



Report of the Commission
to
Review Wages, Salaries
and
Conditions of Service
in the
Public Service,
British Guiana
1961.

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**PUBLIC SERVICE SALARIES REVIEW COMMISSION'S OFFICE,
PUBLIC BUILDINGS,
Georgetown, Demerara,
BRITISH GUIANA.**

29th July, 1961.

*His Excellency, Sir Ralph Francis Alnwick Grey,
K.C.M.G., K.C.V.O., O.B.E.,
Governor of British Guiana.*

Your Excellency,

We were appointed a Commission in May, 1961, by the Officer Administering the Government of British Guiana, with Mr. C.W. Guillebaud, C.B.E., as Chairman, and with the following terms of reference:-

" To review wages, salaries and conditions of service in the Public Service and those of teachers in Government and aided Primary Schools and to advise the Governor in Council thereon, making recommendations for regrading where necessary.

2. In making its review the Commission is to take account of:-

- (a) the revenue and expenditure of the Government, including the financing of the Development Programme, and the means available to the Government of increasing its revenues;
- (b) the levels of wages, salaries and conditions of service required in the circumstances of British Guiana to retain the services of qualified and experienced officers of every grade and to attract to the Public Service recruits sufficient in quality and quantity for the country's needs;
- (c) the wages, salaries and conditions of service (including superannuation, pension and other benefits) in comparable occupations in British Guiana; and
- (d) other matters - such as the possibility of increasing efficiency by reorganisation of the Public Service, the growth of the Government's responsibilities and the appropriate size of the Public Service in relation thereto, etc. - that are relevant to the Commission's general task.

3. The Commission is also to review and advise the Governor in Council on promotions, methods of representation and negotiation in respect of the British Guiana Police Force.

4. For the purposes of paragraphs 1 and 2 (b) of these terms of reference the "conditions of service" will be deemed to include such matters as:-

- (i) leave and passage privileges;
- (ii) housing;
- (iii) medical benefits;
- (iv) the relationship of wage rates both within and without the Public Service to total remuneration for hours worked;
- (v) entitlement (if any) to private professional practice.

5. In carrying out its review the Commission is to have regard to the Report on the structure of the Public Service made by Messrs. Angel, Reis and Ford, any other proposed changes in the staff structure of Departments and any decisions of the Government thereon."

2. Prior to the commencement of our deliberations we had the opportunity of studying a good deal of factual information supplied by the Establishment Division of the Finance Secretariat, as well as representations submitted by Heads of Departments and Permanent Secretaries, so that we were in a position to proceed with interviews and discussions immediately after the arrival of the Chairman from the United Kingdom on 7th May, 1961. Memoranda from all the recognised Staff Associations and Trade Unions were presented after our sittings began. Lists showing the Heads of Departments, organisations, departmental groups of officers and individuals who submitted memoranda, as well as the interviews conducted, will be found in Appendices VII and VIII respectively.

3. In order to fulfil engagements to which he was previously committed, the Chairman left for the United Kingdom on 24th June. In the interim between his departure and return on 15th July the Commission's work was continued by the other members under the chairmanship of Mr. C.L. Kranenburg, O.B.E.

4. We now have the honour to submit our Report.

REPORT OF THE COMMISSION

CHAPTER I

GENERAL CONSIDERATIONS RELATING TO THE NEED FOR REVISION OF
REMUNERATION IN THE PUBLIC SERVICE

5. In Chapter I of our Report we deal in broad and general terms with our terms of reference in so far as they relate to the case for the revision of levels of remuneration of those to whom our remit applies.

6. In paragraph 2 (a) of our Terms of Reference we are enjoined to take account of "the revenue and expenditure of the Government, including the financing of the Development Programmes and the means available to the Government of increasing its revenues." We deal later with the general question of the financial capacity of this country at the present time. Here we are concerned, as a matter of principle, with the special relationship between the Development Programme, on the one hand, and the possible diversion of Government revenues in order to improve the pay of those employed in the Public Service, on the other hand.

7. We are agreed in attaching very great importance to the proper execution of this Programme, in view of the big part it has to play in furthering the economic expansion of British Guiana in the coming years. It is not necessary for our present purposes to discuss the Development Programme in detail; but there are certain general aspects to which we wish to draw special attention.

8. The Programme envisages the expenditure of \$110 million over the five years 1960 to 1964, of which \$92 million (84%) are to be devoted to the economic sector, and \$18 million (16%) to the social sector. The Programme itself, both in amount and detail, has been based on independent expert advice as to the kind of development which would be of the greatest benefit for the country as a whole in the long run; and it is to be expected that, with the higher national income that will result from it, all sections of the community will share directly and/or indirectly in the benefits.

9. The need for the Programme is greatly enhanced by changes which have affected the growth of the population in recent years. As a result of the eradication in large measure of malaria, population has been growing rapidly; and it is estimated that the labour force is increasing by some 6,000 to 7,000 a year. At the same time there is even now a serious problem of unemployment and under-employment; and it is imperative that means should be found for absorbing those who will be coming into the labour market. Much of the Development Programme is rightly designed for that purpose.

10. There are only three sources from which the Development expenditure of \$110 million can be financed:

- (i) from free gifts and grants in aid;
- (ii) from the internal revenue of British Guiana in the form of budget surpluses, i.e. revenues which are in excess of the normal recurrent Government expenditure of the country; and
- (iii) finally from loans.

11. It is hoped that approximately \$23 million may be obtained in the form of Free Grants from the Colonial Development and Welfare Corporation; that British Guiana will contribute a total of \$15 million from her own resources, implying an average annual budget surplus over the five years of \$3 million; leaving the balance of about \$72 million (65% of the total) to be financed by Loans.

12. In considering these figures there are two important points that must be made. In the first place, the sum of \$110 million is very much a minimum programme; and there are urgently needed projects which it has not been possible to fit into this five year plan. Hence any additional revenue that can be made available could be very well employed in the

expansion of the Programme. Secondly, loan financing imposes a heavy burden upon Government revenues owing to the consequential charges for interest and redemption of the debt. It is estimated that debt charges, which in 1960 amounted to \$6 million, will rise in 1961 to \$6.8 million; in 1962 to \$7.9 million; in 1963 to \$9.4 million and in 1964 to \$11.0 million. While it is clearly right that a considerable proportion of expenditure which itself is of a capital nature, designed to increase the future national income, should be financed out of loans, it is very desirable that not more than is absolutely necessary should be obtained from this source.

13. It follows that larger budget surpluses are much to be desired, since they would either enable the Development Programme itself to be expanded, or alternatively, would make it possible to finance a larger proportion of the total expenditure out of internal revenue, leaving a smaller proportion to be borrowed.

14. This situation, as we have just described it, confronts us with an apparent dilemma; it is clear that any substantial increase in personal remuneration must entail a reduction in whatever budget surplus would otherwise have been achieved; except in so far as the increase can be offset by savings in other directions or by the raising of additional revenue. As we shall be showing later, there should be some offsets under both these latter heads, but they are not likely to be of sufficient size to cover the total sum that we shall regard as needed for the Public Service.

15. An eminent American economist has said that, in the last analysis, "the real cost of anything is the sacrificed alternative". It would appear at first sight that the real cost of encroaching on the budget surplus in order to improve remuneration in the Public Service would be represented by that part of the Development Programme which either will not be able to be carried out because the funds are not available to finance it, or which now must be financed by additional borrowing with the accompanying increase in debt charges. But this is only very partially true for the Development Programme itself makes extensive demands upon many branches of the Public Service. The Director of Drainage and Irrigation told us that as much as 90% of the work of members of his Department is directly related to the execution of the Programme. Also as more land is reclaimed more work will fall on the Land Development, the Cooperative, the Social Welfare Departments, and so on throughout every other department. Moreover, when a given sum of money is allocated for a certain type of development, that is only the beginning of the story. The value of that sum in real terms consists in what is ultimately achieved; and that in turn depends upon the efficiency with which that money is administered and on the way in which the work involved is carried out. A Development Programme does not carry itself out, it has to be properly administered; and if Staff of the required numbers and calibre is not available because salaries are not adequate to attract and retain them, it is certain that the greatest sufferer will be the Development Programme itself. Under existing circumstances it is not really a case of more money for the Public Service and therefore less money for the Development Programme, for up to a point the two are intimately inter-related. We cannot stress too strongly our conviction that the Development Programme will fall far short of what is contemplated and what is desired, unless it is administered by an efficient Public Service imbued with the aim of making whatever money is available go as far as possible. A smaller sum of money devoted to the Programme, but spent with greater all-round efficiency, could well achieve better and more enduring results for the progress of the country than a larger nominal sum if proper controls (in the broadest sense of the term) are lacking.

16. This brings us to consider the other "sacrificed alternative", that is to say, what the effects would be of failing to make such adjustments in the remuneration of those in the Public Service of this country as would seem to be both equitable and necessary in the light of all the circumstances. The background to the present position can be set out quite briefly. The last major revision of wages and salaries took place

following the Report of the Hands Commission in 1954. Since that date, while there have been two substantial increases in the wages of weekly paid workers, with consequential rises in the "C" and most of the "B" salary scales, there have been no general increases in other salaries as a whole throughout the Public Service. In November 1958, Mr. L.H. Gorsuch was appointed as a Commission to review Wages, Salaries and Conditions of Service in the Public Service of British Guiana; and he reported in March 1959. Although parts of his Report were acceptable to some sections of the Service, taken as a whole it proved to be unacceptable to most of the Staff Associations, and in the event the Report was not implemented. In the meanwhile, the cost of living has increased since 1954 by something of the order of 10%; there have been increases in wages and salaries in commercial and other forms of employment in the country; and the remuneration of those in the public service in other parts of the Caribbean has risen in many cases. It is the ever increasing dissatisfaction with this condition of stand-still in British Guiana which has been one important factor in leading to our present appointment.

17. There can be no question as to the strength of the feeling of dissatisfaction which prevails throughout the Public Service in this country. We have heard much evidence on these matters not only from the Staff Associations, but also from the 33 Heads of Departments whom we have personally and separately interviewed. As a result of this we have reached the conclusion that during the last two years there has been a widespread decline in the morale of the Service, particularly in its lower and middle sections. Much time is being wasted in the discussion and ventilation of grievances, and the efficiency of the Service as a whole is becoming impaired. We do not wish to suggest that this is everywhere the case; but it would appear to be sufficiently prevalent to constitute a factor which cannot be ignored. The relevance of this to the Development Programme is clear. As we have pointed out earlier, that Programme inevitably involves additional work being thrown on many Departments, even when they are not directly affected by it. If there are avoidable delays; if officers feel unwilling on occasion to extend by even a little their normal working hours in order to catch up on arrears; if there is a lack of eager and willing cooperation; the whole tempo of the Programme will be slowed down, and public money will be spent to less good effect.

18. We turn now to consider the more fundamental aspects of the problem raised by our terms of reference. We believe it to be a generally accepted principle that it is in the long term interest of the efficient administration of a country that there should be a fair relativity between levels of remuneration in its Public Service and those prevailing in non-government service, when all other considerations (terms and conditions of employment etc.) have been taken into account. This principle was laid down in the Report of the Royal Commission on the Civil Service in the United Kingdom, 1929 - 1931; and restated by the recent Royal Commission, which reported in November 1955, in the following terms:

"The primary principle of Civil Service pay should be fair comparison with the current remuneration of outside staffs employed on broadly comparable work, taking account of differences in other conditions of service."

This principle of "fair relativity", or as it is sometimes called "fair comparison with outside the Service" though simple in appearance, is far from simple when it comes to its practical implementation, and this for two main reasons. First, with the exception of some purely technical posts, comparability of posts is usually very difficult to establish with any degree of accuracy. Secondly, rates of remuneration and other conditions of employment in non-Government service vary within wide limits; and there is no simple or obvious way of determining which rates or conditions should be taken for the purpose of comparison; moreover comparisons which might be valid for one country might be inapplicable in another. Experience of negotiations where this principle is invoked shows that each side tends to select those examples which appear most

favourable to its own case. It is also true that in private business there are risk factors which have to be taken into account, and which do not arise in the same way in a public Service. A private employee is paid out of the earnings of the business and he has to show that he is earning the salary that he is paid. We might add that no public service in any country can compete with what a large and prosperous firm can offer in order to secure the services of a particular individual whom it wishes to attract into its employment.

19. Despite the limitations to which we have just referred, the principle of fair relativity is of great practical importance. As we have affirmed at the beginning of the preceding paragraph, the validity of this principle when applied to the Public Service is generally recognised as being in the long term interests of the country in question. The reason for this is not far to seek, and it can be stated in quite general terms.

20. If in any branch of employment, whether this be commercial, industrial, or public employment, there is a marked disparity in the rates of remuneration in that branch as compared with those in other branches of employment which compete with it in the labour market, this is likely to show itself in one or both of two ways. In the first place, the branch with the inferior conditions is likely to have difficulty in recruiting staff of the required quality, and in the necessary numbers to maintain a proper standard of service and performance. Secondly, there is likely to be a high rate of wastage affecting trained and experienced personnel, who resign from their posts in order to take up employment on better terms elsewhere.

21. Our evidence shows that both of these phenomena exist today over a large part of the Public Service of British Guiana. Our witnesses were agreed, almost without exception that in the lower ranks of the salaried service there has been an appreciable falling off in recent years in the quality of many of the new entrants. At first sight this might seem surprising, since at the same time there has been a considerable expansion of the educational services of the country. But there has also been an even more rapid development of banking, commercial and other enterprises, which in many cases can offer better salaries than those which exist in the Public Service today. Moreover, and from many aspects this is a good thing, Guianese youth of today is less security minded and more adventurous than was formerly the case; with the result that relatively low salaries in the Public Service constitute a more serious deterrent to recruitment than was formerly the case. Other changes such as the extension in many of the large private firms of what are called fringe benefits, e.g. superannuation provisions, free medical treatment, etc., have also contributed to lessen the relative attractiveness of the Public Service. In the light of our evidence we are satisfied that the general level of salaries in many of the clerical and other grades in the Service is unduly low when contrasted with rates that are being paid in other sources of employment, and that this is detrimental to the continuing efficiency of the Service.

22. The difficulties of recruitment to which we have just referred, are even more marked and even more immediately and ultimately detrimental, in the case of many of the technical, professional and administrative posts in the Service. We are informed that at the present time there are unfilled vacancies for over sixty professional officers; the basic reason for this being the low salaries offered in comparison especially with those for comparable posts in other territories. In a country which is embarking on an ambitious programme of development the services of such officers are indispensable if the plan is to be carried out effectively, and if money is not to be ill-spent for lack of the required professional and technical skills.

23. The other aspect of the same problem is the question of wastage, i.e. losses of good quality staff in many professional, technical and other grades through resignation, or through premature retirement. Our evidence shows that this is taking place at an increasing and now alarming rate. Thus we are informed that of ten officers recruited since 1957 directly into the administrative service with degrees or profes-

sional qualifications, all but three have resigned. The total number of resignations from the Public Service including non-renewals of contracts, between 1956 and 1960 amounted to 626, of which 130 were due to the marriage of the officers in question. It would be possible to take department by department and show how they are all being affected and their efficiency reduced by shortage of staff. We shall here select only two out of the many. Economic and other commissions of enquiry which have visited British Guiana in recent years have referred repeatedly to the need to improve the collection of individual income tax and have expressed the view that the strengthening of the staff of the Department would produce additional revenue. (cf: R.D. Nicholas. Report on the Taxation System of British Guiana, p. 39). The latest comment on this matter is contained in the following extract from the Report of the Public Accounts Committee of the Legislative Council, dated March 17th, 1961.

"We have been informed by the Commissioner of Inland Revenue that owing to insufficiency of Staff, particularly qualified and trained officers, and a steadily increasing volume of work, he was finding it exceedingly difficult to reduce the arrears of assessments. The Commissioner's difficulty is obviously part and parcel of the general staffing problem confronting the Government; attracting and keeping the services of a sufficiency of competent officers".

This bears out the contention that the collection of tax revenue is suffering for lack of the appropriate staff; but we find specially significant the reference to "the general staffing problem confronting the Government" emanating as it does from the Public Accounts Committee, an independent body charged with the duty of supervising the way in which public money is spent. We note also the following opening sentence of paragraph 7 of the same Report of the Public Accounts Committee:

"With regard to the shortage of experienced technical and administrative officers, it is evident that Government will have to offer better salaries in order to secure the services of officers of the calibre needed."

(The Committee's own underlining)

24. The second Department which we have selected by way of illustration is the Government Technical Institute. On this Institute falls the exceedingly important task of training Guianese youth in those technical skills of which the country is so greatly in need and which will become increasingly important as the Development Programme develops momentum. With salaries as they are at present it is not proving possible to recruit and retain anything like an adequate staff of Lecturers and Instructors (many of whom at this stage must inevitably be expatriates); while any pupils of more than normal ability who might be capable of being trained to become Instructors or Lecturers in due course, are attracted away from the Institute by offers of better salaries and prospects elsewhere. We were told of one case where special equipment, which had been ordered at a cost of over \$60,000, has been lying idle ever since September, 1958, because the lecturer at whose instance it had been bought had resigned and it has not proved possible to replace him. It would be difficult to imagine anything more detrimental to the future welfare of British Guiana than a continuance of the conditions under which the Institute is now operating.

25. To take an instance in a different field. We understand that the Road Programme is badly in arrears, because the country has been unable to recruit technicians who are needed for this purpose. We further have been told of departments where the age-grouping is such that a number of the more senior officers are all nearing the age of retirement, but there is not the trained staff available at the lower levels to replace them. Perhaps most serious of all for the future of the Service is the evidence that at present salary levels the great majority of young Guianese graduates are not entering the Public Service, but are going into other employment, either in commerce etc., or outside British Guiana. Thus we have been informed that of 71 Guianese students who graduated at the University College of the West Indies between 1952 and

1960, only 15 (including teachers) are presently employed in the Public Service here. An almost equal number (14) have found employment in the relatively much more restricted field, so far as University graduates are concerned, of private enterprise within British Guiana. We have not been able to obtain comparable figures for those who have graduated from the Universities of other countries, such as the United Kingdom, Canada, the U.S.A. etc., but we understand that only very few of those have entered the Public Service here in recent years.

26. We consider this situation gives cause for grave concern; and it is rendered the more serious in view of what appears to be a widespread desire on the part of many, especially of the better qualified Guianese who are now in the Service, to move to better paid posts elsewhere as soon as the opportunity arises for this. It is reasonable to assume that a Guianese would prefer to work in his own country rather than to seek employment in other lands, and that a majority would continue to do so even if levels of pay were somewhat better elsewhere. But if the degree of disparity is too large, a man's natural concern for his own future and for the education and well-being of his family will make him apply for the higher paid post in another country; and this is the situation with which we are faced today in the case of the Public Service of British Guiana. In many cases the salary of the Deputy Head of a Department in other territories is higher than the salary of the Head of a Department in British Guiana. We do not think it necessary to multiply examples; the facts and figures we have already given are sufficient to show the gravity of the present position, with the certainty that in the absence of remedy it will rapidly deteriorate still further.

27. All our evidence goes to show that at a time when the Development Programme is making, and will continue to make, increasing demands upon the Public Service of this country, taken as a whole, the Service itself is unable to recruit people of the required quality in the necessary numbers, (and in some cases is facing virtual breakdown for lack of competent staff of the required calibre). We have referred in an earlier paragraph to the fact that there is widespread discontent in the Service with existing rates of remuneration, and that this itself, is bad for efficiency. While it is clearly desirable that this feeling of dissatisfaction should be removed if means can be found for so doing, this is by no means our main preoccupation. What is foremost in our minds is the grave harm that is being done to the future of this country owing to the movement away from the Public Service of British Guiana into other employments of so many of the abler of the younger generation of Guianese men and women.

28. The conclusion at which we have arrived on the basis of our evidence is that, over a wide range of the Public Service, there is an overwhelmingly strong case for an upward revision of levels of remuneration so as to bring these into a better relation with levels prevailing in other avenues of employment both inside and outside British Guiana. Further it would be neither equitable nor desirable to withhold an increase in salaries to the large group of some 3,100 Primary School Teachers, whose salaries have not undergone any change since they were last fixed in January, 1955, and whose duties are of very great importance for the future development of the country.

CHAPTER II

FINANCIAL CONSIDERATIONS

29. At the beginning of Chapter I of our Report we have referred to that part of our terms of reference which relate to the financial position of the country, and we have dealt with that special aspect of this which concerns the relationship between the Public Service and the Development Plan.

30. We now turn to consider the financial position as a whole in order to ascertain what is the total sum that the country can, in our opinion, afford at the present time to spend in improving personal remuneration in the Public Service.

31. The most outstanding and the most hopeful feature of the economy of British Guiana is its rapid expansion in recent years. Aided by a large inflow of capital from overseas, mainly from the United Kingdom, there has been a very remarkable growth of the national income. "The decade 1948-57 saw the National Product increase by over a half in real terms (5% per annum), which outpaced the extraordinary population expansion of 3% per annum. As a result, living standards rose modestly and the people remain better off than most of Central and South America, and very much better off than most of Asia and Africa." (Berrill Report p.7.)

32. Between 1952 and 1957 output increased on the average by as much as 6%, and although there was a temporary set-back in 1958 and 1959, the gross Domestic Product in 1960 was as much as 11% above the corresponding figure for 1959. The estimate on which the Berrill Report was based, of a continuance during the years 1960-1961 of an annual rate of growth of 6% may well turn out to have been an understatement. This is, however, subject to one important qualification. Since some 90% of the whole value of exports from British Guiana consists of sugar and sugar products, bauxite and rice, it is clear that the prosperity of the country is largely bound up with the state of world markets for these commodities, a situation that it shares with other countries which are producers of primary products. British Guiana is indeed more fortunate than some, in that it is not a one-crop economy; and it should be able in time to look forward to an increasing diversification of its products.

33. Taking the economy as a whole, it has a relative surplus of land and a surplus of unskilled labour; but a scarcity of capital, and a scarcity of skilled and qualified labour at all levels. The future progress of the country depends largely upon what can be done to increase the availability of these two scarce factors.

34. As we have just mentioned there was an 11% increase in the value of the Gross Domestic Product in the year 1960 as compared with 1959. A number of causes contributed to bring this result about; there then was an increase of some 20% in the output of sugar and rice; and an increase of the same order of magnitude in the value of bauxite production and also of diamonds. The manganese project which came into production for the first time in 1960, also added some \$3 million to the value of the country's exports. With the growth in production and income and a large capital inflow there was a rise in both consumption and investment, and a corresponding rise in the volume of imports. The prospects for 1961 appear to be good. The output of rice should benefit from the additional land which has come under cultivation with the virtual completion of the Black Bush Polder project. In the mining sector the manganese project will have had a full year's working and should have a larger output; the new alumina works will be coming into production for the first time this year, and there is a likelihood of an increase in the exports of calcined bauxite. It has been estimated by the Financial Secretary that, in the absence of unexpected set-backs, there could be a 20% rise in exports in 1961, as compared with 1960. In the light of all the available information we conclude that the economy of the country is in a sound and healthy condition, and should continue to make progress in the coming years.

35. Unfortunately, for reasons to which we refer later, the general

state of economic prosperity, which exists at the moment, is not accompanied by a correspondingly satisfactory condition of the finances of the Central Government. In a memorandum presented to us by the Financial Secretary the following figures are set out showing the balance (actual and estimated) of revenue and expenditure in the budget for the years 1959 to 1964:

TABLE I - B.W.I. \$ MILLION

	1959 (Actual)	1960 (Actual)	1961 (Estimate)	1962 (Estimate)	1963 (Estimate)	1964 (Estimate)
Revenue	48.8	56.0	57.5	60.6	63.5	67.8
Expenditure	41.3	44.6	49.0	50.5	53.0	55.5
Surplus (before Debt Charges)	7.5	11.4	8.5	10.1	10.5	12.3
Debt Charges	4.2	6.0	6.8	7.9	9.4	11.0
Free Surplus	3.3	5.4	1.7	2.2	1.1	1.3

36. At our request the Financial Secretary has also supplied estimated figures on the same basis for the years 1964 to 1968, and these are set out below in Table II.

TABLE II

ESTIMATED FIGURES - B.W.I. \$ MILLION

	1964	1965	1966	1967	1968
Revenue	67.8	71.6	80.0	85.3	94.5
Expenditure	55.5	58.5	61.5	64.4	67.5
Surplus (before Debt Charges)	12.3	13.1	18.5	20.9	27.0
Debt Charges	11.0	12.7	14.1	15.5	16.7
Free Surplus	1.3	0.4	4.4	5.4	10.3

37. Before commenting on the significance of the figures in these Tables we wish to draw attention to the bases on which they have been constructed. On the income side, the assumption is made that public and private investment will raise home production (the Gross Domestic Product) by as much as 6½% per annum over the period 1960 to 1964. On the other hand, the national income, and with it the revenue of Government, is not expected to rise at a faster rate than 5% per annum; the main reason for this latter slower rate of growth being that the capital - intensive mining developments in alumina and manganese, financed as they are by overseas capital, make a relatively small contribution to the national income through employment and other local expenditures, while their contribution by way of income tax will be deferred by tax holidays until after 1964. Taxation is assumed to continue at the same level as at present. On the expenditure side the calculation is based on the wages and salaries in the Public Service (including salaries of Primary School Teachers) as they were in the early part of 1961. The Public Debt charge is calculated on the basis of 8½% in respect of average borrowing for 20 years at 6%. i.e. the charge includes capital repayment as well as interest. The estimated figures of expenditure also make an allowance for the normal expansion of the Public Service which is put at an average figure of 5% per annum.

38. When we consider the figures shown in Tables I and II (paragraphs 35 and 36), there are a number of points which stand out. First, there is the slow projected rise in Government revenue between 1960 and 1964. This is due, as we have already stated, to the existence of the tax holidays which have been granted to alumina, manganese, and certain other enterprises; and, as will be seen from Table II, the effects of these measures continue well after 1964. It is not, indeed, until 1966 - 1967, and still more in 1968, that Government revenue will reap the benefits of concessions made in the intervening years.* The financial stringency which exists at present is a temporary one, produced by a deliberate act of policy; and it may be said to be somewhat in the nature of a mortgage laid on the present for the subsequent benefit of the future. In our view this is a fact which should not be overlooked when considering relative priorities as between the needs at the present time of the Public Service on the one hand, and the needs of the Development Programme on the other hand.

39. The second feature which stands out in Table I (paragraph 35) is the size of the contribution, made out of recurrent Government revenue in the form of Debt Charges, which rise from year to year as more money is borrowed to finance the Development Programme. We set this out below in Table III, which is a re-arrangement of some of the figures contained in Table I.

TABLE III - B.W.I. \$ MILLION

	Government Revenue	Surplus before Debt Charge	Debt Charge	Free Surplus
1960 (Actual)	56.0	11.4	6.0	5.4
1961 (Estimate)	57.5	8.5	6.8	1.7
1962 (Estimate)	60.6	10.1	7.9	2.2
1963 (Estimate)	63.5	10.5	9.4	1.1
1964 (Estimate)	67.8	12.3	11.0	1.3
Total 1960 - 1964	305.4	52.8	41.1	11.7

40. It will be seen that out of a total estimated Government revenue of \$305.4 million for the five years 1960 to 1964, as much as \$41.1 million is allocated to cover the Debt Charges, representing 13.4% of the whole of the Government revenue. It is this prior charge for Government Debt (mostly incurred for purposes of economic development) which reduces the "free surplus" to the relatively small total of \$11.7 million over the same five years. The true contribution from Government revenue to the finance of the Development Programme is therefore much larger than the sums set aside annually under the heading, "Free Surplus".

