

SUMMARY OF CONCLUSIONS AND RECOMMENDATIONS

	<u>Paragraph</u>
<u>Consultative Machinery for the Disciplined Services</u>	
(1) A new consultative council to be composed of representatives of all the disciplined services, other than the Police, should be established.	3.14
(2) The new council should be known as the Non-Police Disciplined Services Council.	3.14
<u>Senior Civil Service Council</u>	
(3) The present system has provided a suitable forum for dialogue between management and staff which has operated successfully and with a high degree of stability since its inception in 1968.	3.41
(4) A merger of the Senior Civil Service Council and the Model Scale 1 Staff Consultative Council should be considered only when the two pay scales have been amalgamated.	3.44
(5) No major changes should be made to the existing structure and admission system of the Senior Civil Service Council.	3.45
(6) The Administration should, in consultation with the Staff Side members, refine the admission criteria for entry to the Senior Civil Service Council with a view to making them more exact.	3.47
(7) Appropriate standards and procedures should be set up to monitor the continued compliance with the relevant criteria by all Staff Side members of the Senior Civil Service Council.	3.48

- | | <u>Paragraph</u> |
|--|------------------|
| (8) The admission criteria for entry to the Senior Civil Service Council should be made known to all staff associations for reference. | 3.49 |
| (9) The three constituent members of the Senior Civil Service Council should be encouraged to step up their membership recruitment efforts. | 3.52 |
| (10) The Senior Civil Service Council should still do more to keep the civil service as a whole informed of its proceedings and the Staff Side of the Council should improve its communication with the members they represent to encourage staff participation in the consultative process. | 3.53 |
| (11) An alternative name for the Senior Civil Service Council which omits the word 'Senior' should be considered. | 3.54 |
| <u>Model Scale 1 Staff Consultative Council</u> | |
| (12) The Administration should develop, in consultation with the Staff Side members, a set of admission criteria similar to those recommended for the Senior Civil Service Council and applicable to both existing and potential new members. | 3.82 |
| (13) Standards and procedures should be set up to monitor the continued compliance by members of the Council with the admission criteria, particularly the membership requirement. | 3.83 |
| (14) The present 1,000 membership requirement should not be changed except, if considered absolutely necessary, as part of an overall admission criteria package. | 3.84 |

	<u>Paragraph</u>
(15) Staff associations in large departments should be encouraged, and given help if necessary, to step up their recruitment efforts in order to qualify for admission to the Council.	3.86
(16) The present policy of not allowing federal bodies to join the Council should be maintained.	3.87
(17) No change should be made to the existing structure of the Council.	3.89
(18) No immediate action should be taken to tackle the problem of dual membership, but the subject should be kept under regular review.	3.92
(19) The Administration should consider extending to the Model Scale 1 Staff Consultative Council provision for recourse to a Committee of Inquiry.	3.96
(20) The Administration should specify a target period within which the vetting of applications for Council membership should normally be completed.	3.98
(21) Continued efforts should be made by the Staff Side of the Council to improve communication with the staff it represents.	3.99
 <u>Departmental Consultative Committee (DCC)</u>	
(22) (i) The present arrangement that DCCs should primarily focus on departmental matters should remain unchanged;	4.19
(ii) any service-wide matter which affects the well-being of staff in the department, with the exception of those connected with pay level and adjustment, could be discussed at DCC meetings; and	

Paragraph

- (iii) subject to (ii), whether any subject should be discussed at a DCC meeting should be a matter to be decided jointly by the management and staff of the department concerned.
- (23) The present membership requirement for a staff association to obtain representation on a DCC should be lowered to 25% of the officers of the grade(s) within that department or a minimum of 500 members, whichever is the less. 4.24 -
4.25
- (24) The present arrangements for electing representatives to the DCC should be retained. 4.26
- (25) Heads of department should be reminded that the election of Staff Side Representatives is a matter for the staff themselves. 4.27
- (26) Provision should be made to waive an election if a substantial majority (say 80 per cent) of the members of any grade in a department are members of a staff association which is represented on the DCC. 4.28
- (27) The counting of votes in the election of DCC representatives should be carried out in the presence of all members of the staff concerned. Otherwise, at least the contestants should be invited to witness the counting process. 4.29
- (28) If the provision for a Staff Side Chief Spokesman exists in the constitution of a DCC, the head of department concerned should see to it that the Staff Side Chief Spokesman is elected. 4.30

Paragraph

- (29) The head of department should decide, always in consultation with the Staff Side, whether a Staff Side Secretary should be elected from among the staff representatives. 4.31
- (30) As a matter of principle all staff, including departmental contract staff, in the employ of a department should be represented on the DCC. 4.33
- (31) The Administration should examine whether the DCCs in certain large departments should be split into smaller groups. 4.34
- (32) The relationship between the consultative machinery at the central and departmental levels should remain unchanged. 4.36
- (33) Communication between Staff Side representatives and their constituents should be improved. In particular, the agenda and minutes of DCC meetings should be made available to members of staff and staff associations. 4.37
- (34) As a general rule, consultation with constituents should be conducted outside office hours. 4.38
- (35) More publicity on the functions and role of the DCC should be made. 4.39

Consultation at the Personal Level

- (36) The Administration should encourage more departments to establish a staff relations-welfare unit. 5.4

	<u>Paragraph</u>
(37) All departments having no staff relations-welfare unit should, if practical circumstances permit, designate at least one officer to look after staff relations and welfare.	5.5
(38) Preferably all officers responsible for staff relations matters should have received appropriate training in personnel management and should possess an adequate depth of knowledge of the relevant policies and practices in the civil service.	5.5
(39) Informal consultation arrangements in departments should be widely promoted.	5.7
(40) The Guidelines for Staff Complaints Procedure should stipulate arrangements for departments to designate appropriate officers as staff complaints officers for different ranks of staff, and should incorporate a section on publicizing the procedure.	5.10
(41) The Administration should examine the feasibility of devolving the administration of the Staff Suggestions Scheme to the departmental level.	5.15 - 5.16
(42) The policy and practices in administering the Staff Suggestions Scheme should be revised.	5.17 - 5.20
(43) The Civil Service Newsletter should be published more frequently and its editorial policy should be reviewed.	5.23
(44) Senior officers in departments should conduct more goodwill visits.	5.25

The Standing Commission

Paragraph

- (45) The role of the Standing Commission should remain unchanged. 6.6
- (46) The Administration should issue a general circular to remind the civil service of the role of the Standing Commission. 6.6
- (47) The present arrangements regarding the appointment of Commission Members should remain unchanged. 6.8
- (48) The Commission Secretariat should not be staffed by specialists and professionals and the present practice of engaging consultants to undertake specialist studies when need arises should continue. 6.9
- (49) The recommendations to be made by the Commission to the Governor cannot be discussed with staff before submission. 6.11

Further Review of Civil Service Consultative Machinery

- (50) Civil service consultative machinery should be kept under regular review. 7.1

Collective Bargaining to Replace Consultation

- (51) The present system of consultation should be maintained. 7.2 -
7.3

Implementation

- (52) The Administration should work out a programme for the phased implementation of the recommendations in this report as soon as possible. 8.2