**2. Read the text. Be ready to do tasks after the text.**

The civil servant’s morale and efficiency are for large part closely bound up with the chance he has of showing initiative. Centralization of decision making in the hands of a very small number of officials condemns the others to a purely subservient role, which good officials do not readily take to.

Some administrations foster a spirit of initiative among their officials by encouraging them in various ways, especially by bonus payments, to improve the organization and working of their agency.

Employees often have good ideas for the improvement of work. If no formal channels are opened for the presentation of such ideas to the management, they are likely to remain confined to the invisible sphere of the employees own mind. Private industry as well as government agencies are now introducing suggestion systems to give employees opportunities for presenting their ideas to the management.

Suggestion systems can be arranged in many ways. Experience indicates that some fundamental rules must be observed in order to make them a success. The top executives and administrators must take a genuine interest in the programme. Without such an interest it will be difficult to utilize the ideas. Without the control of an interested top leadership there is also a danger that some suggestions will not get proper attention. It is human that people take pride in their profession and trade. Therefore it may be difficult for an engineer to admit that a common labourer has a worthwhile suggestion in his field, and it may be difficult for a supervisor to accept the fact that one of his subordinates can find a short cut of which he himself has not been aware. We also have the human problem of conservatism, lack of imagination, and the sometimes almost religious adherence to old procedures. These hindrances must be overcome in order to ensure a fair dealing with the employee suggestions. Superintendence and open-mindedness of the top leaders are necessary: besides there should always be a suggestion committee with employee representation to decide on the suggestions handed in. The contributor should have the right to appear in person before this committee. Suggestions must be handled promptly and the receipt of a suggestion always acknowledged in writing. When a suggestion cannot be used, the reasons should clearly be stated to the contributor. Vague terms like “it will cost too much” or “it won’t work” must be avoided. State explicitly the reasons why it will cost too much or why it will not work.

The rejection of suggestions must also be courteous: avoid hurting the contributor’s feelings. Suggestions which have been accepted must be rewarded. This reward is often money, but can also be a diploma or another distinguishing symbol. In order to honour the contributors and to keep the interest in the suggestion system alive, there should be some publicity about rewards.

The personal imfluence of the hierarchical chief is of prime importance for establishing good human relations. It is not always enough, however, particularly when the numbers of staff in an agency are large. Officials also often want more than cordial personal relations: they want to be permanently and organically associated I the discussions of the problems which directly concern their work and careers. There is a need therefore for institutional procedures in which associations and unions of civil servants have an important part to play. This is a very recent phenomenon. For a long time the idea prevailed everywhere that relations between the State and its officials should be based exclusively on the principles of authority and obedience which were considered to exclude any participation by the staff in the running of the agency and in personnel management. In many countries this idea still dominates relations between the State and its civil servants. But in some countries staff participation in management does exist. It has two main forms. Official may take part either in determining the general rules governing the working of the agency which affect their personal situation, or in making the individual decisions affecting the career of each official.

Great Britain was the first country which adopted the system of staff participation in management and established the Whitley Councils in 1919. The purpose of these councils was:

- to ensure the greatest degree of co-operation between the state as employer and the general body of civil servants in all matters concerning the Civil Service with a view to improving both the Civil Service and the lot of those employed in it;

- to provide machinery for looking into complaints and more generally to allow confrontation of the experience and different points of view of Civil Service representatives at the administrative, executive and manual levels”.

These committees function on three levels: national, departmental and local; they are composed half of management representatives, and half of staff representatives; their powers extend to all general aspects of the civil service: salary claims, organization of the probationary period, facilities granted to candidates for preparing for examinations, office lighting standards, noise- abatement in offices and so on.

One of the main features of the system is that when an agreement has been reached between two sides and has been approved by the Cabinet, it is mandatory. Agreements between the two sides of the National Whitley Council are rarely “reported to the Cabinet” unless they impinge upon a matter of national importance, e.g. pay policy. In fact, there are so many agreements reached, and often on such small matters, that reference to the Cabinet would be both impracticable and unnecessary.

**Task 3. Find the words in the text, which mean the following**

obligatory by reason of a command; something built and activated to serve a particular purpose; expression of grief, regret, pain, censure of resentment; the act of confronting; the act of habit of obeying; power of right to command or act; purely subservient role; common labourer; religious adherence; superintendence

**Task 4. Translate the following expressions into English**

внутрішньовідомчі процеси; керівник; принцип керівництва і покори; випробувальний термін; політика в області оплати праці; нездійсненні й непотрібні рішення; механізм пред'явлення скарги; зменшення шуму; норма освітлення приміщення; встановлення хороших особистих взаємин.

**Task 5. Make up your own sentences using the following word combinations**

|  |  |  |
| --- | --- | --- |
| showing initiative | centralization of decision-making | a spirit of initiative |
| bonus payment | hurting contributor’s feelings | to utilize the ideas |
| common labourer | publicity about reward | to take pride in profession |
| individual decisions | impracticable and unnecessary | dominate relations |
| pay policy | participation in management | principles of authority |

**Task 6. Answer the following questions to the text**

* + 1. How are the civil servants morale and efficiency bound up with showing initiative?
    2. What brings to a purely subservient role of an official?
    3. Why do government agencies introduce suggestion systems?
    4. What qualities are necessary for the top leaders?
    5. What is a reward for an accepted suggestion?
    6. Why is the only personal influence of the hierarchical chief not enough for establishing good human relations?
    7. What forms has staff participation in management taken?
    8. What is the purpose and the functions of Whitley Council?
    9. What is the main feature of the “organized staff participation” system?