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## INFORMATION NOTE

### Introduction to the complaint handling mechanism for the higher education sector in overseas places

#### 1. Background

1.1 In recent years, some staff associations of the University Grants Committee (UGC)-funded institutions have opined that the existing mechanisms for handling complaints lodged by staff against their respective institutions are ineffective, and proposed the establishment of an independent inter-institutional redress mechanism and the exploration of the feasibility of extending the jurisdiction of the Ombudsman to cover the UGC-funded institutions. This proposal is backed by some members of the Panel on Education (Panel). However, the Government, UGC and Heads of Universities Committee do not support the proposal, on the grounds that the implementation of the proposal would undermine individual institutions' autonomy in handling staff matters and complaints having regard to their own policies, practices and individual circumstances.

1.2 At the meeting of the Panel on 9 February 2009, members agreed that the Research and Library Services Division be requested to conduct a research on the external complaint handling mechanism for the higher education sector in Queensland of Australia, the United Kingdom (UK) and Taiwan. These places are selected because they have either legislation or independent public bodies or both in place to deal with complaints arising from staff of the higher education sector. While the research is under way, this information note aims to provide preliminary information on the relevant legislations and mechanisms adopted by the selected overseas places.

1.3 In this note, the following aspects relating to the external complaint handling mechanism for the higher education sector in the selected places are covered:

- (a) relevant legislations on complaint handling in the higher education sector (Table 1); and

- (b) public agencies handling complaints from the higher education sector, including ombudsman services<sup>1</sup> and similar institutions (Table 2).

**Table 1 – General information about the relevant legislation on handling specific types of complaints in the higher education sector in Queensland, Taiwan and the United Kingdom**

	Queensland	Taiwan	The United Kingdom
Relevant legislation or document	<i>Whistleblowers Protection Act 1994.</i>	(a) <i>Teachers' Act</i> 《教師法》 (amended in 2006); (b) <i>Standards for Faculty Appeal and Review Committee Organization and Review Process</i> 《教師申訴評議委員會組織及評議準則》 (amended in 2006); (c) <i>University Act</i> 《大學法》 (amended in 2007); and (d) <i>Civil Service Protection Act</i> 《公務人員保障法》 (amended in 2003).	<i>Public Interest Disclosure Act 1998.</i>

<sup>1</sup> It is noted that in Table 2, the ombudsman service in Scotland of the UK will be highlighted. This is because from 1 October 2005, the Scottish Public Services Ombudsman has had the specific responsibility as the "last resort" for investigating complaints against universities in Scotland, in circumstances where a university's own internal procedures have been exhausted, and where the complainant is still dissatisfied.

**Table 1 – General information about the relevant legislation on handling specific types of complaints in the higher education sector in Queensland, Taiwan and the United Kingdom (cont'd)**

	Queensland	Taiwan	The United Kingdom
Aims	<p>(a) Creating a work environment where proper standards of ethical conduct are understood and adopted; and</p> <p>(b) Giving protection to disclosures about unlawful, negligent or improper public sector conduct and danger posed to public health or safety or the environment.</p>	<p><u>Teachers' Act</u> Protecting teachers' rights, and improving teachers' professional status.</p> <p><u>Standards for Faculty Appeal and Review Committee Organization and Review Process</u><sup>(1)</sup> Prescribing the organization and review standards of the Teacher's Appeal Review Committee of all levels.</p> <p><u>University Act</u> Stipulating rules of university governance in Taiwan.</p> <p><u>Civil Service Protection Act</u> Protecting the rights and benefits of civil servants, including employees of public universities.</p>	<p>Providing protection to individuals, who make certain disclosures of information in the public interest, from detriment or dismissal.</p>

Note: (1) The *Standards for Faculty Appeal and Review Committee Organization and Review Process* was established according to Article 29 of the *Teacher's Act*.