41. Thirdly, there is the sudden big rise in estimated expenditure from \$44.6 million in 1960 to \$49.0 in 1961, an increase of \$4.4 million, or 10%. A large part of this is accounted for by higher Old Age Pensions and additional relief to the destitute, amounting to \$950,000 by salaries for additional Primary School Teachers (\$529,000); and by the cost of raising the minimum daily wage in November of 1960 from \$2.75 to \$3.04 (with the consequential adjustments in other wage rates and the "B" and "C" salary scales), amounting to \$1,375,000. Granted that improvements in the Social Services, the expansion of educational facilities, and

* A further reason for the probable slowness of revenue to recover after the termination of the tax holidays lies in the fact that section 2(2) of the Income Tax (in Aid of Industry) Ordinance of 1951 provides that initial and annual depreciation allowances for buildings plant and machinery shall be deferred until the end of the tax holiday period. If these allowances are then claimed they could absorb the whole of the additional taxable income in 1965 and much of it in 1966 - 67.

higher remuneration for manual workers and lower grades of clerical workers, involving additional expenditure of this magnitude, were highly desirable and necessary; it is none the less true that they must narrow the range within which it is possible now to entertain the prospect of entering into further commitments on a large scale.

42. Finally, the forecasts in Table I (paragraph 35) show that the total amount expected to come from the free surpluses of the budget during the five years 1960 - 1964, would be no more than \$11.7 million: and thus fall short by \$3.3 million of the total of \$15 million, which had been thought to be the minimum amount which British Guiana ought to contribute by way of an overall excess of recurrent revenue over recurrent expenditure, towards the \$110 million approved for the Development Programme in this period.

43. We have already pointed out in Part I of our Report (paragraph 12) that this sum of \$110 million is itself a minimum figure and it is one which has been closely geared to the limited financial resources to which British Guiana has access, whether by way of gift or loan. Just out of immediate reach there are important additional projects which are badly needed in the interests of the country, and which cannot be carried out within the limits set by that sum. Moreover, the present situation so far as the existing Programme is concerned is less satisfactory than had been foreseen as recently as last year. The Financial Secretary has drawn our attention to the fact that when the financing of the 1960 - 1964 Development Programme of \$110 million was planned it was assumed that there might be a "slippage" (a shortage between target and achievement) of the order of perhaps 10%, so that the finance likely to be actually required would be in the neighbourhood of \$100 million. At the moment, however, after including the estimated contribution of \$15 million from budgetary sources, there is still a gap, for which no funds are at present in sight, which is larger than the original estimate of the slippage. Moreover, it is now extremely unlikely that there will be any slippage over the five year period as a whole, since the cost of the physical programme will certainly be more than this figure as a result of underestimates of the cost of projects. and increases in the rates of salaries and wages. For example, the Tapakuma Drainage and Irrigation Scheme, for which the programmed allocation was \$8.2 million, is now costed at \$11.0 million; and the Parika-Bartica Road, which stood in the Programme at \$3.2 million, will in fact cost \$7.2 million. The same applies to a number of the other projects. Furthermore, the Programme had been based on a level of wages (\$2.52 a day for male adult unskilled labour, etc.) which has since increased, first to \$2.75 from the very commencement of the Programme, and more recently (in November, 1960) to \$3.04 with increases for salaried subordinate employees. Since the salaries and wages bills to which these increases relate totalled some \$7 million a year at the 1959 level of wages and salaries, it is clear that this expansion of the wage cost has alone added something like \$5 million to the cost of the physical programme covered by the \$110 million estimate. While it is true that in 1960, the first year of the new Development Programme, the actual expenditure was not more than \$16.8 million as against the original Development Estimate of \$24.7 million, the first year's expenditure is not a good guide to probable performance in subsequent years. It is almost inevitable at the commencement of a new programme, before schemes have properly got under way, that there will be some under-spending; but all the indications go to show that in 1961 expenditure will certainly be not less than \$21 million and will probably be as high as \$24 million. Even if expenditure this year were to be only as much as \$21 million (making a total of \$37 million for the first two years of the Programme) that would still leave a perfectly feasible average of \$24.5 million for the years 1962 to 1964, in order to achieve the target figure of \$110 million for the whole period. We cannot therefore assume that any financial relief can be expected as a result of under-fulfilment of the Development Programme.

44. There is one remaining feature of the financial situation as a whole to which we wish to draw attention. For a number of years past this country has maintained a General Revenue Balance of approximately \$5.2 million; and this is the figure at which it now stands. It repres-

ents, however, less than 10% of annual Government revenue, and constitutes all that there is in the way of a reserve against the risk of adverse price or other changes which might affect one or other of the major industries, sugar, rice and bauxite, on which the prosperity of the country so largely depends. Moreover, by no means the whole of this Revenue Balance is available at any one time, since some \$3 million of it is normally tied up in advances and working capital for Government enterprises, etc., with the result that what remains uncommitted is even insufficient to meet the peak deficiencies of revenue in relation to expenditure in the second and third quarters of the year; and such deficiencies have to be met by short term borrowing at high rates of interest. It would have been a wise precaution on purely financial grounds to have built this Balance up to a more substantial figure, but the claims of the Development Programme have been held to have overriding priority; and the whole of the free budget surpluses of recent years have been allotted to the finance of the Development Plan. While it is a cause for satisfaction that the General Revenue Balance has at least been able to be maintained at around the figure of \$5.2 million, it is clear that this is only a meagre and inadequate reserve to hold against the ever-present possibility of set-back to the economic prosperity of the country.

45. In the first part of our Report we have given reasons for the conclusion we have drawn from the extensive evidence we have received as to the imperative need in the interests of the country as a whole for an upward revision of remuneration which has remained unaltered since 1954. In the foregoing paragraphs of this part of our Report we have set out, as fully and objectively as we can, the condition of the country's finances as these stand at the moment, and as they are officially forecast for some years to come.

46. We wish to reiterate that we attach very great importance to the Development Plan; and that we regard its fulfilment as urgently necessary for the future progress of this country, above all when regard is had to the way in which population is growing and to the need for providing additional means of employment for those coming into the labour market during the ensuing years.

47. It is in the light of all these considerations and circumstances that we now make the **recommendation** that an additional sum of \$2.5 million should be provided in the budget for the purpose of improving remuneration in the Public Service; including the salaries of Primary School Teachers.*

48. Before going on to indicate the sources from which the \$2.5 million we have recommended could in our view be found, we wish to consider whether this sum can be justified as being absolutely necessary in the interests of the long-term efficiency of the Public Service itself, bearing in mind the indispensable contribution that its members have to make to the development and well-being of the country. We believe that the main justification stands out from the figures we give in Table VI of our Report (paragraph 69) where we show the way in which we recommend that the \$2.5 million should be allocated to the different sections of the Service, including Primary School Teachers. Here we would point out that this sum is very far from meeting the claims of those who have appeared before us; and this applies not only to the Staff and other representative Associations, but also to the recommendations made to us by the 33 responsible Heads of Departments whom we interviewed, as to the increases which they deemed to be necessary for their own staffs. Many of these submissions and recommendations did not seem to us to be unreasonable in themselves or to be extravagantly high; yet to have satisfied all the requests that were proposed to us would have entailed an additional expenditure on salaries of well over \$5 million. In scaling down the total amount to be provided for this purpose to \$2.5 million we wish to state that in our considered judgement no less than this should, under existing conditions, be provided in order to enable the

* We understand that agreement has already been reached that salary increases resulting from our recommendations shall be payable as from 1st January, 1961.

Service to attract and retain staffs in the numbers and of the quality that are required, if the affairs of this country are to be adequately administered, and its Development Programme efficiently carried out. We cannot, indeed, give any guarantee that our proposals will effectively remove all the shortages and losses of staff that are imperilling the essential work which the Public Service exists to perform; but we believe that they should be sufficient to bring about a material, and very badly needed, improvement. We recognise that our conclusion, with all that it implies for many categories within the Service, must mean the disappointment of hopes and expectations which may have been confidently entertained. We would have wished to recommend an appreciably larger sum if the only consideration had been that of the legitimate interests of those who are covered by our terms of reference; but we are also bound to have regard to "the revenue and expenditure of the Government, including the financing of the Development Plan". It is with a full sense of our responsibility, not only towards the Public Service and the Primary School Teachers, but also towards the people of British Guiana and their Government, that we have felt unable to go beyond the total amount of approximately \$2.5 million. We regard this total on the one hand, as the minimum that should be provided for improving personal remuneration in the Public Service and for Primary School Teachers; and, on the other hand, as the maximum sum which is likely to be within the financial capacity of this country for this purpose for the coming five or six years. We feel, indeed, that our recommendations are somewhat in the nature of a transitional settlement; and are aware that the need will arise at a future date for a further revision of personal remuneration in the Public Service. But this must needs wait upon a large and enduring improvement in the state of the Government's finances.

49. We now proceed to enquire into the means by which this additional expenditure of \$2.5 million annually can be obtained from Government revenues.

50. To begin with, we would point out that the additional sum which has actually to be found is not the full \$2.5 million by which annual salaries will be increased, but only 80% of this, or \$2.0 million; because it is estimated by the Financial Secretary that over the whole range of the increased incomes of those on the service, some 20% will return to the Exchequer in the form of larger payments in respect of income tax and greater receipts from indirect taxation.

51. The first and most obvious source of additional revenue might appear to be higher taxation. The present level of taxation in British Guiana is, however, already high for an underdeveloped country; and is amongst the highest in the Caribbean, absorbing as it does some 20% of the gross domestic product at factor cost. Income tax and import duty together account for about two-thirds of the total Central Government revenue - each contributing about the same amount, while excise duty (mainly the duty on rum) accounts for a further tenth. The income tax on company profits, which contributes about 80% of the total income tax yield of about \$17 million in each of the years 1959 and 1960, falls mainly on the profits of overseas investment, and is levied at the high rate of 45%. The personal income tax is levied at the rate of 6% on the first tranche (\$1,200 per annum) of chargeable income, and at the rates of 12, 24, 40, 50, and 60% on successive tranches of \$2,400 per annum - the exemption levels being \$900 for a single taxpayer and \$1,600 for a married taxpayer; these exemption levels are increased by \$250/350/500 for each child under 12 years/ 12 and under 16/16 and over, with some further allowances for dependent relatives and life insurance. Since less than one-fifth of the families in the country are in receipt of incomes in excess of \$2,400 per annum, there are at present only about 12,000 income taxpayers. In 1958, out of some \$36 million of gross income, \$18 million fell below the exemption limit, leaving not more than \$18 million chargeable to tax, of which two-thirds fell in the 6% and 12% tranches. These figures afford the explanation for the smallness of the yield of personal income tax (only some \$3 million) in spite of the high rates, especially in the upper income brackets.

52. Import duty averages about 15% of the total value of imports. Of its total yield (\$17 million in 1959 and \$21 million in 1960) about one-

third is derived from alcoholic liquors, tobacco and motor spirit, the rates on which average 200% ad valorem. In the case of other consumer goods which fall into the "less essential" category, such as motor cars, motor cycles, refrigerators, radios and other household electrical appliances, the rates average 25 to 30 per cent (the usual rate being 20% preferential and 36% general). Those "less essential" consumer goods account for about 15% of total imports but provide one half of the whole revenue from import duty. The remainder of the imports, consisting of essential consumer goods, industrial supplies and capital equipment, pay duty at rates averaging a little under 10%, and are responsible for the other half of the yield of import duty. Excise duties are levied on rum at \$9.60 per proof gallon, equivalent to an ad valorem rate of about 50%; on toilet preparations at \$3.00 per liquid gallon; on local fruit wine at 50¢ per liquid gallon; and on beer at 75¢ a liquid gallon; and there is also an excise duty on matches. The total yield of excise duties is now about \$5½ million per annum. The remainder of the tax revenue of some \$3½ million per annum comes mainly from export duties (chiefly on bauxite and sugar); from the cinema admission tax (16-2/3% in Georgetown and New Amsterdam and 15% in other parts of the country); from estate duty, stamp duties; and duties on transports and mortgages.

53. We have carefully examined these different sources of revenue in order to see whether there is scope for obtaining a larger revenue through increasing the existing rates of taxation. Bearing in mind the income distribution in British Guiana and the already high degree of progression in the tax rates on individual incomes, we feel unable to recommend any increase in the rates on personal incomes. We have also reached the same conclusion with regard to the tax on company profits, which stands now at 45%, and which falls, as we have noted, mainly on the profits of overseas investment. At a time when more private investment is urgently needed for the future development of the country, and when there are welcome signs that foreign investors are looking for opportunities for capital projects in British Guiana, we believe that it would be a serious mistake to discourage them by imposing penal rates of taxation on their prospective profits.

54. When we turn to look at indirect taxation, both customs and excise, we find that those duties which are most productive and which yield the greater part of the revenue from this type of taxation, are already paying high ad valorem rates, and we doubt the wisdom of further increasing these rates at the present time, especially as it is uncertain whether still heavier taxation of say, alcoholic liquors or tobacco, would in fact bring in a larger yield in total. It is true that the taxation level is still quite moderate in respect of those commodities which come into the more essential category. But increases here would in many cases directly affect and raise the cost of living for the main bulk of the population; and this in our opinion would be undesirable. In the case of duties on the "less essential" commodities such as motor cars, household equipment etc., there may still be some scope for moderate increases, but no large amount could be obtainable in this way; and it would not be wise to remove all element of elasticity from the tax system as a whole, so that there was no margin left to meet a serious emergency. We note that in his Budget speech to the Legislative Council on 9th December, 1960, the Financial Secretary said: "I am not suggesting that the community has reached in any sense the upper limit of its taxable capacity; but I do say that it would be inadvisable to increase taxation without careful and expert appraisal to determine the best way to do it without placing burdens where they do more harm than good. We must look carefully at our tax structure and also at our tax administration before we venture beyond the present tax level." In the light of all the circumstances we do not recommend an increase in the existing level of taxation in this country.

55. Apart from general taxation there is however another direct source from which some additional revenues could be obtained. The General Manager of the Transport and Harbours Department has told us that he has recently submitted proposals to Government which are now under consideration for an increase of 25% on parcel and cargo rates, together with a terminal charge of two cents per 100 pounds, and thirty cents per ton

with a minimum charge of two cents. He estimates that there should be a revenue increase of \$238,000 annually from what he describes as a long overdue revision of tariffs. At the present time the Transport services of this country are largely financed by the general taxpayer in order to subsidise the education of children and students, by very cheap fares; and the development of the Interior, by a restrictive mileage charging system and very low rates. The result of this policy at present is an annual deficit of \$1,800,000 on operating costs. While we recognise the importance of the objectives we have just mentioned, we feel that the present burden on general revenue is excessive; and we recommend that the increased charges proposed by the General Manager should be adopted. We allow on this account a round figure of \$700,000 additional revenue in all for the three years 1962 to 1964.

56. As we have already pointed out, the estimates of expenditure for the years 1961 to 1964, shown in Table I (paragraph 35), allow for an average annual increase in cost attributable to the "normal expansion" of the Public Service, of 5% per annum. The Financial Secretary has informed us that, on past performance, it should be feasible to hold this increase down to a figure of not more than 4% on the average; and he estimates that in that event there would be a saving of expenditure on this account of \$½ million in 1962, \$1 million in 1963, and \$1½ million in 1964, or a total of \$3 million over the three years 1962 to 1964. We believe that a saving of this order should certainly be able to be achieved, especially having in mind the effects both direct and indirect, that are likely to result from the recommendations which we shall be making in another part of our Report on leave entitlement throughout the Service.

57. Reverting once more to the underlying basis of the figures in Table I it is evident that the forecasts of Government revenue for the years 1961 to 1964, depend essentially upon the assumptions on which they are based.

58. We set out in Table IV a statement showing the difference between the original estimates and eventual excess of revenue over expenditure for the years 1957 to 1960.

TABLE IV - B.W.I. \$ MILLION

Year	Revenue		Expenditure		Surplus		General Revenue
	Estimate	Actual	Estimate	Actual	Estimate	Actual	Balance
1957	43.7	45.8	43.7	43.1	-	2.7	5.2
1958	47.9	49.1	45.9	46.5	2.0	2.5	5.2
1959	49.2	48.8	*47.5	*45.5	1.75	3.26	5.2
1960	51.6	56.2	*50.5	*50.7	1.1	5.47	5.2

*The apparent discrepancy between the figures for expenditure in Table III for 1959 and 1960, and those in Table I for the same years, is explained by the fact that in Table III the expenditure figures are given inclusive of Public Debt Charges, whereas in Table I Debt Charges are shown separately from the remainder of expenditure.

59. It is evident that the Financial Secretary, as a prudent Chancellor of the Exchequer, has preferred to err on the right side, rather than to take the risk of being found to have overestimated the buoyancy of his revenue. In this he has doubtless been influenced by the well-known vulnerability of the economy of British Guiana to which we have already referred.

60. We are informed by the Financial Secretary that, while there seems little likelihood of the receipts from Income Tax being better than he had assumed for 1961, the receipts from Customs Duties in the first quarter of 1961 were \$½ million higher than he had assumed in the

revenue estimate for that year in Table I (paragraph 35). He has told us that by the end of the year Customs revenue might well exceed his estimate by as much as \$2 million. We believe that it would be reasonable if we were to assume that, over the average of the four years 1961 to 1964, the revenue estimates shown in Table I will be exceeded, as a result of larger customs receipts, by a total amount of not less than \$4 million - an average excess of \$1 million annually.

61. The General Manager of the Transport and Harbours Department has informed us that he expects revenue from the Transport Services to show an increase of \$120,000 in the current year's results, as compared with the approved estimate for 1961, and that \$100,000 should be expected annually in the years 1962, 1963, and 1964 making \$420,000 for the period 1961 to 1964. We have also received a statement from the Director of Posts and Telecommunications, that on results to date the revenue of his Department for 1961 is likely to exceed the approved estimate by \$154,000, as a result of the large expansion of the number of telephone subscribers following the opening of the automatic telephone exchange in Georgetown. The extension of the automatic telephone system to other parts of the country, including the new exchange shortly to be constructed in New Amsterdam, should lead to further increases in revenue, which he estimates at \$69,000 in 1962, \$74,000 in 1963, and \$85,000 in 1964; making in round figures \$380,000 for the four year period 1961 to 1964.

62. It seems clear to us that the Financial Secretary's estimates of future revenue shown in Table I (paragraph 35), based as they are on the general assumption of an all-round general increase of 5% do not make allowance for the kind of expansions in revenue to which we have just referred as having already taken place this year in the Transport and Harbours and Post and Telecommunications departments; and which may reasonably be expected to continue in varying degree over the next three years.

63. Finally, there are a number of savings in expenditure which will arise, as a result either of the implementation of our recommendations or of other steps which we understand are in prospect in the immediate future. We estimate that the curtailment of leave entitlement, the details of which we set out in paragraphs 112 to 138 of our Report, will produce ultimately an annual saving of the order of \$300,000; but much of this will not accrue for several years. Further, we have reason to believe that two important measures, with which we are strongly in agreement, are likely to be adopted very shortly. The first of these is the introduction of P.A.Y.E., which will speed up the collection of personal income tax and reduce the extent to which it is necessary to finance seasonal deficiency in revenue by short-term borrowing from the banks. The second is the reorganisation of the marketing and other enterprises, now administered by Government, under a separate management which should serve to diminish the large subsidies (\$370,000 in the 1961 Estimates) now required to finance their trading losses. If we assume a total figure of \$200,000 of savings under these three heads for the three years 1962 to 1964, that is in all probability a conservative estimate. We wish also to draw attention to what we say in a subsequent section of our Report as to the scope for improvement in the administrative working of the Public Service. We believe that one very important result of our recommendations as to salaries etc., will be an increase in the efficiency of the Public Service as a whole, as it attracts more people of the quality that is required. This also must be a gradual process and will take time to achieve; but we see no reason to doubt the possibility, and indeed the likelihood, that the additional expenditure entailed by our recommendations for salary increases, will be offset ultimately by greater efficiency within the Service itself.

64. Several of our witnesses have suggested to us that, since a great deal of the work being done at the moment by certain Departments, for example Drainage & Irrigation, is in respect of work in progress under the Development Programme, the salaries of many of those in such Departments should be borne out of funds set aside for the execution of that Programme. We are unable to entertain this suggestion, so far as members

of the permanent staff of the Departments in question are concerned. Even though for the time being many of their duties may relate to work arising directly out of the Development Programme, this does not alter the fact that they are part of the normal establishment of their Department; and as such their salaries should properly be carried on the Vote for that department. The case of contract officers who are brought in for a specific purpose and a limited period, is of course on quite a different footing. A reference to the Development Estimates shows that considerable sums on this account have in fact been included in them.

65. We set out in Table V a kind of balance sheet showing first the total increase in Government expenditure, aggregated over the four year period 1961 to 1964, which would result from the adoption of our recommendation for the revision of salaries; and secondly, the sources from which we believe that this additional expenditure could be financed during the same period.

TABLE V

1. Increase in total Expenditure (gross) during the Four Years 1961 - 1964 resulting from the Revision of Salaries	\$ 10,000,000
2. Deduct amount recovered in the form of direct and indirect taxation borne by recipients of the larger salaries	\$ 2,000,000
3. Increase in total expenditure on Personal Remuneration (net) during 1961 - 1964	<u>\$ 8,000,000</u>
4. Anticipated Revenue during 1961 - 1964, in excess of the Revenue as estimated in Table I (paragraph 35):	\$
Higher Customs Revenue	4,000,000
Higher Revenue from Posts, Telegraphs	380,000
Higher Revenue from Transport Services	420,000
5. Increased Revenue from higher charges for the carriage of Goods & Parcels during the years 1962/64	700,000
6. Saving during the years 1962 - 1964 by reducing the provision in Table I for normal expansion of the Public Service from 5% annually to 4% annually during the years 1962 - 1964	3,000,000
7. Savings to be expected from reduction of leave entitlement, the introduction of P.A.Y.E., the more economic organisation of Government commercial enterprises, greater efficiency, etc., 1962 - 1964	<u>200,000</u>
Total of increased revenue to be expected during the years 1961 to 1964 inclusive, together with reduction of expenditure and additional savings, estimated to be produced as a result of our recommendations	<u>\$ 8,700,000</u>

66. On the basis of the foregoing figures it would seem possible for the proposed salary increases to be financed without encroaching on the free surpluses as these were estimated by the Financial Secretary in Table I (paragraph 35) above. It is however possible that in one or other of the years 1961 to 1964 there may not be a close balance between additional revenue and the additional expenditure entailed by the increased salaries. In this event, and in the absence of any other preferable alternative, it may be found necessary to draw upon part of the General Revenue Balance. But should this prove to be the case we would recommend that a very high priority be given to the restoration of this Balance to approximately \$5 million at the earliest possible moment.

67. In considering the significance of the figures we have set out in Table V (paragraph 65) we have certain observations to make. In the first place, the annual savings to be anticipated from the new leave

entitlement provisions, from reduction in subsidies to commercial enterprises, from greater efficiency within the Public Service, etc., are likely to be very materially larger after 1964 than we have estimated for the period 1960 - 1964. This is particularly true with regard to the efficiency of the Service. Secondly, so far as the present year 1961 is concerned, the excess of probable revenue from Customs, Post Office and Transport is greater than that which we have allowed for the average of the four years 1961 - 1964; at the same time the Development Programme in 1961 will have benefited from the exceptionally large free surplus (\$5.4 million) achieved in 1960. Thirdly, our estimates of the balance of revenue and expenditure over the four years 1961 to 1964, are based on the assumption that other expenditure in general will not increase by more than was forecast by the Financial Secretary when he drew up the figures shown in Table I (paragraph 35). If large new and unforeseen items of expenditure are introduced into the Budget Estimates during the next three years, this basis of our calculations will of course be disrupted. Fourthly, our own calculation shows an apparent excess on the revenue side of \$700,000 over the four years 1961 - 1964; but this should be regarded as merely providing a small margin for contingencies.

68. It is of course apparent that by inflating the figures of estimates of future income, we could have appeared to justify a larger improvement in Public Service remuneration than we have in fact recommended. To have done this would in our view have laid us open to the charge of financial irresponsibility. We have gone as far in the direction of optimism as we consider legitimate in the light of existing trends; although it remains our hope that the final results will prove to be better than we have felt entitled to anticipate. Should this prove to be the case the main beneficiary, as is right and proper, will be the Development Programme, which in any case according to the official forecast (see Table III in paragraph 39) would require an additional \$3.3 million if the target figure of \$15 million from budgetary surpluses were to be achieved during the period 1960 to 1964.

CHAPTER III

CONCLUSIONS AS TO THE REVISION OF WAGES AND SALARIES

69. In Table VI we set out the way in which we recommend that the sum of \$2.5 million should be allocated amongst the different branches of the Public Service.

TABLE VI

	\$
(a) Superscale Administrative, Professional & Technical Posts	334,000
(b) Other Professional Posts	
A1 \$40,000	
A3 \$54,000	
Other <u>\$64,000</u>	158,000
(c) Other Administrative Posts (Scales A2; A7; & A12)	27,000
(d) Other Technical & Field Posts	390,000
(e) Executive & Clerical Posts (Scales A19; A18; A12; A11 & A4)	350,000
(f) Uniformed Disciplined Services	
Police	\$450,000
Fire Protection (including Civil Aviation Fire Services)	77,000
Prisons	49,000
Volunteer Force	<u>12,000</u>
	588,000
(g) Revision of certain B Scales which were carrying salaries above the point \$1512	20,000
(h) Open Vote Posts- Clerical and Other Grades	50,000
(i) Primary School Teachers - Government & Aided Primary Schools	428,000
(j) Transport & Harbours Department	150,000
TOTAL	<u>\$ 2,495,000</u>

70. In considering the amount that we can reasonably recommend for the improvement of remuneration in the Public Service, we have noted that a large section of Public Service employees was given a substantial increase effective in November 1960, only two months before the effective date (January 1961) of any increases that will result from our recommendations. Moreover the employees in question had already received an increase in 1959.

71. The facts with regard to those increases are as follows: as a result of negotiations between the Federation of Unions of Government Employees and the Government, the minimum daily wage of \$2.52 was raised to \$2.75 with increases on a graduated scale for other daily wage rates, and for other subordinate staff, with effect from April, 1959. The Federation, however, continued to press for a further improvement; and after prolonged negotiations, agreement was eventually reached to raise the minimum basic daily rate from \$2.75 to \$3.04, with corresponding increases in the skilled rates and in the "B" and "C" salary scales, with effect from 29th November, 1960. These adjustments, which together represent a 20% increase in the minimum daily rate, brought the manual worker rates up to a reasonable relationship (all things being taken into account) with rates prevailing outside the Public Service. The annual cost of the adjustments, which came into force as from 1st April, 1959, was \$785,000; while the cost of the subsequent increases as from 29th November, 1960, was \$1,375,000, making \$2,160,000 annually in all;

and we have referred already (paragraph 43) to the effect these wage increases have had upon the finances of the Development Programme.

72. It is in the light of all these considerations, and having regard to the sum of money we believe to be available and to the fact that, with only a few isolated exceptions, no other members of the Public Service have had any increases in salary whatever since 1954 (or in the case of Primary School Teachers, early 1955), that we feel obliged to confine our recommendations to those sections of the Service which have had no increase in pay since the revision of 1954, much as we regret our inability at this time to recommend further revision for those who have already received increases. We wish to point out that the number of those who have benefited from the earlier increases is approximately half the total number of employees paid from public funds, while the annual sum involved is not much less than that which we are recommending for the improvement of remuneration to the other half.

73. Turning now to the figures in Table VI (paragraph 69); we have adopted the method of raising the salary scales of the great majority of those in the salaried grades by two increments throughout. *The main exceptions to this, apart from a relatively small amount of regrading, occur in the case of the Police, and Fire Prevention Services; those in scales A1 to A3; and the superscale salaries.

74. So far as the Police and Fire Prevention Services are concerned the larger increases here are necessitated by the decision to bring all uniformed disciplined services into general parity with one another. For this purpose we have devised special scales for the lower ranks.

75. We have raised the A1 to A3 scales by increases ranging from 23% at the bottom to 14% at the top of the A3, and from 15% at the bottom to 10% at the top of the A1 and A2 scales. Our reason for this is that those scales cover, in addition to many of the higher administrative posts, the professionally qualified technicians, engineers, teachers, etc., whose services are so vitally necessary for the future development of British Guiana. These are the men and women to whom we have referred in Chapter I of our Report as being continuously diverted from the Public Service of this country, as a result of the inadequacy of their rates of pay in comparison with what their skills and training can command elsewhere. We consider that there is an unanswerable case for differential treatment on behalf of those in this category.

