

CHAPTER 9

IMPLEMENTATION

9.1 We recognise that completely satisfactory joint consultative arrangements in the civil service cannot be achieved overnight. In order to implement our recommendations, considerable additional resources will be required both at the departmental and central levels. In particular it will be necessary to recruit and train staff of high quality, and this will inevitably take time.

9.2 Taking into account these factors, we recommend that the recommendations in this Report should, wherever practicable, be implemented by 1982. We suggest that the Administration should work out a programme for phased implementation. It is also of vital importance that there should be adequate communication between management and staff in the course of implementing this programme.

9.3 As indicated in Chapter 1, this Report does not purport to be the final word on consultative machinery in the civil service and we shall be following developments and review the subject in the light of experience.