**Table 1 – General information about the relevant legislation on handling specific types of complaints in the higher education sector in Queensland, Taiwan and the United Kingdom (cont'd)**

	Queensland	Taiwan	The United Kingdom
Protection or right	Under the Act, a person is not liable, civilly, criminally or under any administrative process, for making a public interest disclosure.	<p><u>Teachers' Act</u></p> <p>Under this Act, a teacher has the right to appeal in accordance with the law when the measures taken by the authorized educational authorities or schools against the teacher are considered by him or her to be illegal or inappropriate and have damaged his or her interests. (Article 16)</p> <p><u>Standards for Faculty Appeal and Review Committee Organization and Review Process</u></p> <p>These Standards provide that if any staff considers that a university has engaged in illegal or improper acts damaging his or her interests, he or she should lodge the complaint to the university via internal mechanisms.</p> <p><u>University Act</u></p> <p>Under this Act, "universities shall establish the teacher's appeal review committee to review teachers' appeals against dismissal, suspension and other decisions; ... Decision of the teacher's appeal review committee shall not influence the rights of parties concerned to lodge legal prosecutions." (Article 22)</p> <p><u>Civil Service Protection Act</u><sup>(2)</sup></p> <p>This Act gives protection to civil servants' legal rights by providing established means for appeals (申訴) and re-appeals (再申訴), and petitions for review (復審).</p>	The Act gives protection to "whistleblowers" <sup>(3)</sup> that raise concerns about serious fraud or malpractice at their place of work against victimisation or dismissal, provided that they have acted in a responsible way in dealing with their concerns. <sup>(4)</sup>

Notes: (2) This Act is applicable to staff legally employed under the public education system. In Taiwan, the total number of academic staff serving in public and private universities, including professors, associate professors, assistant professors and lecturers, amounted to 18 421 and 31 189 in 2008-2009 respectively.

(3) A whistleblower is a person who publically alleges concealed misconduct on the part of an organization or body of people, usually from within that same organization.

(4) The Act protects employees, regardless of age and length of employment. It also covers contractors, agency staff, homeworkers, all professionals in the National Health Service (NHS), trainees and students undertaking work placement. It does not cover the self-employed (other than professionals in the NHS, e.g. doctors, dentists, pharmacists), volunteers, the intelligence services, the armed forces or police officers. It also does not apply to students in educational institutions.

**Table 1 – General information about the relevant legislation on handling specific types of complaints in the higher education sector in Queensland, Taiwan and the United Kingdom (cont'd)**

	Queensland	Taiwan	The United Kingdom
Level of compensation or penalty	<p><u>Penalty for reprisal</u></p> <p>(a) reprisal against a person making a public interest disclosure is an indictable offence; and</p> <p>(b) maximum penalty is either AUS\$16,700 (HK\$99,198) or two years' imprisonment.</p>	<p><u>Compensation for illegal or ostensibly unjustifiable decision</u></p> <p>The government agency concerned and the petitioner shall negotiate over the level of compensation. (Article 68, <i>Civil Service Protection Act</i>)</p>	<p><u>Compensation for unfair dismissal due to whistleblowing</u></p> <p>There is no upper limit.</p>
Scope of information that can be disclosed or specific types of appeals	<p><u>Scope of information that can be disclosed</u></p> <p>(a) official misconduct<sup>(5)</sup>;</p> <p>(b) maladministration that specifically, substantially and adversely affects a person's interests;</p> <p>(c) negligent or improper management involving a substantial waste of public funds;</p> <p>(d) the conduct of public officer, public entity or any person contracting to supply goods or services (other than as an employee) to a public sector entity; and</p> <p>(e) danger to public health or safety or the environment.</p>	<p><u>Specific types of appeals</u></p> <p>(a) for civil servants in general:</p> <p>(i) the status of civil servants;</p> <p>(ii) official rank and grade;</p> <p>(iii) salary;</p> <p>(iv) working conditions, and</p> <p>(v) management practices;</p> <p>(b) for university staff in particular:</p> <p>(i) upgrading;</p> <p>(ii) re-engagement;</p> <p>(iii) long-term suspension; and</p> <p>(iv) refusal of re-engagement.</p>	<p><u>Scope of information that can be disclosed</u></p> <p>(a) criminal offences;</p> <p>(b) failure to comply with legal obligations;</p> <p>(c) miscarriages of justice;</p> <p>(d) health and safety dangers;</p> <p>(e) environmental risks; and</p> <p>(f) concealing information about any of the foregoing.<sup>(6)</sup></p>

Notes: (5) According to the *Crime and Misconduct Act 2001*, official misconduct is the conduct that could, if proved, be (a) a criminal offence; or (b) a disciplinary breach providing reasonable grounds for terminating the person's services, if the person is or was the holder of an appointment.

(6) Keter & Smith (2009).

