

**THE IMPACT OF WASCOM
RECOMMENDATIONS ON THE PAY POLICY
AND PAY LEVELS IN THE NAMIBIAN
PUBLIC SERVICE**

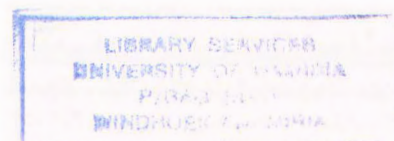
**A RESEARCH PAPER SUBMITTED IN PARTIAL FULFILMENT
OF THE REQUIREMENTS FOR THE DEGREE OF
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ABSTRACT

The Wage and Salary Commission (WASCOM) was established on 18 January 1995 to undertake a fundamental review of public service pay. Before the establishment of the Wage and Salary Commission, the public service pay structure was seen to be overly complex and opaque. It was based on occupational differentiations, characterized by different allowances for each occupational group. Generally, the pay structure was also too low and therefore caused discontent to most public servants.

WASCOM therefore recommended new pay policy and pay structure. However, five years after implementation, the new pay policy and pay structure has drawn criticisms, especially from Trade Union Representatives and Human Resource Practitioners. The new pay policy and structures established by WASCOM, failed to realize that it is the people, and not jobs, which create value; that multi-skilled, multi-functional work teams are key to success. Non-existence of a proper and scientific job evaluation and grading system and the failure of WASCOM to clearly pronounce itself on functional ability of both semi-skilled and skilled personnel on the lower levels, are some of the reasons that constitute a problem, which prompted this study.

In undertaking this study, interviews, questionnaires and documentary research were used to collect data. Interviews were conducted with Personnel Officers, Trade Union

Representatives, the Secretariat and members of the Public Service Commission as well as the Department of Public Service Management in the Office of the Prime Minister. Furthermore, questionnaires were sent to all personnel officers in Government Offices, Ministries and Agencies to solicit their views on the issue. Documentary research included accessing the WASCOM Report and some minutes of Personnel Officers' monthly meetings. In order to have a cross-cultural outlook of Namibian's public service pay policy and structure, private sector service providers e.g. Banks were used as case studies.

The findings of this study demonstrate that different skills are needed for employees to perform either as semi-skilled or skilled personnel. The study argues that designing grades and pay structures should reflect the principle of thorough job evaluation on which the grading is based. , The study recommends how best to address the current anomalies within the pay policy and pay structure as recommended by WASCOM based on the findings.

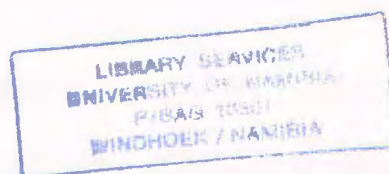


TABLE OF CONTENTS

	Page
Abstract	i
Table of Content	iii
Acknowledgement	vi
Dedication	viii
Declarations	ix
Acronyms	x
Definitions	xi
List of Tables	xii
CHAPTER 1: INTRODUCTION	1
1. BACKGROUND	1
2. STATEMENT OF THE PROBLEM	9
3. RESEARCH QUESTION	9
4. JUSTIFICATION OF THE RESEARCH	10
5. RESEARCH METHODOLOGY	12
6. SOURCES AND DATA	12
7. LIMITATIONS OF THE STUDY	13
8. CHAPTER PLAN	13

CHAPTER 2: CONCEPTUAL AND THEORETICAL FRAMEWORK	15
2. INTRODUCTION	15
2.1 Public Service Reform (PSR)	15
2.2 Payment and Employment Reform in the Public Service	19
2.3 Government as an Employer of Choice	23
2.4 Challenges	29
2.5 Pay Reform in Namibia	31
CHAPTER 3: OVERVIEW OF THE IMPLEMENTATION OF THE PAY POLICY AND PAY LEVELS	41
3. INTRODUCTION	41
3.1 Principles of the Pay Policy	42
3.2 Objectives of the Pay Policy	42
CHAPTER 4: PRESENTATION AND ANALYSIS OF DATA	44
4. INTRODUCTION	44
4.1 Implementation modalities and learnings	44
4.2 Difficulties experienced with the translation measures and the handling of appeals	47
4.3 The problems and challenges of the UGS in perspective	49
4.4 Views from Interviews with Personnel Officers	53

CHAPTER 5: CONCLUSION AND RECOMMENDATIONS	56
5. INTRODUCTION	56
5.1 Conclusion	56
5.2 Recommendations	57
BIBLIOGRAPHY	61
ANNEXURE 1	66
ANNEXURE 2	98

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Last but not least, to Linda Olivier, who has given me much assistance in organizing the typing of this thesis I thank her for her commitment and kindness for typing and retyping the script up to the current shape.

DEDICATION

To my unborn grandchildren who I cannot wait to meet.

DECLARATIONS

I hereby declare that the work in this thesis is “the Impact of the Recommendation of WASCOM on Pay Policy and Pay Levels” is my own independent work except where stated otherwise in the acknowledgement.

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Ingenesia Murangi

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Date

ACRONYMS

ECU	Efficiency and Charter Unit
GRN	Government of the Republic of Namibia
HRIMS	Human Resource Information and Management Systems
MTEF	Medium Term Expenditure Framework
O/M/A	Offices/Ministries/Agencies
OECD	Organization for Economic Cooperation and Development
OPM	Office of the Prime Minister
PAM	Personnel Administrative Measures
PEMP	Performance and Effectiveness Management Programme
PSR	Public Service Reform
SSA	Sub Saharan Africa
UGS	Unified grading structure
WASCOM	Wage and Salary Commission
WB	World Bank

DEFINITIONS

For the purpose of understanding this research paper the following concepts have been defined:

Government is defined broadly to include all levels of civilian government, the army, and police force, health and education sector employees.

The Public service, according to the Public Service Act, Act 13, of 1995, “shall consist of all such persons as may be employed permanently or temporarily on a full time or part-time basis or under special contract or under any contract of employment in posts on the establishment or additional to the establishment”. This Public Service Act of 1995 does not mention what the civil service entails in the Namibian context.

Civil service, according to the United Nations (1985) is defined as “an institution, which carries out government business and directly affects the quality of governance and management of national affairs”. Robinson (1990:7) referred to civil service as employees of central government engaged in the central administration of state or non-commercial activities.

Public Sector is defined to include those employees on the staff establishment of the Ministries/Offices/Agencies except teachers and the uniformed staff, e.g. Police and National Defense Force. This study concerns itself with the public service and public sector.

LIST OF TABLES

The pie chart:	The total number of staff member in the Public Sector	34
Table 1 :	Referencing UGS to other Job evaluation Systems	36

CHAPTER ONE

INTRODUCTION

1. BACKGROUND

The role of government in the planning and management of national economic and social activities has undergone fundamental reassessment in many countries. In the past, public management has been seen as a matter of designing administrative structures to carry out public programmes. Now the focus has shifted towards the adoption of best practice in efficient human resources and service delivery network management. The process of change in the public sector management has come about in response to a number of factors whose influence is global. Responses to these factors have varied, depending on different circumstances in which each nation finds itself despite the common international pressures.

According to Adamolekun (1999, 159), Public Service Reform in developing countries has been inspired by public administration reform in developed countries all across the five continents. Public service reform is regarded as one of the major international phenomena of the twentieth century

In Namibia, as in other developing countries, political, commercial, social and technological change is constant. All organizations must evolve in order to deal with that reality effectively, whether to compete in the market or to meet the public service

demand. Failure to anticipate and respond productively to change can carry severe penalties for the administration of the country, for enterprises, and for the people of that particular country. These basic facts of modern life obviously are causes of reform programmes in many countries.

At Independence in 1990, eleven separate bureaucracies were unified into one national government. Under Article 141 of the Namibian Constitution, the existing public servants were given a guarantee that they would not be dismissed unfairly. Accommodation of the "old" and the "new" public servants and the creation of new Offices/Ministries/ Agencies (O/M/A), which did not exist before, were some of the contributing factors that caused an enlarged Public Service.

The assumption on which the enlarged size of the public sector is based on, is comparing the situation before Independence, when in 1989 the number of public servants was 46 641 (including teachers police and armed forces) and to 1993 when the figure has risen to 69 883. The argument is presumably based on the notion that colonial staffing levels at independence are used as a yardstick for the "right" public service size. This is the view of World Bank and is based on budget concern. This is crude and normative and ought to be dismissed if it was not for the fact that the World Bank is an important stakeholder in the reform process. The "proper" size of the public sector must not only be viewed from a budgetary concern, but also on political decision about the role of

government, on demands for and coverage of service and on the concept about what “effective and efficient “ government may mean in practice.

The enlarged size of the public service resulted in very high personnel expenditure. Even though a big slice of the government budget goes to personnel expenditure, there was dissatisfaction among the public servants regarding their pay levels. Similarly there was a great concern about the discrepancy between the salaries of the management cadre and the lower levels.

Namibia Public Service Reforms started in 1992 with a rationalization exercise, which was aimed at downsizing the public service and commercializing/outsourcing some of government entities. The aim of these reforms was to create a public service that is small, affordable, transparent, accountable and able to serve the people of Namibia within the resources while providing an environment for increased participation by the private sector and individuals in the economic and social development of the country.

In order to take the above initiative forward, the Prime Minister in January 1995 commissioned the Wage and Salary Commission (WASCOM). Its aim was to look into the pay of the public servants and then establish an appropriate pay policy and structures for the public service. WASCOM also called for reduction in personnel expenditure by 2% every year, as well as a reduction in the size of the civil service in order to create an affordable, well-remunerated and professional public service.

The analysis on the pay policy and pay level in the public service might not be well understood if it is not seen and explained in the context of a holistic approach of looking into the Public/Administrative Sector Reform. There are three main characteristics of public sector reform:

First, the state is expected to perform only those functions that should be at the level of the state and leave the rest to the private sector, voluntary organisation and sub-national governments. One of the functions of the State is to make the environment conducive for private sector development.

Second, efficiency measures are introduced to enhance the performance of public management of Public Enterprises by increasing the autonomy of such entities' managers to run their businesses efficiently. Pay reform which is linked to performance, continuous skill development and skill upgrading, is discussed under this feature.

Third, measures must be put in place for enforcing accountability of Public Enterprise managers to their employers, stakeholders and subordinates in order to be more transparent, open and to encourage citizen participation (Adamolekun 1999: 160).

These three aspects must be harmonized in order to create an environment that is conducive for reform to be effective

It is important to give a brief overview of the three phases of the Namibian public sector pay reform in order to give a perspective on the discussion hereafter. This has been divided into three periods:

Pre-WASCOM period: The pay structure in the Namibian public sector consisted of a horizontal management cadre across the tops, which were divided into six grades and below which were 262 occupational groups. Each group could lobby for a pay increase because of its own “peculiar” circumstances. The situation benefited only one or two occupational groups since Independence, others much less, and the management cadre least of all. The management cadre’s pay was seriously out of line with the rest of Namibia, especially the private sector. The above-mentioned practice was seen as opaque. It was viewed as avoidance of simplicity in the pay structure of government, which led to uncertainties of how pay level has been obtained.

WASCOM – Cabinet accepted WASCOM report on 15 December 1995. The findings of WASCOM were that the public service pay structure at that time was overly complex and opaque. WASCOM therefore recommended that the previous structure be abandoned. In its place recommended a simple and transparent new pay structure.

The new pay structure would supposedly be easily understood and maintained with the following two dimensions:

Vertically it consists of six bands, each which would be divided into two or three distinct grades. Every job in the public sector would be classified according to these. Each band or grade would assign cash value to the jobs falling within it. Although the translation would take a considerable amount of time, it was straightforward. A joint committee was established to review the translation for any possible omission and dissatisfaction. The established committee consisted of a representative from the Ministry concerned and a representative of the staff (a trade union if they so wish). An official from the Office of the Prime Minister chaired the committee.

Horizontally, a pay will be based on the job value. The criteria for moving along the scale could vary according to the nature of the job, but might include considerations like qualifications, experience and personal performance. Therefore the effective operation of the scale would require an effective annual personal performance appraisal by supervisors. The performance appraisal was also to distinguish performers from non-performers and to deal with both accordingly. The idea was to give management a mechanism to deal with non-performers, and if no improvement is observed, to dismiss them. WASCOM recommended a performance appraisal, which started in 1997 and existed for a very short period. It was suspended because of improper management. Currently there is no performance management in the public sector.

The Unified Grading Structure (UGS) was for all public servants except teachers and uniformed forces (e.g. Police and National Defense Force). The administrators in the

Department of Police as well as Ministry of Defense were to fall in the unified grading structure like the rest of the public sector.

The new structure was to be implemented by 1 April 1996. Foreseeing the problems and delays, which were going to be created by the non-computerized personnel systems, the Commission expected the implementation to be completed within six months. Any increase in salary was to be backdated to 1 April 1996.

Post-WASCOM

The problems perceived with the implementation of Wascom recommendations on pay policy and pay structure were numerous and were highlighted by Trade Union representatives. Similarly various Personnel officers in O/M/A presented serious problems at several monthly personnel officers' meetings held under the chairmanship of the office of the Prime Minister. These problems are as follows:

First, with regard to benefits and allowances, WASCOM recommended that all remunerative allowances should be incorporated in the basic salary. These allowances included the service bonus and the privation package.

Second, the recommendation by WASCOM that all reimbursive allowances be paid at a flat rate has been of great concern to Trade Unions. They want public servants to produce proof of spending when returning from a trip for example. Their argument is

that staff utilizes the money for other purposes and neglect what the allowance was meant for.

Third, although many organizations go to elaborated lengths to devise and implement complex job evaluation processes, the final and most important decisions on grading jobs and attaching pay levels and scales to grades are still largely a matter of judgment. Having said that it does not mean that grading must be done haphazardly, but must be based on concrete principles in order to maintain transparency and fairness.

Fourth, one of WASCOM's principle, which is now challenged by Trade Unions, is the non-recognition of previous experience when staff members are recruited from within the public service, whereas if an incumbent is recruited from the private sector his/her previous experience is taken into consideration and the grade is based on that information. This gives this employee a head start compare to the one who is assumed that his/her experiences was considered at the time he/she joined the public sector. In actual terms the experience the public servant might have gained within the public sector, i.e. post recruitment is not regarded.

Finally it is argued by some people that WASCOM recommendations violate the common principle that ensures that work of equal value is rewarded equally, the opposite is also true, i.e. those who perform better must be rewarded accordingly. This is so in the absence of a performance appraisal system. Other related problems

perceived are with regard to service delivery, which is not up to acceptable standards, lack of ethics and value for money regarding service delivery. Some unforeseen challenges, which came unexpectedly, were political pressure to employ more staff which enlarged the public sector more, centralized employment system, non-pay incentives and no automatic annual increase.

2. STATEMENT OF THE PROBLEM

Looking the objectives of the pay policy as recommended by WASCOM, it is clear that any development regarding pay will have a direct effect on the motivation of public servants and eventually on service delivery in the public sector, either negatively or positively. One understands why there is a mixture of the concerns and problems highlighted during meetings, which are related to pay as well as service delivery.

Based on the perceived concerns as mentioned by the Trade Unions, Personnel Officers, affected staff members as well as surveys done, I now examine how the pay policy and pay levels as recommended by WASCOM impacted on the grading of the public servants and their motivation to perform.

3. RESEARCH QUESTION

To what extent have the pay policy and pay levels as recommended by WASCOM been implemented and achieved since 1996? What are the problems related to the implementation as well as mal-implementation thereof?

4. JUSTIFICATION OF THE RESEARCH

According to a World Bank report an examination of the public sector pay in countries around the world reveals that public servants generally are paid less than their private sector equivalents. However, the public-private sector wage differential varies greatly from country to country. Public servants in the OECD countries and some of the high-growth Asian economies such as Singapore and Hong Kong are compensated quite well in relation to similarly qualified private sector counterparts. African and Latin American public sector wage are well below those of their private sector. While public sector wage in industrialized countries have tended to match real increases in the private sector, in developing countries the decline of the public sector wages has been sharp and potentially very troubling.

One wonders how the public sector has managed to retain their employees, in the face of such sharp declines. How can public services attempt to attract and retain the "best and brightest" for their management cadres if wages in the public sector are systematically lower than what could be earned in the private sector?

Certainly, in many developing countries, high unemployment has been an important factor in maintaining the appeal of private sector posts, even at much lower levels. Yet, there are several other factors also at work. Several components of public sector compensation should be taken into account when assessing the adequacy and incentives embedded within a pay system. Public sector has in their pay elements like

contractually rewards, which can be in-kind or monetary, allowances as well as non-contractual rewards in the form job security, prestige, social privileges, trips abroad and training. These are some of the reasons why public servant sticks to their jobs even if the salaries are low.

Over-compensation in the private sector can create excessive pressure for public sector employment and strain government finances. Maintaining effective control over the public sector wage bill must be an ongoing task of governments. As the public sector wage bill can make up a greater portion of total public sector spending, a reduction of the wage bill can be a key macroeconomic and development-planning tool. Freeing up some of these resources can be applied for other functions. For these reasons many countries have embarked on reviews and reductions in the size of their government's employment (World Bank, "Administration and Civil Service Reform").

I have chosen this area on the pay policy and levels and the impact it might have on the on the motivation of the public servants and how it affect their performance, because, after the implementation of the recommendations by WASCOM, there has been remarkable stagnation of salaries. Furthermore deliberations on these issues between GRN and trade unions are going on at intervals, which were not as per the recommendations of WASCOM, which indicates that some inefficiencies or dissatisfaction on the policy exist.

Based on experiences elsewhere, the Namibian private sector and analysis of present situation the study will make policy recommendations.

5. RESEARCH METHODOLOGY

The research methodology has been mainly a comparative study. I looked at the pre- and post WASCOM periods to see if there have been changes in the O/M/As regarding, pay structures and the impact of the change on motivation. Comparatives studies with the private sector pay have also been done. I also analyzed the recommended initiatives in these areas to measure the level of achievement from records in the line ministries.

6. SOURCES AND DATA

Literature

The research draws on relevant published literature and other material about remuneration elsewhere; pay policy and pay structure in the public and private sectors of Namibia in order to compare the achievements of the pay policy objectives as based on the principles established by WSACOM. Payroll data, budget documents, Public Service Commission Reports, Auditor General's Reports, National accounts and the public expenditure review, available at the Ministry of Finance, National Planning Commission, and Office of the Prime Minister were analyzed. Information from minutes of personnel monthly meetings, books, Internet search, research papers on related topics from ISS, UNAM and NEPRU were also used.

Others

Questionnaires were sent to Government officials especially personnel officers and interviews were conducted with Permanent Secretaries were interviewed. In the private sector I had discussions with trade unions leaders, economists and researchers.

7. LIMITATIONS OF THE STUDY

Limitations of this research were the lack of documented information and the lack of time at my disposal for researching such an interesting topic. The availability of material, especially for the comparative study was a problem.

8. CHAPTER PLAN

The study comprises five chapters.

Chapter one provides the introduction and background to the study. This chapter also includes the statement of the problem, the research question and the justification of the study.

Chapter two covers the Literature Review. It discusses the literature related to the topic of the study. It compares trends, approaches, perspectives and problems. Comparative data related to grading structure and functional levels with the private sector is illustrated to support the discussion.

Chapter three looks at the implementation of the pay policy and levels and also describes the methodology used, its strengths and weaknesses. It also discusses why this specific methodology was used as well as instruments and samples used to analyze the data.

Chapter four analyses data and presents findings.

