

CHAPTER 2

PROCEDURE

2.1 The procedure adopted in preparing this Report generally follows that used in our earlier reports. We have continued to consult both staff and management before making our recommendations. The various forms of consultation are described below.

Consultative Documents

2.2 After the publication of the First Report on Civil Service Pay in October 1979 (Report No. 2), we issued a circular to the civil service listing the items of work which we proposed to deal with during the period November 1979 to June 1980.

2.3 During that period, we sent out separate requests for representations on individual topics such as Model Scale 1, the Education Grades and Consultative Machinery in the Civil Service. Judging from the number of replies received, this is an effective means of ascertaining the views of staff and management.

Written Representations

2.4 Since October 1979, we have received over 300 written submissions* from staff and departmental managements on various issues. Some of these representations were comments on our Report No. 2, while others concern matters not dealt with in our previous reports.

Meetings with Staff Associations and Group Representatives

2.5 A number of staff representatives, details of whom are given in Appendix IV, met us or members of our Secretariat, either at our office or at their place of work. Most welcome these discussions and we have found these occasions useful for obtaining clarification of points presented to us earlier in writing.

* excluding submissions on Consultative Machinery in the Civil Service, which is the subject of a separate Report.

Meetings with Senior Government Officials

2.6 We also sought management views on various issues. These consultations have assisted us in identifying difficulties experienced both by management and their staff. Appendix V gives a list of senior government officials we have met between November 1979 and July 1980.

Visits to Departments

2.7 We continue to visit departments to see civil servants at work. Such visits have proved rewarding, as they provide us with a better idea of the nature of the work, working environment of staff and of the difficulties they encounter in performing their duties. These visits are listed in Appendix VI.

Consultation with Public Bodies and Private Sector Organisations

2.8 We have consulted a number of public bodies and organisations in the private sector in our study of various topics in this Report, and have found the information and views provided most helpful. A list of the organisations concerned is in Appendix VII.