

INSTITUTE OF DEVELOPMENT MANAGEMENT,  
[BOTSWANA, LESOTHO AND SWAZILAND].

THE REVIEW OF THE WAMALWA REPORT  
AND THE SJEC REPORT ON  
SALARIES AND CONDITIONS OF SERVICE

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THE REVIEW OF THE WAMALWA REPORT  
AND THE STANDING JOB EVALUATION COMMITTEE  
REPORT ON  
SALARIES AND CONDITIONS OF SERVICE

BY

THE INSTITUTE OF DEVELOPMENT MANAGEMENT // TEAM

*[Mkhama, Lesimo & Swaziland]*

MBABANE, SWAZILAND  
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## MEMBERSHIP AND ACKNOWLEDGEMENTS

The membership of the team appointed by the Public Service Reconstruction Committee to review and report on the situation arising from the Wamalwa and S.J.E.C. reports was as follows:

Mr D.C. Hockett, IDM - Team Leader  
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The team members were most capably supported for the project duration by Florence Dlamini, Personal Secretary, and Johannes Nhlengethwa, Driver. Mr W. Mavuso was available as a Consultant from the Ministry of Education as required.

The task of reviewing two previous reports, and constantly meeting public servants with complaints, all within considerable time pressure, has been particularly demanding. Nevertheless, members have responded positively and put forth considerable effort to meet and resolve the issues presented.

The senior members of Government and supporting officers, along with innumerable members of the public service, have explained and clarified issues, patiently and thoroughly. For this advice and assistance, the team is grateful. For the knowledge and skills provided by team members, the Team Leader is equally grateful. It is also necessary to acknowledge the information and assistance provided by officers associated with the previous studies, aiding clarification of the many problems.

Despite the many sources of advice and encouragement, any errors of omission, recommendations that do not contribute to resolving problems without creating more serious problems, or misinterpretations of the existing situation are the sole responsibility of the team leader.

The report concerns itself with the major structural problems in the present pay plan. Issues relayed to the team early in the project are dealt with in the body of the report. The jobs indicated in the various charts of recommended job levels summarize the key areas of concern. These recommendations cover the basic or key jobs. Appendix II summarizes individual new job allocations not previously evaluated, by any body, and now allocated to grades according to the newly recommended standards. Posts and jobs indicated in Appendix II must be allowed an initial right of appeal, as must any job designated in Appendix I as "new". Other jobs in Appendix I are indicative of the recommended standards and since they have been previously evaluated, should not enjoy the freedom of immediate appeal if these recommendations are incorporated. Any job evaluated by S.J.E.C. and now incorporated in the grading structure has to the best of the team's ability been incorporated in Appendix I. Requests for job evaluation received in 1977 by S.J.E.C. but not previously evaluated are reflected in Appendix II insofar as available information allows.

## Introduction

- A. The Commission of Enquiry into the Structure, Conditions of Service and Remuneration of the Public Service of the Kingdom of Swaziland presented its report to His Excellency the Prime Minister in February 1976. After due consideration of the report (Wamalwa), Government adopted certain recommendations and instructed their implementation through Establishments Circular No.6 of 1976 Wamalwa Report: Salary Scales and Conditions of Service.
- B. The Public Service Reconstruction Committee was established and under it a Standing Job Evaluation Committee to examine matters arising from the recommendations and the implementation procedures. The Standing Job Evaluation Committee commenced sittings in July 1976 and reviewed issues put forward regarding grievancies and anomalies that had been submitted to the Department of Establishments and Training. The culmination of this Committee's activities during July-October 1976 came with a report to the Public Service Reconstruction Committee.
- C. When the report was received, amid time pressure and general dissatisfaction, the Government was faced with problems of which recommendations to adopt where there was conflict, and what recommendations should be adopted where a recommendation was not acceptable to the complainants.
- D. Within this situation, the Public Service Reconstruction Committee requested the Institute of Development Management to provide a consultant to review the two reports and provide advice on the appropriate course of action. As a result of the initial activity PSRC formally requested the IDM to provide a small team to review the total situation and produce a report with recommendation for action; in general the mission of this team was to analyse and support the recommendations of the Wamalwa Commission where practicable, review and support the SJEC recommendations if feasible, and further to provide alternative recommendations in areas where deemed appropriate. More specifically the team was to:
1. a) develop accurate information in chart form of the organisation and staffing of the Public Service

