A SUMMARY OF INTERVENTIONS FROM THE FLOOR

Editor's Note:

The presentations from each panel were followed by an open discussion between members of the audience and the panellists. On the first day there were three rounds of discussion, only one round on the second. We are presenting here a shortened, edited transcript of the proceedings. Remarks or questions which were not strictly germane to the theme have been omitted, as were examples and digressions in the comments which are recorded here. Although, as far as possible, the speakers' words have been left unaltered, some editing was necessary to make the interventions coherent and readable.

FIRST DAY

First Round

G AGIUS, Ministry of Education

Fit–Taqsima 11.3 tar–Rapport – Providing Protection and Redress – hemm parti li tghid hekk: "Two avenues of redress already exist in the Commission for the Investigation of Injustices and in the review by the Public Service Commission of its own decisions. The limitations of these initiatives lie in the fact that both depend, in the end, on the Prime Minister's acceptance of their recommendations". Nixtieq insaqsi jekk dan hux totalment korrett. Jekk hu korrett, allura l–Prim Ministru ma jkollu l–ebda problema jzomm il–prerogattiva li jaghzel wiehed mir–rakkomandazzjonijiet skond kif jidhirlu. Jekk dan m'hux ghal kollox korrett, fil–parti li tirrigwarda l–Kummissjoni ta' l–Investigazzjoni, xi tkun il–pozizzjoni tal–Prim Ministru meta jkun hemm konflitt?

N.N.

Jien nixtieq nghid kelma fuq l-imparzjalita' li huwa valur fis-servizz civili. Minn naha l-ohra jekk wiehed iqis li hemm eluf ta' nies li jirraprezentaw interessi - bhal fil-kaz tat-teachers, li jirrapprezentaw l-interessi tat-tfal u tal-edukazzjoni tajba - dawn m'ghandhom l-ebda 'charter' ta' drittijiet dwar kif jesprimu l-opinjonijiet taghhom, u kull espressjoni ta' opinjoni hija 'bona grazzja' ta' xi hadd li jista' jghalqilhom halqhom. Fid-dipartiment m'hemmx lok fejn tista' tinholoq opinjoni pubblika. Kif jista' jinholoq mezz biex dawn l-impjegati jinfluwenzaw decizjonijiet?

E ZAMMIT, Enemalta

Nahseb li wasal iz-zmien li fil-Parlament jinholqu kumitati biex jisimghu opinjonijiet mid-dipartimenti, minn esperti u ohrajn, biex b'hekk il-ligi tkun maghmula b'mod aktar professjonali.

L-indhil politiku fis-servizz pubbliku huwa kwazi mpossibli biex taqtghu; tista' forsi tillimitah billi l-kapijiet jinghataw aktar awtorita' permezz tal-ligi.

Issemmiet li jinhatru 'managers' minn barra is-Servizz: dan jista' jkollu hafna effetti. Fis-servizz pubbliku hemm hafna l-mentalita' li "l-aqwa li mmexxi l-'file': dan m'hux sew. Inhoss li s-servizz pubbliku ghandu jkollu element ta' 'decision-taking'.

Hemm skop li s-servizz pubbliku jkun daqshekk kbir, jew jista' jickien?

G. BORG CARDONA, Ministry for Social Policy

Qed nghidu: inbid gdid fi glud mherrijin. Jien nghid li - jekk m'hux se nkeccu lil kulhadd - se jkun l-istess inbid, f'gilda ahjar. 'A New Civil Service' ma jistax ikun: l-unika haga li nistghu naccettaw hu li jkun gdid fil-kuncett.

Veru li s-servizz pubbliku ghandu jaghti servizz ahjar milli qed jaghti llum; irid ikun servizz ekwu, identiku, u certament ma jridx ikun naghtu parir kif wiehed jista' jiehu dak li ma haqqux.

Lis-'civil servant' se nsejhulu 'manager' flok amministratur. Jien nghid li dan ilu 'manager' pero' 'manager' b'idejh marbuta, u jekk se nbiddlulu ismu imma nhalluh b'idejh marbuta, se nibqghu fejn konna.

