permanent Secretary for the Civil Service

Mr Peter CHAN, JP  
Director of General Grades  
Civil Service Bureau

**Clerk in attendance :** Miss Mary SO  
Chief Council Secretary (4)2

**Staff in attendance :** Mr Joey LO  
Senior Council Secretary (4)2

Ms Wendy JAN  
Senior Council Secretary (4)7

Ms Rebecca LEE  
Council Secretary (4)2

Miss Vivian YUEN  
Legislative Assistant (4)2

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Action

**I. Information paper(s) issued since the last meeting**

There was no information paper issued since the last meeting.

## **II. Items for discussion at the next meeting**

LC Paper No. CB(4)194/15-16(01) — List of outstanding items for discussion

LC Paper No. CB(4)194/15-16(02) — List of follow-up actions

2. Members agreed to discuss the following items proposed by the Administration at the next regular meeting scheduled for 21 December 2015 at 10:45 am:

(a) An overview of training and development of civil servants;  
and

(b) Update on extension of the service of civil servants.

3. Members further agreed to include the item of "Arrangements for Handling Complaints Relating to Civil Service Recruitment Exercises", requested by Mr WONG Kwok-hing in his letter dated 13 November 2015 tabled at the meeting, in the list of outstanding items for follow-up with the Administration.

## **III. The Civil Service Outstanding Service Award and other commendation schemes for civil servants**

LC Paper No. CB(4)194/15-16(03) -- Administration's paper on "The Civil Service Outstanding Service Award and other commendation schemes for civil servants "

LC Paper No. CB(4)194/15-16(04) -- Updated background brief on the "Civil Service Outstanding Service Award and other commendation schemes for civil servants" prepared by the Legislative Council ("LegCo") Secretariat

### Briefing by the Administration

4. At the invitation of the Chairman, Secretary for the Civil Service ("SCS") briefed members on the Civil Service Outstanding Service Award Scheme ("the Award Scheme") and other commendation schemes for civil servants, details of which were set out in the Administration's paper (LC Paper No. CB(4)194/15-16(03)).

### Discussion

#### *The Award Scheme*

5. Mr KWOK Wai-keung said that civil servants were facing heavy workload arising from rising expectation of the general public and the filibustering activities carried out by some LegCo Members, and that the Award Scheme should be a good way to recognize the meritorious performance of civil servants and to boost their morale. As bureaux/departments ("B/Ds") not directly involved in the delivery of public service were in a less advantageous position in competing for the awards under this Scheme, Mr KWOK urged that the outstanding performance of those B/Ds should also be recognized.

6. Dr CHIANG Lai-wan asked whether there was any department that had never received awards under the Award Scheme since its introduction in 1999. SCS replied that the Administration had over the years introduced different awards to recognize commendable achievements of B/Ds in different aspects taking into account the comments of members. For example, to address members' concern that civil servants with enforcement duties might be competing less favourably with other civil servants in the Award Scheme, the Regulatory/Enforcement Service Award was introduced in 2009 to recognize exemplary performance of B/Ds involved in law enforcement work. The Administration would encourage more B/Ds to participate in the Award Scheme in future.

7. Responding to Dr CHIANG Lai-wan's enquiry about the effectiveness of the Award Scheme, SCS said that the Administration would continue to publicize the exemplary services of award recipients with a view to inspiring other departments and civil servants to emulate good practices of award winners.

*The Hong Kong Special Administrative Region ("HKSAR") Honours and Awards System*

8. Mr LEE Cheuk-yan enquired about the nomination procedures for the selection of awardees under the HKSAR Honours and Awards System. SCS explained that under this System, nominations for honours and awards were normally made by B/Ds, then considered by an Honours Committee, comprising Government officials and eminent community leaders, to ensure that recommendations were consistent and in line with the selection criteria.

9. Noting that 97 civil servants had received awards under the HKSAR Honours and Awards System in 2015, Dr CHIANG Lai-wan asked whether there was a ceiling on the number of awards to be given out under this System, and whether consideration would be given to increasing the number of these awards.

10. SCS clarified that there was no ceiling on the number of awards to be given out under the HKSAR Honours and Awards System. However, the performance of a nominated civil servant must reach a high standard in order to be qualified for the awards. Since the performance of officers from the disciplinary forces was relatively more recognizable to the public, more officers from disciplinary forces were awarded under this system.