- b) review the current job evaluation factor , and where appropriate modify and re-define factors
- c) set out factor weights where appropriate
- d) to re-assess all jobs in the Public Service
- e) establish bench mark jobs for future reference purposes

2. a) train five job analysts

- b) develop salary administration procedure and practices compatible with the job evaluation plan

3. a) establish an appeal procedure for job evaluation

- b) review the recruitment and selection machinery with a view to ensure an integrated personnel system

- c) advise on staffing the personnel function

E. The methodology adopted was to:

- a) review all information available including the job information provided for the original assessment, the job evaluation scores and the ultimate grading
- b) develop a list of jobs that required additional information
- c) identify the posts and interview incumbents to provide this information
- d) summarise the information and check with supervisory and management staff
- e) compare the new information with the previous data
- f) develop recommendations for modification where indicated.

F. Simultaneously, a review of the principles of the grading structure and problems associated with the actual salaries was conducted

G. These activities indicated a wide range of problems existing in the Public Service, Teaching Service and Industrial Grade jobs. These problems have been investigated and the report indicates the recommended action on each issue, based on the evidence collected. The recommendations in some cases support those of the Wamalwa Report, in some cases support the proposals of the SJEC, and in other cases propose entirely different treatment of the problems.

The report has treated first the issues that were common to all areas of the Public Service, and then examined the issues that were more directly concerned with specific occupational groups.

H. Problems Common to all Areas of the Public Service

1. The job evaluation system adopted apparently cannot adequately reflect the differences presently obtaining in the Public Service.
2. The number of grades provided under the Wamalwa Commission recommendations is not sufficient to provide for distinctions in jobs that can be clearly identified even with the present job evaluation system.
3. Inconsistency in the size of increment, and number of notches in the salary scales, leads to wide variations in the treatment of individual employees.
4. The conversion method utilised destroyed nearly all established seniority relationships within grades.
5. The absence of a clearly defined appeal system and grievance procedure leads to long delay and general disillusionment with the administrative practices in most personnel transactions.
6. The abolishment of allowances has caused variations in relative pay levels that destroyed many relationships and practices that were long established and, in many cases, highly desirable if not mandatory.



7. The difference in pensionable terms and conditions from one part of the Public Service to another leads to different treatment for some employees from others.
8. The variation in quality and the lack of sufficient number of housing units results in a wide variation in the treatment of employees, particularly in the Teaching Service, the transferable field officers, the Police Service and the Prison Service.
9. The proposed forfeiture of unused leave poses severe problems for many section of the Public Service where due to work pressure leave has not been taken and apparently cannot be taken in the immediate future.
10. The absence of a comprehensive set of central personnel records causes considerable difficulty and confusion in seeking equitable treatment for all Public Servants.
11. The fact that the anticipated 1976 increment was not included in the pay adjustment caused widespread dissention with employees claiming that this was a violation of employee rights.
12. The inclusion of every post in the Public Service in the purview of a standard job evaluation plan has mitigated against the participation of top management in areas of job evaluation where the judgement and advice of senior officers is sorely needed, and has set up an inherent conflict of interest about job evaluation standards.

These problems are elaborated in following sections and recommended remedial actions are indicated.