**Table 1 – General information about the relevant legislation on handling specific types of complaints in the higher education sector in Queensland, Taiwan and the United Kingdom (cont'd)**

	<b>Queensland</b>	<b>Taiwan</b>	<b>The United Kingdom</b>
Authorities receiving public interest disclosure-related complaints or appeals	<p><u>Authorities receiving public interest disclosure-related complaints</u></p> <p>(a) public sector entities<sup>(7)</sup>; or (b) Members of the Legislative Assembly.</p>	<p><u>Authority receiving appeals</u></p> <p>The teachers' appeal review committee established in each university.</p>	<p><u>Authorities receiving public interest disclosure-related complaints</u></p> <p>(a) the employer concerned or another responsible person of the organization; (b) a legal advisor; (c) a Minister; and (d) a person prescribed by the Secretary of State.</p>

Note: (7) A public sector entity refers to an entity, prescribed by regulation, supported by public funds.

**Table 2 – General information relating to public agencies handling complaints from the higher education sector, including ombudsman and similar institutions in Queensland, Taiwan and the United Kingdom**

	Queensland	Taiwan	The United Kingdom
<b>Public agencies handling complaints</b>			
Name of the organization	Crime and Misconduct Commission (CMC).	Civil Service Protection and Training Commission (CSPTC). <sup>(1)</sup>	Advisory, Conciliation and Arbitration Service (ACAS).
Year of establishment	2002.	1996.	1975.
Enabling legislation	<i>Crime and Misconduct Act 2001.</i>	<i>Organic Act of Civil Service Protection and Training Commission 《公務人員保障暨培訓委員會組織法》.</i> <sup>(2)</sup>	<i>Employment Act 2002.</i>
Mission or aim	Combating crime and public sector misconduct.	(a) Establishing and providing a comprehensive legal framework of civil service protection under which relevant protection cases can be reviewed fairly and impartially; and  (b) Establishing a training system for civil servants, including employees of public universities.	Publishing the ACAS code of practice with the intention of fostering optimum relations between universities and their employees, and dealing with grievances for staff.

Notes: (1) CSPTC deals with protection cases arising from the higher education sector. Relevant examples found in its website are related to appeals of academic staff against decisions of the institutions on matters such as retirement and salary increment.

(2) This Act stipulates how CSPTC shall be set up.

**Table 2 – General information relating to public agencies handling complaints from the higher education sector, including ombudsman and similar institutions in Queensland, Taiwan and the United Kingdom (cont'd)**

	Queensland	Taiwan	The United Kingdom
<b>Public agencies handling complaints (cont'd)</b>			
Accountability and leadership	<p>(a) CMC is a statutory independent body accountable to the Parliamentary Crime and Misconduct Committee;</p> <p>(b) Led by a Chairperson, CMC is run by a five-member board (called the "Commission");</p> <p>(c) The Chairperson of CMC is a legal practitioner who has served as, or is qualified for appointment as, a judge of the Supreme Court of any state, the High Court or the Federal Court; and</p> <p>(d) The corporate policy and strategic directions are set by the Commission and implemented by a 10-member Strategic Management Group.</p>	<p>(a) CSPTC performs its functions and responsibilities independently in accordance with the law. It is a ministerial agency affiliated with the Examination Yuan (考試院)<sup>(3)</sup>;</p> <p>(b) The operation of the Commission is overseen by a Chairperson, who is assisted by two Deputy Chairpersons, five to seven full-time commissioners, and five to seven part-time commissioners; and</p> <p>(c) The Commission Chairperson is appointed by the President of Taiwan. The Deputy Chairpersons and commissioners are appointed by the President of Taiwan upon the nomination of the President of the Examination Yuan.</p>	<p>(a) ACAS is a non-departmental body, governed by an independent ACAS Council, and largely funded by the Department for Business Innovation and Skills;</p> <p>(b) The ACAS Council consists of leading figures from business, unions, independent sectors and academics. The Chair and the 11 Council members serve in a part-time capacity, appointed by the Secretary of State for Business, Enterprise and Regulatory Reform.</p>

Note: (3) The Examination Yuan is responsible for national examinations and the management of all civil service personnel in Taiwan.