11. In reply to Dr CHIANG Lai-wan's enquiry about the appointment of officers from the Administrative Officer Grade as Justices of Peace ("JPs"), SCS pointed out that all JPs, including Official and Non-official JPs, were required to perform certain duties, such as visiting custodial institutions or detention centres to ensure that such facilities were effectively managed, and that it was the public responsibility of officers holding certain offices in the public service to serve as Official JPs.

*The SCS's Commendation Award Scheme and Commendation Letter Scheme*

12. Noting that the Administration would increase the target number of awards under the SCS's Commendation Award Scheme from 80 to 100 annually commencing from 2016-2017, Mr KWOK Wai-keung asked why the Administration had set a target on the number of awards to be given out under some commendation schemes.

13. SCS explained that as expenditure was involved in granting travel awards to eligible recipients of the SCS's Commendation Award, the Administration had set a target on the number of awards to be given out each year under this Scheme. As regards the Commendation Letter Scheme, there was no limit on the number of commendation letters that could be issued.

*Awards and commendation letters for non-civil service contract ("NCSC") staff and subvented sector staff*

14. Mr WONG KWOK-hing enquired whether, and if so, what measure(s) had been put in place to give recognition to deserving NCSC staff and subvented sector staff for their exemplary performance.

15. SCS advised that NCSC staff with outstanding performance might be qualified for awards under the Award Scheme and the Honours and Awards System of HKSAR. They might also receive commendation letters under the Commendation Letter Scheme. As NCSC staff were employed on a time-limited basis, the SCS's Commendation Award Scheme did not cover them as the award recipients had on average more than 20 years of service. As for subvented sector staff, although they were not staff of the Government, B/Ds might explore the possibility of collaboration with subvented organizations in organizing joint programmes to give recognition to subvented sector staff.

*Other measures to boost morale/alleviate work pressure of civil servants*

16. Mr WONG Kwok-hing said that the "Occupy Central" movement last year and the non-cooperative movement launched by some LegCo Members had brought great pressure and challenges to civil servants, in particular the disciplinary forces. Whilst expressing appreciation to their hard work, Mr WONG expressed concern that the morale of civil servants had been undermined as a result, and asked whether, and if so, what new measure(s) had been taken by the Administration to boost the morale of civil servants.

17. SCS assured members that despite facing great challenges, civil servants would continue to discharge their duties effectively with a view to meeting the rising public expectation. The Administration would provide additional manpower as appropriate to those B/Ds which experienced manpower shortage to alleviate their work pressure. The Administration would also take heed of the views of civil servants on their remuneration benefits having regard to the relevant policy

considerations. In addition, SCS would continue to strengthen the communication with all levels of civil servants.

18. Mr LEE Cheuk-yan asked how B/Ds which experienced manpower shortage could be provided with additional manpower when the Government requested all B/Ds to deliver 1% savings on their respective annual operating expenditure in 2016-2017 and 2017-2018.

19. SCS responded that the purpose of the expenditure control measures was to encourage B/Ds to enhance productivity and effectiveness through greater efforts in re-engineering and re-prioritization in the light of their operational needs. On the other hand, the Government had an established mechanism, the annual Resources Allocation Exercise, to handle the requests for additional manpower from individual government departments.

20. Mr LEUNG Kwok-hung remarked that instead of giving out awards, the Administration should consider ways to improve the pay and conditions of service of civil servants, such as by providing the necessary resources to reduce the conditioned hours of work of the Fire Services Department ("FSD") staff from 51 to 48 hours per week.

21. SCS replied that a fair commendation system and an attractive remuneration package were both important in maintaining an effective and dedicated civil service. As regards the conditioned hours of work of the FSD staff, SCS advised that the FSD was undergoing a trial scheme on the feasibility of reducing the conditioned hours of work of their staff from 54 to 51 hours gross per week without extra resources. As the preliminary result of the trial scheme was promising, the FSD would consider the possibility of further reducing the conditioned hours of work of their staff to 48 hours gross per week without extra resources.