RECOMMENDATIONS FOR ALL PUBLIC SERVANT POSTS

1. Common Job Evaluation Standards

The job evaluation system adopted as a basis for the recommendations of the Wamalwa Report encompassed all posts in the Teaching Service, the Public Service and Industrial Class employees. This system is a quantified system which leads to point scores for each job. Careful examination of the factors, and the weighting of these factors, leads to the inevitable conclusion that the factor definitions and the factor weighting have serious shortcomings. Further it is virtually impossible to use a completely common system for all posts under consideration in this exercise. In seeking a common pay structure alternative approaches to job evaluation are permissible and, in many cases, desirable. Public service jurisdictions in many parts of the world utilise a non-quantified pre-determined grading method. The Fulton report in Great Britain recommended the adoption of a modification of this type of system for the British Public Service. The United Nations, in most of its Public Service Personnel Projects, recommend and utilise the "Position Classification Method", a specific adaptation of pre-determined grading. With the establishment of some understanding of job evaluation and its effect by the Wamalwa Report, and the establishment of some clear benchmarks for job evaluation, it is now possible to take the next step and develop a unique job evaluation system and structure which clearly reflect the needs and conditions existing in the Kingdom of Swaziland. It is therefore recommended that:

Recommendation 1

the Government of Swaziland commence a programme of converting existing job evaluation standards to "Position Classification Method" with specific applications to be developed for major job families where appropriate.

2. Grading Structure

Problems within the present grading structure can be identified in at least two major areas:

- a) the actual number of grades utilised, and
- b) the relationship of evaluated points to money assigned to the grade

A. Actual Number of Grade Available

- a) The number of grades utilised in the present structure is seventeen. This number of grades greatly compresses the job evaluation structure and forces jobs into arbitrary relationships with other jobs. In some cases jobs with supervision over other jobs must be placed in the same grade. Some distinction that need to be made are unnecessarily blurred and often impossible to maintain. Further, with the wide range of jobs in the public sector, available grades for a common pay structure need to be more than in a single industrial employment situation.
- b) Table 1 is a sample of a common salary structure that provides twenty five grades, an increase of 50% in the number available for all posts below the top grade,

GRADE								
25	9720	10080	10500	10980	11400	11880	12360	12840
24	8640	9000	9360	9720	10080	10500	10980	11400
23	7680	7980	8280	8640	9000	9360	9720	10080
22	6840	7080	7380	7680	7980	8280	8640	9000
21	6120	6360	6600	6840	7080	7380	7680	7980
20	5400	5640	5880	6120	6360	6600	6840	7080
19	4800	4980	5160	5400	5640	5880	6120	6360
18	4260	4440	4620	4800	4980	5160	5400	5640
17	3792	3936	4080	4260	4440	4620	4800	4980
16	3360	3504	3648	3792	3936	4080	4260	4440
15	3000	3120	3240	3360	3504	3648	3792	3936
14	2664	2760	2880	3000	3120	3240	3360	3504
13	2376	2472	2568	2664	2760	2880	3000	3120
12	2100	2184	2280	2376	2472	2568	2664	2760
11	1872	1944	2016	2100	2184	2280	2376	2472
10	1680	1740	1800	1872	1944	2016	2100	2184
9	1500	1560	1620	1680	1740	1800	1872	1944
8	1320	1380	1440	1500	1560	1620	1680	1740
7	1152	1200	1260	1320	1380	1440	1500	1560
6	1032	1068	1104	1152	1200	1260	1320	1380
5	924	960	996	1032	1068	1104	1152	1200
4	816	852	888	924	960	996	1032	1068
3	744	768	792	816	852	888	924	960
2	672	696	720	744	768	792	816	852
1	600	624	648	672	696	720	744	768
	1	2	3	4	5	6	7	8
ANNUAL SALARY, EMALANGENI, AT EACH NOTCH								

75 POINT INTERLOCKING SALARY GRID  
 APPROXIMATELY 4% INCREMENTS BETWEEN NOTCHES  
 APPROXIMATELY 12% DIFFERENCES BETWEEN GRADES