Semmejna l-koncertina; sfortunatament, konxjament, cekkiniha. Nifhem li difficli illi din terga' titwessa', pero' l-istess nies li taghtihom fastidju koncertina wiesgha fis-servizz pubbliku, ma jsibuhiex bi kbira li fl-industrija ghandek manager b'Lm10,000 - Lm12,000, u haddiem bil-paga minima.

Jekk hemm bzonn nirrangaw l-affarijiet taghna, nafu daqs haddiehor, nafu x'hemm bzonn isir ... jekk nahsbu li billi ngibu n-

nies minn barra se nsolvu xi haga, lkoll nafu li nistghu maghmluh ahna stess.

Reactions from the panel

A.J. TABONE

Is-servizz civili ghadu b'regolamenti li huma wirt kolonjali. Hawn koncetti li ilhom joperaw minn zmien ir-Regina Vittorja, u allahares 'civil servant' jitniffes jew jiftah halqu, ghaliex jistghu jipprocedu kontra tieghu. Dawn il-kuncetti l-Kummissjoni ghamlet referenza ghalihom fis-sens li semmiet 'open government'. Jekk verament nizvolgu dan il-kuncett, allura jkun hemm aktar partecipazzjoni minn nies 'at working level' b'idejat u pariri. B'danakollu, ukoll bir-regolamenti li hemm, m'hemm xejn li jzomm impjegati milli jahdmu flimkien biex jaghmlu suggerimenti. Niftakar zminijiet mhux il-boghod, meta dan sar.

L. SPITERI

Il-fatt li rapporti dwar ingustizzji u affarijiet bhal dawn jigu riferuti lill-Prim Ministru bhala stituzzjoni, dawk huma sistemi hziena. Il-Prim Ministru huwa l-kap tal-gvern. Rapporti dwar ingustizzji riferiti lilu jpogguh f'sitwazzjoni mbarazzanti. Kien hemm diskussjonijiet dwar tibdil fil-Kostituzzjoni li certi affarijiet ikunu riferiti 'l fuq mill-kap tal-gvern, lill-President, u hekk ghandu jkun. Il-kariga tal-President veru ghandha tinbidel, u jsir il-'guardian angel'.

L-imparzjalita': id-diversi gruppi ta' mpjegati mhux dejjem jistghu jkunu mparzjali minhabba fl-interessi li jirrapprezentaw. M'hemm xejn izda xi jzommu lis-'civil servant' milli jissieheb ma ohrajn u jitkellem, jew inkella li jghid direttament lill-ministru tieghu. Jien irrid nahseb li ma kontx uniku, kien hemm u hemm ohrajn issa, li lis-'civil servants' taghhom kienu jistednuhom biex jirrikmandaw. Barra minn hekk tinsewx li t-trejd unjonizmu 'is alive and well': ghandu kull liberta' t-trejd unjonista li jitkellem dwar affarijiet li ma jolqtux lilu personalment.

Dak li ssuggerixxa t-tielet kelliem kienet issir: kienu jingiebu civil servants quddiem il-Parlament u jigu mistoqsija dwar il-kompetenzi taghhom. Dak li semma l-kelliem issir fis-sistema Amerikana.

G.A. PIROTTA

Wiehed mill-punti principali tieghi hu li s-soluzzjoni ghal hafna mill-problemi taghna hi li jkollna gvern miftuh berah. Ma nemminx li ghandu jkun hemm kummissjonijiet jew kumitati li jahdmu fil-maghluq. Jien nemmen li huwa fl-interess tal-membri tac-civil, fl-interess tal-membru tal-pubbliku li dak li jsir f'dawn il-kummissjonijiet ikun miftuh. Barra minn Malta dawn jippubblikaw il-kazijiet u ghaliex iddecidew mod, biex il-pubbliku jkun infurmat, jitghallem id-drittijiet tieghu.