76. Finally, with regard to the superscale posts, we have adopted in general, though with a few modifications, the recommendations made two years ago in the Gorsuch Report. Those recommendations were designed to bring the salaries of the holders of those posts into closer alignment with the salaries of similar posts in other territories, in particular with neighbouring Trinidad. We feel no doubt that adjustments in these salaries which were deemed to be necessary already in 1959, are even more necessary today; and we would point out that these superscale posts represent the topmost rungs of the ladder in the various branches of the Public Service, and the salaries which their holders can command exercise an important attracting power for many of those who may be considering whether or not to enter the Service.

77. Lists showing the present and proposed revised salaries and salary scales of superscale and departmental posts are attached as Appendices I and II respectively.

78. As stated in paragraph 74 special scales have been devised for certain posts in the uniformed disciplined services and a list of all the posts in each of the component services showing the present and proposed revised salaries and salary scales is attached as Appendix III.

79. The present and proposed revised salary scales relating to Primary School Teachers and to posts in the Transport and Harbours Department will be found in Appendices IV and V respectively.

* The two-increment formula represents an increase of 26% at the bottom of the A18 and A19 scales diminishing to 8% at the top of the A4 scale.

CHAPTER IV

THE POLICE FORCE

GENERAL OBSERVATIONS

80. The special duties and responsibilities of a Police Force are well described in the following extract from a Colonial Office Memorandum (cited by Mr. L.H. Gorsuch in his Report of March, 1959).

".....the Police Force is in fact in a special, though not of course a privileged, position.

But it must be remembered that a Police Force is a disciplined body and its members have to accept some limitations on their personal liberty. They are on occasions liable to carry out dangerous work. They are expected to exercise a considerable degree of personal initiative while on beat or patrol. They also have special responsibilities placed on them by the law. They are armed with wide powers and are thus more exposed to temptations than most Government employees. Their duty is carried out under the eye of the public and the Courts. If a policeman is to measure up satisfactorily to what is expected of him it is quite clear that he should have qualities of character, commonsense, responsibility, memory, observation and physique which are just as valuable as literary or manual skill and which should not be paid for at a lower price....The scales should be framed with an eye to the quality of men it is desired to attract".

81. We wish to associate ourselves with this description of the qualities required of a policeman and also with the views expressed by the Oaksey Committee's Report on "Police Conditions of Service" in the United Kingdom, of 1949, (Cmd. 764), in the following sentences in paragraph 25 of their Report:-

"In our view it is essential that members of police forces should be contented and reasonably free from financial worry. They should not serve under the sense that they are not fairly treated, having regard to the responsibilities, hardships, and risks which their service entails and to wages and hours of work in occupations which make fewer demands upon the individual."

REVISION OF SCALES OF PAY FOR THE POLICE FORCE

82. We have received very extensive evidence both from the Commissioner of Police and from the Police Federation as to the need for increasing the rates of pay throughout the Police Force. The Commissioner in particular has drawn our attention to the difficulty, not only of recruiting the right type of man, but also of retaining his services. He has pointed out to us that the Force is required to produce its own Officers to the rank of Commissioner, and that on the present establishment (1562 in the whole Force, of whom 1167 are Constables) it is necessary that the men who enter the Force in the rank of Constable should be capable of providing one man in fifteen who is potential Inspector/Officer material, and one in five who is subordinate Officer material. This is clearly not likely to be achieved in the face of the fact that, as against 153 recruits for the two years 1959 and 1960, there were in the same two years 28 retirements, 104 resignations and 92 others who for various reasons ceased to be members of the Force, or a total loss of 224. In the first four months of the present year, to 30th April, 1961, there have already been 35 resignations. The Commissioner also drew our attention to what he described as a deterioration during the last two years in the discipline and morale of some members of the Force, which has been causing him serious concern.

83. Our evidence makes it clear that there is a pressing need for an improvement in the pay and conditions of service of the Force in order to retain the services of its present members and maintain the high standard of discipline and efficiency, morale and integrity, that are so essential and upon which the public has a right to depend. In addition it is equally important that the pay and conditions of the Force should be such as will attract a sufficient number of intelligent candidates of

good character, good physique and a reasonable education, coupled with a desire to serve and remain in the Force. With regard to educational standards we would observe that in recent years there has been an increase in educational facilities in British Guiana, and if the Police Force is to deal appropriately with a better instructed public it must itself be adequately equipped for this. We believe that the need for a well disciplined, efficient and reasonably contented Police Force is one that will be generally recognised, and that it will be accepted that the maintenance of law and order is a foundation of good Government, without which the other activities of Government cannot succeed.

84. A further factor to which we attach importance, is that it would seem to be an established practice in other territories that there should be a substantial parity between the remuneration of the different branches of the uniformed and disciplined Services such as Police, Prison and Fire Protection; and we note that this principle was strongly advocated by Mr. Gorsuch in his report of March 1959. It is on this basis and bearing in mind the other considerations which we have mentioned above that we **recommend** the increased scales of pay for the Police Force set out below and reproduced in Appendix III.

POST	Present Salaries and Salary Scales	Proposed Salaries and Salary Scales
Commissioner	F 8: \$8,640	F 9: \$10,320
Deputy Commissioner	F13: \$7,200	F14: \$ 8,640
Assistant Commissioner	F15: \$6,720	F16: \$ 8,160
Senior Superintendent	F17: \$6,240	F17: \$ 7,680
Superintendent		
Finance Officer	A 4: \$4,560 x 240 - \$5,760	A 4: \$5,040 x 240 - \$6,240
Bandmaster		
Traffic & Transport Officer	A 5: \$3,696 x 144 - \$4,560 // x 240 - \$5,760	
Deputy & Assistant Superintendent		
Assistant Bandmaster	A 9: \$3,120 x 144 - \$3,984 // x 144 - \$4,560	P 1: \$3,696 x 144 - 4,560 // x 240 - \$4,800
Quartermaster		
Radio Technician	A12: \$3,048 x 120 - \$3,408 // x 144 - \$3,840	
Motor Mechanic	A12: \$3,048 x 120 - \$3,408 // x 144 - \$3,840	P 2: \$3,696 x 144 - \$4,560
Chief Inspector	\$3,408 (Fixed)	P 3: \$3,720 (Fixed)
Cadet	\$2,640 (Fixed)	P 4: \$3,216 (Fixed)
Inspector	A14: \$2,400 x 132 - \$3,192	P 5: \$3,060 x 120 - \$3,540
Sergeant	B 3: \$1,992 x 96 - \$2,280	P 6: \$2,772 x 96 - \$3,060
Corporal	B 6: \$1,680 x 72 - \$1,896	P 7: \$2,400 x 72 - \$2,616
Constable	B 7: \$1,056 // 1,200 x 48 - 1,440 // x 72 - 1,656 // 1,680 // \$1,776	P 8: \$1,152 // 1,392 x 120 - 1,872 // 2,004 x 132 - 2,268 // 2,400 // \$2,532

ALLOWANCES

85. Having regard to the large uplift in the salaries of members of the Police Force, which will result from the adoption of the salary scales we have proposed, and to the cost entailed by these proposals (\$450,000 annually), we are unable, on financial grounds, to recommend any increase in the allowances (other than housing - see paragraph 144) to which they are now entitled on various grounds.

LEAVE AND LEAVE PASSAGES

86. In Chapter V of our Report we have submitted our recommendations

regarding Leave and Assisted Passages for the Public Service, Teachers and Nurses.

87. At present the Gazetted Officers and Inspectors of the Force come under the General Orders relating to leave and leave passages for Public Officers and we consider that this arrangement should continue.

88. Vacation leave for Non-Commissioned Officers and Constables is dealt with in regulation 119 of the Police Regulations which reads:-

"The Commissioner may grant vacation leave to non-commissioned officers and constables as follows -

- (a) not exceeding 1 month with full pay in any one year; or
- (b) not exceeding 3 months with full pay after each period of 4 continuous years service in the case of non-commissioned officers and constables with less than 20 years service; and
- (c) not exceeding 6 months with full pay after each period of 4 continuous years service in the case of non-commissioned officers and constables with 20 or more years service".

89. It is also laid down in Police regulation 120 that leave shall not be granted to more than five per cent of the total strength of the Force at any one time; that more than one month shall not be spent in the Colony; and that leave shall not be granted to an N.C.O. or Constable who is undergoing punishment or who has had an entry in his default sheet within 2 months of his application.

90. We recognise that it is right and proper that N.C.O.'s and Constables should receive special treatment in regard to leave facilities, in view of the restrictions which are necessarily imposed upon their liberty of movement when they are off duty, together with the fact that they have to work on Sundays and Public Holidays and sometimes more than eight hours a day. On the other hand, we feel that the existing provisions of the Police Regulations, like those pertaining to the Public Service, are excessive and should be reduced.

91. In these circumstances we **recommend** that regulation 119 of the Police Regulations should be revoked and the following clause substituted:-

"The Commissioner may grant vacation leave to non-commissioned officers and constables as follows:-

- (a) not exceeding 2 months with full pay after each period of 4 continuous years service in the case of non-commissioned officers and constables with less than 15 years service; and
- (b) not exceeding 3 months with full pay after each period of 4 continuous years service in the case of non-commissioned officers and constables with 15 or more years service".

92. With regard to assisted passages we consider that Sergeants whose pay brings them into category D of Table VII (paragraph 138) should be granted the passages recommended for that category.

WIDOWS AND ORPHANS' FUND

93. The Police Federation asked that "consideration be given for the non-gazetted ranks of the Force to contribute to, and receive the benefits of, the Widows and Orphans' Fund established by Chapter 75 of the Laws of the Colony". We feel that this request is worthy of consideration, but it would certainly require examination by an actuary before any decision could be reached.

PENSIONS

94. The Police Federation urged that "special consideration be given for a higher gratuity to the dependants of members of the Force" who lose their lives in the performance of their duties.

95. In connection with similar representations in Great Britain it is interesting to note what the Oaksey Committee said -

"The pension payable to the widow of a police officer whose death is due to an injury on duty will, like the award to a man injured on duty, be increased by the adoption of our revised scales of pay

and we do not recommend any alteration in the present scale. Similarly, we recommend no change in the scale of children's allowances where the father's death is due to an injury on duty, since these, too, will reflect any increase in the father's pay.

It was suggested to us by the Joint Central Committee for England and Wales that awards at an enhanced rate should be paid to the dependants of policemen and of other citizens who meet their death through taking what they described as "exceptional risks" in the enforcement of the law or in attempts to apprehend armed criminals. This seems, in its application to the police, to be open to all the objections which beset attempts to distinguish between "accidental" and "non-accidental" injuries. In any case we do not think that payments of this kind, which would amount to a financial assessment of gallantry, can properly be included in a pensions scheme and we make no recommendation on the subject."

Section 55 of the British Guiana Police Ordinance 1957, reads:-

"Subject to the provisions of this Ordinance, pensions, gratuities and allowances shall be paid in respect of service in the Force at the rate prescribed by, and in accordance with, the provisions of the Pensions Ordinance, 1933, or any ordinance amending the same, or any ordinance relating to the award of pensions, gratuities and allowances to public officers for the time being in force."

96. In addition, the Pensions Ordinance relating to public officers provides for the payment of pensions and gratuities to the dependants of public officers who lose their lives in the performance of their duties. However, a public officer contributes to the Widows & Orphans' Fund, and if he should die in the performance of his duties, his dependants also receive a pension from that fund in addition to the pension or gratuity under the Pensions Ordinance. But the Widows & Orphans' Fund is not open to the non-gazetted ranks of the Police Force.

97. In the circumstances, if it should be found impracticable to open the Public Officers Widows & Orphans' Fund to non-gazetted members of the Police Force (see paragraph 93 above) we would **recommend** that a separate contributory Widows & Orphans' Fund should be established for them.

MEDICAL ATTENTION

98. Section 32 of the Police Ordinance and Regulations 106 - 117 of the Police Regulations provide for hospital accommodation and medical treatment of members of the Force. This section of the Ordinance also refers to dental treatment and, subject to regulations, the issue of spectacles and essential dentures. No Regulations for these facilities have yet been made. The Police Federation asked that these facilities be provided and we **recommend** that the necessary Regulations be promulgated.

PROMOTION

99. Promotion to the ranks of Corporal or Sergeant is vested in the Commissioner of Police, and the Police Service Commission deals with promotion to and in the Inspectorate and Gazetted Ranks; the Police Service Commission at present advises the Governor; but upon the introduction of the new Constitution it will become an executive body and deal with promotions to the Inspector and Gazetted Ranks as well as appeals against decisions by the Commissioner which at present are dealt with by the Governor. Promotional procedure in respect of promotions from Constable to Corporal, Corporal to Sergeant and Sergeant to Inspector, is dealt with in Force Order No. 13/57, and appointment to the Gazetted Ranks is dealt with in Force Order No. 50/57. The Police Federation has not proposed that there should be any major change in the existing promotional procedure and specifically stated to us that it agrees that promotion up to the rank of Sergeant should be in the hands of the Commissioner of Police. The Federation suggested to us that the filling of all posts above the rank of Sergeant should be by selection based upon observation of the performance of duties and supplemented by a qualifying examination. This is, however, basically the present procedure as set out in the relevant Force Orders and as it was described to us in detail by the Commissioner of Police. In these circumstances we see no need to re-

commend any change in the present promotional procedure, except in case of Cadetships with which we deal in the next paragraph.

CADETSHIPS

100. Appointments to Cadetships are dealt with by the Police Service Commission. The Cadetship system, which was introduced as recently as 1957, provides, both for accelerated promotion to Cadet Officers **on trial** of suitable Constables who possess either the Cambridge School Certificate with four Credits (one of which should be English) or a certificate of equal value; and for direct appointment of "outstanding" well educated Guianese between the ages of 20 and 25 years who possess, either a General Certificate of Education with passes in five subjects at ordinary level one of which must be English and three of which must have been obtained at one examination, or a certificate of equal value.

101. In the case of appointment to Cadet Officer on trial from within the ranks it is laid down that Constables must have had at least two years service and that those selected will then be promoted to the ranks of Corporal and if, after two years in that rank, they are considered suitable for ultimate promotion to Gazetted Rank, they will be appointed Cadet Officers **on trial** for one year during which they will be required (a) to attend a Non-gazetted Officers Course at Hendon, England, which we are informed takes approximately 6 months and (b) to be attached to the Barbados, Trinidad, Jamaica, or British Guiana Police Force, for the remainder of the one year on trial. After that Cadet Officers on trial from within the ranks will if considered suitable be promoted to Assistant Superintendent; again **on trial** for a further period of two years during which they are required to pass examinations in various subjects related to police work. Under this procedure a Constable with the necessary educational and other qualifications has to serve a minimum of seven years before he can be appointed to the substantive rank of Assistant Superintendent.

102. In contrast to this, Cadets appointed direct from outside of the Force on probation are required: (a) to undergo a period of 13 weeks preliminary training at a District Training School in the United Kingdom; (b) to attend a Non-gazetted Officers Course at Hendon lasting approximately six months; and (c) thereafter to be attached to the Police Force in Barbados, or Trinidad, or Jamaica, or British Guiana, as a Cadet Officer for one year; then, if after a preliminary period of two years (including the foregoing training period) the direct entry Cadet Officers are considered suitable, they will be appointed Assistant Superintendents on probation for a further period of two years during which they are required to pass examinations in the same various subjects related to police work as in the case of their counterparts from within the ranks. It is thus possible for a direct entry Cadet to become an Assistant Superintendent four years after his entry into the Force.

103. We understand that in 1956, before the promulgation of Police Order No. 50/57 establishing the Cadetship system in 1957, the then Commissioner of Police consulted the Police Federation, and it agreed to provision being made for Cadetships by direct entry. In its evidence before us, however, the Federation objects to the system, both in principle, and on the ground of the difference between the length of the period of initial training in the case of Cadets from within and from outside the ranks of the Force. In principle, it told us that it considered that all entry into Cadetships should be restricted to those who were already members of the Force for the reason that direct entry had failed to achieve the purpose for which it was instituted, while Cadets of the required quality could be found from within the Force itself. We have consulted the Commissioner of Police on this, and he has informed us that in his opinion the experiment so far has worked satisfactorily and has brought in some potential officer material which would not otherwise have been attracted to join the Police Force. Moreover, he expressed the view that, since a sufficient number of men with the necessary educational qualifications are not entering the Force as Constables, there is no alternative for the time being but to continue to recruit a limited number of Cadets by direct entry.

104. Having regard to the short period during which the scheme has been

in operation, and in the light of the evidence we have received, we **recommend** that the present system of direct entry Cadetships be retained until it is seen whether the improved rates of pay and conditions which we have recommended for the Police Force will attract a sufficient number of suitable constables with the necessary educational and other qualifications for appointment as Cadets. With reference to the second point raised by the Police Federation, we **recommend** that consideration be given to the possibility of reducing the period of seven years which a Cadet from within the ranks has to serve before he can be confirmed in appointment as Assistant Superintendent, in order to remove to some extent the unfavourable comparison with the four year period of the direct entry Cadet, which seems to have created a sense of grievance. It appears to us that this might be achieved by reducing the period of service as Corporal from 2 to 1½ years, and that after one year in the Cadetship grade a Cadet from within the Force should, if suitable, be appointed Assistant Superintendent on probation for one year instead of for two years on trial as at present. Under such an arrangement the qualifying service for Cadets from within the Force would be reduced from 7 to 5½ years. We appreciate that our proposal would mean that before appointment as an Assistant Superintendent, the candidate from within the Force would have to pass the examination in Police subjects which the direct entry candidate also has to pass. To meet this we **recommend** that the candidate from within the Force should take the examination during the period of one year's service as an Assistant Superintendent on probation.

REPRESENTATION AND NEGOTIATION

105. The Police Federation was first established by law in 1950 and its constitution is now provided for under section 50 of the Police Ordinance, 1957. It was established for the purpose of enabling Inspectors, Subordinate Officers and Constables to consider and bring to the notice of the Commissioner and the Governor matters affecting their general welfare and efficiency. Section 50 of the Police Ordinance, 1957, reads:-

"(1) For the purpose of enabling inspectors, subordinate officers and constables to consider and bring to the notice of the Commissioner and the Governor matters affecting their general welfare and efficiency, there shall be established an organisation to be called the Police Federation which shall act through Branch Boards, Central Conferences and a Central Committee as provided for by rules made under the provisions of section 51 of this Ordinance.

(2) The Police Federation shall be entirely independent of and unassociated with any body outside the Force **and shall have no power to make representations in relation to any matter of discipline, promotion, transfer or leave or any other matter affecting individuals.**"

106. In its memorandum and during discussions with us the Federation repeatedly referred to the Police Act, 1919 of Great Britain and the Oaksey Committee's Report of 1949 on Police Conditions of Service in Great Britain. Section I of the Police Act, 1919, reads:-

(1) "For the purpose of enabling the members of the police forces of England and Wales to consider and bring to the notice of the police authorities and the Secretary of State all the matters affecting their welfare and efficiency, other than questions of discipline and promotion affecting individuals, there shall be established in accordance with the Schedule to this Act an organisation to be called the Police Federation, which shall act through local and central representative bodies as provided in that Schedule.

(2) The Police Federation and every branch thereof shall be entirely independent of and unassociated with any body or person outside the police service".

107. During an interview with us the Federation asked that its purposes should be altered in order to enable it to function more like a trade union in making representations on behalf of its members. It also suggested that the Federation should be permitted to make representations on matters relating to discipline, promotion, transfer or leave or any

other matter affecting individuals, which is expressly forbidden by the words we have underlined in section 50 (2) of the Police Ordinance, 1957, quoted above.

108. The Federation in its reference to the Oaksey Report invited our attention to paragraph 383 thereof which summarised that Committee's recommendations regarding the Police Council in Great Britain. But in requesting that it should be permitted to make representations in matters affecting discipline etc., the Federation appears to have overlooked paragraph 254 of the Oaksey Report which is so relevant that we quote it below:-

"The Joint Central Committees of both Police Federations have asked us to recommend that men's representatives should have power to intervene in cases of discipline affecting individuals. This is expressly forbidden by section I of the Police Act, 1919, and in the evidence given before us no convincing argument has been adduced against the continuance of the provision. It seems to us quite incompatible with the maintenance of good discipline in a service like the police for the men's representatives to have power to question the disciplinary authority and decisions of their senior officers, and we find ourselves unable to accept the Police Federation's submission. We recommend that the provision should remain".

109. In the light of the quotations given above, it is clear that for sound reasons in Great Britain the Police Federations are not allowed to intervene in disciplinary matters affecting individual members of Police Forces. The position is the same in British Guiana and in our opinion should not be changed.

110. As we have already stated the Federation's representatives gave us the impression that they wished the Federation to become something akin to an ordinary Trade Union. In this connection it should be noted that section 2 of the Police Act, 1919, of Great Britain and section 53 of the local Police Ordinance, 1957, prohibit members of the respective Police Forces from joining any trade union. In any event, however, the Federation expressed the view that it should be allowed to make representations and negotiate in matters relating to pay, allowances, and other conditions of service; also that the Federation should be in a similar position to Staff Associations and Trade Unions in other sections of the Public Service. Accordingly, they proposed the creation of a Police Council on the lines recommended by the Oaksey Committee for a Police Council for Great Britain, and suggested the setting up of a Whitley Council for the Police Force composed as follows:- six to eight members on the Staff side nominated by the Central Committee of the Federation; six to eight members on the Official side, nominated by the Government; and Three Independent members one of whom should be Chairman. In this connection we feel it appropriate to draw attention to what the Oaksey Committee had to say in paragraph NO. 343 of its Report when dealing with the question of changes in the representative organisation for the police in Great Britain.

"We have approached the problem from the point of view that both the men and the authorities will benefit from the existence of an efficient and well-balanced representative organisation, and that the men themselves should have as much freedom as possible to determine how it should be organised and what activities it should undertake. But we think, and the overwhelming majority of witnesses agreed with us, that a representative organisation in a disciplined body of men, and especially one with the prime responsibility for law and order, must be prepared to accept certain limitations. For example, it is common ground that the police "trade union", whatever form it takes, must not become affiliated with other trade unions and cannot be free to call on its members to strike or to commit any other breach of discipline. To express this in more general terms, the police trade union's activities must be so conducted as not to impair in any way the authority of the senior officers or the confidence of the community. The fact that there are these limitations must place an obligation on the authorities to ensure that whatever organisation is set up will be able to work well if the men care to make use of it."

We endorse these views (the underlining is ours) and we commend them for acceptance by all concerned.

111. It is noteworthy that in its memorandum and discussions with us regarding representation and negotiation the Federation has only referred to the position in Great Britain, and made no mention of, or comparison with, the position in Trinidad, Jamaica, or other territories. Moreover, we have been told nothing which would lead us to conclude the present arrangements as provided in the Police Ordinance, 1957, are so inadequate or unsatisfactory that they should be altered.

112. In all the circumstances we do not recommend any change in the law as it stands at present. We consider, however, that when any amendments to Regulations or Orders affecting the general conditions of service of the Police Force are contemplated they should be sent to the Police Federation through the Commissioner of Police in order that they may have an opportunity of commenting upon them.

CONDITIONS OF SERVICE AND OTHER MATTERS

LEAVE AND LEAVE PASSAGES

113. Three questions arise under this heading: should overseas leave be given at all; if so, to what extent? and should the cost of passages be borne by the Government? About the first question there is no doubt in our minds whatever. We are, it is true, well aware of the apparent anomaly that overseas leave, which was originally an indispensable condition for employment in the tropics of expatriates coming from a temperate climate, should be claimed as a right by persons working in their own country. We know too that in a country as poor as British Guiana overseas leave may appear to be a luxury that can well be dispensed with. Moreover, as the number of Government employees tends to expand, the cost will be increasingly heavy, and as Guianisation proceeds apace, overseas leave will become increasingly remote from its original purpose.

114. But when all is said and done we are convinced that in the foreseeable future overseas leave will remain a vital necessity for the efficient functioning of the Public Service. In the first place, we believe that the Service should not be put into a class of its own; it should not be either over-privileged or under-privileged in relation to the various walks of life with which its own grades may be compared. In industry and commerce in British Guiana, it has been found that Guianese in responsible positions benefit greatly from being given overseas leave, and the practice of granting such leave is becoming increasingly common; thus to deprive Public Servants of this facility would put them in a much under-privileged position *vis-a-vis* their opposite numbers in the commercial world, and would largely nullify the objects which we have enumerated in Chapter I as having influenced us in recommending better remuneration.

115. Secondly, it is accepted all over the world that no man can perform mental work continuously and efficiently for long periods without having regular physical and intellectual change; without this he becomes stale, loses his initiative, and, worse still, gets set in a routine which prevents the increase in efficiency normally to be expected from an alert mind. In the present stage of British Guiana's development, it is virtually impossible for anybody holding a responsible position to find the necessary change of intellectual climate within the country. The stimulus to anyone of being with strangers, seeing how other people do their work, adapting himself to new conditions, and the mental exercise inherent in the change from relative importance in a small community to nameless obscurity in a large one, are exceedingly necessary and cannot be found except by going overseas. Moreover, as the world develops it is constantly finding new ways of doing everyday things; and if British Guiana is to develop its own efficiency, Guianese must be able to travel abroad in order to keep abreast of innovations in the world at large.

116. Thirdly, we would not like the wider aspects of this problem to be overlooked, especially the need for Guianese to achieve the self-confidence that comes from frequent contacts with the world of culture in the broadest sense of that word. Even in Trinidad and Barbados, not to mention Jamaica, the opportunities for making such contacts are still much greater than in British Guiana. Although in the last few years British Guiana has been drawn more and more into the cultural life of the world, and many more visitors from other countries, frequently of high standing in their own communities, are visiting British Guiana, this country is still much less favoured than others which lie nearer the main travel routes.

117. Fourthly, the Public Service is becoming increasingly dependent on men and women of professional or technical aptitudes. Such people's minds cannot stand still; either they go forward or they go back. It is particularly necessary that all Public Servants of this kind should have frequent opportunities to keep up-to-date in their professions by going to the countries where they can discover and absorb fresh knowledge.

118. Thus we are quite convinced that overseas leave is essential, but

we are equally certain that its present pattern is anomalous, expensive and excessive. One Head of a Department estimated in his evidence to us that he needed over ten per cent extra men on his staff in order to provide for long or overseas leave. Indeed in this respect it is quite true to say that the Public Service has become an over-privileged class, for in no other walk of life is long leave given to so many people in the lower ranks. Thus even a messenger in the Public Service after every three years' employment is entitled to 84 days' long leave, and it is clear from this example and many others that the whole system has been allowed to get out of hand. This has been recognised by Heads of Departments and Staff Associations alike, and it only remains to reconcile the different suggestions that have been put forward by the Government, previous Commissions (both here and in Trinidad), and the interested parties.

119. In considering this problem we have been guided by two main principles; firstly, that every worker should be given a fortnight's annual holiday every year, and secondly, that those in the more responsible positions must obtain the necessary mental change by going overseas.

120. We have been surprised to learn that although the rank and file in most Public Service offices keep to regular and not over-long hours, many of the senior officers work very long hours, in most cases without taking even casual leave from one year's end to another. We are convinced that this is an unhealthy system; and we recommend that in principle every Public Servant should be expected to take a fortnight's holiday once a year, and that the necessary steps should be taken by the Head of each Department to make this effective. Ideally, the fortnight should be taken all at once, but obviously this will be difficult to achieve right away. We therefore suggest that for the first two or three years it shall be permissible for the holiday to be split, so as to give time for the transition to the true fortnight's holiday to be made possible.

121. Next we recommend that officers earning over \$8,000 a year (Category A) should receive four months' overseas leave every three years, inclusive of passage time; those earning between \$4,501 and \$8,000 (Category B), four months every four years; and those earning \$3,501 to \$4,500 (Category C), four months every five years. We include passage time in the leave period for two reasons: travel by sea is a holiday in itself and thus an integral part of leave, but air travel will enable an officer to spend most of his leave in other countries, if he wishes to do so, without losing much of his time travelling.

122. We recommend that those earning \$3,000 to \$3,500 (Category D) should receive West Indian leave of two months every six years, convertible at the officer's option to full overseas leave of four months every twelve years, including passage time. These overseas leave recommendations are set out in Table VII (paragraph 138).