22. Dr CHIANG Lai-wan asked the Administration to strengthen the support and training for civil servants to further improve their service quality. SCS responded that the Administration would render support to civil servants to help them deliver their work, and would continue to provide training to them to help enhance their skills, knowledge and mindset for serving the public.

23. In reply to Mr KWOK Wai-keung's enquiry on the emotional counselling and support provided for civil servants, SCS said that the Administration commissioned professional counselling agencies to provide hotline counselling service, face-to-face counselling and clinical

psychology services to staff in need. About 60 B/Ds were covered by this scheme. Other B/Ds also provided in-house professional counselling services to their staff.

*Civil service disciplinary matters*

24. Mr LEUNG Kwok-hung enquired whether the Administration would penalize the former Director of Marine in connection with the Lamma ferry disaster, and the Director-General of Civil Aviation who was heavily criticized by the LegCo Public Accounts Committee ("PAC") in connection with the delay in the replacement of the air traffic control system of Hong Kong.

25. SCS assured members that, upon completion of the criminal investigations relating to the Lamma ferry disaster, the Administration would take actions against the existing or former staff members of the Marine Department who were found to have been involved in any maladministration or negligence of their duties relating to the incident. As regards PAC's severe criticisms against the Director-General of Civil Aviation, SCS pointed out that as mentioned by the Chief Secretary for Administration at the LegCo meeting on 28 October 2015, the Administration would certainly give them very serious attention and deal with them properly.

**IV. Non-civil service contract staff**

LC Paper No. CB(4)194/15-16(05) -- Administration's paper on "Non-Civil Service Contract Staff"

LC Paper No. CB(4)194/15-16(06) -- Updated background brief on "Employment situation of non-civil service contract staff" prepared by LegCo Secretariat

Briefing by the Administration

26. SCS briefed members on the employment of NCSC staff within the Government and the measures taken to address the concerns that members had previously raised, details of which were set out in the



Administration's paper (LC Paper No. CB(4)194/15-16(05)). SCS highlighted the following:

- (a) as at 30 June 2015, there were 12 036 full-time NCSC staff. Compared with the historic peak of 18 537 as at 30 June 2006, there had been a reduction of some 6 500 positions, or some 35%;
- (b) reasons of employment of the 12 036 full-time NCSC staff by B/Ds as at 30 June 2015 were as follows:
  - (i) 5 630 (or 47%) were to meet time-limited or seasonal service needs;
  - (ii) about 1 870 (or 15%) were engaged by the five trading fund departments to meet service needs that were subject to market fluctuation;
  - (iii) about 1 040 (or 9%) were engaged to meet service needs that only required staff to work less than the conditioned hours of civil servants;
  - (iv) about 800 (or 7%) were engaged for tapping the latest expertise in a particular area; and
  - (v) about 2 700 (or 22%) were engaged to cope with service needs where the mode of service delivery was under review or likely to be changed;
- (c) as regards the tenure of NCSC staff, about one third of the 12 036 full-time NCSC staff as at 30 June 2015 (about 4 060 in number) had continuous service of five years or more. This represented a 11% reduction (or about 480 in number) as compared with the situation last year. Of these 4 060 NCSC staff, about 30% (or about 1 200 in number) had served in different NCSC positions without a break in service for meeting different service needs. The continuous engagement of these 1 200 NCSC staff for different time-limited projects fit the ambit of the NCSC Staff Scheme to provide Heads of Departments ("HoDs") with a flexible means of employment to respond promptly to changing operational and service needs of their B/Ds;