Chapter five provides conclusion and recommendations.

CHAPTER TWO

CONCEPTUAL AND THEORETICAL FRAMEWORK

2. INTRODUCTION

This chapter highlights some of the concepts related to public service reform as well as pay reform. This chapter also underscores the importance of a well-paid public service in order to recruit and retain quality staff as well as keeps them motivated for the provision of quality service delivery.

2.1 PUBLIC SERVICE REFORM (PSR)

The Public Service has emerged as one of the most important institutions of the State. Public servants play a critical role in policy formulation and implementation as well as the management thereof, even though persons in position of political authority take the actual decisions. The public servants are at the forefront of managing one of the most important functions of the state, which is national development. It is also known that public sector institutions are responsible for promoting sustainable and equitable economic growth (Nunberg 1995; Olowu 1999).

Adamolekun (1999) stated that PSR in developing countries has been inspired by public administration reform in developed countries all across the five continents. PSR is regarded as one of the major international phenomena of the 20th century. Public Service as an institution must evolve in order to keep up or deal with constant changes,

which can be political, commercial, technological as well as social. Without the aforementioned, the Public sector will not be able to compete effectively in the market or meet public demands.

It is therefore necessary to note that public service reform is a continuous and incremental exercise that achieves results after a long time. Advanced countries such as New Zealand and Canada demonstrated this process. In the UK, for example, Public Service Reform, which started during the Thatcher Government, has taken almost ten years to be realised (Adamolekun 1999: 159). It is important to note that this is still going on.

Although many countries, especially in Sub-Saharan African (SSA) have embarked upon reform programmes, the impact is still limited. The World Bank, which also orchestrated reforms in most African Public Services, has evaluated this; the impact has been minimal if not negative (Olowu1999: 10). Therefore one tends to agree with Olowu and to question the strategies and the content of public service reforms in SSA, although other scholars blame the ineffectiveness and poor performance on the implementation.

The World Bank (WB) has promoted many of the public service reforms in SSA as part of their structural adjustment programme. Unfortunately the World Bank is mostly preoccupied with purely technical concerns of reducing the size and cost of the African

Civil Service without looking at other factors that are equally important. In the process they fail to tackle the more challenging task of building and sustaining the institutional capacities of African public services within the framework of political, economic, cultural and fiscal changes in the region (ibid).

The failure can be attributed to poorly targeted PSRs and therefore better-designed PSRs are required which will focus on the sustainable enhancement of the capacity of both state and non-state institution. It must be recognized that there is no universal blueprint for reforms. In other words there is no single solution that ensures PSR success. There is, however, a new managerial approach without which success is unlikely.

The multiple roles of public servants regarding policy alluded to in the first part of the introduction, justify the need for the recruitment and maintenance of a core and highly skilled personnel. They must demonstrate competency and commitment to state goals as they operate under the guidance of the public and their representatives.

2.1.1 Major Elements of Public Service Reform

According to Olowu 1999 the elements of PSR vary from one country to another, but the key components remain prominent and consistent. These are divided into core and non-core elements and the activities that can be undertaken. This paper highlights only the core elements.

Organizational Restructuring

◆ *Ministerial reorganization*

Whereby ministries organized themselves for instance do a strategic review to sort out what services are essential to them and what can be done elsewhere (outsource)

◆ *Creating or strengthening of central coordinating organs*

The governments put in place all measures to enable smooth implementation of the reform implementation such as structures, which will facilitate the implementation process of the reform.

◆ *Simplification and flexibility*

In order for the process to be innovative there must be simplicity and flexibility, which help the programme to be adjusted to the circumstances and not a blueprint copy from somewhere.

Personnel management

◆ *Improvement of management of personnel records*

In order to run the business faster and efficiently government put in place information management systems, which enable quick access, such as personnel records, etc.

◆ *Retrenchment*

In order to have a leaner work force the government gets rid of redundant staff, through retrenchment and other means.

Budgetary and financial reform

Streamlining financial matters especially with budgeting, expenditures, etc.

2.2 PAYMENT AND EMPLOYMENT REFORM IN THE PUBLIC SERVICE

Pay Reforms is an important element of PSR and all the above core elements must interlinked and support each other for the reform to be successful. The starting point for the reform will depend on where the particular government is placing its emphasize. For the purpose of this study, which is looking at the pay policy and pay levels, the discussion will be on personnel management and in particular pay reforms as recommended by WASCOM.

Public Service performance is critical to the effectiveness and efficiency of Government service. Since the effects and impact of these services are all pervading to every sector and segment of the nation, both public and private service performance is probably the primary determinant of the nation's socio-economic development. This logical perspective underpins the significance of public service pay reform to national growth and prosperity, and the centrality of the pay reform to the transformation and revitalization of the public service. The reform of public service pay is especially vital

for the rehabilitation of government, particularly in terms of realizing improvements in capacity and the delivery of public goods and services (Lindauer & Nunberg 1994).

Governments have devised various institutional arrangements to ensure that the right number of public servants is hired, at the correct grades and with the right mix of skills for the tasks at hand. This is conventionally referred to as establishment control. Governments have developed public service pay scales that provide a consistent set of rules for matching personnel emoluments to staff grades.

Public Service Pay Policy in Anglophone Africa has gone through several stages of evolution. The World Bank has divided this evolution into different stages according to the years or happenings. The different stages are: *the colonial inheritance* era (1950 to mid 1960), *adjusting to independence* (mid to late 1960), *the development of a national income policy* (late 1960's to early 1970's), *the model breaks down* (mid 1970's to mid 1980's), *response to collapse* (mid 1980's onward). Even though the other stages have moulded where we are now the most important stage to briefly highlight is the last era, i.e. from 1980's onward. As Structural Adjustment programme started to be implemented, both government and donors turned to addressing wage bill and public service problems. Pay began to move along two separate paths, and the policy of government scale uniformity was effectively abandoned. One direction of reform, driven by largely by donors' concern for the execution of their projects, was the ring fencing of critical areas to escape from dysfunctional public sector pay scale. Ring

fencing took multiple forms: salary supplement, enclaving c 6)
 autonomous agencies with pay flexibility and social funds. The
 systemic public service reform, initially focusing on wage bill and removal of
 ghost workers and recruitment freezes, then broadening to functional reviews, including
 privatization, severance programmes, strengthening of management systems and
 incorporating benefits into pay.

During this period there was partial reversal of the decline in real pay and some
 decompression of scales. However, for many countries unpalatable challenges remain.
 If public sector's pay policy is to be market-driven, than one market test it has to pass, is
 what is called a "Toronto" test. Apparently is reported that there are more Ghanaian
 doctors, architects and engineers in the city of Toronto than in Ghana. What
 remuneration would be necessary to attract them back or prevent others from leaving?
 This means pay levels that are sufficient for Government to recruit, motivate and retain
 technical, professional and managerial staff within t country in competition with local
 modern sector and international employers. Politically this is challenging, since it
 implies that radical decompression of formal scales (World Bank report, 2000).

What is meant by "pay"?

Base wage and salaries are just one element of the total rewards received by civil
 servants. There are nine element included in the total rewards which are: 1) base
 wage/salary, 2) health insurance, 3) job security, prestige, social privileges, 3)

transportation, housing, meals, telephone, travel, 5) transportation, housing, meals, 6) trips abroad, training, 7) Pension, 8) housing, land and 9) reputation, re-employment after retirement. These can be divided into contractual and non-contractual rewards.

Discussion on payment cannot be separated from employment, in the sense that payment plays a pivotal role on who an institution wants to employ or whom it can afford to employ. Hence government must try to become “an employer of choice”. Payment and employment reform does not look at the benefits of the employee only, but also considers improvement of performances as well and the type of employee hired affects this.

As public service delivery must be done in a cost-effective manner. Rehabilitation of government begins with strengthening the capacity of government employees to do their job through improved recruitment, rewarding and management procedures. Issues related to problems regarding government pay include surplus employees and eroded wages because of the increased share of ‘public revenues’. The consequences are low morale, high absenteeism and moonlighting, difficulties in attracting and retaining skilled professionals, a breakdown in supervision and discipline and the unavailability of complementary inputs to carry out routine tasks (Lindauer & Nunberg 1994).

Comprehensive workforce planning strategies must be developed if public sector organizations want to plan effectively for future human resource needs. Governments

must ensure that it has the right people in the right places with the right skills at the right times. Determining future human resource needs requires a comprehensive analysis of the workforce, workloads, and the strategic direction of the organization. All employers compete for employees from the same labour pool, making workforce planning critical if government is to attract and retain the talent needed to serve the public. The workforce planning effort must be evaluated continuously and adjusted, as conditions require. To be successful, there must be a long-term commitment to this effort from all levels of the organization, in the public service.

It is important to understand that, if public servant's needs are not taken care of properly, it can lead to poor management of the public service with serious repercussions on public service delivery. Consequently an efficient, accountable management of the public sector and a predictable and transparent policy framework are critical to the efficiency of the state and hence to the economic development of a country.

2.3 GOVERNMENT AS AN EMPLOYER OF CHOICE

Many public servants today have become highly competitive and operate professionally because their Governments have invested heavily in their development, in order to get public service run in a more efficient and industrialized manner. The days of partisan politics are over and States are being transformed into professional organs. This is done through competitive entry, responsible use of state resources, competitive compensation

system that covers both the active life of a public servant as well as the retirement period.

If governments are both to compete successfully for talented applicants and retain high performing employees, there is a need to brand government as an employer of choice that provides challenging work, progressive human resource policies, and opportunities for promotion and career development. Governments need to emphasize the advantages they can offer as compared to the private sector. They require the development and implementation of a comprehensive marketing and public relations program.

The Organization for Economic Cooperation and Development (OECD) issued a Policy Brief entitled "Public Service as an Employer of Choice", which is based on a review of how eleven OECD member countries are addressing difficulties in recruiting and retaining civil servants, particularly those who are highly skilled. Of the eleven countries that participated in the study, four (Canada, Denmark, Finland and Sweden) are experiencing recruiting problems and three (Austria, Germany and Norway) soon expect to face this problem. In addition, six countries (Canada, Italy, Korea, Poland, Portugal and Spain) suffer from critical skills shortages (OECD 2001).

There are several reasons cited for the recruitment problems of which some are:

- ◆ **Compensation:** Wages are low leading to a loss of government competitiveness.

While salary is not the only factor for attracting high performers to government,

it is important when competing for new graduates. Wages have proven to be a crucial retention factor especially after two to four years of service.

- ◆ **Declining image of the public sector:** With few exceptions, young people tend not to rate public employment highly. There is a belief that the public sector is bureaucratic, old fashioned and the prestige of the civil service is low in many countries. The trust that citizens have in government has decreased and this has a negative impact on the image of government.

- ◆ **Human resource management:** Old-fashioned human resources management deters high-quality staff. In many countries seniority is more important than merit and promotions are not clearly linked to performance. Career paths can be unclear and little emphasis is placed on staff development (OECD: 2001).

The OECD found that a number of countries are implementing strategies designed to enhance the competitiveness of the public sector. Improving the image of the public sector so that it is seen as an attractive place to work is of critical importance. Many of the administrative reforms in the developing countries are aimed at raising performance levels in the public service to higher levels. It is to improve service delivery in such a way that the users are getting value for their money.

Promotions must be determined on merits and not seniority in order to retain younger staff. An opportunity to be given more challenging assignments and to be promoted based on achievements rather than length of service could help recruitment and retention.

Furthermore, the OECD found that reforming human resource management systems must be undertaken. The competitiveness of the public service would be enhanced if human resource management systems helped to ensure high-quality leadership, improved mobility of public employees, and promoted equal opportunity. The public service needs to develop good recruitment processes to ensure that senior civil servants and appointed officials have the required leadership skills and competencies to perform in these high-level positions.

Hence recruitment of these critical members of the public service must be based on merits (meritocracy). This will also ensure that those who will rise to the top are competent because they must provide professional leadership and be responsible for accountable performance of the public service, quality advice to the political leadership in the interest of the public (Olowu 1999). In addition the retention of the best talent depends on several factors including:

- ◆ The reputation of public sector institutions;
- ◆ An efficient recruitment strategy, based on merit and competence combined with a retention strategy of the most critical skills; and

- ◆ Reasonable compensation and adequate working conditions.

Strong emphasis is placed on the need to promote ethical standards and combat corruption; to recognize diversity, promote inclusiveness and gender equality; to address the brain drain issue, resulting from the competition for talent between the private and public sectors and between the developing and developed countries; to focus the work of public sector institutions on those functions that only the State can perform or perform best.

In addition to the research done by the OECD, other governments have implemented strategies to enhance its recruitment and retention efforts. For example, some governments have successfully used recruitment and retention bonuses as ways to encourage talented applicants to join the organization and to keep high performing individuals from seeking other employment. These bonuses are usually restricted to highly skilled professional and technical positions, particularly those for which there are shortages of skilled personnel. Where recruitment bonuses are paid, some organizations require the signing of service agreements to ensure that the employees remain with the organization for a specified period of time.

The weakening of the public service capacity in the developing world is often not addressed properly by the Public Service Reforms. Prior to the 1980s reforms the emphasis was on increasing the role and reach of the state, whereas post 1980's reforms

- ◆ Capacity building also means to design and implement effective combinations of decentralization and centralization policies and programs in order to promote people-centered development (Reinchenberg 2001: 7).

Governments face many difficult human capital management challenges and if they are to meet these challenges comprehensive workforce-planning efforts must be undertaken. Governments must make a long-term commitment to this effort since there are no short cut solutions. Strategies must be developed that will enable governments to compete in the global talent market to ensure that they have high performing workforces. This will require undertaking efforts to brand government as an employer of choice and to develop management practices that will make government employment attractive. Government salaries have generally lagged behind the private sector. However, this is not the crucial factor in the recruitment and retention of employees. Before attempting to reform the public service one has to identify and examine the main elements of public service components. This will enable a right diagnosis, which will enable the right approach, as well as highlight factor/element, which supplement one another.

2.4 CHALLENGES

A growing number of organizations acknowledge that employees are their most important resource. The public sector faces both unique as well as a variety of human capital management challenges. If governments are to deliver the growing and increasingly complex services requested by citizens, it needs to select, develop, and

retain competent, high performing employees. In addition, governments must ensure that their hiring and promotion systems are based on merit and ensure equal opportunity for all. In a survey conducted by Rewards Plus of America, 52% of employers cited recruitment and retention as the number one employment issue they currently face. (Reinchenberg 2001: 3).

In a recent report *ibid* issued by the Brookings Institution based in Washington DC, the following five tests of a healthy public service were identified. They included having employees who are:

- ◆ Motivated by the public good, not security or a stable paycheck.
- ◆ Recruited from the top of the labour market, not the bottom.
- ◆ Provided the tools to do the job well.
- ◆ Rewarded for a job well done, not just showing up day after day.
- ◆ Trusted by the people and the leaders they serve.

Hence public sector organizations must develop strategies that position themselves as an employer of choice, both for potential job applicant as well as employees. Public employers should review their hiring and retention systems to ensure that they are able to hire quality candidates in a timely manner. Many public sector employers have been criticized for the length of time it takes them to hire new employees.

Traditionally, salaries in the public sector have lagged behind those of the private sector. However, this should not be an insurmountable bar that prevents governments from recruiting and retaining high quality employees. Surveys have shown that while salary is a motivational factor, it is neither the only factor nor the most important factor. Relationships with colleagues, job satisfaction, interesting work, possibilities for personal development, flexible working conditions, and expansion of knowledge are all factors rated higher than salary in various surveys.

Studies undertaken by Towers Perrin (ibid:4) included the following desires of top performers: challenges, change on the job, opportunities for growth with the employer, rewards system based on performance, and autonomy to complete work assignments. The same studies showed that the most unattractive employment attributes for top performers include: rules, regulations, policy manuals, long meetings, and job descriptions and duty statements. (Reinchenberg: 4).

2.5 PAY REFORM IN NAMIBIA

At the time when WASCOM was constituted, the pay levels of the public servants were far below acceptable standard (see Annexure 2). They were too low to sustain an acceptable level of employee motivation and performance. There was also no transparency regarding the procedure of how grading was done as well as how salary were determined. Lindauer and Nunberg (1994) say that public sector employees either cut back their productivity or hours of work when salaries are low. They also involve

themselves in other businesses just to fill the financial gaps while on duty. They actively seek to change jobs to private sector, especially those with good qualification who can market themselves elsewhere. The public sector will then remain with "deadwood". This can also be true to the Namibian Public Sector, judging from newspaper reports regarding some corruption cases, which involve public servants.

A survey by the World Bank focusing on African countries observed that, when public sector compensation falls, either in absolute or relative to alternative remunerative activities, public servants adjust to the new situation. Turnover rates and absenteeism increase moonlighting and day lighting becomes more frequent; recruitment and retention of professional become more difficult. Petty corruption also rises (Lindauer and Nunberg, 1994). Even though there are no surveys done in Namibia regarding the above mentioned repercussion, this is true for Namibia, when looking at the reported cases of perceived corruption in the public sector, especially those related to issuing of licenses, passports, vaccines for livestock, etc.

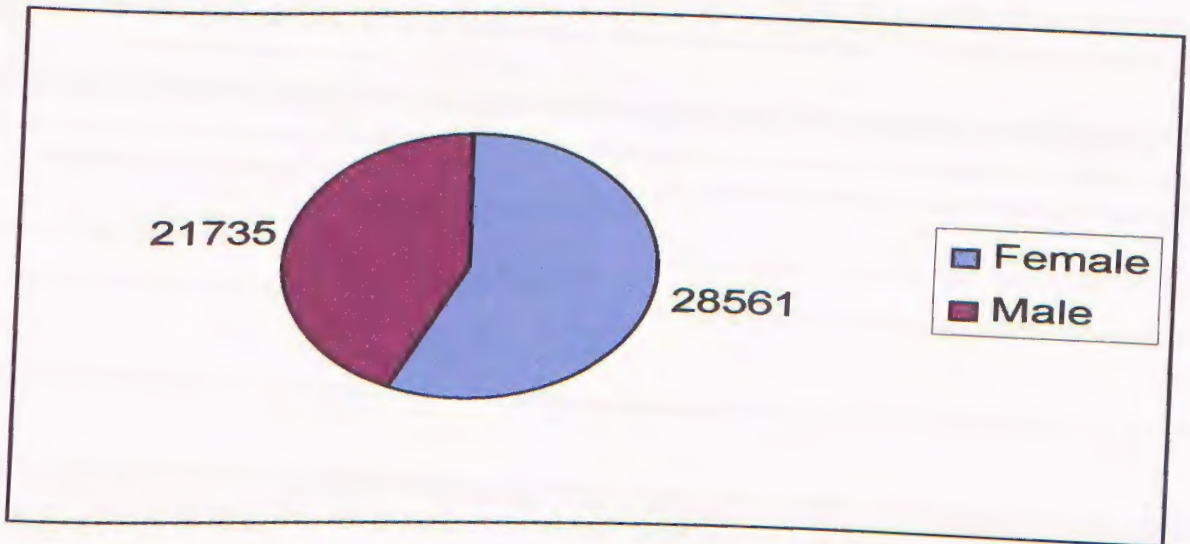
Another factor, which compels public service reform, emanates from the ongoing pursuit of transforming the role of the state into national economy. This implies the need by government for better performing technical, professional and managerial staff. Therefore, government will be forced to recruit and retain such personnel; and how will these be feasible if the pay levels are below standard?

