

SUMMARY OF CONCLUSIONS AND RECOMMENDATIONS

Objective

Paragraph

- (1) As a Standing Commission we shall be conducting regular reviews on matters within our Terms of Reference, including consultative machinery in the civil service.

1.3

Procedure

- (2) Our study of consultative systems in other countries has assisted us in formulating our views and recommendations on the form of consultative machinery suitable for Hong Kong.

2.3

Departmental Consultative Machinery

- (3) Formal consultative councils should be established in all departments with a staff of 100 or more according to certain guidelines laid down by the Administration. Detailed arrangements for the machinery should, however, be left to the discretion of heads of department.

3.8

- (4) A representative of Civil Service Branch should attend departmental council meetings on an experimental basis.

3.9(a)

- (5) Departmental consultative machinery should be sufficiently broad-based to enable the interests of all staff groups to be represented. The staff side should have elected representatives.

3.9(b)

- (6) Departmental consultative councils should be of appropriate size, and on becoming too large and unwieldy, be split into smaller groups to enable more effective communication.

3.9(c)

- (7) Department heads should ensure that agreements reached in departmental consultative councils are implemented expeditiously.

3.9(d)

- | | <u>Paragraph</u> |
|--|------------------|
| (8) Consultative council meetings should be held regularly at reasonable intervals, say quarterly. However, at the formative stage it might be necessary to have more frequent meetings. | 3.9(e) |
| (9) Staff side of consultative councils should have ample opportunity to comment on draft minutes. | 3.9(e) |
| (10) Cantonese should normally be used in meetings with junior staff. If necessary minutes should be circulated in both English and Chinese. | 3.9(f) |
| (11) Staff side representatives should be released for attending departmental council meetings according to the general directives contained in Civil Service Branch Circular No. 45/74. | 3.9(g) |
| (12) Heads of department or their deputies should take a personal interest in matters raised at departmental consultative councils. | 3.10 |
| (13) The model constitution for departmental consultative councils issued by the Civil Service Branch in 1976 should be brought up to date and republished for general information. | 3.10 |

Central Consultative Machinery

- | | |
|--|------------|
| (14) A "Junior Civil Service Consultative Council" should be set up to represent junior civil servants including Model Scale 1 staff. Certain general guidelines are suggested. | 4.5 & 4.6 |
| (15) The existing liaison arrangements between the Police consultative councils and the Administration should be reinforced, with the former being consulted on all relevant matters considered by the civil service councils. | 4.9 - 4.13 |
| (16) Both the Official Side and Staff Side of the Senior Civil Service Council should jointly review the arrangements under the 1968 Agreement to see if they still meet present-day needs, and to consider what improvements may be introduced. | 4.17 |

- | | | <u>Paragraph</u> |
|------|--|------------------|
| (17) | Steps should be taken by the Senior Civil Service Council to improve its communication with the civil service. | 4.18 |
| (18) | The Government should provide additional supporting resources for the Staff Side of the Senior Civil Service Council and the proposed Junior Civil Service Consultative Council. | 4.19 |
| (19) | There should be more extensive consultation with the civil service on issues that are of wide general interest. | 4.20 |

Staff-management relations

- | | | |
|------|---|------|
| (20) | "Staff Relations-Management Units" of the type set up in the Medical & Health Department should be established in other large departments. The head of the Unit should be an officer of sufficient standing, experience and seniority, and with an aptitude for personnel management. | 5.7 |
| (21) | The Government should give priority in the allocation of resources to supervisory and management training, and develop such training as a continuing commitment. | 5.9 |
| (22) | Aptitude in personnel management should be an important factor in assessing the suitability of candidates for promotion to senior management appointments. | 5.9 |
| (23) | Heads of department and their senior staff should communicate effectively with staff to understand their feelings, grievances and aspirations. | 5.11 |

Complaints and grievance procedure

- | | | |
|------|---|-----|
| (24) | The "Guide on Departmental Complaints Procedures", suitably adapted, may be applied to dealing with complaints by civil servants. | 6.2 |
| (25) | Certain additional guidelines for setting up a complaints procedure are suggested. | 6.3 |
| (26) | Some form of complaints and grievance procedure should be established in all departments. | 6.4 |

<u>Role of the Standing Commission</u>	<u>Paragraph</u>
(27) The Standing Commission endorses the view that it should not be involved in disputes between staff and management, but it will keep this matter under review.	7.1
(28) Effective consultative machinery, coupled with good staff management, should help to reduce the number of problem areas and disputes in the civil service.	7.2
(29) It is not possible to answer all the points made in staff submissions in our published reports, but all the points are duly considered.	7.3
(30) We are unable to accept the suggestion that there should be final-stage consultation before we submit our reports. Reasons are given in this paragraph.	7.4
(31) We have been encouraged by the response to our two Consultative Documents, and shall continue with this and other forms of consultation with staff and management in our future work.	7.5
(32) We shall continue to play an active role in consultation and contribute towards the improvement of staff-management relations.	7.6
<u>General</u>	
(33) Consultative machinery in the civil service must be geared to the practical needs and circumstances of Hong Kong.	8.2
(34) We consider that joint consultation should be the immediate goal, and we have based our recommendations on this premise.	8.2
(35) Individual staff associations or unions should remain independent of Government, their future development being a matter for the members themselves.	8.3
(36) The Administration's continuing commitment to improving communication, consultation and staff relations throughout the civil service is noted.	8.4

Implementation

Paragraph

(37) The recommendations in the Report should, wherever practicable, be implemented by 1982, according to a phased programme.

9.2