Ma jistax ikollok civil efficjenti jekk ic-cittadin ma jafx kif jakkwista d-drittijiet tieghu u ma jafx x'qed jigri.

Second Round

J. AZZOPARDI VELLA, Treasury

Nixtieq li l-panel tesprimi ruhha dwar dak li qal ir-rapport dwar 'transfers' bejn ic-civil u l-industrija privata.

V. BORG, Universita

Jien naqbel li dan ir-rapport huwa nofs rapport. L-ahhar paragrafu ta' l-introduzzjoni jaghmel enfasi kbira fuq 'trust'. Il-'findings' tal-Kummissjoni isemmu l-hafna gid li hareg mis-servizz pubbliku, u wiehed jistaghgeb kif dan kollu hareg minn servizz li huwa deskritt bhala katastrofu. Dan bizzejjed biex lili jgiéghelni nistaqsi jekk jafux fuqhiex qed jitkellmu. Aktar tard jghid ir-rapport li t-trejd unjons ma ghandhomx jigu konfrontati fuq affarijiet ta' principju.

Dan ir-rapport jghid li jrid jipprovdi salarji u kundizzjonijiet tajbin halli nies ta' kapacita' ma jmorrux fl-industrija: issa jien smajt diskussjoni tal-FOI u dawn qalu li hemm bzonn li n-nies tajbin imorru fl-industrija. Meta nara dawn l-affarijiet izjed u izjed nibda naghmel domandi fuq dan l-istess nofs rapport.

A. VELLA, General Workers' Union

Ir-rapport, narah jien, huwa maqsum f'zewg bicciet importanti: ghandek dak li hu ta' interess immedjat, bhalma huma pagi, strutturi; jidhol ukoll f'ghanijiet ohra li ta' min jistudjhom, jiehu z-zmien jiflihom u jarahom. Dan ir-rapport ghalissa hu l-opinjoni tal-Kummissjoni li ghamlitu. Ghadna ma nafux kif inhi l-opinjoni tal-Gvern. Jien cert li t-trejd unjons ghandhom l-opinjoni taghhom ta' kif ghandha tkun ir-riforma. Dawn it-tlett opinjonijiet m'humiex bil-fors kif enumerati fir-rapport tal-Kummissjoni. Qed nassumi r-rapport ghad irid jigi evalutat, bejn il-gvern u l-impjegati.

Ir-rapport isemmi is-sistema ta'dixxiplina u ta' promozzjonijiet. Jien ukoll m'inhix kuntent kif dawn jahdmu, imma jekk ma toghgobnix xi haga ma jfissirx li nfarrakaha, imma nsahhaha. Dak li qed tipproponi l-Kumissjoni ma jzidx l-efficjenza, billi jdahhal izjed nepotizmu. Irridu nsahhu l-istituzzzjoni tal-Kummissjoni dwar is-Servizz Pubbliku.

G. BALDACCHINO, Universita

Qed niehu gost hafna li, forsi ghall-ewwel darba f'pajjizna, qed naraw studenti, kapijiet b'responsabbiltajiet kbar fic-civil, u forsi xi haddiema tac-civil, migburin biex jistudjaw ir-rapport. Li hawn nieqes huma dawk stess li kitbu r-rapport.

Importanti wkoll li, minbarra li nsemmu partijiet tar-rapport li jidhru deficjenti, naslu wkoll biex nidentifikaw alternattivi ghan-nuqqasijiet. Fejn tidhol, per ezempju l-kwistjoni ta' 'accountability', wiehed jikkunsidra strutturi fejn dak li jkun iqieghed l-'ghadu' tieghu, f'sitwazzjoni li jissorveljah. Wara kollox, dan ghandu l-akbar incentiv biex iwettaq din il-funzjoni. Biex naghti ezempju, wiehed jista' jgib f'mohhu kumitati mahtura apposta, b'membri tal-gvern u tal-oppozizzjoni biex jiflu dak li qed jigri fic-civil. Wiehed irid isemmi wkoll ic-cittadin li dejjem inharsu lejh bhala konsumatur, imma li hu wkoll agent fis-socjeta'.