Around the world the public sector grew out of a need to address the failure of private markets. In economic theory the public sector exist not for its own sake but to rectify market failures in the rest of the economy. International evidence from developing countries around the world during the last fifty years shows that more effective public sectors lead to higher growth and greater poverty reduction. The attention lavished on public sector issues by economists is not out of some deep-seated dislike of the public sector, but is based on the belief that the public sector must perform well if the economy as a whole is to deliver growth in jobs and income (NEPRU 1999).

A study of 96 industrial and developing countries showed that during the early 1990s only one country had central government employment above 4% of the population (NEPRU, 1999). There is no ideal size for a country's public sector, the actual size will be likely continue to be dictated by macroeconomic realities, such as the need for fiscal adjustment, the amount of tax revenue available to pay public servants, and the balance between wage and non-wage government spending.

According to the Annual Public Service Commissions Report of 2001/2002, the Namibia government currently employs 74 811 people including political office bearers, NDF, NAMPOL, Prisons and Correctional Services and Electoral Commission which constitutes 4.2 % of the population. The size of the public service is 21 735 male and 28 561 female which constitutes in total 50 296 public servants (excluding political office bearers, NDF, NAMPOL, Prisons and Correctional Services and Electoral Commission)

is about 2.8% of the population (taking the population to be 1 800 000 according to the Population and housing census of 2001). This does not indicate a large public service by any standard. (See pie chart below).



*The pie chart above represents the total number of staff members in the Public Sector
(Source: Public Service Commission Annual Report, 2001/02)*

Even though in theory, public and private sectors of the economy provide different goods and services that does not mean that they exist in isolation from each other. Furthermore the public and private sectors compete in the same labour market, and they are interdependent. The private sector depends on the public sector to deliver the essential service it cannot provide for itself.

Although the argument is often put forward that business growth depends on lower taxes, in reality economic growth depends on what people receive for their taxes. When the right amount of government expenditure is spend on the right things support growth. Too much government expenditure on the wrong things hampers growth, for instance if too much money is spend on personnel as compare to spending it on development project will hampers growth. In the same vein the reasons for a government to employ the number of public servants it has, must not be judged or measured to a particular international yardstick but rather to its own situation and therefore every case must be judged on its own merits, no generalization. The private sector's capacity to create employment in Namibia is still limited, due to slow growth of this sector. Government is the biggest employer and sometimes this factor is not taken into consideration when comparing Personnel Expenditure to Total Expenditure

Public Sector Salary Structure

The African Charter on Public Service, which was adopted on the 5th February 2001 in Windhoek, states "Public Servants shall be entitled, within the framework of an improved, motivational, coherent and harmonized system, to fair remuneration that is commensurate with their responsibilities and performance and enables them to live in dignity" (APSC 2001). African Governments have committed themselves to the above and Namibia has been part of the convention even if this adoption came later than the appointment of WASCOM.

When determining a grading structure highly technical persons are to be involved and assigning minimum and a maximum value to grades e.g. 1A and 6B is a highly technical matter, which must be base on proven theories. The Commission did not know what value to assign to these levels due to lack of appropriate data in the country at that time. Fortunately they had access to the data on household subsistence levels compiled and published by the Institute of Planning and Research of the University of Port Elizabeth. This data included figures for Windhoek and Swakopmund for March 1995. Since it had data from those two places in Namibia they utilized the data

Table 1: Referencing UGS to other Job evaluation Systems

Unified Grading Structure (WASCOM)	Paterson	Peromnes	Semantic Scale
1A (Unskilled)	A1	18-17	Unskilled employees <i>Virtually no decisions of trained or semi skilled</i>
1B (Un/semi-skilled)	A2	16-15	
1C (Un/semi skilled)	A3		
2A (Semi skilled, skilled, technical)	B1	14-13	Semi skilled employees <i>Limited decision</i>
2B (Skilled, technical)	B2	12-11	
	B3		
	B4		
2C (no description)	B4/5	10-9	Skilled, technical and academically qualified employees, supervisors, foremen, superintendents <i>Routine decisions</i>
3A. & 3B (Skilled, technical, professional, junior management)	C1	8	
	C2		
	C3		
4A & 4B (Specialist, Middle management)	C4/5	7 6	
	D1		
	D2 D2/4		
5A & 5B (Specialist, Senior management)	E1	5	Senior management, heads of major functions <i>Programming decisions</i>
	E2	4	
6A & 6B (Policy making)	F1/2	1	Top Management <i>Board level policy making decision</i>

Salary Progression: Increment and Grade Differentials

Normally salary progression results from either annual increment or grade differential. The prospect for such progression should motivate more workers to improve their work performance. Currently the present system has no automatic annual increment and also no grade differentials in the public sector. Presently the situation is that salary increments are as a result of negotiated settlements with Unions. However, inflation related annual increase has been considered to staff members on a progressive salary scale. The abovementioned problems are due to the non-existence of a performance management system. Annual increment must in actual fact be based on an individual worker's performance in achieving an objective target. Under the current system, there is little, if any, consideration given to competence or work performance in awarding promotion or salary adjustments. Any salary progression is brought upon by the intervention of Trade Unions with government, and it can only materialize if there are funds available for payments. Ever since the recommendation of WASCOM there have been only two major salary progressions: in 1998 and 2001.

Link between Pay and Performance

The relationship between pay and performance is referred to as the incentive regime. It is a multifaceted relationship. There is no constant and automatic annual increment at present. Even if there was an annual automatic increment it should not be viewed as a worker's right but must be earned. It means that every employee must be rewarded according to their individual performance, but not one equal notch for everybody. This

can be done through performance appraisal and incentives attached to performance. Although incentives (rewards) are positive and motivational, sanctions of the non-performance can also promote performance.

Different Economic Models

There are different economic models with different roles for the public sector:

The Minimalist model – public sector activities are confined to addressing clear cases of market failure in the most effective way possible. In this model the public sector exist only to deliver a service to the rest of the population much like any other enterprise.

Redistributionalist / transfer model – this is an extension of the first but incorporates a higher degree of distribution. As well as providing essential services, the public sector transfers cash from the better off parts of the population to the worse off. This is simply from the haves to the not-haves. This might be the ideal model for many countries.

Political interest – based model – this one downplays the economy role of the public sector and emphasizes its use to satisfy the interests of important political constituencies. In this particular model the public sector exists as a source of income and favours to be dispensed to the few who are fortunate enough to benefit from political patronage.

Political reality dictates that most public sectors combine features of all three models. For long-term development though, politicians must commit themselves to steer the economic policy as closely as possible towards the first or second model. The trade-offs in the public sector, given that the budget imposes constraints on overall spending, are:

- ◆ the greater the number (size) of public servants, the less they get paid. A low paid public sector leads to an exodus of talent to greener pastures, low morale, corruption and eventually a less effective public sector;
- ◆ the more is spent on public sector employment, the less there is available for cash transfers to the very poor, for essential goods and service, for maintenance of existing infrastructure, and for new public investment.

In this light, the size and effectiveness of the Namibian public sector are cause for concern. The concern is based on the following factors:

- ◆ Large public sectors are vulnerable to economic shocks and the fall of revenue they give rise to. Around the world both temporary and permanent shocks have commonly led to unsustainable indeptness, inflationary money creation on severe fiscal and political crisis.
- ◆ Large public sector takes resources from the rest of the economy where they can often be more efficiently used.
- ◆ Large size is often a manifestation of poor management and poor service delivery.

- ◆ Dominating public sectors lead to dangerously high levels of political patronage over the economy, encourage the belief that government can solve more problems than it can, and stifle civil society.

Contrary to government intentions to address the issue, the public sector has continued to grow and to absorb more resources. Government statistical showed high revenue and expenditure at all times. Public sector employment is increasing and personnel costs have started to squeeze other essential expenditures such as school materials and medicine. There are many ways to reform the public sector, of which one is on the public sector employment. The bottom line, which the politicians saw, was to reduce the public sector. In 1994 Public Expenditure Review conducted jointly between government and the World Bank recommended reducing the public sector by 12 000 people. Even though an annual reduction of 2% was recommended by WASCOM, government could not adhere to because of some social and political pressure to employ.

CHAPTER THREE

OVERVIEW OF THE IMPLEMENTATION OF THE PAY POLICY AND PAY LEVELS

3. INTRODUCTION

This chapter provides an overview on the implementation of the pay policy based on the recommendations by the Commission, by looking at activities related to the pay policy and structure based on the principle and the objective of the policy. In order to enable a better understanding of the policy a summary of the principles and a list of the objectives as discussed in the report are provided in the chapter. The chapter also shows the differences between the pre- and post- Wascom pay levels to enable a better understanding.

As the Wage and Salary Commission (WASCOM) was established to study and analyze the laws, policies and practices that had an impact on the remuneration of civil servants and to make appropriate recommendations, it realized that it could not do the review, especially of remuneration, without looking at the whole Namibian public service, that is what public servants do and how well they do it. Based on their findings the Commission recommended a policy based on the principles and objectives hereafter.

3.1 PRINCIPLES OF THE PAY POLICY

The recommendations of WASCOM on the Pay Policy were based on certain principles, which in summary aimed at rewarding an employee on work done, and that the complexity, accountability, responsibility and results included in the weighting of job and remunerated accordingly.

The public sector must pay its employees a salary that the government can afford and, in that case, the lowest-paid staff member must at least receive a living wage, based on a system that must be simple and transparent for anyone to understand the integrity of it.

3.2 OBJECTIVES OF THE PAY POLICY

- ◆ The recruitment and retention of sufficient, suitable personnel of good quality.
- ◆ The maintenance of a reasonable relationship between public service pay and those applicable to comparable occupational classes in the open labour market.
- ◆ Compatibility with government macro-economic development and employment policies.
- ◆ The enhancement of the efficiency and productivity of the personnel corps, in particular by providing an incentive for self-development.
- ◆ The establishment of a culture of professionalism in the public service.

In summary the WASCOM recommendations are competitive and performance-oriented salary, efficient and effective service delivery and a leaner public sector.

According to the OPM's report on the WASCOM Implementation plan evaluated in June 2001, states that most of the activities have been implemented except for the one on Performance Management System. The OPM is busy developing a PMS and it might take probably five years before implementation.

- 4.1.1 Different level of skills placed in the same grade:** unskilled, semi-skilled and skilled placed in the same grade (see Table 1 on UGS).
- 4.1.2 No definitions for levels:** job designations are placed on levels without a guideline as to what the difference is between the higher and lower levels within a grade. That means that there is no explanation of what constitutes a “level”.
- 4.1.3 Qualification requirements are ambiguous:** a grade ten is deemed as semi-skilled, skilled as well as technical.
- 4.1.4 Definitions and descriptions are too vague:** highly technical terms are used without any clarification. Difficult for implementers to interpret correctly.
- 4.1.5 Grading procedure is not defined:** the grading structure does not make provision for job descriptions and job descriptions interviews. There is no guideline as to the factors that need to be taken into account as well as the weight each of these factors should carry for a specific job designation.
- 4.1.6 Composition of a permanent Grading Committee not prescribed:** the initial Committee’s mandate was short-lived. The institutional memory is lost because none of the members of the said committee are in the Public Service anymore.

There is thus no grading committee in place to maintain the system as well as to conduct and/or tap into the rationale behind the initial pay and grading decisions.

- 4.1.7 Lack of grading criteria:** there are no clear-cut rules for the grading of posts within the Public service. Pay and grading matters were hitherto dealt with on an *ad hoc* basis and the perception of those interviewed is that often they are done through intense political lobbying at higher levels.
- 4.1.8 No descriptions and definitions for special grades:** the purpose of special grade is fuzzy. Job designations are placed on special grades without clear-cut guidelines as to which grades should be on special grades.
- 4.1.9 General discontent amongst staff members with the process:** most staff members across the Public Service are not pleased with the fact that there was no or limited representation during the actual grading discussions. The general contention is that only those job categories that were able to make verbal representations to the committee were able to benefit through the allocation of favourable pay and grading levels.

4.2 DIFFICULTIES EXPERIENCED WITH THE TRANSLATION MEASURES AND THE HANDLING OF APPEALS

The following problems were identified with the UGS and subsequent implementation thereof:

- 4.2.1 Grading done in two weeks:** approximately two hundred sixty (260) job categories and one thousand three hundred forty (1340) job designations were graded in eight working days. Approximately 2.78 minutes were spent on the grading of each job designation. It is obvious that justice was not done in the process to the grading of most job designations.
- 4.2.2 Only brief job descriptions for the whole job category were used:** the Personnel Administration Measures (PAM) only provided for a brief description of the whole job category. Comprehensive job descriptions were therefore not used in the process of determining the grade.
- 4.2.3 Grading committee not provided with adequate information:** representatives of a given job category were called in (only in exceptional cases) to substantiate and/or clarify functional responsibilities. It is also said that it was usually the management and not the operational staff that had this opportunity.

- 4.2.4 Organization and establishments not considered during grading:** the hierarchy of the job categories as well as the establishment of the O/M/A were not considered when grading was done. Some structures collapsed in the process while others did not match existing establishments. In cases where structures were expanded, additional posts had to be created. The latter further contributed to an increase in size of the Public Service.
- 4.2.5 Grading committee not trained:** Grading is a specialized area and a person has to undergo intensive skills training in order to do grading as well as on the job experience and training. This was not the case and the committee was randomly collected.
- 4.2.6 Overlapping of scales:** there was no consistency with regard to the overlapping of scales. The difference, in some cases, between the lower and the higher scale was just two to three notches. This resulted in the fact that junior staff members were now seemingly earning more than their senior co-workers.
- 4.2.7 A considerable number of staff members were put on personal salary scales and notches:** a new concept of “marked time” was introduced. A staff member is now supposed to remain on a personal notch and salary scale until the actual scale “catches up” with the staff member. The latter is obviously de-motivating because the staff member has got no prospects of a salary increment.

4.2.8 The salary gap between management and the lower grades are seen to be too big: in other job categories they are seen to be on the same salary scale.

4.2.9 The appeals were dealt with without a proper investigation into the job categories that lodged appeals: although a representative of a job designation was asked to represent a verbal case to the Appeals Committee, the problems and issues raised as part of the appeals were not properly investigated. Many staff members see the process as a mere desk exercise.

4.3 THE PROBLEMS AND CHALLENGES OF THE UGS IN PERSPECTIVE

The UGS aimed at replacing the then existing differential practice of salaries and to establish a pay and grading structure based on job value. A major difficulty was the total lack of comprehensive job descriptions to assist in the grading of job types. The only duty sheets available were the PAMs that lacked details, and were not designed for job evaluation purposes. This meant that the Grading committee had to base its decisions on limited information. In exceptional circumstances, where the PAMs were found worthless, or where a special case had been presented to the Committee, representations were requested from the line management of specific employees.

Although the Committee adopted a systematic approach to its task, the approach used revealed a number of weaknesses in the pay and grading structures recommended by WASCOM. It became evident, amongst others, to the Committee that a number of job

types were allowed for "an automatic promotion" after a set period of service. This meant that individuals were moved to higher salary bands while continuing to perform exactly the same duties.

The Committee recognized that this practice impacted on organizational structures, and urged O/M/A to look at their establishments and present proposals for a revised structure using the new grades. Unfortunately, most O/M/A ignored the advice provided and the problems continued.

The UGS is a twisted version of the Paterson Job Evaluation System. Current practice dictates that the definitions and descriptions used in the system are not helpful and/or supported by proper grading criteria. The latter has brought about inconsistency in the understanding, interpretation and application of the system.

Apart from inconsistencies in dealing with requests for re-grading as mentioned, there are other problems that should be addressed as soon as possible:

4.3.1 Certain job categories still have incorporated grades that can be compared with the old ranks of Assistant/Senior/principal and Chief/Control; while these ranks were combined in other grades. The criteria used for the latter process is not known. In practical terms only three levels/grades can be identified in non-specialized job categories, namely: operational, supervisory and management.

In specialized job categories it is possible to identify five levels, namely: operational, advanced operational, supervisory, overhead supervisory, management and/or occupational management.

- 4.3.2** Certain job categories that are supposed to supervise other job categories earn less than those that are supervised: e.g. Hostel Matron/Cook and Kitchen Supervisor/Cook.
- 4.3.3** There are not clear-cut criteria as to which job categories should form part of the Teaching Structure and which not. This is creating a problem because incumbents of job categories which is somehow related to teaching and training want to become part of the said structure because of the comparatively higher salaries that are associated with the same.
- 4.3.4** Another perceived anomaly is the minimal gap between Deputy Director (mid-management) and chief level (supervisory) with regard to the salary. The difference in responsibility is seen to be minimal. This is creating supervisory problems because the two are salary wise at the same level except for the car and housing allowances.
- 4.3.5** The placement of incumbents in posts of Director/Deputy director on different levels in the same and/or comparable components also creates misconceptions

because the criteria used are not clear. There are also situations where Deputy Director were placed on the first level in their grade, while requests were entertained to grade their supervisors/Directors on the second level of their respective grade, e.g. Director will be on Grade 4B L2 and Deputy Director will be on Grade 4A.L1. The reasons for the latter situation are not clear.

4.3.6 At some stage incumbents of posts in the management cadre were either graded on level one of their grade if they were responsible for non-specialized/administrative tasks, or on level two if they were responsible for specialized/professional tasks. This criterion seems to have been ignored in some cases in favour of incumbents who are responsible for non-specialized functions.

4.3.7 It is equally important to mention the “knock-on effect” on related grades when higher grading/level is allocated.. When a specific job category is re-graded, a comparable/similar job category is coming forward with a request for a better and higher grade. That is not to mention the effect it has on job categories that either fall under the supervision of and/or supervise the previous job categories. Another negative effect is the impact that re-grading have on the organizations and establishments of O/M/A.

4.3.8 The re-grading of some job categories have already distorted the structures of the Public Service to such an extent that further request cannot be ignored due to the precedents created and confirmed through new and better grades. An example is the placing of Chief Biologists and others on Grade 4AL1 (management), which will definitely influence incumbents of all job categories within the scientific field to also request a re-grade. This adjustment has made the Deputy Directors (Grade 4A L1) who are the supervisor redundant. The same situation applies to Chief Legal Officers. (See Annexure 2).

Problems that were created on the establishments of O/M/A because of the UGS will be difficult, if not impossible, to sort out through the said structure. Posts levels in O/M/A were equally increased with two to three levels. The normal trend is to decrease post levels. A host of job categories are still requesting re-grading and some are even threatening industrial action if their request is not entertained.

4.4 VIEWS FROM INTERVIEWS WITH PERSONNEL OFFICERS.

Twenty-seven (27) questionnaires were sent out to the different Offices/ Ministries/ Agencies, only seventeen (17) were received. That constitutes 63% of the responses.

Question 1: The responses was in general negative, most of them were saying that the inclusion of allowances into the basic salary lowered the morale of those below

management cadre. The reason being that it inflated the salary of the above-mentioned group.

Question 2: Most are recommending that the benefits and allowances be detached from salary in order to make it easy for them to be linked to performance and not given to everyone across the board

Question 3: Majority responses were that there are none at the moment.

Question 4: They suggested the following: better housing, allowances

Question 5: No problems encountered with the grading structure at the entry levels.

Question 6: In some Ministries especially those with professional staff they encounter problems of overlap between some grades especially at the level between senior operational staff and management cadre. Other Ministries do not have those problems.

Question 7: The problem can be solved through re-grading, based on thorough job evaluations.

