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PART I
FOUNDATION OF
JOB EVALUATION PLAN



CHAPTER I

JOB EVALUATION

Background

Job evaluation is a systematic process for determining the value of individual jobs in relation to other jobs in an organization. It is not a mechanistic procedure that can be imposed arbitrarily upon any organization, but rather a highly adaptive process to be modified as appropriate to a specific organizational context. Its roots are in the structure of the organization, the nature of its interests and goals, its economic and social environment and the values or traditions of its managers and employees. Thus, it is neither practicable nor desirable to import into the Nigerian context a job evaluation program developed in another country. Ideally, Nigeria should have an evaluation system which clearly reflects the needs of those whom it is intended to serve. It must also enable the employers, namely, the governments of Nigeria, to meet their political, economic and social objectives.

The benefits of job evaluation and salary administration, if properly conceived and implemented, can be the fuel to propel the public service to the achievement of these goals, for an effective compensation system contributes to the motivation of employees toward higher productivity and increased effectiveness.

The civil service currently has a formal job evaluation system in operation. It is based on the traditional British civil service concepts of administrative, executive and clerical classes. In this system, as stated elsewhere, evaluative criteria focus primarily upon the educational background of the individual and secondarily on the work performed. Personnel are recruited into the public service directly from the appropriate educational level and maybe evaluated through examination. This procedure emphasizes general academics and seldom bears a specific relationship to the output requirements of the position. Hence, the emphasis appears to be placed on the input side of the human resource equation.

This is not to say that the present approach is wrong. The logic is sound in the sense that if a capable individual is employed, it follows that his services will provide an equitable return on the employer's investment in salary. The fundamental question confronting the Nigerian public service is whether this system is appropriate to the needs of a dynamic, expanding, developing economy.

The answer to this question may be found in the appropriateness and feasibility of alternatives. Is there a better way to evaluate positions? Will the social and economic costs of an alternative system be more than offset by attendant benefits? In this section, these questions are addressed and viable alternatives in the form of progressive methodologies are discussed.

Job Evaluation as a Tool of Modern Management

There are many approaches to job evaluation, but essentially they can be described in terms of four major procedures: ranking, classification, point rating and factor comparison.

Ranking is one of the most commonly employed techniques for establishing the relative worth and complexity of positions. In practice, positions in the organization are compared and ranked in order of apparent importance and difficulty. This method is simple, fast, easy to maintain, easy to explain and very flexible in its application to a variety of organizations. Its effectiveness and reliability diminish, however, as the size, diversity and complexity of the organization increase.

Classification or grading involves establishing a series of classes or grades of work difficulty and responsibility within a job family (for example, clerical), ranging from simple and easily learned to complex and demanding work. Once the full series is established, individual positions in the job family are related to the series and classified or graded at the appropriate salary level. This method provides more accurate results than ranking, but developing and maintaining an accurate definitive class series is a difficult, time-consuming task.

The point rating method consists of assigning a number of points to selected job factors based on their relative importance to the overall group of positions to be evaluated, and then evaluating each position against the factors and assigning point values reflecting the importance of the factor to the position. Allocated factor point values are totalled to arrive at an overall point score for positions, and these point scores are used to establish the internal hierarchy of positions.

Factor comparison involves selecting a series of job factors such as skill requirements, working conditions and responsibility, and a set of key positions representative of the whole range of positions in the organization. Each position is rated separately for each of the job factors selected, and a portion of the pay rate applicable to the positions is allocated to each factor. As a further check, the key positions are ranked in relation to one another on the basis of each factor. All the other positions to be evaluated are related to selected "typical" positions, known as benchmarks, and appropriate factor values established. Factor comparison also may involve point rating. This method of job evaluation provides a custom-built plan directly applicable to the organization where it is to be used.

In many instances, situations arise in which none of these methods in itself is entirely satisfactory to meet job evaluation needs. It is not uncommon therefore to select a number of principles from the above-mentioned techniques and combine them in a design which can meet the peculiar needs of a particular organization.

From among these various approaches an appropriate methodology must be chosen—one that will not only meet the needs of Nigeria today, but also continue to serve its ongoing requirements in the foreseeable future. For this purpose, we identified a factor ranking system which will be described in detail later.

Over the years, the main systems of job evaluation have been tested in a variety of contexts, and each has accumulated a record of comparative success. It is not relative successes, however, that determine a system's appropriateness and effectiveness, but rather the extent of its usefulness and practicability. Some systems involve excessively high installation and maintenance costs; others are so complex that a corps of analysts is required for their ongoing administration and maintenance. Any system that is considered should be appraised by its efficiency and effectiveness in achieving desired results. Hence, our discussion now turns to a delineation of objectives for the proposed evaluation system.

Objectives of Job Evaluation

Although there are many by-products of job evaluation, the primary intent of a decision to evaluate jobs in an organization should be to facilitate the attainment of certain objectives which are important to both the employer and the employees. Job evaluation should maximize organization efficiency and effectiveness through employee motivation. It should work towards a solution of the many wage and salary problems that confront those responsible for managing the public service. The most important objectives of a job evaluation system as envisaged in the context of Nigeria's present and future requirements are outlined as follows:

1. To evaluate jobs on the basis of a scientific design and its objective application. The use of the word *scientific* in respect of job evaluation has been opposed by those who define science strictly in terms of areas of knowledge and investigation which can be studied with

some degree of demonstrable precision. But if a science is thought of as accumulated knowledge, systematized and formulated for the pursuit of general truths, or if it is considered to be a branch of study concerned with the observation and classification of facts, then job evaluation can be so described. It has been observed that when basic disagreement concerning the relative worth of a particular job occurs, it is usually based upon erroneous or incomplete information about the job in question. A scientific re-analysis of the job with respect to other jobs can resolve difficulties of this type.

2. To evaluate equitably all jobs of comparable worth and responsibility, irrespective of class, functional specialization or organizational deployment. It is essential to the harmonious and effective administration of the programme that all employees of the public service enjoy the benefit of common standards applied equitably, irrespective of the organizational context in which they work.

3. To evaluate all jobs in the public service by means of one common denominator, comprised of standard factors that measure uniform job characteristics. For an evaluation programme to be universally acceptable to both managers and employees, criteria for evaluating positions should be common to all occupations, thereby facilitating ease of inter-occupational comparison. These universal or master factors must be capable of being tailored to specific jobs by emphasizing differing elements within factors, according to the nature of each position.

4. To develop an evaluation system that is easily comprehensible to employers and employees alike. In this way, mutual confidence in the equity and efficacy of the system can be developed among those it is intended to serve.

5. To evaluate all jobs by means of extensive managerial participation. It is widely known that employees are the greatest authorities on the duties and responsibilities of their own jobs. It is therefore important that they provide their managers with job descriptions for evaluation purposes. Managers, by virtue of their broader perspective and overall responsibility, are very knowledgeable in not only what the employee is required to perform, but also its relationship to companion occupations. Thus, an effective evaluation programme should involve extensive managerial participation.

6. To develop an evaluation system that is capable of producing reliable results rapidly, yet is amenable to strategic upgrading to meet current and ongoing needs for the foreseeable future. The system must be capable of decentralized administration, thereby facilitating uniform and equitable operation throughout the various federal and state public service organizations. It must also be capable of responding quickly to changing requirements in these organizations. At the same time, it must not be too sensitive to minor alterations in organization structure or distribution of responsibilities.

7. To support the creation of a new management environment in which existing inhibitory forms of administration are replaced by constructive developmental services. This environment must emphasize promotion on the basis of personal competence and ability to accept responsibility, establish consistent personnel practices whereby staff promotion is effectively related to merit, and provide avenues of appeal and review which are accessible to management and staff.

8. To provide for an interrelationship of grade levels among jobs throughout the public service. This interrelationship is required to facilitate an employee's promotion to levels of greater difficulty and responsibility.

With these objectives in view, a coordinated job evaluation plan is proposed for the Nigerian civil services. The broad design of the plan is described in the next chapter.

CHAPTER 2

DESIGN OF A COORDINATED JOB EVALUATION PLAN

The purpose of the job evaluation system is to provide a rational, equitable means for allocating professional, administrative, technological, technical, clerical and operational positions to uniform grade levels. The system is designed to be used by all those responsible for personnel management and to be comprehensible to all engaged in management of public service organizations ; it is not intended to be the preserve of experts trained in the detail of analytical work.

APPROACH TO THE PLAN

We approached our task by first analyzing all of the criticisms and comments concerning the existing evaluation system submitted by interested parties to the Public Service Review Commission. Our investigations revealed a number of inadequacies in the system :

1. The present system for evaluating positions does not lend itself to systematic scientific analysis.
2. There appear to be more grade levels in some cadres than there are clearly identifiable levels of work.
3. Some job standards are written in terms so general as to be not specifically applicable ; some do not define the full range of either levels or kinds of work in a particular cadre ; and some standards appear to define artificial levels as though they had been derived from the administrative cadre system.

These problems were seen to interfere with the effective operation of an expanding and dynamic public service. We therefore concluded that the present job evaluation system is inappropriate to Nigeria's current and future requirements. We also felt that more time and effort would be required to continue the present system than could be justified by its potential benefits.

Our next task was to investigate various approaches now in use in governments of other countries and those used by the more progressive major private employers, to determine what alternative methodology of job evaluation might best fit the current needs of the Nigerian public service. We found that several governments are undertaking or have completed a major overhaul of their job evaluation and pay systems. Many of these changes have been stimulated by changing requirements of modern government services, by changing social values and traditions, and by the introduction of unionization into the public sector.

We directed our attention primarily toward developments in the Australian, British, Canadian and American public service systems. Each system currently is undergoing change. In Australia, Canada and the United Kingdom, the revised systems emphasize occupational groupings for job evaluation and pay purposes. Various approaches are being adopted, including ranking, classification, factor comparison and point rating. In the United States, a coordinated structure is being developed which embraces the dual concept of unified grading and a common salary structure. The system employs the combined techniques of factor ranking and benchmarking of jobs within the public service. After conferring with policy makers in all these countries and assessing the difficulties encountered in the development of these programs, we adopted a modified factor ranking method of job evaluation as the one most appropriate for Nigeria.

Proposed Job Evaluation Method

Factor ranking is essentially the technique of comparing a particular job with all others, one factor at a time. The technique forces the rater to make a critical analysis of the job on a factor basis. It combines the evaluation techniques of ranking, point rating and factor comparison and includes a system of benchmark descriptions, supported by illustrations. These descriptions extend the adaptability of the job evaluation system to a wide variety of jobs and give the user clear standards and guidelines for his analysis.

This technique has been widely and successfully used in private industry, and the basic methodology is well established.

The factor ranking system proposed in this report consists of six procedures :

1. Definition of master factors to be used in measuring the relative worth of jobs.
2. Acquisition of data through job descriptions from employees at every work level in each cadre in the civil service.
3. Managerial evaluation of all key positions with a view to determining the internal relationships within and between jobs.
4. Development of profile job descriptions, in terms of the master factors, of key jobs that are representative of the full range of jobs to be covered by the system. Initially, a limited sample of system-wide benchmark positions has been defined.
5. Development of factor rating scales, including suitable illustrations, which identify measurable levels within each factor and provide appropriate numerical values for each level.
6. Development of a simple set of instructions, an occupational index and conversion tables.

The benchmark positions and supporting illustrations serve as a key element in the system. In a fully developed system, each user (ministry or agency) has a set of relevant and approved benchmark descriptions to guide his interpretation and application of factor ranking scales. The factor ranking scales, duly supported by illustrations, give the user an overall view of the system and the interrelationship among the master factors. They also are used in making inter-occupational comparisons, and they are particularly helpful in evaluating new positions for which job relationship patterns have not yet been established. New benchmark descriptions can be added to the system with relative ease, thus enabling it to be quickly responsive to changing organizational requirements.

This type of system can be used to evaluate a wide variety of jobs with reasonable assurance of consistency of job treatment among diverse organizations. Also, it has potentially many advantages as an ongoing mechanism for job evaluation. Moreover, the total system consisting of factor ranking scales backed up by appropriate illustrations drawn from benchmark positions can reduce significantly the opportunities for abuse.

Data Acquisition

Having selected the factor ranking techniques, our next objective was to obtain adequate information respecting the actual duties and responsibilities of civil service employees, so that we could evaluate their jobs. In other words, our task was not to determine the value of a job in terms of the incumbent's educational and experiential qualifications, but to enquire intensively into the nature of the work itself. The question to be answered was "What is the value of the job being performed, irrespective of the man who is in the position ?" rather than "What is the worth of the individual, irrespective of what he does ?"

The existing system rewards the individual primarily for what he brings to the job and secondarily for the work itself, in the broad terms of a general schedule of duties. Any job evaluation that takes place is certainly not measurable in the sense that the constituent elements of the work can be analyzed and their relative values assessed. Thus, to identify what these elements might be, we had to consult the job holder himself.

In the federal and state civil services, there is an estimated population of over 650,000 employees engaged in more than 3,000 positions at various work levels. It was clearly impossible for us to consult all job holders, to describe and analyze all jobs and to obtain all pertinent information in the relatively short time available. The task of data acquisition could be undertaken only on the basis of sampling the population, a sampling representing work levels of all positions. Our first problem therefore was to select the sample and the criteria by which it could be judged representative. The requirements of the selection were as follows :

1. The sample must be of a size that would permit collection of the necessary information about job content over the time frame of three to four months, to allow sufficient time for subsequent analysis of data and for determination through job evaluation of the respective values of each job at the various work levels.
2. The sample must be sufficiently large and the yield of data sufficiently comprehensive to be representative of the actual work being performed at each work level.
3. To be representative, the sample must reflect varying conditions of service among states and must therefore comprehend all states as well as the federal government.
4. To be representative in job worth terms, samples must include each work level in every occupational cadre.

The last aspect of the sampling problem deserves special mention. It must be appreciated that under the present system not all employees are performing work of equal difficulty or responsibility, even though their post title and remuneration may be the same. For example, currently an executive officer's entry qualifications representing the combination of education and experience required to do the work may be valued at the same level as those of other executive officers, regardless of their respective functions. Thus, an individual holding the post of executive officer is graded and remunerated on a single scale, whether the job he actually performs is in accounting, personnel, auditing or general duties. Differences in values of job content are assumed to be marginal, on the basis that since individuals have the same qualifications, the work level must be the same.

In applying the principles of job evaluation, the evaluator is concerned, not with the capacity to produce work as reflected in the worker's qualifications, but rather with the intrinsic value of the work itself. His guidelines for determining the relative value of work are dictated by the principle that if the work done by A is more valuable than the work done by B, A should be paid more than B, even though both are equally qualified. On this basis, ideally every different job at a given work level should be sampled. The complexity of this dimension of the sampling problem was reduced substantially when the assistance of supervisors was enlisted to select jobs which were deemed to be representative of the work that most job holders at that particular level were performing. Supervisors were also asked to enlist the cooperation of job holders who had been in the job for some considerable time and were performing their respective duties and responsibilities to the full satisfaction of management.

Consideration of these various issues led to the following conclusions :

1. A sample in the order of 500 jobs per state was within the collection capabilities of the Task Force.

2. In each state or ministry of the Federal Government, preference would be given to sampling complete work cadres in order to cover as full a range of work levels as possible within a given organization.

3. Large cadres would be chosen in preference to smaller ones, so that jobs performed by the majority of the working population could be evaluated.

4. The selection of a given work cadre in one state would not necessarily be repeated in another unless complete work cadres could only be covered by taking some work levels from one source and complementing these with those from another, or unless there was reason to believe that the work performed differed substantially, despite similarity in titling. It was reasonable to suppose that differences in socio-economic interests between states, as well as differences in the means to support these interests, would mean that not all jobs would have the same content even though they were comparably titled.

5. Except for obvious differences of the type mentioned above, a job sampled in one local would be assumed to be representative of all similarly titled jobs elsewhere.

6. Work levels representing populous cadres would require special treatment. For example, jobs sampled in administrative cadres could not be assumed to be representative of work performed by all employees bearing the same functional designation. In view of the wide variety of administrative jobs which administrative officers (among others) were called on to perform in their generalist capacity, those chosen for sampling would have to be typical not only of the work performed at that level, but also of the specific function. Thus, administrative officers and similar generic classes were sampled in a variety of functional areas including accounting, auditing, general duties and stores, with a view to gaining an overall assessment of differences in job content which were a function of specialty features of certain types of assignments.

The objectives in the data acquisition phase were to obtain comprehensive coverage of the wide spectrum of jobs to be evaluated and also to ensure that information was of sufficient substance and quality as to support evaluation decisions. As a consequence, the process of data collection in the field deserved particular attention.

The data collection phase of our work consisted of arranging visits to the Federal Government and to each state for the purpose of obtaining information about the content of the jobs selected for sampling. Background information also was collected. This included schemes of service, conditions of employment, organizational data and all other pertinent information that would enable us to examine work in its organizational context. The opportunity also was taken to acquire financial and organizational information from parastatals, local government, the judiciary and teaching services.

Detailed plans were developed for the sampling of selected jobs at every work level in each cadre of the federal and state civil services. Each team member was assigned a number of ministries and required to draw up lists of jobs to be sampled by reference to the government's estimates. By a previous arrangement, a chief liaison officer was appointed by state and federal authorities. In turn, the chief liaison officer arranged with each ministry for the appointment of a ministerial liaison officer. Liaison officers were assembled by the chief liaison officer on the team's arrival and were briefed concerning the purpose of the visit and how it was proposed to collect the required information. Members of the Task Force then met with the respective ministerial liaison officers to arrange for the selection of job holders.

Job holders were selected on the basis of criteria that ensured that representative data were collected. For example, if there were several job holders at a particular work level, those employees were selected who were performing their duties and responsibilities to the full

satisfaction of the management, had been in their positions for at least six months, and were performing duties typical of the work level. Where vacancies occurred in jobs selected for sampling, appropriate substitutions were made.

Liaison officers were then briefed on how the job description form was to be completed (see Appendix I-1). It was hoped that liaison officers would take it upon themselves to explain the form to job holders and advise them on its completion. Most of them felt, however, that they could not afford the time required and that they lacked sufficient appreciation of the Task Force's requirements to give detailed guidance to job holders in the absence of a Task Force member. Typically, therefore, the liaison officer's role consisted of facilitating members' movements through respective ministries by convening meetings with the selected job holders; the Task Force members themselves provided instructions to employees on completion of the forms.

Subsequently, members of the Task Force conducted interviews with job holders, and with their supervisors wherever possible. To the extent that time allowed, they observed how a particular job was being performed in its organizational milieu. Thus, their knowledge of a particular job was not based exclusively on the job description form and the interview with the incumbent, but also included first-hand observation of the job *in situ*.

Through the months from August to March, members of the Task Force sampled jobs in every state of the federation and every ministry in the federal service. Approximately 7,000 job description forms were completed. This selection represented almost 100% coverage of each work level in every cadre in the federal and state civil services (it was not possible to achieve 100% sampling mainly because of vacancies or absences). Subsequent analysis indicated that jobs occupied by 95% of all employees were embraced by this sampling approach. It is noteworthy that sampling in populous cadres was repeated in several states to test for uniformity and consistency and to ensure the adequacy of information obtained. Special consideration was also accorded to groups and associations that had submitted memoranda to the Commission. In-depth sampling of these cadres was carried out in conjunction with the overall study.

It should be noted that the sample coverage was to some extent constrained by limitations of time and human resources, which resulted in some deficiencies in the data acquired. In certain instances, information on job descriptions was incomplete. In others, some of the jobs sampled may not have been fully representative of the work typically being performed at that level. In applying sampling methodology, there is always a small margin for errors of this kind. Experience in similar studies has shown that resultant evaluations are not biased; in other words, any error arising from insufficient or inaccurate data does not mean that the jobs are underrated. It is estimated that the degree of sampling error in this study would affect no more than 5% of the total population of the work force. Furthermore, the sampling errors are most likely to occur in the less populous cadres. During the implementation process, errors resulting from the sampling can be easily rectified.

Matrix Ranking of Jobs

One of the easiest yet most practical methods of evaluating jobs is to rank them in order of importance according to their real worth. In its simplest form, ranking may be compared to arranging playing cards from highest to lowest in accordance with their face value. In this study, the ordinary ranking process could not be applied, because of the sheer scope and number of positions involved in the evaluation exercise. Clearly, if many managers were to be involved in making decisions about the relative worth of jobs in a variety of occupational specializations, a more sophisticated approach was required which would ensure uniform and equitable application of evaluation criteria. Matrix ranking is one method which has been demonstrated to produce highly reliable and accurate ratings of jobs. A description of a matrix ranking methodology follows.

Matrix ranking is a systematic process by which an experienced, informed evaluator makes judgements about job worth by comparing each job with every other one being rated. All the jobs to be rated are displayed on a matrix ranking form (illustrated in Appendix I-2). Each rater then considers every job against every other and indicates his decision as to which one is more important or whether they are of equal importance. Every comparison is then scored on the basis of two points for a higher rating and one point for an equal rating. This method is accurate because each comparison is being made twice and care must be taken during the rating process to eliminate inconsistent judgements. There should be a random arrangement of jobs on the matrix ranking sheet to reduce any bias that might be introduced by their sequence.

Successful evaluation is achieved by applying uniform judgements in a consistent manner. In the matrix ranking process, all judgements made by evaluators must conform with the principles of whole job comparison and uniform standards.

Whole job comparison is essentially a process by which one job in its entirety is compared with another. This comparison is premised on the principle that all jobs in one cadre are basically similar in composition but can be differentiated from each other by virtue of the relative magnitude of their main elements. Each job, irrespective of its level in the organization, is compared on five basic factors : knowledge of how to perform the job, difficulty of work, responsibility, relationships and environment. Table 2-1 illustrates the master factors and their constituent elements.

Implicit in this process of whole job comparison is an in-depth understanding of the job as an entity. The evaluator must consider each element in a particular job and compare it with the same element in the other jobs on the ranking form. In this process, all jobs are evaluated as the sum of the factors, with no one factor overshadowing its relationship with others.

To ensure uniformity of judgements by evaluators, evaluation decisions must be made according to uniform standards. A brief description of these standards follows :

1. The job must be evaluated, not the job holder. Job evaluation is not concerned with individuals or personalities ; rather, it focuses exclusively on what the job produces if it is performed satisfactorily.

2. Relief duties and occasional or temporary assignments performed in the absence of a senior must be excluded. These activities are not considered an integral part of the job. An exception to this guideline would be the case where an incumbent regularly and frequently acts and makes decisions on behalf of his principal.

TABLE 2-1

THE JOB AS AN ENTITY

<i>Master Factor</i>	<i>Elements</i>	<i>Measure</i>
1 Knowledge	Skill	Measures what the employee must bring to the job.
	Education	
	Experience	
2 Difficulty of work	Mental effort	Measures what the work involves.
	Physical effort	
	Instruction	
	Required supervision	
3 Responsibility	Money	Measures contribution of the job to organisation objectives.
	Material	
	Manpower	
	Advice	
4 Relationships	Scope	Measures the employees interaction with others and relates indirectly to the value of work performed.
	Level of contacts	
	Nature of relationships	
	Frequency of relationship	
5 Environment	Harzards	Measures special or unusual requirements of the job.
	Physical location	

3. Overtime work must be excluded. Total hours worked should not influence the evaluation of a particular job. Recurring overtime may indicate inadequate staffing, uneven assignment of workloads or inefficiency on the part of the incumbent. These matters do not fall within the purview of job evaluation but rather relate to organisation, staffing and performance appraisal.

4. Variety of work must be kept in perspective. It must be considered to what extent the variety of duties requires additional qualifications and introduces greater difficulty to the work. If an employee performs a variety of duties which are of the same order of difficulty, the value of the job is not increased appreciably.

5. The primary function of the job must be considered the dominant element. Evaluators should focus attention on the major or most frequently performed duties as the main purpose of the job.

6. It is assumed for job evaluation purposes that every employee is careful in the performance of his work. Therefore, the evaluation should not be influenced by consideration of the consequences of deliberate carelessness.

7. The worth of the job should not be considered a function of the employee's honesty; all job holders are presumed to be trustworthy.

8. Duplication of the same task by other employees must not affect evaluation of a given job. The value added by the job is the real basis for determining its worth.

In view of the geographic dispersion, number and scope of jobs to be evaluated, the Task Force designated five regions where matrix ranking evaluations would be conducted. Ministries in the federal service and in Western, Benue-Plateau, East-Central and Mid-Western States were selected on the basis of representative groups and fields of specialisation (such as: fisheries, agriculture, health and education). To ensure a high degree of reliability and validity, particularly where large numbers of employees expressed dissatisfaction with the present system, several cadres and groups of cadres were duplicated in these matrix ranking exercises.

Matrix ranking is designed to enlist fullest managerial participation in the job evaluation process. Supervisors and managers were therefore requested to evaluate the positions falling under their supervision. In rating jobs, they were expected to satisfy two main requirements :

1. They must have intimate knowledge of all jobs they were being called upon to rank.
2. They must be capable of giving unbiased judgements. Since most raters already knew the present earnings and status of each job, they must make a sincere attempt to disregard these factors in making their judgements.

Evaluators then participated in an hour and a half training programme instructing them in the application of the principles and processes of matrix ranking. This training programme ensured that all raters would apply the same criteria in a uniform manner to the jobs they were to evaluate.

The matrix ranking process generated an expression of managerial decisions in respect of the relative worth of all jobs in the federal and state civil services. In this respect, it indicated clearly the real differences in the job worth of different positions, and thereby served to illuminate their real values. This understanding provided a basis for the development of the factor ranking process.

CHAPTER 3

FACTOR RANKING PROCESS FOR JOB EVALUATION

In the preceding chapter, we have described how we collected job information and how jobs were evaluated by managers. Through these processes, we obtained a comprehensive data bank of information pertaining to jobs at each work level in every cadre. We also had the benefit of management's evaluation of the real worth of each job in respect of others in the same or closely related cadres.

At this point, we could have collated these evaluations by subjectively defining appropriate lateral relationships between jobs in different cadres. Through successive applications of the matrix evaluation system, we had determined that when this technique was correctly applied to a series of jobs it would result in approximately the same results. We felt, however, that we must substantiate our findings by developing a more sophisticated technique which would have application in the ongoing administration of a job evaluation system. It was necessary, in our view, to develop custom-designed job evaluation procedures whereby all jobs could be re-evaluated to provide congruent results. This approach would satisfy the following objectives :

1. Confirm the evaluations determined through matrix ranking by means of uniform standards and procedures.
2. Provide an objective method for establishing relationships between cadres and groups of cadres which differed significantly in their work orientation.
3. Establish a scientific method codified in systematic processes for confirming management's decisions as reflected in the matrix evaluations.
4. Create a formalized evaluation system whereby newly established jobs could be assessed on a uniform and consistent basis without reference to the in-depth analysis of matrix rankings.
5. Provide a rationale for explaining to managers and employees the basis upon which job values are determined.

Developing a Plan

After we had examined the various job evaluation methodologies that were available, we concluded that factor ranking applied in conjunction with benchmark descriptions would most effectively meet the needs of the public service.

Factor ranking is similar to matrix ranking, but it is a more refined evaluation technique. Under matrix ranking, each job as a whole is compared with all others and subsequently ranked. Under factor ranking, jobs are ranked by comparing each factor in a job with each factor in all other jobs. The inclusion of benchmark descriptions in the evaluation method helps to ensure consistency and uniformity in job worth determination.

The steps followed in constructing the factor ranking plan are outlined in the succeeding discussion.

Step One : Determining the range of jobs to be evaluated.—The scope of jobs to be evaluated in the civil services is exceedingly broad. For the job evaluation system to be effective, the number of exceptions should be kept to a minimum, thereby ensuring comprehensibility and ease of administration. Excluding senior management positions (which are the subject

of Volume II of this report), for evaluation purposes jobs in the civil services can be classified into three major groups : professional, administrative, technological, technical and clerical jobs ; general services and operational jobs ; and police. Separate factor ranking plans are formulated for each, according to their particular requirements ; for experience indicates that a job evaluation plan developed expressly for one group will result in more accurate evaluation results.

Step Two : Selecting factors.—The factors pertaining to professional, administrative, technological, technical and clerical jobs are not identical to those of general services and police positions. Some are common to all jobs, but others may be relatively unimportant or simply excluded by the nature of the work performed. The following guidelines were used in selecting factors for each of the factor ranking plans :

1. The factors chosen must be ratable. That is to say, within each factor there should be a sufficient range of significance to provide a basis for determining job worth.

2. The factors chosen must be ones that are judged to be important. In general, it is relatively easy to reach agreement about the major characteristics which are common to all jobs in a group. In the matrix ranking procedure, these were identified as knowledge, difficulty of work, responsibility, relationships and environment. In developing the factor ranking program, only those factors were included which, when evaluated, would determine accurately the relative worth of the job.

3. The factors should not overlap in meaning, but each factor should be a measure of one and only one aspect of the job. If the factor definitions do overlap, some factors will receive a double rating. Although this is not harmful in itself, provided that it is recognized, it is clearly preferable to identify a single factor for each job characteristic.

4. The factors must be acceptable by both employers' and employees' standards. If the plan is to evaluate jobs unequivocally, master factors important to all individuals in the organization must be included.

5. The factors must be universally applicable to all jobs in a group. The factor ranking method uses job factors with broad, general meanings which make them universal in application. The number of factors should be kept to the smallest number reasonable. The addition of related but comparatively unimportant factors serves only to add unnecessary complexities to the administration of the program.

Step Three : Defining factors.—Factor definitions must be established to ensure that they are clearly understood and that all evaluators have the same interpretation of a factor. In the factor ranking programme, these definitions are supported by appropriate illustrations derived from benchmark positions. It is important that the evaluator should constantly check his understanding of a factor with the benchmark descriptions. This procedure will help to establish uniform interpretations among evaluators of different background and experience.

Step Four : Defining degrees for each factor.—Evaluation by factor ranking requires the identification of a series of degrees within the factors, each having a different value. This enables the rater to discriminate among different levels of significance in the characteristics of a given job.

Step Five : Determining the relative value of factors.—The factors should not all have the same weight or be considered equally important in measuring the value of a job. Relative values are usually assigned on a percentage basis, according to the proportionate amount that each factor contributes to the total worth of the job.

In respect of each of the factor ranking plans developed for the civil services, ratings for the factors were determined in a manner which ensured that evaluations were uniform and consistent with those resulting from the matrix ranking process. As a further refinement, each degree of every factor was assigned a point value proportionate to the contribution of the factor to the total worth of the job.

In judging the relative value of each factor, it must be kept in mind that these factors are common to all jobs in the group and that their relative values are to be judged as they contribute to the difficulty and worth of all jobs. The sum total of the points assigned to a job rated on each factor determines the value of that job.

The final step in constructing the factor ranking programme was to evaluate a broad cross-section of key jobs in occupational cadres with a view to obtaining a high coefficient of correlation between positions evaluated through matrix ranking and the same positions evaluated through the actor ranking programme. At this juncture, it was necessary to revise certain degree definitions and the weightings assigned to them. After these modifications had been made, positions in a number of populous cadres were evaluated using the factor ranking system. The job evaluations between the two systems were found to be congruent, and we were able to evaluate independently key jobs in each cadre and major occupational grouping.

Point Rating Procedure

The tools for determining relative job worth through the factor ranking process are guide charts consisting of definitions of factors and elements, illustrative examples of the various degrees, point values assigned to each degree, and summary charts showing the interrelationship of elements and factors.

The following steps are involved in the evaluation process :

1. The evaluator must familiarize himself with the definitions of factors and elements to ensure that he knows what information is needed to use the factor ranking plan.
2. He must develop the necessary job information about the position to be evaluated and study all pertinent programme and organizational information.
3. Next, he prepares a job description in the new factor format, including the appropriate information under each factor and element. Descriptions of the various degrees in the position must be kept as discrete as possible.
4. The evaluator then selects benchmark descriptions that relate or apply to the job to be rated.
5. He refers to the summary of benchmark descriptions ratings to find the point values for each factor used for that job and copies on the description form the point value figures opposite the appropriate factor and element headings.
6. Finally, he rates the position by its accumulated points, using the benchmark position for the occupation that matches the job most closely.

Evaluation of positions is carried out through factor-by-factor comparison of the position to be rated with the appropriate benchmark position or illustration as found in the factor ranking plan. A benchmark position is a specific job currently in existence which is typical of a range of other positions in the occupation. The benchmark description consists of a statement of duties, specific information about each of the factors and elements, and the point values assigned to each.

Point rating of a new position is done by comparing it to the appropriate benchmark :

1. If the factor of the new position matches the factor as described in either the illustration or the benchmark description, it is assigned the exact point value. If all factors and elements match the benchmark description or the illustrations, the new position has the same factor and total point value as the benchmark position.

2. If a single benchmark does not apply to all factors of the new position, two or more closely related benchmarks may be used.

3. If no benchmark applies to one or more of the factors in the position to be rated, point ratings may be assigned by reference to the illustrations and the definitions provided in the guide charts.

It is noteworthy that under the factor ranking methodology, when a factor in a new position matches a factor in the benchmark position or illustration, it is assigned the point value shown for that factor. There is no opportunity for interpolating, extrapolating, extending or splitting the difference. If in the evaluator's judgement the new position matches the benchmark, it receives the same point value. If there is no match, the proposed point value can be derived by comparison with another appropriate benchmark or by comparison with illustrations and factor definitions provided in the guide charts. That is, only the specific point values shown on the benchmark or the guide charts may be used.

In matching new positions with factors for benchmark jobs, it is necessary to understand the basis upon which point values have been assigned to these positions. Details of this procedure are explained in the next section.

Ranking and Application of Ratings to Benchmark positions

To conduct an in-depth evaluation of selected benchmark positions, the Task Force was organized into five specialized teams, each responsible for factor ranking groups of functionally related jobs. The point ratings determined by each team were reviewed as a whole by a senior committee of the Task Force, to validate the results and ensure uniform, consistent application of the factor ranking criteria. All benchmarks were compared with a view to achieving internal consistency of ratings within and between related cadres and occupational groups at all levels. Specific jobs were analyzed not only in terms of their point value, but also on the basis of similarities and differences in content, and in organizational context.

Once the benchmark positions had been assigned to grade levels, the teams allocated all remaining jobs to *their* appropriate levels. Some jobs were allocated readily on the basis of whole job comparison and the results of matrix ranking. A limited number of other jobs was rated under the factor ranking plan to ensure precise allocation to grades. In view of the critical importance of placing each job at its correct grade level, the results of this phase of the study were scrutinized most carefully. Following the approach adopted for benchmark positions, the senior committee re-examined the allocation of each job to every grade level. It is noteworthy that consensus upon positioning of jobs in grade levels was not easily reached. In many cases, jobs were referred back to the teams, more information was gathered, and the evaluation exercise was re-initiated. More than five months were spent by the Task Force in assigning jobs to grade levels. Despite the scale of the task and the volume of jobs, emphasis throughout was placed on quality of results.

Through the procedures outlined in this chapter, a factor ranking scale has been developed that is tailored to apply to all types of jobs in the civil services. It has been constructed with specific reference to representative jobs in these organizations, and through matrix analysis it reflects a high degree of management participation. Moreover, it has been built upon the best practices we know to be in existence today. We therefore feel that its adoption and use in the Nigerian context carry a realistic promise of success.

Appendix I

PUBLIC SERVICE REVIEW COMMISSION

JOB DESCRIPTION FORM

PSRC use only

Occ. Code

Sample No.

Analyst

Ministry/Department/Agency/Institution

Post Designation and Salary Scale

Division

Functional Title of Post
(where applicable)

Branch/Unit

Federal/State

Location

1. Summary of Duties

Describe briefly the main duties of your post. It is advisable to write this section *after* the rest of the form has been completed to ensure that it is a full and accurate description of your job.

.....

.....

.....

.....

2. Duties and responsibilities

(a) Main tasks, regularly performed

Describe each of the major activities you perform indicating in general terms (i) what you do, (ii) how you do it, (iii) why it is important, (iv) how much of your total time each activity takes (expressed in hours per day, per week or per month or as a percentage).

Appendix I—continued

3. *Qualifications*

What education, experience or special skills do you need to do the job you have described in Section 2 above? Remember, it is the *minimum* qualifications required for the job, not your own qualifications, that must be listed here.

Education (level).....

Experience (years).....

Skills or specializations (include any special training).....

.....

.....

.....

.....

.....

.....

.....

4. *Difficulty of Work*

(a) *Mental effort*

Give examples of the kinds of problems you must solve in the course of your work.

Describe the difficulty and complexity of such problems. Explain whether your work normally requires you to solve different kinds of problems or whether it requires you to concentrate on particular or specialized areas.

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(d) *Supervision*

How often is your work supervised—continuously, hourly, daily, weekly? Is the supervision detailed or general? Can you refer easily to your senior for help in solving problems?

5. *Responsibility*

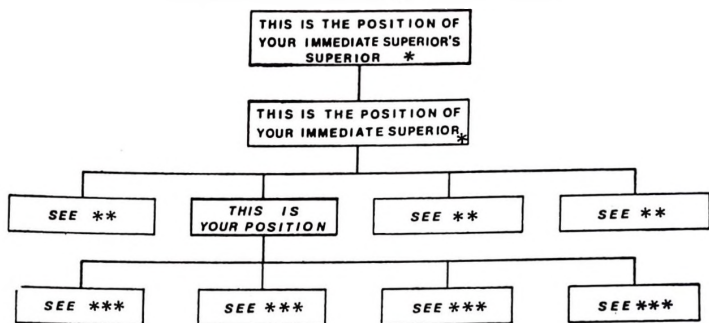
(a) Are you responsible for money (how much?), material (what value?), people (how many?)? For example, have you authority to approve expenditures of a given amount or to direct people? If so, give details explaining how these responsibilities are important and what they involve. If you make decisions what are they about and what examples can you give of their consequences? What figures can you give that would indicate the size or weight of your responsibilities?

Appendix I—continued

7. Working conditions

Do you experience any unusual circumstances in your work which expose you to dangers, risks or hardships? If so, give examples and, if you are offered any special compensation for such exposure, state what it is.

ORGANIZATIONAL POSITIONS



* State below the officer's title and grade

* Title and grade of immediate superior

** State below the titles and grades of any other officers responsible to your immediate superior

*** If applicable, state below the title, grades and major role or activities of your immediate subordinates to include any unfilled posts

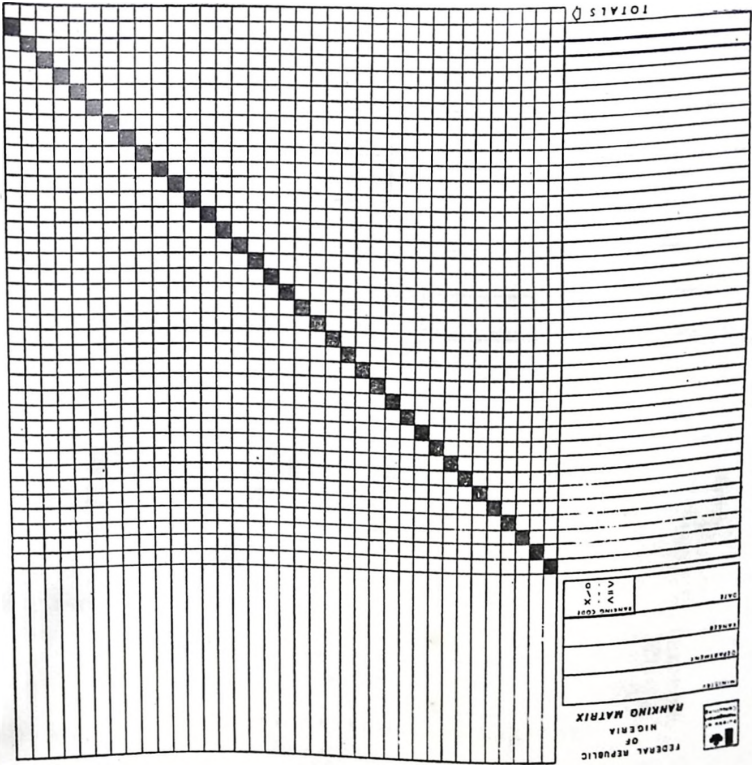
Form Completed by -

Time on Post

_____	_____	_____
name	years	months

Reviewed and Approved by - (immediate superior)

_____	_____
name	date



PART II
Evaluation Plan for
the Civil Services

PART II

EVALUATION PLAN FOR THE CIVIL SERVICES

A single coordinated plan based on factor ranking has been developed for evaluating jobs in the civil services. This plan consists of three separate evaluation systems: the Professional Administrative Technological Technical Clerical Evaluation System (PATTCES), the General Services and Operational Evaluation System (GSOES) and the Nigeria Police Force Evaluation System (NPFES). Each of these systems is designed to measure the worth of a job in a particular segment of the civil services.

The development of three different evaluation systems emanates from the need for a measuring device that is sensitive to the relative weights of factors and elements in unlike groups. For example, PATTCES evaluates jobs that are typically difficult and involve considerable responsibility. The knowledge required for the performance of such jobs is usually derived from formal education supported by appropriate experience. In contrast, GSOES measures jobs in which production or the provision of services predominates. The knowledge requirements of these jobs are generally less rigorous than those under PATTCES, and the manner in which skills are acquired is significantly different. The wide range of differences in these factors is most apparent when the highest jobs in PATTCES are matched against the lowest in GSOES: the positions of scientist and gateman, for instance, involve very dissimilar types of work. Hence, they cannot be realistically compared under the same evaluation system.

Police force jobs also require a special measuring device, tailored to their peculiar nature. Police work typically involves risk to personal safety, considerable overtime work and unique conditions of service. Moreover, because the Police Force is a paramilitary organization, determination of job worth is to a considerable extent also influenced by organization structure. These considerations tend to be less important to jobs rated under PATTCES and GSOES.

It is important to note that despite the differences between the three systems, at the points where they interface—that is, in the middle grades or levels rather than at the extremes—there is considerable similarity in the nature of the work performed. Thus, jobs in these levels may be measured by any of the three systems and receive the same grade determinations. The separate evaluation systems therefore comprise a single coordinated plan for measuring the worth of jobs throughout the civil services.

The specific systems and the jobs they encompass are described in more detail in the pages that follow. This brief comment serves to provide a rationale for the development of the overall plan and its three components. Since this is a coordinated plan, each of the three systems should be studied in conjunction with the other two for the purpose of understanding the interrelationships between them.

CHAPTER 4

THE PROFESSIONAL ADMINISTRATIVE TECHNOLOGICAL TECHNICAL CLERICAL EVALUATION SYSTEM

Coverage

The Professional Administrative Technological Technical Clerical Evaluation System (hereafter abbreviated to PATTCES) covers approximately 60% of positions currently allocated to ministries in the federal and state governments. The four broad occupational groups embraced by the system are defined as follows :

1. *Professional*.—This group includes occupations where typically there is a positive educational requirement for entrants, normally obtained by a baccalaureate degree in a university or equivalent institution of higher learning with a major in the area of the profession. This includes physical sciences, mathematics, law, health professions, engineering and education.

2. *Administrative*.—This group includes occupations for entrants who frequently have university level education or the equivalent, but there is normally no qualification requirement for specialized subject matter courses. Included in such occupations are finance, accounting, purchasing, management analysis, personnel and policy development.

3. *Technological*.—This group includes occupations where entrants frequently have specialized technical education or the necessary specialized training experience acquired on the job. These positions are often closely associated with occupations in the administrative or professional groupings. Included are computer specialists' positions, most inspector jobs and various specialized technical regulatory enforcement occupations, such as internal revenue, customs, immigration and prisons.

4. *Technical and Clerical*.—These groups include occupations that furnish technical support, office equipment operation and clerical support. These positions are normally performing work subordinate to and supportive of administrative, professional or technological work and are most typically filled by persons with less experience and education than is generally considered to be equivalent for entrance to the above-mentioned groups.

Jobs included in PATTCES are those in which one or more of the following functions are of primary importance :

1. Performance of professional and scientific duties requiring university graduation or equivalent training in a particular discipline.

2. Planning, execution, conduct and control of programs serving the public interest ; the political and economic relations between Nigeria and other countries ; and the requirements of internal management in the Nigerian public service.

3. Conduct of analytical, experimental and investigative duties in the natural, physical and social sciences ; the preparation, inspection and measurement of biological, chemical and physical substances and materials ; the design, construction, inspection, operation and maintenance of complex equipment, systems and processes ; and the performance of similar technical duties.

4. Application of regulations derived from statistics, in accordance with established instructions and guidelines, in order to determine eligibility for benefits or privileges or liability for payment of taxes or duties.

5. Clerical duties such as collection, recording, arranging and processing of information and filing of records.

6. Operation of office machines such as typewriters and data processing equipment.

Factor Selection and Definition

The significant factors and elements to be used in measuring the relative worth of jobs were identified by reviewing the nature of the work performed in professional, administrative, technological, technical and clerical occupations. In addition, factors used in other evaluation systems for similar occupations were studied to ensure that the critical aspects of all jobs in the system would be included.

Six factors were selected :

FACTOR 1—*Knowledge*.—This factor measures the nature, extent and level of knowledge and abilities needed to perform work acceptably.

FACTOR 2—*Difficulty of work*.—This factor measures the complexity or intricacy of work and mental demands—that is judgement, originality and other mental effort required as affected by the quality and relevance of available guidelines.

FACTOR 3—*Responsibility*.—This factor measures the assistance and control provided by a supervisor and the impact of work of the accomplishment of the organization's objective.

FACTOR 4—*Relationships*.—This factor measures the nature of personal relationships in the performance of the job and the purpose of these relationships in terms of the job to be done.

FACTOR 5—*Environment*.—This factor considers the physical demands attached to the performance of work assignments and the risks, discomforts or unpleasantness imposed upon the employee by the work environment.

FACTOR 6—*Supervisory Responsibility*.—This factor takes into account the extent to which initiative and judgement are exercised by supervisors and the importance and variety of functions and the complexity of the organization supervised.

These six factors and their elements were found to be appropriate for evaluation purposes. Rating scales were developed for each factor to show the various observable levels or degrees within each factor and the interrelationships among the elements. Definitions of levels in the scales are structured to provide equal differences between successive levels.

Selecting Benchmark Positions

Initially more than 500 jobs were selected as provisional benchmark positions to be used in structuring the professional, administrative, technological, technical and clerical evaluation system. The following considerations influenced their selection :

1. The job was in an occupation that stood out in the total job population.
2. The job was common through many ministries of government or was important to a major phase of government activity.
3. The duties could be clearly defined.
4. The job was broadly related to other occupations.
5. The job reflected significant differences in level of responsibility within its own occupation.

6. The job was preferably one that could be compared with the private sector through pay research analysis.

The various jobs from which the initial benchmark positions were selected represented approximately 70% of the total employee population covered by this evaluation system. Based on the experience of evaluators in establishing comparative job worth, some additions and deletions were made to the schedule of benchmark jobs. Some positions were eliminated on the grounds that insufficient information was available to establish a precise evaluation. Others were eliminated because the job sampled was considered anomalous. Where anomalous positions were eliminated from the evaluative process, we made appropriate substitutions of jobs that we considered to be representative.

Assigning Factor Weights and Point Values

Once the factor scale definitions were determined and benchmark positions selected, a system of appropriate factor weights and point values was established. It must be kept in mind that each factor need not have equal weight or significance in measuring the relative worth of work.

Factor weights were obtained by systematically testing possible combinations until one was identified that produced an acceptable rank order of the tentative benchmark positions which correlated highly with the matrix ranking results. The weights used in PATTCES are as follows:

<i>Factor</i>	<i>Factor Weight expressed as percentage of Total</i>
1	38.5%
2	18.7%
3	27.0%
4	6.9%
5	2.1%
6	6.8%

Each level or degree in each factor was assigned a point value. The point values were mathematically designed to be representative of observable differences in degrees identified in the respective elements. The point values by degrees are shown in Table 4-1.

Developing Grade Levels

All of the tentative benchmark positions were rated according to the factor rating scales thus weighted. The positions were then placed into groupings or grade levels by judgementally considering two characteristics:

TABLE 4-1
POINT VALUES, BY DEGREES

	<i>Degrees</i>													
	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Factor 1	50	200	350	550	750	950	1,250	1,550						
Factor 2	50	100	150	175	225	300	375	450	475	550	650	675	775	900
Factor 3	50	150	250	400	550	725	900	1,100	1,300					
Factor 4	20	50	80	100	130	175	180	205	225	330				
Factor 5	10	25	40	55	70	100								
Factor 6	100	275	250	325										

1. The similarity in point value and hence in level of difficulty and responsibility.
2. The relative differences in the value of work between different occupations.

The objective of the grouping was to achieve grade level differences proportional to work differences for the jobs and occupations in this category.

A table was then constructed to convert the total point scores for any position to an appropriate grade level (see Table 4-2). The table provides an appropriate range of points for each level of skill, thereby reflecting typical patterns of pay difference and also a broader range of work in successively higher levels of jobs.

TABLE 4-2
CONVERSION TABLE SHOWING RELATIONSHIP BETWEEN TOTAL POINTS
AND GRADE LEVELS

<i>PATTCES Point Value</i>	<i>Grade Level</i>
0 - 400	03
401 - 800	04
801 - 1,000	05
1,001 - 1,200	06
1,201 - 1,700	07
1,701 - 2,200	08
2,201 - 2,700	09
2,701 - 3,200	10
3,201 - 3,700	11
3,701 - 4,400	12

In the pages that follow, the factors, elements and degrees for PATTCES are outlined in guide charts, and defined and exemplified by illustrations drawn from benchmark positions. The application of PATTCES is discussed in Chapter 7.

FACTOR 1—KNOWLEDGE

<i>Degree</i>	<i>Knowledge Required by Job</i>	<i>Points</i>
A.	Knowledge of simple, routine or repetitive tasks, processes or operations which typically include following step by step instructions ; basic skill required in support of clerical or technical activities	50
B.	Knowledge of basic or commonly used rules, procedures or operations which typically require some previous training or experience ; basic skill in clerical or technical activities ; ability to work independently or equivalent knowledge	200
C.	Specialized office support skills and knowledge ; knowledge of varied procedures relating to a body of standardized regulations, a programme or function ; skill to function in support of administrative and professional operations; or equivalent knowledge	350
D.	Highly specialized office support skills and knowledge, knowledge of varied procedures involving technical methods and practices or standard administrative or management processes ; knowledge of the functioning characteristics of technical equipment or skill in performing specialized clerical or technical duties ; or equivalent knowledge	550
E.	A basic foundation of professional or administrative theories, concepts, principles and practices needed to perform professional or administrative assignments ; or knowledge of a specialty field or advanced technical methods ; or equivalent knowledge	750
F.	Full performance, professional or administrative skills with knowledge of established theories, principles or practices to perform limited assignments or parts of projects to participate as a professional member of a team or to perform professional or administrative developmental assignments ; or technical skills with a knowledge of a wide range of specialized technical methods, principles and practices equivalent to a limited area or narrowly specialized aspect of professional knowledge ; or equivalent knowledge	950
G.	Advanced performance, skills with knowledge of a wide range of professional or administrative theories, principles and practices to carry out studies or assignments involving conventional methods or established research techniques. A comprehensive, broad range of quasi-professional knowledge, including development of new methods and knowledge of related disciplines ; or equivalent knowledge	1,250
H.	Mastery of a professional or administrative field ; or skill in applying advanced techniques and new developments to problems not susceptible of treatment by accepted methods ; or equivalent knowledge.	1,550

FACTOR 1

KNOWLEDGE

This factor is used to measure the knowledge demands or requirements of any particular job allocated to this plan. Knowledge as expressed here is a function of formal education, training and related, progressively responsible experience. Experience is not evaluated separately in this plan but is expressed as the skill required to perform satisfactorily the duties of the job. Each of the levels described below is defined in general terms and illustrated by reference to the specific characteristics of actual jobs that exemplify the possible range of knowledge within each level.

In determining the level of knowledge and skill required in the job under evaluation, the evaluator should distinguish between the job holder's qualifications as stated in the job description and the knowledge required to be *applied* to perform the job acceptably. It does not follow that the knowledge and skill acquired by the incumbent is necessarily applied, although it may be true, particularly among professionals, that the job cannot be performed acceptably without the incumbent's attaining the qualifications specified in the job description. These should therefore be taken as an indication of what *may* be required to be applied, but whether or not they *are* required should be verified. The verification must be based on a thorough analysis of job demands, particularly in relation to the organisational context and supporting jobs.

Degree A

50 points

Knowledge of routine or repetitive duties where step-by-step or detailed instructions are usually provided. Requires skill to operate or use simple equipment or equipment which operates repetitively or automatically ; and ability to read, write and use arithmetic at elementary levels, and to follow oral instructions accurately.

ILLUSTRATIONS

The filing clerk who receives and sorts letters according to defined schedules and files letters as appropriate, following step-by-step instructions as laid down in the office procedure manual.

The laboratory worker who cleans, disinfects and sterilizes equipment ; is required to know the names and uses of equipment ; and must be able to identify and select labelled specimens for use by others in testing. He is also required to record pertinent basic information but does not need to compile reports on completed work.

The livestock worker who participates in the routine inoculation of livestock and poultry, and in handling cattle at control posts or inspection stations, and assists in the conduct of veterinary clinics and meat inspection. Knowledge is required of the equipment, materials and techniques used in the immunization programme, and skill is required in using a syringe, in handling or holding poultry and livestock, in supervising labourers and in keeping appropriate records on the required forms.

The film production assistant who assists the cameraman or the photographer in preparing photographic equipment for use. He is required to know the names and uses of such equipment. He looks after used films before they are sent to the processing laboratory and ensures that they are not exposed.

Knowledge of clerical or technical methods, procedures or techniques where the emphasis is on accuracy and an acceptable rate of production. Requires familiarity with the work area and a general understanding of the work flow and of the unit's basic purpose. Also requires skill to operate or use independently all equipment and materials employed in the work area, as well as the ability to read, write and use arithmetic or mathematics at secondary levels, and to work independently under general instructions.

ILLUSTRATIONS

The clerk who receives and files letters and writes acknowledgements of correspondence received or drafts replies on routine matters, enclosing relevant correspondence for the reference of an appropriate schedule officer in taking action.

The typist who types or tabulates accurately from a given manuscript, files documents appropriately and sees to their correct despatch.

The inspector of produce who inspects, tests and passes on grades of produce for export or local consumption in accordance with established grading standards and inspection procedures. He is required to be fully knowledgeable of the characteristics of a range of produce meeting various grading standards, to be fully conversant with testing procedures and to be able to compile records of samples taken and quantities passing his inspection.

The officer of customs who carries out a detailed check of bills of entry against relevant items on the ship's manifest; confirms landing of packages, verifying correctness of amendments; and records and despatches bills of entry to and from various places. He is required to be conversant with a range of goods entering and leaving the country, to be able to make simple arithmetic calculations, to write clearly and to compile records.

The immigration assistant who checks the travel documents of individuals entering and leaving the country and enters particulars on a form to be forwarded to the headquarters of the Department of Immigration. He also receives and files letters and writes acknowledgements of correspondence received.

The extension worker in preventive medicine who has knowledge of the dietary requirements of children, the nutritional value of a wide range of foodstuffs and the methods of preparing, preserving and handling foodstuffs in a hygienic and sanitary manner. Skill is required in lecturing and demonstrating to mothers and occasionally to paramedical students at health centres, in advising on diets to prevent or correct nutritional defects, in conducting home visits to check progress in specific cases and in writing lecture notes and maintaining appropriate case records.

The draftsman who, using graters and hand-eye coordination, engraves to scale and masks coated materials according to specifications. He is also required to post place names on transparencies and to correct positive and negative films prior to map reproduction. Also required is the arithmetical ability to calculate a grid framework and to convert measurements from feet to metres.

The worker in a dental prosthetics laboratory who has knowledge of the materials, equipment and techniques used in the fabrication of full and partial dentures. Skill is required in performing the various steps, such as casting models in plaster, wax, acrylics and other suitable moulding materials from impressions provided by the professional dentist; in trimming or polishing the models after removal from the casts; in constructing wax bite-

blocks, fibre or acrylic trays and other special forms or jigs required to hold or position the dentures during the various fabrication phases ; and in using the techniques of flasking and flaming as required.

Degree C

350 points

Knowledge of complex or advanced clerical or technical methods, procedures or techniques typically employed in an independent operation where standardized rules and regulations are applied ; or knowledge in support of a basic administrative or professional project, programme or function. Requires understanding of the organization's scope and purpose, and basic communication skills. Also requires skill to operate and adjust or calibrate various types of equipment, maintain basic data or information storage and retrieval systems, write simple reports or summaries on completed work, and use mathematics at the secondary or post-secondary level as required.

ILLUSTRATIONS

The social welfare worker who is required to apply knowledge of juvenile court rules and procedures, youth work procedures and relevant laws and regulations. He must have the ability to investigate, write reports and make recommendations to the court in solving basic and specific welfare problems within his area of jurisdiction.

The stenographer who is required to take shorthand notes and transcribe them and to provide office support by answering the telephone, receiving visitors and making appointments. He also must be able to operate a typewriter with a degree of proficiency and perform basic clerical functions, such as maintaining a small classified registry for the supervisor.

The laboratory technician who is required to have a knowledge of technical terms and work processes, of the properties of different materials and of functioning characteristics of instruments and other scientific equipment commonly used in the work area. Such knowledge and associated skills are needed to collect and prepare specimens for laboratory examination following routine or standard procedures, to conduct tests and analyze results of a similarly standard nature, and to make a written report of test findings based on simple analysis.

The data processing assistant who applies knowledge of computers, tabulators and accounting machines in producing government accounts for a federal or state ministry or department. He is required to prepare dummy vouchers, produce prelist sheets and balance prelists. He posts accounts into the monthly ledger cards and updates the progressive cards that contain the accumulated figures for a year's accounts by recording of virement and special release warrants.

The preventive officer who checks the baggage of travellers entering or leaving the country to assess duty for dutiable items and to collect revenue. He is required to check for prohibited and restricted goods at the ports and borders, to take charge of stores on board ship and aircraft on landing to avoid illegal removal of goods on which duties have not yet been paid, and to lead patrols to prevent illegal entry into the country, mainly by land and water. He prepares statistics on payments and seizures and writes reports.

The assistant who has the skill and knowledge to prepare full working drawings from sketches provided by architects ; who, using his knowledge of surveying, performs basic survey and levelling operations at building sites ; and who provides on-site supervision of workmen during the construction phase to ensure conformity with the plans.

The assistant who is required to prepare working drawings and plans to scale showing details of elevation, cross-section and floor plans, using sketches and written and verbal instructions provided by his supervisor. He is also required to collect field data by means of interviews and questionnaires and to make tracings and colour plans. He is occasionally required to participate in compass surveys of village developments and peg and set out building sites.

The agricultural extension worker who has a current knowledge of the recommended culturing and production methods in one or more areas of agriculture such as tuber crops, cereal grains, fibre crops or poultry, swine and cattle farming. He also is required to have skill and ability in promoting and distributing samples of high-yielding crops or stock and supplies of fertilizers and pesticides; in demonstrating to farmers or instructing them on the proper use of equipment, materials or methods; in encouraging farmers to form cooperative groups for economies of operating and marketing; in supervising field overseers and labourers, and in writing monthly reports on the results of specific activities.

The officer who has a knowledge of shipping and forwarding procedures to process claims against shipping companies, insurance companies, the Nigerian Ports Authority and the Nigerian Railway Authority for goods not delivered, to obtain short-landed certificates and non-landed letters for the purpose of claims settlements, and to arrange for the survey of damaged goods and the issue of appropriate certificates by Lloyds' surveyor. His duties require the ability to handle a large volume of correspondence from shippers, as well as enquiries from agents and claimants.

550 points

Degree D

Knowledge of the varied methods, procedures and techniques employed in support of an administrative, technological or professional project, programme or function; or knowledge of the functioning characteristics and applications of complex technical equipment or systems. Requires a full understanding of the organization's scope, purpose and operating methods, and of basic communication skills and practices. Also requires skill to modify or adapt methods, procedures or equipment to resolve specific support problems, to operate and maintain data or information storage and retrieval systems, write operational reports and summaries, and use mathematics or mathematical statistics at the post-secondary level.

ILLUSTRATIONS

The technologist who is responsible for providing laboratory services in the pathology department of a hospital. He is required to have a thorough knowledge of the standard or conventional biochemical and historical methods, procedures and techniques used in identifying pathogenic micro-organisms in specimens such as urine, faeces and blood collected from patients. Skill is required in training and supervising support staff, in setting priorities on work assigned by a senior technologist, and in using or demonstrating the various types and functions of scientific equipment and materials employed in the laboratory.

The hospital secretary who requires knowledge of the scope and purpose of a variety of regulations and standard practices for numerous administrative tasks, such as preparing estimates, controlling expenditures, making local purchases, engaging low-level staff and preparing hospital board minutes.

The member of an audit team who applies knowledge of basic accounting principles and of rules and regulations governing a variety of transactions to the critical examination of vouchers and the analysis of account records for purposes such as determining whether entries appear in the correct sub-heads, and to the detailed investigation of deviations from standard practice. He is required to put forward proposals for remedial action where departures from standard or required practice are observed.

The inspecting officer who applies knowledge of industrial safety principles, the Factory Act and internationally accepted practices to the examination of working conditions in factories and other industrial establishments to ensure the safety of workers.

The registrar who applies knowledge of government regulations and court practices in performing numerous administrative tasks. As a litigation officer, all civil and criminal cases are filed before him, and he assesses fees for all suits and motions filed in the court. He performs the duties of Deputy Sheriff as provided under the Sheriff and Civil Processes Act. He also is required to solve staff matters and has financial control of the court registry.

The assistant collector who applies the knowledge of customs laws and regulations in scrutinizing warehousing bills of entry from wharves and comparing them against invoices. He is required to conduct physical examination of accounts to ensure that correct entries are made in the registers. He carries out spot checks on warehoused goods to ensure that they are intact. He supervises the collection of customs and excise duties payable on parcel post shipments, fishing depots and hydro-carbon oil installations, and ensures their compliance with customs and excise laws.

The estates officer employed in land valuation who has a thorough knowledge of legislation affecting land acquisition and leasing and of the basic survey principles used in designating land areas, and has sufficient administrative knowledge to supervise a small staff of inspectors. This knowledge is applied to the examination and verification of deeds, leases and other legal instruments. The work requires a good understanding of legal terminology and the ability to calculate costs, including simple and compound interest, and to draft correspondence for higher approval.

The programming officer who must have the knowledge to devise appropriate test data for use in evaluating specific programmes, to determine the logical steps for individual programmes, to select appropriate programming language, to arrange programmes and codes, and to evaluate test results and calculate machine-hour requirements. He also must have the ability to organize and edit instructions and evaluate training requirements.

The officer who is responsible for the provision of nursing and associated services for a ward or section of a hospital. He is required to have knowledge of current nursing practices and techniques generally, and particularly those of specialties such as surgery, medicine, obstetrics, paediatrics and psychiatry. Skill is required in assigning and checking the work of nurses and other support staff, and in performing the work necessary to ensure that prescribed medication and nourishment are administered to patients, that appropriate surgical preparations are made and that special treatment is arranged for patients in various wards or sections of the hospital. Other duties include making rounds with the attending or house physicians; reporting to the matron or attending physician any abnormalities or changes in a patient's condition; assuring or pacifying anxious or upset patients; supervising and training nurses, students and other support staff; resolving problems or settling disputes; and ensuring that medical progress charts and other required records are maintained.

Degree E

750 points

Basic knowledge of the theories, concepts, principles and practices typically employed in a narrow range or portion of an administrative or professional field or discipline, or in a complex technical or technological area, and knowledge of the organization's scope, purpose or objectives and operating methods. Skill is required to organize, implement and analyze work activities, to modify or adapt conventional methods, procedures or techniques in a limited work area, to communicate effectively and to use mathematical or statistical techniques at the graduate level.

ILLUSTRATIONS

The surveyor whose duties consist of preplanning the approximate location of control points, establishing the control network on the ground, using astronomical or triangulation methods and preparing map compilation data, including that required for contouring. This work, including the supervision of survey assistants and a small labour force, requires a basic knowledge of land survey procedures and techniques, as well as the very accurate use of a full range of surveying equipment and the mathematical ability to make spherical trigonometrical calculations using up to eight figures of logarithms.

The physiotherapist who has a general knowledge of the range of medical and surgical treatment for which physiotherapy is appropriate, coupled with a thorough knowledge of the full range of physiotherapeutic techniques applicable to every variety of mobility defect revealed by the diagnosis of a medical practitioner and for which physiotherapeutic treatment has been prescribed. In addition to his basic medical knowledge and developed technical skill, the physiotherapist must be familiar with the purpose and operation of electrical and mechanical apparatus and fully practised in their use as therapeutic aids.

The agriculturalist who has acquired a basic knowledge of agricultural science and who applies this knowledge in such areas of responsibility as providing extension services to farmers, whereby they may be advised on how to improve their crop yields or assisted in this direction through projects undertaken by the incumbent and by his subordinates designed to introduce, demonstrate and develop alternative varieties of crop or improved agricultural methods.

The officer who under guidance applies a professional knowledge of accountancy principles and practices to the analysis of small corporation accounts or partnership accounts for purposes of verification and assessment of the competence of the accounting system employed and the accuracy with which transactions have been recorded.

The officer who applies, as appropriate, the basic theories of public administration, economics, public finance, statistics or labour law to the analysis of needs and problems occurring in these fields and to the development of remedial solutions as recommendations for the review and approval of superiors.

The hospital pharmacist who has a detailed and extensive knowledge of the physical and chemical characteristics of drugs, including sources of supply, currently approved applications and the restrictive regulations governing their safe use, so that such can be procured (purchased), prepared and dispensed in accordance with medical directions or accepted practices, and recommendations can be made on the acquisition of new or improved drugs.

The nursing officer who has a thorough knowledge of the theory, principles and practices of nursing, and of associated medical and administrative practices and procedures. He is required to supervise nurses and other support staff who provide day-to-day nursing services and to ensure maintenance of high nursing standards throughout all wards and sections of the hospital. Other duties include maintaining a high level of morale among nurses, support staff and patients by resolving disputes and satisfying complaints; making rounds independently or with a physician to detect and identify specific problems; maintaining appropriate records and writing reports as required; and participating in the planning and implementation of on-the-job training of student nurses and other support staff.

Knowledge of and experience in applying the theories, concepts, principles and practices typically employed in the full range of an administrative, technological or professional area, field or discipline ; knowledge of the organization's scope, purpose or objectives, and of operational or managerial methods ; and a basic knowledge of related areas, fields or disciplines.

Requires skill to organize, implement and analyze the activities of the work area involved ; to modify or adapt conventional methods, procedures or techniques ; to communicate effectively in own and associated organizations and with colleagues and cooperators ; and to use advanced mathematical or statistical analysis techniques.

ILLUSTRATIONS

The officer who independently applies a professional knowledge of accountancy and relevant regulatory practices to the solution of accounting problems arising during the performance of a limited assignment, or who verifies the audited accounts of a medium-sized corporate body, analyzes financial results and determines their tax implications.

The officer who has a basic knowledge of theories, principles and practices applicable to the field in which he is employed (such as public administration, finance, statistics, labour law and local legislation) and combines such knowledge with a sound appreciation of pertinent government policies and regulations to provide information or recommendations for consideration at a superior level to meet particular administration needs or conditions.

The professional in a chemical and bacteriological laboratory who is responsible for the analysis and treatment of water for domestic and industrial use, for the analysis of foods and drugs in conformity with quality and health standards, and for the analysis of biological and other materials to detect the presence of impurities or toxic substances. The work requires a thorough knowledge of the methods, procedures, techniques, materials and equipment used in such general chemical analysis and related standard chemical research work. It also requires skill in training chemists and technical support staff in the methods, procedures and techniques employed and in instilling an awareness of the care and accuracy required in performing analytical work carried out to ensure the purity of water, foods and drugs.

The officer who provides general medical services in an assigned ward or section of a hospital. He is required to have a thorough knowledge of current theories, principles and practices of medicine and a good knowledge of associated medical specialties and other related professional or emergency cases. He diagnoses the problem and then provides or prescribes medication. He performs minor surgery such as suturing of wounds and administers intravenous fluids or injections. He admits the patient to hospital or refers him to a specialist, as required ; makes hospital rounds to check on the patient's progress or to prescribe further medication or treatment ; and assists surgeons in the operating theatre. Occasionally he provides professional advice to the courts or to medical boards.

The structural engineer who applies a thorough knowledge of civil engineering to plan, design and construct a variety of structures, such as studios, theatres, dams and towers. He must also possess the ability to administer contracts, prepare specifications and supervise projects under execution. He must also supply his knowledge of advanced calculations to ensure that the required reinforcement of structures is met by contractors and that such structures can safely be supported by their foundations.

The senior technologist in a headquarters medical laboratory who is responsible for the production and distribution of vaccines used in national immunization programs. He has a thorough knowledge of biochemical and biological methods, procedures and tests of the purity and viability of a wide variety of vaccines, and a general knowledge of associated administrative practices. Skill is required in procuring and storing the raw materials, chemical reagents and related supplies need for the work ; in procuring, keeping and rearing laboratory animals used in biological testing procedures ; in performing laboratory tests used in quality control procedures ; in supervising and training subordinate staff ; in participating in selection and promotion board meetings and other related personnel activities ; in controlling the purchase of supplies and animals and the distribution of vaccines ; and in ensuring that all essential records and information files are maintained.

The senior graphics officer who uses his professional knowledge and expertise to create suitable stage settings for television programs. This basic knowledge, coupled with several years' experience in the field, enables him to do the costing of assignments and to direct his subordinate staff in improving their own standard of performance.

Degree G

1,250 points

Advanced knowledge of the theories, concepts, principles and practices typically employed in the full range of a specific administrative, technological or professional area, field or discipline and knowledge of the organization's scope, purpose, objectives and operational or managerial methods. Requires a full understanding of related areas, fields or disciplines, and skill to plan, organize, implement, coordinate and analyze the typically complex work activities. Also requires skill to modify, adapt or develop operational or technical methods, procedures or techniques, including those relating to administration, communications and mathematical analysis to resolve problems or to propose or recommend solutions.

ILLUSTRATIONS

The information officer who applies a thorough understanding of government functions, roles, priorities and areas of special interest to the direction of an information section responsible for government publications. He is required to have advanced communications skills and a comprehensive knowledge of the media. His duties include the preparation, layout and editing of texts, the arrangement of suitable illustrations and the final production of edited galley proofs for printing and publication.

The official who applies professional knowledge of film production to the planning, organization and execution of documentary and newsreel film projects by attending to the technical requirements of his film crew in the scriptwriting, camera, editing, sound and laboratory sections. As a member of the Board of Film Censors, he participates in discussions and decisions on the type of commercial films to be allowed into the country. He is responsible for the administration of the Film Unit Vote of expenditure for the purchase of film equipment and other materials required for film production.

The administrative officer who applies his knowledge of the principles of public administration, law, economics, public finance and government regulations and interprets them in directing the affairs and activities of the staff of a ministry. He also provides advice for the consideration of the superior officer. He must have the ability to plan and carry out general administrative duties and the control of expenditure.

The professional in charge of a dental surgery unit who requires a thorough knowledge of current theories, principles and practices of general dentistry, oral and dental surgery, prosthetics, orthodontics, pedodontics and periodontics to provide complete dental services

to children and adults. Skill is required in diagnosing dental defects or deficiencies ; in prescribing corrective treatment, surgery or prosthetic devices ; in performing surgery or fitting prosthetics ; in advising patients on correct dental hygiene practices ; and in guiding and supervising junior surgeons and support staff.

The nursing officer who requires a thorough knowledge of the theories, principles and practices of the nursing profession and of related administrative and management practices. He is required to coordinate the provision of curative and preventive nursing services throughout the state and to advise the appropriate ministry on all matters relating to nursing including required alterations and additions to hospitals and training institutions. Skill is required in preparing, reviewing and implementing nursing practices and training programs, in consultation with other nursing and medical officials, to ensure the maintenance of high standards throughout the nursing profession ; and in making regular inspections of hospitals, maternity and nursing homes, health centres and training institutions, and proposing corrective action where high standards are not maintained.

The legal officer who combines his professional knowledge with understanding of government policies to give legal advice and sue and defend action in civil and criminal cases on behalf of government. He also reviews business agreements presented to government, incorporates and liquidates government-owned companies and scrutinizes the adequacy of securities for loans granted by government.

The engineer who uses an advanced professional knowledge of petroleum engineering and has managerial skills to direct a division responsible for the inspection and licensing of commercial oil drilling operations, including authorization of the abandonment of wells ; for safety and conformity with good oil field practices ; and for the preservation of royalty payments through adequate meter proving and specific gravity determination programs. His knowledge of pipeline routes and of the construction and operation of flow stations and oil terminals also is called upon when making effective recommendations leading to the authorization of such projects.

The employee who uses his professional knowledge of town planning to direct the work of other town planners throughout a state. He guides the zonal offices in the preparation and implementation of town planning programs. He uses his expert knowledge to solve delicate planning matters and ensures that all planning regulations are strictly adhered to. He is responsible for the formulation of policy proposals regarding amendments to town planning acts and regulations, and he prepares annual budgetary submissions.

The lands officer who uses his knowledge of surveying and relevant land acts to evaluate and acquire land for government. Using his professional knowledge, he is required to manage state lands, determine ownership of land when in dispute, and interpret government regulations to members of the public. His managerial responsibilities include the direction of a staff of evaluators in achieving these objectives.

Degree H

1,550 points

Advanced knowledge and mastery of the theories, concepts, principles and practices typically employed in a broad field of administrative, technological or professional activities, and knowledge of the organization's scope, purpose, objectives and operational or managerial methods, coupled with a thorough understanding of related areas, fields or disciplines. Also requires skill to resolve problems not responding to conventional or standard methods or approaches, including those relating to administration, management and communications, as well as the full capability to recommend revised policy related to the field in question or to participate in the development of revisions.

The chief collector of customs and excise who applies a full knowledge of the customs and excise laws and regulations to the overall administration and revenue control of his area of jurisdiction. He is required to undertake studies of revenue trends and to collate import, export, excise and other revenue statistics for policy decisions and revenue allocation purposes. He undertakes the review and appraisal of customs and excise procedures and assesses their impact on revenue collection. He supervises revenue collection and accounting procedures and sees to revenue security.

The officer who independently applies a knowledge of social welfare services to the drafting of adoption laws, which he later refers to the Ministry of Justice. He is required to review the Children and Young Persons laws and prepare schemes of service for his division. He also drafts executive council memoranda for relevant social welfare policy matters and makes recommendations on corrective orders in respect of children and young persons for the approval of a final authority.

The senior agriculturalist who has an advanced knowledge of current theory and practices in planning, organizing and implementing the various activities of a major area of agriculture, such as animal husbandry or crop production and protection. He also must have a solid appreciation of the interrelationships with associated scientific or engineering disciplines such as biochemistry or hydrological engineering, so that effective recommendations can be made on the testing or application of new or improved methods, procedures, materials or equipment developed in his own or other agricultural investigative units, and on the dissemination of information through the provision of appropriate extension services.

The research surveyor who uses his advanced knowledge of the profession to direct research in a major division of a ministry and in collaboration with universities, the results of which are made available to various governments and other interested bodies. He is required to prepare specifications for the award of contracts, as well as papers for seminars, symposia and conferences. He also issues technical manuals for use in his division.

The physician who applies extensive administrative and professional knowledge in directing the activities of a small hospital (maximum of seventy-five beds) and in conducting a medical practice involving both out-patients and in-patients. Administrative duties include the supervision of medical and support staff, the review and resolution of personnel and public relations problems, and the development and maintenance of adequate medical supplies and facilities. Professional duties mainly involve patients referred by junior staff or by "outside" physicians and include the examination, diagnosis and treatment of out-patients and the admission of more difficult or unusual cases for further treatment or surgery, or their referral to appropriate consultants or specialists.

FACTOR 2 - DIFFICULTY OF WORK

2A COMPLEXITY	2B SCOPE & EFFECT		11 TO DO SPECIFIC ROUTINE OPERATIONS WITH A FEW SEPARATE TASKS OR PROCEDURES, LITTLE IMPACT BEYOND IMMEDIATE ORGANIZATIONAL UNIT	12 TO CARRY OUT SPECIFIC RULES, REGULATIONS, PROCEDURES, COMPLETE SEGMENT OF BROADER ASSIGNMENT OR PROJECT AFFECTS ACCURACY, RELIABILITY OR ACCEPTABILITY OF FURTHER PROCESSES OR SERVICES	13 TO TREAT, ANALYZE OR INVESTIGATE VARIOUS CONDITIONS, PROBLEMS OR QUESTIONS AFFECTS DESIGN OPERATIONS, SCHEDULE OF FIELD INVESTIGATIONS, RESEARCH CONCLUSIONS, SOCIAL, PHYSICAL WELL-BEING OF PERSONS	14 TO ESTABLISH CRITERIA, FORMULATE PROJECTS, ASSESS AGENCY EFFECTS, AFFECTS A WIDE RANGE OF AGENCY ACTIVITIES, MAJOR ACTIVITIES OF INDUSTRIAL CONCERNS, OPERATIONS OF OTHER AGENCIES	15 TO ISOLATE AND DEFINE UNKNOWN CONDITIONS, RESOLVE CRITICAL PROBLEMS, DEVELOP NEW METHODS AFFECTS WORK OF OTHER EXPERTS	16 TO PLAN, DEVELOP AND CARRY OUT VITAL PROGRAMS ESSENTIAL TO THE OBJECTIVES OF THE AGENCY AFFECTS LARGE NUMBERS OF PEOPLE ON LONG-TERM OR CONTINUING BASIS
	25	75	25	75	150	225	325	
K A FEW CLEAR-CUT, DIRECTLY RELATED TASKS OR FUNCTIONS; ACTIONS READILY DISCERNIBLE	25	75	50	100				
L DUTIES INVOLVING SEVERAL RELATED SEQUENTIAL STEPS; FACTORS AND CONDITIONS APPARENT, APPLICABLE, COMPARABLE, READILY VERIFIED; VARIATIONS STEW FROM DIFFERENCES IN FACTUAL SITUATIONS	75	150	100	150	225	300		
M VARIOUS DUTIES, DIFFERENT PROCESSES, FACTORS DIFFER WITH SUBJECT, PHASE OR ISSUES IN ASSIGNMENT, CONDITIONS, ELEMENTS ANALYZED TO DETERMINE INTERRELATIONSHIPS OR DEVIATIONS	150	225	175	225	300	375	475	
N VARYING DUTIES ARE A PORTION OF A FUNCTIONAL AREA, ASSESSMENT OF UNUSUAL CIRCUMSTANCES, VARIATIONS IN APPROACH, INCOMPLETE DATA, INCONCERNIBLE RESULTS; INTERPRETATION OF DATA IN SPECIALTY FIELD		75		300	375	450	550	
O VARIETY OF DUTIES, BROAD RANGE OF ACTIVITIES, DEPTH OF ANALYSIS, HIGHLY SPECIALIZED FIELD; MAJOR AREAS OF UNCERTAINTY, INTERPRETATION OR EVALUATION RESULTING FROM CONTINUING CHANGES; ORIGINATES NEW TECHNIQUES, CRITERIA, INFORMATION		150			475	550	650	775
P BROAD PROCESSES OF EXTENSIVE PROGRAM AREA, BREADTH AND INTENSITY OF EFFORT, SEVERAL CONCURRENT SEQUENTIAL PHASES; ISSUES, FACTORS UNDEFINED, REQUIRING EXTENSIVE PROBING, ANALYSIS; CONTINUING EFFORTS TO ESTABLISH CONCEPTS, THEORIES, PROGRAM OR RESOLVE PROBLEMS		225				675	775	900

FACTOR 2—DIFFICULTY OF WORK

This factor includes two main elements : complexity 2 (A) and scope and effect 2 (B).

COMPLEXITY 2(A)

The complexity element includes the nature and variety of tasks, steps, processes, methods or activities in the work performed ; and the degree to which the employee must vary the work, discern the interrelationships and deviations, or develop new techniques, criteria or information. At the low end of the scale, the work involves a few clear-cut and directly related tasks or functions. At the high end of the scale, it involves a broad range of activities or in-depth analysis in a highly specialized field.

Degree K

25 points

The work consists of a few tasks or functions that are clear-cut and directly related. Actions to be taken or responses to be made are readily discernible, and there is little variety in duties and functions.

ILLUSTRATIONS

The film production employee who prepares a cine-camera for use in locations determined by the cameraman and mounts the camera on the tripod at different angles in accordance with detailed instructions ; or who cleans sound or cinematographic equipment prior to use and assists superior officers by operating switches controlling studio sound equipment in accordance with specific instructions.

The clerk who receives, sorts and despatches letters and documents, ensuring that the attachments are appended as indicated in the correspondence, that the address is correct and that documents are scaled as required.

The typist who copy-types material and performs incidental duties such as filing. The terminology of the material is readily understood.

The Customs and Excise officer who strikes bills of entries against relevant items on a ship's manifest, closes a ship's inward manifest, verifies correctness of amendments in manifests, and records and despatches bills of entries as appropriate.

Degree L

75 points

The work consists of duties involving several related and sequential steps, processes or methods. These duties are based on aspects and conditions that are apparent, applicable and readily verified. Variations in the work stem from differences in the sources of information, in the nature of transactions or entries, or in other factual situations.

ILLUSTRATIONS

The employee in the photographic unit of a ministry who covers government publicity assignments by taking photographs. He also develops, processes and prints photographs taken on such assignments, prepares registration and ground sheets, and writes captions where necessary. He has to ensure that the setting of the occasion is accurately portrayed by selecting appropriate subjects and operating the camera correctly (that is, taking into account aperture, speed, distance, angle and background).

The Produce Inspection employee who examines and grades produce such as cocoa, palm kernel, palm oil, copra, groundnut and rubber for both export and use in local industries. He is also responsible for periodically rendering statistics on graded produce such as—

- (a) lead seals for grading
- (b) effective analysis of produce graded
- (c) evaluation and stock figures.

Work requires the exercise of vigilance to prevent cheating by labourers, storekeepers and licensed buying agents—for example, by poor shovelling and shifting of produce, faulty sewing of produce bags (which facilitates tampering with graded produce), change of samples drawn by officials, substitution of inferior produce for that which has been passed and sealed, or theft of steel seals with a view to making unauthorised use of them.

The survey assistant whose duties involve the inspection (reconnaissance) of the survey site; siting and using survey instruments such as theodolite, steel tape and compass for the purpose of establishing control points. He completes the required calculations and drafts the plan to scale for checking by his supervisor. Each step is relatively straightforward; but the work requires completion in an orderly sequence, and it is subject to some variables resulting from ground conditions, weather or the need to reconcile data. Care must be taken to obtain all the data before departing from the site.

The social welfare worker who prepares records of reported cases, files documents in permanent folders and passes them on to officers for follow-up action.

The meteorological worker who takes readings from weather recording instruments, makes calculations using these data and records the calculated results.

Degree M

150 points

The work consists of duties involving a variety of processes and methods. Aspects to be considered differ with the subject, phase or issues related to each assignment, and they must be identified and analyzed to discern interrelationships and deviations.

ILLUSTRATIONS

The official in a film production unit who undertakes research with a view to collecting material on subjects to be filmed and thereafter writes appropriate film scripts on which the production is based. Difficulties may arise when interacting with officials in client ministries or departments, or with cultural groups, particularly when such materials are not readily available or are in a form unsuitable for direct use.

The hospital secretary who must interpret and apply regulations and standard procedures in several areas, where there are variations in the administrative processes used and the base data consulted (such as pay and allowance data, estimates, local purchases, clerical activities, hiring staff, inspecting facilities and arranging for repairs).

The physiotherapist who must plan and execute a program of physiotherapy to alleviate or correct a mobility defect and who is required to decide alternative forms of treatment to effect the best results.

The accounts officer who is responsible for the preparation of payment vouchers and the posting of accounts ledgers, who attends to audit queries on such accounts and who reconciles the ledger accounts monthly with the control ledger. The duties involve the location and examination of a wide variety of accounting data and the orderly classification and control of such data.

The safety inspector who ensures maximum compliance with the Factory Act by examining existing conditions and practices used in the factory, advising owners of such conditions, and discussing improvements, in both practices and conditions, in order to promote safety and health in the industrial sector.

The surveyor who is required to undertake a variety of duties such as checking of field observations, survey computations and adjustments, plotting of survey data, and training and supervision of subordinate survey staff, as well as the preparation of monthly reports for use as required by licensed surveyors and survey companies. The computation work involves a variety of standardized methods, but each requires a high degree of accuracy.

Degree N

225 points

The work consists of independent assignments with varying duties which comprise a portion of a functional area or field of work. Aspects to be considered involve the assessment of unusual circumstances, variations in approach, incomplete or conflicting data and incompatible results. The work requires the interpretation of a variety of data and processes in a specialty field or discipline.

ILLUSTRATIONS

The officer who conducts audits of large accounts in a large ministry or group of ministries. The accounting system requires examination of subsidiary accounts and a high requirement for thorough examination.

The officer who is responsible for an aspect of the tax field (for example, private companies) in association with colleagues responsible for other aspects of the taxation field, and who determines whether tax law has been improperly applied, examines a wide range of accounting systems, and studies the implications of tax law as applied to the specific circumstances of particular companies.

The state counsel who provides legal advice on specific civil and criminal cases, involving the drafting of memoranda and Articles of Association of a proposed company or legal document. Also involved is the defence of actions in court or suing to recover company debts, in the case of liquidating government-owned companies or companies jointly owned by government and private agencies; suing or defending action in civil cases against the ministry; and reviewing agreements presented to government by its partners in business for acceptance.

The lands officer who supervises the valuation of properties for acquisition, rental, stamp or estate duty and mortgage purposes, and who interprets legislation on public land acquisition. Each acquisition or rental of land and property involves individual consideration of a variety of social and economic factors, such as housing problems arising from the displacement of individuals or loss of revenue from farming or forestry activities. The work thus requires the assembly and analysis of a wide variety of data to arrive at satisfactory and equitable solutions.

The nursing officer in charge of nursing services for a ward or section of a hospital who is required to organise and coordinate the work of the unit, to ensure that high nursing standards are maintained, to report promptly changes or abnormalities in the condition of patients, to train and supervise nurses, students and other support staff, and to complete and maintain charts, records and duty rosters. The officer is also required to maintain good working relationships with other sections of the hospital in transferring patients or securing supplies and equipment.

The senior technologist who plans, organizes, coordinates and administers the activities of a central medical laboratory responsible for producing and distributing vaccines for a national immunization programme. Problems encountered include the logistics of procuring materials and supplies and distributing finished vaccines in accordance with critical timetables; the coordination of the various production phases in the laboratory; the maintenance of aseptic or sanitary conditions in procedures involving living biological material; the cold storage of various biological materials and finished vaccines during times of power or equipment failures; and the selection, promotion and evaluation of staff.

Degree P

325 points

The work consists of a variety of duties involving a broad range of activities or in-depth analysis in a highly specialized field. Aspects to be considered concern major areas of uncertainty in approach and methodology or in interpretation and evaluation processes resulting from such elements as continuing changes in programme, technological developments, unknown phenomena and conflicting requirements. The work requires the origination of new techniques, the establishment of criteria or the development of new information.

ILLUSTRATIONS

The administrator who performs procurement planning, negotiation and administration of major projects and leads evaluation teams; or who studies local problems, establishes criteria for finding solutions to such problems and makes proposals to government.

The officer who interprets the Brussels tariff nomenclature, determines its application when disputes arise, plans the customs operations in a customs area or a major port and resolves all operational problems.

The airworthiness surveyor who is responsible for the inspection of aircraft; the issue and renewal of certificates of airworthiness; the conduct of examinations for engineering knowledge for pilots and engineers licences; the approval of modifications to aircraft, aircraft equipment and systems; the conduct of preliminary aircraft accident investigations; and the preparation of flight manuals and performance schedules.

The architect who is required to advise client ministries on the yearly programming of building projects with the assistance of the building design unit and executive staff. He coordinates project design involving a variety of specialists, such as quantity surveyors, structural, electrical and civil engineers, and private and supervising architects; and he administers a drawing office. He provides on-site supervision of works. Each project must be executed within cost restraints which necessitate continuing review and analysis of each phase to reduce the impact of delays caused by weather factors or other circumstances.

The physician who directs the activities of a small hospital (maximum of seventy-five beds) and concurrently runs a medical practice, and who is required to review, analyse and resolve general administrative, personnel, public relations and complex medical problems. The last include the examination of patients referred by junior medical staff or by other physicians, and such problems are resolved by diagnosis of the ailment followed by the prescription of medication or further treatment (including required surgery) in the hospital or by referral to appropriate consultants or specialists.

The film production official who has overall control of operations of a film production unit. This involves initiating, planning, programming and coordinating the activities of the various sections covering film production, distribution, exhibition and film equipment maintenance. His work also requires him to make decisions and recommendations in relation to the development and implementation of film production projects, staff training programmes and other film matters.

The work consists of broad functions and processes of an extensive program area of field of work. Assignments are characterized by breadth and intensity of effort and involve several phases being pursued concurrently or sequentially with the support of others within or outside the organization. Aspects to be considered are largely undefined, requiring extensive probing and analysis to determine the nature and scope of problems. The work requires a continuing effort to establish concepts, theories or programs or to resolve unyielding problems.

This degree is usually accorded to jobs requiring an outstanding authority as the incumbent.

ILLUSTRATIONS

The officer who is responsible for standardization and quality control of manufactured products in an industry group such as chemical or agricultural, as well as for directing and supervising their certification, marking and inspection. He is expected to edit and present draft standards to the Steering Committee and Standard Council. The work demands versatility and the ability to solve different types of problems. It involves continuous research of literature for data and information on modern technological practices, analysis of technical data, basic research work, drafting of new standards specifications for all products or amendments to existing ones, and participation in deliberations of the Steering Committee and Standards Council on the final evaluation of standards.

The officer who participates in the formulation, periodic review and implementation of nursing policy, and who advises the ministry on all matters relating to nursing services, training and recruitment programs, and nursing facilities in the state. The officer is expected to coordinate the provision of curative and preventive nursing services; to formulate and implement initial and in-service training programs for nurses; to maintain high nursing standards in hospitals, health centres, maternity and nursing homes, and training institutions by making periodic inspections when corrective action is recommended or taken; and to participate with the Public Service Commission in the recruitment of trainees and nurses. The work demands versatility and the ability to resolve policy, management and operational problems, to study various current situations in terms of future requirements, and to formulate plans to meet such developments in the nursing service.

The official who provides education, information and guidance services to communities and groups seeking to establish cooperatives in such fields as agriculture or industrial credit. He is required to analyze and resolve a variety of economic, social, financial and legal problems. He is also required to deal with a wide variety of problems and issues raised by delegations representing cooperative societies.

The research surveyor who coordinates research programs in all sections (field, computing, air survey and map reproduction) of his division and who effects liaison with universities engaged in research into advanced survey methods, including geomagnetic and gravity surveys. He prepares an annual report on research that is under way or complete and also compiles the Annual Survey Report for Nigeria. The work requires continuing review of research publications to appraise new methodology and techniques and to test, under field conditions, their suitability and utility for introduction into Nigeria. The preparation of technical manuals and conference and seminar papers forms part of the duties.

The official responsible for the general administration and management of the fisheries division of a state who is required to plan, organize, implement, coordinate and appraise fisheries research and development programs and projects, and to advise the government on all fisheries matters. The work demands skill, ability and versatility in reviewing current

situations in view of future requirements, to develop new or improved approaches to the resolution of problems, and to make recommendations on policy or program changes designed to enhance and promote the states fisheries industry. Skill and ability are required in resolving various management, scientific and operational problems, and in preparing and writing program proposals and periodicals or special reports of the results or progress of projects and programs.

The town planning officer who directs the program activities of the town planning zones in a large state. The work requires the identification and analysis of a variety of problems concerning urban and rural areas and the development of practical solutions. Effective solutions must be based on adequate economic and other data, such as social factors, which may be difficult to quantify. There is also a requirement to develop planning decisions for the ministry which can be supported in the face of appeals and petitions lodged by aggrieved communities and private parties.

SCOPE AND EFFECT (2B)

This element covers the purpose of the assignment and the effect of work products both within and outside the organization. At the lower end of the scale, the purpose is to perform specific routine operations which have little impact beyond the immediate organizational unit. At the high end of the scale, the purpose is to plan, develop and carry out vital professional or administrative functions which are essential to the objectives of the ministry or agency or which affect large numbers of people on a long-term or continuing basis.

Degree 11

25 points

The purpose of the work is to perform specific routine operations that involve a few separate tasks or procedures. The accuracy or reliability of the work product facilitates the work of others or provides them with timely though limited services ; however, the work has little impact beyond the immediate organizational unit.

ILLUSTRATIONS

The typist who types from rough draft, refers telephone calls and visitors to appropriate persons, and maintains files. The effect of the work is limited to the immediate office.

The file clerk who receives and sorts letters according to defined schedules. The scope and effect are confined to the immediate work unit, and errors can be detected through subsequent processing.

The Customs and Excise officer who strikes bills of entries against relevant items on ships' manifests and closes ships' inward manifests. The scope and effect are confined to the immediate work unit.

The film production employee who prepares a cine-camera for use on location and mounts the camera on the tripod at different angles as directed by the cameraman. These activities help the cameraman to achieve good results, but their scope and effect are confined to the immediate work unit.

The medical laboratory worker in the pathology section of a hospital who cleans, disinfects and sterilizes glassware and associated equipment, writes or checks identity labels on specimen containers, feeds and cares for laboratory animals, assists with the conduct of standard pathological tests, and performs other similar technical duties. The effect of his activity is limited to the laboratory where the work is performed.

A livestock worker who inoculates livestock and poultry, handles cattle during inspections, completes record sheets and provides assistance in the conduct of veterinary clinics and meat inspection. The work does not directly affect the activities of other units or organizations.

Degree 12

75 points

The purpose of the work is to carry out specific rules, regulations or procedures. The work typically comprises a complete segment of an assignment or project of broader scope, and it affects the accuracy, reliability or acceptability of further processes or services.

ILLUSTRATIONS

The immigration assistant who checks the travel documents of travellers on arrival and departure, takes care of detainees and compiles immigration returns. He is also expected to confirm the departure and arrival of travellers in compliance with requests from headquarters, companies, institutions or individuals, and responsible for despatching official mails.

The data processing assistant who prepares dummy vouchers, produces a prelist sheet, balances the prelist with cash book, posts into monthly ledger cards totals of expenditure and revenue figures for the month, and posts into progressive cards of each ministry accumulated expenditure and revenue figures for the year.

The clerical officer who supervises the junior staff of a registry or section. He checks all incoming and outgoing letters for proper addresses and action taken by the clerks concerned; checks outgoing files for correct filing, enclosure and cross-referencing; indexes all incoming correspondence so that the clerks will know which files they are to use; and minutes files and passes them to schedule officers.

An architectural assistant who prepares full working drawings from sketches provided by architects and who uses surveying and levelling instruments for basic land surveying and levelling operations. Unsatisfactory data or drawings could lead to adverse effects on the project or to unnecessary and wasteful repetition of the work.

The survey assistant who, using theodolite, compass and steel tape, determines the location of control points and transfers these data to a scale plan. Although subject to later review and correction, errors or omissions may cause needless delay and expense by the need to repeat field trips.

The dental worker who performs all the steps required in fabricating full or partial dentures from impressions supplied by a dentist. The accuracy and speed of the fabrication process affects the completion time set by the dentist in accordance with the needs of the patient.

A produce inspection employee who examines and grades a variety of produce, differentiating good produce from bad. The accuracy of his grading facilitates subsequent checks by his superiors and the prompt exportation of graded produce.

The laboratory worker in the pathology section of a hospital who performs tests on specimens collected from patients (faces, urine, blood, sputum, pus and vaginal or urethra smears) to determine the presence and identity of pathogenic organisms or materials. The work is performed in strict accordance with standard or conventional methods and techniques, using standard materials and equipment; and it includes maintenance of all equipment and working aids in a sterile or aseptic condition. The work affects the accuracy of medical diagnosis based on the results of the tests and thereby has an impact on the well-being of patients.

The purpose of work assignments is to treat, analyze or investigate a variety of conditions, problems or questions. The work products affect the design or operation of systems, programs or equipment; the adequacy of such activities as field investigations, testing operations or research conclusions; or the social, physical and economic well-being of persons.

ILLUSTRATIONS

The auditor who examines portions of a ministry's or organization's accounting systems for adequacy and appropriateness of transactions and supporting documentation. Discrepancies found and corrective actions taken become parts of larger reports.

The investigator who is responsible for preventive investigation in connection with the administration and enforcement of customs and excise statutes and regulations. Results of investigations serve as evidence for court cases.

The social welfare worker who plans, develops and prepares various studies on social problems in a specific area. This involves investigation and analysis of the problems of large social welfare organizations such as remand homes.

The nursing officer responsible for the provision of nursing and associated services for a ward or section of a hospital who is required to review the effectiveness of all nursing services, to make corrective adjustments where necessary to maintain high nursing standards, to assess and report changes or abnormalities in the patient's condition and to review and resolve patients' complaints and staff problems. The work affects the provision of overall medical services in the hospital and has an impact on the well-being of a considerable number of patients.

The dietician in a hospital who plans and controls food production and services. The work forms an essential part of the overall medical and nursing services provided and has an impact on the well-being of a considerable number of patients.

The hospital secretary who prepares estimates, controls expenditures, makes local purchases, engages labourers, records proceedings and writes minutes of Board and Committee meetings and other similar administrative duties. The work provides essential support for the medical and nursing services rendered by the hospital and therefore has an impact on efficient operations and on staff and patients.

The purpose of the work is to establish criteria, formulate projects, assess effectiveness of ministry or agency efforts or other similar objectives. The work products affect a wide range of ministry activities, major activities of industrial concerns or operations of other agencies.

ILLUSTRATIONS

The collector of customs who controls, directs and administers a particular area. He collates imports, exports, excise and other revenue statistics for policy decisions by the Board and for revenue allocation purposes, makes a study of revenue trends, advises the comptroller and chairman on revenue performance and loopholes, and reviews and appraises customs and excise procedures and their impact on revenue collection.

The lands officer who supervises the acquisition, rental and management of properties for state and public corporation purposes under the authority of the Public Lands Acquisitions

Act and other relevant legislation. His recommendations form the basis for decisions by government which have potentially significant effects on individuals or groups who are displaced and on the economic development of industries or local communities.

The dental surgeon responsible for providing complete dental and dental surgery services to children and adults who is required to diagnose a wide variety of dental and oral defects and diseases and prescribe appropriate treatment, surgery or prosthetic devices; to train, instruct and assign work to subordinates; and to organize the work of the unit. Actions and decisions affect a large number of patients outside the sphere of the work unit.

The agricultural worker who is required to plan, organize and implement extension programs promoting and instructing on the use of improved methods, techniques, materials and equipment for the production and marketing of farm products, and who is also required to review and assess the effectiveness or impact of each program in his area of jurisdiction. The results of the work affect the extension, research and development areas of the ministry and have an impact on the well-being of a substantial number of agricultural workers and the economy of a specific rural area.

The graphic arts official who establishes criteria, formulates projects and employs his imaginative powers to create ideas for use in his section or subsection for graphic publicity designs for booklets, special certificates, crests, symbols and brochures, and for posters, exhibitions and displays. He also gives practical demonstrations to subordinates on graphic reproduction, embracing photo-engraving, photo-lithography, photo-gravure, screen printing and letterpress printing.

The film production official who is responsible for the planning, coordination and supervision of the work of a film production unit. As head of a section or division, he is required to solve administrative and technical problems, as well as determine the social content and value and the production value of a film.

Degree 15

325 points

The purpose of the work is to isolate and define unknown conditions, to resolve critical problems and to develop new methods. Its results affect the work of other experts, the development of major aspects of administrative or scientific programs or the well-being of substantial numbers of people.

ILLUSTRATIONS

The medical specialist who designs research studies and performs in-depth analysis, diagnosis and treatment for patients with particular medical conditions. Decisions have an impact on a substantial number of patients, and solutions to problems may represent significant extensions of existing theories and concepts.

The social welfare officer who organizes, supervises and coordinates all the activities of the social welfare department. He drafts executive council memoranda on relevant social policy matters. He is responsible for the prevention, treatment and relief of social problems, and participates in policy planning to meet perceived social needs.

The state counsel who gives legal opinions and advice to government officials and statutory bodies. He conducts judicial inquiries set up by government and also gives legal advice to higher authority on government action or policy. He critically examines and drafts legislation and legal documents, and conducts research into laws with a view to updating them.

An administrative officer or administrator who is responsible for personnel matters pertaining to a ministry's senior and junior staff, and prepares briefs for the promotion, advancement and confirmation of senior and junior staff for consideration by the departmental

selection board. He also prepares and revises schemes of service for positions in a ministry ; deals with discipline, appointments, leave retirement and posting of staff ; controls the ministry's expenditures ; authorizes all types of advances to staff ; and prepares executive memoranda in respect of matters relating to any division of the ministry. Thus, he facilitates the work of the ministry and the achievement of its objectives.

The architect who provides advice on building programs to client ministries, analyses projects to determine alternative design solutions which are in keeping with authorised costs, coordinates design and planning activities of a variety of other professionals to ensure timely completion of projects, and resolves difficulties encountered in seeing the projects through to completion.

The physician responsible for directing the provision of administrative and medical services in a small hospital (maximum of seventy-five beds) who is required to isolate, review and resolve personnel, public relations, supply and complex medical problems. Decisions and recommendations made by him affect the work of other medical specialists and administrators and have an impact on a number of patients.

The senior agricultural extension worker who plans, organises, implements, coordinates and administers all agricultural extension work in a specific geographical area and who is required to review and resolve all unusual or unexpected problems. The work influences the continuing development and increased production of the agricultural industry in the area through the introduction of new and improved methods. It therefore has a direct effect on the government and farm workers involved and an indirect effect on the consumers of agricultural products.

Degree 16

450 points

The purpose of the work is to plan and carry out vital administrative or scientific programs. The programs are essential to the functions of the ministry or affect large numbers of people on a long-term or continuing basis.

ILLUSTRATIONS

The nursing official who formulates, plans and implements nursing and related training and administrative programs ; coordinates the provision of curative and preventive nursing services ; makes periodic inspections to ensure the maintenance of high nursing standards in hospitals, maternity and nursing homes, health centres and training institutions ; and advises the ministry on all matters relating to nursing services and practices throughout the state. Decisions made and actions taken affect the entire medical, nursing and related support staff and also influence the well-being of all patients.

The fisheries official responsible for the general administration and management of the fisheries division of a state who is required to plan, organise, implement, coordinate and appraise fisheries research and development programs and projects and to provide advice to the government on all fisheries matters. The work is essential to the program of the ministry and involves large numbers of workers in government and commercial fisheries activities. It also has an impact on the quality and quantity of fish and fish products on the market.

The town planning officer who supervises the planning and administration of the area planning authorities in a large state. These activities are essential to the ministry and play an important part in the improvement of the economic and environmental prospects of both rural and urban communities and the social life of their inhabitants.

The research surveyor who is required to coordinate research involving survey methods with particular application to field operations, survey and map compilation. There is a requirement to liaise with academic institutions engaged in teaching and research into survey methods, such as geomagnetic and gravity surveys, to prepare technical papers for publication and to revise technical manuals. The incumbent is also responsible for the preparation of the Annual Survey Report of Nigeria. The work covers a number of important research projects which, with the development of practical applications, will significantly affect the ease of preparation, reliability and accuracy of survey data and the reproduction of maps. Importance is also attached to the provision of expert advice and assistance to educational institutions to ensure the availability of well-trained personnel. In preparing the annual report, the incumbent assists in the development and definition of program objectives for the survey division.

The officer who is responsible for standardization and quality control of manufactured products in an industry group, such as chemical or agricultural, as well as for directing and supervising their certification, marking and inspection. As head of a division, he is required to plan, control and coordinate the activities of his area of work such as certification mark inspection, final editing of drafts standards, training and supervision of the division's technical staff, and supervision of the publications of the Nigerian Standards Organization.

The official whose work requires judgement and discretion in determining the scope and nature of public education and enlightenment on agricultural and industrial credit to cooperative societies, in identifying and outlining problem areas, and in assisting his superior to control and coordinate the activities of a cooperative division. Decisions are required when dealing with report on problems encountered by field officials and advising delegations of cooperative societies. He is also required to develop, recommend and implement changes in the laws and procedures of cooperative societies.

