

CHAPTER 1

INTRODUCTION

1.1 We last reviewed the consultative machinery in the civil service in 1980 and formulated our recommendations in our Report on Consultative Machinery in the Civil Service (Report No. 4). The Commission's recommendations were accepted and implemented by the Government according to a phased programme which was completed in 1982.

1.2 In paragraph 9.3 of Report No. 4, we indicated that we would be following developments and review the subject in the light of experience. In late 1986, in response to requests from the Administration and staff associations, we decided to carry out a comprehensive review of the existing system to see how it could be further improved.

1.3 In Chapter 2, we shall explain how we have proceeded with the review. The ensuing four chapters address the different consultative channels in the civil service. Each chapter gives an account of the operation of the particular part of the system under review, major criticisms and views of improving it from departmental management and staff, and our observations and recommendations. Chapter 7 deals with other relevant issues. Our proposal on the implementation of the recommendations made in this report is set out at Chapter 8.