Reactions from the panel

<u>A.J. TABONE</u>

Nahseb li hemm haga izjed semplici mill-kumitati biex jissorvelja d-dipartimenti. Il-Parlament m'hemm xejn xi jzommu milli johloq 'Committee on Public Accounts' u forsi 'Administrative Reform' li jkollu membri tal-gvern u tal-oppozizzjoni, u mmexxi minn-membru tal-oppozizzjoni.

Dwar 'transfers' mill-industrija ghac-civil u vice-versa: fit-teorija hija haga li toghgobni, pero' niftakru id-daqs tal-pajjiz. Moviment ta' spiss jista' jaghti lok ghal affarijiet li ma tantx huma mixtieqa.

L-impjegati m'humiex sensittivi bizzejjed ghall-htiega li l-pubbliku li qed iservu jinfurmawh, ma joholqulux problemi. Din hi marda tas-Servizz, u huwa s-Servizz li jrid jikkoregiha.

G.A. PIROTTA

Meta ndahhlu idejat barranin, irridu naraw ukoll is-'safeguards' li jaghmlu barra minn Malta biex dak li qed insemmu li nibzghu minnu ma jsirx. In-nies li jinghazlu jsir 'screening' taghhom: nies li jaghzel il-President Amerikan jigu rrifjutati milli jidhlu fis-servizz pubbliku Amerikan u fl-oghla stituzzjonijiet bhall-Qrati. L-ideja ta 'safeguards' hija nieqsa mir-rapport. Il-futur tac-civil Malti huwa li turu lis-socjeta' l-integrita' taghkom, li kultant tkun imcappsa minghajr raguni.

L. SPITERI

L-'exchange' japplika fil-kaz tal-korporazzjonijiet bhall-banek, li jahdmu fuq bazi kummercjali, fuq bazi ta' profitt. Imma fic-civil innifsu m'ghandux ikun hemm il-kuncett ta' profitt: din hi organizzazzjoni li trid thaddem il-politika socjali, iva efficjentement, iva, minghajr korruzzjoni. Meta nitkellmu fuq 'exchange' irridu nitkellmu fuq fejn hu rilevanti.

Third Round

J.R. PACE, Institute of Management

Hija haga sewwa li kien hawn certa kritika tar-rapport, pero' hemm hafna fir-rapport li huwa tajjeb u siewi.

L-Onor Spiteri semma li ma jaqbilx ma' l-enfasi fuq il-'customer care'. Jien anzi, jidhrili li din hi wahda mill-punti kardinali li ghandha tinghata attenzjoni. Jekk fir-riforma ma naghtux kaz ta' kif il-pubbliku se jinqeda ahjar, allura qed nahlu l-hin. Ghandna bzonn namettu li l-pubbliku mhux qed jiehu s-servizz li suppost jiehu.

Is-Sur Tabone ikkritika t-titolu ta' dan ir-rapport: qal li 'a new public service' turtah ghaliex taqta' mill-kontinwita' tas-servizz pubbliku. Jien jidhirli li huwa titolu intelligenti - 'a new public service is just what we need'. Verament, tant hemm nuqqas ta' motivazzjoni, nuqqas ta' leadership, nuqqas ta' volonta' u ta' direzzjoni fis-servizz civili, li veru ghandna kaz li nibnu s-servizz pubbliku mill-qiegh.

Haga tajba li l-kummissjonijiet jaghmlu xogholhom kemm jista' jkun fl-apert, imma f'pajjiz zghir nahseb li mhux possibbli li din tiggeneralizzaha.

C. MALLIA, Sea Malta

Ghandna quddiemna 'a daunting problem'. L-istess isem tar-rapport juri l-istess 'concern' ta' kulhadd. Smajna bin-nuqqas ghal hafna snin ta' recruitment u ta' tahrig, u t-tahrig jisemma fir-rapport.