Question 8: They take previous experience of those coming into government from outside but not who have applied from within the public sector.

Question 9: Only if you are in the same occupational class, i.e. a Chief Engineer's salary will differ from a Chief Foreign relation Officer and a Chief Personnel Officer.

Question 10: There is no provision for a job description as well as a job description interview in terms of PAM, the O/M/As is responsible for that.

Question 11: Lack of the above cause a lot of overlaps and the consequences are no one wants to take responsibility. They just pass the bug.

Question 12: Some left it blank and others answered in the negative. That means there are no grading criteria according to some.

Question 13: Most sited the categories just below management, and most indicated that nothing is being done.

One could deduce from the responses that most of the respondents if not all are below management cadre and the responses are more personal than general to include the feeling of the other cadres like management.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5. INTRODUCTION

An improved salary structure and enhanced pay will not in themselves lead to motivation of staff members but improved work efficiency, higher productivity, greater commitment to work, and the return of acceptable minimum standards of performance. Transparency in the grading and pay structure based on thorough job evaluation must be established in order to enhance understanding and acceptability of the system. Institution mechanisms must be developed to improve accountability, monitor performance and reward and promote exceptional performers. This will require, among other things, the development of performance oriented management approaches. With regard to the salary systems, one way of motivating workers towards higher performance is to offer attractive annual increments, steps differentials and to introduce an element of competition into the system. A merit-pay bonus should be introduced to reward excellent performers.

5.1 CONCLUSION

Inadequate pay for the public service has been a persistent problem and because it affects the living wage and livelihood of human beings; it must be addressed thoroughly and with care. The situation the grading structure finds itself in has been done on ad hoc basis ever since the introduction by WASCOM. It has done a "quick fix" method, which

looked like it was implementable at that time, but in the long run it has been realized that even though effectively. The fact that pay was going to be improved through the grading system, obscured rational thinking, like piloting the system in a few ministries and see if it was executable or not. Management was too much in a hurry to implement, and the consequences are hampering the performance of the public sector. They also did not look at the affordability of the pay policy recommendations. Even though the policy refers to a minimum living wage, there is nowhere where it has been defined in order to give future guidance.

5.2 RECOMMENDATIONS

Issues to be addressed regarding Unified Grading Structure

The scope and nature of the problems around the UGS dictate that it cannot continue unabated. Decisive action needs to be taken to either amend and/or revamp the system. One of the following three options is suggested for the way forward.

OPTION 1:

To review the current UGS in order to produce a more streamlined system that will be much easier to understand and maintain. A key component of this option is the development of a factorized points weighted system supported by clear-cut grading criteria. A representative Grading Committee from across the Public Service also need

to be established to, among others, review and/or grade all job types based on known job evaluation systems.

OPTION 2:

Consider the adoption of the fully-fledged Paterson Job Evaluation System for use across the Public Service. The Paterson system is an integrated pay and grading system. Comprehensive job descriptions need to be compiled for all job types and job description interviews should be conducted. Job grading is done in a committee. The committee must include representatives from staff members on different operational levels.

Job grading is done on different levels of decision-making (same as WASCOM). These levels are: unskilled; semi-skilled, skilled and three management categories which include professional job categories. The pay structures prescribe certain parameters and ratios, which should be observed for the promotion of sound labour relations (viz. industrial peace) and productivity. The system has been implemented successfully in both private and government institutions in both developing and developed countries.

OPTION 3:

Consider any other relevant job evaluation system in the market e.g. Peromnes, Hay, etc. The secondary alternative to this option is to develop a completely new system to suit the needs of the Namibian Public Service. According to the public Service Commission

members, the Province of Saskatchewan in Canada has offered its assistance to help the Government of the Republic of Namibia to undertake the route of developing its own system. The Senior Managers of the Office of the Prime Minister resolved that a comprehensive memorandum be prepared for consideration by top-management and Cabinet with a view to get further guidance in sorting out pay and grading problems in the Public Service.

Cabinet endorsed and approved the Unified Grading Structure (UGS) as part of the Wage and Salary Commission (WASCOM) process on the pay policy. Any subsequent amendments and/or changes to the system need to be sanctioned by Cabinet to either continue with the proposed review of the UGS in its present format or to opt for a fully-fledged pay and grading system and/or to develop an own system that will suit the needs of the Namibian Public Service.

Top-management and Cabinet should therefore consider the various options as proposed with a view to give the necessary administrative and political guidance on the current grading problems within and across the Public Service.

Financial implications

The financial implications will depend on the option to be agreed upon by Cabinet. External resources can be sourced through international agencies and governments. The

alternative will be to source finances through the National Planning Commission and the Ministry of Finance through a capital project allocation.

Addressing and revising the grading structure will automatically affect pay of the public sector and also whom it can afford to hire for the enhancement of better service delivery.

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ANNEXURE 1

UNIFIED SALARY STRUCTURE						
POST LEVEL	Average new salary including bonus and allowances	Average existing salary	Car Allowance	Average Bonus	Total average pre-WASCOM package	% Adjustment
GRADE 1A LEVEL 1						
Cleaner	9353	6072		506	7,187	30.13
Labourer	9353	6072		506	7,187	30.13
Institution Worker	9353	6072		506	7,187	30.13
GRADE 1A LEVEL 2				0		
Workhand	10623	7485		624	8,859	19.92
Senior Workhand	10623	8753		729	10,359	2.54
Sales Assistant	10623	8753		729	10,359	2.54
Messenger	10623	9534		795	11,284	(5.86)
Equipment Attendant	10623			0	-	
Senior Institution Worker	10623	7485		624	8,859	19.92
GRADE 1A LEVEL 3				0	-	
Waiter	11894	9534		795	11,284	5.40
Senior Equipment Attendant	11894			0	-	
Chief Sales Assistant	11894	10590		883	12,535	(5.11)
GRADE 1B LEVEL 1						
Leader Cleaner	13101	7485		624	8,859	47.89
Leader Labourer	13101	7485		624	8,859	47.89
Scout	13101	9534		795	10,329	26.84
Senior Scout	13101	11139		928	12,067	8.57
Darkroom Assistant	13101	11222		935	12,157	7.77
Switchboard Operator	13101	12981		1082	14,063	(6.84)
Radio Attendant	13101	12981		1082	15,363	(14.73)
Caretaker	13101	13157		1096	14,253	(8.08)
Sewing/Laundry Assistant	13101	9534		795	11,284	16.10
Senior Sewing/Laundry Assistant	13101	11139		928	13,183	(0.62)
Stock Inspection Assistant	13101	9809		817	16,620	(21.17)
Water Works Assistant	13101	7992		666	9,459	38.50
Senior Water Works Assistant	13101	11139		928	13,183	(0.62)
Watchman	13101	7485		624	8,859	47.89
Senior Watchman	13101	8753		729	10,359	26.47
Implement Operator	13101	8753		729	10,359	26.47
Forest Guard	13101	11139		928	12,067	8.57
Assistant Security Orderly	14109	12765		1064	13,829	2.03
Porter	13101	10632		886	12,556	4.34

POST LEVEL	Average new salary including bonus and allowances	Average existing salary	Car Allowance	Average Bonus	Total average pre-WASCOM package	% Adjustment
GRADE 1B LEVEL 2						
Chief Waiter	15453	13157		1096	15,570	(0.75)
Rural Water Extension Officer	15453	13157		1096	14,253	8.42
Senior Rural Water Ext. Off	15453	16949		1412	18,361	(15.84)
Senior Darkroom Assistant	15453	14844		1237	16,081	(3.91)
Pupil Water Works Officer	15453	12354		1030	13,384	15.46
Occupational Therapist Assistant	15453	13157		1096	14,253	8.42
Kitchen Supervisor	15453	10628		886	12,578	22.86
Senior Kitchen Supervisor	15453	14607		1217	17,287	(10.61)
Senior Switchboard Operator	15453	17855		1488	19,342	(20.11)
Lithographic Operator	15453	13157		1096	14,253	8.42
Senior Lithographic Operator	15453	16635		1386	18,021	(14.25)
Airport Information Officer	15453	13157		1096	14,253	8.42
Senior Radio Attendant	15453	17855		1488	21,129	(26.86)
Handyman	15453	11139		928	12,067	28.06
Senior Caretaker	15453	16635		1386	18,021	(14.25)
Chief Caretaker	15453	22409		1867	24,276	(36.34)
Concrete Worker	15453	13157		1096	14,253	8.42
Apprentice (Artisan)	15453	15734		1311	17,045	(9.34)
Security Officer	15453	14607		1217	15,824	(2.35)
Assistant Fireman	15453	14607		1217	15,824	(2.35)
Housemother	15453	10632		886	12,474	23.89
Senior Housemother	15453	14607		1217	17,287	(10.61)
Housekeeper	15453	10632		886	12,474	23.89
Senior Housekeeper	15453	14607		1217	17,287	(10.61)
Hostel Matron	15453	10632		886	12,474	23.89
Senior Hostel Matron	15453	14607		1217	17,287	(10.61)
Institution Supervisor	15453	10632		886	12,474	23.89
Senior Institution Supervisor	15453	14607		1217	17,287	(10.61)
Chief Porter	15453	14607		1217	17,260	(10.47)
Laundry Supervisor	15453	11139		928	12,067	28.06
Senior Laundry Supervisor	15453	14607		1217	15,824	(2.35)
Driver	15453	13157		1096	14,253	8.42
Senior Driver	15453	16635		1386	18,021	(14.25)
Operator-driver	15453	13157		1096	14,253	8.42
Senior Operator-driver	15453	16635		1386	18,021	(14.25)
Principal Water Works Assistant	15453	14294		1191	16,916	(8.65)
Chief Watchman	15453	10590		883	12,535	23.28
Pupil Meat Examiner	14109	11118		927	12,045	17.14
GRADE 1B LEVEL 3						
Driver	18024	13157		1096	14,253	26.46
Senior Driver	18024	16635		1386	18,021	0.02
Fingerprint Officer	18024	14357		1196	15,553	15.88

POST LEVEL	Average new salary including bonus and allowances	Average existing salary	Car Allowance	Average Bonus	Total average pre-WASCOM package	% Adjustment
Assistant Typist	18024	14333		1194	15,527	16.08
Foreign Assistant	18024	14333		1194	15,527	16.08
Senior Foreign Assistant	18024	24083		2007	26,089	(30.91)
Radiographic Assistant	18024	13157		1096	14,253	26.46
Pupil Inspector: Mining Machinery	18024	24896		2075	26,970	(33.17)
Pupil Inspector: Industries	17524	16635		1386	18,021	(2.76)
Pupil Inspector: Occ. Safety (Mach)	18024	16644		1387	18,031	(0.04)
Pupil Enrolled Nurse	18024	13139		1095	14,233	26.63
Pupil Radiographer	18024	15734		1311	17,045	5.75
Pupil Aircraft Maint. Engineer	18024	15734		1311	17,045	5.75
Senior Occupation. Therapist Asst.	18024	16635		1386	18,021	0.02
Community Activator	18024	13157		1096	14,253	26.46
Chief Kitchen Supervisor	18024	18795		1566	22,242	(18.97)
Superintendent: Switchboards	18024	22409		1867	24,276	(25.75)
Senior Airport Information Officer	18024	16635		1386	18,021	0.02
Senior Handyman	18024	14607		1217	15,824	13.90
Senior Concrete Worker	18024	16635		1386	18,021	0.02
Musician	18024	15734		1311	17,045	5.75
Clerical Assistant	18024	13706		1142	14,848	21.39
Senior Clerical Assistant	18024	17855		1488	19,342	(6.82)
Registry Clerk	18024	13157		1096	14,253	26.46
Senior Registry Clerk	18024	14607		1217	15,824	13.90
Record Clerk	18024	13157		1096	14,253	26.46
Senior Record Clerk	18024	14607		1217	15,824	13.90
Resort Assistant	18024	13157		1096	14,253	26.46
Senior Resorts Assistant	18019	14607		1217	15,824	13.87
Senior Security Officer	18024	18795		1566	20,361	(11.48)
Chief Housemother	18024	18795		1566	22,242	(18.97)
Chief Housekeeper	18024	18795		1566	22,242	(18.97)
Chief Hostel Matron	18024	18795		1566	22,242	(18.97)
Chief Institution Supervisor	18024	18795		1566	22,242	(18.97)
Chief Operator-driver	18024	22409		1867	24,276	(25.75)
Assistant Medical Technician	18024	16635		1386	18,021	0.02
Pupil Aviation Electronician	18024	16635		1386	18,021	0.02
Pupil Artist	18024	16635		1386	18,021	0.02
Pupil Radio Technician	18024	16635		1386	18,021	0.02
Pupil Hydrological Technician	18024	16635		1386	18,021	0.02

POST LEVEL	Average new salary including bonus and allowances	Average existing salary	Car Allowance	Average Bonus	Total average pre-WASCOM package	% Adjustment
Pupil Dental Technician	18024	16635		1386	18,021	0.02
Pupil Engineering Draughtsman	18024	16635		1386	18,021	0.02
Pupil Trade Metrologist	18024	16635		1386	18,021	0.02
Pupil Museum Technician	18024	16635		1386	18,021	0.02
Pupil Works Inspector	18024	16635		1386	18,021	0.02
Pupil Town and Reg.Plan. Drghtsm.	18024	16635		1386	18,021	0.02
Pupil Engineering Technician	18024	16635		1386	18,021	0.02
Pupil Soil Conservation Techn.	18024	16635		1386	18,021	0.02
Pupil Geotechnician	18024	16635		1386	18,021	0.02
Pupil Geodraughtsman	18024	16635		1386	18,021	0.02
Pupil Survey Officer	18024	16635		1386	18,021	0.02
Pupil Architect Draughtsman	18024	16635		1386	18,021	0.02
Pupil Warden	18024	16635		1386	18,021	0.02
Pupil Fisheries Research Techn.	18024	16635		1386	18,021	0.02
Pupil Forensic Analyst	18024	16635		1386	18,021	0.02
Pupil Medical Technologist	18024	16635		1386	18,021	0.02
Pupil Forestry Technician	18024	16635		1386	18,021	0.02
Pupil Clinical Technologist	18024	16635		1386	18,021	0.02
Pupil Agricultural Officer	18024	16635		1386	18,021	0.02
Pupil Meteorological Technician	18024	17855		1488	19,342	(6.82)
Pupil Horticulturist	18024	16635		1386	18,021	0.02
Pupil Meat Inspector	18024	16635		1386	18,021	0.02
Pupil Orthotist/Prothetist	18024	16635		1386	18,021	0.02
Pupil Veterinary Technician	18024	16635		1386	18,021	0.02
Pupil Agric.Research Technician	18024	16635		1386	18,021	0.02
Pupil Agric.Extension Technician	18024	16635		1386	18,021	0.02
Pupil Agric.Product Std. Techn.	18024	16635		1386	18,021	0.02
Pupil Pharmacist Assistant	18024	14607		1217	15,824	13.90
Pupil Environmental Health Asst.	18024	14607		1217	15,824	13.90
Pupil Medical Rehabilitation Asst.	18024	14607		1217	15,824	13.90
Engine Room Attendant	18024	13157		1096	14,253	26.46
Health Assistant	18024	13157		1096	14,253	26.46
Dental Assistant	18024	13157		1096	14,253	26.46

POST LEVEL	Average new salary including bonus and allowances	Average existing salary	Car Allowance	Average Bonus	Total average pre-WASCOM package	% Adjustment
Technical Assistant	18024	14607		1217	15,824	13.90
Aeronautical Information Officer	18024	13157		1096	14,253	26.46
Seaman	18024	13157		1096	14,253	26.46
Draughtsman Assistant	18024	13157		1096	14,253	26.46
Water Works Officer	18024	16635		1386	18,021	0.02
GRADE 1C LEVEL 1						
Nursing Assistant	21260	12981		1082	15,363	38.38
Senior Radiographic Assistant	21260	16635		1386	18,021	17.97
Principal Radiographic Assistant	21260	22409		1867	24,276	(12.43)
Cook	21260	10590		883	12,535	69.61
Senior Cook	21260	13157		1096	15,570	36.54
Senior Fingerprint Officer	21260	18795		1566	20,361	4.41
Ranger	21260	14607		1217	15,824	34.35
Senior Ranger	21260	18795		1566	20,361	4.41
Forest Ranger	21260	13157		1096	14,253	49.16
Senior Forest Ranger	21260	16635		1386	18,021	17.97
Information Service Assistant	21260	14607		1217	15,824	34.35
Senior Info.Service Assistant	21260	24083		2007	26,089	(18.51)
Typist	21260	20876		1740	22,615	(5.99)
Data Typist	21260	14333		1194	15,527	36.92
Senior Data Typist	21260	18795		1566	20,361	4.41
Student Registered Nurse	21260	16635		1386	18,021	17.97
Library Assistant	21260	19034		1586	20,620	3.10
Archives Assistant	21260	19034		1586	20,620	3.10
Meteorological Observer	21260	16635		1386	18,021	17.97
Assistant Ambulance Officer	21260	15734		1311	17,045	24.73
Laboratory Assistant	21260	12843		1070	13,913	52.80
Senior Laboratory Assistant	21260	16635		1386	18,021	17.97
Senior Community Activator	21260	16635		1386	18,021	17.97
Child Care Officer	21260	16635		1386	18,021	17.97
Rehabilitation Instructor	21260	16635		1386	18,021	17.97
Statistical Clerk	21260	18795		1566	20,361	4.41
Enumerator	21260	18795		1566	20,361	4.41
Boiler Operator	20760	18795		1566	20,361	1.96
Airport Foreman	21260	17855		1488	19,342	9.91
Chief Handyman	21260	18795		1566	20,361	4.41
Control Handyman	21260	24896		2075	26,970	(21.17)
Driller (Jumper Drill)	21260	18795		1566	20,361	4.41
Senior Driller	21260	25860		2155	28,015	(24.11)
Principal Driller	21260	33591		2799	36,390	(41.58)
Driller (Pneumatic Drill)	21260	22409		1867	24,276	(12.43)

