

## CHAPTER 8

### GENERAL APPROACH TO CIVIL SERVICE CONSULTATION

8.1 In conducting this review, we have taken account of our role and responsibilities under the Terms of Reference quoted in Chapter 1. We have also taken account of our Term of Reference III, which reads :-

"The Commission shall give due weight to any wider community interest, including financial and economic considerations, which in its view are relevant."

8.2 Being members of the community and serving in different walks of life in the private sector, we are only too conscious of the fact that Hong Kong's achievements and success in the past three decades have been due to the industry and perseverance of its work-force, the flexibility and enterprise of management both in the public and private sectors, and the stability of the industrial and political scene. Against this background, we believe that any civil service consultative machinery should be viewed not as an end, but rather as a means, to better staff relations, improved management and a more efficient service to the public. In other words, such machinery must be geared to the practical needs and circumstances of Hong Kong, and not introduced or expanded simply because it is thought to be a fashionable thing to do. We consider that joint consultation should be the immediate goal. It is on this premise that we have based our recommendations in this Report.

8.3 Except in the context of the composition of the Senior Civil Service Council we make no mention of individual staff associations or unions. These organisations are and should remain independent of Government and their future development is a matter for the members themselves.

8.4 In the course of our review, the Administration has reaffirmed its continuing commitment to improving communication, consultation and staff relations throughout the civil service. We are aware that various improvements have already taken place, and are confident that further improvements can and will be made, given the goodwill of all parties concerned and the necessary supporting resources we have recommended.