123. Fourthly, we recommend that increased use should be made of Study Leave facilities, especially for the following grades: Professional, Technical and Administrative Officers, and Teachers of all categories; and that Heads of Departments should be encouraged to recommend study leave in cases where it would be for the benefit both of the officer concerned and of the Service as a whole.

124. Fifthly, we recommend separate and special treatment for teachers in Government Secondary Schools, the Teachers' Training College, and the Technical Institute. It appears to us much more satisfactory that they should take their long leave in the long summer holiday, as their opposite numbers normally do in other countries of the world. There is no reason why, because they happen to be employed by the Government, their leave arrangements should be markedly different from what is normal in their profession. Moreover, it is clear that the present arrangements - six or seven months every three years - make for expense and inefficiency. For instance, this is what we have been told by the Principal of Queen's College:

"...the school has to run with a continually changing staff, and quite apart from the obvious inefficiency that this causes, it causes me endless headaches on the time-table, which has to be changed every time a master goes on or returns from leave. Some years

ago I was able to persuade the Government of the day to make some allowance for this by having as permanent members of the staff more men than were actually required to run the school, and 43 men were provided for in the estimates when it actually requires about 35 - 36 men to run the school. This figure was arrived at by multiplying the 36 men needed by the fraction $43/36$, obtained by considering that a man will be away for 7 months after serving 36 months. Later on the total number was reduced from 43 to 40,.... and we have been in difficulties ever since.

...., the proposal is that Schoolmasters would take their leave in the long vacation each year. The school terms could be adjusted so that the Christmas and Easter holidays were shortened and the long holiday extended to make it possible to start the Christmas Term on about Oct. 1st. each year. Our Government Schools, take the Oxford and Cambridge G.C.E., so the term cannot end much before the end of July. Those schools that take the Cambridge Exams in December would be in a different but not unfavourable position.

The advantages to be gained if the idea were to be adopted are obvious, the greatest being that the staff would always be the same, as it is in all the schools in England, and a far greater measure of efficiency in the school would result. Another advantage which would save the Government quite a lot of money is that there would no longer be any need to provide Queen's with more Masters than are needed to run the school. Seven salaries could be saved.

The use of long leave for study cannot be over-emphasied, and I would suggest that as a complement to the scheme suggested there should be a really generous scheme of Study Leave."

125. We therefore **recommend** that masters, mistresses, lecturers, and the like, in the schools and institutions mentioned in paragraph 124, should have approximately two months overseas leave every two years, (with the appropriate passage allowances) to fit in with the long summer holiday.

126. Sixthly, we **recommend** special treatment for certain categories, as follows:

Geologists and others - such as some Surveyors and Forestry Officers - whose work takes them into hard-lying conditions in the Interior (not the coastal belt) for at least fifty percent of their working time: Category A (four months every three years), irrespective of salary.

Police: their own leave conditions as set out in paragraphs 91 and 92.

Nurses: 28 days annual holiday in all, as at present.

Primary School Teachers: Category D, but without assisted passages, and long leave always to embrace the school summer holiday. As there are over 3,000 such teachers, about 500 will go on long leave every year, and we cannot recommend the additional annual expense that would result from granting them assisted passages at this stage; it would amount to at least \$75,000 a year.

Transport & Harbours Department: It has separate leave arrangements, and we **recommend** that its leave entitlements be brought into line with our proposals (though not in general its passage entitlements) for similar reasons to those cited for Primary School Teachers.

127. There is at present an anomalous leave situation in some of the lower A and all of the B and C scales: we consider that long leave in these grades is unnecessary; it is not normally given in industry and commerce, nor in Government employment in other countries, and indeed is not universal even in this Public Service.

128. Accordingly, we **recommend** that these leave arrangements should be discontinued; but we recognise that such a step if taken immediately would have the effect of altering for the worse the existing conditions of some present employees in these grades; we therefore also **recommend** that present employees in "B" and "C" scales, whether on the Fixed or

the Unfixed Establishment, should enjoy the privilege of long leave on the scale of 84 days after three years, once only after 1st January, 1962, but that from now on new entrants into these grades should not receive this privilege. Similarly, employees in "A" scales who do not qualify for Leave Category "D" should enjoy the privilege of one long leave after 1st January, 1962.

129. These recommendations supply our answers to the second of the three questions posed at the beginning of this chapter, namely the extent to which overseas leave should be granted.

130. The third question concerned the extent to which the Government should provide passages. In commerce and Industry no one is normally given long leave without the passage being paid for himself, his wife and often his children. Moreover, even the rates of pay we have proposed are not such as will enable officers in many cases to save money for passages. It is therefore in our view essential that the Government should provide passages for every officer, and his wife, whenever he goes on overseas leave. This is not to say that all officers must be invariably treated alike. For example, although in our recommendations we suggest first-class sea passages for Category B, the arrangement should be regarded as flexible, so that Category B officers travelling by sea, for example, might be given cabin-class accommodation if ordinary first-class were not available. Similarly, an officer entitled to first-class passages might elect to travel cabin-class and use the difference to take his children with him.

131. In the meantime we suggest that the cost of passages can be much reduced by more efficient handling at this end; thus a return ticket, with a saving of 10% should always be insisted upon; in some cases it may be possible to obtain a student's reduction; often too, cabin-class sea passages, or economy-class or coach-class air passages, are perfectly adequate and much cheaper than first class; it might even be possible to charter an aircraft to London for public officers and their wives going on leave about the same time, with a considerable saving in costs.

132. In addition to the annual holiday and overseas leave we have considered sick and casual leave.

133. As regards sick leave, we have come to the conclusion that it is unwise to impose a limit: we are satisfied that the present 28 days' allowance tends to be regarded as a right and is sometimes abused, and conversely we see no reason why, if a man is sick, he should necessarily be limited to 28 or 14 or any other number of days. Moreover, we believe that with the elimination of malaria the need for regular short absences from work has largely disappeared.

134. We therefore **recommend** the removal of the limit, subject to the following safeguards: absence for sickness for more than two consecutive days will only be accepted on production of a medical certificate, in the prescribed form, to be signed by a Registered Medical Practitioner; frequent absences for sickness will lead to examination by a medical board. These arrangements will apply to all officers and employees, but sickness lasting more than 28 consecutive days will continue to be dealt with as under the present system.

135. Casual leave we consider should simply be what its name implies, that is, leave of absence granted for chance reasons, such as serious illness or death in the officer's or employee's family. For the same reason as in the case of sick leave, there should be no limit attached to it, but as a safeguard there should be a record of casual leave granted with the reasons; this should be inspected at regular periods by a responsible officer with power to stop such leave being granted to any individual in case of abuse.

136. In all these recommendations we make no differentiation between Guianese and expatriates, except that contract officers may have special terms, according to the needs of the service and the terms offered by competing territories; and that expatriate officers, whether on contract or not, should be guaranteed passages to their countries of origin whether these happen to lie in Europe, Asia or anywhere else, or to the United Kingdom, at the officers' option.

137. We suggest that the effective date of these recommendations shall be 1st January, 1962, but that entitlement to long leave shall be reckoned from the expiry of the officer's last period of leave; provided, however, that an officer who by that date has already qualified for leave and passage assistance in excess of those now recommended, shall be granted the excess leave and passage assistance.

138. The following table summarises our recommendations for overseas leave:-

TABLE VII
OVERSEAS LEAVE

Leave Category	Salary Qualification	Tour in Years	Leave in Months	Passages allowed
A	Over \$8,000	3	4	To U.K. or country of origin: self and wife, 1st class by sea (or equivalent)
B	\$4,501 - \$8,000	4	4	do.
C	\$3,501 - \$4,500	5	4	do., 2nd class by sea (or equivalent)
D	\$3,000 - \$3,500	6	2	To Barbados or equivalent; self and wife, 2nd class by air (or equivalent)

- Notes:
- (a) Salary qualifications refer to the salaries recommended in this Report.
 - (b) The passages allowed must not be taken to exclude such arrangements as conversion of West Indian leave to full overseas leave, as mentioned in paragraph 122, or the substitution of other countries for the United Kingdom.
 - (c) Except in the case of expatriate officers returning to their own countries, the Government will provide the appropriate fare to the United Kingdom or to such other country or countries (or points therein) as the officer may choose, provided that if the fare to those points is greater than to the United Kingdom the officer pays the difference, or if it is smaller, the Government pays the actual fare only.
 - (d) The fare to the United Kingdom should be that to the point of entry, except for United Kingdom officers, who should be given the full fare to their home towns: and this principle should also apply to expatriates from other countries returning home.
 - (e) As at present, only those on the Fixed Establishment will qualify for Overseas Leave and Assisted Passages, except where otherwise recommended.

139. To sum up, our recommendations are as follows:-

- ANNUAL HOLIDAY:** Every officer and employee to have a fortnight a year (people going on overseas leave to miss one year's annual holiday).
- LONG LEAVE:** As set out in Table VII, subject to exceptions noted in paragraphs 125, 126, and 128.
- SICK LEAVE:** No limit except for long periods.
- CASUAL LEAVE:** No limit, but only to be used in cases of emergency.

140. We estimate that these changes will produce direct economies due to reduction in passages and acting allowances and also consequential savings in size of staffs, and that the ultimate effect of all these savings will be to reduce expenditure by approximately \$300,000 annually; but this figure will not be reached for a number of years (see paragraph 63).

HOUSING

141. Under existing arrangements certain officers, either by virtue of the office they hold or because of their assignment for duty away from their normal headquarters, are eligible to occupy Government quarters. In both cases rental is paid on the following basis:-

- (a) 10% of salary up to a maximum of \$50 per month for unfurnished quarters;
- (b) 12% of salary up to a maximum of \$60 per month for furnished quarters;
- (c) 5% of salary for unfurnished quarters, when an officer whose salary is \$191 a month or less is serving elsewhere than in Georgetown, New Amsterdam or in the Interior (Bartica excluded); and
- (d) 6% of salary for furnished quarters, subject to the conditions in (c) above.

The reduced rates at (c) and (d) apply to junior officers stationed in rural areas, and are regarded as offsetting in some measure the financial hardship imposed on them because of transfer from headquarters.

142. The rental paid by an officer, whether on the basis of 10% or 12% of salary or at the prescribed maxima, is considerably below that which the officer would have to pay for comparable accommodation in the current open market, and for this reason, such rental represents a not inconsiderable subsidy to the officer. Indeed, this situation has provoked enquiries from the Inland Revenue Department as to whether the officer should not be required to pay income tax on the difference between the rental actually paid and the "economic" rent.

143. As far as we are aware the present system of charging rental on a percentage of salary basis is the method adopted in most other territories, but when the maximum rentals of \$50 and \$60 per month were fixed, salaries were low and most of the senior posts in the Service were held by expatriate officers. Furthermore the yield from the percentage basis of charge was not too far below the level of rents then charged in the open market. In the present circumstances, we **recommend**:-

- (i) that the basis for charging rentals be retained at 10% and 12% of salary but that the maxima payable should be raised to \$75 and \$90 per month for unfurnished and furnished quarters, respectively;
- (ii) that as the Service is now almost exclusively Guianese in character, the Government should consider discontinuing the allocation of quarters to all senior personnel except Judges and those officers who are required to reside in specified quarters because of the nature of their duties; and that such quarters; other than the exceptions to which we have just referred, as are vacated from time to time should be used as a housing pool mainly to provide housing accommodation for expatriate officers for whom quarters should be provided as part of their terms of contract;
- (iii) that the present occupants should not be disturbed, but as and when they vacate their posts, the quarters concerned should not be allocated automatically to their successors;
- (iv) that the present occupants should be required to pay the higher maximum rentals proposed with effect from 1st January, 1962;
- (v) that the existing rental rates listed at (c) and (d) in paragraph 141 remain unchanged, but that the salary limit stated therein should be raised from \$191 to \$213 a month in view of our salary recommendations.

144. There are also some officers who are required to reside in quarters which adjoin their place of work. Such quarters are provided free of rent to the officers concerned and where not available rent allowances are paid. We **recommend** that such officers be re-imbursed the actual amounts paid by them for unfurnished quarters rented in the open market, within certain prescribed limits. In this connection, we also **recommend** that the rent allowances paid to members of the Police Force and Fire Protection and Prison Services be reviewed.

HOURS OF WORK

145. The official working hours, which are from 8.00 a.m. to 4.00 p.m., with a break from 11.30 a.m. to 1.00 p.m. (Saturdays 8.00 a.m. to 12 noon), correspond fairly closely with those of the business community. We do not recommend any change in the **status quo**. It is important, however, to ensure that the full hours are in fact worked, and for this purpose attendance registers should be properly kept and supervised.

CONSULTATION PRACTICE

146. Private consultation practice has been a thorny and controversial issue in British Guiana for many years. Repeated attempts have been made in the past to find a practical solution which would be acceptable both to the Government and to Specialists who, it must be remembered are full-time salaried members of the Public Service. But it cannot be said that these efforts have been very successful so far.

147. At the time of the last Salaries Revision in 1954 the position was that Specialist Officers were not permitted to engage in private practice, but they were accorded the privilege of consultation practice with the right to receive fifty per cent of the consultation fees. In an attempt to devise an effective alternative to this system, the 1954 Revision provided for higher salaries for specialists together with the payment of a non-pensionable allowance of \$1,200 per annum in lieu of consultation fees; and they were given the option of either accepting the new salaries with the non-pensionable allowance, or of continuing on the former salary scale and retaining the entitlement to one half of the consultation fees. Eventually the new conditions of service were accepted by all the specialists, with the result that they ceased to be entitled to any consultation fees. The specialists, however, soon became acutely dissatisfied with the new arrangement, mainly because it was their contention that the allowance in lieu was unrealistically small; and in November 1957 they demanded that they should be given the option of choosing either consulting practice outside normal hours and away from Government premises, or an allowance of \$4,800 per annum in lieu. When a new Salaries Review Commission was appointed in November 1958, in the person of Mr. L.H. Gorsuch, this matter was specifically included in his terms of reference. The Gorsuch Report of March 1959 supported, with some modification, the claim of the specialists for the option of private consultation practice; and they continued to press their case with vigour and determination. Finally, in view of the serious shortage of specialist staff, and the strength of their feeling of dissatisfaction Government gave way, and decided to allow specialist-Medical Officers to have the option of private consultation practice with effect from 1st September, 1959. It was further agreed that the new arrangement should be on an experimental basis lasting for two years until 1st September, 1961; though Government expressly reserved the right to withdraw the concession or vary any of the rules agreed upon, during the two-year period, if it were considered to be in the public interest to do so. Government also decided that the optional non-pensionable allowance in lieu should be increased, with effect from 1st September, 1959, to \$1,800 per annum for Senior Specialists and \$1,400 per annum for Junior Specialists.

148. Under the existing arrangement fees for consultation practice are collected by Hospital Clerks and paid into a deposit account at the Treasury. In the case of the X-Ray, Laboratory and Bacteriological specialties, fifty per cent of the fees accrue to Government revenue and fifty per cent to the Specialist concerned; the same applies to surgical operation fees; but in all other cases the specialist is entitled to the whole of the fees paid in. We understand that out of fourteen Specialists, only six (including one specialist each in leprosy,

Tuberculosis and Venereal Diseases, where there is virtually no scope for private practice) have adopted the alternative of the non-pensionable allowance in lieu. When considering the significance of this, it must be borne in mind that the proposals put forward in the Gorsuch Report for increasing super-scale salaries would have meant a considerable up-lift in the basic salaries of Specialists: but those recommendations were not implemented, and the salaries of Specialists remain as they were fixed in 1954.

149. Some of our evidence indicated that the practical working of the system of private consultation practice is giving rise to a considerable volume of complaints from members of the general public; although the Specialists themselves in their evidence to us strenuously denied that there were any abuses which could be substantiated, they also told us that in some specialties approximately ninety per cent of all consultations were given without a fee being charged.

150. We are not ourselves in a position to arrive at a conclusion on this aspect of the problem; but the mere fact that there are numerous complaints must give cause for concern.

151. There is, however, another angle from which this whole question should be considered. There are at this moment seven vacancies for specialists which are unfilled, though we understand that five are likely to be filled shortly; and, with an ever increasing volume of work there is an urgent need for more specialists. Apart from those attached to the three Special Hospitals and one post at New Amsterdam, all the specialists in this country are concentrated in the Georgetown Hospital. Hence the situation is very different from that prevailing in Great Britain where specialists are widely dispersed over the country, while there are also large numbers engaged in private practice. If the Government Hospital Service is to attract the services of the specialists it requires, it must in one way or other offer them prospects of remuneration (including pension rights) which are sufficiently in line with what they could earn outside the Service, and in particular with what they could earn if they held comparable posts in other territories. This is clearly not the case at the present time. Part of the difficulty arises from the desirability of preserving some reasonable alignment between the basic salaries of these Medical Officers and those of other high-ranking office holders in the Public Service. Here we would point out that the Specialists will benefit substantially from the salary increases which we recommend in our Report, which are set out in Appendix I.

152. As there seems to be strong criticism of the system of private consultation practice in the context of British Guiana today, we consider that a fresh effort should be made to resolve this problem, and to do it in such a way as will secure as far as possible the goodwill and co-operation of the Specialists, whose services are of such great value and importance to the people of this country. Accordingly, we **recommend** that the Specialists should be given the option, either of abandoning any claim to fees and receiving in lieu thereof a fixed **pensionable** allowance of \$2,400 per annum, payable to Senior and Junior Specialists alike; or of continuing to receive fees for private consultation practice, subject to whatever regulations governing the operation of this system the experience of the last two years will have shown to be needed. We **recommend** further that the deduction for the benefit of Government revenue of fifty per cent of the fees paid in should be applicable to all fees and not only to those which arise in respect of the Surgical, X-Ray, Laboratory and Bacteriological specialties. As a corollary to the first of the recommendations in this paragraph, we **recommend** that in the event of a specialist, who is in receipt of the allowance in lieu, being appointed to the post of either Chief or Deputy Chief Medical Officer, he should receive a **personal** pensionable allowance of \$2,400 per annum for so long as he holds one or other of these posts, and that the same principle should apply to any other Medical Officers who are entitled to receive the allowance by virtue of their existing post and who are promoted to one of the higher administrative posts in the Ministry of Health.

153. There are certain observations which we wish to make with regard to our recommendations in the preceding paragraph. First, we understand that

throughout the Caribbean Specialists are given the option whether to receive fees or to accept an allowance in lieu; and we believe that it would be much wiser to continue this option in British Guiana rather than to impose on the Specialists a complete prohibition of private consultation practice. Secondly, we regard it as essential that the allowance in lieu, of \$2,400, should be pensionable if it is to afford an effective inducement to forego private consultation practice. Thirdly, we hold that this allowance should be payable to Senior and Junior Specialists alike, since they frequently are doing exactly the same work. Fourthly, where the option for private consultation practice is exercised, we consider that there is a strong case for reverting to the system which prevailed before the 1954 Salaries Revision whereby fifty per cent of all fees collected accrued to Government revenue, on the ground that the present system gives rise to anomalies between Specialists; moreover, even where expensive Government equipment is not actually used, the consultations take place for the most part in Government time and on Government premises. Lastly, our recommendations as to the continuance on a personal basis of the allowance in lieu, in the case of those holders of it who are promoted to higher administrative posts in the Ministry of Health, is designed to make it possible for them to apply for such promotion in the knowledge that it would not entail the sacrifice of the allowance.

PRIVATE PROFESSIONAL PRACTICE IN GENERAL

154. We have had a good deal of evidence, some of it conflicting, from professional Officers in various branches of the Public Service, e.g. Veterinary Surgeons, Engineers, Surveyors, etc., and also from the Heads of their Departments, as to the combination of private practice with their normal official duties as full-time Government servants. In principle, it seems to us to be undesirable that a full-time member of the Public Service should receive fees for private practice while he is in receipt of his normal official salary. In practice, however, it has to be recognised that in some cases the Government Officers in question are the only qualified persons available in this country in their own particular sphere of work. Where this is so, it is difficult to see any practical alternative to the present system of permitting private practice for fees (a part of which is usually taken by the Government) provided that the work is undertaken with the knowledge and approval of the Head of Department in question, if the work is in Government time; or, alternatively, that it should be undertaken outside normal hours and so as not to interfere with the official duties of the Officer in question. We feel that, whenever it can be shown that there is sufficient number of private practitioners in any field to cope adequately with the needs of the public, steps should at once be taken to abolish private practice on the part of Government Officers.

155. District Medical Officers are at present allowed private practice subject to the refund of a part of their salary ranging from \$40 to \$160 a month. In view of the shortage of private medical practitioners in many parts of the country, we can see no alternative to the continuation of this system so long as existing conditions in this respect prevail.

ALLOWANCES

156. We have given careful consideration to representations for increases in the allowances now being paid to various categories of employees who perform artisan and other skilled duties in addition to their normal duties. In view of the overall cost of our salary recommendations, however, we are unable to recommend any increases in these and similar allowances.

THE UNCLASSIFIED SERVICE

157. Difficulties have arisen as the result of a considerable number of public employees holding clerical or departmental appointments carrying salaries which, in some grades, are the equivalent of those in the Classified Clerical Service. Appointments to these posts, however, have

not been governed by the Rules prescribed for admission to the Administrative and Clerical Grades of the Service, e.g. certain minimum educational qualifications attained before the maximum age of recruitment, now 23 years of age. This section of the Service, known as the Unclassified Service, has expanded over the years, as projects and departmental activities which had originally been considered to be of a temporary nature, proved to be of a permanent character. Members of this section of the Service find themselves with inferior career prospects in comparison with their opposite numbers in the Classified Service; although in some cases they work side by side, performing duties which are identical with those of officers in the Classified Service. They stagnate in the ranges of lower salaries, are not entitled to pensions, and not unnaturally feel that they are being unfairly treated.

158. This matter has been the subject of recommendations by a number of Commissions (the Mills Report of 1953 and the Gorsuch Report of 1959), and during the course of the past few years Government has become increasingly concerned over the future of the members of this section of the Service; but as yet no adequate remedial measures have been taken.

159. A comprehensive solution of the problems of the Unclassified Service would require a detailed investigation into the structure of this part of the Service and its relationship to the Service as a whole. This might have formed part of the task of the Public Service Structural Review Committee which was appointed in 1960; but we note that in paragraph 12 of their Report of February 1961, the Committee say:-

"Our attention has been drawn by the Heads of certain Departments to instances of officers of many grades being paid from open votes who have been engaged continuously for long periods on work which, we are told, is as permanent in character as that performed by other officers whose posts are specifically shown in the Estimates. We have drawn the attention of Government to these and on advice have not included them in our proposals."

It is common knowledge that the present position of "Open Vote Employees" and the Unclassified Service in general is unsatisfactory and that it is giving rise to ever increasing discontent; and this was put to us in evidence by the Federation of Unions of Government Employees. We believe that there is urgent need both for some immediate action and also for a firm decision to resolve the whole problem in the near future.

160. Accordingly we **recommend** that, pending a comprehensive revision of the status of Members of the Unclassified Service, which should have effect, if at all possible from 1st January, 1962, all members of this section of the Service who have been engaged continuously for long periods and who are performing duties which are of a similar standard to those performed by Class I or Class II Clerks in the Classified Service, should be so regraded and appointed. This would mean their being taken on to the Fixed Establishment and designated Departmental Officers immediately.

REGRADINGS

161. The representations made to us by Heads of Departments and Staff Associations contained numerous requests for the regrading of various categories of employees and of individual posts. In addition, a number of other regrading proposals received by the Finance Secretariat, from various Heads of Departments were referred to us by that Secretariat for consideration. We have found it impracticable to examine closely the merits or otherwise of every such request, for the reason that to do so would have required extensive investigations which would have taken a very long time. There are, however, a number of posts which we consider to be clearly under-graded, and we have accordingly upgraded them on salary scales more in keeping with their responsibilities and/or the qualifications required of their holders. All such posts are shown in Appendices I and II and can be easily identified by the letter (R) placed against each of them. In some of the following paragraphs we comment on certain posts for which we recommend both redesignation and regrading.

COMMENTS ON SPECIFIC DEPARTMENTS AND GRADES

LEGISLATURE

162. It has been represented to us that the most senior of the four Official Reporters has the additional responsibility of editing the Hansard and checking the revision of speeches made in the Legislative Council by the Members of that Council, and that his post should be redesignated Senior Official Reporter and upgraded to compensate him for the additional responsibility he carries. We have been given to understand that proposals for increasing the staff of the department consequent upon the impending introduction of a bi-cameral legislature are to be submitted for consideration by the Finance Secretariat, and we suggest that the appropriate grading of the post in question should be deferred for consideration concurrently with those proposals.

AUDIT

163. We have been told that with the advent of internal self-government after August, 1961, the final responsibility for the audit of the public accounts will, under the new Constitution, rest with the Director of Audit instead of with the Director General of the Overseas Audit Service as is the case at present. To emphasise the special position which the Director will hold under the new Constitution we have upgraded the post of Director of Audit. We have also upgraded the post of Principal Auditor and redesignated it Deputy Director of Audit. However, in view of the fact that the holders of both posts will not assume heavier responsibilities until after August, we **recommend** that the revised salaries attached to these posts shall be F10: \$10,080 and F14: \$8,640 respectively, during the period 1st January to 31st August, 1961; and F7: \$11,280 and F11: \$9,600 respectively, with effect from 1st September, 1961.

CIVIL AVIATION

164. In their evidence to us the representatives of the British Guiana Labour Union were strongly critical of the working conditions of the members of the Atkinson Field Fire Service whom the Union represented. Under the existing arrangements, the members of this service are required to work on a "five day on" and "five day off" shift system. Moreover, owing to lack of suitable housing accommodation at Atkinson Field they are forced to live apart from their families and to provide from their own resources the cost of transportation between Atkinson Field and their homes, most of which are located in Georgetown and can only be visited during their off-duty periods.

165. We do not approve of such working conditions and **recommend** that appropriate arrangements be made as early as possible to relieve the members of the Atkinson Field Fire Services of having to work for five consecutive days and nights without being able to leave their post. We also **recommend** that, until such time as it might be possible for their families to reside with them at Atkinson Field, each member of the Service should be paid a monthly allowance equivalent to the cost of two return bus fares to Georgetown.

CHIEF SECRETARY'S OFFICE

166. We consider the present designation and grading of the post held by the officer responsible for Government Printing and Stationery to be inappropriate in relation to the duties and responsibilities of the post. We have redesignated the post Controller of Government Printing and Stationery and upgraded it on the salary scale shown in Appendix I.

INFORMATION SERVICES

167. Having regard to the nature of the duties and responsibilities of the post of Senior Information Officer, we have redesignated it Deputy Chief Information Officer and upgraded it on the salary scale shown in Appendix II.

EDUCATION

168. We understand that Masters and Mistresses at Queen's College, Bishops' High School and the Anna Regina School are required to be graduates, and we have put these posts into the professional scale, A3.

169. For similar reasons we have upgraded Assistant Education Officers to the same scale.

170. In the Government Training College we have redesignated the post of Master and Mistress as Senior Master and Senior Mistress and upgraded them, Assistant Masters and Assistant Mistresses, who must either be graduates or have qualifications and experience regarded as the equivalent, we have redesignated Masters and Mistresses, and upgraded them to A3.

171. Finally we have also upgraded the following posts:

Senior Education Officer, Education Department
 Education Officer, do.
 Deputy Principal, Queen's College
 Senior Master, do.
 Headmistress, Bishops' High School
 Deputy Headmistress, do.
 Senior Mistress, do.
 Principal, Anna Regina Government Secondary School.

TECHNICAL INSTITUTE

172. We consider that the post of Lecturer should be graded on two salary scales according to the qualifications of the present holders and of candidates for appointment thereto. For this purpose we regard the Higher National Certificate of the United Kingdom or its equivalent (plus appropriate industrial and teaching experience) to be a professional qualification entitling the holders to salary on the scale A3; and we have retained the present A5 scale for those Lecturers who possess qualifications lower in status. We have also upgraded to the A3 scale the post of Master the holder of which possesses a graduate as well as a professional teaching qualification.

PRIMARY SCHOOL TEACHERS

173. We have revised the existing salary scales applicable to teachers in Government and Aided-Primary Schools by applying the two-increment formula (paragraph 73).