POST LEVEL	Average new salary including bonus and allowances	Average existing salary	Car Allowance	Average Bonus	Total average pre-WASCOM package	% Adjustment
Senior Driller	21260	28650		2388	31,038	(31.50)
Principal Driller	21260	37893		3158	41,051	(48.21)
Principal Clerical Assistant	21260	20735		1728	22,462	(5.36)
Chief Registry Clerk	21260	18795		1566	20,361	4.41
Chief Record Clerk	21260	18795		1566	20,361	4.41
Security Orderly	21260	16635		1386	18,021	17.97
Senior Security Orderly	21260	22409		1867	24,276	(12.43)
Fireman	21260	18795		1566	20,361	4.41
Laundry Superintendent	21260	18795		1566	20,361	4.41
Senior Laundry Superintendent	21260	22409		1867	24,276	(12.43)
EEG/ECG Technical Assistant	21260	14607		1217	15,824	34.35
Trainee Deck Officer	21260	16635		1386	18,021	17.97
Trainee Engineer Officer	21260	15729		1311	17,040	24.76
Interpreter	21260	14607		1217	15,824	34.35
GRADE 1C LEVEL 2						
Ministerial Driver	23540	14607		1217	17,696	33.02
Senior Ministerial Driver	23540	18795		1566	22,233	5.88
Principal Airport Info. Officer	23540	24083		2007	26,089	(9.77)
Fisheries Inspector	23540	16635		1386	18,021	30.62
Asst. Mineral Rights Officer	23540	17855		1488	19,342	21.70
Outdoor Officer	23540	14607		1217	15,824	48.76
Senior Outdoor Officer	23540	18795		1566	20,361	15.61
Immigration Officer	23540	17855		1488	19,342	21.70
Meat Examiner	23540	18795		1566	20,361	15.61
Chief Rural Water Ext. Officer	23540	22409		1867	24,276	(3.03)
Ships Cook	23540	18795		1566	20,361	15.61
Senior Boiler Operator	23540	22409		1867	24,276	(3.03)
Senior Engine Room Attendant	23540	18795		1566	20,361	15.61
Able Seaman	23540	18795		1566	20,361	15.61
Senior Library Assistant	23540	24896		2075	26,970	(12.72)
Senior Archives Assistant	23540	24896		2075	26,970	(12.72)
Senior Health Assistant	23540	16635		1386	18,021	30.62
Senior Dental Assistant	23540	16635		1386	18,021	30.62
Senior Technical Assistant	23540	17982		1499	19,481	20.84
Senior Draughtsman Assistant	23540	16635		1386	18,021	30.62
Senior Meteorological Observer	23540	22409		1867	24,276	(3.03)
Ambulance Officer	23540	18795		1566	20,361	15.61
Principal Laboratory Assistant	23540	22409		1867	24,276	(3.03)
Welfare Worker	23540	18795		1566	20,361	15.61
Clerk	23540	16953		1413	18,366	28.17
Senior Clerk	23540	24083		2007	26,089	(9.77)
Resort Officer	23540	16953		1413	18,366	28.17
Senior Statistical Clerk	23540	22967		1914	24,880	(5.39)

POST LEVEL	Average new salary including bonus and allowances	Average existing salary	Car Allowance	Average Bonus	Total average pre-WASCOM package	% Adjustment
Principal Statistical Clerk	23540	35423		2952	38,374	(38.66)
Senior Enumerator	23540	22967		1914	24,880	(5.39)
Principal Enumerator	23540	35423		2952	38,374	(38.66)
Assistant Deeds Examiner	23540	17855		1488	19,342	21.70
Tourism Officer	23540	19034		1586	20,620	14.16
Chief Lithographic Operator	23540	22409		1867	24,276	(3.03)
Senior Chief Registry Clerk	23540	22409		1867	24,276	(3.03)
Senior Chief Record Clerk	23540	22409		1867	24,276	(3.03)
Chief Resort Assistant	23540	18795		1566	20,361	15.61
Senior Chief Resorts Assistant	23540	22409		1867	24,276	(3.03)
Craftsman	23540	22409		1867	24,276	(3.03)
Chief Security Officer	23540	24338		2028	26,366	(10.72)
Senior Chief Security Officer	23540	28650		2388	31,038	(24.16)
Senior Fireman	23540	22409		1867	24,276	(3.03)
Assistant School Secretary	23540	14607		1217	15,824	48.76
GRADE 1C LEVEL 3						
Senior Aeronautical Info. Officer	25872	18795		1566	20,361	27.06
Prin. Aeronautical Info. Officer	25872	24896		2075	26,970	(4.07)
Audit Clerk	25872	17855		1488	19,342	33.76
Principal Fingerprint Officer	25872	24896		2075	26,970	(4.07)
Principal Ranger	25872	22409		1867	24,276	6.57
Diamond Control Officer	25872	22409		1867	24,276	6.57
Principal Forest Ranger	25872	22409		1867	24,276	6.57
Road Transportation Inspector	25872	24083		2007	26,089	(0.83)
Medical Assistant	25872	18795		1566	20,361	27.06
Sport Assistant	25872	14607		1217	15,824	63.50
Senior Sport Assistant	25872	24083		2007	26,089	(0.83)
Youth Assistant	25872	14607		1217	15,824	63.50
Senior Youth Assistant	25872	24083		2007	26,089	(0.83)
Liaison Service Assistant	25872	14607		1217	15,824	63.50
Senior Liaison Service Assistant	25872	24083		2007	26,089	(0.83)
Chief Foreign Assistant	25872	33033		2753	35,786	(27.70)
Enrolled Nurse	25872	18795		1566	20,361	27.06
Boatswain	25872	22409		1867	24,276	6.57
Principal Health Assistant	25872	22409		1867	24,276	6.57
Principal Dental Assistant	25872	22409		1867	24,276	6.57
Principal Technical Assistant	25872	24896		2075	26,970	(4.07)
Principal Draughtsman Asst.	25872	22409		1867	24,276	6.57
Principal Meteorological Observer	25872	28650		2388	31,038	(16.64)
Senior Ambulance Officer	25872	24896		2075	26,970	(4.07)
Chief Laboratory Assistant	25872	24896		2075	26,970	(4.07)
Principal Community Activator	25872	24083		2007	26,089	(0.83)

POST LEVEL	Average new salary including bonus and allowances	Average existing salary	Car Allowance	Average Bonus	Total average pre-WASCOM package	% Adjustment
Legal Clerk	25872	16953		1413	18,366	40.87
Senior Resort Officer	25872	24083		2007	26,089	(0.83)
Assistant Taxation Officer	25872	17855		1488	19,342	33.76
Estate Controller	25872	17855		1488	19,342	33.76
Senior Tourism Officer	25872	24083		2007	26,089	(0.83)
Chief Radio Attendant	25872	22409		1867	26,518	(2.44)
Farm Foreman	25872	14910		1243	16,153	60.17
Town Foreman	25872	24896		2075	26,970	(4.07)
Senior Craftsman	25872	24896		2075	26,970	(4.07)
Senior Musician	25872	22409		1867	24,276	6.57
Control Registry Clerk	25872	28650		2388	31,038	(16.64)
Control Record Clerk	25872	28650		2388	31,038	(16.64)
Assistant Land Appraiser	25872	24896		2075	26,970	(4.07)
Agricultural Officer	25872	22409		1867	24,276	6.57
Agricultural Inspector	25872	22409		1867	24,276	6.57
Culture Assistant	25872	14607		1217	15,824	63.50
Senior Culture Assistant	25872	24083		2007	26,089	(0.83)
Senior Interpreter	25872	18795		1566	20,361	27.06
Animal Health Inspector	25872	17855		1488	19,342	33.76
Asst. Customs & Excise Officer	25872	17855		1488	19,342	33.76
GRADE 2A LEVEL 1						
Deputy Prime Minister's Driver	29253	22409		1867	26,148	11.88
Statistician Assistant	29253	23780		1982	25,761	13.55
Field Officer	29253	23780		1982	25,761	13.55
Senior Audit Clerk	29253	24896		2075	26,970	8.46
Senior Fisheries Inspector	29253	24083		2007	26,089	12.13
Principal Outdoor Officer	29253	24896		2075	26,970	8.46
Senior Immigration Officer	29253	24896		2075	26,970	8.46
Trade Inspector	29253	22409		1867	24,276	20.50
Senior Meat Examiner	29253	24896		2075	26,970	8.46
Senior Typist	29253	24896		2075	26,970	8.46
Chief Typist	29253	33033		2753	35,786	(18.26)
Principal Data Typist	29253	24896		2075	26,970	8.46
Chief Data Typist	29253	33033		2753	35,786	(18.26)
Pharmacist Assistant	29253	18795		1566	20,361	43.67
Chief Health Assistant	29253	24896		2075	26,970	8.46
Senior Water Works Officer	29253	22409		1867	24,276	20.50
Principal Water Works Officer	29253	28650		2388	31,038	(5.75)
Instructor: Water Supply	29253	28650		2388	31,038	(5.75)
Chief Technical Assistant	29253	28650		2388	31,038	(5.75)
Chief Draughtsman Asst.	29253	24896		2075	26,970	8.46
Chief Meteorological Observer	29253	33033		2753	35,786	(18.26)
Chief Ambulance Officer	29253	33033		2753	35,786	(18.26)

POST LEVEL	Average new salary including bonus and allowances	Average existing salary	Car Allowance	Average Bonus	Total average pre-WASCOM package	% Adjustment
Control Ambulance Officer	29253	42672		3556	46,228	(36.72)
Senior EEG/ECG Technical Asst.	29253	17576		1465	19,040	53.64
Environmental Health Asst.	29253	18795		1566	20,361	43.67
Medical Rehabilitation Asst.	29253	18795		1566	20,361	43.67
Chef	29253	28650		2388	31,038	(5.75)
Butcher	29253	28650		2388	31,038	(5.75)
Baker	29253	28650		2388	31,038	(5.75)
Principal Boiler Operator	29253	28650		2388	31,038	(5.75)
Senior Farm Foreman	29253	22409		1867	24,276	20.50
Roads Foreman	29253	22409		1867	24,276	20.50
Concrete Foreman	29253	22409		1867	24,276	20.50
Inspector:Construction Machinery	29253	24896		2075	26,970	8.46
Chief Security Orderly	29253	28650		2388	31,038	(5.75)
Control Security Officer	29253	32237		2686	34,923	(16.24)
Principal Laundry Superintendent	29253	28650		2388	31,038	(5.75)
Chief Laundry Superintendent	29253	33033		2753	35,786	(18.26)
School Secretary	29253	20876		1740	22,615	29.35
Assistant Curator	29253	28650		2388	31,038	(5.75)
Assistant Librarian	29253	28650		2388	31,038	(5.75)
Assistant Culture Officer	29253	28650		2388	31,038	(5.75)
Principal Interpreter	29253	23222		1935	25,157	16.28
GRADE 2A LEVEL 2						
Presidential Driver	31743	22409		1867	26,148	21.40
Prime Minister's Driver	31743	22409		1867	26,148	21.40
Assistant Archivist	31743	28650		2388	31,038	2.27
Chief Aeronautical Info Officer	31743	33033		2753	35,786	(11.30)
Assistant Accountant	31743	20876		1740	22,615	40.36
Senior Asst. Accountant	31743	30801		2567	33,368	(4.87)
Assistant Personnel Officer	31743	20876		1740	22,615	40.36
Senior Asst. Personnel Officer	31743	30801		2567	33,368	(4.87)
Asst.Foreign Admin. Officer	31743	17855		1488	19,342	64.11
Senior Asst. Foreign Admin. Off.	31743	24896		2075	26,970	17.70
Employment Officer	31743	28650		2388	31,038	2.27
Asst. Manpower Training Off.	31743	28650		2388	31,038	2.27
Principal Sport Assistant	31743	35423		2952	38,374	(17.28)
Principal Youth Assistant	31743	35423		2952	38,374	(17.28)
Control Rural Water Ext. Off	31743	28650		2388	31,038	2.27
Prin.Liaison Service Asst.	31743	35423		2952	38,374	(17.28)
Pupil Air Traffic Controller	31743	21293		1774	23,067	37.61
Senior Pharmacist Assistant	31743	24896		2075	26,970	17.70
Chief Water Works Officer	31743	37893		3158	41,051	(22.67)

POST LEVEL	Average new salary including bonus and allowances	Average existing salary	Car Allowance	Average Bonus	Total average pre-WASCOM package	% Adjustment
Senior Chief Water Works Officer	31743	42672		3556	46,228	(31.33)
Chief Instructor: Water Supply	31743	37893		3158	41,051	(22.67)
Sen. Chief Instruct. :Water Supply	31743	42672		3556	46,228	(31.33)
Principal EEG/ECG Technical Asst.	31743	22409		1867	24,276	30.76
Senior Environmental Health Asst.	31743	24896		2075	26,970	17.70
Senior Medical Rehab.Asst.	31743	24896		2075	26,970	17.70
Senior Welfare Worker	31743	24083		2007	26,089	21.67
Intern (Vocational Counselor)	31743	26418		2202	28,620	10.91
Principal Culture Assistant	31743	35423		2952	38,374	(17.28)
Senior Child Care Officer	31743	20249		1687	21,936	44.71
Principal Child Care Officer	31743	28650		2388	31,038	2.27
Rehabilitation Officer	31743	24896		2075	26,970	17.70
Assistant Computer Operator	31743	22409		1867	24,276	30.76
Senior Rehabilitation Instructor	31743	18795		1566	20,361	55.90
Principal Rehabilitation Instructor	31743	24083		2007	26,089	21.67
Senior Chef	31743	33033		2753	35,786	(11.30)
Senior Butcher	31743	33033		2753	35,786	(11.30)
Senior Baker	31743	33033		2753	35,786	(11.30)
Senior Animal Health Inspector	31743	24896		2075	26,970	17.70
Principal Farm Foreman	31743	28650		2388	31,038	2.27
Senior Roads Foreman	31743	28650		2388	31,038	2.27
GRADE 2A LEVEL 2						
Senior Concrete Foreman	31743	28650		2388	31,038	2.27
Senior Concrete Foreman	31743	28650		2388	31,038	2.27
Senior Inspector:Construc.Mach.	31743	33033		2753	35,786	(11.30)
Assistant Media Officer	31743	28650		2388	31,038	2.27
Asst. Information Officer	31743	28650		2388	31,038	2.27
GRADE 2A LEVEL 3						
Senior Presidential Driver	35640	24896		2075	26,970	32.15
Senior Prime Minister Driver	35640	22409		1867	24,276	46.81
Senior Prime Minister Driver	35640	37893		3158	41,051	(13.18)
Sen. Asst.Manpower Tr. Off.	35640	37893		3158	41,051	(13.18)
Chief Fisheries Inspector	35640	33033		2753	35,786	(0.41)
Chief Fisheries Inspector	35640	33033		2753	35,786	(0.41)
Chief Fingerprint Officer	35640	35423		2952	38,374	(7.13)
Principal Immigration Officer	35640	30801		2567	33,368	6.81
Labour Relations Officer	35640	30801		2567	33,368	6.81
Senior Diamond Control Officer	35640	33033		2753	35,786	(0.41)
Senior Diamond Control Officer	35640	33033		2753	35,786	(0.41)
Senior Trade Inspector	35640	33033		2753	35,786	(0.41)
Principal Meat Examiner	35640	33033		2753	35,786	(0.41)
Senior Road Transport. Insp.	35640	33033		2753	35,786	(0.41)

POST LEVEL	Average new salary including bonus and allowances	Average existing salary	Car Allowance	Average Bonus	Total average pre-WASCOM package	% Adjustment
Assistant Youth Officer	35640	28650		2388	31,038	14.83
Youth Officer	35645	37893		3158	41,051	(13.17)
Assistant Sport Officer	35640	28650		2388	31,038	14.83
Sport Officer	35640	37893		3158	41,051	(13.18)
Chief Control Rural Water Ext.Off.	35640	33033		2753	35,786	(0.41)
Assistant Liaison Officer	35635	28650		2388	32,910	8.28
Liaison Officer	35635	37893		3158	42,923	(16.98)
Principal Info. Service Asst.	35640	35423		2952	38,374	(7.13)
Asst. Community Liaison Officer	35640	28650		2388	31,038	14.83
Community Liaison Officer	35640	37893		3158	41,051	(13.18)
Senior School Secretary	35640	28650		2388	31,038	14.83
Assistant Inspector:Explosives	35640	26570		2214	28,784	23.82
Senior Enrolled Nurse	35640	24896		2075	26,970	32.15
Principal Enrolled Nurse	35640	28650		2388	31,038	14.83
Principal Pharmacist Assistant	35640	28650		2388	31,038	14.83
Prin. Environmental Health Asst.	35640	28650		2388	31,038	14.83
Prin. Med. Rehabilitation Asst.	35640	24083		2007	26,089	36.61
Senior Legal Clerk	35640	28650		2388	31,038	14.83
Customs & Excise Officer	35640	28650		2388	31,038	14.83
Taxation Officer	35640	28650		2388	31,038	14.83
Deeds Examiner	35640	35423		2952	38,374	(7.13)
Senior Deeds Examiner	35640	24083		2007	26,089	36.61
Senior Estate Controller	35640	28650		2388	31,038	14.83
Chief Interpreter	35640	37892		3158	41,049	(13.18)
Senior Chief Interpreter	35640	42672		3556	46,228	(22.90)
Drilling Foreman	35640	30801		2567	33,368	6.81
Chief Musician	35640	40283		3357	43,639	(18.33)
Control Musician	35640			0	-	
Chief Fireman	35640	37893		3158	41,051	(13.18)
Senior Chief Fireman	35640	33033		2753	35,786	(0.41)
Senior Agricultural Inspector	35640	33033		2753	35,786	(0.41)
Senior Agricultural Officer	35640	22409		1867	24,276	46.81
Assistant Programmer						
GRADE 2B LEVEL 1				2567	33,368	19.98
Senior Field Officer	40035	30801		3158	41,051	(2.47)
Principal Field Officer	40035	37893		3158	41,051	(2.47)
Senior Assistant Librarian	40035	40283		3357	43,639	(8.26)
Chief Audit Clerk	40035	28650		2388	31,038	28.99
Mineral Rights Officer	40035	35423		2952	38,374	4.33
Senior Mineral Rights Officer						
GRADE 2B LEVEL 1				3556	46,228	(13.40)
Control Fingerprint Officer	40035	42672				

POST LEVEL	Average new salary including bonus and allowances	Average existing salary	Car Allowance	Average Bonus	Total average pre-WASCOM package	% Adjustment
Chief Outdoor Officer	40035	33033		2753	35,786	11.87
Private Secretary	40035	28650		2388	32,910	21.65
Registered Nurse	40035	28650		2388	31,038	28.99
Cabin Attendant	40035	35423		2952	38,374	4.33
Asst. Aircraft Maint. Engineer	40035	33033		2753	35,786	11.87
Control Water Works Officer	40035	49335		4111	53,446	(25.09)
Control Instructor:Water Supply	40035	49335		4111	53,446	(25.09)
Chief Environmental Health Asst.	40035	33033		2753	35,786	11.87
Chief Medical Rehabilitation Asst.	40035	33033		2753	35,786	11.87
Vocational Counselor	40035	33033		2753	35,786	11.87
Computer Operator	40035	28650		2388	31,038	28.99
Senior Computer Operator	40035	36539		3045	39,583	1.14
Chief Chef	40035	42672		3556	46,228	(13.40)
Catering Officer	40035	25302		2109	27,411	46.06
Restaurateur	40035	33033		2753	35,786	11.87
Senior Restaurateur	40035	37893		3158	41,051	(2.47)
Chief Tourism Officer	40035	35423		2952	38,374	4.33
Artisan B	40035	28650		2388	31,038	28.99
Chief: Security Services	40035	40283		3357	43,639	(8.26)
Control Laundry Superintendent	40035	37893		3158	41,051	(2.47)
Land Appraiser	40035	35423		2952	38,374	4.33
Senior Land Appraiser	40035	42672		3556	46,228	(13.40)
Trainee Pharmacist	35229	21141		1762	22,903	53.82
GRADE 2B LEVEL 2				2567	33,368	27.18
Senior Statistician Assistant	42438	30801		3158	41,051	3.38
Principal Statistician Assistant	42438	37893		3158	41,051	3.38
Information Officer	42438	37893		3357	43,639	(2.75)
Principal Trade Inspector	42438	40283		3158	41,051	3.38
Principal Road Transport. Insp	42438	37893		3158	41,051	3.38
Radar Operator	42438	33033		2753	35,786	18.59
Senior Rehabilitation Officer	42438	35423		2952	38,374	10.59
Inspector:Accom.Establishments	42438	33033		2753	35,786	18.59
Senior Inspector:Accom. Est.	42438	37893		3158	41,051	3.38
Senior Catering Officer	42438	33830		2819	36,649	15.80
Control Interpreter	42438	49335		4111	53,446	(20.60)
Artisan A	42438	33033		2753	35,786	18.59
Senior Artisan B	42438	37893		3158	41,051	3.38
Principal Animal Health Inspector	42438			0	-	