Jien hadt l-impressjoni, Mr Chairman, meta kellimtek, li d-Dipartiment tal-Public Policy m'huwiex mahsub ghall-formazzjoni

tan-nies tac-civil. Il-fehma tieghi hi li ghandna bzonn ta' 'public service college'.

C. MAMO, House of Representatives

Whilst agreeing with quite a few of the criticisms of the civil service, I would like to point out that the civil service is demoralised to such an extent that some positive thinking is required.

Minghajr il-fiducja, ma nahsibx li s-servizz jista' jimxi 'l quddiem.

L.CIANTAR, Enemalta

F'Malta kellna nies fic-civil ta' karattru sod, nies ta' intelligenza, nies ta' integrita', nies li mexxew lil pajjizna ghal zmien twil. Ma narax ghaliex, jekk hemm deficjenza fis-servizz pubbliku, ma nistghux nizviluppaw mekkanizmu biex intejbuh.

L-iskop ewlinei ta' dan l-ezercizzju ghandu jkun li niddefinixxu preciz il-funzjoni tas-'civil servant'. Is-'civil servant' ghandu jkun 'the trusted friend of the public', bniedem li ghandu jkun kapaci jghid le meta ghandu jghid le, u iva meta ghandu jghid iva. Ghandu jzomm quddiemu l-interess nazzjonali.

H.RESTALL, Chamber of Commerce

Ahna ghamilna rapport lill-Kummissjoni, u jidhrilna li hemm elementi ta' min izommhom fis-servizz pubbliku. Semmejna 'customer relations monitoring boards', identifikajna madwar ghaxra, li jirrapportaw lill-Parlament, u jkunu komposti minn ministri, membri tal-oppozizzjoni u assocjazzjonijiet.

Jidhrilna li min ghamel il-pjan [management by objectives] ghandu jimmonitorjah hu, minnflok kif intqal fir-rapport li din il-funzjoni tidhol taht il-Ministru tal-Finanzi.

C.MIFSUD, Ministry of Justice

Fir-rapport jissemma li anke l-iktar kap ta' dipartiment li ghandu responsabbilta' m'ghandux riskju daqs 'manager' fl-industrija. Nhoss li dan m'hux minnu; kap ta' dipartiment ghandu riskji tieghu li jistghu wkoll iwasslu ghal tkeccija.

Jekk hemm nies zejda, jista' jigi mplimentat il-principju li min ghandu hamsa u hamsin sena, jew wara tletin sena servizz, wiehed, bhal fil-kaz tal-pulizija, ikun jista' johrog u jahdem bla telf ta' pensjoni.

Jistax ikun hemm xi data fejn certi proposti li jistghu jigu mplimentati 'retroactively' ikunu fil-fatt, implimentati?

Reactions from the panel

G.A. PIROTTA

Ma naqbilx ma' l-ideja li jsir 'public service college' ghaliex hemm bzonn li membri tac-civil jithalltu ma' nies b'idejat differenti. Ikun ahjar li jkollok sistema fejn l-ufficjali jattendu korsijiet differenti fl-Universita' ma' studenti ohra.

Dwar 'open government' naqbel li hemm cirkostanzi fejn wiehed irid jipprotegi lil xi nies, pero' ma jistax ikun li nibqghu f'din il-qaghda fejn hadd ma jaf ezatt kif id-decizjonijiet jaslu ghalihom.

A.J. TABONE

Noqghodu attenti, ghaliex diga' ghandna organi izzejjed; il-htiega li hemm hi li jkunu rapprezentattivi izjed tan-nies. Id-diskrezzjoni fil-hatra ta' nies fuq dawn il-kumitati trid tkun ezercitata b'mod logiku. In-necessita' hi li jkun hemm numru limitatissimu ta' kumitati f'livell gholi biex jigi ezercitat kontroll serju fuq is-servizz pubbliku mill-ministru l-isfel.

