

CHAPTER 12

FUTURE PROGRAMME OF WORK

12.1 Following the completion of Report No. 5 we propose to devote our next phase of work mainly to a detailed study of the following topics.

Civil Service Pay Policy

12.2 In 1979, we were asked by the Chief Secretary to examine the need for regular pay trend surveys in the context of our Term of Reference I(c). We were also aware that, in accepting the recommendations in our First Report on Civil Service Pay in November 1979, the Executive Council had advised that any review of salaries in 1980 should be considered in the light of our recommendations on future pay policy.

12.3 We consider that the future of pay trend surveys should be examined in the context of the overall pay policy for the civil service. However, since the subject is a complex one requiring considerable research and consultation with all those concerned both in the public and private sectors, we were unable to submit our recommendations to the Governor in time for them to affect the general pay adjustments for 1980.

12.4 We therefore advised the Governor, in a letter dated 25th February 1980, that the arrangements for the conduct of the 1980 Pay Trend Survey should proceed as in previous years. This is in keeping with our Term of Reference VII. A copy of our letter to His Excellency is in Appendix X.

12.5 We intend to begin a review of overall pay policy including the annual pay trend survey system during our next phase of work. Related to this issue are the future role, methodology and administrative location of the Pay Investigation Unit, which also require further consideration. In view of the complexity of the subject, the need to obtain information from other countries and the possible use of consultants, we doubt whether we shall be able to complete our review in time for it to affect any arrangements for the 1981 Pay Trend Survey.

Grades with Student Ranks

12.6 In Chapter 3 we have drawn attention to the situation with regard to Grades with Student Ranks which we consider to be unsatisfactory. The present system of setting pay scales for these grades appears to us to place

too much emphasis on the qualifications required to become a student and too little on the qualifications obtained on completion of training. We shall therefore be examining the possibility of introducing a different pay system for student ranks. We shall also be conducting a further examination of all the grades in this group with a view to determining whether the functional rank pay scales have been set at appropriate levels, having regard both to the qualifications required for appointment to the first rank and the nature of the job concerned.

Educational Qualification Benchmarks

12.7 In Chapter 3 we also refer to the need to re-examine existing educational qualification benchmarks. We are particularly concerned at the 11-point gap between the school certificate and matriculation benchmarks which appears to us to be too large. In addition we propose to obtain more details of the various Polytechnic and Post-secondary College qualifications in order to determine the extent to which these might be used as benchmarks for setting the starting pay of civil service grades.

12.8 Any adjustment to educational qualification benchmarks will involve a further review of the individual grades affected by such adjustments. As we have pointed out in Chapter 3, however, some existing pay scales may still be appropriate when other factors are taken into account.

Reviews of Individual Grades

12.9 There remain a number of grades which we have indicated require further review. These include the grades of Housing Assistant, Housing Manager, Technical/Survey Officer and Works Supervisor, which are referred to in Chapter 9. We shall tender our advice on these as soon as our reviews have been completed. We shall also continue the process of reviewing individual grades in the light of changes in circumstances or new information received.

Model Scale 1

12.10 In our reviews of Model Scale 1, we have said that the policy should be gradually to reduce the differences which exist between employees on this scale and those on the Master Pay Scale. We shall, therefore, continue to keep the position of Model Scale 1 employees under review. In Chapter 6 we also refer to certain Model Scale 1 grades as requiring further study and we shall report on these grades as soon as we are in a position to do so.

Long Service Increments

12.11 In the early stages of our work proposals were made to us that there might be some justification for the provision of long service increments in certain grades. We shall examine this suggestion.