POST LEVEL	Average new salary including bonus and allowances	Average existing salary	Car Allowance	Average Bonus	Total average pre-WASCOM package	% Adjustment
Principal Agricultural Inspector	42438	37893		3158	41,051	3.38
Principal Agricultural Officer	42438	37893		3158	41,051	3.38
Intern (Psychology)	40035	27534		2295	29,829	34.22
Media Officer	42438	37893		3158	41,051	3.38
Photographer	42438	28650		2388	31,038	36.73
Senior Assistant Archivist	42438	37893		3158	41,051	3.38
Senior Assistant Culture Officer	42438	37893		3158	41,051	3.38
Senior Assistant Curator	42438	37893		3158	41,051	3.38
Programmer	42438	33033		2753	35,786	18.59
GRADE 2B LEVEL 3						
Senior Private Secretary	45894	37893		3158	42,923	6.92
Accountant	45894	40283		3357	43,639	5.17
Personnel Officer	45894	40283		3357	43,639	5.17
Foreign Admin. Officer	45894	40283		3357	43,639	5.17
Control Fisheries Inspector	45894	40283		3357	43,639	5.17
Fishing Harbour Master	45894	40283		3357	43,639	5.17
Manpower Training Officer	45894	50568		4214	54,782	(16.22)
Senior Manpower Training Officer	45894	61290		5108	66,398	(30.88)
Principal Diamond Control Officer	45894	40283		3357	43,639	5.17
Senior Youth Officer	45759	49335		4111	53,446	(14.38)
Principal Youth Officer	45894	61290		5108	66,398	(30.88)
Senior Sport Officer	45894	49335		4111	53,446	(14.13)
Principal Sport Officer	45894	61290		5108	66,398	(30.88)
Senior Liaison Officer	45894	49335		4111	53,446	(14.13)
Principal Liaison Officer	45894	61290		5108	68,270	(32.78)
Chief Clerk	45894	35423		2952	38,374	19.60
GRADE 2B LEVEL 3						
Senior Comm. Liaison Officer	45894	49335		4111	53,446	(14.13)
Prin. Comm. Liaison Officer	45894	61290		5108	66,398	(30.88)
Senior Registered Nurse	45894	35423		2952	38,374	19.60
Principal Legal Clerk	45894	35423		2952	38,374	19.60
Chief Resorts Officer	45894	35423		2952	38,374	19.60
Senior Chief Resort Officer	45894	44265		3689	47,954	(4.30)
Principal Taxation Officer	45894	46149		3846	49,995	(8.20)
Principal Deeds Examiner	45894	46149		3846	49,995	(8.20)
Principal Estate Controller	45894	41289		3441	44,730	2.60
Principal Catering Officer	45894	42672		3556	46,228	(0.72)
Chief Restaurateur	45894	42672		3556	46,228	(0.72)
Chief Drilling Foreman	45894	49335		4111	53,446	(14.13)
Chief Employment Officer	45894	49335		4111	53,446	(14.13)
Senior Artisan A	45894	42672		3556	46,228	(0.72)
Instructor B (Artisan)	45894	37893		3158	41,051	11.80

POST LEVEL	Average new salary including bonus and allowances	Average existing salary	Car Allowance	Average Bonus	Total average pre-WASCOM package	% Adjustment
Intern	46443	31998		2667	34,665	33.98
GRADE 2C LEVEL 1						
Asst. Financial Institutions Officer	50151	46149		3846	49,995	0.31
Assistant Mineral Economist	50151	42672		3556	46,228	8.49
Assistant Mineral Researcher	50151	39486		3291	42,777	17.24
Assistant Energy Researcher	50151	39486		3291	42,777	17.24
Assistant Efficiency Analyst	50151	33033		2753	35,786	40.14
Senior Asst. Efficiency Analyst	50151	42672		3556	46,228	8.49
Assistant Pers. System Analyst	50151	42672		2753	35,786	40.14
Senior Asst. Pers. System Ana.	50151	33033		3556	46,228	8.49
Assistant Auditor	50151	42672		2753	35,786	40.14
Senior Assistant Auditor	50151	33033		3556	46,228	8.49
Assistant Training Officer	50151	42672		2753	35,786	40.14
Senior Assistant Training Officer	50151	33033		3556	46,228	8.49
Children's Home Superintendent	50151	33033		2753	35,786	40.14
Senior Labour Relations Officer	50151	46149		3846	49,995	0.31
Cadet: Foreign Relations	50151	37893		3158	41,051	22.17
Senior Cadet: Foreign Relations	50151	49335		4111	53,446	(6.17)
Cadet: Trade Promotion	50151	37893		3158	41,051	22.17
Senior Cadet: Trade Promotion	50156	33033		4111	53,446	(6.17)
Inspector: Industries	50151	22409		2753	35,786	40.16
Medical Technician	50151	37893		1867	24,276	106.59
Optometrist	50151	37893		3158	41,051	22.17
Dental Therapist	50151	37893		3158	41,051	22.17
Oral Hygienist	50151	37893		3158	41,051	22.17
Speech Therapist	50151	37893		3158	41,051	22.17
Physiotherapist	50151	37893		3158	41,051	22.17
Occupational Therapist	50151	37893		3158	41,051	22.17
Radiographer	50151	42172		3514	45,686	9.77
Engineer Officer Class 4	50151	44115		3676	47,791	4.94
Assistant Clerk: Parliament				4480	58,234	(13.88)
Chief Control Water Works Officer	50151	53754		2753	35,786	40.14
Social Worker	50151	33033		3556	46,228	8.49
Senior Vocational Counselor	50151	42672		4347	56,508	(11.25)
Chief Catering Officer	50151	52161		1867	24,276	106.59
Roads Superintendent	50151	22409		2388	31,038	61.58
Senior Roads Superintendent	50151	28650		3556	46,228	8.49
Instructor A (Artisan)				4111	53,446	(6.17)
GRADE 2C LEVEL 1						
Control Fireman	50151	49335				

POST LEVEL	Average new salary including bonus and allowances	Average existing salary	Car Allowance	Average Bonus	Total average pre-WASCOM package	% Adjustment
Aviation Electronician	50151	37893		3158	41,051	22.17
Artist	50151	37893		3158	41,051	22.17
Radio Technician	50151	37893		3158	41,051	22.17
Hydrological Technician	50151	37893		3158	41,051	22.17
Dental Technician	50151	37893		3556	46,228	8.49
Senior Dental Technician	50151	42672		4347	56,508	(11.25)
Principal Dental Technician	50151	52161		3158	41,051	22.17
Engineering Draughtsman	50151	37893		3158	41,051	22.17
Trade Metrologist	50151	37893		3158	41,051	22.17
Museum Technician	50151	37893		3158	41,051	22.17
Works Inspector	50151	37893				
Town and Reg.Plan. Draughtsman	50151	37893		3158	41,051	22.17
Engineering Technician	50151	37893		3158	41,051	22.17
Soil Conservation Technician	50151	37893		3158	41,051	22.17
Geotechnician	50151	37893		3158	41,051	22.17
Geodraughtsman	50151	37893		3158	41,051	22.17
Survey Officer	50151	37893		3158	41,051	22.17
Architect Draughtsman	50151	33033		2753	35,786	40.14
Warden	50151	37893		3158	41,051	22.17
Fisheries Research Technician	50151	33033		2753	35,786	40.14
Forensic Analyst	50151	33033		2753	35,786	40.14
Medical Technologist	50151	33033		2753	35,786	40.14
Forestry Technician	50151	33033		2753	35,786	40.14
Clinical Technologist	50151	33033		2753	35,786	40.14
Chief Agricultural Officer	50151	42672		3556	46,228	8.49
Control Agricultural Officer	50151	53754		4480	58,234	(13.88)
Meteorological Technician	50151	37893		3158	41,051	22.17
Horticulturist	50151	33033		2753	35,786	40.14
Meat Inspector	50151	33033		2753	35,786	40.14
Health Inspector	50151	33033		2753	35,786	40.14
Orthotist/Prothetist	50151	42672		3556	46,228	8.49
Veterinary Technician	50151	33033		2753	35,786	40.14
Agric.Research Technician	50151	37893		3158	41,051	22.17
Agric.Extension Technician	50151	37893		3158	41,051	22.17
Agric.Product Std.Technician	50151	33033		2753	35,786	40.14
Senior Taxation Officer	50151	35423		2952	38,374	30.69
Principal Taxation Officer	50151	46149		3846	49,995	0.31
Principal Deeds Examiner	50151	46149		3846	49,995	0.31
Principal Estate Controller	50151	41289		3441	44,730	12.12
Education Resource Officer	50151	36902		3075	39,977	25.45
Senior Customs & Excise Officer	50151	35423		2952	38,374	30.69
Prin. Customs & Excise Officer	50151	46149		3846	49,995	0.31
Standards Officer	50151	42672		3556	46,228	8.49

POST LEVEL	Average new salary including bonus and allowances	Average existing salary	Car Allowance	Average Bonus	Total average pre-WASCOM package	% Adjustment
GRADE 2 C LEVEL 2						
Chief Inspector: Acc. Estab.	53859	42672		3556	46,228	16.51
Senior Information Officer	53859	49335		4111	53,446	0.77
Principal Information Officer	53859	61290		5108	66,398	(18.88)
Senior Photographer	53859	33033		2753	35,786	50.50
Principal Photographer	53859	37893		3158	41,051	31.20
Dietician	53859	33033		2753	35,786	50.50
Assistant Hydrologist	53859	39486		3291	42,777	25.91
Assistant Geophysicist	53859	42672		3556	46,228	16.51
Assistant Geologist	53859	42672		3556	46,228	16.51
Assistant Geochemist	53859	42672		3556	46,228	16.51
Energy Researcher	53859	49335		4111	53,446	0.77
Chief Animal Health Inspector	53859	42672		3556	46,228	16.51
Medical Natural Scientist	53859	33272		2773	36,044	49.43
Meteorologist	53859	40283		3357	43,639	23.42
Chief Statistician Assistant	53859	49335		4111	53,446	0.77
Chief Field Officer	53859	49335		4111	53,446	0.77
Agricultural Researcher	53859	46149		3846	49,995	7.73
Agricultural Economist	53859	46149		3846	49,995	7.73
Agricultural Training Officer	53859	46149		3846	49,995	7.73
Agricultural Extension Officer	53859	46149		3846	49,995	7.73
Conservation Scientist	53859	42672		3556	46,228	16.51
Fisheries Biologist	53859	46149		3846	49,995	7.73
Forester	53859	40283		3357	43,639	23.42
Senior Control Fisheries Inspector	53859	49335		4111	53,446	0.77
GRADE 2 C LEVEL 2						
Asst. Economic Policy Advisor	53859	46149		3846	49,995	7.73
Senior Child. Home Supt.	53859	40283		3357	43,639	23.42
Health Programme Officer	53859	42672		3556	46,228	16.51
Chief Immigration Officer	53859	49335		4111	53,446	0.77
Chief Trade Inspector	53859	52161		4347	56,508	(4.69)
Chief Road Transport Inspect	53859	49335		4111	53,446	0.77
Executive Secretary	53859	46149		3846	51,867	3.84
Asst. Inspector: Petroleum Aff.	53859	49335		4111	53,446	0.77
Inspector: Explosives	53859	33033		2753	35,786	50.50
Deck Officer Class 6	53859	49335		4111	53,446	0.77
Engineer Officer Class 3	53859	49335		4111	53,446	0.77
Senior Social Worker	53854	46149		3846	49,995	7.72
Chief Rehabilitation Officer	53859	46149		3846	49,995	7.73
Control Employment Officer	53859	61290		5108	66,398	(18.88)
Control Tourism Officer	53859	46149		3846	49,995	7.73
Control Drilling Foreman	53859	53754		4480	58,234	(7.51)
Bandmaster	53859	52161		4347	56,508	(4.69)

POST LEVEL	Average new salary including bonus and allowances	Average existing salary	Car Allowance	Average Bonus	Total average pre-WASCOM package	% Adjustment
Senior Artist	53859	42672		3556	46,228	16.51
Senior Warden	53859	42672		3556	46,228	16.51
Chief Warden	53859	49335		4111	53,446	0.77
Senior Horticulturist	53859	42672		3556	46,228	16.51
Senior Media Officer	53859	49335		4111	53,446	0.77
Principal Media Officer	53859	61290		5108	66,398	(18.88)
Senior Standards Officer	53859	52161		4347	56,508	(4.69)
SPECIAL GRADE 2						
Archivist	61827	49335		4111	53,446	15.68
Culture Officer	61827	49335		4111	53,446	15.68
Librarian	61827	49335		4111	53,446	15.68
Curator	61827	54987		4582	59,569	3.79
Senior Dietician	61827	42672		3556	46,228	33.74
Principal Dietician	61827	52161		4347	56,508	9.41
Agricultural Economist	61827	46149		3846	49,995	23.67
Mineral Economist	61827	53754		4480	58,234	6.17
Senior Mineral Economist	61827	66942		5579	72,521	(14.75)
Mineral Researcher	61827	49335		4111	53,446	15.68
Senior Mineral Researcher	61827	61290		5108	66,398	(6.88)
Hydrologist	61827	49335		4111	53,446	15.68
Geochemist	61827	53754		4480	58,234	6.17
Senior Geochemist	61827	66942		5579	72,521	(14.75)
Geologist	61827	53754		4480	58,234	6.17
Senior Geologist	61827	66942		5579	72,521	(14.75)
Geophysicist	61827	53754		4480	58,234	6.17
Senior Geophysicist	61827	66942		5579	72,521	(14.75)
Senior Energy Researcher	61827	61290		5108	66,398	(6.88)
Senior Medical Natural Scientist	61827	42672		3556	46,228	33.74
Prin. Medical Natural Scientist	61827	52161		4347	56,508	9.41
Senior Meteorologist	61827	52161		4347	56,508	9.41
Statistician	61827	42672		3556	46,228	33.74
Senior Statistician	61827	52161		4347	56,508	9.41
Education Resource Officer	61827	36902		3075	39,977	54.66
Senior Personnel Officer	61827	52161		4347	56,508	9.41
Principal Personnel Officer	61827	64116		5343	69,459	(10.99)
Senior Accountant	61827	52161		4347	56,508	9.41
Principal Accountant	61827	64116		5343	69,459	(10.99)
Control Officer	61827	44265		3689	47,954	28.93
Senior Control Officer	61827	56580		4715	61,295	0.87
Senior Foreign Admin. Officer	61827	52161		4347	56,508	9.41
Principal Foreign Admin. Officer	61827	64116		5343	69,459	(10.99)
Control Resorts Officer	61827	56580		4715	61,295	0.87

POST LEVEL	Average new salary including bonus and allowances	Average existing salary	Car Allowance	Average Bonus	Total average pre-WASCOM package	% Adjustment
Health Programme Administrator	61827	53754		4480	58,234	6.17
Pharmacist	61827	49335		4111	53,446	15.68
Principal Mineral Rights Officer	61827	46149		3846	49,995	23.67
Chief Mineral Rights Officer	61827	61290		5108	66,398	(6.88)
Control Immigration Officer	61827	51954		4330	56,284	9.85
Chief Diamond Control Off.	61827	52161		4347	56,508	9.41
Principal Roads Superintendent	61827	37893		3158	41,051	50.61
Control Road Transport Insp.	61827	61290		5108	66,398	(6.88)
Chief Youth Officer	61817	66942		5579	72,521	(14.76)
Chief Sport Officer	61817	66942		5579	72,521	(14.76)
Chief Liaison Officer	61827	66942		5579	74,393	(16.89)
Chief Information Officer	61827	66942		5579	72,521	(14.75)
Chief Comm. Liaison Officer	61827	66942		5579	72,521	(14.75)
Ship Surveyor	61827	53754		4480	58,234	6.17
Asst. Inspector: Mining Machinery	61827	49335		4111	53,446	15.68
Senior Inspector: Industries	61827	44265		3689	47,954	28.93
Principal Inspector: Industries	61827	53754		4480	58,234	6.17
Principal Registred Nurse	61827	46149		3846	49,995	23.67
Senior Optometrist	61827	49335		4111	53,446	15.68
Principal Optometrist	61827	61290		5108	66,398	(6.88)
Senior Dental Therapist	61827	49335		4111	53,446	15.68
Principal Dental Therapist	61827	61290		5108	66,398	(6.88)
Senior Oral Hygienist	61827	49335		4111	53,446	15.68
Principal Oral Hygienist	61827	61290		5108	66,398	(6.88)
Senior Speech Therapist	61827	49335		4111	53,446	15.68
Principal Speech Therapist	61827	61290		5108	66,398	(6.88)
Senior Physiotherapist	61827	49335		4111	53,446	15.68
Principal Physiotherapist	61827	61290		5108	66,398	(6.88)
Senior Occupational Therapist	61827	49335		4111	53,446	15.68
Principal Occupational Therapist	61827	61290		5108	66,398	(6.88)
Senior Radiographer	61827	49335		4111	53,446	15.68
Principal Radiographer	61827	61290		5108	66,398	(6.88)
Senior Medical Technician	61827	33033		2753	35,786	72.77
Principal Medical Technician	61827	37893		3158	41,051	50.61
Deck Officer Class 5	61827	53754		4480	58,234	6.17
Engineer Officer Class 2	61827	53754		4480	58,234	6.17
Principal Vocational Counselor	61827	49335		4111	53,446	15.68

POST LEVEL	Average new salary including bonus and allowances	Average existing salary	Car Allowance	Average Bonus	Total average pre-WASCOM package	% Adjustment
Control Rehabilitation Officer	61827	53754		4480	58,234	6.17
Chief Computer Operator	61827	58464		4872	63,336	(2.38)
Senior Control Tourism Officer	61827	61290		5108	66,398	(6.88)
Trade Test Officer	61827	42672		3556	46,228	33.74
Inspector:Apprentices	61827	42672		3556	46,228	33.74
Artisan Foreman	61827	49335		4111	53,446	15.68
Chief Instructor	61827	49335		4111	53,446	15.68
Senior Aviation Electronician	61827	42672		3556	46,228	33.74
Principal Aviation Electronician	61827	52161		4347	56,508	9.41
Principal Artist	61827	52161		4347	56,508	9.41
Senior Radio Technician	61827	42672		3556	46,228	33.74
Principal Radio Technician	61827	52161		4347	56,508	9.41
Geotechnologist	61827	42672		3556	46,228	33.74
Senior Geotechnologist	61827	49335		4111	53,446	15.68
Senior Hydrological Technician	61827	42672		3556	46,228	33.74
Principal Hydrological Technician	61827	52161		4347	56,508	9.41
Senior Engineering Draughtsman	61827	42672		3556	46,228	33.74
Prin. Engineering Draughtsman	61827	52161		4347	56,508	9.41
Senior Trade Metrologist	61827	42672		3556	46,228	33.74
Principal Trade Metrologist	61827	52161		4347	56,508	9.41
Senior Museum Technician	61827	42672		3556	46,228	33.74
Principal Museum Technician	61827	52161		4347	56,508	9.41
Senior Works Inspector	61827	42672		3556	46,228	33.74
Principal Works Inspector	61827	52161		4347	56,508	9.41
Sen. Town &Reg.Plan.Draughtsm.	61827	42672		3556	46,228	33.74
Prin.Town &Reg.Plan.Draughtsm.	61827	52161		4347	56,508	9.41
Senior Engineering Technician	61827	42672		3556	46,228	33.74
Principal Engineering Technician	61827	52161		4347	56,508	9.41
Senior Soil Conservation Techn.	61827	42672		3556	46,228	33.74
Principal Soil Conservation Techn.	61827	52161		4347	56,508	9.41
Senior Geotechnician	61827	42672		3556	46,228	33.74
Principal Geotechnician	61827	52161		4347	56,508	9.41
Senior Geodraughtsman	61827	42672		3556	46,228	33.74
Principal Geodraughtsman	61827	52161		4347	56,508	9.41
Senior Survey Officer	61827	42672		3556	46,228	33.74
Principal Survey Officer	61827	52161		4347	56,508	9.41
Senior Architect Draughtsman	61827	42672		3556	46,228	33.74