**Table 2 – General information relating to public agencies handling complaints from the higher education sector, including ombudsman and similar institutions in Queensland, Taiwan and the United Kingdom (cont'd)**

	Queensland	Taiwan	The United Kingdom
<b>Public agencies handling complaints (cont'd)</b>			
Major types of complaints handled	<p>Complaints of official misconduct relating to:</p> <p>(a) dishonesty or lack of impartiality;</p> <p>(b) breaching of the trust put in a person by virtue of their position; and</p> <p>(d) misuse of officially obtained information.</p> <p>Public sector agencies are legally obliged to forward all complaints of suspected official misconduct in their agencies to CMC.</p>	<p>Re-appeals relating to claims over infringement of rights and interests resulting from management practices or work conditions in the agency of employment, normally when the complainant is not satisfied with the reply or decision of the teacher's appeal review committee at the university to which he or she has first submitted an appeal.</p>	<p>Unresolved grievances after all necessary formal grievance procedures within the university have been invoked.</p>

**Table 2 – General information relating to public agencies handling complaints from the higher education sector, including ombudsman and similar institutions in Queensland, Taiwan and the United Kingdom (cont'd)**

	Queensland	Taiwan	The United Kingdom
<b>Public agencies handling complaints (cont'd)</b>			
Major types of complaints not handled	Complaints on unfair discrimination in the workplace <sup>(4)</sup> and employment disputes <sup>(5)</sup> .	(a) Cases without concrete facts; (b) Cases without reporting of a real name, and details of the agency served or home address; and (c) Cases making appeal for the same matter after a re-appeal, where a decision for the re-appeal has been made.	Not specified. However, some of the cases are deemed not suitable for arbitration, where: (a) there is a dispute over whether the employment tribunal has jurisdiction to hear the case; (b) the parties are unclear about the complex legal issues involved; and (c) the cases raise questions of the European Commission (EC) law, such as unfair dismissal claims based on an EC right, like sex discrimination or working time.

Notes: (4) Unfair discrimination in the work place is handled by the Queensland Anti-Discrimination Commission.

(5) Employment disputes are handled by the Department of Employment and Industrial Relations.

**Table 2 – General information relating to public agencies handling complaints from the higher education sector, including ombudsman and similar institutions in Queensland, Taiwan and the United Kingdom (cont'd)**

	Queensland	Taiwan	The United Kingdom
<b>Public agencies handling complaints (cont'd)</b>			
Complaint handling procedures	<p>(a) CMC assesses the validity of a complaint and decides on the appropriate action; and</p> <p>(b) For valid cases, CMC may either refer the case to the university concerned and monitor its progress, or investigate it direct.</p>	<p>(a) If a complainant is not satisfied with the reply of the teacher's appeal review committee, he or she has to make re-appeal to CSPTC within 30 days upon receipt of such reply;</p> <p>(b) CSPTC will assess the validity of the case, and, for valid cases, ask the university concerned to make response within 20 days;</p> <p>(c) The Department of Protection (保障處) at CSPTC will draw up appropriate opinions on handling the case for preliminary review by the full-time commissioners, followed by review of the Review Board (審查會)<sup>(6)</sup>, according to the standard workflow set out for handling re-appeal cases; and</p> <p>(d) Final decision is made by the Committee Meeting (委員會議)<sup>(7)</sup> chaired by the Chairperson of CSPTC.</p>	<p>(a) ACAS will provide an independent mediator to help resolve a dispute; or</p> <p>(b) It will offer free conciliation where a complaint about employment rights has been made to an employment tribunal; or</p> <p>(c) It will provide arbitration services as an alternative to employment tribunal hearings.</p>

Notes: (6) The Review Board is formed by all full-time commissioners. The Convenor cum Chairperson of the Board is appointed by the Deputy Chairpersons.

(7) The Committee Meeting comprises the Commission Chairperson, the Deputy Chairpersons and all full-time and part-time commissioners.

**Table 2 – General information relating to public agencies handling complaints from the higher education sector, including ombudsman and similar institutions in Queensland, Taiwan and the United Kingdom (cont'd)**

	Queensland	Taiwan	The United Kingdom
<b>Public agencies handling complaints (cont'd)</b>			
Possible outcomes to the investigation or relevant process	<ul style="list-style-type: none"> <li>(a) Providing an explanation of what has happened in the event that there is no misconduct involved;</li> <li>(b) Taking remedial action, such as administrative changes or prevention strategies;</li> <li>(c) Referring the case to the Director of Public Prosecutions for criminal prosecution, or to the appropriate chief executive officer for disciplinary action; and</li> <li>(d) Bringing before a Misconduct Tribunal for a disciplinary charge.</li> </ul>	<ul style="list-style-type: none"> <li>(a) Publishing the decision made by the Committee Meeting and progress reports relating to the implementation of the decision in the Examination Yuan Gazette; and</li> <li>(b) Following up the progress of the implementation of the decision made.</li> </ul>	<ul style="list-style-type: none"> <li>(a) Settlement (via ACAS or privately);</li> <li>(b) Withdrawal of the complaint;</li> <li>(c) Monetary and/or non-monetary compensation (such as the employer making an apology and provision of references for future employment), if the parties concerned come to an agreement through conciliation; and</li> <li>(d) Proceeding to an employment tribunal, if the case is not settled or withdrawn.</li> </ul>
Appeal or re-appeal mechanism	<ul style="list-style-type: none"> <li>(a) The complainant may seek a review of a decision made by CMC;</li> <li>(b) The decision will be reviewed once; and</li> <li>(c) All reviews are conducted by senior staff and by persons other than the staff originally assigned to handle the complaint.</li> </ul>	The decision for re-appeal cases made by CSPTC is final.	Making a complaint to an employment tribunal.