FACTOR 3 - RESPONSIBILITY

<p>3B INSTRUCTIONS RECEIVED</p> <ul style="list-style-type: none"> - NATURE OF VERBAL OR WRITTEN INSTRUCTIONS - DISCRETION LEFT TO EMPLOYEE <p>3A</p> <p>SUPERVISION RECEIVED</p> <ul style="list-style-type: none"> - NATURE AND SCOPE OF SUPERVISORY CONTROL - EMPLOYEE'S FREEDOM TO ACT - NATURE AND SCOPE OF RESULTS REVIEW OR INSPECTION 	<p>17</p> <p>SPECIFIC AND DETAILED INSTRUCTIONS</p> <p>DEVIATIONS MUST BE APPROVED: LITTLE OR NO DISCRETION LEFT TO EMPLOYEE</p>	<p>18</p> <p>INSTRUCTION AS TO ESTABLISHED PROCEDURES: SPECIFIC GUIDANCE IS AVAILABLE</p> <p>EMPLOYEE USES INITIATIVE AND JUDGEMENT IN APPLYING ESTABLISHED PRACTICES AND REGULATIONS TO MEET CLEARLY DEFINED REQUIREMENTS</p>	<p>19</p> <p>INSTRUCTIONS ON THE HANDLING OF A VARIETY OF NON-STANDARD SITUATIONS TYPICALLY ENCOUNTERED IS NOT READILY AVAILABLE FROM SUPERVISOR OR BY REFERENCE TO STANDARD POLICIES, PRACTICES AND PROCEDURES</p> <p>EMPLOYEE MUST SEARCH FOR PRECEDENTS TO APPLY OR ADAPT NORMAL PRACTICE TO MEET NON-STANDARD INSTRUCTIONS</p>	<p>20</p> <p>APPLICABILITY OF KNOWN POLICIES, PRACTICES AND STANDARDS NOT SPECIFIED</p> <p>EMPLOYEE DRAWS OWN CONCLUSION FROM ANALYSIS AND INTERPRETATION OF READILY AVAILABLE INFORMATION TO CHOOSE AMONG SEVERAL ALTERNATIVES</p>	<p>21</p> <p>GENERALIZED VERBAL OR WRITTEN INSTRUCTIONS NOT PROVIDING SPECIFIC GUIDANCE</p> <p>EMPLOYEE RELIES HEAVILY ON OWN JUDGEMENT TO DECIDE BEST COURSE OF ACTION ON THE BASIS OF INFORMATION NOT READILY AVAILABLE</p>
<p>R</p> <ul style="list-style-type: none"> - CLOSE AND IMMEDIATE SUPERVISION - EMPLOYEE WORKS AS DIRECTED - WORK IS FREQUENTLY AND PROGRESSIVELY CHECKED 	<p>50</p>	<p>150</p>	<p>125</p>		
<p>S</p> <ul style="list-style-type: none"> - IMMEDIATE BUT GENERAL SUPERVISORY DIRECTION - EMPLOYEE WORKS ROUTINELY ON OWN INITIATIVE - WORK IS REVIEWED FOR TECHNICAL ACCURACY ON COMPLETION OR IS REFERRED FOR CHECKING BY RELATED ROUTINE 	<p>150</p>	<p>250</p>	<p>400</p>	<p>275</p>	
<p>T</p> <ul style="list-style-type: none"> - SUPERVISOR DETERMINES OBJECTIVES PRIORITIES AND DEADLINES - EMPLOYEE IS DIRECTED IN FOLLOWING ACCEPTED PRACTICES - WORK IS REVIEWED FOR ADEQUACY, SOUNDNESS APPROPRIATENESS AND CONFORMITY; BUT METHODS ARE NOT USUALLY REVIEWED 		<p>400</p>	<p>550</p>	<p>725</p>	<p>450</p>
<p>U</p> <ul style="list-style-type: none"> - OVERALL OBJECTIVES ARE SET - EMPLOYEE'S EXPERTISE IS RELIED UPON FOR SELF-DETERMINED WAYS OF ACHIEVING SET OBJECTIVES - PROPOSED ACTION IS SUBMITTED FOR APPROVAL; RESULTS REVIEWED AGAINST SET OBJECTIVES 			<p>725</p>	<p>900</p>	<p>1100</p>
<p>V</p> <ul style="list-style-type: none"> - WORK IS SUBJECT TO ADMINISTRATIVE DIRECTION IN THE DISCHARGE OF ORGANIZATIONAL AIMS OR FUNCTIONAL PURPOSES - EMPLOYEE PLANS, DESIGNS AND CARRIES OUT MAJOR PROGRAMS, PROJECTS OR OTHER WORK WITHIN HIS JURISDICTIONAL DISCRETION ON HIS OWN AUTHORITY 				<p>1100</p>	<p>1300</p>

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FACTOR 3—RESPONSIBILITY

This factor has two elements : supervision received (3A) and instructions received (3B).

The responsibility factor refers to the employee's freedom to exercise discretion in the performance of his work as limited by the oral written instructions he receives on the one hand and by the degree to which the work is checked or reviewed by a higher authority on the other. At one end of the responsibility spectrum is the employee who receives work with detailed written or oral instructions as to how it is to be performed and whose efforts are closely checked for conformity with these instructions. His level of responsibility is relatively low. At the other end of the spectrum is the employee who makes many independent decisions. He carries considerable responsibility because he receives little direction regarding the task he is to perform or how he is to perform it, and because his performance is subject to minimal scrutiny and control by a higher authority. Responsibility is thus a measure of an employee's discretion or judgement from the time he begins a task through to its completion and review by a higher authority.

SUPERVISION RECEIVED (3A)

25 points

Degree R

This degree describes performance of the job under close and immediate supervision. The employee has little choice as to how the work is to be done, and his work is subject to close and progressive inspection or review. The work is received from the immediate supervisor on a task-by-task basis, and the results expected are detailed and specific as to quality, quantity and method to be employed. The work is checked in progress or at frequent intervals for compliance with directions received and is inspected on completion for conformity with expected results.

ILLUSTRATIONS

The registry clerk whose work of sorting and despatching incoming and outgoing mail is closely supervised for accuracy and speed.

The medical laboratory worker in the pathology section of a hospital who cleans, disinfects and sterilizes glassware and associated equipment and performs other related technical support duties. The work is checked during progress and upon completion, and advice is readily available to the worker to help him resolve unusual difficulties or problems.

The typist whose work of typing or tabulating from a given manuscript is checked in progress or at frequent intervals for accuracy.

The data processing assistant who prepares dummy vouchers, produces prelist sheets and balance of prelists, and posts accounts into monthly ledgers. His work is checked in progress or at specific intervals for accuracy and conformity.

The film production employee whose task of preparing cinecamera for use on location and mounting the camera on a tripod at different angles requires close guidance and inspection.

The produce inspector whose work of inspecting, testing and grading a range of produce is thoroughly checked on completion by superiors.

This degree describes performance of work under immediate but general supervisory direction. The work is routinely performed and the direction of immediate supervision is required only when departures from the routine arise or unusual difficulties are encountered. The employee uses initiative in following an established routine, referring to his supervisor for direction on those matters which are beyond his competence or control to decide for himself. His experience and familiarity with the routines he is following can be relied upon by the immediate supervisor, so that close inspection of results is unnecessary. Work may therefore be subject to irregular or general checks, or tasks may be checked indirectly by being related to other routines in the work unit.

ILLUSTRATIONS

The laboratory technician who uses his initiative in performing assignments according to standard procedures, such as preparing and examining specimens for the presence and identity of parasites. His supervisor reviews results for technical accuracy.

The clerk who proceeds with established routines, such as the preparation of pension papers, without reference to supervision for direction. The work is not normally checked in progress but is reviewed on completion for compliance with instructions and for accuracy. The employee has recourse to the supervisor for resolution of all non-routine problems. Otherwise, he normally refers to weekly or port orders for guidance.

The dental worker who performs the various steps required in fabricating full or partial dentures on his own initiative, without reference to his supervisor unless unusual problems or difficulties arise. Completed work is inspected for quality and accuracy of fit.

The architectural assistant who prepares working drawings from sketches supplied by an architect, who prepares basic surveying and levelling operations at building sites, and who provides supervision to building construction tradesman, such as bricklayers, to ensure conformity with the building plans provided. The employee works independently and exercises his judgement by referring to his supervisor those problems that are outside his competence to resolve.

The survey draftsman who calculates and plots grid frameworks. He collates names from field data, scribes, masks, pastes, checks and corrects film positives. He also traces deed plans and waxes stripping film. The product of his work is reviewed by his supervisor before transmission to related work areas.

This degree described performance of work that is self-directed by the employee to meet objectives set by the supervisor. The supervisor provides assignments, determines objectives or results required, together with priorities and deadlines, and outlines the general approach to be taken. The employee then determines a recommended course of action to meet the set objectives. If the proposal is approved, the employee executes the work on his own initiative, but within the terms of established policies and practices or in accordance with prescribed standards of conduct for a profession or discipline. His results are reviewed for effectiveness, timeliness and cost, among other pertinent criteria. The proposal is reviewed and approved or rejected by the supervisor on the basis of its general appropriateness, soundness and conformity with policy and standards of practice.

ILLUSTRATIONS

The laboratory technologist who is required to provide complete laboratory support services. He works with minimum supervision and is relied upon to take his own initiative in following established scientific procedures to complete required analytical and testing work. He refers to a supervisor for approval of his proposed actions and occasionally for advice on unusual situations.

The collector of customs and excise who independently plans his work, follows leads and develops source of information to detect regulatory violations. The employee makes decisions and recommends action on suspected and known violations. The supervisor may review work plans and unusually accepts the employee's recommendations for action in cases assigned.

The physiotherapist who works in a hospital or group of hospitals under the direction of a senior physiotherapist, but who receives assignments from the responsible physician or medical specialist on an individual prescription basis, and is responsible for independently determining, planning and carrying out an appropriate schedule of treatment. Patient response and progress are reported after each treatment or series of treatments, and unusual problems are discussed with the physician before the schedule is altered.

The surveyor to whom a supervisor provides survey assignments and priorities, but who then uses his initiative and judgement in determining the individual method of approach, in selecting suitable control points, and in planning and executing the field survey work.

The hospital secretary who provides administrative and secretarial support services essential to the efficient operation of the hospital and is self-directed in meeting objectives set by the medical officer-in-charge. Unusual problems or situations are referred to the supervisor for guidance or approval of proposed or recommended action, and minutes of meetings and reports on specific problems are also submitted for approval.

The inspector who undertakes inspection of factories and examines plants and machinery using general guidelines from the chief inspector and accepted safety standards as checks. He is expected to make suggestions to factory owners about safety improvements on their factories and to submit a comprehensive report on each inspection that enables superiors to follow up on trends and evaluate the effectiveness of his work.

450 points

Degree U

This degree describes performance which is self-directed to meet broad or generalized objectives. Broad or generalized objectives are set by a higher authority to effect policy changes or introduce new or improved programmes, and resources are allocated for achievement of the objectives. The employee's expertise and experience are relied upon to develop proposals specifying how overall objectives may be met, resources deployed and action programmes or projects undertaken. If these proposals are approved, the employee has responsibility for executing the action in all respects within his jurisdiction or field of competence.

Work is reviewed on the basis of periodic progress reports or in the course of consultations with the supervisor respecting difficulties or policy implications beyond the employee's jurisdiction or field of competence to resolve. Otherwise, with regard to both the initial approval to proceed and the subsequent review of progress and results, the employee's expertise and experience can be assumed to be such that his decisions need not be subject to review on technical grounds.

ILLUSTRATIONS

The legal officer who is provided with generalized objectives in the prosecution of a case, is self-directed in the preparation of preliminary charges and final briefs, and specifies how the case will be handled in court. He resolves legal difficulties on his own initiative and is responsible for completing the case, keeping his superior periodically informed of his progress and consulting with him when difficulties arise or when the direction of a higher authority is required on policy matters.

The auditor who uses his initiative and professional expertise to examine payment vouchers and ascertain the propriety of authorization. He determines the classification of expenditures to the appropriate vote and verifies the accuracy of statements contained in invoice bills and other attachments to the voucher. He ensures that the money paid out is actually received by the payee or his authorized agent, determines whether the expenditure is reasonable or not, and ensures that all payments are made in accordance with regulations. He writes reports on annual accounts of a ministry, points out irregularities, and suggests ways of rectifying them as a precaution against future occurrence.

The senior laboratory technologist responsible for the production and distribution of vaccines who is provided with generalized objectives by the senior consultant pathologist, and is self-directed in planning, organizing and coordinating the work of the laboratory to reach the quality and quantity standards and deadlines set by the pathologist. The employee's expertise is relied upon for resolving technical problems, and only those problems involving policy or financial decisions are referred to the pathologist for approval.

The nursing official who is self-directed in meeting objectives established for nursing services in a state within the context of overall medical services and facilities. Nursing, training and related administrative policies are formulated and periodically reviewed in consultation with other senior nursing and medical officers to ensure the maintenance of high nursing and training standards. The official's expertise and experience are relied upon to implement policy recommendations approved by the responsible ministry and to coordinate the provision of nursing services and training programmes in the various hospitals, maternity and nursing homes, health centres and training institutions throughout the state.

The film production official who is responsible for the planning and coordination of the work of a film unit. Although he receives general policy or administrative direction from higher authorities in the execution of film projects, he is completely free to act in his professional capacity in meeting generally stated objectives.

The official responsible for land evaluation who, with the aid of his subordinate technical staff, assesses lands for government acquisition, rental, mortgage or estate duties. He is conversant with the provisions of the Public Lands Acquisition Act and relevant regulatory procedures. He makes recommendations for changes in legislation and provides advice and recommendations regarding the layout of state lands and compulsory purchase and compensation matters. Complex or unusual problems are discussed with the supervisor, but otherwise his work is taken to be technically authoritative.

Degree V

650 points

This degree describes performance of work subject only to administrative direction in the discharge of functions or the implementation of high-level policy directives. Higher authority provides administrative direction within broadly defined objectives or organisational aims and purposes. Within this mandate, the employee plans and executes major activities on his own authority, insofar as he possesses authoritative knowledge about the matters involved that is

unequaled at superior approving levels. Higher authority approval is required on proposed actions affecting matters outside the sphere of the employee's jurisdiction. Results are reviewed annually or on conclusion of major programs, projects and other long-term activities, to ensure that they satisfy the terms of originally stated objectives or the requirements of long-range aims.

ILLUSTRATIONS

The agricultural officer who, within the framework of the overall objectives of the ministry of agriculture, is principally responsible for decision making respecting a functional area or divisional unit of the ministry. His experience and expertise are relied upon to develop proposals for meeting these overall objectives which, subject to higher approval, are carried out at his direction. He is responsible for resolving problems within his field of technical competence. Those outside this field or beyond his immediate jurisdiction are referred to higher authority for decision. Otherwise, his decisions are considered technically authoritative.

The social welfare officer who has responsibility for the planning and implementation of social welfare programs and for the administration of social welfare policies, including budgeting, supervision and development of professional staff and like administrative activities. He is subject only to general policy or administrative direction from higher authorities in the execution of social welfare policies.

The architect who, within such broad administrative constraints as an operating budget, is principally responsible for designing, planning and coordinating all aspects of building construction or renovation programs and for supervising maintenance functions. He is given complete freedom to act in his professional capacity in meeting generally stated objectives, except where program coordination requires consultation with other similarly responsible professionals such as civil and mechanical engineers, who independently share responsibility for completing the given project within target dates and cost limitations set by higher authority.

The town planning officer who is responsible for developing and coordinating town planning programs, including the related budget proposals and the subsequent control of authorised funds. His knowledge and technical competence are relied upon to develop proposals which, subject to higher approval, are then executed by him in keeping with accepted policy. He is required to determine and develop for the ministry planning decisions on appeals and petitions raised by communities and other aggrieved parties.

The fisheries official whose experience and expertise are relied upon to plan, organise, implement, coordinate and appraise all fisheries research and development projects for a state, including general administrative and management activities, and to make effective recommendations on policy changes that will enhance the fisheries industry. The work is subject only to administrative direction in accordance with broad ministry objectives, and the employee refers only to higher authority for decisions beyond his immediate jurisdiction where technical authority or competence within his field is not involved.

The airworthiness surveyor who is principally responsible for the issue and renewal of aircraft airworthiness certificates, the conduct of examinations for engineering knowledge of commercial pilots and flight engineers, approval of airlines inspection organisations and aircraft maintenance schedules, and other important features of an airworthiness program. These duties are carried out in accordance with Air Navigation Orders and relevant Industrial Civil Aviation Organization publications. They require the surveyor to act on his own judgement and take decisions on important program matters in his field of technical competence.

The physician responsible for directing the provision of administrative and medical services in a small hospital (maximum of seventy-five beds) who is subject only to administrative direction and general policy directives from senior officers in the ministry. His experience and expertise are relied upon to resolve administrative, personnel, public relations and complex medical problems by direct action or by referral to consultants or specialists. Recommendations on problems falling outside his authority are submitted to the ministry for approval before action is taken.

The research surveyor who within the overall objectives of the survey division is principally responsible for the planning, initiation and direction of research programs to examine and develop improved survey methods, techniques and instrumentation. His technical expertise is used in liaison with researchers at universities to coordinate research programmes of mutual interest. His professional advice is sought by other ministries on the development and preparation of special cartographic requirements and maps.

The deputy director of standards who within the framework of the overall objectives of the National Standards Organisation is principally responsible for decision making respecting a functional area in chemical engineering where the director has little or no knowledge. His experience and expertise are relied upon to initiate and develop proposals for meeting overall objectives which, subject to higher approval from the director of the organisation, are carried out at his discretion. He has the responsibility to resolve operational problems as they arise, and his decisions are considered technically authoritative; but proposals outside his immediate jurisdiction are referred to the director for decision.

INSTRUCTIONS RECEIVED (3B)

This element covers the nature of oral and written instructions and the judgement needed to apply these instructions. Jobs vary in the preciseness, applicability and availability of instructions for performance of assignments. Consequently, the constraints and judgemental demands placed upon employees also vary. For example, the existence of instruction procedures and policies may limit the opportunity of the employee to make decisions or to take action. In the absence of instructions, however, the employee may exercise considerable discretion in taking action or in developing new approaches.

Instructions received should not be confused with knowledge required (Factor 1). Instructions tell the employee how to apply his knowledge and establish the degree of freedom to act or the constraint on the employee in the application of judgement in carrying out his responsibilities.

Degree 17

25 points

Detailed and specific instructions are given verbally or in writing, indicating in precise terms the action the employee is to take. The employee complies strictly with every particular of the instructions given and may not deviate without permission.

ILLUSTRATIONS

The assistant in a medical laboratory who receives detailed instruction on what work to perform and how to perform it, and who may not deviate from these instructions or from established methods and procedures without the supervisor's approval.

The clerk who sorts and files letters and documents in accordance with a detailed filing procedure. This guideline is closely applicable and sufficiently simple as to be readily memorized or applied from oral instructions. The work is performed strictly according to the procedure or instructions.

The typist who follows specific instructions and clear specifications regarding the format, layout, wording, page numbering and copies required in producing typed documents. There is no need to interpret instructions or specifications and little opportunity to deviate from them.

The film production employee who prepares a cinecamera for use in a specified location, carries the camera tripod and ancillary equipment to the site, and mounts the camera on the tripod in the manner specified by the cameraman. The employee has little or no opportunity to deviate from the cameraman's instructions.

The data processing assistant who follows specific guidelines in preparing dummy vouchers, producing prelist sheets, posting ledger cards and recording virement special release warrants on progressive cards. The work is performed according to established procedures or instructions from which the employee cannot easily deviate.

125 points

Degree 18

Routines to be followed are established by precedence, have been described in the course of training, or are available in written form for the employee's reference. The employee follows the routine as learned or described, using his judgement as to its appropriateness or the extent to which a deviation may be in keeping with the spirit or intent underlying the routine. Unusual or non-routine situations are referred to a supervisor for decision, as are deviations likely not to be in keeping with the general intent.

ILLUSTRATIONS

The laboratory technician whose work procedures are established and governed by specific guidelines. The employee selects and applies appropriate procedures to achieve a specified result. The procedures are standard and are learned in the course of training for the job. Advice is readily available on non-routine problems.

The assistant who prepares working drawings from sketches provided by architects using standardized instructions and guidelines, and who prepares routine survey and levelling tasks at building sites prior to the commencement of work. Duties also include the supervision of workers in building construction trades, such as bricklayers, to ensure compliance with approved plans. Completed work is reviewed by the supervisor, who is also available for advice in those cases where unusual problems arise.

The fisheries worker who collects, compiles, analyzes, evaluates and interprets a broad range of scientific and economic data on fisheries operations and habitat conditions and problems, conducts standard test on water samples and performs extension duties. He is guided technically by oral and written instructions and forms provided by supervisor, and administratively by government orders, circulars and directives. Judgement is required in adjusting, collecting methods or interpreting incomplete data as required to ensure meaningful results, and the most unusual problems and situations are referred to the supervisor for decisions or guidance.

The hospital secretary who provides administrative and secretarial support services essential to the efficient operation of the hospital. The work is guided by government orders, instructions, directives and circulars, and typical problems or difficulties are referred to the medical officer-in-charge.

The preventive officer who applies the baggage code, boarding code, detention and seizure code, and legal code in the examination of travellers' baggage, the boarding and rummaging of ships and aircrafts, and border control posts. These procedures and standards are learned in the course of training for the job.

An inspector of factories who examines machinery and plants in use in factories, as well as factory premises, referring to standards and instructions established by manufacturers and by the factory inspectorate. The employee refers to the chief inspector all problems which cannot be solved on the basis of standard regulations.

Degree 19

275 points

Instruction refers to standard or routine situations and takes the form of policy and procedural statements, including norms established by precedent or by expectations of supervisors. In the course of following routine procedures or standard practices, the employee typically encounters non-routine or non-standard situations, requiring him to search for precedents to determine the applicability of the norm or to decide how the standard may be adapted or interpreted to meet particular conditions. His judgement is relied upon as long as his decisions do not result in a major deviation from the norm.

ILLUSTRATIONS

The physiotherapist who is guided by the accepted standards of his field and acts in compliance with the findings of medical diagnosis, but otherwise relies upon his own judgement to discover treatment limitations implicit in the diagnosis, make a compatible diagnosis of mobility defects to be treated, and determine the course of treatment.

The senior laboratory technologist responsible for the production and distribution of vaccines who is guided in administrative matters by standardized or conventional methods and procedures developed by others and published in scientific journals or textbooks. Because of the biological nature of the work, unexpected problems and difficulties are frequently encountered; hence, the employee's judgement and direction are relied upon to modify or adapt conventional methods in finding acceptable solutions.

The surveyor who uses established survey-methodology and techniques to fix control networks and perform field survey duties, but who is required to adapt, modify or change procedures to suit individual conditions. In addition, his judgement is relied upon for selecting control points when planning field surveys and for dealing with emergencies in the field.

The electrical superintendent whose work is undertaken within the framework of generally accepted engineering practice and in accordance with departmental technical procedures. The employee must exercise judgement in determining priorities in the assignment of subordinates and in finding economical and practical solutions to unusual maintenance and installation problems. His judgement is relied upon also to ensure that adequate stores, spares and other required materials are on hand, so as to avoid delays in providing maintenance and installation services. Discretion is required when reviewing the work of contractors for compliance with contract specifications.

The officer who is guided by the government customs and excise regulations and laws in carrying out inspection tours of bonded warehouses, parcel post and fishing depots, hydrocarbon oil installations and other organizations, to ensure compliance with these regulations and collection of correct duty. He has authority to approve claims for refund of duty where necessary and supervises the compilation and correction of duty charges.

The auditor who uses general procedural manuals such as office orders, government orders, financial instructions and circulars, but depends largely on technical guidelines to understand those problems that the procedural manuals do not cover. The bulk of his work is performed strictly according to specialized auditing practice, and he uses the procedural manuals, regulations and circulars as a partial basis for taking decisions in auditing.

450 points

Degree 20

Instructions are verbal or written and highly generalized, and leave wide latitude for interpretation as to the specifics of application. The employee must use a high degree of initiative and resourcefulness to resolve uncertainties and meet unprecedented situations on the basis of conclusions he draws from his knowledge and experience and from original methods of his own devising.

ILLUSTRATIONS

The agricultural expert whose instructions and guidelines consist of a broad definition of the ministry's objectives as they affect his field of work. He applies his knowledge, initiative and experience to develop new methods and techniques to resolve operational problems such as finding new or improved methods of checking soil erosion, conserving soil fertility and adjusting seasonal cropping programs.

The social welfare officer who, under generalized instructions regarding the planning of social welfare programs, applies the techniques of his profession and uses departmental social welfare objectives and procedural policies in the supervision of an operational area. The employee identifies problem areas, analyzes the problems and chooses from alternative solutions available for recommendation of policy and procedural improvements, or the handling of specific cases of unusual difficulty.

The legal officer who on the basis of instruction as to the general intent of proposed legislation, prepares preliminary and final specifications for a variety of legislation, contract documents and legal notices, in light of policies and standards established by higher authorities. He must use judgement in applying these policies and standards to achieve the desired results. As a legal expert, he exercises mature professional judgement when making decisions and rendering advice.

The film production official who receives general instructions from a supervisor on the purpose and scope of films to be produced. He uses specialized technical knowledge of film production to plan and execute the project, in the course of which he calls into play his creativity, resourcefulness and initiative. He is required to resolve uncertainties and meet unprecedented situations, particularly when dealing with client organizations.

The nursing official who participates in formulating nursing policies and applies his knowledge, initiative and experience in executing the policies and ensuring that prescribed standards are maintained in hospitals, health centres, maternity and nursing homes, and training institutions throughout the state.

The professional who, within the frame work of the Public Lands Acquisition Act other relevant legislation and broad ministry directives, manages the program for the valuation of land for acquisition, rental mortgage or state or estate duties. The work requires the exercise of initiative and judgement in dealing with members of the public and corporation who may own land being valued or acquired, and in seeking solutions to problems arising from the displacement and relocation of previous occupants. The work requires assessment of a variety of alternative methods for land valuation and the selection of that which will provide an equitable and fair result.

No instructions are given other than those that are implicit in statements of general aim or functional purposes. The employee must use exceptional judgement in the interpretation of underlying intent. He is called upon to devise new policies and practices, and establish new standards or highly innovative techniques to accommodate unprecedented conditions.

ILLUSTRATIONS

The architect who completes a building project from the preliminary design stage through to the handing over of the building or complex for occupancy, acting on the instructions of a client ministry as to the general requirements to be met, but otherwise being free to exercise his own initiatives in every respect, subject only to normal administrative constraints and such limitations as an operating budget.

The officer who is given a general policy directive in connection with the standardization and quality control of products in a major high technology industry (such as the chemical industry). The employer supervises and directs the inspection, certification and manning of industry products, and uses judgement in interpreting the intent of the policy directive. He prepares draft standards and standards amendments for review and approval by a Steering Committee and Standard Council.

The officer who heads a functional unit (customs and excise) and who is given a general statement of objectives to be achieved by his unit. He is expected to use his judgement in interpreting the general objectives set, establishing working standards for subordinates, and recommending new policies and practices which are expected to satisfy new or changing conditions.

The physician responsible for directing the administrative and medical activities in a small (maximum of seventy-five beds) hospital who is guided by general administrative orders and directives and by medical ethics. He is expected to develop and recommend new policies, standards or techniques as required to resolve problems or to meet new or changing conditions.

The town planning officer who directs and coordinates town planning programs in a large state. He is responsible for devising innovative proposals for viable projects which are responsive to changing economic and social needs in both urban and rural areas. Using judgement of a high order to acquire and analyze a wide variety of complex data, he must gain support for his proposals in the face of opposing views that may be expressed by communities and local governments who regard their interests as being adversely affected.

The airworthiness surveyor who within the framework of general policy directives, air navigation orders and regulations, and Industrial Civil Aviation Organization publications, is required to administer the airworthiness program. This program includes certification of aircraft, examination of pilots and flight engineers for engineering knowledge, approval of maintenance schedules, and approval of design and engineering modifications to aircraft, equipment and systems. There is also a requirement to participate in aircraft accident investigations and to prepare and authorize flights manuals and other technical literature. These duties require determination of engineering criteria and careful review of a wide range of interacting factors; the critical assessment of new proposals and determinations has significant consequences for commercial operations.

The fisheries official who administers and manages all fisheries research and development activities within a state. He is guided administratively by government orders, regulations, circulars and directives, and technically by scientific journals, periodicals, manuals and texts relating to fisheries and associated fields.

FACTOR 4 - RELATIONSHIPS

4B PURPOSE 4A PERSONAL CONTACTS		22	23	24	25
		TO OBTAIN, CLARIFY OR GIVE FACTS ON INFORMATION DIRECTLY RELATED TO THE WORK.	TO PLAN, COORDINATE OR ADVISE ON WORK EFFORTS; OR TO RESOLVE OPERATING PROBLEMS.	TO INFLUENCE, MOTIVATE INTERROGATE OR CONTROL PERSONS OR GROUPS.	TO JUSTIFY, DEFEND, NEGOTIATE OR SETTLE MATTERS INVOLVING SIGNIFICANT OR CONTROVERSIAL MATTERS.
W	EMPLOYEES WITHIN THE IMMEDIATE OFFICE, PROJECT OR WORK UNIT AND IN RELATED OR SUPPORT UNITS	10	40	90	
		20	50	10	
X	EMPLOYEES IN THE AGENCY, OUTSIDE THE IMMEDIATE OFFICE or GENERAL PUBLIC WITHIN A STRUCTURED SETTING OF THE AGENCY OR LOCAL COMMUNITY	10	10	10	
		50	80	130	205
Y	OFFICIALS, PROFESSIONALS OR MANAGERS OF OTHER AGENCIES AND ORGANIZATIONS	10	40	90	165
		100	130	180	225
Z	HIGH RANKING OFFICIALS OUTSIDE THE AGENCY AT NATIONAL OR STATE LEVELS	10	40	90	165
		175	205	225	330
		165	165	165	165

FACTOR 4—RELATIONSHIPS

Relationships include face-to-face contacts and telephone dialogue with persons not in the supervisory chain. (Note that personal contacts with the supervisor are covered under factor 3, element 3A). They range in significance from contacts with other employees in the immediate work unit for exchanging work information, to contacts outside the ministry or agency for resolving controversial matters. In between are many variations.

The factor has two elements : personal contacts (4A) and the purpose of these contacts (4B).

PERSONAL CONTACTS (4A)

In analyzing this element, it is important to realize that, although the same degree of personal contacts may apply to two or more jobs, different degrees assigned for "Purpose" may result in different overall ratings. For example, it may seem inappropriate for a secretary to be rated at the same degree of personal contacts as a professional ; but the professional would probably be rated higher on purpose of the contacts than the secretary. Consequently, the professional's overall point rating on the relationships factor would be higher than the secretary's.

Degree W

10 points

The personal contacts are with employees (such as co-workers, higher or lower grade employees, or associates) within the immediate office, project or work unit and in related or support units.

ILLUSTRATIONS

A typist who has personal contacts with co-workers and immediate office staff.

The data processing assistant who has personal contacts with co-workers and his immediate supervisor.

The film production assistant who works with other film staff and has no contact outside the agency.

The survey draughtsman whose contacts are with other staff in his agency, such as surveyors and lithographers.

The architectural assistant whose contacts are with supervisors and with artisans and other workmen on building projects.

The worker in a dental prosthetics laboratory who contacts fellow-workers and supervisors within the laboratory during the fabrication process.

Degree X

40 points

The personal contacts may be with employees in the ministry or agency outside the immediate office. Examples are all levels of representatives of other operating organizations, headquarters or field offices within the ministry.

Or the personal contacts may be with the general public (for example, patients, prisoners, dependants, salesmen, students, immigrants or visitors from outside the ministry or agency) within the structured setting of the agency or local community.

ILLUSTRATIONS

The stenographer who takes dictation and receives telephone calls and visitors from the same organization.

The immigration assistant who checks travellers' travel documents at arrival or departure points.

The preventive officer who examines the baggage of travellers at customs control points or other places.

The physiotherapist who plans and provides treatment for patients in a hospital and who consults with physicians, nurses, colleagues and other interested persons such as athletic coaches.

The senior laboratory technologist responsible for the production and distribution of vaccines, who coordinates the various biological and production aspects of the operation and who resolves logistical problems with suppliers of chemical and biological materials.

Degree Y

20 points

Personal contacts are with officials, professionals, managers or administrators of other ministries and organizations. Examples are professors, attorneys, manufacturers' representatives, the news media or organized public groups or government officials.

ILLUSTRATIONS

The auditor who contacts management representatives of various accounts being audited.

The safety officer who inspects various factories and contacts the managers and owners about conditions in their factories.

The film producer who contacts other film professionals and executives of other related organizations to discuss and resolve operating problems.

The freight officer who has regular contact with managers of shipping companies and the Nigerian Port Authority when inquiring into the claims position of government-owned consignments.

The lands officer who has close contacts with senior officials of the ministries, managers of estate agencies and other professional organizations.

The hospital secretary who regularly contacts nursing and medical officers and officials on the hospital staff or in the ministry, as well as commercial contractors and government engineers.

Degree Z

90 points

Personal contacts are with high-ranking officials from outside the ministry or agency at national or international levels, such as commissioners, senior representatives of foreign government and leaders of private industry.

ILLUSTRATIONS

The airworthiness surveyor who, at a senior level, has contacts with officials in a variety of airplane and aero engine manufacturing organizations, with officers of associated industries and with officials of commercial airlines. In addition, contacts are established and maintained with senior officers of other nations concerning aspects of aircraft and aircrew certification and accident investigation.

The surveyor who has contacts with other researchers in universities, with the surveyors general of states and with managing directors of companies engaged on contract work.

The nursing official responsible for coordinating the provision of nursing services and training programs in a state, who maintains close and continuing contacts with senior administrators, managers and medical and health officials in the state, and periodic contacts with members of the Nursing Council and the Midwives Board of Nigeria.

PURPOSE OF CONTACTS (4B)

Purposes of personal contacts range from factual exchanges of information to situations involving significant or controversial issues and differing viewpoints, goals or objectives.

Degree 22

10 points

The purpose is to obtain, clarify or give facts or information directly related to the work. The nature of facts or information ranges from that which is easily understood to highly technical data.

ILLUSTRATIONS

The typist who obtains and clarifies the work he is to type from his immediate supervisor.

The data processing assistant who obtains clarification of the work from his supervisor or other clerks within his own office.

The film production assistant who assists a film production officer, cleans up the camera and gets it ready for use.

The survey draughtsman who contacts other staff in his agency to collect materials from them.

The architectural assistant who contacts workmen and artisans to explain architectural drawings and plans and who contacts architects to obtain clarification of sketch designs.

The dental worker who fabricates dentures in a prosthetics laboratory and is required to discuss problems or difficulties with his supervisors and co-workers.

Degree 23

40 points

The purpose is to plan, coordinate or advise on work efforts or to resolve operating problems. At this degree, the persons contacted are usually working toward mutual goals and generally have a cooperative attitude.

ILLUSTRATIONS

The auditor who coordinates the work of his team and makes contact with management of the department being audited for classification of records.

The administrator who acts in an advisory capacity on regular matters and advises top administrative personnel on the work efforts of the organization.

The land officer who provides valuation services for the acquisition of properties, provides advice on mortgages and estate duties, and interprets legislation governing land acquisition to officials and to members of the public.

The airworthiness surveyor who advises commercial airline operators on the suitability of proposed aircraft modifications and maintenance and inspection routines; who coordinates the engineering knowledge examinations of commercial pilots, flight engineers and maintenance engineers, and makes recommendations arising therefrom to the licensing division; and who provides expert advice during the conduct of accident investigations.

The surveyor whose contact with other researchers in universities is for the purpose of cooperation and coordination of research activities, and who also resolves problems connected with survey contract awards.

The senior laboratory technologist who supervises and coordinates the work of the various section involved in the production and distribution of vaccines used in a national immunization program and resolves operational problems with laboratory workers and with suppliers of chemical and biological materials.

90 points

Degree 24

The purpose is to influence, motivate, interrogate or control persons or groups. At this degree, persons contacted may be fearful, hesitant, uncooperative or dangerous, requiring the employee to be skillful in approaching the individual or group to obtain the desired effect.

ILLUSTRATIONS

The senior preventive officer who, on patrol or at customs control points checking for smuggling, must conduct probing and subtle interrogations concerning violations of immigration or customs laws. He also testifies as expert witness in court cases.

The safety inspector who inspects factories and must be able to influence and motivate management to improve working conditions in the factories. He also testifies as an expert witness in court cases.

The film producer who explains the film unit program and project requirements, and organizes or motivates staff to meet project objectives.

The physiotherapist who is required to reassure patients on the efficacy of the treatment they are receiving to dispel fear of permanent disability.

The senior agriculturist responsible for directing the activities of a major area of agriculture or agricultural extension who is regularly required to influence and persuade officials and professionals in other agricultural or related agencies to gain their cooperation and/or assistance in vital work programs or operations.

The hospital secretary who explains administrative and facilities requirements to gain the cooperation of officials necessary in reaching work objectives. This officer also negotiates contracts for construction or maintenance work with commercial contractors and government engineers.

The film producer who uses his initiative to draw up a comprehensive film unit program and project requirements. He is expected to organize and motivate staff to meet project objectives.

The purpose is to justify, defend, negotiate or settle matters involving significant controversial issues. Work at this degree usually involves active participation in conferences, meetings, hearings or presentations involving problems or issues of considerable consequence or importance. The persons contacted may have different viewpoints, goals or objectives requiring that they be persuaded to accept a compromise solution or to consider suitable alternatives.

ILLUSTRATIONS

The senior state counsel who negotiates contracts and agreements on behalf of the state government. He also prosecutes or defends civil and criminal actions before regulatory bodies or high courts.

The chief collector of customs and the area administrator who participates in and coordinates the activities, agreements, plans and joint decisions for effectual operations of the Lagos Port Complex.

The nursing official who is called upon to justify and defend policy recommendations made to the ministry that affect the provision of nursing services and associated training programs and the maintenance of adequate nursing facilities and high nursing standards throughout the state.

The principal town planning officer whose work involves contact with professional officers of other ministries to settle matters regarding scheme development estimates for area planning authorities and to resolve problems such as planning road systems involving legal aspects of planning operations. He resolves controversial issues raised by local communities on town planning matters.

FACTOR 5 - ENVIRONMENT

<p>5B WORK ENVIRONMENT</p> <p>5A PHYSICAL REQUIREMENTS</p>	<p>26 NORMAL EVERYDAY RISKS/DISCOMFORTS TYPICAL OF WORKING IN DOORS, IN OFFICES OR TRAVELLING IN COMMERCIAL VEHICLES.</p>	<p>27 MODERATE RISKS, DISCOMFORTS OR UNPLEASANTNESS DUE TO GREATER EXPOSURE TO HEAT, DUST, GREASE, CONTAGIOUS DISEASES, IRRITANT CHEMICALS. SPECIAL SAFETY PRECAUTIONS OR USE OF PROTECTIVE DEVICES.</p>	<p>28 HIGH RISKS WITH EXPOSURE TO POTENTIALLY DANGEROUS SITUATIONS OR UNUSUAL ENVIRONMENTAL STRESS, SUCH AS WORKING WITH HIGH EXPLOSIVES, UNDER EXTREME WEATHER CONDITIONS OR SUBJECT TO PHYSICAL ATTACK.</p>
<p>AA SEDENTARY WORK, TYPICALLY SITS BUT MAY DO SOME WALKING, STANDING, STOOPING, LIGHT LIFTING OR DRIVING. NO SPECIAL PHYSICAL REQUIREMENTS.</p>	<p>10</p>	<p>25</p>	<p>55</p>
<p>BB SOME PHYSICAL EXERTION e.g. LONG PERIODS OF STANDING, STOOPING, RECURRENT BENDING, CROUCHING, MODERATELY HEAVY WEIGHT LIFTING. SPECIFIC, BUT COMMON, PHYSICAL ABILITIES - e.g. ABOVE AVERAGE DEXTERITY.</p>	<p>25</p>	<p>40</p>	<p>70</p>
<p>CC CONSIDERABLE AND STRENUOUS PHYSICAL EXERTION SUCH AS FREQUENT CLIMBING OF TALL LADDERS, LIFTING OBJECTS OVER 60 POUNDS AND SELF-DEFENCE FROM PHYSICAL ATTACK.</p>	<p>55</p>	<p>70</p>	<p>100</p>

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FACTOR 5—ENVIRONMENT

The environmental factor has two elements: physical demands in the performance of work assignments (5A), and the risks, discomforts or unpleasantness imposed upon the employee by the work environment (5B).

PHYSICAL DEMANDS (5A)

This element covers the physical requirements and demands placed on the employee by the work assignment. It includes physical characteristics and abilities (such as specific eyesight and dexterity requirements) and the physical exertion involved in the work (for example, climbing, lifting, balancing, stooping, crouching, crawling or reaching). To some extent, the frequency or intensity of physical exertion also must be considered (for example, a job requiring long periods of standing involves more physical exertion than a job requiring intermittent standing).

Degree AA

5 points

The work is sedentary. Typically the employee may sit comfortably to do the work. There may, however, be some walking, driving, standing, bending or carrying of light items such as papers, books, small parts, boxes or cartons. These are no special physical requirements for performance of the work.

ILLUSTRATIONS

The nursing official whose work is mainly sedentary, but who is required to walk and stand for considerable periods of time during regular inspections of hospitals, health centres or other units.

The lands officer whose duties are conducted primarily in an office but who is required occasionally to carry out on-site inspection tours of government properties and buildings.

The film producer whose duty is mainly sedentary. He is occasionally required to stand, stoop or bend while examining films or while performing some specialized filming assignments to which he has to give his personal attention.

The typist whose work is mainly sedentary, but who is required to walk, stand or stoop in the course of performing his duties.

The senior agriculturist whose work is conducted mainly in an office, but who is required to do some walking and standing while visiting or inspecting field operations or activities.

The hospital secretary whose work is mainly sedentary, but who is also required to walk throughout the hospital and grounds when checking on the progress of contracted work, the receipt of supplies or the location and condition of vehicles.

Degree BB

20 points

The work requires some physical exertion such as long periods of standing; walking over rough, uneven or rocky surfaces; recurring bending, crouching, stooping, stretching or similar activities; recurring lifting of moderate to heavy items such as typewriters, supply cartons or occasional lifting of heavy items (over sixty pounds). The work may require specific but common physical characteristics and abilities, such as above-average agility and dexterity or the ability to distinguish shades of colours.

ILLUSTRATION

The laboratory technician whose work requires prolonged standing, manual dexterity, good eyesight and colour discrimination.

The architectural assistant who uses drawing boards to trace architectural plans and is involved in field work requiring the use of levelling instruments.

The survey draughtsman who uses a drawing board to trace deeds and plans.

The immigration assistant who stands for a long period when attending to passengers on arrival and when on patrol along the border.

The produce inspector whose work requires prolonged standing, manual dexterity, good eyesight and colour discrimination, to enable him to differentiate between good and bad produce.

The worker in a dental prosthetics laboratory who is required to stand for long periods of time during the flasking, flaming and polishing phases of the fabrication process, exerts moderate effort in operating hand or mechanical presses, and is subjected to eyestrain attending to details of forming and trimming models and assembling and polishing dentures.

50 points

Degree CC

The work requires considerable strenuous physical exertion, such as frequent climbing of tall ladders, lifting of heavy objects (over sixty pounds), crouching or crawling in confined and restricted places, and defending oneself or others against physical attack.

ILLUSTRATIONS

The geologist whose field investigations frequently involve rigorous and demanding conditions, walking long distances, climbing and carrying heavy equipment and backpacks.

The fisheries worker whose field work requires walking, standing, bending or crouching for extensive periods when collecting samples or data on land or in boats or canoes. He is required to lift and carry heavy objects such as petrol tanks, fishing gear and water-sample containers. Additional physical effort is occasionally required when demonstrating fish-pond construction and survey methods and techniques to farmers and fishermen.

WORK ENVIRONMENT (5B)

This element considers the risks, discomforts or unpleasantness that may be imposed upon employees by various physical surroundings or job situations.

Degree 26

5 points

The work environment involves normal, everyday risks or discomforts typical of such places as offices, buildings or commercial vehicles such as cars, buses, trains or aircraft.

ILLUSTRATIONS

The typist who performs typing and stenographic duties in an office.

The lands officer who works in an office but who is occasionally required to use government or commercial vehicles for the purpose of visiting government properties.

The nursing official whose duties are performed mainly in offices or meeting rooms and involve fairly frequent travel by commercial cars and aircraft.

The film producer who works in a film unit and may use his office as a stockroom for films or chemicals which have to be examined by him before processing.

The senior agriculturist who is required to travel considerably in cars and commercial vehicles to visit or inspect field operations or activities, and can easily control his exposure to inclement weather or to dust and dirt conditions.

The hospital secretary who works mainly in an office and whose occasional walks in the hospital grounds can be regulated to avoid inclement weather.

Degree 27

20 points

The work involves moderate risks, discomforts or unpleasantness such as dust, grease, noise and risk from moving parts of machines, contagious diseases and hot weather. Special safety precautions are usually required, and the employee may use protective clothing such as a mask, gown, goggle or shield.

ILLUSTRATIONS

The nursing assistant who performs nursing tasks for a group of patients and may be exposed to contagious diseases and infections.

The safety inspector (of factories) who is exposed during the course of his inspection to dangerous and hazardous circumstances such as excessive dust and fumes from machines, and possibly faulty equipment.

The petroleum engineer who is engaged in field operations at drilling locations, drilling barges and land rigs, or who works at an oil distillery or frequently inspects swamp locations and oil finds.

The produce inspector whose work is mainly performed in a produce store without sitting conveniences and with exposure to dust, insects and other hazards.

The livestock worker who is subjected to dust and noise associated with animals and poultry, is exposed to all kinds of weather, and risks, bites and kicks from the livestock he treats or handles.

The dental worker who fabricates dentures and is exposed to dust, fumes and highly inflammable materials, to the risk of cuts and bruises from the knives and machines used in trimming models and polishing dentures, and to burns from acids and hot flasks or materials.

The film production assistant who may have to lift equipment such as cameras, tripods and other photographic equipment in the course of his duty. He exerts a great deal of effort and experiences as much inconvenience as the cameraman he is assisting. He is also open to the hazards of an uncooperative crowd or audience at political rallies, sports events and similar gatherings.

Degree 28

The work environment involves a high degree of risk from exposure to potentially dangerous situations or unusual environmental stress, such as working with explosives or radio-active substances, or working at great heights (150 feet or higher), under extreme outdoor conditions or in a mob or similar situation.

ILLUSTRATIONS

The preventive officer who is exposed to attack and possible death from desperate, hostile and armed smugglers. He is exposed to unpleasant weather and sea sickness when on water patrol. Also, he could be exposed to attack when on market raids.

The airworthiness surveyor who is required to flight-check aircraft after significant modifications to airplanes, engines or equipment prior to issuing the airworthiness certificate.

The physiotherapist who is exposed to patients who have communicable diseases, to high-voltage electrical equipment and to ultra-violet light which can cause blindness or skin cancer.

The fisheries worker, required to collect materials and data on fishing operations and to perform extension duties, who is exposed to the risk of serious accidents or drowning while travelling and working in boats and canoes, or when diving to arrange or disentangle fishing nets.

The senior radiographer who is regularly exposed to the hazards of radiation when supervising operators or when using or demonstrating the use of X-ray equipment.

FACTOR 6—SUPERVISORY RESPONSIBILITY

Basically, this factor takes account of the following :

The extent to which the initiative and judgement of those supervised are limited and the results of their work passed on to others.

The importance and variety of functions and the complexity of the organization supervised.

Supervisory responsibility is thus heavily determined by the value of subordinate responsibility as measured by element A of factor 3, supervision received. To a lesser extent, it is a reflection of factor 2, difficulty of work, which measures the importance, variety and complexity of work performed at the subordinate level. The measurement of supervisory responsibility is thus strongly related to non-supervisory factors, as will be seen in the degree descriptions that follow.

The exception is supervision which is not based on any prescribed authority but consists merely of such elementary responsibilities as passing out work, inspecting, checking or proof-reading the work of others, answering questions, making suggestions which others are free to follow and so forth. Such supervision, including filling in for a supervisor in his absence, may be described as informal, and it falls below the first level of formal supervision described below. If job analysis reveals informal supervision, it may be credited with 25 points for evaluation purposes. Otherwise, to be rated at the first or higher levels, it must be shown that the job holder has formal authority to assign and direct the work of others (that is, the power to make requests and have them complied with).

First Level

100 points

The supervisor directs a work force performing simple and detailed routine or manual tasks such as would be evaluated under factor 3A at degree R. He assigns work on a task-by-task basis, providing detailed instruction on how the work is to be performed, demonstrating by his own example as necessary and setting priorities. He inspects work closely for quantity and quality while it is in progress and on its completion. Work supervised follows externally determined methods and procedures as outlined in office procedures manuals or, in non-office operations, by engineering methods, time and motion studies or the like. The subordinates of a position rated at this level are likely performing work that would be rated under factor 2 at a total of not more than 50 points.

Second Level

175 points

The supervisor directs a work force performing semi-routine clerical or technical duties at a level of responsibility described by degree S of factor 3A, wherein subordinates are required to exercise limited initiative and judgement within their schedule of duties or as the extent of their knowledge and experience allows ; such subordinates may be considered in the main to be performing work that would be rated under factor 2 at not more than 150 points in total.

Third Level

250 points

The supervisor directs a work force operating on their own responsibility at a level that would tend to rate at degree T of factor 3A that is, they act largely on their own initiative and judgement, but in accordance with priorities and an overall schedule of work set by the supervisor. The supervisor sets goals or stipulates results expected to meet objectives set at higher levels ; he coordinates work, provides guidance and problem-solving assistance, and directs course of action that subordinates are unable to decide for themselves or lack the authority to pursue. He is accountable to a higher authority on progress and results, based on a review of the timeliness, cost and effectiveness of goal-directed results, and he keeps his superior generally informed. He makes recommendations to higher authority as required, based on information supplied by subordinates. The work supervised is at a level of difficulty associated with a score not exceeding 300 in factor 2.

Fourth Level

325 points

A supervisor at this level is subject to administrative direction as to the discharge of organizational aims, and plans and carries out major programmes and projects within his jurisdiction on his own authority and discretion. He supervises a work force in which key employees have reliable expertise in professional and administrative areas and, in the main, work to given objectives in a manner of their own choosing. The supervisor reviews major proposals prior to initiation of action, but normally reviews results against set objectives in term of appropriateness and effectiveness. The work of subordinates is carried out with the degree of freedom described in factor 3A, degree U, and in terms of difficulty would normally earn at least a total of 375 under factor 2.

CHAPTER 5

GENERAL SERVICES AND OPERATIONAL EVALUATION SYSTEM

Coverage

The General Services and Operational Evaluation System covers all jobs in which manual skills and operational abilities are prerequisites for effective performance. It includes all skilled, semi-skilled, or unskilled work in fabrication, maintenance and repair activities, the operation of machine, equipment and vehicles, and in the provision of protective, correctional, personal or domestic services.

Jobs included in the group are those in which one or more of the following is of primary importance :

1. Application of trade or craft skills in the fabrication, installation, maintenance and repair of buildings, furniture, electro-mechanical systems, vehicles, mobile and stationary machines, boats appliances and other equipment. Job titles include plumber, carpenter, painter, machinist, welder, electrician, mechanic and metal worker.

2. Tending and operation of machines, equipment, boats and vehicles. Job titles include operator of an automobile, truck, cement mixer, grader, bulldozer or crane, and telephone operator.

3. Performance of duties that require use of the hands, hand tools or special devices to work, move, guide or place objects or material. Job titles include labourer and trades helper.

4. Cleaning and servicing of buildings and adjacent grounds. Job titles include office cleaner, janitor and gardener.

5. Receipt, storage, handling and issue of stores. Job titles include storeman and store-keeper.

6. Performance of correctional duties. Job titles include warder.

7. Protection of property, including firefighting services. Job titles include watchman, guard and fireman.

8. Performance of personal, domestic, messenger and other services such as tailoring, housekeeping and the preparation and serving of food. Job titles include messenger, washerman, housekeeper, orderly, steward, cook and hall porter.

9. Performance of printing and duplicating operations. Job titles include printer.

10. Performance of any craft or unskilled work on board ship and floating plant. Job titles include coxswain, deck hand and ferryman.

11. Care of animals, cultivation of plants and provision of related services. Job titles include herdsman, stockman, nurseryman, irrigation overseer, game guard, bee-keeper and fisherman.

12. Supervision of any of the above activities. Job title is supervisor or head of job.

Jobs excluded from the group are those in which the primary function and responsibilities include one or more of the following :

1. Operational jobs in the Nigeria Police Force.

2. Operation of office machines, such as typewriters and data processing equipment.

3. Clerical duties such as collection, recording, arranging and processing of information and filing of records.

4. Application of regulations derived from statutes, in accordance with established instructions and guidelines, in order to determine eligibility for benefits or privileges or liability for payment of taxes or duties.

5. Conduct of analytical, experimental and investigative duties in the natural, physical and social sciences; the preparation, inspection and measurement of biological, chemical, and physical substances and materials; the design, construction, inspection, operation and maintenance of complex equipment, systems and processes; and the performance of similar technical duties.

6. Planning, execution, conduct and control of programs serving the public interest, the political and economic relations between Nigeria and other countries, and the requirements of internal management in the Nigerian public service.

7. Performance of professional and scientific duties requiring university graduation or equivalent training in a particular discipline.

Factor Selection and Definition

The grading of positions in the general services and operational group involved the following basic procedures :

1. The study of the job being evaluated, including its purpose and relationship to other jobs.
2. Analysis of the work done.
3. Determination of the correct grade level by comparison with grade definitions in the plan and the appropriate job rating standard.

Four factors identify the nature of the occupational facts considered in the evaluation of jobs under this method. These factors are defined in more detail as follows :

Factor 1—Knowledge.—This covers the nature and level of skills and knowledge required in performing assigned work. Jobs vary in the kind, amount and depth of skill and knowledge required, as well as in the frequency and extent to which they are used.

Factor 2—Difficulty of Work.—This relates to the nature and degree of judgement involved in performing work. Judgement measures the degree of independent decision making accorded an employee. It also measures the mental demands of the work in terms of the attention, concentration, perception and sensory coordination required.

Factor 3—Responsibility.—This pertains to the nature and degree of responsibility for resources, services and supervision. The responsibility of positions varies according to the nature and value of resources used or the nature and importance of services provided, the extent to which the execution of these duties implies a particular capability, and the consequences of an error in judgement. Responsibility also embraces supervision of the work of other employees as expressed in controlling the quantity and quality of output, assigning work, allocating staff, evaluating performance, training and disciplining staff and making recommendations on staff requirements.

Factor 4—Environment.—This includes the conditions under which duties are performed, any hazards to which workers are exposed in performing assigned work and physical effort as related to the kind, frequency, intensity and duration of muscular exertion of work positions and weights of objects handled.

The grade definitions in the evaluation standards for particular jobs follow this factor pattern. They define levels of work in terms of detailed information that is geared to cover the broad spectrum of occupations embraced by the plan.

The general factors shown above and the more detailed factor information provided in the General Services and Operational Evaluation System can be used as guides on what kinds of job facts to look for when studying a job to be graded. They also provide a means for arranging job facts in an orderly way to facilitate analysis and comparison with grade definitions. Several points must be kept in mind in evaluating jobs in this plan :

1. Job evaluation requires consideration of the total job. When comparing a job with the factor information reflected in the grading standard, a determination should be made as to the most appropriate overall grade value of the total job rather than a mechanical addition of individual factor judgements. This is consistent with the basic principle that the grade value of the job is determined by its relative worth as a whole in comparison with all other jobs and their grade values.
2. In evaluating jobs, no one factor should be considered by itself. Care should be taken to avoid any tendency to overgrade a job on the basis of a predominant characteristic or to undergrade it because it does not contain a particular element. All pertinent information related to the four factors should be analyzed, including possible relationships among the different elements of the job.
3. The combined factors do not necessarily describe all aspects of jobs. They deal only with those characteristics that can be defined and distinguished and that are useful in determining the relative value of jobs.

Selecting Benchmark Positions

Benchmark descriptions reflect the relative worth of key lines of work in a job group and the levels that exist within these lines of work. Each description consists of a brief summary, a list of the principal duties and a specification describing each of the elements of the job.

Benchmark positions are an integral part of the point rating plan (described below) and provide the framework for developing a job grading structure. All jobs being evaluated must be related to the identified benchmark jobs. In this way, inter and intra-occupational relationships can be maintained in a uniform and consistent manner.

The first task was to examine the general sources and operational job group and determine the relationships that existed among the various jobs. More than 300 jobs were studied. Subsequently, twenty-eight positions were selected as exemplifying the main distinguishing features of these jobs. These became the benchmarks for the GSOES.

Chief Storekeeper	Head Hospital Washerman
Cloakroom Attendant	Head Steward
Cook	Housekeeper
Cook, Staff Canteen	Machinist
Coxswain	Mechanic
Crane Operator	Press Attendant
Driver-Mechanic	Printer (Pressman)
Foreman, Maintenance Workshop	Senior Driver—Projectionist
Game Guard	Spray Painter
Gardener	Stockman
Gateman	Storeman
Grader Operator	Telephone Supervisor
Hall Porter	Watchman
Head Cook	Welder

Assigning Factor Weights and Point Values

After the factors had been defined and benchmark positions identified, a point rating scale was developed to determine the quantitative value of jobs. The weights and ranges of values assigned to factors and elements in the GSOES are summarized as follows :

Factor	Element	Factor Weights	Point Min.	Values Max.
1. KNOWLEDGE	30		
	Skill and Knowledge		50	300
2. DIFFICULTY OF WORK	32.5		
	Judgement		50	250
	Mental Effort		20	75
3. RESPONSIBILITY	20		
	Resources and Services		30	100
	Supervision		0	100
4. ENVIRONMENT	17.5		
	Working Conditions		20	60
	Hazards		5	40
	Physical Effort		20	75
	TOTAL	100%	195	1,000

There were six steps followed in applying these rating scales :

1. Allocation of the job to the group was confirmed by reference to the group definition.
2. The job description was studied to ensure understanding of the job as a whole and its relation to jobs with similar duties and jobs located above and below it in the organization.
3. The tentative degree of each element in the job being rated was determined by comparison with degree definitions in the rating scales.
4. The description of the element in each of the benchmark jobs was compared with the description of the element in the job being rated. Comparisons also are made with descriptions of the element in benchmark jobs above and below the one being rated.
5. The point values for all elements were added to determine the tentative total point rating.
6. As a check on the validity of the total rating, the job being rated was compared as a whole to jobs in the same group to which total point values have been assigned.

Developing Grade Levels

The next step in developing the GSOES was to establish a grading structure within which to place specific jobs. The twenty-eight benchmarks identified earlier provided a framework for this structure.

The benchmark jobs were evaluated by the point rating scale and the results scrutinized by a senior committee of the Task Force. When consensus was reached on the accuracy of their evaluation and rank ordering, the benchmarks were grouped into grade levels represented by specific point ranges. The following six levels were identified.

<i>Level</i>									<i>Point Range</i>
1	195 - 349
2	350 - 474
3	475 - 599
4	600 - 724
5	725 - 849
6	850 - 1,000

All jobs rated under the GSOES are assigned to one of these six grades on the basis of their total point value.

The following chart describes factors and elements for jobs in the general services and operational group, and shows their respective degrees and point values. Benchmark references are provided, by job title. Complete descriptions of the benchmark positions are included in Addendum II to this report. The application of GSOES is discussed in Chapter 7.

Job Factors and Job Elements
for
GSOES

FACTOR 1—KNOWLEDGE

This factor is used to measure the basic knowledge, skill and experience required to perform the duties.

Knowledge is required by one or more of the following means :

1. Vocational education in a technical school, government trade school or other similar institution.
2. Apprentice training where a formal apprenticeship program has been established.
3. In-plant training given by an employer in the form of organized study.
4. On-the-job training under the instruction of qualified workers.
5. Training in related work that provides the required skill and knowledge.

<i>Degree</i>	<i>Skill and Experience</i>	<i>Points</i>	<i>Benchmark Reference</i>
1.	The work requires a brief demonstration of the methods and routines associated with the duties and requires the ability to follow detailed instructions.	50	Cloakroom Attendant Gateman
2.	The work requires knowledge of the methods, procedures and instructions related to the duties and may require supervision of other employees. <i>or</i> The work requires knowledge of the relevant methods, procedures and instructions, and experience in operating machinery such as a garden tractor, engine-driver cement mixer or pump. <i>or</i> The work requires knowledge of the methods, procedures, techniques and tools associated with particular trade. Work is normally performed under the guidance of an experienced tradesman. The work requires training or considerable experience in applying the methods, practices and procedures relating to the services performed. The work normally requires supervision of other employees.	100	Gardener Press Attendant Game Guard Stockman
3.	The work requires knowledge of the relevant methods, procedures, techniques, regulations and instructions, and skill and experience in operating passenger vehicles and trucks with a load capacity of up to 10 tons. There may be a requirement to provide instruction to other employees. <i>or</i> The work requires the training and experience to perform duties associated with one of the trades at the fully qualified tradesman level.	150	Driver-Mechanic Coxswain Spray Painter

<i>Degree</i>	<i>Skill and Experience</i>	<i>Points</i>	<i>Benchmark Reference</i>
4.	The work requires training and considerable experience in the use of equipment related to the services performed, in leading the activities of a small unit and in training new staff of vehicles and machinery.	200	Senior Telephone Operator
	<i>or</i> The work requires knowledge of the relevant procedures, techniques, instructions and regulations, and skill and experience in operating articulated vehicles, motor lorries with a load capacity of over 10 tons, and heavy equipment such as bulldozers, graders, excavators, heavy-wheeled loaders, scrapers or transcavators.		Crane Operator
	<i>or</i> The work requires the skill and experience to perform duties associated with one of the skilled trades at the senior tradesman level. Supervision of other tradesmen and training of apprentices may be acquired through significant experience at the fully qualified tradesman level.		Printer (Pressman)
5	The work requires a good knowledge of the methods, procedures, techniques, regulations and instructions relating to the services supervised and requires training and experience in the use of equipment, in coordinating the various phases of the work and in supervising staff and training new employees.	250	Senior Storekeeper
	The work requires skill and experience in operating and performing light maintenance on heavy equipment, such as bulldozers and transcavators, and normally includes providing work instruction to other employees or training new operators.	250	Senior Driver Projectionist
	<i>or</i> The work requires training and experience in performing complex or high precision work in one of the trades ; or the work requires training and experience in a skilled trade and the ability to plan and organize the work of the unit and supervise a staff including skilled tradesman.		Machinist
6	The work requires a good knowledge of the methods, procedures, standards, regulations, instructions and protocol associated with the duties, and skill and experience in planning and various phases of the work and supervising other employees. Special training related to the duties may be required.	300	Housekeeper Chief Storekeeper

<i>Degree</i>	<i>Skill and Experience</i>	<i>Points</i>	<i>Benchmark Reference</i>
	The work requires training and experience in one of the trades, a working knowledge of related trades, and a good knowledge of the administrative directives, regulations and quality standards associated with the work. Experience is required in planning, organizing and supervising the activities of an organizational unit employing skilled tradesmen and other staff, such as a shop responsible for repairing and overhauling automobile and truck engines and related machinery.	300	Foreman

FACTOR 2—DIFFICULTY

Judgement

This element measures the degree of independent judgement required in performance of the job.

Mental Effort

This element measures the demands of the work in terms of the mental effort required. The rater is to consider the degree of fatigue caused by the attention, concentration, perception and mental-sensory coordination required by the work.

<i>Degree</i>	<i>A.—Judgement</i>	<i>Points</i>	<i>Benchmark Reference</i>
1	The work is performed in accordance with detailed instructions and set procedures and allows little scope for independent judgement.	50	Cloakroom Attendant Gateman
2	The work is carried out in accordance with detailed written or oral instructions and occasionally allows some latitude for judgement.	90	Storeman Watchman Press Attendant
3	The work is performed in accordance with established practices and instructions and allows some latitude for judgement in their application.	130	Cook Hall Porter
4	Judgement is required in diagnosing faults, carrying out repairs and interpreting instructions.	170	Printer (Pressman) Crane Operator
5	The work allows latitude for judgement in interpreting instructions, solving problems, ensuring that critical standards are met, planning and organizing work and supervising staff.	210	Machinist Telephone Supervisor
6	The work allows considerable latitude for judgement in calculating and assessing production results, worker and unit performance, equipment, establishment and training requirements, and future workload, and in making recommendations to management on operational problems.	250	Housekeeper Foreman
<i>B.—Mental Effort</i>			
1	The work requires a normal level of attention which causes only limited fatigue.	20	Cloakroom Attendant Gardener
2	The work requires a moderate level of attention or mental-sensory coordination, with short periods of concentration.	40	Cook Stockman

B.—Mental Effort—continued

- | | | | | |
|---|---|---|----|---------------------------------|
| 3 | The work requires attention to sequence or alignment of installations and adjustment of parts, occasional periods of concentration while diagnosing faults and using test instruments, and close attention to work being performed by other shop employees. | } | 60 | Grader Operator
Head Steward |
| 4 | The work requires a high level of attention or precise mental-sensory coordination, with sustained periods of concentration. | } | 75 | Printer (Pressman) |

FACTOR 3—RESPONSIBILITY

Resources and Services

In rating a position under this element, the following characteristics of the job are to be considered :

1. The nature and value of the resources used or the nature and importance of the services provided.
2. The extent to which the description of the duties implies accountability.
3. The consequences of an error in judgement.

Supervision

This factor measures the continuing responsibility that the incumbent of the job assumes for the work of other employees and the nature of such responsibility as control of the quality and quantity of work produced, assignment of work, allocation of staff, evaluation of employee performance, training and discipline of staff, and the making of recommendations on staff requirements.

<i>Degree</i>	<i>A. Resources and Services</i>	<i>Points</i>	<i>Benchmark Reference</i>
	<i>Limited</i>		
1	The work requires accountability for the quality of work performed and the economical use of supplies.	}	30 Cloakroom Attendant
	<i>Moderate</i>		
2	There is responsibility for the effective use of spare parts, tools and equipment. Errors in installing parts and using equipment could result in faulty repairs with consequent loss of production time.	}	65 Gardener Spray Painter

Significant

- 3 The work requires accountability for one or more of the following :
- planning and control of the work of a unit with responsibility for meeting quality and quantity standards and ensuring conformity to regulations
 - control of a substantial quantity of equipment and supplies
 - care and maintenance of instruments and equipment requiring working to critical standards, where errors could result in damage to expensive machinery or endanger human life
 - other similar responsibilities.
- 100 Foreman
Chief Storekeeper

<i>Degree</i>	<i>B. Supervision</i>	<i>Points</i>	<i>Benchmark Reference</i>
1	No supervision of other employees is required.	0	Gateman
2	The work includes showing other employees how to perform tasks.	25	Crane Operator
3	The work requires assigning work, ensuring maintenance of quality standards and instructing new employees.	50	Head Hospital Washerman Head Steward
4	The work requires assigning duties and checking work to maintain a high standard, arranging work schedules, instructing new employees and assessing competence of workers. Supervision may be through subordinate supervisors. Subordinates would normally be performing work that would be rated under factor 2(a) up to and including degree 4.	75	Senior Driver-Projectionist Telephone Supervisor
5	The work requires supervising subordinate workers and supervisors, which may include skilled, semi-skilled and other staff, assigning jobs, enforcing adherence to established procedures and quality standards, reviewing work schedules, appraising performance and recommending promotions or other personnel actions. Subordinates would normally be performing work rated under factor 2 (a) up to and including degree 5.	100	Foreman

FACTOR 4—ENVIRONMENT

Working Conditions

This element is used to measure the conditions under which the duties are performed, such as exposure to extremes of heat and cold, obnoxious odours, noise, wet, vibration, or dust and dirt, and the need to wear cumbersome protective clothing or equipment.

Hazards

This element measures the conditions that may result in sickness or injury to the employee, even though usual safety measures have been taken.

Physical Efforts

This element measures the fatigue caused by the kind, frequency, intensity and duration of muscular exertion, by awkward or uncomfortable work positions, and by the weight of objects handled.

<i>Degree</i>	<i>A. Working Condition</i>	<i>Points</i>	<i>Benchmark Reference</i>
1	The working environment is good with few disagreeable conditions.	20	Housekeeper
2	There is frequent exposure to dirt such as oil and grease when repairing machinery.	40	Printer (Pressman) Spray Painter
3	The working environment is poor, with significant exposure to several disagreeable conditions or one very disagreeable condition.	60	Welder, Head Hospital Washerman
1 <i>Occasional</i>			
<i>B. Hazards</i>			
A	Minor injuries, such as cuts, bruises or burns	5	Gateman
B	"Lost time" injuries, such as serious burns, eye injuries or loss of finger	20	Hall Porter
C	Incapacitating injuries, such as those resulting in serious permanent injury.	30	Mechanic
2 <i>Frequent</i>			
A	Minor injuries such as cuts, bruises or burns	15	Storeman
B	"Lost time" injuries, such as serious burns, eye injuries or loss of finger	30	Cook
C	Incapacitating injuries, such as those resulting in serious permanent injury	40	Game Guard

FACTOR 4—ENVIRONMENT—*continued*

<i>Degree</i>	<i>C. Physical Effort</i>	<i>Points</i>	<i>Benchmark Reference</i>
1	The work requires little physical effort, such as intermittent standing, walking or handling of light-weight objects. The duties occasionally require greater physical effort for short periods.	20	Telephone Supervisor
2	The work requires moderate physical effort, such as continual standing or walking where only limited periods of relief are possible, or continual handling of light-weight objects. The duties occasionally require greater physical effort for short periods.	40	Senior Driver-Projectionist Chief Storekeeper
3	The work requires stooping, kneeling, and working from other awkward positions while putting on wrenches and other tools.	60	Storeman Cloakroom Attendant
4	The work requires great physical effort, such as frequent handling of heavy objects in a difficult work position. The duties occasionally require greater physical effort for short periods.	75	Welder

CHAPTER 6

THE NIGERIA POLICE FORCE EVALUATION SYSTEM

Coverage

The Nigeria Police Force (NPF) is a large and significant component of the federal civil service. From an organizational viewpoint, it is unique in the public sector. By virtue of its strategic role, it is relatively self-sufficient, comprising a whole range of services to meet its operational and general requirements. In effect, it may be seen as a microcosm of the civil service.

The NPF is centrally administered by Force Headquarters and geographically deployed in each state of the federation. As a paramilitary organization, it is structured by a vertical ranking of job levels. Each rank denotes the placement of a job in the organization structure, the level of vested authority and the relative worth of the job in terms of its contribution to NPF goals.

This vertical structure is extended across at least twenty-six functional areas, some of which are operational, some specialized and supportive of operations, and some comparable to civilian jobs. The Force's operational functions include highway patrol, the Police Mobile Force, traffic, criminal investigation, the divisional office, the training college, administration and research, and the mounted police. Among the specialized functions that provide essential services in support of operations are armament, signals, stores, works, band, marine and medical. Finally, among the functions that do not require special police training are public relations and selected aspects of stores, transport, works and administration.

Any job evaluation plan that is applied to the Police Force must be compatible with the Force's established organization structure, measuring relative job values within ranks as well as throughout the organization. That is, the value of a job in a given rank must be equivalent to the value of all other jobs at that rank level. Equity of job worth within ranks is essential to the operation of the NPF because personnel at all rank levels are eligible for lateral transfer to different functions. For example, a sergeant transferred laterally from traffic to the divisional office should be performing work of comparable worth in either position. Otherwise, some positions will be preferred and sought for reasons not related to actual job value, and this may lead to substantial employee dissatisfaction. It could also inhibit the efficient and effective allocation of manpower resources within the Police Force.

The plan for evaluating police jobs also must be appropriate to the various functional areas within the Force. It is proposed that several component systems should be drawn together for this purpose.

As stated earlier, job evaluation determines the worth of each job in relation to all others. The first task therefore is to ensure that each operational police job is equivalent to all others of equal rank. The second task is to evaluate the differences in job worth between ranks to establish a rational basis for differences in pay treatment. The Nigeria Police Force Evaluation System (NPFES) is custom designed to evaluate all operational positions in the Force on this basis. The third task is to evaluate specialized positions, and it is considered appropriate for this to be done by application of PATTCES and GSOES. Police jobs that are of a civilian nature also are evaluated under these systems and assigned suitable grade levels. It should be noted that the evaluation is limited to police personnel up to and including Assistant Commissioners. All ranks above Assistant Commissioner are evaluated under the senior management plan (*see* Volume II of this Report).

The adoption of this procedure ensures that all jobs in the NPF are evaluated consistently and uniformly in relation to each other and to other comparable public service positions.

Factor Selection and Definition

Four principal factors are identified as governing operational job worth in the Police Force :

Factor 1—Knowledge and Experience.—This factor measures the knowledge and skill levels required for performing police jobs, regardless of how these skills are required.

Factor 2—Decision making/Problem solving.—This factor measures the nature, difficulty and consequences of decisions taken by individuals in police jobs. It also measures opportunity and demand for initiative and judgement.

Factor 3—Supervision and Management.—This factor measures the extent of supervisory control and the level of vested authority delegated to the individual to permit and facilitate his satisfactory performance of the job.

Factor 4—Relationships.—This factor measures the nature and purpose of personal contact occurring or required in the course of performing the job.

It should be emphasized that equal conditions of service apply to all operational members of the Police Force. Such considerations as personal risk and working conditions have therefore been excluded as job evaluation factors. They must, however, be taken into account in assessing pay for the Force as a whole.

Evaluation of non-operational police jobs was based on the factors selected for PATTCES and GSOES, as appropriate.

Selecting Benchmark Positions

In view of the organization structure of the Force, it is neither feasible nor appropriate to identify benchmark operational positions in the manner adopted for PATTCES and GSOES. Instead, jobs are considered by rank, and a suitable standard is selected for a representative job in a given rank. This becomes the benchmark for rating all other jobs within the rank and throughout the system. It should be noted that, to ensure internal consistency in the evaluation system, differences in job worth between functional areas in a single rank must be less than differences in job values between ranks within a functional area.

A set of 64 jobs drawn from an original sample of 317 served as the basis for point rating and standards development. The sample selected satisfied the following criteria :

1. All jobs involved primarily operational police work.
2. All major operational functional areas were represented.
3. All ranks having a discrete level or two separate job levels (as determined by matrix ranking) were included.
4. Where possible, organisationally related jobs were chosen.
5. The job data were complete, detailed and unambiguous.
6. Populous ranks were selected in preference to non-populous ones.

For non-operational jobs, the benchmark positions outlined in PATTCES and GSOES were used.

Assigning Factor Weights and Point Values

On the basis of the factors and descriptions selected, appropriate factor weights and points were assigned for the NPFES. These are summarized as follows :

<i>Factor</i>	<i>Weight (%)</i>	<i>Points (No.)</i>
1	24%	360
2	50	750
3	20	300
4	6	90
Total	100	1,500

The factor ranking plan was then applied to all operational jobs in the Nigeria Police Force. The evaluations by matrix ranking and factor ranking showed a high degree of congruence. A table was constructed to convert total point values for any position to an equivalent rank level (see Table 6-1).

TABLE 6-1
CONVERSION TABLE

Showing Relationships between Total Points and Rank Levels for Police Positions

<i>NPFES Point Value</i>	<i>Rank Level</i>
0 - 225	Constable
200 - 240	Corporal
241 - 360	Sergeant
361 - 500	Inspector
501 - 650	Deputy Superintendent
651 - 850	Superintendent
851 - 1,100	Chief Superintendent
1,101 - 1,350	Assistant Commissioner

Specialised police positions were evaluated by means of PATTCES and GSOES, in order to establish the required equivalence within the police rank structure and comparability with counterpart positions in the civil services. Similarly, non-operational or civilianised jobs were evaluated under the appropriate civil service system.

The NPFES factor definitions and illustrations, with their appropriate point ratings, are detailed in the pages that follow.

FACTOR 1—KNOWLEDGE AND EXPERIENCE

points

Level A : Jobs at this level demand a basic knowledge of the principles and procedures of crime prevention and detection, and the ability to prepare factual reports and record straightforward statements. This is normally acquired through formal education to the level of Secondary Class IV plus the Basic Police Course or Basic Special Training, and less than one year of on-the-job experience 36

Level B : Jobs at this level demand a full working knowledge of the principles and procedures of crime prevention and detection, and a practical ability to issue clear, effective verbal and written instructions. This is normally acquired through formal education and police training as described in Level A, plus two to five years of basic police experience and a promotion course 60

Level C : Jobs at this level require a full working knowledge of the principles and procedures of crime prevention and detection, and a practical ability to issue complicated verbal and written instructions and direct and control the work of others. This is normally acquired by means of a higher promotion course and five or more years of progressively responsible police experience. Some jobs at this level demand basic specialist knowledge in a particular field 96

Level D : Jobs at this level demand a broad and thorough knowledge of the principles and procedures of crime prevention and detection, good general knowledge and excellent communication skills (both oral and written), together with a knowledge of the principles of supervision and staff control. This level of knowledge is acquired either through a good general education plus an advanced police course, or considerable police training together with many years of responsible police experience. Some jobs at this level require specialist training and a number of years of experience in a particular field 144

Level E : Jobs at this level demand broad general knowledge such as may be acquired through university education or professional qualification. A broad knowledge of general police duties, sound analytical skills and administrative ability to supervise and control junior and intermediate staff are required. Some jobs at this level demand expert knowledge in a specialist field 204

Level F : Jobs at this level demand a thorough knowledge of nearly all aspects of police work, broad general knowledge and practical administrative and supervisory skills, as well as excellent communication skills (both oral and written). These jobs demand management skill. This level of knowledge and skill is normally acquired through university graduation or professional qualification, plus many years of varied and responsible police experience, some of which are at a senior staff or supervisory level 276

Level G : Jobs at this level require an expert knowledge of all aspects of police work, practical management, administrative and supervisory knowledge and skill, together with an ability to innovate, plan and make policy changes to improve the Force. This level of skill and knowledge is normally acquired through formal education to university graduation or beyond, or professional qualification, plus extensive police training and many years of varied police experience at very senior levels 360

This factor deals with the knowledge or skill levels required in police jobs, whether these are acquired through experience or through formal education and training. Each degree level indicates both the formal and the experiential backgrounds through which the requisite knowledge and skill would normally be acquired.

Level A

36 points

The work requires basic knowledge of crime prevention and detection and police procedures, and about a year of experience in applying this knowledge on the job.

The job holder also must possess basic communications skills.

ILLUSTRATIONS

The Beat Constable who prepares simple reports, conducts interviews, knows the law and what to do about breaches of the law that he encounters, and knows the beat he patrols.

The Traffic Constable who prepares simple reports, conducts interviews, knows traffic law and how to report on accidents, and can direct traffic efficiently while on point duty.

The Constable Crime Investigator who prepares simple reports, conducts interviews, gives evidence in court, and knows criminal law and how to investigate reported crimes.

Level B

60 points

The work requires good general knowledge of police work sufficient to be able to prepare accurate reports and identify problems requiring follow-up action. Some knowledge of principles of control and supervision also is required.

The job holder must be able to interview, prepare reports, and issue verbal and written instructions.

ILLUSTRATIONS

The Corporal Station Writer who records in detail all activities dealt with by his station keeps track of the deployment of manpower, and accounts for equipment on issue. From time to time, he may be used on traffic or beat for supervisory duty. He requires some knowledge of the principles of control and supervision.

The Corporate Crime Recorder who maintains case files and record books at the station, compiles statistics and records on crimes and incidents, and prepares detailed reports.

Level C

96 points

The work requires knowledge of the law and of crime prevention and detection, and experience in controlling and supervising others.

The job holder must have well-developed communications skills.

ILLUSTRATIONS

The Desk Sergeant/Sergeant of the Charge Room who allocates patrolmen to beats, visits them on the job to ensure that they are performing properly, reviews reports and incidents and determines who should take follow-up action, receives reports and complaints from the public and decides what action to take, and submits reports on unusual matters.

The Traffic Sergeant who controls and supervises a group of traffic policemen, visits them on duty to ensure that they are performing properly, supervises accident investigations, prepares cases for prosecution, maintains records and prepares reports.

144 points

Level D

The work requires thorough knowledge of the law and a thorough understanding of most police procedures and methods, as well as supervisory knowledge and experience.

The job holder must have broad general knowledge and well-developed communications skills.

ILLUSTRATIONS

The Station Officer (Sub-Inspector or Inspector) who is in charge of a police station in a small town, has responsibility for all police activities in the town, makes necessary arrangements for security and gives direction on ways to combat and investigate crime and disturbance in the town and surrounding villages. He acts as a liaison with local chiefs, District Officers and local personalities. He takes immediate action as he deems necessary, without reference to a superior, and he checks all police records in the station.

The Sub-Inspector of Crime in a Divisional Office who directs constables, corporals and sergeants on investigation of criminal cases handled at divisional headquarters. He reads through every case file and, when satisfied, submits a report and recommendation on the case to the officer in charge of crime in the Division. He drafts charges and authorizes bail, and personally investigates serious crimes.

204 points

Level E

The work requires a broad knowledge of general police duties, good analytical skills and administrative ability to supervise and control subordinate staff. Some jobs at this level demand expert knowledge in a specialist field.

ILLUSTRATIONS

The Assistant Superintendent, District Police Officer who takes administrative and operative control of a police district and makes important decisions on the spot. He makes security arrangements, maintains law and order, and directs investigation of crime as well as prosecution of offenders in his district.

The Officer in Charge of Crime in a Divisional Office who reviews every case file and decides which cases should be charged to court and which closed. He directs investigation of crime and surveillance duties in the Division.

The Assistant Superintendent in a Divisional Office who handles general administration and welfare of the Division as the Chief Staff Officer to the Officer in Charge of the Division.

The Provincial Traffic Officer who plans the patrol system in a police province to enforce compliance with road traffic laws and regulations, takes measures to reduce accidents, and directs the investigation and prosecution of accident cases in the province.

Level F

276 points

The work requires sound knowledge of nearly all aspects of police work, administrative ability and the management skills necessary to man a police department or formation and supervise senior staff.

The job holder must have broad general knowledge such as may be acquired through university education or professional qualification.

ILLUSTRATIONS

The Divisional Police Officer (Chief Superintendent or Superintendent) who is responsible for the direction and administration of all police activities in the Division. He directs and coordinates the work of the various districts and formations in the Division; collects, collates and issues reports on security; takes prompt action on major incidents arising in the Division; gives directives on investigation of complicated or very serious criminal cases; issues divisional orders; plans and controls measures of combatting crime and threats to security; and prepares the budget and development plan for the Division.

The Officer in Charge of the State CID (Chief Superintendent) who organises, directs and coordinates the duties of all sections of the state Criminal Investigation Department. He plans and gives directives for the execution of plans regarding successful investigation of cases and surveillance duties; leads investigating teams in complicated or very serious cases, cases of security interest or cases involving very important personalities in the state; and issues reports to the Commissioner of Police on crime detection in the state.

The Chief Superintendent Senior Service Force Headquarters who is responsible to the Assistant Commissioner, Personnel, on all staff matters affecting superior police officers; makes firm recommendation on such matters as appointments, promotions, transfers, discipline, retirement, resignations and vacancies in respect of superior police officers; and coordinates the work of the personnel branch of the Force Headquarters.

Level G

360 points

The work requires expert knowledge of all aspects of police work; the ability to innovate, plan and make policy changes to improve the Force or a department of the Force; and administrative ability and management skills such as could be attained through many years of varied police experience at very senior levels.

The job holder must have very broad general knowledge such as may be acquired through university education or professional qualification.

ILLUSTRATIONS

The Assistant Commissioner "B" Force Headquarters who coordinates the work of the Police Mobile Force throughout the federation, the Force Armament, Force Dog Section, Force Mounted Police and the Air Wing of the Police; plans operations and issues orders for operation duties on a national scale, and administratively controls federal joint operations (that is, operations involving other forces). He plans the deployment of the Police Mobile Force on a national scale, reviews procedures and methods of the Police Mobile Force and other formations under his control, and reviews development plans submitted by the heads of formations under his control.

The Assistant Commissioner, Administration, Force Headquarters, who coordinates the work of the Personnel and Administrative Divisions of the Force Headquarters; issues Force orders in the name of the Inspector-General of Police; reviews existing regulations and orders with a view to making necessary amendments when desirable; coordinates the work of area commands as the chief staff officer to the Inspector-General of Police; and prepares memoranda for changes in policy as may be highlighted in the Commissioner's Conference or at the suggestion of the Inspector-General or his Deputy, or arising from a common trend featuring in the Inspector-General's or the Deputy-Inspector General's inspection notes.

The Assistant Commissioner, who has responsibility for manpower development of the Force. He ascertains the future manpower requirements of the Force, examines training facilities available in Nigeria and abroad, draws up a programme of training, assesses the value of existing training programmes, and suggests improvements as necessary. He draws up plans for the implementation of suggestions put forward by the Inspector-General and the Commissioner's Conference. He also coordinates development plans for the Force, schedules development plans, and sets goals and targets for the completion of each phase. He suggests to the Federal Ministry of Justice review of or amendments to the existing federal laws and decrees in the light of police experience in their enforcement, and he reviews new laws and amendments to existing laws which are referred by the Ministry of Justice for police comment.

FACTOR 2—DECISION MAKING AND PROBLEM SOLVING

This factor is designed to measure the most important aspect of police work as it appears in jobs at different levels—the nature, difficulty and consequences of decisions demanded of the persons in the job. It also measures the opportunity and demand for judgement in the job. At the lower levels, the decisions and judgement relate to field police work, and the rater should consider both the decision-making requirements of the job and the extent to which existing policy rules and procedure permit independent decision making. At higher levels, the decisions and judgement required may relate to field work but more often will relate to internal matters such as finance and administration, management of units of the Force, review and formulation of local policy or interpretation of policy.

	<i>points</i>
<i>Level A.</i> —Jobs at this level require little or no decision making and independent judgement. Persons in these jobs operate entirely within the framework of policy, rules and procedure and are not required or expected to deal personally with any matter requiring significant judgement. Problems other than those of minor complexity which can be resolved by reference to policies and rules are referred to a superior for direction	75
<i>Level B.</i> —Jobs at this level require some routine decision making and judgement within the framework of established rules. Problems encountered require a certain amount of analysis to identify the issues and discern the consequences of proposed action. Part of the decision making involves deciding when a superior should be consulted	125
<i>Level C.</i> —Jobs at this level normally demand judgement in the selection of alternative courses of action where the problems encountered are complex and the consequences of proposed decisions are difficult to discern	200
<i>Level D.</i> —Jobs at this level demand significant judgement and often difficult decision making in the face of very complex problems, where the consequences of an error in judgement could be serious, and where considerable data gathering and analysis are required for the making of a correct decision	300
<i>Level E.</i> —Jobs at this level demand independent and original thinking leading to improved methods, procedures or programmes designed to deal with problems of major significance and complexity. Persons in jobs at this level are expected to make effective recommendations to their superiors leading to changes in policy, procedures or internal organization	425

Level F.—Jobs at this level demand judgement and decision making leading to recommendations for major policy or procedural changes, or leading to changes in policy and procedure in a department or formation. The problems encountered are of great significance and complexity and are often ongoing rather than short-term or one-time problems. In many jobs at this level, much of the decision making relates to internal staff, administrative and financial matters, as well as to field problems 575

Level G.—Jobs at this level demand decision making and judgement aimed at critically reviewing existing policy and procedures; devising and instituting new policy and procedures to deal with complex and unusual problems in new and undefined areas; and recommending policy, organizational and administrative changes affecting major components of the Force. In jobs at this level, much of the decision making relates to internal staff, administrative and financial matters .. 750

Level A 75 points

The job requires little or no decision making and independent judgement. Work is performed within a framework of established rules and procedures. Problems that cannot be resolved by reference to rules are referred to a superior.

ILLUSTRATIONS

The Traffic Constable who performs point duty at an intersection. Decision making consists of stopping and starting streams of traffic to maintain an orderly flow, and typical problems encountered are stalled vehicles or minor accidents.

The Corporal Enclosure who checks in-coming correspondence, enters them on a searcher's slip, searches for files, encloses correspondence in them, makes cross-references and passes files to officers for action. Decision making includes determining when to open a new file or a temporary file to avoid delay. Problem solving includes how to locate missing files and trace cross-references.

Level B 125 points

The job requires routine decision making and application of judgement within the framework of established rules. Some analysis of problems is required, as well as judgement as to when a superior should be consulted.

ILLUSTRATIONS

The Traffic Corporal who decides when and where to move Traffic Constables on point duty to ensure an orderly flow of traffic in an assigned area. Typical problem encountered would be how to remove obstacles or detour traffic to resolve a "go slow".

The Sergeant of the Charge Room who receives complaints and questions from the public and solves problems referred to him by Beat Constables. In each case, he must decide what, if any, follow-up action should be taken and refer the matter to an appropriate person. A typical problem would be that of assessing a confused complaint and determining whether a breach of law was involved.

200 points

Level C

The job requires judgement in the choice of a course of action among several alternatives. Problems are complex, and the consequences of decisions taken are difficult to anticipate.

ILLUSTRATIONS

The Sub-Inspector Station Officer who receives complaints and problems referred to him by the Charge Room and decides what action to take (for example, whether to order an arrest) and who reviews case files and decides whether cases are being handled properly. A typical problem would be a confused and emotional complaint from a member of the public where the action to take would be unclear and the consequences difficult to judge.

The Assistant Superintendent Central Criminal Registry who plans, organizes and supervises the Central Criminal Registry, which comprises Record, Fingerprint, Printing and Photographic sections. He reviews work in progress in each section as well as the final product; prepares charts on fingerprints for presentation to court; and analyzes the *modus operandi* of criminals. Decision making relates to fingerprint identification, issuing of clearance certificates on character for people intending to travel abroad, and deployment of Registry staff.

300 points

Level D

The job involves difficult decision making and requires considerable analysis of problems and sound judgement. Consequences of erroneous decisions could be serious.

ILLUSTRATIONS

The Deputy Superintendent Administration in a Divisional Office who is responsible for ensuring that sufficient police manpower and transport are available at all times to meet emergency situations. He deploys available personnel, supervises them through subordinate officers, directs training of police under his command, disciplines offending policemen and sees to the welfare of police personnel. He also decides how to handle problems referred up to him.

The District Police Officer (Assistant Superintendent) who deploys a limited number of police officers to maintain an effective police presence in his district. He exercises full supervisory authority and deals with and resolves all personnel, administrative and law enforcement problems arising in his district. A typical problem is how to ensure proper policing of the district with limited resources and increasing demands. This involves careful analysis of demands and resources and thorough pre-planning.

Level E

425 points

The job requires independent and original thinking and the development of new methods, procedures and programs designed to deal with problems of major significance and complexity.

Incumbents at this level are expected to make policy, procedural and/or organizational recommendations to their superiors.

ILLUSTRATIONS

The State Administrative Officer (Assistant Commissioner) who makes or effectively recommends decisions on all police personnel matters within the state. He reviews disciplinary cases and determines whether the action taken is fair and appropriate. He approves terminations and re-engagements at the rank and file level, recommends approval of increments

and approves leave up to the Inspector level. He transfers and posts rank and file to resolve manpower problems, and recommends the transfer and posting of officers up to the Inspector level. He writes confidential reports on all superior police officers. A typical problem is deciding how to effect postings and transfers so that the Force's needs are met, while considering the welfare, morale and experience needs of the individuals concerned.

The Officer-in-Charge, D Department, State CID Chief Superintendent who manages a large department engaged in criminal investigations. He exercises full managerial responsibility and is continuously making decisions on department strategy and plans and the allocation of manpower based on detailed analysis of general crime trends and progress in specific cases. He decides on the department's training needs, both individually and collectively, and develops training methods to up-grade the department's effectiveness. He decides on promotion from the rank and file and recommends promotions at higher levels. He reviews the performance and progress of all ranks under his command and decides on action to enhance each individual's development.

Level F

575 points

The job demands a high degree of judgement and strong decision-making abilities. Problems to be resolved are often ongoing rather than immediate or short term. Much of the decision making in the job relates to policy and procedures, staffing requirements, and administrative and financial matters, as well as field work.

ILLUSTRATIONS

The Officer-in-Charge (OC) Assistant Commissioner who manages a large force engaged in security, crime prevention and detection within the operations of the Nigerian Railway Corporation. OC Railways decides on the composition, organization and deployment of his force based upon needs determined through consultation with railway management and direct observation of operations. He decides where to establish police stations and other facilities, determines the role, responsibility and duties of various components of his force, reviews serious problems or complicated investigations to ensure that the best course of action is followed, and establishes rules, policies and procedures designed to enhance efficiency and promote good morale, discipline and individual effectiveness. A typical problem encountered is that of deciding how to instruct and deploy police to deal with an industrial dispute involving the railway. OC Railway must maintain effective relations with union and management and ensure that all parties act within the law.

The Assistant Commissioner "B" Force Headquarters Executives who manages a very large and diverse operational force and is responsible for directing its deployment anywhere in the country to deal with serious incidents and disturbances. He analyses reports and other information channelled to him, determines what action may be required and what size and type of force may be needed, and effectively recommends deployment. Once approval is received, he decides how to proceed. He controls the force either personally or through subordinates. He reviews existing plans and procedures and effectively recommends changes in organization, procedures and tactics to improve force efficiency. He makes many decisions respecting personnel under his command—for example, promotions, transfers, discipline, training and welfare.

Level G

750 points

The job involves critical review of police operations, policies and procedures. Decisions must be made and judgement exercised pertaining to complex and unusual problems, often in new and unfamiliar areas. The incumbent is expected to make decisions and recommendations that will affect major components of the Force. Matters of primary concern are internal staff and administrative and financial problems.

FACTOR 3—SUPERVISION AND MANAGEMENT

3B—VESTED AUTHORITY

3a Line Control	Level A	Level B	Level C	Level D
		(i) <i>Trains and reports on rank and file</i> (ii) <i>May issue Orders and Default in cases of Indiscipline</i>	(i) <i>Trains and reports on ranks up to and including Inspectors</i> (ii) <i>Investigates and Adjudicates on Disciplinary cases involving Officers up to the rank of Sergeant ; May deal personally with Minor Discipline</i>	(i) <i>Trains and reports on ranks up to and including a rank below his own</i> (ii) <i>Reviews Orderly Room Trials, appoints Adjudicating Officers : may adjudicate on cases involving (Inspectors)</i>
A less than 20	14	27	54	81
B over 20 ..	27	54	81	108
C over 50 ..	54	81	108	135
D over 100 ..	81	108	135	162
E over 200 ..	108	135	162	189
F over 400 ..	135	162	216	216
G over 700 ..	162	189	243	243
H over 1,000 ..	189	216	270	270
I over 1,500 ..	216	243	300	300

This factor measures the extent of line control and the level of vested authority in police jobs. It does so by means of a grid. One axis deals with the numbers of persons controlled by the job being rated ; the other deals with the level of vested authority that the person in the job would require in order to discharge his duties effectively. This authority is measured by reference to levels of responsibility in terms of disciplinary powers and/or training and reporting requirements.

In determining the level of line control, all persons reporting to the position either directly or indirectly must be included. For example, Chief Superintendent in charge of a Division would be credited with controlling up to 1,000 persons. The Chief Superintendent Administration, Senior Service, would receive credit for controlling fewer than 20 persons.

On deciding on the level of authority, if the job requires *either* the disciplinary authority or the training and reporting responsibility, the highest level must be credited. In other words, if either is present, the job must be rated to that level.

No illustrations are provided for this factor. For any position, it is necessary only to determine the total number of persons normally supervised and the level of vested authority required by the person in the job to discharge his duties properly. In most cases, this level is simply a function of the rank normally associated with the position. It must be emphasized that if the position is occupied by an officer of lower or higher rank than usual, the authority level of the position is not reduced. The demand for supervision and management remains the same.

FACTOR 4—RELATIONSHIPS

<p>4B Purpose of Contacts</p> <p>4A Nature of Contacts</p>	<p><i>Level 1</i></p> <p>To give, obtain and exchange information requiring discussion, explanation and cooperation.</p>	<p><i>Level 2</i></p> <p>To persuade and obtain assistance or agreement of person contacted.</p>	<p><i>Level 3</i></p> <p>To act as official representative of the Force with authority to discuss problems and to reach possible solution for consideration by Force authority.</p>
<p><i>Level A.</i>—Members of the general public or officers of the Force.</p>	<p>10</p>	<p>15</p>	<p>23</p>
<p><i>Level B.</i>—Officials of the federal state and local governments, in addition to members of the general public or officers of the Force, or religious and traditional rulers and senior officials of national agencies.</p>	<p>25</p>	<p>36</p>	<p>50</p>
<p><i>Level C.</i>—Members of the federal and state governments, religious and traditional rulers, senior officials of national and international agencies and corporations.</p>	<p>53</p>	<p>70</p>	<p>90</p>

FACTOR 4—RELATIONSHIPS

This factor has two elements : nature of the contacts 4 (A) and purpose of the contacts 4 (B). Nature of relationships ranges from contacts with the general public or others within the Force, to contacts with senior officials, dignitaries and influential members of the public.

The purpose of contacts ranges from communicating factual data to executing official responsibilities on behalf of the Force in order to achieve important goals or objectives.

Level A

The work requires contacts with members of the general public as well as other members of the Force.

ILLUSTRATIONS

The Corporal Traffic who assists the public through orderly control of traffic and provides services at the scene of an accident.

The Corporal Exhibit Keeper who has extensive contacts with various members of the Force and maintains courteous relations with the public.

The Corporal Drill Instructor who relates primarily with police cadets and constable in training.

The Constable Ledger Keeper whose principal contact is with other police officers.

Level B

The work requires contact with officials of various levels of government and with religious or traditional leaders, as well as relationships with members of the general public.

ILLUSTRATIONS

The Beat Constable who, in the normal course of duty, relates with people from various levels in society and reports regularly to senior Force personnel.

The Corporal Mounted who maintains regular contact with the public in the course of performing his duties.

The Sergeant Traffic whose work requires contacts with superior officers in the Force as well as the general public for the purpose of investigating offences.

The Inspector Station Officer who relates with the general public for law enforcement and crime prevention. He liaises with Local Chiefs and dignitaries for security purposes and represents the Police Force in the area in which he serves.

The Sub-Inspector whose duties require him to meet with state and local government officials and senior officers of private concerns such as banks.

Level C

The officer is responsible for maintaining close relations on a regular basis with senior representatives of government as well as international agencies or corporations.

ILLUSTRATIONS

The Assistant Commissioner, Railway, who maintains frequent contact with senior officers in the armed forces, government and the private sector. He receives complaints of a serious nature from corporations and members of the public.

PURPOSE OF CONTACTS (4B)

Level 1

The purpose of personal relationships is to give, obtain and exchange information requiring discussion, explanation and cooperation.

ILLUSTRATIONS

The Traffic Constable who provides information guidance and assistance to the public.

The Beat Constable who contacts the general public for the purpose of obtaining information, receiving complaints or providing assistance.

The Corporate Fingerprint Searcher who receives requests for information and provides assistance and explanations to members of the Force.

The Corporal Exhibit Keeper who contacts various police and judicial officials for the purpose of obtaining court orders, cooperation and assistance.

The Corporal Mounted who maintains favourable relations with the public by providing information and assistance or by obtaining the public cooperation.

Level 2

The purpose of personal contacts is to persuade and obtain the assistance or agreement of other individuals. In addition to normal tact and diplomacy, this type of relationship requires a significant degree of skill and sensitivity.

ILLUSTRATIONS

The Constable Detective who must question suspects and witnesses to gather evidence.

The Assistant Superintendent of Police—District Police Officer who promotes peace and good government by holding frequent meetings with the community, giving lectures to public bodies, leading a riot unit in the event of disturbances and prosecuting cases in the court.

The Assistant Superintendent who directs investigation of crime, interrogates suspects and personally prosecutes serious cases.

Level 3

The incumbent acts as an official representative of the Force with authority to discuss problems and to reach possible solutions for consideration by Force authority. At this level, authority is sufficient to resolve serious problems and complaints and to take action as appropriate.

ILLUSTRATIONS

The Chief Superintendent, Officer Commanding State Criminal Investigation Department who directs the investigation of crime, investigates cases involving dignitaries, public security or the public interest, and may be called upon to perform military duties. He also directs the operations of the State CID and exercises authority in resolution of problems.

CHAPTER 7

APPLYING THE EVALUATION PLAN

Federal and State Civil Services

Two of the job evaluation systems designed for the public service—PATTCES and GSOES—have been applied to a broad spectrum of jobs in the federal and state civil services. We believe that both systems have demonstrated their accuracy and applicability to evaluating these jobs.

The results of their application are presented in Appendix II-1, entitled Proposed Grade Levels for Jobs in the Federal and State Civil Services. This appendix shows both present post designations, grades and salary scales, and proposed job titles and grade levels.

The manner in which points were assigned to various positions is shown in Appendix II-2, entitled Summary of PATTCES Benchmark Position Point Ratings and Appendix II-3, Summary of GSOES Benchmark Position Point Ratings. The profile job descriptions from which these point ratings were derived are presented in an addendum entitled Profile Job Descriptions: Part I, PATTCES; Part II, GSOES; and Part III, NPFES. These appendices show the relationship between profile job descriptions and the assignment of points to various factors through the evaluation procedure. Due to time constraints in preparing profile job descriptions, they have not been validated by reference to a cross section of job holders. We propose this action be carried out on an early date.

The integrity of the coordinated evaluation plan can be maintained only if our procedure is accepted as a basis for its development. It should be appreciated, however, that the processes of preparing profile job descriptions and factor ranking should be continued to increase and maintain the breadth and depth of PATTCES and GSOES.

We recommend that the coordinated job evaluation plan be adopted and implemented immediately in the federal and state civil services.

Under the coordinated job evaluation plan, every job in the federal and state civil services is assigned to a work level. Through a systematic evaluation process, the various types of work performed at each level have been determined to be equal.

The most significant effect of the unified grading approach is that it replaces the present complex class structure with a simpler common scale wherein jobs of equal value are equated in both job worth and salary terms. Our evaluation of civil service positions has reduced current classifications from 550 or more cadres, each with varying number of work levels, to a unified structure consisting of 17 grade levels.

We recommend the retitling of all jobs in the civil services in a manner that reflects both their organization level and their field of specialization.

The present practice of titling jobs tends to confer a class and/or rank designation on the position. This system should be replaced by the assignment of job titles that convey the nature, scope and level of responsibilities inherent in each position. It will also facilitate reduction of class connotation and increase focus upon merit as well as qualifications in considering promotional candidates.

We recommend that the results of the work of the Compensation Task Force be communicated directly to employees in the federal and state civil services and that the rationale for the coordinated job evaluation plan be explained fully to them.

Employees and managers alike should understand the reasons for change if the transition from the present to the proposed grade levels is to be accomplished with maximum ease and effectiveness.

Our proposed regrading of jobs is designed to correct current inequalities in job relativities.¹ Currently, for example, a craftsman (carpenter), a pharmaceutical manufacturing technician and an X-ray technician are paid in the same salary scale, E 1 (B & C) 3. If the evaluation recommendations are implemented, these jobs will be graded at different levels: craftsman (carpenter) 04; pharmaceutical manufacturing technician, 05; and X-ray technician, 06. We are unable to assess the sociological implications of this readjustment; but our analysis of data in the federal civil service shows that very few jobs have been down-graded, a substantial number of jobs have maintained their present peer relationships, and approximately 20% of the jobs have been upgraded.

While we recommend immediate conversion to the proposed grade levels, we also recognize that consideration should be given to the impact of realignment on peer relationships. Meanwhile, we believe that dissatisfaction and anxiety among civil servants can be minimized through effective communication programs.

We recommend immediate conversion of all jobs with current earnings up to ₦2,688 to the proposed grade levels indicated in Appendix II-1.

It is proposed that all jobs in current salary scales C(E) 2, 3, 4 and C(T) 2, 3, 4, or equivalent jobs with salaries not exceeding ₦2,688, be converted to the grade levels specified in Appendix II-1 to effect prompt transition to the new evaluation and compensation plans. More than 90% of the entire work force would be fully converted to the proposed system in the first phase of implementation.

This recommendation has the effect of moving employees to their appropriate step in the proposed salary scale. For example, any job formerly rated C(E) 2, 3, 4 or C(T) 2, 3, 4 and now in grade 07 would be converted to the grade 07 level.

We recommend that all jobs with present salaries exceeding ₦2,688 be converted in two phases. In Phase I, conversion should be based on existing salary scales. In Phase II, undertaken one year later, final conversion should be accomplished by movement to the proposed new grade levels.

The following conversion should take place in Phase I:

- (a) C(E) 5, C(T) 5, scale A below ₦3,000 and equivalent salary scales should convert at grade level 08.
- (b) C(E) 6, C(T) 6, scale A(U) and equivalent salary scales should convert at grade level 09.
- (c) Group 8 should convert at grade level 10.
- (d) Group 7 should convert at grade level 11.

¹ Memoranda submitted to the Public Service Commission have expressed concern over such inequalities and requested their elimination.

In evaluating jobs in these and equivalent salary scales, we observed that a number of jobs assessed as comparable under the present system had moved into different grade levels. There are a number of reasons for these movements.

(a) The supervision factor in PATTCES appears too general in scope to measure real differences in job worth of positions at levels 09, 10, 11 and 12. At grade level 10, for example, one Principal Technical Officer (PTO) may be supervising a substantial number of employees performing work of high complexity. Another PTO may have supervisory responsibility for fewer employees engaged in lower order jobs. In rare cases, the PTO has no direct supervisory responsibilities. It is obvious that there is a clear difference in responsibility between these three jobs. Therefore, a custom-designed evaluation technique is required to measure their respective worth.

Supervisory responsibilities are a function of organisation structure. Certain organisations may wish to redistribute responsibilities of jobs in these categories with a view to maintaining relative job worth. The twelve-month period between Phase I and Phase II of the implementation program should provide sufficient opportunity for ministries to accomplish this task. It is anticipated that the central agency to be proposed will assist ministries with this aspect of the implementation.

(b) The job content of certain supervisory positions is comparatively low. Further study into these special cases showed that substantial responsibilities had been transferred to another group or had been eroded from that division of the ministry. This identified a need for job structuring through a substantial increase in the content of work performed in the job. As explained above, it is felt that the ministries should have sufficient time to modify their job content with a view to increasing overall efficiency and effectiveness.

(c) Jobs sampled were expected to be representative of the level of work performed by most incumbents. We discovered that in some cases jobs presented by the ministries did not meet this criterion. Some jobs sampled in headquarters, for example, were not of comparable worth to their counterparts in the field. We were unable to sample and re-evaluate all jobs in the time allowed. Thus, in certain instances, there is a clear indication that more work is required to establish appropriate grade levels for these jobs. The solution may be found in designating the field jobs higher than the head office ones or vice versa, as appropriate.