Table 1 SAMPLE SALARY GRID

B. The Relationship of the Job Evaluation Scores to the Actual Money Paid

- a) When the structure was designed having a nineteen per cent difference in points from one grade to the next, it would be expected that some similar relationship could be detected in the amount of money to be paid to the jobs allocated to various grades.
- b) From a money standpoint the present grade structure exhibits very little consistency from one grade to another when examining the relationship between grades, the increments within the grades, and relativity of job evaluation points to the salaries paid in the grades. For example it would be expected that Job A evaluated at approximately two hundred points would be paid approximately the same amount more than Job B evaluated at one hundred and fifty points, than Job B is paid more than Job C evaluated at approximately one hundred points. Such is not the case. In this example the starting salary for Job A is 89% higher than Job B and 131% higher than Job C. The final salary for Job A is 80% higher than Job B and 222% higher than Job C. Further, when the average salary in each grade is examined, using the middle rate of the grade as the indicator, Job A is paid 83% more than Job B and 179% more than Job C. If there existed a consistent relationship converting the job evaluation scores to money, on an approximately uniform basis the differences between Job A and Job B would be in the order of 40% at each indicator, and the difference between Job A and Job C would be in the order of 100%.
- c) Table 2 indicates the complete picture of the relationships between grades utilising the money rates for calculations. As is evident from this table, there is no apparent consistency between the minima, the maxima, nor the mid-points of the grades and money rates as presently assigned.

GRADE	EMALANGENI PER YEAR			MIN. AS % OF PREVIOUS MINIMUM	MAX. AS % OF PREVIOUS MAXIMUM	MAX. AS % OF MIN.	MID-POINT AS % OF PREVIOUS MID-POINT	NUMBER OF INCREMENTS
	MINIMUM	MAXIMUM	MID-POINT					
17	10000	10000	10000	111.1	105.5	100.0	108.2	0
16	9000	9480	9240	108.7	108.2	105.3	108.5	2
15	8280	8760	8520	106.1	105.8	105.8	106.0	2
14	7800	8280	8040	114.0	109.5	106.8	110.3	2
13*	6840	7560	7290	125.3	112.5	110.5	119.7	4
12*	5460	6720	6090	146.8	127.3	123.1	135.3	7
11	3720	5280	4500	134.8	125.7	141.9	129.3	10
10	2760	4200	3480	133.7	128.7	152.2	130.6	10
9	2064	3264	2664	127.4	126.5	158.1	126.9	10
8	1620	2580	2100	148.4	142.4	159.3	144.6	10
7	1092	1812	1452	113.8	145.2	165.3	131.5	10
6	960	1248	1104	107.4	123.1	130.0	115.7	6
5	894	1014	954	112.9	114.2	113.4	113.6	4
4	792	888	840	111.9	110.4	112.1	111.1	4
3	708	804	756	107.3	109.8	113.6	108.6	4
2	660	732	696	115.6	103.4	110.9	108.4	3
1	576	708	642			122.9		5

\* Note: age pay not included

Table 2

EXISTING RELATIONSHIP OF MONEY RATES TO GRADES

## Inconsistency in Increments

- a) Within the grades there exist wide variations in the size of increment as a per cent of the previous rate. Further, the size of increment as a per cent of the previous rate consistently decreases through the grade in all but one case - the last increase in Grade 1. To manage an increment structure, some variation must be tolerated due to administrative constraints - the division of the annual salary into twelve uniform amounts for monthly salary payments. However, this constraint need not mean that the increase be exactly the same throughout the grade. Larger absolute amounts can be used for the last few increments to maintain a reasonably consistent per cent increase in salary.
- b) Table 3 indicates the present structure, and the number of employees affected in each grade. It clearly demonstrates that all employees in Grades 2, 3, 4 and 5 receive increases of less than 4% through the increment structure. The nearly 3800 employees so affected receive, not only among the lowest per cent increases of all public servants, but annual increases ranging from E24 to E30 on annual salaries varying from E660 to E1014. Meanwhile over eight thousand colleagues in Grades 6, 7, 8, 9 and 10 enjoy increases varying from 4.0% to 6.6%, considerably larger absolute salary amounts and, in most cases, over a considerably longer period of years. The approximately 400 officers in posts graded 12 - 17 inclusive also receive increases in all cases of less than 4%. However, the increases, due to the salary levels, are much larger and the situation is not as serious. Increases of E180 to 240 per year mean that these officers do actually receive what can be identified as a tangible increase.
- c) In summary the evidence clearly indicates the need for a major revision in the increment structure to provide equitable treatment to all employees regarding salary increases within grades