**Table 2 – General information relating to public agencies handling complaints from the higher education sector, including ombudsman and similar institutions in Queensland, Taiwan and the United Kingdom (cont'd)**

	Queensland	Taiwan	The United Kingdom
<b>Public agencies handling complaints (cont'd)</b>			
Power of the organization	(a) Requiring a person to produce records for investigation; (b) Entering the premises, inspecting records, seizing or taking copies of a record that is relevant to an investigation; (c) Applying to a magistrate or judge for a warrant to enter and search premises; (d) Applying to the Supreme Court for a surveillance device; and (e) Summoning a person to attend a hearing and producing evidence.	(a) Requiring the government agency or person(s) concerned to produce records for investigation; and (b) CSPTC may dismiss filing of a review, in case of changing or rescinding the primary decision is deemed against public interests.	ACAS has a statutory duty to exercise the power to conciliate in potential employment tribunal claims.
Limitations of power	CMC does not determine guilt or impose a disciplinary sanction.	Not specified.	(a) ACAS has no power to force parties to agree to arbitration; and (b) Agreements reached in mediation are not normally legally binding. <sup>(8)</sup>

Note: (8) If a party settles the complaint through ACAS, the agreement will be legally binding. Although agreements do not have to be in writing to be legally binding, the terms of the agreement will be recorded on an ACAS form to be signed by both sides as proof of the agreement.

**Table 2 – General information relating to public agencies handling complaints from the higher education sector, including ombudsman and similar institutions in Queensland, Taiwan and the United Kingdom (cont'd)**

	Queensland	Taiwan	The United Kingdom (Scotland) <sup>(11)</sup>
<b>Ombudsman or similar institution</b>			
Institution	Queensland Ombudsman.	Control Yuan (監察院). <sup>(9)</sup>	Scottish Public Services Ombudsman.
Legislation	<i>Ombudsman Act 2001.</i>	<i>Control Law 1992.</i>	<i>Scottish Public Services Ombudsman Act 2002.</i>
Role or functions	(a) Providing a fair and impartial investigative service for people who believe that they have been adversely affected by a decision or action of a public sector agency; and  (b) Helping state and local government agencies improve their decision-making and administrative practice.	(a) Taking written complaints from members of the public, including staff of public universities <sup>(10)</sup> ;  (b) Conducting investigations;  (c) Watching over examinations; and  (d) Other functions relating to exercising the power of impeachment, censure and audit.	Investigating complaints about most organizations providing public services in Scotland, when the complainant has already exhausted the formal complaint procedure of the organization concerned. Organizations covered include the Scottish Government and local agencies and departments, universities and colleges and most Scottish public authorities.

Notes: (9) The Control Yuan is considered functionally equivalent to an independent ombudsman, while it holds powers of auditing and investigation. See Chu & Shin (2005) p. 205.

(10) The Control Yuan has seven committees, one of which handles cases relating to education and cultural affairs.

(11) Ombudsman or Public Services Ombudsman services are also available in the constituent countries in the UK such as Wales and North Ireland. Only the Scottish Public Services Ombudsman has been given the specific responsibility as the "last resort" for investigating complaints against universities in Scotland in 2005.

**Table 2 – General information relating to public agencies handling complaints from the higher education sector, including ombudsman and similar institutions in Queensland, Taiwan and the United Kingdom (cont'd)**

	Queensland	Taiwan	The United Kingdom (Scotland)
<b>Ombudsman or similar institution (cont'd)</b>			
Accountability	The Ombudsman is an Officer of Parliament reporting to the Parliament through the Legal, Constitutional and Administrative Review Committee.	The Control Yuan is a branch of government mandated by the Taiwan constitution. Its 29 Members, including a President and a Vice President, are appointed by the President of Taiwan with the consent of the Legislative Yuan (立法院) for a term of six years.	The Ombudsman is accountable to the Scottish Parliament, and must lay its annual report and investigation reports before the Parliament.
Types of complaints handled	Actions and decisions made by universities and their staff that may be unlawful, unreasonable, unfair, improperly discriminatory or otherwise wrong.	(a) Written complaint of a person, including a university staff, who finds any public functionaries to have violated their duties; (b) Cases initiated by Members of the Control Yuan; and (c) Press reports about public functionaries allegedly being involved in the violations of law or in a case of dereliction.	The Ombudsman can consider complaints if injustice or hardship is caused as a result of (a) administrative failure; (b) failure to provide a service; and (c) failure in that service.