- (d) whilst HoDs were provided with the flexibility to employ NCSC staff to enable them to respond promptly to changing operational and service needs of their B/Ds, it was incumbent upon HoDs to review from time to time whether the use of NCSC staff to meet certain service needs should better be met by other means;
- (e) Civil Service Bureau ("CSB") would continue to focus on those B/Ds which employed a large number of NCSC staff and/or where the NCSC positions had been created for a long time in its periodic meetings with HoDs to review the manpower situation of their B/Ds, so as to ascertain whether the work being carried out by NCSC staff should more appropriately be handled by civil servants;
- (f) in replacing suitable NCSC positions with civil service posts, a phased approach was generally adopted for the following reasons. First, B/Ds might need to secure the necessary resources through the established mechanism. Second, recruitment of replacement civil servants took time to complete. Third, to avoid disruption to existing service operation;
- (g) when B/Ds identified specific NCSC positions for phasing out, the concerned staff were advised well in advance so that they might plan and seek alternative employment in good time. B/Ds also offered employment assistance to outgoing NCSC staff where necessary. Interested NCSC staff were encouraged to apply for civil service jobs. Towards this end, B/Ds had put in place arrangements to ensure that information relating to open recruitment to civil service vacancies was brought to the attention of their serving NCSC staff. Since relevant working experience was one of the factors taken into account in the recruitment of civil servants, NCSC staff who met the basic entry requirements of specific civil service ranks generally enjoyed a competitive edge over other applicants because of their working experience in the Government. For illustration, during the period from January 2007 to August 2015, NCSC staff, with their relevant working experience, did fare much better than other candidates. The average success rates for NCSC staff and other applicants were around 15% and 2% respectively; and

- (h) the HoDs concerned had the discretion to determine the terms of employment and the pay mechanisms of their NCSC staff having regard to the employment market situation, the need to attract suitable candidates for the type of job concerned and the need to retain the incumbents. The terms and conditions of service for NCSC were generally comparable to civil servants in comparable civil service ranks or with comparable levels of responsibilities. In some B/Ds, the rate of pay adjustment of their NCSC staff might be even better than those of civil servants in comparable ranks.

## Discussion

### *Replacement of NCSC positions with civil service posts*

27. Members noted the following papers tabled at the meeting:
- (a) a letter dated 11 November 2015 from Mr LEE Cheuk-yan addressed to the Panel Chairman requesting the Administration to provide information on the number of full-time NCSC staff by reasons of employment and length of continuous service (Chinese version only) and the Administration's written response; and
  - (b) a further letter dated 13 November 2015 from Mr LEE Cheuk-yan addressed to the Panel Chairman requesting the Administration to provide supplementary information on the number of full-time NCSC staff by reasons of employment and length of continuous service (Chinese version only) and the Administration's written response.
28. Mr WONG Kwok-hing urged the Administration to speed up replacing those NCSC positions which had been created for five years or more by civil service posts. Mr WONG pointed out that the former Chief Executive ("CE"), Mr Donald TSANG, had openly promised the labour associations during his tenure as CE that if the work involved of an NCSC position was of a permanent nature, the NCSC position should be replaced by a civil service post.
29. SCS responded that CSB would closely monitor whether the employment of NCSC staff for five years or more fit the ambit of the NCSC Scheme, so as to further reduce the number of NCSC staff.

Specifically, CSB would follow up with B/Ds whether the reasons of employing these NCSC staff remained valid. For instance, if the reason of employment was to meet service needs that were subject to market fluctuation, whether such fluctuation would occur repeatedly and was predictable; and if the reason of employment was to meet service needs where the mode of delivery was under review, the B/Ds concerned would be asked to consider speeding up the review.

30. In response to Mr WONG Kwok-hing's enquiry about the number of NCSC positions planned for replacement with civil service posts in 2015-2016, SCS said that in accordance with the Public Finance Ordinance (Cap. 2), such information could not be disclosed before the Financial Secretary submitted the annual estimates of revenue and expenditure of the Government to LegCo for approval. SCS further said that the information would be provided when he briefed the Panel on civil service-related matters featured in the 2016-2017 Budget.

31. Whilst welcoming SCS's attempt to follow up with B/Ds on whether the NCSC positions created for five years or more should be replaced by civil service posts, Mr LEE Cheuk-yan expressed reservation about whether this would result in greater replacement of these NCSC positions by civil service posts as evidenced by the following. A total of 1 311 NCSC staff were still employed by B/Ds for five years or more as at 30 June 2015 to meet service needs where the mode of delivery of the service was under review or likely to be changed. Another example was that most of the about 1 870 NCSC staff were still employed by two trading funding departments, i.e. the Electrical and Mechanical Services Department ("EMSD") and the Hongkong Post ("PO"), as at 30 June 2015 to meet service needs that were subject to market fluctuation.

