

CHAPTER 3

PROCEDURE

3.1 As indicated in Chapter 1, we have conducted our examination of individual grades simultaneously with the review of principles and practices governing civil service pay. This was advisable because anomalies and weaknesses in existing principles and practices are often reflected in the existing structure and salaries of individual grades. Indeed, many of the representations put to us concerned both principles as well as individual pay scales, and it was convenient that we considered them together rather than separately.

The Working Groups

3.2 With over 600 grades and 1,200 ranks to examine in our first review the work involved in the time set aside for it had to be carefully planned.

3.3 To enable us to study individual representations effectively, we divided ourselves into three Working Groups, with each Commissioner serving on two groups to ensure adequate communication and continuity. Individual representations were analysed and studied by one of the Working Groups, which specialised in certain subjects such as the disciplined services, Model Scale 1 staff, the medical and allied grades, and so on. The findings of each Working Group were then considered by the main Commission which met twice a week. During the latter phase of our work, that is to say, from July to October, the Working Groups merged to full Commission meetings. As at 1st October 1979, the Commission had held 59 meetings while its three Working Groups had 22 sessions.

Consultations

3.4 It has been our policy and aim to obtain a wide and representative cross-section of views from both staff and management. On 14th May 1979 we issued a Consultative Document on Principles and Practices and received over 180 submissions from staff and management representatives. These are listed in Appendices VIII, IX and X to this Report.

3.5 In addition, in our process of consultation, we adopted a variety of methods. These are outlined below :

(a) Visits to government departments

Since the establishment of the Commission in January we have visited 13 government departments to exchange views with staff and management. A list of the departments visited is at Appendix VI.

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During these visits, we had the opportunity of seeing some of the staff at work, to observe their working environment, to meet group representatives and to talk to management about the many issues on individual grades which have been put before us. We have found these visits valuable and propose to continue them in future.

(b) Meetings with staff associations and group representatives

We, or members of our staff, have met a number of staff associations and group representatives at our office. During these meetings, staff associations or group representatives were invited to elaborate on points they had raised in their written representations or to make new points. The meetings also provided an opportunity for us to clarify points with them. An effective dialogue was thus started, and will be maintained.

A list of 191 staff associations and group representatives which have been received by either the Commission or its staff is at Appendix VII.

(c) Consultations with heads of departments, senior government officials and independent bodies

In the course of our work, we have met or consulted 27 senior government officials, including many heads of departments, to obtain management's views both on principles and practices and on individual grade issues. We have also consulted a number of independent bodies. A list is at Appendix IV.

(d) Contacts with non-government organisations

We have also made contact with several non-government organisations. These contacts help us to take into account broader community interests by reference to the data on pay and related matters in the private sector. A list of such contacts is at Appendix V.

3.6 By the above methods, we believe we have obtained a wide and representative cross-section of views concerning pay matters from both staff and management. We have taken full account of these views in framing our recommendations.