

in Singapore called the Singapore Civil Service Joint Council, covering the whole Service, and there are Departmental Councils in the larger Departments.

The general object of these Councils is 'to secure the greatest measure of co-operation between the Government as employer and the general body of civil servants, with a view to increased efficiency in the public service combined with the well-being of those employed; to provide the machinery for dealing with grievances; and generally to bring together the experience and different point of view of representatives of the different civil service grades.'

Their functions include:—

- (a) provision of the best means of utilising the ideas and experience of the staff;
- (b) means for securing to the staff a greater share in and responsibility for the determination and observance of the conditions under which their duties are carried out;
- (c) determination of general principles governing conditions of service;
- (d) the encouragement of the further education of civil servants and their training in higher administration and organisation;
- (e) improvement of office machinery and organisation and provision for the full consideration of suggestions by the staff on this subject;
- (f) proposed legislation so far as it has a bearing upon the position of civil servants in relation to their employment.

With these purposes clearly in front of them, both sides meet to discuss their problems. The 'official' side has received its brief from Government, the 'staff' side has received its brief from the staff associations representing all the various classes of public servants. Subject to the limits set by those briefs, both sides try to reach agreement, either wholly or by compromise. The Council is not a Commission set up to tell Government what to do. It is a way by which Government can explain its personnel policy and serving officers can put forward their views on the conditions of civil service life so that the Public Service can develop its efficiency in the smoothest possible manner.

These Whitley Councils are working well and their effect on different Services is generally agreed to have been good. They have made possible frank and responsible joint discussions with the widest co-operation and understanding by each side of the other's difficulties. Whitleyism is 'a spirit rather than a piece of machinery'. It is up to you, by taking an interest in it and keeping it alive in your office, to carry on its successful working in Singapore.