**Table 2 – General information relating to public agencies handling complaints from the higher education sector, including ombudsman and similar institutions in Queensland, Taiwan and the United Kingdom (cont'd)**

	Queensland	Taiwan	The United Kingdom (Scotland)
<b>Ombudsman or similar institution (cont'd)</b>			
Types of complaints not handled	(a) Complaints on discrimination <sup>(12)</sup> and employment disputes <sup>(13)</sup> ; (b) Problems which the complainant has known for more than 12 months before complaining; (c) Matters under the jurisdiction of other agencies which the complainant has not referred to; and (d) Problems which the complainant has not attempted to resolve with the university concerned in the first place.	Not specified <sup>(14)</sup> .	(a) Cases where the university has considered the matter properly and come to a properly made decision, but where the complainant disagrees with that decision (unless new information is available); and (b) Commercial or contractual matter or a personnel issue relating to staff, such as appointments or removals, pay, and discipline or superannuation.

Notes: (12) Unfair discrimination in the work place is handled by the Queensland Anti-Discrimination Commission.

(13) Employment disputes are handled by the Department of Employment and Industrial Relations.

(14) Control Yuan does not handle complaints concerning Members of the Legislative Yuan.

**Table 2 – General information relating to public agencies handling complaints from the higher education sector, including ombudsman and similar institutions in Queensland, Taiwan and the United Kingdom (cont'd)**

	Queensland	Taiwan	The United Kingdom (Scotland)
<b>Ombudsman or similar institution (cont'd)</b>			
Complaint handling procedures	<p>(a) The Ombudsman assesses the validity of a complaint and decides whether to conduct investigation; and</p> <p>(b) For valid cases, the Ombudsman will discuss with the complainant or the university concerned, examine files and interview people.</p>	<p>(a) The complaint and any supporting evidence filed by a citizen is considered by a Member of the Control Yuan on duty, who will decide on the appropriate action; and</p> <p>(b) Members of the Control Yuan or their designees may conduct field investigations of public or private organizations based on the complaint received.</p>	<p>If the Scottish Public Services Ombudsman decides to investigate the complaint, he or she will</p> <p>(a) inform the complainant and the organization concerned;</p> <p>(b) investigate the complaint by looking at it impartially, collecting and examining evidence in a variety of ways, including</p> <p>(i) seeking written answers to questions;</p> <p>(ii) interviews;</p> <p>(iii) getting copies of documents;</p> <p>(iv) site visits; and</p> <p>(v) taking expert advice;</p> <p>(c) weigh up the evidence in order to decide what is believed to be fair and reasonable; and</p> <p>(d) reach a view on the complaint and write a draft report.</p>

**Table 2 – General information relating to public agencies handling complaints from the higher education sector, including ombudsman and similar institutions in Queensland, Taiwan and the United Kingdom (cont'd)**

	Queensland	Taiwan	The United Kingdom (Scotland)
<b>Ombudsman or similar institution (cont'd)</b>			
Possible outcome after investigation	<p>(a) In the event that the Ombudsman finds that the university concerned has made a mistake or treated the complainant unfairly, the Ombudsman will recommend the university to correct its mistake or take other remedial actions; and</p> <p>(b) In some cases, the Ombudsman may provide a report to the Parliament depending on the nature of the complaint and whether the case is in the public interest.</p>	<p>(a) The Control Yuan's review committee may approve impeachment;</p> <p>(b) It may make suggestion of punishing the relevant officials to the Disciplinary Sanctions of Functionaries (公務人員懲戒委員會); and</p> <p>(c) It may propose corrective measures for government agencies based on their handling of the incident.</p>	<p>(a) The University Court will decide whether or not to accept the judgement of the Scottish Public Services Ombudsman and on any remedial action to be taken; and</p> <p>(b) The University has an obligation to make arrangements for members of the public to inspect or obtain copies of any reports of an ombudsman investigation against it.</p>

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