

## CHAPTER 1

### INTRODUCTION

1.1 Four of the Standing Commission's Terms of Reference are concerned with consultative machinery in the civil service, i.e. Terms of Reference I(e), I(f), IV and X. These are :-

- I. (e) To advise the Governor on suitable procedures to enable staff associations (including individual grade associations) to discuss with management their views on matters within the terms of reference of the Commission.
- I. (f) To advise the Governor on the circumstances in which it would be appropriate for the Commission itself to consider any issue, and on how staff associations and management might represent their views to the Commission in such circumstances.
- IV. The Commission shall give due weight to the need for good staff relations within the Civil Service, and in tendering its advice shall be free to make any recommendations which would contribute to this end.
- X. In carrying out its terms of reference, the Commission should ensure that adequate opportunities are provided for staff associations and management to express their views. The Commission may also receive views from other bodies which in its view have a direct interest.

1.2 We consider effective communication between staff, management and ourselves to be of great importance, and in paragraph 20.5 of the First Report on Civil Service Pay (Report No. 2), we indicated that we would accord appropriate priority during 1980 to this subject. During the first eight months of 1980, we devoted ourselves, inter alia, to a detailed study of civil service consultative machinery both in Hong Kong and in a number of other countries. This Report sets out our findings and recommendations. We have attempted to indicate a number of areas which are of general concern to both staff and management, and which, in our view, require strengthening or improvement, or merit further examination.

1.3 We would add that this Report is aimed at suggesting a framework within which the consultative machinery in the civil service may be developed and strengthened; it does not purport to be the final word on the subject. Far from it: as a Standing Commission we are committed to conducting regular reviews on matters within our Terms of Reference. We believe that any consultative machinery must necessarily evolve with the changing circumstances of Hong Kong and the changing needs of the civil service. We shall therefore be making further recommendations from time to time.