It is therefore recommended that:

### Recommendation 2

with effect from 1 April 1978, a new common salary structure with seventy-five interlocking rates distributed over twenty-five salary scales be adopted, providing, as far as is practicable, eight notches of 4% in each grade, and, as far as is practicable, a consistent 12% difference between the starting notch of succeeding salary scales.

INCREMENT	GRADE																	TOTAL
	1	2	3	4	5	6,	7	8	9	10	11	12	13+	14+	15	16	17	
10							4.1	3.9	3.8	3.6	3.0							
9							4.3	4.0	4.0	3.7	3.1							
8							4.5	4.2	4.1	3.8	3.2							
7							4.7	4.4	4.3	4.0	3.4	2.8						
6						4.0	5.0	4.6	4.5	4.1	3.5	2.8						
5	5.5					4.2	5.2	4.8	4.7	4.3	3.6	2.9						
4	3.7		3.1	2.8	3.0	4.3	5.5	5.0	5.0	4.5	3.9	3.0	2.4					
3	3.8	3.4	3.2	2.9	3.1	4.5	5.8	5.3	5.2	4.7	3.7	3.1	2.5					
2	4.0	3.5	3.3	2.9	3.2	4.8	6.2	5.6	5.5	5.0	4.0	3.2	2.6	3.0	2.8	2.6		
1	4.2	3.6	3.4	3.0	3.4	5.0	6.6	5.9	5.8	5.2	4.2	3.3	2.6	3.1	2.9	2.7		
No. of Posts	*738	2111	489	570	603	1728	3465	891	1510	789	269	203	121	45	17	15	2	13566

- 1) All employees in Grades 2, 3, 4, 5, 12, 13, 14, 15, 16 receive increment of less than 4%;
- 2) The first 2 increments in Grade 11 are 4% or more; - all other increments in Grade 11 are less than 4%;
- 3) All increments in Grades 6 and 7 are 4% or more;
- 4) All increments but one in Grades 8 and 9 are 4% or more;
- 5) 7 of 10 increments in Grade 10 are 4% or more.

\*DTA's not included

+Age pay not included



### Disruption of Seniority Relationships

The conversion to new salary scales set out in Establishment Circular No.6, 1976 disrupted the seniority relationships of serving officers in many cases. Employees with ten or more years of service were placed on the same rate as employees with one year of service. In fact in at least one case an employee undergoing pre-service training was placed on the same rate as a serving officer with twelve years service. It is well recognised that, with the major changes in salaries for many employees, direct notch to notch conversion was far too costly to contemplate. Further, it is clear that any more than recognition of the principle of differences in pay for long service will place most employees close to the top of the salary grade. However, the evidence indicates that some compromise is necessary on this issue to establish some token recognition for long service. It is therefore recommended:

#### Recommendation 3

with effect from 1 April 1977 all officers serving in a given post for the past seven years be awarded one increment within grade, and further that all officers serving in a given post for the past twelve years be awarded two increments within grade, insofar as the recommended action does not exceed the present maximum for the grade, this recommendation to have effect only for these specific officers and to in no way imply that this recommendation be carried into the future and award additional increments at the seven and twelve year points of service for any other officer.