We recommend that our findings pertaining to grade levels 08 through to 12 should be published.

In respect of the above-mentioned reasons for possible downgrading of certain jobs, equally persuasive evidence exists for upgrading other positions. The ministry should have twelve months between Phase I and Phase II of the implementation program to make appropriate changes. A custom evaluation plan has been developed to determine more accurately the relative worth of supervisory positions (this plan is outlined in Appendix II-4 entitled Supervisory Position Evaluation Plan. The adoption of this recommendation will have the effect of maintaining the status *quo* for all jobs graded 08 through to 12 and at the same time awarding equitable compensation to job holders during the interim period between Phase I and Phase II.

We recommend that unestablished staff be evaluated at the work level designated for permanent staff who are performing jobs of comparable worth.

In various states, to varying degrees, unestablished staff comprise a significant component of the work force. Under the present system, grading of such staff is comparable to that of established staff. For job evaluation purposes, there should be no grading differences between established and unestablished staff.

We recommend that schemes of service be revised to provide common paths for promotion of employees from the lowest to the highest grade provided the incumbent meets entry qualifications.

Our study revealed that the arrangement of work levels in a number of existing occupational cadres in the civil service appears to have been designed in some cases more to fit into uniform salary scales adopted from the Elwood report rather than to reflect actual organisational requirements necessary for the efficient performance of work. The result in some areas is an apparently unnecessary fragmentation of work processes to fit the standard work level arrangements leading to an extensive "layering" in organisational structure and lack of clear work value distinctions between the several work levels of the cadre: the relevant scheme of service covering the employment group may in fact attempt to distinguish two work levels only with a comment that the higher grade performs duties of the same type as the lower grade but "with a higher degree of responsibility". For instance, both the matrix ranking exercise and PATTCES indicated no discernible differences in job worth terms between the duties of senior executive officer, scale C(E) 6 and those of a higher executive officer, scale C(E) 5 or between the duties of a senior technical officer, scale C(T) 6 and those of a higher technical officer, scale C(T) 5 although these are shown in the relevant schemes of service as two separate work levels—one higher than the other.

We noted also that in many areas of civil service employment there appears to be any unnecessarily large number of more or less related employment groups constituted into separate cadres. A significant case in point is the existing dual hierarchies of the administrative class and the general executive class. We found that in such areas as personnel management, organization and methods and general administrative services, there are no clear distinctions between the duties of the executive class officer and those of the lower grades of the administrative class. In fact, these officers are interchangeable. There thus seem to be a valid basis for the suggestions made in the Adebo Commission's Second and Final Report in relation to the possible integration of the Administrative and General Executive Classes. A similar kind of re-grouping should be possible in some of the other functional areas.

There is therefore a need for the revision of the existing schemes of service to reflect:

- (a) the abolition of the rigid "Class" system which at present inhibits efficient staff deployment;
- (b) the integration or amalgamation of existing cadres into larger occupational groups, facilitating staff mobility and career development;
- (c) the optimum number of work levels consistent with actual organizational need and effective staff and career development;
- (d) a clear definition, for purposes of staff and post allocation of the characteristics and features of work appropriate to each work level;
- (e) new job titles indicating organizational levels and fields of specialization;
- (f) skills and qualifications necessary for the effective performance of work at each grade level;
- (g) common paths for promotion from the lowest to the highest grade subject to the requirements in (f) being met.

We recommend that each job in the civil services be compared with standards outlined in profile job descriptions to ensure the actual work being performed in every job justifies the grade level assigned.

Following Phase II implementation every job in the civil service should be audited to ensure that the grade level assigned to the position corresponds with the value of the work being performed. In the course of evaluating jobs throughout the Federation, ministries submitted job descriptions that were representative of the work level being sampled. In populous cadres as many as 14 to 16 samples were collected for one work level in a specific cadre. Analysis of these job descriptions disclosed a considerable degree of variance in the duties and responsibilities, hence the evaluated worth of the jobs.

The Task Force exercised judgement in evaluating these jobs. Those positions which evaluated at a very low level were excluded because, in not being representative of the work level, would not be satisfactory as a standard that could be applied equitably for all similar jobs throughout the civil service. In other words, identity of job titles is not an assurance equality of job worth. There are a significant number of jobs where the duties and responsibilities fall below the standard represented by the assigned grade level. These jobs should be determined through an evaluation audit. Action should then be taken to regrade the jobs at this appropriate level or increase the content of the job to the equivalent of the standard. Either of the approaches will improve efficiency and effectiveness.

In the process of evaluating civil service positions the Task Force has endeavoured to be thorough and objective in exercising its judgements. In establishing standards on which evaluations were based, our posture was oriented to ensuring standards were representative of work currently performed by most of the position holders. Where job descriptions indicated a lower level we discounted this data because it was felt that through job enrichment and further training and development these jobs would equate with the standards.

The recommended evaluation audit will assure the objective of equal work for equal pay for all jobs.

Nigeria Police Force

In applying the coordinated job evaluation plan to operational, specialized and civilian jobs in the Nigeria Police Force, primary consideration should be given to maintaining the Force as a unified, integrated and well-coordinated organization. Although various evaluation systems are used, the basic objective of evaluation is to recognize and provide equitable remuneration to all positions based on the real value of the work performed. In the event that certain applications of the plan are not in harmony with the unity and coherence of the Force, we suggest that appropriate modifications be made. In this way, the compensation plan can serve to facilitate the achievement of the Force's goals, rather than become and end in itself.

We recommend the consolidation of several rank levels to reflect more appropriately real differences in the value of work performed.

Our recommendations in respect of operational police positions are presented in Appendix II-5, entitled Proposed Consolidation of Rank Structure. For evaluation and pay purposes, four existing ranks should be consolidated with their work equivalents.

In respect of the constable and corporal ranks, there are overlapping degrees of job worth. That is to say, in a number of instances constables perform work equal in difficulty to that of corporals. We found the converse also is true. While some degree of overlap in job worth is found in every rank organization, there are two significant considerations in evaluating these jobs. First, the clustering of corporal jobs in the upper portion of the point scale is sufficient

to justify a distinguishable work level for corporals. Second, the difference in job worth between constables and corporals is not sufficient to warrant a large difference in pay between these two ranks.

Sergeants emerge clearly as a discrete work level in both the matrix ranking and factor comparison evaluation processes. The position of sergeant-major, however, is not distinguishable in job worth terms from that of sergeant. We therefore propose that these positions be graded and paid at the sergeant level.

Similarly, we have found a high degree of comparability between the positions of sub-inspector, inspector and chief inspector and on the basis of these findings propose amalgamation of these positions for pay purposes. In the event that through reorganization the responsibilities of the chief inspector are increased, adequate provision has been made in the salary structure for appropriate remuneration to be awarded.

The positions of assistant superintendent and deputy superintendent were found to be equal in job worth terms. Hence, we recommend they be graded at the same level. Between the positions of superintendent, chief superintendent and assistant commissioner, we found significant differences in work, and we therefore recommend that these positions remain at discrete rank levels.

In respect of the consolidation of rank levels to provide for greater equity in job worth terms, we are not necessarily proposing that current rank designations be changed. A rank designation in itself conveys a number of meanings; and to the Force, it represents the public, it designates a level of experience and competence; and to eliminate any differing levels of authority. For these reasons, there is no immediate need to eliminate any ranks in the sense of changing titles or badges of rank. This can be done over a period of time and probably should not be attempted until all members of the Force have been made familiar with the significance of these changes. The immediate need is to establish separate rank pay scales which are indicative of the value of the work performed.

We recommend that specialized police positions be graded and paid in the same manner as their operational equivalents.

There are many positions in the Force which require specialized training in a functional area. Some of these jobs are essential to the effective operation of the Force. Others fulfill a supportive role in the achievement of its goals. The Task Force requested the Inspector-General of Police to identify those specialized jobs that were essential to the operation of the Force. Since the NPFES is specifically designed for operational police jobs, those positions identified by the Inspector-General as being essential to the Force were evaluated under PATTICES and GSOES, as appropriate. When these systems were applied, the job evaluation results compared favourably to the grade levels determined for their operational colleagues. As a general rule, then, these positions should be graded and paid in the same manner as operational police positions. Exceptions to this practice are presented in Appendix II-6 entitled Evaluation of Specialized Jobs in NPF. It is recommended that pay should be equal to the grade level of their job equivalents in the civil services.

We recommend that jobs which are supportive of the police function be graded and paid in the same manner as their counterparts in the civil services.

Jobs identified by the Inspector-General as performing a supportive role were those which did not require specialized police training as a pre-requisite to their performance. These positions could conceivably be filled by civilians and therefore should be evaluated as equal to their civil service equivalents. Our recommendations are presented in Appendix II-7 entitled Proposed Evaluation of Civilian Jobs in the NPF.

Implementation of this recommendation will require careful consideration to ensure the equitable treatment of present incumbents. A special task force may be established by the Inspector-General of Police to coordinate this phase of the conversion process and to present appropriate recommendations. Some questions which should be addressed are as follows :

1. Should members of the Police Force who have transferred from the operational arm be eligible for reassignment ?
2. Should members of the Force in civilianized positions be given the opportunity and training to enable them to transfer to the operational arm of the Force ?
3. Should police officers in this category be uniformed ?
4. What provisions should be made in respect of benefits now received by civilianized members of the Force ?

Although the implications of implementing this recommendation are complex, we suggest that it could be brought into effect with minimal disruption at this time.

It is recommended that an analysis of positions at different rank levels be carried out with a view to eliminating any misclassifications through job assignment.

The Force should review the duties and responsibilities of all jobs to ensure that positions are filled by personnel of appropriate rank or grade. This will ensure that every job in each rank is comparable in value to all others. Even though the foregoing recommendations achieve this goal substantially, an additional evaluation review is required to correct certain anomalies. For example, the Director of Music and Deputy Superintendent (Dogmaster) appear to be undergraded at present. Moreover, approximately 6% of sampled positions will continue to be overgraded until appropriate adjustments can be made. We suggest that an evaluation review be commenced as early as possible and that it be carried on as a continuing activity.

These anomalies can be corrected by increasing the rank of the position incumbent or by transferring a person to lower rank in the job, or by changing the particular duties and responsibilities of the job.

The job worth of each position can be established by comparison with an appropriate standard. Operational police positions can be evaluated using the standard contained in the Manual of Benchmark descriptions for NPFES. Specialized and support positions can be rated by using PATTCES and GSOES standards and illustrations.

We suggest that when new jobs are established, they should be evaluated within a six-month period and assigned an approximate rank or grade level. In the interim period, a rank may be assigned on a temporary basis. In this way, the Force can maintain the integrity of its evaluation system and ensure a high level of performance and service to Nigeria's citizens.

APPENDIX II-1

**Proposed Grade Levels for Jobs in Federal
and State Civil Services**

Existing Designation and Gradings

Proposed Designation

New
Grade

ADMINISTRATIVE SERVICES

Administrative Officer

Principal Assistant Secretary, Group 7	Principal Assistant Secretary	11
Senior Principal Assistant Secretary, Group 7	Principal Assistant Secretary	11
Principal Private Secretary, Group 7	Principal Private Secretary	11
Senior Assistant Secretary, Group 8	Senior Assistant Secretary	10
Principal Assistant Secretary, Group 8	Senior Assistant Secretary	10
Private Secretary, Group 8	Private Secretary	10
Assistant Secretary, Grade I, Scale A(U) or X	Assistant Secretary, Grade I	09
Private Secretary, Scale A(U)	Private Secretary	09
Senior Assistant Secretary, Scale A(U)	Assistant Secretary, Grade I	09
Assistant Secretary, Grade II, Scale A	Assistant Secretary, Grade II	08
Assistant Secretary, Scale A	Assistant Secretary, Grade II	08
Private Secretary, Scale A	Private Secretary	08
Personal Secretary to His Excellency, Scale A	Personal Secretary to His Excellency	08

Organisation and Methods Officer

Organisation and Methods Officer, Group 7	Organisation and Methods Officer	11
Organisation Methods and Complementing Officer, Group 7	Organisation Methods and Complementing Officer	11
Deputy Organisation Methods and Complementing Officer, Group 8	Deputy Organisation Methods and Complementing Officer	10
Organisation and Methods Officer, Group 8	Organisation and Methods Officer	10
Assistant Organisation Methods and Complementing Officer, Scale A	Assistant Organisation Methods and Complementing Officer	08
Lecturer (Organisation and Methods), Scale A	Lecturer (Organisation and Methods)	08

Other Administrative Posts

Finance Officer, Group 7	Finance Officer	11
Liaison Officer, Group 7	Liaison Officer	11
Secretary, Local Government Service Board, Group 7	Secretary, Local Government Service Board	11
Secretary, Local Government Service Board, Group 8	Secretary, Local Government Service Board	10
Secretary, Economic Projects Performance Unit, Group 8	Secretary, Economic Projects Performance Unit	10
Chairman Pension Assessment Board, Scale A(U)	Chairman, Pension Assessment Board	09
Establishment Officer, Scale A	Establishment Officer	08
President, Board of Survey and Enquiry, Scale C(E) 5	President, Board of Survey and Enquiry	08
Registrar, Advisory Committee on Prerogative of Mercy, Scale (CE) 5	Registrar, Advisory Committee on Prerogative of Mercy	08
Administrative Assistant, Scale C(T) 4	Administrative Assistant	07
Transport Officer, Scale C(E) 2, 3, 4	Transport Officer	07

Existing Designation and Gradings

Proposed Designation

New
Grade*Protocol Officer*

Chief of Protocol, Group 7	Chief of Protocol	10
Protocol Officer, Group 7	Chief of Protocol	10
Chief of Protocol, Group 8	Principal Protocol Officer	09
Protocol Officer, Group 8	Principal Protocol Officer	09
Higher Protocol Officer, Scale C(E) 5	Higher Protocol Officer	08
Protocol Officer, Scale C(E) 2, 3, 4	Protocol Officer	07
Assistant Protocol Officer, Scale C(E) 1, 2	Assistant Protocol Officer	06

Administrative Research Officer

Administrative Research Officer, Grade I, Scale A(U)	Administrative Research Officer, Grade I	09
Administrative Research Officer, Grade II, Scale A	Administrative Officer, Grade II	08

Executive Officer (General Duties)

Principal Executive Officer, Group 8	Principal Executive Officer	09
Senior Executive Officer, Scale C(E) 6	Senior Executive Officer	08
Higher Executive Officer, Scale C(E) 5	Higher Executive Officer	08
Executive Officer, Scale C(E) 2, 3, 4	Executive Officer	07
Private Secretary, Scale C(E) 2, 3, 4	Private Secretary	07
Assistant Executive Officer, Scale C(E) 1, 2	Assistant Executive Officer	06
Assistant Executive Officer-in-Training, Scale C(E) Training	Assistant Executive Officer-in-Training	05

ADMINISTRATIVE SERVICES

Clerical Officer

Chief Clerical Officer, Scale D 5	Chief Clerical Officer	06
Senior Clerical Officer, Scale D 4	Senior Clerical Officer	05
Clerical Officer, Scale D 1, 2, 3	Clerical Officer	04

Clerical Assistant

Clerical Assistant, Scale F 1, 2, 3	Clerical Assistant	03
Transport Clerk, Scale F 1, 2, 3	Clerical Assistant	03

Messenger Grades

Head Messenger, Scale G 4	Head Messenger	03
Express Messenger, Scale G 3	Messenger	02
Messenger, Scale G 1, 2, 3	Messenger	02
Messenger, Scale G 1	Messenger	02
Despatch Rider, Scale G 3	Messenger	02

Existing Designation and Gradings

Proposed Designation

New Grade

ACCOUNTING SERVICES

Accountant

Principal Accountant, Group 7	Principal Accountant	11
Senior Principal Accountant, Group 7	Principal Accountant	11
Senior Accountant, Group 8	Senior Accountant	10
Principal Accountant, Group 8	Senior Accountant	10
Accounting Adviser, Group 8	Senior Accountant	10
Accountant, Grade I, Scale A(U) or X	} Accountant, Grade I	09
Senior Accountant, Scale A(U)		
Accountant, Grade II, Scale A	} Accountant, Grade II	08
Accountant-in-Training, Scale C(E) 1, 2	} Accountant-in-Training	06
Accountant-in-Training, Scale C(E) 1		

Treasurer

Sub-Treasurer, Scale C(E) 2, 3, 4	Sub-Treasurer	08
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Lotteries Officer

Principal Government Lotteries Officer, Group 7	} Principal Government Lotteries Officer	10
Principal Government Lotteries Officer, Group 8		
Lotteries Officer, Grade I, Scale A(U)	Lotteries Officer, Grade I	08
Lotteries Officer, Scale C(E) 2, 3, 4	Lotteries Officer, Grade, II	07
Assistant Lotteries Officer, Scale C(E) 1, 2	Assistant Lotteries Officer	06

Executive Officer (Accounts)

Principal Executive Officer, Group 8	Principal Executive Officer	09
Senior Executive Officer, Scale C(E) 6	Senior Executive Officer	08
Higher Executive Officer, Scale C(E) 5	Higher Executive Officer	08
Executive Officer, Scale C(E) 2, 3, 4	Executive Officer	07
Assistant Executive Officer, Scale C(E) 1, 2	Assistant Executive Officer	06
Assistant Executive Officer-in-Training, Scale C(E) Training	Assistant Executive Officer-in-Training	05

Controller of Savings Bank

Controller, Federal Savings Bank, Group 7	Controller, Federal Savings Bank	11
Assistant Controller, Federal Savings Bank, Group 8	Assistant Controller, Federal Savings Bank	10

CATERING AND DOMESTIC SERVICES

Catering Supervisor

Senior Catering Supervisor, Scale C(T) 6	Senior Catering Supervisor	-
Higher Catering Supervisor, Scale C(T) 5	Higher Catering Supervisor	08
Higher Catering Superintendent, Scale C(T) 5	Higher Catering Superintendent	08
Catering Supervisor, Scale C(T) 2, 3, 4 ..	Catering Supervisor	07
Catering Officer, Scale C(E) 2, 3, 4 ..	Catering Officer	07
Catering Superintendent, Scale C(T) 2, 3, 4	Catering Superintendent	07
Hostel/Catering Officer, Scale C(E) 1, 2 ..	Hostel/Catering Officer	06
Catering Supervisor, Scale C(T) 1, 2 ..	Catering Supervisor	06
Catering Supervisor, Grade II, Scale C(T) 1, 2	Hostel/Catering Officer	06
Catering Supervisor, Scale C(T) 1, 2 ..	Catering Supervisor	06
Catering Supervisor, Grade II, Scale C(T) 1, 2	Catering Supervisor, Grade II	06
Assistant Catering Supervisor, Scale C(T) 1, 2	Assistant Catering Supervisor	06
Assistant Catering Officer, Scale C(T) 1, 2	Assistant Catering Officer	06
Assistant Catering Superintendent, Scale C(T) 1, 2	Assistant Catering Superintendent	06
Kitchen Supervisor, Scale C(E) 1, 2 ..	Kitchen Supervisor	06
Catering Supervisor, Scale D 5 ..	Catering Supervisor	05
Catering Supervisor, Scale D 4 ..	Catering Supervisor	05
Catering Supervisor, Scale D 3 ..	Assistant Catering Supervisor	04
Assistant Catering Supervisor, Scale D 3 ..	Assistant Catering Supervisor	04
Assistant Catering Supervisor, Scale D 1, 2, 3	Assistant Catering Supervisor	04

Hostel Supervisor

Hostel Supervisor, Scale C(E) 2, 3 ..	Hostel Supervisor	07
Hostel Superintendent, Scale C(E) 2, 3, 4	Hostel Superintendent	07
Hostel Officer, Scale C(T) 1, 2 ..	Hostel Officer	06
Hostel Officer, Scale C(E) 1, 2 ..	Hostel Officer	06
Domestic Warden, Scale C(E) 1, 2 ..	Domestic Warden	06
Hostel Supervisor ..	Hostel Supervisor	04
Hostel Superintendent, Scale F 4 ..	Hostel Superintendent	04
Assistant Hostel Superintendent, F 2, 3	Assistant Hostel Superintendent	04

Housekeepers and Domestic Supervisor

Higher Supervisor, Scale C(E) 5 ..	Higher Supervisor	08
Housekeeper Fixed Salary ..	Housekeeper	07
Housekeeper, Scale C(E) 2, 3, 4 ..	Housekeeper	07
Housekeeper, Scale C(E) 2, 3 ..	Housekeeper	07
Housekeeper, Scale C(E) 1, 2 ..	Housekeeper	06
Assistant Housekeeper, Scale C(E) 1, 2 ..	Assistant Housekeeper	06
Supervisor, Scale C(E) 1, 2 ..	Supervisor	06
Assistant Domestic Officer, Scale C(T) 1, 2	Assistant Domestic Officer	06

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
Domestic Supervisor, Scale D 4, 5 ..	Domestic Supervisor	05
Assistant Housekeeper, Scale D 3	Assistant Housekeeper	05
Assistant Housekeeper, Scale D 3	Assistant Housekeeper	04
Domestic Supervisor, Scale D 1, 2, 3 ..	Domestic Supervisor	04
Assistant Housekeeper, Scale D 1, 2, 3 ..	Assistant Housekeeper	04
Assistant Domestic Supervisor, Scale F 1, 2, 3	Assistant Domestic Supervisor	03
<i>Manager</i>		
Manageress, Scale C(E) 1, 2, 3, 4	Manageress	07
House Manageress, Scale C(E) 2, 3, 4 ..	House Manageress	07
Assistant Manageress, Scale C(E) 1, 2 ..	Assistant Manageress	06
<i>School Meal Supervisor</i>		
School Meal Organizer, Scale C(T) 5	School Meal Organizer	08
School Meal Superintendent, Scale C(T) 1, 2	School Meal Superintendent	06
<i>Guest House Supervisor</i>		
Supervisor, Government Guest House (Fixed Salary)	Supervisor, Government Guest House	07
Assistant Supervisor, Government Guest House (Fixed Salary)	Assistant Supervisor, Government Guest House	06
V.I.P. Guest House Superintendent, Scale F 4	Guest House Superintendent	04
Guest House Supervisor, Scale F 4	Guest House Supervisor	04
House Supervisor, Scale F 1, 2, 3	House Supervisor	03
House Caretaker, Scale G 1, 2, 3	House Caretaker	02
Rest House Caretaker, Scale G 1, 2, 3 ..	Rest House Caretaker	02
Rest House Caretaker, Scale G 1, 2, 3 ..	Caretaker	02
<i>Catering Assistant</i>		
Catering Assistant, Scale E 1 (B & C) 3 ..	Catering Assistant	04
<i>Catering Attendant</i>		
Catering Attendant, Scale G 1, 2	Catering Attendant	01
<i>Cook and Steward</i>		
Head Chef, Scale F 4	} Head Chef	04
Head Chef, Scale F 3		
Head Steward, Scale F 4	} Head Steward	03
Chief Steward, Scale F 3		
Chief Steward, Scale F 2, 3		
Head Steward, Scale F 1, 2, 3	} Head Cook	04
Senior Cook, Scale F 2		
Chef, Scale F 1, 2, 3	Chef	04
Head Barman, Scale F 1, 2, 3	Head Barman	04
Cook, Scale F 1, 2	Senior Cook	03
Senior Chef/Senior Steward, Scale G 4 ..	Head Chef/	04
Chief Cook, Scale G 4	Head Steward	03
Chief Steward, Scale G 3	Head Cook	04
Butler, Scale G 3	Head Steward	03
	Butler	03

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
Chief Steward, Scale G 3	} Senior Steward 02
Head Steward, Scale G 3		
Senior Steward, Scale G 3		
Head Cook, Scale G 3	Senior Cook	03
Head Cook/Steward, Scale G 2, 3, 4	Senior Cook	03
Head Steward, Scale G 2, 3, 4	Senior Steward	02
Cook, Grade I, Scale G 2, 3	Senior Cook	03
Steward, Grade I, Scale G 2, 3	Senior Steward	02
Assistant Chef, Scale G 2, 3	Assistant Chef	02
Cook/Steward, Grade II, Scale G 1, 2, 3	Cook/Steward	02
Kitchen Attendant, Scale G 1, 2, 3	Kitchen Attendant	01
Dish Washer, Scale G 1, 2, 3	Dish Washer	01
House Boys, Scale G 1, 2	House Boys	01
Kitchen Attendant, Scale G 1, 2	Kitchen Attendant	01
Hostel Stewards, Scale G 1, 2	Steward	01
Cook/Steward, Grade II, Scale G 1, 2	Cook/	02
	Steward	01
Steward/Waitress, Scale G 1, 2	Steward/Waitress	01
Assistant Head Steward, Scale G 1, 2	Steward	01
Baker, Scale G 1, 2	Baker	02
Barman, Scale G 1, 2	Barman	01
Canteen Steward	Steward	01
Maid, Scale G 1, 2	Maid	01
Rest House Attendant, Scale G 1, 2	Rest House Attendant	01

COMPUTER AND DATA PROCESSING SERVICES

Programmer Analyst

Principal Programmer, Group 7	Principal Programmer	10
Senior Systems Analyst, Group 8	Senior Systems Analyst	10
Senior Programmer/Analyst, Group 8	Senior Programmer/Analyst	09
Programmer/Analyst, Grade I, Scale A(U)	Programmer/Analyst, Grade I	08
Programmer/Analyst, Grade II, Scale A	Programmer/Analyst, Grade II	08

Programming Officer

Senior Programming Officer, Scale C(E) 6	Senior Programming Officer	08
Higher Programming Officer, Scale C(E) 5	Higher Programming Officer	08
Programming Officer, Scale C(E) 2, 3, 4	Programming Officer	07
Assistant Programming Officer, Scale C(E) 1, 2	Assistant Programming Officer	06
Assistant Programming Officer-in-Training	Assistant Programming Officer-in-Training	05

Programming Assistant

Chief Programming Assistant, Scale D 5	Chief Programming Assistant	06
Senior Programming Assistant, Scale D 4	Senior Programming Assistant	05
Programming Assistant, Scale D 1, 2, 3	Programming Assistant	04

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Data Processing Superintendent</i>		
Data Processing Controller, Group 7 ..	Data Processing Controller	11
Chief Data Processing Superintendent, Group 8	Chief Data Processing Superintendent	09
Principal Data Processing Superintendent, Group 8	Principal Data Processing Superintendent	09
Senior Data Processing Superintendent, Scale C(E) 6	Senior Data Processing Superintendent	08
Senior Data Processing Officer, Scale C(E) 6	Senior Data Processing Officer ..	08
Higher Data Processing Superintendent, Scale C(E) 5	Higher Data Processing Superintendent	08
Higher Data Processing Officer, Scale C(E) 5	Higher Data Processing Officer ..	08
Data Processing Superintendent, Scale C(E) 2, 3, 4	Data Processing Superintendent ..	07
Data Processing Officer, Scale C(E) 2, 3, 4	Data Processing Officer	07
Assistant Data Processing Superintendent, Scale C(E) 1, 2	Assistant Data Processing Superintendent	06
<i>Assistant Data Processor</i>		
Assistant Data Processor, Scale C(E) 1, 2 ..	Assistant Data Processor	06
Assistant Data Processing Officer, Scale C(E) 1, 2	Assistant Data Processing Officer ..	06
<i>Data Processing Assistant</i>		
Chief Data Processing Assistant, Scale D 5	} Chief Data Processing Assistant ..	06
Data Processing Supervisor, Scale D 5		
Senior Data Processing Superintendent, Scale D 5	} Senior Data Processing Assistant ..	05
Senior Data Processing Assistant, Grade I, Scale D 5		
Senior Data Processing Assistant, Scale D 4		
Data Processing Supervisor, Scale D 4 ..	} Data Processing Assistant	04
Senior Data Processing Assistant, Grade II, Scale D 4		
Data Processing Assistant, Scale D 1, 2, 3	Data Processing Assistant-in-Training	03
Data Processing Assistant-in-Training, Scale F 1, 2, 3		
<i>Punch Verifying Assistant</i>		
Punch Verifying Assistant, Scale F 1, 2, 3	Punch Verifying Assistant	04
<i>Technical Officer (Computer)</i>		
Technical Officer (Computer), Scale C(E) 2, 3, 4	Technical Officer (Computer)	07

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Computer Operator</i>		
Operation Centre Supervisor, Group 7 ..	Operation Centre Supervisor ..	10
Senior Console Operator, Scale C(T) 6 ..	Senior Console Operator ..	08
Higher Console Operator, Scale C(T) 5 ..	Higher Console Operator ..	08
Console Operator, Scale C(T) 2, 3, 4 ..	Console Operator ..	07
Assistant Console Operator, Scale C(T) 1, 2 ..	Assistant Console Operator ..	06
Computer Operator, Scale C(T) 1, 2 ..	Computer Operator ..	06
FISCAL SERVICES		
<i>Fiscal Research Officer</i>		
Principal Fiscal Research Officer, Group 7 ..	Principal Fiscal Research Officer ..	11
Senior Fiscal Research Officer, Group 8 ..	Senior Fiscal Research Officer ..	10
Fiscal Research Officer, Grade I, Scale A(U) or X	Fiscal Research Officer, Grade I ..	09
Fiscal Research Officer, Grade II, Scale A	Fiscal Research Officer, Grade II ..	08
<i>Estimates Officer</i>		
Estimates Officer, Group 8 ..	Estimates Officer ..	10
Principal Estimates Officer, Group 8 ..	Principal Estimates Officer ..	09
Senior Estimates Officer, Scale C(E) 6 ..	Senior Estimates Officer ..	08
Higher Estimates, Officer, Scale C(E) 5 ..	Higher Estimates Officer ..	08
Estimates Officer, Scale C(E) 2, 3, 4 ..	Estimates Officer ..	07
Assistant Estimates Officer, Scale C(E) 1, 2	Assistant Estimates Officer ..	06
<i>Estimates Assistant</i>		
Senior Estimates Assistant, Scale D 4 ..	Senior Estimates Assistant ..	05
Estimates Assistant, Scale D 1, 2, 3 ..	Estimates Assistant ..	04
<i>Estimates Examiner</i>		
Principal Estimates Examiner, Group 8 ..	Principal Estimates Examiner ..	09
Estimates Examiner, Scale C(E) 2, 3, 4 ..	Estimates Examiner ..	07
Assistant Estimates Examiner, Scale C(E) 1, 2	Assistant Estimates Examiner ..	06
SECRETARIAL SERVICES		
<i>Bilingual Secretary</i>		
Bilingual Secretary, Scale C(E) 2, 3 ..	Bilingual Secretary ..	07
<i>Official Reporter and Editor</i>		
Principal Editor, Group 7 ..	Principal Editor ..	09
Editor of Official Report, Group 7 ..	Editor of Official Report ..	09
Assistant Editor, Scale C(E) 6 ..	Assistant Editor ..	08
Senior Official Reporter, Scale E 5 ..	Senior Official Reporter ..	08
Official Reporter, Scale C(E) 2, 3, 4 ..	Official Reporter ..	07
Transcriber, Scale C(E) 2, 3, 4 ..	Transcriber ..	07
Editing Assistant, Scale D 1, 2, 3 ..	Editing ..	04

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Confidential Secretary</i>		
Confidential Secretary, Grade I, Scale C(E) 4, 5	} Confidential Secretary, Grade I	.. 07
Confidential Secretary, Grade I, Scale C(E) 4		.. 07
Confidential Secretary, Grade II, Scale C(E) 2, 3		.. 06
Confidential Secretary, Grade III, Scale C(E) 1, 2		
<i>Stenographer</i>		
Stenographer, Scale D 2, 3	Stenographer	05
<i>Typist</i>		
Senior Typist, Scale F 4	Senior Typist	04
Typist, Grades I, II and III, Scale F 1, 2, 3	Typist	03

STAFF DEVELOPMENT

<i>Lecturer</i>			
Director of Studies, Group 7	Director of Studies	11	
Principal, Group 7	Principal	11	
Principal, Group 8	Principal	10	
Senior Lecturer, Group 8	Senior Lecturer	10	
Vice-Principal, Scale A(U)	Vice-Principal	09	
Senior Lecturer, Scale A(U)	} Lecturer, Grade I	09	
Lecturer, Grade I, Scale A(U)		Principal	09
Principal, Scale A(U)		Lecturer, Grade II	08
Lecturer, Grade II, Scale A			
<i>Instructor</i>			
Chief Instructor, Group 7	} Chief Instructor	09	
Chief Instructor, Group 8		Principal Instructor	09
Principal Instructor, Group 8	Senior Instructor	08	
Senior Instructor, Scale C(E) 6	Instructor, Grade I	08	
Instructor, Grade I, Scale C(E) 5	} Instructor, Grade II	07	
Clerical Instructor, Scale C(T) 2, 3, 4		Assistant Instructor	06
Instructor, Grade II, Scale C(E) 2, 3, 4		Assistant Instructor-in-Training	05
Assistant Instructor, Scale C(E) 1, 2			
Assistant Instructor-in-Training, Scale C(E) Training			
<i>Language Tutor</i>			
French Tutor, Scale A	French Tutor	08	
English Tutor, Scale A	English Tutor	08	

Existing Designation and Gradings

Proposed Designation

New
Grade

STORES STAFF

Chief Stores Officer, Group 7	Chief Stores Officer	09
Principal Stores Officer, Group 8	Principal Stores Officer	09
Senior Stores Officer, Scale C(E) 6	Senior Stores Officer	08
Higher Stores Officer, Scale C(E) 5	Higher Stores Officer	08
Stores Officer, Scale C(E) 2, 3, 4	Stores Officer	07
Assistant Stores Officer, Scale C(E) 1, 2	Assistant Stores Officer	06
Chief Storekeeper, Scale D 5	Chief Storekeeper	06
Senior Storekeeper, Scale D 4	Senior Storekeeper	05
Storekeeper, Scale D 1, 2, 3	Storekeeper	04
Stores Assistant, Scale F 1, 2, 3	Stores Assistant	03
Storeman, Scale G 1, 2, 3	Storeman	02
Senior Stock Verifier, Scale C(E) 6	Senior Stock Verifier	08
Higher Stock Verifier, Scale C(E) 5	Higher Stock Verifier	07
Stock Verifier, Scale C(E) 2, 3, 4	Stock Verifier	07
Assistant Stock Verifier, Scale C(E) 1, 2	Assistant Stock Verifier	06
Chief Stores Examiner, Scale D 5	Chief Stores Examiner	06
Senior Stores Examiner, Scale D 4	Senior Stores Examiner	05
Stores Examiner, Scale D 1, 2, 3	Stores Examiner	04
Stores Examiner Assistant, Scale F 1, 2, 3	Stores Examiner Assistant	03
Stores Checker, Scale G 1, 2, 3	Stores Checker	02

MOTOR DRIVERS

Senior Motor Driver-Mechanic, Scale E 4	Senior Motor Driver-Mechanic	05
Motor Driver-Mechanic, Grade I, Scale F 4	Motor Driver-Mechanic, Grade I	04
Motor Driver-Mechanic, Grade II, Scale F 2, 3	Motor Driver-Mechanic, Grade II	03
Motor Driver, Scale G 2, 3	Motor Driver	03

GENERAL SERVICE POSTS

Accounting Machine Operator

Machine Supervisor, Scale D 5	Senior Machine Supervisor	06
Senior Machine Supervisor, Scale D 4	Machine Supervisor	05
Machine Operator, Scale D 1, 2, 3	Machine Operator	04

Office Machine Operator

Machine Operator, Scale G 1, 2, 3	Machine Operator	02
Duplicating Machine Operator, Scale G 1, 2, 3	Duplicating Machine Operator	02
Gestelith Duplicating Machine Operator, Scale G 1, 2, 3		

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Receptionist</i>		
Lady Receptionist, Scale D 2, 3 ..	} Receptionist	03
Receptionist, Scale F 1, 2, 3 ..		
Receptionist, Scale G 1, 2 ..		
Receptionist, Scale G 1, 2, 3 ..		
<i>Security Officer and Guard</i>		
Security Officer, Scale C(E) 1, 2 ..	} Security Officer	06
Security Officer, Scale D 5 ..		
Senior Security Guard, Scale D 3 ..		
Senior Security Guard, Scale F 2, 3 ..		
Security Guard, Scale F 1, 2, 3 ..		
Security Men, Scale F 1, 2, 3 ..		
Special Security Guard, Scale F 1, 2, 3 ..		
Security Guard (Special), Scale F 1, 2 ..		
Security Guard, Scale F 1, 2 ..		
School Sergeant, Scale G 4 ..		
Caretaker, Scale G 3 ..		
Head Watchman, Scale G 3 ..		
Caretaker, Scale G 2 ..		
Security, Scale G 2 ..		
Watchman/Caretaker, Scale G 1, 2 ..		
Security Officer, Scale G 1, 2 ..		
Caretaker, Scale G 1, 2, 3 ..		
Gateman/Gatekeeper, Scale 1, 2 ..		
<i>Hall Porter</i>		
Head Hall Porter, Scale F 3 ..	} Head Porter	04
Head Porter, Scale F 3 ..		
Head Porter, Scale G 2, 3, 4 ..		
Hall Porter, Scale F 2, 3 ..		
Porter-in-Charge, Scale F 2, 3 ..		
Hall Porter, Scale G 2, 3, 4 ..		
Porter-in-Charge, Scale G 2, 3, 4 ..		
Porter, Scale G 1, 2, 3 ..		
<i>Lift Operator</i>		
Head Lift Attendant, Scale G 4 ..	Head Lift Attendant	03
Lift Attendant, Scale G 1, 2, 3 ..	Lift Attendant	01
<i>Commissionaire</i>		
Commissionaire, Scale D 2 ..	Commissionaire	04
Hall Porter/Commissionaire, Scale F 2, 3 ..	Commissionaire	04
<i>Cleaner</i>		
Head Cleaner, Scale G 2, 3 ..	} Head Cleaner	02
Cleaner, Scale G 1, 2 ..		
Cleaner, Scale G 1 ..		
<i>Cloakroom/Sanitary Attendant</i>		
Head Cloakroom/Sanitary Attendant, Scale G 3 ..	Head Cloakroom/Sanitary Attendant ..	02
Cloakroom/Sanitary Attendant, Scale G 1, 2 ..	Cloakroom/Sanitary Attendant ..	01
Cloakroom Attendant, Scale G 1 ..	Cloakroom Attendant ..	01

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Washerman</i>		
Laundry Officer, Scale C(T) 2, 3, 4 ..	Laundry Officer	07
Assistant Laundry Officer, ..	Assistant Laundry Officer	06
Scale C(T) 1, 2		
Laundry Supervisor, Scale C(T) 1, 2 ..	Washerman	02
Washerman, Scale F 1, 2		
Head Hospital Washerman, Scale G 4 ..	Head Washerman	04
Head Washerman, Scale G 3		
Senior Washerman, Scale G 4	Washerman	02
Washerman, Scale G 1, 2		
Hospital Washerman, Scale G 1, 2 ..	Laundry Attendant	01
Laundryman, Scale G 1, 2		
Laundry Attendant, Scale G 1, 2		
<i>Gardeners/Groundsmen</i>		
Head Gardener, Scale G 3	Head Gardener	03
Groundsman, Scale G 2	Groundsman	02
Groundsman, Scale G 1, 2, 3		
Gardener, Scale G 1, 2	Gardener	02
<i>Usher/Orderly</i>		
Usher/Orderly, Scale G 1, 2, 3	Usher/Orderly	01
<i>Warden</i>		
Chief Warden, Scale D 5	Chief Warden	05
Senior Warden, Scale D 5		
Senior Warden, Scale D 4	Senior Warden	04
Warden, Grade I, Scale D 4		
Warden, Grade II, Scale D 3	Senior Warden	04
Hostel Warden, Scale D 3		
Assistant Warden, Grade I, Scale D 3 ..	Senior Warden	04
Warden, Scale D 1, 2, 3		
Warden, Grade III, Scale D 1	Senior Warden	04
Assistant Warden, Grade I, Scale F 3 ..		
Hostel Warden, Scale F 3	Senior Warden	04
Warden, Grade II, Scale F 3		
Assistant Warden, Grade II, Scale F 2, 3	Senior Warden	04
Assistant Warden, Scale F 1, 2, 3		
Assistant Hostel Warden, Scale F 1 2, 3 ..	Warden	03
Assistant Warden, Scale F 1, 2		
Assistant Warden, Grade III, Scale G 3 ..	Warden	03
Assistant Warden, Grade II, Scale G 3 ..		
Assistant Warden, Scale G 1, 2, 3	Warden	03
Warden, Grade III, Scale G 2, 3		
Warden, Scale G 1, 2, 3	Assistant Warden	02
Assistant Warden, Grade III, Scale G 1, 2		
Hostel Warden, Scale G 1, 2	Assistant Warden	02
<i>Other Hostel Staff</i>		
Hostel Maid, Scale G 1, 2, 3	Hostel Maid	01
Children Attendant, Scale G 1, 2, 3	Children Attendant	01
Maid Attendant, Scale G 1, 2, 3	Maid Attendant	01

Existing Designation and Gradings

Proposed Designation

New
Grade

AGRICULTURAL AND NATURAL RESOURCES

<i>Agricultural Officer</i>			
Deputy Chief Agricultural Officer, Group 7	Deputy Chief Agricultural Officer	..	11
Principal, School of Agriculture, Group 7	Principal, School of Agriculture	..	11
Principal Agricultural Officer, Group 7	Principal Agricultural Officer	..	12
Senior Agricultural Officer, Group 8	Senior Agricultural Officer	..	10
Agricultural Officer, Grade I, Scale X/A(U)	Agricultural Officer, Grade I	..	09
Agricultural Officer, Grade II, Scale A	Agricultural Officer, Grade II	..	08
<i>Agricultural Superintendent</i>			
Principal Agricultural Superintendent, Group 8	Principal Agricultural Superintendent		09
Senior Agricultural Superintendent, Scale C(T) 6	Senior Agricultural Superintendent	..	08
Higher Agricultural Superintendent, Scale C(T) 5	Higher Agricultural Superintendent	..	08
Agricultural Superintendent, Scale C(T) 2, 3, 4	Agricultural Superintendent	07
Show Organizer, Scale C(T) 5	Show Organizer	08
<i>Agricultural Assistant</i>			
Senior Agricultural Assistant, Grade I, Scale E 5	Senior Agricultural Assistant, Grade I		06
Senior Agricultural Assistant, Grade II, Scale E 4	Senior Agricultural Assistant, Grade II		06
Agricultural Assistant, Grade I, Scale E 1 (B & C) 3	Agricultural Assistant, Grade I	..	06
Agricultural Assistant, Scale E 1 (B & C) 3	Agricultural Assistant	06
Agricultural Assistant, Scale F 1, 2, 3	Agricultural Assistant	06
<i>Field Overseer</i>			
Senior Field Overseer, Scale F 4/E 4	Senior Field Overseer	04
Field Overseer, Scale F 1, 2, 3	Field Overseer	04
Assistant Matron, Farm Institute, Scale F 2, 3	Assistant Matron, Farm Institute	..	03
<i>Field Attendant</i>			
Field Attendant, Scale G 1, 2, 3	Field Attendant	03
Nursery and Garden Attendant, Scale G 1, 2, 3	Nursery and Garden Attendant	..	03
<i>Home Economist/Superintendent</i>			
Home Economist, Grade I, Scale X/A(U)	Home Economist, Grade I	09
Home Economist, Grade II, Scale A	Home Economist, Grade II	08
Home Economist/Field Demonstrator, Scale A	Home Economist/Field Demonstrator	..	08

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
Agricultural Home Economist Superintendent Scale C(T) 1, 2	Agricultural Home Economist Superintendent	06
Assistant Home Superintendent, Scale C (T) 2, 3, 4	Assistant Home Superintendent	07
Assistant Home Superintendent-in-Training, Scale C(T) Training	Assistant Home Superintendent-in-Training	05
<i>Home Agent/Instructor</i>		
Senior Agricultural Home Agent, Scale E 4	Senior Agricultural Home Agent ..	05
Agricultural Home Agent, Scale E 1 (B & C) 3	Agricultural Home Agent	04
Agricultural Instructor, Scale F 1, 2, 3 ..	Agricultural Instructor	03
Agricultural Home Instructor, Scale F 1, 2, 3	Agricultural Home Instructor	03
Agricultural Home Overseer, Scale F 1, 2, 3	Agricultural Home Overseer	03
Agricultural Home Attendant, Scale G 1, 2, 3	Agricultural Home Attendant	02
<i>Poultry Extension Assistant</i>		
Senior Poultry Extension Assistant, Scale F 4	Senior Poultry Extension Assistant	04
Poultry Extension Assistant, Scale F 4	Poultry Extension Assistant	03
Poultry Attendant, Scale G 1, 2	Poultry Attendant	02
<i>Nurseryman</i>		
Senior Nurseryman, Scale F 4	Senior Nurseryman	04
Nurseryman, Grade I, Scale F 1, 2, 3 ..	Nurseryman, Grade I	03
Nurseryman, Grade II, Scale G 1, 2, 3 ..	Nurseryman, Grade II	02
Plant Quarantine Attendant, Scale F 1, 2, 3	Plant Quarantine Attendant	02
Plant Quarantine Attendant, Scale G 1, 2, 3	Plant Quarantine Attendant	02
<i>Recorder</i>		
Recorder, Grade I, Scale F 1, 2, 3	Recorder, Grade I	03
Recorder, Grade II, Scale G 1, 2, 3	Recorder, Grade II	02
<i>Rubber Demonstrator</i>		
Rubber Demonstrator, Scale G 1, 2	Rubber Demonstrator	02
Rubber Budder, Scale G 1, 2	Rubber Budder	02
Budder/Nursery Attendant, Scale G 1, 2	Budder/Nursery Attendant	02
<i>Horticultural Superintendent</i>		
Senior Horticultural Superintendent, Scale C(T) 6	Senior Horticultural Superintendent	08
Higher Horticultural Superintendent, Scale C(T) 5	Higher Horticultural Superintendent	08
Horticultural Superintendent, Scale C(T) 2, 3, 4	Horticultural Superintendent	07
Assistant Horticultural Superintendent, Scale C(T) 1, 2	Assistant Horticultural Superintendent	06

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Press Mechanic/Demonstrator</i>	Oil Palm Press Mechanic	03
Oil Palm Press Mechanic, Scale G 1, 2, 3	Rubber Press Demonstrator	02
Rubber Press Demonstrator, G 1, 2, 3 ..		
<i>Beekeeper</i>	Artisan Beekeeper	03
Artisan Beekeeper, Scale F 1, 2, 3 ..	Beekeeper	03
Beekeeper, Scale F 1, 2, 3 ..		
<i>Farm Manager</i>	Farm Manager	09
Farm Manager, Scale X/A(U) ..		
<i>Fertilizer Demonstrator</i>	Senior Fertilizer Demonstrator ..	03
Senior Fertilizer Demonstrator, Scale F 4	Fertilizer Demonstrator, Grade I ..	03
Fertilizer Demonstrator, Grade I, Scale F 1, 2, 3	Fertilizer Demonstrator, Grade II ..	02
Fertilizer Demonstrator, Grade II, Scale G 1, 2, 3		
<i>Nursery/Demonstrator/Nurseryman</i>	Senior Nursery Demonstrator ..	04
Senior Nursery Demonstrator, Scale F 4	Nursery Demonstrator	03
Nursery Demonstrator, Scale F 1, 2, 3 ..	Senior Nurseryman	04
Senior Nurseryman, Scale F 4	Nurseryman, Grade I	03
Nurseryman, Grade I, Scale F 1, 2, 3 ..	Nurseryman, Grade II	02
Nurseryman, Grade II, Scale G 1, 2, 3 ..		
<i>Agricultural Planning Officer/Agricultural Economist</i>	Principal Agricultural Planning Officer/ Economist	11
Principal Agricultural Planning Officer/ Economist, Group 7	Senior Agricultural Planning Officer/ Economist	10
Senior Agricultural Planning Officer/ Economist, Group 8	Project and Planning Officer	10
Project and Planning Officer, Group 8 ..	Agricultural Planning Officer/ Economist, Grade I	09
Agricultural Planning Officer/Economist, Grade I, Scale X/A(U)	Agricultural Planning Officer/ Economist, Grade II	08
Agricultural Planning Officer/Economist, Grade II, Scale A		
<i>Agricultural Research Officer</i>	Principal Agricultural Research Officer	12
Principal Agricultural Research Officer, Group 7	Senior Agricultural Research Officer ..	11
Senior Agricultural Research Officer, Group 8	Agricultural Research Officer, Grade I	09
Agricultural Research Officer, Grade I, Scale X/A(U)	Agricultural Research Officer, Grade II	08
Agricultural Research Officer, Grade II, Scale A		

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Agronomist</i>		
Principal Agronomist, Group 7	Principal Agronomist	11
Senior Agronomist, Group 8	Senior Agronomist	10
Agronomist, Grade I, Scale X/A(U)	Agronomist, Grade I	09
Agronomist, Grade II, Scale A	Agronomist, Grade II	08
<i>Plant Breeder</i>		
Plant Breeder, Scale A(U)	Plant Breeder, Grade I	09
Plant Breeder, Scale A	Plant Breeder, Grade II	08
Senior Plant Breeder, Scale F 4	Senior Plant Breeding Overseer	04
Plant Breeder, Scale F 1, 2, 3	Plant Breeding Overseer	03
<i>Plant Pathologist</i>		
Plant Pathologist, Grade I, Scale X/A(U)	Plant Pathologist, Grade I	09
Plant Pathologist, Grade II, Scale A	Plant Pathologist, Grade II	08
Fly Catcher, Scale G 1, 2	Fly Catcher	01
<i>Scientific Officer</i>		
Principal Scientific Officer, Group 7	Principal Scientific Officer	12
Senior Scientific Officer, Group 8	Senior Scientific Officer	10
Scientific Officer, Grade I, Scale X/A(U)	Scientific Officer, Grade I	09
Scientific Officer, Grade II, Scale A	Scientific Officer, Grade II	08
<i>Research Officer</i>		
Principal Research Officer, Group 7	Principal Research Officer	12
Senior Research Officer, Group 8	Senior Research Officer	11
Research Officer, Grade I, Scale X/A(U)	Research Officer, Grade I	09
Research Officer, Grade II, Scale A	Research Officer, Grade II	08
<i>Chemist</i>		
Principal Chemist, Group 7	Principal Chemist	11
Senior Chemist, Group 8	Senior Chemist	11
Chemist, Grade I, Scale X/A(U)	Chemist, Grade I	09
Chemist, Grade II, Scale A	Chemist, Grade II	08
Principal Technical Officer (Chemist), Group 7	Principal Technical Officer (Chemist)	11
<i>Technical Officer (Electronics)</i>		
Principal Technical Officer (Electronics), Group 8	Principal Technical Officer (Electronics)	09
Senior Technical Officer (Electronics), Scale C(T) 6	Senior Technical Officer (Electronics)	08
Higher Technical Officer (Electronics), Scale C(T) 5	Higher Technical Officer (Electronics)	08
Technical Officer (Electronics), Scale C(T) 2, 3, 4	Technical Officer (Electronics)	07
Assistant Technical Officer (Electronics), Scale C(T) 1, 2	Assistant Technical Officer (Electronics)	06

<i>Existing Designation and Gradings</i>	<i>Proposed Desingation</i>	<i>New Grade</i>
<i>Technical Officer (Instruments)</i>		
Principal Technical Officer (Instruments), Group 8	Principal Technical Officer (Instruments)	09
Senior Technical Officer (Instruments), Scale C(T) 6	Senior Technical Officer (Instruments)	08
Higher Technical Officer (Instruments), Scale C(T) 5	Higher Technical Officer (Instruments)	08
Technical Officer (Instruments), Scale C(T) 2, 3, 4	Technical Officer (Instruments)	07
Assistant Technical Officer, Scale C(T) 1, 2	Assistant Technical Officer (Instruments)	06
<i>Agricultural Engineer</i>		
Principal Agricultural Engineer, Group 7	Principal Agricultural Engineer	12
Senior Agricultural Engineer, Group 8	Senior Agricultural Engineer	10
Agricultural Engineer, Grade I, Scale X/A(U)	Agricultural Engineer, Grade I	09
Agricultural Engineer, Grade II, Scale A	Agricultural Engineer, Grade II	08
<i>Agricultural Superintendent (Mechanical)</i>		
Principal Agricultural Superintendent (Mechanical), Group 8	Principal Agricultural Superintendent (Mechanical)	10
Senior Agricultural Superintendent (Mechanical), Scale C(T) 6	Senior Agricultural Superintendent (Mechanical)	08
Higher Agricultural Superintendent (Mechanical), Scale C(T) 5	Higher Agricultural Superintendent (Mechanical)	08
Agricultural Superintendent (Mechanical), Scale C(T) 2, 3, 4	Agricultural Superintendent (Mechanical)	07
Assistant Agricultural Superintendent (Mechanical), Scale C(T) 1, 2	Assistant Agricultural Superintendent (Mechanical)	06
Assistant Agricultural Mechanization Superintendent, Scale C(T) 1, 2	Assistant Agricultural Mechanization Superintendent	06
Assistant Agricultural Superintendent-in-Training, Scale C(T) Training	Assistant Agricultural Superintendent-in-Training	05
<i>Other Agricultural Engineering Posts</i>		
Senior Mechanical Demonstrator, Scale C(T) 6	Senior Mechanical Demonstrator	08
Higher Mechanical Demonstrator, Scale C(T) 5	Higher Mechanical Demonstrator	08
Mechanical Demonstrator, Scale C(T) 2, 3, 4	Mechanical Demonstrator	07
Tractor Driver-Mechanic, Grade I, Scale F 4	Tractor Driver-Mechanic, Grade I	04
Tractor Driver-Mechanic, Grade II, Scale F 2, 3	Tractor Driver-Mechanic, Grade II	04
Tractor Driver/Mechanic, Scale G 2, 3	Tractor Driver-Mechanic	03
Senior Plant Operator, Scale F 4	Senior Plant Operator	03
Plant Operator, Scale F 1, 2, 3	Plant Operator	03
Demonstrator/Crop Enumerator, Scale G 1, 2, 3	Demonstrator/Crop Enumerator	02

*Existing Designation and Gradings**Proposed Designation**New
Grade**Irrigation Engineer*

Principal Irrigation Engineer, Group 7 ..	Principal Irrigation Engineer ..	11
Senior Irrigation Engineer, Group 8 ..	Senior Irrigation Engineer ..	10
Irrigation Engineer, Grade I, Scale X/A(U)	Irrigation Engineer, Grade I ..	09
Irrigation Engineer, Grade II, Scale A ..	Irrigation Engineer, Grade II ..	08

Hydrologist

Principal Hydrologist, Group 7 ..	Principal Hydrologist ..	11
Senior Hydrologist, Group 8 ..	Senior Hydrologist ..	10
Hydrologist, Grade I, Scale X/A(U)	Hydrologist, Grade I ..	09
Hydrologist, Grade II, Scale A ..	Hydrologist, Grade II ..	08

Hydrological Engineer

Principal Hydrological Engineer, Group 7	Principal Hydrological Engineer ..	11
Senior Hydrological Engineer, Group 8 ..	Senior Hydrological Engineer ..	10
Hydrological Engineer, Grade I, Scale X/A(U)	Hydrological Engineer, Grade I ..	09
Hydrological Engineer, Grade II, Scale A	Hydrological Engineer, Grade II ..	08

Irrigation Superintendent (Mechanical)

Principal Irrigation Superintendent (Mechanical), Group 8	Principal Irrigation Superintendent (Mechanical) ..	10
Senior Irrigation Superintendent (Mechanical), Scale C(T) 6	Senior Irrigation Superintendent (Mechanical) ..	08
Higher Irrigation Superintendent (Mechanical), Scale C(T) 5	Higher Irrigation Superintendent (Mechanical) ..	08
Irrigation Superintendent (Mechanical), Scale C(T) 2, 3, 4	Irrigation Superintendent (Mechanical)	07
Assistant Irrigation Superintendent (Mechanical), Scale C(T) 1, 2	Assistant Irrigation Superintendent (Mechanical)	06
Assistant Irrigation Superintendent-in- Training (Mechanical), Scale C(T) Training	Assistant Irrigation Superintendent-in- Training (Mechanical) ..	05

Irrigation Superintendent

Principal Irrigation Superintendent, Group 8	Principal Irrigation Superintendent ..	10
Senior Irrigation Superintendent, Scale C(T) 6	Senior Irrigation Superintendent ..	08
Higher Irrigation Superintendent, Scale C(T) 5	Higher Irrigation Superintendent ..	08
Irrigation Superintendent, Scale C(T) 2, 3, 4	Irrigation Superintendent ..	07
Irrigation Superintendent (Hydrological), Scale C(T) 2, 3, 4	Irrigation Superintendent (Hydrological)	07
Assistant Irrigation Superintendent, Scale C(T) 1, 2	Assistant Irrigation Superintendent ..	06

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
Assistant Irrigation Superintendent-in-Training, Scale C(T)	Assistant Irrigation Superintendent-in-Training	05
<i>Hydrological Surveyor</i>		
Principal Hydrological Surveyor, Group 7	Principal Hydrological Surveyor ..	11
Senior Hydrological Surveyor, Group 8	Senior Hydrological Surveyor Group ..	10
Hydrological Surveyor, Grade I, Scale X/A(U)	Hydrological Surveyor, Grade I ..	09
Hydrological Surveyor, Grade II, Scale A	Hydrological Surveyor, Grade II ..	08
<i>Irrigation Assistant/Tracer</i>		
Senior Irrigation Assistant, Grade I, Scale E 5	Senior Irrigation Assistant, Grade I ..	06
Senior Irrigation Assistant, Grade II, Scale E 4	Senior Irrigation Assistant, Grade II ..	06
Irrigation Assistant, Scale E1 (B & C) 3 ..	Irrigation Assistant	05
Irrigation Assistant-in-Training, Scale E 1 (B & C) 3	Irrigation Assistant-in-Training ..	04
Irrigation Tracer, Grade I, Scale F 1, 2, 3	Irrigation Tracer, Grade I	03
Irrigation Tracer, Grade II, Scale G 1, 2, 3	Irrigation Tracer, Grade II	03
Senior Printer, Scale G 1, 2, 3	Senior Printer	02
<i>Irrigation Instructor/Overseer</i>		
Senior Irrigation Instructor, Scale F 4 ..	Senior Irrigation Instructor	04
Senior Irrigation Overseer, Scale F 4 ..	Senior Irrigation Overseer	04
Irrigation Overseer, Scale F 1, 2, 3 ..	Irrigation Overseer	03
Irrigation Field Overseer, Scale G 1, 2, 3	Irrigation Field Overseer	02
<i>Irrigation Draughtsman</i>		
Senior Irrigation Draughtsman, Grade I, Scale E 5	Senior Irrigation Draughtsman I ..	06
Senior Irrigation Draughtsman, Grade II, Scale E 4	Senior Irrigation Draughtsman II ..	05
Irrigation Draughtsman, Scale E 1 (B & C) 3	Irrigation Draughtsman	05
Assistant Irrigation Draughtsman, Scale F 1, 2, 3	Assistant Irrigation Draughtsman ..	03
Minesland Reclamation Superintendent, Scale C(T) 2, 3, 4	Minesland Reclamation Superintendent	07
Irrigation Pump Operator, Scale G 1, 2, 3	Irrigation Pump Operator	02
Gauge Reader, Scale F 1, 2, 3/G 1, 2, 3 ..	Gauge Reader	01
Hydrological Assistant, Scale E 1 (B & C) 3	Hydrological Assistant	05
<i>Fisheries Officer</i>		
Principal Fisheries Officer, Group 7 ..	Principal Fisheries Officer	12
Senior Fisheries Officer, Group 8 ..	Senior Fisheries Officer	10
Fisheries Officer, Grade I, Scale X/A(U)	Fisheries Officer, Grade I	09
Fisheries Officer, Grade II, Scale A ..	Fisheries Officer, Grade II	08

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Fisheries Research Officer</i>		
Principal Fisheries Research Officer, Group 7	Principal Fisheries Research Officer ..	11
Senior Fisheries Research Officer, Group 8	Senior Fisheries Research Officer ..	10
Fisheries Officer, Grade I, Scale X/A(U)	Fisheries Officer, Grade I ..	09
Fisheries Officer, Grade II, Scale A ..	Fisheries Officer, Grade II ..	08
<i>Fisheries Instructor</i>		
Senior Fisheries Instructor, Scale C(T) 6	Senior Fisheries Instructor ..	09
Fisheries Instructor, Grade I, Scale C(T) 5	Fisheries Instructor, Grade I ..	08
Fisheries Instructor, Grade II, Scale C(T) 2, 3, 4	Fisheries Instructor, Grade II ..	07
Fisheries Education Officer, Grade II, Scale A	Fisheries Education Officer ..	08
<i>Fisheries Superintendent</i>		
Principal Fisheries Superintendent, Group 8	Principal Fisheries Superintendent ..	10
Senior Fisheries Superintendent, Scale C(T) 6	Senior Fisheries Superintendent ..	08
Higher Fisheries Superintendent, Scale C(T) 5	Higher Fisheries Superintendent ..	08
Fisheries Superintendent, Scale C(T) 2, 3, 4	Fisheries Superintendent ..	07
Assistant Fisheries Superintendent, Scale C(T) 1, 2	Assistant Fisheries Superintendent ..	06
Assistant Fisheries Superintendent-in-Training, Scale C(T) Training	Assistant Fisheries Superintendent -in-Training ..	05
Assistant Fisheries Superintendent (Mechanical), Scale C(T) Training	Assistant Fisheries Superintendent (Mechanical) ..	05
<i>Planning Officer (Fisheries)</i>		
Planning Officer (Fisheries), Grade I, Scale X/A(U)	Planning Officer (Fisheries), Grade I	09
Planning Officer (Fisheries), Grade II, Scale A	Planning Officer (Fisheries), Grade II	08
<i>Fisheries Assistant/Fisheries Station Assistant</i>		
Senior Fisheries Assistant, Grade I, Scale E 5	Senior Fisheries Assistant, Grade I ..	06
Senior Fisheries Assistant, Grade II, Scale E 4	Senior Fisheries Assistant, Grade II ..	06
Fisheries Assistant, Scale E 1 (B & C) 3 ..	Fisheries Assistant ..	06
Senior Fisheries Station Assistant, Scale F 4	Senior Fisheries Station Assistant ..	04
Fisheries Station Assistant, Scale F 1, 2, 3	Fisheries Station Assistant ..	03
Fish Processor, Scale G 1, 2 ..	Fish Processor ..	02
Fish Curer, Scale G 1, 2, 3 ..	Fish Curer ..	02

Existing Designation and Gradings

<i>Fisheries Foreman/Overseer/Fisherman</i>	Senior Fisheries Foreman/Overseer .. 04
Senior Fisheries Foreman/Overseer, Scale F 4	Fisheries Foreman 04
Fisheries Foreman, Scale F 4	Fisheries Overseer 03
Fisheries Overseer, Scale F 1, 2, 3	Head Fisherman 05
Head Fisherman, Scale E 4/F 4	Fisherman 04
Fisherman, Scale E 1 (B & C) 3	Assistant Fisherman 03
Assistant Fisherman, Scale F 1, 2, 3	Fisherman 02
Fisherman, Scale G 1, 2	
<i>Master Fisherman/Fishing Mate/Coxswain</i>	Master Fisherman, Class I 08
Master Fisherman, Class I, Scale C(T) 6	Master Fisherman, Class II 08
Master Fisherman, Class II, Scale C(T) 5	Master Fisherman, Class III 07
Master Fisherman, Class III, Scale C(T) 2, 3, 4	Assistant Master Fisherman 04
Assistant Master Fisherman, Scale E 1 (B & C) 3	Fishing Mate, Class I 06
Fishing Mate, Class I, Scale C(T) 1, 2	Fishing Mate, Class II 05
Fishing Mate, Class II, Scale E 4/5	Coxswain (Fisheries) 03
Coxswain (Fisheries), Scale J 2, 3, 4	Able Seaman 03
Able Seaman, Scale J 1, 2, 3	Deck Hand 02
Deck Hand, Scale G 1, 2	
<i>Fishing Motorman/Fisheries Artisan/Mechanic</i>	Fishing Motorman 06
Fishing Motorman, Scale C(T) 1, 2	Senior Fisheries Artisan 04
Senior Fisheries Artisan, Scale F 4	Fisheries Artisan 04
Fisheries Artisan, Scale F 1, 2, 3	Artisan, Fisherman 02
Artisan Fisherman, Scale G 1, 2	Senior Fisheries Mechanic, Grade I .. 06
Senior Fisheries Mechanic, Grade I, Scale E 5	Senior Fisheries Mechanic, Grade II .. 05
Senior Fisheries Mechanic, Grade II, Scale E 4	Fisheries Mechanic 04
Fisheries Mechanic, Scale E 1 (B & C) 3	
Fisheries Mechanic, Scale F 1, 2, 3	
<i>Fish Farmer/Mechanic Superintendent</i>	Fish Farmer 08
Fish Farmer, Scale C(T) 5, 6	Assistant Fish Farmer 07
Assistant Fish Farmer, Scale C(T) 2, 3, 4	Mechanical Superintendent (Fisheries) .. 07
Mechanical Superintendent (Fisheries), Scale C(T) 2, 3, 4	
<i>Fisheries Attendant</i>	Fishing Port Attendant 01
Fishing Port Attendant, Scale G 1, 2, 3	Fishing Pond Attendant 01
Fishing Pond Attendant, Scale G 1, 2, 3	Fisheries Attendant 01
Fisheries Attendant, Scale G 1, 2, 3	

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Laboratory Technician/Fish Curer</i>		
Senior Laboratory Technician (Fisheries), Scale E 4	Senior Laboratory Technician (Fisheries)	06
Senior Laboratory Technician (Fisheries), Scale E 1 (B & C) 3	Senior Laboratory Technician (Fisheries)	05
Laboratory Attendant/Fish Curer, Scale G 1, 2, 3	Laboratory Attendant/Fish Curer ..	02
<i>Conservator of Forests/Forest Officer</i>		
Conservator of Forests/Principal Assistant Conservator of Forests, Group 7	Conservator of Forests/Principal Assis- tant Conservator of Forests	11
Senior Assistant Conservator of Forests, Group 8	Senior Assistant Conservator of Forests	10
Assistant Conservator of Forests, Grade I, Scale X/A(U)	Assistant Conservator of Forests, Grade I	09
Assistant Conservator of Forests, Grade II, Scale A	Assistant Conservator of Forests, Grade II	08
Forest Officer, Scale A	Forest Officer	08
Forest Economist, Scale A	Forest Economist	08
Forest Utilization Officer, Scale C(T) 2, 3, 4	Forest Utilization Officer	07
<i>Forest Superintendent</i>		
Principal Forest Superintendent, Group 8	Principal Forest Superintendent	09
Senior Forest Superintendent, Scale C(T) 6	Senior Forest Superintendent	08
Higher Forest Superintendent, Scale C(T) 5	Higher Forest Superintendent	08
Forest Superintendent, Scale C(T) 2, 3, 4	Forest Superintendent	07
Assistant Forest Superintendent, Scale C(T) 1, 2	Assistant Forest Superintendent	06
Assistant Forest Superintendent-in-Train- ing, Scale C(T) Training	Assistant Forest Superintendent-in- Training	05
<i>Forest Superintendent (Mechanical)</i>		
Senior Forest Superintendent (Mechanical), Scale C(T) 6	Senior Forest Superintendent (Mechanical)	08
Higher Forest Superintendent (Mechanical), Scale C(T) 5	Higher Forest Superintendent (Mechanical)	08
Forest Superintendent (Mechanical), Scale C(T) 2, 3, 4	Forest Superintendent (Mechanical) ..	07
Assistant Forest Superintendent (Mechanical), Scale C(T) 1, 2	Assistant Forest Superintendent (Mechanical)	06
<i>Forest Assistant/Surveyor</i>		
Senior Forest Assistant, Grade I, Scale E 5	Senior Forest Assistant, Grade I	06
Senior Forest Assistant, Grade II, Scale E 4	Senior Forest Assistant, Grade II	06
Forest Assistant, Scale E 1 (B & C) 3 ..	Forest Assistant	06
Forest Assistant-in-Training, Scale E 1 (B & C) 3	Forest Assistant-in-Training	04
Forest Surveyor, Scale E 1 (B & C) 3 ..	Forest Surveyor	04
Working Plan Assistant (Forestry), Scale D 1, 2, 3	Working Plan Assistant (Forestry)	04

Existing Designation and Gradings

Proposed Designation

New Grade

<i>Forest Ranger Guard</i>			
Chief Ranger, Scale H 1 1	Chief Ranger	06
Forest Ranger, Scale H 9, 10	Forest Ranger	05
Forester, Scale H 6, 7	Forester	05
Forest Guard, Scale H 2, 3, 4, 5	Forest Guard	04
Field Attendant, Scale G 1, 2, 3	Field Attendant	04
Forest Artisan, Scale G 1, 2	Forest Artisan	03
Boundary Guard, Scale G 1, 2, 3	Boundary Guard	02
			03
			02
<i>Field Overseer/Silvicultural Assistant</i>			
Senior Field Overseer/Silvicultural Assistant Scale F 4		Senior Field Overseer/Silvicultural Assistant	05
Field Overseer/Silvicultural Assistant, Scale F 1, 2, 3		Field Overseer/Silvicultural Assistant	04
Silvicultural Assistant, Grade I, Scale F 3		Silvicultural Assistant, Grade I	04
Silvicultural Assistant, Grades II & III, Scale F 1, 2		Silvicultural Assistant, Grade II & III	03
Silvicultural Attendant, Scale G 1, 2, 3 ..		Silvicultural Attendant	02
<i>Forest Draughtsman</i>			
Senior Forest Draughtsman, Grade I, Scale E 5		Senior Forest Draughtsman, Grade I	05
Senior Forest Draughtsman, Grade II, Scale E 4		Senior Forest Draughtsman, Grade II	05
Forest Draughtsman, Scale E 1 (B & C) 3 ..		Forest Draughtsman	04
Assistant Forest Draughtsman, Scale F 1, 2, 3		Assistant Forest Draughtsman	03
Forest Draughtsman Attendant, Scale G 1, 2, 3		Forest Draughtsman Attendant	02
<i>Sawmill Manager</i>			
Senior Sawmill Manager, Scale C(T) 6 ..		Senior Sawmill Manager	09
Higher Sawmill Manager, Scale C(T) 5		Higher Sawmill Manager	08
Sawmill Manager, Scale C(T) 2, 3, 4 ..		Sawmill Manager	07
Assistant Sawmill Manager, Scale (CT) 1, 2		Assistant Sawmill Manager	06
<i>Sawmill Technician</i>			
Higher Sawmill Technician, Scale C(T) 5		Higher Sawmill Technician	08
Sawmill Technician, Scale C(T) 2, 3, 4 ..		Sawmill Technician	07
Senior Sawmill Assistant, Scale E 4		Senior Sawmill Assistant	07
Sawmill Assistant, Scale E 1 (B & C) 3 ..		Sawmill Assistant	06
Master Sawmiller, Scale F 1, 2, 3 ..		Master Sawmiller	06
Mill Operator, Scale F 1, 2, 3 ..		Mill Operator	03
			03
<i>Forest Enumeration Officer</i>			
Forest Enumeration Officer, Scale C(E) 2, 3, 4		Forest Enumeration Officer	07
Assistant Forest Enumeration Officer, Scale C(E) 1, 2		Assistant Forest Enumeration Officer	06

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Forest Enumeration Assistant</i>		
Enumeration Assistant, Grade I, Scale F 1, 2, 3	Enumeration Assistant, Grade I	.. 03
Enumeration Assistant, Grade II, Scale G 1, 2, 3	Enumeration Assistant, Grade II	.. 02
Forest Inventory Attendant, Scale G 1, 2, 3	Forest Inventory Attendant 02
<i>Landscape Superintendent</i>		
Landscape Superintendent, Scale C(T) 2, 3, 4	Landscape Superintendent 06
Assistant Landscape Superintendent, Scale C(T) 1, 2	Assistant Landscape Superintendent	.. 06
<i>Parks and Gardens Superintendent/Warden</i>		
Senior Parks and Gardens Superintendent/ Warden, Scale C(T) 6	Senior Parks and Gardens Superinten- dent/Warden 08
Higher parks and Gardens Superintendent/ Warden, Scale C(T) 5	Higher Parks and Gardens Superinten- dent/Warden 07
Parks and Gardens Superintendent/War- den, Scale C(T) 2, 3, 4	Parks and Gardens Superintendent/ Warden 06
Assistant Parks and Gardens Superinten- dent, Scale C(T) 1, 2	Assistant Parks and Gardens Superinten- tent/Warden 05
<i>Parks Warden</i>		
Parks Warden, Scale C(T) 2, 3, 4	Parks Warden 06
<i>Parks and Gardens Assistant</i>		
Senior Parks and Gardens Assistant, Grade I, Scale	Senior Parks and Gardens Assistant, Grade I 05
Senior Parks and Gardens Assistant, Grade II, Scale	Senior Parks and Gardens Assistant, Grade II 05
Parks and Gardens Assistant, Scale E 1 (B & C) 3	Parks and Gardens Assistant 05
Park Attendant, Scale	Park Attendant 02
<i>Zoologist/Game Preservation Officer</i>		
Consultant Zoologist, Group 7	Consultant Zoologist 11
Principal Game Preservation Officer, Group 7	Principal Game Preservation Officer	.. 11
Senior Game Preservation Officer, Group 8	Senior Game Preservation Officer	.. 10
Game Preservation Officer, Grade I, Scale X/A(U)	Game Preservation Officer, Grade I	.. 09
Game Preservation Officer, Grade II, Scale A	Game Preservation Officer, Grade II	08
Senior Wildlife Officer, Group 8	Senior Wildlife Officer 10

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Game Officer/Ecologist</i>		
Principal Game Officer, Group 7	Principal Game Officer	11
Senior Game Officer, Group 8	Senior Game Officer	10
Game Officer, Grade I, Scale X/A(U)	Game Officer Grade, I	09
Game Officer, Grade II, Scale A	Game Officer, Grade II	08
Ecologist (Wildlife Management), Scale A	Ecologist (Wildlife Management)	08
<i>Game Warden/Ranger</i>		
Area Game Warden, Scale A(U)	Area Game Warden	09
Senior Game Warden, Scale C(T) 6	Senior Game Warden	08
Higher Game Warden, Scale C(T) 5	Higher Game Warden	08
Game Warden, Scale C(T) 2, 3, 4	Game Warden	07
Assistant Game Warden, Scale C(T) 1, 2	Assistant Game Warden	06
Assistant Game Warden-in-Training, Scale C(T) Training	Assistant Game Warden-in-Training	05
Game Survey Assistant, Scale F 1, 2, 3	Game Survey Assistant	03
Game Ranger, Scale H 9, 10/E 1 (B & C) 3	Game Ranger	05
Assistant Game Ranger, Scale H 6, 7	Assistant Game Ranger	04
<i>Zoo Assistant</i>		
Zoo Assistant, Scale	Zoo Assistant	03
<i>Zoo Guide/Attendant</i>		
Senior Zoo Guide, Scale F 2, 3, 4	Senior Zoo Guide	03
Zoo Guide, Scale G 1, 2, 3	Zoo Guide	02
Zoo Attendant, Scale G 1, 2, 3	Zoo Attendant	02
<i>Zoo Keeper</i>		
Zoo Keeper, Scale H 7, 8	Zoo Keeper	04
Assistant Zoo Keeper, Scale H 1, 2, 3, 4, 5	Assistant Zoo Keeper	04
<i>Zoo Curator/Animal Keeper</i>		
Senior Zoo Curator, Scale C(T) 6	Senior Zoo Curator	08
Higher Zoo Curator, Scale C(T) 5	Higher Zoo Curator	08
Zoo Curator, Scale C(T) 2, 3, 4	Zoo Curator	07
Assistant Zoo Curator, Scale C(T) 1, 2	Assistant Zoo Curator	06
<i>Animal Keeper/Enumerator</i>		
Animal Keeper, Scale G 1, 2, 3	Animal Keeper	02
Wildlife Assistant, Scale E 1 (B & C) 3	Wildlife Assistant	05
Enumeration Assistant, Grade II, Scale G 1, 2, 3	Enumeration Assistant, Grade II	02
<i>Game Scout</i>		
Senior Game Scout, Scale H 6, 7	Senior Game Scout	04
Game Scout, Scale H 2, 3, 4, 5/G 1, 2, 3	Game Scout	03
Game Museum Assistant, Scale F 1, 2, 3	Game Museum Assistant	03

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Game Guard</i>		
Senior Game Guard, Scale H6, 7 ..	Senior Game Guard	04
Game Guard, Scale H 2, 3, 4, 5 ..	Game Guard	03
<i>Game Assistant/Photographic Assistant</i>		
Game Assistant, Scale E 1 (B & C) 3 ..	Game Assistant	05
Game Photographic Assistant, Scale F 1, 2, 3	Game Photographic Assistant	03
<i>Meteorologist</i>		
Principal Meteorologist, Group 7 ..	Principal Meteorologist	12
Senior Meteorologist, Group 8 ..	Senior Meteorologist	11
Meteorologist, Grade I, Scale A(U) ..	Meteorologist, Grade I	09
Meteorologist, Grade II, Scale A ..	Meteorologist, Grade II	08
<i>Meteorological Officer</i>		
Chief Meteorological Officer, Group 7 ..	Chief Meteorological Officer	10
Principal Meteorological Officer, Group 8	Principal Meteorological Officer	10
Senior Meteorological Officer, Scale B 4	Senior Meteorological Officer	09
Meteorological Officer, Scale B 2, 3 ..	Meteorological Officer	08
Assistant Meteorological Officer, Scale B 1	Assistant Meteorological Officer	07
Assistant Meteorological Officer-in-training, Scale B(Trg.)	Assistant Meteorological Officer-in- Training	06
<i>Meteorological Superintendent</i>		
Principal Meteorological Superintendent, Group 8	Principal Meteorological Superinten- dent	08
Senior Meteorological Superintendent, Scale C(T) 5	Senior Meteorological Superintendent	08
Higher Meteorological Superintendent, Scale C(T) 5	Higher Meteorological Superintendent	07
Meteorological Superintendent, Scale C(T) 2, 3, 4	Meteorological Superintendent	07
Assistant Meteorological Superintendent, Scale C(T) 1, 2	Assistant Meteorological Superinten- dent	06
<i>Meteorological Assistant</i>		
Senior Meteorological Assistant, Grade I, Scale E 5	Senior Meteorological Assistant, Grade I	06
Senior Meteorological Assistant, Grade II, Scale E 4	Senior Meteorological Assistant, Grade II	05
Meteorological Assistant, Scale E 1 (B & C) 3	Meteorological Assistant	04
<i>Climatological Assistant</i>		
Senior Climatological Assistant, Scale F 4	Senior Climatological Assistant	04
Climatological Assistant, Scale F 1, 2, 3 ..	Climatological Assistant	04
<i>Meteorological Attendant</i>		
Meteorological Attendant, Scale G 1, 2, 3	Meteorological Attendant	02

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Produce Officer</i>	Principal Produce Officer	10
Principal Produce Officer, Group 7 ..	Senior Produce Officer	09
Senior Produce Officer, Group 8 ..	Produce Officer, Grade I	08
Produce Officer, Grade I, Scale A(U) ..	Produce Officer, Grade II	08
Produce Officer, Grade II, Scale A ..	Produce Officer	07
Produce Officer, Scale C(T) 2, 3, 4 ..	Produce Officer-in-Training	06
Produce Officer-in-Training, Scale C(T) Training		
<i>Produce Superintendent</i>	Principal Produce Superintendent	09
Principal Produce Superintendent, Group 8	Senior Produce Superintendent	08
Senior Produce Superintendent, Scale C(T) 6	Higher Produce Superintendent	08
Higher Produce Superintendent, Scale C(T) 5	Produce Superintendent	07
Produce Superintendent, Scale C(T) 2, 3, 4	Assistant Produce Superintendent	06
Assistant Produce Superintendent, Scale C 1, 2	Assistant Produce Superintendent-in-Training	05
Assistant Produce Superintendent-in-Training, Scale C(T) Training		
<i>Produce Inspector</i>	Senior Produce Inspector, Grade I	06
Senior Produce Inspector, Grade I, Scale E 5	Senior Produce Inspector, Grade II	05
Senior Produce Inspector, Grade II, Scale E 4	Senior Produce Warden	06
Senior Produce Warden, Scale D 5 ..	Produce Inspector	04
Produce Inspector, Scale E 1 (B & C) 3 ..	Senior Produce Examiner	04
Senior Produce Examiner, Scale F 4 ..	Produce Examiner	03
Produce Examiner, Scale F 1, 2, 3 ..	Produce Warden	03
Produce Warden, Scale F 1, 2, 3 ..		
<i>Pest Control Officer</i>	Pest Control Officer, Grade I	09
Pest Control Officer, Grade I, Scale A(U)	Pest Control Officer, Grade II	08
Pest Control Officer, Grade II, Scale A	Assistant Pest Control Officer	07
Assistant Pest Control Officer, Scale C (T) 2, 3, 4		
<i>Pest Control Superintendent</i>	Senior Pest Control Superintendent	07
Senior Pest Control Superintendent, Scale C(T) 6	Higher Pest Control Superintendent	07
Higher Pest Control Superintendent, Scale C(T) 5	Pest Control Superintendent	06
Pest Control Superintendent, Scale C(T) 2, 3, 4	Assistant Pest Control Superintendent	05
Assistant Pest Control Superintendent, Scale C(T) 1, 2		

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Pest Control Inspector</i>		
Senior Pest Control Inspector, Grade I Scale E 5	Senior Pest Control Inspector, Grade I	05
Senior Pest Control Inspector, Grade II Scale E 4	Senior Pest Control Inspector, Grade II	04
Pest Control Inspector, Scale E 1 (B & C) 3	Pest Control Inspector	04
Project Manager, Scale C(T) 2, 3, 4 ..	Project Manager	07
<i>Pest Control Assistant/Overseer</i>		
Senior Pest Control Assistant, Scale G 4/F 1, 2, 3	Senior Pest Control Assistant	03
Pest Control Assistant, Scale G 1, 2, 3 ..	Pest Control Assistant	02
Senior Pest Scout, Scale G 3	Senior Pest Scout	02
Pest Control Assistant/Pest Scout, Scale G 1, 2, 3	Pest Control Assistant/Pest Scout	02
Pest Control Overseer, Scale G 1, 2, 3 ..	Pest Control Overseer	02
Pest Infestation Attendant, Scale G 1 ..	Pest Infestation Attendant	01
<i>Spraymen</i>		
Sprayman, Scale G 1, 2, 3	Sprayman	01
Sprayer, Grade I, Scale F 1, 2, 3	Sprayer, Grade I	03
Sprayer, Grade II, Scale G 1, 2, 3	Sprayer, Grade II	02
<i>Soil Conservation Officer</i>		
Principal Soil Conservation Officer, Group 7	Principal Soil Conservation Officer	11
Senior Soil Conservation Officer, Group 8	Senior Soil Conservation Officer	10
Soil Conservation Officer, Grade I, Scale X/A(U)	Soil Conservation Officer, Grade I	09
Soil Conservation Officer, Grade II, Scale A	Soil Conservation Officer, Grade II	08
<i>Soil Officer</i>		
Principal Soil Officer, Group 7	Principal Soil Officer	11
Senior Soil Officer, Group 8	Senior Soil Officer	10
Soil Officer, Grade I, Scale X/A(U)	Soil Officer, Grade I	09
Soil Officer, Grade II, Scale A	Soil Officer, Grade II	08
<i>Soil Technologist</i>		
Principal Soil Technologist, Group 7 ..	Principal Soil Technologist	11
Senior Soil Technologist, Group 8 ..	Senior Soil Technologist	10
Soil Technologist, Grade I, Scale X/A(U)	Soil Technologist, Grade I	09
Soil Technologist, Grade II, Scale A ..	Soil Technologist, Grade II	08
Assistant Soil Technologist, Scale C(T) 1, 2	Assistant Soil Technologist	06
<i>Agricultural Superintendent (Soil)</i>		
Agricultural Superintendent (Soil), Scale C(T) 2, 3, 4	Agricultural Superintendent (Soil)	07
Assistant Agricultural Superintendent (Soil), Scale C(T) 1, 2	Assistant Agricultural Superintendent (Soil)	06
Assistant Agricultural Superintendent, (Soil)-in-Training, Scale C(T) Training	Assistant Agricultural Superintendent (Soil)-in-Training	05

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Soil Conservation Superintendent</i>		
Senior Soil Conservation Superintendent, Scale C(T) 6	Senior Soil Conservation Superintendent	08
Higher Soil Conservation Superintendent, Scale C(T) 5	Higher Soil Conservation Superintendent	08
Soil Conservation Superintendent, Scale C(T) 2, 3, 4	Soil Conservation Superintendent	07
Assistant Soil Conservation Superintendent, Scale C(T) 1, 2	Assistant Soil Conservation Superintendent	06
<i>Soil Conservation Assistant/Instructor</i>		
Senior Soil Conservation Assistant, Grade I, Scale	Senior Soil Conservation Assistant, Grade I	06
Senior Soil Conservation Assistant, Grade II, Scale	Senior Soil Conservation Assistant, Grade II	06
Soil Conservation Assistant, Scale E 1 (B & C) 3	Soil Conservation Assistant	05
Soil Conservation Instructor, Scale F 1, 2, 3	Soil Conservation Instructor	05
<i>Soil Assistant</i>		
Senior Soil Assistant, Grade I, Scale E 5	Senior Soil Assistant, Grade I	06
Senior Soil Assistant, Grade II, Scale E 4	Senior Soil Assistant, Grade II	06
Soil Assistant, Scale E 1 (B & C) 3	Soil Assistant	05
Agricultural Assistant (Soil), Scale E 1 (B & C) 3	Agricultural Assistant (Soil)	06
<i>Soil Surveyor/Soil Surveyor Officer</i>		
Principal Soil Surveyor, Group 7	Principal Soil Surveyor	11
Senior Soil Surveyor, Group 8	Senior Soil Surveyor	10
Soil Surveyor, Grade I, Scale X/A(U)	Soil Surveyor, Grade I	09
Soil Surveyor, Grade II, Scale A	Soil Surveyor, Grade II	08
Soil Surveyor Officer, Scale A	Soil Surveyor Officer	08
<i>Soil Chemist/Physicist/Analyst</i>		
Principal Soil Chemist, Group 7	Principal Soil Chemist	11
Senior Soil Chemist, Group 8	Senior Soil Chemist	10
Soil Chemist, Grade I, Scale X/A(U)	Soil Chemist, Grade I	09
Soil Chemist, Grade II, Scale A	Soil Chemist, Grade II	08
Soil Physicist, Grade II, Scale A	Soil Physicist, Grade II	08
Soil Analyst, Scale C(T) 4, 5	Soil Analyst	07
Principal Technical Officer (Chemistry), Group 8	Principal Technical Officer (Chemistry)	09
<i>Soil Survey Draughtsman</i>		
Senior Soil Draughtsman, Grade I, Scale E 5	Senior Soil Draughtsman, Grade I	06
Senior Soil Draughtsman, Grade II, Scale E 4	Senior Soil Draughtsman, Grade II	05

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
Soil Draughtsman, Scale E 1 (B & C) 3 ..	Soil Draughtsman	04
Soil Survey Draughtsman, Scale E 1 (B & C) 3 ..	Soil Survey Draughtsman	04
Soil Attendant, Scale G 1, 2, 3	Soil Attendant	02
<i>Veterinary Research Officer</i>		
Principal Veterinary Specialist Officer, Group 7 ..	Principal Veterinary Specialist Officer	11
Veterinary Specialist Officer, Group 7 ..	Veterinary Specialist Officer	11
Principal Veterinary Research Officer, Group 7 ..	Principal Veterinary Research Officer	11
Senior Veterinary Research Officer, Group 8 ..	Senior Veterinary Research Officer	11
Veterinary Research Officer, Grade I, Scale X/A(U) ..	Veterinary Research Officer, Grade I	1
Veterinary Research Officer, Grade II, Scale A ..	Veterinary Research Officer, Grade II	09
Senior Poultry Pathologist, Scale X/A(U) ..	Senior Poultry Pathologist	10
<i>Veterinary Officer</i>		
Principal Veterinary Officer, Group 7 ..	Principal Veterinary Officer	12
Senior Veterinary Officer, Group 8 ..	Senior Veterinary Officer	10
Veterinary Officer, Grade I, Scale X/A(U) ..	Veterinary Officer, Grade I	10
Veterinary Officer, Grade II, Scale A ..	Veterinary Officer, Grade II	09
<i>Meat Superintendent/Inspector</i>		
Principal Meat Superintendent, Group 8 ..	Principal Meat Superintendent	10
Senior Meat Superintendent, Scale C(T) 6 ..	Senior Meat Superintendent	08
Higher Meat Superintendent, Scale C(T) 5 ..	Higher Meat Superintendent	08
Meat Superintendent, Scale C(T) 2, 3, 4 ..	Meat Superintendent	07
Assistant Meat Superintendent, Scale C(T) 1, 2 ..	Assistant Meat Superintendent	06
Meat Inspector, Scale E 1 (B & C) 3 ..	Meat Inspector	05
<i>Dairy Extension Assistant</i>		
Dairy Extension Assistant, Scale E 1 (B & C) 3 ..	Dairy Extension Assistant	04
Dairy Assistant, Scale G 1, 2, 3	Dairy Assistant	02
Rabbit Extension Assistant, Scale F 1, 2/ G 1, 2 ..	Rabbit Extension Assistant	02
Pig Extension Assistant, Scale F 1, 2, 3 ..	Pig Extension Assistant	02
<i>Abattoir Worker/Butcher</i>		
Abattoir Manager, Scale C(T) 2, 3, 4 ..	Abattoir Manager	07
Abattoir Attendant, Scale G 1, 2, 3 ..	Abattoir Attendant	02
Head Butcher, Scale F 1, 2, 3	Head Butcher	03
Head Slaughterman, Scale G 4	Head Slaughterman	03
Butcher, Scale F 1, 2, 3	Butcher	03
Slaughterman, Scale G 1, 2, 3	Slaughterman	02

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Veterinary Assistant/Clinic Assistant</i>	Veterinary Assistant, Grade II	.. 06
Veterinary Assistant, Grade E 1 (B & C) 3	Veterinary Assistant, Grade III	.. 06
Veterinary Assistant, Grade III, Scale E 1 (B & C) 3	Veterinary Clinic Assistant, Grade I	.. 04
Veterinary Clinic Assistant, Grade I, Scale F 4	Veterinary Clinic Assistant, Grade II/ Assistant	.. 03
Veterinary Clinic Assistant, Grade II/ Clinic Assistant, Scale F 1, 2, 3	Veterinary Clinic Attendant	.. 02
Veterinary Clinic Attendant, Scale G 1, 2, 3		
<i>Veterinary Tse-Tse Officer</i>	Principal Veterinary Tse-Tse Officer	.. 11
Principal Veterinary Tse-Tse Officer, Group 7	Senior Veterinary Tse-Tse Officer	.. 10
Senior Veterinary Tse-Tse Officer, Group 8	Veterinary Tse-Tse Officer, Grade I	.. 09
Veterinary Tse-Tse Officer, Scale X/A(U)	Veterinary Tse-Tse Officer, Grade II	.. 08
Veterinary Tse-Tse Officer, Scale A	Senior Veterinary Investigation Officer	09
Senior Veterinary Investigation Officer, Scale X/A(U)		
<i>Veterinary Education Officer</i>	Principal Veterinary Education Officer	11
Principal Veterinary Education Officer, Group 7	Senior Veterinary Education Officer	.. 10
Senior Veterinary Education Officer, Group 8	Veterinary Education Officer, Grade I	.. 10
Veterinary Education Officer, Grade I, Scale X/A(U)	Veterinary Education Officer, Grade II	09
Veterinary Education Officer, Grade II, Scale A		
<i>Tse-Tse Control Officer</i>	Principal Tse-Tse Control Officer	.. 08
Principal Tse-Tse Control Officer, Group 8	Senior Tse-Tse Control Officer	.. 07
Senior Tse-Tse Control Officer, Scale C(T) 6	Higher Tse-Tse Control Officer	.. 07
Higher Tse-Tse Control Officer, Scale C(T) 5	Tse-Tse Control Officer	.. 06
Tse-Tse Control Officer, Scale C(T) 2, 3, 4	Assistant Tse-Tse Control Officer	.. 05
Assistant Tse-Tse Control Officer, Scale C(T) 1, 2		
<i>Tse-Tse Control Assistant/Overseer</i>	Tse-Tse Control Assistant	.. 03
Tse-Tse Control Assistant, Scale F 1, 2, 3	Tse-Tse Control Overseer	.. 02
Tse-Tse Control Overseer, Scale G 1, 2, 3	Senior Tse-Tse Field Assistant, Grade I	.. 06
Senior Tse-Tse Field Assistant, Grade I, Scale E 5	Senior Tse-Tse Field Assistant, Grade II	.. 05
Senior Tse-Tse Field Assistant, Grade II	Tse-Tse Field Assistant	.. 04
Tse-Tse Field Assistant, Scale E 1 (B & C) 3		

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Animal Health Superintendent</i>		
Animal Health Superintendent, Scale C(T)2, 3, 4	Animal Health Superintendent	.. 06
Animal Health Assistant, Scale F 1, 2, 3	Animal Health Assistant 04
Animal Health Supervisor, Scale F 1, 2, 3	Animal Health Supervisor 04
<i>Livestock Planning Officer</i>		
Principal Livestock Planning Officer, Group 7	Principal Livestock Planning Officer	11
Senior Livestock Planning Officer, Group 8	Senior Livestock Planning Officer	.. 10
Livestock Planning Officer, Grade I, Scale X/A(U)	Livestock Planning Officer, Grade I	09
Livestock Planning Officer, Grade II, Scale A	Livestock Planning Officer, Grade II	.. 08
<i>Livestock Development Officer</i>		
Principal Livestock Development Officer, Group 7	Principal Livestock Development Officer 11
Senior Livestock Development Officer, Group 8	Senior Livestock Development Officer	10
Livestock Development Officer, Grade I, Grade I, Scale X/A(U)	Livestock Development Officer, Grade I 09
Livestock Development Officer, Grade II, Scale A	Livestock Development Officer, Grade II 08
Livestock Officer, Grade II, Scale A	Livestock Officer, Grade II 08
Livestock Husbandry Officer, Grade II, Scale A	Livestock Husbandry Officer, Grade II	08
<i>Livestock Superintendent</i>		
Principal Livestock Superintendent, Group 8	Principal Livestock Superintendent	10
Senior Livestock Superintendent, Scale C(T) 6	Senior Livestock Superintendent	.. 08
Higher Livestock Superintendent, Scale C(T) 5	Higher Livestock Superintendent	.. 08
Livestock Superintendent, Scale C(T) 2, 3, 4	Livestock Superintendent 07
Assistant Livestock Superintendent, Scale C(T) 1, 2	Assistant Livestock Superintendent	.. 06
Assistant Livestock Superintendent-in- Training, Scale C(T) Training	Assistant Livestock Superintendent-in- Training 05
<i>Livestock Assistant</i>		
Senior Livestock Assistant, Grade I, Scale E 5	Senior Livestock Assistant, Grade I	.. 06
Senior Livestock Assistant, Grade II, Scale E 4	Senior Livestock Assistant, Grade II	06
Livestock Assistant, Grade I, Scale E 1 (B & C) 3	Livestock Assistant, Grade I 06
Livestock Assistant, Grade II, Scale E 1 (B & C)/F 1, 2, 3	Livestock Assistant, Grade II 05
Livestock Assistant-in-Training, Scale F 1, 2, 3	Livestock Assistant-in-Training	.. 04

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Livestock Overseer/Attendant</i>		
Senior Livestock Overseer, Scale F 4 ..	Senior Livestock Overseer	04
Livestock Overseer, Scale F 1, 2, 3 ..	Livestock Overseer	03
Livestock Attendant, Scale F 1, 2, 3/ G 1, 2, 3 ..	Livestock Attendant	02
<i>Livestock Inoculator</i>		
Senior Livestock Inoculator, Scale G 4 ..	Senior Livestock Inoculator	03
Livestock Inoculator, Scale G 1, 2, 3 ..	Livestock Inoculator	02
<i>Stockman/Herdsmen</i>		
Senior Stockman, Grade I, Scale E 4/F 4 ..	Senior Stockman, Grade I	04
Stockman, Grade I, Scale F 1, 2, 3 ..	Stockman, Grade I	03
Stockman, Grade II, Scale G 1, 2, 3 ..	Stockman, Grade II	03
Stock Route overseer, Scale F 1, 2, 3 ..	Stock Route Overseer	03
Herdsmen, Grade I, Scale F 1, 2, 3 ..	Herdsmen, Grade I	03
Herdsmen, Grade II, Scale G 1, 2, 3 ..	Herdsmen, Grade II	02
<i>Leather Technologist</i>		
Principal Leather Technologist, Group 8 ..	Principal Leather Technologist	09
Senior Leather Technologist, Scale C(T) 6 ..	Senior Leather Technologist	08
Higher Leather Technologist, Scale C(T) 5 ..	Higher Leather Technologist	08
Leather Technologist, Scale C(T) 2, 3, 4 ..	Leather Technologist	07
Assistant Leather Technologist, Scale C(T) 1, 2 ..	Assistant Leather Technologist	06
<i>Tanner</i>		
Head Tanner, Scale G 4	Head Tanner	03
Tanner, Scale G 1, 2, 3	Tanner	02
Tannery Attendant, Scale G 1, 2, 3 ..	Tannery Attendant	02
Tannery Mechanic, Scale F 1, 2, 3 ..	Tannery Mechanic	03
<i>Hides and Skins Superintendent</i>		
Principal Hides and Skins Superintendent, Group 8	Principal Hides and Skins Superinten- dent	09
Senior Hides and Skins Superintendent, Scale C(T) 6	Senior Hides and Skins Superintendent	08
Higher Hides and Skins Superintendent, Scale C(T) 5	Higher Hides and Skins Superintendent	07
Hides and Skins Superintendent, Scale C(T) 2, 3, 4	Hides and Skins Superintendent	07
Assistant Hides and Skins Superintendent, Scale C(T) 1, 2	Assistant Hides and Skins Superinten- dent	06
Assistant Hides and Skins Superintendent- in-Training, Scale C(T) Training	Assistant Hides and Skins Superinten- dent-in-Training	05

Existing Designation and Gradings

Proposed Designation

New
Grade*Hides and Skins Inspector*

Senior Hides and Skins Inspector, Grade I, Scale E 5	Senior Hides and Skins Inspector, Grade I	06
Senior Hides and Skins Inspector, Grade II, Scale E 4	Senior Hides and Skins Inspector, Grade II	06
Hides and Skins Inspector, Scale E 1 (B & C) 3	Hides and Skins Inspector	05

Hides and Skins Assistant

Senior Hides and Skins Assistant, Grade I, Scale E 5	Senior Hides and Skins Assistant, Grade I	06
Senior Hides and Skins Assistant, Grade II, Scale E 4	Senior Hides and Skins Assistant, Grade II	06
Hides and Skins Assistant, Grade I, Scale E 1 (B & C) 3	Hides and Skins Assistant, Grade I ..	05
Hides and Skins Assistant, Grade III, Scale F 1, 2, 3	Hides and Skins Assistant, Grade III	04

Hides and Skins Overseer

Senior Hides and Skins Overseer, Scale F 4	Senior Hides and Skins Overseer	04
Hides and Skins Overseer, Scale F 1, 2, 3	Hides and Skins Overseer	03

Hides and Skins Attendant/Artisan

Hides and Skins Artisan, Grade I, Scale E 5	Hides and Skins Artisan, Grade I ..	06
Hides and Skins Artisan, Grade II, Scale E 4	Hides and Skins Artisan, Grade II ..	05
Hides and Skins Attendant, Scale G 1, 2, 3	Hides and Skins Attendant	02

Laboratory Technologist (Veterinary)

Principal Laboratory Technologist (Veterinary), Group 8	Principal Laboratory Technologist (Veterinary)	09
Senior Laboratory Technologist (Veterinary), Scale C(T) 6	Senior Laboratory Technologist (Veterinary)	08
Higher Laboratory Technologist (Veterinary), Scale C(T) 5	Higher Laboratory Technologist (Veterinary)	08
Laboratory Technologist (Veterinary), Scale C(T) 2, 3, 4	Laboratory Technologist (Veterinary)	07

AUDIT

Auditor

Assistant Auditor General, Group 7	.. Assistant Auditor General	11
Principal Auditor, Group 7 Principal Auditor	11
Principal Auditor, Group 8 Senior, Auditor	10

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>		
Senior Auditor, Group 8	} Auditor, Grade I	09		
Senior Auditor, Scale A(U)		} Auditor, Grade II	08	
Auditor, Grade I, Scale A(U) or X			Auditor-in-Training	07
Auditor, Grade II, Scale A			Auditor-in-Training	06
Auditor-in-Training, Scale C(E) 2, 3, 4			Auditor-in-Training	05
Auditor-in-Training, Scale C(E) 1, 2			Auditor-in-Training	
Auditor-in-Training, Scale C(E) Training				
<i>Executive Officer (Audit)</i>				
Principal Executive Officer, Group 8	Principal Executive Officer	10		
Senior Executive Officer, Scale C(E) 6	Senior Executive Officer	09		
Higher Executive Officer, Scale C(E) 5	Higher Executive Officer	08		
Executive Officer, Scale C(E) 2, 3, 4	Executive Officer	07		
Assistant Executive Officer, Scale C(E) 1, 2	Assistant Executive Officer	06		
Assistant Executive Officer-in-Training, Scale C(E) 1, 2	Assistant Executive Officer-in-Training	06		
Assistant Executive Officer-in-Training, Scale C(E) Training	Assistant Executive Officer-in-Training	05		

COOPERATIVE

Assistant Registrar of Cooperative Societies

Principal Assistant Registrar of Cooperative Societies, Group 7	Principal Assistant Registrar of Cooperative Societies	11
Senior Assistant Registrar of Cooperative Societies, Group 8	Senior Assistant Registrar of Cooperative Societies	10
Assistant Registrar of Cooperative Societies, Grade I, Scale A(U)	Assistant Registrar of Cooperative, Grade I	09
Assistant Registrar of Cooperative Societies, Grade II, Scale A	Assistant Registrar of Cooperative, Grade II	08

Cooperative Officer

Principal Cooperative Officer, Group 8	Principal Cooperative Officer	09
Senior Cooperative Officer, Scale C(E) 6	Senior Cooperative Officer	08
Higher Cooperative Officer, Scale C(E) 5	Higher Cooperative Officer	08
Cooperative Officer, Scale C(E) 2, 3, 4	Cooperative Officer	07
Assistant Cooperative Officer, Scale C(E) 1, 2	Assistant Cooperative Officer	06
Assistant Cooperative Officer-in-Training, Scale C(E) Training	Assistant Cooperative Officer-in-Training	05

Cooperative Inspector

Chief Cooperative Inspector, Scale D 5	Chief Cooperative Inspector	06
Senior Cooperative Inspector, Scale D 4	Senior Cooperative Inspector	05
Cooperative Inspector, Scale D 1, 2, 3	Cooperative Inspector	04

Existing Designation and Gradings

Proposed Designation

New
Grade

CUSTOMS AND EXCISE

Collector of Customs

Chief Collector, Group 7	Chief Collector	11
Principal Collector, Group 8	Principal Collector	10
Collector, Grade I, Scale A(U)	Collector, Grade I	09
Collector, Grade II, Scale A	Collector, Grade II	08

Assistant Collector of Customs

Senior Assistant Collector, Scale P 1 ..	Senior Assistant Collector	08
Higher Assistant Collector, Scale P 4 ..	Higher Assistant Collector	08
Assistant Collector, Grade I, Scale P 5, 6, 7	Assistant Collector, Grade I	07
Assistant Collector, Grade II, Scale P 7, 8, 9	Assistant Collector, Grade II	06
Assistant Collector-in-Training, Scale P 21	Assistant Collector-in-Training	05

Officer of Customs

Officer of Customs and Excise, Scale P 13	Officer of Customs and Excise	04
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Clerk

Entry Filing Clerk, Scale F 1, 2, 3	Entry Filing Clerk	03
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Preventive Superintendent

Assistant Preventive Commandant, Group 7	Assistant Preventive Commandant	11
Chief Preventive Superintendent, Group 8	Chief Preventive Superintendent	10
Preventive Superintendent, Scale B 4 ..	Preventive Superintendent	09
Deputy Preventive Superintendent, Scale B 3, 4	Deputy Preventive Superintendent	08
Assistant Preventive Superintendent, Scale B 1, 2, 3	Assistant Preventive Superintendent	08

Preventive Officer

Senior Preventive Officer, Grade I, Scale E 5	Senior Preventive Officer, Grade I	07
Senior Preventive Officer, Grade II, Scale E 4	Senior Preventive Officer, Grade II	06
Senior Preventive Officer, Grade III, Scale E 1 (B & C)	Senior Preventive Officer	05
Preventive Officer, Scale E 1 (B & C) ..	Preventive Officer	04
Assistant Preventive Officer, Scale F 1, 2, 3	Assistant Preventive Officer	03

Other Customs Posts

Boarder Rest House Keeper, Scale F 1, 2, 3	Rest House Keeper	03
Female Searcher, Scale F 1, 2, 3	Female Searcher	03
Head Canoe/Canoe Boy, Scale J 1, 2, 3 ..	Head Canoe/Canoe Boy	01
Stable Attendant, Scale G 1, 2, 3	Stable Attendant	01

Existing Designation and Gradings

Investigating Officer

Chief Investigating Officer, Group 7	Chief Investigation Officer	11
Principal Investigating Officer, Group 8 ..	Principal Investigation Officer	10
Senior Investigating Officer/Investigating Officer, Grade I, Scale A(U)	Senior Investigating Officer	09
Investigating Officer, Grade II, Scale A ..	Investigating Officer, Grade II	08
Assistant Investigating Officer, Grade I, Scale P 4	Assistant Investigating Officer, Grade I ..	08
Assistant Investigating Officer, Grade II, Scale P 7, 6, 5	Assistant Investigating Officer, Grade II ..	07

ECONOMIC AND PLANNING SERVICES

Economist

Economist, Group 7	Principal Economist	11
Principal Economist, Group 7	Principal Economist	11
Economist, Group 8	Senior Economist	10
Senior Economist, Group 8	Senior Economist	10
Economist, Grade I, Scale A(U)	Economist, Grade I	09
Economist (Petroleum), Scale A	Economist (Petroleum)	08
Economist, Grade II, Scale A	Economist, Grade II	08

Planning Officer

Principal Planning Officer, Group 7	Principal Planning Officer	11
Senior Principal Planning Officer, Group 7 ..	Principal Planning Officer	11
Senior Planning Officer, Group 8	Senior Planning Officer	10
Principal Planning Officer, Group 8	Senior Planning Officer	10
Planning Officer, Grade I, Scale A(U)	Planning Officer, Grade I	09
Senior Planning Officer, Scale A(U)	Planning Officer, Grade I	09
Planning Officer, Grade II, Scale A	Planning Officer, Grade II	09
Planning Officer, Grade II, Scale A	Planning Officer, Grade II	08

Economic Officer

Principal Economic Officer, Group 7	Principal Economic Officer	11
Senior Economic Officer, Group 8	Senior Economic Officer	10
Economic Officer, Grade I, Scale A(U)	Economic Officer, Grade I	09
Economic Officer, Grade II, Scale A	Economic Officer, Grade II	08

Appraisal Officer

Principal Appraisal Officer, Group 7	Principal Appraisal Officer	11
Senior Appraisal Officer, Group 8	Senior Appraisal Officer	10
Appraisal Officer, Grade I, Scale A(U)	Appraisal Officer, Grade I	09
Appraisal Officer, Grade II, Scale A	Appraisal Officer, Grade II	08

Project Evaluation Officer

Project Analyst, Group 7	Project Analyst	11
Principal Project Officer, Group 7	Principal Project Officer	11
Project Manager, Group 8	Project Manager	09
Project Evaluation Officer, Group 8	Project Evaluation Officer	10
Senior Project Officer, Group 8	Senior Project Officer	10

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
Project Officer, Grade I, Scale A(U) ..	Project Officer, Grade I ..	09
Project Officer, Grade II, Scale A ..	Project Officer, Grade II ..	08
Project Officer, Scale C(E) 2, 3, 4 ..	Project Officer ..	07
Project Superintendent, Scale C(T) 2, 3, 4	Project Superintendent ..	07
Assistant Project Officer, Scale C(E) 1, 2 ..	Assistant Project Officer ..	06
 <i>Investment Officer</i>		
Principal Investment Officer, Group 7 ..	Principal Investment Officer ..	11
Senior Investment Officer, Group 8 ..	Senior Investment Officer ..	10
Investment Officer, Grade I, Scale X ..	Investment Officer, Grade I ..	09
Investment Officer, Grade II, Scale A ..	Investment Officer, Grade II ..	08
 <i>Statistician</i>		
Principal Statistician, Group 7 ..	Principal Statistician ..	11
Senior Statistician, Group 8 ..	Senior Statistician ..	10
Statistician, Grade I, Scale A(U) or X ..	Statistician, Grade I ..	09
Statistician, Grade II, Scale A ..	Statistician, Grade II ..	08
 <i>Statistical Officer</i>		
Principal Statistical Officer, Group 8 ..	Principal Statistical Officer ..	09
Senior Statistical Officer, Scale C(E) 6 ..	Senior Statistical Officer ..	08
Higher Statistical Officer, Scale C(E) 5 ..	Higher Statistical Officer ..	08
Statistical Officer, Scale C(E) 2, 3, 4 ..	Statistical Officer ..	07
Assistant Statistical Officer, Scale C(E) 1, 2	Assistant Statistical Officer ..	06
Assistant Statistical Officer-in-Training, Scale C(E) Training	Assistant Statistical Officer-in-Training	05
Assistant Statistician, Scale C(E) 1, 2 ..	Assistant Statistical Officer ..	06
 <i>Statistical Assistant</i>		
Chief Statistical Assistant, Scale D5 ..	Chief Statistical Assistant ..	06
Senior Statistical Assistant, Scale D4 ..	Senior Statistical Assistant ..	05
Statistical Assistant, Scale D1, 2, 3	} Statistical Assistant ..	04
Statistical Assistant, Grade II, Scale D2		
Statistical Assistant, Grade III, Scale D1		
 <i>Enumerator</i>		
Enumerator, Scale F 1, 2, 3 ..	} Enumerator ..	04
Assistant Enumerator, Scale G 1, 2, 3 ..		
Enumerator, Scale G 1, 2, 3 ..		
 <i>Field Superintendent</i>		
Principal Field Superintendent, Group 8 ..	Principal Field Superintendent ..	09
Senior Field Superintendent, Scale C(E) 6	Senior Field Superintendent ..	08
Higher Field Superintendent, Scale C(E) 5	Higher Field Superintendent ..	08
Field Superintendent, Scale C(E) 2, 3, 4 ..	Field Superintendent ..	07
Assistant Filed Superintendent, Scale C(E) 1, 2	Assistant Field Superintendent ..	06

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Field Assistant</i>		
Chief Field Assistant, Scale D 5	Chief Field Assistant	06
Senior Field Assistant, Scale D 4	Senior Field Assistant	05
Field Assistant, Scale D 1, 2, 3	Field Assistant	04
<i>Training Officer</i>		
Training Officer, Group 8	Training Officer	09
EDUCATION		
<i>Education Officer</i>		
Principal Education Officer, Group 7	Principal Education Officer	11
Principal Woman Education Officer, Group 7	Principa! Woman Education Officer	11
Senior Education Officer, Group 8	Senior Education Officer	10
Education Officer, Grade I, Scale A(U)	Education Officer, Grade I	09
Education Officer, Grade II, Scale A	Education Officer, Grade II	08
<i>Inspector of Education</i>		
Senior Principal Inspector of Education, Group 7	Senior Principal Inspector of Education	11
Principal Inspector of Education, Group 7	Principal Inspector of Education	11
Senior Inspector of Education, Group 8	Senior Inspector of Education	10
Inspector of Education, Grade I, Scale A(U)	Inspector of Education, Grade I	09
Inspector of Education, Grade II, Scale A	Inspector of Education, Grade II	08
<i>Assistant Education Officer</i>		
Principal Assistant Education Officer, Group 8	Principal Assistant Education Officer	09
Senior Assistant Education Officer, Scale C(E) 6	Senior Assistant Education Officer	08
Assistant Education Officer, Grade I, Scale C(E) 5	Assistant Education Officer, Grade I	08
Higher Inspecting Assistant, Scale C(E) 5	Higher Inspecting Assistant	08
Assistant Education Officer, Grade II, Scale C(E) 2, 3, 4	Assistant Education Officer II	07
Secretary/Education Assistant, Grade II, Scale C(E) 2, 3, 4	Secretary/Education Assistant	07
<i>Adult Education Officer</i>		
Principal Adult Education Officer, Group 7	Principal Adult Education Officer	11
Senior Adult Education Officer, Group 8	Senior Adult Education Officer	10
Adult Education Officer, Grade I, Scale A(U)	Adult Education Officer, Grade I	09
Adult Education Officer, Grade II, Scale A	Adult Education Officer, Grade II	08
<i>Assistant Adult Education Officer</i>		
Higher Assistant Adult Education Officer, Scale C(E) 5	Higher Assistant Adult Education Officer	08
Assistant Adult Education Officer, Grade I, Scale C(E) 5	Assistant Adult Education Officer, Grade I	08
Assistant Adult Education Officer, Grade II, Scale C(E) 2, 3, 4	Assistant Adult Education Officer, Grade II	07

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
Assistant Adult Education Officer, Scale C(E) 2, 3, 4,	Assistant Adult Education Officer	.. 07
Senior Superintendent of Adult Education, Scale C(E) 1, 2	Senior Superintendent of Adult Education 06
Senior Adult Education Officer, Scale D 4	Senior Adult Education Officer	.. 05
Senior Superintendent of Adult Education/ Superintendent of Adult, Scale D 2, 3, 4	Senior Superintendent of Adult Educa- tion/Superintendent of Adult Education	05/04
Senior Technical Assistant, Scale E 1 ..	Senior Technical Assistant 04
Supervisor of Adult Education, Scale D 1, 2, 3	Supervisor of Adult Education	.. 04
Supervisor of Adult Education, Scale F1, 2, 3	Supervisor of Adult Education	.. 03
<i>Librarian</i>		
Principal Librarian, Group 7	Principal Librarian 12
Senior Librarian, Group 8	Senior Librarian 10
Librarian, Grade I, Scale A(U)	Librarian, Grade I 09
Librarian, Grade II, Scale A	Librarian, Grade II 08
<i>Library Officer</i>		
Principal Library Officer, Group 8 ..	Principal Library Officer 09
Senior Library Officer, Scale C(E) 6 ..	Senior Library Officer 08
Higher Library Officer, Scale C(E) 5 ..	Higher Library Officer 08
Library Officer, Scale C(E) 2, 3, 4 ..	Library Officer 07
Assistant Library Officer, Scale C(E) 1, 2	Assistant Library Officer 06
Assistant Library Officer-in-Training, Scale C(E) Training	Assistant Library Officer-in-Training	05
<i>Library Assistant</i>		
Chief Library Assistant, Scale D 5 ..	Chief Library Assistant 06
Senior Library Assistant, Scale D 4 ..	Senior Library Assistant 05
Library Assistant, Scale D 1, 2, 3 ..	Library Assistant 04
Library Attendant, Scale F 1, 2, 3 ..	Library Attendant 03
<i>Photo Library Assistant</i>		
Sound Assistant, Scale E 1 (B & C) 3 ..	Sound Assistant 04
Sound Recording Assistant, Scale F 1, 2, 3	Sound Recording Assistant 03
Press Assistant Scale F 1, 2, 3	Press Assistant 03
Studio Attendant, Scale G 1, 2, 3 ..	Studio Attendant 02
Printing Attendant, Scale G 1, 2, 3 ..	Printing Attendant 02
<i>Archaeologist</i>		
Deputy Director/Principal Archaeologist, Group 7	Deputy Director/Principal Archaeologist	11
Senior Archaeologist, Group 8	Senior Archaeologist 10
Archaeologist, Grade I, Scale A(U) ..	Archaeologist, Grade I 09
Archaeologist, Grade II, Scale A	Archaeologist, Grade II 08

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Curator (Antiquities)</i>	Principal Curator	11
Principal Curator, Group 7	Senior Curator	10
Senior Curator, Group 8	Curator, Grade I	09
Curator, Grade I, Scale A(U)	Curator, Grade II	08
Curator, Grade II, Scale A		
<i>Technical Officer</i>	Higher Technical Officer	08
Higher Technical Officer, Scale C(T) 5	Technical Officer	07
Technical Officer, Scale C(T) 2, 3, 4	Assistant Technical Officer	06
Assistant Technical Officer, Scale C(T) 1, 2		
<i>Antiquities Assistant</i>	Chief Antiquities Assistant	06
Chief Antiquities Assistant, Scale E 5	Senior Antiquities Assistant	05
Senior Antiquities Assistant, Scale E 4	Antiquities Assistant	04
Antiquities Assistant, Scale E 1 (B & C) 3	Museum Guide	04
Museum Guide, Scale E 1 (B & C) 3	Museum Assistant	03
Museum Assistant, Scale F 1, 2, 3	Museum Attendant	03
Museum Attendant, Grades 1 & II, Scale G2, 3/G2, 3, 4		
<i>Visual Art Officer</i>	Principal Visual Art Officer	10
Principal Visual Art Officer, Group 8		
<i>Groundsman</i>	Groundsman	02
Groundsman, Scale G 1, 2, 3		
<i>Ethnographer (Antiquities)</i>	Principal Ethnographer	11
Principal Ethnographer, Group 7	Senior Ethnographer	10
Senior Ethnographer, Group 8	Ethnographer, Grade I	09
Ethnographer, Grade I, Scale A(U)	Ethnographer, Grade II	08
Ethnographer, Grade II, Scale A		
<i>Architect (Monuments)</i>	Principal Architect (Monuments)	11
Principal Architect (Monuments), Group 7		
<i>Superintendent of Monuments</i>	Senior Superintendent of Monuments	08
Senior Superintendent of Monuments, Scale C(T) 6	Higher Superintendent of Monuments	08
Higher Superintendent of Monuments, Scale C(T) 5	Superintendent of Monuments	07
Superintendent of Monuments, Scale C(T) 2, 3, 4	Assistant Superintendent of Monuments	06
Assistant Superintendent of Monuments, Scale C(T) 1, 2		

Note: For the Teaching position, see chapter 11—National Teaching Service

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
EXTERNAL AFFAIRS		
<i>External Affairs Officer</i>		
External Affairs Officer, Grade VI, Group 7	External Affairs Officer, Grade VI ..	11
External Affairs Officer, Grade VII, Group 8	External Affairs Officer, Grade VII ..	10
External Affairs Officer, Grade VIII, Scale A(U)	External Affairs Officer, Grade VIII ..	09
External Affairs Officer, Grade IX, Scale A	External Affairs Officer, Grade IX ..	08
<i>Passport Officer</i>		
Chief Passport Officer, Group 7	Chief Passport Officer	11
Deputy Chief Passport Officer, Group 8	Deputy Chief Passport Officer ..	10
Senior Passport Officer, Scale A(U) ..	Senior Passport Officer	09
<i>Recruitment Attaché</i>		
Recruitment Attaché, Group 8	Recruitment Attaché	10
<i>Executive Officer (External Affairs)</i>		
Principal Executive Officer, Group 8 ..	Principal Executive Officer	09
Senior Executive Officer, Scale C(E) 6 ..	Senior Executive Officer	08
Higher Executive Officer, Scale C(E) 5 ..	Higher Executive Officer	08
Executive Officer, Scale C(E) 2, 3, 4 ..	Executive Officer	07
Assistant Executive Officer, Scale C(E) 1, 2	Assistant Executive Officer	06
Trainee for Representation Overseas, Scale C(E) Training 1, 2	Trainee for Representation Overseas ..	06
<i>Official Translator</i>		
Official Translator, Scale A(U)	Official Translator	09
<i>Trade Attaché</i>		
Trade Attaché, Scale A(U)	Trade Attache	09
<i>Pilgrim Officer</i>		
Pilgrim Officer, Scale A	Pilgrim Officer	08
Pilgrim Offices, Scale C(E) 2, 3, 4 ..	Pilgrim Assistant	08
<i>Superintendent of Overseas Communications</i>		
Superintendent of Overseas Communications, Group 8	Superintendent of Overseas Communications	09
Deputy Superintendent of Overseas Communications, Scale C(E) 6	Deputy Superintendent of Overseas Communications	08
Assistant Superintendent of Overseas Communications, C(E) 5	Assistant Superintendent of Overseas Communications	08
<i>Courier</i>		
Head Courier, Scale H 10	Head Courier	07
Courier, Scale H 8	Courier	06
<i>Security Officer</i>		
Senior Security Officer, Scale C(E) 6 ..	Senior Security Officer	09
Higher Security Officer, Scale C(E) 5 ..	Higher Security Officer	08

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
Security Officer, Scale C(E) 2, 3, 4	Security Officer	08
Security Guard, Scale G 2, 3, 4	Security Guard	02
Chancery Guard, Scale G 2, 3, 4	Chancery Guard	02
<i>Hostel Warden</i>		
Warden (Students Hostel), Scale C(E) 2, 3, 4	Warden (Students' Hostel)	07
<i>Driver</i>		
Ambassador's Driver, Scale G 2, 3, 4	Ambassador's Driver	03

FIRE SERVICES

Fire Officer

Chief Fire Officer, Group 7	} Chief Fire Officer	11
Principal Fire Officer, Group 8		
Chief Fire Officer, Group 8		
Deputy Chief Fire Officer, Group 8		
Assistant Chief Fire Officer, Group 8	} Deputy Chief Fire Officer	10
Deputy Chief Fire Officer, Scale C(T) 6		
Senior Fire Officer, Scale C(T) 6	} Higher Divisional Fire Officer.. ..	09
Senior Divisional Fire Officer, Scale C(T) 6		
Deputy Chief Fire Officer, Scale B 3, 4		
Deputy Chief Fire Officer, Scale C(T) 5		
Higher Fire Officer, Scale C(T) 5	} Divisional Fire Officer	08
Higher Divisional Fire Officer, Scale C(T) 5		
Divisional Fire Officer, Scale C(T) 2, 3, 4	} Divisional Officer-in-Training, Scale B 1 A	05
Divisional Fire Officer, Scale C(T) 2, 3		
Divisional Fire Officer, Scale B 1, 2		
Assistant Divisional Fire Officer, Scale C(T) 1, 2		
Station Officer, Scale H 10, 11	} Station Officer	07
Cadet Officer, Scale H 10		
Station Officer, Scale H 9	} Sub-Officer	06
Sub-Officer, Scale H 7, 8		
Assistant Divisional Fire Officer-in-Training Scale C(T) Training		
Assistant Fire Officer, Scale C(T) Training	} Sub-Officer (Trainee).. ..	05
<i>Fireman</i>		
Leading Fireman, Scale H 5, 6	} Leading Fireman	04
Leading Fireman, Scale H 6		
Leading Fireman, Scale H 6, 7	} Fireman	03
Fireman, Scale H 2, 3, 4, 5		
Fireman, Scale H 2, 3, 4		

IMMIGRATION

<i>Immigration Officer</i>		
Deputy Chief Immigration Officer, Group 7	Deputy Chief Immigration Officer	10
Assistant Chief Immigration Officer, Group 8	Assistant Chief Immigration Officer	09
Senior Immigration Officer, Scale C(E) 6	Senior Immigration Officer	08

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
Higher Immigration Officer, Scale C(E) 5	Higher Immigration Officer	08
Immigration Officer, Scale C(E) 2, 3, 4 ..	Immigration Officer	07
Assistant Immigration Officer, Scale C(E) 1, 2	Assistant Immigration Officer	06
<i>Immigration Assistant</i>		
Chief Immigration Assistant, Scale D 5 ..	Chief Immigration Assistant	06
Senior Immigration Assistant, Scale D 4	Senior Immigration Assistant	05
Immigration Assistant, Scale D 1, 2, 3 ..	Immigration Assistant	04
<i>Immigration Attendant</i>		
Immigration Attendant, Scale F 1, 2, 3 ..	Immigration Attendant	03

INDUSTRIAL PROMOTION

Industrial Promotion Officer

Principal Industrial Promotion Officer, Group 7	Principal Industrial Promotion Officer	11
Senior Industrial Promotion Officer, Group 8	Senior Industrial Promotion Officer ..	10
Industrial Promotion Officer, Grade I, Scale A(U)	Industrial Promotion Officer, Grade I	09
Industrial Promotion Officer, Grade II, Scale A	Industrial Promotion Officer, Grade II	08

Industrial Officer

Principal Industrial Officer, Group 7 ..	Principal Industrial Officer	11
Principal Industrial Officer, Group 8 ..	Principal Industrial Officer	10
Senior Industrial Officer, Group 8 ..	Senior Industrial Officer	10
Industrial Officer, Grade I, Scale A(U) or X	Industrial Officer, Grade I	09
Industrial Officer, Grade II, Scale A ..	Industrial Officer, Grade II	08

Assistant Industrial Officer

Principal Assistant Industrial Officer, Group 8	Principal Assistant Industrial Officer ..	09
Senior Assistant Industrial Officer, Scale C (E)/C(T) 6	} Senior Assistant Industrial Officer ..	08
Senior Industrial Officer, Scale C(E)/(T) 6		
Higher Industrial Officer, Scale C(E)/C(T) 5	} Higher Assistant Industrial Officer ..	08
Higher Assistant Industrial Officer, Scale C(E)/C(T) 5		
Assistant Industrial Officer, Grade I, Scale C(E)/C(T) 2, 3, 4	} Assistant Industrial Officer, Grade I ..	07
Industrial Officer, Scale C(E)/C(T) 2, 3, 4		
Assistant Industrial Officer, Grade II, Scale C(E)/C(T) 1, 2	} Assistant Industrial Officer, Grade II ..	06
Assistant Industrial Officer, Scale C(E)/C(T) 1, 2		

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Industrial Technical Officer</i>	Principal Industrial Technical Officer	09
Principal Industrial Technical Officer, Group 8	Senior Industrial Technical Officer	08
Senior Industrial Technical Officer, Scale C(T) 6	Higher Industrial Technical Officer ..	08
Higher Industrial Technical Officer, Scale C(T) 5	Industrial Technical Officer	07
Industrial Technical Officer, Scale C(T) 2, 3, 4	Assistant Industrial Technical Officer	06
Assistant Industrial Technical Officer, Scale C(T) 1, 2	Assistant Industrial Technical Officer- in-Training	05
Assistant Industrial Technical Officer-in- Training, Scale C(T) Training		
<i>Industrial Technician</i>	Senior Industrial Technician, Grade I	06
Senior Industrial Technician, Grade I, Scale E 5	Senior Industrial Technician, Grade II	05
Senior Industrial Technician, Grade II, Scale E 4	Industrial Technician	04
Industrial Technician, Scale E 1 (B & C) 3	Senior Industrial Technical Assistant ..	04
Senior Industrial Technical Assistant, Scale F 4	Industrial Technical Assistant	03
Industrial Technical Assistant, Scale F 1, 2, 3		
<i>Industrial Manager</i>	Industrial Manager	09
Industrial Manager, Group 8		
<i>Industrial Inspector</i>	Principal Industrial Inspector	11
Principal Industrial Inspector, Group 7 ..	Senior Industrial Inspector	10
Senior Industrial Inspector, Group 8 ..	Industrial Inspector, Grade I	09
Industrial Inspector, Grade I, Scale A(U)	Industrial Inspector, Grade II	08
Industrial Inspector, Grade II, Scale A ..		
<i>Quality Inspector/Instructor</i>	Principal Quality Inspector/Instructor	11
Principal Quality Inspector/Instructor, Group 7	Senior Quality Inspector/Instructor ..	10
Senior Quality Inspector/Instructor, Group 8	Quality Inspector/Instructor, Grade I ..	09
Quality Inspector/Instructor, Grade I, Scale A(U)	Quality Inspector/Instructor, Grade II	08
Quality Inspector/Instructor, Grade II, Scale A		
<i>Superintendent/Inspector of Weights and Measures</i>	Superintendent of Weights and Measures	10
Superintendent of Weights and Measures, Group 8		

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
Senior Inspector of Weights and Measures Scale C(T) 6	Senior Inspector of Weights and Measures	09
Higher Inspector of Weights and Measures, Scale C(T) 5	Higher Inspector of Weights and Measures	08
Inspector of Weights and Measures, Scale C(T) 2, 3, 4	Inspector of Weights and Measures	07
Assistant Inspector of Weights and Measures, Scale C(T) 1, 2	Assistant Inspector of Weights and Measures	06
Assistant Inspector of Weights and Measures-in-Training, Scale C(T) Training	Assistant Inspector of Weights and Measures-in-Training	05
Inspection Attendant, Scale F 1, 2, 3 ..	Inspection Attendant	03

INDUSTRIAL PROMOTION

Registrar of Companies and Business Names

Registrar of Companies and Business Names	Registrar of Companies and business Names	11
Senior Assistant Registrar of Companies and Business Names, Grade I, Group 8 ..	Senior Assistant Registrar of Companies and Business Names	10
Assistant Registrar of Companies and Business Names, Grade I, Scale A(U)	Assistant Registrar of Companies and Business Names, Grade I	09
Assistant Registrar of Companies and Business Names, Grade II, Scale A	Assistant Registrar of Companies and Business Names, Grade II	08

Examiner of Patents and Designs

Registrar of Patents and Designs, Group 7	Registrar of Patents and Designs	11
Senior Examiner of Patents and Designs, Group 8	Senior Examiner of Patents and Designs	10
Examiner of Patents, Grade I, Scale A(U)	Examiner of Patents, Grade I	09
Examiner of Patents, Grade II, Scale A ..	Examiner of Patents, Grade II	08

Brickmaking Officer

Higher Brickmaking Officer, Scale C(T) 5	Higher Brickmaking Officer	08
Brickmaking Officer, Scale C(T) 2, 3, 4 ..	Brickmaking Officer	07
Assistant Brickmaking Officer, Scale C(T) 1, 2	Assistant Brickmaking Officer	06
Brickmaking Assistant, Scale E 1 (B & C) 3	Brickmaking Assistant	04
Brickmaking Demonstrator, Scale E 1 (B & C) 3	Brickmaking Demonstrator	04
Brickmaking Demonstrator, Scale F 1, 2, 3	Brickmaking Demonstrator	04

Textile Officer

Principal Textile Officer, Group 8 ..	Principal Textile Officer	10
Senior Textile Officer, Scale C(T) 6 ..	Senior Textile Officer	09
Higher Textile Officer, Scale C(T) 5 ..	Higher Textile Officer	08
Textile Officer, Scale C(T) 2, 3, 4 ..	Textile Officer	07
Assistant Textile Officer, Scale C(T) 1, 2	Assistant Textile Officer	06

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
Textile Assistant, Scale E 1 (B & C) 3	Textile Assistant	04
Textile Demonstrator, Scale F 1, 2, 3	Textile Demonstrator	03
Sales Assistant, Scale F 1, 2, 3	Sales Assistant	03
<i>Pottery Officer</i>		
Principal Pottery Officer, Group 8	Principal Pottery Officer	10
Pottery Officer, Scale C(E) 2, 3, 4	Pottery Officer	07
Assistant Pottery Officer, Scale C(E) 1, 2	Assistant Pottery Officer	06
Senior Pottery Instructor, Scale E 4	Senior Pottery Instructor	05
Pottery Assistant, Grade I and II, Scale E 1 (B & C) 3	Pottery Instructor	04
Pottery Salesman, Scale D 1, 2, 3	Pottery Salesman	04
Pottery Instructor, Scale F 2, 3	Pottery Instructor	04
Pottery Assistant, Scale F 1, 2, 3	Pottery Assistant	03
Pottery Demonstrator, Scale F 1, 2, 3	Pottery Demonstrator	03
Clay Mixer, Scale F 1, 2, 3	Clay Mixer	03
Pottery Storeman, Scale G 1, 2, 3	Pottery Storeman	02

INFORMATION SERVICES

Information Officer

Principal Information Officer, Group 7	Principal Information Officer	11
Senior Information Officer, Group 8	Senior Information Officer	10
Information Officer, Grade I, Scale A(U)	Information Officer, Grade I	09
Information Officer, Grade II, Scale A	Information Officer, Grade II	08

Assistant Information Officer

Principal Assistant Information Officer, Group 8	Principal Assistant Information Officer	10
Senior Assistant Information Officer, Scale C(E) 6	Senior Assistant Information Officer	08
Higher Assistant Information Officer, Scale C(E) 5	Higher Assistant Information Officer	08
Assistant Information Officer, Grade I, Scale C(E) 2, 3, 4	Assistant Information Officer, Grade I	07
Assistant Information Officer, Grade II, Scale C(E) 1, 2	Assistant Information Officer, Grade II	06

Information Assistant

Senior Information Assistant, Grade I, Scale D 5	Senior Information Assistant, Grade I	06
Senior Information Assistant, Grade II, Scale D 4	Senior Information Assistant, Grade II	05
Information Assistant, Scale D 1, 2, 3	Information Assistant	04
Field Publicity Assistant, Scale F 1, 2, 3	Field Publicity Assistant	03
Radio Operator, Scale G 1, 2, 3/F 1, 2, 3	Radio Operator	03
Television Attendant, Scale G 1, 2, 3	Television Attendant	02

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Photographer</i>		
Chief/Principal Photographer, Group 8 ..	Chief/Principal Photographer ..	10
Senior Photographer, Scale C(T) 6 ..	Senior Photographer	09
Higher Photographer, Scale C(T) 5 ..	Higher Photographer	08
Photographer, Scale C(T) 2, 3, 4 ..	Photographer	07
Assistant Photographer, Scale C(T) 1, 2 ..	Assistant Photographer	06
Assistant Photo Library Superintendent, Scale C(T) 1, 2	Assistant Photo Library Superintendent	06
<i>Photographic Library Officer</i>		
Assistant Photo Library Officer, Scale C(E) 1, 2	Assistant Photo Library Officer ..	06
<i>Photographic Assistant</i>		
Senior Photographic Assistant, Grade I, Scale E 5	Senior Photographic Assistant, Grade I	06
Senior Photographic Assistant, Grade II, Scale E 4	Senior Photographic Assistant, Grade II	05
Photographic Assistant, Grade III, Scale E 1 (B & C) 3	Photographic Assistant	04
<i>Photo Library Assistant</i>		
Senior Photo Library Assistant, Scale D 4	Senior Photo Library Assistant ..	05
Photo Library Assistant, Scale D 1, 2, 3 ..	Photo Library Assistant	04
Colour Printer, Scale E 1 (B & C) 3 ..	Colour Printer	04
Photo Library Assistant, Grade II, Scale F 1, 2, 3	Photo Library Assistant, Grade II ..	03
Laboratory and Studio Attendant, Scale F 1, 2, 3	Laboratory and Studio Attendant ..	03
<i>Photo Library Attendant</i>		
Photo Library Attendant, Scale F 1, 2, 3 ..	Photo Library Attendant	03
Information or Press Attendant, Scale G 1, 2, 3	Information or Press Attendant ..	02
<i>Photographic Printer</i>		
Photo Printer, Scale E 1 (B & C) 3 ..	Photo Printer	04
<i>Art Production Officer</i>		
Senior Art Production Officer, Scale C(T) 6	Senior Art Production Officer	09
Higher Art Production Officer, Scale C(T) 5	Higher Art Production Officer	08
Art Production Officer, Scale C(T) 2, 3 ..	Art Production Officer	07
Assistant Art Production Officer, Scale C(T) 1, 2	Assistant Art Production Officer ..	06

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Publications Staff</i>		
Editor, Scale A	Editor	08
Assistant Editor, Scale C(E) 2, 3, 4	Assistant Editor	07
Sub-Editor, Scale C(E) 1, 2	Sub-Editor	06
Reporters, Scale D 1, 2, 3	Reporters	04
Proof Readers, Scale D 1, 2, 3	Proof Readers	04
<i>Art Production Assistant</i>		
Chief Art Production Assistant, Scale E 5	Chief Art Production Assistant	06
Senior Art Production Assistant, Scale E 4	Senior Art Production Assistant	05
Art Production Assistant, Scale E 1 (B & C) 3	Art Production Assistant	04
<i>Art Production Attendant</i>		
Art Production Attendant, Scale F 1, 2, 3	Art Production Attendant	03
<i>Film Production Officer</i>		
Producer (Films), Group 8	Producer (Films)	11
Senior Film Production Officer, Scale C(T) 6	Senior Film Production Officer	09
Higher Film Production Officer, Scale C(T) 5	Higher Film Production Officer	08
Film Production Officer, Scale C(T) 2, 3, 4	Film Production Officer	07
Assistant Film Production Officer, Scale C(T) 1, 2	Assistant Film Production Officer	06
<i>Sound Engineer</i>		
Senior Sound Engineer, Scale C(T) 6	Senior Sound Engineer	09
Higher Sound Engineer, Scale C(T) 5	Higher Sound Engineer	08
Sound Engineer, Scale C(T) 2, 3, 4	Sound Engineer	07
Assistant Sound Engineer, Scale C(T) 1, 2	Assistant Sound Engineer	06
<i>Cultural Officer</i>		
Principal Cultural Officer, Group 7	Principal Cultural Officer	12
Senior Cultural Officer, Group 8	Senior Cultural Officer	10
Cultural Officer, Grade I, Scale A(U)	Cultural Officer, Grade I	09
Cultural Officer, Grade II, Scale A	Cultural Officer, Grade II	08
<i>Editorial Staff</i>		
Principal Editor, Group 7	Principal Editor	11
Business Editor, Scale C(E) 5	Business Editor	08
Assistant Editor, Scale C(E) 2, 3, 4	Assistant Editor	07
<i>Conference Visitors Officer</i>		
Conference Visitors Officer, Group 8	Conference Visitors Officer	10
<i>Printing Staff</i>		
Deputy Government Printer, Group 7	Deputy Government Printer	11
Principal Superintendent of Press, Group 8	Principal Superintendent of Press	10
Senior Superintendent of Press, Scale C(T).6	Senior Superintendent of Press	09

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
Higher Superintendent of Press, Scale C(T) 5	Higher Superintendent of Press ..	08
Superintendent of Press, Scale C(T) 2, 3, 4	Superintendent of Press	07
Assistant Superintendent of Press, Scale C(T) 1, 2	Assistant Superintendent of Press ..	06
Assistant Superintendent of Press-in- Training, Scale C(T) Training	Assistant Superintendent of Press-in- Training	05
Apprentice Master, Scale C(T) 2, 3, 4 ..	Apprentice Master	07
Senior Printer, Grade I, Scale E 5 ..	Senior Printer, Grade I	06
Senior Printer, Grade II, Scale E 4 ..	Senior Printer, Grade II	05
Printer, Scale E 1 (B & C) 3	Printer	04
Apprentice Printer, Scale F 1, 2, 3 ..	Apprentice Printer	03
Senior Press Attendant, Scale G 4 ..	Senior Press Attendant	03
Press Attendant, Scale G 1, 2, 3	Press Attendant	02
Chargeman (Technical), Scale F 4	Chargeman (Technical)	04
Book Binding Assistant, Scale F 1, 2, 3 ..	Book Binding Assistant	03
Technical Assistant, Scale F 1, 2, 3 ..	Technical Assistant	03
Press Electrician, Scale C(T) 2, 3, 4 ..	Press Electrician	07
Assistant Press Electrician, Scale C(T) 1, 2	Assistant Press Electrician	06
Senior Office Equipment Engineer, Scale C(T) 6	Senior Office Equipment Engineer ..	09
Higher Office Equipment Engineer, Scale C(T) 5	Higher Office Equipment Engineer ..	08
Office Equipment Engineer, Scale C(T) 2, 3, 4	Office Equipment Engineer	07
Assistant Office Equipment Engineer, Scale C(T) 1, 2	Assistant Office Equipment Engineer	06

INTERNAL REVENUE

Administrative Posts

Secretary, Board of Inland Revenue, Group 7	Secretary, Board of Inland Revenue ..	11
Secretary, Joint Tax Board, Group 8 ..	Secretary, Joint Tax Board	10

Instructor

Principal Instructor, Group 7	Principal Instructor	11
Senior Instructor, Group 8	Senior Instructor	10
Instructor, Scale A(U)	Instructor	09

Inspector of Taxes

Principal Inspector of Taxes, Group 7	}	Principal Inspector of Taxes	11
Senior Principal Inspector of Taxes, Group 7			10
Senior Inspector of Taxes, Group 8	}	Inspector of Taxes, Grade I	09
Principal Inspector of Taxes, Group 8			08
Inspector of Taxes, Grade I, Scale A(U) or X			08
Senior Inspector of Taxes, Scale A(U)	}	Inspector of Taxes, Grade II	08
Inspector of Taxes, Grade II, Scale A			08

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
Inspector of Taxes-in-Training, Scale C(E) 2, 3, 4	Inspector of Taxes-in-Training	.. 07
Assistant Inspector of Taxes-in-Training, Scale C(E) 1, 2	Assistant Inspector of Taxes-in-Training	.. 06
<i>Inspecting Officer</i>		
Principal Inspecting Officer, Group 7	Principal Inspecting Officer 11
Senior Inspecting Officer, Group 8	Senior Inspecting Officer 10
Inspecting Officer, Grade I, Scale A(U)	Inspecting Officer, Grade I 09
Inspecting Officer, Grade II, Scale A	Inspecting Officer, Grade II 08
<i>Investigating Officer</i>		
Chief Investigating Officer, Group 7	Principal Investigating Officer	.. 11
Principal Investigating Officer, Group 7		
Senior Investigating Officer, Group 8	Senior Investigating Officer 10
Investigating Officer, Grade I, Scale A(U)	Investigating Officer, Grade I 09
Investigating Officer, Grade II, Scale A	Investigating Officer, Grade II 08
Assistant Investigating Officer, Grade I, Scale C(E) 2, 3, 4	Assistant Investigating Officer, Grade I	.. 07
Assistant Investigating Officer, Grade II, Scale C(E) 1, 2	Assistant Investigating Officer, Grade II	.. 06
<i>Tax Clerk</i>		
Chief Tax Clerk, Scale D 5	Chief Tax Clerk 06
Senior Tax Clerk, Scale D 4	Senior Tax Clerk 05
Tax Clerk, Scale D 1, 2, 3..	Tax Clerk 04
<i>Tax Superintendent</i>		
Tax Superintendent, Scale C(E) 2, 3, 4	Tax Superintendent 07
<i>Ticket Examiner</i>		
Head Ticket Examiner, Scale G 4	Head Ticket Examiner 03
Ticket Examiner, Scale G 1, 2, 3	Ticket Examiner 02
Ticket Attendant, Scale G 1, 2, 3..	Ticket Attendant 02
<i>Tax Collecting Assistant</i>		
Tax Collecting Assistant, Scale F 1, 2, 3..	Tax Collecting Assistant 03
Tax Collection Assistant, Scale F 1, 2, 3..	Tax Collection Assistant 03
<i>Tax Collector</i>		
Chief Tax Collector, Scale D 5	Chief Tax Collector 06
Senior Tax Collector, Scale D 4	Senior Tax Collector 05
Revenue Clerk, Scale D 3	Revenue Clerk 04
Tax Collector, Scale D 1, 2, 3	Tax Collector 04
<i>Executive Officer (Tax)</i>		
Principal Executive Officer (Tax), Group 8	Principal Executive Officer (Tax)	.. 10
Senior Executive Office (Tax), C(E) 6	Senior Executive Officer (Tax)	.. 09

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
Higher Executive Officer (Tax), Scale C(E) 5	Higher Executive Officer (Tax)	.. 08
Executive Officer (Tax), Scale C(E) 2, 3, 4	Executive Officer (Tax)	.. 07
Assistant Executive Officer (Tax), Scale C(E) 1, 2	Assistant Executive Officer (Tax)	.. 06
Assistant Executive Officer (Tax)-in- Training, Scale C(E) Training	Assistant Executive Officer (Tax)-in- Training 05
<i>Executive Officer (Revenue)</i>		
Principal Executive Officer, Group 8	Principal Executive Officer 10
Senior Executive Officer, Scale C(E) 6	Senior Executive Officer 09
Higher Executive Officer, Scale C(E) 5	Higher Executive Officer 08
Executive Officer, Scale C(E) 2, 3, 4	Executive Officer 07
Assistant Executive Officer, Scale C(E) 1, 2	Assistant Executive Officer 06
Assistant Executive Officer-in-Training	Assistant Executive Officer-in-Training	05

JUDICIAL

Registrar

Registrar (Sharia Court of Appeal), Group 7	Registrar (Sharia Court of Appeal)	.. 11
Principal Registrar, Group 8	Principal Registrar 10
Senior Registrar, Scale C(E) 6	Senior Registrar 09
Higher Registrar, Scale C(E) 5	Higher Registrar 08
Deputy Registrar (Sharia Court of Appeal), Scale C(E) 5	Deputy Registrar (Sharia Court of Appeal) 08
Deputy Registrar (Sharia Court of Appeal), Scale C(E) 2, 3, 4	Deputy Registrar (Sharia Court of Appeal) 07
Registrar, Scale C(E) 2, 3, 4	Registrar 07
Assistant Registrar, Scale C(E) 1, 2	Assistant Registrar 06
Assistant Registrar-in-Training, Scale C(E) Training	Assistant Registrar-in-Training	.. 05

Inspectorate (Customary Courts)

Senior Customary Court Inspector, Group 8	Senior Customary Court Inspector	.. 10
Customary Court Inspector, Grade I, Scale X	Customary Court Inspector, Grade I	09
Customary Court Inspector, Grade II, Scale A	Customary Court Inspector, Grade II	08

Inspectorate (Area Courts)

Chief Inspector of Area Courts, Group 7	Chief Inspector of Area Courts	.. 11
Senior Principal Inspector of Area Courts, Group 7	Senior Principal Inspector of Area Courts 11
Principal Inspector of Area Courts, Group 7	Principal Inspector of Area Courts	.. 11
Principal Inspector of Area Courts, Group 8	Principal Inspector of Area Courts	.. 10
Senior Inspector of Area Courts, Group 8	Senior Inspector of Area Courts	.. 10

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
Senior Inspector of Area Courts, Scale A(U)	Senior Inspector of Area Courts	09
Inspector of Area Courts, Scale A(U)	Inspector of Area Courts	09
Senior Assistant Inspector of Area Courts, Grade I, Scale A(U)	Senior Assistant Inspector of Area Courts	09
Senior Assistant Inspector of Area Courts, Grade II, Scale C(E) 6	Inspector of Area Courts, Grade II	08
Inspector of Area Courts, Grade II, Scale C(E) 6	Inspector of Area Courts	08
Inspector of Area Courts, Grade II, Scale A	Higher Assistant Inspector of Area Courts	08
Inspector of Area Courts, Scale A	Assistant Inspector of Area Courts	07
Higher Assistant Inspector of Area Courts, Scale C(E) 5		
Assistant Inspector of Area Courts, Scale C(E) 2, 3, 4		
<i>Court Clerk</i>		
Customary Court Registrar, Scale D 4	Senior Clerical Officer	05
Senior Court Clerk, Scale D 4	Senior Clerical Officer	05
Customary Court Registrar, Scale D 1, 2, 3	Clerical Officer	04
Record Clerk, Scale D 1, 2, 3	Clerical Officer	04
Court Clerk, Scale D 1, 2, 3 or F 1, 2, 3	Clerical Assistant	03
Assistant Customary Court Registrar, Scale F 1, 2, 3	Clerical Assistant	03
Court Scribe, Scale F 1, 2, 3	Clerical Assistant	03
Court Clerical Assistant, Scale F 1, 2, 3	Clerical Assistant	03
<i>Court Messenger</i>		
Court Messenger, Scale G 1, 2, 3	Messenger	02
<i>Court Cleaner</i>		
Court Cleaner, Scale G 1	Cleaner	01
<i>Interpreter/Translator</i>		
Senior Interpreter/Translator, Scale C(E) 6	Interpreter/Translator	06
Higher Interpreter/Translator, Scale C(E) 5	Interpreter/Translator	06
Interpreter/Translator, Grade I, Scale C(E) 2, 3, 4	Interpreter/Translator	06
Interpreter/Translator, Grade II, Scale C(E) 2, 3	Interpreter/Translator	06
Interpreter/Translator, Grade III, Scale C(E) 1, 2	Interpreter/Translator	06
Interpreter/Translator-in-Training, Scale C(E) Training 1, 2	Interpreter/Translator-in-Training	05
<i>Bailiff</i>		
Chief Bailiff, Scale D 5	Chief Bailiff	06
Senior Bailiff, Scale D 4	Senior Bailiff	05
Senior Bailiff, Scale F 4	Senior Bailiff	05
Bailiff, Scale D 1, 2, 3	Bailiff	04
Bailiff, Scale F 1, 2, 3	Bailiff	04
Bailiff Assistant, Scale F 1, 2, 3	Bailiff	04
Customary Court Bailiff, Scale F 1, 2, 3	Bailiff	04

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Deputy Sheriff</i>		
Deputy Sheriff, Scale C(E) 5	Deputy Sheriff	08
<i>Court Attendant</i>		
Court Attendant, Scale G 1, 2, 3	Court Attendant	02
<i>Usher</i>		
Usher, Scale G 1, 2	Usher	01
LABOUR		
<i>Labour Officer</i>		
Principal Labour Officer, Group 7 ..	Principal Labour Officer	11
Senior Labour Officer, Group 8	Senior Labour Officer	10
Labour Officer, Grade I, Scale A(U)	Labour Officer, Grade I	09
Labour Officer, Grade II, Scale A ..	Labour Officer, Grade II	08
<i>Registrar of Trade Unions</i>		
Registrar of Trade Unions, Group 7 ..	Registrar of Trade Unions	11
Assistant Registrar of Trade Unions, Group 8	Assistant Registrar of Trade Unions	09
<i>Trade Union Adviser</i>		
Trade Union Adviser, Group 8	Trade Union Adviser	10
<i>Labour Inspector</i>		
Principal Labour Inspector, Group 8 ..	Principal Labour Inspector	09
Senior Labour Inspector, Scale C(E) 6 ..	Senior Labour Inspector	08
Higher Labour Inspector, Scale C(E) 5 ..	Higher Labour Inspector	08
Labour Inspector, Scale C(E) 1, 2, 3 ..	Labour Inspector	07
Assistant Labour Inspector, Scale C(E) 1, 2	Assistant Labour Inspector	06
<i>Labour Relations Officer</i>		
Principal Labour Relations Officer, Group 8	Principal Labour Relations Officer	09
Senior Labour Relations Officer, Scale C(E) 6	Senior Labour Relations Officer	08
Higher Labour Relations Officer, Scale C(E) 5	Higher Labour Relations Officer	08
Labour Relations Officer, Scale C(E) 2, 3, 4	Labour Relations Officer	07
Assistant Labour Relations Officer, Scale C(E) 1, 2	Assistant Labour Relations Officer	06
Assistant Labour Relations Officer-in-Training, Scale C(E) Training	Assistant Labour Relations Officer-in-Training	05
<i>Labour Instructor</i>		
Higher Instructor, Scale C(T) 5	Higher Instructor	08
Instructor, Scale C(T) 2, 3, 4	Instructor	07
Assistant Instructor, Scale C(T) 1, 2 ..	Assistant Instructor	06
<i>Inspector of Factories</i>		
Principal Inspector of Factories, Group 7 ..	Principal Inspector of Factories	10
Senior Inspector of Factories, Group 8 ..	Senior Inspector of Factories	09
Inspector of Factories, Grade I, Scale A(U)	Inspector of Factories, Grade I	08
Inspector of Factories, Grade II, Scale A	Inspector of Factories, Grade II	08

Proposed Designation

Existing Designation and Gradings

New
Grade*Safety Inspector*

Principal Safety Inspector, Group 8 ..	Principal Safety Inspector ..	09
Senior Safety Inspector, Scale C(T) 6 ..	Senior Safety Inspector ..	08
Higher Safety Inspector, Scale C(T) 5 ..	Higher Safety Inspector ..	08
Safety Inspector, Scale C(T) 2, 3, 4 ..	Safety Inspector ..	07
Assistant Safety Inspector, Scale C(T) 1, 2 ..	Assistant Safety Inspector ..	06

Trade Testing Officer

Principal Trade Testing Officer, Group 8 ..	Principal Trade Testing Officer ..	10
Senior Trade Testing Officer, Scale C(T) 6 ..	Senior Trade Testing Officer ..	08
Higher Trade Testing Officer, Scale C(T) 5 ..	Higher Trade Testing Officer ..	08
Trade Testing Officer, Scale C(T) 2, 3, 4 ..	Trade Testing Officer ..	07
Assistant Trade Testing Officer, Scale C(T) 1, 2 ..	Assistant Trade Testing Officer ..	06

Compliance Officer

Principal Compliance Officer, Group 7 ..	Principal Compliance Officer ..	09
Senior Compliance Officer, Group 8 ..	Senior Compliance Officer ..	08
Compliance Officer, Grade I, Scale A(U) ..	Compliance Officer, Grade I ..	07
Compliance Officer, Grade II, Scale A ..	Compliance Officer, Grade II ..	07

Compliance Inspector

Principal Compliance Inspector, Group 8 ..	Principal Compliance Inspector ..	08
Senior Compliance Inspector, Scale C(E) 6 ..	Senior Compliance Inspector ..	07
Higher Compliance Inspector, Scale C(E) 5 ..	Higher Compliance Inspector ..	07
Compliance Inspector, Scale C(E) 2, 3, 4 ..	Compliance Inspector ..	06
Assistant Compliance Inspector, Scale C(E) 1, 2 ..	Assistant Compliance Inspector ..	05

LANDS

Lands Officer

Principal Lands Officer, Group 7 ..	Principal Lands Officer ..	10
Senior Lands Officer, Group 8 ..	Senior Lands Officer ..	09
Lands Officer, Grade I, Scale A(U) or X ..	Lands Officer, Grade I ..	08
Lands Officer, Grade II, Scale A ..	Lands Officer, Grade II ..	08
Pupil Lands Officer, Scale A ..	Pupil Lands Officer ..	08

Estate Officer

Principal Estate Officer, Group 8 ..	Principal Estate Officer ..	09
Senior Estate Officer, Scale C(T) 6 ..	Senior Estate Officer ..	08
Higher Estate Officer, Scale C(T) 5 ..	Higher Estate Officer ..	08
Estate Officer, Scale C(T) 2, 3, 4 ..	Estate Officer ..	07
Assistant Estate Officer, Scale C(T) 1, 2 ..	Assistant Estate Officer ..	06

Inspector of Lands

Senior Inspector of Lands, Scale E 4 ..	Senior Inspector of Lands ..	05
Inspector of Lands, Scale E 1 (B & C) 3 ..	Inspector of Lands ..	04
Sub-Inspector of Lands, Scale E 1 (B & C) 3 ..	Sub-Inspector of Lands ..	04

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Valuation Officer</i>		
Principal Valuation Officer, Group 7 ..	Principal Valuation Officer	10
Senior Valuation Officer, Group 8 ..	Senior Valuation Officer	09
Valuation Officer, Grade I, Scale A(U) ..	Valuation Officer, Grade I	08
Valuation Officer, Grade II, Scale A ..	Valuation Officer, Grade II	08
Pupil Valuation Officer, Scale A	Pupil Valuation Officer	08
<i>Valuation/Estate Assistant</i>		
Senior Valuation/Estate Assistant, Grade I, Scale E 5 ..	Senior Valuation/Estate Assistant, Grade I	06
Senior Valuation/Estate Assistant, Grade II, Scale E 4	Senior Valuation/Estate Assistant, Grade II	05
Valuation/Estate Assistant, Scale E 1 (B & C) 3 ..	Valuation/Estate Assistant	04
<i>Land Registry</i>		
Deputy Registrar of Lands, Group 8 ..	Deputy Registrar of Lands	10
Demarcation Officer, Scale A(U)	Demarcation Officer	09
Assistant Registrar of Lands, Scale A ..	Assistant Registrar of Lands	08
Senior Investigation Officer, Scale C(E) 6 ..	Senior Investigation Officer	09
Higher Investigation Officer, Scale C(E) 5 ..	Higher Investigation Officer	08
Investigation Officer, Scale C(E) 2, 3, 4 ..	Investigation Officer	07
Assistant Investigation Officer, Scale C(E) 1, 2 ..	Assistant Investigation Officer	06
Temporary Registry Draftsman, Scale C(T) 1, 2 ..	Temporary Registry Draftsman	06
Plan Record Keeper, Scale E 3	Plan Record Keeper	04
Junior Plan Record Keeper, Scale E 1 (B & C) 3 ..	Junior Plan Record Keeper	04
Examiner of Titles, Scale D 1, 2, 3 ..	Examiner of Titles	03
Technical Assistant, Scale F 1, 2, 3 ..	Technical Assistant	03
Registry Draftsman, Scale F 1, 2, 3 ..	Registry Draftsman	03
Senior Developing Machine Operator, Scale E 4 ..	Senior Developing Machine Operator ..	05
LEGAL SERVICES		
<i>Legal Officer</i>		
Deputy Legal Draftsman, Group 7 ..	Deputy Legal Draftsman	11
Assistant Parliamentary Counsel, Grade II, Group 7 ..	Assistant Parliamentary Counsel, Grade II	11
Assistant Principal State Counsel, Group 7 ..	Senior State Counsel, Grade I	11
Senior State Counsel, Grade I, Group 7 ..	Senior State Counsel, Grade I	11
Deputy Administrator-General, Group 7 ..	Deputy Administrator-General	11
Senior State Counsel, Grade II, Group 8 ..	Senior State Counsel, Grade II	10
State Counsel, Grade I, Scale A(U) or X ..	State Counsel, Grade I	09
State Counsel, Grade II, Scale A ..	State Counsel, Grade II	08
Legal Assistant, Scale A	Legal Assistant	08
Pupil State Counsel, Scale A	Pupil State Counsel	08
<i>Law Librarian</i>		
Law Librarian, Scale A	Librarian	08

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Other Legal Posts</i>		
Legal Adviser, Group 7	Legal Adviser	11
Assistant Legal Adviser, Group 8	Assistant Legal Adviser	10
Legal Secretary, Group 8	Legal Secretary	10
<i>Litigation Officer</i>		
Senior Litigation Officer, Scale C(E) 6	Senior Litigation Officer	08
Higher Litigation Officer, Scale C(E) 5	Higher Litigation Officer	08
Litigation Officer, Scale C(E) 2, 3, 4	Litigation Officer	07
Executive Officer (Litigation), Scale C(E) 2, 3, 4	Litigation Officer	07
Assistant Litigation Officer, Scale C(E) 1, 2	Assistant Litigation Officer	06
<i>Executive Officer (Estates)</i>		
Principal Executive Officer, Group 8	Principal Executive Officer	09
Senior Executive Officer, Scale C(E) 6	Senior Executive Officer	08
Higher Executive Officer, Scale C(E) 5	Higher Executive Officer	08
Executive Officer, Scale C(E) 2, 3, 4	Executive Officer	08
Assistant Executive Officer, Scale C(E) 1, 2	Assistant Executive Officer	07
<i>Estate Clerk</i>		
Senior Estate Clerk, Scale D 4	Senior Estate Clerk	05
<i>Inspector of Accounts and Property</i>		
Inspector of Accounts and Properties, Scale C(E) 2, 3, 4	Inspector of Accounts and Properties	08
Assistant Inspector of Accounts and Pro- perties, Scale C(E) 1, 2	Assistant Inspector of Accounts and Properties	07

LOCAL GOVERNMENT AND MUNICIPAL SERVICES

<i>Local Government Officer</i>		
Chief Local Government Officer, Group 7	Chief Local Government Officer	11
Principal Local Government Officer, Group 8	Principal Local Government Officer	09
Senior Local Government Officer, Scale C(E) 6	Senior Local Government Officer	08
Higher Local Government Officer, Scale C(E) 5	Higher Local Government Officer	08
Local Government Officer, Scale C(E) 2, 3, 4	Local Government Officer	07
Assistant Local Government Officer, Scale C(E) 1, 2	Assistant Local Government Officer	06
Assistant Local Government Officer-in- Training, Scale C(E) Training	Assistant Local Government Officer- in-Training	05
<i>Local Government Inspector</i>		
Local Government Inspector, Group 8	Local Government Inspector	10
Local Government Inspector, Scale A	Local Government Inspector	08

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Local Government Assistant</i>		
Chief Local Government Assistant, Scale D 5	Chief Local Government Assistant ..	06
Senior Local Government Assistant, Scale D 4	Senior Local Government Assistant ..	05
Local Government Assistant, Scale D 1, 2, 3	Local Government Assistant	04
<i>Examiner of Local Government Accounts</i>		
Examiner of Local Government Accounts, Scale C(E) 2, 3	Examiner of Local Government Accounts	07
<i>Local Government Instructor</i>		
Senior Local Government Instructor, Scale C(E) 6	Senior Local Government Inspector	08
Higher Local Government Instructor, Scale C(E) 5	Higher Local Government Instructor	08
Assistant Local Government Instructor, Scale C(E) 1, 2	Assistant Local Government Instructor	06
<i>Divisional/District Officer</i>		
Divisional Officer/Local Government Adviser, Group 7	Divisional Officer/Local Government Adviser	12
Senior District Officer, Group 7	Senior District Officer	12
Divisional Officer, Group 7	Divisional Officer	12
Divisional Officer, Group 8	Divisional Officer	10
Senior Divisional Officer, Group 8	Senior Divisional Officer —	10
Assistant Divisional Officer, Scale A	Assistant Divisional Officer	09
District Officer, Grade I, Scale A(U)	District Officer, Grade I	09
District Officer, Grade II, Scale A	District Officer, Grade II	08
District Officer, Scale A	District Officer	08
<i>Market Officer</i>		
Higher Market Superintendent, Scale C(E) 5	Higher Market Superintendent ..	08
Market Superintendent, Scale C(E) 2, 3, 4	Market Superintendent	07
Market Superintendent, Scale C(E) 1, 2 ..	Market Superintendent	06
Market Supervisor, Scale D 4	Market Supervisor	05
Market Supervisor, Scale D 3, 4	Market Supervisor	05
Senior Market Master, Scale F 3	Market Master	04
Senior Market Master, Scale F 1, 2, 3 ..	Market Master	04
Market Master, Scale D 1, 2, 3	Market Master	04
Market Master Scale F 1, 2, 3	Market Master	04
Market Assistant, Scale F 1, 2, 3	Market Master	04
Market Attendant, Scale G 2, 3	Market Attendant	03
<i>Enforcement Officer</i>		
Enforcement Officer, Scale G 1, 2, 3 ..	Enforcement Officer	02
<i>Toll Collector</i>		
Toll Collector, Scale G 1, 2, 3	Toll Collector	02

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Pound Master</i>	Pound Master	02
Pound Master, Scale G 1, 2, 3		
<i>Motor Park Attendant</i>	Head Motor Park Attendant	04
Head Motor Park Attendant, Scale G 4	Motor Park Superintendent	04
Motor Park Superintendent, Scale G 4	Motor Park Attendant	03
Motor Park Attendant, Scale G 1, 2, 3		
<i>Mail Runner</i>	Mail Runner	02
Mail Runner, Scale G 1, 2, 3		
<i>Cemetery Keeper</i>	Cemetery Keeper	02
Cemetery Keeper, Scale F 1, 2, 3		
<i>Motor Licensing Officer</i>	Motor Licensing Officer	07
Motor Licensing Officer, Scale C(E) 2, 3, 4		

MEDICAL AND HEALTH SERVICES

<i>Registrar/Consultant</i>	Senior Registrar	12
Senior Registrar, Group 7	Registrar	10
Registrar, Group 8		
<i>Medical Officer</i>	Medical Superintendent	12
Medical Superintendent, Group 7	Medical Officer, Grade I	10
Medical Officer, Grade I, Group 8	Medical Officer, Grade I	10
Medical Officer, Grade I, Medical Extension		
Medical Officer, Grade II, Scale A	Medical Officer, Grade II	09
House Physician, Scale A	House Physician	08
House Officer, Scale A	House Officer	08
<i>General Nursing Nurse</i>	Chief Nursing Officer	11
Chief Nursing Officer, Group 7	Principal Nursing Officer	10
Principal Nursing Officer, Group 8	Principal Matron/Superintendent	09
Principal Matron/Superintendent, Scale C(T) 6		
Senior Matron/Senior Nursing Superintendent, Scale C(T) 6	Senior Matron/Senior Nursing Superintendent	09
Matron/Higher Nursing Superintendent, Scale C(T) 5	Matron/Higher Nursing Superintendent	08
Night Sister/Night Superintendent, Scale C(T) 5	Night Sister/Night Superintendent	08
Administrative Sister, Scale C(T) 4	Administrative Sister	07
Administrative Superintendent, Scale C(T) 4	Administrative Superintendent	07
Home Sister, Scale C(T) 2, 3, 4	Home Sister	07
Nursing Sister/Nursing Superintendent, Scale C(T) 2, 3, 4	Nursing Sister/Nursing Superintendent	07
Clinical Sister, Scale C(T) 2, 3, 4	Clinical Sister	07

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
Staff Nurse, Scale C(T) 1, 2	Staff Nurse	06
Staff Nurse/Midwife, Scale C(T) 1, 2	Staff Nurse/Midwife	06
Student Nurse, Scale E 1 (B & C) 3	Student Nurse	04
<i>Midwife</i>		
Midwife Sister, Scale C(T) 2, 3, 4	Midwife Sister	07
Staff Midwife, Scale C(T) 1, 2	Staff Midwife	06
Midwife, Grade II, Scale E 1 (B & C) 3	Midwife, Grade II	05
Pupil Midwife, Scale E 1 (B & C) 3	Pupil Midwife	04
<i>Nurse Tutor Nursing Education</i>		
Principal, School of Nursing, Group 8	Principal, School of Nursing	10
Principal Nurse Tutor, Group 8	Principal Nurse Tutor	10
Senior Nurse Tutor, Scale C(T) 6	Senior Nurse Tutor	09
Senior Male Tutor, Scale C(T) 6	Senior Male Tutor	09
Nurse Tutor, Scale C(T) 5	Nurse Tutor	08
Clinical Nurse Tutor, Scale C(T) 2, 3, 4	Clinical Nurse Tutor	07
Clinical Instructor, Scale C(T) 2, 3, 4	Clinical Instructor	07
<i>Midwifery Tutor</i>		
Senior Midwife Tutor, Scale C(T) 6	Senior Midwife Tutor	09
Midwife Tutor, Scale C(T) 5	Midwife Tutor	08
Midwifery Sister, Scale C(T) 2, 3, 4	Midwifery Sister	07
<i>Community Nurse Tutor</i>		
Senior Health Tutor, Scale C(T) 6	Senior Health Tutor	09
Health Tutor, Scale C(T) 5	Health Tutor	08
<i>Psychiatric Nurse</i>		
Principal Nursing Officer (Psychiatry), Group 8	Principal Nursing Officer (Psychiatry)	10
Senior Matron/Senior Nursing Superin- tendent (Psychiatry), Scale C(T) 6	Senior Matron/Senior Nursing Superintendent (Psychiatry)	09
Matron/Higher Nursing Superintendent (Psychiatry), Scale C(T) 5	Matron/Higher Nursing Superin- tendent (Psychiatry)	08
Nursing Sister/Nursing Superintendent (Psychiatry), Scale C(T) 2, 3, 4	Nursing Sister/Nursing Superin- tendent (Psychiatry)	07
Staff Nurse (Mental), Scale C(T) 1, 2	Staff Nurse (Mental)	06
Student Nurse (Mental), Scale E 1 (B & C) 3	Student Nurse (Mental)	04
<i>Health Nurse</i>		
Principal Nursing Officer (Health), Group 8	Principal Nursing Officer (Health)	10
Senior Nursing Officer (Health), Scale C(T) 6	Senior Nursing Officer (Health)	09
Higher Nursing Officer (Health), Scale C(T) 5	Higher Nursing Officer (Health)	08
Health Sister, Scale C(T) 2, 3, 4	Health Sister	07
Staff Nurse (Health), Scale C(T) 1, 2	Staff Nurse (Health)	06
Public Health Nurse, Scale C(T) 1, 2	Public Health Nurse	06

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Community Nurse</i>	Community Nurse	06
Community Nurse, Scale C(T) 1, 2	Community Nurse-in-Training	04
Community Nurse-in-Training, Scale E 1 (B & C) 3	Pupil Community Nurse	04
Pupil Community Nurse, Scale E 1 (B & C) 3	Student Community Nurse	04
Student Community Nurse, Scale E 1 (B & C) 3		
<i>State Enrolled Nurse</i>	Senior State Enrolled Nurse	05
Senior State Enrolled Nurse, Scale E 1 (B & C) 3	State Enrolled Nurse	04
State Enrolled Nurse, Scale F 1, 2, 3		
<i>Nursing Auxilliary</i>	Nursing Auxiliary	03
Nuring Auxiliary, Scale G 1		
<i>Hospital Administration/Hospital Secretary</i>	Principal Hospital Secretary	08
Principal Hospital Secretary, Group 8	Senior Hospital Secretary	07
Senior Hospital Secretary, Scale C(E) 6	Higher Hospital Secretary	07
Higher Hospital Secretary, Scale C(E) 5	Hospital Secretary	07
Hospital Secretary, Scale C(E) 2, 3, 4	Assistant Hospital Secretary	06
Assistant Hospital Secretary, Scale C(E) 1, 2	Assistant Hospital Secretary-in-Training, 04	
Assistant Hospital Secretary-in-Training, Scale C(E) Training		
<i>Hospital Treasurer/Almoner</i>	Hospital Treasurer	07
Hospital Treasurer, Scale C(E) 2, 3, 4	Almoner	06
Almoner, Scale C(E) 2, 3, 4		
<i>Medical Records Officer/Statistical Officer</i>	Medical Statistician, Grade II	08
Medical Statistician, Grade II, Scale A	Senior Medical Records Officer	07
Senior Medical Records Officer, Scale C(E) 6	Higher Medical Records Officer	07
Higher Medical Records Officer, Scale C(E) 5	Medical Records Officer	06
Medical Records Officer, Scale C(E) 2, 3, 4	Statistical Officer	06
Statistical Officer, Scale C(E) 2, 3, 4	Assistant Medical Records Officer	06
Assistant Medical Records Officer, Scale C(E) 1, 2	Assistant Statistical Officer	06
Assistant Statistical Officer, Scale C(E) 1, 2		
<i>Medical Records Assistant/Statistical Assistant</i>	Medical Records Assistant	04
Medical Records Assistant, Scale D 1, 2, 3	Medical Statistical Assistant	04
Medical Statistical Assistant, Scale D 1, 2, 3	1st Class Medical Statistical Assistant	04
1st Class Medical Statistical Assistant, Scale D 3	Statistical Assistant	04
Statistical Assistant, Scale D 1, 2, 3	Junior Medical Statistical Assistant	03
Junior Medical Statistical Assistant, Scale F 1, 2, 3	Medical Records Attendant	03
Medical Records Attendant, Scale G 1, 2, 3		

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Medical Librarian</i>		
Medical Librarian, Grade I, Scale X/A(U)	Medical Librarian, Grade I	08
Medical Librarian, Grade II, Scale A ..	Medical Librarian, Grade II	07
<i>Hospital Technical Services</i>		
<i>Hospital Engineer/Curator of Medical Appliances</i>		
Hospital Engineer, Scale A(U)	Hospital Engineer	09
Sanitary Engineer, Scale A	Sanitary Engineer	08
Senior Curator of Medical Appliances, Scale C(T) 6	Senior Curator of Medical Appliances	08
Higher Curator of Medical Appliances, Scale C(T) 5	Higher Curator of Medical Appliances	08
Curator of Medical Appliances, Scale C(T) 2, 3, 4	Curator of Medical Appliances ..	07
Technical Officer (Medical Appliances) ..	Technical Officer (Medical Appliances)	07
<i>Instrument Technologist</i>		
Senior Instrument Technologist, Scale C(T) 6	Senior Instrument Technologist ..	08
Higher Instrument Technologist, Scale C(T) 5	Higher Instrument Technologist ..	08
Instrument Technologist, Scale C(T) 2, 3, 4	Instrument Technologist	07
E.E.G. Technician, Scale C(T) 2, 3, 4 ..	E.E.G. Technician	07
Anaesthetic Attendant, Scale G 1, 2, 3 ..	Anaesthetic Attendant	02
Instrument Technician, Scale G 4 ..	Instrument Technician	02
Sterilizing Technician, Scale G 4 ..	Sterilizing Technician	02
Instrument Attendant, Scale G 1, 2, 3 ..	Instrument Attendant	02
<i>Miscellaneous Hospital Workers</i>		
Hospital Assistant, Scale F 1, 2, 3	Hospital Assistant	04
Autoclave Attendant, Scale G 1, 2, 3 ..	Autoclave Attendant	02
Dresser, Grade I, Scale F 1, 2, 3	Dresser, Grade I	02
Dresser, Grade II, Scale G 1, 2, 3	Dresser, Grade II	01
Head Hospital Orderly, Scale G 4 ..	Head Hospital Orderly	02
Senior/Head Ward Orderly, Scale G 4 ..	Senior/Head Ward Orderly	02
Hospital Orderly, Scale G 1, 2, 3	Hospital Orderly	01
Hospital Ward Orderly, Scale G 1, 2, 3 ..	Hospital Ward Order	01
Ward Orderly, Scale G 1, 2, 3	Ward Orderly	01
Ward Auxiliary, Scale G 1, 2, 3	Ward Auxiliary	01
Ward Attendant, Scale G 1, 2, 3	Ward Attendant	01
Maid Attendant, Scale G 1, 2, 3	Maid Attendant	01
Hospital Attendant, Scale G 1, 2, 3 ..	Hospital Attendant	01
Clinic Attendant, Scale G 1, 2, 3	Clinic Attendant	02
Higher Laundry Officer, Scale C(T) 5 ..	Higher Laundry Officer	08
Laundry Officer/Laundry Superintendent, Scale C(T) 2, 3, 4	Laundry Officer/Laundry Superin- tendent	07
Laundry Supervisor, Scale C(T) 1, 2 ..	Laundry Supervisor	06
Laundry Superintendent, Scale C(T) 1, 2	Laundry Superintendent	06
Assistant Laundry Superintendent, Scale C(T) 1, 2	Assistant Laundry Superintendent ..	06

Existing Designation and Gradings

Proposed Designation

New Grade

Head Hospital Washerman, Scale G 4 ..	Head Hospital Washerman ..	04
Hospital Washerman, Scale G 1, 2, 3 ..	Hospital Washerman ..	02
Tailor, Scale F 1, 2, 3 ..	Tailor ..	03
Hospital Sub-Staff, Scale F 1, 2, 3 ..	Hospital Sub-Staff ..	02
Hospital Auxiliary/Hospital Attendant, Scale G 1, 2, 3 ..	Hospital Auxiliary/Hospital Attendant ..	01
Senior Card Issuer, Scale G 4 ..	Senior Card Issuer ..	02
Card Issuer, Scale G 1, 2, 3 ..	Card Issuer ..	01

Dental Services

Dental Surgeon

Superintendent Dental Surgeon, Group 7 ..	Superintendent Dental Surgeon ..	11
Senior Dental Surgeon, Group 8 ..	Senior Dental Surgeon ..	10
Dental Surgeon, Grade I, Scale X/A(U) ..	Dental Surgeon, Grade I ..	10
Dental Surgeon, Grade II, Scale A ..	Dental Surgeon, Grade II ..	09

Dental Technologist

Principal Dental Technologist, Group 8 ..	Principal Dental Technologist ..	09
Senior Dental Technologist, Scale C(T) 6 ..	Senior Dental Technologist ..	08
Higher Dental Technologist, Scale C(T) 5 ..	Higher Dental Technologist ..	08
Dental Technologist, Scale C(T) 2, 3, 4 ..	Dental Technologist ..	07
Assistant Dental Technologist, Scale C(T) 1, 2 ..	Assistant Dental Technologist ..	06
Assistant Dental Technologist-in-Training, Scale C(T) Training ..	Assistant Dental Technologist-in-Training ..	05

Dental Technical Instructor

Senior Dental Technical Instructor, Scale C(T) 6 ..	Senior Dental Technical Instructor ..	08
Higher Dental Technical Instructor, Scale C(T) 5 ..	Higher Dental Technical Instructor ..	08
Dental Technical Instructor, Scale C(T) 2, 3, 4 ..	Dental Technical Instructor ..	07

Dental Therapy Instructor

Senior Dental Therapy Instructor, Scale C(T) 6 ..	Senior Dental Therapy Instructor ..	08
Higher Dental Therapy Instructor, Scale C(T) 5 ..	Higher Dental Therapy Instructor ..	08
Dental Therapy Instructor, Scale C(T) 2, 3, 4 ..	Dental Therapy Instructor ..	07
Assistant Dental Therapy Instructor, Scale C(T) 1, 2 ..	Assistant Dental Therapy Instructor ..	06

Dental Therapist

Senior Dental Therapist, Scale C(T) 6 ..	Senior Dental Therapist ..	08
Higher Dental Therapist, Scale C(T) 6 ..	Higher Dental Therapist ..	08
Dental Therapist, Scale C(T) 2, 3, 4 ..	Dental Therapist ..	07
Assistant Dental Therapist, Scale C(T) 1, 2 ..	Assistant Dental Therapist ..	06

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Dental Hygienist</i>		
Chief Dental Hygienist, Scale E 5 ..	Chief Dental Hygienist	06
Senior Dental Hygienist, Grade I, Scale E 5	Senior Dental Hygienist I	06
Senior Dental Hygienist, Grade II, Scale E 4	Senior Dental Hygienist II	06
Dental Hygienist, Scale E 1 (B & C) 3 ..	Dental Hygienist	05
Dental Hygienist-in-Training, Scale E 1 (B & C) 3	Dental Hygienist-in-Training	04
<i>Dental Surgery Assistant</i>		
Senior Dental Surgery Assistant, Scale F 4	Senior Dental Surgery Assistant	04
Dental Surgery Assistant, Scale F 1, 2, 3 ..	Dental Surgery Assistant	04
Dental Assistant, Scale F 1, 2, 3	Dental Assistant	04
<i>Dental Auxiliary</i>		
Senior Dental Auxiliary, Scale E 4 ..	Senior Dental Auxiliary	05
Dental Auxiliary, Scale E 1 (B & C) 3	Dental Auxiliary	04
Dental Nurse, Scale E 4	Dental Nurse	05
<i>Dental Technician</i>		
Senior Dental Technician, Grade I, Scale E 5	Senior Dental Technician, Grade I	05
Senior Dental Technician, Grade II, Scale E 4	Senior Dental Technician, Grade II	05
Dental Technician, Scale E 1 (B & C) 3	Dental Technician	04
Dental Technician-in-Training, Scale E 1 (B & C) 3	Dental Technician-in-Training	04
<i>Dental Attendant</i>		
Dental Attendant, Scale G 1, 2, 3 ..	Dental Attendant	01
Dental Attendant, Scale G 1, 2, 3 ..	Dental Attendant	01
<i>Paramedical Services</i>		
<i>Physiotherapy</i>		
<i>Physiotherapist</i>		
Principal Physiotherapist, Group 8 ..	Principal Physiotherapist	10
Senior Physiotherapist, Scale C(T) 6 ..	Senior Physiotherapist	09
Higher Physiotherapist, Scale C(T) 5 ..	Senior Physiotherapist	09
Physiotherapist, Scale C(T) 2, 3, 4 ..	Physiotherapist	08
Assistant Physiotherapist, Scale C(T) 1, 2	Assistant Physiotherapist	07
Assistant Physiotherapist-in-Training, Scale C(T) Training	Assistant Physiotherapist-in-Training	05
<i>Physiotherapy Instructor</i>		
Senior Instructor (Physiotherapist), Scale C(T) 6	Senior Instructor (Physiotherapist)	09
Superintendent Instructor (Physiotherapist), Scale C(T) 5	Superintendent Instructor (Physiotherapist)	09
Instructor (Physiotherapist), Scale C(T) 2, 3, 4	Instructor	08

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
Physiotherapy Technician		
Senior Physiotherapist Technician, Grade I, Scale E 5	Senior Physiotherapist Technician, Grade I	06
Senior Physiotherapist Technician, Grade II, Scale E 4	Senior Physiotherapist Technician, Grade II	05
Physiotherapist Technician, Scale E 1 (B & C) 3	Physiotherapist Technician	05
Physiotherapy Attendant, Scale G 1, 2, 3	Physiotherapy Attendant	01
Radiographer		
Principal Radiographer, Group 8	Principal Radiographer	09
Senior Radiographer, Scale C(T) 6	Senior Radiographer	08
Higher Radiographer, Scale C(T) 2, 3, 4	Higher Radiographer	08
Radiographer, Scale C(T) 2, 3, 4	Radiographer	07
Assistant Radiographer, Scale C(T) 1, 2	Assistant Radiographer	06
Radiographer-in-Training, Scale E 1 (B & C) 3	Radiographer-in-Training	04
Assistant Radiographer-in-Training, Scale E 1 (B & C) 3	Assistant Radiographer-in-Training	04
Radiography Instructor		
Principal, School of Radiography, Group 8	Principal, School of Radiography	10
Principal Radiography Instructor, Group 8	Principal Radiography Instructor	10
Senior Radiography Instructor, Scale C(T) 6	Senior Radiography Instructor	08
Higher Radiography Instructor, Scale C(T) 5	Higher Radiography Instructor	08
Radiography Instructor, Scale C(T) 2, 3, 4	Radiography Instructor	07
X-Ray Technician		
Chief X-Ray Technician, Scale E 5	Chief X-Ray Technician	06
Senior X-Ray Technician, Scale E 4	Senior X-Ray Technician	06
X-Ray Technician, Scale E 1 (B & C) 3	X-Ray Technician	06
First Class X-Ray Technician, Scale E 1 (B & C) 3 E 3	First Class X-Ray Technician	06
Second and Third Class X-Ray Technician, Scale E 1 (B & C) 3	Second and Third Class X-Ray Technician	05
X-Ray Technician-in-Training, Scale F 1, 2, 3	X-Ray Technician-in-Training	04
X-Ray Assistant		
Senior X-Ray Assistant, Scale F 4	Senior X-Ray Assistant	04
X-Ray Assistant, Scale F 1, 2, 3	X-Ray Assistant	04
First Class X-Ray Assistant, Scale F 1, 2, 3	First Class X-Ray Assistant	04
X-Ray Attendant		
Senior X-Ray Attendant, Scale G 4	Senior X-Ray Attendant	02
X-Ray Attendant, Scale G 1, 2, 3	X-Ray Attendant	01
Darkroom Technician, Scale F 1, 2, 3	Darkroom Technician	04
Darkroom Attendant, Scale G 1, 2, 3	Darkroom Attendant	01

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Optometrist/Ophthalmic Optician</i>		
Optometrist, Scale C(T) 2, 3, 4	Optometrist 07
Principal Ophthalmic Optician, Group 8 ..	Principal Ophthalmic Optician 10
Senior Ophthalmic Optician, Scale C(T) 6	Senior Ophthalmic Optician 09
Higher Ophthalmic Optician, Scale C(T) 5	Higher Ophthalmic Optician 08
Ophthalmic Optician, Scale C(T) 2, 3, 4 ..	Ophthalmic Optician 07
Assistant Ophthalmic Optician, Scale C(T) 1, 2	Assistant Ophthalmic Optician 06
<i>Audiotrician</i>		
Audiotrician, Scale C(T) 2, 3, 4	Audiotrician 07
<i>Occupational Therapist</i>		
Senior Occupational Therapist, Scale C(T) 6	Senior Occupational Therapist 08
Higher Occupational Therapist, Scale C(T) 5	Higher Occupational Therapist 08
Occupational Therapist, Grade I, Scale C(T) 2, 3, 4	Occupational Therapist, Grade I 07
Occupational Therapist, Grade II, Scale C(T) 1, 2	Occupational Therapist, Grade II 06
<i>Occupational Therapy Assistant/Attendant</i>		
Occupational Therapy Assistant, Scale F 1, 2, 3,	Occupational Therapy Assistant 04
Occupational Therapy Attendant, Scale G 1, 2, 3,	Occupational Therapy Attendant 01
<i>Occupational Therapy Instructor/ Occupational Instructor</i>		
Senior Occupational Therapy Instructor, Scale C(T) 6	Senior Occupational Therapy Instructor 08
Higher Occupational Therapy Instructor, Scale C(T) 5	Higher Occupational Therapy Instructor 08
Occupational Therapy Instructor, Scale C(T) 2, 3, 4	Occupational Therapy Instructor 07
Assistant Occupational Therapy Instructor, Scale C(T) 1, 2	Assistant Occupational Therapy Instructor 06
Senior Occupational Instructor, Scale F 4	Senior Occupational Instructor 04
Occupational Instructor, Scale E 2, 3/F 2, 3	Occupational Instructor 04
<i>Radiotherapist</i>		
Radiotherapist, Scale C(T) 2, 3, 4	Radiotherapist 07
<i>Speech Therapist</i>		
Speech Therapist, Scale C(T) 2, 3, 4	Speech Therapist 07
<i>Clinical Psychologist</i>		
Clinical Psychologist, Scale A	Clinical Psychologist 08

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Psychiatrist Social Welfare Worker</i>		
Higher Psychiatrist Social Welfare Officer, Scale C(E) 5	Higher Psychiatrist Social Welfare Officer	08
Psychiatrist Social Welfare Officer, Scale C(E) 2, 3, 4	Psychiatrist Social Welfare Officer	07
Social Welfare Officer (Psychiatry), Scale C(E) 2, 3, 4	Social Welfare Officer (Psychiatry)	07
Psychiatrist Senior Social Worker, Scale D 4	Psychiatrist Senior Social Worker	06
Psychiatrist Social Worker, Scale D 3	Psychiatrist Social Worker	05
<i>Family Visitor</i>		
Family Visitor, Grade I, Scale F 4	Family Visitor, Grade I	05
Family Visitor, Grade II, Scale F 1, 2, 3	Family Visitor, Grade II	04
<i>Orthopedic Services</i>		
<i>Limb Maker</i>		
Principal Limb Maker, Group 8	Principal Limb Maker	09
Senior Limb Maker, Scale CT) 6	Senior Limb Maker	08
Higher Limb Maker, Scale C(T) 5	Higher Limb Maker	08
Limb Maker, Scale C(T) 2, 3, 4	Limb Maker	07
Limb Maker, Grade II, Scale C(T) 1, 2	Limb Maker, Grade II	06
Assistant Limb Maker, Scale C(T) 1, 2	Assistant Limb Maker	06
Assistant Limb Maker-in-Training, Scale C(T) Training	Assistant Limb Maker-in-Training	04
<i>Limb Technician</i>		
Senior Limb Making Technician, Grade I, Scale E 5	Senior Limb Making Technician, Grade I	06
Senior Limb Making Technician, Grade II, Scale E 4	Senior Limb Making Technician, Grade II	06
Limb Making Technician, Scale E 1 (B & C) 3	Limb Making Technician	05
<i>Plaster Cast Maker</i>		
Plaster Cast Maker, Scale G 1, 2, 3	Plaster Cast Maker	02
<i>Orthopaedic Shoemaker</i>		
Shoe Technician, Scale F 1, 2, 3	Shoe Technician	04
Orthopaedic Shoemaker, Scale G 1, 2, 3	Orthopaedic Shoemaker	02
<i>Limb Fitter/Fitter Technician</i>		
Senior Limb Fitter, Scale C(T) 5	Senior Limb Fitter	07
Limb Fitter, Scale C(T) 2, 3, 4	Limb Fitter	06
Limb Fitter Technician, Scale E 1 (B & C) 3	Limb Fitter Technician	05
<i>Health Laboratory Services, Pathologist</i>		
Senior Pathologist, Group 8	Senior Pathologist	10
Pathologist, Grade I, Scale X/A(U)	Pathologist, Grade I	10
Pathologist, Grade II, Scale A	Pathologist, Grade II	09

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Medical Laboratory Technologist</i>		
Principal Medical Laboratory Technologist, Group 8	Principal Medical Laboratory Technologist	09
Senior Medical Laboratory Technologist, Scale C(T) 6	Senior Medical Laboratory Technologist	08
Higher Medical Laboratory Technologist, Scale C(T) 5	Higher Medical Laboratory Technologist	08
Medical Laboratory Technologist, Scale C(T) 2, 3, 4	Medical Laboratory Technologist	07
Assistant Medical Laboratory Technologist, Scale C(T) 1, 2	Assistant Medical Laboratory Technologist	06
Assistant Medical Laboratory Technologist-in-Training, Scale C(T) Training	Assistant Medical Laboratory Technologist-in-Training	05
<i>Medical Laboratory Technician</i>		
Senior Medical Laboratory Technician, Grade I, Scale E 5	Senior Medical Laboratory Technician, Grade I	06
Senior Medical Laboratory Technician, Grade II	Senior Medical Laboratory Technician, Grade II	06
Medical Laboratory Technician, Scale E 1 (B & C) 3	Medical Laboratory Technician	05
<i>Microscopist</i>		
Senior Microscopist, Grade I, Scale E 5 . .	Senior Microscopist, Grade I	06
Senior Microscopist, Grade II, Scale E 4 . .	Senior Microscopist, Grade II	05
Microscopist, Scale E 1(B & C) 3	Microscopist	05
Assistant Microscopist, Scale F 1, 2, 3 . .	Assistant Microscopist	04
<i>Laboratory Assistant/Attendant</i>		
Senior Medical Laboratory Assistant, Scale F 4	Senior Medical Laboratory Assistant	04
Laboratory Assistant, Scale F 1, 2, 3 . .	Laboratory Assistant	03
Laboratory Assistant-in-Training, Scale F 1, 2	Laboratory Assistant-in-Training	03
Senior Laboratory Attendant, Scale G 4 . .	Senior Laboratory Attendant	02
Laboratory Attendant, Scale G 1, 2, 3 . .	Laboratory Attendant	01
<i>Medical Laboratory Technology Instructor</i>		
Principal, School of Medical Laboratory Technology, Group 8	Principal, School of Medical Laboratory Technology	10
Principal Medical Laboratory Technology Instructor, Group 8	Principal Medical Laboratory Technology Instructor	09
Senior Medical Laboratory Technology Instructor, Scale C(T) 6	Senior Medical Laboratory Technology Instructor	08
Higher Medical Laboratory Technology Instructor, Scale C(T) 5	Higher Medical Laboratory Technology Instructor	08
Medical Laboratory Technology Instructor, Scale C(T) 2, 3, 4	Medical Laboratory Technology Instructor	07

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Blood Donor Organizer/Assistant</i>		
Blood Donor Organizer, Scale C(T) 2, 3, 4	Blood Donor Organizer	07
Assistant Blood Donor Organizer, Scale C(T) 1, 2	Assistant Blood Donor Organizer	06
Senior Blood Donor Assistant, Scale E 4	Senior Blood Donor Assistant	04
Blood Donor Assistant, Scale F 1, 2, 3/ E 1 (B & C) 3	Blood Donor Assistant	03
Senior Blood Donor Attendant, Scale F 4	Senior Blood Donor Attendant	02
Blood Donor Attendant, Scale G 1, 2, 3	Blood Donor Attendant	01
<i>Environmental and Public Health Services</i>		
<i>Medical Officer of Health</i>		
Medical Officer of Health, Group 7	Medical Officer of Health	11
Medical Officer of Health, Grade I, Scale X/A(U)	Medical Officer of Health, Grade I	10
Medical Officer of Health, Grade II, Scale A	Medical Officer of Health, Grade II	09
<i>Health Educator</i>		
Principal Health Educator, Group 7	Principal Health Educator	10
Principal, Medical Auxiliary Training School, Group 8		10
Senior Health Educator, Group 8	Senior Health Educator	09
Higher Health Educator, Scale C(T) 6	Higher Health Educator	08
Health Educator, Grade I, Scale C(T) 5	Health Educator, Grade I	08
Health Educator, Grade II, Scale C(T) 2, 3, 4	Health Educator, Grade II	07
<i>Health Education Officer</i>		
Health Education Officer, Scale A	Health Education Officer	08
Hospital Teacher, Scale C(T) 2, 3, 4	Hospital Teacher	07
Health Tutor, Scale C(T) 5	Health Tutor	08
Health Education Superintendent, Scale C(T) 2, 3, 4	Health Education Superintendent	07
Assistant Health Education Superintendent, Scale C(T) 1, 2	Assistant Health Education Superintendent	06
Health Education Assistant, Scale E 1 (B & C) 3	Health Education Assistant	05
Health Education Attendant, Scale G 1, 2, 3	Health Education Attendant	01
<i>Health Superintendent</i>		
Chief Health Superintendent, Group 8	Chief Health Superintendent	10
Principal Health Superintendent, Group 8	Principal Health Superintendent	09
Senior Health Superintendent, Scale C(T) 6	Senior Health Superintendent	08
Higher Health Superintendent, Scale C(T) 5	Higher Health Superintendent	08
Health Superintendent, Scale C(T) 2, 3, 4	Health Superintendent	07
Assistant Health Superintendent, Scale C(T) 1, 2	Assistant Health Superintendent	06

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
Assistant Health Superintendent-in-Training, Scale C(T) Training	Assistant Health Superintendent-in-Training	04
Health Superintendent (Statistics), Scale C(T) 2, 3, 4	Health Superintendent (Statistics)	07
<i>Health Inspector</i>		
Senior Health Inspector, Grade I, Scale E 5	Senior Health Inspector, Grade I	06
Senior Health Inspector, Grade II, Scale E 4	Senior Health Inspector, Grade II	06
Health Inspector, Scale E 1 (B & C) 3 ..	Health Inspector	06
Assistant Inspector, Scale E 1 (B & C) 3 ..	Assistant Inspector	05
Assistant Inspector-in-Training, Scale E 1 (B & C)/F 1, 2, 3	Assistant Inspector-in-Training	04
Health Inspector-in-Training, Scale E 1 B	Health Inspector-in-Training	04
Student Inspector, Scale E 1 (B & C) 3 ..	Student Inspector	04
<i>Rural Health Superintendent</i>		
Principal Rural Health Superintendent, Group 8	Principal Rural Health Superintendent	10
Senior Rural Health Superintendent, Scale C(T) 6	Senior Rural Health Superintendent	09
Higher Rural Health Superintendent, Scale C(T) 5	Higher Rural Health Superintendent	08
Rural Health Superintendent, Scale C(T) 2, 3, 4	Rural Health Superintendent	07
Assistant Rural Health Superintendent, Scale C(T) 1, 2	Assistant Rural Health Superintendent	06
Assistant Rural Health Superintendent-in-Training, Scale C(T) Training	Assistant Rural Health Superintendent-in-Training	04
<i>Rural Health Inspector</i>		
Senior Rural Health Inspector, Scale E 4 ..	Senior Rural Health Inspector	06
Rural Health Inspector, Scale E 1 (B & C) 3	Rural Health Inspector	05
<i>Rural Health Assistant/Health Assistant</i>		
Rural Health Assistant, Scale F 1, 2, 3 ..	Rural Health Assistant	04
Rural Health Sub-Staff, Scale G 1, 2, 3 ..	Rural Health Sub-Staff	02
Senior Port Health Assistant, Scale F 4 ..	Senior Port Health Assistant	04
Senior Health Assistant, Scale F 4 ..	Senior Health Assistant	04
Health Assistant, Scale F 1, 2, 3	Health Assistant	04
Port Health Assistant, Scale F 1, 2, 3 ..	Port Health Assistant	04
Port Health Assistant-in-Training, Scale F 1	Port Health Assistant-in-Training	03
<i>Vaccinator</i>		
Senior Vaccinator, Scale F 4	Senior Vaccinator	04
Vaccinator, Scale F 1, 2, 3	Vaccinator	03
<i>Health Overseer</i>		
Senior Health Overseer, Scale F 4	Senior Health Overseer	04
Health Overseer, Scale F 1, 2, 3	Health Overseer	04
Sanitary Overseer, Scale G 1, 2, 3	Sanitary Overseer	03
Quarantine Assistant, Scale F 1, 2, 3 ..	Quarantine Assistant	03

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
Health Attendant		
Senior Health Attendant, Scale G 4 ..	Senior Health Attendant ..	02
Health Attendant/Orderly, Scale G 1, 2, 3 ..	Health Attendant/Orderly ..	02
Public Health Attendant/Orderly, ..	Public Health Attendant/Orderly ..	02
Scale G 1, 2, 3 ..		
Health Orderly, Scale G 1, 2, 3 ..	Health Orderly ..	02
Quarantine Attendant, Scale G 1, 2, 3 ..	Quarantine Attendant ..	01
School Health Attendant, Scale G 1, 2, 3 ..	School Health Attendant ..	01
Head Sanitary Attendant, Scale G 4 ..	Head Sanitary Attendant ..	03
Sanitary Attendant, Scale G 1, 2, 3 ..	Sanitary Attendant ..	02
Port Health Attendant, Scale G 1, 2, 3 ..	Port Health Attendant ..	01
Community Attendant, Scale G 1, 2, 3 ..	Community Attendant ..	02
Inspectorate Attendant, Scale G 1, 2, 3 ..	Inspectorate Attendant ..	01
Mortuary Attendant		
Senior Public Mortuary Attendant, ..	Senior Public Mortuary Attendant ..	03
Scale G 4 ..		
Public Mortuary Attendant, Scale G 1, 2, 3 ..	Public Mortuary Attendant ..	02
Malariologist/Medical Officer (Malaria)		
Principal Malariologist, Group 7 ..	Principal Malariologist ..	11
Senior Malariologist, Group 8 ..	Senior Malariologist ..	10
Malariologist, Grade I, Scale X/A(U) ..	Malariologist, Grade I ..	10
Malariologist, Grade II, Scale A ..	Malariologist, Grade II ..	09
Medical Officer (Malaria), Scale A ..	Medical Officer (Malaria) ..	09
Microbiologist		
Microbiologist, Scale X/A(U) ..	Microbiologist ..	09
Mosquito Scout, Scale G 1, 2, 3 ..	Mosquito Scout ..	02
Sprayman, Scale G 1, 2 ..	Sprayman ..	01
Research Parasitologist		
Principal Research Parasitologist, Group 7 ..	Principal Research Parasitologist ..	11
Senior Research Parasitologist, Group 8 ..	Senior Research Parasitologist ..	10
Research Parasitologist, Grade I, ..	Research Parasitologist, Grade I ..	10
Scale X/A(U) ..		
Research Parasitologist, Grade II, Scale A ..	Research Parasitologist, Grade II ..	09
Entomologist		
Principal Entomologist, Group 7 ..	Principal Entomologist ..	11
Senior Entomologist, Group 8 ..	Senior Entomologist ..	10
Entomologist, Grade I, Scale X/A(U) ..	Entomologist, Grade I ..	09
Entomologist, Grade II, Scale A ..	Entomologist, Grade II ..	08
Senior Entomology Technician, Scale E 4 ..	Senior Entomology Technician ..	05
Entomology Technician, ..	Entomology Technician ..	05
Scale E 1 (B and C) 3 ..		
Epidemiologist		
Epidemiologist, Grade II, Scale A ..	Epidemiologist ..	09

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Leprosy Control Superintendent</i>		
Higher Leprosy Control Superintendent, Scale C(T) 5	Higher Leprosy Control Superintendent	08
Leprosy Control Superintendent, Scale C(T) 2, 3, 4	Leprosy Control Superintendent	07
Assistant Leprosy Control Superintendent, Scale C(T) 1, 2	Assistant Leprosy Control Superintendent	06
<i>Leprosy Inspector</i>		
Senior Leprosy Inspector, Scale C(T) 1, 2	Senior Leprosy Inspector	06
Leprosy Inspector, Scale E 4 E 1 (B & C) 3	Leprosy Inspector	05
Assistant Leprosy Inspector, Scale F 1, 2, 3	Assistant Leprosy Inspector	04
Leprosy Assistant, Scale F 1, 2, 3	Leprosy Assistant	04
Leprosy Attendant, Scale G 1, 2, 3	Leprosy Attendant	02
Rat Catcher, Scale G 1, 2, 3	Rat Catcher	02
<i>Nutritionist</i>		
Nutritionist, Scale A	Nutritionist	08
Senior Nutrition Officer, Scale C(T) 6	Senior Nutrition Officer	08
Higher Nutrition Officer, Scale C(T) 5	Higher Nutrition Officer	08
Nutrition Officer, Scale C(T) 2, 3, 4	Nutrition Officer	07
Assistant Nutrition Officer, Scale C(T) 1, 2	Assistant Nutrition Officer	06
Senior Nutrition Assistant, Scale E 4	Senior Nutrition Assistant	05
Nutrition Assistant, Scale E 1 (B & C) 3	Nutrition Assistant	04
Nutrition Attendant, Scale G 1, 2, 3	Nutrition Attendant	02
<i>Dietician</i>		
Principal Dietician, Group 8	Principal Dietician	09
Senior Dietician, Scale C(T) 6	Senior Dietician	08
Higher Dietician, Scale C(T) 5	Higher Dietician	08
Dietician, Scale C(T) 2, 3, 4	Dietician	07
Assistant Dietician, Scale C(T) 1, 2	Assistant Dietician	06
Assistant Dietician-in-Training Scale C(T) Training	Assistant Dietician-in-Training	05
<i>Pharmaceutical Services</i>		
<i>Pharmacist</i>		
Principal Pharmacist, Group 7	Principal Pharmacist	11
Senior Pharmacist, Group 8	Senior Pharmacist	10
Pharmacist, Grade I, Scale X/A(U)	Pharmacist, Grade I	09
Pharmacist, Grade II, Scale A	Pharmacist, Grade II	08
Staff Pharmacist, Scale A	Staff Pharmacist	08
Pupil Pharmacist, Scale A	Pupil Pharmacist	08
Pharmacist-in-Training, Scale A	Pharmacist-in-Training	08
<i>Pharmaceutical Inspector</i>		
Principal Pharmaceutical Inspector, Group 7	Principal Pharmaceutical Inspector	11

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
Senior Pharmaceutical Inspector, Group 8	Senior Pharmaceutical Inspector	10
Pharmaceutical Inspector, Grade I, Scale X/A(U)	Pharmaceutical Inspector, Grade I	09
Pharmaceutical Inspector, Grade II, Scale A	Pharmaceutical Inspector, Grade II	08
<i>Pharmaceutical Instructor</i>		
Principal, School of Dispensing Assistants/ Registrar, Group 8	Principal, School of Dispensing Assis- tants/Registrar	10
Assistant Pharmaceutical Registrar, Group 8	Assistant Pharmaceutical Registrar	10
Deputy Pharmaceutical Registrar, Scale X/A(U)	Deputy Pharmaceutical Registrar	09
Pharmaceutical Instructor, Grade II, Scale A	Pharmaceutical Instructor	08
<i>Pharmaceutical Manufacturing Technologist</i>		
Principal Pharmaceutical Manufacturing Technologist, Group 8	Principal Pharmaceutical Manufac- turing Technologist	09
Senior Pharmaceutical Manufacturing Technologist, Scale C(T) 6	Senior Pharmaceutical Manufacturing Technologist	08
Higher Pharmaceutical Manufacturing Technologist, Scale C(T) 5	Higher Pharmaceutical Manufacturing Technologist	08
Pharmaceutical Manufacturing Techno- logist, Scale C(T) 2, 3, 4	Pharmaceutical Manufacturing Tech- nologist	07
Assistant Pharmaceutical Manufacturing Technologist, Scale C(T) 1, 2	Assistant Pharmaceutical Manufacturing Technologist	06
Assistant Pharmaceutical Manufacturing Technologist, Scale E1 (B & C) 3	Assistant Pharmaceutical Manufacturing Technologist	06
Pharmaceutical Attendant, Scale G 1, 2, 3	Pharmaceutical Attendants	02
<i>Pharmaceutical Manufacturing Technician</i>		
Senior Pharmaceutical Manufacturing Technician, Scale E 4	Senior Pharmaceutical Manufacturing Technician	06
Pharmaceutical Manufacturing Technician, Scale E1 (B & C) 3	Pharmaceutical Manufacturing Techni- cian	05
Pharmaceutical Manufacturing Assistant, Scale F 1, 2, 3	Pharmaceutical Manufacturing Assistant	04
Pharmaceutical Manufacturing Attendant, Scale G 1, 2, 3	Pharmaceutical Manufacturing Atten- dant	02
<i>Pharmaceutical Laboratory Technologist</i>		
Principal Pharmaceutical Laboratory Technologist, Group 8	Principal Pharmaceutical Laboratory Technologist	09
Senior Pharmaceutical Laboratory Techno- logist, Scale C(T) 6	Senior Pharmaceutical Laboratory Technologist	08
Higher Pharmaceutical Laboratory Techno- logist, Scale C(T) 5	Higher Pharmaceutical Laboratory Technologist	08
Pharmaceutical Laboratory Technologist, Scale C(T) 2, 3, 4	Pharmaceutical Laboratory Techno- logist	07

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Pharmaceutical Laboratory Technician</i>		
Senior Pharmaceutical Laboratory Technician, Scale E 4	Senior Pharmaceutical Laboratory Technician	06
Pharmaceutical Laboratory Technician, Scale E 1 (B & C) 3	Pharmaceutical Laboratory Technician	05
<i>Dispensing Assistant</i>		
Chief Dispensing Assistant, Scale E 5 ..	Chief Dispensing Assistant	06
Senior Dispensing Assistant, Scale E 4 ..	Senior Dispensing Assistant	06
Dispensing Assistant, Scale E 1 (B & C) 3	Dispensing Assistant	05
Dispensing Assistant-in-Training, Scale F 1, 2, 3	Dispensing Assistant-in-Training	04
Dispensing Attendant, Scale G 1, 2, 3 ..	Dispensing Attendant	01
MINES AND POWER		
<i>Inspector of Mines</i>		
Principal Inspector of Mines, Group 7 ..	Principal Inspector of Mines	11
Senior Inspector of Mines, Group 8 ..	Senior Inspector of Mines	10
Inspector of Mines, Grade I, Scale A(U)	Inspector of Mines, Grade I	09
Inspector of Mines, Grade II, Scale A ..	Inspector of Mines, Grade II	08
<i>Sub-Inspector of Mines</i>		
Chief Sub-Inspector of Mines, Scale E 5	Chief Sub-Inspector of Mines	07
Senior Sub-Inspector of Mines, Scale E 4	Senior Sub-Inspector of Mines	06
Sub-Inspector of Mines, Scale E 1 (B & C) 3	Sub-Inspector of Mines	05
<i>Inspecting Engineer</i>		
Principal Inspecting Engineer, Group 7 ..	Principal Inspecting Engineer	11
Senior Inspecting Engineer, Group 8 ..	Senior Inspecting Engineer	10
Inspecting Engineer, Grade I, Scale A(U)	Inspecting Engineer, Grade I	09
Inspecting Engineer, Grade II, Scale A	Inspecting Engineer, Grade II	08
<i>Geologist</i>		
Principal Geologist, Group 7	Principal Geologist	11
Senior Geologist, Group 8	Senior Geologist	10
Geologist, Grade I, Scale A(U)	Geologist, Grade I	09
Geologist, Grade II, Scale A	Geologist, Grade II	08
<i>Geological Assistant</i>		
Chief Geological Assistant, Scale E 5 ..	Chief Geological Assistant	07
Senior Geological Assistant, Scale E 4 ..	Senior Geological Assistant	06
Geological Assistant, Scale E 1 (B & C) 3 ..	Geological Assistant	05
<i>Geophysicist</i>		
Principal Geophysicist, Group 7	Principal Geophysicist	11
Senior Geophysicist, Group 8	Senior Geophysicist	10
Geophysicist, Grade I, Scale A(U)	Geophysicist, Grade I	09
Geophysicist, Grade II, Scale A	Geophysicist, Grade II	08

<i>Driller</i>		Senior Drilling Superintendent	..	08
		Scale C(T) 6		
		Higher Drilling Superintendent,	..	08
		Scale C(T) 5		
		Driller, Scale C(T) 2, 3, 4	..	07
		Assistant Driller, Scale C(T) 1, 2	..	06
<i>Geochemist</i>		Principal Geochemist	..	11
		Senior Geochemist	..	10
		Geochemist, Grade I	..	09
		Geochemist, Grade II	..	08
<i>Petroleum Chemist</i>		Petroleum Chemist	..	09
		Petroleum Chemist, Scale A(U)	..	
<i>Petroleum Engineer</i>		Principal Petroleum Engineer	..	11
		Senior Petroleum Engineer	..	10
		Petroleum Engineer, Grade I	..	09
		Petroleum Engineer, Grade II	..	08
<i>Oil Gauger</i>		Senior Oil Gauger	..	05
		Oil Gauger	..	04
<i>Oil Technologist</i>		Principal Oil Technologist	..	09
		Senior Oil Technologist	..	08
		Higher Oil Technologist	..	08
		Oil Technologist	..	07
		Assistant Oil Technologist	..	06
		Assistant Oil Technologist-in- Training	..	05
<i>Petroleum Inspector</i>		Principal Petroleum Inspector	..	09
		Senior Petroleum Inspector	..	08
		Higher Petroleum Inspector	..	07
		Assistant Petroleum Inspector,	..	06
		Scale C(T) 1, 2		
		Assistant Petroleum Inspector-in- Training	..	05
<i>Laboratory Technologist</i>		Principal Laboratory Technologist	..	09
		Senior Laboratory Technologist	..	08
		Scale C(T) 6		

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
Higher Laboratory Technologist, Scale C(T) 5 ..	Higher Laboratory Technologist ..	08
Laboratory Technologist, Scale C(T) 2, 3, 4 ..	Laborator Technologist ..	07
Assistant Laboratory Technologist, Scale C(T) 1, 2 ..	Assistant Laboratory Technologist ..	06
<i>Scientific Officer</i>		
Principal Scientific Officer, Group 7 ..	Principal Scientific Officer ..	11
Senior Scientific Officer, Group 8 ..	Senior Scientific Officer ..	10
Scientific Officer, Grade I, Scale A(U) ..	Scientific Officer, Grade I ..	09
Scientific Officer, Grade II, Scale A ..	Scientific Officer, Grade II ..	08
<i>Technical Officer (Instruments)</i>		
Higher Technical Officer, Scale C(T) 5 ..	Higher Technical Officer ..	08
Technical Officer, Scale C(T) 2, 3, 4 ..	Technical Officer ..	07
Assistant Technical Officer, Scale C(T) 1, 2 ..	Assistant Technical Officer ..	06
<i>Mines Ranger</i>		
Mines Ranger, Scale F 1, 2, 3 ..	Mines Ranger ..	03
<i>Laboratory Attendant</i>		
Laboratory Attendant, Scale G 1, 2, 3 ..	Laboratory Attendant ..	01
<i>Laboratory Technician</i>		
Laboratory Technician, Scale E 1 (B & C) 3 ..	Laboratory Technician ..	05
<i>Laboratory Assistant</i>		
Senior Laboratory Assistant, Scale G 1, 2, 3 ..	Senior Laboratory Assistant ..	04
Laboratory Assistant, Scale F 1, 2, 3 ..	Laboratory Assistant ..	03

PARLIAMENT BUILDINGS

Clerk of Parliament

Clerk of Parliament, Group 8 ..	Clerk of Parliament ..	10
2nd Clerk Assistant, Scale A(U) ..	2nd Clerk Assistant ..	09
3rd Clerk Assistant, Scale A ..	3rd Clerk Assistant ..	08

Other Posts

Officer-in-Charge of Parliament Building, Group 7 ..	Officer-in-Charge of Parliament Building ..	11
Assistant Officer-in-Charge of Parliament Building, Scale A(U) ..	Assistant Officer-in-Charge of Parliament Building ..	09
Sergeant-at-Arms, Parliament Building, Scale NP 8 ..	Sergeant-at-Arms, Parliament Building ..	08
Deputy Sergeant-at-Arms, Scale NP 7 ..	Deputy Sergeant-at-Arms ..	07
Junior Technical Officer, Scale E 1 (B & C) 3 ..	Senior Technical Assistant, Grade II, Scale E 1 (B & C) 3 ..	05

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
PRISON SERVICES		
<i>Prison Superintendent</i>	Assistant Director of Prisons ..	12
Assistant Director of Prisons, Group 7 ..	Chief Superintendent of Prison ..	11
Chief Superintendent of Prisons, Group 8 ..	Superintendent of Prisons ..	10
Superintendent of Prisons, Scale B 4 ..	Deputy Superintendent of Prisons ..	09
Deputy Superintendent of Prisons, Scale B 3	Assistant Superintendent of Prisons ..	08
Assistant Superintendent of Prisons, Scale B 1, 2		
<i>Warder</i>	Chief Warder ..	06
Chief Warder, Grade I, Scale H 12	Chief Warder/Wardress ..	06
Chief Warder/Wardress, Grade II, Scale H 10, 11	Assistant Chief Warder/Wardress ..	05
Assistant Chief Warder/Wardress, Scale H 9	Senior Warder/Wardress ..	04
Senior Warder/Wardress, Grade I, Scale H 7	Senior Warder/Wardress ..	04
Senior Warder/Wardress, Grade II, Scale H 5, 6	Warder/Wardress ..	03
Warder/Wardress, Scale H 2, 3, 4		
<i>Hangman</i>	Hangman ..	04
Senior Hangman, Scale H 7, 8, 9	Hangman ..	04
Hangman Scale H 4, 5, 6 ..		
<i>After Care Officer</i>	After Care Officer ..	04
After Care Officer, Scale D 1, 2, 3		
<i>Prison Teacher</i>	Prison Teacher, Grade I ..	06
Prison Teacher, Grade I, Scale C(E) 1, 2	Prison Teacher, Grade II ..	05
Prison Teacher, Grades II & III, Scale D 1, 2, 3		
<i>Prison Instructor</i>	Trade Instructor ..	07
Chief Trade Instructor, Scale H 10	Assistant Trade Instructor ..	06
Senior Trade Instructor, Scale H 9	Assistant Instructor-in-Training ..	05
Trade Instructor Grades I, II, III, Scale H 4, 5, 6, 7		
<i>Borstal Teacher</i>	Borstal Teacher ..	05
Borstal Teacher, Scale D 1, 2 ..		
<i>Warder/Dispensary Orderly</i>	Warder/Dispensary Orderly ..	03
Warder/Dispensary Orderly, Scale H 2, 3, 4		
<i>Chaplain</i>	Prison Chaplain ..	03
Prison Chaplain, Scale H 1, 2, 3 ..		
SOCIAL WELFARE AND COMMUNITY DEVELOPMENT		
<i>Home Economist</i>	Home Economist, Grade I ..	09
Home Economist, Grade I, Scale A(U) or X	Home Economist, Grade II ..	08
Home Economist, Grade II, Scale A ..		

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Home Economic Officer</i>		
Home Economic Officer, Scale C(T) 2, 3, 4	Home Economic Officer	07
Assistant Home Economic Officer, Scale C(T) 1, 2	Assistant Home Economic Officer	06
Assistant Home Economic Officer-in-Training, Scale C(T) Training	Assistant Home Economic Officer-in-Training	05
<i>Home Agent</i>		
Home Agent, Grades I and II, Scale E 1 (B C) 3	Home Agent	05
Woman Home Agent, Scale E 1 (B C) 3	Home Agent	05
Home Agent-in-Training, Scale E 1 (B C) 3	Home Agent-in-Training	04
<i>Home Instructor</i>		
Home Instructor, Scale F 1, 2, 3	Home Instructor	05
Home Instructor-in-Training, Scale G 1, 2, 3	Home Instructor-in-Training	04
<i>Social Development Officer</i>		
Principal Social Development Officer, Group 7	Principal Social Development Officer ..	11
Senior Social Development Officer, Group 8	} Senior Social Development Officer ..	10
Principal Social Development Officer, Group 8		
Social Development Officer, Grade I, Scale A(U)	} Social Development Officer, Grade I	09
Senior Social Development Officer, Scale C(E) 6		
Higher Social Development Officer, Scale C(E) 5		
Social Development Officer, Grade II, Scale A	} Social Development Officer, Grade II	08
Social Development Officer, Scale C(E) 2, 3, 4		
<i>Welfare Officer</i>		
Chief Social Welfare Officer, Group 7 ..	Chief Social Welfare Officer	12
Principal Social Welfare Officer, Group 8	Principal Social Welfare Officer ..	10
Social Welfare Inspector, Scale A ..	Social Welfare Inspector	08
Senior Social Welfare Officer, Scale C(E) 6	Senior Social Welfare Officer ..	09
Higher Social Welfare Officer, Scale C(E) 5	Higher Social Welfare Officer ..	09
Social Welfare Officer, Scale C(E) 2, 3, 4	Social Welfare Officer	08
Assistant Social Welfare Officer, Scale C(E) 1, 2	Assistant Social Welfare Officer ..	07
Assistant Social Welfare Officer-in-Training, Scale C(E) Training	Assistant Social Welfare Officer-in-Training	05

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Welfare Worker</i>		
Chief Social Welfare Worker, Scale D 5	Chief Social Welfare Worker ..	07
Senior Social Welfare Worker, Scale D 4	Senior Social Welfare Worker ..	07
Social Welfare Worker, Scale D 4	Social Welfare Worker ..	06
Social Welfare Worker, Scale D 1, 2, 3		
<i>Social Welfare Assistant</i>		
Senior Social Welfare Assistant, Scale F 4	Social Welfare Assistant ..	05
Social Welfare Assistant, Scale F 1, 2, 3		
<i>Instructor</i>		
Supervisor, Scale C(E) 1, 2	Supervisor ..	06
Senior Manual Training Instructor, Scale E 3	Senior Manual Training Instructor ..	04
Manual Training Instructor, Scale E 3	Manual Training Instructor ..	04
Senior Craftsman Instructor, Scale E 3	Senior Craftsman Instructor ..	04
Manual Training Instructor, Scale E 1 (B & C) 2	Manual Training Instructor ..	04
Masonry Instructor, Scale E 1 (B & C) 3	Masonry Instructor ..	04
Carpentry Instructor, Scale E 1 (B & C) 3	Carpentry Instructor ..	04
Instructor (Plumbing, Electrical, Painting), Scale E 1 (B & C) 3	Instructor (Plumbing, Electrical, Painting) ..	04
Farming Instructor, Scale E 1 (B & C) 3	Farming Instructor ..	04
Senior Artisan Instructor, Scale F 4	Senior Artisan Instructor ..	04
Handicraft Instructor, Scale F 1, 2, 3	Handicraft Instructor ..	03
Home Craft Instructor, Scale F 1, 2, 3	Home Craft Instructor ..	03
Religious Instructor, Scale F 1, 2, 3	Religious Instructor ..	03
Weaving Instructor, Scale F 1, 2, 3	Weaving Instructor ..	03
Rural Trade Instructor, Scale F 1, 2, 3	Rural Trade Instructor ..	03
Carpentry/Leather Instructor, Scale F 1, 2, 3	Carpentry/Leather Instructor ..	03
Physical Training Instructor, Scale G 1, 2	Physical Training Instructor ..	02
<i>Life Guard</i>		
Life Guard Instructor, Scale F 2, 3, 4	Life Guard Instructor ..	04
Head Life Guard, Scale F 4	Head Life Guard ..	04
Senior Life Guard, Scale F 1, 2, 3	Senior Life Guard ..	03
Life Guard, Scale G 3, 4	Life Guard ..	03
Trainee Life Guard, Scale G 2, 3	Trainee Life Guard ..	02
<i>Motivator</i>		
Male Motivator, Scale D 1, 2, 3	Male Motivator ..	04
Female Motivator, Scale D 1, 2, 3	Female Motivator ..	04
<i>Tradesman</i>		
Tailor, Scale G 2, 3	Tailor ..	03
Tailor, Scale F 1, 2, 3		
Trade Apprentice, Scale G 1, 2		
	Trade Apprentice ..	01

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Attendant</i>		
Community Attendant, Scale G 1, 2, 3 ..	Community Attendant	01
Craftshop Attendant, Scale G 1, 2 ..	Craftshop Attendant	01
<i>Remand Home Warden</i>		
Matron, Children's Home Scale C(T) 5 ..	Matron, Children's Home	08
Warden/Teacher (Remand Home), Scale C(E) 1, 2	Warden/Teacher (Remand Home)	06
Warden/Teacher (Welfare Home), Scale C (E) 1, 2	Warden/Teacher (Welfare Home)	06
Remand Home Warden, Scale D 1, 2, 3	Remand Home Warden	05
Assistant Home Warden, Scale F 1, 2, 3	Assistant Home Warden	04
Assistant Warden, Scale G 1, 2, 3 ..	Assistant Warden	03
<i>Blind Welfare Officer</i>		
Administrative Secretary for the Blind, Group 8	Administrative Secretary for the Blind	10
Blind Welfare Officer, Scale C(E) 2, 3, 4	Blind Welfare Officer	08
Assistant Blind Welfare Officer, Scale C(E) 1, 2	Assistant Blind Welfare Officer	07
Blind Centre Supervisor/Administrative Secretary, Scale C(E) 1, 2	Blind Centre Supervisor/Administrative Secretary	06
<i>Instructor (Blind)</i>		
Braille Instructor, Scale C(E) 2, 3, 4 ..	Braille Instructor	07
Assistant Braille Instructor, Scale C(E) 1, 2	Assistant Braille Instructor	06
Craft Instructor, Scale E 1 (B & C) 3 ..	Craft Instructor	05
Blind Instructor, Scale D 1, 2, 3 ..	Blind Instructor	05
Craft Instructor, Scale F 1, 2, 3 ..	Craft Instructor	05
Blind Handwork Instructor, Scale F 1, 2, 3	Blind Handwork Instructor	05
Blind Craftsman, Scale G 1, 2, 3 ..	Blind Craftsman	04
Assistant Blind Instructor, Scale G 1, 2, 3	Assistant Blind Instructor	04
<i>Workshop/Farm Supervisor</i>		
Principal, Zaria Farm Craft Centre, Scale C(E) 2, 3, 4	Principal, Zaria Farm Craft Centre	07
Blind Workshop Supervisor, Scale D 1, 2, 3	Blind Workshop Supervisor	05
Workshop/Farm Supervisor, Scale F 1, 2, 3	Workshop/Farm Supervisor	05
Farm Inspector, Scale G 2	Farm Inspector	03
Craft Inspector, Scale G 2	Craft Inspector	03
Workshop/Farm Attendant, Scale G 1, 2, 3	Workshop/Farm Attendant	01
<i>Community Development Inspector</i>		
Principal Community Development Inspector, Group 7	Principal Community Development Inspector	11

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
Senior Community Development Inspector, Group 8	Senior Community Development Inspector	10
Community Development Inspector, Grade I, Scale A(U)	Community Development Inspector, Grade I	09
Community Development Inspector, Grade II, Scale A	Community Development Inspector, Grade II	08
<i>Community Development Officer</i>		
Principal Community Development Officer, Group 8	Principal Community Development Officer	10
Senior Community Development Officer, Scale C(E) 6	Senior Community Development Officer	09
Higher Community Development Officer, Scale C(E) 5	Higher Community Development Officer	09
Community Development Officer, Scale C(E) 2, 3, 4	Community Development Officer	08
Assistant Community Development Officer, Scale C(E) 1, 2	Assistant Community Development Officer	07
Assistant Community Development Officer-in-Training, Scale C(E) Training	Assistant Community Development Officer-in-Training	05
<i>Community Development Assistant</i>		
Chief Community Development Assistant, Scale D 5	} Chief Community Development Assistant	07
Senior Community Development Assistant, Grade I, Scale D 5		
Senior Community Development Assistant, Grade II, Scale D 4		
Senior Community Development Assistant, Scale D 4		
Community Development Assistant, Scale D 1, 2, 3		
<i>Development Officer</i>		
Principal Development Officer, Group 8	Principal Development Officer	09
Senior Development Officer, Scale C(E) 6	Senior Development Officer	08
Higher Development Officer, Scale C(E) 5	Higher Development Officer	08
Development Officer, Scale C(E) 2, 3, 4	Development Officer	07
Assistant Development Officer, Scale C(E) 1, 2	Assistant Development Officer	06
<i>Community Development Organizer</i>		
Senior Community Development Organizer, Scale D 4	Senior Community Development Organizer	06
Community Development Organizer, Scale D 1, 2, 3	Community Development Organizer	05
Development Organizer, Scale D 1	Development Organizer	05
<i>Community Development Worker</i>		
Community Development Worker, Scale F 1, 2, 3	Community Development Worker	05

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Town Warden</i>		
Town Warden, Scale F 1, 2, 3	Town Warden	03
<i>Valuation Officer</i>		
Valuation Officer, Scale A	Valuation Officer	08
<i>Community Rural Development Officer</i>		
Principal Community Rural Development Officer, Group 8	} Principal Community Development Officer	10
Deputy Chief Community Rural Development Officer, Group 8		
Senior Deputy Chief Community Rural Development Officer, Scale C(E) 6	Senior Community Development Officer	09
Higher Deputy Chief Community Rural Development Officer, Scale C(E) 5	Higher Community Development Officer	09
Community Rural Development Officer, Scale C(E) 2, 3, 4	Community Development Officer	08
Assistant Community Rural Development Officer, Scale C(E) 1, 2	Assistant Community Development Officer	07
Assistant Community Rural Development Officer-in-Training, Scale C(E) Training	Assistant Community Development Officer-in-Training	05
<i>Community Rural Development Worker</i>		
Community Development Worker, Scale F 1, 2, 3	Community Development Worker ..	05
<i>Rural Development Officer</i>		
Principal Rural Development Officer, Group 8	Principal Rural Development Officer	10
Senior Rural Development Officer, Scale C(E) 6	Senior Rural Development Officer ..	09
Higher Rural Development Officer, Scale C(E) 5	Higher Rural Development Officer ..	09
Rural Development Officer, Scale C(E) 2, 3, 4	Rural Development Officer	08
Assistant Rural Development Officer, Scale C(E) 1, 2	Assistant Rural Development Officer	07
Rural Development Organizer, Scale D 1, 2, 3	Rural Development Organizer	06
Rural Trade Instructor, Scale F 1, 2, 3 ..	Rural Trade Instructor	05
Rural Development Worker, Scale F 1, 2, 3	Rural Development Worker	05

SPORTS ADMINISTRATION

Sports Council Secretary

Director of Sports, Group 8	Director of Sports	11
Secretary, Sports Council, Group 8	Secretary, Sports Council	10
Secretary, Sports Council, Scale C(E) 6	Secretary, Sports Council	09
Secretary, Sports Council, Scale A(U)	Secretary, Sports Council	09
Secretary, Sports Council, Scale A	Secretary, Sports Council	08
Higher Sports Secretary, Scale C(E) 5	Higher Sports Secretary	08

Organizing Secretary

Senior Sport Organizing Secretary, Scale C(E) 6	Senior Sport Organizing Secretary	08
Higher Sport Organizing Secretary, Scale C(E) 5	Higher Sport Organizing Secretary	08
Sports Organizing Secretary, Scale C(E) 2, 3, 4	Sports Organizing Secretary	07
Assistant Sports Organizing Secretary, Scale C(E) 1, 2	Assistant Sports Organizing Secretary	06
Assistant Organizing Secretary, Scale C(T) 1, 2	Assistant Organizing Secretary	06
Organizing Assistant, Scale D 1, 2, 3	Organizing Assistant	04

Stadium Management

Stadium Manager, Scale C(E) 2, 3, 4	Stadium Manager	07
Stadium Supervisor, Scale D 2, 3, 4	Stadium Supervisor	04
Stadium Caretaker, Scale G 1, 2, 3	Stadium Caretaker	04
Stadium Groundsman, Scale G 1, 2, 3	Stadium Groundsman	02
Gymnasium Caretaker, Scale G 1, 2	Gymnasium Caretaker	02

Coach

Senior Coach, Group 8	Senior Coach	09
Senior Coach, Scale C(E) 6	Higher Coach	08
Higher Coach, Scale C(E) 5	Higher Coach	08
Coach, Scale C(E) 2, 3, 4	Coach	07
Coach (Fixed Salary)	Coach	07
Coach, Grade I, (Fixed Salary)	Coach	07
Coach, Grade II, Scale C(E) 2, 3, 4	Coach	07
Assistant Coach, Scale C(T) 1, 2	Assistant Coach	06
Coaching Assistant, Scale D 1, 2, 3	Coaching Assistant	06

SURVEY

Surveyor

Principal Surveyor (Research), Group 7	Principal Surveyor (Research)	12
Principal Surveyor (Field Headquarters), Group 7	Principal Surveyor (Field Headquarters)	12
Senior Surveyor, Group 8	Senior Surveyor	10

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
Surveyor, Grade I, Scale A(U) or X ..	Surveyor, Grade I	09
Surveyor, Grade II, Scale A	Surveyor, Grade II	08
Pupil Surveyor, Scale A	Pupil Surveyor	08
<i>Surveyor Assistant</i>		
Chief Survey Assistant, Scale E 5 ..	Chief Survey Assistant	06
Senior Survey Assistant, Scale E 4 ..	Senior Survey Assistant	05
Survey Assistant, Scale E 1 (B & C) 3 ..	Survey Assistant	05
Senior Survey Overseer, Scale F 4 ..	Senior Survey Overseer	04
Survey Overseer, Scale F 1, 2, 3 ..	Survey Overseer	04
<i>Survey Draughtsman</i>		
Senior Survey Draughtsman, Grade I, Scale E 5	Senior Survey Draughtsman, Grade I	06
Senior Survey Draughtsman, Grade II, Scale E 4	Senior Survey Draughtsman, Grade II	05
Survey Draughtsman, Scale E 1 (B & C) 3	Survey Draughtsman	04
<i>Technical Officer (Survey)</i>		
Principal Technical Officer (Survey), Group 8	Principal Technical Officer (Survey) ..	09
Senior Technical Officer (Survey), Scale C(T) 6	Senior Technical Officer (Survey) ..	08
Higher Technical Officer (Survey), Scale C(T) 5	Higher Technical Officer (Survey) ..	08
Technical Officer (Survey), Scale C(T) 2, 3, 4	Technical Officer (Survey)	07
Assistant Technical Officer (Survey), Scale C(T) 1, 2	Assistant Technical Officer (Survey) ..	06
<i>Technical Officer (Aerial Survey)</i>		
Principal Technical Officer (Aerial Survey), Group 8	Principal Technical Officer (Aerial Survey)	09
Senior Technical Officer (Aerial Survey), Scale C(T) 6	Senior Technical Officer (Aerial Survey)	08
Higher Technical Officer (Aerial Survey), Scale C(T) 5	Higher Technical Officer (Aerial Survey)	08
Technical Officer (Aerial Survey), Scale C(T) 2, 3, 4	Technical Officer (Aerial Survey) ..	07
Technical Officer (Photogrammetry), Scale C(T) 2, 3, 4	Technical Officer (Photogrammetry) ..	07
Assistant Technical Officer (Aerial Survey), Scale C(T) 1, 2	Assistant Technical Officer (Aerial Survey)	06
<i>Technical Assistant (Aerial Survey)</i>		
Technical Assistant (Air Survey), Scale F 1, 2, 3	Technical Assistant (Air Survey) ..	04
<i>Technical Officer (Photolithography)</i>		
Principal Technical Officer (Photolithography), Group 8	Principal Technical Officer (Photolithography)	08

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
Senior Technical Officer (Photolithography), Scale C(T) 6	Senior Technical Officer (Photolithography)	07
Higher Technical Officer (Photolithography), Scale C(T) 5	Higher Technical Officer (Photolithography)	07
Technical Officer (Photolithography), Scale C(T) 2, 3, 4	Technical Officer (Photolithography)	06
Assistant Technical Officer (Photolithography), Scale C(T) 1, 2	Assistant Technical Officer (Photolithography)	05
Senior Photo-Lithographer, Scale E 4	Senior Photo-Lithographer	05
Photo-Lithographer, Scale E 1 (B & C) 3	Photo-Lithographer	04
Senior Photo-Lithographer Attendant, Scale E 4	Senior Photo-Lithographer Attendant	04
Technical Assistant (Photo-Lithographer), Scale F 1, 2, 3	Technical Assistant (Photo-Lithographer)	03
Photo-Lithographer Attendant, Scale 1, 2, 3	Photo-Lithographer Attendant	03
<i>Computing Assistant</i>		
Senior Computing Assistant, Grade I, Scale E 5	Senior Computing Assistant, Grade I	06
Senior Computing Assistant, Grade II, Scale E 4	Senior Computing Assistant, Grade II	05
Computing Assistant, Scale E1 (B & C) 3	Computing Assistant	04
<i>Air Mapping Assistant</i>		
Chief Air Mapping Assistant, Scale E 5 ..	Chief Air Mapping Assistant	06
Senior Air Mapping Assistant, Scale E 4	Senior Air Mapping Assistant	05
Air Mapping Assistant, Scale E 1 (B & C) 3	Air Mapping Assistant	04
<i>Map Reproduction Officer</i>		
Map Reproduction Officer, Group 8 ..	Map Reproduction Officer	09
Press Mechanic, Scale E 1 (B & C) 3 ..	Press Mechanic	04
<i>Technical Officer (Cartography)</i>		
Principal Technical Officer (Cartography), Group 8	Principal Technical Officer (Cartography)	09
Senior Technical Officer (Cartography), Scale C(T) 6	Senior Technical Officer (Cartography)	08
Higher Technical Officer (Cartography), Scale C(T) 5	Higher Technical Officer (Cartography)	08
Technical Officer (Cartography), Scale C(T) 2, 3, 4	Technical Officer (Cartography)	07
Assistant Technical Officer (Cartography)	Assistant Technical Officer (Cartography)	06
<i>Map Production Assistant/Attendant</i>		
Map Production Assistant, Scale F 1, 2, 3	Map Production Assistant	03
Map Production Attendant, Scale G 1, 2, 3	Map Production Attendant	02

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Boundaryman</i>		
Senior Boundaryman, Scale F 4	Senior Boundaryman	04
Boundaryman, Scale F 1, 2, 3	Boundaryman	03
<i>Chainman</i>		
Chainman, Scale G 1, 2, 3	Chainman	03
<i>Air Mapping Attendant</i>		
Air Mapping Attendant, Scale F 1, 2, 3 ..	Air Mapping Attendant	03
<i>Plan Record Attendant</i>		
Plan Attendant, Scale G 1, 2, 3	Plan Attendant	02
<i>Map Depot Attendant</i>		
Map Depot Attendant, Scale G 1, 2, 3 ..	Map Depot Attendant	02
<i>Records Assistant</i>		
Senior Records Assistant, Scale E 4 ..	Senior Records Assistant	05
Records Assistant, Scale E 1 (B & C) 3 ..	Records Assistant	04
<i>Senior Lithographic Instructor</i>		
Senior Lithographic Instructor, Scale C(T) 6	Senior Lithographic Instructor	08
<i>Reproduction Attendant</i>		
Reproduction Attendant, Scale G 1, 2 ..	Reproduction Attendant	01
<i>Lithographic Attendant</i>		
Lithographic Attendant, Scale F 1, 2, 3 ..	Lithographic Attendant	03
Lithographic Attendant, Scale G 1, 2, 3 ..	Lithographic Attendant	02
<i>Cartographic Draughtsman</i>		
Chief Cartographic Draughtsman, Scale E 5	Chief Cartographic Draughtsman ..	06
Senior Cartographic Draughtsman, Scale E 4	Senior Cartographic Draughtsman ..	05
Cartographic Draughtsman, Scale E 1 (B & C) 3	Cartographic Draughtsman	04
<i>Lithographic Assistant</i>		
Senior Lithographic Assistant E 4 ..	Senior Lithographic Assistant	05
Lithographic Assistant, Scale E 1, 2, 3 ..	Lithographic Assistant	03
Lithographic Assistant, Scale E 1 (B & C) 3	Lithographic Assistant	04
<i>Drawing Office Attendant</i>		
Drawing Office Attendant, Scale G 1, 2, 3	Drawing Office Attendant	02
<i>Tracer</i>		
Tracer, Scale G 1, 2, 3	Tracer	01

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Air Surveyor Officer</i>	Air Surveyor Officer	11
Air Surveyor Officer, Group 7		
<i>Senior Mapping Assistant</i>	Senior Mapping Assistant	05
Senior Mapping Assistant, Scale E 4	Mapping Assistant	04
Mapping Assistant, Scale E 1 (B & C) 3		
<i>Sun-Printer</i>	Senior Sun-Printer	03
Senior Sun-Printer, Scale G 4	Sun-Printer	02
Sun-Printer, Scale G 1, 2, 3		
<i>Air Mapping Assistant</i>	Senior Air Mapping Assistant	05
Senior Air Mapping Assistant, Scale E 4		
<i>Drawing Attendant</i>	Drawing Attendant	03
Drawing Attendant, Scale F 1, 2, 3		
<i>Photographic Assistant</i>	Senior Photographic Assistant	05
Senior Photographic Assistant, Grade I, Scale E 5	Photographic Assistant	04
Photographic Assistant, Scale E 1 (B & C) 3		
<i>Valuation Assistant</i>	Senior Valuation Assistant, Grade I	06
Senior Valuation Assistant, Grade I, Scale E 5	Senior Valuation Assistant, Grade II	05
Senior Valuation Assistant, Grade II, Scale E 4	Valuation Assistant	05
Valuation Assistant, Scale E 1 (B & C) 3		

TOWN PLANNING

<i>Town Planning Officer</i>	Principal Town Planning Officer	11
Principal Town Planning Officer, Group 7	Senior Town Planning Officer	10
Senior Town Planning Officer, Group 8	Town Planning Officer, Grade I	09
Town Planning Officer, Grade I, Scale A(U)	Town Planning Officer, Grade II	08
Town Planning Officer, Grade II, Scale A	Assistant Town Planning Officer, Grade I	07
Assistant Town Planning Officer, Grade I, Scale C(T) 2, 3, 4	Assistant Town Planning Officer, Grade II	06
Assistant Town Planning Officer, Grade II, Scale C(T) 1, 2		
<i>Town Planning Assistant</i>	Senior Town Planning Assistant, Grade I	06
Senior Town Planning Assistant, Grade I, Scale E 5	Senior Town Planning Assistant, Grade II	05
Senior Town Planning Assistant, Grade II, Scale E 4	Town Planning Assistant	05
Town Planning Assistant, Scale E 1 (B & C) 3		

Existing Designation and Gradings

Proposed Designation

New
Grade

TRADE

Trade Officer

Principal Trade Officer, Group 8 ..	Principal Trade Officer	09
Senior Trade Officer, Scale C(E) 6 ..	Senior Trade Officer	08
Higher Trade Officer, Scale C(E) 5 ..	Higher Trade Officer	08
Trade Officer, Scale C(E) 2, 3, 4 ..	Trade Officer	07
Assistant Trade Officer, Scale C(E) 1, 2 ..	Assistant Trade Officer	06
Assistant Trade Officer-in-Training, Scale C(E) Training	Assistant Trade Officer-in-Training ..	05

Trade Fair Officer

Trade Fair Officer, Scale C(E) 2, 3, 4 ..	Trade Fair Officer	07
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Trade Assistant/Attendant

Senior Trade Assistant, Scale D 4 ..	Senior Trade Assistant	05
Trade Assistant, Scale D 1, 2, 3 ..	Trade Assistant	04
Trade Attendant, Scale F 1, 2, 3 ..	Trade Attendant	03

Commercial Officer

Principal Commercial Officer, Group 7 ..	Principal Commercial Officer	11
Senior Commercial Officer, Group 8 ..	Senior Commercial Officer	10
Commercial Officer, Grade I, Scale A(U) ..	Commercial Officer, Grade I	09
Commercial Officer, Grade II, Scale A ..	Commercial Officer, Grade II	08

Tourism Officer

Senior Tourism Officer, Scale A(U) ..	Senior Tourism Officer	09
Tourism Officer, Scale A	Tourism Officer	08
Senior Tourism Officer, Scale C(E) 6 ..	Senior Tourism Officer	08
Higher Tourism Officer, Scale C(E) 5 ..	Higher Tourism Officer	08
Tourism Officer, Scale C(E) 2, 3, 4 ..	Tourism Officer	07
Assistant Tourism Officer, Scale C(E) 1, 2 ..	Assistant Tourism Officer	06

Tourist Guide

Tourist Guide, Scale D 4 ..	Tourist Guide	05
Tourist Guide/Hostess, Scale D 1, 2, 3 ..	Tourist Guide/Hostess	04
Circulation Officer, Scale D 1, 2, 3 ..	Circulation Officer	04
Circulation Assistant, Scale F 1, 2, 3 ..	Circulation Assistant	03
Circulation Attendant, Scale G 1, 2, 3 ..	Circulation Attendant	02

Testing Officer

Senior Testing Officer, Group 8 ..	Senior Testing Officer	10
Testing Officer, Grade I, Scale A(U) ..	Testing Officer, Grade I	09
Testing Officer, Grade II, Scale A ..	Testing Officer, Grade II	08

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Scientific Officer</i>		
Principal Scientific Officer, Group 7 ..	Principal Scientific Officer ..	12
Senior Scientific Officer, Group 8 ..	Senior Scientific Officer ..	10
Scientific Officer, Grade I, Scale A(U) ..	Scientific Officer, Grade I ..	09
Scientific Officer, Grade II, Scale A ..	Scientific Officer, Grade II ..	08
<i>Superintendent of Insurance</i>		
Superintendent of Insurance, Group 7 ..	Superintendent of Insurance ..	11
Deputy Superintendent of Insurance, Group 8 ..	Deputy Superintendent of Insurance ..	10
Insurance Inspector, Scale C(E) 2, 3, 4 ..	Insurance Inspector ..	07
<i>Insurance Auditor</i>		
Principal Insurance Auditor, Group 7 ..	Principal Insurance Auditor ..	11
Senior Insurance Auditor, Group 8 ..	Senior Insurance Auditor ..	10
Insurance Auditor, Grade I, Scale A(U) ..	Insurance Auditor, Grade I ..	09
Insurance Auditor, Grade II, Scale A ..	Insurance Auditor, Grade II ..	08
Insurance Inspector, Scale A ..	Insurance Inspector ..	08
<i>Actuary</i>		
Principal Actuary, Group 7 ..	Principal Actuary ..	11
Senior Actuary, Group 8 ..	Senior Actuary ..	10
Actuary, Grade I, Scale A(U) ..	Actuary, Grade I ..	09
Actuary, Grade II, Scale A ..	Actuary, Grade II ..	08
Actuary-in-Training, Scale A ..	Actuary-in-Training ..	08
<i>Registrar of Insurance</i>		
Registrar of Insurance, Group 7 ..	Registrar of Insurance ..	11
Senior Assistant Registrar of Insurance, Group 8 ..	Senior Assistant Registrar of Insurance ..	10
Assistant Registrar of Insurance, Grade I, Scale A(U) ..	Assistant Registrar of Insurance, Grade I ..	09
Assistant Registrar of Insurance, Grade II, Scale A ..	Assistant Registrar of Insurance, Grade II ..	08
Superintendent of Insurance, Group 7 ..	Superintendent of Insurance ..	11
Deputy Superintendent of Insurance, Group 8 ..	Deputy Superintendent of Insurance ..	10
Insurance Inspector, Scale C(E) 2, 3, 4 ..	Insurance Inspector ..	07
<i>Insurance Auditor</i>		
Principal Insurance Auditor, Group 7 ..	Principal Insurance Auditor ..	11
Senior Insurance Auditor, Group 8 ..	Senior Insurance Auditor ..	10
Insurance Auditor, Grade I, Scale A(U) ..	Insurance Auditor, Grade I ..	09
Insurance Auditor, Grade II, Scale A ..	Insurance Auditor, Grade II ..	08
Insurance Inspector, Scale A ..	Insurance Inspector ..	08

Existing Designation and Gradings

Proposed Designation

New
Grade*Standards Engineer**(Nigerian Standards Organization)*

Assistant Director of Nigerian Standards Organization, Group 7	Assistant Director of Nigerian Standards Organization	11
Principal Standards Engineer, Group 7	Principal Standards Engineer	11
Laboratory Manager, Group 7	Laboratory Manager	10
Senior Standards Engineer, Group 8	Senior Standards Engineer	09
Standards Engineer, Grade I, Scale A(U)	Standards Engineer, Grade I	08
Standards Engineer, Grade II, Scale A	Standards Engineer, Grade II	

TRANSPORT

Air Traffic Control Officer

Principal Air Traffic Control Officer, Group 7	Principal Air Traffic Control Officer	11
Senior Air Traffic Control Officer, Group 8	Senior Air Traffic Control Officer	10
Air Traffic Control Officer, Grade I, Scale B 4	Air Traffic Control Officer, Grade I	09
Air Traffic Control Officer, Grade II, Scale B 3	Air Traffic Control Officer, Grade II	08
Air Traffic Control Officer, Grade III, Scale B 1, 2	Air Traffic Control Officer, Grade III	07
Air Traffic Control Officer-in-Training, Scale B (Training)	Air Traffic Control Officer-in-Training	06

Air Traffic Control Superintendent

Senior Air Traffic Control Superintendent, Scale C(T) 6	Senior Air Traffic Control Superintendent	08
Higher Air Traffic Control Superintendent, Scale C(T) 5	Higher Air Traffic Control Superintendent	07
Air Traffic Control Superintendent, Scale C(T) 2, 3, 4	Air Traffic Control Superintendent	07
Assistant Air Traffic Control Superintendent, Scale C(T) 1, 2	Assistant Air Traffic Control Superintendent	06

Air Traffic Control Assistant

Air Traffic Control Assistant, Grade I, Scale C(T) 2, 3, 4	Air Traffic Control Assistant, Grade I	06
Air Traffic Control Assistant, Grade II, Scale C(T) 1, 2	Air Traffic Control Assistant, Grade II	05
Air Traffic Control Assistant, Grade III, Scale E 1 (B & C) 3	Air Traffic Control Assistant, Grade III	04

Operations Officer

Principal Operations Officer, Group 7	Principal Operations Officer	09
Senior Operations Officer, Group 8	Senior Operations Officer	08
Operations Officer, Grade I, Scale A(U)	Operations Officer, Grade I	07
Operations Officer, Grade II, Scale A	Operations Officer, Grade II	07

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Airport Flight Announcer</i>		
Airport Flight Announcer, Scale C(E) 2, 3, 4	Airport Flight Announcer	06
Trainee Airport Flight Announcer, Scale C(E) 1, 2	Trainee Airport Flight Announcer	05
<i>Aeronautical Information Service Officer</i>		
Senior Aeronautical Information Service Officer, Scale B 4	Senior Aeronautical Information Service Officer	08
Aeronautical Information Service Officer, Scale B 1, 2, 3	Aeronautical Information Service Officer	07
Assistant Aeronautical Information Service Officer, Scale B 1A	Assistant Aeronautical Information Service Officer	06
<i>Aeronautical Information Service Assistant</i>		
Chief Aeronautical Information Assistant, Scale D 5	Chief Aeronautical Information Service Assistant	06
Senior Aeronautical Information Service Assistant, Scale D 4	Senior Aeronautical Information Service Assistant	05
Aeronautical Information Service Assistant, Scale E 1 (B & C) 3	Aeronautical Information Service Assistant	04
<i>Airworthiness Surveyor</i>		
Senior Airworthiness Surveyor, Group 8	Senior Airworthiness Surveyor	12
Airworthiness Surveyor, Scale A(U) ..	Airworthiness Surveyor	09
Airworthiness Surveyor-in-Training, Scale A	Airworthiness Surveyor-in-Training	08
<i>Aerodrome Engineer</i>		
Principal Aerodrome Engineer, Group 7	Principal Aerodrome Engineer	11
Senior Aerodrome Engineer, Group 8 ..	Senior Aerodrome Engineer	10
Aerodrome Engineer, Grade I, Scale A(U)	Aerodrome Engineer, Grade I	09
Aerodrome Engineer, Grade II, Scale A	Aerodrome Engineer, Grade II	08
<i>Aircraft Maintenance Engineer</i>		
Principal Aircraft Maintenance Engineer, Group 7	Principal Aircraft Maintenance Engineer	10
Senior Aircraft Maintenance Engineer, Group 8	Senior Aircraft Maintenance Engineer	09
Aircraft Maintenance Engineer, Grade I, Scale A(U)	Aircraft Maintenance Engineer, Grade I	08
Aircraft Maintenance Engineer, Grade II, Scale A	Aircraft Maintenance Engineer, Grade II	08
Senior Technical Officer Aircraft Maintenance Engineer, Scale C(T) 6	Senior Technical Officer Aircraft Maintenance Engineer	08
Technical Officer Aircraft Maintenance Engineer, Scale C(T) 2, 3, 4	Technical Officer Aircraft Maintenance Engineer	07
Assistant Mechanical Superintendent Aircraft Engineer, Scale C(T) 1, 2	Assistant Mechanical Superintendent Aircraft Engineer	06

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Aircraft Maintenance Engineering Assistant</i>		
Senior Aircraft Engineering Assistant, Grade I, Scale E 5	Senior Aircraft Engineering Assistant, Grade I	06
Senior Aircraft Engineering Assistant, Grade II, Scale E 4	Senior Aircraft Engineering Assistant, Grade II	05
Aircraft Engineering Assistant, Scale E 1 (B & C) 3	Aircraft Engineering Assistant	04
<i>Aerodrome Fire Officer</i>		
Principal Aerodrome Fire Officer, Group 8	Principal Aerodrome Fire Officer	10
Senior Aerodrome Fire Officer, Scale B 4	Senior Aerodrome Fire Officer	09
Aerodrome Fire Officer, Scale B 1, 2, 3	Aerodrome Fire Officer	08
Assistant Aerodrome Fire Officer, Scale B 1A	Assistant Aerodrome Fire Officer	07
Chief Aerodrome Fireman, Scale E 5	Chief Aerodrome Fireman	06
Senior Fireman, Scale E 4	Senior Fireman	05
Fireman, Scale E 1 (B & C) 3	Fireman	03
Assistant Fireman, Scale F1, 2, 3		
<i>Flight Training Officer</i>		
Senior Flight Training Officer, Scale B 4	Senior Flight Training Officer	08
Flight Training Officer, Scale B 1, 2, 3	Flight Training Officer	07
Assistant Flight Training Officer, Scale C(T) 1, 2	Assistant Flight Training Officer	06
<i>Signals Officer</i>		
Principal Signals Officer, Group 7	Principal Signals Officer	12
Senior Signals Officer, Group 8	Senior Signals Officer	10
Signals Officer, Grade I, Scale A(U)	Signals Officer, Grade I	09
Signals Officer, Grade II, Scale A	Signals Officer, Grade II	08
Principal Technical Officer (Signals), Group 8	Principal Technical Officer (Signals)	09
Senior Technical Officer (Signals), Scale C(T) 6	Senior Technical Officer (Signals)	08
Higher Technical Officer (Signals), Scale C(T) 5	Higher Technical Officer (Signals)	08
Technical Officer (Signals), Scale C(T) 2, 3, 4	Technical Officer (Signals)	07
Assistant Technical Officer (Signals), Scale C(T) 1, 2	Assistant Technical Officer (Signals)	06
Senior Technical Assistant, Grade II, Scale E 1 (B & C) 3	Senior Technical Assistant, Grade II	05
Technical Assistant, Scale F 1, 2, 3	Technical Assistant	03

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
Communications Officer		
Principal Communications Officer, Group 8	Principal Communications Officer	.. 10
Senior Communications Officer, Scale C(T) 6	Senior Communications Officer	.. 08
Higher Communications Officer, Scale C(T) 5	Higher Communications Officer	.. 08
Communications Officer, Scale C(T) 2, 3, 4	Communications Officer	.. 07
Assistant Communications Officer, Scale C(T) 1, 2	Assistant Communications Officer	.. 06
Communicator		
Chief Communicator, Scale E 5 ..	Chief Communicator 06
Senior Communicator, Scale E 4 ..	Senior Communicator 05
Communicator, Scale E 1 (B & C) 3 ..	Communicator 04
Telephone Operator, Scale F 1, 2, 3 ..	Telephone Operator 03
Wireless Operator		
Wireless Supervisor, Scale C(T) 2, 3, 4 ..	Wireless Supervisor 07
Assistant Wireless Supervisor, Scale C(T) 1, 2	Assistant Wireless Supervisor 05
Senior Wireless Operator, Scale E 4 ..	Senior Wireless Operator 04
Wireless Operator, Scale E 1 (B & C) 3	Wireless Operator 04
Air Radio Messenger		
Air Radio Messenger, Scale G 1, 2, 3 ..	Air Radio Messenger 02
Marine Officer		
Principal Marine Officer, Group 7 ..	Principal Marine Officer 11
Senior Marine Officer, Group 8 ..	Senior Marine Officer 10
Marine Officer, Grade I, Scale A(U) ..	Marine Officer, Grade I 09
Marine Officer, Grade II, Scale A ..	Marine Officer, Grade II 08
Marine Officer Cadet, Scale C(T) Training	Marine Officer Cadet 05
Patrol Officer		
Patrol Officer, Grade I, Scale A(U) ..	Patrol Officer, Grade I 08
Patrol Officer, Grade II, Scale A ..	Patrol Officer, Grade II 07
Higher Technical Officer (Patrol), Scale C(T) 5	Higher Technical Officer (Patrol)	.. 06
Assistant Patrol Officer, Scale C(T) 2, 3, 4	Assistant Patrol Officer 05
Patrolman, Scale H 1, 2, 3 ..	Patrolman 02

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Superintendent (Marine)</i>		
Assistant Government Inspector of Shipping, Group 7	Assistant Government Inspector of Shipping	11
Superintendent (Marine), Scale C(E) 6	Superintendent (Marine)	08
Deputy Superintendent, Scale C(T) 2, 3, 4	Deputy Superintendent (Marine)	07
Assistant Superintendent, Scale C(T) 1, 2	Assistant Superintendent (Marine)	06
<i>Waterways Officer</i>		
Waterways Officer, Grade I, Scale A(U)	Waterways Officer, Grade I	08
Waterways Officer, Grade II, Scale A	Waterways Officer, Grade II	07
Assistant Waterways Officer, Scale C(T) 2, 3, 4	Assistant Waterways Officer	06
<i>Nautical Surveyor</i>		
Principal Nautical Surveyor, Group 7	Principal Nautical Surveyor	11
Senior Nautical Surveyor, Group 8	Senior Nautical Surveyor	10
Nautical Surveyor, Grade I, Scale A(U)	Nautical Surveyor, Grade I	09
Nautical Surveyor, Grade II, Scale A	Nautical Surveyor, Grade II	08
<i>Hydrographic Surveyor</i>		
Principal Hydrographic Surveyor, Group 7	Principal Hydrographic Surveyor	11
Senior Hydrographic Surveyor, Group 8	Senior Hydrographic Surveyor	10
Hydrographic Surveyor, Grade I, Scale A(U)	Hydrographic Surveyor, Grade I	09
Hydrographic Surveyor, Grade II, Scale A	Hydrographic Surveyor, Grade II	08
<i>Hydrological Engineer</i>		
Principal Hydrological Engineer, Group 7	Principal Hydrological Engineer	11
Senior Hydrological Engineer, Group 8	Senior Hydrological Engineer	10
Hydrological Engineer, Grade I, Scale A(U)	Hydrological Engineer, Grade I	09
Hydrological Engineer, Grade II, Scale A	Hydrological Engineer, Grade II	08
<i>Engineer Surveyor</i>		
Principal Engineer Surveyor, Group 7	Principal Engineer Surveyor	11
Senior Engineer Surveyor, Group 8	Senior Engineer Surveyor	10
Engineer Surveyor, Grade I, Scale A(U)	Engineer Surveyor, Grade I	09
Engineer Surveyor, Grade II, Scale A	Engineer Surveyor, Grade II	08
<i>Master</i>		
Chief Master, Scale E 5	Chief Master	06
Master, Class I, Scale E 4	Master, Class I	05
Master, Class II, Scale E 3	Master, Class II	04
<i>Hydraulic Engineer</i>		
Principal Hydraulic Engineer, Group 7	Principal Hydraulic Engineer	11
Senior Hydraulic Engineer, Group 8	Senior Hydraulic Engineer	10

<i>Existing Designation and Grading</i>	<i>Proposed Designation</i>	<i>New Grade</i>
Hydraulic Engineer, Grade I, Scale A(U)	Hydraulic Engineer, Grade I ..	09
Hydraulic Engineer, Grade II, Scale A ..	Hydraulic Engineer, Grade II ..	08
Hydraulic Assistant, Scale E 1 (B & C) 3	Hydraulic Assistant	04
<i>Marine Engineer</i>		
Principal Marine Engineer, Group 7 ..	Principal Marine Engineer	11
Senior Marine Engineer, Group 8 ..	Senior Marine Engineer	10
Marine Engineer, Grade I, Scale A(U)	Marine Engineer, Grade I	09
Marine Engineer, Grade II, Scale A ..	Marine Engineer, Grade II	08
Senior Marine Engineer Assistant, Scale E 5	Senior Marine Engineer Assistant ..	06
Marine Engineer Assistant, Grades I & II, Scale E 4, 3	Marine Engineer Assistant, Grades I & II	05
Marine Engineer Assistant, Grade III, Scale E 1 (B & C) 3	Marine Engineer Assistant, Grade III ..	04
<i>Slipway Engineer</i>		
Slipway Engineer, Scale A	Slipway Engineer	08
<i>Beach Master</i>		
Senior Beachmaster, Scale C(T) 6 ..	Senior Beachmaster	07
Higher Beachmaster, Scale C(T) 5 ..	Higher Beachmaster	07
Beachmaster, Scale C(T) 2, 3, 4 ..	Beachmaster	07
<i>Turnstile Operator</i>		
Turnstile Supervisor, Scale D 4	Turnstile Supervisor	04
Turnstile Operator, Scale F 1, 2, 3 ..	Turnstile Operator	03
Turnstile Attendant, Scale G 1, 2, 3 ..	Turnstile Attendant	02
<i>Other Posts</i>		
Shipwright Officer, Grade I, Scale A(U) ..	Shipwright Officer, Grade I	09
Higher Workshop Supervisor, Scale C(T) 5	Higher Workshop Supervisor	08
Instructor (Inland Waterways Department), Scale C(T) 2, 3, 4	Instructor (Inland Waterways Department)	07
Shipwright Instructor, Scale C(T) 2, 3, 4	Shipwright Instructor	07
Workshop Supervisor, Scale C(T) 2, 3, 4	Workshop Supervisor	07
Foreman, Scale E 4	Foreman	05
Assistant Foreman, Scale E 4	Assistant Foreman	05
Craftsman (Shipwright), Scale E 1 (B & C) 3	Craftsman (Shipwright)	05
Greaser, Scale J 1, 2, 3	Greaser	01
Hydrological Secretary, Group 8	Hydrological Secretary	01
Power Driven Small Craft Operators, Scale G 1, 2	Power Driven Craft Operators	02
Sail Maker, Scale F 1, 2, 3	Sail Maker	03
Waterways Headman, Scale J 4, 5, 6 ..	Waterways Headman	03
Waterwings Men	Waterwings Men	01
<i>Seamen</i>		
Master, Grade II, Scale E 3	Master, Grade II	04
Boatswain, Scale J 5, 6, 7	Boatswain	04
Quartermaster, Scale J 4, 5, 6	Quartermaster	04
Coxswain, Scale J 2	Coxswain	03

Existing Designation and Gradings

Proposed Designation

New
Grade

Able Seaman, Scale J 1, 2, 3, 4	Able Seaman	03
Deckhand, Scale G 1, 2	Deckhand	02
Boatman, Scale J 1	Boatman	01
Outboard Engine Driver-Mechanic, Scale F 2, 3, 4	Outboard Engine Driver-Mechanic	03
Outboard Engine Driver, Scale G 2, 3	Outboard Engine Driver	03
Boiler Man, Scale F 1, 2, 3	Boiler Man	03
Ferryman, Scale G 1, 2, 3	Ferryman	02
Ferryman Attendant, Scale J 1, 2	Ferry Attendant	01
Pumpman, Scale F 1, 2, 3	Pumpman	03
Head Canoe Boy/Canoe Boy, Scale G 1, 2	Head Canoe Boy/Canoe Boy	01
Barge Headman, Scale J 1	Barge Headman	01
Rivertor, Scale F 1, 2, 3	Rivertor	03

Diving Officer

Senior Diving Officer, Group 8	Senior Diving Officer	10
Diving Officer, Grade I, Scale A(U)	Diving Officer, Grade I	09
Diving Officer, Grade II, Scale A	Diving Officer, Grade II	08
Diving Instructor, Scale C(T) 2, 3, 4	Diving Instructor	07
Assistant Diving Instructor, Scale C(T) 1, 2	Assistant Diving Instructor	06
Diver, Grades I and II, Scale J 4, 5, 6	Diver, Grades I and II	06
Diver, Grade III, Scale J 1, 2, 3, 4	Diver, Grade III	05
Skin Diver, Scale J 4, 5, 6	Skin Diver	04

Freight Officer

Deputy Coastal Agent, Group 7	Deputy Coastal Agent	09
Principal Freight Officer, Group 8	Principal Freight Officer	08
Senior Freight Officer, Scale C(T) 6	Senior Freight Officer	07
Higher Freight Officer, Scale C(T) 5	Higher Freight Officer	07
Freight Officer, Scale C(T) 2, 3, 4	Freight Officer	06
Assistant Freight Officer, Scale C(T) 1, 2	Assistant Freight Officer	05
Chief Coastal Assistant, Scale E 5	Chief Coastal Assistant	06
Senior Coastal Assistant, Scale E 4	Senior Coastal Assistant	05
Coastal Assistant, Scale E 1 (B & C) 3	Coastal Assistant	04
Coastal Attendant, Scale F 1, 2, 3	Coastal Attendant	03
Cargo Attendant, Scale G 1, 2, 3	Cargo Attendant	01

WORKS SERVICES

Architect

Principal Architect, Group 7	Principal Architect	11
Senior Architect, Group 8	Senior Architect	10
Architect, Grade I, Scale A(U) or X	Architect, Grade I	09
Architect, Grade II, Scale A	Architect, Grade II	08
Architectural Assistant, Scale E 1 (B & C) 3	Architectural Assistant	05
Senior Technical Officer (Architectural), Scale C(T) 6	Senior Technical Officer (Architectural)	08
Higher Technical Officer (Architectural), Scale C(T) 5	Higher Technical Officer (Architectural)	08

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Building Officer</i>		
Principal Building Officer, Group 7 ..	Principal Building Officer ..	11
Senior Building Officer, Group 8 ..	Senior Building Officer ..	10
Building Officer, Grade I, Scale A(U) ..	Building Officer, Grade I ..	09
Building Officer, Grade II, Scale A ..	Building Officer, Grade II ..	08
<i>Building Superintendent</i>		
Principal Building Superintendent, Group 8 ..	Principal Building Superintendent ..	09
Senior Building Superintendent, Scale C(T) 6 ..	Senior Building Superintendent ..	08
Higher Building Superintendent, Scale C(T) 5 ..	Higher Building Superintendent ..	08
Building Superintendent, Scale C(T) 2, 3, 4 ..	Building Superintendent ..	07
Assistant Building Superintendent, Scale C(T) 1, 2 ..	Assistant Building Superintendent ..	06
<i>Housing Superintendent</i>		
Senior Housing Superintendent, Scale C(T) 6 ..	Senior Housing Superintendent ..	08
Higher Housing Superintendent, Scale C(T) 5 ..	Higher Housing Superintendent ..	08
Housing Superintendent, Scale C(T) 2, 3, 4 ..	Housing Superintendent ..	07
Assistant Housing Superintendent, Scale C(T) 1, 2 ..	Assistant Housing Superintendent ..	06
<i>Building Surveyor</i>		
Principal Building Surveyor, Group 7 ..	Principal Building Surveyor ..	11
Senior Building Surveyor, Group 8 ..	Senior Building Surveyor ..	10
Building Surveyor, Grade I, Scale A(U) ..	Building Surveyor, Grade I ..	09
Building Surveyor, Grade II, Scale A ..	Building Surveyor, Grade II ..	08
<i>Building Research Officer</i>		
Senior Building Research Officer, Group 7 ..	Senior Building Research Officer ..	10
Building Research Officer, Grade I, Scale A(U) ..	Building Research Officer, Grade I ..	09
Building Research Officer, Grade II, Scale A ..	Building Research Officer, Grade II ..	08
<i>Civil Engineer</i>		
Principal Civil Engineer, Group 7 ..	Principal Civil Engineer ..	11
Senior Civil Engineer, Group 8 ..	Senior Civil Engineer ..	10
Civil Engineer, Grade I, Scale A(U) or X ..	Civil Engineer, Grade I ..	09
Civil Engineer, Grade II, Scale A ..	Civil Engineer, Grade II ..	08
Pupil Engineer, Scale A ..	Pupil Engineer ..	08
<i>Structural Engineer</i>		
Principal Structural Engineer, Group 7 ..	Principal Structural Engineer ..	11
Senior Structural Engineer, Group 8 ..	Senior Structural Engineer ..	10
Structural Engineer, Grade I, Scale A(U) or X ..	Structural Engineer, Grade I ..	09

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
Structural Engineer, Grade II, Scale A ..	Structural Engineer, Grade II ..	08
Pupil Structural Engineer, Scale A ..	Pupil Structural Engineer ..	08
Higher Technical Officer (Structures), Scale C(T) 5	Higher Technical Officer (Structures)	08
<i>Quantity Surveyor</i>		
Principal Quantity Surveyor, Group 7 ..	Principal Quantity Surveyor ..	11
Senior Quantity Surveyor, Group 8 ..	Senior Quantity Surveyor ..	10
Quantity Surveyor, Grade I, Scale A(U) or X	Quantity Surveyor, Grade I ..	09
Quantity Surveyor, Grade II, Scale A ..	Quantity Surveyor, Grade II ..	08
Quantity Surveying Assistant, Scale E 1 (B & C) 3	Quantity Surveying Assistant ..	04
Technical Officer (Quantity), Scale C(T) 2, 3, 4	Technical Officer (Quantity) ..	07
<i>Works Superintendent</i>		
Principal Works Superintendent, Group 8	Principal Works Superintendent ..	09
Senior Works Superintendent, Scale C(T) 6	Senior Works Superintendent ..	08
Higher Works Superintendent, Scale C(T) 5	Higher Works Superintendent ..	08
Works Superintendent, Scale C(T) 2, 3, 4	Works Superintendent ..	07
Assistant Works Superintendent, Scale C(T) 1, 2	Assistant Works Superintendent ..	06
<i>Mechanical Engineer</i>		
Principal Mechanical Engineer, Group 7	Principal Mechanical Engineer ..	11
Senior Mechanical Engineer, Group 8 ..	Senior Mechanical Engineer ..	10
Mechanical Engineer, Grade I, Scale A(U) or X	Mechanical Engineer, Grade I ..	09
Mechanical Engineer, Grade II, Scale A ..	Mechanical Engineer, Grade II ..	08
Pupil Mechanical Engineer, Scale A ..	Pupil Mechanical Engineer ..	08
<i>Electrical Engineer</i>		
Principal Electrical Engineer, Group 7 ..	Principal Electrical Engineer ..	11
Senior Electrical Engineer, Group 8 ..	Senior Electrical Engineer ..	10
Electrical Engineer, Grade I, Scale A(U) or X	Electrical Engineer, Grade I ..	09
Electrical Engineer, Grade II, Scale A ..	Electrical Engineer, Grade II ..	08
Pupil Electrical Engineer, Scale A ..	Pupil Electrical Engineer ..	08
<i>Mechanical Superintendent</i>		
Principal Mechanical Superintendent, Group 8	Principal Mechanical Superintendent ..	09
Senior Mechanical Superintendent, Scale C(T) 6	Senior Mechanical Superintendent ..	08
Higher Mechanical Superintendent, Scale C(T) 5	Higher Mechanical Superintendent ..	08
Mechanical Superintendent, Scale C(T) 2, 3, 4	Mechanical Superintendent ..	07
Assistant Mechanical Superintendent, Scale C(T) 1, 2	Assistant Mechanical Superintendent ..	06
Assistant Mechanical Superintendent-in- Training, Scale C(T) Training	Assistant Mechanical Superintendent- in-Training ..	05

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Electrical Superintendent</i>		
Principal Electrical Superintendent, Group 8	Principal Electrical Superintendent ..	09
Senior Electrical Superintendent, Scale C(T) 6	Senior Electrical Superintendent ..	08
Higher Electrical Superintendent, Scale C(T) 5	Higher Electrical Superintendent ..	08
Electrical Superintendent, Scale C(T) 2, 3, 4	Electrical Superintendent ..	07
Assistant Electrical Superintendent, Scale C(T) 1, 2	Assistant Electrical Superintendent ..	06
<i>Technical Officer (Electrical)</i>		
Principal Technical Officer (Electrical), Group 8	Principal Technical Officer (Electrical)	09
Senior Technical Officer (Electrical), Scale C(T) 6	Senior Technical Officer (Electrical)	08
Higher Technical Officer (Electrical), Technical Officer (Electrical), Scale C(T) 2, 3, 4	Higher Technical Officer (Electrical) ..	08
Assistant Technical Officer (Electrical), Scale C(T) 1, 2	Technical Officer (Electrical) ..	07
<i>Technical Officer (Mechanical)</i>		
Principal Technical Officer (Mechanical), Group 8	Assistant Technical Officer (Electrical)	06
Senior Technical Officer (Mechanical), Scale C(T) 6	Principal Technical Officer (Mechanical)	09
Higher Technical Officer (Mechanical), Scale C(T) 5	Senior Technical Officer (Mechanical)	08
Technical Officer (Mechanical), Scale C(T) 2, 3, 4	Higher Technical Officer (Mechanical)	08
Assistant Technical Officer (Mechanical), Scale C(T) 1, 2	Technical Officer (Mechanical) ..	07
<i>Technical Officer (Building)</i>		
Principal Technical Officer (Building), Group 8	Assistant Technical Officer (Mechanical)	06
Senior Technical Officer (Building), Scale C(T) 6	Principal Technical Officer (Building)	09
Higher Technical Officer (Building), Scale C(T) 5	Senior Technical Officer (Building) ..	08
Technical Officer (Building), Scale C(T) 2, 3, 4	Higher Technical Officer (Building) ..	08
Assistant Technical Officer (Building), Scale C(T) 1, 2	Technical Officer (Building)	07
<i>Technical Officer (Water)</i>		
Principal Technical Officer (Water), Group 8	Assistant Technical Officer (Building)	06
Senior Technical Officer (Water), Scale C(T) 6	Principal Technical Officer (Water) ..	09
Higher Technical Officer (Water), Scale C(T) 5	Senior Technical Officer (Water) ..	08
	Higher Technical Officer (Water) ..	08

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
Technical Officer (Water), Scale C(T) 2, 3, 4	Technical Officer (Water)	07
Assistant Technical Officer (Water), Scale C(T) 1, 2	Assistant Technical Officer (Water)	06
<i>Technical Assistant</i>		
Chief Technical Assistant, Scale E 5	Chief Technical Assistant	06
Senior Technical Assistant, Scale E 1 (B & C) 3	Senior Technical Assistant	05
Technical Assistant, Scale F 1 2, 3	Technical Assistant	03
<i>Draughtsman</i>		
Senior Draughtsman, Grade I, Scale E 5	Senior Draughtsman, Grade I	06
Senior Draughtsman, Grade II, Scale E 4	Senior Draughtsman, Grade II	05
Draughtsman, Scale E 1 (B & C) 3	Draughtsman	04
<i>Technical Instructor</i>		
Principal Technical Instructor, Group 8	Principal Technical Instructor	09
Senior Technical Instructor, Scale C(T) 6	Senior Technical Instructor	08
Higher Technical Instructor, Scale C(T) 5	Higher Technical Instructor	08
Technical Instructor, Scale C(T) 2, 3, 4	Technical Instructor	07
Assistant Technical Instructor, Scale C(T) 1, 2	Assistant Technical Instructor	06
<i>Craftsman</i>		
Senior Foreman, Scale E 5	Senior Foreman	06
Foreman, Scale E 5	Foreman	06
Foreman, Scale E 4	Foreman	05
Senior Craftsman, Scale E 4	Senior Craftsman	05
Craftsman, Scale E 1 (B & C) 3	Craftsman	04
Assistant Foreman, Scale E 3	Assistant Foreman	04
<i>Trade Instructor</i>		
Chief Trade Instructor, Group 8	Chief Trade Instructor	09
Senior Trade Instructor, Scale C(T) 6	Senior Trade Instructor	08
Trade Instructor, Scale C(T) 2, 3, 4	07
<i>Water Engineer</i>		
Principal Water Engineer, Group 7	Principal Water Engineer	11
Senior Water Engineer, Group 8	Senior Water Engineer	10
Water Engineer, Grade I, Scale A(U) or X	Water Engineer, Grade I	09
Water Engineer, Grade II, Scale A	Water Engineer, Grade II	08
<i>Water Supply Superintendent</i>		
Chief Water Supply Superintendent, Group 8	Chief Water Supply Superintendent	09
Senior Water Supply Superintendent, Scale C(T) 6	Senior Water Supply Superintendent	08
Higher Water Supply Superintendent, C(T) 5	Higher Water Supply Superintendent	08
Water Supply Superintendent, Scale C(T) 2, 3, 4	Water Supply Superintendent	07
Assistant Water Supply Superintendent, Scale C(T) 1, 2	Assistant Water Supply Superintendent	06

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Technical Officer (Electronics)</i>		
Principal Technical Officer (Electronics), Group 8	Principal Technical Officer (Electronics)	09
Senior Technical Officer (Electronics), Scale C(T) 6	Senior Technical Officer (Electronics)	08
Higher Technical Officer (Electronics), Scale C(T) 5	Higher Technical Officer (Electronics)	08
Technical Officer (Electronics), Scale C(T) 2, 3, 4	Technical Officer (Electronics)	07
Assistant Technical Officer (Electronics), Scale C(T) 1, 2	Assistant Technical Officer (Electronics)	06
<i>Vehicle Inspection Officer</i>		
Principal Vehicle Inspection Officer, Group 8	Principal Vehicle Inspection Officer	09
Senior Vehicle Inspection Officer, Scale C(T) 6	Senior Vehicle Inspection Officer	09
Higher Vehicle Inspection Officer, Scale C(T) 5	Higher Vehicle Inspection Officer	08
Vehicle Inspection Officer, Scale C(T) 2, 3, 4	Vehicle Inspection Officer	07
Assistant Vehicle Inspection Officer, Scale C(T) 1, 2,	Assistant Vehicle Inspection Officer	06
<i>Transport Officer</i>		
Principal Transport Officer, Group 8	Principal Transport Officer	08
Senior Transport Officer, Scale C(T) 6	Senior Transport Officer	07
Higher Transport Officer, Scale C(T) 5	Higher Transport Officer	07
Transport Officer, Scale C(T) 2, 3, 4	Transport Officer	07
Assistant Transport Officer, Scale C(T) 1, 2	Assistant Transport Officer	06
<i>Transport Engineer</i>		
Principal Transport Engineer, Group 7	Principal Transport Engineer	11
Senior Transport Engineer, Group 8	Senior Transport Engineer	10
Transport Engineer, Grade I, Scale A(U)	Transport Engineer, Grade I	09
Transport Engineer, Grade II, Scale A	Transport Engineer Grade II	08
Senior Heavy Equipment Operator, Scale F 4	Senior Heavy Equipment Operator	05
Heavy Equipment Operator, Grade II, Scale F 2, 3	Heavy Equipment Operator, Grade II	04
Light Equipment Operator, Grade I, Scale F 1, 2, 3	Light Equipment Operator, Grade I	03
Senior Timekeeper, Scale F 4	Senior Timekeeper	04
Timekeeper, Scale F 1, 2	Timekeeper	03
Senior Artisan, Scale F 4	Senior Artisan	04
Artisan, Grade I, Scale F 3	Artisan, Grade I	04
Artisan, Grade II & III, Scale F 1, 2, 3	Artisan, Grade II & III	04
Blacksmiths Striker, Scale F 1, 2	Blacksmiths Striker	03
Engineering Attendants, Scale F 1, 2, 3	Engineering Attendant	03
Engine Room Attendant, Scale G 1, 2	Engine Room Attendant	03

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Transport Engineer—continued</i>		
Furniture Checker, Scale F 1, 2, 3	Furniture Checker	03
Workshop Assistant, Scale F 2, 3	Workshop Assistant	02
Workshop Attendant, Scale G 1, 2, 3	Workshop Attendant	05
Road Foreman, Scale E 4	Road Foreman	04
Head Road Overseer, Scale F 4	Head Road Overseer	03
Road Overseer, Scale F 1, 2, 3	Road Overseer	02
Assistant Road Overseer, Scale G 2, 3	Assistant Road Overseer	02
Senior Water Meter Reader, Scale G 4	Senior Water Meter Reader	01
Water Meter Reader, Scale G 1, 2, 3	Water Meter Reader	02
Plan Record Attendant, Scale G 1, 2, 3	Plan Record Attendant	02
Drawing Officer Attendant, Scale G 1, 2, 3	Drawing Office Attendant	05
Senior Records Assistant, Scale E 4	Senior Records Assistant	04
Records Assistant, Scale E 1 (B & C) 3	Records Assistant	08
Higher Building Inspector, Scale C(T) 5	Higher Building Inspector	07
Building Inspector, Scale C(T) 2, 3, 4	Building Inspector	04
Articulator Operator, Grade II, Scale F 2, 3	Articulator Operator, Grade II	06
Architectural Draughtsman, Scale E 1 (B & C) 3	Chief Architectural Draughtsman	05
Senior Maintenance Superintendent, Scale C(T) 6	Senior Maintenance Superintendent	08
Parts Officer, Scale E 1 (B & C) 3	Parts Officer	04
Aerodrome Foreman, Scale E 4	Aerodrome Foreman	05
Head Aerodrome Overseer, Scale E 4	Head Aerodrome Overseer	04
Aerodrome Overseer, Scale F 1, 2, 3	Aerodrome Overseer	02
Laboratory Attendant, Scale G 1, 2, 3	Laboratory Attendant	01
<i>Road Traffic Superintendent</i>		
Principal Road Traffic Superintendent, Group 8	Principal Road Traffic Superintendent	09
Senior Road Traffic Superintendent, Scale C(T) 6	Senior Road Traffic Superintendent	08
Higher Road Traffic Superintendent, Scale C(I) 5	Higher Road Traffic Superintendent	08
Road Traffic Superintendent, Scale C(T) 2,3,4	Road Traffic Superintendent	07
Assistant Road Traffic Superintendent, Scale C(T) 1, 2	Assistant Road Traffic Superintendent	06
Carpenter, Scale G 2, 3	Carpenter	02
Carpentry Assistant, Scale G 1, 2	Carpentry Assistant	01
Automobile Engineer, Scale A	Automobile Engineer	08
Senior Automobile Engineer, Scale C(T) 6	Senior Automobile Engineer	08
Vehicle Mechanic, Scale F 2, 3	Vehicle Mechanic	03
Auto Electrician, Scale F 1, 2, 3	Auto Electrician	03
Welder and Panel Beater, Scale F 1, 2, 3	Welder and Panel Beater	03
Trainee (Vehicle Mechanic, Panel Beater), Scale G 2, 3	Welder (Vehicle Mechanic, Panel Beater)	03
Principal Soil Engineer, Group 7	Principal Soil Engineer	11

Existing Designation and Gradings

Proposed Designation

*New
Grade*

Other Technical and Technician Posts

Works Manager, Group 8	Works Manager	10
Assistant Crusher Superintendent, Scale F 1, 2, 3	Assistant Crusher Superintendent	03
Crusher Operator, Scale G 1, 2	Crusher Operator	01
Crusher Mechanic, Scale F 1, 2, 3	Crusher Mechanic	03
Mason, Scale F 1, 2, 3	Mason	03
Plumber, Scale F 1, 2, 3	Plumber	03
Painter and Spray Painter, Scale F 1, 2, 3	Painter	03
Painter Attendant, Scale G 1, 2	Painting Attendant	01
Pump Plant Operator, Scale F 1, 2, 3	Pump Plant Operator	03
Fitter, Scale F 1, 2, 3	Fitter	03
Trade Apprentice, Scale G 1, 2	Trade Apprentice	01
Chief Engineering Draughtsman, Scale E 5	Chief Engineering Draughtsman	06
Fibre Glass Builder, Scale F 1, 2, 3	Fibre Glass Builder	03
Senior Building/Site Inspector, Scale E 4	Senior Building/Site Inspector	05
Building/Site Inspector, Grades I & II, Scale E 1 (B & C) 3	Building/Site Inspector, Grades I and II	04
Demolition Man, Scale G 1, 2, 3	Demolition Man	01
Plant Printing Operator, Scale F 1, 2, 3	Plant Printing Operator	03
Laboratory Technician, Scale E 1 (B & C) 3	Laboratory Technician	05
Technical/Maintenance Officer, Scale C (T) 2, 3, 4	Technical/Maintenance Officer	07
Assistant Mechanical Maintenance Officer, Scale C(T) 1, 2	Assistant Mechanical Maintenance Officer	06
Maintenance Assistant, Scale F 1, 2, 3	Maintenance Assistant	03
Technical Officer (Refrigeration & Air- conditioning), Scale C(T) 2, 3, 4	Technical Officer (Refrigeration & Air-conditioning)	07
Refrigeration & Air-conditioner Mechanic, Scale F 1, 2, 3	Refrigeration & Air-conditioner Mechanic	03
Plant Attendant, Scale F 1, 2, 3	Plant Attendant	03
Plant Operator, Grade I, Scale F 4	Plant Operator, Grade I	04
Senior Plant Operator, Scale F 4	Senior Plant Operator	04
Traffic Engineer, Scale A () U	Traffic Engineer	09
Model Maker, Scale C (T) 2, 3, 4	Model Maker	07
Well Sinker, Scale F 1, 2, 3	Well Sinker	03
Vulcaniser, Scale F 1, 2, 3	Vulcaniser	03
Plant Mechanic, Scale F 1, 2, 3	Plant Mechanic	03
Blacksmith, Scale F 1, 2, 3	Blacksmith	03
Fitter Machinist, Scale F 1, 2, 3	Fitter Machinist	03
Parks Officer, Scale F 4	Parks Officer	04
Section Man, Scale G 1, 2, 3	Section Man	01
Termite Inspector, Scale F 1, 2, 3	Termite Inspector	03
Anti-Termite Man, Scale G 1, 2, 3	Anti-Termite Man	02

SUMMARY OF PATTCES BENCHMARK POSITION RATINGS

July 1974

Ministry/Department	Position Title	1	2	3	4	5	6	Total
Information	Principal Cultural Officer	1,550	900	1,300	255	10	325	4,340
Agriculture (Fisheries)	Principal Fisheries Officer	1,550	900	1,300	255	10	325	4,340
Trade and Industry	Deputy Director	1,550	900	1,300	205	10	325	4,290
Administrative and Executive (Field)	Administrative Officer II	1,550	900	1,300	205	10	325	4,290
Trade and Industry	Principal Research Officer	1,550	900	1,300	130	40	325	4,245
Agriculture	Principal Agricultural Engineer	1,550	900	1,300	130	40	325	4,245
Works and Housing	Principal Surveyor	1,550	900	1,100	205	25	325	4,015
Agriculture	Principal Agricultural Research Officer	1,550	900	1,100	255	40	250	4,095
Works and Housing	Principal Architect	1,550	650	1,300	255	10	325	4,090
Agriculture (Meteorology)	Principal Meteorologist	1,550	775	1,100	330	10	250	4,015
Health	Medical Superintendent	1,550	650	1,300	130	40	325	3,995
Prisons	Assistant Director of Prisons	1,550	775	1,100	205	10	325	3,965
Agriculture	Principal Agricultural Officer	1,550	775	1,100	180	10	325	3,940
Agriculture	Principal Scientific Officer	1,550	650	1,100	255	40	325	3,920
Transport	Principal Signal Officer	1,250	775	1,300	255	10	325	3,915
Works and Housing	Senior Airworthiness Surveyor	1,550	550	1,300	205	55	250	3,910
Education	Principal Librarian	1,550	775	1,100	130	10	325	3,890
Health	Senior Registrar Pathology	1,550	650	1,100	255	40	250	3,845
Works and Housing	Principal Town Planning Officer	1,250	900	1,100	255	10	325	3,840
Agriculture	Principal Veterinary Officer	1,550	650	1,100	180	10	325	3,815
Social Development	Chief Social Welfare Officer	1,550	650	1,100	180	10	325	3,815
Customs	Chief Collector and Area Administrator	1,550	550	1,100	255	10	325	3,790
Health	Principal Pharmacist	1,250	900	900	330	10	250	3,640
Health (Nursing Services)	Chief Nursing Officer	1,250	900	900	330	10	250	3,640
Fire Services	Chief Fire Officer	1,250	775	1,100	130	10	325	3,590
Trade	Principal Assistant Registrar of Coop. Societies	1,250	900	900	130	10	325	3,515
Education	Principal Archivist	1,250	900	900	130	10	325	3,515
Agriculture (Forestry)	Conservator of Forests	1,250	650	1,100	130	40	325	3,495
Works and Housing	Principal Surveyor Field Headquarters	1,250	550	1,100	255	10	325	3,490
Works and Housing	Principal Executive Engineer	1,250	550	1,100	205	25	325	3,455
Statistics	Principal Statistician	1,250	550	1,100	205	10	325	3,440
Agriculture	Principal Agricultural Planning Officer	1,250	650	900	330	10	250	3,390
Customs	Assistant Preventive Commandant	1,250	475	1,100	205	25	325	3,380
Revenue	Principal Inspector of Taxes	1,250	650	900	255	10	250	3,315
Revenue	Principal Inspector of Taxes	1,250	775	900	130	10	250	3,315
Education	Principal Education Officer	1,250	550	900	255	10	325	3,290
Mines and Power	Principal Inspector of Mines	1,250	650	900	130	25	325	3,280
Trade and Industry	Principal Industry Officer	1,250	650	900	130	40	250	3,270
Agriculture	Senior Agricultural Research Officer	1,250	650	900	180	40	250	3,270

July 1974

Ministry/Department		Position Title	1	2	3	4	5	6	Total
Labour	Principal Labour Officer	1,250	650	900	130	10	325	3,265
Administration H.Q.	Administrative Officer II	1,250	650	900	130	10	325	3,265
Audit	Principal Auditor	1,250	650	900	130	10	325	3,265
Mines and Power	Principal Petroleum Engineer	1,250	550	900	180	40	325	3,245
Agriculture	Principal Livestock Planning Officer	1,250	650	900	180	10	250	3,240
Judicial (Legal)	Senior State Counsel I	1,250	550	900	205	10	325	3,240
Transport	Principal Hydrological Engineer	1,250	550	900	205	10	325	3,240
Information	Producer Films	1,250	550	900	180	10	325	3,215
Trade and Industry	Principal Textile Officer	1,250	550	900	130	40	325	3,195
Trade and Industry	Principal Produce Officer	1,250	550	900	130	10	325	3,165
Works and Housing	Senior Town Planning Officer	1,250	550	900	180	10	250	3,140
Health	Principal Registrar School of Pharmacy	1,250	550	900	180	10	250	3,140
Information	Principal Information Officer	1,250	550	900	180	10	250	3,140
Trade	Senior Assistant Registrar	1,250	550	900	130	40	250	3,120
Information	Principal Graphic Arts Officer	1,250	450	900	180	10	325	3,115
Information	Principal Photographer	1,250	550	725	205	40	325	3,095
Education	Principal Education Officer (H)	1,250	550	900	130	10	250	3,090
Trade	Principal Trade Officer	1,250	550	900	130	10	250	3,090
Health	Senior Dental Surgeon	1,250	450	900	180	40	250	3,070
Works and Housing	Principal Lands Officer	1,250	450	900	130	10	325	3,065
Social Development	Senior Social Development Officer	1,250	450	900	205	10	250	3,065
Social Development	Principal Social Welfare Officer	1,250	450	900	180	10	250	3,040
Planning	Senior Planning Officer	1,250	550	900	80	10	250	3,040
Education	Senior Education Officer	1,250	550	900	130	25	175	3,030
Labour	Principal Trade Test Officer	1,250	450	900	130	10	250	2,990
Health	Principal Physiotherapist	1,250	375	900	130	40	250	2,945
Transport	Principal Aircraft Maintenance Engineer	1,250	375	900	100	40	250	2,915
Transport	Principal Aeroplane Fire Officer	950	550	900	205	10	250	2,865
Agriculture	Senior Agricultural Officer	950	650	725	180	40	250	2,795
Health	Registrar (Anesthetics)	1,250	375	900	130	25	100	2,780
Health (Nursing)	Principal Nursing Officer	950	650	725	180	10	250	2,765
Agriculture (Fisheries)	Senior Fisheries Officer	950	450	725	330	40	250	2,745
Information	Principal Superintendent of Press	1,250	550	550	130	10	250	2,740
Agriculture (Meteorology)	Chief Meteorological Officer	950	450	725	330	10	250	2,715
Prisons	Superintendent of Prisons	950	550	725	130	100	250	2,705
Health	Principal Health Superintendent	950	550	725	180	40	250	2,695
Health	Principal Pharmacist Manufacturer	950	450	900	80	40	250	2,675
Industries	Principal Industrial Officer	950	550	725	130	40	250	2,640

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Ministry Department	Position Title	1	2	3	4	5	6	Total
Administration	Principal Executive Officer Field	950	375	900	205	10	175	2,615
Agriculture	Game Officer, Grade I	950	450	725	180	40	250	2,595
Immigration	Assistant Chief Federal Immigration Officer	950	450	725	180	10	250	2,565
Agriculture	Agriculture Engineer, Grade I	950	450	725	130	40	250	2,545
Labour	Senior Inspector of Factories	950	450	725	130	25	250	2,530
Health	Principal Limb Maker	950	375	725	180	40	250	2,520
Health	Principal Laboratory Medical Technologist	950	375	725	130	40	250	2,470
Agriculture	Veterinarian Officer, Grade II	950	375	725	180	40	175	2,445
Administration	Principal Executive Officer Headquarters	950	375	725	130	10	250	2,440
Information	Senior Sound Engineer	950	450	725	130	10	175	2,440
Information	Senior Maintenance Engineer	950	450	725	130	10	175	2,440
Industries	Principal Industrial Technical Officer	950	650	550	80	25	175	2,430
Establishment	Chief Instructor	950	375	725	100	25	250	2,425
Agriculture	Scientific Officer, Grade I	950	375	725	80	40	250	2,420
Audit	Auditor, Grade I	950	375	725	100	10	250	2,410
Revenue	Inspector-Taxes, Grade I	950	375	725	130	10	175	2,365
Works and Housing	Map Reproduction Officer	950	375	725	50	10	250	2,360
Information	Senior Photographer	950	450	550	175	40	175	2,340
Administration	Administration Officer IV	950	375	725	100	10	175	2,335
Statistics	Statistician, Grade I	950	375	725	100	10	175	2,335
Health	Dental Surgeon, Grade II	950	300	725	130	40	175	2,320
Agriculture (Meteorology)	Meteorologist, Grade I	950	375	725	80	10	175	2,315
Health	Pharmacist Manufacturing, Grade I	950	375	725	50	40	175	2,315
Customs-Preventive	Preventive Superintendent	750	375	725	130	70	250	2,300
Education	Principal Assistant Inspector of Education	950	450	550	130	40	175	2,295
Information	Senior Officer Equipment Engineer	950	300	725	130	10	175	2,290
Agriculture	Livestock Planning Officer, Grade I	950	450	725	130	10	—	2,265
Judicial	Principal Registrar	950	375	550	130	10	250	2,265
Information	Higher Art Production Officer	750	300	900	130	10	175	2,265
Industries	Senior Textiles Officer	950	450	550	80	40	175	2,245
Transport	Deputy Coastal Agent	750	375	725	130	10	250	2,240
Social Development	Senior Social Welfare Officer	750	375	725	205	10	175	2,240
Information	Graphic Artist, Grade I	950	450	550	80	25	175	2,230
Information	Senior Graphic Arts Officer	950	450	550	80	25	175	2,230
Transport	Marine Engineer, Grade II	950	300	725	50	25	175	2,225
Information	Senior Cinema Officer	950	375	550	130	40	175	2,220
Information	Senior Superintendent of Press	950	375	550	130	40	175	2,220
Information	Senior Film Production Officer	950	375	550	130	40	175	2,220

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Appendix II-2—continued

Ministry/Department	Position Title	1	2	3	4	5	6	Total
Labour	Principal Labour Officer							
Administration H.Q.	Administrative Officer II	1,250	650	900	130	10	325	3,265
Audit	Principal Auditor	1,250	650	900	130	10	325	3,265
Mines and Power	Principal Petroleum Engineer	1,250	650	900	130	10	325	3,265
Agriculture	Principal Livestock Planning Officer	1,250	550	900	180	40	325	3,245
Judicial (Legal)	Senior State Counsel I	1,250	650	900	180	10	250	3,240
Transport	Principal Hydrological Engineer	1,250	550	900	205	10	325	3,240
Information	Producer Films	1,250	550	900	205	10	325	3,240
Trade and Industry	Principal Textile Officer	1,250	550	900	180	10	325	3,215
Trade and Industry	Principal Produce Officer	1,250	550	900	130	40	325	3,195
Works and Housing	Senior Town Planning Officer	1,250	550	900	130	10	325	3,165
Health	Principal Registrar School of Pharmacy	1,250	550	900	180	10	250	3,140
Information	Principal Information Officer	1,250	550	900	180	10	250	3,140
Trade	Senior Assistant Registrar	1,250	550	900	130	40	250	3,120
Information	Principal Graphic Arts Officer	1,250	450	900	180	10	325	3,115
Education	Principal Photographer	1,250	550	725	205	40	325	3,095
Trade	Principal Education Officer (H)	1,250	550	900	130	10	250	3,090
Health	Principal Trade Officer	1,250	550	900	130	10	250	3,090
Works and Housing	Senior Dental Surgeon	1,250	450	900	180	40	250	3,070
Social Development	Principal Lands Officer	1,250	450	900	130	10	325	3,065
Social Development	Senior Social Development Officer	1,250	450	900	205	10	250	3,065
Planning	Principal Social Welfare Officer	1,250	450	900	180	10	250	3,040
Education	Senior Planning Officer	1,250	550	900	80	10	250	3,040
Labour	Senior Education Officer	1,250	550	900	130	25	175	3,030
Health	Principal Trade Test Officer	1,250	450	900	130	10	250	2,990
Transport	Principal Physiotherapist	1,250	375	900	130	40	250	2,945
Transport	Principal Aircraft Maintenance Engineer	1,250	375	900	100	40	250	2,915
Agriculture	Principal Aeroplane Fire Officer	950	550	900	205	10	250	2,865
Health	Senior Agricultural Officer	950	650	725	180	40	250	2,795
Health (Nursing)	Registrar (Anesthetics)	1,250	375	900	130	25	100	2,780
Health (Nursing)	Principal Nursing Officer	950	650	725	180	10	250	2,765
Agriculture (Fisheries)	Senior Fisheries Officer	950	450	725	330	40	250	2,745
Information	Principal Superintendent of Press	1,250	550	550	130	10	250	2,740
Agriculture (Meteorology)	Chief Meteorological Officer	950	450	725	330	10	250	2,715
Prisons	Superintendent of Prisons	950	550	725	130	100	250	2,705
Health	Principal Health Superintendent	950	550	725	180	40	250	2,695
Health	Principal Pharmacist Manufacturer	950	450	900	80	40	250	2,675
Industries	Principal Industrial Officer	950	550	725	130	40	250	2,640

July 1974

Ministry Department	Position Title	1	2	3	4	5	6	Total
Administration	Principal Executive Officer Field	950	375	900	205	10	175	2,615
Agriculture	Game Officer, Grade I	950	450	725	180	40	250	2,595
Immigration	Assistant Chief Federal Immigration Officer	950	450	725	180	10	250	2,565
Agriculture	Agriculture Engineer, Grade I	950	450	725	130	40	250	2,545
Labour	Senior Inspector of Factories	950	450	725	130	25	250	2,530
Health	Principal Limb Maker	950	375	725	180	40	250	2,520
Health	Principal Laboratory Medical Technologist	950	375	725	130	40	250	2,470
Agriculture	Veterinarian Officer, Grade II	950	375	725	180	40	175	2,445
Administration	Principal Executive Officer Headquarters	950	375	725	130	10	250	2,440
Information	Senior Sound Engineer	950	450	725	130	10	175	2,440
Information	Senior Maintenance Engineer	950	450	725	130	10	175	2,440
Industries	Principal Industrial Technical Officer	950	650	550	80	25	175	2,430
Establishment	Chief Instructor	950	375	725	100	25	250	2,425
Agriculture	Scientific Officer, Grade I	950	375	725	80	40	250	2,420
Audit	Auditor, Grade I	950	375	725	100	10	250	2,410
Revenue	Inspector-Taxes, Grade I	950	375	725	130	10	175	2,365
Works and Housing	Map Reproduction Officer	950	375	725	50	10	250	2,360
Information	Senior Photographer	950	450	550	175	40	175	2,340
Administration	Administration Officer IV	950	375	725	100	10	175	2,335
Statistics	Statistician, Grade I	950	375	725	100	10	175	2,335
Health	Dental Surgeon, Grade II	950	300	725	130	40	175	2,320
Agriculture (Meteorology)	Meteorologist, Grade I	950	375	725	80	10	175	2,315
Health	Pharmacist Manufacturing, Grade I	950	375	725	50	40	175	2,315
Customs-Preventive	Preventive Superintendent	750	375	725	130	70	250	2,300
Education	Principal Assistant Inspector of Education	950	450	550	130	40	175	2,295
Information	Senior Officer Equipment Engineer	950	300	725	130	10	175	2,290
Agriculture	Livestock Planning Officer, Grade I	950	450	725	130	10	—	2,265
Judicial	Principal Registrar	950	375	550	130	10	250	2,265
Information	Higher Art Production Officer	750	300	900	130	10	175	2,265
Industries	Senior Textiles Officer	950	450	550	80	40	175	2,245
Transport	Deputy Coastal Agent	750	375	725	130	10	250	2,240
Social Development	Senior Social Welfare Officer	750	375	725	205	10	175	2,240
Information	Graphic Artist, Grade I	950	450	550	80	25	175	2,230
Information	Senior Graphic Arts Officer	950	450	550	80	25	175	2,230
Transport	Marine Engineer, Grade II	950	300	725	50	25	175	2,225
Information	Senior Cinema Officer	950	375	550	130	40	175	2,220
Information	Senior Superintendent of Press	950	375	550	130	40	175	2,220
Information	Senior Film Production Officer	950	375	550	130	40	175	2,220

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<i>Ministry/Department</i>	<i>Position Title</i>	1	2	3	4	5	6	<i>Total</i>
Mines and Power	Petroleum Engineer, Grade I	950	375	550	130	25	175	2,205
Works and Housing	Architect, Grade II	950	450	550	130	25	100	2,205
Trades and Industry	Research Officer I	950	375	550	130	25	175	2,205
Transport	Signals Officer	950	375	550	130	10	175	2,190
Agriculture	Agricultural Officer, Grade II	750	450	550	180	40	175	2,145
Agriculture (Forestry)	Assistant Conservator of Forests, Grade II	750	375	725	80	40	175	2,145
Health	Higher Nutrition Officer	750	450	550	180	10	175	2,115
Health	Higher Occupational Therapist	750	375	550	180	70	175	2,100
Education	Senior Technical Instructor	750	450	550	130	40	175	2,095
Education	Senior Assistant Inspector of Education	750	450	550	130	40	175	2,095
Industries	Senior Industrial Officer	750	450	550	130	40	175	2,095
Trade	Senior Cooperative Officer	750	450	550	130	40	175	2,095
Health (Nursing Services)	Higher Nursing Superintendent (Matron)	750	375	550	180	40	175	2,070
Agriculture (Fisheries)	Fisheries Instructor, Grade I	750	375	550	130	100	175	2,080
Health (Radiography)	Senior Radiographer	750	375	550	130	70	175	2,050
Social Development	Social Welfare Officer	550	375	725	205	10	175	2,040
Education	Archaeologist, Grade II	950	375	550	20	40	100	2,035
Industries	Senior Industrial Technological Officer	750	450	550	80	25	175	2,030
Labour	Inspector of Factories II	750	375	550	130	40	175	2,020
Trade	Assistant Registrar of Cooperative Societies	750	375	550	130	40	175	2,020
Agriculture (Fisheries)	Fisheries Officer, Grade II	750	300	550	130	40	250	2,020
Trade and Industry	Scientific Officer	750	375	550	130	40	175	2,020
Agriculture	Animal Husbandry Officer	750	375	550	130	40	175	2,020
Administration and Executive	Administration Officer V (Field)	750	375	550	205	25	100	2,005
Works and Housing	Structural Engineer, Grade II	950	375	550	80	25	25	2,005
Agriculture (Forestry)	Senior Forest Superintendent	750	300	550	180	40	175	1,995
Economic Planning and Reconstruction	Senior Data Processing Superintendent	750	375	550	130	55	175	1,990
Works and Housing	Town Planning Officer II	750	375	550	130	10	175	1,990
Transport	Senior Communications Officer	750	375	550	130	10	175	1,990
Judicial	Senior Registrar	750	375	550	130	10	175	1,990
Trade	Senior Trade Officer	750	375	550	130	10	175	1,990
Judicial	State Councillor II	950	375	550	100	10	—	1,985
Health	Physiotherapist	750	300	550	130	70	175	1,975
Trade and Industry	Produce Officer II	750	375	550	80	40	175	1,970
Health	Hospital Pharmacist Dispensing, Grade II	750	375	550	80	40	175	1,970
Trade and Industry	Higher Brickmaking Officer	750	375	550	80	40	175	1,970
Administration	Senior Executive Officer	750	300	550	100	10	250	1,960
Health	Senior Dental Technologist	750	300	550	130	40	175	1,954

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<i>Ministry/Department</i>	<i>Position Title</i>	1	2	3	4	5	6	<i>Total</i>
Agriculture (Meteorology)	Meteorological Officer	750	375	550	80	10	175	1,940
Labour	Senior Trade Test Officer	750	300	550	130	25	175	1,930
Trade and Industry	Industrial Inspector	750	375	550	130	25	100	1,930
Customs	Collector Grade II	750	375	550	50	25	175	1,925
Information	Information Officer Grade II	750	300	550	130	10	175	1,915
Revenue	Inspector of Taxes Grade II	750	300	550	130	10	175	1,915
Administration	Administration Officer V (Headquarters)	750	375	550	130	10	100	1,915
Accounts	Inspector of Accounts	750	375	400	205	10	175	1,915
Establishments	Senior Instructor	750	300	550	100	25	175	1,900
Labour	Labour Officer Grade II	750	375	550	100	10	100	1,885
Works and Housing	Senior Technical Officer (Electrical)	750	300	550	80	25	175	1,880
Works and Housing	Senior Mechanical Superintendent	750	300	550	80	25	175	1,880
Works and Housing	Senior Technical Officer (Mechanical)	750	300	550	80	25	175	1,880
Trade and Industry	Testing Officer	750	300	550	130	40	100	1,870
Education	Education Officer Grade II	750	375	550	80	10	100	1,865
Works and Housing	Senior Estate Officer	750	300	550	80	10	175	1,865
Works and Housing	Senior Building Superintendent	750	300	550	80	10	175	1,865
Transport	Marine Officer	750	300	550	50	10	175	1,835
Works and Housing	Senior Technical Officer Survey	750	300	550	50	10	175	1,835
Works and Housing	Senior Technical Officer Aircraft Maintenance Engineering	750	300	550	20	40	175	1,835
Planning	Planning Officer II	750	375	550	20	10	100	1,805
Works and Housing	Surveyor Grade II	750	300	550	50	40	100	1,790
Education	Librarian Grade II	750	300	550	80	10	100	1,790
Transport	Senior Technical Officer Signals	750	300	550	80	10	100	1,790
Accounts	Senior Executive Officer	750	300	400	80	10	250	1,790
Works and Housing	Senior Technical Officer Cartography	750	225	550	50	25	175	1,775
Customs	Assistant Preventive Superintendent	550	300	550	130	70	175	1,775
Establishment	Lecturer II	750	300	550	100	25	25	1,750
Works and Housing	Land Officer	750	300	550	100	10	25	1,735
Labour	Senior Labour Inspector	750	300	400	100	10	175	1,735
Social Development	Social Development Officer	750	300	400	100	10	175	1,735
Labour	Higher Safety Inspector	550	375	400	180	40	175	1,720
Accounts	Accountant Grade II	750	300	400	80	10	175	1,715
Works and Housing	Senior Technical Officer Survey (Aerial)	750	300	400	50	40	175	1,715
Works and Housing	Senior Stock Verifier	550	330	575	100	10	175	1,710
Works and Housing	Assistant Town Planning Officer	550	300	550	180	10	100	1,690
Works and Housing	Hospital Secretary	550	300	400	180	10	250	1,690
Health (Administration)	Senior Tsetse Control Officer	550	300	400	180	40	175	1,645
Agriculture								

Appendix II 2—continued

Ministry/Department	Position Title	1	2	3	4	5	6	Total
Health	Health Superintendent	550	300	400	180	40	175	1,645
Information	Superintendent of Press	550	300	550	80	40	100	1,620
Health (Nursing Services)	Nursing Superintendent/Nursing Sister	550	375	400	130	40	100	1,595
Health	Dental Technologist	550	300	400	130	40	175	1,595
Health	Nutrition Officer	550	300	400	130	25	175	1,580
Labour	Safety Inspector	550	300	400	180	40	100	1,570
Immigration	Immigration Officer	550	300	400	130	10	175	1,565
Agriculture (Fisheries)	Fisheries Superintendent	550	225	400	130	70	175	1,550
Prisons	Chief Trade Instructor	550	225	400	100	100	175	1,550
Agriculture (Forestry)	Forest Superintendent	550	300	400	80	40	175	1,545
Health	Laboratory Technologist	550	300	400	80	40	175	1,545
Agriculture	Livestock Superintendent	550	300	400	130	40	100	1,520
Catering Services	Catering Officer	550	300	400	80	10	175	1,515
Health	Dietician	550	300	400	130	10	100	1,490
Works and Housing	Housing Superintendent	550	225	400	130	10	175	1,490
Statistics	Statistical Officer	550	300	400	50	10	175	1,485
Health (Radiography)	Radiographer	550	225	400	130	70	100	1,475
Information	Graphic Arts Officer	550	225	400	80	40	175	1,470
Trade and Industry	Brickmaking Officer	550	300	400	80	40	100	1,470
Health	Curator of Medical Appliances and Equipment	550	300	400	80	40	100	1,470
Information	Script Writer	750	225	250	130	10	100	1,465
Trade	Trade Officer	550	300	250	130	40	175	1,445
Works and Housing	Technical Officer Survey	550	225	400	50	40	175	1,440
Works and Housing	Technical Officer Building	550	300	400	50	40	100	1,440
Revenue	Executive Officer	550	225	400	130	25	100	1,430
Health	Health Educator, Grade II	550	300	400	130	25	25	1,430
Information	Transport Officer	550	300	250	130	10	175	1,415
Economic Planning and Reconstruction	Programme Officer	550	225	400	50	10	175	1,410
Audit	Executive Officer	550	225	400	50	10	175	1,410
Accounts	Executive Officer	550	225	400	50	10	175	1,410
Administration	Executive Officer	550	300	400	50	10	100	1,410
Economic Planning and Reconstruction	Data Processing Superintendent	550	300	400	50	10	100	1,410
Information	Film Production Officer	550	225	400	80	40	100	1,395
Information	Office Equipment Engineer	550	300	400	20	10	100	1,380
Information	Co-operative Officer	550	300	250	130	40	100	1,370
Trade	Co-operative Officer	550	225	400	50	25	100	1,350
Works and Housing	Technical Officer Aerial Survey	550	225	400	50	25	100	1,350
Transport	Communications Officer	550	225	400	130	70	100	1,350
Health	Occupational Therapist	350	300	400	130	70	100	1,350

<i>Mnistry/Department</i>	<i>Position Title</i>	1	2	3	4	5	6	<i>Total</i>
Customs	Senior Preventive Officer I	350	225	400	130	70	175	1350
Judicial	Registrar	550	300	250	130	10	100	1340
Works and Housing	Estate Officer	550	225	400	50	10	100	1335
Works and Housing	Mechanical Superintendent	550	225	400	20	40	100	1335
Transport	Instructor (I.W.D.)	550	225	400	20	40	100	1335
Labour	Trade Test Officer	550	225	400	130	25	—	1330
Works and Housing	Technical Officer Cartography	550	225	400	20	25	100	1320
Education	Technical Instructor	550	300	250	80	40	100	1320
Trade and Industry	Inspector of Works	550	300	250	80	40	100	1320
Trade and Industry	Assistant Produce Officer	550	300	250	80	40	100	1320
Establishments	Confidential Secretary I	550	225	250	175	10	100	1310
Social Development	Senior Social Welfare Worker	350	300	400	130	25	100	1305
Information	Photographer	550	225	250	130	40	100	1295
Information	Sound Engineer	550	300	250	50	40	100	1290
Trade and Industry	Textile Officer	550	300	250	50	40	100	1290
Trade and Industry	Technical (Archives) Officer	550	300	250	50	40	100	1290
Information	Assistant Information Officer I	550	225	250	130	25	100	1280
Information	Assistant Collector	550	300	250	50	25	100	1275
Customs	Assistant Collector	550	225	250	130	10	100	1265
Information	Cinema Officer	550	225	250	130	10	100	1265
Information	Maintenance Engineer	550	300	250	20	40	100	1260
Information	Library Officer	550	225	250	80	40	100	1245
Education	Library Officer	350	300	250	130	40	175	1245
Agriculture	Hides and Skins Superintendent	350	300	250	130	40	175	1245
Labour	Labour Inspector	550	225	250	100	10	100	1235
Agriculture	Meteorological Superintendent	550	225	250	80	25	100	1230
Labour	Meteorological Superintendent	550	225	250	80	25	100	1230
Agriculture (Meteorology)	Meteorological Superintendent	550	300	250	80	40	—	1220
Education	Assistant Inspector of Education	550	300	250	80	40	—	1220
Education	Assistant Inspector of Education	550	300	250	80	40	—	1220
Works and Housing	Electrical Superintendent	550	225	250	50	40	100	1215
Works and Housing	Electrical Superintendent	550	225	250	50	40	100	1215
Transport	Technical Officer Aircraft Maintenance Eng.	350	225	250	130	40	100	1095
Transport	Technical Officer Aircraft Maintenance Eng.	350	225	250	130	40	100	1095
Agriculture	Pest Control Superintendent	350	225	250	130	40	100	1095
Agriculture	Agricultural Assistant	350	225	250	130	40	100	1095
Agriculture	Agricultural Assistant	350	225	250	130	40	100	1095
Health	Health Inspector	350	225	250	130	100	25	1080
Agriculture (Fisheries)	Fisheries Assistant	350	225	250	100	25	100	1050
Agriculture (Fisheries)	Fisheries Assistant	350	225	250	100	25	100	1050
Social Development	Social Welfare Worker	350	150	250	130	70	100	1050
Social Development	Social Welfare Worker	350	150	250	130	70	100	1050
Health	X-Ray Technician	350	225	250	80	40	100	1045
Health	X-Ray Technician	350	225	250	80	40	100	1045
Agriculture	Livestock Assistant	350	225	250	80	40	100	1045
Agriculture	Livestock Assistant	350	225	250	80	40	100	1045
Agriculture (Forestry)	Forest Assistant	350	225	250	130	40	25	1020
Agriculture (Forestry)	Forest Assistant	350	225	250	130	40	25	1020
Health (Nursing Services)	Staff Nurse	350	225	250	50	40	100	1015
Health (Nursing Services)	Staff Nurse	350	225	250	50	40	100	1015
Information	Senior Cinema Commentator	350	225	250	100	25	25	975
Information	Senior Cinema Commentator	350	225	250	100	25	25	975
Social Development	Social Welfare Assistant	350	225	250	100	25	25	975
Social Development	Social Welfare Assistant	350	225	250	100	25	25	975

Appendix II-2—continued

Ministry/Department	Position Title	1	2	3	4	5	6	Total
Economic Planning and Reconstruction	Chief Data Processing Assistant	350	225	250	20	10	100	955
Information	Senior Photographic Assistant	350	150	250	130	40	25	945
Health	Pharmaceutical Manufacturing Technician	350	150	250	50	40	100	940
Health	Laboratory Technician	350	150	250	50	40	100	940
Prisons	Trade Instructor	350	150	250	50	100	25	925
Agriculture	Assistant Range Manager Superintendent	350	150	250	80	40	25	895
Works and Housing	Architectural Assistant	350	150	250	20	25	100	895
Works and Housing	Survey Assistant	350	150	250	50	70	25	895
Statistics	Chief Statistics Assistant	200	225	250	50	10	100	835
Educator	Senior Archivist Assistant	350	225	250	20	40	25	835
Works and Housing	Town Planning Assistant	350	150	250	50	25	—	825
Establishments	Stenographer	350	150	250	50	10	—	810
Judicial	Bailiff	200	150	250	130	70	—	800
Health	Health Overseer	200	150	150	130	40	100	770
Health	Nutrition Assistant	200	150	250	130	40	—	770
Statistics	Enumerator	200	225	250	50	40	—	765
Information	Graphic Arts Assistant	200	150	250	50	40	25	715
Agriculture	Field Overseer	200	150	150	130	40	25	695
Works and Housing	Inspector of Lands	200	100	250	50	25	25	650
Statistics	Statistical Assistant	200	225	150	50	10	—	635
Works and Housing	Chief Storekeeper	200	100	150	50	25	100	625
Agriculture (Meteorology)	Meteorology Assistant	200	150	150	50	40	25	615
Information	Photographic Assistant, Grade II	200	150	150	50	40	—	590
Health	Dental Technician	200	150	150	20	40	25	585
Transport	Aircraft Maintenance Assistant Engineer	200	150	150	20	40	25	585
Economic Planning and Reconstruction	Data Processing Assistant	350	150	50	20	10	—	580
Agriculture (Meteorology)	Climatological Assistant	200	150	150	20	40	—	560
Transport	Coastal Assistant	200	150	50	50	70	25	545
Works and Housing	Deed Draughtsman	200	100	150	50	10	25	535
Economic Planning and Reconstruction	Programming Assistant	350	100	50	20	10	—	530
Works and Housing	Survey Draughtsman	200	100	150	20	25	25	520
Transport	Hydrological Assistant	200	100	150	20	25	25	520
Trade and Industry	Brickmaking Assistant	200	150	50	50	40	25	515
Audit	Clerical Officer	200	100	150	50	10	—	510
Works and Housing	Aero Information Service Assistant	200	100	150	50	10	—	510
Works and Housing	Photolithographer	200	100	150	20	40	—	510
Transport	Marine Engineer Assistant	200	100	150	20	40	—	510
Transport	Communicator	200	100	150	20	25	—	495

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<i>Ministry/Department</i>		<i>Position Title</i>	<i>Appendix II-2—continued</i>						
			1	2	3	4	5	6	<i>Total</i>
Works and Housing	Senior Technical Assistant (Sewage)	200	100	150	20	25	—	495
Education	Archives Assistant	200	150	50	50	40	—	490
Trade and Industry	Produce Inspector	200	150	50	50	40	—	490
Agriculture	Livestock Overseer	50	100	150	50	40	100	490
Works and Housing	Stores Examiner	200	100	150	20	10	—	480
Revenue	Clerical Officer	200	50	150	50	25	—	475
Trade	Trade Assistant	200	150	50	20	40	—	460
Education	Antiquities Assistant	200	150	50	20	40	—	460
Establishments	Typist	200	50	50	20	10	—	330
Health	Laboratory Assistant	50	100	50	50	40	25	315
Immigration	Immigration Attendant	50	100	50	50	25	—	275
Administration	Clerical Assistant	50	100	50	20	10	—	230

Benchmark
Position No.

SUMMARY OF GSOES BENCHMARK POSITION RATINGS

APPENDIX II-3

Benchmark Position No.	Job Title	1	2	3	4	Total
1	Chief Storekeeper					
2	Cloakroom Attendant					
3	Cook	300	325	200	85	910
4	Cook, Staff Canteen	50	70	30	125	375
5	Coxswain	100	170	30	130	430
6	Crane Operator	150	170	65	130	515
7	Drive-Mechanic	100	130	115	140	485
8	Foreman Maintenance Workshop	200	245	90	120	655
9	Game Guard	150	190	65	110	515
10	Gardener	300	325	200	110	935
11	Gateman	150	190	65	160	565
12	Grader Operator	100	70	65	115	350
13	Hall Porter	50	110	65	65	290
14	Head Cook	200	230	65	120	615
15	Head Hospital Washerman	150	170	65	100	485
16	Head Steward	200	230	175	100	705
17	Housekeeper, Government House	150	190	115	150	605
18	Machinist	150	190	115	65	520
19	Mechanic	300	310	200	65	875
20	Press Attendant	250	285	65	110	710
21	Printer (Pressman)	150	230	115	130	625
22	Senior Driver-Projectionist	100	130	65	110	405
23	Spray Painter	200	245	65	130	640
24	Stockman	250	245	175	100	770
25	Storeman	150	170	65	115	500
26	Telephone Supervisor	150	130	90	110	480
27	Watchman	100	130	65	115	410
28	Welder	250	270	200	45	765
		50	110	65	100	325
		150	210	65	75	500

APPENDIX II-4 Supervisory Position Evaluation Plan

The supervisory factor in the PATTCES system was developed for a broad range of supervisory jobs. Its functional effectiveness in general application proved acceptable. This is true because it did not take into account particularly sensitive and important elements. These include number of people supervised, the nature of their work, the variety of tasks supervised or the organizational context of the supervisor's job. As a consequence, a number of positions in rating scales CT(6), CE(6), Group 8, Group 7, and their equivalents tended to high supervisory content should be reviewed with a view to establishing a grade level that corresponds to the job's worth. This evaluation review is anticipated to raise the grade level of some positions and confirm the Task Force's evaluation of others.

Evaluation of supervisory positions is accomplished by the exercise of judgment. This judgement may be based on certain generally accepted principles and/or established traditions. When an organization modifies its evaluation system, however, there are usually implicit changes in underlying precepts and principles. The new evaluation system may judge certain aspects of supervisory responsibility in a different way resulting in the realignment or regrading of some positions. The consequent changes in status or in the alteration of existing relationships can have significant implications for the employees and the organizations they serve. It becomes important, therefore, that when change is effected it should serve the mutual interests of employees and employer alike. When the possibility of adverse effects arises, change should be undertaken in successive phases to achieve desired results at minimum social costs.

With the evaluation system as the change agent, the actual process of change induces shifts in patterns of management, structures of organizations and their operational systems. A new supervisory evaluation plan cannot be introduced precipitously. Various forms of management development programs need to be introduced concurrently to prepare human resources for assuming new roles. Traditional structures and organizational machinery may need to be modified so as to improve output and productivity in the light of new attitudes, expectations and goals. Systems of delegating authority and assigning responsibilities may need to be revised to optimize accountability and operational effectiveness. Given these requirements and the prime role of supervisors in stimulating this achievement, the evaluation of supervisory positions should, as far as possible, be undertaken in such a way as to complement the change process, not disrupt it.

For these reasons it is proposed that evaluation of supervisory positions be determined initially by traditional relationships and existing functions in the present organizational context. Using the proposed supervisory position evaluation plan, certain standards should be formulated respecting the nature and scope of supervisory responsibilities. These standards, which should be expressed in the descriptions of factors and elements, must be both reasonable and representative of a typical position being rated. That is to say, if typically a Senior Executive Officer (SEO) supervises fifteen subordinates, this would be developed into a standard and become a quantifiable measure of that responsibility. In smaller states, some S.E.O.s performing similar duties may supervise considerably fewer personnel, and this would provide a different standard. These general standards would serve as a guide to applying the plan in a uniform manner throughout the civil services. When it is clear that the supervisory requirements of a particular job exceed the standard by a significant margin, it is the intent of the supervisory evaluation plan to recognize these differences and recommend a higher grade level. For example, some Group 7 posts in the large ministries may be moved up to a higher level

thus filling any gap that might exist between grade level II and the ones above. Group 7 posts in intermediate ministries will probably remain at level II. Group 7 posts that, on review of actual organizational relationships, are found over-rated on the basis of the Phase I implementation will, at Phase II, be reclassified at grade level 10.

The proposed supervisory evaluation plan will require certain modifications to ensure effective implementation. For example, it is anticipated that the supervisory program may encounter difficulty where there are redundancies or vacancies in supervisory levels. These situations will have to be examined and solutions developed appropriate to the circumstances that obtain. The proposed supervisory evaluation plan is described below. Although it sets forth specific measures of responsibility, it is clear from the foregoing that its application requires a pragmatic judgement of the realities of the organizational setting and the equities to be preserved within it.

DESCRIPTION OF SUPERVISORY EVALUATION PLAN

Purpose

This plan is intended for use in evaluating positions which specifically involve responsibility for the direction of others.

The application of the plan is restricted to the evaluation of supervisory positions between grade level 08 and 12. Jobs below level 08, whether supervisory or non-supervisory, have been evaluated under the PATTCES Plan which includes a supervisory responsibility factor. Certain positions designated as senior management are excluded as they respond to the process of evaluation described in Volume II.

This plan is not designed for evaluation of Assistant Supervisor positions. Where the assistant shares in all phases of the unit's work, the job will be evaluated one grade level lower than the supervisor, otherwise, the job should be evaluated by PATTCES.

Function

The evaluation of supervisory positions involves determining what increment in grade level is appropriate for the additional responsibility assumed by the supervisor. This plan makes it possible to identify the base level of work supervised, as well as the number of grades to be added above the base level to reflect the degree of supervisory responsibility found in the position being evaluated. The elements that determine the appropriate increment over the grade level of work are the base level of work supervised, the kind and degree of supervision exercised and the scope and variety of functions.

The evaluation of supervisory positions is accomplished by a system of points which are converted to grades. Although these grades are quantified in point terms, they still represent judgements. Point express only a relative measure of value useful for making comparative judgements. For example, a position which in point terms is borderline cannot remain borderline simply because that is where its point values place it. Judgement is required to place it where it belongs—to the level above or the one below.

Evaluation Guide

FACTOR 1.—BASE LEVEL OF WORK SUPERVISED

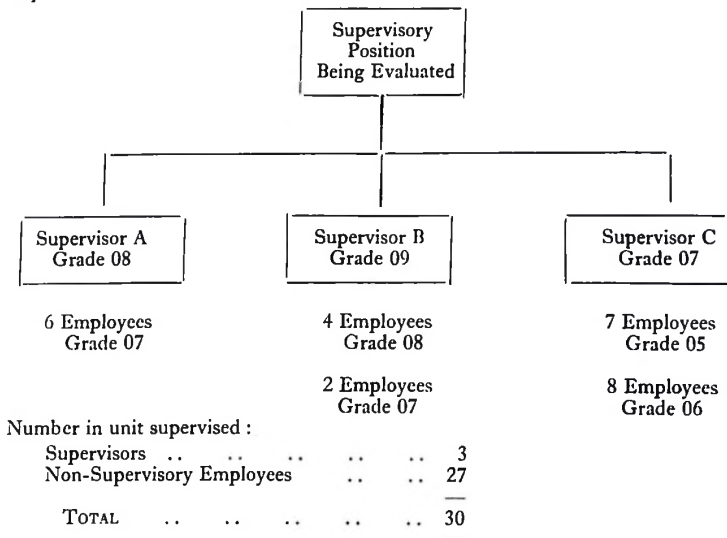
As a general rule, the base level of work supervised is the highest grade level of non-supervisory work found in the unit. The unit, for this purpose, is defined as that subordinate organisational component for which the supervisor is responsible.

In relatively flat organisations (those in which the subordinates are all at an equal level), there will be no difficulty in defining the base level of work : it will be at the immediately subordinate level.

In vertical organizations where work is organized in a hierarchy of levels within the unit, the base level of work is determined by considering the total population supervised and establishing where the highest grade level of 25% of that population lies. The following formula may then be applied :

<i>Size of Work Force</i>	<i>Number (25%) of Employees at Highest Grade</i>
6-12 employees	Consider 2
15-36 employees	Consider 4
45-100 employees	Consider 12

Example :



By application of the formula, the four highest non-supervisory employees are grade 08. Therefore, the base level of work supervised is grade 08.

In some instances, it may be necessary to construct a representative base level because of unusual circumstances. For example, where there are a number of vacancies in higher positions, it may be appropriate to evaluate positions on the basis of a fully established staff complement.

In other cases, where the supervisor is performing mixed duties substantially above the base level of work supervised, it may be appropriate to construct a higher base level and grade the supervision accordingly. Where the functions of supervision are limited, it may suffice to grade the position on the level of work performed—assuming, of course, that work level differences between subordinates are reasonable and justifiable.

FACTOR 11—KIND AND DEGREE OF SUPERVISION EXERCISED

This factor is intended to measure a supervisor's responsibility for three major aspects of supervision :

1. Work planning and organization (element 1).
2. Work assignment and review (element 2).
3. Personnel supervision (element 3).

The degree to which these elements are present in the position is measured at two levels—A and B—worth 5 and 2 points respectively for each element.

Element 1—Work Planning and Organization

Level B is worth 2 points. It refers to limited responsibilities for planning and organizing when the organization structure, work-flow, methods and procedures have been set by others and are not within the supervisor's authority to change without prior approval. Under such circumstances, the supervisor's responsibility is limited to maintaining predetermined work-flow and quality standards and meeting output requirements in term of timely completion. The supervisor keeps his superior informed of progress and obtains his assistance with problems as needed.

Level A is worth 5 points. At this level, the supervisor has authority to make changes in the work unit for which he is responsible as they affect the organization of the work, the allocation of assignments, the work load, priorities and completion dates. These changes are not confined to day-to-day activities. They are made at the supervisor's discretion within the limitations of his authority as prescribed by operating cost budgets, boundaries of departmental control, general regulations and similar considerations.

Element 2—Work Assignment and Review

Level B is worth 2 points. At this level, the supervisor is responsible for assigning and distributing work among subordinates when such assignments follow an establish work-flow or are determined by an obvious choice of specialized capabilities available within the work unit. He instructs subordinates in specific tasks, answers questions about their work and makes available necessary written instructions. He is responsible for the employees' attendance or availability for work and for the quantity and quality of their results. He has authority to review, accept, amend or reject completed work in accordance with established standards.

Level A (5 points) is the level which, in addition to Level B, encompasses a supervisory responsibility for selective assignment of work to subordinates as the work may be matched to their capabilities in terms of its difficulty or special characteristics. Typically included is the responsibility for the preparation and issuance of instructions or procedures. At this level, the supervisor participates in the setting and appraisal of performance standards. He is also responsible for keeping employees informed regarding organizational goals, policies and practices.

Element 3—Personnel Supervision

Level B is worth 2 points and describes the supervisor who does not usually participate in the selection of staff but has authority to engage in relatively minor aspects of personnel administration, such as approving emergency leave or other absences of short duration, dealing with minor employee dissatisfactions or problems, and making informal recommendations affecting employee promotion, reassignment or discipline. The supervisor is responsible for the induction and/or orientation of employees new to his unit and for on-the-job training.

Level A (5 points) applies where the supervisor has authority to initiate requests for additional staff and to participate in their selection once the requests are approved. He recommends promotion or reassignment and disciplinary action. He is responsible for attendance policies. He resolves complaints and grievances not taken to higher authority and recommends disciplinary action for approval at higher organization levels. He ensures that employees take advantage of training opportunities by recommending approval of their enrolment in internally or externally conducted courses where and when available.

FACTOR III—SCOPE AND VARIETY OF FUNCTIONS

This factor is intended to measure the size of the work unit supervised in terms of the number employed, the nature of its workload and the variety of functions performed. It is generally recognized that the greater the workload and scope of operations supervised, the more difficult and responsible the supervisory position.

Element 1—Size of the Work Force

The significance of this element in the supervisory position being evaluated is measured by considering the number employed in the unit supervised and determining whether the principal work of the unit permits a wide or narrow span of control.

It is generally considered sound organizational practice to arrange organizational relationships in depth where the work is non-routine and requires substantial judgement and/or specialized knowledge. This arrangement is referred to as a narrow span of control, because the control exercised by the supervisor is limited to a few immediate subordinates, who in turn exercise it by delegation in descending order. In this way, the work can never be so diverse or complex as to be beyond the supervisor's capacity to control, since this capacity is a function of his ability to assimilate the information communicated from subordinate levels. In contrast, a wide span of control is appropriate where work at the subordinate level is relatively routine and undiversified. A foreman, for example, might directly supervise a gang of men when all have the same task of digging a ditch. This would represent a wide span of control. But such direct supervision would be impossible in a research unit where the staff consisted of research scientists, each conducting a unique piece of research in his own particular field. In this situation, the scientist would be best arranged in groups and the groups into departments, so that supervisory control could be directed downward through four or five immediate subordinates, or possibly eight at most. On this basis, points are awarded in accordance with the following table:

<i>Narrow Span of Control</i> (No. of employees)	<i>Wide Span of Control</i> (No. of employees)	<i>Points to be awarded</i>
5—8	5—12	0
12—20	15—36	8
30—50	45—100	16

Element 2—Variety of Work

When two or more kinds of work, each representing a requirement for a distinctly different body of knowledge, are present in a unit, additional points will be credited to a maximum of eight points as follows: Two points for the second and each additional kind of work for which the position being evaluated has technical responsibility in the unit, at, above or not more than one grade level below the basic level supervised.

Conversion of Points to Grades

Grade levels will be determined on the basis of points by adding levels to the base level of work (factor I) according to the number of points scored for factors II and III as follows :

Total Points
Factors II & III
6 to 12
16 and over

Grade Level
Added to Base Level
One
Two

Example :

Base level of work supervised : Grade 08.
FACTOR II Element 1 5 points
 Element 2 5 points
 Element 3 2 points
FACTOR II Element 1 8 points
 Element 2 6 points
 —
 TOTAL 26 points

26 points give 2 grade levels added to grade 08.
Evaluated level : Grade 10.

APPENDIX II-5
PROPOSED CONSOLIDATION OF RANK STRUCTURE
NIGERIAN POLICE FORCE

<i>Present Rank Structure</i>	<i>Proposed Rank Structure</i>
Commissioner	Commissioner
Deputy Commissioner	Deputy Commissioner
Assistant Commissioner	Assistant Commissioner
Chief Superintendent	Chief Superintendent
Superintendent	Superintendent
Deputy Superintendent	} Deputy Superintendent
Assistant Superintendent	
Chief Inspector	} Inspector
Inspector	
Sub-Inspector	
Sergeant Major	} Sergeant
Sergeant	
Corporal	Corporal
Constable	Constable

APPENDIX II-6
EVALUATION OF SPECIALIZED JOBS IN NPF

<i>Civil Service</i>	<i>Job Title</i>					<i>Police Rank Equivalent</i>
<i>Grade</i>						
11	Senior Medical Officer				}	Chief Superintendent
	Senior Veterinary Officer					
	Principal Pharmacist					
10	Senior Pharmacist				}	Superintendent
	Medical Officer, Grade I					
	Veterinary Officer, Grade I					
09	Medical Officer, Grade II, Scale A(U)				}	Superintendent
	Veterinary Officer, Grade II, Scale A(U)					
	Pharmacist, Grade I, Scale A(U)					
08	Aircraft Maintenance Engineer, Grade II, Scale A				}	Deputy Superintendent
	Pharmacist, Grade II, Scale A					
	Matron					
07	Nursing Sister					Inspector
06	Staff Nurse					

APPENDIX II-7

PROPOSED EVALUATION OF CIVILIAN JOBS IN THE NPF

<i>Civil Service Grade</i>	<i>Job Title</i>
11	Force Public Relations Officer
10	Deputy Public Relations Officer
09	State Public Relations Officer Civilian Lecturer
08	Public Relations Officer I (Press and Complaints) Public Relations Officer II (Employer Information) Public Relations Officer III (Community Relations) Public Relations Officer IV (Administration) Artist Deputy State Public Relations Officer
07	Assistant Public Relations Officer : - Complaints - Press Administration - Photography Film Production Officer : - Editing - Cinematography Cinema Officer Library Officer
06	Assistant Artist Assistant Photographer Printers Confidential Secretary Assistant Cinema Officer Assistant Library Officer Chief Inspector of Transport
05	O.C. Plumbing O.C. Bricklaying O.C. Workshop O.C. Electrical O.C. Drawing Office O.C. Painting Auto Electrician Painter-Decorator O.C. Signal Stores O.C. Bulk Stores Master Tailor Chief Inspector, Stationary Stores O.C. Officers' Shop O.C. Contract Section Site Supervisor Stores Administrator

04	Senior Film Projectionist Publication Assistant Employee Information Assistant Publicity Assistant Carpenter-Joiner Vehicle Mechanic Carpenter (Sergeant) Storekeeper Works Cobbler (Sergeant) Farrier (Sergeant) Tailor (Sergeant)
03	Library Assistant Driver-Projectionist Art Studio Assistant Art Studio Attendant Library Attendant Photographic Assistant Draftsman Refrigeration Technician Electrician Painter (Corporal) Bricklaying Artisan Welder Motor Mechanic (Corporal) Panel Beater (Corporal) Upholsterer Radio Technician O.C. 2 Stores Chief Groom Tailor (Corporal) Cobbler (Corporal) Farrier (Corporal) Tailor (Constable)
02	Draftsman (Constable) Painter (Constable) Electrician (Constable) Panel Beater (Constable) Groom, Grade I Cobbler (Constable) Farrier (Constable)
01	Dispensary Attendant Groom, Grade II

PART III
GRADING RECOMMENDATIONS
FOR
OTHER COMPONENTS
OF THE
PUBLIC SERVICE



PART III

GRADING RECOMMENDATIONS FOR OTHER COMPONENTS OF THE PUBLIC SERVICES

In Part II, we have described a coordinated plan for evaluating jobs in the federal and state civil services. In this part of the report, we shall examine compensation for other components of the public sector, including the judiciary, universities, teaching, services, polytechnical institutes, parastatal organizations and special government establishments.

Our original terms of reference required that we present only salary recommendations for these organizations, rather than a comprehensive job evaluation plan. The limitations of time and resources did not permit the kind of detailed study we applied to the civil services. After further examination, however, we decided that we should go beyond salary determination, so that our recommendations would relate their compensation structures to the salary structure developed for the civil services. Our task, then, as we defined it, was to examine jobs in the judiciary, universities, teaching polytechnics services, and parastatals; to relate them to comparable positions in the civil services; and, on the principle of providing equal pay for equal work, to propose appropriate salary levels for each type of organization.

Because of our time and resource constraints, we had to adopt limited analytical techniques in studying this group of organizations. These may be summarized as follows:

1. A number of key jobs in these different organizations were selected.
2. The proposed civil service job evaluation was applied to these jobs where appropriate.
3. The remainder of the positions were grouped into general categories or work levels comparable with the proposed civil service grades.
4. Descriptions and examples of the work levels were developed.
5. The salary scales in these organizations were rationalized and compared with each other.

To assess the comparability of jobs in the public sector, a selective evaluation was conducted of broadly similar positions in different organizations. In addition, a number of benchmark jobs were sampled in order to establish internal relationships with these positions.

The universities, some elements of the judiciary, teachers and polytechnical institutes, and a sample of five parastatal organizations were asked to complete detailed job descriptions on a number of selected positions. Also, a series of sample interviews was conducted to clarify the data and to examine more closely the organizational context in which particular positions were functioning.

The selected positions were evaluated by the criteria established for the proposed civil service job evaluation system, and jobs were allocated to categories after the manner of the proposed grade structure. The remaining positions in each organization were then grouped into the appropriate grade based on their organizational and salary relationship to the evaluated jobs.

The two general operating principles were to allocate to the same grade all jobs of the same complexity or worth, irrespective of the type of organization; and to change existing relationships only when evaluation indicated conclusively that they should be different.

The list of job rankings for the judiciary, universities, teaching services and polytechnics, parastatals and special government establishments included in appendices II-1 to III-9 to this

report, represent both allocations to salary levels and the grade levels that probably would result from a detailed job evaluation. As this was not a full evaluation study and was based on a relatively small sample of jobs, future evaluation could indicate more movement of present rankings—both upward and downward.

Finally, it should be noted that our review of parastatals was very limited, being confined to a sample of five among 300 organizations. The analysis of this group therefore was not as detailed as the study of the universities and the judiciary.

This part is divided into six sections, dealing with the judiciary, universities, polytechnics, teaching services, parastatals and special government establishments respectively. Some of the principal problems of each type of organization are examined and, in the case of the judiciary, universities, polytechnics, teaching services and special government establishments, positions are allocated to groups to indicate appropriate salary levels. For the parastatals, guidelines have been suggested that will enable each organization to make similar allocations.

We have not made definitive grading recommendations for jobs in these organizations.

CHAPTER 8

THE JUDICIARY

In the case of the judiciary, we allocated positions to grade levels using two methods of analysis and assessment. For professional legal positions such as judges, magistrates and customary court presidents, we extended the approach developed for senior members of the judiciary (*see* Volume II of this report).

Following the rationale for evaluating senior court justice positions, we explore in depth the relationships obtaining within lower echelons of the judiciary. These investigations were carried out by means of personal interviews with position incumbents for the purpose of determining the efficacy of traditional or existing responsibilities and relationships. Our findings indicated that the present hierarchy of job relationships is logically interrelated and functions effectively.

Evaluation of judicial positions is premised on principles of personal competency rather than job content. Personal competency ranking involves relating individuals with varying intellectual capabilities and personal strengths in a sequence of grades according to their skills, capacity to assume responsibility and level of performance. We have found that the present career development of personnel through progressively higher levels of the bench is determined on precisely this basis. Moreover, we consider that the present arrangement is appropriate to and effective in the operation of the judicial system. Hence, we are not recommending any adjustments to the internal relativities of professional legal positions. Rather, our proposals for their allocation to new grade levels (*see* Appendix III-1) are consistent with and maintain well-established practices.

For all administrative and other positions, the proposed civil services evaluation system (PATTICES) was considered appropriate. Based upon sampling of selected positions, a representative number of jobs was evaluated. Reference can be made to Appendix II-1 for grading of administrative and clerical jobs under this system.

There have been only minor changes to the relationships in the existing hierarchy—for example, senior bailiffs and bailiffs have improved their relative position as a result of evaluation. Senior bailiffs are now evaluated at grade 05. There does not appear to be a discernible difference in work level between the senior bailiff and the chief bailiff. An evaluation should be undertaken in the one state that has a chief bailiff (Lagos State) to see whether both positions are justified in the same hierarchy. It seems likely that the chief bailiff position should be amalgamated with that of senior bailiff. In the present study, however, we have temporarily placed the chief bailiff at level 06.

Positions in the judiciary—apart from the most senior ones—are currently paid according to civil service scales. This seems reasonable, as there is a great deal of common ground in the clerical and administrative functions. We believe that the proposed civil service evaluation method and the proposed grade and salary levels are appropriate to the judiciary and should be implemented.

CHAPTER 9 UNIVERSITIES

In Nigeria, high-level academic teaching and research jobs are largely reserved to the universities and have no clearly defined counterparts either in the rest of the public sector or in the private sector. Thus, comparisons of salary, where they have been made, generally refer to academic salaries in other countries, particularly Britain and various African nations. By these comparisons, Nigerian academics are not overpaid. On the latest analysis available (using 1971-73 data), Zambia, Khartoum and Nairobi appear to offer higher salaries to their academic staff than does Nigeria. But Nigeria has more generous fringe benefits and superannuation allowances than the others, and this improves the relative position of lower grades. At the level of professor, however, the pay scales of these other countries are higher, although absolute salary comparisons are of questionable validity. A more appropriate measure may be the relative standings in the income hierarchy, in which case Nigerian academics stand very high, especially when fringe benefits are taken into consideration.

We found that the job evaluation techniques developed for the civil services were largely appropriate to non-academic jobs in the universities. Thus, we were able to analyze these jobs in some detail and compare them with similar positions in the civil services.

In the case of academic jobs, we found that the whole job ranking technique used for the grading of senior management positions in the civil services was appropriate to professorial and lecturing positions. For confirmation, we evaluated the lecturing positions against both systems and obtained consistent results.

Ranking of Positions¹

The present hierarchy of teaching and research positions is, for the most part, appropriate. It reflects separate and distinct levels of work and expertise, and also allows for sensible career progression and effective salary administration.

We believe, however, that the universities would benefit from a greater use of the organizational level just below that of professor. As increasing numbers of young men and women embark on a university career, the ranks of capable and youthful teaching staff will grow. It is important that these individuals should have the opportunity to aspire to and achieve senior positions within the university organization. If their prospects for advancement are confined to the senior lecturer category, they may well seek career opportunities outside the country; and certainly Nigeria will not benefit fully from the potential they offer.

Consequently, we recommend that more use be made of the positions of associate professor and reader. Both should be teaching posts, but associate professors should assist in departmental administration and development of academic programs, while readers should concentrate on research. Such appointments should be made on the basis of a thorough assessment of the candidate's academic, research or teaching excellence. They should be considered as promotional moves for individuals with potential and under-utilized ability, rather than as retirement positions.

Ranking places professors at grade level 14, equating them with administrative department heads in the university. Associate professors and readers are ranked at level 13, and point rating confirms the placing of senior lecturers at level 12.

¹ Our recommendations for ranking of jobs in the Universities are found in Appendix III-2 (a) to 2 (f).

We recommend that the lecturer I and lecturer II (or lecturer above the bar and below) should be recognized as two separate grades and that the move from II to I be considered a promotion dependent upon merit rather than seniority.

A smooth progression into the evaluated grades puts lecturer I at level 11, lecturer II at level 10, assistant lecturer and junior research fellow at level 9, and graduate assistant, research grade higher than the established normal entry level for recent graduates and inexperienced professionals in the universities and the civil services. We noted that a high proportion of assistant lecturers was recruited with a second degree (M.A. or Ph. D.) or experience of teaching or demonstrating. Without such training or experience, the position would justify only level 8.

Because there is inconsistency between and within academic institutions in the use of the assistant lecturer title, we recommend the following clarification. The titles *assistant lecturer* or *junior research fellow* should be used only for a position which requires that the individual possess at least a Master's degree or equivalent experience and demonstrable teaching or research ability beyond that required to obtain a Master's degree. Such a position should be paid at level 9. Graduates who do not have such qualifications should be appointed as instructors, graduate assistants, research assistants, assistant tutors or any other appropriate title at level 8. Included in this rank would be recent graduates who are taken on to the academic staff while studying for a second degree.

Analysis and evaluation of non-academic positions in the universities have produced the results outlined in Appendix III-2. The registrar, bursar and other non-academic department heads have been ranked with professors at level 14. While registrars currently earn ₦7,100 and other non-academic department heads currently earn ₦6,600 (except bursars and librarians could not find justification for grading them one full grade higher; for this would have equated them with such positions as director of a major institute, such as ABU's Institute of Administration, which is essentially equivalent to the other non-academic department heads reporting to the Vice-Chancellor. He provides a service in support of the university's primary functions of teaching and research).

Ranking of these jobs at grade level 14 sets the upper salary limit for non-academic positions in the university. Other criteria have been established under the civil services evaluation system. For example, the normal entry level for graduates into the work force is level 8, except for medical doctors, who enter at level 9. Grade level 9 is also the entry level for administrators and professionals with approximately four years' post-qualification experience. Chief clerks and heads of clerical units are normally level 6; the senior working level for a clerk is 5; basic working level for a clerk is level 4, and the entry level for a clerk is level 3. These grade level descriptions are elaborated in Appendix III-5 (d) dealing with parastatal organizations.

Using these criteria, as well as the job evaluation results of selected positions, and taking into account existing organization and salary relationships, we have grouped the positions of chief technologist at grade level 10; administrative officer I, most accountants II, engineer II and superintendent technologist at level 9; administrative officer II, accountant (entry level), assistant librarian and engineer (entry level) at grade level 8; and chief clerk and staff nurse at level 6.

Similar general patterns emerged at other levels. Thus, if a particular job in a university does not appear in our list in Appendix III-2, it may safely be placed in the grade that includes most of the other positions with similar entry qualifications and in the same current salary range, pending further evaluation.

Several positions in the universities carry titles that are the same as those in the civil services. The nature of the duties, however, is not always the same, and the organizational relationship between jobs in the universities are often different from those in the civil services. A similar situation occurs when comparing positions between universities.

Accountants II are a case in point. In the civil services, this is the entry point for a newly qualified accountant and is appropriately evaluated at level 8. In Ahmadu Bello University, the accountant II position carries similar responsibilities and is therefore allocated to level 8 in our ranking list. The University of Lagos, however, requires a professional qualification and at least three years' experience as an entry requirement for accountant II, and this—together with the job's present organizational relationship—suggests that allocation to level 9 is more appropriate. A similar situation may exist with executive officers, higher technical officers and other positions. This means that simple comparison of jobs by title alone can be highly misleading. In some cases, titles differ, making it difficult to identify like jobs; in other cases, titles may be identical, but salaries and/or reporting relationships may vary, indicating that the job content and thus the job worth are different. We have tried to take all of these factors into account and have relied particularly on current relationships as a basis for making allocations to new salary levels.

We are confident that the relationships recommended in this report are generally valid and provide a sound basis for proposing a new salary structure. We were not, however, able to spend as much time as we would have wished in the universities, and we recommend that a more detailed organization and job evaluation study should be undertaken as soon as it can be arranged. The new evaluation plan proposed for the civil services would be appropriate for use with non-academic jobs in the universities, and we recommend that it be adopted. Academic positions can be ranked in the way we have shown.

If it is decided that a different plan should be used, it should be one that produces a similar profile and, preferably, has the same number and nature of grade levels as those outlined in this report, to permit comparison of jobs throughout the public sector. It would also be helpful if common job titles should be devised jointly among the various universities.

Salaries and Benefits

A compensation package comprises basic salary plus fringe benefits. The adoption of a common grading and salary structure between the universities and the civil services requires that the total compensation package be consistent, at least in its major elements, among the various organizations. Thus, if the same salary scales are to be used for the universities as for the civil services, their benefits should be the same, both in monetary terms and in terms of level of eligibility.

A step toward consistency in fringe benefits was taken on April 1, 1973, when the Federal Military Government approved payment of super-annuation and vehicle allowances in the universities which brought them more in line with those available in the civil services. Other fringe benefits such as housing, leave and travel allowances are determined by the universities, and they vary from one to another.

Study and sabbatical leaves and associated travel grants are appropriate to the academic staff of a university, and we do not propose changing them. Housing benefits represent an extremely significant and complicated issue which will take some time to sort out. Where they

are provided as an integral part of the university compensation scheme, they should be offered on the same basis as in the civil services. Child allowances, however, are no longer paid by the civil services—nor, indeed, by other universities in Africa—and we see no justification for their continuance.

Discussion of benefits inevitably leads to consideration of the criteria for eligibility and the distinctions between senior, intermediate and junior staff. This is a major issue in the universities.

Benefits for intermediate and junior staff are significantly less than those for senior staff, yet the demarcation between the groups is unclear. For example, a pharmacist is considered to be intermediate at Lagos but senior at Ibadan; a senior technical officer at Ibadan with a salary of ₦3,520-4,120 is considered intermediate, whereas a technician at the same university with a salary of ₦2,140-3,060 is considered to belong to the senior staff.

This division into classes conflicts with the evaluation of jobs by objective measurement of their relative complexity and significance. We therefore recommend that the concept of senior, intermediate and junior staff be abolished in the universities and, indeed, wherever else it appears in the public sector. If it is necessary to draw dividing lines for the eligibility of restricted benefits, for the representation of working groups, or for recruitment or administration purposes, they should be drawn on the basis of grade level. If distinctions are required, let them be consistent and related to the worth of a job to the organization.

The proposed grade level 8 is similar to the former civil service scale A or normal entry level for professionals or graduates, and it appears to be a sensible level at which to draw the line for the provision of housing or housing benefits and the like. It should be the appropriate level in the universities, as well as in the judiciary and civil services, until a more suitable method of allocation can be devised. The special problems of parastatals are discussed in Chapter 12.

Medical Staff : A Special Case

There is considerable variation among the various universities in how medical teaching and research staff are compensated. Ahmadu Bello University, for example, gives a clinical supplement; Lagos pays medical teaching and research staff on a higher scale; Ibadan and others differentiate between clinical and pre-clinical positions.

In our grading of teaching and research positions, we have not made special mention of those relating to the medical profession. There is, however, considerable justification for paying them at a higher rate, to compensate for loss of salary when they forego private practice. In addition to traditional relationships, such factors as market pressures, practices in other countries and job content (as indicated in our limited sample) argue in favour of additional compensation for medical teaching and research personnel.

We therefore recommend a system of supplements (similar to that provided by Ahmadu Bello University) for registered medical doctors employed in a teaching and/or research capacity. The following amounts should be awarded to such individuals, over and above their normal salaries, on condition that they do not engage in private practice :

Professor	₦3,000
Reader/Associate Professor	₦3,000
Senior Lecturer	₦1,500
Lecturer I	₦1,500
Lecturer II	₦1,500

After reviewing the final report of the Grading Task Force, the Commission decided that, in their view the importance of the role of Universities in accelerating the pace of development through the production of the much needed high-level manpower and the recognition accorded to academicians in the community warranted increasing the gradings of academic staff from the level of senior lecturer and above as well as those of the Registrar, Bursar and Librarian to the level shown below :

SA 6
 Directors of Major Institutes All Universities
 Provost of Colleges All Universities
 Principals of Seperate Campuses All Universities
 Director, Nigerian Institute for Social and Economic Research, Ibadan

SM 5
 Professors All Universities
 Registrars All Universities
 Bursars All Universities
 Librarians All Universities

SM 4
 Associate Professors All Universities
 Readers All Universities

SA 3
 Senior Lecturers All Universities

All levels of administrative and professional staff below the Registrar, Bursar and Librarian remain as ranked in accordance with the criteria established in our report.

CHAPTER 10

POLYTECHNICAL INSTITUTES AND STAFF DEVELOPMENT AGENCIES

This chapter deals with the following institutions :

College of Science and Technology, Port Harcourt

College of Technology, Calabar

Yaba College of Technology, Lagos

The Polytechnic, Ibadan

Mid-West Polytechnic, Benin City

North-East College of Arts and Science, Maiduguri

Institute of Management and Technology, Enugu

Centre of Management Development, Lagos

Administrative Staff College of Nigeria, Lagos

Industrial Training Fund, Lagos

Request for data from the Polytechnics at Ilorin and Kaduna did not elicit replies

Courage

As in the case of the universities, detailed job description forms were sent to each of the above institutions for completion by incumbents of key positions in each department of the institution. Details of salaries, allowances and other conditions of service relevant to job evaluation also were collected. Because of time constraints, however, interviews with positions holders by members of the Task Force were possible only on a very limited scale.

Ranking of Positions

Notwithstanding the fact that research carried out in the polytechnics and colleges of technology is of a relatively lower order than that in the universities, and that the former are non-degree-granting institutions we found that the quality of academic and non-academic staff recruited by the polytechnics and colleges of technology, and indeed by the staff development agencies listed above, was of the same standard as those employed in the universities.

From our analysis of the data, we also found that the job evaluation techniques developed for the civil services—namely, PATTCS and GSOES—were largely appropriate for the non-academic jobs in each of these institutions. Thus, we were able to analyze those jobs in some detail and compare them with similar positions in the civil services and the universities.

For academic jobs, the whole job ranking technique used for the grading of senior management positions in the civil services was found to be appropriate to lecturing positions in the polytechnics and colleges of technology. For confirmation, we evaluated the lecturing positions against both systems and obtained consistent results. Our recommendations are presented in appendices III—3 (a) to 3 (j).

Ranking places the heads of the polytechnical institutes (rector, director, principal), who are currently on salaries ranging from ₦7,100—₦9,000 in level 15. This is equivalent to the grading proposal for directors of major institutes in the universities and two steps below the grading of vice-chancellors. As in the case of vice-chancellors, we find no justification for establishing salary differentials between heads of the various polytechnical institutes. While the principals of the older institutions are responsible for managing relatively larger institutions, those in charge of the newer polytechnics have equally onerous responsibility for planning and executing the huge development programs now under way in these institutions.

The responsibilities of the director of the Administrative Staff College of Nigeria and the director of the Centre for Management Development, each of whom at present earns a salary of ₦7,000, were assessed as equivalent to those of heads of the polytechnical institutes. Both positions are accordingly being placed in Level 15. The Secretary of the Industrial Training Fund is graded at Level 14. Although this position currently carries a salary of ₦7,000, the responsibilities attached to it are considered to be relatively lower than those of the heads of the other institutions.

Our analysis and evaluation produced the following results. Full details are provided in appendices III—3 (a) to 3 (j).

Grade Level

- 14 (a) Head of academic department
- (b) Head of major support department
- (c) Professor
- 13 (a) Head of other support department
- (b) Deputy head of major support department
- (c) Principal lecturer
- 12 Vacant
- 11 (a) Senior lecturer
- (b) Position of deputy head of other support departments
- (c) Positions having equivalent job value with that of senior assistant registrar in each support department
- 10 (a) Lecturer, Grade I
- (b) Positions of equivalent job worth with assistant registrar grade I
- 09 (a) Lecturer, Grade II
- (b) Positions of equivalent job worth with administrative officer, grade I
- 08 (a) Assistant lecturer
- (b) Position of equivalent job worth with administrative officer, grade II. This is the entry level for the candidates who requires an honours degree for entry into the service of the college or agency. It is proposed, however that, assistant lecturers who possess 2nd higher degrees, such as an M.A., M.Sc. or Ph. D., be converted to lecturer, grade II in level 09.
- 07 Positions of equivalent job worth with nursing sister, executive officer, technical officer, personal secretary, catering officer and so on in the civil services.
- 06—01 These were evaluated on the basis as if they corresponded to comparable jobs in the civil services.

The above rankings ensure comparability with those in the universities on the one hand with the National Teaching Service and the civil services on the other.

Although level 12 is shown as vacant, there is, in practice, no real break in salary between levels 11 and 13 in the proposed new salary structure.

We are confident that the relationships recommended in this review are generally valid and provide a sound basis for the salary recommendations. If any particular position does not appear in the lists in Appendix III-3, it may safely be placed in the grade that includes most of the other positions with similar entry qualifications and in the same current salary rank, pending further evaluation.

As already noted, because of time constraints, we were unable to carry out as much detailed investigation in these institutions as we would have liked. Accordingly, we recommend that a more detailed job evaluation study be undertaken as early as practicable. The new evaluation plan proposed for the civil services would be appropriate for use with non-academic jobs in the polytechnical institutes, and we recommend that it be adopted. Academic positions can be ranked in the way we have shown.

We suggest further that, along with the organization and job evaluation study, an attempt should be made to decide upon common position titles related to equal job demands among the various polytechnical institutes.

Our comments in the section on the universities in Chapter 9 apply equally to polytechnical institutions and staff development agencies. If the same salary scales are to be used for these institutions as for the civil services, their benefits should be the same, both in monetary terms and in terms of level of eligibility.

CHAPTER 11

NATIONAL TEACHING SERVICE

Coverage

This chapter deals with teaching staff in primary schools, Koranic schools; secondary modern schools; secondary grammar and comprehensive high schools, including those offering courses in commercial subjects up to the West African School Certificate and Higher School Certificate levels; technical or vocational schools and trade centres; and teacher training colleges, excluding the colleges or institutes of education which form an integral part of the universities.

These institutions fall into four broad categories :

1. Government schools directly managed and staffed by the Ministry of Education
2. Local Education Authority schools, largely in the Northern states.
3. Voluntary agency schools grant-aided by government and administered in some states by school boards.
4. Voluntary agency schools not grant-aided by government, including those owned by private proprietors.

The proposals made in this chapter are intended to apply to the first three categories.

Ranking of positions

Teachers in the first category of schools are civil servants and enjoy the same conditions of service as other civil servants. They are education officers and assistant education officers who are deployed from the ministry and who are often interchangeable with staff in the ministry. The structure of duty positions of principal, vice-principal and head of department in these institutions is based on criteria different from those which apply in voluntary agency institutions. While the salary structure in the voluntary agency schools bears some similarity to those in government schools, particularly at the entry level for graduate teachers, the duty positions in the former are structured basically on the criteria recommended by the Asabia Committee¹.

The general pattern of duty positions in post-primary and primary schools in the Federation is set out in Appendix III-4 (a). Except in one or two states where the position of headmaster, special class of primary school, has been introduced, the present structure of positions of headmaster/headmistress and assistant headmaster/headmistress of secondary modern and primary schools reflected in the appendix accords with the Asabia Committee's recommendations.

Our study revealed that, while in job worth terms the responsibilities of teachers in voluntary agency schools compare favourably with those of their counterparts in government institutions, the conditions of service of the former are, by and large, less favourable than those of the latter. Accordingly, we endorse the recommendation of the Task Force on Education that there should be parity of treatment between these two categories of teachers. The plan set out below is designed to apply nationally to teachers in all schools supported directly or indirectly by public funds.

¹Report of the Committee on the Grading of Duty Posts in Voluntary Agency Educational Institutions, 1968.

At present, the majority of secondary schools are boarding schools which fix upon their principals a burden which is in addition to their normal administrative and educational responsibilities. This factor has been considered when assigning levels to the three grades of principal. As day schools develop within the communities it may be necessary in the future to make some adjustment to the grading of these positions.

<i>New Grade</i>	<i>Standard Teacher Service</i>	<i>Auxiliary Teacher Service</i>
† 13	Principal, Grade I	—
† 12	Principal, Grade II	—
	Vice-Principal, Grade I	—
† 11	Principal, Grade III	—
	Vice-Principal, Grade II	—
	Senior Master, Grade I	—
10	Vice-Principal, Grade III	—
	Senior Mater, Grade II	—
09	Master, Grade I	—
08	Master, Grade II	—
	*H.M., Grade I	—
07	Master, Grade III	—
	*H.M., Grade II	—
	*Assistant H.M., Grade I	—
06	Teacher, Grade I	—
	*H.M., Grade III	—
	*Assistant H.M., Grade II	—
05	Teacher, Grade II	Auxiliary Teacher, Grade I
04	—	Auxiliary Teacher, Grade II
03	—	Auxiliary Teacher, Grade III
02	—	Auxiliary Teacher, Grade IV
01	—	Auxiliary Teacher, Grade V

The above grade levels are predicated partly on the principle of personal competency and partly on the evaluation of duty positions of principal, vice-principal, headmaster and assistant headmaster. The duty positions have been ranked on the basis of comparability with their counterparts in the public service; they also take cognizance of distinctions based on the population of teaching staff and students, as well as facilities available and the level of academic attainment of students who graduate. It is pertinent to point out that as against student population used hitherto as almost the only criterion for classifying educational institutions, the classification recommended in this report is based largely on the number of classes in each institution. Our study revealed that, while the size of a class is laid down in the various Education Laws, some headmasters or principals are inclined to increase student enrolment indiscriminately with a view to achieving higher grades without corresponding increases in teaching staff and facilities, to the detriment of educational standards. Provided that the education authorities ensure strict compliance with the requirements of the law in regard to the size of a class, it is our view that the number of classes, and thus the number of teachers supervised by a principal or headmaster, is a more rational factor for classifying primary and secondary educational institutions of the types covered in this chapter.

*Headmaster or headmistress of a primary school

†Grade Levels 11, 12 and 13 are classified as SA1, SA2 and SA3 respectively

In our view, the minimum qualification for teaching in a primary school should be the Grade II Teachers' Certificate. Auxiliary teachers are those holding qualifications that are not appropriate for teaching in schools. A considerable number of such teachers are currently employed in schools, but we recommend that as qualified teachers become available, the services of auxiliary teachers should be dispensed with.

Heads of Departments of Study

We further recommend the retention of the arrangement proposed by the Asabia Committee, and accepted by the Federal Government, that where a minimum number of six members of staff is required to teach one subject, or an approved group of related subjects, in a post-primary institution (excluding secondary modern schools), a head should be appointed. We propose that such a head of department should be paid an annual responsibility allowance of ₦250 during the period he performs the duty.

Further details of the new structure are set out in appendices III-4 (b) to 4 (g).

Conversion

The recommendations presented in this report for the ranking of duty positions of principal and vice-principal of post-primary institutions and if headmaster/headmistress and assistant headmaster/headmistress of secondary modern and primary schools will necessitate a reclassification of the existing institutions. The result of the exercise will indicate the appropriate grade levels for the incumbents of the affected positions.

For other categories of teaching staff, conversion tables have been prepared. These are presented in appendices 4 (h) and 4 (i).

Special Duty Allowances

It is present government policy to provide allowances for special duties such as those required of a Games Master or House Master. As those duties are added to the job of teaching, the payment of such allowances is consistent with the principle of equal pay for equal work and we recommend that they be continued.

PARASTATAL ORGANIZATIONS

The large number of parastatal organizations, ranging from the Nigerian Railway Corporation to the smallest publicly owned selling company, and the variety of organization structures that they have developed to achieve their objectives pose a very different evaluation problem from that presented by the relatively homogeneous universities. It has not been practicable in a short time to perform a job evaluation study in each parastatal organization to the degree of detail that characterizes the evaluation process in the civil services. Nevertheless, some level-by-level comparison has been required to allow us to make salary recommendations.

Volume II on the senior management plan describes the division of parastatals into four groups, on the basis of their size and importance, in order to facilitate the grading of senior management positions. Following the same breakdown, we chose a sample of two parastatals from the A category and one from each of the B, C and D categories. The organizations were visited and interviews conducted covering a cross-section of job holders. The data gathered by the Public Service Review Commission's Task Force on Parastatals also were made available.

We used the same procedure as described earlier for the universities. We established key jobs to facilitate comparisons between companies and establish benchmark positions; related these positions to the levels produced by the civil services evaluation system; and allocated the remaining positions to these levels by reference to the benchmark jobs.

Ranking of Positions

The lists in Appendix III-5 show in detail the allocations of work levels in a B parastatal (Nigerian External Telecommunications Ltd.) and the allocations of selected benchmarks in C parastatals (the Benue-Plateau Marketing Board and the Western Nigeria Printing Corporation respectively). The process of allocating all positions to the new structure should properly be performed by each parastatal organization; for it implies possible changes to the organization structure in order to emphasize the activities that actually serve the prime function of the organization. Most organizations will want or need to develop job evaluation systems that reflect the peculiarities of their own industry. We recommend that where this is done the system should be designed to be compatible with the grade structure proposed in this report. This will ensure that rational comparisons can be made level by level between different sectors of the public service and future salary improvements made accordingly.

In the meantime, each organization can quickly and easily allocate its present jobs to the proposed common grade structure by reference to the grade level descriptions and examples that appear in Appendix III-5 (d). This list indicates the recommended salary range for each position.

The grade level descriptions cover levels 1 to 10—that is, positions up to but not including supervising and management levels. The top three levels of management are established by the ranking method described in Volume II. Positions that fall between the third organizational level of management and grade level 10 should be allocated to grade levels appropriate to their worth to the organization, their present reporting relationships and the same level allocated to jobs of equivalent complexity elsewhere in the organization. This simple exercise can be completed by experienced personnel managers and department heads in a relatively short period of time: a few days for a small parastatal; a week for a large one. If the organization does not install its own job evaluation system, the descriptions presented here can serve as an adequate grading model for many years.

Salaries and Benefits

Our investigation into salaries and benefits in the parastatal organizations produced some interesting information. Salary and benefit practices varied between different organizations depending on their industry or function, their geographical location, and whether the management philosophy was closer to that of the civil services or of the private sector. Some parastatals functioned so like the civil services that they were almost indistinguishable from ministerial departments, and they had a range of benefits which read like an extract from the General Orders. Others functioned much more like the private sector with which they were competing and regarded fringe benefits with suspicion because of their expense.

The parastatals generally paid their employees better salaries than the civil services for similar work, especially at the senior clerical level, but less than the private sector, especially at the middle management level. The overall benefits package, however, was not as generous as that of the civil services. It is not possible to be precise about the trade-offs between the two because different organizations use different bases to calculate fringe benefits, allowances and pension contributions. Suffice it to say that there is considerable variation, and some parastatals have a poor benefits provision as compared with the civil services, especially for middle-level staff.

Nevertheless, the pattern was clear enough to indicate that the salary ranges proposed for the civil services would provide reasonable increases for the majority of employees performing comparable work in parastatal organizations, if allowance were made for different levels of benefit provision.

One of the objectives of this Task Force is to ensure that the salary increases that emerge from our study result in a greater congruence of earnings between people performing essentially the same sort of work in different types of public organizations. We therefore recommend, with some provisos, that the same salary scales should be applied to the parastatals as are proposed for other parts of the public service.

The provisos derive from the following considerations :

1. Legitimate concern for the protection of individuals, should their present salaries happen to be higher than the recommended new scale.
2. The fears of the parastatal bodies that common salary scales might be inflexible and involve further control of their functions by civil servants.
3. The possibility that the reasonable objective of ensuring some degree of equity in the salary treatment of public employees is not taken to the extreme that it affects the ability of those organizations to achieve their primary objective.
4. The problem of different levels of fringe benefits in parastatals and between them and the civil services.

These provisos can easily be met. The salary administration implementation guidelines described in Part IV of this report outline procedures that would ensure the protection of those few employees in parastatals who are overpaid for the work they do. Our recommendations provide that all employees will receive at least an 8% salary increase. The increase will be more, of course, if a job is currently being paid much less than the recommended new salary scales.

We believe that the operating independence of the parastatals can be maintained by allowing each organization to allocate its employees to the common work or grade levels, without imposing centralized civil service control, but perhaps providing for an audit of how the grade level descriptions are being interpreted, by the Agency proposed for implementing the job evaluation system. For common tasks and functions, this will cause few problems. For key operational jobs, however, many of which may be unique to an organization, the parastatal body itself must

make the final decision, subject only to the need for consistency. This exception would not apply to most administrative, clerical or manual posts. The parastatals also should be encouraged to conduct their own job evaluation programs as soon as convenient. The evaluation systems should produce a profile of work levels that are comparable with each other—perhaps using the grade level descriptions as a guide—and include salary ranges recommended by the proposed Pay Research Unit (see Volume IV of this report).

Because of the different bases on which pensions are determined and because not all parastatals have non-contributory schemes like those of the civil services where parastatal employees have contributory pension schemes, allowance must be made for salaries to be higher than the common recommended levels, to the extent necessary to cover the employee's pension contributions up to a maximum of 15 per cent of his salary. An alternative would be for all parastatal pension schemes to become non-contributory. But this raises problems of transferability and protection of accumulated pension rights. Basically, the point is that if common salary scales are to be recommended, one must ensure that employees in parastatals with contributory schemes do not end up with a lower net salary.

As in the case of all components of the public service, fringe benefits also pose a problem. In general terms, we are opposed to the provision of extensive fringe benefits because of the administrative and financial burdens they impose, because they arbitrarily influence an individual's spending patterns (by providing specific goods and services, or cash linked to specific goods and services), and because the problems of administration divert management attention away from the primary objective of the organization. We recommend as a policy objective the abolition of fringe benefits and their replacement by adequate taxable salary.

Housing and transport are such intractable problems in Nigeria today that it is simply not feasible to discontinue the provision of houses where they are presently available or to withdraw the basic car allowance. But there is no reason why all other cash allowances, such as family allowances and leave grants, should not be abolished and replaced by salary of equal value. Whatever decision is made on such benefits, all public sector organizations using the same salary scales should provide the same benefits; otherwise, comparability is lost.

For those benefits that remain, we recommend a common level of eligibility (subject in the short term to availability) based on job grades for all public service organizations. This is rational and consistent, because it relates to the worth of the job and to the organization. Moreover, it eliminates the need to maintain the old discriminatory and at times irrational division of staff into senior, intermediate and junior classes in the parastatals.

Organization of Parastatals and Levels of Management

The concept of levels of management must be considered carefully because its interpretation will not be the same in all organizations. There is no single form of organization structure that can be recommended. The organizational form must vary with the nature of the product or type of service, the size of the organization, the predominant management philosophy and the availability of suitable personnel. Consequently, positions which in one organization are clearly at the second level of management could in a different organization be more appropriately graded at the third level or lower. The main determinant is the size of each job and its worth to the organization.

Chart I outlines a classic form of organization in which responsibility for the achievement of the organization's primary objectives is allocated to managers of operating divisions, who might each be responsible for a geographical area (as in a widespread transportation organization) or for an industry or product grouping (as in the case of a disparate multi-product manufacturing and marketing organization). These men will clearly be the second level of management as they provide the function which is the *raison d'être* of the organization.

They will normally be supported by a number of specialist departments—finance, personnel management, marketing services, engineering and product development—that offer essential services to all of the operating divisions and must therefore report, not to one of the divisions, but to the chief executive. The bigger jobs at this level are considered to be the second line of management, although a number of less significant jobs should be at the third level.

Reporting to each division manager will be a number of subordinate managers who either are responsible for a discrete element of the operating function (like manufacturing or distribution) or provide a staff support activity unique to that one division (such as production planning or rolling stock maintenance). Such jobs might be ranked at the third or fourth levels of management, depending on their size and worth.

Chart 2 shows an organization structure that might be more appropriate to a product marketing company. The chief executive is again the first line of management, but the primary operating divisions or second line of management might in this case be marketing managers responsible either for a market or a specific product line, or for a marketing function or service (like market research).

In such an organization, the production, supply and finance functions might be relatively less significant to the main line of activity of the company and thus be appropriately considered in the third level of management. Here they might equate with the marketing managers' senior subordinates.

In contrast, the same chart shows a possible organization structure of a hypothetical marketing board, where the complexities of purchasing and selling are equally great and where financing is a problem. Normally, a chief executive would have more than four persons reporting to him and would want to control some staff activities personally; but this structure would be appropriate where the chief executive was closely involved with his top managers in the detail of negotiations at the buying and selling levels and therefore wanted to keep his span of control narrow or where he filled the position part time.

The purpose of these illustrations is to indicate how one identifies the second and third levels of management in an organization and to show that there is no single "correct" organizational solution. The structural form adopted has to reflect each organization's objectives and operating priorities, as well as the factors indicated earlier.

Some guidelines can, however, be established. Lines of communication should be as short as is consistent with effective spans of control. The top managers responsible for achieving the organization's prime objectives should be graded and paid at the highest level. Sometimes, staff support or advisory posts should not be graded so high, unless the advisory function is also part of the corporation's service or product. Each manager should be given control of as many of the functions that affect achievement of his objectives as is possible and reasonable.

It is also appropriate to say that sometimes there are exceptional individual managers who can carry a broader scope of responsibility than is indicated by these guidelines. Where an organization is fortunate enough to have such a man, it should be sufficiently flexible to arrange its structure to utilize and develop his talents and capabilities to the maximum.

The organizational anomaly of the "deputy" position occurs frequently in parastatals in Nigeria, as it does in the civil services. A deputy who does not have specific operating functions and responsibilities only gets in the way, slows down decision-making and lengthens channels of communication. He cannot reasonably be expected to make intermediate decisions himself; if it is not necessary for the superior to be involved in the decision-making process, then the task should be delegated to the operating subordinate who presumably knows the job better. On the other hand, if it is necessary for the superior to be involved, then the deputy's involvement is an unnecessary and wasteful duplication.

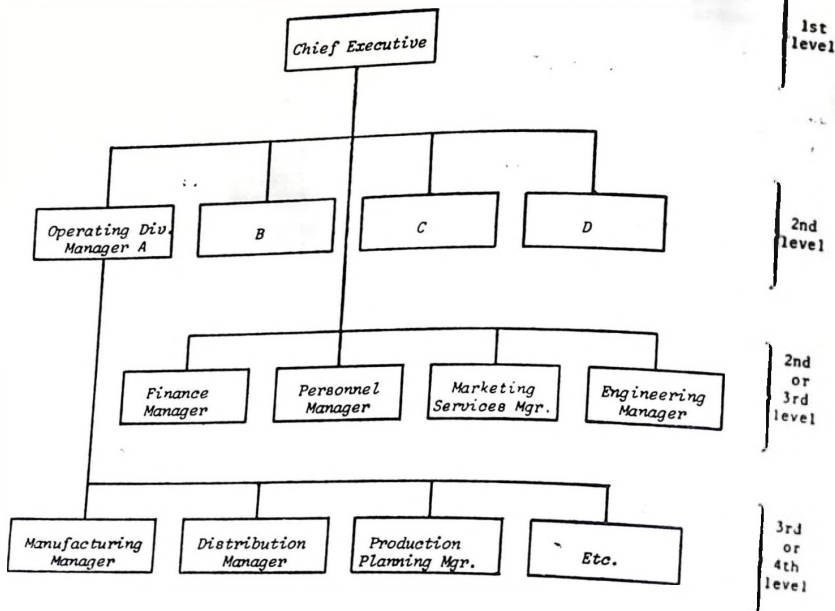
Some managers need someone to help them analyze large quantities of data. In such cases, they should appoint a secretary, a junior analyst or a personal assistant who can be kept out of the decision-making channel. Should a deputy be required to cover the temporary absence of a superior, one should be drawn from the next lower level of management; and if the temporary absence is extended, a temporary salary increase or proportionate ex-gratia payment should be made to the deputy to compensate him for assuming additional responsibilities.

The problem of effective control by a manager of his subordinates is made much easier by restricting the span of control. It is generally agreed that each manager should normally have no more than about eight and no fewer than four men reporting directly to him, and he should have no deputies. The proposed new organization structure of the Nigerian Railway Corporation, while an improvement in many respects over the old structure, nevertheless shows twenty-one people reporting to the general manager. This is an impossible situation. The fact that the general manager has a deputy will not, we suspect, make it any easier for the general manager to manage or for his subordinates to get quick decisions.

In this case, not all of the twenty-one subordinates reporting to the general manager can be considered to comprise his second line of management. In fact, present salaries, status relationships and informal working patterns indicate that the real organization of the Nigerian Railway Corporation is very different from that shown on the organization charts.

This example points to the necessity for each organization to analyze its own functions and structure and to make its own allocation of jobs to grade levels.

CLASSIC 'LINE AND STAFF' ORGANIZATION STRUCTURE



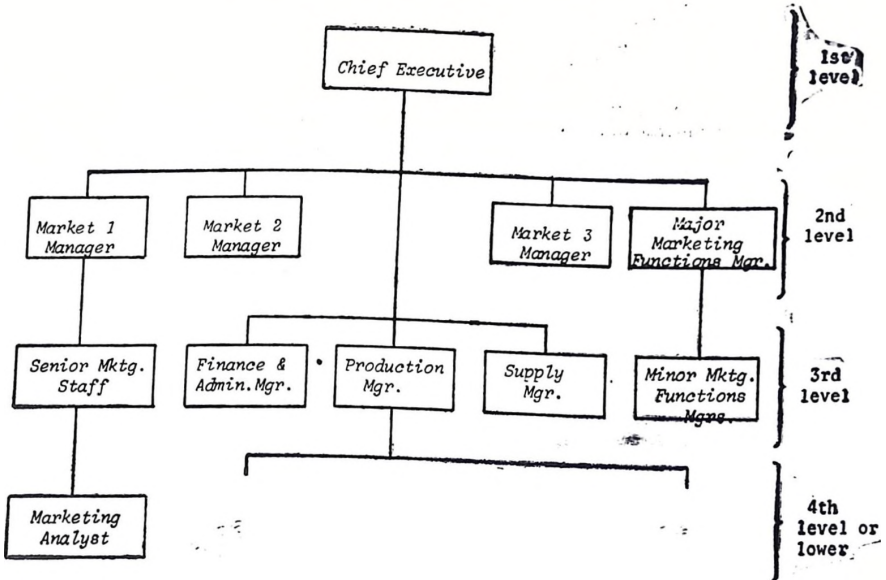
In this structure, the chief executive is the first level of management, the heads of the major operating divisions will normally be the second level of management. These divisions may be structured by industry, product or geography. The corporate staff functions would normally be the third level (through a very significant function, such as finance manager, could rank at the second level), and the next rank of operating managers would be third level or lower depending on the size or worth of their responsibilities. This is a general outline. The size of the job and its worth to the organisation are the prime determinants of level.

POSSIBLE ORGANIZATION STRUCTURE

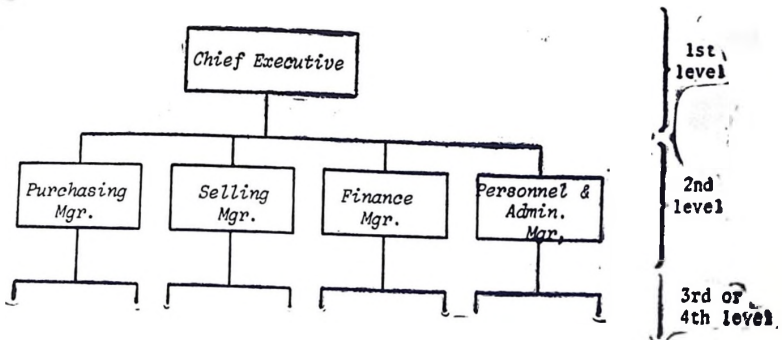
CHART 2

OF A

HYPOTHETICAL PRODUCT MARKETING COMPANY



This might be contrasted with a possible structure for a small hypothetical marketing board which has complex purchasing, selling and finance functions:



In this structure, the chief executive is either part time or closely involved in the three prime functions. Thus, his span of control is limited to a minimum.

The foregoing discussion describes the approach to determining grade levels of positions in the parastatals for the purpose of revising salaries. In view of the differences in salary scales of each organization, considerable judgement will be required in interpreting the guidelines. It should be noted that, as a percentage, salary increases for the parastatals will be lower than those for the civil services. As discussed in Volume IV of this report, current salaries in the parastatals are for most grade levels higher than those of the civil services. Hence, in Phase I of the implementation plan, the parastatal salary increases may be somewhat less than those in the civil services. In Phase II, increases in the parastatals will compare favourably with civil service increases. Careful application of the guidelines for salary conversion presented in Part IV will provide uniform salary treatment consistent with the principle of equal pay for equal work.

CHAPTER 13

SPECIAL GOVERNMENT ESTABLISHMENTS

Outside the normal set-up of ministries and departments in the federal and state civil services, there exist several quasi-government agencies which were established by law and on which are conferred varying degrees of autonomy in their relationships to their respective ministries and departments.

Data relevant to job evaluation were invited from such organizations by letter, followed in some cases by personal visits by members of the Task Force. Regrettably, a large number of these organizations either failed to respond or furnished inadequate information. Some that eventually replied forwarded their data too late for them to be analyzed, evaluated and included in this report.

This chapter therefore deals with those establishments whose data were available in sufficient time for jobs in them to be evaluated. These are :

- Institute of Health, Ahmadu Bello University, Zaria
- University College Teaching Hospital, Ibadan
- University of Nigeria Teaching Hospital, Enugu
- University Teaching Hospital, Benin
- Lagos University Teaching Hospital, Lagos
- Agricultural Research Council of Nigeria
- Cocoa Research Institute of Nigeria
- Nigerian Institute for Oil Palm Research
- Nigerian Institute for Trypanosomiasis Research
- Federal Agricultural Research and Training Centre, Umudike
- National Library Board of Nigeria
- East-Central State Library Board
- Rivers State Library Board
- Mid-Western State Library Board
- West African Examinations Council

The University of Ife is still in the process of setting up its teaching hospital.

University Teaching Hospitals

Data, such as staff lists, nominal rolls, salary scales, and general service conditions were received from Lagos, Ibadan, Enugu, Benin and Ahmadu Bello University Teaching Hospitals. Job description forms were also completed by occupants of key positions in each of these establishments. But because of considerations of time and distance from Lagos, detailed sampling and evaluation of jobs were confined to positions available in the Lagos University Teaching Hospital. Positions which were not available or were not filed in LUTH were later sampled at the University College Hospital, Ibadan.

The first problem the Task Force faced was disparities in the salaries paid by the various teaching hospitals to staff performing similar functions. The teaching hospitals themselves have been aware of the need to harmonize conditions of service. Hence, in their meeting in July 1973, they decided that there should be harmonization between the teaching hospitals on the one hand and between the teaching hospitals and the universities on the other.

We were also able to obtain the report of the Udo Udoma Board of Inquiry into the Trade Dispute between the Lagos State Government doctors and the Lagos State Government and the Order of the Federal Ministry of Labour on the Board's recommendations. Although this enquiry was limited to Lagos State, its repercussions have been nation-wide and accord with the general feeling in the medical and health services on the subject of harmonization in service conditions between the teaching hospitals, which are more favourable, and the public service on the principle of "equal pay for equal work". In fact, during the present exercise, a nation-wide industrial action by nurses and midwives in State Government hospitals was staved off by the acceptance by Government that they should be paid the same as their counterparts in the teaching hospitals. The Government's statement on the issue indicated that the secretariat of the National Council on Establishments had been directed to prepare conversion tables for effecting the harmonization, which would be implemented when the "wage freeze" was lifted.

The Industrial Arbitration Order on the Udoma Report approved the following recommendations made by the Board, which have a bearing on grading and salary treatment :

1. A Hospital Management Board should be set up for all government hospitals in Lagos State, a Hospital Management Committee for each specialist hospital and a divisional health management committee for each division.
2. There should be no differentials between the salaries of pre-registration house officers in government service and their counterparts in the teaching hospitals, and the present gap should be bridged.
3. The basic salary scales of junior doctors and others below the consultant's grade, whether in the teaching hospitals or in government service, should be harmonized.
4. Resident doctors at the teaching hospitals should be given an initial point of entry advantage so as to attract the best professionals to the teaching hospitals.
5. The salary scale for general duty doctors should be redesigned to reflect the heavy load borne by this grade of medical officers, by having merit elements built in to create challenging aspiration levels necessary for high morale—close to the consultant scale, for an experienced, competent and highly skilled general duty doctor.
6. There should be a common basic salary scale for consultants in both the teaching hospitals and in the government service, since in practice they can be assimilated into the duties of each other. In addition, there should be a system of awards made in acknowledgement of distinction in academic research or service so as to stimulate and encourage enterprise and originality.

The approval of the recommendations were, however, subject to these conditions :

- (a) the medical and health services being taken out of the civil service structure and constituted into a corporate State Health Executive Management Board, in which case, the corporation element in fixing salaries will apply,
- (b) the outcome of the Public Service Commission's final recommendations as to appropriate salaries for the various positions in the medical and health services with a corporate base,
- (c) continued provision of accommodation for doctors or in lieu payment of N50 per month, tax free,

The Government rejected the recommendation that a Rare Specialty Allowance of N360 per annum be paid in lieu of private practice which, the Board recommended, should be prohibited by legislation.

We found from the results of the application of the job evaluation techniques used in the civil services (whole job comparison in the senior management category, PATTCES and GSOES), to jobs in the teaching hospitals that jobs in both types of hospitals compared favourably and that in job worth terms, there is no valid basis for the existing salary differentials. Our recommendations covering jobs in all the teaching hospitals are set out in Appendix IIK-6.

We noted, however, that in some cases, although job titles might be the same, the duties performed by the incumbent vary as between teaching hospitals and the civil service. Our recommendations have taken account of this point as well as other points in the Industrial Arbitration Order. But in view of the fact that detailed job sampling was carried out in only two of the teaching hospitals, we recommend that a closer organization and job evaluation study be carried out in each of the teaching hospitals with a view, among other things, to rationalizing job titles.

Our recommendations on the issue of private practice by doctors has been made in the earlier part of this report. There should be parity of treatment between doctors in the teaching hospitals and their counterparts in the civil service on this issue, as indeed on the question of benefits, including provision of housing.

Research Institutes

Under the aegis of the Agricultural Research Council of Nigeria, a number of specialized agencies exist to undertake in-depth research work in particular fields. Among these are the Cocoa Research Institute of Nigeria, Nigerian Institute for Oil Palm Research, Nigerian Institute for Trypanosomiasis Research—all established by law and functioning as autonomous bodies. In addition, the Federal Agricultural Research and Training Centre situated at Umudike in the East-Central State, though still being regarded as part of the research department of the Federal Ministry of Agriculture, does, in practice, function as an autonomous body.

Here again, due to limitations on time, we were able to sample only a few key jobs in each of these organizations. The results of our rating of these jobs, using the job evaluation techniques developed for the civil services, are presented in Appendix III-7 (a) to 7 (e).

Information from ministry sources indicated that ten other institutions will soon be constituted into autonomous bodies. We accordingly recommend that as part of the ongoing implementation process, the Agricultural Research Council of Nigeria should, at the earliest opportunity, set up a job evaluation unit to undertake a comprehensive organization and job evaluation study in the various research establishments, in close liaison with the central implementation agency recommended in another part of this report. But until such an exercise can be carried out, the gradings recommended in Appendix III-7 would serve as a useful guide for the interim ranking of jobs in the research organizations that are not covered in this chapter.

Library Boards

Library services in the Federation, outside the universities, are administered either by Library Boards established by law or by the appropriate ministry. Those in the latter category have been dealt with in the earlier section of this report as part of the ministries concerned.

This section therefore deals with the statutory library boards. At the moment, there are four such boards namely :

1. The National Library of Nigeria which was formerly established by law in 1964 under The National Library Act (No. 6 of 1964) and amended by the National Library Decree (No. 29) of 1970.

2. The East-Central State Library Board which was first constituted by the former Eastern Regional Library Act, 1965 now superseded by the East-Central State Library Board Edict, 1971.

3. The Mid-Western State Library Board which was established under the Mid-Western State Library Board Edict, 1972.

4. The Rivers State Library Board which was established under the Rivers State Library Board Edict, 1972.

Each of these Library Boards is under the professional leadership of a Director of Library Services assisted by a number of professional, technical and administrative heads of departments.

In broad terms, there is consistency in the designations and grading of the personnel of these Library Boards and with those of their counterparts in the Civil Service and the Universities. There are, however, slight variations in the salaries attached to some of the positions.

The gradings which we recommend in Appendix III-8 (a) to 8 (b) have taken cognizance of these variations and are consistent with those proposed for their counterparts in the civil service, the universities and the polytechnics.

It would, however, be tidier and indeed provide a more rational basis for establishing peer relationships if uniform position designations and salary or grade levels were adopted by all the library boards. We therefore recommend that this study be undertaken as part of the ongoing implementation process.

Other Special Establishments

As noted earlier, a number of government specialized establishments are not included in this report. We are confident, however, that the recommendations presented in appendices III-6 to III-9, covering a broad range of organizations of this type, should provide a useful guide for dealing, on an interim basis, with jobs in the establishments and agencies not covered by this report. This exercise, we recommend, should be undertaken as part of the implementation process.

APPENDIX III-I

PROPOSED GRADE LEVELS FOR POSITIONS IN THE JUDICIARY

<i>Existing Designation and Grading</i>	<i>Proposed Designation</i>	<i>New Grade</i>
<i>Magistrate</i>		
Senior Magistrate, Grade I, Group 7 ..	Senior Magistrate, Grade I ..	11
Senior Magistrate, Grade II, Group 8 ..	Senior Magistrate, Grade II ..	10
Magistrate, Grade I, Scale A(U) ..	Magistrate, Grade I ..	09
Magistrate, Scale X ..	Magistrate ..	09
Magistrate, Grade II, Scale A ..	Magistrate, Grade II ..	08
Associate Magistrate, Scale A ..	Associate Magistrate ..	08
Temporary Magistrate, Scale A ..	Temporary Magistrate ..	08
Magistrate, Grade III, Scale B 1, 2 ..	Magistrate, Grade III ..	08
<i>Customary Court President</i>		
Senior Customary Court President, Grade I, Group 7	Senior Customary Court President, Grade I ..	11
Senior Customary Court President, Grade II, Group 8	Senior Customary Court President, Grade II ..	10
Customary Court President, Grade I, Scale X	Customary Court President, Grade I	09
Customary Court President, Grade II, Scale A	Customary Court President, Grade II	08
<i>Area Court Judge</i>		
Upper Area Court Judge, Group 7 ..	Upper Area Court Judge ..	11
Principal Area Court Judge, Group 8 ..	Principal Area Court Judge ..	10
Senior Area Court Judge, Scale C(E) 6 ..	Senior Area Court Judge ..	09
Higher Area Court Judge, Scale C(E) 5	Higher Area Court Judge ..	08
Area Court Judge, Grade I, Scale A	Area Court Judge, Grade I ..	08
Area Court Judge, Grade I, Scale C(E) 5	Area Court Judge, Grade I ..	08
Area Court Judge, Grade I, Scale C(E) 2, 3, 4,	Area Court Judge, Grade I ..	07
Area Court Judge, Grade II, Scale C(E) 2, 3, 4	Area Court Judge, Grade II ..	07
Area Court Judge, Grade II, Scale C(E) 2, 3	Area Court Judge, Grade II ..	06
Area Court Judge, Grade II, Scale C(E) 1, 2	Area Court Judge, Grade II ..	06
Area Court Judge, Grade III, Scale D 3	Area Court Judge, Grade III ..	04
Upper Area Court Member, Group 8 ..	Upper Area Court Member ..	10
Senior Area Court Member, Scale C(E) 6	Senior Area Court Member ..	09
Higher Area Court Member, Scale C(E) 5	Higher Area Court Member ..	08
Area Court Member, Grade I, Scale C(E) 2, 3, 4	Area Court Member, Grade I ..	07
Area Court Member, Grade II, Scale C(E) 1, 2	Area Court Member, Grade II ..	06

Appendix 3-1—continued

<i>Existing Designation and Gradings</i>	<i>Proposed Designation</i>	<i>New Grade</i>
Area Court Member, Grade III, Scale D 3	Area Court Member, Grade III	.. 04
Area Court Member, Scale D 3	Area Court Member 04
Full-Time Member (Area Court), Scale D 3	Full-Time Member (Area Court)	.. 04
Area Court Member, Scale F 1, 2, 3 ..	Area Court Member 04

NOTE :

See Appendix VI (b) in Volume II for positions above Level 11.

APPENDIX III-2 (a)

AHMADU BELLO UNIVERSITY

Position Title	Grade Level
Vice-Chancellor	17
¹ Director of a major institute	16
¹ Bursar	15
Chief Estate Engineer	14
Chief Medical Officer	14
¹ Librarian	15
¹ Professor	15
¹ Registrar	15
Senior Principal Research Fellow	14
Principal Medical Officer	13
Principal Research Fellow	13
Principal Tutor	13
¹ Reader	14
¹ Senior Lecturer	13
Senior Medical Officer	12
Senior Research Fellow	12
Senior Tutor	12
Assistant Chief Accountant	11
Lecturer I	11
Project Engineer	11
Research Fellow I	11
Senior Assistant Registrar	11
Senior Engineer	11
Senior Quantity Surveyor	11
Senior Sub-Librarian	11
Tutor I	11
Assistant Registrar I	10
Chief Technician	10
Chief Technologist	10
Engineer I	10
Lecturer II	10
Medical Officer	10
Quantity Surveyor I	10
Research Fellow II	10
Senior Accountant	10
Sub-Librarian I	10
Tutor II	10
*Chief Stores Officer	10
*Catering Officer I	10
*Hall Officer I	10
Accountant I	09
†Assistant Lecturer	09

¹ Commission Grading Decision.

* We recommend that jobs asterisked be examined with particular care as it is possible that the work actually being performed may not justify or substantiate the level indicated and should be placed in a lower grade pending more thorough evaluation.

† Assistant Lecturer title requires clarification. At grade level 09 the position requires that the individual possess at least a Master's degree or equivalent relevant experience and demonstrable teaching or research ability beyond that required to obtain a Master's degree. Such jobs may be titled Assistant Lecturer or Assistant Research Fellow. Graduates who do not possess these qualifications will be graded at 08 level and retitled to Graduate Assistant, Research Assistant Instructor or similar title.

Appendix III-2 (a)—continued

Position Title	Grade Level
Assistant Registrar II	09
†Assistant Research Fellow	09
Engineer II	09
Quantity Surveyor II	09
Superintending Technician	09
Superintending Technologist	09
Sub-Librarian II	09
Workshop Superintendent	09
*Senior Stores Officer	09
*Catering Officer II	09
*Halls Officer II	09
*Senior Technologist	09
Senior Technician	09
Accountant II	08
Administrative Officer	08
Assistant Librarian	08
Data Processing Controller I	08
Engineer (entry level)	08
†Graduate Assistant	08
Personal Secretary I, II	08
Senior Assistant Programmer	08
Senior Assistant Technician	08
Senior Assistant Transport Officer	08
Senior Assistant Works Superintendent	08
Senior Library Assistant I	08
Technician	08
Technologist	08
*Stores Officer II, I	08
*Catering Officer IV, III	08
*Halls Officer IV, III	08
*Master Book-Binder	08
*Administrative Assistant I	08
*Assistant Hall Administrator I	08
*Senior Assistant Security Officer	08
*Health Inspector I	08
*Catering Superintendent	08
Junior Secretary I	07
Personal Secretary III, IV	07
Administrative Assistant II	06
Assistant Accountant	06
Assistant Hall Administrator	06
Assistant Programmer	06
Assistant Security Officer	06

* We recommend that jobs asterisked be examined with particular care as it is possible that the work actually being performed may not justify or substantiate the level indicated and should be placed in a lower grade pending more thorough evaluation.

† Assistant Lecturer title requires clarification. At grade level 09 the position requires that the individual possess at least a Master's degree or equivalent relevant experience and demonstrable teaching or research ability beyond that required to obtain a Master's degree. Such jobs may be titled Assistant Lecturer or Assistant Research Fellow. Graduates who do not possess these qualifications will be graded at 08 level and retitled to Graduate Assistant, Research Assistant Instructor or similar title.

<i>Position Title</i>	<i>Grade Level</i>
Assistant Stores Officer	06
Assistant Technician	06
Assistant Works Superintendent	06
Catering Supervisor I	06
Community Nurse	06
Data Processing Controller II	06
Foreman	06
Health Inspector II	06
Instructor II	06
Junior Secretary II	06
Senior Book-Binder	06
Senior Clerk	06
Senior Library Assistant II	06
Senior Medical Records Clerk	06
Senior Welfare Assistant II	06
Staff Midwife	06
Staff Nurse	06
Catering Supervisor II	05
Domestic Warden	05
Head Fireman	05
Head Telephone Operator	05
Hospital Warden	05
Junior Programmer	05
Matron	05
Senior Agricultural Field Assistant	05
Senior Artisan/Assistant Foreman	05
Senior Driver-Mechanic	05
Senior Health Assistant	05
Senior Plant Operator-Mechanic	05
Senior Storekeeper	05
Senior Technical Assistant	05
Senior Tractor Driver-Mechanic	05
Stenographer I	05
Agricultural Field Assistant I	04
Artisan I	04
Book-Binder I	04
Clerk I	04
Clinic Assistant I	04
Computer Operator I	04
Craftsman I	04
Darkroom Assistant I	04
Dental Hygienist I	04
Draughtsman I	04
Driver I	04
Driver-Mechanic I	04
E.E.G. Recordist I	04
Electrocardiographer I	04
Head Cook	04
Head Porter	04

Appendix III-2 (a)—continued

<i>Position Title</i>	<i>Grade Level</i>
Health Assistant I	04
Health Assistant I (Rural)	04
Laboratory Assistant I	04
Library Assistant I	04
Limbfilling Assistant I	04
Mechanic I	04
Medical Equipment Technical Assistant I	04
Occupational Therapy Assistant I	04
Photographic Assistant I	04
Physiotherapy Assistant I	04
Senior Typist	04
Stenographer II	04
Storekeeper I	04
Studio Assistant I	04
Technical Assistant I	04
Welfare Assistant I	04
Agricultural Field Assistant II, III	03
Artisan II, III	03
Assistant Fireman	03
Book-Binder II, III	03
Chainman	03
Clerk II, III	03
Clinic Assistant II, III	03
Computer Operator II, III	03
Cook I	03
Craftsman II, III	03
Darkroom Assistant II, III	03
Dental Hygienist II, III	03
Draughtsman II, III	03
Driver II, III	03
Driver-Mechanic II, III	03
E.E.G. Recordist II, III	03
Electrocardiographer II, III	03
Fireman	03
Head Barman	03
Head Gardener	03
Head Groundsman	03
Head Guard	03
Head Laundryman	03
Head Steward	03
Head Tailor/Seamstress	03
Health Assistant II, III	03
Key Punch Operator	03
Laboratory Assistant II, III	03
Library Assistant II, III	03
Limbfitting Assistant II, III	03
Mechanic II, III	03
Medical Equipment Technical Assistant II, III	03
Occupational Therapy Assistant II, III	03

<i>Position Title</i>	<i>Grade Level</i>
Photographic Assistant II, III	03
Physiotherapy Assistant II, III	03
Plant Operator II, III	03
Porter	03
Receptionist	03
Rural Health Assistant II, III	03
Seamstress/Tailor	03
Storekeeper II, III	03
Studio Assistant II, III	03
Swimming Pool Operator	03
Technical Assistant II, III	03
Telephone Operator	03
Tractor Operator	03
Typist	03
Welfare Assistant II, III	03
Agricultural Recorder	02
Animal Attendant	02
Apprentice	02
Autoclave Attendant	02
Bar Attendant	02
Bindery Attendant	02
Boiler Attendant	02
Card Issuer	02
Caretaker	02
Clinic Attendant	02
Cook II, III	02
Crop Sprayer	02
Darkroom Attendant	02
Gardener	02
Gas Attendant	02
Generator Attendant	02
Ginnery Attendant	02
Groundsman	02
Headman	02
Herdsman	02
Home Attendant	02
Hospital Orderly/Maid	02
Laboratory Attendant	02
Laundryman	02
Library Attendant	02
Livestock Attendant	02
Machine Room Attendant	02
Map Library Attendant	02
Medical Equipment Attendant	02
Messenger	02
Messenger/Cleaner	02
Mortuary Attendant	02
Mosquito Attendant	02
Nursery Attendant	02

Appendix III-2 (a)—continued

Position Title	Grade Level
Parks and Gardens Attendant	02
Plant Attendant	02
Produce Sale Attendant	02
Pump Attendant	02
Rest House Caretaker	02
Sewage Attendant	02
Shepherd	02
Stores Attendant	02
Studio Attendant	02
Swimming Pool Attendant	02
Telephone Attendant	02
Theatre/Anaesthetic Attendant	02
Thatcher	02
Ticket Collector	02
Ward Attendant	02
Waterworks Attendant	02
Cleaner	01
Gateman	01
Guard	01
Kitchen Attendant	01
Labourer	01
Mate	01
Milker	01
Steward	01

APPENDIX III-2 (e) 3
UNIVERSITY OF BENIN

<i>Position Title</i>	<i>Grade Level</i>
Vice-Chancellor	17
¹ Bursar	15
Chief Engineer	14
Director, Health Service	14
¹ Librarian	15
¹ Professor	15
¹ Registrar	15
¹ Associate Professor	14
Deputy Bursar	13
Deputy Chief Engineer	13
Deputy Director, Health Service	13
Deputy Librarian	13
Deputy Registrar	13
¹ Senior Lecturer	13
Senior Medical Officer	12
Lecturer I	11
Senior Accountant	11
Senior Assistant Registrar	11
Senior Engineer	11
Senior Sub-Librarian	11
*Supplies Officer	11
Accountant I	10
Assistant Registrar	10
Chief Laboratory Technologist	10
Engineer I	10
Lecturer II	10
Medical Officer	10
Sub-Librarian I	10
*Superintending Technologist	10
†Assistant Lecturer	09
Catering Officer	09
Maintenance Officer I	09
Nursing Superintendent	09
Senior Library Officer	09
Senior Nursing Sister/Officer	09
Senior Technical Officer	09
Senior Technologist	09
Sub-Librarian II	09
Superintending Technician	09
*Health Superintendent	09
*Senior Technician	09
*Higher Executive Officer	09
*Higher Technical Officer	09

¹ Commission Grading Decision.

* We recommend that jobs asterisked be examined with particular care as it is possible that the work actually being performed may not justify or substantiate the level indicated and should be placed in a lower grade pending more thorough evaluation.

† Assistant Lecturer title requires clarification. At grade level 09 the position requires that the individual possess at least a Master's degree or equivalent relevant experience and demonstrable teaching or research ability beyond that required to obtain a Master's degree. Such jobs may be titled Assistant Lecturer or Assistant Research Fellow. Graduates who do not possess these qualifications will be graded at 08 level and retitled to Graduate Assistant, Research Assistant Instructor or similar title.

Appendix III-2 (b)—continued

Position Title	Grade Level
‡Administrative Officer	09
‡Pharmacist	09
‡Accountant II	09
Engineer II	09
Assistant Librarian	08
†Graduate Assistant	08
Library Officer I, II	08
Maintenance Officer II	08
Nursing Sister/Officer	08
Personal Secretary I	08
Secretary I	08
Senior Personal Secretary	08
Technician	08
Technologist	08
*Laboratory Supervisor	08
*Technical Officer	08
*Executive Officer I	08
*Domestic Warden I	08
Assistant Catering Officer	07
Assistant Maintenance Officer	07
Assistant Nursing Sister/Officer	07
Domestic Warden II	07
Executive Officer II	07
Personal Secretary II	07
Secretary II	07
Senior Assistant Technical Officer	07
Senior Public Health Inspector	07
Assistant Domestic Warden	06
Assistant Executive Officer	06
Assistant Security Officer	06
Assistant Technical Officer	06
Chief Clerk	06
Foreman	06
Head Book-Binder	06
Senior Accounting or Audit Assistant	06
Senior Cashier	06
Senior Driver	06
Senior Driver-Mechanic	06
Senior Laboratory Assistant	06
Senior Library Assistant	06

* We recommend that jobs asterisked be examined with particular care as it is possible that the work actually being performed may not justify or substantiate the level indicated and should be placed in a lower grade pending more thorough evaluation.

† Assistant Lecturer title requires clarification. At grade level 09 the position requires that the individual possess at least a Master's degree or equivalent relevant experience and demonstrable teaching or research ability beyond that required to obtain a Master's degree. Such jobs may be titled Assistant Lecturer or Assistant Research Fellow. Graduates who do not possess these qualifications will be graded at 08 level and retitled to Graduate Assistant, Research Assistant Instructor or similar title.

‡ Should be split into two grades, with incumbents in the bottom half of the range going into the next grade lower.

<i>Position Title</i>	<i>Grade Level</i>
Senior Security Officer	06
Staff Nurse	06
Accounts or Audit Assistant	05
Assistant Chief Clerk	05
Chef	05
Chief Porter	05
Head Mechanic	05
Master Baker	05
Passages and Customs	05
Senior Accounting Machine Operator	05
Senior Chief Cook	05
Senior Chief Steward	05
Stenographer I, II	05
Accounting Clerk I	04
Accounting Machine Operator I	04
Artisan I	04
Audit Clerk I	04
Book-Binding Assistant I	04
Cashier	04
Chief Baker	04
Chief Cook	04
Chief Steward	04
Clerk I	04
Clerk Typist I	04
Craftsman I	04
Dispensary Assistant I	04
Dispensary Attendant (Dresser)	04
Draughtsman I, II	04
Driver I	04
Field Overseer I	04
Head Baker	04
Head Cook	04
Head Chainman	04
Head Porter	04
Laboratory Assistant I	04
Library Assistant I	04
Linesman I	04
Mechanic I	04
Patrol Inspector	04
Reprography Assistant I	04
Stenographer III	04
Storekeeper I	04
Typist I	04
Accounts Clerk III, II	03
Artisan III, II	03
Audit Clerk III, II	03
Accounting Machine Operator III, II	03
Baker I	03
Book-Binding Assistant III, II	03
Chainman	03

Appendix III 2-(b)—continued

Position Title	Grade Level
Clerical Assistant	03
Clerk Typist III, II	03
Clerk III, II	03
Cook I	03
Craftsman, III, II	03
Dispensary Assistant II, III	03
Dispensary Attendant (Dresser) II, III	03
Draughtsman	03
Driver III, II	03
Field Overseer II	03
Head Gardener	03
Head Messenger	03
Head Steward	03
Head Zoo Attendant	03
Laboratory Assistant III, II	03
Library Assistant III, II	03
Linesman III, II	03
Mechanic III, II	03
Patrolman I	03
Porter	03
Reprography Assistant III, II	03
Senior Headman	03
Storekeeper III, II	03
Stores Assistant	03
Telephone Operator	03
Timekeeper	03
Typist III, II	03
Baker II, III	02
Bindery Attendant	02
Caretaker	02
Cook II, III	02
Groundsman	02
Head Cleaner	02
Headman	02
Laboratory Attendant	02
Library Attendant	02
Patrolman III, II	02
Sewage Attendant	02
Telephone Attendant	02
Cleaner	01
Cookmate	01
Junior Stores Attendant	01
Kitchen Attendant	01
Labourer	01
Steward	01
Waiter/Waitress	01

APPENDIX III-2 (c)
UNIVERSITY OF IBADAN

<i>Position Title</i>	<i>Grade Level</i>
Vice-Chancellor	17
¹ Bursar	15
Chief Engineer	14
Director, Adult Education and Extra-Mural Departments	14
Director, University Health	14
¹ Librarian	15
¹ Professor	15
¹ Registrar	15
Deputy Bursar	13
Deputy Chief Engineer	13
Deputy Director, Adult Education and Extra-Mural Departments	13
Deputy Director, University Health	13
Deputy Librarian	13
Deputy Registrar	13
¹ Reader	14
¹ Senior Lecturer	13
Senior Medical Officer	12
Lecturer I	11
Senior Accountant	11
Senior Assistant Registrar	11
Senior Engineer	11
Senior Sub-Librarian	11
*Senior Maintenance Officer	11
*Farm Manager	11
Accountant I	10
Assistant Registrar	10
Engineer I	10
Lecturer II	10
Medical Officer	10
Principal Superintending Technologist	10
Principal Superintending Technician	10
Sub-Librarian I	10
*Maintenance Officer	10
*Estate Officer	10
†Catering Officer	10
Administrative Officer I	09
†Assistant Lecturer	09
Chief Draughtsman	09
Nursing Superintendent	09
Nursing Superintendent	09
Pharmacist I	09

¹ Commission Grading Decision.

* We recommend that jobs asterisked be examined with particular care as it is possible that the work actually being performed may not justify or substantiate the level indicated and should be placed in a lower grade pending more thorough evaluation.

† Assistant Lecturer title requires clarification. At grade level 09 the position requires that the individual possess at least a Master's degree or equivalent relevant experience and demonstrable teaching or research ability beyond that required to obtain a Master's degree. Such jobs may be titled Assistant Lecturer or Assistant Research Fellow. Graduates who do not possess these qualifications will be graded at 08 level and retitled to Graduate Assistant, Research Assistant Instructor or similar title.

‡ Should be split into two grades, with incumbents in the bottom half of the range going into the next grade lower

Appendix III-2 (c)—continued

Position Title	Grade Level
Senior Extra-Mural Organizer	09
Senior Health Visitor/Officer	09
Senior Library Officer	09
Senior Nursing Sister/Officer	09
Senior Technical Officer	09
Sub-Librarian II	09
Superintendent Technician	09
Superintendent Technologist	09
*Health Superintendent	09
*Domestic Superintendent	09
*Senior Technician	09
*Senior Technologist	09
*Higher Technical Officer	09
*Senior Draughtsman	09
*Higher Executive Officer	09
*Higher Executive Officer (Accounts)	09
*Senior Departmental Secretary	09
*Official Reporter	09
*Cafeteria Manager	09
†Senior Assistant Maintenance Officer	09
†Senior Assistant Estate Officer	09
‡Accountant II	09
‡Engineer II	09
Administrative Officer II	08
Assistant Catering Officer	08
Assistant Librarian	08
Departmental Secretary I, II	08
Extra-Mural Organizer	08
†Graduate Assistant	08
Health Visitor/Officer	08
Library Officer	08
Nursing Sister/Officer	08
Pharmacist II	08
Public Health Superintendent	08
Secretary I	08
Senior Demonstrator (Visual Aids)	08
Senior Machine Room Supervisor	08
Senior Workshop Supervisor	08
Technician	08
Technologist	08
*Technical Officer	08
*Assistant Domestic Superintendent	08

* We recommend that jobs asterisked be examined with particular care as it is possible that the work actually being performed may not justify or substantiate the level indicated and should be placed in a lower grade pending more thorough evaluation.

† Assistant Lecturer title requires clarification. At grade level 09 the position requires that the individual possesses at least a Master's degree or equivalent relevant experience and demonstrable teaching or research ability beyond that required to obtain a Master's degree. Such jobs may be titled Assistant Lecturer or Assistant Research Fellow. Graduates who do not possess these qualifications will be graded at 08 level and retitled to Graduate Assistant, Research Assistant Instructor or similar title.

‡ Should be split into two grades, with incumbents in the bottom half of the range going into the next grade lower.

<i>Position Title</i>	<i>Grade Level</i>
*Laboratory Supervisor	08
*Executive Officer	08
*Executive Officer (Accounts)	08
*Chief Storekeeper	08
Assistant Nursing Officer/Sister	07
Demonstrator (Visual Aids)	07
Domestic Warden	07
Machine Room Supervisor	07
Secretary	07
Senior Assistant Technical Officer	07
Senior Public Health Inspector	07
Workshop Supervisor I	07
Assistant Domestic Warden	06
Assistant Executive Officer	06
Assistant Library Officer	06
Assistant Security Officer	06
Assistant Technical Officer	06
Chief Clerk	06
Chief Zookeeper	06
Community Nurse	06
Extra-Mural Organiser II	06
Foreman	06
Foreman Printer	06
Head Book-Binder	06
Machine Room Supervisor II	06
Public Health Inspector	06
Senior Accounting or Audit Assistant	06
Senior Assistant Artist	06
Senior Cashier	06
Senior Driver-Mechanic	06
Senior Experimental Animal Attendant I	06
Senior Laboratory Assistant I	06
Senior Proof Reader	06
Staff Nurse	06
Superintending Driver	06
Telephone Supervisor	06
Workshop Supervisor II	06
Accounting or Audit Assistant	05
Assistant Chief Clerk	05
Assistant Foreman	05
Assistant Photographer	05
Bus Driver I	05
Caterpillar Driver I	05
Chef	05
Chief Porter	05
Customs and Passages Assistant	05
Food Storekeeper I	05

* We recommend that jobs asterisked be examined with particular care as it is possible that the work actually being performed may not justify or substantiate the level indicated and should be placed in a lower grade pending more thorough evaluation.

Appendix III-2 (c)—continued

<i>Position Title</i>	<i>Grade Level</i>
Head Mechanic	05
Head Storekeeper	05
Head Telephone Operator	05
Head Zookeeper	05
Master Baker	05
Senior Accounting Machine/Comptometer Operator	05
Senior Clerk	05
Senior Chief Cook	05
Senior Driver	05
Stenographer I, II	05
Accounting Clerk I	04
Accounting Machine/Comptometer Operator I	04
Agricultural Assistant	04
Animal Health Assistant	04
Artisan I	04
Assistant Artist	04
Assistant Head Mechanic	04
Audit Clerk I	04
Bus Driver II	04
Book-Binding Assistant I	04
Cashier	04
Caterpillar Driver II	04
Chief Baker	04
Chief Cook	04
Chief Steward	04
Clerk I	04
Clerk/Typist I	04
Dispensary Assistant I	04
Dispensary Attendant (Dresser) I	04
Draughtsman I	04
Driver I	04
Driver-Mechanic I	04
Field Overseer I	04
Field Staff I	04
Food Storekeeper II	04
Gas Generator Mechanic I	04
Head Baker	04
Head Chainman	04
Head Cook	04
Head Key Punch Operator	04
Head Machine Operator	04
Head Porter	04
Head Sanitary Assistant	04
Interpreter Clerk I	04
Laboratory Assistant I	04
Laboratory Blacksmith I	04
Library Assistant I	04
Linesman I	04
Mechanic I	04
Mechanician I, II	04

<i>Position Title</i>	<i>Grade Level</i>
Museum Assistant I	04
Patrol Inspector	04
Photo Finisher	04
Photographing Assistant I	04
Printing Assistant I	04
Probationer Nurse	04
Proof Reader	04
Road Overseer I	04
Senior Experimental Animal Attendant II	04
Senior Field Staff II	04
Senior Laboratory Assistant II	04
Senior Sanitary Assistant	04
Senior Zookeeper	04
Stenographer III	04
Storekeeper I	04
Technical Assistant I	04
Tractor Driver I	04
Zookeeper I	04
Accounting Clerk II, III	03
Accounting Machine/Comptometer Operator II	03
Artisan II, III	03
Assistant Food Storekeeper	03
Audit Clerk II, III	03
Baker I	03
Book-Binding Assistant II, III	03
Chainman	03
Chief Groundsman	03
Clerical Assistant	03
Clerk II, III	03
Clerk/Typist II, III	03
Cook I	03
Craftsman II, III	03
Dispensary Assistant II, III	03
Dispensary Attendant (Dresser) II, III	03
Draughtsman II	03
Drawing Office Assistant	03
Driver II, III	03
Driver-Mechanic II, III	03
Engineering Assistant II, III	03
Experimental Animal Attendant	03
Field Overseer II	03
Field Staff II	03
Gas Generator Mechanic II	03
Head Compositor Press	03
Head Gardener	03
Head Groundsman	03
Head Messenger	03
Head Steward	03

Appendix III. 2 (c)—continued

<i>Position Title</i>	<i>Grade Level</i>
Head Waiter/Waitress	03
Head Washerman	03
Head Zoo Attendant	03
Interpreter Clerk II, III	03
Key Punch Operator	03
Laboratory Assistant II, III	03
Library Assistant II, III	03
Linesman II, III	03
Mechanic II, III	03
Museum Assistant II, III	03
Patrolman I	03
Photographing Assistant II, III	03
Porter	03
Printing Assistant II, III	03
Road Overseer II	03
Sanitary Assistant	03
Senior Headman	03
Senior Mosquito Scout	03
Senior Rodent Inspector	03
Storekeeper II, III	03
Stores Assistant	03
Technical Assistant II, III	03
Telephone Operator	03
Timekeeper	03
Tractor Driver II, III	03
Typist	03
Zookeeper II, III	03
Baker	02
Bindery Attendant	02
Caretaker	02
Cook	02
Craftsman Apprentice	02
Dairy Attendant	02
Field Staff-in-Training	02
Gardener	02
Head Cleaner	02
Headman	02
Laboratory Attendant	02
Library Attendant	02
Linen Maid	02
Livestock Attendant	02
Messenger	02
Mosquito Scout	02
Patrolman II, III	02
Photographing Attendant	02
Power Station Attendant	02
Printing	02
Rodent Inspector	02
Sewage Attendant	02
Stores Attendant	02

Appendix III-2 (c)—continued

<i>Position Title</i>									<i>Grade Level</i>
Telephone Attendant	02
Trainee Mechanic	02
Washerman	02
Zoo Attendant	02
Cleaner	01
Estate Worker	01
Junior Stores Attendant	01
Kitchen Attendant	01
Labourer	01
Steward	01
Waiter/Waitress	01

APPENDIX III-2 (d)

UNIVERSITY OF IFE

Position Title	Grade Level
Vice-Chancellor	17
¹ Bursar	15
Chief Medical Officer	14
Estate Manager	14
¹ Librarian	15
¹ Professor	15
¹ Registrar	15
Deputy Bursar	13
Deputy Librarian	13
Deputy Registrar	13
¹ Reader	14
Senior Medical Officer	13
¹ Senior Lecturer	13
Senior Research Fellow	12
†Medical Officer	12
Lecturer I	11
Principal Experimental Officer	11
Research Fellow I	11
Senior Accountant	11
Senior Assistant Registrar	11
Senior Engineer	11
Senior Sub-Librarian	11
Assistant Registrar I	10
Accountant I	10
Engineer I	10
Examination Secretary	10
Lecturer II	10
Research Fellow II	10
Senior Experimental Officer	10
Staff Officer I	10
Sub-Librarian I	10
*Farm Manager	10
*Maintenance Officer I	10
*Warden	10
Accountant II	09
†Assistant Lecturer	09
Assistant Registrar II	09
Catering Officer	09
Engineer II	09
Experimental Officer	09
Higher Library Officer	09
†Junior Research Fellow	09

¹ Commission Grading Decision.

* We recommend that jobs asterisked be examined with particular care as it is possible that the work actually being performed may not justify or substantiate the level indicated and should be placed in a lower grade pending more thorough evaluation.

† Assistant Lecturer title requires clarification. At grade level 09 the position requires that the individual possesses at least a Master's degree or equivalent relevant experience and demonstrable teaching or research ability beyond that required to obtain a Master's degree. Such jobs may be titled Assistant Lecturer or Assistant Research Fellow. Graduates who do not possess these qualifications will be graded at 08 level and retitled to Graduate Assistant, Research Assistant Instructor or similar title.

‡ Should be split into two grades, with incumbents in the bottom half of the range going into the next grade lower.

Position Title	Grade Level
Security Officer	09
Senior Assistant Technician I	09
Senior Assistant Technician II	09
Senior Executive Officer	09
Senior Health Superintendent	09
Senior Library Officer	09
Staff Officer II	09
Sub-Librarian II	09
Superintending Technician	09
*Domestic Bursar	09
*Higher Executive Officer	09
*Maintenance Officer II (above bar)	09
*Senior Technician	09
†Administrative Officer	09
Agricultural Superintendent	08
Animal Health Superintendent	08
Assistant Accountant	08
Assistant Catering Officer	08
Assistant Experimental Officer	08
Assistant Librarian	08
†Graduate Assistant	08
Health Superintendent	08
Higher Agricultural Superintendent	08
Library Officer	08
Maintenance Officer II (below bar)	08
Nursing Sister	08
Personal Secretary I	08
Senior Assistant Technician	08
Senior Machine Room Supervisor	08
Senior Nursery Supervisor	08
Technician	08
*Assistant Domestic Bursar	08
*Assistant Maintenance Officer	08
*Executive Officer	08
*Radiographer	08
Assistant Nursing Superintendent	07
Assistant Nursing Sister	07
Engineer (entry level)	07
Housekeeper	07
Machine Room Supervisor I	07
Personal Secretary II	07
Senior Agricultural Assistant	07
Senior Public Health Inspector	07
Staff Officer III	07
Surveyor I	07

* We recommend that jobs asterisked be examined with particular care as it is possible that the work actually being performed may not justify or substantiate the level indicated and should be placed in a lower grade pending more thorough evaluation.

† Assistant Lecturer title requires clarification. At grade level 09 the position requires that the individual possesses at least a Master's degree or equivalent relevant experience and demonstrable teaching or research ability beyond that required to obtain a Master's degree. Such jobs may be titled Assistant Lecturer or Assistant Research Fellow. Graduates who do not possess these qualifications will be graded at 08 level and retitled to Graduate Assistant, Research Assistant Instructor or similar title.

‡ Should be split into two grades, with incumbents in the bottom half of the range going into the next grade lower.

Appendix III-2 (d)—continued

Position Title	Grade Level
*Domestic Bursar II	07
Agricultural Assistant I	06
Animal Health Assistant	06
Architectural/Planning Assistant	06
Assistant Domestic Warden	06
Assistant Executive Officer	06
Assistant Health Superintendent	06
Assistant Personal Secretary	06
Assistant Technician	06
Catering Supervisor	06
Chief Clerk	06
Chief Furniture Clerk	06
Chief Postal Clerk	06
Foreman	06
Foreman Binder	06
Foreman Printer	06
Machine Room Supervisor II	06
Nursery Supervisor	06
Public Health Inspector I	06
Senior Audit Assistant	06
Senior Accounting Assistant	06
Senior Laboratory Assistant I	06
Senior Library Assistant I	06
Staff Nurse	06
Superintending Driver	06
Superintending Mechanic	06
Surveyor II	06
Telephone Supervisor	06
Accounting Assistant	05
Assistant Foreman	05
Audit Assistant	05
Bus Driver I	05
Chief Porter	05
Head Driver	05
Head Mechanic	05
Head Storekeeper	05
Head Telephone Operator	05
Head Zookeeper	05
Senior Chief Cook	05
Senior Chief Steward	05
Senior Clerk	05
Senior Clerk Typist	05
Senior Driver-Mechanic	05
Senior Furniture Clerk	05
Senior Library Assistant II	05
Senior Postal Clerk	05
Senior Proofreader	05
Stenographer I & II	05

* We recommend that jobs asterisked be examined with particular care as it is possible that the work actually being performed may not justify or substantiate the level indicated and should be placed in a lower grade pending more thorough evaluation.

<i>Position Title</i>	<i>Grade Level</i>
Accounts Clerk I	04
Artisan I	04
Assistant Head Mechanic	04
Audit Clerk I	04
Bookbinding Assistant I	04
Bus Driver II	04
Chargeman	04
Chief Baker	04
Chief Cook	04
Chief Steward	04
Clerk I	04
Clerk Typist I	04
Craftsman I	04
Dispensing Assistant I	04
Dispensary Attendant (Dresser) I	04
Draughtsman I	04
Driver I	04
Driver-Mechanic I	04
Field Staff I	04
Field Overseer I	04
Furniture Clerk I	04
Greenhouse Assistant I	04
Head Cook	04
Head Key Punch Operator	04
Head Porter	04
Head Sanitary Assistant	04
Health Inspector I	04
Laboratory Assistant I	04
Library Assistant I	04
Linesman I	04
Livestock Assistant I	04
Mechanic I	04
Museum Assistant I	04
Photocopying Assistant I	04
Plant Curator I	04
Postal Clerk I	04
Printing Assistant I	04
Proofreader	04
Road Overseer I	04
Senior Porter	04
Senior Typist	04
Senior Laboratory Assistant II	04
Senior Zookeeper	04
Stenographer III	04
Storekeeper I	04
Tractor Driver I	04
Typist I	04
Zookeeper I	04
Accounts or Audit Clerk III, II	03
Assistant Curator	03

Appendix III-2 (d)—continued

Position Title	Grade Level
Assistant Furniture Clerk	03
Assistant Postal Clerk	03
Artisan III, II	03
Bookbinding Assistant II, III	03
Chief Groundsman	03
Clerk III, II	03
Cook I	03
Craftsman III, II	03
Dispensary Attendant (Dresser) II, III	03
Dispensing Assistant II, III	03
Draughtsman II	03
Draughtsman III, II	03
Driver III, II	03
Field Overseer II	03
Field Staff II, III	03
Furniture Clerk III, II	03
Gardener (Biological Sciences)	03
Greenhouse Assistant II	03
Head Animal Attendant	03
Head Caretaker	03
Head Field Attendant	03
Head Gardener	03
Head Messenger	03
Head Nursery Attendant	03
Head Patrolman	03
Head Plantation Attendant	03
Head Steward	03
Washerman	03
Head Watchman	03
Health Inspector III, II	03
Health Inspector II	03
Junior Trainee Technician	03
Key Punch Operator	03
Laboratory Assistant, II, III	03
Library Assistant III, II	03
Library Attendant I	03
Linesman II, III	03
Livestock Assistant II	03
Machine Operator	03
Museum Assistant II	03
Mechanic II, III	03
Office Assistant	03
Overseer, Labourer, Cleaner	03
Patrol Supervisor	03
Patrolman I	03
Photocopying Assistant III, II	03
Plant Attendant II	03
Plant Attendant I	03
Plant Curator II	03
Porter	03

<i>Position Title</i>	<i>Grade Level</i>
Postal Clerk III, II	03
Printing Assistant III, II	03
Road Overseer III, II	03
Sanitary Assistant	03
Senior Mosquito Scout	03
Stores Assistant	03
Storekeeper III, II	03
Timekeeper	03
Telephone Operator	03
Typist II	03
Tractor Driver III, II	03
Zoo Keeper II, III	03
Animal Attendant	02
Assistant Porter	02
Assistant Timekeeper	02
Caretaker	02
Cook II, III	02
Field Attendant	02
Gardener	02
Greenhouse Attendant	02
Hatchery Attendant	02
Head Cleaner	02
Headman	02
Incinerator Attendant	02
Laboratory Attendant	02
Library Attendant III, II	02
Linen Maid	02
Livestock Attendant	02
Messenger	02
Mosquito Scout	02
Museum Attendant	02
Nursery Attendant	02
Nursery Maid/Helper	02
Plantation Attendant	02
Plant Collector	02
Plant Attendant III	02
Patrolman II, III	02
Power Mower Operator	02
Pump Attendant	02
Rodent Catcher	02
Rodent Inspector	02
Sewage Farm Attendant	02
Telephone Attendant	02
Tradesman Apprentice	02
Washerman	02
Cleaner	01
Trainee Cook	01
Trainee Steward	01
Sanitation Labourer	01
Steward	01
Watchman	01

APPENDIX III-2 (e) 7
UNIVERSITY OF LAGOS

<i>Position Title</i>	<i>Grade Level</i>
Vice-Chancellor	17
¹ Bursar	15
Chief Engineer	14
Director, Health Services	14
¹ Professor	15
¹ Registrar	15
¹ University Librarian	15
¹ Associate Professor	14
College Secretary	13
Deputy Bursar	13
Deputy Chief Engineer	13
Deputy Director, Health Services	13
Deputy Registrar	13
Deputy University Librarian	13
¹ Senior Lecturer	13
Senior Medical Officer	12
Lecturer I	11
Research Fellow I	11
Senior Accountant	11
Senior Assistant Registrar	11
Senior Engineer	11
Senior Librarian	11
Senior Tutor	11
Accountant	10
Assistant Registrar I	10
Engineer I	10
Lecturer II	10
Librarian I	10
Medical Officer	10
Principal Superintending Technologist	10
Research Fellow II	10
Tutor I	10
[†] Catering Officer	10
Accountant II	09
Administrative Officer I, II	09
[†] Assistant Lecturer	09
Assistant Registrar II	09
Headmistress, Staff School	09
[†] Junior Research Fellow	09
Senior Estate Superintendent	09
Librarian II	09
Senior Health Sister	09

¹ Commission Grading Decision.

[†] Assistant Lecturer title requires clarification. At grade level 09 the position requires that the individual possesses at least a Master's degree or equivalent relevant experience and demonstrable teaching or research ability beyond that required to obtain a Master's degree. Such jobs may be titled Assistant Lecturer or Assistant Research Fellow. Graduates who do not possess these qualifications will be graded at 08 level and retitled to Graduate Assistant, Research Assistant Instructor or similar title.

[†] Should be split into two grades, with incumbents in the bottom half of the range going into the next grade lower.

<i>Position Title</i>	<i>Grade Level</i>
Senior Technical Officer	09
Superintending Technician	09
Superintending Technologist	09
*Assistant Maintenance Officer	09
*Higher Executive Officer	09
*Higher Technical Officer	09
*Senior Technician	09
*Senior Technologist	09
†Engineer II	09
†Pharmacist	09
Assistant Tutor	08
Administrative Assistant	08
Administrative Officer III	08
Administrative Officer IV	08
Assistant Accountant	08
Assistant Librarian	08
Cartographer/Graphic Artist	08
Deputy Headmistress, Staff School	08
Estate Superintendent	08
†Graduate Assistant	08
Health Sister	08
Health Superintendent	08
Personal Secretary I	08
Principal Field Assistant	08
Principal Library Assistant	08
†Research Assistant	08
Technician	08
Technologist	08
Telephone Maintenance Supervisor	08
Tutor II	08
Secretary I	08
Senior Housekeeper	08
*Assistant Catering Officer	08
*Executive Officer	08
†Security Officer	08
†Technical Officer	08
Assistant Health Sister	07
Computer Technician	07
Domestic Warden	07
Housekeeper	07
Laboratory Supervisor I	07
Personal Secretary II	07
Secretary II	07
Senior Assistant Technical Officer	07
Senior Catering Assistant	07

* We recommend that jobs asterisked be examined with particular care as it is possible that the work actually being performed may not justify or substantiate the level indicated and should be placed in a lower grade pending more thorough evaluation.

† Assistant Lecturer title requires clarification. At grade level 09 the position requires that the individual possesses at least a Master's degree or equivalent relevant experience and demonstrable teaching or research ability beyond that required to obtain a Master's degree. Such jobs may be titled Assistant Lecturer or Assistant Research Fellow. Graduates who do not possess these qualifications will be graded at 08 level and retitled to Graduate Assistant, Research Assistant Instructor or similar title.

‡ Should be split into two grades, with incumbents in the bottom half of the range going into the next grade lower.

Appendix III-2 (e) — continued

<i>Position Title</i>	<i>Grade Level</i>
Assistant Artist	06
Assistant Domestic Warden	06
Assistant Executive Officer	06
Assistant Housekeeper	06
Assistant Personal Secretary	06
Assistant Technical Officer	06
Chief Clerk	06
Head Driver	06
Kitchen Supervisor	06
Laboratory Supervisor II	06
Senior Library Assistant I	06
Staff Nurse	06
Accounting or Audit Assistant	05
Assistant Chief Clerk	05
Assistant Foreman	05
Assistant Photographer	05
Bus Driver I	05
Chief Porter	05
Customs and Passages Clerk	05
Head Carpenter	05
Head Mason	05
Head Motor Mechanic	05
Head Painter	05
Head Storekeeper	05
Head Telephone Operator	05
Senior Clerk	05
Senior Committee Clerk	05
Senior Driver	05
Senior Library Assistant II	05
Stenographer I	05
Accounts or Audit Clerk	04
Artisan I	04
Book-Binding Assistant I	04
Bus Driver II	04
Cashier	04
Catering Assistant	04
Chargeman	04
Chief Baker	04
Clerk I	04
Craftsman I	04
Draughtsman I	04
Dispensary Attendant (Dresser) I	04
Driver I	04
Field Overseer I	04
Field Staff I	04
Food Storekeeper II	04
Head Laboratory Assistant	04
Head Cook	04

<i>Position Title</i>	<i>Grade Level</i>
Health Inspector I	04
Head Porter	04
Head Chainman	04
Laboratory Assistant I	04
Library Assistant I	04
Linesman I	04
Machine Operator I	04
Mechanic I	04
Osteological Assistant I	04
Photocopying Assistant I	04
Photographic Assistant I	04
Printing Assistant I	04
Road Overseer I	04
Stationer Storekeeper	04
Senior Sales Assistant	04
Stenographer II	04
Storekeeper I	04
Survey Assistant	04
Technical Assistant I	04
Tractor Driver I	04
Typist I	04
Wireman I	04
Accounting or Audit Clerk III, II	03
Armature/Coil Winder	03
Artisan, II, III	03
Artist Assistant	03
Assistant Food Storekeeper	03
Baker I	03
Binding Assistant III, II	03
Chairman	03
Clerical Assistant	03
Clerk III, II	03
Clerk/Typist III, II	03
Clinical Assistant	03
Cook I	03
Craftsman III, II	03
Dispensary Attendant (Dresser) II, III	03
Draughtsman III, II	03
Driver III, II	03
Engineering Assistant III, II	03
Field Assistant	03
Field Laboratory Assistant	03
Field Overseer III, II	03
Fisheries Artisan	03
Guest House Assistant	03
Head Gardner	03
Head Groundsman	03
Head Messenger	03
Head Overseer II	03

Appendix III-2 (e)—continued

Position Title	Grade Level
Head Playing Field Assistant	03
Head Steward	03
Head Washerman	03
Health Assistant	03
Health Inspector III, II	03
Junior Sales Assistant	03
Laboratory Assistant II, III	03
Library Assistant III, II	03
Linesman III, II	03
Machine Operator III, II	03
Mechanic III, II	03
Museum Keeper	03
Osteological Assistant II, III	03
Park Overseer	03
Patrolman I	03
Pharmacy Assistant II, III	03
Photocopying Assistant II, III	03
Photographic Assistant II, III	03
Porter	03
Postal Assistant	03
Printing Assistant III, II	03
Road Overseer II	03
Scooter/Dispatch Rider	03
Senior Library Attendant	03
Senior Store Attendant	03
Storekeeper II, III	03
Stores Assistant	03
Telephone Operator	03
Timekeeper	03
Tracer	03
Tractor Driver III, II	03
Typist III, II	03
Baker II, III	02
Bindery Attendant	02
Caretaker	02
Committee Attendant	02
Cook II, III	02
Craftsman Apprentice	02
Gardener	02
Groundsman	02
Headman	02
Head Labourer	02
Health Attendant	02
Head Cleaner	02
Junior Stores Assistant	02
Laboratory Attendant	02
Library Attendant	02
Linen Maid	02
Nursing Orderly	02

<i>Position Title</i>	<i>Grade Level</i>
Museum Attendant	02
Messenger	02
Patrolman II, III	02
Playing Field Attendant	02
Photocopy Attendant	02
Office Attendant	02
Printing Attendant	02
Store Attendant	02
Telephone Attendant	02
Washerman	02
Watchman I, II	02
Cleaner	01
Conservancy Labourer	01
Cookmate	01
Junior Store Attendant	01
Kitchen Attendant	01
Labour General Head	01
Steward	01
Watchman III	01
Washer Up	01

APPENDIX III-2 (f)

UNIVERSITY OF NIGERIA, NSUKKA

<i>Position Title</i>	<i>Grade Level</i>
Vice-Chancellor	17
¹ Bursar	15
Chief Engineer	14
Chief Medical Officer	14
¹ Librarian	15
¹ Professor	15
¹ Registrar	15
University Architect	14
Chief Accountant	13
Dean of Students	13
Deputy Chief Engineer	13
Deputy Librarian	13
Deputy Registrar	13
Executive Assistant to Vice-Chancellor	13
Principal Administrative Officer	13
Principal Assistant Bursar	13
¹ Reader	14
Senior Medical Officer	13
Medical Officer	12
¹ Senior Lecturer	13
Senior Tutor Prospector	12
Assistant Chief Engineer	11
Assistant Coordinator in Extension Services	11
Deputy Dean of Students	11
Editor in Chief	11
Electronic Maintenance Engineer	11
Internal Auditor	11
Lecturer I	11
Personnel Officer	11
Senior Assistant Bursar	11
Senior Assistant Registrar	11
Senior Coordinator Extra Mural	11
Senior Sub-Librarian	11
Tutor Prospector I	11
*Principal Secretary to Vice-Chancellor	11
Assistant Bursar I	10
Assistant Dean of Students	10
Assistant Personnel Officer I	10
Assistant Registrar I	10
Curator I	10
Editor I	10
Engineer	10
Institute Secretary I	10

¹Commission Grading Decision.

* We recommend that jobs asterisked be examined with particular care as it is possible that the work actually being performed may not justify or substantiate the level indicated and should be placed in a lower grade pending more thorough evaluation.

<i>Position Title</i>	<i>Grade Level</i>
Lecturer II	10
Principal Technologist	10
Production Manager, University Press	10
Senior Accountant	10
Senior Maintenance Officer I	10
Sub-Librarian I	10
Supervisory Technician	10
Tutor Prospector	10
*Farm Manager	10
*Manager, Catering Services	10
*Optician I	10
*Security Officer I	10
*Soil Crop Analyst	10
*Superintendent Technologist	10
Accountant	09
Administrative Officer I	09
Assistant Bursar II	09
Assistant Dean of Students II	09
†Assistant Lecturer	09
Assistant Personnel Officer II	09
Assistant Registrar II	09
Assistant to Director (Archaeology)	09
Curator II	09
Building Manager	09
Business Manager	09
Deputy Production Manager, University Press	09
Editor II	09
Estate Officer	09
Head Medical Illustration	09
Institute Secretary II	09
†Junior Research Fellow	09
Landscape Manager	09
Maintenance Officer	09
Manageress, Guest House	09
Nursing Superintendent	09
Optician II	09
Press Engineer	09
Principal Library Assistant	09
Security Officer II	09

* We recommend that jobs asterisked be examined with particular care as it is possible that the work actually being performed may not justify or substantiate the level indicated and should be placed in a lower grade pending more thorough evaluation.

† Assistant Lecturer title requires clarification. At grade level 09 the position requires that the individual possess at least a Master's degree or equivalent relevant experience and demonstrable teaching or research ability beyond that required to obtain a Master's degree. Such jobs may be titled Assistant Lecturer or Assistant Research Fellow. Graduates who do not possess these qualifications will be graded at 08 level and retitled to Graduate Assistant, Research Assistant Instructor or similar title.

Appendix III-2 (f)—continued

Position Title	Grade Level
Senior Assistant Accountant	09
Senior Medical Laboratory Technician	09
Senior Maintenance Officer II	09
Senior Nursing Sister	09
Senior Pharmacist	09
Senior Technical Officer	09
Senior Technologist	09
Sub-Librarian II	09
University Coach	09
*Deputy Catering Manager	09
*Health Superintendent	09
*Higher Executive Officer	09
Administrative Officer II	08
Assistant Accountant	08
Assistant Coach	08
Assistant Farm Manager	08
Assistant Librarian	08
Assistant Maintenance Officer	08
Camera Operator	08
Confidential Secretary I	08
Engineer (entry level)	08
†Graduate Assistant	08
Layout Artist	08
Library Supervisor	08
Medical Laboratory Technician	08
Medical Artist	08
Nursing Sister	08
Personal Secretary I	08
Pharmacist	08
Physiotherapist	08
Press Superintendent	08
Sanitary Superintendent	08
Senior Laboratory Technician	08
Technologist	08
*Accounting Machine Supervisor	08
*Assistant Catering Manager	08
*Cashier/Paymaster	08
*Executive Officer	08
*Housemother	08
*Radiographer	08
*Sales/Advertising Assistant	08
*Senior Draughtsman	08

* We recommend that jobs asterisked be examined with particular care as it is possible that the work actually being performed may not justify or substantiate the level indicated and should be placed in a lower grade pending more thorough evaluation.

† Assistant Lecturer title requires clarification. At grade level 09 the position requires that the individual possess at least a Master's degree or equivalent relevant experience and demonstrable teaching or research ability beyond that required to obtain a Master's degree. Such jobs may be titled Assistant Lecturer or Assistant Research Fellow. Graduates who do not possess these qualifications will be graded at 08 level and retitled to Graduate Assistant, Research Assistant Instructor or similar title.

Position Title	Grade Level
*Stores Officer	08
*Technical Officer	08
Building Supervisor	07
Confidential Secretary II	07
Landscape Supervisor	07
Personal Secretary II	07
*Assistant Security Officer	07
*Senior Proof Reader	07
Accounting Assistant (Senior)	06
Assistant Executive Officer	06
Assistant Landscape Supervisor	06
Assistant Medical Artist	06
Assistant Medical Laboratory Technologist	06
Assistant Medical Photographer	06
Assistant Sanitary Superintendent	06
Assistant Technical Officer	06
Cameraman (movie)	06
Chief Clerk	06
Embalmer Mortician	06
Foreman	06
Installation Inspector	06
Kitchen Supervisor	06
Laboratory Supervisor	06
Laboratory Technician	06
Mail Supervisor	06
Midwife	06
Senior Library Assistant	06
Staff Nurse	06
Statistical Assistant	06
Y.F.C. Extension Supervisor	06
Accounting Assistant	05
Assistant Foreman	05
Catering Supervisor	05
Chief Porter	05
Dining Room/Bar Supervisor	05
Draughtsman I	05
Head Artisan	05
Head Binder	05
Head Blacksmith/Welder	05
Head Cabinet Maker	05
Head Carpenter	05
Head Electrician	05
Head Mason	05
Head Mechanic	05
Head Painter	05

* We recommend that jobs asterisked be examined with particular care as it is possible that the work actually being performed may not justify or substantiate the level indicated and should be placed in a lower grade pending more thorough evaluation.

Appendix III-2 (f)—continued

Position Title	Grade Level
Head Plumber	05
Head Signwriter	05
Head Telephone Operator	05
Head Zookeeper	05
Housekeeper	05
Maintenance Supervisor	05
Patrol Supervisor	05
Senior Driver	05
Senior Stores Assistant	05
Stenographer I	05
Technician I	05
Accounting Machine Operator	04
Accounts Clerk I	04
Agricultural Assistant I	04
Ambulance Driver	04
Artisan I	04
Assistant Housekeeper	04
Assistant Patrol Supervisor	04
Binder I	04
Bindery Assistant I	04
Blacksmith/Welder I	04
Carpenter I	04
Chargeman	04
Chief Cook	04
Chief Steward	04
Clerk I	04
Clerk/Typist I	04
Craftsman I	04
Draughtsman II	04
Driver I	04
Electrician I	04
Head Baker	04
Head Cook	04
Head Patrolman	04
Head Porter	04
Laboratory Assistant I	04
Library Assistant I	04
Linesman I	04
Mason I	04
Mechanic I	04
Office Equipment Mechanic I	04
Painter I	04
Photographer	04
Plumber I	04
Printer I	04
Printing Assistant I	04
Printing Operator I	04
Proofreader	04

<i>Position Title</i>	<i>Grade Level</i>
Sanitary Inspector I	04
Senior Typist	04
Signwriter I	04
Statistical Clerk I	04
Stock Verifier	04
Storekeeper I	04
Stores Assistant I	04
Stenographer II	04
Studio Assistant I	04
Sub-Postmaster	04
Technician II	04
Typesetter	04
Swimming Pool Supervisor	04
Accounts Clerk II	04
Accounting Machine Operator II	03
Agricultural Assistant III, II	03
Archaeological Assistant	03
Artisan III, II	03
Assistant Stock Verifier	03
Assistant Sub-Postmaster	03
Assistant Zookeeper	03
Baker I	03
Binder II, III	03
Bindery Assistant II, III	03
Blacksmith/Welder III, II	03
Botanical Assistant	03
Carpenter III, II	03
Cash Receiver	03
Cleaning Gardener	03
Cleaning Groundsman	03
Cleaning Supervisor	03
Clerk III, II	03
Clerk/Typist III, II	03
Clerical Assistant	03
Compound Supervisor	03
Cook I	03
Craftsman III, II	03
Demonstrator (Curator) Gymnasium	03
Dispensary Attendant	03
Driver III, II	03
Electrician III, II	03
Faultsman	03
Field Meteorological Assistant	03
Field Overseer	03
Fishery Attendant	03
Graphic Artist	03
Head Barman	03
Head Butcher	03
Head Messenger	03

Appendix III-2 (f)—continued

Position Title	Grade Level
Head Sewage Farm Attendant	03
Head Steward	03
Laboratory Assistant III, II	03
Library Assistant II, III	03
Life Guard	03
Linesman III, II	03
Machine Operator	03
Mason III, II	03
Mechanic III, II	03
Meteorological Attendant	03
Meter Reader	03
Office Equipment and Mechanic III, II	03
Offset Machine Operator	03
Painter III, II	03
Patrolman I	03
Photocopy/Library Assistant	03
Plantation Assistant	03
Plumber III, II	03
Porter	03
Postal Agent	03
Power Station Operator	03
Printer III, II	03
Printing Assistant III, II	03
Printing Operator III, II	03
Projectionist	03
Pumpman	03
Receptionist	03
Reservation Clerk	03
Sanitary Inspector III, II	03
Sanitary Assistant	03
Seamstress	03
Signwriter III, II	03
Statistical Clerk II	03
Storekeeper III, II	03
Stores Assistant III, II	03
Studio Assistant III, II	03
Telephone Operator	03
Timekeeper	03
Tool and Materials Storekeeper	03
Typist	03
Accommodation Attendant	02
Animal Caretaker	02
Audio-Visual Attendant	02
Baker II, III	02
Barman	02
Bindery Apprentice	02
Boiler Attendant	02
Butcher	02
Caretaker	02
Checker	02

Position Title	Grade Level
Cook II, III	02
Dark Room Attendant	02
Engine Attendant	02
Equipment Attendant	02
Gardener	02
Greaser	02
Greenhouse Keeper	02
Greenhouse Attendant	02
Groundsman	02
Head Cleaner	02
Head Labourer	02
Headman	02
Health Attendant	02
Herbarium Attendant	02
Herdsmen	02
Kitchen Assistant	02
Laboratory Attendant	02
Library Attendant	02
Locker Room Attendant	02
Machine Cleaner	02
Meat Chopper	02
Messenger	02
Museum Attendant	02
Patrolman II, III	02
Press Attendant	02
Pump Attendant	02
Sewage Farm Attendant	02
Site Attendant	02
Stores Attendant	02
Studio Attendant	02
Teaching Aids Attendant	02
Tools/Equipment Attendant	02
Ward Attendant	02
Workshop and Laboratory Cleaner	02
Workshop Tools and Implement Attendant	02
Cleaner	01
Counter Maid	01
Livestock Nightguard	01
Nightwatchman	01
Steward—Labourer	01
Stores Labourer—Mate	01
Watchman—Kitchen Helper	01

APPENDIX III-3 (a)

COLLEGE OF SCIENCE AND TECHNOLOGY, PORT HARCOURT

<i>Position Title</i>	<i>Grade Level</i>
Rector	15
Bursar	14
Chief Estate Engineer	14
Chief Medical Officer	14
Chief Planning Officer	14
Librarian	14
Professor/Director/Head of Department	14
Registrar	14
Deputy Bursar/Chief Accountant	13
Deputy Chief Estate Engineer	13
Deputy Chief Medical Officer	13
Deputy Chief Planning Officer	13
Deputy Librarian	13
Deputy Registrar	13
Personnel Officer	13
Principal Lecturer	13
Deputy Chief Personnel Officer	11
Senior Accountant	11
Senior Assistant Registrar	11
Senior Engineer	11
Senior Lecturer	11
Senior Medical Officer	11
Senior Sub-Librarian	10
Assistant Registrar, Grade I	10
Lecturer, Grade I	10
Medical Officer	10
Senior Assistant Personnel Officer	10
Senior Development Officer	10
Senior Pharmacist	10
Sub-Librarian, Grade I	10
Accountant, Grade I	09
Administrative Officer, Grade I	09
Assistant Personnel Officer	09
Catering Officer, Grade I	09
Chief Technician	09
Clerk of Works, Grade I	09
Development Officer, Grade I	09
Engineer, Grade I	09
Estate Officer	09
Hostel Officer, Grade I	09
Lecturer, Grade II	09
Pharmacist, Grade I	09
Stores Officer, Grade I	09
Accountant, Grade II	08
Administrative Officer, Grade II	08
Assistant Lecturer	08
Assistant Librarian	08

<i>Position Title</i>	<i>Grade Level</i>
Assistant Personnel Officer, Grade II	08
Assistant Registrar, Grade II	08
Catering Officer, Grade II	08
Catering Officer, Grade III	08
Clerk of Works, Grade II	08
Clerk of Works, Grade III	08
Development Officer	08
Engineer, Grade II	08
Estate Officer, Grade II	08
Estate Officer, Grade III	08
Hostel Officer, Grade II	08
Hostel Officer, Grade III	08
Nursing Sister, Grade I	08
Nursing Sister, Grade II	08
Personal Secretary, Grade I	08
Personal Secretary, Grade II	08
Personal Secretary, Grade III	08
Pharmacist, Grade II	08
Security Officer, Grade I	08
Security Officer, Grade II	08
Senior Technician	08
Stores Officer, Grade II	08
Stores Officer, Grade III	08
Sub-Librarian, Grade II	08
Superintendent Technician	08
Workshop Superintendent	08
Accountant, Grade III	07
Administrative Assistant	07
Administrative Officer, Grade III	07
Assistant Accountant	07
Assistant Engineer	07
Catering Officer, Grade IV	07
Clerk of Works, Grade IV	07
Estate Officer, Grade IV	07
Hostel Officer, Grade IV	07
Junior Assistant Personnel Officer	07
Junior Assistant Registrar	07
Junior Pharmacist	07
Junior Secretary	07
Security Officer, Grade III	07
Senior Library Assistants	07
Stores Officer, Grade IV	07
Technician	07
Assistant Catering Officer	06
Assistant Technical Officer	06
Housekeeper	06
Junior Secretary	06
Personal Secretary, Grade IV	06
Purchasing Officer	06

Appendix III-3 (a)—continued

Position Title	Grade Level
Staff Nurse	06
Accounting Assistant	05
Passages Officer	05
Senior Clerk	05
Stenographer	05
Storekeeper	05
Workshop Foreman	05
Accounts Clerk	04
Audit Assistant	04
Clerk/Clerical Officer	04
Draughtsman	04
Head Cook	04
Library Assistant	04
Nursing Assistant	04
Passages Clerk	04
Storekeeper	04
Carpenter	03
Dispensary Assistant	03
Driver	03
Kitchen/Dining Hall Supervisor	03
Laboratory Assistant	03
Mason	03
Painter	03
Plumber	03
Porter	03
Receptionist	03
Security Sergeant	03
Stores Assistant	03
Telephone Operator	03
Typist	03
Welder	03
Animal House Attendant	02
Botanical Garden Attendant	02
Cook/Cooks Assistant	02
Library Attendant	02
Messenger	02
Stores Attendant	02
Washerman	02
Workshop Attendant	02
Cleaner	01
Farm Hand	01
Kitchen Attendant	01
Laboratory Attendant	01
Labourer	01
Security Guard	01
Steward	01
Wardmaid	01

APPENDIX III-3 (b)

COLLEGE OF TECHNOLOGY, CALABAR

<i>Position Title</i>	<i>Grade Level</i>
Principal	15
Bursar	14
Head of Department	14
Librarian	14
Registrar	14
Principal Lecturer	13
College Engineer	11
Maintenance Engineer	11
Senior Accountant	11
Senior Assistant Registrar	11
Senior Lecturer	11
Senior Sub-Librarian	11
Lecturer, Grade I	10
Accountant, Grade I	09
Assistant Registrar	09
Industrial Coordinator	09
Lecturer, Grade II	09
Senior Technical Instructor	09
Sub-Librarian, Grade I	09
Accountant, Grade II	08
Assistant Lecturer	08
Assistant Librarian	08
Assistant Registrar, Grade II	08
Chief Security Officer	08
Senior Technician	08
Sub-Librarian, Grade II	08
Technical Instructor, Grade I	08
Confidential Secretary, Grade I	07
Domestic Warden	07
Executive Officer	07
Laboratory Technologist	07
Nursing Sister	07
Security Officer	07
Stores Officer	07
Technical Officer	07
Technician	07
Assistant Executive Officer	06
Assistant Laboratory Technologist	06
Assistant Stores Officer	06
Assistant Technical Officer	06
Audit Assistant	06
Chief Clerk	06
Head Storekeeper	06
Senior Library Assistant, Grades I, II, III	06
Senior Supervisor	06

Appendix III-3 (b)—continued

Position Title	Grade Level
Sports Coach	06
Staff Nurse	06
Stenographer	06
Assistant Security Officer	05
Head Porter Portress	05
Librarian Secretary	05
Stenographer	05
Storekeeper, Grades I, II, III	05
Clerical Officer	04
Draughtsman	04
Head Telephone Operator	04
Library Assistant	04
Senior Artisan	04
Typist, Grade III	04
Artisan	04
Assistant Clerical Officer	03
Laboratory Assistant	03
Motor Driver-Mechanic	03
Porter	03
Receptionist	03
Sports Assistant	03
Telephone Operator/Attendant	03
Typist, Grades I, II	03
Welder	03
Workshop Assistant	03
Gardener	02
Library Attendant	02
Machine Attendant	02
Messenger	02
Security Patrolmen	02
Stores Attendant	02
Workshop Attendant	02
Cleaner	01
Labourer	01

YABA COLLEGE OF TECHNOLOGY, LAGOS

<i>Position Title</i>	<i>Grade Level</i>
Principal	15
Head of Department	14
Registrar	14
Vice-Principal	14
Chief Accountant	13
Deputy Librarian	13
Senior Assistant Registrar	11
Senior Lecturer	11
Lecturer, Grade I	10
Lecturer, Grade II	09
Principal Technical Instructor	09
Assistant Lecturer	08
Assistant Librarian	08
Assistant Registrar	08
Catering Supervisor	08
Higher Executive Officer	08
Maintenance Officer	08
Personal Secretary	08
Senior Technical Instructor	08
Sub-Librarian	08
Assistant Catering Officer	07
Assistant Librarian	07
Confidential Secretary, Grade I	07
Confidential Secretary, Grade II	07
Executive Officer	07
Stores Officer	07
Technical Instructor	07
Warden	07
Assistant Executive Officer	06
Confidential Secretary, Grade III	06
Senior Library Assistant	06
Staff Nurse	06
Senior Motor Driver-Mechanic	05
Workshop Technician	05
Artisan, Grade I	04
Clerk, Grade I	04
Clerk, Grade II	04
Clerk, Grade III	04
Head Cook	04
Head Telephone Operator	04
Laboratory Assistant, Grade I	04
Laboratory Assistant, Grade II	04
Laboratory Assistant, Grade III	04
Library Assistant, Grade I	04
Library Assistant, Grade II	04
Library Assistant, Grade III	04
Motor Driver, Grade I	04

Appendix III-3 (c)—continued

Position Title	Grade Level
Senior Telephone Operator	04
Stenographer, Grade II	04
Storekeeper, Grade I	04
Storekeeper, Grade II	04
Typist, Grade I	04
Workshop Assistant, Grade I	04
Workshop Assistant, Grade II	04
Workshop Assistant, Grade III	04
Artisan, Grade II	03
Bricklayer	03
Clerical Assistant	03
Clerk Typist, Grade II	03
Driver Mechanic	03
Guard Supervisor	03
Hall Porter	03
Head Gardener	03
Head Steward	03
Head Messenger	03
Motor Driver, Grade II	03
Motor Driver, Grade III	03
Stores Assistant	03
Typist, Grade II	03
Typist, Grade III	03
Senior Cook/Steward	03
Telephone Operator	03
Cook	02
Head Cleaner	02
Head Watchman	02
Health Attendant	02
Library Attendant	02
Messenger	02
Sanitary Worker	02
Telephone Attendant	02
Washerman	02
Workshop Attendant	02
Cleaner	01
Laboratory Assistant	01
Steward	01
Watchman	01

THE POLYTECHNIC IBADAN

<i>Position Title</i>	<i>Grade Level</i>
Principal	15
Chief Engineer	14
Director of Health Services	14
Head of Department, Grades II and III	14
Secretary	14
Librarian	13
Accountant	11
Medical Officer	11
Senior Assistant Secretary	11
Senior Co-ordinator	11
Senior Lecturer	11
Lecturer, Grade I	10
Assistant Secretary, Grade I	09
Co-ordinator	09
Industrial Liaison Placement Officer	09
Institutional Studies Officer	09
Lecturer, Grade II	09
Maintenance Officer, Grade I	09
Senior Technical Instructor	09
Sub-Librarian, Grade I	09
Technological/Sociological Investigator	09
Assistant Accountant	08
Assistant Lecturer	08
Assistant Librarian	08
Assistant Secretary, Grade II	08
Higher Executive Officer	08
Instructor, Grade I	08
Maintenance Officer, Grade I	08
Personal Secretary, Grade I	08
Personal Secretary, Grade II	08
Pharmacist	08
Sports Coach	08
Sub-Librarian, Grade II	08
Technical Instructor, Grade I	08
Assistant Nursing Sister	07
Administrative Assistant	07
Confidential Secretary	07
Executive Officer	07
Instructor, Grade II	07
Laboratory Technician	07
Library Officer	07
Nursing Sister	07
Project Assistant	07
Project Technician	07
Studio Assistant	07
Technical Instructor	07

Appendix III-3 (d)—continued

<i>Position Title</i>	<i>Grade Level</i>
Technical Officer	07
Town Planning Assistant	07
Trainee Technical/Information Officer	07
Accounting Assistant	06
Assistant Domestic Warden, Grade I	06
Assistant Executive Officer	06
Assistant Laboratory Technician	06
Assistant Library Officer	06
Assistant Technical Officer	06
Draughtsman	06
Foreman	06
Housekeeper	06
Security Officer	06
Staff Nurse	06
Stenographer, Grade I	06
Trainee Audio-Visual Technician	06
Accounts Clerk, Grade I	05
Artisan, Grade I	05
Audit Clerk	05
Clerk, Grade I	05
Head Driver, Grade I	05
Senior Library Assistant	05
Stenographer, Grade II	05
Storekeeper, Grade I	05
Tractor Driver	05
Workshop Assistant	05
Accounts Clerk, Grade II	04
Clerk, Grade II	04
Clerk Typist	04
Draughtsman, Grade II	04
Guest House Assistant	04
Head Cook	04
Head Porter	04
Library Assistant, Grade I	04
Storekeeper	04
Storekeeper, Grade II	04
Telephone Operator, Grade I	04
Typist, Grade I	04
Accounts Clerk, Grade III	03
Artisan, Grade II	03
Assistant Domestic Warden, Grade II	03
Audit Clerk, Grade III	03
Clerical Assistant	03
Clerk	03
Dispensary Assistant	03
Driver, Grade II	03

<i>Position Title</i>	<i>Grade Level</i>
Driver, Grade III	03
Head Porter, Grade II	03
Laboratory Assistant	03
Laboratory Assistant, Grade I	03
Library Assistant, Grade II	03
Motor Mechanic	03
Office Assistant	03
Power Station Assistant	03
Porter, Grade I	03
Porter, Grade II	03
Porter, Grade III	03
Stores Assistant	03
Telephone Operator	03
Typist, Grade II	03
Workshop Assistant, Grade II	03
Workshop Assistant, Grade III	03
Audio-Visuals Attendant	02
Cook, Grade III	02
Groundsman	02
Head Cleaner	02
Head Labourer	02
Laboratory Attendant	02
Library Attendant	02
Messenger/Attendant	02
Messenger/Cleaner	02
Power Station Attendant	02
Pump, House Attendant	02
Stores Attendant	02
Workshop Attendant	02
Cleaner	01
Dresser	01
Laboratory Attendant	01
Maid	01
Watchman	01

MID-WEST POLYTECHNIC, BENIN

<i>Position Title</i>	<i>Grade Level</i>
Director	15
Assistant Director	14
Head of Department	14
Secretary	14
Bursar	13
Deputy Secretary	13
Industrial Training/Placement Officer	13
Librarian	13
Principal Lecturer	13
Chief Accountant	11
Deputy Librarian	11
Senior Assistant Secretary	11
Senior Lecturer	11
Lecturer, Grade I	10
Senior Accountant	10
Senior Maintenance Officer	10
Assistant Secretary, Grade I	09
Lecturer, Grade II	09
Accountant	08
Assistant Librarian	08
Assistant Secretary, Grade II	08
Catering Officer	08
Lecturer, Grade III/Assistant Lecturer	08
Maintenance Officer	08
Sub-Librarian	08
Superintending Technician	08
Personal Secretary, Grade I	08
Assistant Maintenance Officer	07
Catering Superintendent	07
Executive Officer	07
Personal Secretary, Grade II	07
Personal Secretary, Grade III	07
Stores Officer	07
Technician	07
Assistant Executive Officer	06
Staff Nurse	06
Senior Storekeeper	05
Storekeeper, Grades III, II and I	04

Appendix III-3 (e)—continued

<i>Position Title</i>	<i>Grade Level</i>
Library Assistant	03
Porter	03
Stores Assistant	03
Studio Assistant	03
Typist, Grades III, II and I	03
Cook	02
Library Attendant	02
Messenger	02
Cleaner	01
Steward	01
Watchman	01

APPENDIX III-3 (f)

NORTH-EAST COLLEGE OF ARTS AND SCIENCE, MAIDUGURI

<i>Position Title</i>	<i>Grade Level</i>
Principal	15
Registrar	14
Principal Lecturer	13
Bursar	12
Senior Lecturer	11
Senior Sub-Librarian	11
Administrative Officer, Grade II	09
Assistant Registrar, Grade II	09
Lecturer, Grade II	09
Accountant, Grade II	08
Assistant Lecturer	08
Estate Officer	08
Works Superintendent	08
Catering Officer, Grade II	07
Hall Officer, Grade II	07
Maintenance Officer, Grade II	07
Personal Secretary, Grade II	07
Technical Officer, Grade II	07
Tutor, Grade III	07
Administrative Assistant	06
Assistant Technical Officer	06
Catering Superintendent, Grade II	06
Senior Library Assistant	06
Staff Nurse I	06

INSTITUTE OF MANAGEMENT AND TECHNOLOGY, ENUGU

<i>Position Title</i>	<i>Grade Level</i>
Rector	15
Registrar	14
Senior Lecturer	11
Senior Sub-Librarian	11
Lecturer, Grade I	10
Lecturer, Grade II	09
Principal Technologist	09
Accountant	08
Administrative Officer	08
Assistant Lecturer	08
Auditor	08
Maintenance Officer	08
Senior Instructor	08
Senior Technologist	08
Confidential Secretary	07
Demonstrator	07
Executive Officer	07
Instructor	07
Technical Instructor	07
Technologist	07
Senior Clerical Officer	05
Stenographer	05
Laboratory Assistant	04
Library Assistant	04
Storekeeper	04
Technician	04
Workshop Assistant	04
Artisan	03
Clerk/Typist	03
Driver-Mechanic	03
Hall Porter	03
Dispensary Attendant	02
Gardener	02
Attendant	01
Security/Watchmen	01
Unskilled Staff	01

APPENDIX III-3 (h)

CENTRE FOR MANAGEMENT DEVELOPMENT, LAGOS

<i>Position Title</i>	<i>Grade Level</i>
Director	15
Head of Division	14
Senior Consultant	14
Administrative Secretary	13
Consultant, Grade I	13
Librarian	13
Consultant, Grade II	11
Deputy Administrative Secretary	11
Deputy Librarian	11
Information Officer	11
Senior Accountant	11
Senior Assistant Secretary	11
Senior Management	11
Senior Management Development Officer	11
Senior Management Research Officer	11
Senior Statistician	11
Accountant, Grade I	10
Assistant Secretary, Grade I	10
Audio-Visual Officer, Grade I	10
Consultant, Grade III	10
Management Development Officer, Grade I	10
Management Research Officer, Grade I	10
Statistician, Grade I	10
Sub-Librarian, Grade I	10
Assistant Secretary, Grade II	09
Consultant, Grade IV	09
Management Development Officer, Grade II	09
Management Research Officer, Grade II	09
Accountant, Grade II	08
Administrative Officer	08
Assistant Accountant, Grade I	08
Assistant Consultant	08
Assistant Librarian	08
Assistant Librarian, Grade II	08
Audio-Visual Officer, Grade II	08
Management Information Officer, Grade II	08
Management Trainee	08
Research Assistant	08
Statistician, Grade II	08
Sub-Librarian, Grade II	08
Assistant Accountant, Grade II	07
Assistant Management Officer, Grade II	07
Audio-Visual Assistant, Grade II	07
Executive Officer	07
Library Officer	07
Personal Secretary, Grade II	07

<i>Position Title</i>	<i>Grade Level</i>
Senior Technician/Statistical Assistant, Grade II	07
Assistant Executive Officer	06
Assistant Library Officer	06
Chief Clerk	06
Stenographer, Grade I	06
Technician, Grade I	06
Senior Clerical Officer	05
Senior Driver-Mechanic	05
Stenographer, Grade II	05
Clerical Officer	04
Clerical Officer, Grade II	04
Clerk/Typist, Grade I	04
Head Driver	04
Library Assistant, Grade I	04
Senior Driver-Mechanic, Grade I	04
Technician, Grade II	04
Technician, Grade III	04
Typist, Grade I	04
Clerk/Typist, Grade III	03
Driver-Mechanic	03
Driver-Mechanic, Grade II	03
Library Assistant, Grade II	03
Library Assistant, Grade III	03
Machine Operator, Grade I	03
Messenger, Grade I	03
Telephone Operator/Receptionist	03
Typist, Grade II	03
Gardener, Grades I and II	02
Machine Operator, Grades II and III	02
Messenger, Grades II and III	02
Cleaner, Grades I and II	01
Watchman, Grades I, II and III	01

APPENDIX III-3 (i)

ADMINISTRATIVE STAFF COLLEGE OF NIGERIA, LAGOS

<i>Position Title</i>	<i>Grade Level</i>
Director	15
Administrative Secretary	14
Deputy Secretary	13
Accountant	11
Executive Officer (Accounts)	07
Executive Officer (General Duties)	07
Personal Secretary, Grade II	07
Personal Secretary, Grade III	06

APPENDIX III-3 (j)

INDUSTRIAL TRAINING FUND, LAGOS

<i>Position Title</i>											<i>Grade Level</i>
Secretary	14
Accountant	13
Principal Programme Officer	13
Principal Training Officer	13
Senior Programme Officer	10
Senior Training Officer	10
Senior Training Officer	10
Programme Officer, Grade I	09
Training Officer, Grade I	09
Administrative Officer	08
Inspectors	08
Programme Officer, Grade II	08
Training Officer, Grade II	08

APPENDIX III-4 (a)

PRESENT STRUCTURE OF DUTY POSITIONS OF PRINCIPAL AND
VICE-PRINCIPAL OF POST-PRIMARY INSTITUTIONS AND
HEADMASTER/HEADMISTRESS AND ASSISTANT
OF PRIMARY SCHOOLS

POST-PRIMARY INSTITUTIONS

Grant-Aided Voluntary Institutions (Asabia Report)

Principal, Special Class, Scale P(V)S
Principal, Class I, Scale P(V) 1
Principal, Class II, Scale P(V) 2
Principal, Class III, Scale P(V) 3
Principal, Class IV, Scale P(V) 4
Vice-Principal, Special Class, Scale P(V) 2
Vice-Principal, Class I, Scale P(V) 3
Vice-Principal, Class II, Scale P(V) 4

Government Institutions

Principal, Group 5
Principal, Group 6
Principal, Group 7
Principal, Group 8
Principal, Scale A(U)
Vice-Principal, Group 7
Vice-Principal, Group 8
Vice-Principal, Scale A(U)

SECONDARY MODERN SCHOOLS

Headmaster/Headmistress, Class I, Scale T(V) 3
Headmaster/Headmistress, Class II, Scale T(V) 2

PRIMARY SCHOOLS

Headmaster/Headmistress, Class I, Scale T(V) 3
Headmaster/Headmistress, Class II, Scale T(V) 2
Headmaster/Headmistress, Class III, Scale T(V) 1
Assistant Headmaster/Headmistress, Class I, Scale T(V) 2
Assistant Headmaster/Headmistress, Class II, Scale T(V) 1

PROPOSED ENTRY REQUIREMENTS FOR THE NEW GRADE LEVELS
STANDARD TEACHER SERVICE

Level 13 (SA 3)—Principal, Grade I

Duty Position for a Principal who heads—

(i) A Secondary Grammar School, Secondary Commercial School or Comprehensive High School having 21 classes or over; or

(ii) An Advanced Teacher Training College (Except those which form an integral part of Universities) conducting courses leading to the award of the National Certificate of Education.

Level 12 (SA 2)—Principal, Grade II, Vice-Principal, Grade I

Duty position of a Principal who heads—

(i) A Secondary Grammar School, Secondary Commercial School or Comprehensive High School having a minimum of 15 classes but not more than 20 classes; or

(ii) A Teacher Training College having 9 classes and over; or

(iii) A Technical or Vocational School or a Trade Centre having 9 classes and over.

Duty position of a Vice-Principal to a Principal, Grade I.

Level 11 (SA 1)—Principal, Grade III; Vice-Principal, Grade II, Senior Master, Grade I

Duty position of a Principal who heads—

(i) A Secondary Grammar School, Secondary Commercial School or Comprehensive High School having 14 classes and below; or

(ii) A Teacher Training College having 8 classes and below; or

(iii) A Technical or Vocational School or Trade Centre with 8 classes and below.

Duty position of a Vice-Principal, Grade II.

Position for a teacher of the existing rank of Principal Education Officer, Group 7; Principal Technical Education Officer, Group 7; or Principal Lecturer, Group 7 in the civil service—re-designated Senior Master, Grade I.

Promotion from the rank of Senior Master, Grade II.

Level 10—Vice-Principal, Grade III, Senior Master, Grade II

Duty position of a Vice-Principal, Grade III.

Position for a teacher of the existing rank of Senior Education Officer, Group 8; Senior Technical Education Officer, Group 8; Senior Lecturer, Group 8 in the civil service—re-designated Senior Master, Grade II.

Promotion position from the rank of Master, Grade I.

Level 09—Master, Grade I

This is not a duty position. Entry will be—

(i) by promotion of a competent Master, Grade II who holds an approved university degree with a teaching qualification and 3 years post-graduate experience or if without a teaching qualification, 4 years post-graduate teaching experience; or a relevant second degree, such as Ph.D., M.A. or M.Sc., from a recognised university; or

(ii) by direct appointment of a candidate who holds any of the qualifications in (i) above; or

(iii) by teachers of the existing ranks of Principal Assistant Education Officer, Group 8; Education Officer, Grade I, Scale A(U) or X; Technical Education Officer, Grade II, Scale A(U) or X; Lecturer, Grade I, Scale A(U) or X in the civil service—re-designated Master, Grade I.

Level 08—Master, Grade II, Headmaster/Headmistress, Grade I

A teacher who holds an approved university degree with or without teaching qualifications
OR

Teachers of the existing ranks of Education Officer, Grade II, Scale A ; Technical Education Officer, Grade II, Scale A ; Lecturer, Grade II, Scale A ; Senior Assistant Education Officer, Scale C(E) 6 ; Higher Assistant Education Officer, Scale C(E) 5 ; Assistant Education Officer, Grade I, Scale C(E) 5 in the civil service—re-designated Master, Grade II.

A Headmaster/Headmistress of a secondary modern school with 7 classes and over.

OR

A Headmaster/Headmistress of a primary school with 18 classes and over.

**Level 07—Master, Grade III ; Headmaster/Headmistress, Grade II ;
Assistant Headmaster/Headmistress, Grade I.**

Teachers who hold any of the following qualifications.

- (i) N.C.E., N.C.E. (Technical) or equivalent qualification.
- (ii) Successful completion of a course in a secondary grammar or commercial school or a comprehensive High School followed by an approved 3 year course in a technical teachers' college.
- (iii) Final City and Guilds plus a Technical Teachers' Certificate.
- (iv) Diploma of a recognized technical institute, college of technology or polytechnic with a Technical Teachers' Diploma or Certificate.
- (v) Failure in the final internal degree examination of a recognized university.
- (vi) Higher National Certificate (H.N.C.) or Higher National Diploma (H.N.D.).
- (vii) Associate membership of the Institute of Secretaries and Administrators.
- (viii) Any other qualification currently recognized as qualifying for approval as a well-qualified non-graduate teacher on the "N.C.E. salary scale".

OR

Teachers of the existing rank of Assistant Education Officer, Grade II, Scale C(E) 2, 3, 4 ; Technical Instructor/Instructress, Scale C(T) 2, 3, 4 ; Assistant Lecturer, Scale C(E)/C(T) 2, 3, 4 in the civil service—re-designated Master, Grade III.

OR

A Headmaster/Headmistress of a secondary modern school with 6 classes and below.

OR

A Headmaster/Headmistress of a primary school with 7—17 classes.

**Level 06—Teacher, Grade I ; Assistant Headmaster/Headmistress, Grade II
Headmaster/Headmistress Grade III**

Teachers who hold any of the following qualifications.

(i) Teachers, Grade II plus Professional Certificate or Diploma.

(ii) Successful completion of a course in a Secondary Grammar or Commercial School or Comprehensive High School followed by an approved 2 years Technical Teachers' Course.

(iii) Ordinary National Certificate (O.N.C.) or Ordinary National Diploma (O.N.D.) Technician.

(iv) Diploma of College of Technology, Government Technical Institute or Polytechnic after the West African School Certificate.

(v) Any other qualification currently recognized or equivalent to those above and for appointment as a Teacher, Grade I.

Teachers of the existing ranks of Senior Teacher, Scale D 3/C(E) 1, 2; Teacher Grade I, Scale D 3A or D 3, 4, 5 or D 3A, 4, 5A in the civil service—re-designated Teacher, Grade I.

OR

A Headmaster/Headmistress of a primary school with six classes and below,

OR

An Assistant Headmaster/Headmistress to a Headmaster/Headmistress, Grade II.

Level 05—Teacher, Grade II

Teachers who hold any of the following qualifications

(i) Grade II or IIA Certificate.

(ii) Higher Elementary Certificate.

OR

Teachers of the existing ranks of Senior Adult Education Officer, Scale D 4; Senior Superintendent of Adult Education/Superintendent of Adult Education, Scale D 2, 3, 4; Senior Manual Training Instructor, Scale E 3 or E 4 and Manual Training Instructor, Scale E 1 (B & C) 3 or D 1, 2, 3 in the civil service—re-designated Teacher, Grade II.

AUXILIARY TEACHER SERVICE

See Appendices III-3 (g) and III-3 (h).

APPENDIX III - 4 (c)

PROPOSED CLASSIFICATION OF DUTY POSITIONS OF PRINCIPAL OF
POST-PRIMARY INSTITUTION AND HEADMASTER
OF PRIMARY SCHOOL

Type of school or College Grade Level	Secondary Grammar/ Commercial Schools/ Comprehension High Schools	Secondary Modern Schools	Teacher Training Colleges (excluding those affiliated with Universities)	Technical and Vocational Schools and Trade Centres	Primary Schools
13(SA3)	21 classes and over		Full N.C.E. College		
12(SA2)	15 to 20 classes		Other Colleges 9 classes and over	9 classes and over	
11(SA1)	14 classes and below		Other Colleges 8 classes and below	8 classes and below	
08		7 classes and over			18 classes and over
07		6 classes and below			7-17 classes
06					6 classes and below

DUTIES OF A PRINCIPAL OR HEADMASTER

Administers the academic program and the support services in a school. These include Supervision of classroom teaching.

Evaluation of the program of work of each department to ensure conformity to standards laid down by the Ministry of Education.

Review of students' performance and progress.

Holding regular discussions with staff on school work.

Ensuring that teaching facilities and the school premises are well maintained.

Ensuring that essential school requirements are provided.

Managing the school fund.

Ensuring that school meals and hostel facilities (where appropriate) are adequate.

Seeing to the health and welfare of staff and students.

Ensuring that students and staff participate in extra-curricular activities, e.g. games, drama, excursions.

Administrative responsibility for the teaching and non-teaching staff of the school.

Keeping or ensuring the keeping of all school records.

Teaching part-time to fill a temporary vacancy or for demonstration purposes.

Liaison with Parents/Teachers Association and Board of Governors.

Communication with the Ministry of Education or its agencies.

Providing religious leadership or arranging the provision of such leadership to the students.

Other duties assigned by the Ministry of Education.

APPENDIX III-4 (e)

**DUTIES OF A VICE-PRINCIPAL OR AN ASSISTANT HEADMASTER/
HEADMISTRESS**

Assists Principal or Headmaster/Headmistress in the administration of the school, which includes

Allocating classrooms and equipment to the teaching staff.

Planning student intake.

Disciplining of students.

Granting interviews to parents who have complaints.

Performing such related tasks as may be assigned by the principal or headmaster/headmistress.

APPENDIX III—(f)

DUTIES OF A HEAD OF DEPARTMENT

Plans, executes and supervises the teaching of a defined academic area such as Arts or Science or Social Sciences or alternatively a subject where six teachers are employed in the approved program for the school :

By advising teachers on methodology and solving problems relating to approach as occasion arises.

By suggesting appropriate resource and reference materials for teachers' use.

By evaluating instructional methods and material and revising them as appropriate.

In addition, teaching a class or a particular subject.

APPENDIX III-4 (g)

DUTIES OF A CLASS TEACHER

- Teaches subjects.
- Develops lesson plans and classroom exercises.
- Instructs in subjects, using various teaching aids.
- Provides remedial instruction to special students.
- Tests students to assess progress and record results.
- Keeps abreast of new developments in the teaching of his subject.
- May be required to organize extra-curricula-activities such as games, library, cultural activities.
- Guides and counsels students by
 - Interviewing students and discussing their problems.
 - Advising parents and guardians on student's progress and problems.
 - Promoting activities that inform teachers, students, parents about jobs, social conditions and the like.

APPENDIX III-4 (h)

NATIONAL TEACHING SERVICE

CONVERSION TABLE FOR THE EXISTING STAFF IN
GRANT-AIDED VOLUNTARY AGENCY INSTITUTIONS

Existing Structure

Proposed Structure

Position

Job Title and New Grade Level

STANDARD TEACHER SERVICE

SECONDARY GRAMMAR/COMMERCIAL SCHOOLS/COMPREHENSIVE HIGH SCHOOLS/
TECHNICAL SCHOOLS AND TEACHER TRAINING COLLEGES

—	}	Senior Master, Grade I	11
—		Senior Master, Grade II	10
Graduate teacher with teaching qualification plus 3 years post-qualification relevant teaching experience or without teaching qualification plus 4 years experience or with a second higher degree.	}	Master, Grade I	09
		Master, Grade II	08
Graduate teacher with or without teaching qualification.	}	Master, Grade III	07
Well-qualified non-graduate teachers N.C.E. (Technical) N.C.E. and other approved equivalent qualification.		Teacher, Grade I	06
Ordinary Diploma (Technical) of a Polytechnic.	}	Teacher, Grade I	06
Ordinary Diploma of a Polytechnic.					
Other equivalent qualifications.					

Primary Schools

Teacher, Grade I	Teacher, Grade I	06
Teacher, Grade IIA	}	Teacher, Grade II	05
Teacher, Grade II					

<i>Existing Structure</i>	<i>Proposed Structure</i>
<i>Position</i>	<i>Job Title and New Grade Level</i>
AUXILIARY TEACHER SERVICE	
Higher School Certificate or Equivalent ..	Auxiliary Teacher, Grade I 05
Teacher, Grade II (Failed) Teacher, Grade III Specially Selected Uncertificated Teacher (C.S. Teacher) with S.75 or equivalent or with West African School Certificate or equivalent.	} Auxiliary Teacher, Grade II 04
Teacher, Grade III (Failed) Teacher, Grade IV Specially Selected Uncertificated Teacher .. (C.S. Teacher) with Secondary Modern Certificate or equivalent.	
Primary School Leaving Certificate	Auxiliary Teacher, Grade IV 01
Arabic Teacher, Grade I (Secondary Modern Certificate or S.75 or equivalent plus Arabic Teacher's Certificate)	} Auxiliary Teacher, Grade III 03
Arabic Teacher, Grade II (Primary School Leaving Certificate plus Arabic Teacher's Certificate)	} Auxiliary Teacher, Grade IV 02
Arabic Teacher, Grade III (without Second- ary Modern Certificate or S.75 or Primary School Leaving Certificate)	} Auxiliary Teacher, Grade V 01

Note.—The non-teaching staff such as school matrons, typists, clerks, cooks and gardeners are to be accorded the same grading as their counterparts in the civil service.

APPENDIX III-4 (i)
NATIONAL TEACHING SERVICE

CONVERSION TABLE FOR THE EXISTING STAFF IN GOVERNMENT INSTITUTIONS

Existing Structure

Position

Proposed Structure

Job Title and New Grade Level

STANDARD TEACHER SERVICE

SECONDARY GRAMMAR/COMMERCIAL SCHOOLS/COMPREHENSIVE HIGH SCHOOLS/
 TECHNICAL SCHOOLS AND TEACHER TRAINING COLLEGES

Principal Education Officer, Group 7	}	Senior Master, Grade I	11
Principal Education Officer (Technical), Group 7			
Principal Technical Education Officer, Group 7			
Principal Adult Education Officer, Group 7			
Principal Woman Education Officer, Group 7			
Principal Lecturer, Group 7			
Senior Education Officer Group 8	}	Senior Master, Grade II	10
Senior Education Officer (Technical), Group 8			
Senior Technical Education Officer, Group 8			
Senior Adult Education Officer, Group 8			
Senior Woman Education Officer, Group 8			
Senior Lecturer, Group 8			
Education Officer, Grade I, Scale A(U) or X	}	Master, Grade I	09
Education Officer (Technical), Grade I, Scale A(U) or X			
Technical Education Officer, Grade I, Scale A(U)			
Adult Education Officer, Grade I, Scale A(U)			
Adult Education Officer, Grade I, Scale A(U)			
Lecturer, Grade I, Scale A(U) or X			
Principal Assistant Education Officer, Group 8			
Principal Assistant Adult Education Officer, Group 8			
Principal Technical Instructor, Group 8			
Principal Technical/Trade Instructress, Group 8			

<i>Existing Structure</i>	<i>Proposed Structure</i>
<i>Position</i>	<i>Job Title and New Grade Level</i>
Education Officer, Grade II, Scale A	} Master, Grade II 08
Education Officer (Technical), Grade II, Scale A	
Technical Education Officer, Grade II, Scale A	
Adult Education Officer, Grade II, Scale A	
Lecturer, Grade II, Scale A	
Senior Assistant Education Officer, Scale C(E) 6	
Senior Assistant Adult Education Officer, Scale C(E) 6	
Senior Technical Instructor/Instructress, Scale C(T) 6	
Senior Trade Instructor/Instructress, Scale C(E)/C(T) 6	
Assistant Education Officer, Grade I, Scale C(E) 5	
Higher Assistant Education Officer, Scale C(E) 5	
Higher Assistant Adult Education Officer, Scale C(E) 5	
Assistant Adult Education Officer, Grade I, Scale C(E) 5	
Higher Technical Instructor/Instructress, Scale C(T) 5	
Higher Trade Instructor/Instructress, Scale C(E)/C(T) 5	
Instructor, Grade I, Scale C(T) 5	
Assistant Education Officer, Grade II, Scale C(E) 2, 3, 4	
Assistant Education Officer (Speech Therapist), Grade II, Scale C(T) 2, 3, 4	
Assistant Education Officer (Education Psychologist), Grade II, Scale C(T) 2, 3, 4	
Assistant Education Officer (Occupational Therapist), Grade II, Scale C(T) 2, 3, 4	
Assistant Adult Education Officer, Grade II, Scale C(E) 2, 3, 4	
Assistant Adult Education Officer, Scale C(E) 2, 3, 4	
Assistant Education Officer (Physical Education), Grade II, Scale C(E) 2, 3, 4	

Existing Structure

Position

Proposed Structure

Job Title and New Grade Level

Assistant Education Officer (Domestic Science), Scale C(E) 2, 3, 4
 Physical Education Instructor, Scale C(E) 2, 3, 4
 Technical Instructor/Instructress, Scale C(T) 2, 3, 4
 Trade Instructor/Instructress, Scale C(E)/C(T) 2, 3, 4
 Assistant Lecturer, Scale C(E)/C(T) 2, 3, 4

} Master, Grade III 07

Assistant Technical Instructor/Instructress, Scale C(T) 1, 2
 Assistant Trade Instructor/Instructress, Scale C(E) C(T) 1, 2
 Senior Superintendent of Adult Education, Scale C(E) 1, 2
 Senior Adult Education Organizer, Scale C(E) 1, 2
 Assistant Domestic Science Organizer, Scale C(E) 1, 2
 Assistant Domestic Science Instructor, Scale C(T) 1, 2
 Assistant Education Officer (Physical Training), Scale C(E) 1, 2

} Teacher, Grade I 06

Senior Adult Education Officer, Scale D 4
 Senior Superintendent of Adult Education/
 Superintendent of Adult Education, Scale D 2, 3, 4

} Teacher, Grade II 05

Primary Schools

Senior Teacher, Scale D 3/C(E) 1, 2
 Teacher, Grade I, Scale D 3A, 4, 5A
 Teacher, Grade I, Scale D 3, 4, 5
 Teacher, Grade I, Scale D 3A

} Teacher, Grade I 06

Teacher, Grade II, Scale D 1, 2, 3, 4, 5 or D 2, 3, 4, 5
 Teacher, Grade IIA, Scale D 1, 2, 3
 Teacher, Grade II, Scale D 2, 3A
 Teacher, Grade II, Scale D 2, 3
 Teacher, Grade II, Scale D 1, 2, 3

} Teacher, Grade II 05

<i>Position</i>	<i>Job Title and New Grade Level</i>
AUXILIARY TEACHER SERVICE	
Higher School Certificate or equivalent ..	Auxiliary Teacher, Grade I 05
Arabic Teacher, Scale D 1, 2, 3 ..	} Auxiliary Teacher, Grade II 04
Senior Manual Training Instructor, Scale E 3 or E 4	
Manual Training Instructor, Scale E 1 (B & C) 3	
Manual Training Instructor, Scale D 1, 2, 3 }	
Adult Education Organizer, Scale F 1, 2, 3	} Auxiliary Teacher, Grade III 03
Handwork Assistant, Scale F 1, 2, 3	
Handwork Instructor, Scale F 1, 2, 3	
Assistant Headmaster, Scale F 1, 2, 3	
Imam Instructor, Scale F 2	
Imam Instructor, Scale F 1, 2, 3 ..	
Islamic Teacher, Scale F 1, 2, 3 ..	} Auxiliary Teacher, Grade IV 02
Handwork Instructor, Scale G 1, 2, 3	
Imam, Scale F 1	
Imam, Scale G 2, 3	

NOTE.—The non-teaching staff such as school matrons, typists, clerks, cooks and gardeners are to be accorded the same gradings as their counterparts in the civil service.

APPENDIX III-5 (a)
NIGERIA EXTERNAL TELECOMMUNICATIONS

"B" PARASTATAL

<i>Existing Title</i>	<i>Proposed Grade Level</i>
General Manager	16
Deputy General Manager	14
Company Secretary	14
Chief Accountant	14
Chief Engineer	14
Traffic Manager	14
Deputy Chief Engineer	13
Deputy Chief Accountant	13
Deputy Company Secretary	13
Deputy Traffic Manager	13
Principal Accountant	11
Senior Engineer	11
Internal Auditor	11
Personnel Manager	11
Assistant Traffic Manager	10
Executive Engineer, Grade I	10
Accountant	9
Assistant Secretary	9
Principal Personnel Officer	9
Officer Manager	9
Traffic Officer	9
Executive Engineer, Grade II	9
 <i>Officers and Junior Staff</i>	
Pupil Engineer	8
Senior Technical Officer	9
Building Maintenance Superintendent	9
Higher Technical Officer	8
Building Maintenance Officer	8
Traffic Superintendent	8
Senior Administrative Assistant	9
Senior Accounting Assistant	9
Senior Audit Assistant	9
Assistant Traffic Superintendent	8
Senior Traffic Supervisor	8
Chief Mechanician	8
Technical Officer	8
Senior Confidential Secretary	8
Building Maintenance Supervisor	8
Audit Assistant, Grade I	8
Accounting Assistant, Grade I	8
Administrative Assistant, Grade I	8
Senior Catering Officer	8
Confidential Secretary, Grade II	7

Appendix III-5 (a)—continued

<i>Existing Title</i>	<i>Proposed Grade Level</i>
Traffic Supervisor	8
Accounting Assistant, Grade II	7
Administrative Assistant, Grade II	7
Audit Assistant, Grade II	7
Stores Officer	7
Catering Officer	7
Transport Officer	7
 <i>Junior Staff</i>	
Secretary Typist	6
Chief Clerk	6
Shorthand Typist, Grade I	5
Shorthand Typist, Grade II	4
Foreman Mechanician	6
Building Maintenance Assistant	6
Catering Supervisor	6
Assistant Technical Officer	6
Senior Telegraph Operator	6
Senior Draftsman	6
Senior Mechanician	6
Senior Clerk	5
Senior Audit Clerk	5
Assistant Stores Officer	5
Assistant Transport Officer	5
Mechanical/Power Mechanician, Grade I	4
Teleprinter, Mechanician, Grade I	4
Electrician, Grade I	4
Tradesman, Grade I	4
Draughtsman	4
Building Maintenance Overseer	4
Tradesman, Grade II	3
Teleprinter Mechanician, Grade II	3
Electrician, Grade II	3
Mechanical/Power Mechanician, Grade II	3
Wireman, Grade II	3
Electrician, Grade II	3
Receptionist	3
Dispatch Rider	3
Teleprinter Mechanician, Grade III	3
Clerk	4
Clerk Typist	3

APPENDIX III-5 (b)
 ALLOCATION OF GRADES TO BENCHMARKS,
 BENUE-PLATEAU MARKETING BOARD,
 "C" CORPORATION

<i>Existing Grade</i>										<i>Proposed Grade Level</i>
General Manager	14
Secretary	13
Principal Accountant	12
Assistant Registrar of Cooperatives	12
Principal Marketing Officer	12
Accountant	12
Marketing Officer	12
Assistant Accountant (qualified)	9
Stenographer	9
Clerical Officer II	8
Clerical Officer I	5
Copy Typist	3
Clerk III	4
Clerical Assistant	3
										3
										3
										3

APPENDIX III-5 (c)
**ALLOCATION OF GRADES TO BENCHMARKS,
 WESTERN NIGERIAN PRINTING CORPORATION,
 "D" PARASTATAL**

<i>Existing Grade</i>									<i>Proposed Grade Level</i>	
Company Manager	13
Production Manager	12
Secretary/Accountant	11
Sales Manager	9
Assistant Executive Officer	6
Assistant Production Manager	7
Sales Assistant	5
Senior Clerical Officer	5
Stenographer	5
Clerical Officer	4
Storekeeper	3
Clerical Assistant	3
Typist	3
Stores Assistant	3

APPENDIX III-5 (d)

GRADE LEVEL DESCRIPTION 1-10

Position above level 10 are supervisory or management jobs, and are evaluated on different criteria which are described separately.

The jobs used here as illustrations have been drawn from the Civil Service and some Statutory Corporations. Care should be taken against comparing jobs just on a job title basis. The determining factor is the level description.

Level 10—Professional or administrative position involving supervisory or some project management responsibilities.

Positions requiring medical doctors, dental surgeons or veterinary surgeons with 4-5 years post-qualification experience.

Para-professional (qualified) or technological positions with major supervisory or project management responsibilities.

- e.g. Senior Architect
Senior Structural Engineer
Senior Librarian
Principal Technical Officer
Senior Accountant

Level 9—Professional or administrative positions normally requiring 4-5 years of post qualification experience (Could be less for exceptional man).

Positions demanding a high degree of independent analytical skill.

Positions involving supervision of small groups of level 7 and 8 staff (e.g. graduates, professionals and experienced non-professionals) or large numbers of more junior staff. Entry level for registered medical doctors and lawyers.

- e.g. Accountant (with 4-5 years post-qualification experience)
Librarian (with 4-5 years post-qualification experience)
Research Officer (with 4-5 years post-qualification experience)
Quantity Surveyor I (with 4-5 years post-qualification experience)
Senior Hospital Matron
Senior Superintendent of Press
Senior Maintenance Engineer

Level 8—Normal working level for experienced, qualified para-professional and senior technical officers with some supervisory responsibility. Normal entry level for graduates and professionals. Positions demanding analytical ability under limited supervision :

- e.g. Accountant (with less than 5 years post-qualification experience)
Administrative Officer (with less than 5 years post-qualification experience)
Labour Officer (with less than 5 years post-qualification experience)
Physiotherapist
Higher Technical Officer, Instrumentation
Senior Dental Technologist
Senior Occupational Therapist

Appendix III-5 (d)—continued

Level 7—Normal working level of the experienced non-professional or professional with intermediate qualifications. Supervisors of large groups of level 4 staff (e.g. clerks, technicians-in-training). Upper level for Confidential Secretaries.

- e.g. Technical Officer
- Executive Officer
- Executive Officer (Accounts)
- Confidential Secretary, Grade I and II
- Maintenance Engineer
- Occupational Therapist
- Radiographer
- Inspector of Works
- Fisheries Superintendent
- Laboratory Technologists

Level 6—Senior support staff for the basic grade of Technical Officer or Executive Officer. Positions involving complex, varied or specialized clerical or similar activities of broad scope but requiring limited supervision. Positions involving supervision of clerical or technical units.

- e.g. Chief Clerk
- Senior Accounting Assistant (In-service trained)
- Senior Cashier
- Assistant Executive Officer (Accounts)
- Foreman
- Staff Nurse
- X-ray Technician (In-service trained)
- Agricultural Assistant (In-service trained)
- Confidential Secretary III
- Chief Storekeeper

Level 5—Normal level for positions involving varied or specialized clerical functions not requiring detailed supervision. Normal level for a very experienced clerk or lead hand in a clerical unit, or similar level of responsibility. Substantive level for technicians.

- e.g. Senior Clerk
- Accounting Assistant (In-service trained)
- Stenographer
- Senior Heavy Equipment Operator
- Senior Driver-Mechanic
- Senior Storekeeper
- Senior Survey Assistant

Level 4—Junior support staff for technical and executive officer. Normal level for non-supervisory clerical work or technicians-in-training.

Mechanics with 5 years experience and having passed grade I examination.

- e.g. Clerical Officer
- Senior Typist
- Technician-in-training
- Heavy equipment Operator (e.g. crane operators)
- Book Binder
- Driver-Mechanic I
- Stores Examiner
- Machine Operator
- Senior Stockman
- Chief Steward

Level 3—Entry level for inexperienced typist, clerical assistant and equivalent.

Appendix III-5 (d)—continued

e.g. Clerical Assistant

Typist

Artisan II and III

Driver-Mechanic II

Driver

Head Messenger

Stores Checker

Unqualified Laboratory Assistant

Head Steward

Chainman

Timekeeper

Telephone Operator

Receptionist

Hall Porter

Level 2—

Messenger

Cook

Library Attendant

Storeman

Apprentice

Gardener

Clinic Attendant

Level 1—

Labourer

Cleaner

Gatekeeper

Watchman

APPENDIX III-6

UNIVERSITY TEACHING HOSPITALS

Position Title	Grade Level
Director, Institute of Health	15
Consultant (₦6,500)	14
Senior Staff Medical Officer	14
Senior Hospital Medical Officer	14
House Governor	14
Project Engineer (₦6,500)	14
Head of General O.P.D.	14
Secretary (₦6,820)	14
Chief Engineer (₦6,000)	13
Hospital Secretary (₦6,000)	13
Deputy Director, Institute of Health	13
Senior Hospital Consultant (₦6,100)	13
Principal, School of Hygiene	13
Principal (Medical Auxiliary)	13
Secretary (₦6,100)	13
Deputy House Governor	12
Assistant Project Engineer	12
Chief Internal Auditor	12
Internal Auditor (₦5,064)	12
Chief Accountant	12
Casualty Surgeon	12
Deputy Secretary	12
Deputy Chief Engineer	12
Medical Physicist Engineer	12
Principal, Department of Nursing Education	12
Senior Registrar	12
Director of Nursing Services	11
Matron	11
Principal Pharmacist	11
Assistant House Governor	11
Assistant Secretary (₦5,064)	11
Establishment/Personnel Officer	11
Chief Stores and Supplies Officer	11
Senior Internal Auditor	11
Deputy Chief Accountant	11
Deputy Chief Engineer	11
Electrical/Mechanical Engineer	11
Instrument Engineer	11
Instrument Curator	11
Registrar (₦6,800)	10
Registrar (₦4,200)	10
Staff Medical Officer	10
Principal School of Medical Laboratory Technicians	10
Chief Laboratory Technologist	10
Superintendent Laboratory Technologist	10
Principal, School of Nursing	10
Deputy Matron	10
Chief Radiographer	10

<i>Position Title</i>	<i>Grade Level</i>
Deputy Principal Pharmacist	10
Superintendent Pharmacist	10
Catering Officer	10
Medical Records Officer	10
Superintendent Occupational Therapist	10
Head/Superintendent Medical Social Worker	10
Senior Accountant	10
Hospital Engineer	10
Maintenance Officer	10
Superintendent Physiotherapist	10
Senior House Officer	09
Senior Health Superintendent	09
Senior Health Sister	09
Senior Health Visitor	09
Senior Laboratory Technologist	09
Senior Blood Transfusion Officer	09
Deputy Principal, School of Nursing	09
Senior Tutor	09
Senior Midwifery Tutor	09
Assistant Matron	09
Administrative Sister	09
Night Superintendent	09
O.P.D. Superintendent	09
Casualty Superintendent	09
Theatre Superintendent	09
Labour Ward Supervisor	09
Departmental (Theatre) Superintendent	09
Chest Unit Superintendent	09
Home Sister	09
Departmental Sister	09
Superintendent Nurse (Anaesthetics)	09
E.E.G. Recordist	09
Senior Physiotherapist	09
Senior Occupational Therapist	09
Superintendent Radiographer	09
Senior Radiographer	09
Senior Pharmacist	09
Senior Dietician	09
Assistant Personnel Officer	09
Senior Administrative Assistant	09
Senior Electrical/Mechanical Superintendent	09
Deputy Chief Stores & Supplies Officer	09
Librarian, Grade I	09
Laundry Manager	09
Senior Executive Officer (Audit)	09
House Officer	08
Pre-Registration Officer	08
Senior Blood Donor Panel	08
Sister Tutor	08

Appendix III-6 — continued

Position Title	Grade Level
Departmental/Ward Midwifery Sister	08
Health Visitor Tutor	08
Health Tutor	08
Nurse Educator/Tutor	08
Operating Theatre Instructor	08
Midwifery Tutor	08
Senior Medical Social Worker	08
Physiotherapist	08
Clinical Psychologist	08
Occupational Therapist	08
Radiography Tutor	08
Radiographer	08
Pharmacist	08
Administrative Officer	08
Administrative Assistant	08
Finance Officer	08
Public Relations Officer	08
Head Executive Officer (General Duties)	08
Stores & Supplies Officer	08
Deputy Catering Officer	08
Higher Executive Officer (Audit)	08
Deputy Medical Records Officer	08
Accountant	08
Higher Executive Officer (Accounts)	08
Assistant Instrument Engineer	08
Building Engineer	08
Pupil Engineer	08
Trainee Instrument Engineer	08
Deputy Maintenance Officer	08
Transport Officer	08
Health Superintendent	07
Health Sister	07
Public Health Sister	07
Health Visitor	07
Laboratory Technologist	07
Senior Blood Donor Assistant	07
Blood Donor Organizer	07
Blood Donor Panel Organizer	07
Ophthalmic Optician	07
Optician	07
Dispensing Optician	07
Dental Technologist	07
Maxillo-Facial Technician	07
G.I.T. Technician	07
Tutor in General Studies	07
Night Sister/Charge Nurse	07
Ward Sister	07
Audio-Metrician	07
Medical Social Worker	07
Psychiatric Social Worker	07

Position Title	Grade Level
Occupational Therapy Teacher	07
Senior Limb Fitter	07
Pupil Pharmacist	07
Dietician	07
Nutritionist	07
Diploma Nutritionist	07
Executive Officer	07
Personal Secretary	07
Confidential Secretary, Grade II	07
Security Officer	07
Assistant Stores & Supplies Officer	07
Senior Stores Officer	07
Stores Officer	07
Assistant Catering Officer	07
Cafeteria Superintendent	07
Deputy Laundry Manager	07
Executive Officer (Audit)	07
Senior Audit Assistant	07
Assistant Medical Records Officer	07
Senior Assistant Accountant	07
Executive Officer (Accounts)	07
Assistant Maintenance Officer	07
Electrical Superintendent	07
Mechanical Superintendent	07
Instrument Superintendent	07
Works Superintendent	07
Estates Superintendent	07
R.A. Superintendent	07
Building Superintendent	07
Vehicle Workshop Superintendent	07
Technical Officer	07
Senior Health Inspector	07
Assistant Technologist	06
Technical Assistant	06
Assistant Blood Donor Panel Organizer	06
Assistant Dental Technologist	06
Clinical Instructor	06
Staff Nurse (Anaesthetics)	06
Staff Nurse/Midwife	06
Staff Nurse	06
Staff Midwife	06
Remedial Gymnast	06
E.E.G. Technician	06
Assistant Radiographer	06
Senior Dispensing Assistant	06
Assistant Executive Officer	06
Confidential Secretary, Grade III	06
Assistant Security Officer	06
Overseer (Printing)	06

Appendix III-6—continued

Position Title	Grade Level
Assistant Overseer (Printing)	06
Vartype Operator	06
Kitchen Superintendent	06
Laundry Superintendent	06
Laundry Supervisor	06
Assistant Executive Officer (Audit)	06
Medical Records Supervisor	06
Assistant Accountant	06
Senior Accounting Assistant	06
Assistant Executive Officer (Account)	06
Assistant Technical Officer	06
Transport Supervisor	06
Estate Supervisor	06
Health Inspector	05
Senior Health Assistant	05
Student/Trainee Laboratory Technologist	05
Transfusion Room Supervisor	05
Dental Hygienist	05
Hostel Superintendent	05
Domestic Warden	05
Electro-Cardiographer Assistant	05
Medical Technician	05
E.C.G. Technician	05
Diagnostic Technician	05
Gastro-Entereological Technician	05
Cyto-Technician	05
Assistant Medical Social Worker	05
Senior Social Welfare Assistant	05
Supervisor (Child Play Centre)	05
Medical Social Welfare Assistant, Grade I	05
Mortuary Supervisor	05
Physiotherapy Technician	05
X-Ray Technician	05
Equipment Technician	05
Senior Plaster Technician	05
Pharmaceutical Technician	05
Dispensing Assistant	05
Stenographer	05
Junior Secretary	05
Senior Clerical Officer/Senior Clerk	05
Clerk, Grade I	05
Patrol Supervisor	05
Telephone Supervisor	05
Printing Machine Operator	05
Senior Storekeeper	05
Storekeeper, Grade I	05
Senior Library Assistant	05
Senior Dining Room Supervisor	05
Dining Room Supervisor	05

	Grade Level
Kitchen Supervisor	05
Laundry Foreman	05
Assistant Laundry Foreman	05
Senior Audit Clerk	05
Audit Assistant, Grade II	05
Audit Assistant, Grade III	05
Senior Medical Recorder	05
Senior Medical Records Clerk	05
Accounting Assistant	05
Cashier	05
Senior Mechanical Accounting Assistant Foreman	05
Assistant Foreman	05
Head Driver	05
Senior Driver	05
Technical Assistant	05
Senior Draughtsman	05
Head Tailor	05
Health Assistant, Grade I	04
Health Assistant, Grade II	04
Health Assistant, Grade III	04
Sewage Farm Supervisor	04
Laboratory Supervisor	04
Laboratory Assistant	04
Animal Theatre Assistant	04
Bleeding Assistant	04
Blood Bank Clerk	04
Dental Surgery Assistant	04
Senior Home Assistant	04
Pupil Midwife	04
Student Nurse	04
Hospital Auxiliary	04
Senior Out-Patient Supervisor	04
Out-Patient Supervisor	04
Youth Organizer (Child Play Centre)	04
Medical Social Welfare Assistant II	04
Medical Social Welfare Assistant III	04
Mortuary Technician	04
Physiotherapy Assistant	04
Workshop Craftsman	04
Occupational Therapy Assistant	04
Darkroom Technician	04
X-Ray Assistant	04
Plaster Room Technician	04
Dispensing Assistant-in-Training	04
Diet Chief Cook	04
Typist, Grade I	04
Clerk, Grade II	04
Clerk, Grade III	04

Appendix III-6—continued

Position Title	Grade Level
Clerical Assistant	04
Custom Clerk	04
Health Telephone Operator	04
Telephone Operator, Grade I	04
Printer, Grade I	04
Book Binder	04
Storekeeper, Grade II	04
Storekeeper, Grade III	04
Senior Stores Assistant	04
Stores Assistant, Grade I	04
Stores Ledger Clerk	04
Library Assistant	04
Library Clerk	04
Chief Cook	04
Trainee Laundry Foreman	04
Linen Room Supervisor	04
Laundry Chargeman	04
Laundry Headman	04
Senior Laundryman	04
Senior Tailor	04
Audit Clerk, Grade I	04
Audit Clerk, Grade II	04
Audit Clerk, Grade III	04
Stock Verifier	04
Medical Records Clerk	04
Accounts Clerk, Grade I	04
Accounts Clerk, Grade II	04
Accounts Clerk, Grade III	04
Assistant Cashier	04
Accounting Machine Operator	04
Mechanical Accounting Assistant, Grade I	04
Mechanical Accounting Assistant, Grade II	04
Mechanical Accounting Assistant, Grade III	04
Instrument Supervisor	04
Compound Supervisor	04
Driver, Grade I	04
Mechanic, Grade I	04
Welder, Grade I	04
Engineering Assistant	04
Craftsman and Artisan	04
Draughtsman	04
Carpenter, Grade I	04
Cabinet Maker	04
Senior Health Attendant	03
Senior Sanitary Attendant	03
Senior Sewage Farm Attendant	03
Head Laboratory Attendant	03
Animal Theatre Attendant	03
Dental Surgery Assistant-in-Training	03
Home Assistant	03

Position Title	Grade Level
Post-Mortem Assistant Senior Mortuary Attendant	03
Senior Mortuary Attendant	03
Mortuary Clerk	03
Junior Plasterer	03
Dispensing Attendant, Grade I	03
Dietetic Assistant	03
Typist, Grade II	03
Typist, Grade III	03
Supernumerary Constable	03
Head Watchman	03
Telephone Operator, Grade II	03
Telephone Operator, Grade III	03
Receptionist	03
Senior Messenger	03
Porter	03
Printer, Grade II	03
Printer, Grade III	03
Assistant Plate Maker/Printer	03
Printing Assistant	03
Assistant Storekeeper	03
Stores Assistant, Grade II	03
Stores Assistant, Grade III	03
Senior Store Attendant	03
Senior Storeman	03
Senior Cook	03
Senior Steward	03
Laundryman, Grade I	03
Tailor/Seamstress	03
Driver, Grade II	03
Driver, Grade III	03
Mechanic, Grade II	03
Mechanic, Grade III	03
Typewriter Mechanic	03
Agricultural Assistant	03
Agricultural Assistant	03
Welder, Grade II	03
Panel Beater	03
Auto-Electrician	03
Assistant Fitter	03
Painter, Grade I	03
Painter, Grade II	03
Painter, Grade III	03
Plumber, II, III	03
Glazier, Grade III	03
Projectionist	03
Petrol Clerk	03
Carpenter, Grade II	03
Carpenter, Grade III	03

Appendix III-6—continued

Position Title	Grade Level
Head Gardener	03
Fitter, Grade II	03
Fitter, Grade III	03
Health Attendant	02
Incinerator Attendant	02
Refuse Van Attendant	02
Sewage Farm Attendant	02
Laboratory Attendant	02
Senior Theatre Orderly	02
Senior Hospital Orderly	02
Senior Hospital Maid	02
Nurse Attendant (Child Play Centre)	02
Mortuary Attendant	02
Physiotherapy Attendant	02
X-Ray Attendant	02
Plaster Attendant	02
Dispensing Attendant II	02
Dispensing Attendant III	02
Pharmacy Orderly	02
Diet Aids	02
Senior Watchman	02
Watchman, Grade I	02
Senior Securityman	02
Telephone Attendant	02
Orderly	02
Messenger	02
Duplicating Machine Operator	02
Store Attendant	02
Storeman	02
Cook, Grade I	02
Cook, Grade II	02
Cook, Grade III	02
Steward I	02
Steward II	02
Kitchen Assistant	02
Senior Kitchen Attendant	02
Laundryman, Grade II	02
Laundry Assistant	02
Medical Record Attendant	02
Syringe Service Attendant	02
Auto-clave Attendant	02
Head Oxygen Attendant	02
Oxygen Attendant	02
Pump Attendant	02
Boiler Attendant	02
Medical Gas Attendant	02
Petrol Attendant	02
Bus Attendant	02
Gardener	02

<i>Position Title</i>									<i>Grade Level</i>
Theatre Orderly	01
Hospital Orderly	01
Anaesthetic Orderly	01
Hospital Maid	01
Milk Room Attendant	01
Toilet Attendant	01
C.S.S.D. Attendant	01
Watchman, Grade II	01
Watchman, Grade III	01
Gateman	01
Securityman	01
Cleaner	01
Kitchen Attendant	01
Dining Room Attendant	01
Linen Attendant	01
Welder Mate	01
Fitter Mate	01
Plumber Mate	01
Artisan Mate	01
Carpenter Mate	01
Bricklayer Mate	01
Compound Labourer	01
Chain Boy	01

APPENDIX III-7 (a)

AGRICULTURAL RESEARCH COUNCIL OF NIGERIA

<i>Position Title</i>	<i>Grade Level</i>
Secretary	15
Chief Scientific Officer	13
Senior Principal Scientific Officer	12
Principal Scientific Officer	12
Principal Librarian	11
Principal Accountant	10
Senior Scientific Officer	10
Public Relations Officer	09
Principal Executive Officer	09
Accountant	09
Librarian, Grade I	09
Documentation Officer, Grade I	09
Confidential Secretary, Grade I	07
Confidential Secretary, Grade II	07
Executive Officer	07
Executive Officer (Accounts)	07
Assistant Library Officer	07
Photographer	07
Confidential Secretary, Grade III.. .. .	06
Assistant Executive Officer	06
Assistant Executive Officer (Accounts)	06
Stenographer	05
Senior Storekeeper	05
Clerical Officer	04
Senior Typist	04
Senior Motor Driver	04
Senior Motor Mechanic	04
Maintenance Supervisor	04
Clerical Officer (Accounts)	04
Library Assistant	04
Receptionist	03
Typist, Grade I	03
Typist, Grade II	03
Typist, Grade III	03
Motor Driver, Grade I	03
Motor Driver, Grade II	03
Motor Mechanic, Grade I	03
Motor Mechanic, Grade II	03
Telephone Operator	03
Carpenter	02
Electrician	02
Duplicating Machine Operator	02

APPENDIX III-7 (b)

COCOA RESEARCH INSTITUTE OF NIGERIA

Position Title	Grade Level
Director	15
Deputy Director	13
Senior Principal Research Officer	12
Head of Services	12
Principal Research Officer	12
Secretary	11
Senior Research Officer	10
Senior Accountant	10
Medical Officer, Grade II	09
Communication Officer	09
Research Officer, Grade I	09
Plantation Officer, Grade I	09
Librarian, Grade I	09
Senior Executive Officer	08
Public Relations Officer	08
Higher Executive Officer	08
Accountant, Grade II	08
Internal Auditor	08
Communication Officer, Grade II	08
Research Officer, Grade II	08
Senior Technical Officer	08
Higher Technical Officer	08
Statistician	08
Plantation Manager	08
Maintenance Superintendent	08
Maintenance Engineer	08
Medical Officer	08
Librarian, Grade II	07
Executive Officer	07
Confidential Secretary, Grade I	07
Confidential Secretary, Grade II	07
Assistant Communication Officer	07
Experimental Officer	07
Technical Officer	07
Assistant Plantation Manager	07
Nursing Sister	07
Photographer	07
Catering Officer	07
III-93	
Assistant Executive Officer (Accounts)	06
Confidential Secretary, Grade III	06
Staff Nurse	06
Midwife, Grade I	06
Assistant Library Officer	06
Assistant Librarian	06

Appendix III-7 (b)—continued

Position Title	Grade Level
Assistant Technical Officer	06
Senior Agricultural Assistant	06
Agricultural Assistant, Grade I	06
Agricultural Assistant, Grade II	06
Senior Clerical Officer	05
Senior Laboratory Technician	05
Senior Field Overseer	05
Chief Storekeeper	05
Senior Storekeeper	05
Driver-Mechanic, Grade I	05
Senior Draughtsman	05
Chargeman	05
Senior Photographic Assistant	05
Clerical Officer	04
Laboratory Technician, Grade III	04
Storekeeper, Grade I	04
Storekeeper, Grade II	04
Storekeeper, Grade III	04
Draughtsman	04
Foreman	04
Library Assistant	04
Photographic Assistant	04
Head Steward	04
Senior Typist	04
Telephone Operator/Attendant	03
Copy Typist, Grade I	03
Copy Typist, Grade II	03
Copy Typist, Grade III	03
Laboratory Assistant	03
Field Overseer	03
Salaried Artisan	03
Road Overseer	03
Store Assistant	03
Driver-Mechanics	03
Mechanist Artisan	03
Blacksmith/Welder	03
Sign-Writer	03
Dispensary Assistant	03
Photographic Attendant	03
Receptionist	03
Clerical Assistant	03
Motor Driver	03
Head Security Officer	02
Security Officer	02
Messengers	02
Duplicator	02
Laboratory Attendant	02
Store Attendant	02
Fuel Supply Attendant	02

Position Title

Appendix III-7 (b)—continued

									<i>Grade Level</i>
Dispensary Attendant	02
Cook/Steward, Grade I	02
Cook/Steward, Grade II	02
Night-watchman	02
Gateman	01
Rest House Caretaker	01

APPENDIX III-7 (c)

NIGERIAN INSTITUTE FOR OIL PALM RESEARCH

<i>Position Title</i>	<i>Grade Level</i>
Director	15
Deputy Director	13
Senior Principal Scientific Officer	12
Principal Scientific Officer	12
Secretary	11
Principal Accountant	11
Maintenance Engineer	11
Senior Accountant	10
Senior Scientific Officer	10
Plantations Manager	10
Senior Advisory Officer (Information)	10
Principal Executive Officer (Accounts)	09
Scientific Officer	09
Plantations Manager	09
Principal Technical Officer	09
Advisory Officer (Information), Grade I	09
Maintenance Engineer	09
Librarian, Grade I	09
Medical Officer	09
Assistant Secretary	08
Accountant	08
Senior Technical Officer	08
Higher Technical Officer	08
Advisory Officer (Information), Grade II	08
Higher Executive Officer (Accounts)	08
Senior Executive Officer (General Duties)	08
Higher Executive Officer (General Duties)	08
Pharmacist	08
Laboratory Technologist	07
Technical Officer	07
Library Officer	07
Executive Officer (Accounts)	07
Confidential Secretary, Grade II	07
Executive Officer	07
Computer Programmer	07
Systems Analyst	07
Data Processing Superintendent	07
Confidential Secretary, Grade III	06
Assistant Technical Officer	06
Agricultural Assistant, Grades I, II, III	06
Assistant Executive Officer (General Duties)	06
Assistant Executive Officer (Accounts)	06
Assistant Library Officer	06
Assistant Technical Officer (Lithography)	06
Assistant Laboratory Technologist	06
Senior Stock Verifier, Grade I	06
Staff Nurse	06

<i>Position Title</i>	<i>Grade Level</i>
Assistant Health Superintendent	06
Senior Health Inspector	06
Staff Midwife	06
Assistant Programming Officer	06
Assistant Data Processing Superintendent	06
Assistant Technical Officer (Mechanical)	06
Senior Clerical Officer	05
Stenographer	05
Senior Assistant Photographer	05
Assistant Technical Officers-in-Training	05
Senior Field Overseer	05
Senior Stock Verifier, Grade II	05
Senior Craftsman/Mechanician	04
Senior Storekeeper	05
Senior Driver-Mechanic, Grade I	05
Health Inspector	05
Midwife	05
Senior Dispensing Assistant	05
Foreman	05
Storekeeper	04
Artisan, Grade I	04
Clerical Officer	04
Library Clerk	04
Assistant Photographer	04
Graphic Arts Assistant	04
Lithographers	04
Field Overseer, Grade I	04
Field Overseer, Grade II	04
Maintenance Assistant	04
Stock Verifier	04
Mill Mechanician	04
Craftsman/Mechanician	04
Senior Artisan	04
Storekeeper	04
Senior Driver-Mechanic, Grade II	04
Dispensing Assistant	04
Programming Assistant	04
Data Processing Assistant	04
Senior Recorder	04
Statistical Assistant	04
Clerical Assistant	03
Typist, Grade III	03
Driver-Mechanic	03
Artisan, Grade II	03
Artisan, Grade III	03
Stores Assistants	03
Able Seaman	03
Photographic Attendant	03

Appendix III-7 (c)—continued

<i>Position Title</i>	<i>Grade Level</i>
Stores Assistant	03
Driver-Mechanic	03
Driver	03
Head Messenger	03
Senior Dispensing Attendant	03
Data Processing Assistant-in-Training	03
Timekeeper	03
Senior Headman	03
Senior Livestock Attendant	03
Recorder, Grade I	03
Telephone Operator/Attendant	03
Stores Attendant	02
Laboratory Attendant	02
Messenger	02
Dispensing Attendant	02
Headman	02
Livestock Attendant	02
Pump Attendant	02
Semi-Skilled Labourer	01
Unskilled Labourer	01
Artisan's Mate	01

APPENDIX III-7 (d)
NIGERIAN INSTITUTE FOR TRYPANOSOMIASIS RESEARCH

<i>Position Title</i>	<i>Grade Level</i>
Director	15
Deputy Director	13
Senior Principal Research Officer	13
Principal Research Officer	12
Secretary	12
Senior Research Officer	11
Senior Accountant	10
Research Officer, Grade I	10
Principal Laboratory Superintendent	09
Instrument Engineer	09
Librarian	09
Supernumerary Scientific Officer	09
Research Officer, Grade II	08
Senior Laboratory Superintendent	08
Higher Laboratory Superintendent	08
Personal Assistant	08
Assistant Librarian	08
Higher Maintenance Superintendent	08
Internal Auditor	08
Higher Technical Officer	08
Senior Rural Health Superintendent	08
Higher Rural Health Superintendent	08
Higher Field Officer	08
Executive Officer (Accounts)	08
Executive Officer (General Duties)	07
Maintenance Superintendent	07
Technical Officer	07
Rural Health Superintendent	07
Confidential Secretary, Grade II	07
Assistant Laboratory Superintendent	07
Assistant Photographer	06
Assistant Executive Officer	06
Confidential Secretary, Grade III	06
Assistant Rural Health Superintendent	06
Staff Nurse	06
Assistant Field Officer	06
Senior Technical Assistant	06
Technical Assistant, Grade I	05
Senior Laboratory Assistant	05
Senior Tsetse Research Assistant	05
Senior Farm Assistant	05
Senior Photographic Assistant	05
Senior Draughtsman	05
Senior Clerical Officer	05
Foreman	05
Rural Health Inspector	05

Appendix III-7 (d)—continued

<i>Position Title</i>	<i>Grade Level</i>
Rural Health Assistant	05
Stenographer	05
Technical Assistant, Grade III	04
Laboratory Assistant	04
Tsetse Research Assistant	04
Technical Assistant, Grade II	04
Draughtsman	04
Clerical Officer	04
Assistant Foreman	04
Artisan, Grade I	04
Typist, Grade I	04
Farm Overseer, Grade III	03
Field Survey Overseer, Grade III	03
Animal Supervisor	03
Head Messenger	03
Artisan, Grade II	03
Motor Driver	03
Artisan, Grade III	03
Driver-Mechanic	03
Typist, Grade II	03
Typist, Grade III	03
Telephone Operator/Attendant	03
Clerical Assistant	03
Messenger	02
Livestock Attendant	02
Headman	02
Watchman	01

APPENDIX III-7 (e)

FEDERAL AGRICULTURAL RESEARCH AND TRAINING CENTRE
UMUDIKE

<i>Position Title</i>	<i>Grade Level</i>
Director of Research	15
Chief Research Officer	14
Deputy Director of Research	14
Deputy Chief Research Officer	13
Principal Federal School of Agriculture	13
Principal Research Officer	12
Senior Research Officer	12
Senior Agricultural Officer (School Administration)	10
Research Officer, Grade I	10
Agricultural Engineer, Grade I	09
Principal Technical Officer	09
Research Officer, Grade II	09
Pupil Research Officer and Chemist	08
Senior Technical Officer	08
Higher Technical Officer	08
Senior Maintenance Superintendent	08
Horticultural Officer	08
Home Economist	08
Senior Agricultural Superintendent	08
Higher Agricultural Superintendent	08
Librarian	08
Higher Executive Officer (Accounts)	08
Higher Executive Officer (General Duties)	08
Higher Laboratory Technician	08
Technical Officer	08
Inspector of Works	07
Agricultural Superintendent/Technician	07
Domestic Science Instructor	07
Executive Officer (Accounts)	07
Stores Officer	07
Executive Officer (General Duties)	07
Confidential Secretary, Grade I	07
Confidential Secretary, Grade II	07
Assistant Technical Officer	06
Assistant Agricultural Superintendent	06
Agricultural Assistant	06
Graphic Arts Officer	06
Assistant Executive Officer (Accounts)	06
Assistant Executive Officer (General Duties)	06
Assistant Laboratory Technologist	06
Head Storekeeper	06
Senior Craftsman-Mechanic	05
Assistant Agricultural Superintendent in Training	05
Stenographer	05
Foreman	05
Senior Driver-Mechanic	05

Appendix III-7 (e)—continued

Position Title	Grade Level
Laboratory Technician, Grade III	05
Workshop Foreman	05
Senior Clerical Officer	05
Senior Storekeeper	05
Craftsman-Mechanician	04
Senior Technical Assistant, Grade I	04
Craftsman, Grade I	04
Senior Technical Demonstrator	04
Agricultural Assistant-in-Training	04
Senior Field Overseer	04
Library Assistant	04
Meteorological Assistant, Grade I	04
Offset Photographer/Photo Printer	04
Draughtsman, Grade I	04
Storekeeper	04
Senior Typist	04
Artisan, Grade I	04
Motor Driver-Mechanic, Grade I	04
Tractor Driver-Mechanic, Grade I	04
Clerical Officer	04
Technical Assistant	03
Technical Demonstrator	03
Field Overseer/Demonstrator	03
Stockman, Grade I	03
Stockman, Grade II	03
Nurseryman, Grade I	03
Projectionist	03
Photographic Assistant	03
Data Processing Assistant-in-Training	03
Stores Assistant	03
Typist, Grade I	03
Typist, Grade II	03
Typist, Grade III	03
Receptionist	03
Artisan, Grade II	03
Artisan, Grade III	03
Clerical Assistant	03
Motor Driver-Mechanic, Grade II	03
Tractor Driver-Mechanic	03
Vehicle Mechanic	03
Mill Operator	03
Machine Operator, Grade I	03
Motor Driver	03
Recorder, Grade I	03
Gestelith Operator	03
Laboratory Assistant	03
Hall Porter	03
Telephone Operator/Attendant	03
Stockman, Grade II	02
Herdsmen	02

<i>Position Title</i>	<i>Grade Level</i>
Nurseryman, Grade II	02
Fieldman	02
Darkroom Attendant	02
Storeman	02
Head Messenger	02
Messenger	02
Recorder, Grade II	02
Senior Laboratory Assistant	02
Laboratory Attendant	02
Library Attendant	02
Established Labour	01
Watchman	01
Gateman	01

APPENDIX III 8 (a)

THE NATIONAL LIBRARY OF NIGERIA

<i>Position Title</i>	<i>Grade Level</i>
Director	14
Deputy Director	13
Assistant Director	13
Secretary	13
Chief Accountant	13
Chief Internal Auditor	13
Deputy Chief Accountant	12
Deputy Chief Internal Auditor	12
Senior Principal Librarian	11
Principal Librarian	11
Deputy Secretary	11
Principal Accountant	11
Principal Internal Auditor	11
Principal Assistant Secretary	11
Chief Personnel Officer	11
Senior Librarian	10
Senior Accountant	10
Senior Internal Auditor	10
Senior Assistant Secretary	10
Senior Personnel Officer	10
Principal Technical Officer	10
Principal Executive Officer	10
Librarian, Grade I	09
Senior Technical Officer	09
Assistant Secretary, Grade I	09
Senior Executive Officer	09
Accountant/Auditor (Internal)	08
Librarian, Grade II	08
Higher Technical Officer	08
Library Officer	08
Assistant Secretary, Grade II	08
Personnel Officer	08
Higher Executive Officer	08
Public Relations Officer	08
Technical Officer	08
Senior Confidential Secretary	08
Assistant Library Officer	07
Assistant Public Relations Officer	07
Executive Officer	07
Assistant Technical Officer	07
Confidential Secretary, Grade I	07
Confidential Secretary, Grade II	07
Senior Librarian Assistant	06
Assistant Executive Officer	06
Chief Clerical Officer	06
Assistant Executive Officer-in-Training	06

<i>Position Title</i>	<i>Grade Level</i>
Tradesman, Grade I	06
Driver-Mechanic	06
Confidential Secretary, Grade III	06
Library Assistant, Grade I	05
Senior Clerical Officer	05
Senior Typist	05
Tradesman, Grade II	05
Driver-Mechanic, Grade II	05
Stenographer	05
Library Assistant, Grades II & III	04
Library Attendant	04
Clerical Officer, Grade I	04
Receptionist	04
Clerical Officer, Grades II & III	04
Senior Telephone Operator	04
Typist, Grade I	04
Head Messenger	03
Security Guard	03
Clerical Assistant	03
Head Cleaner	03
Telephone Operator	03
Typists, Grade II & III	03
Messenger	02
Cleaner	01
Night Watchman	01

APPENDIX III-8 (b)

EAST-CENTRAL STATE LIBRARY BOARD

<i>Position Title</i>	<i>Grade Level</i>
Director of Library Services	13
Deputy Director	12
Principal Librarian	11
Principal Cataloguer	11
Secretary	11
Senior Librarian	10
Librarian, Grade I	09
Deputy Secretary	09
Librarian, Grade II	08
Higher Executive Officer (Accounts)	08
Technical Officer (Binding)	07
Executive Officer (General Duties)	07
Confidential Secretary, Grade II	07
Library Assistant, Grade I	06
Assistant Technical Officer	06
Binding Assistant, Grade I	06
Assistant Executive Officer (Accounts)	06
Confidential Secretary, Grade III	06
Senior Motor Driver-Mechanic	05
Senior Clerical Officer	05
Stenographer	05
Library Assistant, Grade II	04
Clerical Officer	04
Binding Assistant, Grade II	03
Motor Driver-Mechanic, Grade II	03
Clerical Assistant	03
Security Guard	03
Typist, Grades II & III	03
Telephonist/Receptionist/Typist	03
Head Cleaner	02
Messenger	02
Gardener	02
Officer Cleaner	01
Night-watchman	01

APPENDIX III-8 (c)

RIVERS STATE LIBRARY BOARD

<i>Position Title</i>	<i>Grade Level</i>
Director of Library Service	13
Deputy Director	12
Secretary	11
Senior Librarian	10
Librarian, Grade I	09
Supervisor of Readers Service	09
Training Officer	09
Librarian, Grade II	08
Higher Executive Officer (Accounts)	08
Assistant Librarian	07
Executive Officer (Administration)	07
Confidential Secretary, Grade II	07
Librarian Assistant, Grade I	06
Accounting Assistant, Grade II	06
Librarian Assistant, Grade II	05
Clerical Officer, Grade IIb	05
Stenographer, Grade I	05
Senior Book-Binding Assistant	05
Librarian Assistant, Grade II	04
Stenographer, Grade II	04
Typist, Grade I	04
Book-Binding Assistant, Grades I & II	04
Typist, Grade II	03
Typist, Grade III	03
Motor Driver-Mechanic	03
Telephonist/Receptionist	03
Messenger	02
Gardener	02
Parking Attendant	02
Day/Night-watchman	01
Cleaner	01

APPENDIX III-8 (d)

MID-WESTERN STATE LIBRARY

<i>Position Title</i>	<i>Grade Level</i>
Director	13
Deputy Director	12
Secretary	11
Principal Librarian	11
Principal Assistant Secretary	11
Principal Accountant	11
Senior Librarian	10
Senior Assistant Secretary	10
Senior Personnel Officer	10
Senior Accountant	10
Librarian, Grade I	09
Assistant Secretary, Grade I	09
Senior Executive Officer	09
Senior Technical Officer/ (Reprography/Bindery)	09
Librarian, Grade II	08
Education Officer	08
Assistant Secretary, Grade II	08
Personnel Officer	08
Accountant	08
Higher Executive Officer	08
Higher Technical Officer	08
Executive Officer	07
Technical Officer/(Reprography/Bindery)	07
Confidential Secretary, Grade I	07
Assistant Executive Officer	06
Assistant Technical Officer	06
Confidential Secretary, Grade III	06
Assistant Library Officer-in-Training	05
Assistant Executive Officer-in-Training	05
Library Assistant, Grade I	05
Clerical Officer, Grade I	05
Binding Assistant, Grade I	05
Motor Driver-Mechanic, Grade I	05
Stenographer, Grade I, II	05
Library Assistant, Grade II	04
Library Assistant, Grade III	04
Clerical Officer, Grade II	04
Clerical Officer, Grade III	04
Binding Assistant, Grade II	04
Motor Driver-Mechanic, Grade II	04
Motor Driver	04
Typist, Grade I	03
Typist, Grade II	03
Typist, Grade III	03
Head Messenger	03

<i>Position Title</i>	<i>Grade Level</i>
Head Cleaner	03
Head Caretaker/Guards	03
Telephone Operator/Receptionist, Grades I and II	03
Messenger	02
Gardener	02
Library Attendant	02
Caretaker	01
Cleaner	01

APPENDIX III-9

WEST AFRICAN EXAMINATIONS COUNCIL

<i>Position Title</i>	<i>Grade Level</i>
Registrar	15
Senior Deputy Registrar	14
Deputy Registrar	13
Principal Assistant Registrar	11
Examination Controller	11
Pre-Examination Controller	11
Chief Finance Officer	11
Senior Assistant Registrar	10
Deputy Pre-Examination Controller	10
Examination Administrative Officer	10
Entries Officer	10
Public Relations Officer	10
Data Processing Manager	10
Senior Computer Programmer	10
Computer Operation Manager	10
Computer Programmer	10
Assistant Registrar	09
Senior Executive Officer	09
Assistant Computer Operation Manager	09
Punch Room Supervisor	09
Accountant	09
Higher Executive Officer	08
Data Control Supervisor	08
Deputy Punch Room Supervisor	08
Executive Officer	07
Confidential Secretary, Grade I	07
Confidential Secretary, Grade II	07
Shift Supervisor	07
Machine Operator, Grade I	06
Machine Operator, Grade II	06
Machine Operator, Grade III	06
Assistant Executive Officer	06
Confidential Secretary, Grade III	06
Chief Clerical Officer	06
Assistant Data Control Officer	06
Senior Punch Operator	06
Stenographer	05
Senior Clerical Officer	05
Tape Librarian	05
Punch Operator, Grade I	05
Clerical Officer, 1st Class	04
Clerical Officer, 2nd and 3rd Class	04
Punch Operator, Grade II	04
Typist, Grade I	03
Typist, Grade II	03
Clerical Assistant	03

PART IV
SALARY DETERMINATION
AND RECOMMENDATIONS

The Compensation Task Force was concerned with two main problems in fulfilling its terms of reference :

1. The development of a coordinated evaluation plan to determine relative job worth across the spectrum of government employment that would facilitate mobility and career advancement, consolidate the large number of existing work levels and thus realistically reflect differences in work being performed.

2. The creation of a universal pay and benefits structure, supportive of the evaluation plan, that would be comparable with pay and benefits in the private sector ; would reflect, through pay, measurable differences in work being done ; and would motivate employees through the provision of shorter salary ranges and larger increments.

These two components are not discrete but closely interrelated. Together they constitute a coordinated compensation plan.

In this part of the report, we set out the issues and factors involved in salary determination, our specific compensation recommendations, the guidelines selected for grading and salary conversion, and the administrative procedures proposed for future implementation of the compensation programme. Also dealt with in some detail are the methodology underlying pay research, the establishment of a pay link between the public and the private sectors of Nigeria's economy, and the compensation plan we have designed to motivate employees to higher standards of job performance.

CHAPTER 14

A COORDINATED SALARY PLAN

To be effective, a coordinated compensation plan for the public service must provide for the equitable pay treatment of its employees and must be based upon effective, economical, comprehensive and interrelated pay and benefits policies. Such policies, directly and unambiguously stated, are essential to the recruitment, motivation, development and retention of a competent qualified staff.

In establishing the guiding principles that should govern the development and implementation of the compensation plan, we considered the following factors :

1. The scope of the functions of the public services, including a variety of activities requiring a wide range of services and skills in a large number of different occupations.
2. The heterogeneity of public service employees and occupations characterised by dissimilarities in skill requirements, labour market conditions, training and education, schemes of service, career mobility and geographic location.
3. The requirement for a coordinated salary structure that is universally applicable to the federal and state civil services, the Nigeria Police Force, the judiciary, universities, teaching services, parastatals and local government.
4. The need to achieve a proper balance in terms of pay and benefits between the public and private sectors in order to engender balanced national growth and development.
5. The need for a compensation policy that is capable of responding to political and social objectives as well as the dynamics of the labour market.
6. The need to ensure that all public service employees receive equitable pay and benefits treatment and that no individual component of the public sector is at a disadvantage in respect to the recruitment and retention of employees.

In consideration of these factors and taking into account the compensation systems now in effect in the public and private sectors of Nigeria, as well as compensation practice and experience in other countries, we have adopted five guiding principles as the basis for Nigeria's public service compensation plan.

Principle 1.—There should be no discrimination on the grounds of ethnic origin, social class, or geographic location or conditions in establishing rates of pay for work, the performance of which requires equal levels of knowledge, difficulty, responsibility and effort under similar employment conditions.

Principle 2.—The achievement of pay and benefits comparability between the public and private sectors should be based on the following considerations :

- wages and salaries paid for similar work in the private sector
- conditions of economic change, as evidenced by such measures as the cost of living index
- labour market characteristics of occupations
- national economic development as measured by productivity increases
- conditions of service and benefits in the private sector
- national policy for the social and economic development of the Federation collectively and of its citizens individually
- such other considerations as may be in the public interest.

Principle 3.—Compensation systems, organization structures and schemes of service should provide for salary advancement by means of career progression through the assumption of work of increasing difficulty and responsibility, with a continuing need for competency and efficiency.

Principle 4.—Compensation systems should provide opportunities for salary advancement at all levels based on the merit principle.

Principle 5.—Salary structures and rates of compensation for senior management and senior supervisory positions should be adequate and reasonable in relation to those of subordinates in order to ensure the recruitment, retention and motivation of highly competent and qualified personnel.

In applying these principles, we have evolved evaluation and salary proposals that :

- (a) measure job content,
- (b) reduce the number of work levels,
- (c) abolish class distinctions based solely on qualifications,
- (d) provide for career progression,
- (e) reward merit,
- (f) pay for job content,
- (g) relate pay to learning time,
- (h) motivate employees to progress through fewer and larger incremental steps,
- (i) discount longevity as a pay consideration,
- (j) link public service pay and benefits to those provided for equivalent employment and pay levels in the private sector,
- (k) provide more equitable and egalitarian pay, benefits and conditions of employment for public service employees across the entire spectrum of public service employment.

We recognize that in putting forward these evaluation and compensation proposals, we are inevitably and significantly disturbing traditional concepts, social relationships and responsibilities. Nevertheless, in view of our terms of reference, we consider that no other course is feasible or justifiable.

Because of the extensive adjustments necessitated by the major shift from an activity/personal-qualification-oriented system of classification to one based on the assessment of relative job worth and performance, we have made every effort to minimize the impact of these changes through our grading conversion and phased salary conversion proposals.

We recognize further that severe demands will be placed on the man-power resources of all components of the Nigerian public service, and we have therefore included in our proposals certain steps that will help to alleviate the strains on the system imposed by these major conceptual shifts.

METHODOLOGY— PAY RESEARCH

Before proceeding with the grading and salary conversion proposals, it is appropriate to describe our methodology, assess the reliability of our results, and provide an explanation of how the pay link with the private sector was established and the salary ranges determined.

We decided to conduct a survey of pay and benefits in the private sector pertaining to jobs that had identifiable counterparts in the public service. Our initial task was to define the survey objectives and to determine its scope and content in the light of our ultimate need to provide equal pay for equal work.

Objectives and Scope of Survey

The survey objectives were defined as follows :

1. The collection of data on pay and benefits in the private sector for jobs having public service counter-parts or equivalent evaluations within job categories.
2. The analysis of the pay and benefits data and its tabulation for comparison purposes.
3. The proposal of salary ranges for comparable employment in the public services.

Subsequently, in establishing the scope and content of the survey, we referred to eight main sources of information :

1. The pay and benefits survey conducted by the Ministry of Labour on a periodic and limited job coverage basis.
2. About 150 contractual agreements between employers and employees covering the whole spectrum of employment in Nigeria.
3. Consultations with senior management of major firms in the Lagos area covering a representative spectrum of private sector employment.
4. Employee handbooks of fifty firms having union agreements of record, as well as some in which compensation and employment practices were largely a matter of management discretion.
5. Federal Government publications such as "Remuneration of Management in the Private Sector, 1972".
6. Briefs submitted to the Public Service Review Commission.
7. The National Provident Fund listings of firms by number of employees.
8. Discussions with the Nigerian Employers Consultative Association (NECA) on firm size, industry groupings and geographic locations.

On the basis of this information, we selected a large sample of private firms from which pay and benefits information would be sought. In addition, we identified forty-three key jobs in seven major categories of employment for which comparable positions existed in the public and private sectors. These are listed below.

Category I—Senior Management

- Chairman of the Board
- General Manager/Managing Director
- Manager (Senior)
- Company Secretary
- Financial Controller/Chief Accountant

Category II—Professional

Accountant
Assistant Accountant
Architect
Engineer—Civil
 —Electrical
 —Mechanical
 —Chemical
Medical Officer
Medical Specialist
Nurse (Degree holding)
Pupil Engineer
Pharmacist
Chemist

Category III—Middle Management

Assistant Manager/Superintendent
Supervisor
Confidential Secretary

Category IV—Technical

Technician
Foreman
Chargehand
Artisan

Category V—Clerical

Secretary-Typist
Stenographer
Typist
Chief Clerk
Senior Clerk
Clerk
Storeman
Calculating Machine Operator
Telephone Switchboard Operator
Messenger
Receptionist

Category VI—Sales

Salesman
Purchasing Clerk
Accounting Machine Operator
Shop Assistant

Category VII—Labour

Skilled
Semi-Skilled
Unskilled

For each firm surveyed, data were sought on location of the firm, total number of employees, the nature of the business, paid-up capital resources and gross revenues. For each job, information was requested on the number of positions in the firm, the minimum entry requirements (combined education and experience), the pay scale (minimum and maximum), frequency of wage or salary payments, the amount of the annual bonus (if any), the leave allowance and leave transport allowance paid, the lodging and subsistence allowance paid, the disturbance allowance paid, and the location of the job in the organization structure.

Finally, in each of the seven categories, data were requested on amount of annual leave provided, overtime payment practices, hours of work, shift-work payment practices, assisted housing and vehicle practices, and provisions for medical plans and facilities, sick leave, and maternity leave and pay.

The proposals on salary ranges contained in this report are based on information collected on earnings and benefits from the widest possible sample of jobs similar to those found in the public service. It is important to note that the sample includes about 70% of all firms in Nigeria having 100 or more employees and covers the widest possible spectrum of employment, as well as all the major industrial groupings and enterprises. The jobs surveyed, however, were limited to those in the labour market from which public servants are likely to be drawn, into which they might migrate or to which they might return if they left the public service. In addition, particular care was taken to select for examination the pay and benefits characteristics of jobs held by individuals who had been trained or were capable of being trained, and who were also (where this occurred) in both supervised and supervisory roles.

Our approach represents a significant departure from past practice in studies of this nature, where salary recommendations have usually been based on the lowest labouring jobs and on senior management positions without reference to intervening levels. We believe, however, that consideration of all job levels is necessary to establish valid relativities between public service positions and to achieve true comparability of public sector compensation arrangements with those of the private sector. On testing our results, we found that all forty-three key jobs selected for sampling were appropriate to the base for drawing salary comparisons and making salary recommendations for the new public service grade levels. Because of the scope of our survey, as well as its extensive breakdowns of data by region, by industry, by firm capitalization and gross revenues (turnover), we further believe that the pay and benefits information has application to all levels of the public service, from senior management levels down to the lowest level of employment.

It should be noted that the completion of a study of this magnitude in the time available was made possible by computerized data processing. Without benefit of this facility, the Pay Research Unit could not have readily assembled the very extensive array of data required to support our proposals.

Sample Size and Firm Selection

Our selection of sample firms for the study was based on the belief that firms having fewer than 100 employees would be less well organized, would contain more types of jobs for their size and would have fewer or no benefits and allowances programmes compared with larger organizations. Therefore, size of firm—a minimum of 100 employees—became the first criterion for inclusion in the study.

Since no sampling frame exists in Nigeria for selecting firms on a national basis which contain jobs similar in content and worth to those in the public service, it was not possible to utilize normal statistical sampling techniques. Nor was it possible to make a realistic comparison of sample jobs with any published occupational statistics. Fortunately, with the support

of the Ministry of Labour, we were assured of a substantial response to our survey. In addition to encouraging and promoting our activities, the Ministry made available its experienced Labour Inspectorate staff throughout the country. The utilization of these experienced survey members, many of whom had personal knowledge of the various firms and management personnel, considerably enhanced the quality of our survey data. It also made possible 70 per cent coverage of the total private sector work force without need to resort to less reliable mail sampling techniques. Because of the great measure of cooperation received from the firms visited and the experience of our interviewers, we believe that our data are relatively free from bias and are representative of pay and benefits in the private sector.

To ensure the greatest possible representativeness in our survey, the following controls were established :

1. Firms from all twelve states were included.
2. Wherever possible, firms were chosen that were broadly representative of employment patterns in each state.
3. Small, medium and large organizations were represented.
4. Firms that had ceased to exist or were otherwise dropped from the survey were replaced by analogous organizations within the same state, on the advice of the Ministry of Labour.
5. All jobs sample were found in the majority of firms visited.
6. As many jobs as possible were geographically spread across Nigeria.

Two main difficulties were encountered in maintaining these controls. First, a complete geographical spread was not possible for all jobs, as some tended to be regionalized. Second, job representation across industrial groupings also was not geographically consistent, as some jobs were under-represented as a result of varying industry patterns.

Pay and Benefits Linkage

The next task in our study was to compare the pay characteristics of private sector jobs to those of jobs of similar worth in the public service. The link was made essentially by relating the point values allocated to specific jobs, rather than by matching pay and benefits of job titles. Thus, pay determination was based on job worth as measured by job evaluation.

Job worth was determined by applying the co-ordinated evaluation plan to key jobs in the public service and to the forty-three key jobs selected for the private sector survey. The point values established for key private sector jobs then determined the assignment of appropriate salary or wage values to comparable public service jobs. The assignment of grouped values to grade levels made it possible to construct linear regressions representing those values for the new civil service grade levels. This is in turn permitted comparison with the linear regressions representing public service salaries for point values within the same grade levels. The results of these comparisons showed in naira terms the differences between civil service and private sector wages for jobs of similar worth.

The key to the whole linking process is the consistency of the judgements of the evaluation teams that carry out the evaluation of the private and public service key jobs. We believe that this essential element was assured because ;

1. The members of the teams evaluating specific private sector occupational groups were on the teams evaluating similar public service jobs.
2. The evaluation teams included a senior member of the Labour Ministry with effective knowledge of private sector jobs (who was also a member of the team designing and carrying out the Private Sector Pay and Benefits Survey) and the senior member of the Pay Research Unit, who is himself a classification officer with many years of experience in making occupational comparisons between government and private sector employment.

3. The same judging conventions were cited in the assessment of both groups.

4. The Nigerian team leaders brought a considerable knowledge of public service jobs to these evaluations, drawn as they were from a variety of experience backgrounds in the federal and state civil services.

It is our belief that the evaluators were consistent in their judgements and that the safeguards outlined above acted as a check on this. We are therefore satisfied with the validity of the pay link.

In addition to ensuring consistency in job evaluation, there was a need to achieve a very high degree of accuracy in the recording of earnings and benefits data. We went to great lengths to ensure this in the definitive stage of our study.

We decided that it would be necessary to record all the component elements of pay, hours of work and benefits and allowances for each type of job surveyed. We would then be certain that for any particular job studied we could relate the evaluation results for public service jobs to the earnings received in the private sector for that job.

The need for complete pay and benefits data becomes apparent when one considers the variety of benefits and allowances that comprise a total compensation package. Because many firms in Nigeria now provide overtime pay and because shift premiums also are coming into vogue, future surveys should further refine their salary data at least on a limited basis, by obtaining take-home pay data rather base salary data. This will provide a more accurate basis for determining appropriate salary scales for corresponding employment in the public service. See chapters 3 and 6 of Volume IV for further discussion of the pay link.

Conduct of the Survey

Once the sample firms had been selected and suitable procedures outlined, the actual conduct of the survey was carried out largely by Ministry of Labour personnel. The Pay Research Unit team provided advice as necessary.

To ensure the highest possible degree of uniformity of interpretation and validity for data collected, the survey kits included a set of instructions to guide the interviewer as well as job summaries for each of the forty-three jobs in the survey. (See Appendix 3 to Volume IV for details of the survey kits.) In addition, a series of briefings was conducted with the interviewers by members of the Pay Research team. The briefings served to acquaint the Pay Research Unit members further with conditions and problems peculiar to the various survey areas and also provided the opportunity to involve the interviewers personally in the project and to answer their questions concerning the survey and its purpose.

We believe that these small personal meetings materially contributed to the uniformity and validity of the data collected. Although they were time consuming, the briefings were all completed over a one-week period. We recommend that consideration be given to maintaining this feature in future surveys.

Survey Reference Period

Because of time constraints, the designers of the survey relied on data that obtained at the beginning of January 1974. Under the conditions of "wage freeze" that now generally prevail in Nigeria, these data can be considered as valid as any that might be collected at any other time of the year. As long as wage controls exist and the government continues to set the timing and size of pay increases by its own actions, the survey date need not be changed. But should this form of indirect wage control disappear in the future, it will be necessary to re-examine the appropriateness of a January survey date. It should be noted in this regard that, when salary recommendations are made by the Public Service Review Commission, the data base will be considered out-of-date. This factor is recognized in our recommendations for salary increases. See Appendix IV-8 for details of Phase II salary increases.

CONVERSION TO NEW GRADE AND SALARY LEVELS

This chapter describes the guidelines, procedures and proposals for converting present grades and salaries to new levels. As explained earlier, the actual levels were derived from the linking of our private sector survey results to comparable jobs in the public service.

Conversion Guidelines

In implementing the new compensation plan, it is essential that guidelines be established to assist those responsible for the transition from the old to the new systems for evaluation and pay. We suggest the following rules for grading and salary conversion :

1. All gradings should be subject to an evaluation review during the implementation period.
2. All grading and salary levels that are established should be effective immediately on conversion.
3. On conversion, no employee should receive less than his present salary or wage.
4. In the first phase of conversion, no employee should receive an increase of less than 8%, regardless of the grade level and salary range to which his position has been assigned.
5. In Phase II, a salary that has been augmented by 8% should be held at that level until the maximum for the position's new grade level exceeds that amount.
6. If it is found during implementation that a position has been under-classified, it should be reconverted effective the date of the original conversion and the salary adjusted retroactively.
7. If, for any reason related to evaluation, an over-classification of a position is discovered during the implementation period, the grading and salary adjustments should become effective on the date upon which the employee is advised of them.
8. If, for any reason related to evaluation, it is necessary to effect an evaluation change after the implementation period has ended, the grading and salary change should become effective on the date upon which the employee is advised of the change.
9. If at any time it is necessary to regrade a position because of a management decision to change its duties and responsibilities, the effective date of the grading and salary change should be the date upon which the employee's duties and responsibilities are changed, except that no retroactive recovery of salary should be permitted.
10. When the regrading of a position at any time during the implementation period results in a new salary range maximum that is less than that of the salary range formerly associated with the position, the incumbent of the position should be entitled to progress to the maximum of the Phase I salary range, to be called a holding range, but should not receive the benefit of any subsequent adjustments in Phase II.
11. When an employee has been placed in a holding range in the post-Phase II period, as the result of regrading, he should remain in that range until such time as the maximum of the range for the grade level to which this position has been assigned exceeds the old maximum, at which time he should receive the new maximum of this new grade level and receive any subsequent salary adjustments.
12. Whenever a regrading adversely affects the grade level or salary of an employee, the employer should endeavour within the provisions of the Civil Service Rules (1974), to remove or reduce the effect of the grading change by transfer, change of job content or promotion of the individual.

Conversion Procedures

A number of factors must be taken into account in establishing procedures for grading and salary conversion. Such considerations as the reduction in work levels, the disruption of traditional relationships, the need to continue to evaluate positions in certain work levels, and the need to minimize the impact on the operations of the public services in terms of administration and manpower resources, all affect decisions for implementation.

Essentially, there are two requirements of the conversion process :

1. To explain to public service employees why the number of work levels has been reduced and traditional relationships changed, and what these changes mean to the employee in terms of grade level, salary progression and career advancement,
2. To set out administrative procedures that will provide for the orderly transfer to the new grade levels and minimize the impact of grading and salary changes on public service operations.

With regard to the first requirement, the shift from a grading system based on activities and personal qualifications to an evaluation system that measures job content and rewards performance could create serious acceptance problems within the public service from senior management to the lowest labouring levels. It is therefore essential that every effort be made to convey the purpose and results of the new evaluation system to all employees as quickly and as clearly as possible.

There are several alternative methods for conveying this information :

1. Verbal explanations by immediate supervisors.
2. Form letters explaining the new system and providing information on the individual employees' grade levels and salary ranges.
3. Public notices explaining the changes and their purpose, published in newspapers, broadcast on radio and television and posted prominently in work locations and on office bulleting boards.
4. Employee handbooks.

None of these methods by itself is sufficient to ensure employee understanding throughout the public service. In some job areas, it may be appropriate to employ a verbal explanation by supervisors supplemented by lists showing former job titles and salary scales plus the new grade levels and their salary ranges. In other areas, form letters will be sufficient, especially for those in senior management and professional employment. For employees in the former executive, technical and clerical classes, public notices posted in work areas combined with supervisor explanations should suffice. Setting aside considerations of time, cost and printing resources, we suggest that the most suitable approach would be the issuance of an employee handbook containing an explanation of the new evaluation system and information that will enable the employee to identify his new grade level and salary range, supported by verbal explanations by immediate supervisors. Outline proposals on the content of employee handbooks, form letters and public notices concerning conversion should be developed prior to implementation of the plan.

Our suggestions for meeting the second requirement of the conversion process are contained in the next chapter which deals with administrative procedures.

Proposals for Grading Conversion

Our grading conversion proposals have two main objectives :

1. The orderly transfer of existing posts from the former cadres, levels and salary scales to their new grade levels as determined by the proposed evaluation system.
2. The minimization of the impact of the evaluation process on those levels of employment in which the greatest disruption of traditional relativities will occur.

Conversion of grades based on the evaluation process described in the first part of this volume should apply directly to the federal and state civil services, the Nigeria Police Force and local government, excluding the northern states ; and it should serve as a guide for job grading in parastatal organisations, judiciary, universities, teaching services and local government in the Northern States. It is recommended that the effective date for conversion should be the date of announcement by the Federal Government of its implementation.

On the implementation date, the new grade levels 01-17 and their associated salary ranges should come immediately into effect and supercede all existing cadre and level designations throughout the federal and state civil services, the Nigeria Police Force and local government, excluding the Northern States. They should also be considered for implementation by the other public service organisations listed above.

For all jobs assigned to the new grade levels 01-08 inclusive, whose incumbents are receiving salaries of ₦2,688 or less, conversion to their respective grades should take effect immediately.

For those jobs assigned to the new grade levels 08-11 inclusive whose incumbents are receiving salaries between ₦2,689 and ₦5,064, the following conversion steps should be applied :

<i>Position in Scales</i>	<i>Conversion Grade Level</i>
(a) Posts and incumbents now receiving between ₦2,784 and ₦2,988 in the following former salary scales.	
P 4 ; C(T) 5, 6 ; C(E) 5 ; C(T) 5 ; B 1, 2, 3 ; B 2, 3 ; B 3 ; B 1, 2, 3, 4 ; B 3, 4 ; A ; A ^b ; and A ^c	Grade 8 (Salary Group E)
(b) Posts and incumbents now receiving between ₦3,096 and ₦3,204 in the following former salary scales :	
C(E) 6 ; C(T) 6 ; B 1, 2, 3, 4 ; B 4 ; A ; A ^b ; A ^c ; A ^f ; AU ; B 3, 4 ; and P 1	Grade 9 (Salary Group A)
(c) Posts and incumbents now receiving between ₦3,312 and ₦3,420 in the following former salary scales :	
C(E) 6 ; C(T) 6 ; B 1, 2, 3, 4 ; B 4 ; A ; A ^b ; A ^c ; A ^f ; AU B 3, 4 ; C(T) 5, 6 ; and P 1	Grade 9 (Salary Group B)
(d) Posts and incumbents now receiving ₦3,528 in the following former salary scales :	
C(E) 6 ; C(T) 6 ; B 1, 2, 3, 4 ; B 4 ; A ; A ^b ; A ^c ; A ^f ; AU ; B 3, 4 ; C(T) 5, 6 ; P 1 ; and A Med. X at ₦3,660	Grade 9 (Salary Group C)
(e) Posts and incumbents now receiving ₦3,900 in the former salary scale A Med. X	Grade 9 (Salary Group D)

(f) Posts and incumbents now receiving ₦4,140 in the former salary scale A Med. X	Grade 9 (Salary Group E)
(g) Posts and incumbents now receiving ₦3,900 to ₦4,140 in the former salary Group 8	Grade 10 (minimum salary)
(h) Posts and incumbents now receiving ₦5,064 in the former salary Group 7.. .. .	Grade 11 (minimum salary)

For those positions assigned to grade levels 11-17 inclusive whose salaries are at ₦5,472 and above in the former salary scales, conversion to the new grade levels and their associated salary ranges should be effective immediately upon implementation.

The assignment of former cadres and levels to the new grade levels is listed in Appendix II-1 for all federal and state services and senior Police Force positions. For the assignment of grade levels to police positions at the Commissioner level and below, see Appendix IV-3.

We note that for positions whose incumbents are receiving ₦2,688 or less and for those receiving ₦5,472 or more, grade levels will remain substantially unchanged.

For those positions whose incumbents are receiving salaries between ₦2,784 and ₦5,064 inclusive, grading conversion should also be effective on the date of implementation. Because these positions are chiefly supervisory in character, however, and the special plan¹ to measure supervision has not yet been applied, some adjustments will affect some of the positions carrying former salary scales of C(E) 5 and 6, C(T) 5 and 6, Group 8 and Group 7.

The adjustments referred to above will be completed during the proposed twelve-month implementation period and will affect only a limited number of employees.

We note finally that all unestablished staff should be converted to the new grade levels on the basis of evaluation of equivalent established staff employment.

Proposals for Salary Conversion

Our proposals for salary conversion are based on three primary objectives :

1. To introduce new salary ranges with fewer and larger incremental steps designed to reflect the work levels established by the evaluation system and motivate employees to higher performance ;
2. To provide the least disruptive and fairest transition from the former salary scales to the new salary ranges ;
3. To ensure that no employee receives less than an 8% increase on conversion.

Our evaluation of public service jobs has produced seventeen identifiable work levels below the position of Secretary to the Federal Military Government. Since each level represents a distinct level of work, it follows that the new salary ranges should conform to these new levels of work and should replace the many salary scales currently in effect. In our view, the existence of multiple salary scales and small incremental steps in the current salary plan serves as a disincentive to high performance. Moreover, the present system is based on entry qualifications and longevity, rather than job content and achievement.

¹ See Appendix II-4, Supervisory Position Evaluation Plan.

The proposed new salary ranges and their incremental steps are intended to pay for job content, relate pay to learning time, and link public service pay to that of the private sector for similar employment. We believe that the new salary ranges listed in Appendix IV-1 meet these requirements.

Because of the reduction in the number of salary ranges and incremental steps and the sizable increases being proposed, we developed the salary ranges and their increments in the following way. First, lists of former salary scales for each new grade level were compiled and arrayed in ascending order of their increment values. Then the learning time for the job, the range from minimum to maximum of the former scales assigned to the new grade levels, and the minimum and maximum salaries being proposed for each grade level were used to determine the number of incremental steps in each salary range. The number of increments proposed divided between the minimum and maximum ranges for each grade level provided the banding for fitting former salary scales into the incremental steps in each salary range.

The salary Conversion Table in Appendix IV-1 shows the allocation of salary scales to the new grade levels, as well as the incremental steps of the new salary range.

We proposed that the effective date of salary conversion should be the date of implementation, except for special circumstances, in which case the general rules previously specified should govern the effective date and retroactivity of any salary adjustments.

Salary Conversion, Grade Levels 01-10

To convert to the new salary ranges, the following actions will be necessary :

1. By reference to Appendix II-1 each position is assigned to a specific grade level.
2. Reference is made to the former salary scale of each position and then to the appropriate salary range for the new grade level.
3. Dependent upon the incremental step being paid to the incumbent of each position, the salary range pay group is identified.
4. The Phase I and Phase II incremental steps in the new salary range can then be determined by reference to the entry in the Proposed Salary column for the pay group.

To illustrate the procedure, let us consider the example of a laboratory attendant at level 2, in the former salary scale G 1, 2, 3, extending from N336 to N558 and earning N436. First, we refer to Appendix II-1 to ascertain the new grade level for the job, which in this case is 01. Grade Level 01 has a new Phase I salary range of N630 to N810. The incumbent's current salary of N436 determines his pay group as Group B, and the Phase I salary allocated to the position is found to be N690.

At this point, it is appropriate to consider the effects of salary conversion in terms of the readjustment of the job's relative position in its organizational content. We will briefly discuss four situations that may result : upgrading of the job, no change in the job, downgrading and the awarding of retroactive salaries.

Upgrading Situation.—An upgrading situation is one in which the new grade level and salary range to which a job is assigned move the position upward in relation to the former salary scale ; or the grade level and salary range to which a job is assigned move the position and its incumbent upward in relation to the former cadre, level or peer group relationship. In this situation, no administrative problems should be encountered. The incumbent's salary is simply adjusted to that of the appropriate pay group in the new salary range, in accordance with the procedures outlined previously.

No change situation.—A “no change” situation is one in which the new grade level and salary range to which a job is assigned do not result in either a change in its salary scale relationships or a shift in the incumbent’s cadre, level or peer group relationship. Again, no administrative problems should be encountered.

Downgrading situation.—A downgrading situation is one in which the new maximum of the salary range for the assigned grade level is lower than the incumbent’s former salary scale maximum or his current salary ; or the grade level to which the job is assigned is lower than that to which other positions in the same former cadre and level or peer group have been assigned. In the first instance, the incumbent should receive the group pay in the new salary scale that represents a minimum increase of 8% over his former salary or be paid, in Phase I only, a salary that represents an increase of 8% regardless of the new maximum for the new grade level.

In a downgrading situation in which the incumbent’s former salary can still be accommodated by a pay group in the new salary range for the position, within the 8% rule, he should proceed by incremental steps to the maximum of the Phase I salary range for the new grade level.

Where a downgrading situation places a job in a grade level having a Phase I salary maximum that is less than the incumbent’s current salary, the incumbent should (a) receive a salary increase of 8% and remain at that salary until the Phase II or subsequent salary adjustments provide a new maximum for the job’s grade level that is greater than the adjusted salary at conversion ; or (b) in the event that he is moved to a position having a higher grade level and salary range, receive the salary of the pay group in the new salary range immediately above the salary received at conversion. If such a move takes place, in no case should an incumbent accorded an 8% adjustment at conversion be entitled to more than the appropriate group pay in the new salary range.

In the downgrading situation described in the preceding paragraph, the Phase I salary range for an assigned grade level on conversion should be known as the holding range. No economic adjustments should be made to these holding ranges. Incumbents of positions placed in these salary ranges should remain in them, without benefit of the Phase II increases, until such time as the Phase II or subsequent adjustments provide a new maximum for the grade level and salary range that exceeds the Phase I maximum. When this new maximum exceeds the Phase I maximum, the incumbent of the downgraded job should receive the new maximum and any subsequent increases.

Salary Retroactivity.—When a job is regraded to a grade level higher than that assigned on conversion because of a subsequent evaluation review, the incumbent should be entitled to a retroactive increase effective to the date of conversion. No such increase should be awarded, however, if the upward regrading results from a change in the duties and responsibilities of the position made subsequent to implementation of the conversion plan.

In the latter case, the incumbent should be entitled to an increase to the next highest pay group in the new salary range for his job, and to subsequent incremental increases, effective on the date of the change in his duties and responsibilities.

If a job is downgraded, during the implementation period or subsequent to the Phase II pay increases, as the result of an evaluation review initiated either by management or by the incumbent, the effective date of the grading change should be the date upon which the incumbent is advised of the change, and the incumbent should then be placed in a holding range. The holding range should be the salary range in which the incumbent’s pay group is located at the time of notification of the grading change, and the incumbent should be permitted the normal incremental steps within that range, without benefit of subsequent adjustments, until such time as the maximum of the job’s new grade level exceeds the salary of the incumbent. No retroactive recovery of pay should take place.

When the grade level of a job is changed downward because of a management decision with respect to job content, the effective date of that change should be the date upon which the incumbent is advised of the change in grading, and the incumbent should at that time be placed in a holding range administered in accordance with the procedures outlined above.

Salary Conversion, Grade Levels 11-17

Salary conversions for grade levels 11 to 17 inclusive are dealt with in some detail in Volume II of this report. Essentially, however, conversions at these levels are to the first step in the new salary ranges for each grade level. Movement to subsequent paygroups with these ranges will be in accordance with the proposals set out in Volume II. Protection of the position incumbent's rights with respect to retroactivity and holding ranges will, however, be in accordance with the general and specific rules proposed in this chapter.

Examples of Salary Administration

Examples of the various aspects of salary conversion relating to the use of holding ranges and conversion rules are illustrated at Appendix IV-2 to this volume.

Nigeria Police Force Salary Differential

We consider that a differential salary treatment for the Nigeria Police Force is essential, to provide appropriate compensation to its members for special conditions of their job related to personal hazard, the work environment and hours of work. The evaluation plan applied to the federal and state civil service does not take these considerations into account to any significant degree. Since these three factors are present at all times in the service life of a policeman, we believe they should be compensated for in a way that is equitable and yet does not compromise the evaluation and salary plans proposed for the remainder of the public services.

In developing the salary plan for the Police Force, we adopted the following procedure :

1. We evaluated police jobs using the plans developed for the rest of the public services.
2. We reviewed practices in other countries and assigned percentage values to the three main elements—hazard, environment and hours of work.
3. We summed the percentages and added them to the salaries determined for the various ranks under the public service evaluation and salary determination process.
4. We then arrived at an integrated set of salary ranges for each rank, without reference to public service grade levels.

Our review of current salary determination practices in other countries was narrowed down to a detailed consideration of those followed in the United Kingdom and Canada. In both these countries, the structure of the police force is very similar to that of Nigeria, although they have adopted somewhat different rationales for salary determination.

In the United Kingdom, an "X" Factor, valued at 57% of the average pay of the journeyman level of trades qualification in the private sector, has been established to compensate for hazard, environment, social pressures, probity, hours of work and many other factors not within the experience of the average journeyman. This 57% valuation is then reduced by the quantifiable values of such police benefits as housing, rental assistance, food, uniform and transportation, to arrive at the percentage differential that a Constable should receive and as addition to the pay of his private sector counterpart. Pay for ranks above that of Constable is then established by means of differentials between rank levels determined by service, custom and organizational relationships.

In Canada, the basic salary to be paid is established by a similar method in both the federal police and the Canadian Armed Forces. First, the basic pay of the Constable in the federal police and the Corporal in the Armed Forces is established by reference to their private sector counterparts. In the case of the Armed Forces, the pay link is to the journeyman tradesman in the private sector while for the police it is the Constable in municipal and provincial Police Forces. Their basis for comparison is the Constable journeyman link in the private sector. Then, at a senior administrative level in the Canadian federal police and the Armed Forces, a further link is established, this time with equivalent public service jobs. In this way, the top and bottom of the federal police and Armed Forces salary ranges are established. The pay differentials between ranks are then determined by the numbers of evaluation levels as established by a common evaluation plan, modified by the organizational needs of these Force.

Once the basic salary structure has been determined, a disutility measure, expressed in percentage terms, is established by quantifying, to the extent possible, such element as hazard, environment, hours of work, military discipline, disruption of family life and frequent postings. In the Canadian evaluation system, the value of the hazard and environmental elements is 9 per cent for the degree to which these elements also exist in civilian counterpart jobs. The added disutilities of service life and conditions are assessed at 6 per cent.

Since hazard, environment, hours of work and conditions of service are not evaluated under the proposed evaluation plan for the Nigeria Police Force, we recommend that a 15 per cent increment, to be known as an "X" Factor, be added to the salary ranges applicable to the equivalent public service grade levels. This will establish Nigeria Police Force salary ranges. It is further recommended that this 15 per cent differential be applied only up to the rank of Inspector, since beyond that point the service conditions of police positions are more nearly equivalent to those of senior public servants and therefore have been measured by the environment factor in the PATTCES system.

The salaries of the new element proposed for introduction into the Nigeria Police Force, to be known as civilian members (*see* Chapter 6), should be the same as those determined for like employment in the rest of the public service. Since the conditions of service for these civilian members are the same as those experienced by the public servants to whom they are equated, there should be no addition of the "X" Factor to their basic pay. Moreover, we should draw attention to the issue of the benefits and allowances to be afforded civilian members upon their change in status. The scale of benefits and allowances provided for the Nigeria Police Force is now more generous in many areas than that provided to other public servants. In view of possible inequities that may develop, it is our recommendation that a special task force be constituted to examine the problem and, in conjunction with the Nigeria Police Force to develop an equitable solution. *See* Appendix IV-3 for the Nigeria Police Force conversion table.

Salary Range Variance

In concluding our recommendations for salary conversion, we should point out that the salary ranges to which our conversion proposals are to be applied are not entirely consistent with those derived from the pay survey of the Nigerian economy. An earlier Commission decision to augment for social equity reasons the original proposals for the first three grade levels places public sector salaries in the most populous employment areas above those for equivalent employment in the private sector.

The details of our salary range determination processes and the variance between those values developed by the pay survey and regression analysis and the salary ranges adopted by the Public Service Review Commission are discussed in Volume IV of this report.

Conversion Administration

From our study of past reports of this nature and their implementation, we concluded that for the most part former reports and their recommendations had largely perpetuated existing classes and salary scales without putting forward any major conceptual changes. Moreover, any grading and salary changes recommended represented minor adjustments designed to give the appearance of change and correct the most obvious faults and injustices. We feel that the major conceptual shifts contained in this report represent a distinct change from the past and that historical methods for implementing change should be altered positively to ensure the effective administration of the transition.

To achieve this objective, we therefore propose that :

1. The administration of the grading and salary conversion during a twelve-month implementation period should be made the responsibility of a new central agency.
2. The responsibilities of this agency should include :
the continuing development of evaluation standards,
the operation of the evaluation review process during the implementation period,
the administration of the grading and salary conversion process through the agency of the respective ministries and other constitutional and statutory authorities.
3. All grading and salary conversions should be effective immediately, subject only to the results of evaluation reviews during a twelve-month implementation period.
4. The grading and salary procedures set out in this volume constitute the basis of the proposed central agency's administration and operation.

With respect to the administration of the grading and salary conversion aspects of our proposals, we hold the view that there already exists within the various federal and state civil services, as well as the Police Force and the local governments, the organizations necessary to administer the transition from the old to the new grades and salary ranges. Nevertheless, we feel that because the changes in grading and salaries represent a significant change from previous practice and experience, some additional manpower resources and a central agency charged with the overview of the conversion process may be required.

Another consideration is the probable requirement for the redeployment of personnel either in the form of transfers or promotions on a scale hitherto not encountered. Under the present Civil Service Rules (1974) and the administrative instructions now in effect, the responsibility for transfer within and between ministries is discharged by the concerned ministries with the approval of the Public Service Commission for all former classes, cadres and levels. Since under existing rules the transfer of public servants necessitated by the introduction of the new grades and salary ranges is within the competence of the existing federal and state organizations and the Nigeria Police Force, no changes need to be made in these procedures.

In respect to promotions that might arise from the introduction of the new grading system, the present Civil Service Rules (1974) provide for a divided responsibility as follows :

1. Administrative Officers—Administrative Postings and Promotions Committee, Cabinet Office.
2. Executive Officers, Clerical Officers and Stenographic Pools—Permanent Secretary, Ministry of Establishments and Service Matters.
3. Specialized Professional/Technical Grades—Professional Heads of Departments/Divisions in the Ministry/Departments concerned.

4. All other grades—Heads of Ministries/Departments concerned²

In view of the virtual abolition of the classes that is proposed, we recommend that during the twelve-month implementation period the proposed central agency should draw the attention of responsible authorities to cases involving either promotion or transfer.

The recommended administrative and procedural adjustments relating to the evaluation review process are discussed in Chapter 17 on Evaluation Review.

² See Civil Service Rules (1974), section 7, 02702.

EVALUATION REVIEW

Previous job grading teams have tended to focus upon structural problems and major inequities within the existing system. This approach has not resulted in major changes in evaluation or salary determination processes.

The present Task Force has developed and applied an evaluation system measures job content and rewards performance. No longer will positions be judged by entry qualifications and scales. This major shift in emphasis, coupled with salary recommendations based on comparability with the private sector, has inevitably produced some dislocation of traditional position and pay relativities.

As far as can be determined at this time, perhaps 5 per cent of federal civil service positions and their incumbents will be adversely affected by our recommendations in terms of pay. The impact upon the other elements of the public services of Nigeria is not precisely measurable. A number of position incumbents may, however, have legitimate reason to demand reconsideration of the evaluation of their positions. If this number does not exceed 7 per cent of the jobs evaluated, the sample selection, job analysis and evaluation processes can be considered to have been successful by any standards, international or otherwise.

Considerable time and manpower resources will have to be deployed to conduct any evaluation review that may be necessary, and to ensure that the transition from the old system to the new is handled smoothly and with despatch. To determine what additional procedures and staffing might be required to handle issues arising from the introduction of a new and conceptually different evaluation and pay determination system, we have examined the Civil Service Rules (1974), federal and state Estimates, existing administrative procedures and the manpower and administrative resources now available within the federal and state governments organizations. In addition, we have conducted interviews and discussions with senior officials in federal and state governments concerning their views on the procedures for handling the appeals, petitions and grievances that could arise from the implementation of our proposals.

In summary, the views of the officials interviewed were that—

1. Many requests for re-evaluation of positions would be received.
2. It was vital to provide an early and widespread explanation of the new systems.
3. There would be some dissatisfaction within the public services.
4. A considerable period would be required to deal with requests for reconsideration.
5. The administrative organization was probably adequate, but there would be a critical shortage of trained personnel to handle the number of evaluation review requests.
6. Some form of central agency would be required to provide a technical resource, train personnel and provide guidance during the implementation of the new evaluation and pay systems.

Questions of training and the establishment requirements of a central agency designed to deal with the implementation of the new systems are dealt with in Part V of this volume. In the following sections, we examine existing procedures and make recommendations designed to facilitate the evaluation review process.

Civil Service Rules

In Chapter 13 of the Civil Service Rules, provision is made for two types of submissions to appeal job grading or deployment decisions :

1. Those concerning appointments, promotions, transfers and discipline addressed to the Secretary to the Federal Public Service Commission.
2. Those concerning other conditions of service such as leave, passages, allowances and gratuities addressed to the Permanent Secretary of the Ministry of Establishments and Service Matters.

Discussions with officials indicate, however, that the final authority on *all* promotions and transfer of senior employees is in fact the Public Service Commission, without whose concurrence the posting and promotion recommendations of the Cabinet Office Committee or the Ministry of Establishments and Service Matters cannot be implemented. We consider that no change is necessary to this procedure.

No specific steps in the petition or representation procedure are enunciated in the Rules. Section 13024, Routing of Petitions, provides that petitions and representations are to be submitted through the petitioner's immediate superior and that the Head of Department (Ministry) will forward the petition, together with his comments and recommendations, to the Secretary of the Public Service Commission or the Permanent Secretary of the Ministry of Establishments and Service Matters, in accordance with the Administrative Instructions in force at the time. In this respect, the new rules do not require changing to cope with evaluation review requests.

In practice, these rules mean that an officer who, as the result of a grading change, considers that he has been adversely affected can address his protest, together with its substantiation, to the Permanent Secretary of his Ministry through his immediate superior. In the channel of such communications, at each superior post, comments and recommendations are added by responsible officers.

Within the Office of the Permanent Secretary, a senior officer delegated with this responsibility examines the proposal and recommends action to the Permanent Secretary. If the officer adversely affected is not satisfied with the decision of his Permanent Secretary, he can re-address his petition to the Secretary of the Public Service Commission through the Permanent Secretary, who must add his comments and recommendations.

The decision of the Commission is final and binding on the person raising the petition and on the Permanent Secretary. It need not reflect the recommendations of the Head of Department or Ministry. Representations from daily rated or monthly rated unestablished staff will not normally be forwarded beyond the Head of Department, whose decision is generally considered final.

We recommend that in future, prior to rendering a final decision, the Public Service Commission should have available to it the recommendations of a central agency with respect to the evaluation and grading implications of the situation.

Federal and State Organization for Personnel Matters

Within the Federal Government, apart from the Establishment and Grading Section of the Ministry of Establishments and Service Matters, no organizations exist specifically to deal with grading matters. Some state governments, such as Benue-Plateau, South-Eastern and Rivers States, have sections within their organizations specifically designed to handle grading matters. This is not, however, general practice ; and it is unlikely that in the majority of the states there exist either the skills or the organization to cope with a series of evaluation appeals.

Conclusions and Recommendations

On the basic of our review of existing rules, procedures and organizations, we have concluded that—

1. In sufficient organization and staff exist at the federal or state government ministry levels to handle any significant volume of evaluation appeals on purely technical grounds.
2. In all federal and state ministries in the offices of the permanent Secretaries, there are nuclei of senior staff who customarily deal with petitions and representations.
3. In both federal and state governments and within each ministry, there are recognized procedures and authorities for dealing with petitions and representations, including those relating to grading.
4. The majority of federal and state employees understand the procedures and their rights and accept the decisions of the authorities as they are now made.
5. The relations between ministries and the Public Service Commissions at both federal and state levels on these matters are satisfactory and workable in the context of the regrading of the public services.
6. It would be unwise and undesirable to disrupt understood and accepted procedures and authorities by adding to the impact of the regrading a new and more complex appeals procedure at the ministry or equivalent level.
7. Some provision needs to be made at the authority level of the Public Service Commissions to handle the job evaluation appeals anticipated as a result of the regrading of the federal and state civil services, and to assist existing organizations and authorities on technical matters.
8. Some additional staff need to be provided on a temporary basis at the ministry level to process grading appeals through the offices of the Permanent Secretaries and their equivalents in other types of organization within the public services.

We therefore recommend that :

1. Existing procedures and authorities be maintained within ministries and equivalent organizations to process evaluation review requests.
2. A central agency be established at an authority level equivalent to the Federal Public Service Commission organized and staffed with job analysts and evaluators to render final evaluation decisions on recommendations put forward by ministry Permanent Secretaries or their equivalents.
3. Staffs of the Permanent Secretaries be augmented for a period of twelve months to process evaluation appeals for referral to the proposed central agency.
4. Permanent Secretaries and their equivalents in other public service organizations, institutes and agencies of federal and state governments be provided with guidelines and aids for the administration of grading appeals covering :
 - allowable evaluation requests
 - authority to reject
 - content of a request for review by the central agency
 - form letters for use in rejecting or forwarding evaluation requests.

Agency Responsibilities

Without at this point getting into the details of organization and staffing of a central agency, we feel it is useful to set out the possible functional breakdown of such an agency or commission, as follows :

1. standards development
2. job evaluation review
3. compensation administration
4. specialist training
5. technical advice
6. states' representation
7. administrative and clerical functions

The central agency would have the following responsibilities with respect to evaluation review requests :

1. To serve as the final decision-making body with respect to evaluation review requests and as the technical adviser on evaluation matters to the Cabinet Office in respect of evaluation petitions addressed to the Head of State, as provided in Chapter 13 of the Civil Service Rules (1974).
2. To recommend changes in the grading structure or the evaluation of specific positions or jobs based on the results of field investigations or the continuing development and revision of standards.

Ministry Responsibilities

In relation to such an organization, the responsibilities of federal ministries are seen as follows :

1. To continue their present role as established for petitions (to include evaluation review requests) in the Civil Service Rules (1974) with regard to the screening of evaluation reviews.
2. To render decisions in accordance with the guidelines on evaluation review requests reaching the Permanent Secretaries or equivalent level officials.
3. To forward to the central agency, with appropriate recommendations, those grading appeals that in their view have merit, lie beyond the scope of the guidelines provided, or require examination on technical grounds.
4. To convey to the employees of their ministries or equivalent organizations the decisions of the Permanent Secretaries or equivalent level officials rendered in accordance with the guidelines.
5. To convey to employees of their ministries or equivalent organizations the decisions of the central agency with respect to grading appeals submitted to that Tribunal in accordance with these procedures.
6. To maintain records of evaluation review requests received, processed or forwarded to the central agency, and of the decisions conveyed to employees.
7. To recommend on organizational and administrative grounds only adjustments or changes in grading that may appear desirable in terms of the operating efficiency of their ministry or equivalent organization.

Timing of the Review Process

To ensure the expeditious handling of evaluation review requests, we recommend the following stages for the processing of such requests.

Stage 1.—This stage should be the responsibility of the respective ministries or equivalent organizations.

(a) Evaluation review requests should be made by the employee to his immediate superior within ninety calendar days of receipt of notice of the new grades level of his position.

(b) Action should be taken at each administrative level within a ministry within seven calendar days of receipt of the documentation.

(c) Evaluation review requests received at the level of the offices of the Permanent Secretary or equivalent level officials should be dealt with within seven calendar days of receipt.

(d) Notification of a decision or of future action should be received by the employees within thirty calendar days of the origination of the request.

Stage 2.—Requests are referred by ministries or equivalent organisations to the central agency.

(a) Evaluation review requests received by the Offices of the Permanent Secretaries or equivalent level officials should be acted upon internally within seven calendar days of their receipt.

(b) Requests for advice or referrals to the central agency also should be made within seven calendar days of the receipt of the request by the Offices of the Permanent Secretaries or officials at an equivalent level.

Stage 3.—This stage involves action by the central agency.

(a) Notification of a decision with respect to an evaluation request received from a ministry or equivalent level organisation should be made within thirty calendar days, unless the requirements for field investigation makes this impossible.

(b) When an evaluation review request must be deferred because of operational requirements, notice of such deferral together with the reasons for it should be transmitted to the referring ministry within the previously specified thirty-day period.

Manpower and Administrative Resources

We recognise that the manpower and administrative load occasioned by the evaluation review process will be heavy. We consider, however, that this is the price that must be paid to introduce a conceptually different evaluation and pay system in the furtherance of the government's impetus toward a more effective civil service.

To meet the staffing requirements of such an evaluation review process, we recommend that the personnel in the offices of the Permanent Secretaries or officials at an equivalent level be augmented for the anticipated twelve-month implementation period and for as long thereafter as is necessary to resolve the evaluation and pay issues raised by the regrading of public service jobs.

We also recommend that a training programme for job analysts, evaluators and compensation research officers be embarked upon to ensure a flow of trained manpower to the federal and state governments to maintain the impetus of the new evaluation and pay systems, and to assist the public services in its continuing application.

Evaluation Request Administration Guidelines

The following guidelines are recommended for application during the implementation period.

1. Any evaluation request received within the ninety-day period following notification of the new grade levels should be accepted at the Ministry level provided that—

(a) the request is based on some evidence that a position has been improperly evaluated because

the duties and responsibilities of the position are greater than those of the sample job description

the duties and responsibilities of the position are substantially different from those of the sample job description

the duties and responsibilities of the position have been changed since implementation organisational and supervisory relationships are different from those of the sample job description

(b) the request is accompanied by the assertion of the employee immediate supervisor that the facts are as stated in the evaluation review request.

2. Within a ministry or equivalent organisation, the authority to reject an evaluation review request should be vested in the Permanent Secretaries or officials at an equivalent level only upon the recommendation of their senior staff.

Evaluation review requests should be rejected only if :

(a) the request is based on monetary considerations,

(b) the request stems from a change in relative status,

(c) the request does not meet the classification criteria set out in the previous paragraph,

(d) the request is received after the expiry of the ninety-day (calendar) grace period.

Before an evaluation review request can be rejected, in accordance with (d) above, the senior officer responsible should determine whether or not the late submission of a request was due to factors beyond the employee's control, such as :

(a) lack of understanding on the part of the employee or proper explanation by an immediate supervisor.

(b) unauthorised rejection of a request at a lower level in the organisation,

(c) administrative delays.

3. Each ministry receiving an evaluation review request that meets the criteria set out in the preceding paragraphs should refer the request to the central agency with a statement containing the following :

(a) an affirmation that the request has been reviewed at the ministry level and that the facts are as stated in the request,

(b) an indication of support or non-support of the request,

(c) a current job description of the position for which the review is being requested.

Notwithstanding any of the stipulations set out above, the ministries should put forward evaluation review requests either initiated by an employee or originating at any administrative or organisational level within their ministries, whenever they feel such a course of action is justified.

4. The technical resources of the central agency should always be at the disposal of ministries to assist them in preparing job descriptions and provide advice on evaluation and pay matters upon request.

PERFORMANCE PAY

Inherent to every compensation plan are two primary reward systems for recognizing employee performance. The first and more widely recognized is through promotion by advancement to a higher grade level. On the basis of selecting the best individual for the job, the merit principle recognizes the superior performing employee as the first among equals in advancement to a position of higher responsibility. The second reward system recognizes merit through within-grade increases. By this means, management is provided with both flexibility and the advantage of being able to recognize tangible differences between marginal, competent and superior performing employees.

Effective management of human resources depends upon a sound approach to rewarding employee performance. An employee's salary progress should reflect the quality of his work performance as well as senior management's assessment of such performance relative to generally accepted standards.

It is recommended that every agency and ministry of the public service should apply a performance appraisal plan based upon the results achieved by the employee. This plan is founded on the principle that every employee has specific responsibilities which he is expected to achieve over a given period of time. The annual review and appraisal of his achievements will be relative to predetermined objectives and standards. This approach to performance appraisal is results centred. It emphasizes the obligation of managers at all levels to strive constantly for maximum productivity in the public sector. It places on management a special responsibility for assuring that public employees are no less efficient than their counterparts in the private sector.

In assessing the performance of an employee, two facts are fundamental to the successful management of any enterprise. First, the primary responsibility of every employee is to produce results. These may be measured by units of production, quality of service, cost control, innovative programmes and so forth. Accordingly, performance appraisal should be related to what has been accomplished, not how it has been accomplished. Second, performance appraisal should not be considered as a function separate and distinct from the general process of management itself. This means that performance standards and measures established for personnel should become operating guides, goals and objectives in the organisation.

The within-grade increase programme is a highly personalized system designed to reward employees on the basis of individual performance. It offers the public service and its employees the opportunity to gain maximum advantage by utilizing a single resource—the employee's ability to contribute.

Basically, there are two broad zones of performance. One consists of performance so inferior that the employee must be removed from the position entirely. Employees performing at this level are given performance ratings of unsatisfactory. The other broad zone consists of performance adequate for retaining the employee in the position, and employees at this level are rated satisfactory or better under the rating plan.

Within-grade increase decisions concern only employees in the second broad performance zone. For increase determination purposes, this zone is sub-divided into three bands, representing—

1. Employees performing well enough to be retained on the job but very close to the margin.

2. Employees performing in a reasonably competent manner.
3. Employees performing substantially above normal expectations.

Schematically the framework of annual review appears as follows :

Top performers	May be given a merit increase of one step in a salary range in addition to regular salary increase as earned by competent employees. For a given employee this can occur only once while in a grade level.
Employees in normal range of competence	Determined to be performing at an acceptable level of competence on annual review. For within-grade salary purposes, receives one step increase which includes any upward revision to salary scales.
Employees barely worth retaining on job	Determined not to be performing at an acceptable level on annual review. For within-grade salary purposes, remains at current step in the range and receives any benefit of upward revision to salary scales.
Employees not up to job	Removed from position by demotion or release from service.

In this framework, within-grade increases are actually a form of advancement. They are not increases to which employees are automatically entitled but are related in each instance to quality of performance on the job. In essence, this programme of performance pay states not only that there shall be equal pay for substantially equal work, but also that pay distinctions shall be maintained in keeping with work and performance distinctions.

Competent supervision requires continuing attention to employees' performance, not just periodic checks. It also requires that every effort be made to let employees know how their work is regarded and to help employees to improve their work by frequent discussion, by on-the-job assessments, by making training opportunities available, and by removing whatever obstacles there may be in the job environment that make it difficult for a person to do his job well.

Authority over within-grade increases is not a substitute for good supervision. Rather, it is an additional technique whereby supervisors can motivate employees to achieve maximum production. It is essential that employees as well as supervisors realize that within-grade increases are not automatic or a right, but must be earned on the basis of achievement of predetermined performance standards.

To serve as a motivator, increased determination based on levels of competence and quality must be completely fair and not related to personal factors. It must be based on work results that can be identified, described and understood by both the individual concerned and his peers.

Effective use of within-grade increases calls for adaptation of the system to each particular organization. Motivation varies with the state of an organization, different periods of an organization's history, and different stages in an employee's career. What makes people want to work well is governed by many considerations—personal traits, education and a variety of other factors over which the supervisor often has no control. Consequently there is no simple universal formula for motivating equally all employees in all circumstances. Some are heavily influenced by monetary rewards; others may be motivated by having a supervisor with good leadership qualities; those in a profession may place special significance on recognition within the profession at large. In all these situations, use of within-grade increases must be suitably related to and blended with other methods of motivation.

Authority over the granting of increases is not designed as a punitive device for irresponsible use. It is definitely not a licence for a supervisor to penalize an employee without fully explaining the reason for the penalty, or without giving the employee an opportunity to present his side of the case fully to someone other than his immediate supervisor. To the contrary, it provides an additional aid for supervisors in dealing with marginal performance situations and has the primary objective of improving the employee's work when other methods have failed.

When an employee's work fails to improve, after full explanation of what is expected ; when his performance is deficient, after advance warning that his performance does not merit an increase—if improvement does not take place, the supervisor has no alternative but to determine that the employee has not met the requirements for a pay increase within his grade. Allowing the unearned increase would not only be a waste of salary funds involved ; it would also lessen the incentive for other public employees to perform up to their full capabilities.

As in most management activities, exercise of simple common sense is an indispensable ingredient in successful operation of the within-grade advancement program. The determination of whether an individual's work deserves a merit increase must take into account such factors as the within-grade rate at which he is being paid, as well as whether there is a clear and evident difference between his performance and that of others who will not receive similar recognition. In proposing the adoption of a performance pay plan, it is advisable in the initial stages that moderation in respect of recognition for top performers and identification of employees not up to the job should govern management decision. The principle of performance pay is well recognized and essential in a highly motivated work force. Since this is a somewhat different approach to pay practices in Nigeria, it is recommended that the principle itself be carefully studied and that adequate preparation for implementation be undertaken before the performance pay plan is adopted at the junior levels. Financial controls over average salary levels and over individual progression through the salary range should be exercised by the provision of a merit budget for each organization. This would be calculated in consideration of—

1. The proposed economic increase in the structure.
2. Resultant increases in salaries of those at a fixed status.
3. The amount necessary to provide for step increases which will occur during the budget year.

Individual merit increases within this total allocation should be determined upon the recommendation of the lowest operating level of supervision responsible for performance evaluation, subject to the approval of a suitably higher level of management. The budget for merit increases should be adequate to provide merit awards to approximately 10 per cent of the employees in each skill level up to the limit that no more than 10 per cent of the work force are on the last step of their salary range.

NIGERIAN COMPENSATION STUDY
PROPOSED SALARY SCALES
SUMMARY

Grade Level				₦	₦	₦	₦	₦
1	720	770	820	870	
2	800	860	920	980	
3	900	980	1,060	1,140	
4	1,100	1,170	1,240	1,310	1,380
5	1,370	1,480	1,590	1,700	1,810
6	1,630	1,800	1,970	2,140	2,310
7	2,000	2,250	2,500	2,750	3,000
8	2,780	3,080	3,380	3,680	3,980
9	3,980	4,320	4,660	5,000	5,340
10	5,350	5,710	6,070	6,430	
11	6,050	6,590	7,130	7,670	
12	6,810	7,410	8,010	8,610	
13	7,660	8,340	9,020	9,700	
14	8,620	9,380	10,140	10,900	
15	9,700	10,550	11,400	12,250	
16	10,910	11,870	12,830	13,790	
17	12,270	13,350	14,430	15,510	

SALARY CONVERSION TABLE
GRADE LEVEL I

<i>Pay Group</i>	<i>Salary Scale</i>	<i>Salary Ranges</i>						<i>Proposed Salary</i>	
		<i>N</i>	<i>N</i>	<i>N</i>	<i>N</i>	<i>N</i>	<i>N</i>	<i>Phase I</i>	<i>Phase II</i>
A	J 1 ..	312	336	352	368	406			
	J 1, 2, 3 ..	312	336	352	368	406			
	G 1, 2 ..	336	352	368	406		630	720	
	G 1, 2, 3	336	352	368	406				
	G 2, 3 ..	406							
B	J 1 ..	422	438	462	476				
	J 1, 2, 3 ..	422	438	462	476	492			
	G 1, 2 ..	422	436	462			690	770	
	G 1, 2, 3	422	436	462	476	492			
	G 2, 3 ..	422	436	462	476	492			
C	J 1, 2, 3 ..	516	528	540	558	570	582		
	G 1, 2, 3	516	528	540	558			760	820
	G 2, 3 ..	516	528	540	558				
	G 4 ..	570	582	594					
D	G 4 ..	612						810	870

Pay Group	Salary Scale	GRADE LEVEL 2											Proposed Salary					
		Salary Ranges											Phase I	Phase II				
		N	N	N	N	N	N	N	N	N	N	N	N	N				
A	G 1	336	352	368														
	H 1, 2, 3	336	368	386	406	438	462											
	G 1, 2	336	352	368	406	422	436	462										
	G 1, 2, 3	336	352	368	406	422	436	462								700	800	
	G 2, 3	406	422	436	462													
	G 2, 3, 4	406	422	436	462													
	F 1, 2	406	422	438														
	F 1, 2	406	422	438														
B	H 1, 2, 3	476																
	G 1, 2, 3	476	492	516	528	540	558											
	G 2, 3	476	492	516	528	540	558											
	G 2, 3, 4	476	492	516	528	540	558	570	582	594					790	860		
	F 1, 2	476	500	528	546	564	588											
	F 1, 2, 3	476	500	528	546	564	588											
	G 3	476	492	516	528	540	558											
	G 4	570	582	594														
C	G 2, 3, 4	612													860	920		
	F 1, 2	606	636															
	F 1, 2, 3	606	636	666	690	726												
	G 4	612																
	J 4, 5, 6	618	636	660	678	702	726											
D	F 1, 2, 3	750	774	804														
	J 4, 5, 6	750	774	804	818	848	878								940	980		

GRADE LEVEL 3

Pay Group	Salary Scale	Salary Range										Proposed Salary	
		N	N	N	N	N	N	N	N	N	N	Phase I	Phase II
A	H 1, 2, 3 ..	336	368	386	406	438	462	476	516				
	G 1, 2, 3 ..	336	352	368	406	422	436	462	476	492	516		
	H 2, 3, 4 ..	368	386	406	438	462	476	492	516				
	G 2, 3 ..	406	422	436	462	476	492	516					
	G 2, 3, 4 ..	406	422	436	462	476	492	516				785	900
	F 1, 2, 3 ..	406	422	438	476	500							
	J 2 ..	476	492	516									
	G 3 ..	476	492	516									
	E 1 (B & C) 3	516											
B	G 1, 2, 3 ..	528	540	558									
	H 2, 3, 4 ..	528	540										
	H 2, 3, 4 ..	528	540	564	582	600							
	G 2, 3 ..	528	540	588									
	G 2, 3, 4 ..	528	540	558	570	582	594	612					
	F 1, 2, 3 ..	528	546	564	588	606	636	660	690			884	980
	J 2 ..	528											
	G 3 ..	528	540	558									
	E 1 (B & C) 3	534	558	618	636	660	678	702					
	F 2, 3 ..	546	564	588	606	636	666	690					
G 4 ..	570	582	594	612									
C	F 1, 2, 3 ..	726	750	774	804								
	E 1 (B & C) 3	726	750	774	804	848	878						
	F 2, 3 ..	726	750	774	804							1,000	1,060
	D 3 ..	806	830	854									
	F 4 ..	818	848	878									
D	E 1 (B & C) 3	914	944	980	1,016								
	D 3 ..	884	914	944	980	1,016						1,091	1,140
	F 4 ..	914											

GRADE LEVEL 4—continued

Pay Group	Salary Scale	Salary Range				Proposed Salary	
		₪	₪	₪	₪	Phase I	Phase II
C D 1, 2, 3, 4 ..	1,016	1,036	1,072	1,114	1,276		
D 3	1,016						
D 2, 3	1,016						
D 1, 2, 3	1,016					₪	₪
E 1 (B & C) 3	1,016					1,210	1,240
E 3	1,016						
J 5, 6, 7	—						
C(T) Trg. 1, 2	1,036	1,072	1,114	1,276	1,324		
P 7, 8, 9	1,072	1,114	1,276	1,324			
E 4	1,084	1,120	1,276	1,324			
D D 1, 2, 3, 4 ..	1,330	1,384					
P 7, 8, 9	1,378	1,470	1,488	1,542		1,280	1,310
E 4	1,378	1,432				1,280	1,310
C(T) Trg. 1, 2	1,378	1,432	1,470	1,536	1,590		
E P 7, 8, 9	1,596	1,650	1,704	1,764	1,824	1,896	1,950
C(T) Trg. 1, 2	1,764	1,812	1,884				

GRADE LEVEL 5

Pay Group	Salary Scale	Salary Range															Proposed Salary		
		N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	Phase I
A	H 4, 5, 6, 7 ..	492	516	528	540	564	582	600	630	648	666	684	702	726	750	774	1,190	1,370	
	E 1 (B & C) 3 ..	516	534	558	618	636	660	678	702	726	750	774							
	D 1, 2, 3 ..	516	528	540	582	600	618	644	662	684	708	732	762	792					
	D 2, 3 ..	708	732	762	792														
B	E 1 (B & C) 3 ..	804	848	878	914	980	1,016												
	D 1, 2, 3 ..	806	830	854	884	914	944	980	1,016	1,036	1,072	1,114							
	D 2, 3 ..	806	830	854	884	914	944	980	1,016										
	H 9 ..	804	818	848	878														
	F 4 ..	818	848	878	914														
	C(E) Trg. ..	830	854	884															
	C(T) Trg. ..	848	878	914															
	D 4 ..	1,036	1,072	1,114															
	P 9, 8 ..	1,072	1,114																
	C(T) 1, 2 ..	1,072	1,114																
	E 4 ..	1,084	1,120																
B 1 (A) 1 ..	1,108																		
C	B 1 (A) 1 ..	1,264	1,300	1,348	1,396											1,530	1,590		
	D 4 ..	1,276	1,330	1,394															
	E 4 ..	1,276	1,324	1,378															
	P 9, 8 ..	1,276	1,324	1,378															
	C(T) 1, 2 ..	1,276	1,324	1,378															
D	E 4 ..	1,432																	
	C(T) 1, 2 ..	1,432	1,470	1,560	1,608	1,662									1,670	1,700			
	B 1 (A) 1 ..	1,440	1,500	1,560	1,620	1,692													
	P 9, 8 ..	1,470	1,488	1,512	1,596	1,650	1,704												
	E 5 ..	1,482	1,536	1,590	1,644	1,704													
	P 7 ..	1,554	1,608	1,662															
E	E 4 ..	1,764	1,824	1,896															
	P 9, 8 ..	1,764	1,824	1,896															
	B 1 (A) 1 ..	1,764	1,968	2,040															
	N P 7 ..	1,764	1,824																
	P 7 ..	1,824	1,950																
C(T) 1, 2 ..	1,824	1,884	1,950																

GRADE LEVEL 6

Pay Grade	Salary Scale	Salary Range																Proposed Salary	
		N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	Phase I
A	E 1 (B & C) 3	516	534	558	618	636	660	678	702	726	750	774	804	848	878	914	944		
	H 7, 8 ..	702	726	750	774	804	818	848	878									1,410	1,630
	H 9 ..	804	818	848	878	914	944												
	C(E) Trg. 1, 2	830	854	884															
	C(T) Trg. 1, 2	848	878	914															
B	E 1 (B & C) 3	980	1,016																
	C(E) Trg. 1, 2	1,036	1,072	1,114	1,276	1,380											1,630	1,800	
	C(T) Trg. 1, 2 ..	1,036	1,072	1,114	1,276	1,324													
	C(E) 1, 2 ..	1,036	1,072	1,114	1,276	1,324													
	C(T) 1, 2 ..	1,072	1,114	1,276	1,234														
	E 4 ..	1,084	1,120	1,276	1,324														
	B 1 A1 ..	1,108	1,264	1,300	1,348														
	C	C(E) Trg. 1, 2	1,384	1,428	1,482	1,536	1,590	1,764											
C(T) Trg. 1, 2		1,378	1,432	1,470	1,560	1,608	1,662												
C(E) 1, 2 ..		1,384	1,428	1,482	1,536	1,590	1,764												
C(T) 1, 2 ..		1,378	1,432	1,470	1,560	1,608	1,662												
E 4 ..		1,378	1,432														1,870	1,970	
B 1 A1 ..		1,396	1,440	1,500	1,560	1,608	1,662												
D 5 ..		1,428	1,482	1,536	1,590	1,644	1,704	1,764											
C(E) 2, 3 ..		1,482	1,536	1,590	1,764														
C(T) 2, 3, 4 ..	1,482	1,536	1,590	1,764															
B 1, 2 ..	1,620	1,692	1,764																
D	C(E) Trg. 1, 2	1,812	1,884																
	C(T) Trg. 1, 2	1,824	1,884	1,950															
	C(E) 1, 2 ..	1,812	1,884	1,950													2,080	2,140	
	C(T) 1, 2 ..	1,824	1,884	1,950															
	B 1 A1 ..	1,968	2,040																
	D 5 ..	1,824																	
	C(E) 2, 3 ..	1,812	1,884	1,950	2,016	2,088	2,160												
	C(T) 2, 3, 4 ..	1,812	1,884	1,950	2,016	2,088	2,160												
B 1, 2 ..	1,968	2,040	2,112																
NP 8 ..	1,848	1,912	1,976	2,040															
E	CT 2, 3, 4 ..	2,232	2,424	2,508	2,592													2,310	
	B 1, 2 ..	2,196	2,400	2,496	2,592														

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GRADE LEVEL 7

Pay Group	Salary Scale	Salary Range														Proposed Salary			
		N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	Phase I	Phase II	
A	B Trg. 1A ..	848	914	940													1,729	2,000	
	C(T) Trg. 1, 2 ..	848	878	914															
B	H 10, 11 ..	1,032	1,072	1,114	1,276	1,324													
	H 10 ..	1,032	1,072	1,114	1,276	1,324													
	C(E) 1, 2 ..	1,036	1,072	1,114	1,276	1,330											2,004	2,250	
	C(T) Trg. 1, 2 ..	1,036	1,072	1,114	1,276	1,324													
	C(T) 1, 2 ..	1,072	1,114	1,276	1,324														
	B Trg. 1A ..	1,108	1,264	1,300	1,348														
	B 1A ..	1,108	1,264	1,300	1,348														
C	H 10, 11 ..	1,360	1,420	1,464	1,524	1,572	1,620												
	E 4 ..	1,378	1,432																
	C(T) Trg. 1, 2 ..	1,378	1,432	1,470	1,560	1,608	1,662												
	C(T) 1, 2 ..	1,378	1,432	1,470	1,560	1,608	1,662										2,256	2,500	
	C(E) 1, 2 ..	1,384	1,428	1,482	1,536	1,590	1,764												
	B Trg. 1A ..	1,396	1,440	1,500	1,560														
	B 1 A1 ..	1,396	1,440	1,500	1,560	1,620	1,692	1,764											
	E 5 ..	1,482	1,536	1,590	1,644	1,704	1,764												
	C(E) 2, 3 ..	1,482	1,536	1,590	1,764														
	C(E) 2, 3, 4 ..	1,482	1,536	1,590	1,764														
B 1, 2 ..	1,620	1,692	1,764																
D	C(E) 2, 3, 4 ..	1,812	1,884	1,950	2,016	2,088	2,160	2,232											
	C(E) 2 ..	1,812	1,884	1,950	2,016	2,088	2,160												
	C(E) 1, 2 ..	1,812	1,884																
	E 5 ..	1,824	1,896																
	C(T) 2, 3, 4, 5 ..	1,824	1,884	1,950	2,016	2,088	2,160	2,232									2,550	2,750	
	C(T) 2, 3, 4, 5 ..	1,824	1,884	1,950	2,016	2,088	2,160	2,232											
	P 5, 6, 7 ..	1,824	1,884	1,950	2,016	2,088	2,160	2,232											
	C(T) 2, 3, 4 ..	1,824	1,884	1,950															
	C(T) 1, 2 ..	1,824	1,884	1,950															
	C(T) Trg. 1, 2 ..	1,824	1,884	1,950															
B 1, 2 ..	1,948	2,040	2,112	2,196															
B 1 A1 ..	1,968	2,040																	
E	B 1, 2 ..	2,400	2,496	2,592															
	C(T) 2, 3, 4 ..	2,424	2,508	2,592	2,688														
	C(E) 4 ..	2,424	2,508	2,592															
	C(E) 2, 3, 4 ..	2,424	2,508	2,592															
	C(T) 2, 3, 4, 5 ..	2,424	2,508	2,592	2,688														
	P 5, 6, 7 ..	2,424	2,508	2,592	2,688														

GRADE LEVEL 8

Pay Grade	Salary Scale	Salary Range					Proposed Salary	
		N	N	N	N	N	Phase I	Phase II
A	C(E) 2, 3, 4	1,482	1,536	1,590	1,764			
	C(T) 2, 3, 4	1,560	1,608	1,662				
	B 1, 2	1,620	1,692	1,764		2,490	2,780	
	B 1, 2, 3	1,620	1,692	1,764				
	B 1, 2, 3, 4	1,620	1,692	1,764				
	A	1,680	1,764					
B	C(E) 2, 3, 4	1,812	1,884	1,950	2,016	2,088		
	C(T) 2, 3, 4	1,824	1,884	1,950	2,016	2,088		
	B 1, 2	1,968	2,040				2,800	3,080
	B 1, 2, 3	1,968	2,040					
	B 1, 2, 3, 4	1,968	2,040					
	A	1,848	2,088					
	A	1,848	2,088					
	Ab							
C	C(E) 2, 3, 4	2,160	2,232					
	C(T) 2, 3, 4	2,160	2,232					
	B 1, 2	2,112	2,196				3,080	3,380
	B 1, 2, 3	2,112	2,196					
	B 2, 3	2,112	2,196					
	B 1, 2, 3, 4	2,112	2,196					
	A	2,184						
	Ab	2,184						
D	C(E) 2, 3, 4	2,424	2,508	2,592	2,688			
	C(T) 2, 3, 4	2,424	2,508	2,592	2,688			
	B 1, 2	2,400	2,496	2,592			3,390	3,680
	B 1, 2, 3	2,400	2,496	2,592	2,688			
	B 2, 3	2,400	2,496	2,592	2,688			
	B 3	2,688						
	B 1, 2, 3, 4	2,400	2,496	2,592	2,688			
	B 3, 4	2,688						
	A	2,400	2,496	2,592	2,688			
	A	2,400	2,496	2,592	2,688			
	Ab	2,400	2,496	2,592	2,688			
	Ac	2,400	2,496	2,592	2,688			
E	P 4	2,788	2,880	2,988				
	C(T) 5, 6	2,784	2,880	2,988				
	C(E) 5	2,784	2,880	2,988				
	C(T) 5	2,784	2,880	2,988				
	B 1, 2, 3	2,784	2,880	2,988				
	B 2, 3	2,784	2,880	2,988		3,710	3,980	
	B 3	2,784	2,880	2,988				
	B 1, 2, 3, 4	2,784	2,880	2,988				
	B 3, 4	2,784	2,880	2,988				
	A	2,784	2,880	2,988				
	Ab	2,784	2,880	2,988				
	Ac	2,784	2,880	2,988				

GRADE LEVEL 9

Pay Group	Salary Scale	Salary Range		Proposed Salary	
		Min	Max	Phase I	Phase II
A	C(E) 6	3,096	3,204		
	C(T) 6	3,096	3,204		
	B 1, 2, 3, 4	3,096	3,204		
	B 4	3,096	3,204		
	A	3,096	3,204	3,790	3,980
	Ab	3,096	3,204		
	Ac	3,096	3,204		
	Af	3,096	3,204		
	Au	3,096	3,204		
	B 3, 4	3,096	3,204		
	C(T) 5, 6	3,096	3,204		
	P 1	3,096	3,204		
	B	C(E) 6	3,312	3,420	
C(T) 6		3,312	3,420		
B 1, 2, 3, 4		3,312	3,420		
B 4		3,312	3,420		
A		3,312	3,420	4,100	4,320
Ab		3,312	3,420		
Ac		3,312	3,420		
Af		3,312	3,420		
Au		3,312	3,420		
B 3, 4		3,312	3,420		
C(T) 5, 6		3,312	3,420		
P 1	3,312	3,420			
C	C(E) 6	3,528			
	C(T) 6	3,528			
	B 1, 2, 3, 4	3,528			
	B 4	3,528			
	A	3,528		4,380	4,660
	Ab	3,528			
	Ac	3,528			
	Af	3,528			
	Au	3,528			
	B 3, 4	3,528			
C(T) 5, 6	3,528				
P 1	3,528				
A Med X	3,660				
D	A Med X	3,900		4,730	5,000
	E A Med X	4,140			5,340

GRADE LEVEL 10

Pay Group	Salary Scale	Salary Range				Proposed Salary		
		N	N	N	N	Phase I	Phase II	
A	Group 8	3,900	4,020	4,140	5,020	5,350
							5,380	5,710
							5,740	6,070
							6,100	6,430

GRADE LEVEL 11

A	Group 7	5,064			5,850	6,050
	Group 6	5,472				6,590
								7,130
								7,670

GRADE LEVEL 12

								6,810
								7,410
								8,010
								8,610

GRADE LEVEL 13

Group 7	5,064					
Group 6	5,472			7,180	7,660	
Group 5	6,000					8,340
Group 4	6,480					9,020
								9,700

GRADE LEVEL 14

Group 6	5,472					
Group 5A	5,796					
Group 5	6,000			8,020	8,620	
Group 4	6,480					9,380
Group 2A	7,320					10,140
								10,900

Pay Group	Salary Scale	GRADE LEVEL 15		Proposed Salary	
		Salary Range		Phase I	Phase II
			₪	₪	₪
Group 4A	** ..		6,240		10,580
Group 4	** ..		6,480	8,870	9,700
					11,400
					12,250
					11,870
					12,870
					13,790
					10,910
					11,870
					12,870
					13,790
					10,980
					12,270
					13,350
					14,435
					15,500

SALARY ADMINISTRATION EXAMPLES

Upgrading during Implementation or Post Phase II

A. To illustrate an upgrading situation due to a change in duties and the pay adjustment procedure, let us take the example of an employee now being paid ₦436 in Scale G 1, 2, and 3, whose position is upgraded during the implementation period from Grade Level 01 to Grade Level 02.

<i>Preconversion Scale</i>	336	352	368	406	422	436	462	476	558
<i>Phase I Salary Range 01</i>				630	690		760	810		
<i>Phase I Salary Range 02</i>					700		790	860	940	

The rule here is that on upgrading the incumbent of an upgraded position will be placed in the salary range at a step having the next highest value to the incumbents' former salary, effective the date of change in duties.

B. To illustrate an upgrading due to an under-evaluation on conversion and the pay adjustment procedure involving retroactivity, let us take the example of an employee now paid ₦806 in Scale D 1, 2 and 3, whose position is upgraded from Grade Level 04 to Grade Level 05 during the implementation period as the result of an evaluation review request :

<i>Preconversion Scale</i>	516	528	792	806	830	1016
<i>Phase I Salary Range 04</i>				960	1080		1210	1280	1350	
<i>Phase I Salary Range 05</i>					1190		1360	1530	1670	

The rule here is that on an upgrading required because of under-evaluation on conversion, the incumbent of the regraded position is entitled to the minimum step in the new grade level, effective the date of conversion.

C. To illustrate an upgrading in the same circumstances as B above that is discovered in the post Phase II period but less than twelve months after the Phase II award :

Appendix-IV 2—continued

<i>Preconversion Scale</i>								
516	528	792	806	830	1016
<i>Phase I Salary Range 04</i>				↓				
			960	1080	1210	1280	1350	
<i>Phase II Salary Range 04</i>				↓				
			1150	1170	1240	1310	1380	
<i>Phase II Salary Range 05</i>				↓				
				1370	1480	1590	1700	1810

The rule governing retroactivity still applies. The incumbent's salary would be adjusted retroactively from the conversion date to the date of the Phase II award on the basis of the ₹1,190 Phase I salary for Grade Level 05 and retroactively to the minimum step of the Phase II award for Grade Level 05 or the ₹1,370.

Downgrading on Conversion During Implementation and Post Phase II

D. To illustrate a downgrading occurring on conversion in which the position incumbent's preconversion salary in Scale E 4 is higher than the maximum of the salary range for his position's new Grade Level 04 :

Note.—Should the under-evaluation have been discovered more than twelve months after the Phase II award and subsequent increases have been awarded, the retroactivity should not extend back beyond the date of the Phase II award. In no case should post-Phase II retroactivity extend back beyond the date of the last pay change when an under-evaluation is discovered.

<i>Preconversion Salary Scale</i>							
1084	1120		1378	1432		
<i>Phase I Salary Range 04</i>							
	960	1080	1210	1280	1350		
<i>Phase II Salary Range 04</i>							
	1150	1170	1240	1310	1380		

The rule here is that, in such a downgrading situation, the incumbent's Phase I salary normally would be the maximum of ₹1350. At Phase II it would again be the maximum or ₹1,380. However, the application of the 8 per cent rule takes precedence and the incumbent's new salary would be ₹1,378 plus 8 per cent or ₹1,490 which would continue as the incumbent's salary until such time as the maximum salary for Grade Level 04 exceeds that amount.

E. To illustrate another downgrading situation, in which the position held by an incumbent is downgraded during implementation and prior to Phase II, let us take the situation in which an incumbent was being paid in Scale D 2, 3 and whose position was converted at Grade Level 04. During implementation as the result of an evaluation review, his job is downgraded to Grade Level 03 :

Preconversion Salary Scale
 630 648 806 830 8541016

Phase I Salary Range 04
 960 1080 1210 1280 1350 ..

Phase I Salary Range 03
 785 884 1000 1091

Phase II Salary Range 03
 900 980 1060 1140

The rule here is that on conversion the incumbent's salary went to that for the appropriate pay group or ₦1,080. Upon downgrading the incumbent's salary would become the maximum of the Phase I Grade Level 03 or ₦1,091 and at Phase II the incumbent's salary would be the maximum of Grade Level 03 or ₦1,140. No retroactive recovery of pay or alteration in the incumbent's entitlement to benefits and allowances should take place.

F. A similar situation occurring, post-Phase II awards, would receive the same treatment, the effective date of the action being the date of advice to the incumbent. No retroactive recovery of salary should be made.

No Change Situation on Conversion

G. To illustrate a non-change situation in which the incumbent's pre-conversion salary is only slightly lower than the pay group of the Grade Level to which his position is assigned on conversion and who was paid at the preconversion salary of ₦1,114, in Scale D 1, 2, 3 and 4 :

Preconversion Salary Scale
 516 528 1114 1276 1384

Phase I Salary Range 04
 960 1080 1210 1280 1350

Phase II Salary Range 04
 1150 1170 1240 1310 1380

Appendix IV-2—continued

The rule here is that, although the increase on conversion is only slightly more than 8 per cent, the incumbent's pay would be that of the appropriate pay group, in this case Pay Group C or ₹1,210. By Phase II, the incumbent will have been in the new salary for one year and then will be entitled to an annual increment and move to Pay Group D or ₹1,280. At Phase II, the incumbent's salary becomes that of Pay Group D or ₹1,310.

POLICE SALARY CONVERSION

Rank		Former Salary Scale	Salary Scale						Proposed Salary Phase I	
			N	N	N	N	N	N	N	N
CONSTABLE	..	NP 2	454	468	484	522	534	546	910	1,040
	..	NP 2	558	570	582	600	618	636	1,000	1,130
	..	NP 3	726	750					1,100	1,220
CORPORAL	..	NP 3	774	798					1,150	1,260
	..	NP 3							—	1,310
SERGEANT										
Sergeant	..	NP 4	828	858	888				1,170	1,270
Cadet S/Inspector	..	NP 5	888						1,170	1,270
Sergeant	..	NP 4	918	948	978	1,008	1,038		1,260	1,350
Sergeant-Major	..	NP 6	1,056	1,098					1,260	1,350
Sergeant-Major	..	NP 6	1,260	1,320					1,460	1,510
Sergeant-Major	..	NP 6	1,344	1,386					1,540	1,590
INSPECTOR										
Sub-Inspector	..	NP 6	1,056	1,098	1,260				1,460	1,580
Sub-Inspector	..	NP 6	1,344	1,386						
Inspector	..	NP 7	1,440	1,482	1,536				1,640	1,700
Inspector	..	NP 7	1,590	1,644					1,780	1,830
Inspector	..	NP 7	1,704	1,764					1,910	1,960
Inspector	..	NP 7	1,824							
Chief Inspector ¹	..	NP 8	1,848	1,912	1,976	2,040			2,040	2,090
DEPUTY SUPERINTENDENT										
Assistant Superintendent of Police	..	B 1, 2	1,620	1,692	1,764	1,968	2,040		2,530	2,780
Assistant Superintendent of Police	..	B 1, 2	2,112	2,196	2,400	2,496			2,910	3,080
Assistant Superintendent of Police	..	B 1, 2	2,592							
Deputy Superintendent of Police	..	B 3	2,688	2,784					3,210	3,380
Deputy Superintendent of Police	..	B 3	2,880	2,988					3,510	3,680
Superintendent of Police	..	B 4	3,096	3,204					—	3,980
Superintendent of Police	..	B 4	3,312	3,420					4,100	4,320
Superintendent of Police	..	B 4	3,528						4,380	4,660
Superintendent of Police	..	B 4							—	5,000
Superintendent of Police	..	B 4							—	5,340
Chief Superintendent	..	Group 8	3,900	4,020	4,140				5,540	6,050
Chief Superintendent	..	Group 8							—	6,590
Chief Superintendent	..	Group 8							—	7,130
Chief Superintendent	..	Group 8							—	7,670

¹ Incumbents of Chief Inspector Posts receiving 1912, 1976, 2040 will receive an 8% increase.

Appendix IV-3—continued

Assistant Commissioner of Police	Group 7	5,064	7010	7,660
			—	8,340
			—	9,020
			—	9,700
Deputy Commissioner of Police	Group 6	5,472	7,830	8,620
			—	9,380
			—	10,140
			—	10,900
Commissioner of Police ..	Group 4A	6,240	8,840	9,700
			—	10,550
			—	11,400
			—	12,250

PART V
ACTION PLAN FOR
IMPLEMENTATION

PART V

ACTION PLAN FOR IMPLEMENTATION

In Part IV of this volume, we outlined the objectives, organizations and administrative arrangements for the implementation of the evaluation and pay plans. We dealt at some length with the adequacy of existing organizations and procedures and developed proposals for amplifying them.

In this part, we set out in more detail the administrative arrangements and organization structures considered appropriate to the implementation and post-implementation periods. We also discuss the Phase II Salary Plan, the requirement for ongoing pay and benefits research, and the training of job analysts, job evaluators and compensation officers.

CHAPTER 19

ORGANIZATIONAL AND ADMINISTRATIVE ARRANGEMENTS

Central Agency Requirement

Our examination of the present administrative organization, staffing and procedures indicated that—

1. Ministry staffs will need to be augmented during the implementation period.
2. Current procedures are adequate to deal with most evaluation review requests at the ministry level, in accordance with our recommended procedures.
3. Initially, at least, evaluation requests calling for job evaluation and special pay treatment will be beyond the competence of the ministry staffs and a central agency will be required to handle them.
4. Standards for evaluation purposes will require continuing development.
5. Training of job analysts and evaluators and compensation officers is an urgent requirement.
6. State and other public service agency representation will be required on constitutional and practical grounds.
7. Technical advice to the head of such an agency will be required for some time after implementation.
8. Pay adjustments for Phase II will require an updated data base.

In view of these circumstances, we believe that a central agency should be established to provide :

1. An immediate evaluation review resource to both the federal and state governments
2. Advice and recommendations to the Public Service Commission on the evaluation implications of the need to transfer or promote individuals as the result of changes in the evaluation and pay plans
3. A central training resource for senior management training, specialist training for evaluators and compensation officers, and continuous development of evaluation standards
4. A technical resource to the proposed senior management committee.

It is proposed that this central agency be established at a sufficiently high level of authority as to enable it to operate effectively within the federal civil service and fulfill an equally effective advisory and counselling role in respect of state and other public service organizations.

We believe that the objectives of this central agency should be—

1. To facilitate the transition from the old to the new evaluation and pay systems
2. To maintain an advice and counselling service
3. To provide trained manpower and readily available services to assist federal and state ministries and other organizations in dealing with situations and issues arising at conversion and during the implementation period
4. To establish and maintain, for as long as necessary, a training facility for federal and state organizations to provide—
management development
orientation courses in the concepts of job worth and performance reward systems
trained job analysts and evaluators and compensation officers

5. To carry out pay and benefits research during the implementation period
More specifically, the responsibilities of this agency should be—

1. To receive, analyse and assess evaluation change recommendations put forward by federal and state organizations

2. To carry out field investigations of evaluation review requests

3. To serve as the final decision-making body with respect to grading and pay issues, except for the petition rights of individuals as provided in the Civil Service Rules (1974)

4. To recommend changes in the grading structure or the grading of positions

5. To continue the development and modification of standards

6. To provide a training facility for management development

7. To develop and carry out a pay and benefits research programme

8. To serve as a Cabinet advisory body and provide counsel to federal and state organizations

9. To develop and implement regulations procedures and other programs for the implementation and post-implementation periods to include such considerations as

the determination of entitlement to benefits and allowances in light of the changes in job and pay relativities

the continuation or elimination of certain benefits and allowances

retroactive remuneration and grading regulations and procedures

A proposed organization chart for the central agency is included as Appendix V-1. We propose that it should consist of eight main divisions or units. Their respective functions are described in the pages that follow.

Pay and Benefits Research Unit

The primary role of this unit should be the continuation, during the implementation period, of the development of salary and benefits proposal for Phase II of the salary conversion program. A secondary but no less important role would be the development and training of interim pay and benefits research staff to continue the work already in progress. During the implementation period, the unit should address itself to the following considerations :

1. The future role and location of the unit and its functions

2. The definition of its functions

3. The development of a total compensation concept and such specific aspects as the provision of benefits and allowances comparability with the private sector equity of pay and benefits treatment the frequency of pay adjustments

Its third principal role would be the development of a pay and benefits research organization and program for the post-implementation period.

This unit would also serve as an advisory and information resource to the proposed Senior Management Committee (*see* page 320) and assist the Training and Development Division in developing its programs.

Technical Advisory and Coordination Group

This unit should provide technical advice on standards development, job evaluation, compensation operations and research and training. It would be responsible for coordination of all the technical operations of the central agency. It would also be available in an advisory capacity to the head of the agency, to federal ministries and departments, and to states' representatives on operational and planning matters falling within the purview of the agency.

Training and Development Division

As discussed in Volume I, there is a major need to train and develop job analysts and evaluators, and senior, intermediate and junior supervisors, as well as to provide a mass information program on the change program. This division would be responsible for the development of training standards, programs and curricula, and the training of specialists for all federal and state organizations, either directly as for the federal civil service or through circulation of suggested programs and course materials to state and other agencies.

Another significant function of this division would be the development and implementation of a large-scale information program aimed at the education of the mass of public servants in the purpose, methods and personal significance of the new evaluation methods and pay administration.

Standards Development Division

This division would be responsible for the continuing development of job descriptions and evaluation standards designed to ensure the comprehensiveness of standards and to facilitate the continuing operation and extension of the evaluation system to all elements of the public services. Upon request, it would serve in an advisory capacity on the interpretation and application of standards to both agency evaluation teams and ministries and states. It would also provide a training resource, in its specialized field, to the training division of the agency.

As the responsibilities of this division will call for extensive field investigations to obtain job descriptions, it should have available to it the results of the evaluation review teams' field investigations.

Administrative Unit

This unit would be expected to provide the administrative and record-keeping services required by the central agency. Its duties would include:

1. Personnel administration for the agency
2. A central registry processing of all correspondence and material forwarded to the agency for action
3. The maintenance of all records on evaluation referrals and decisions
4. A library function for the standards development and evaluation review organizations

States Representation Division

This group, functioning in close relationship with the head of the agency and made up of staffs nominated by each state, would serve as the channel of communication and recommendation for evaluation requests from their respective states. Senior members of this group would serve on the agency committee convened to deal with standards, evaluation and compensation issues referred to during the implementation period and having implications for more than one ministry or organization. The members of this group would serve as state representatives to the central agency and as staff back-up to senior members of state governments serving on committees dealing with senior management issues.

Compensation Operations Division

This division would be required to develop the necessary procedures and regulations for implementing the grading and salary conversions, and to render decisions on compensation matters referred to it during implementation. It would also provide an advisory and technical assistance service, on request, to ministries and state representatives on the interpretation and implementation of grading and pay procedures and regulations. It should be among the first operating divisions established.

Evaluation Review Division

This division would consist of a pool of job evaluators and analysts, organized in teams, who are capable of providing technical assistance to ministries and state representatives on request. It would be organized primarily to deal with evaluation review requests referred to the central agency for resolution. It would be required to provide recommendations to the agency head on all evaluation review requests and assist in field job analysis and evaluation.

Proposed Senior Management Committee

Because of the need to render decisions and provide recommendations to the senior decision-making authority on sensitive issues affecting two or more federal or state organizations, particularly on senior management matters, a Senior Management Committee should be established. Its functions would in many respects be similar to those of the National Council for Establishments (NCE).

The membership of the Committee could be selected from such senior personnel as shown below :

1. A representative of the Secretary to the Federal Military Government
2. Senior representatives of state governments
3. Head of the central agency
4. Representative of the Public Service Commission
5. Permanent Secretary, Ministry of Establishments and Service Matters
6. Other federal and state officials whose attendance is considered necessary
7. Technical advisers as required

The Committee would be responsible for all matters relating to the gradings of senior management positions and senior management training and development at levels 11 to 16 inclusive. It would also be required to rule on matters of policy arising from the implementation of the new evaluation and pay systems, referred for its consideration by the head of the central agency.

Numbers of Personnel ; Evaluation Review Teams

Experience suggests that an evaluation review unit should have not less than two members and preferably three, one of whom should be senior and serve as the team leader. The number of these teams will be a function of demand and will be affected by the capacity and ability of the augmented ministries' staff to cope with evaluation review requests arising within their organizations.

Suggested numbers of teams are shown on the organization chart (*see Appendix V-I*), but these have been limited to relatively small numbers because of

1. The limited numbers of trained and experienced personnel available
2. Uncertainty concerning the demands on the central agency
3. The prospect that as more trained personnel become available, the numbers of teams can be expanded to meet demand

Including the Director and exclusive of support staff, it would appear that 141 officers of varying degrees of experience would represent the minimum star-up requirement in this area.

Other Implementation Considerations

Training

Immediately upon approval of the proposed evaluation and pay plans, there will be a need to train employees at all levels. A training organization to carry out this assignment is provided for in the proposed central agency.

This training can be broken down into broad categories of trainee groups, such as managers and supervisors, job evaluation specialists, and compensation operations and research officers.

Each trainee group will require a specific type of training related to its specialty. For example, under a coordinated evaluation and pay plan, managers and supervisors will be progressively involved in job evaluation and pay administration. For these individuals, there is a need to develop a fairly high level of understanding of job evaluation and restructuring techniques, career progression, advancement opportunities and administrative regulations and procedures. Provision for this level of training has been made in the proposed central agency organization. Managers will also need to appreciate the impact and flexibilities of the new systems as they relate to their management responsibilities.

There will also be an urgent requirement for job evaluation specialists and compensation officers. Of the two, the job evaluation specialist has the higher priority. The training of the compensation specialist can be carried out by the technical adviser in this specialty, as a form of on-the-job training, during the development of the Pay and Benefits Research Unit. Provision for this has been made in the proposed central agency organization.

Job evaluators will be in immediate demand for carrying out evaluation reviews received from the federal and state organizations as soon as the evaluation plan is approved. As well as possessing the skills and knowledge required by managers and supervisors, job evaluators will require development as consultant advisers and trainers of management. There will also be a requirement to provide training in jobs structuring and organization analysis for a limited number of these specialists.

In addition to officers of the federal civil service that require training, there are equivalent groups in the state governments and in autonomous organizations such as the parastatals, universities, teaching services and the police. We believe that training activity under federal sponsorship and guidance will have to be extended as quickly as possible into state organizations as well as into the universities, teaching services and the police. We recommend also that parastatal organizations and other autonomous organizations should be afforded the opportunity to participate in this training program.

Initially, any such training effort should be conducted by the central agency. We have therefore provided for a Training and Development Division in the agency's organization structure.

Audit Program

An audit operation should begin during the implementation phase. This function should be the responsibility of a Standards Development Division, as recommended for the proposed central agency.

The audit system would have two major tasks. First, it should review, on a post-by-post basis throughout the federal civil service, the duties and responsibilities being discharged in relation to the profile descriptions contained in the standards. Second, it should examine evaluation review requests and their accompanying job descriptions to update the evaluation standards during the implementation phase. This would assist the evaluation review group by extending the base on which their evaluation decisions rest.

We believe that this audit operation would be beneficial to the states and other autonomous organizations, and we therefore recommend that they be encouraged to participate in the program.

Performance Appraisal

In Part IV, we discussed performance pay and set out a suggested performance rating scale that included top performers, employees in a normal range of competence, employees barely worth retaining, and those not up to the demands of their positions. In order to implement a performance pay system that rewards performance in a result-oriented work environment, a performance appraisal system must be developed. We recommend the development of such a system in the period between Phase I and Phase II, for implementation on quarterly anniversary dates in the years following the Phase II salary awards.

Occupational Title

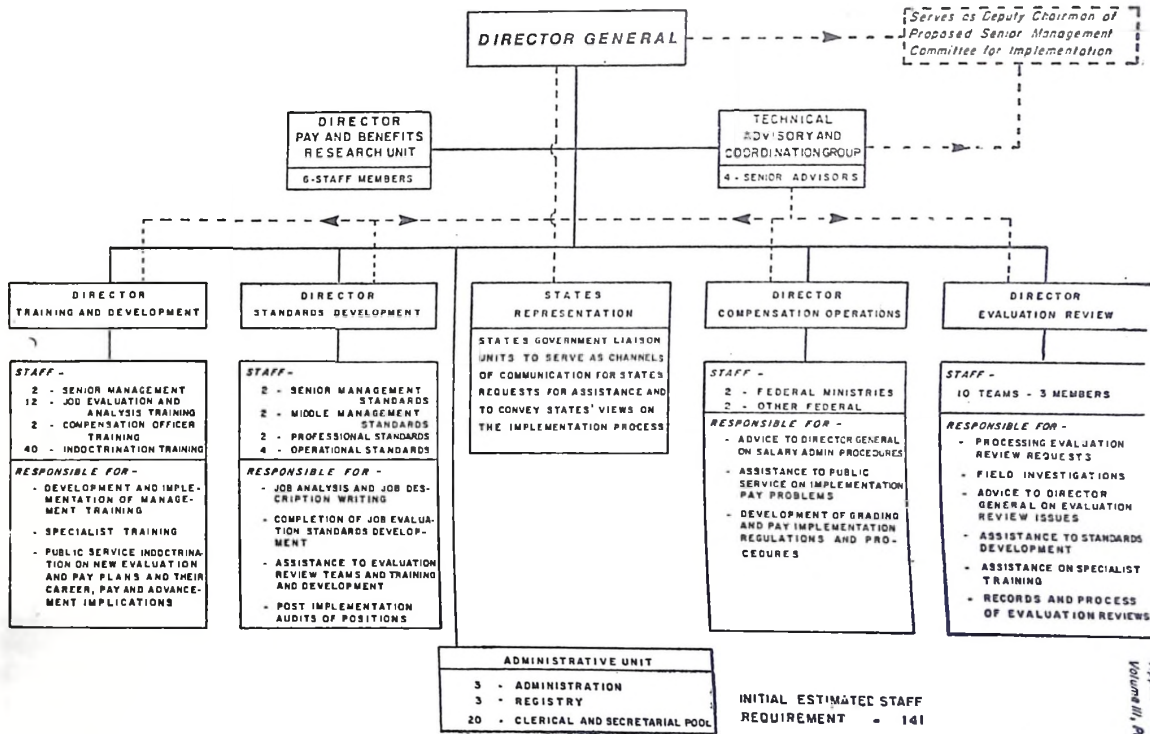
We recommend the development and implementation of a new system of occupational titles that reflects both the nature and the level of work being performed. In this connection we also recommend, the development of an occupational coding system, much along the lines 4(d), employed for the codification of the federal civil service referenced in Volume 4, Appendix IV-

Public Relations Program

Early in this part of the report, we recommended provision of an indoctrination program for civil servants designed to acquaint them with the evaluation and pay systems and explain their implications for career progression and salary advancement. These proposals related to an internal program.

There is an equally urgent need for an external public relations program announcing the results of the Public Service Commission's work and explaining to the general public precisely what these new systems for evaluation and pay mean in terms of private sector impact and response. This information program must provide a clear, unambiguous interpretation and explanation of the systems to demonstrate their equity in evaluating and compensating all jobs in the Nigerian labour market.

PROPOSED CENTRAL AGENCY ORGANIZATION



APPENDIX V-2

SOME SUGGESTIONS FOR CENTRAL AGENCY STAFFING

We suggest the following position titles for the heads and members of the proposed central agency :

- Director-General
- Director, Pay and Benefits Research.
- Senior Adviser, Training and Development.
- Director, Training and Development.
- Senior Adviser, Compensation Operations.
- Director, Standards Development.
- Senior Adviser, Evaluation Review.
- Director, Compensation Operations.
- Director, Evaluation Review.
- Team Leaders—Standards Development.
- Evaluation Review.
- Members of Units.

With respect to the staffing of positions down to the Team Leader level, we recommend the following selection guidelines :

- Director General.*—Experience in the development and application of standards.
- Experience in the evaluation of jobs using the new evaluation standards.
- Broad Knowledge of Federal and state organisations and operations.
- Experience as a senior administrator.

- Director, Pay and Benefits Research.*—Knowledge of current pay and benefits practices in Nigeria, plus some knowledge of current philosophies and practices in other countries
- knowledge of conditions of service within the public and private sectors of the economy.
- Some experience or training in the development of pay research programs and design.
- Some experience or training in the analysis and interpretation of survey data.
- Experience as an administrator of programs or procedures in a related area.

- Director, Training and Development.*—experience in the development and implementation of training programs in the fields of
 - Management development.
 - Specialist Training.

Some experience or training directly related to the proposed out-oriented management philosophy, job evaluation standards and compensation development.

Some experience as a lecturer or discussion leader and training in group dynamics.

- Director, Standards Development.*—experience or training in the development of standards.
- Some experience or training directly related to the new job evaluation standards.
- Experience as a leader of relatively complex projects requiring some contact with senior management in an advisory role.
- General knowledge of federal and state organizations.

Appendix V-2—continued

Director, Compensation Operations.—Experience in the administration of current regulations and procedures governing pay, benefits and allowances.

Extensive knowledge of federal and state organizations and relationships.

Experience in dealing with senior officials on sensitive matters.

Some experience in committee work.

Knowledge of Nigerian pay, benefits and allowances.

Some knowledge of the recent pay and benefits survey findings.

Director, Evaluation Review.—Extensive knowledge of the new job grading and evaluation standards gained through either experience or training

Experience as a project leader involving some contact with senior management in an advisory role

General knowledge of federal and state organizations

Senior Advisers.—Specialized and extensive knowledge in the fields of evaluation, compensation, and training and development covering the whole spectrum of these fields

Experience in the development and management of programs in their fields of specialization

Experience in serving in an advisory capacity to senior management in a variety of situations

Many years of directly related experience at national and international levels

Team Leaders, Standards Development.—Training and experience in the development and modification and evaluation standards

General knowledge of federal or state organizations and functions

Knowledge of the employment areas for jobs on which they will be reviewing gradings

Standards Development Division Members.—Training and some experience in job analysis, job description writing and the development of job evaluation standards

Some knowledge or experience in the employment areas for which they will be developing or modifying standards

Some knowledge of government organizations and functions

Compensation Operations Division and Pay and Benefits Research Unit Members.—Some experience and knowledge of current regulations and their administration

Some experience and knowledge of applied statistics

Experience or training in analysis and interpretation of data and other information

Experience or knowledge of the pay and benefits philosophies or practices in Nigeria and elsewhere

Some training or experience in applied mathematics or economics

Evaluation Review Division Members.—Training and experience in job analysis, job description writing and the application of job evaluation standards

Knowledge or fairly extensive experience in the employment areas to which they will be applying analytical and evaluation techniques

Some knowledge of government organizations and functions

The above selection guidelines should be observed, wherever possible; and where staffing shortfalls are anticipated, the training of personnel to minimally acceptable standards should begin as soon as possible.