32. SCS responded that one of the reasons why certain NCSC positions created to meet service needs where the mode of delivery of the service was under review or likely to be changed were not replaced by civil service posts, despite the fact that the NCSC positions had been created for five years or more, was that it was not always possible to predict whether the service needs concerned were of a sufficiently permanent nature. A case in point was the employment of some 110 Customs Assistants on NCSC terms by the Customs and Excise Department to enforce the export control of powdered formula. SCS further said that despite the reasons cited in paragraphs 14 to 15 of the Administration's paper, CSB would follow up with EMSD and PO on whether, and if so, how many of the NCSC positions in their departments

could more appropriately be replaced by civil service posts without undermining their financial situation.

33. Having concerns on whether the reasons of engaging NCSC staff for service needs that were under review or affected by market fluctuation were valid, Mr LEE Cheuk-yan requested the Administration to provide information on the services/initiatives for engaging among the 4 056 NCSC staff whose length of continuous service was five years or more as at 30 June 2015 and the B/Ds providing/implementing such services/initiatives. SCS agreed to provide relevant information after the meeting.

Admin

34. Mr Tony TSE said that it was necessary to provide HoDs with the flexibility to employ NCSC staff to enable them to respond promptly to changing operational circumstances. However, such a means should not be used to circumvent the necessary procedure to bid for new civil service posts to meet the service needs concerned. Mr TSE urged the Administration to adopt a more flexible approach in replacing NCSC positions with civil service posts so long as the work involved was recurrent, albeit on a seasonable or periodical basis. In replacing NCSC positions with civil service posts, the B/Ds concerned should strive to make the conversion seamless to avoid disruption to the service provided to the public. Mr TSE further said that it would be better to use the number of positions, instead of the number of staff, to present the employment position of NCSC staff, as by using the number of staff to present the employment of NCSC staff, some B/Ds might incline not to employ NCSC staff upon the expiry of his/her contract so as to reduce the number of NCSC staff in their B/Ds whose length of continuous service was three years or more.

35. SCS responded that to give a clearer picture of the employment of NCSC staff, he would consider whether such employment should also be presented by the number of NCSC positions and the length of years for which such positions were created, as an NCSC staff could serve in different positions within the same department.

36. At the request of Dr CHIANG Lai-wan, SCS undertook to provide information on the employment of full-time and part-time NCSC staff in B/Ds as at 30 June 2015 after the meeting.

Admin

*Recruiting NCSC staff as civil servants*

37. Mr WONG Kwok-hing asked whether preferential consideration could be given to NCSC staff applying for civil service posts, say, by implementing a marking scheme. Mr LEUNG Kwok-hung also said that to ensure the fairness of the selection process in an open recruitment, the Administration could make known to the public the marking scheme for giving preferential consideration to NCSC staff applying for civil service posts.

38. SCS responded that to give preferential consideration to NCSC staff would be at variance with the Government's policy to select the most suitable persons to fill civil service vacancies through an open, fair and competitive process. To ward off any perceived conflict of interest or favoritism being given to serving NCSC staff, recruitment of civil servants should be done in an open and fair manner. SCS further said that since relevant working experience was one of the factors considered in the recruitment of civil servants, NCSC staff who met the basic entry requirements should generally enjoy a competitive edge over other applicants because of their working experience in the Government. As mentioned earlier at the meeting, the average success rates for NCSC staff and other applicants during the period from January 2007 to August 2015 were around 15% and 2% respectively.

Admin

39. Noting the success rate quoted in paragraph 22 of the Administration's paper, Mr KWOK Wai-keung requested the Administration to provide information on the number of civil service posts filled by NCSC staff during the period from January 2007 to August 2015 by B/Ds. SCS undertook to provide the information after the meeting.

*Terms and conditions of service for NCSC staff*

40. Mr LEE Cheuk-yan said that to his understanding, some NCSC staff were entitled to 12 days of statutory holidays (commonly known as "labour holidays"), whereas others were entitled to 17 days of general holidays (bank holidays plus labour holidays). He considered that a survey should be conducted on the number of NCSC staff who were provided with 12-day statutory holidays or 17-day general holidays. To ensure fairness to all NCSC staff, Mr LEE said that B/Ds should be required to provide their NCSC staff with 17-day general holidays.

41. SCS responded that due to the varying purposes and circumstances of engaging NCSC staff, it was necessary to allow HoDs flexibility to determine the appropriate employment package for their NCSC staff. Although HoDs had full discretion to determine the appropriate employment package for their NCSC staff, HoDs were obliged to adhere to the guiding principles that the terms and conditions of service for NCSC staff should be no less favourable than those prescribed under the Employment Ordinance ("EO") (Cap. 57) and no more favourable than those applicable to civil servants in comparable ranks or with comparable levels of responsibilities. In determining the terms and conditions of service for NCSC staff, HoDs would take into account a host of considerations, such as condition of the employment market, recruitment results and cost of living. Standardized arrangement might not best serve the specific needs of different NCSC positions.

42. Mr KWOK Wai-keung asked whether all NCSC staff were provided with end-of-contract gratuities; if not, why not; and whether the end-of-contract gratuities were used by the B/Ds concerned to offset the accrued benefits attributable to employer's contributions to Mandatory Provident Fund ("MPF").

43. SCS responded that most of the NCSC staff employed by B/Ds were provided with end-of-contract gratuities. Under the NCSC Staff Scheme, HoDs had the authority to determine the employment package, including whether to offer end-of-contract gratuities to their NCSC staff. The most important considerations should be whether the employment package was able to attract and retain suitable staff.

44. Mr KWOK Wai-keung said that to ensure fairness, contract gratuities should be provided to all NCSC staff.

*Offsetting of severance payments and long service payments with accrued benefits derived from an employer's contributions made to MPF schemes*

45. Mr WONG Kwok-hing said that the Government, being the largest employer in Hong Kong, should take the lead in abolishing the arrangement of using accrued benefits derived from an employer's contributions made to a MPF scheme for an employee to offset the severance payment or long service payment payable to that employee under the EO, as the offsetting arrangement undermined the interests of employees and deprived them of retirement protection.

46. SCS responded that there were different views on the proposal of abolishing the offsetting arrangement and the public consultation on retirement protection to be conducted by the end of this year would include the issue. When there was a wide consensus on the issue and a policy had been established, CSB would be happy to take follow up action under its purview.

*Employment of part-time NCSC staff*

47. Noting that 5 622 (about 76%) of the 7 351 part-time NCSC staff as at 30 June 2014 were employed by the Leisure and Cultural Services Department ("LCSD"), Mr KWOK Wai-keung sought information on the part-time NCSC staff in LCSD, such as the types of work carried out by them and whether they had worked for more than 72 hours a month.

48. SCS responded that the part-time NCSC staff were employed by LCSD to provide frontline and support service, for example, in public libraries and performance venues. For performance venues, part-time NCSC staff were called for as and when required to support large scale leisure and cultural programmes/activities. SCS undertook to check and provide more information to members after the meeting.

Admin

*Wastage in the civil service*

49. Dr CHIANG Lai-wan expressed concern about the impact of wastage in the civil service on the smooth operation of the Government, as the annual number of staff leaving the civil service was projected to increase from some 4 000 in the past few years to some 7 000 by 2025-2026. Dr CHIANG asked which B/Ds were projected to have high wastage rates. Dr CHIANG further asked about the measures that had been/would be taken by the Administration to attract and retain civil servants.

50. SCS responded that wastage in the civil service was primarily due to natural wastage, i.e. retirement. Non-natural wastage, due to other reasons such as taking up jobs in the private sector, only accounted for a small portion. To better meet the operational and/or succession needs of those B/Ds with high wastage, SCS said that a new Post-retirement Service Contract Scheme would be introduced to provide flexibility for B/Ds to engage retired civil servants on contract terms to fill non-directorate positions for undertaking ad hoc duties requiring specific civil service expertise or experience.



51. On staff retention, SCS said that apart from improving the terms and conditions of service where appropriate, other non-monetary incentives, such as the implementation of various commendation schemes to give recognition to exemplary performance of civil servants, had been made. SCS further said that pay was not always the deciding factor for joining or leaving the civil service. For instance, many lawyers were willing to give up higher pay in private practice to join the civil service because of the uniqueness of the jobs and their desire to serve the community.

### Conclusion

52. In closing, the Chairman said that the Panel would continue to closely monitor the employment of NCSC staff by B/Ds.

### **V. Any other business**

53. There being no other business, the meeting ended at 12:43 pm.

Council Business Division 4  
Legislative Council Secretariat  
15 December 2015