POST LEVEL	Average new salary including bonus and allowances	Average existing salary	Car Allowance	Average Bonus	Total average pre-WASCOM package	% Adjustment
Principal Architect Draughtsman	61827	52161		4347	56,508	9.41
Control Warden	61827	53754		4480	58,234	6.17
Senior Fisheries Research Techn.	61827	45062		3755	48,817	26.65
Prin. Fisheries Research Techn.	61827	53754		4480	58,234	6.17
Senior Forensic Analyst	61827	42672		3556	46,228	33.74
Principal Forensic Analyst	61827	49335		4111	53,446	15.68
Senior Medical Technologist	61827	43469		3622	47,091	31.29
Senior Forestry Technician	61827	42672		3556	46,228	33.74
Principal Forestry Technician	61827	49335		4111	53,446	15.68
Senior Clinical Technologist	61827	42672		3556	46,228	33.74
Principal Clinical Technologist	61827	49335		4111	53,446	15.68
Senior Meteorological Technician	61827	52161		4347	56,508	9.41
Principal Meteorological Techn.	61827	61290		5108	66,398	(6.88)
Senior Meat Inspector	61827	42672		3556	46,228	33.74
Principal Horticulturist	61827	49335		4111	53,446	15.68
Senior Health Inspector	61827	42672		3556	46,228	33.74
Senior Orthotist/Prothetist	61827	49335		4111	53,446	15.68
Principal Orthotist/Prothetist	61827	49335		4111	53,446	15.68
Control Animal Health Inspector	61827	49335		4111	53,446	15.68
Senior Veterinary Technician	61827	42672		3556	46,228	33.74
Principal Veterinary Technician	61827	49335		4111	53,446	15.68
Chief Agriculture Inspector	61827	52161		4347	56,508	9.41
Senior Agric.Research Technician	61827	45062		3755	48,817	26.65
Principal Agric.Research Techn.	61827	53754		4480	58,234	6.17
Senior Agric.Extension Technician	61827	45062		3755	48,817	26.65
Principal Agric.Extension Techn.	61827	53754		4480	58,234	6.17
Senior Agric.Product Std. Techn.	61827	42672		3556	46,228	33.74
Principal Agric.Product Std. Techn.	61827	49335		4111	53,446	15.68
Senior Agricultural Economist	61827	53754		4480	58,234	6.17
Senior Agricultural Researcher	61827	53754		4480	58,234	6.17
Senior Agricultural Training Off.	61827	53754		4480	58,234	6.17
Senior Agric. Extension Officer	61827	53754		4480	58,234	6.17
Senior Conservation Scientist	61827	52161		4347	56,508	9.41
Senior Fisheries Biologist	61827	53754		4480	58,234	6.17
Senior Forester	61827	49335		4111	53,446	15.68

POST LEVEL	Average new salary including bonus and allowances	Average existing salary	Car Allowance	Average Bonus	Total average pre-WASCOM package	% Adjustment
Economic Policy Advisor	61827	56580		4715	61,295	0.87
Economist	61827	42672		3556	46,228	33.74
Senior Economist	61827	52161		4347	56,508	9.41
Financial Institutions Controller	61827	56580		4715	61,295	0.87
Development Planner	61827	42672		3556	46,228	33.74
Senior Development Planner	61827	52161		4347	56,508	9.41
Cooperative Officer	61827	42672		3556	46,228	33.74
Senior Cooperative Officer	61827	52161		4347	56,508	9.41
Aircraft Maintenance Engineer	61827	49335		4111	53,446	15.68
Principal Standards Officer	61827	66942		5579	72,521	(14.75)
Producer	61827	66942		5579	72,521	(14.75)
Chief Journalist	61827	66942		5579	72,521	(14.75)
Sub Editor	61827	66942		5579	72,521	(14.75)
Principal Computer Operator	61827	46946		3912	50,858	21.57
Senior Programmer	61827	42672		3556	46,228	33.74
GRADE 3A LEVEL 1						
Control Inspector: Acc. Estab.	75030	49335		4111	53,446	40.38
Asst. Inspector: Petroleum Aff.	75030	49335		4111	53,446	40.38
Veterinarian	75030	64116		5343	69,459	8.02
Veterinary Diagnostician	75030	64116		5343	69,459	8.02
Chief Cont. Animal Health Inspec.	75030	53754		4480	58,234	28.84
Principal Agricultural Economist	75030	66942		5579	72,521	3.46
Principal Agricultural Reasercher	75030	66942		5579	72,521	3.46
Principal Agric. Training Officer	75030	66942		5579	72,521	3.46
Principal Agric. Extension Officer	75030	66942		5579	72,521	3.46
Principal Conservation Scientist	75030	70254		5855	76,109	(1.42)
Legal Officer	75030	52161		4347	56,508	32.78
Principal Forester	75030	61290		5108	66,398	13.00
Senior Economic Policy Advisor	75030	66942		5579	72,521	3.46
Principal Personnel Officer	75030	64116		5343	69,459	8.02
Assistant Inspector: Mines	75030	49335		4111	53,446	40.38
Asst. Inspector: Occupation. Safety	75030	46149		3846	49,995	50.08
Principal Mineral Economist	75030	73080		6090	79,170	(5.23)
Principal Meteorologist	75030	61290		5108	66,398	13.00
Policy Analyst	75030	56580		4715	61,295	22.41
Senior Policy Analyst	75030	70254		5855	76,109	(1.42)
Efficiency Analyst	75030	56580		4715	61,295	22.41
Senior Efficiency Analyst	75030	70254		5855	76,109	(1.42)

POST LEVEL	Average new salary including bonus and allowances	Average existing salary	Car Allowance	Average Bonus	Total average pre-WASCOM package	% Adjustment
Personnel System Analyst	75030	56580		4715	61,295	22.41
Senior Pers. System Analyst	75030	70254		5855	76,109	(1.42)
Auditor	75030	56580		4715	61,295	22.41
Senior Auditor	75030	70254		5855	76,109	(1.42)
Senior Fin. Inst. Controller	75030	66942		5579	72,521	3.46
Chief Child. Home Supt.	75030	56580		4715	61,295	22.41
Training Officer	75030	56580		4715	61,295	22.41
Senior Training Officer	75030	70254		5855	76,109	(1.42)
Senior Archivist	75030	66942		5579	72,521	3.46
Senior Curator	75030	66942		5579	72,521	3.46
Senior Librarian	75030	66942		5579	72,521	3.46
Senior Culture Officer	75030	66942		5579	72,521	3.46
Clinical Assistant	75030	53754		4480	58,234	28.84
Medical Officer	75030	53754		4480	58,234	28.84
Dentist	75030	53754		4480	58,234	28.84
Senior Health Programme Admin.	75030	61290		5108	66,398	13.00
Senior Pharmacist	75030	53754		4480	58,234	28.84
Chief Labour Relations Officer	75030	56331		4694	61,025	22.95
Control Liaison Officer	75030	73080		6090	79,170	(5.23)
Control Information Officer	75030	73080		6090	79,170	(5.23)
Senior Chief Comm. Liaison Off	75030	73080		6090	79,170	(5.23)
Foreign Relations Officer	75030	64116		5343	69,459	8.02
Senior Foreign Relations Officer	75030	73080		6090	79,170	(5.23)
Trade Promotion Officer	75030	64116		5343	69,459	8.02
Senior Trade Promotion Officer	75030	73080		6090	79,170	(5.23)
Assistant Architect	75030	61290		5108	66,398	13.00
Assistant Engineer	75030	61290		5108	66,398	13.00
Assistant Surveyor	75030	61290		5108	66,398	13.00
Asst. Town and Regional Planner	75030	61290		5108	66,398	13.00
Assistant Quantity Surveyor	75030	61290		5108	66,398	13.00
Chief Registered Nurse	75030	53754		4480	58,234	28.84
Senior Aircraft Maintenance Eng.	75030	61290		5108	66,398	13.00
Deck Officer Class 4	75030	61290		5108	66,398	13.00
Chief Social Worker	75030	61290		5108	66,398	13.00
Clinical Psychologist	75030	49335		4111	53,446	40.38
Senior Clinical Psychologist	75030	56580		4715	61,295	22.41
Chief Clinical Psychologist	75030	66942		5579	72,521	3.46
Chief Vocational Counselor	75030	56580		4715	61,295	22.41
Chief Control Rehab. Officer	75030	66942		5579	72,521	3.46

POST LEVEL	Average new salary including bonus and allowances	Average existing salary	Car Allowance	Average Bonus	Total average pre-WASCOM package	% Adjustment
Senior Chief Computer Operator	75030	66942		5579	72,521	3.46
Control Computer Operator	75030	73080		6090	79,170	(5.23)
Data System Analyst	75030	56580		4715	61,295	22.41
Senior Data System Analyst	75030	70254		5855	76,109	(1.42)
Senior Assistant Clerk:Parliament	75030	70254		5855	76,109	(1.42)
Chief Legal Clerk	75030	44265		3689	47,954	56.46
Senior Chief Legal Clerk	75030	56580		4715	61,295	22.41
Chief Estate Controller	75030	61290		5108	66,398	13.00
Chief Taxation Officer	75030	61290		5108	66,398	13.00
Senior Trade Test Officer	75030	49335		4111	53,446	40.38
Senior Inspector:Apprentices	75030	49333		4111	53,444	40.39
Senior Artisan Foreman	75030	53754		4480	58,234	28.84
Control Instructor	75030	53754		4480	58,234	28.84
Chief: Music	75030	66942		5579	72,521	3.46
Principal Medical Technologist	75030	49335		4111	53,446	40.38
Chief Horticulturist	75030	53754		4480	58,234	28.84
Control Horticulturist	75030	61290		5108	66,398	13.00
Principal Meat Inspector	75030	49335		4111	53,446	40.38
Principal Health Inspector	75030	49335		4111	53,446	40.38
Chief Customs & Excise Officer	75030	61290		5108	66,398	13.00
Principal Programmer	75030	56580		4715	61,295	22.41
Editor	75030	73080		6090	79,170	(5.23)
Chief Producer	75030	73080		6090	79,170	(5.23)
Chief Sub Editor	75030	73080		6090	79,170	(5.23)
Air Traffic Controller	75030	33033		2753	45,251	65.81
GRADE 3A LEVEL 2						
Senior Hydrologist	79572	61290		5108	66,398	19.84
Chief Artisan Foreman	79572	61290		5108	66,398	19.84
Chief Dietician	79572	66942		5579	72,521	9.72
Principal Economic Policy Advisor	79572	73080		6090	79,170	0.51
Principal Fin. Inst. Controller	79572	73080		6090	79,170	0.51
Chief Medical Natural Scientist	79572	66942		5579	72,521	9.72
Chief Control Officer	79572	66942		5579	72,521	9.72
Senior Chief Control Officer	79572	73080		6090	79,170	0.51
Chief Personnel Officer	79572	75288		6274	81,562	(2.44)
Chief Accountant	79572	75288		6274	81,562	(2.44)
Chief Foreign Admin. Officer	79572	75288		6274	81,562	(2.44)
Chief Manpower Training Officer	79572	66942		5579	72,521	9.72
Personal Assistant	79572	73080		6090	81,042	(1.81)
Chief Health Programme Admin.	79572	66942		5579	72,521	9.72

POST LEVEL	Average new salary including bonus and allowances	Average existing salary	Car Allowance	Average Bonus	Total average pre-WASCOM package	% Adjustment
Principal Pharmacist	79572	66942		5579	72,521	9.72
Control Labour Relations Off.	79572	66942		5579	72,521	9.72
Senior Control Labour Rel. Off.	79572	73080		6090	79,170	0.51
Senior Ship Surveyor	79572	64116		5343	69,459	14.56
Principal Ship Surveyor	79572	73080		6090	79,170	0.51
Inspector: Petroleum Affairs	79572	64116		5343	69,459	14.56
Senior Inspector: Petroleum Aff.	79572	73080		6090	79,170	0.51
Senior Inspector: Explosives	79572	46149		3846	49,995	59.16
Principal Inspector: Explosives	79572	56580		4715	61,295	29.82
Control Registred Nurse	79572	58464		4872	63,336	25.63
Chief Dental Therapist	79572	66942		5579	72,521	9.72
Chief Oral Hygienist	79572	66942		5579	72,521	9.72
Chief Speech Therapist	79572	66942		5579	72,521	9.72
Chief Physiotherapist	79572	66942		5579	72,521	9.72
Chief Occupational Therapist	79572	66942		5579	72,521	9.72
Chief Radiographer	79572	66942		5579	72,521	9.72
Control Social Worker	79572	66942		5579	72,521	9.72
Chief Control Resorts Officer	79572	66942		5579	72,521	9.72
Senior Chief Control Resorts Off.	79572	73080		6090	79,170	0.51
Deputy Registrar of Deeds	79572	61290		5108	73,256	8.62
Chief Aviation Electronician	79572	64116		5343	75,543	5.33
Chief Radio Technician	79572	64116		5343	69,459	14.56
Principal Geotechnologist	79572	64116		5343	75,543	5.33
Chief Geotechnologist	79572	73080		6090	85,254	(6.66)
Chief Hydrological Technician	79572	64116		5343	75,543	5.33
Chief Engineering Draughtsman	79572	64116		5343	75,543	5.33
Chief Trade Metrologist	79572	64116		5343	75,543	5.33
Chief Museum Technician	79572	64116		5343	69,459	14.56
Chief Roads Superintendent	79572	49335		4111	53,446	48.88
Chief Works Inspector	79572	64116		5343	75,543	5.33
Chief Town & Reg. Plan. Draughtsm.	79572	64116		5343	75,543	5.33
Chief Engineering Technician	79572	64116		5343	75,543	5.33
Chief Soil Conservation Techn.	79572	64116		5343	75,543	5.33
Chief Geotechnician	79572	64116		5343	75,543	5.33
Chief Geodraughtsman	79572	64116		5343	75,543	5.33
Chief Survey Officer	79572	64116		5343	75,543	5.33
Chief Architect Draughtsman	79572	64116		5343	75,543	5.33
Chief Control Warden	79572	66942		5579	72,521	9.72
Chief Fisheries Research Techn.	79572	61290		5108	66,398	19.84
Chief Forensic Analyst	79572	53754		4480	58,234	36.64

POST LEVEL	Average new salary including bonus and allowances	Average existing salary	Car Allowance	Average Bonus	Total average pre-WASCOM package	% Adjustment
Chief Medical Technologist	79572	53754		4480	58,234	36.64
Chief Forestry Technician	79572	53754		4480	58,234	36.64
Chief Meteorological Technician	79572	66942		5579	72,521	9.72
Chief Meat Inspector	79572	53754		4480	58,234	36.64
Chief Health Inspector	79572	53754		4480	58,234	36.64
Chief Orthotist/Protetist	79572	53754		4480	58,234	36.64
Chief Veterinary Technician	79572	53754		4480	58,234	36.64
Chief Agric. Research Technician	79572	61290		5108	66,398	19.84
Chief Agric. Extension Technician	79572	61290		5108	66,398	19.84
Chief Agric. Product Std. Techn.	79572	53754		4480	58,234	36.64
Chief Customs & Excise Officer	79572	61290		5108	66,398	19.84
Control Customs & Excise Officer	79572	73080		6090	79,170	0.51
System Software Analyst	79572	56580		4715	61,295	29.82
Senior System Software Analyst	79572	70254		5855	76,109	4.55
Control Programmer	79572	70254		5855	76,109	4.55
Control Mineral Rights Officer	79572	73080		6090	79,170	0.51
GRADE 3B LEVEL 1						
Principal Cooperative Officer	91665	66942		5579	72,521	26.40
Chief Cooperative Officer	91665	73080		6090	79,170	15.78
Control Aviation Electronician	91665	73080		6090	85,254	7.52
Chief Economic Policy Adviser	91665	78600		6550	85,150	7.65
Principal Economist	91665	66942		5579	72,521	26.40
Chief Economist	91665	73080		6090	79,170	15.78
Chief Statistician	91665	66942		5579	72,521	26.40
Control Statistician	91665	73080		6090	79,170	15.78
Chief Fin. Inst. Controller	91665	78600		6550	85,150	7.65
Senior Veterinarian	91665	73080		6090	79,170	15.78
Senior Veterinary Diagnostician	91665	73080		6090	79,170	15.78
Chief Archivist	91665	73080		6090	79,170	15.78
Chief Curator	91665	73080		6090	79,170	15.78
Chief Librarian	91665	73080		6090	79,170	15.78
Chief Culture Officer	91665	73080		6090	79,170	15.78
Principal Development Planner	91665	66942		5579	72,521	26.40
Chief Development Planner	91665	73080		6090	79,170	15.78
Chief Agricultural Economist	91665	78600		6550	85,150	7.65
Chief Agricultural Researcher	91665	78600		6550	85,150	7.65
Chief Agricultural Training Officer	91665	78600		6550	85,150	7.65

POST LEVEL	Average new salary including bonus and allowances	Average existing salary	Car Allowance	Average Bonus	Total average pre-WASCOM package	% Adjustment
Chief Agricultural Extension Off.	91665	78600		6550	85,150	7.65
Principal Fisheries Biologist	91665	66942		5579	72,521	26.40
Principal Mineral Economist	91665	73080		6090	79,170	15.78
Chief Mineral Economist	91665	78600		6550	85,150	7.65
Principal Mineral Researcher	91665	68046		5671	73,717	24.35
Chief Mineral Researcher	91665	78600		6550	85,150	7.65
Principal Geochemist	91665	73080		6090	79,170	15.78
Chief Geochemist	91665	78600		6550	85,150	7.65
Principal Geophysicist	91665	78600		6090	79,170	15.78
Chief Geophysicist	91665	73080		6090	79,170	15.78
Principal Geologist	91665	78600		6550	85,150	7.65
Chief Geologist	91665	78600		6550	85,150	7.65
Chief Energy Researcher	91665	78600		6550	85,150	7.65
Chief Hydrologist	91665	78600		6550	85,150	7.65
Radiation Physicist	91665	66942		5579	72,521	26.40
Senior Radiation Physicist	91665	73080		6090	79,170	15.78
Medical Physicist	91665	66942		5579	72,521	26.40
Senior Control Registered Nurse	91665	69768		5814	75,582	21.28
Senior Medical Officer	91665	70254		5855	76,109	20.44
Senior Dentist	91665	70254		5855	76,109	20.44
Chief Policy Analyst	91665	78600		6550	85,150	7.65
Chief Efficiency Analyst	91665	78600		6550	85,150	7.65
Chief Pers. System Analyst	91665	78600		6550	85,150	7.65
Chief Auditor	91665	78600		6550	85,150	7.65
Chief Training Officer	91665	78600		6550	85,150	7.65
Chief: Health Programmes	91665	73080		6090	79,170	15.78
Chief Pharmacist	91665	78600		6550	85,150	7.65
Chief Personnel Officer	91665	75288		6274	81,562	12.39
Chief Foreign Relations Officer	91665	78600		6550	85,150	7.65
Chief Trade Promotion Officer	91665	78600		6550	85,150	7.65
Chief Ship Surveyor	91665	78600		6550	85,150	7.65
Control Radiographer	91890	73080		6090	79,170	16.07
Marine Superintendent	91665	66942		5579	72,521	26.40
Senior Control Social Worker	91665	78600		6550	85,150	7.65
Chief: Vocational Counseling Serv.	91665	66942		5579	72,521	26.40
Control Legal Clerk	91665	73080		6090	79,170	15.78
Control Taxation Officer	91665	73080		6090	79,170	15.78
Senior Deputy Registrar of Deeds	91665	75288		6274	88,420	3.67
Control Artisan Foreman	91665	66942		5579	72,521	26.40
Control Hydrological Technician	91665	78600		6550	91,234	0.47

