

## CHAPTER EIGHT

### FUTURE PROGRAMME OF WORK

8.1 In our next phase of work, we shall review those outstanding issues mentioned in the earlier Chapters of this Report, including the problems related to the Training Pay Scale, the Model Scale 1 pay scale and the Master Pay Scale. We have mentioned in Chapter 2 that the pay comparison surveys are now in full swing. In the next few months, we shall be able to analyse the data collected as the surveys progress.

8.2 The focus in the next stage of our work, of course, will be on reviewing the salary and structure of each grade under our purview. The general principles and practices which we have recommended in this Report will, if endorsed, form the basis of this review. As we plan to examine carefully each of the 340 grades, the entire review will take quite some time. There is therefore a need for the exercise to be conducted in stages. Moreover, the number of grades to be examined in each stage will necessarily be limited. In our view, it would be improper to trade thoroughness for speed.

8.3 In determining the order in which each grade will be reviewed, we have taken two factors into account. The first is the need to programme the review with the progress of the pay comparison surveys conducted on the basis of the existing civil service qualification groups. Secondly, under our proposed system of determining internal relativities, grades are classified into qualification groups and those belonging to the same group should ideally be examined at the same time. We have therefore decided to set the order of the review by reference to these groupings.

8.4 In our first phase of work, we have carried out a preliminary study of the recruitment and retention problems facing a number of grades identified by the Administration. For reasons of continuity, we consider it appropriate to begin our next phase of work with the

qualification groups to which these grades belong. The groups are :-

Professional, Degree and Related Grades

Groups I, II and III (81 grades)

Polytechnic Higher Diploma, Diploma and Related Grades

Groups I, II and III (43 grades)

We estimate that it will take about six months to complete the review of these 124 grades. The remaining grades will be dealt with thereafter.

8.5 We fully appreciate the expectation from staff to have an early solution to the problems affecting their grades. Nonetheless, we consider it undesirable to lay down a rigid timetable for reviewing each grade at the expense of flexibility and thoroughness. In this connection, we note the Administration's decision that all recommendations arising from the overall review, if accepted, will take effect from a common date. There should therefore be no question of any grade being disadvantaged because of the order in which it is examined. This common date, we have learnt, has been determined by the Administration to be 1 October 1989.