174. We have been given to understand that pupil teachers and others who enter the Government Training College do not receive their salaries while undergoing training, but are paid an allowance of \$50 per month from which \$40 per month is deducted for board and lodging. We consider the present allowance of \$50 per month to be too low, and we **recommend** that it should be raised to \$65 per month, on the assumption of a deduction of \$40 for board and lodging.

175. We also **recommend** that teachers who obtain a qualification in handicraft or domestic science should receive **one** increment if the qualification is obtained after local training and **two** increments if obtained after overseas training, payable in both cases immediately after the qualification is obtained. The existing arrangement whereby teachers are paid an allowance when posted to handicraft or domestic science departments should remain unchanged.

176. Representations were made to us by the British Guiana Teachers Association that, unlike their counterparts in the neighbouring British West Indian Territories, they do not enjoy pensions based on the same constant and qualifying maximum service as for Public Officers. We consider that there is merit in their claim to be treated in the same manner as Public Officers, and we **recommend** that the Teachers Pensions Ordinance be amended to provide for -

- (a) a pension constant or rate of $\frac{1}{600}$ instead $\frac{1}{720}$ as at present;
- (b) a maximum unreduced pension equivalent to two-thirds of pensionable salary, instead of one-half of pensionable salary as at present.

FINANCE CENTRAL REGISTRY

177. Having regard to the size of the existing establishment, the responsibilities of the officer in charge and the fact that this Registry serves both the Finance Secretariat and the Accountant General's Department, we have upgraded one post of Secretary on to the A12 scale and

redesignated it Senior Woman Secretary.

INLAND REVENUE

178. Candidates who possess an approved accounting certificate or a recognised degree in economics, specialising in accountancy, are eligible for appointment as Inspectors of Taxes. We regard these to be full professional qualifications which entitle the holders to be paid salary on the A3 scale, and we have upgraded the post of Inspector of Taxes accordingly. In consequence of this we have also upgraded the posts of Senior Inspector of Taxes and Assistant Commissioner of Inland Revenue.

FIRE PROTECTION, PRISONS AND VOLUNTEER FORCE

179. As stated in Chapter III (paragraph 74) these services have been brought to general parity with one another and special scales have been devised for the lower ranks as set out in Appendix III.

LAW OFFICERS

180. We have been given to understand that, with the coming into force of the new constitution in August 1961, the post of Attorney General will become a political office and as a result the Solicitor General will function as the official head of this department. In the circumstances, we consider that the status and salary of the post of Solicitor General should not be inferior to those of a Judge and we have upgraded it accordingly. The proposed revised salary (F6: \$11,520) should, however, not become payable until 1st September. For the period 1st January to 31st August the salary payable should be at the rate of \$10,080 per annum (F10).

MINISTRY OF LABOUR, HEALTH AND HOUSING

181. Non-specialist Government Medical Officers attached to medical institutions are not permitted private practice, and in 1959 an "institutional" non-pensionable allowance was authorised to be paid to those medical officers who are appointed on the permanent establishment, to certain other Government Medical Officers, and to all Dental Officers. In 1961, payment of this allowance was extended to Registrars at the Georgetown Hospital and the School Medical Officer.

182. We have upgraded the post of Registrar, and in view of the revised salary proposed for this post we **recommend** that the "institutional" allowance now payable to Registrars should be discontinued.

POST OFFICE - TELECOMMUNICATIONS

183. Unlike similarly designated posts in other departments, the posts of Engineer in this department are graded lower than the A3 professional scale the reason being that the minimum qualification required for appointment thereto is below the status of a full professional qualification. We understand, however, that there are two Engineers in the department who have successfully undergone academic and other training in the United Kingdom, and that one of them has already completed the qualifying period of post-examination service necessary for corporate membership of the Institution of Electrical Engineers; the other will shortly do so. We believe that membership of this Institution is in itself a fully recognised professional qualification which renders the holder eligible to be paid salary on the A3 scale. We **recommend** that any Post Office Engineer, who produces evidence of having qualified for Associate Membership of the Institution of Electrical Engineers, should be placed on the A3 scale.

TRANSPORT AND HARBOURS DEPARTMENT

184. We have revised the existing salaries for super-scale posts in this Department by bringing them into line with the increased salaries recommended for posts in other departments of the Service, carrying similar existing salaries. We have also revised the incremental scales applicable to this Department by applying the two-increment formula referred to in

paragraph 73, the only exception being the salary scale T11 attached to the post of Pilots.

185. Following representations made by the Pilots Association of British Guiana for increased salaries for Pilots, approval was given in 1961 for those officers to be paid, in addition to their salaries on the scale T11, non-pensionable allowances of \$80, \$120 and \$160 a month based on the One, Two and Three - District Certificate qualifications, respectively, which Pilots are required to acquire during the course of their careers. In their evidence before us, representatives of the Association claimed that despite these allowances their emoluments were still far below the level of remuneration paid to their counterparts in Surinam and Trinidad. They also drew our attention to the fact that they are required to be on call for twenty-four hours a day, and they are often called on to work as many as sixty or seventy hours a week.

186. We have given careful consideration to these and other representations made by the Pilots Association and we **recommend** that the revised salary scale set out in Appendix V should be adopted for Pilots, subject to the following conditions:

- (i) that payment of the non-pensionable allowances referred to in the preceding paragraph should be discontinued;
- (ii) that only First Class Pilots who possess the Three-District Certificate should proceed to the maximum (\$6,720);
- (iii) that Second Class Pilots possessing Two and One-District Certificates should stop at the bar points \$5,760 per annum and \$5,280 per annum respectively;
- (iv) that all Pilots should be paid, in addition to salaries on the revised scale, 10% of the pilotage fees individually earned.

PERMANENT SECRETARIES

187. We consider that the existing duties and responsibilities of the posts of Permanent Secretary, whether in an integrated Ministry or not, are such that all these posts should be graded on the same salary scale. We have also taken into consideration the fact that, with the coming into force of the new Constitution in August 1961, the responsibilities of all Permanent Secretaries will increase appreciably. Accordingly, we have upgraded all posts of Permanent Secretary. We **recommend**, however, that the revised salary (F9: \$10,320) should not become payable until 1st September, 1961, and that for the period 1st January to 31st August the salary payable should be at the rate of \$10,080 p.a. (F10: as revised).

SEVERANCE PAY

188. In their evidence to us the representatives of the Federation of Unions of Government Employees drew our attention to the fact that, under existing service conditions, employees engaged for work on temporary projects are not eligible for any superannuation benefits if their service is terminated before they have completed seven years continuous service. They also informed us that employees had been retrenched on the ground of physical incapacity or redundancy after nearly seven years service but had received no gratuity.

189. We consider that an employee, who is retrenched after three years continuous service and is ineligible for superannuation benefits only for the reason that he has not completed seven years continuous service, should be eligible for severance pay, and we **recommend** that if he has worked more than three years and less than seven years continuously he should be granted severance pay, calculated at the rate of one day's pay for every twenty-five working days in excess of a minimum of three years service.

ANOMALIES

190. We have endeavoured to carry out our task in as comprehensive a manner as possible in the limited time available to us. In assignments of this nature, however, it is not always possible to avoid anomalies,

and we **recommend** that **ad hoc** committees should be appointed to deal with any anomalies which may result from our recommendations.

REORGANISATION OF THE STRUCTURE OF THE PUBLIC SERVICE

191. The reorganisation of the structure of the Public Service lies outside our terms of reference. The need for a general structural review was strongly advocated and regarded as an urgent matter by Mr. L.H. Gorsuch, who was appointed as a Commission to review wages, salaries and conditions of service in 1958. In 1960, a Committee was appointed, headed by Mr. S.N. Angel, then Organisation and Methods Adviser, to undertake the first stage of the review, and for this purpose proposals based on the Gorsuch recommendations were made available to the Committee. Its Report which was submitted early in 1961 disclosed that the Committee had confined itself to classifying existing posts within the structural divisions into which the Service was to be reorganised, as envisaged in the Gorsuch Report; and the important task of carrying out detailed examination of existing departmental executive and clerical cadres, so as to determine the adequacy or otherwise of departmental establishments, remains to be done.

192. We **recommend** that early arrangements should be made for this to be done, especially now that the integration of Ministries and departments is proceeding apace.

EFFICIENCY

193. It is axiomatic that in the long run the cost of the Public Services, in terms of money spent for value received, will depend on their efficiency; and by efficiency we mean the ability to get things done properly with a minimum of time and staff. In order to achieve this objective, it is necessary that recruits to the Public Service should be of the right type, and that in general conditions of service should be such as would encourage both recruits and serving officers to make the service a career and to aspire to high rank. We believe that one of the most important results of our recommendations for improved salaries will be a more contented and more efficient Public Service. There is also need to safeguard the public interest by ensuring that public servants of all grades do in fact satisfy the requirements of efficiency, since it is imperative that the Government as an employer should receive full value from what it spends on staff.

194. We have been given to understand by a number of witnesses that the granting of increments, which in principle should be conditional on the satisfactory progress and performance of duties by the officer concerned, has come to be regarded as a mere matter of form in many cases. It is clear that, unless the incremental system is firmly administered, it will be open to this criticism. We therefore **recommend**, that a circular should be prepared and issued from time to time to all Heads of Departments, and especially to every newly appointed Head, drawing attention to their responsibility for ensuring that increments should only be granted in cases where they are really merited.

195. On another analogous matter - the passing of efficiency bars - we believe that a new procedure should be instituted. We **recommend** that in every case where there is an efficiency bar to be crossed (and this does not depend **solely** upon obtaining a specified qualification such as a Degree, Diploma, Certificate, etc.), the officer concerned should appear before an **ad hoc** Board composed of one member to be nominated by the Public Service Commission, and one member to be nominated by the Permanent Secretary of the Department which comes in question. The responsibility for deciding whether the candidate should be recommended as suitable to proceed beyond the bar, would then rest with this Board and not with the Head of his Department. In making this recommendation we have taken into consideration the fact that after August, 1961, the Public Service Commission will become fully executive.

196. There are other means, such as training and promotion by merit rather than by strict seniority, whereby much can be done to improve the level of efficiency of the Public Service. In the first place, there is

urgent need for the introduction of in-service training courses embracing a variety of matters, in particular relations with Staff Associations and the general public, including the conduct of interviews, clerical processes and aspects of public administration. These are matters to which we attach great importance. We consider that suitable training courses, properly carried out, would eventually ensure a supply of officers better equipped in every way for the more responsible posts, and we recommend that early steps be taken to introduce such courses.

197. In Chapter I we referred to the low morale of a part of the Public Service, and its harmful effect upon the efficiency of the Service. Apart from questions of pay and working conditions we have come to the conclusion that discontent is in large measure due to poor personnel management by the Government as employer. We do not doubt that in many departments the relations between management and employees are excellent; but over and over again we have been told of feelings of frustration and resentment caused by the appearance of indifference to complaints or representations, and long delay in dealing with wage claims and similar matters. We believe that there is substance in these allegations and urgent need for improvement in the Government's arrangements for personnel management, and staff and labour relations. We hope that the expert to be supplied by the United Nations Technical Assistance Administration will make an important contribution in this respect.

198. Secondly, we consider that Heads of Departments should always be on the lookout for exceptional ability and capacity to undertake higher responsibility. Efficiency in the Public Service, and equally so in Industry and Commerce, is to a large extent influenced by the system adopted for selecting officers and employees for promotion. Any system which is based on too rigid a regard for seniority is bound to have unsatisfactory results. We realise that seniority is an essential factor which must always play its part in matters of promotion; but the more important the post to be filled the more necessary it is that fitness for the job should be given its full weight. If posts are filled by promoting officers whose chief claim is that of seniority, this is bound to have a discouraging effect on less senior officers of outstanding ability and work performance. Although it is an accepted principle in the Public Service of British Guiana that account should be taken of merit, there is always the danger that seniority may become the normal and automatic practice; and we wish to stress strongly the importance of ensuring that it is merit rather than seniority which should be the determining factor in any case of promotion.

199. We cannot emphasise too strongly the high degree of improvement in the quality of the Service which could be achieved by proper organisation of work and economical use of staff. There is no doubt that the problem of how to increase output is common to most public services, and our belief is that the solution lies more in improved methods and greater efficiency than in taking on more staff. For these purposes, work studies should be carried out by the Organisation and Methods Division of all routine procedures in every department; the main objectives being to eliminate overlapping and duplication of functions within, as well as between departments and ministries, and to introduce simpler and more effective clerical processes and other procedures. We understand that steps are being taken to develop and expand the functions of the existing Organisation and Methods Division, under the guidance of an expert, whose services are to be made available shortly by the United Nations Technical Assistance Administration.

200. Another factor which adversely affects efficiency in the Public Service is the marriage bar. Under existing rules governing its operation, women employed in the clerical grades as stenographers, typists and registry clerks and certain others are required to resign their appointments on marriage. We have been given to understand by Heads of Departments and representatives of the British Guiana Civil Service Association that enforced resignations due to the marriage bar result in loss of efficiency, as in almost every case the women concerned are trained and experienced officers and much difficulty is being experienced in recruiting competent replacements. We have also been informed by the British

Guiana Civil Service Association and the Senior Professional and Administrative Officers Association, that their organisations are in favour of the abolition of the marriage bar. We therefore **recommend** that, in the interests of efficiency, the necessary steps be taken to retain the services of women officers who marry while employed in the clerical and other grades, subject to such conditions governing their continued employment as may be considered desirable.

201. We suggest as worthy of consideration the desirability of adopting for the Public Service the normal practice in Industry and Commerce of expressing salaries on a monthly instead of an annual basis, monthly salaries being multiples of five or ten, and increments being reckoned in multiples of five.

CONVERSION

202. Conversion of salaries from the existing to the revised salary scales is as set out in the tables attached as Appendix VI.

203. The principle adopted conforms to the normal point for point practice. Where, however, as a result of regradings, two or more former scales have been merged in a revised scale, the highest former scale, in its relation to the new scale, has been used to determine the corresponding points of conversion. Conversion from a lower former scale has been made to conform as closely as possible to the conversion points of the highest former scale. This has necessitated compression, at individual points in the revised scales, of a number of pre-revision salaries reached in the lower former scales.

204. Where the application of the "compression" principle has had the effect of holding down, at the corresponding points referred to in the preceding paragraph, salaries which before revision were above those in the highest former scale used as determinants, the officers affected shall advance to the next incremental point as such dates as would be necessary for them to earn the difference between the new incremental rate and the amount by which their former salaries exceeded the determinant.

CHAPTER VI

SUMMARY OF MAIN CONCLUSIONS AND RECOMMENDATIONS

205. We give below a summary of our main conclusions and recommendations.

CHAPTER I - GENERAL CONSIDERATIONS RELATING TO THE NEED FOR REVISION OF REMUNERATION IN THE PUBLIC SERVICE

(i) We conclude that, over a wide range of the Public Service, there is an overwhelmingly strong case for an upward revision of levels of remuneration so as to bring them into a better relation with levels prevailing in other avenues of employment both inside and outside British Guiana (paragraphs 26 to 28).

CHAPTER II - FINANCIAL CONSIDERATIONS

(ii) We recommend that an additional sum of \$2.5 million should be provided annually for the purpose of improving remuneration in the Public Service, including the salaries of Primary School Teachers (paragraphs 45 to 47).

(iii) We regard this sum as justified in the long term interests of the Public Service of the country as a whole, and of its Development Programme in particular. We also consider that it represents the maximum sum that the country is likely to be able to afford now and during the next few years for the improvement of general standards of remuneration in the Public Service (paragraph 48).

(iv) We show how we believe that the additional expenditure of \$2.5 million can be financed over the four years 1961 to 1964 without having to increase the present level of taxation (paragraphs 53, 54, 56, 60, 63, and 65).

(v) We recommend that increased charges on the transport of parcels and cargo, as proposed by the General Manager of the Transport and Harbours Department, should be adopted (paragraph 55).

CHAPTER III - CONCLUSIONS AS TO THE REVISION OF WAGES AND SALARIES

(vi) Having regard to the sum that is available, and to the needs of those branches of the Service where we consider that the case for revision is most urgent, we recommend that the whole of the annual sum of \$2.5 million should be devoted to improving the salaries of those members of the Public Service, including Primary School Teachers, whose remuneration has remained unchanged since 1954 (paragraphs 70 to 72).

(vii) We set out in paragraph 69 the way in which we recommend that the annual sum of \$2.5 million should be allocated between the different branches of the Service; and in Appendices I to V we show the effect on salaries attached to individual posts.

CHAPTER IV - THE POLICE FORCE

(viii) We recommend that the salaries of the uniformed disciplined services should be brought into parity with one another. The effect of this recommendation on the salaries of members of the Police Force is shown in paragraph 84.

(ix) We recommend, in the event of it being found impracticable to open the Public Officers Widows and Orphans' Fund to non-gazetted members of the Police Force, that a separate contributory Widows' and Orphans' Fund should be established for them (paragraphs 93 to 97).

(x) We recommend that, for the time being at any rate, the system of direct entry cadetships should be retained, but that the minimum period of qualifying service for cadets from within the Police Force should be reduced from 7 to 5½ years (paragraphs 100 to 104).

(xi) We recommend that, when any amendments to Regulations or Orders affecting the general conditions of service of the Police Force are contemplated, they should be sent to the Police Federation through the Commissioner of Police, in order that the Federation may have an opportunity of commenting upon them (paragraph 112).

CHAPTER V - CONDITIONS OF SERVICE AND OTHER MATTERS

(xii) **Leave and Leave Passages:** We conclude that overseas leave is essential in the Public Service of British Guiana, but that the existing provisions should be modified (paragraph 118)

(xiii) We recommend that in future overseas leave and passage allowances should be as follows:-

Leave Category	Salary Qualification (as revised)	Tour in years	Leave in Months	Passages allowed
A	Over \$8,000	3	4	To United Kingdom or country of origin: self and wife, 1st class by sea (or equivalent).
B	\$4,501 - \$8,000	4	4	
C	\$3,501 - \$4,500	5	4	To United Kingdom or country of origin: self and wife, 2nd Class by sea (or equivalent).
D	\$3,000 - \$3,500	6	2	To Barbados or equivalent self and wife, 2nd Class by air (or equivalent).

(paragraphs 121 and 122).

(xiv) Present employees in "B" and "C" scales, whether on the Fixed or the Unfixed Establishment, should enjoy the privilege of long leave, on the scale of 84 days after three years, once only after 1st January, 1962; but from now on new entrants into these grades should not receive this privilege. Similarly, employees in "A" scales, who do not qualify for Leave Category "D", should enjoy the privilege of one long leave after 1st January, 1962 (paragraph 128).

(xv) **Primary School Teachers:** Category "D", but without assisted passages; and long leave always to embrace the school summer holiday (paragraph 126).

(xvi) **Transport and Harbours Department:** Leave entitlements to be brought into line with our recommendations (paragraph 126).

(xvii) **Teachers in Government Secondary Schools, the Teachers Training College and the Technical Institute:** Two months overseas leave (with the appropriate passage entitlement) every two years, to fit in with the school summer holiday (paragraphs 124 and 125).

(xviii) **Geologists and others, whose work takes them into hard-lying conditions in the Interior for not less than fifty per cent of their working time:** Category "A" (four months every three years) irrespective of salary (paragraph 126).

(xix) **Police:** Special leave conditions as set out in paragraphs 91 and 92.

(xx) **Study Leave:** We recommend that increased facilities should be made available for Study Leave, especially for the following grades: Professional, Technical and Administrative Officers and Teachers; and that Heads of Departments should be encouraged to recommend study leave in cases where this would be in the interests of the officer concerned and of the Service as a whole (paragraph 123).

(xxi) **Annual Leave:** We recommend that every Public Servant should be expected to take a fortnight's holiday once a year, and that the necessary steps should be taken by Heads of Departments to make this effective. But those who take long leave in a given year should not be entitled also to annual leave in that same year (paragraph 120).

(xxii) **Casual Leave and Sick Leave:** We recommend the removal, subject to certain safeguards, of the present limits placed on the granting of casual leave, or sick leave, in any one year (paragraphs 133 to 136).

(xxiii) **Consultation Practice:** We recommend that Specialists should

be given the option, either of abandoning any claim to fees and receiving in lieu thereof a fixed pensionable allowance of \$2,400 per annum, payable to Senior and Junior Specialists alike; or of continuing to receive fees for private consultation practice, subject to whatever regulations governing the operation of this system the experience of the last two years will have shown to be needed (paragraphs 152 and 153).

(xxiv) We recommend that the deduction, for the benefit of Government revenue of 50 per cent of the fees paid in, should be applicable to all fees and not only to those which arise in respect of the Surgical, X-Ray, Laboratory and Bacteriological Specialties (paragraphs 152 and 153).

(xxv) We recommend that in the event of a Specialist, who is in receipt of the allowance in lieu, being appointed to the post of either Chief or Deputy Chief Medical Officer, he should receive a personal pensionable allowance of \$2,400 per annum for so long as he holds one or other of these posts, and that the same principle should apply to any other Medical Officers who are entitled to receive the allowance by virtue of their existing post, and who are promoted to one of the higher administrative posts in the Ministry of Health (paragraph 152).

(xxvi) **Private Professional Practice in General:** We recommend that, wherever it can be shown that there is a sufficient number of private practitioners in any field to cope adequately with the needs of the public, steps should be taken at once to abolish private practice on the part of Government Officers (paragraphs 154 and 155).

(xxvii) **Housing:** We recommend -

(a) that the basis for charging rentals for Government quarters be retained at 10% and 12% of salary, but that the maxima payable should be raised to \$75 and \$90 per month for unfurnished and furnished quarters respectively (paragraph 143(i));

(b) that Government should discontinue the allocation of quarters to all senior personnel, except Judges; and that such quarters as are vacated from time to time should be used as a housing pool mainly to provide housing accommodation for expatriate officers (paragraph 143(ii));

(c) that present occupants should not be disturbed, but as and when they vacate their posts, the quarters concerned should not be allocated automatically to their successors (paragraph 143(iii));

(d) that present occupants should be required to pay the higher maximum rentals proposed, with effect from 1st January, 1962 (paragraph 143(iv));

(e) that the salary limit for junior officers paying a lower percentage of income as a rental charge, be raised from \$191 to \$213 per month (paragraph 143(v));

(f) that officers required to live in quarters, which adjoin their place of work, should be reimbursed the actual amount paid by them for unfurnished quarters in the open market, within certain prescribed limits (paragraph 144);

(g) that the rent allowances of members of the Police, Fire Protection and Prison Services be reviewed (paragraph 144);

(xxviii) **The Unclassified Service:** We recommend that, pending a comprehensive revision of the status of members of the Unclassified Service, which should have effect as from 1st January, 1962, all members of this section of the Service, who have been engaged continuously for long periods and who are performing duties which are of a similar standard to those performed by Class I or Class II Clerks in the Classified Service, should be so regraded and appointed (paragraphs 157 to 160).

(xxix) **Efficiency:** We recommend that a circular should be prepared and issued from time to time to all Heads of Departments and especially to each newly appointed Head, drawing attention to their responsibility for ensuring that increments should only be granted in cases where they are really merited (paragraph 194).

(xxx) We recommend that in every case where there is an efficiency bar (and this does not depend solely upon obtaining a specified qualification) the officer in question should appear before an **ad hoc** Board

composed of one member to be nominated by the Public Service Commission, and one member to be nominated by the Permanent Secretary of the Department in question (paragraph 195).

(xxxii) We recommend that early steps be taken to introduce in-service training courses with special reference to personnel management, as we believe that there is urgent need for improvement in the Government arrangements for relations with its staff (paragraphs 196 and 197).

(xxxiii) We attach great importance to the proper organisation of work and the economical use of staff, and believe that much could be achieved by work studies (paragraph 199).

(xxxiiii) We recommend in the interests of efficiency the abolition of the marriage bar as now applied to stenographers, typists and registry clerks and any other grades (paragraph 200).

(xxxv) We recommend that early arrangements should be made for carrying out a detailed examination of existing departmental, executive and clerical cadres, so as to determine the adequacy or otherwise of departmental establishments (paragraphs 191 and 192).

(xxxvi) **Atkinson Field Fire Service:** We recommend that appropriate arrangements be made as early as possible to relieve the members of the Atkinson Field Fire Service of having to work for five consecutive days and nights without being able to leave their posts. We also recommend that, until such time as it might be possible for their families to reside with them at Atkinson Field, each member of the Service should be paid a monthly allowance equivalent to the cost of two return bus fares to Georgetown (paragraph 165).

(xxxvii) **Primary School Teachers:** We recommend that the present allowance of \$50 a month for pupil teachers and others who enter the Government Training College, should be raised to \$65 a month, on the assumption that there is a deduction of \$40 a month for board and lodging (paragraph 174).

(xxxviii) We recommend that teachers who obtain a qualification in handicraft or domestic science should receive one increment, if the qualification is obtained after local training, and two increments if after overseas training, payable immediately after the qualification is obtained (paragraph 175).

(xxxix) We recommend that the Teachers' Pensions Ordinance be amended to provide for -

- (a) a pension constant or rate of $\frac{1}{600}$ instead of $\frac{1}{720}$ as at present;
- (b) a maximum unreduced pension equivalent to two-thirds of pensionable salary, instead of one-half of pensionable salary as at present (paragraph 176).

(xl) **Ministry of Labour, Health & Housing:** We recommend that the "institutional" allowance now payable to Registrars at the Georgetown Hospital should be discontinued (paragraph 182).

(xli) **Post Office - Telecommunications:** We recommend that any Post Office Engineer, who produces evidence of having qualified for Associate Membership of the Institution of Electrical Engineers, should be placed on the A3 Scale (paragraph 183).

(xlii) **Transport & Harbours Department Pilots:** We recommend that the revised salary scale set out in Appendix V should be adopted for Pilots, subject to the following conditions:

- (a) that payment of the non-pensionable allowances, to which they are at present entitled, should be discontinued;
- (b) that only First Class Pilots who possess the Three-District Certificate should proceed to the maximum (\$6,720);
- (c) that Second Class Pilots possessing Two and One-District Certificates should stop at the bar points \$5,760 and \$5,280 respectively;
- (d) that all Pilots should be paid, in addition to salaries on the revised scale, 10% of the pilotage fees individually earned (paragraph 186).

(xlii) **Permanent Secretaries:** We recommend that all posts of Permanent Secretaries should be graded on the same salary scale (paragraph 187).

(xliii) **Severance Pay:** In the case of any employee who has been engaged for work on temporary projects, and who has worked more than three and less than seven years continuously, we recommend that he be granted severance pay calculated at the rate of 1 day's pay for every 25 working days in excess of a minimum of three years service (paragraph 189).

(xliv) **Anomalies:** We recommend the appointment of **ad hoc** Committees to deal with any anomalies which may result from our recommendations (paragraph 190).

ACKNOWLEDGEMENT

206. We wish to express our deep appreciation of the services of our Secretary, Mr. L.R. Harewood. His knowledge of the details and intricacies of establishment matters has been invaluable to us, and he has devoted himself to his arduous duties unsparingly and with great efficiency.

(Sgd.) C.W. Guillebaud (Chairman)

(Sgd.) C.M. Bernard

(Sgd.) C.L. Kranenburg

(Sgd.) W.A. Macnie

(Sgd.) L.R. Harewood (Secretary)
29th July, 1961

SUPER SCALE SALARIES

POSTS	PRESENT SALARIES	PROPOSED SALARIES
Chief Justice	F1: \$12,000	F1: \$13,920
Chief Secretary	F2: \$11,520	F2: \$13,440
Attorney General	F3: \$11,040	F3: \$12,960
Financial Secretary	F4: \$10,560	F4: \$12,480
Chief Medical Officer	F5: \$10,080	F5: \$12,000
Puisne Judge	F6: \$ 9,600	F6: \$11,520
Solicitor General (R) *	F8: \$ 8,640	
Director of Public Works	F6: \$ 9,600	
Director of Drainage & Irrigation		F7: \$11,280
Director of Agriculture		
Director of Education	F8: \$ 8,640	
Director of Audit (R) *		
Director of Posts & Telecommunications (R)		
Deputy Chief Medical Officer	F6: \$ 9,600	F8: \$10,560
Commissioner of Title (R)	F7: \$ 9,120	
Permanent Secretaries (R) *	F8: \$ 8,640 F12: \$ 7,680	F9: \$10,320
Governor's Secretary & Clerk Executive Council (R)	F8: \$ 8,640	
Deputy Chief Secretary (R)		
Commissioner of Police (R)		
Medical Superintendent, Public Hospital, Georgetown	F7: \$ 9,120	F10: \$10,080
Principal Medical Officer (R)		

* Revised salaries to take effect as from 1st September, 1961. For the period 1st January to 31st August, 1961, revised salary should be at the rate of \$ 10,080 per annum (F 10). Paragraphs 163, 180 and 187.