#### 5. Appeal and Grievance System

The present machinery for appeals and grievances relating to employment is cumbersome and time consuming. Disciplinary actions are slow in being taken and grievances resulting from discipline action may take months to resolve. One cause may be the blurred relationships between the Civil Service Board, the Department of Establishments and Training, and Ministries and Departments. Another possible cause may be the absence of accurate, pertinent performance records. A third possible cause may be the lack of clear discipline standards in terms of up-to-date regulations and procedures for handling problems of discipline. A later section in this report, "The Personnel Function", sets out recommendations to clearly fix the responsibility and define the standards and procedures for managing grievances and appeal in Public Service and Industrial Class employment, and a section, "The Teaching

Service Commission", provides for the Teaching Service.

## 6. Abolishment of Allowances

The accepted recommendation of the Wamalwa Report to abolish all special allowances had wide ramifications in all areas concerned. The inherent fairness of this recommendation has never been made clear to the affected officers - allowances, in general, are not pensionable, and, if the allowance is associated with additional responsibility, special working conditions or work related issues, the job evaluation plan should clearly reflect this in the pay for the job; in other words all compensation for these kinds of problems should be pensionable. While the limitations of the conversion to Establishment Circular No.6 of 1976, regarding allowances, are fully recognised. It is nevertheless a much fairer situation than previously existing. Special cases where "responsibility allowances" were not adequately considered on conversion have been dealt with elsewhere. In all other cases the existing situation clearly supports the recommendation that:

### Recommendation 4

all special allowances be terminated

## 7. Pensions

The variation in pensionable terms and conditions is a source of dissatisfaction to employees, particularly in the Teaching Service. When a common employer such as Government sets up the terms and conditions of employment these terms and conditions must be as equitable as is possible. With the introduction of the National Provident Fund another variable comes into the scene. At this point in time a complete professional study of the pensions structure throughout Swaziland is urgently required. This study must examine the para-statal and private sector practices, as well as all areas of public service employment. It is therefore recommended that:

### Recommendation 5

technical assistance be sought to analyse the total pension requirements of the Kingdom of Swaziland on a long-term basis, having due regard for all areas of employment in the Kingdom, and special concern for public and para-statal sector requirements.

Housing

A major source of complaint is housing of Public Servants. The complaints are focussed on four major items:

- a) the availability of housing
- b) the quality of housing
- c) the rental charges for housing
- d) the availability of loans for construction of housing

These issues were carefully examined. An emergency situation exists and bold, immediate steps are required to alleviate some of the problems. The situation undoubtedly, is general in the Kingdom of Swaziland, but of immediate major concern must be the provision of adequate housing for teachers and government officers, particularly in the rural areas of Swaziland. No single action will resolve all issues - having adequate housing available but not being able to afford the rental charges will not help; an officer - lowering rental charges on inadequate facilities provides no relief - making loans available for transferable officers will provide little enticement. It is therefore recommended that:

Recommendation 6

study of detailed Government housing requirements be commenced immediately, concurrently with a complete inventory of all publicly owned housing

Recommendation 7

any increases in rental charges for presently occupied Government housing be deferred indefinitely

Recommendation 8

a system of priorities be developed for allocation of available houses, and housing construction funds, such that the priorities identified in the study of needs be clearly reflected in this allocation

9. Forfeiture of Unused Leave

The issue of leave accumulation, and the forfeiture of unused leave within the allocated period is covered in Para 199, Wamalwa Report and Para 48, SJEC Report. Careful examination of the problem, and the implications of forfeiture, lead to the conclusion that in many cases the forfeiture would be unduly harsh in some areas of the service. Shortage of staff and large amounts of accumulated leave make it virtually impossible to utilise all earned leave during the calendar year 1977. It is therefore recommended that:

Recommendation 9

the deadline for the use of accumulated leave be extended to 1 July 1978, and that by 1 January 1978 leave plans to clear the back log be submitted to the Permanent Secretary, Establishments and Training from every area of the Public Service. The said leave plans are to be endorsed by the responsible controlling officer and rigorously enforced by Establishments and Training.