L. SPITERI

Ma skantajtx li kien hemm riferenza ghall-koncertina: il-koncertina djaqet, hemm bzonn titwessgha, minghajr referenza ghall-industrija. Fih innifsu hemm raguni ghalfejn ghandha titwessgha l-koncertina.

Ma naqbilx li l-parti l-kbira tas-servizz pubbliku qieghed hemm ghaliex ghandu 'a cushy job'. Qatt ma ltqajt ma' 'civil servant' li kellu 'a cushy job'. Irid ihabbat wiccu mal-pubbliku, irid ihabbat wiccu mal-politiku.

Tahrig ghandu jsir: ghandu jsir fl-universita'; kien dahal il-'BA Administration': ghandu jsir xi haga simili.

Ic-civil qieghed 'under scrutiny' u ghandu jkun 'under scrutiny' imma m'hux b'mod ingust, la mill-politici, u lanqas minn kummissjonijiet. Hemm proposti li lic-civil jghamlulu tajjeb jekk jigu attwati, hemm proposti li c-civil ha jghamlulu hazin jekk jigu attwati. Tajjeb li jsiru dal-laqghat; wisq ahjar li c-civil jitkellem ghalih innifsu.

SECOND DAY

C.PACE, Department of Welfare

Tista' tidhol certa anzjeta' meta wiehed ikollu jiffaccja aktar kompetittivita'. Ahna qed nitkellmu li s-sitwazzjoni tkun kemm xejn differenti: niltaqgha kull sena mas-supervisor, jaghmilli l-oggettivi b'mod li jitkejlu, jien ninnegozjhom, naghmlu ftehim miktub, jien nghidlu x'ghandi bzonn bhala 'self-development', imbaghad meta tghaddi sena naraw x'rizultat hemm. Biex issir din, irid ikun hemm certi 'safeguards'. Biex ikun hemm kompetittivita' irid ikun hemm ambjent protett. Is-'civil servants' ghandhom

joholqu korp bejniethom li jaghmel 'code of ethics' u jkun dan il-korp stess li jiddixxiplinhom jekk huma stess iwaqqghu l-idejal.

A.J. TABONE, Employers' Association

Mr Tabone and Mr Grima seem to imply that one has to take the Commission's report as a whole. There are many recommendations in the report that are worthwhile. They need development, but they should and can be implemented. There are some which I find contradictory. The Reform Commission wants to create a new civil service that is proud of itself and yet, the same commission has recommended that posts in Category A and Category B should be recruited from outside the Service. I accept that Government can have advisers, but I feel that it would be very bad for the civil service, very bad for relations between ministers and civil servants if this were to happen. The trust which is necessary for good government would go down the drain.

I feel very strongly indeed, that it is only by harnessing the civil servants and not outsiders, that one can implement the report. One has got to work with and not against the civil service.

E. ZAMMIT, Enemalta

Hemm nuqqas kbir ta' dixxiplina; id-dixxiplina tigi minn fuq. Minghajr dixxiplina, il-prodott tas-Servizz jibqa' l-istess.

Haga li ma tantx issemmiet hija l-privatizzazzjoni. M'ħijiex kelma daqshekk kerha: certu xoghol li jaghmel is-servizz pubbliku wasal iz-zmien li jinghata lil privat, jew lil agenziji semi-awtonomi.

C. MALLIA, Sea Malta

Ma nistax ma naqbilx ma' dak li qal is-Sur Albert Tabone, li ggib barrani biex ifejjaq is-sitwazzjoni tieghek meta dan ma jaf xejn minn-nuqqasjiet tieghek. L-ewwel fittex gewwa, u gewwa ssib hafna. Pero' li kultant ikun hemm rikors ghal barrani m'ghandux ibezzghana tant li ma jkun hemm ebda minn dawn, anzi jista' jgib xi 'cross-fertilisation' ta' idejat.

Din tfakkarni li jrid ikollna l-kuragg, u esperiment riskjuz bhal dan, jekk ikun necessarju, ma nibzghux minnu.

