

abstracts

The Present Structure of Macau's Civil Service

J.E. Lopes Luís

(pp. 19)

This article was produced to serve as supplementary material for the speech entitled «Analysis and Evaluation of the Civil Service at Present» presented by the author in the seminar «Macau's Civil Service — What Future?». It is a synthesis of several texts concerning this matter which were produced under the auspices of the Civil Service Department, and the relevant statutes in effect in Macau.

The article describes, in a concise but whenever possible complete way, Macau's Civil Service, its different departments, services and institutions (macro- and micro-structures), organizational criteria and the main regulations in effect on this subject.

Reforms in the Chinese Civil Service

Herberts. Yee

(PP. 35)

Focussing on the recent attempts at reform in the Chinese Civil Service led by Zhao Zhiyang, this article examines the conditions which shape the present administrative structure and their influence on how the state machinery works. Issues such as the structure of decision-making powers, the relation between the party machine and the State administrative machine, geographic, political and social factors in the process of centralization versus decentralization, the recruitment of employees and management of human resources in the heart of the civil service structures are discussed in a general way by the author.

Administration and Public Opinion

João Fernandes

(PP. 41)

This article discusses the relations between the administration and the public from the point of view of the opinion which those at the receiving end have of the administration. Starting with a general overview, the author examines the situation in Macau and, from his own point of view as a journalist, offers a sketch of public opinion in

Macau with its special feature of having two communities with different cultural identities. He traces the development of public opinion and closes by mentioning some measures which he believes would improve the contact between administrators and those to whom they administer.

Citizen's Rights in the Administrative Process

Jorge Neto Valente

(pp. 49)

The adhesion to legal practices on the one hand, and the interests and rights of private individuals on the other, mean that the latter must be protected within the legal structure in order to prevent potential abuses and illegal practices on the part of employees and agents of the Civil Service.

These guarantees are reflected in the methods developed to avoid or sanction violations and abuses of objective and subjective rights, and the legitimate interests of the public. In a general way, these rights become political, administrative and litigious guarantees.

The Administration's Relations with the Public: What Now and What for the Future?

Ana Maria Basto Perez

(pp. 57)

The success of the private sector depends to a large extent on the attention paid to those at the receiving end of its activities. Governments, too, are becoming increasingly aware of the growing need to close the gap between them and their citizens in an attempt to serve them better. In Macau, this new philosophy of providing better links between the Administration and those it serves is of increasing interest as the transfer of power to the P. R. of China approaches.

The writer has worked in Macau's civil service for many years and now sketches a general outline of the way in which the Administration's attempts to come closer to its public has developed and the ways in which these attempts have been established. New structures have been created and projects expressly intended for this aim have been implemented. Her approach is based on bilingualism and the need for Portuguese to subsist in the territory after 1999.

The Civil Service and the Transition Period: Some Considerations

Victor Ng

(pp. 63)

Following the signing of the Joint Declaration, Macau has entered a transition period in which the discussion of the reform and policies

of the Civil Service takes on a special significance. One of the issues which, for the author, has acquired greater importance is that of the language policies adopted by the Civil Service. This is a factor which could allow a balanced functioning between the various structures and hierarchies within the Civil Service.

The author believes that the efforts being made to promote bilingualism in civil service employees have been not enough and also that the aims of this policy have been established incorrectly. He defends the need for an inversion of the language policies which have been adopted so far by applying greater efforts to increasing the use of Chinese.

The Joint Declaration, the Transition Model and Civil Service Reforms

Francisco Gonçalves Pereira

(pp. 71)

One of the greatest challenges presented by the future hand-over of power to the P. R. of China is the future of the Civil Service during the transition period. The issue is whether or not suitable conditions are being created to guarantee a smooth transfer of power. These conditions should be based on the principles specified in the Joint Declaration and Macau's Organic Statutes.

The author proposes a characterization of the context in which the political measures governing the modelling and reform of the administrative apparatus and its resulting objectives.

The Training of Employees and the Future of the Civil Service for Macau

Jorge Rangel

(pp. 83)

Education is one of the priorities for government action. Given that there is a time limit which is under increasing pressure due to the extent of the tasks which still have to be accomplished, the shortage of human resources for post-school training is one of the most deeply-felt problems.

Without examining the technical considerations of the virtues, significance and importance of training for employees in the transition period, a subject which has already been discussed at length, the author examines the concrete issue of what is actually being done in this field and what can still be done. He highlights the need to work together, harmonising interests and coordinating the various activities involved so that the challenges presented by the Joint Declaration can be faced confidently and the human resources required for this to happen given a guarantee.

A Civil Service Macro-structure Model for Macau

Manuel Gameiro

(pp. 95)

For Macau, there are special problems involved in creating a structural model for the Civil Service. These problems relate to a territory whose Civil Service is in the process of altering to come under the absolute control of the P. R. of China as from the 20th of December, 1999. This attempt at a structural model is based on an outline of the main features of the Civil Service. This can then serve as a framework for building a structure for the different departments and allows each one to fit into the whole in a homogeneous and coherent manner. As in other models, we must identify the most important aspects to serve as a foundation for the design of the model.

Starting with a definition of the formative principles of a structural model, the author identifies the fundamental structure of a model for Macau's Civil Service and in closing offers some comments on the steps which should be taken in implementing it.