10. Central Personnel Records

The Department of Establishments and Training presently has a near hopeless task of effectively controlling employee records and transactions due to the lack of any solid information base of personnel records. The payment of salaries by Treasury, accurately and promptly, is seriously hampered by this lack. A sound system of central personnel records will provide information for promotions and transfers and salary administration with a minimum of clerical transactions. A computer-based system, co-ordinated with the budgeting procedure, will provide accurate costing information, reduced clerical workload and an easily retrievable salary record for every employee. It is therefore recommended that:

Recommendation 10

a computer-based system of job and post control be developed, identifying every post with its respective responsibility centre and linking the individual employee with the said post.

11. Annual Increment for 1976

The administrative decision to not award an increment on 1 April 1976, simultaneously with the installation of the new pay scales, created widespread dissatisfaction in the Public Service, Teaching Service and Industrial Class employees. From a labour relations standpoint, employees felt this deprived them of a right. There is little basis to support the employee position from a legal position. Evidence indicates that the cost of awarding the increment, in addition to other increased salary costs of implementing the Wamalwa recommendations, was simply too much for Government to bear at that time. The financial picture has become more optimistic at this time, and in the interest of promoting sound employee relations it is recommended that:

Recommendation 11

the 1976 annual increment be awarded with retrospective effect to 1 April 1976

12. Exclusion Criteria for Job Evaluation

The job evaluation plan as it exists covers every post in the Public Service, Teaching Service and Industrial Class. Evidence indicates that this is not completely appropriate. It is difficult to manage a job evaluation plan when evaluators and all top management are subject to the same process they are conducting and advising others about. To develop a scheme of service, or to effectively analyse a job and decide what grade is appropriate, requires careful consideration of administrative as well as professional personnel necessities. This consideration and the resulting balancing of requirements needs the participation of senior officers in addition to trained personnel specialists or job analysts. This participation can be best provided by top management - the Permanent Secretaries. Other posts presently subject to the job evaluation plan have unique appointment procedures, well-defined and universally accepted. They are found reporting directly to Parliament, acting at the top level of the judicial system, or as senior members of the Diplomatic Service

Salaries for all of these posts can be determined by a careful analysis of the career pattern to reach the post, the reason for appointment to each post, and the level of salaries of other senior posts subject to the job evaluation plan. The mechanics of relating the pay for these posts to those subject to the job evaluation plan can provide the special treatment required without distorting the job evaluation plan. It is therefore recommended that:

Recommendation 12

the following posts be excluded from the job evaluation plan

Secretary to Cabinet and Head of Civil Service`  
Permanent Secretary  
Commissioner of Police  
Ambassador  
High Commissioner  
Chief Justice  
Director of Public Prosecutions  
Attorney-General  
Auditor-General  
Chairman, Civil Service Board

Recommendation 13`

the salary range for the Secretary to Cabinet and Head of Civil Service be one grade above the salary range for Permanent Secretary, which in turn be one grade above the top posts included in the job evaluation plan; all other excluded posts be equated to these salary ranges or to salary ranges for posts included in the job evaluation plan, as deemed appropriate.

THE TEACHING SERVICE

A. The major issues in the teaching field can be summarised as follows:

1. Qualifications have been seemingly ignored in the allocations of teaching posts to grades
2. Differences in salary within salary scales due to experience have disappeared on implementation of Establishment Circular No.6 of 1976
3. Most Primary Headmasters are paid the same as Primary Teachers
4. Special responsibilities of some officers, such as department heads, have not been reflected in the salary structure
5. Housing availability and conditions for teachers are a serious drawback to attracting teachers, particularly to the rural areas
6. Pension conditions for teachers vary from those of their colleagues in the Public Service
7. Car advances and Kilometre allowances are not available for Headmasters and Principals of Teacher Training Colleges
8. The availability of loans for the purchase of cars and housing is not on the same terms as in the Public Service
9. The absence of any form of Teaching Service Commission makes it difficult for teachers to appeal to an independent body when discipline action is taken

B. The items that are specific to the Teaching Service, and not dealt with elsewhere in this report, are examined in the following paragraphs and recommendations made as deemed appropriate.

