

SUMMARY OF CONCLUSIONS AND RECOMMENDATIONS

80. The following is a summary of our conclusions and recommendations:

- (i) Any attempt to apply rigid and inflexible formulae to civil service pay is impracticable. (Para. 15)
- (ii) Broad comparability with the private sector should continue to be an important factor in setting civil service pay, but it should not be the first or overriding principle nor the major consideration. (Para. 20)
- (iii) The occupational class system of linking civil service pay with that of the private sector introduced by the 1971 Salaries Commission has proved unworkable and should be abandoned. (Para. 22)
- (iv) Initially, the "qualification method" for linking civil service and private sector pay should be used. (Para. 25)
- (v) While the Government should not lead the private sector in pay for any level of employee, it should set an acceptable standard and be among the better paying employers in relation to the lowest paid. (Para. 28)
- (vi) Any attempt at minimum wage fixing would be highly undesirable. (Para. 29)
- (vii) Staff should be provided with more and better information on the Pay Investigation Unit's method of operation. (Para. 31)
- (viii) For civil servants on the Master Pay Scale, educational qualifications, coupled with other factors, are, at the present time, the most satisfactory method of establishing starting rates of pay. (Para. 34)
- (ix) Educational entry qualifications should not be raised above the level necessary to permit the competent performance of the job concerned. (Para. 35)
- (x) In no circumstances should educational qualifications be the be all and end all in setting pay levels for civil service grades. While educational qualifications should set the starting pay benchmarks other factors must be taken into account to determine the rate for the job. (Para. 36)

- (xi) Where not less than 75% of the rank concerned are involved the following factors should be taken into account when adjusting entry-rank pay scales :
- (a) Dangerous and obnoxious duties
 - (b) Enforcement duties
 - (c) Job content
 - (d) Shift work
- (Para. 38)
- (xii) The arrangements for the payment of obnoxious duty allowance should be rationalised.
- (Para. 38(a)
(ii))
- (xiii) The following factors should be taken into account in adjusting the minimum of entry-rank pay scales :
- (a) Age
 - (b) Qualifications over and above the minimum
 - (c) Required experience
- (Para. 39)
- (xiv) The following factors should not be taken into account in adjusting pay scales :
- (a) Competitive entry
 - (b) Outside work in all weathers
 - (c) Requirement to wear uniform
 - (d) Requirement to work on public holidays and weekends
- (Para. 40)
- (xv) When there are recruitment and retention difficulties, the Civil Service Branch should, in special circumstances, be authorised to grant additional increments.
- (Para. 41)
- (xvi) Civil servants should accept that broadbanding is necessary and that minor differences in workload cannot be reflected by differences in pay scales.
- (Para. 42)
- (xvii) The major criterion for setting pay scales of higher ranks should be the level of responsibility exercised and the higher the ranks being dealt with the more broadbanding should be possible.
- (Para. 43)
- (xviii) The main factor in setting starting rates of pay for Model Scale 1 employees should be the level of craft, trade or skill.
- (Para. 44)
- (xix) The existing principle, that promotion posts or ranks should normally be created only when there is a functional need, should continue.
- (Para. 45)

- (xx) Wherever it is possible to do so, existing non-functional promotion ranks should be functionalised or removed. (Para. 46)
- (xxi) An examination should be conducted to see to what extent existing grades could be merged into more general grades. (Para. 47(a))
- (xxii) Grades with no or limited promotion prospects should be examined to see whether there is room for the reorganisation of jobs to provide for more than one functional level. (Para. 48)
- (xxiii) There should be an examination of grades supervised by other grades to see whether first line supervision could be performed by a senior rank in the lower grade. (Para. 48)
- (xxiv) In future, all civil servants should receive an immediate cash benefit on promotion. (Para. 49)
- (xxv) Merit should be the first criterion in determining suitability for promotion. (Para. 50)
- (xxvi) When a civil servant acts in a higher post, he should be advised as to whether his acting appointment is for administrative convenience or with a view to establishing his suitability for substantive promotion. In the latter case, he should normally be confirmed in the appointment, or reverted to his substantive rank, after six months. (Para. 51)
- (xxvii) Except where efficiency bars require success in an examination, they should be abolished. However, this recommendation should not be implemented, until it is administratively possible to withhold an increment on the grounds of inefficiency (as well as for misconduct or lack of diligence) (Para. 53(a))
- (xxviii) Bracketed points, i.e. the grant of additional increments on confirmation, should be discontinued. (Para. 53(b))
- (xxix) Simpler rules should be drawn up to provide that no civil servant should lose on conversion but that the extent of any gain should not normally exceed one increment. (Para. 54)
- (xxx) The Government should continue to reduce differences in Model Scale 1 and Master Pay Scale fringe benefits but for the time being, no further action should be taken on pensionability for Model Scale 1 employees. (Para. 59)

- (xxxi) A new descriptive title should be found for "Model Scale 1". (Para. 60(a))
- (xxxii) The generic titles in Model Scale 1 (i.e. "Unskilled", "Semi-skilled") should be replaced. (Para. 60(b))
- (xxxiii) Criteria for entry into the various segments of Model Scale 1 should be stated, so that the Commission may prescribe entry qualifications. (Para. 60(c))
- (xxxiv) The special place occupied by the Disciplined Services within the civil service should continue. (Para. 61)
- (xxxv) The "Willink" formula should be abandoned for the determination of disciplined services' pay scales and pay levels should be left to the judgement of the Commission. (Para. 64)
- (xxxvi) There are too many titles and a study should be undertaken to see to what extent their number can be reduced. (Para. 71)