SUPER SCALE SALARIES

POSTS	PRESENT SALARIES	PROPOSED SALARIES
Deputy Director of Education Deputy Director of Posts & Telecommunications (R) Principal Auditor (R) (To be redesignated Deputy Director of Audit)*	F13:\$ 7,200	F11:\$ 9,600
Official Receiver, Public Trustee & Crown Solicitor Principal, Queen's College Registrar, Supreme Court	F10:\$ 8,160	F12:\$ 9,360
Principal, Government Technical Institute (R)	F12:\$ 7,680	
Physician Surgeon Ophthalmologist, New Amsterdam Hospital Obstetrician/Gynaecologist, N.A. Hospital Medical Officer of Health Tuberculosis Officer Junior Ophthalmologist Pathologist - New Amsterdam & Mental Hospitals Radiologist Director of Civil Aviation Commissioner for Co-operative Development Planning Officer (R) Senior Legal Draftsman	F12:\$ 7,680	F13:\$ 8,880
Senior Crown Counsel (R) Government Analyst (R)	F13:\$ 7,200	
Headmistress, Bishops' High School (R)	F14:\$ 6,960	

* Revised salary to take effect as from 1st September, 1961. For the period 1st January to 31st August, 1961, revised salary should be at the rate of \$ 8,640 per annum (F14). Paragraph 163.

SUPER SCALE SALARIES

POSTS	PRESENT SALARIES	PROPOSED SALARIES
Assistant Director of Public Works Chief Architect Chief Mechanical & Electrical Engineer	F12:\$ 7,680	
Assistant Director of Agriculture Assistant Director of Drainage & Irrigation	F13:\$ 7,200	
Assistant Director of Education	F15:\$ 6,720	
Clerk of the Legislature Deputy Comptroller of Customs & Excise Deputy Accountant General Deputy Commissioner of Inland Revenue Deputy Conservator of Forests Deputy Commissioner of Labour Deputy Commissioner of Lands & Mines Deputy Commissioner of Local Government Deputy Commissioner of Police Engineer-in-Chief, Telecommunications	F13:\$ 7,200	F14:\$ 8,640
Deputy Director of Geological Surveys	F12:\$ 7,680	
Director of Prisons Registrar General Housing Administrator Principal Assistant Secretary Principal Establishment Officer Principal Personnel Officer Chief Information Officer (R) Government Statistician (R) Registrar, Public Hospital, Georgetown (R) Organisation & Methods Officer	F13:\$ 7,200	

SUPER SCALE SALARIES

POSTS	PRESENT SALARIES	PROPOSED SALARIES
Executive Engineer Health Engineer Senior Magistrate School Medical Officer Community Development Officer Local Government Chief Building Officer, Education Department	F13:\$ 7,200	
Chief Fire Officer (R)	F15:\$ 6,720	
Principal, Government Training College Deputy Principal, Queen's College, (R)	F14:\$ 6,960	F15:\$ 8,400
Deputy Principal, Government Tech- nical Institute (R)	F16:\$ 6,480	
Senior Geologist Chemist Petrologist	F13:\$ 7,200	
Geophysicist Hydrologist (R)	A3: \$ 3,696 - \$ 6,720	
Deputy Registrar, Supreme Court Deputy Registrar of Deeds Legal Draftsman Deputy Crown Solicitor	F14:\$ 6,960	
Assistant Commissioner of Police Assistant Commissioner of Inland Revenue Superintendent of Surveys Government Pharmacist (R)	F15:\$ 6,720	F16:\$ 8,160
Senior Education Officer (R) Deputy Headmistress, Bishops' High School (R) Principal, Anna Regina Secondary School (R)	F18:\$ 6,000	
Assistant Secretary (Redesignated Controller of Government Printing & Stationery) (R)	A2: \$ 4,560 - \$ 6,720	

SUPER SCALE SALARIES

POSTS	PRESENT SALARIES	PROPOSED SALARIES
Archivist (R) Valuation Officer, Local Government, (R)	A3: \$ 3,696 - \$ 6,720	F16:\$ 8,160
Senior Auditor Assistant Comptroller of Customs & Excise Senior Master, Queen's College Assistant Accountant General Licence Revenue Officer Assistant Director of Posts & Tele- communications Senior Superintendent, Land Devel- opment Training Officer	F15:\$ 6,720	
Deputy Commissioner for Co-operative Development	F16:\$ 6,480	
Assistant Director of Civil Aviation Cartographer (R) Staff Officer & Adjutant, Volunteer Force Senior Superintendent of Police	F17:\$ 6,240	F17:\$ 7,680
Principal, Carnegie School of Home Economics Senior Education Officer (R) Assistant Director of Posts & Tele- communications (In Training)	F18:\$ 6,000	
Senior Mistress, Bishops' High School (R)	F19:\$ 5,760	
Inspector of Mines, Lands & Mines Department (R)	A3: \$ 3,696 - \$ 6,720	
Education Officer (R)	A4: \$ 4,560 - \$ 5,760	
Superintendent of Lands (R) Master, Government Training College (Redesignated Senior Master)(R)	A5: \$ 3,696 - \$ 5,760	
Mistress, Government Training Col- lege (Redesignated Senior Mistress) (R)	A6: \$ 3,048 - \$ 5,760	

SUPER SCALE SALARIES

POSTS	PRESENT SALARIES	PROPOSED SALARIES
Matron, Public Hospital Georgetown, (R)	F20:\$ 5,040	F18:\$ 5,760
Principal Tutor, Public Hospital Georgetown (R)	All:\$ 4,008 - \$ 4,512	F19:\$ 5,280

REVISED INCREMENTAL SCALES - (I) "A" SCALES

POSTS	PRESENT SCALES	PROPOSED SCALES
Crown Counsel Assistant Legal Draftsman Magistrate Medical Officer Supernumerary Medical Officer Dental Officer	A1: \$4,560 x 240 - 6,960	A1: \$5,280 x 240 - 7,920
Senior Inspector of Taxes (R)	A4: \$4,560 x 240 - 5,760	
Assistant Secretary * District Commissioner Executive Officer & Secretary, Local Government Board Social Welfare Officer Superintendent, The Palms & Secretary, Poor Law Commissioners Principal Administrative Officer Town & Country Planning Dept., Self Help Organiser	A2: \$4,560 x 240 - 6,720	A2: \$5,280 x 240 - 7,680
Senior Information Officer, (Redesignated Deputy Chief Information Officer) (R) Inspector of Labour (R) Chief Probation Officer (R)	A4: \$4,560 x 240 - 5,760	
Chemist Agricultural Economist Economic Botanist Fishery Officer Entomologist Plant Pathologist Veterinary Officer Agricultural Officer Agricultural Engineer Meteorological Officer (In Training) Scientific Officer (Analyst Department) Engineer, P.W.D. & D. & I. Department Mechanical Engineer Assistant Conservator of Forests Mill Manager, Forest Department Utilisation Officer, Forest Department Geologist Hospital Secretary Architect Quantity Surveyor Soil Surveyor	A3: \$3,696 x 144 - 4,560 // x 240 - 6,720	A3: \$4,560 x 144 - 5,424 // 5,760 x 240 - 7,680
Master, Queen's College (R)	A3a: \$3,048 x 120 - 3,408 // x 144 - 3,840 // x 144 - 4,560 // x 240 - 6,720	

* One post redesignated "Controller of Government Printing & Stationery" and upgraded on Fl6: \$8,160.

REVISED INCREMENTAL SCALES - (I) "A" SCALES

POSTS	PRESENT SCALES	PROPOSED SCALES
Lecturer, Technical Institute (R) *	A5: \$3,696 x 144 - 4,560 // x 240 - 5,760	
Mistress, (Graduate) Bishops' High School (R) Master, (Graduate) Technical Institute (R) Master/Mistress (Graduate) Anna Regina Secondary School (R)	A6: \$3,048 x 120 - 3,408 // x 144 - 3,840 // x 144 - 4,560 // x 240 - 5,760	A3: \$4,560 x 144 - 5,424 // 5,760 x 240 - 7,680
Inspectors of Taxes (R) **	A7: \$3,696 x 144 - 4,560	
Assistant Education Officers (R) Assistant Master & Assistant Mistress, Government Training College (Redesignated Master & Mistress) (R)	A8: \$3,048 x 144 - 3,840 // x 144 - 4,560	
Senior Surveyor Senior Hydrographic Surveyor Senior Assistant Quantity Sur- veyor Controller of Aerodrome Opera- tions	\$5,040 x 240 - 6,000	\$5,520 x 240 - 6.480
Executive Officer Auditor Customs Supervisor - Class I Supervisor of Home Economics Deputy Superintendent of Prisons Deputy Chief Fire Officer Administrative Officer, Land De- velopment Department Senior County Public Health In- spector Health Education Officer Superintendent of Police Finance Officer (Police) Bandmaster Personnel Officer (Post Office) Chief Accountant Engineer (Telecommunications) Traffic Superintendent (Telecom- munications) Drilling Superintendent (P.W.S.) Superintendent, Roads & Buildings Chief Storekeeper, P.W.D. Central Stores Principal Officer, Deeds Registry	A4: \$4,560 x 240 - 5,760	A4: \$5,040 x 240 - 6,240
Traffic & Transport Officer - Police (R)	A5: \$3,696 x 144 - 4,560 // x 240 - 5,760	

* Minimum qualification for appointment on A3 Scale - Higher National Certificate plus teaching experience.

** Minimum qualification for appointment on A3 Scale - A.C.C.A. or B.Sc. (Econ.) or equivalent.

REVISED INCREMENTAL SCALES - (1) "A" SCALES

POSTS	PRESENT SCALES	PROPOSED SCALES
Assistant Clerk of the Legislature (R)	A7: \$3,696 x 144 - 4,560	A4: \$5,040 x 240 - 6,240
Supervisor of Handicraft, Education Department (R)	A8: \$3,408 x 144 - 3,840 // x 144 - 4,560	
Curator, Botanic Gardens Maintenance Superintendent, Interior Vice-Principal, Carnegie School of Home Economics	A5: \$3,696 x 144 - 4,560 // x 240 - 5,760	A5: \$3,984 x 144 - 4,848 // 5,280 x 240 - 6,240
Industrial Officer (R) Senior Assistant Pharmacist (R) Assistant Government Pharmacists (R)	A7: \$3,696 x 144 - 4,560	
Superintendents, Land Development Schemes	A6: \$3,048 x 120 - 3,408 // x 144 - 3,840 // x 144 - 4,560 // x 240 - 5,760	A6: \$3,288 x 120 - 3,648 // 3,840 x 144 - 4,128 // x 144 - 4,848 // 5,280 x 240 - 6,240
Surveyor Sub-Warden (Lands & Mines Department) Land Officer (Lands & Mines Department) Assistant Hydrographic Surveyor Assistant Quantity Surveyor	\$3,000 // 3,120 x 144 - 3,984 // 144 - 4,560 x 240 - 5,040	\$3,240 // 3,408 x 144 - 4,272 // x 144 - 5,040 x 240 - 5,520
Air Traffic Control Officer, Grade I	\$4,200 x 120 - 5,040	\$4,440 x 120 - 5,280
Administrative Assistant Information Officer Co-operative Officer Assistant Engineer Chief Draughtsman Headmaster, Essequibo Boys' School Assistant Geologists Assistant District Commissioner Assistant Inspector of Labour Senior Assistant Social Welfare Officer County Public Health Inspector Assistant Hospital Secretary Chief Steward (P.H. Georgetown) Chief Technologist, Medical - Bact. Department Inspector (Telecommunications) Well Driller Farm Manager, Livestock Station, Ebini Housing Officer Chief Planning Assistant Chief Building Inspector Assistant Clerk, Executive Council	A7: \$3,696 x 144 - 4,560	A7: \$3,984 x 144 - \$4,848

REVISED INCREMENTAL SCALES - (1) "A" SCALES

POSTS	PRESENT SCALES	PROPOSED SCALES
Senior Chief Dispenser (R) Chief Dispenser (R)	A9a:\$3,120 x 144 - 3,984	A7: \$3,984 x 144 - 4,848
Senior Probation Officer (R) Assistant Secretary, Poor Law Commissioners	A12:\$3,048 x 120 - 3,408 // x 144 - 3,840	
Agricultural Assistant	A8: \$3,408 x 144 - 3,840 // x 144 - 4,560	A8: \$3,696 x 141 - 4,128 // x 144 - 4,848
Deputy Matron, P.H. Georgetown, (R) Matron, New Amsterdam Hospital, (R) Matron, Mental Hospital (R) Matron, Best Hospital (R) Principal Radiographer (R)	A9a:\$3,120 x 144 - 3,984	A9: \$3,408 x 144 - 4,272 // x 144 - 4,848
Nursing Supervisor (R)	All:\$4,008 x 168 - 4,512	
Tutor (R)	A12a:\$3,000 x 144 - \$3,720	
Psychiatric Social Worker Senior Postmaster	A9a:\$3,120 x 144 - 3,984	A9a:\$3,408 x 144 - 4,272
Court Reporters Official Reporters Scientific Assistant (Geological Surveys) Assistant Mill Manager, Forest Department	A10:\$2,400 x 120 - 3,120 // x 144 - 4,272 // x 144 - 4,560	A10: \$2,640 x 120 - 3,360 // 3,552 x 144 - 4,560 // x 240 - 4,848
Accountant Senior Examiners of Accounts Chief Clerk Accountant, Friendly Societies Movement Customs Supervisor, Class II Personnel Officer Field Auditor Manager, Employment Exchange Officer - in - charge, Medical Stores Inspector (Post Office) Superintendent of Mails Superintendent of Parcels Superintendent, Post Office Savings Bank Deputy Registrar General Trust Officer, Official Receiver's Office Sub-Registry Officer Notarial Officer Conveyancing Officer Judicial Officer Assistant Licence Revenue Officer	All:\$4,008 x 168 - 4,512	All: \$4,344 x 168 - 4,848

REVISED INCREMENTAL SCALES - (I) "A" SCALES

POSTS	PRESENT SCALES	PROPOSED SCALES
Private Secretary & Aide-de-Camp Senior Woman Secretary Administrative Cadet Senior Clerk Technical Assistant - Grade A Supervisory Officer (Public Assistance) Senior Field Assistant, Agriculture Farm Manager, Livestock Station, St. Ignatius Assistant Accountant Examiner of Accounts - Grade I Draughtsman Statistical Clerk Statistical Officer Press Officer Senior Broadcasting Officer Customs Supervisor - Class III Yard Superintendent (P.W. Department) Mechanical Superintendent Superintendent, Stone Crushing Plant (P.W. Department) Superintendent of Works Senior Accounting Officer Senior Examining Officer Assistant Field Auditor Secretary, Education Committee Clerk-in-charge, School Feeding Scheme Deputy Headmaster, Essequibo Boys' School Assistant Inspector of Taxes Senior Forest Inspector Assistant Utilisation Officer Mining Claims Officer Senior Lands Officer Assistant Superintendent, Mails Branch Assistant Personnel Officer Secretary, Central Board of Health Radiographer Physiotherapist Stewards (Hospitals) Laundry Superintendent, P.H. Georgetown Storekeeper, P.W. Central Stores Technical Officer (Telecommunications) Telephone Operators - Supervisor Assistant Superintendent, P.O. Savings Bank Supervisor of Library & Records (Geological Surveys) Clerk-in-Charge, Pure Water Supply Senior Clerk of Court, Magistrates Assistant Conveyancing Officer	A12: \$3,048 x 120 - 3,408 // x 144 - 3,840	A12: \$3,288 x 120 - 3,648 // 3,840 x 144 - 4,128

REVISED INCREMENTAL SCALES - (I) "A" SCALES

POSTS	PRESENT SCALES	PROPOSED SCALES
Clerk to the Chief Justice Assistant Sub-Registry Officer First Marshal, Supreme Court Community Organisers Estate Manager, Housing Department Warden, The Palms Catering Officer, P.H. Georgetown Almoner, P.H. Georgetown Occupational Therapist, P.H. Georgetown Films Officer	A12: \$3,048 x 120 - 3,408 // x 144 - 3840	A12: \$3,288 x 120 - 3,648 // 3,840 x 144 - 4,128
Secretary (Woman - Finance Central Registry) (R)	A14: \$2,400 x 132 - 3,192	
Assessment Officer	A12a: \$3,000 x 144 - 3,720	A12a: \$3,288 x 144 - 4,008
Master (Non-Grad) Queen's College Master (Non-Grad) Anna Regina Secondary School Mistress (Non-Grad) Anna Regina Secondary School Mistress (Non-Grad) Bishops' High School Orthopaedic Technician Assayer (Geological Survey Department) District Field Officer, Interior Department	A13: \$1,764 x 132 - 2,952 // x 144 - 3,840	A13: \$2,028 x 132 - 3,216 // 3,384 x 144 - 4,128
Senior Technologist, Bact. Department	A13a: \$2,400 x 132 - 3,192 // x 144 - 3,840	A13a: \$2,664 x 132 - 3,456 // 3,624 x 144 - 4,128
Senior Dispensers (R) Senior Public Health Inspectors (R)	A14b: \$2,640 x 132 - 3,300	
Confidential Code Clerk Technical Assistants - Grade B & Grade I Field Assistants, Grade I - Agriculture Department Examiners of Accounts - Grade II Senior Assistant Draughtsman Building Inspector Building Supervisor Press Officer District Information Officer Broadcasting Officer Co-operative Officer Senior Public Assistance Officer Issuer, The Palms Officer of Customs & Excise - Class I Resident Mechanic, Drainage & Irrigation Department Senior Overseer Stock Verifier	A14: \$2,400 x 132 - 3,192	A14: \$2,664 x 132 - 3,456

REVISED INCREMENTAL SCALES - (I) "A" SCALES

POSTS	PRESENT SCALES	PROPOSED SCALES
Departmental Clerical Officer - Grade I County Attendance Officer Office Assistants (Labour Department) Juvenile Employment Officer (Labour Department) Senior Office Assistant (Carnegie School of Home Economics) Principal Teacher, Essequibo Boys' School Senior Accounting Clerks Inspector of Cinemas Junior Assessing Officers Crown Land Officer Forest Inspector Draughtsman (Forest Department) Field Observer (Geological Survey Department) Senior Drawing Office Assistant, (Geological Survey Department) Stenographer (Geological Survey Department) Assistant Superintendent, Land De- velopment Schemes Assistant Industrial Officer Assistant Social Welfare Officer Welfare Officer (Prisons - Probation Service) Probation Officer Head Bailiff, Georgetown Bailiff Interpreter Chief Collecting Officer Warden (Hospital) Senior Hospital Clerk Postmaster Assistant Postmaster, New Amsterdam Sorting Office Superintendent, Post Office Clerk-in-Charge, C.T.O. (Telecom- munications) Telecommunications Clerk Sales Representative (Telecommunica- tions) Traffic Officer " Senior Technician " Storekeeper Overseer/Technician, Atkinson Field Interpreter Clerk, Grade I Senior Public Works Clerk Clerk, Central Stationery Store Senior Foreman, Pure Water Supply Engineer Assistant Microphotographer Senior Marshal Class I Clerks Male Social Welfare Officer Venereal Diseases) Woman Child Welfare Officer (Soc- ial Assistance Department) Rent Collectors, Housing Department	A14:\$2,400 x 132 - 3,192	A14:\$2,664 x 132 - 3,456

REVISED INCREMENTAL SCALES - (I) "A" SCALES

POSTS	PRESENT SCALES	PROPOSED SCALES
Clerk, Essequibo Boys' School (R)	A18:\$912 // 1152 x 120 - 1632 // x 132 - 2,292	A14:\$2,664 x 132 - 3,456
Storekeeper, Prisons Department (R)	B6: \$1,680 x 72 - 1,896	
Departmental Sister	A14a:\$2,760 x 144 - 3,480	A14a:\$3,048 x 144 - 3,768
Supervising Inspector, Mosquito Control Service	A14b:\$2,640 x 132 - 3,300	A14b:\$2,904 x 132 - 3,564
Instructors, Carnegie School of Home Economics Assistant Supervisor (Telephone Operators) Senior Field Assistant (Geological Survey Department) Chief Inspector, Mosquito Control Service	A15:\$1,764 x 132 - 2,952	A15:\$2,028 x 132 - 3,216
Technician, Technical Institute (R)	A17:\$1,764 x 132 - 2,292	
Female Social Welfare Officer (Venereal Diseases) Junior Departmental Sisters Inspector of Midwives Senior Health Visitors	A15a:\$2,160 x 120 - 2640 // x 120 - 2,880	A15a:\$2,400 x 120 - 2880 // x 120 - 3,120
Chief Guard, Customs & Excise Senior Collecting Officer, Magistrates Department	A16:\$1,680 x 132 - 2,736	A16:\$1,944 x 132 - 3,000
Field Technician, Mosquito Control Service (R)	A18:\$912 // 1152 x 120 - 1632 // x 132 - 2,292	
Dispenser	A16a:\$1,200 x 120 - 1,920 // x 120 - 2,520	A16a:\$1,440 x 120 - 2,160 // x 120 - 2,760
Ward Sister (R) Health Visitor & School Nurse (R) Senior Male Nurse (R)	A17a:\$1,560 x 120 - 2,160	
Public Health Inspector	A16b:\$960 // 1,200 x 120 2,520	A16b:\$1,200 // 1,440 x 120 - 2,760
Assistant Broadcasting Officer Librarian Filing & Recording Officer (Drainage & Irrigation Department) Overseer, Grade II Stenographer, Geological Surveys Senior Clerical Assistant Public Assistance Officer Photographs Officer	A17:\$1,764 x 132 - 2,292	A17:\$2,028 x 132 - 2,556
Assistant Teacher, Essequibo Boys' School (R)	B5: \$1,440 x 72 - 1,656 x 72 - 1,872 x 96 - 2,064	

REVISED INCREMENTAL SCALES - (I) "A" SCALES

POSTS	PRESENT SCALES	PROPOSED SCALES
<p>Apprentice Reporter, Legislature Technical Assistant, - Grade C & Grade II Field Assistant, Grade II (Agri- culture Department Assistant Draughtsman Accounts Clerk (G.I.S.) Officer of Customs & Excise - Class II Drawing Office Assistant Departmental Clerical Officer, Grade II, P.W. & D. & I. Depts. Laboratory Assistants. Queen's College Accounting & General Clerk Stores Clerk (Forest Department) Field Assistant (Geological Sur- vey Department) Lapidary Interpreter Clerk - Grade II Charge Operator/Inspector, Mos- quito Control Service Laboratory Technicians, Mosquito Control Service Technician (Telecommunications Department) Technician, Technical Institute Technologist, Bact. Department Dark Room Technician, X-Ray Department Hospital Clerk Stores Clerk/Librarian, Analyst Department Meteorological Observer Telecommunications Clerk Computer Tracer Class II Clerk</p>	<p>A18:\$912 // 1,152 x 120 - 1,632 // x 132 - 2,292</p>	<p>A18:\$1,152 // 1,392 x 120 - 1,872 // 2,028 x 132 - 2,556</p>
<p>Storeman, Technical Institute (To be redesignated Stores Clerk)</p>	<p>B4: \$1,656 x 72 - 1,872 x 96 - 2,064</p>	
<p>Assistant Librarian Surveyor Apprentice Office Assistant Engineering Apprentice Apprentice Draughtsman Clerical Assistant Laboratory Assistant, B.H.S. & Technical Institute Surveyor Probationers Field Technician, Mosquito Con- trol Service Assistant Hospital Clerk Depositor's Attendant, P.O. Savings Bank Civil Engineer Apprentices Orthopaedic Technician (Trainee)</p>	<p>A19:\$912 // 1,152 x 120 - 1,632</p>	<p>A19:\$1,152 // 1,392 x 120 - 1,872</p>

REVISED INCREMENTAL SCALES - (2) "B" SCALES

POSTS	PRESENT SCALES	PROPOSED SCALES
Senior Lineman, Telecommunications	B1:\$2,352 x 72 - 2,640	B1:\$2,496 x 72 - 2,784
Marshal of the Supreme Court Senior Bailiff, Corentyne Collecting Officer Enquiry Officer, Hospitals Captain, Hydrographic Survey Launch Power Plant Foreman, Public Works Department Grade II Foreman, Pure Water Supply	B2:\$1,584 // 1,680 x 72 - 2,328	B2:\$1,728 // 1,824 x 72 - 2,472
Marshal, Legislature (R)	B8a:\$1,584 x 72 - 1,656 // 1,680 x 96 - 1,872	
Storekeepers, Prisons Department Prison School Teacher Foreman Mechanic, P.W. Depart- ment Woman Housing Officer Community Foreman	B3: \$1,992 x 96 - 2,280	B3: \$2,184 x 96 - 2,472
Senior Officer, Essequibo Boys' School (R)	B5: \$1,440 x 72 - 1,656 // x 72 - 1,872 x 96 - 2,064	
Mechanic in charge of Sterilizers Driver/Projectionist, Information Services Foreman Mechanic, Forest Depart- ment Foreman Mechanic, Geological Sur- veys Department Foreman Mechanic, Mobile Dispens- ary Launch Services Office Assistant, Employment Ex- change Grade I Lineman, Telecommunica- tions Telephone Operator - Grade I Gardens' Supervisor Chief Attendant, P.H. Georgetown	B4: \$1,656 x 72 - 1,872 x 96 - 2,064	B4:\$1,728 // 1,872 x 72 - 2,016 / 2,160 x 96 - 2,256
Storekeeper, Essequibo Boys' School (R)	B10:\$1,200 x 48 - 1,584 // x 72 - 1,656	
Forest Rangers Clerk/Storekeeper, Agriculture Department	B4a:\$1,584 x 72 - 1,656 // x 72 - 1,872 x 96 - 2,064	B4a:\$1,584 x 72 - 1,656 // 1,872 x 72 - 2,016 / 2,160 x 96 - 2,256
Dental Mechanic Stock-keeper & Printer, D. & I. Department Foreman, Boat Crew, Interior Department Locksmith, P.W. Department Captain, Forest Department	B5: \$1,440 x 72 - 1,656 // x 72 - 1,872 x 96 - 2,064	B5: \$1,440 x 72 - 1,656 // 1,872 x 72 - 2016 // 2160 x 96 - 2,256

REVISED INCREMENTAL SCALES - (2) "B" SCALES

POSTS	PRESENT SCALES	PROPOSED SCALES
Captain, Geological Survey Department Engineer, Hydrographic Survey Launch Custodian Librarian, Supreme Court	B5: \$1,440 x 72 - 1,656 // x 72 - 1,872 x 96 - 2,064	B5: \$1,440 x 72 - 1,656 // 1,872 x 72 - 2016 // 2160 x 96 - 2,256
Officer, Essequibo Boys' School (R)	B10: \$1,200 x 48 - 1,584 // x 72 - 1,656	
Driver Mechanic, Agriculture Department Housekeeper, Government Training College Senior Operator/Inspector, Mosquito Control Service Master Baker, Prisons Department	B6: \$1,680 x 72 - 1,896	B6: \$1,824 x 72 - 2,040
Matron, Essequibo Boys' School (R)	B10: \$1,200 x 48 - 1,584 // x 72 - 1,656	
Overseer Apprentice Cattle Foreman, Agriculture Department Operator/Inspector, Mosquito Control Service Medical Ranger	B7: \$1,056 // 1,200 x 48 - 1,440 // x 72 - 1,656 // 1,680 // 1,776	B7: \$1,056 // 1,200 x 48 - 1,440 // x 72 - 1,728 // 1,872 // 1,968
Town Postman	B7a: \$1,656 x 72 - 1,776	B7a: \$1,800 x 72 - 1,920
Adjuster of Scales & Weights Revenue Runner Bailiff, Magistrates Department Storeman, Technical Institute Crown Land Ranger Male Head Attendant, Mental Hospital Male Head Attendant, Leprosy Hospital Female Head Attendant, Mental Hospital Female Head Attendant, Leprosy Hospital	B8: \$1,584 x 72 - 1,656	B8: \$1,584 x 72 - 1,728
Class I Guard, Customs & Excise Department Storekeeper, Geological Survey Department	B8a: \$1,584 x 72 - 1,656 / 1,680 x 96 - 1,872	B8a: \$1,584 x 72 - 1,872 x 96 - 2,064
Boatbuilder, Forest Department	B9: \$1,440 x 72 - 1,656	B9: \$1,440 x 72 - 1,728
Assistant Foreman Mechanic, (Relief Captain Engineer) Mobile Dispensary Launch Services Governor's Chauffeur Captain Engineers, Agriculture & Medical Departments Captain, Lands & Mines Department Launch Captain, Interior Department	B10: \$1,200 x 48 - 1,584 // x 72 - 1,656	B10: \$1,200 x 48 - 1,584 // x 72 - 1,728