1. The Evaluation of Teaching Posts`

Contrary to previous practice in Swaziland, and in most areas of the world, teachers have been placed in common grades regardless of the qualifications and training possessed.

In many areas of employment this is sound job evaluation practice. However, in the teaching profession it is usual to regard higher qualifications as a source of more knowledge to impart to the students, or an improved ability to impart that knowledge. A system based on qualifications and training possesses distinct advantages such as:

- a) it provides an opportunity to make finer, more precise distinctions in pay for teachers
- b) by providing increased pay for improved qualifications, it places the onus on the teacher to improve qualifications
- c) it places the responsibility on the employer to provide opportunity for improving qualifications
- d) it accepts the conventional method for paying teachers
- e) by developing adequate controls on allocation of adequately qualified teachers, it minimises the cost of teaching salaries, and maximises the quality of teaching.

These advantages, taken in summary, lead to the recommendation that:

#### Recommendation 14

with effect from 1 April 1978 a job evaluation system for the payment of teachers and closely related posts be implemented with principal emphasis being placed upon qualifications and training, experience, and responsibilities with sufficient administrative safeguards to guarantee the allocation of teachers to appropriate levels of schools and maximum salary controls to assist optimum allocation

## 2. Payment of Primary Headmaster Posts

Except for Headmasters who were in Group V of the Trowbridge scale placed in Grade 9, all teachers and headmasters in the Primary system were placed in Grade 7. This action is a source of much bitterness both to headmasters and the Teaching Service as a whole. The situation demands a remedy which takes into account that headmasters have been performing these duties



since 1 April 1975. The remedy must recognise the administrative responsibility with retrospective effect. However, in the interests of equity, a locally constructed and executed course for Headmasters must be developed to assist in qualifying the Headmasters formerly paid under an allowance system. It is therefore recommended that:

Recommendation 15

a programme for training Headmasters of Primary Schools be implemented in the summer break with a view to completing the programme by the end of the calendar year 1979.

Recommendation 16

with effect from 1 April 1975 all Headmasters of lower primary schools be paid the appropriate rate in Grade 8, and all Headmasters of higher primary schools be paid the appropriate rate in Grade 9; further that Deputy Headmaster of higher primary schools be paid the appropriate rate in Grade 8, provided however that no Headmaster or Deputy Headmaster may progress more than two notches prior to successful completion of the second phase of the programme, nor more than four notches prior to successful completion of the final phase of the programme

3. Special Responsibility Posts

Some posts in secondary schools and teacher training institutions presently are not adequately compensated for the special responsibilities they carry. A careful examination of these posts, within the existing constraints, indicates that some minimum differential necessary can be clearly established and maintained. It is therefore recommended that:

Recommendation 17

the proposed relative pay levels in Chart A, posts in the teaching and related field be adopted.

GRADE	PRIMARY SCHOOLS	SECONDARY SCHOOLS	TEACHER COLLEGES	SCOT	STI
15	D I R E C T O R   O F   E D U C A T I O N				
14	Chief Inspector	Chief Inspector	Principal, WPTC	Principal	
13		Senior Inspector	Principal, Nazarene Vice Principal WPTC Director, PCU	Vice Principal	Principal
12	District Education Officer	Inspector (Examinations) Headmaster (Senior Secondary)	Vice Principal, Nazarene Senior Lecturer	Senior Lecturer	Senior Staff Training Officer
11	Inspector	Headmaster (Junior Secondary) Senior Master/Mistress Dep. Head (Senior Secondary)	Lecturer Curriculum Designer	Lecturer	Staff Training Officer
10		Teacher (Degree) