

**OFFICE OF THE PRESIDENT**  
**PUBLIC SERVICE**  
**MANAGEMENT**

**CIRCULAR NO. 1/1994**

**REFERENCE NO. PS: 18/11**

FROM: Permanent Secretary,  
Office of the President,  
Public Service Management.

TO: Secretary to the Treasury,  
All Permanent Secretaries,  
Heads of Departments and  
Regional Executive Officers  
Chief Statistician, Statistical Bureau,  
Director, National Agricultural Research  
Institute

**SUBJECT:**

- (i) Job Evaluation Exercise and
- (ii) Salary Enhancement Component of  
Guyana Public Administration Project.

DATE: 14<sup>th</sup> January, 1994.

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As part of its overall drive to reconstruct the National Economy Government has plans to improve the performance and productivity of the Public Service. These plans, which fall under a broad-based Guyana Public Administration Project, will be achieved through a number of initiatives, including:

- (a) improving real incomes and incentive structures;
- (b) attracting and retaining key personnel;
- (c) developing a pay policy; and
- (d) enhancing the long-term capacity and capability for salary administration and pay policy analysis.

Work on these initiatives has commenced and will extend to at least until 1998.

2. This Circular is therefore being issued to keep you informed of progress to date with the development and implementation of essential steps to support these plans, in particular with regard to grading and pay in those areas of the public Service which will be the focus of the Guyana Public Administration Project. It follows my earlier Circulars (18/1993 and 22/1991), and I should be grateful if you would bring it contents to the attention of all staff. I will issue further briefings, as Circulars as implementation progresses.

3. Successful implementation of the first phase of Government's plans regarding and pay requires:
  - (a) the completion of the job evaluation exercise commenced in 1991/92;
  - (b) the development of all posts (and the holders or those posts) to an appropriate point on the new scale.
  - (c) The transfer of all posts (and the holders of those posts) to an appropriate point on the new scale.
4. Significant progress has been achieved, in particular regarding the completion of the job evaluation exercise and evaluates the development of the new salary structure. In summary:
  - The job evaluation panel has been meeting daily from early December and should complete its work soon with a special three-day panel meeting which will provide an opportunity to review, and finalise, all recommendations, including those from the work undertaken in 1991. The report of the job evaluation panel recommendations on grading resources available under the Project.
  - Government in consultation with the Guyana Public Service Union, has determined the criteria to be adopted in the design and development of the new 14 Grade salary structure pending further dialogue aimed at achieving an improving structure within the financial resources available under the Project.
5. On this basis, detailed implementation of grading and pay recommendations is expected to commence from early February, 1994. The new grades and the related salary structure will be effective from 1<sup>st</sup> July, 1993.
6. In designing and developing the new salary structure, we have sought:
  - to establish an hierarchy of grades paralleling the assessed hierarchy or increased-importance, duties and responsibilities. Jobs assessed as having the same level of responsibility should be in the same grade.
  - To ensure, as far as possible, a smooth progression from one grade to the next, properly reflecting the level of responsibility of jobs in the grade.
  - To seek a close correlation of existing and new grades, minimizing, as far as possible, the need for personally preserved (red-circled) salaries and earnings.
  - To plan the implementation of the new pay structure with controlled additional cost and the maximum possible protection for existing staff.
7. However, I wish to point out that the degree to which these objectives will be secured, at least in the current phase of the project, is constrained by features of the inherited position, in particular.
  - A number of staff have been appointed on special terms or at personal salaries which are significantly higher than those of other staff who appear to be undertaking identical duties, and responsibilities.

- Earnings of certain categories of staff, or of individuals, are enhanced by certain allowances.
  - There is evidence of some 'unauthorised' departure from the approved establishment.
8. Given these features of the inherited position, and the broader pressures on the National Budget, it is unlikely that the current phase of the salary enhancement project will satisfy all of Government's objectives. I also wish to emphasise that the new salary structure will not necessarily meet the market rate for particular jobs, but represents a first step in reallocating availability of jobs in the Public Service.
  9. Detailed guidance on the assimilation of officers from their current grades and allowances into the new 14 Grade structure will be sent out as soon as possible. As far as possible, assimilation for individuals will be effected in accordance with criteria designed to ensure that no officer should suffer reduced income on transfer to the new scale. Where necessary, Government will introduce personal protection of earnings. Also, a special policy to be followed in registering and considering appeals against the decisions of the job evaluation panel has been developed and will be implemented after consultation with the Guyana Public Service Union.
  10. Once again, I should be grateful if you would bring the contents of this Circular to the attention of all staff in your Ministries/ Departments/Regions and Agencies. I thank you in advance for your full co-operation and look forward to your continued support in progressing work which will lead to full implementation of the new salary structure.

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(R. Sivanand A.A.)  
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