POST LEVEL	Average new salary including bonus and allowances	Average existing salary	Car Allowance	Average Bonus	Total average pre-WASCOM package	% Adjustment
Control Engineering Draughtsman	91665	73080		6090	85,254	7.52
Control Trade Metrologist	91665	73080		6090	85,254	7.52
Control Roads Superintendent	91665	55638		4637	60,275	52.08
Control Works Inspector	91665	73080		6090	85,254	7.52
Control Engineering Technician	91665	73080		6090	85,254	7.52
Control Soil Conservation Techn.	91665	73080		6090	85,254	7.52
Control Geodraughtsman	91665	73080		6090	85,254	7.52
Control Survey Officer	91665	73080		6090	85,254	7.52
Control Architect Draughtsman	91665	73080		6090	85,254	7.52
Control Medical Technologist	91665	61290		5108	66,398	38.05
Control Meteorological Techn.	91665	73080		6090	79,170	15.78
Control Meat Inspector	91665	61290		5108	66,398	38.05
Control Health Inspector	91665	61290		5108	66,398	38.05
Control Veterinary Technician	91665	61290		5108	66,398	38.05
Control Agric.Research Techn.	91665	66942		5579	72,521	26.40
Control Agric.Extension Techn.	91665	66942		5579	72,521	26.40
Control Agric.Product Std. Techn.	91665	61290		5108	66,398	38.05
Senior Air Traffic Controller	91665	44556		3713	61,772	48.39
GRADE 3B LEVEL 2						
Principal Hydrologist	96945	68046		5671	73,717	31.51
Senior Legal Officer	96945	66942		5579	81,443	19.03
Chief Fisheries Biologist	96945	78600		6550	85,150	13.85
Chief Conservation Scientist	96945	78600		6550	85,150	13.85
Chief Forester	96945	73080		6090	79,170	22.45
Principal Medical Officer	96945	80808		6734	87,542	10.74
Principal Dentist	96945	80808		6734	87,542	10.74
Deputy Chief Inspector of Expl.	96945	66942		5579	72,521	33.68
Pilot	96945	64116		5343	79,459	22.01
Deputy Master of the High Court	96945	75288		6274	89,116	8.79
Chief: Works Inspections	96945	78600		6550	85,150	13.85
Control Forensic Analyst	96945	61290		5108	66,398	46.01
Deputy Chief: Medical Technology	96945	66942		5579	72,521	33.68
Deputy Chief: Public Hygiene	96945	66942		5579	72,521	33.68
Chief System Software Analyst	96945			0	-	
Chief System Analyst	96945	78600		6550	85,150	13.85
GRADE 3B LEVEL 3						
Chief Medical Officer	102225	87432		7286	94,718	7.93
Medical Superintendent	102225	87432		7286	94,718	7.93

POST LEVEL	Average new salary including bonus and allowances	Average existing salary	Car Allowance	Average Bonus	Total average pre-WASCOM package	% Adjustment
Chief Dentist	102225	86932		7244	94,176	8.55
Regional Medical Officer	102225	87432		7286	94,718	7.93
Chief Control Registered Nurse	102225	76392		6366	82,758	23.52
Airworthiness Inspector	102225	66942		5579	72,521	40.96
Senior Airworthiness Inspector	102225	73080		6090	79,170	29.12
Aviation Inspector	102225	66942		5579	92,906	10.03
Senior Aviation Inspector	102225	73080		6090	99,555	2.68
Chief: Public Hygiene	102225	73080		6090	79,170	29.12
SPECIAL GRADE 3						
Chief Hydrologist	117278	78600		6550	85,150	37.73
Principal Veterinarian	117278	78600		6550	85,150	37.73
Prin. Veterinary Diagnostician	117278	78600		6550	85,150	37.73
Principal Air Traffic Controller	117278	61290		5108	84,866	38.19
Senior Pilot	117278	73080		6090	89,170	31.52
Chief: Technical Support Service	117278	78600		6550	85,150	37.73
Senior Medical Physicist	117278	73080		6090	79,170	48.13
Specialist	117278	95600		7967	103,566	13.24
Senior Medical Superintendent	117278	95600		7967	103,566	13.24
Senior Regional Medical Officer	117278	95600		7967	103,566	13.24
Engineer	117278	66942		5579	90,068	30.21
Senior Engineer	117278	73080		6090	80,917	44.94
Surveyor	117278	66942		5579	90,068	30.21
Senior Surveyor	117278	73080		6090	96,717	21.26
Senior Town and Reg. Planner	117278	73080		6090	96,717	21.26
Quantity Surveyor	117278	66942		5579	90,068	30.21
Senior Quantity Surveyor	117278	73080		6090	96,717	21.26
Mine Surveyor	117278	53754		4480	58,234	101.39
Senior Mine Surveyor	117278	64116		5343	69,459	68.84
Inspector: Mines	117278	64116		5343	69,459	68.84
Senior Inspector: Mines	117278	73080		6090	79,170	48.13
Inspector: Petroleum Affairs	117278	64116		5343	69,459	68.84
Senior Inspector: Petroleum Aff.	117278	73080		6090	79,170	48.13
Inspector: Mining Machinery	117278	64116		5343	69,459	68.84
Senior Inspector: Mining Mach.	117278	73080		6090	79,170	48.13
Inspector: Occ. Safety (Machinery)	117278	61290		5108	66,398	76.63
Senior Inspec: Occ. Safety (Mach.)	117278	73080		6090	79,170	48.13
Deputy Chief: Aviation Safety	117278	78602		6550	85,152	37.73
Chief Control Hydrological Tech.	117278	78600		6550	96,442	21.60

POST LEVEL	Average new salary including bonus and allowances	Average existing salary	Car Allowance	Average Bonus	Total average pre-WASCOM package	% Adjustment
Chief Control Engineering Tech.	117278	78600		6550	96,442	21.60
Chief Cont. Agric. Research Techn.	117278	73080		6090	79,170	48.13
GRADE 4A LEVEL 1						
Chief Insp: Occ Safety (Machinery)	147684	78600		6550	85,150	73.44
Chief Inspector: Petroleum Aff.	147684	78600		6550	85,150	73.44
Chief Mine Surveyor	147684	73080		6090	79,170	86.54
Principal Legal Officer	147684	83016		6918	101,202	45.93
Chief Architect	147684	78600		6550	115,951	27.37
Chief Engineer	147684	78600		6550	115,951	27.37
Chief Town and Reg. Planner	147684	78600		6550	115,951	27.37
Chief Quantity Surveyor	147684	78600		6550	115,951	27.37
Chief Meteorologist	147684	73080		6090	79,170	86.54
Chief Inspector: Mines	147684	78600		6550	85,150	73.44
Principal Pilot	147684	80808	32806	6734	97,542	51.41
DD: Taxation: Walvisbay	147684	80808	32806	6734	120,348	22.71
DD: Taxation: Oshakati	147684	80808	32806	6734	120,348	22.71
Deputy Editor-in-Chief	147684	80808	32806	6734	120,348	22.71
Chief Editor	147684	80808	32806	6734	120,348	22.71
All DD: Not graded Grade 4A L 2	147684	80808	32806	6734	120,348	22.71
GRADE 4A LEVEL 2						
Special Assistant	157680	80808	32806	6734	122,220	29.01
Chief Legal Officer	157680	95600		7967	110,196	43.09
Chief Medical Superintendent	157680	104796		8733	113,529	38.89
Chief Inspector Of Explosives	157685	80808	32806	6734	120,348	31.02
Principal Asst. Clerk: Parliament	157680	80808	32806	6734	120,348	31.02
Master of the High Court	157680	80808		6734	95,792	64.61
Registrar of Deeds	157680	80808		6734	95,792	64.61
Senior Specialist	157680	102296		8525	110,821	42.28
Chief Surveyor	157680	78600		6550	115,951	35.99
DD: Legal Council	157680	80808	32806	6734	120,348	31.02
DD: Development Planning	157680	80808	32806	6734	120,348	31.02
DD: Development Cooperation	157680	80808	32806	6734	120,348	31.02
DD: State Accounts/Treasury	157680	80808	32806	6734	120,348	31.02
DD: Personnel System Analysis	157685	80808	32806	6734	120,348	31.02
DD: Policy Analysis	157680	80808	32806	6734	120,348	31.02
DD: Taxation: Windhoek	157680	80808	32806	6734	120,348	31.02
DD: Geology	157680	80808	32806	6734	120,348	31.02
DD: Mineral Economics	157680	80808	32806	6734	120,348	31.02
DD: Mining	157680	80808	32806	6734	120,348	31.02

POST LEVEL	Average new salary including bonus and allowances	Average existing salary	Car Allowance	Average Bonus	Total average pre-WASCOM package	% Adjustment
DD: Government Mining Engineer	157680	80808	32806	6734	120,348	31.02
DD: Energy	157680	80808	32806	6734	120,348	31.02
DD: Town and Regional Planning	157680	80808	32806	6734	120,348	31.02
DD: Fisheries Research	157680	80808	32806	6734	120,348	31.02
DD: Water Supply	157680	80808	32806	6734	120,348	31.02
DD: Engineering Services	157680	80808	32806	6734	120,348	31.02
DD: Rural Water Supply	157680	80808	32806	6734	120,348	31.02
GRADE 4A LEVEL 2						
DD: Pharmaceutical Services	157680	80808	32806	6734	120,348	31.02
DD: Epidem. & Pub.Health Serv.	157680	80808	32806	6734	120,348	31.02
DD: Family and Community Health	157680	80808	32806	6734	120,348	31.02
DD: Nursing Services	157680	80808	32806	6734	120,348	31.02
DD: Medical Laboratory	157680	80808	32806	6734	120,348	31.02
DD: Planning (Health)	157680	80808	32806	6734	120,348	31.02
DD: Aviation Safety and Security	157680	80808	32806	6734	120,348	31.02
DD: Maritime Affairs	157680	80808	32806	6734	120,348	31.02
DD: Animal Disease Control	157680	80808	32806	6734	120,348	31.02
DD: Diagnostic Services	157680	80808	32806	6734	120,348	31.02
DD: Agricultural Planning	157680	80808	32806	6734	120,348	31.02
DD: Hydrology	157680	80808	32806	6734	120,348	31.02
DD: Policy Research and Analysis	157680	80808	32806	6734	120,348	31.02
DD: Forensic Science	157680	80808	32806	6734	120,348	31.02
DD: Data Systems and Services	157680	80808	32806	6734	120,348	31.02
DD: Efficiency Ana.(Consult. Serv.)	157680	80808	32806	6734	120,348	31.02
DD: Engineering Services	157680	80808	32806	6734	120,348	31.02
DD: Architectural Services	157680	80808	32806	6734	120,348	31.02
DD: Quantity Surveying Services	157680	80808	32806	6734	120,348	31.02
DD: Audit Services	157680	80808	32806	6734	120,348	31.02
DD: Central Statistics	157680	80808	32806	6734	120,348	31.02
GRADE 4B LEVEL 1						
Senior Special Assistant	177672	95085	38580	7924	143,461	23.85
Chief Air Traffic Controller	177672	73080		6090	103,694	71.34
Editor-in-Chief	177672	95085	38580	7924	141,589	25.48
All D: not graded Grade 4B L 2	177672	73080	38580	6090	142,274	24.88
GRADE 4B LEVEL 2						
Surveyour General	187668	80808	32806	6734	128,598	45.93
Registrar of High Court	187668	111270	38580	9273	165,753	13.22

POST LEVEL	Average new salary including bonus and allowances	Average existing salary	Car Allowance	Average Bonus	Total average pre-WASCOM package	% Adjustment
Registrar of Supreme Court	187668	111270	38580	9273	165,753	13.22
Senior Special Assistant	187668	95085	38580	7924	143,461	30.81
Dep.Sec. to National Assembly	187668	111270	38580	9273	165,753	13.22
Dep.Sec. to National Council	187668	111270	38580	9273	165,753	13.22
Dep.Sec.Committee Services	187668	95085	38580	7924	141,589	32.54
D: Legal Council	187668	111270	38580	9273	165,753	13.22
D: Scientific Services	187668	95085	38580	7924	141,589	32.54
D: Water Infrastructure	187668	95085	38580	7924	141,589	32.54
D: Water Supply	187668	95085	38580	7924	141,589	32.54
D: Geological Survey	187668	111270	38580	9273	159,123	17.94
D: Mining	187668	111270	38580	9273	159,123	17.94
D: Energy	187668	111270	38580	9273	159,123	17.94
D: Prim. Health Care & Nurs. Serv.	187668	111270	38580	9273	159,123	17.94
D: Specialized Health Services	187668	111270	38580	9273	159,123	17.94
D: South Health Region	187668	111270	38580	9273	159,123	17.94
D: Central Health Region	187668	111270	38580	9273	159,123	17.94
D: North East Health Region	187668	111270	38580	9273	159,123	17.94
D: North West Health Region	187668	111270	38580	9273	159,123	17.94
D: International & Regional Coord.	187668	111270	38580	9273	159,123	17.94
D: Treaties and Agreements	187668	111270	38580	9273	159,123	17.94
D: Econ. Pol. and Advisory Service	187668	111270	38580	9273	159,123	17.94
D: Treasury	187668	111270	38580	9273	159,123	17.94
D: Namibian Forensic Sci.Institute	187668	111270	38580	9273	159,123	17.94
D: PS Info.Technology Management	187668	111270	38580	9273	159,123	17.94
D: Management Services	187668	111270	38580	9273	159,123	17.94
D: Personnel Policy and Systems	187668	111270	38580	9273	159,123	17.94
D: Capitol Project Management	187668	111270	38580	9273	159,123	17.94
D: Transportation, Infrastructure, Maintenance and Construction	187668	111270	38580	9273	159,123	17.94
D: Civil Aviation	187668	111270	38580	9273	159,123	17.94
D: Extension and Engineering Services	187668	111270	38580	9273	159,123	17.94
D: Veterinary Services	187668	111270	38580	9273	159,123	17.94
D: Auditing Services	187668	111270	38580	9273	159,123	17.94

POST LEVEL	Average new salary including bonus and allowances	Average existing salary	Car Allowance	Average Bonus	Total average pre-WASCOM package	% Adjustment
D: Development Planning	187668	111270	38580	9273	159,123	17.94
D: Development Cooperation	187668	111270	38580	9273	159,123	17.94
D: Executive Policy and Liaison	187668	111270	38580	9273	159,123	17.94
GRADE 4B LEVEL 2						
D: Resource Management	187668	111270	38580	9273	159,123	17.94
D: Central Statistics	187668	111270	38580	9273	159,123	17.94
GRADE 5A						
Deputy Prosecutor General	197664	104769	38580	8731	158,710	24.54
Deputy Government Attorney	197664	104769	38580	8731	158,710	24.54
Deputy Chief: Lower Courts	197664	104769	38580	8731	158,710	24.54
Deputy Chief: Legal Advice	197664	104769	38580	8731	158,710	24.54
Deputy Chief: Legislative Drafting	197664	104769	38580	8731	158,710	24.54
Deputy Chief: Law Reform	197664	104769	38580	8731	158,710	24.54
Regional Court Magistrate	197664	104769	38580	8731	158,710	24.54
DD: Air Services	197664	111270	32806	9273	166,549	18.68
Under Secretary (Department)	197664	95085	38580	7924	141,589	39.60
Government Statistician	197664	95085	38580	7924	141,589	39.60
Commissioner of Inland Revenue	197664	95085	38580	7924	141,589	39.60
Commissioner: Prisons	197664	95085	38580	7924	141,589	39.60
Secretary to National Assembly	197664	95085	38580	7924	141,589	39.60
Secretary to National Council	197664	95085	38580	7924	141,589	39.60
GRADE 5B						
Government Attorney	202662	111270	38580	9273	165,753	22.27
Chief: Lower Courts	202662	111270	38580	9273	165,753	22.27
Chief: Legal Support	202662	111270	38580	9273	165,753	22.27
Chief: Legislative Drafting	202662	111270	38580	9273	165,753	22.27
Chief: Legal Aid	202662	111270	38580	9273	165,753	22.27
Chief: Law Reform	202662	111270	38580	9273	165,753	22.27
Deputy Permanent Secretary	202662	114507	38580	9542	162,629	24.62
Deputy Auditor General	202662	111270	38580	9273	159,123	27.36
Chief Specialist	202662	112889		9407	122,296	65.71
GRADE 6A						
Deputy Secretary to the President	222652	120981	46844	10082	177,907	25.15
Deputy Secretary to the Cabinet	222652	120981	46844	10082	177,907	25.15
Permanent Secretary	222652	120981	46844	10082	177,907	25.15
Clerk: Parliament	222652	120981	46844	10082	177,907	25.15
GRADE 6B						
Secretary to the President	232623	127026	46844	10586	184,456	26.11
Secretary to the Cabinet	232623	127026	46844	10586	184,456	26.11

ANNEXURE 2

Questionnaire for analyzing the impact of WASCOM recommendation on the pay policy and pay levels in the Namibian Public Service

Office/Ministry/Agency (O/M/A)

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Name of interviewee

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Current position of interviewee

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It is not compulsory to write your name. If you have questions regarding this survey, please contact:

I. Murangi
Tel.: 061 – 248442; Cell: 0812413653
All completed questionnaires to be returned to:
Foreign Affairs Building
Room 504, 5th floor, West Wing
Fax: 061-230471

1. How did the inclusion of the benefit and allowance in the basic salary affect the motivation of Public Servants?

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2. What are your recommendations regarding the above in order to motivate staff better.

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3. What are the incentives currently used to attract trained and professional staff member to be deployed in the rural areas?

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4. What are your suggestions regarding the above?

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5. List the problems you encounter in your capacity as a Personnel Officer regarding the job grading especially at entry levels.

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6. Do you encounter overlaps in the translation of jobs into grades? If yes. What are the overlaps?

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7. How can the above problem be solved?

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8. How does the current WASCOM structure address previous experience of staff member when entering a specific job grade/category?

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9. Are employees in the same rank paid the same? If answer is yes/no please explain.

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10. Does the grading structure make provision for job description as well as job description interview?

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11. What are the problems experienced regarding the aforementioned and what in your own experience can be done to remedy the situation?

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12. Does WASCOM prescribe and grading criteria?

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13. Which category in your O/M/A is still unhappy about their grading? Is there any thing being done about it?

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