REVISED INCREMENTAL SCALES - (2) "B" SCALES

POSTS	PRESENT SCALES	PROPOSED SCALES
Coxswain, Local Government, Police & Prisons Departments Cooper, Colonial Bond Overseer, Colonial Bonded Ware- house Assistant Printer, D. & I. De- partment Chauffeur - Mechanics, Education, Interior, Post Office & Prisons Departments Assistant Teacher, Essequibo Boys' School Engineer, Grade I, Forest & Geo- logical Survey Departments Office Assistant Labour Department Assistant Juvenile Employment Officer (Female) Investigation Officer, Post Office Department Rural Postal Assistant Grade II Lineman, Telecommunica- tions Department Telephone Operator, Grade II Charge Nurse Departmental Joiner, Telecommu- nications Department Resident Carpenter, P.W. Depart- ment Foreman Porter, P.W. Department Driver Mechanic, Medical & Geo- logical Survey Departments Mechanic/Janitor, Mobile Dental Units Female Social Entertainer, Med- ical Department Head Cook, Georgetown Hospital Boiler Attendant, Best Hospital Head Carpenter, P. Hospital, Georgetown Carpenter, Medical Department Dark Room Technician	B10:\$1,200 x 48 - 1,584 // x 72 - 1,656	B10:\$1,200 x 48 - 1,584 // x 72 - 1,728

REVISED INCREMENTAL SCALES - (3) "C" SCALES

POSTS	PRESENT SCALES	PROPOSED SCALES
General Office Assistant (Male & Female) Telecommunications Apprentice Technical Assistant, Electrical Inspectors' Branch Leadsman, Hydrographic Survey Launch Serman, " " " Cook, " " " Typist/Stenographer, Best Hospital Receptionist, Public Hospital, Georgetown	C1: \$1,056 x 60 - 1,356 // x 60 - 1,656	C1: \$1,056 x 60 - 1,356 // x 60 - 1,656 (No Change)
Staff Nurse (Female) Staff Nurse (Male) Nurse Midwife Certified Nurse, No. 1 Dispensary	C1: \$1,056 x 60 - 1,356 // x 60 - 1,656	\$1,056 x 60 - 1,356 // x 60 - 1,656 x 72 - 1,800 (New Scale)
Guard - Class II (Customs & Excise)	Cla:\$1,344 x 60 - 1,584	Cla:\$1,344 x 60 - 1,584 (No Change)
Male Senior Attendant, Mental & Leprosy Hospitals Female Senior Attendant, Mental & Leprosy Hospitals Receptionist, Public Service Commission & Labour Departments Forest Guard Assistant Stores Clerk, Forest Department Office Assistant - Registrar General's Department Vault Attendant, Registrar General's Department Receptionist, Registrar General's Department Mechanic, Mental Hospital Head Seamstress, Mental & Best Hospitals Head Seamstress, The Palms Head Cook (Female) The Palms Head Cook, Public Hospital, Berbice Head Cook, Best Hospital Head Seamstress, Public Hospitals Georgetown, Berbice & Suddie	C2: \$1,200 x 48 - 1,584	C2: \$1,200 x 48 - 1,584 (No Change)
Nurse Aide, The Palms	C2a:\$708 x 42 - 960 x 48 - 1,584	C2a:\$708 x 42 - 960 x 48 - 1,584 (No Change)
Vehicle Driver Engineer, Agriculture Department Chauffeur, Information Services, Drainage & Irrigation, Post Office & Public Works Depts., Engineer, (Boat) Lands & Mines Department	C3: \$1,098 x 48 - 1,338	C3: \$1,098 x 48 - 1,338 (No Change)

REVISED INCREMENTAL SCALES - (3) "C" SCALES

POSTS	PRESENT SCALES	PROPOSED SCALES
Grade II Engineer, Forest Department Janitor, Post Office Porter, Post Office Senior Bridgekeeper, Canje Watchman Supervisor, Public Works Department Janitor, Queen's College Janitor, Carnegie School of Home Economics Hospital Assistant, Kamakusa Head Porter, The Palms Carpenter, Public Hospitals, Berbice, Suddie & Best Carpenter, The Palms Tailor, Public Hospital G'Town Plumber, " " " Painter, " " " Outpatient Attendant, Public Hospital, Georgetown Casualty Attendant, Public Hospital, Georgetown Handyman, Public Hospital, Georgetown Tanner, Mental Hospital Yard Attendant, Best Hospital & Medical Headquarters Head Porter-Attendant, Public Hospitals, Georgetown & Berbice Senior Laundryman, Public Hospital, Georgetown Gateman, The Palms Ambulance Driver, Mabaruma Hospital Gatemen, Public Hospitals, Georgetown, Berbice, Suddie & Best	C3: \$1,098 x 48 - 1,338	C3: \$1,098 x 48 - 1,338 (No Change)
Boiler Attendant, Public Hospitals, Georgetown, Berbice & Best Messenger Messenger/Janitor, Secondary School, Anna Regina, Essequibo Boathand, Agriculture, Medical, Co-operative, Forestry, Dispensaries, Mabaruma Hospital & Lands & Mines Department Female Attendant, Mental & Leprosy Hospitals Carpenter, New Amsterdam Hospital Janitor Assistant Storekeeper, Essequibo Boys' School Typist Clerk, Essequibo Boys' School	C4: \$906 x 48 - 1,098 // x 48 - 1,338	C4: \$906 x 48 - 1,098 // x 48 - 1,338 (No Change)

REVISED INCREMENTAL SCALES - (3) "C" SCALES

POSTS	PRESENT SCALES	PROPOSED SCALES
Porter Attendants Porter Attendants, Anna Regina & Wakenaam Dispensaries Bedmaker, Public Hospital, Georgetown, & Best Hospital Laundrymen, Public Hospital, Georgetown Gardener, Medical Headquarters & Public Hospital, Georgetown	C6a:\$906 x 48 - 1,194	C6a:\$906 x 48 - 1,194 (No Change)
Night Telephonist, Public Hos- pital, Georgetown Attendant (Female) Leprosy Hos- pital Ward Orderly, Hospitals Female Nurse Attendant, Public Hospital, Mabaruma	C7a:\$708 x 42 - 1,002 x 48 - 1,338	C7a:\$708 x 42 - 1,002 x 48 - 1,338 (No Change)
Kitchen Assistants, Carnegie School of Home Economics Washers, Essequibo Boys' School Caretaker Maid, Bacteriological Department Female Attendant, Telecommuni- cations & Government Pharmacy Prison Wardress Wardmaids Mortuary Maid, Public Hospital, Georgetown Laundress, Hospitals Cook-maid, Charity-Lethem Dis- pensaries Washer-maid, Charity Dispensary Attendant (Female), Ida Sabina & 72 miles Potaro Dispensaries Dispensary Attendant (Female) Leguan Dispensary Cook, Local Government & Public Works Department	C8: \$642 x 42 - 810 x 48 - 1,002	C8: \$642 x 42 - 810 x 48 - 1,002 (No Change)

REVISED SALARY PROPOSALS FOR POSTS COMPRISING THE UNIFORMED DISCIPLINED SERVICES - POLICE, PRISONS, FIRE PROTECTION & VOLUNTEER FORCE

POSTS	PRESENT SCALES	PROPOSED SCALES
Commissioner of Police (R)	F8: \$8,640	F9: \$10,320
Deputy Commissioner of Police Director of Prisons	F13: \$7,200	F14: \$8,640
Chief Fire Officer (R)	F15: \$6,720	F15: \$8,400
Assistant Commissioner of Police	F15: \$6,720	F16: \$8,160
Senior Superintendent of Police Staff Officer & Adjutant, Volunteer Force	F17: \$6,240	F17: \$7,680
Superintendent of Police Finance Officer, Police Department Bandmaster, Police Department Deputy Chief Fire Officer Deputy Superintendent of Prisons	A4: \$4,560 x 240 - 5,760	A4: \$5,040 x 240 - 6,240
Traffic & Transport Officer (R)	A5: \$3,696 x 144 - 4,560 // x 240 - 5,760	
Deputy Superintendent of Police Assistant Superintendent of Police Assistant Bandmaster, Police Department Quartermaster of Police Station Officer, Fire Protection Aerodrome Fire Officer, Civil Aviation Department Superintendent & Assistant Superintendent of Prisons	A9: \$3,120 x 144 - 3,984 // x 144 - 4,560	P1: \$3,696 x 144 - 4,560 // x 240 - 4,800
Radio Technician, Police Department (R)	A12: \$3,048 x 120 - 3,408 // x 144 - 3,840	
Motor Mechanic, Police Department Deputy Assistant Superintendent of Prisons Steward, Prisons	A12: \$3,048 x 120 - 3,408 // x 144 - 3,840	P2: \$3,696 x 144 - 4,560
Chief Inspector of Police	\$3,408 (Fixed)	P3: \$3,720 (Fixed)
Warrant Officer I (R)	A14: \$2,400 x 132 - 3,192	
Cadets, Police Department	\$2,640 (Fixed)	P4: \$3,216 (Fixed)
Inspector of Police Sub-Officer, Fire Protection	A14: \$2,400 x 132 - 3,192	P5: \$3,060 x 120 - 3,540
Chief Prison Officer	A14: (Modified) \$2,736 x 132 - 3,192	

REVISED SALARY PROPOSALS FOR POSTS COMPRISING THE UNIFORMED DISCIPLINED SERVICES - POLICE, PRISONS, FIRE PROTECTION & VOLUNTEER FORCE

POSTS	PRESENT SCALES	PROPOSED SCALES
Clerk-Warrant Officer II, Volunteer Force (Redesignated Warrant Officer II) (R) Motor Transport Warrant Officer, Volunteer Force (Redesignated Warrant Officer II) (R)	B3: \$1,992 x 96 - 2,280	P5: \$3,060 x 120 - 3,540
Orderly Room Clerk, Volunteer Force (Redesignated Warrant Officer II) (R)	B6: \$1,680 x 72 - 1,896	
Principal Officer, Prisons Department Prison Farm Supervisors	A16: \$1,680 x 132 - 2,736	
Senior Matron, Prisons Department (Redesignated Woman Principal Officer) (R)	B6: \$1,680 x 72 - 1,896	
Sergeant, Police Force Section Leader, Fire Protection & Civil Aviation Departments	B3: \$1,992 x 96 - 2,280	P6: \$2,772 x 96 - 3,060
Armourer, Volunteer Force (Redesignated Sergeant) (R)	B6: \$1,680 x 72 - 1,896	
Storeman, Volunteer Force Driver-Mechanic, Volunteer Force (Both Redesignated Sergeant) (R)	B9: \$1,440 x 72 - 1,656	
Arms Cleaner, Volunteer Force (Redesignated Sergeant) (R)	B7: \$1,056 // 1,200 x 48 - 1,440 // x 72 - 1,656 // 1,680 // 1,776	
Corporal, Police Force Leading Fireman, Fire Protection & Civil Aviation Departments	B6: \$1,680 x 72 - 1,896	
Caretaker, Drill Hall, Volunteer Force (Redesignated Corporal) (R) Arms Cleaner, Volunteer Force (Redesignated Corporal) (R) Range Warden, Volunteer Force (Redesignated Corporal) (R)	B7: \$1,056 // 1,200 x 48 - 1,440 // x 72 - 1,656 // 1,680 // 1,776	P7: \$2,400 x 72 - 2,616
Prison Officers	A18: \$912 // 1,152 x 120 - 1,632 // x 132 - 2,292	
Constable, Police Force (R) Fireman, Fire Protection & Civil Aviation Departments (R) Matron, Prisons Department (Redesignated Woman Prison Officer) (R)	B7: \$1,056 // 1,200 x 48 - 1,440 // x 72 - 1,656 // 1,680 // 1,776	P8: \$1,152 // 1,392 x 120 - 1,872 // 2,004 x 132 - 2,268 // 2,400 // 2,532

REVISED SALARIES AND SALARY SCALES - PRIMARY SCHOOL TEACHERS

CATEGORY	PRESENT SALARIES AND SALARY SCALES	PROPOSED SALARIES AND SALARY SCALES
Qualified Teachers	\$1,248x84-1,920//x84-2,172//x120-\$2,772	\$1,416x84-2,088//x84-2,320//2,352x120-\$3,012
Unqualified Teachers	\$720x48-1,104x72-\$1,248	\$864x48-1,248x72-\$1,392
Pupil Teachers who have -		
(a) passed the P.T.A. examination	\$ 600 p.a.	\$ 720 p.a.
(b) passed the end of 1st year examination	\$ 660 p.a.	\$ 780 p.a.
(c) passed the end of 2nd year examination	\$ 720 p.a.	\$ 840 p.a.
(d) passed the end of 3rd year examination	\$ 780 p.a.	\$ 900 p.a.
(e) passed the end of 4th year examination	\$ 840 p.a.	\$ 960 p.a.
Junior Teachers	\$ 420 p.a.	\$ 540 p.a.

Notes: (1) Qualified Teachers in the following grades should enter the revised scale \$1,416 - \$3,012 at the following points:-

Grade I with Class I Certificates	..	\$ 1,584 p.a.
Grade I with Class II Certificates	..	\$ 1,500 p.a.
Grade II with Class III Certificates	..	\$ 1,416 and stop at the bar point \$ 2,340 p.a.

(2) Unqualified Teachers who have passed only Part A of the Teachers' Certificate Examination or who hold some equivalent qualification should enter the revised scale \$864 - \$1,392 at the point \$1,104 p.a.

(3) Pupil Teachers who have passed the following examinations on being appointed Unqualified Teachers should enter the revised scale \$864 - \$1,392 at the points indicated hereunder:-

End of 2nd year examination	..	\$ 864 p.a.
End of 3rd year examination	..	\$ 1,008 p.a.
End of 4th year examination	..	\$ 1,104 p.a.

(4) Uncertificated Teachers with twenty years satisfactory service who hold appointments as Unqualified Teachers should be permitted to enter the revised scale for qualified teachers and proceed to the bar point \$2,088 p.a.

TRANSPORT AND HARBOURS DEPARTMENT
REVISED SUPER SCALES AND INCREMENTAL SCALES

POSTS	PRESENT SALARIES AND SALARY SCALES	PROPOSED SALARIES AND SALARY SCALES
General Manager	T1: \$10,080	T1: \$12,000
Traffic Manager	T2: \$ 7,680	T2: \$ 8,880
Chief Mechanical Engineer	T3: \$ 7,440	T3: \$ 8,640
Civil Engineer (Development) Civil Engineer (Rail) Harbour Master Marine Superintendent	T4: \$ 7,200	T4: \$ 8,400
Chief Pilot	T5: \$ 6,240	T5: \$ 7,680
Chief Accountant	T6: \$ 6,000	T6: \$ 6,480
-	T7: \$ 4,800	T7: \$ (obsolete)
Mechanical Engineer Assistant Civil Engineer	T8: \$ 3,696 x 144 - 4,560 // x 240 - \$ 6,720	T8: \$ 4,560 x 144 - 5,424 // 5,760 x 240 - \$7,680
Senior Hydrographic Surveyor	\$ 5,040 x 240 - \$ 6,000	\$ 5,520 x 240 - \$ 6,480
Chief Storekeeper Office Manager	T9: \$ 4,560 x 240 - \$ 5,760	T9: \$ 5,040 x 240 - \$ 6,240
Executive Officer & Chief Clerk	T10: \$ 3,696 x 144 - \$ 4,560 // x 240 - \$ 5,760	T10: \$ 3,984 x 144 - \$ 4,848 // 5,280 x 240 - \$ 6,240
Pilots	T11: \$ 3,696 x 156 - \$ 4,320 // x 240 - \$ 4,800	T11: \$ 4,560 x 180 - \$ 5,280 // x 240 - \$ 5,760 // x 240 - \$ 6,720
Traffic Superintendent Assistant Accountant Deputy Chief Storekeeper Goods Superintendent Industrial Relations Officer Second Assistant Accountant	T12: \$ 3,696 x 144 - \$ 4,560	T12: \$ 3,984 x 144 - \$ 4,848
Hydrographic Surveyor	T13: \$ 3,000 / \$3,120 x 144 - \$3,984 // x 144 - \$4,560 x 240 - \$ 5,040	T13: \$ 3,240 / \$3,408 x 144 - \$4,272 // x 144 - \$5,040 x 240 - \$5,520
Stellings Superintendent Stations' Superintendent, East Coast Stations' Superintendent, West Coast Garage Superintendent Dock Superintendent	T14: \$ 3,552 x 144 - \$ 4,272	T14: \$ 3,840 x 144 - \$4,560

TRANSPORT AND HARBOURS DEPARTMENT
REVISED SUPER SCALES AND INCREMENTAL SCALES

POSTS	PRESENT SALARIES AND SALARY SCALES	PROPOSED SALARIES AND SALARY SCALES
Loco. Superintendent General Superintendent, Workshop Personnel Assistant Shore Captain Assistant to Marine Superintendent Assistant Traffic Superintendent Auditor	T14: \$ 3,552 x I44 - \$4,272	T14: \$ 3,840 x I44 - \$4,560
Senior Clerks Inspector of Ways & Works Marine Inspector	T15: \$ 3,552 x 144 - \$ 3,984	T15: \$ 3,840 x 144 - \$ 4,272
Assistant Superintendent, Traffic Assistant Superintendent, Dockyard	T16: \$ 3,144 x 120 - \$ 3,384 // x 168 - \$ 3,552	T16: \$ 3,384 x 120 - \$ 3,624 // x 168 - \$ 3,888
Locomotive Inspector Grade I Clerks Overseer of Works Permanent Way Inspector Assistant Mechanical Superintend- ent Assistant Running Shed Superin- tendent Running Shed Foreman, East Coast Shore Chief Engineer	T17: \$ 2,904 x 120 - \$ 3,384	T17: \$ 3,144 x 120 - \$ 3,624
Captains	T18: \$ 2,520 x 144 - \$ 3,240 // x 144 - \$ 3,384	T18: \$ 2,808 x 144 - \$ 3,528 // x 144 - \$ 3,672
Chief Engineer	T19: \$ 2,520 x 144 - \$ 3,240	T19: \$ 2,808 x 144 - \$ 3,528
Senior Assistant Draughtsman Drawing Office Assistant	T19A: \$ 2,400 x 132 - \$ 3,192	T19A: \$ 2,664 x 132 - \$ 3,456
Permanent Way Foreman Stellings Foreman Workshop Foreman	T20: \$ 1,920 x 84 - \$ 2,424 // x 144 - \$ 2,856	T20: \$ 2,088 x 84 - \$ 2,424 // \$ 2,568 x 144 - \$ 3,144
District Foreman Electricians, Workshop Chargehands	T20: (Mod.) \$ 1,920 x 84 - \$ 2,424	T20: (Mod.) \$ 2,088 x 84 - \$ 2,424 // x 144 - \$ 2,712
Grade II Clerks Assistant Permanent Way Inspector Locomotive Foremen Supervisor of Guards Running Shed Foreman, West Coast	T21: \$ 2,472 x 120 - \$ 2,832	T21: \$ 2,712 x 120 - \$ 3,072
First Class Station Master	T21: (Mod.) \$ 2,472 x 120 - \$ 2,712	T21: (Mod.) \$ 2,712 x 120 - \$ 2,952

TRANSPORT AND HARBOURS DEPARTMENT
REVISED SUPER SCALES AND INCREMENTAL SCALES

POSTS	PRESENT SALARIES AND SALARY SCALES	PROPOSED SALARIES AND SALARY SCALES
Nil	T22: \$ 2,208 x 120 - \$ 2,808	T22: \$ 2,448 x 120 - \$ 3,048
Locomotive Driver	T23: \$ 2,112 x 96 - \$ 2,400 // x 120 - \$ 2,760	T23: \$ 2,304 x 96 - \$ 2,592 // \$ 2,760 x 120 - \$ 3,000
Second Class Station Master Senior Guard	T24: \$ 1,920 x 96 - \$ 2,400	T24: \$ 2,112 x 96 - \$ 2,592
Mates Coxswains Second Engineers Tug Masters	T25: \$ 1,560 / 1,644 / 1,656 / 1,668 / x 84 - 1,836 // 1,920 x 96 - \$ 2,400	T25: \$ 1,560 x 84 - 1,728 // 1,836 x 84 - 2,088 // 2,208 x 96 - \$ 2,592
Grade III Clerks Stenotypists Telephone Operators	T26: \$ 1,056 x 72 - 1,488 // x 84 - 1,656 / 1,680 x 84 - 1,932 // x 108 - \$ 2,364	T26: \$ 1,056 x 72 - 1,488 //x84 - 1,656 / 1,848 x 84 - 2,100 // 2,256 x 108 - \$ 2,580
Firemen	T27: \$ 1,560 x 84 - 1,644 / 1,656 / 1,668 x 84 - \$ 1,920	T27: \$ 1,560 x 84 - 1,644 / 1,752 / 1,836 x 84 - \$ 2,088
Nil	T28: \$ 1,656 / 1,728 x 84 - \$ 1,896	T28: \$ 1,800 / 1,896 x 84 - \$ 2,064
Pilot Apprentices	T29: \$ 1,200 x 84 - 1,620 / 1,656 / 1,728 x 84 - \$ 1,896	T29: \$ 1,200 x 84 - 1,620/ 1,728 / 1,896 x 84 - \$ 2,064
Junior Guards Goods Train Guards Stoker Drivers Leading Seamen Lighthouse Attendant Boathouse Attendant Chargehands Porter Foremen Third Engineers Boatswains District Foremen	T30: \$ 1,536 x 72 - 1,608 / 1,656 / 1,680 x 72 - \$ 1,824	T30: \$ 1,536 x 72 - \$ 1,968
Assistant Guards Assistant Goods Train Guards Vanmen Level Crossing Gatemen Barrier Gatemen Assistant Porter Foremen Seamen, Harbours (Four)	T31: \$ 1,056 x 84 - \$ 1,560	T31: \$ 1,056 x 84 - \$ 1,560 (No Change)

TRANSPORT AND HARBOURS DEPARTMENT
REVISED SUPER SCALES AND INCREMENTAL SCALES

POSTS	PRESENT SALARIES AND SALARY SCALES	PROPOSED SALARIES AND SALARY SCALES
Nil	T32: \$ 1,056 x 72 - \$ 1,560	T32: \$ 1,056 x 72 - \$ 1,560 (No Change)
Messengers	T33: \$ 906 x 48 - 1,098 // x 48 - \$ 1,338	T33: \$ 906 x 48 - 1,098 // x 48 - \$ 1,338 (No Change)
Marine Apprentices	T34: \$ 726 x 126 - 978 / \$ 1,338	T34: \$ 726 x 126 - 978 / \$ 1,338 (No Change)
Watchmen	T35: \$ 906 x 48 - \$ 1,098	T35: \$ 906 x 48 - \$ 1,098 (No Change)

CONVERSION TABLES

A1: \$5280 x 240 - \$7920

Proposed Scale \$5280 - \$7920	\$5280	5520	5760	6000	6240	6480	6720	6960	7200	7440	7680	7920
Present Scale \$4560 - \$6960	\$4560	4800	5040	5280	5520	5760	6000	6240	6480	6720	6960	
A4: \$4560 - \$5760	\$4560	4800	5040	5280	5520	5760						

A2: \$5280 x 240 - \$7680

Proposed Scale \$5280 - \$7680	\$5280	5520	5760	6000	6240	6480	6720	6960	7200	7440	7680
Present Scale \$4560 - \$6720	\$4560	4800	5040	5280	5520	5760	6000	6240	6480	6720	
A4: \$4560 - \$5760	\$4560	4800	5040	5280	5520	5760					

A3: \$4560 x 144 - 5424//5760 x 240 - \$7680

Proposed Scale \$4560 - \$7680	\$4560	4704	4848	4992	5136	5280	5424	5760	6000	6240	6480	6720	6960	7200	7440	7680
Present Scale \$3696 - \$6720	\$3696	3984	4128	4272	4416	4560	4800	5040	5280	5520	5760	6000	6240	6480	6720	
	3840															
A3a: \$3048 - \$6720	\$3048	3984	4128	4272	4416	4560	4800	5040	5280	5520	5760	6000	6240	6480	6720	
	3840															
A5: \$3696 - \$5760	\$3696	3984	4128	4272	4416	4560	4800	5040	5280	5520	5760					
	3840															
A6: \$3048 - \$5760	\$3048	3984	4128	4272	4416	4560	4800	5040	5280	5520	5760					
	3840															
A7: \$3696 - \$4560	\$3696	3984	4128	4272	4416	4560										
	3840															
A8: \$3408 - \$4560	\$3408	3984	4128	4272	4416	4560										
	3840															

\$5520 x 240 - \$6480

Proposed Scale \$5520 - \$6480	\$5520	5760	6000	6240	6480
Present Scale \$5040 - \$6000	\$5040	5280	5520	5760	6000

CONVERSION TABLESA4: \$5040 x 240 - \$6240

Proposed Scale \$5040 - \$6240	\$5040	5280	5520	5760	6000	6240
Present Scale \$4560 - \$5760	\$4560	4800	5040	5280	5520	5760
A5: \$3696 - \$5760	<u>\$3696</u>	4800	5040	5280	5520	5760
	4560					
A7: \$3696 - \$4560	<u>\$3696</u>					
	4560					
A8: \$3408 - \$4560	<u>\$3408</u>					
	4560					

A5: \$3984 x 144 - 4848//5280 x 240 - \$6240

Proposed Scale \$3984 - \$6240	\$3984	4128	4272	4416	4560	4704	4848	5280	5520	5760	6000	6240
Present Scale \$3696 - \$5760	\$3696	3840	3984	4128	4272	4416	4560	4800	5040	5280	5520	5760
A7: \$3696 - \$4560	\$3696	3840	3984	4128	4272	4416	4560					

A6: \$3288 x 120 - 3648//3840 x 144 - 4128// x 144 - \$4848//5280 x 240 - \$6240

Proposed Scale \$3288 - \$6240	\$3288	3408	3528	3648	3840	3984	4128	4272	4416	4560	4704	4848	5280	5520	5760	6000	6240
Present Scale \$3048 - \$5760	\$3048	3168	3288	3408	3552	3696	3840	3984	4128	4272	4416	4560	4800	5040	5280	5520	5760

\$3240//3408 x 144 - 4272// x 144 - 5040 x 240 - \$5520

Proposed Scale \$3240 - \$5520	\$3240	3408	3552	3696	3840	3984	4128	4272	4416	4560	4800	5040	5280	5520
Present Scale \$3000 - \$5040	\$3000	3120	3264	3408	3552	3696	3840	3984	4128	4272	4416	4560	4800	5040

\$4440 x 120 - \$5280

Proposed Scale \$4440 - \$5280	\$4440	4560	4680	4800	4920	5040	5160	5280
Present Scale \$4200 - \$5040	\$4200	4320	4440	4560	4680	4800	4920	5040

CONVERSION TABLESA7: \$3984 x 144 - \$4848

Proposed Scale \$3984 - \$4848	\$3984	4128	4272	4416	4560	4704	4848
Present Scale \$3696 - \$4560	\$3696	3840	3984	4128	4272	4416	4560
A9a: \$3120 - \$3984	<u>\$3120</u>	3840	3984				
	3696						
A12: \$3048 - \$3840	<u>\$3048</u>	3840					
	3696						

A8: \$3696 x 144 - 4128// x 144 - \$4848

Proposed Scale \$3696 - \$4848	\$3696	3840	3984	4128	4272	4416	4560	4704	4848
Present Scale \$3408 - \$4560	\$3408	3552	3696	3840	3984	4128	4272	4416	4560

A9: \$3408 x 144 - 4272// x 144 - \$4848

Proposed Scale \$3408 - \$4848	\$3408	3552	3696	3840	3984	4128	4272	4416	4560	4704	4848
Present Scale \$3120 - \$4560	\$3120	3264	3408	3552	3696	3840	3984	4128	4272	4416	4560
A9a: \$3120 - \$3984	\$3120	3264	3408	3552	3696	3840	3984				
A11: \$4008 - \$4512	\$						4008	4176	4344	-	4512
A12a: \$3000 - \$3720	<u>\$3000</u>	3288	3432	3576	3720						
	3144										

A9a: \$3408 x 144 - \$4272

Proposed Scale \$3408 - \$4272	\$3408	3552	3696	3840	3984	4128	4272
Present Scale \$3120 - \$3984	\$3120	3264	3408	3552	3696	3840	3984

A10: \$2640 x 120 - 3360//3552 x 144 - \$4560// x 240 - \$4848

Proposed Scale \$2640 - \$4848	\$2640	2760	2880	3000	3120	3240	3360	3552	3696	3840	3984	4128	4272	4416	4560	4704	4848
Present Scale \$2400 - \$4560	\$2400	2520	2640	2760	2880	3000	3120	3264	3408	3552	3696	3840	3984	4128	4272	4416	4560

CONVERSION TABLESAll: \$4344 x 168 - \$4848

Proposed Scale \$4344 - \$4848	\$4344	4512	4680	4848
Present Scale \$4008 - \$4512	\$4008	4176	4344	4512

\$3120 x 120 - 3960// x 120 - \$4800

Proposed Scale \$3120 - \$4800	\$3120	3240	3360	3480	3600	3720	3840	3960	4080	4200	4320	4440	4560	4680	4800
Present Scale \$2880 - \$4560	\$2880	3000	3120	3240	3360	3480	3600	3720	3840	3960	4080	4200	4320	4440	4560

A12: \$3288 x 120 - 3648//3840 x 144 - \$4128

Proposed Scale \$3288 - \$4128	\$3288	3408	3528	3648	3840	3984	4128
Present Scale \$3048 - \$3840	\$3048	3168	3288	3408	3552	3696	3840
A14: \$2400 - \$3192	<u>\$2400</u>	3192					
	3060						

A12a: \$3288 x 144 - \$4008

Proposed Scale \$3288 - \$4008	\$3288	3432	3576	3720	3864	4008
Present Scale \$3000 - \$3720	\$3000	3144	3288	3432	3576	3720

A13: \$2028 x 132 - 3216//3384 x 144 - \$4128

Proposed Scale \$2028 - \$4128	\$2028	2160	2292	2424	2556	2688	2820	2952	3084	3216	3384	3528	3672	3816	3960	4104	4128
Present Scale \$1764 - \$3840	\$1764	1896	2028	2160	2292	2424	2556	2688	2820	2952	3096	3240	3384	3528	3672	3816	3840

A13a: \$2664 x 132 - 3456//3624 x 144 - \$4128

Proposed Scale \$2664 - \$4128	\$2664	2796	2928	3060	3192	3324	3456	3624	3768	3912	4056	4128
Present Scale \$2400 - \$3840	\$2400	2532	2664	2796	2928	3060	3192	3336	3480	3624	3768	3840
A14b: \$2640 - \$3300	\$		2640	2772	2904	3036	3168	3300				

CONVERSION TABLESA14: \$2664 x 132 - \$3456

Proposed Scale \$2664 - \$3456	\$2664	2796	2928	3060	3192	3324	3456
Present Scale \$2400 - \$3192	\$2400	2532	2664	2796	2928	3060	3192
A18: \$ 912 - \$2292	<u>\$ 912</u>						
	2292						
B6: \$1680 - \$1896	<u>\$1680</u>						
	1896						

A14a: \$3048 x 144 - \$3768

Proposed Scale \$3048 - \$3768	\$3048	3192	3336	3480	3624	3768
Present Scale \$2760 - \$3480	\$2760	2904	3048	3192	3336	3480

A14b: \$2904 x 132 - \$3564

Proposed Scale \$2904 - \$3564	\$2904	3036	3168	3300	3432	3564
Present Scale \$2640 - \$3300	\$2640	2772	2904	3036	3168	3300

A15: \$2028 x 132 - \$3216

Proposed Scale \$2028 - \$3216	\$2028	2160	2292	2424	2556	2688	2820	2952	3084	3216
Present Scale \$1764 - \$2952	\$1764	1896	2028	2160	2292	2424	2556	2688	2820	2952
A17: \$1764 - \$2292	\$1764	1896	2028	2160	2292					

A15a: \$2400 x 120 - 2880// x 120 - \$3120

Proposed Scale \$2400 - \$3120	\$2400	2520	2640	2760	2880	3000	3120
Present Scale \$2160 - \$2880	\$2160	2280	2400	2520	2640	2760	2880

CONVERSION TABLESA16: \$1944 x 132 - \$3000

Proposed Scale \$1944 - \$3000	\$1944	2076	2208	2340	2472	2604	2736	2868	3000
Present Scale \$1680 - \$2736	\$1680	1812	1944	2076	2208	2340	2472	2604	2736
A18: \$ 912 - \$2292	<u>\$ 912</u>	1896	2028	2160	2292				
	1764								

A16: (Modified) \$1944 x 132 - \$2904

Proposed Scale \$1944 - \$2904	\$1944	2076	2208	2340	2472	2604	2736	2868	2904
Present Scale \$1680 - \$2640	\$1680	1812	1944	2076	2208	2340	2472	2604	2640

A16a: \$1440 x 120 - 2160// x 120 - \$2760

Proposed Scale \$1440 - \$2760	\$1440	1560	1680	1800	1920	2040	2160	2280	2400	2520	2640	2760
Present Scale \$1200 - \$2520	\$1200	1320	1440	1560	1680	1800	1920	2040	2160	2280	2400	2520
A17a: \$1560 - \$2160	\$			1560	1680	1800	1920	2040	2160			

A16b: \$1200//1440 x 120 - \$2760

Proposed Scale \$1200 - \$2760	\$1200	1440	1560	1680	1800	1920	2040	2160	2280	2400	2520	2640	2760
Present Scale \$ 960 - \$2520	\$ 960	1200	1320	1440	1560	1680	1800	1920	2040	2160	2280	2400	2520

A17: \$2028 x 132 - \$2556

Proposed Scale \$2028 - \$2556	\$2028	2160	2292	2424	2556
Present Scale \$1764 - \$2292	\$1764	1896	2028	2160	2292
B5: \$1440 - \$2064	<u>\$1440</u>	1968	2064		
	1872				

CONVERSION TABLESA18: $\$1152/1392 \times 120 - 1872//2028 \times 132 - \2556

Proposed Scale	$\$1152 - \2556	$\$1152$	1392	1512	1632	1752	1872	2028	2160	2292	2424	2556
Present Scale	$\$ 912 - \2292	$\$ 912$	1152	1272	1392	1512	1632	1764	1896	2028	2160	2292
B4:	$\$1656 - \2064	$\$$					$\frac{1656}{1728}$	$\frac{1800}{1872}$	1968	2064		

A19: $\$1152//1392 \times 120 - \1872

Proposed Scale	$\$1152 - \1872	$\$1152$	1392	1512	1632	1752	1872
Present Scale	$\$ 912 - \1632	$\$ 912$	1152	1272	1392	1512	1632

 $\$1152//1512//\2136

Proposed Scale	$\$1152//1512//\2136	$\$1152$	1512	2136
Present Scale	$\$ 912//1272//\1896	$\$ 912$	1272	1896

B1: $\$2496 \times 72 - \2784

Proposed Scale	$\$2496 - \2784	$\$2496$	2568	2640	2712	2784
Present Scale	$\$2352 - \2640	$\$2352$	2424	2496	2568	2640

B2: $\$1728//1824 \times 72 - \2472

Proposed Scale	$\$1728 - \2472	$\$1728$	1824	1896	1968	2040	2112	2184	2256	2328	2400	2472
Present Scale	$\$1584 - \2328	$\$1584$	1680	1752	1824	1896	1968	2040	2112	2184	2256	2328
B8a:	$\$1584 - \1872	<u>$\\$1584$</u>	1680	-	1776	1872						
		1656										

B3: $\$2184 \times 96 - \2472

Proposed Scale	$\$2184 - \2472	$\$2184$	2280	2376	2472
Present Scale	$\$1992 - \2280	$\$1992$	2088	2184	2280
B5:	$\$1440 - \2064	<u>$\\$1440$</u>	2064		
		1968			

CONVERSION TABLESB4: \$1728/1872 x 72 - 2016/2160 x 96 - \$2256

Proposed Scale \$1728 - \$2256	\$1728	1872	1944	2016	2160	2256
Present Scale \$1656 - \$2064	\$1656	1728	1800	1872	1968	2064
B10: \$1200 - \$1656	<u>\$1200</u>					
	1656					

B4a: \$1584 x 72 - 1656//1872 x 72 - 2016/2160 x 96 - \$2256

Proposed Scale \$1584 - \$2256	\$1584	1656	1872	1944	2016	2160	2256
Present Scale \$1584 - \$2064	\$1584	1656	1728	1800	1872	1968	2064

B5: \$1440 x 72 - 1656//1872 x 72 - 2016/2160 x 96 - \$2256

Proposed Scale \$1440 - \$2256	\$1440	1512	1584	1656	1872	1944	2016	2160	2256
Present Scale \$1440 - \$2064	\$1440	1512	1584	1656	1728	1800	1872	1968	2064
B10: \$1200 - \$1656	<u>\$1200</u>	1488	<u>1536</u>	1656					
	1440		1584						

B6: \$1824 x 72 - \$2040

Proposed Scale \$1824 - \$2040	\$1824	1896	1968	2040
Present Scale \$1680 - \$1896	\$1680	1752	1824	1896
B10: \$1200 - \$1656	<u>\$1200</u>			
	1656			

B7: \$1056//1200 x 48 - 1440// x 72 - \$1728//1872//1968

Proposed Scale \$1056 - \$1968	\$1056	1200	1248	1296	1344	1392	1440	1512	1584	1656	1728	1872	1968
Present Scale \$1056 - \$1776	\$1056	1200	1248	1296	1344	1392	1440	1512	1584	-	1656	1680	1776

CONVERSION TABLESB7a: \$1800 x 72 - \$1920

Proposed Scale	\$1800 - \$1920	\$1800	1872	1920
Present Scale	\$1656 - \$1776	\$1656	1728	1776

B8: \$1584 x 72 - \$1728

Proposed Scale	\$1584 - \$1728	\$1584	1656	1728
Present Scale	\$1584 - \$1656	\$1584	-	1656

B8a: \$1584 x 72 - 1872 x 96 - \$2064

Proposed Scale	\$1584 - \$2064	\$1584	1656	1728	1872	1968	2064
Present Scale	\$1584 - \$1872	\$1584	-	1656	1680	1776	1872

B9: \$1440 x 72 - \$1728

Proposed Scale	\$1440 - \$1728	\$1440	1512	1584	1656	1728
Present Scale	\$1440 - \$1656	\$1440	1512	1584	-	1656

B10: \$1200 x 48 - 1584// x 72 - \$1728

Proposed Scale	\$1200 - \$1728	\$1200	1248	1296	1344	1392	1440	1488	1536	1584	1656	1728
Present Scale	\$1200 - \$1656	\$1200	1248	1296	1344	1392	1440	1488	1536	1584	-	1656

(New Scale): \$1056 x 60 - 1356// x 60 - 1656 x 72 - \$1800

Proposed Scale	\$1056 - \$1800	\$1056	1116	1176	1236	1296	1356	1416	1476	1536	1596	1656	1728	1800
Present Scale		\$1056	1116	1176	1236	1296	1356	1416	1476	1536	1596	1656		
C1: \$1056 - \$1656		\$1056	1116	1176	1236	1296	1356	1416	1476	1536	1596	1656		

UNIFORMED DISCIPLINED SERVICES(New Scale): P1: \$3696 x 144 - 4560// x 240 - \$4800

Proposed Scale (New)									
\$3696 - \$4800	\$3696	3840	3984	4128	4272	4416	4560	4800	
Present Scale A9:									
\$3120 - \$4560	<u>\$3120</u>	3552	3696	3840	3984	4128	4272	<u>4416</u>	
	3408							4560	
A12: \$3048 - \$3840	<u>\$3048</u>	3552	3696	3840					
	3408								

(New Scale): P2: \$3696 x 144 - \$4560

Proposed Scale (New)								
\$3696 - \$4560	\$3696	3840	3984	4128	4272	4416	4560	
Present Scale A12:								
\$3048 - \$3840	<u>\$3048</u>	3552	3696	3840				
	3408							

(New Scale): P3: \$3720

Proposed Scale (New)	
\$3720 (Fixed)	\$3720
Present Scale \$3408 (Fixed)	\$3408

(New Scale): P4: \$3216

Proposed Scale (New)	
\$3216 (Fixed)	\$3216
Present Scale \$2640 (Fixed)	\$2640

UNIFORMED DISCIPLINED SERVICES(New Scale): P5: \$3060 x 120 - \$3540

Proposed Scale (New)					
\$3060 - \$3540	\$3060	3180	3300	3420	3540
Present Scale A14:					
\$2400 - \$3192	<u>\$2400</u>	2928	3060	3192	
	2796				
A14: (Modified):					
\$2796 - \$3192	\$2796	2928	3060	3192	
B3: \$1992 - \$2280	<u>\$1992</u>				
	2280				
B6: \$1680 - \$1896	<u>\$1680</u>				
	1896				

(New Scale): P6: \$2772 x 96 - \$3060

Proposed Scale (New)				
\$2772 - \$3060	\$2772	2868	2964	3060
Present Scale A16:				
\$1680 - \$2736	<u>\$1680</u>	2472	2604	2736
	2340			
B3: \$1992 - \$2280	<u>\$1992</u>			
	2280			
B6: \$1680 - \$1896	<u>\$1680</u>			
	1896			
B7: \$1056 - \$1776	<u>\$1056</u>			
	1776			
B9: \$1440 - \$1656	<u>\$1440</u>			
	1656			

UNIFORMED DISCIPLINED SERVICES

Proposed Scale (New) (New Scale): P7: \$2400 x 72 - \$2616
 \$2400 - \$2616 \$2400 2472 2544 2616

Present Scale
 B6: \$1680 - \$1896 \$1680
 1896
 B7: \$1056 - \$1776 \$1056
 1776
 B9: \$1440 - \$1656 \$1440
 1656

(New Scale): P8: \$1152//1392 x 120 - 1872//2004 x 132 - 2268//2400//2532

Proposed Scale (New)
 \$1152 - \$2532 \$1152 1392 1512 1632 1752 1872 2004 2136 2268 2400 2532

Present Scale A18:
 \$ 912 - \$2292 \$ 912 1152 1272 1392 1512 1632 1764 1896 2028 2160 2292
 B7: \$1056 - \$1776 \$1056 1200 1296 1392 1440 1656 1776
 1248 1344 1512 1680
 1584

PRIMARY SCHOOL TEACHERS

\$1416 x 84 - 2088// x 84 - 2340//2532 x 120 - \$3012

Proposed Scale \$1416 - \$3012 \$1416 1500 1584 1668 1752 1836 1920 2004 2088 2172 2256 2340 2532 2652 2772 2892 3012
Present Scale \$1248 - \$2772 \$1248 1332 1416 1500 1584 1668 1752 1836 1920 2004 2088 2172 2292 2412 2532 2652 2772

\$864 x 48 - 1248 x 72 - \$1392

Proposed Scale \$ 864 - \$1392 \$ 864 912 960 1008 1056 1104 1152 1200 1248 1320 1392
Present Scale \$ 720 - \$1248 \$ 720 768 816 864 912 960 1008 1056 1104 1176 1248

TRANSPORT AND HARBOURS DEPARTMENTT8: \$4560 x 144 - 5424//5760 x 240 - \$7680

Proposed Scale \$4560 - \$7680	\$4560	4704	4848	4992	5136	5280	5424	5760	6000	6240	6480	6720	6960	7200	7440	7680
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Present Scale \$3696 - \$6720	<u>\$3696</u> 3840	3984	4128	4272	4416	4560	4800	5040	5280	5520	5760	6000	6240	6480	6720	
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\$5520 x 240 - \$6480

Proposed Scale \$5520 - \$6480	\$5520	5760	6000	6240	6480											
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Present Scale \$5040 - \$6000	\$5040	5280	5520	5760	6000											
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T9: \$5040 x 240 - \$6240

Proposed Scale \$5040 - \$6240	\$5040	5280	5520	5760	6000	6240										
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Present Scale \$4560 - \$5760	\$4560	4800	5040	5280	5520	5760										
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T10: \$3984 x 144 - 4848//5280 x 240 - \$6240

Proposed Scale \$3984 - \$6240	\$3984	4128	4272	4416	4560	4704	4848	5280	5520	5760	6000	6240				
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Present Scale \$3696 - \$5760	\$3696	3840	3984	4128	4272	4416	4560	4800	5040	5280	5520	5760				
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T11: \$4560 x 180 - 5280// x 240 - 5760// x 240 - \$6720

Proposed Scale \$4560 - \$6720	\$4560	4740	4920	5100	5280	5520	5760	6000	6240	6480	6720					
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Present Scale \$3696 - \$4800	\$3696	3852	4008	4164	4320	4560	4800									
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T12: \$3984 x 144 - \$4848

Proposed Scale \$3984 - \$4848	\$3984	4128	4272	4416	4560	4704	4848									
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Present Scale \$3696 - \$4560	\$3696	3840	3984	4128	4272	4416	4560									
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TRANSPORT AND HARBOURS DEPARTMENTT13: ~~\$3240~~//3408 x 144 - 4272// x 144 - 5040 x 240 - ~~\$5520~~

Proposed Scale \$3240 - \$5520	\$3240	3408	3552	3696	3840	3984	4128	4272	4416	4560	4800	5040	5280	5520
Present Scale \$3000 - \$5040	\$3000	3120	3264	3408	3552	3696	3840	3984	4128	4272	4416	4560	4800	5040

T14: ~~\$3840~~ x 144 - ~~\$4560~~

Proposed Scale \$3840 - \$4560	\$3840	3984	4128	4272	4416	4560
Present Scale \$3552 - \$4272	\$3552	3696	3840	3984	4128	4272

T15: ~~\$3840~~ x 144 - ~~\$4272~~

Proposed Scale \$3840 - \$4272	\$3840	3984	4128	4272
Present Scale \$3552 - \$3984	\$3552	3696	3840	3984

T16: ~~\$3384~~ x 120 - 3624// x 168 - ~~\$3888~~

Proposed Scale \$3384 - \$3888	\$3384	3504	3624	3792	3888
Present Scale \$3144 - \$3552	\$3144	3264	3384	-	3552

T17: ~~\$3144~~ x 120 - ~~\$3624~~

Proposed Scale \$3144 - \$3624	\$3144	3264	3384	3504	3624
Present Scale \$2904 - \$3384	\$2904	3024	3144	3264	3384

T18: ~~\$2808~~ x 144 - 3528// x 144 - ~~\$3672~~

Proposed Scale \$2808 - \$3672	\$2808	2952	3096	3240	3384	3528	3672
Present Scale \$2520 - \$3384	\$2520	2664	2808	2952	3096	3240	3384

TRANSPORT AND HARBOURS DEPARTMENTT19: \$2808 x 144 - \$3528

Proposed Scale	\$2808 - \$3528	\$2808	2952	3096	3240	3384	3528			
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Present Scale	\$2520 - \$3240	\$2520	2664	2808	2952	3096	3240			
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T19A: \$2664 x 132 - \$3456

Proposed Scale	\$2664 - \$3456	\$2664	2796	2928	3060	3192	3324	3456		
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Present Scale	\$2400 - \$3192	\$2400	2552	2664	2796	2928	3060	3192		
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T20: \$2088 x 84 - 2424//2568 x 144 - \$3144

Proposed Scale	\$2088 - \$3144	\$2088	2172	2256	2340	2424	2568	2712	2856	3000	3144
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Present Scale	\$1920 - \$2856	\$1920	2004	2088	2172	2256	2340	2424	2568	2712	2856
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T20: (Modified): \$2088 x 84 - 2424// x 144 - \$2712

Proposed Scale	\$2088 - \$2712	\$2088	2172	2256	2340	2424	2568	2712		
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Present Scale	\$1920 - \$2424	\$1920	2004	2088	2172	2256	2340	2424		
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T21: \$2712 x 120 - \$3072

Proposed Scale	\$2712 - \$3072	\$2712	2832	2952	3072					
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Present Scale	\$2472 - \$2832	\$2472	2592	2712	2832					
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T21: (Modified): \$2712 x 120 - \$2952

Proposed Scale	\$2712 - \$2952	\$2712	2832	2952						
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Present Scale	\$2472 - \$2712	\$2472	2592	2712						
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TRANSPORT AND HARBOURS DEPARTMENTT23: \$2304 x 96 - 2592//2760 x 120 - \$3000

Proposed Scale \$2304 - \$3000 \$2304 2400 2496 2592 2760 2880 3000

Present Scale \$2112 - \$2760 \$2112 2208 2304 2400 2520 2640 2760

T24: \$2112 x 96 - \$2592

Proposed Scale \$2112 - \$2592 \$2112 2208 2304 2400 2496 2592

Present Scale \$1920 - \$2400 \$1920 2016 2112 2208 2304 2400

T25: \$1560 x 84 - 1728//1836 x 84 - 2088//2208 x 96 - \$2592

Proposed Scale \$1560 - \$2592 \$1560 1644 1728 1836 1920 2004 2088 2208 2304 2400 2496 2592

Present Scale \$1560 - \$2400 \$1560 1644 1656 1668 1752 1836 1920 2016 2112 2208 2304 2400

T26: \$1056 x 72 - 1488// x 84 - 1656/1848 x 84 - 2100//2256 x 108 - \$2580

Proposed Scale \$1056 - \$2580 \$1056 1128 1200 1272 1344 1416 1488 1572 1656 1848 1932 2016 2100 2256 2364 2472 2580

Present Scale \$1056 - \$2364 \$1056 1128 1200 1272 1344 1416 1488 1572 1656 1680 1764 1848 1932 2040 2148 2256 2364

T27: \$1560 x 84 - 1644/1752/1836 x 84 - \$2088

Proposed Scale \$1560 - \$2088 \$1560 1644 1752 1836 1920 2004 2088

Present Scale \$1560 - \$1920 \$1560 1644 1656 1668 1752 1836 1920

T28: \$1800/1896 x 84 - \$2064

Proposed Scale \$1800 - \$2064 \$1800 1896 1980 2064

Present Scale \$1656 - \$1896 \$1656 1728 1812 1896

TRANSPORT AND HARBOURS DEPARTMENTT29: \$1200 x 84 - 1620/1728/1896 x 84 - \$2064

Proposed Scale \$1200 - \$2064	\$1200	1284	1368	1452	1536	1620	1728	1896	1980	2064
Present Scale \$1200 - \$1896	\$1200	1284	1368	1452	1536	1620	1656	1728	1812	1896

T30: \$1536 x 72 - \$1968

Proposed Scale \$1536 - \$1968	\$1536	1608	1680	1752	1824	1896	1968
Present Scale \$1536 - \$1824	\$1536	1608	1656	-	1680	1752	1824

LIST OF MEMORANDA RECEIVED

Director of Agriculture
Director of Audit
Acting Accountant General
Comptroller of Customs & Excise
Commissioner of Co-operative Development
Acting Commissioner of Labour
Acting Commissioner of Lands & Mines
Director of Geological Survey
Commissioner of the Interior
Headmistress, Bishops' High School
Director of Drainage & Irrigation
Chief Fire Officer
Commissioner of Local Government
Permanent Secretary, Ministry of Labour, Health and Housing
Director of Education
Permanent Secretary, Ministry of Communications and Works
Headmaster, Essequibo Boys' School
Chief Probation Officer
Commissioner of Police
Officer Commanding the British Guiana Volunteer Force
Secretary, Poor Law Commissioners and Superintendent, The Palms
Director of Prisons
Director of Posts & Telecommunications
Acting Registrar General
Government Analyst
Secretary, Public Service Commission
Commissioner of Inland Revenue
Chief Information Officer
Attorney General
Registrar of Deeds and Supreme Court
Magistrates
Acting Government Statistician
Controller of Government Printing and Stationery
Acting Principal, Technical Institute
Principal, Queen's College
Conservator of Forests
Acting Director of Public Works
Licence Revenue Officer
Acting Clerk of the Legislature
General Manager, Transport & Harbours Department
Their Lordships, The Puisne Judges
Matron and Principal Sister Tutor, Georgetown Hospital
Ear, Nose and Throat Surgeon, Georgetown Hospital
Radiographers, Georgetown Hospital
Principal Sister Tutor, Georgetown Hospital
Matron, Mental Hospital
Subordinate Employees, Bacteriological Department, Georgetown Hospital.
Head Attendants, Mahaica Hospital
Central Committee of the Police Federation
British Guiana Civil Service Association
Professional and Administrative Officers' Association
Federation of Unions of Government Employees
British Guiana Teachers' Association
British Guiana Postmasters' Union
Senior Prison Officers' Association
Subordinate Prison Officers' Association

LIST OF MEMORANDA RECEIVED

British Guiana Branch of the British Medical Association
British Guiana Labour Union (representing Field Workers at Atkinson Field)
British Guiana Land Surveyors' Association
Pilots Association of British Guiana
British Guiana Regional Branch, Society of Medical Technologists (W.I.)
Specialists and Medical Officers, Georgetown Hospital
Government Dental Officers
Engineers, Public Works, Drainage & Irrigation, Post Office - Telecommuni-
cations & Transport & Harbours Departments
Public Works, Pure Water Supply & Sea Defence Workers' Union
Lecturers, Government Technical Institute
Government Veterinary Surgeons
Chairman, Board of Governors, Government Technical Institute
Staff Association, Bishops' High School
British Guiana Society of Architects
Association of Masters & Mistresses in Government Recognised Secondary
Schools
Staff Association, Department of Agriculture

LIST OF INTERVIEWS

Director of Audit
 Director of Geological Surveys
 Director of Posts & Telecommunications
 Director of Agriculture
 Director of Drainage & Irrigation
 Chief Fire Officer
 Comptroller of Customs & Excise
 Acting Commissioner of Lands & Mines
 Director of Prisons
 Commissioner for Co-operative Development
 Commissioner of the Interior
 Permanent Secretary, Ministry of Communications & Works
 Acting Accountant General
 Chief Probation Officer
 Permanent Secretary, Ministry of Labour, Health & Housing
 Government Analyst
 Acting Registrar General
 Acting Commissioner of Labour
 Secretary, Public Service Commission
 Conservator of Forests
 Acting Principal, Technical Institute
 Attorney General
 Acting Director of Public Works
 Acting Government Statistician
 Secretary, Poor Law Commissioners & Superintendent, The Palms
 Chief Information Officer
 Commissioner of Inland Revenue
 Director and Deputy Director of Education
 Officer Commanding & Staff Officer, Volunteer Force
 Commissioner of Police
 General Manager, Transport & Harbours Department
 Commissioner & Deputy Commissioner, Local Government Department
 Acting Clerk of the Legislature
 Representatives of the Senior Prison Officers' Association
 Representatives of the Subordinate Prison Officers' Association
 Representatives of the Professional & Administrative Officers' Association
 Representatives of the British Guiana Postmasters' Union
 Representatives of the Pilots Association of British Guiana
 Representatives of the Central Committee of the Police Federation
 Representatives of the British Guiana Land Surveyors' Association
 Representatives of the British Guiana Civil Service Association
 Representatives of the British Guiana Teachers' Association
 Specialists & Medical Officers, Georgetown Hospital
 Representatives of the Federation of Unions of Government Employees
 Representatives of the British Guiana Labour Union