C. CAMILLERI, Department of Education

Nixtieq nissuggerixxi lid-Department of Public Policy u lic-civil li jippreparaw xi pjan ta' 'immersion' li hi mportanti hafna ghall-istudenti li sejrin jahdmu matul is-sajf, biex ma jkollhomx esperjenza negattiva, jew demoralizzanti, jew li ggieghelhom jaharbu mic-civil, izda wahda li tikkumplimenta dak li qed jitghallmu fid-Department of Public Policy.

J. CURMI, Civil Service

Smajna pŭnt importanti li 'civil servant' huwa prodott tas-socjeta' bid-difetti kollha taghha. Naturalment, is-civil servant ma jistax ibiddel lis-socjeta', pero' jista' jkun 'change agent'.

Matul id-diskussjoni, 'we're pointing fingers at each other', fis-sens li l-kapijiet iwahhlu fil-politici, u l-ministri jghidu li mhux qed isibu fuq min iserrhu. Nahseb li hawn jopera cirku vizzjuz. It-tnejn ghandhom x'jaghmlu biex din is-sitwazzjoni tinbidel u tigi bbazata fuq 'trust'. Tajjeb li r-'roles' ikunu cari, pero' dan qatt m'hu bizzejjed: naharbu mill-illuzjonijiet -minkejja li ghandek organizzazzjoni, xorta jista' jsir manuvrar. It-'trust' jista' jinbena billi s-'civil servants' ikunu aktar kompetenti u kwalifikati, aktar mharrgin; ikunu mpenjati ghall-ghanijiet politici tal-gvern li jkun.

Ir-rapport itenni dak li jghid kwalunkwe konsulent meta jhares lejn organizzazzjoni: irridu niddefinixxu sew xi rridu nghamlu bis-servizz pubbliku; ladarba jsir dan, naraw kemm hemm bzonn nies u fejn; hemm bzonn naghtu aktar kaz ta' l-istruttura tad-dipartimenti. Hemm bzonn li ssir evalwazzjoni kontinwa.

Reactions and closing remarks from the panel

J.V. TABONE

With regard to goal-setting and review, this would have to be approached with caution. This is not a process that you produce

overnight. It is something that has to be studied, people have to be trained in the running of the process. There has to be a degree of trust which comes as part of the preparation for it. Having said that, this is not something novel. It has been tried and works in a number of organisations, and there is no reason why we should be an exception.

I certainly did not imply in my comments that the report of the PSRC should be adopted in whole: I acknowledge that I would like to see that very much. I tried to convey the enormity and the complexity of the issues that we are trying to address and to ward off the temptation of doing 'a little tinkering'. Desperate situations call for desperate measures. If we have management deficiencies, rather than compromise, we may have to adopt some of the radical measures that are proposed by the report.

J.R. GRIMA

Dwar ir-'reward and discipline', inhoss li s-'civil servants' kienu kundizzjonati minn dejjem, li accettajna li jkollna regolamenti ta' dixxiplina, u mhux ukoll regolamenti ta' 'reward'. Biex ikun jista' jiffunzjona, is-'civil servant' ghandu jkollu wkoll 'the ability to reward'.

Ghandu jkun hemm mezzi ta' redress, u fir-rapport hemm ukoll kif ghandhom ikunu dawn il-mezzi.

Bhala konkluzjoni nghid li nixtieq nara l-hafna paroli li naghmlu jissarraf f'azzjoni. 'I feel that there is an exciting future beckoning, and it is up to us to play our part'.

J.R. AQUILINA

With regard to what was said about discipline, I agree that 'the troops are led from the front': one leads by example and not by diktat. I would like to see this attitude more prevalent than it is today.

I also agree very much with the suggestion for the privatisation of public utilities because they could be run on more commercial, profitable lines for the general good of the community.

The disparity between the compensation of tradesmen in the public and private sectors has to be accepted. It is the compensation for the greater risks in the private sector.

If we can generate sufficient trust, then we have the key to successful implementation of this reform.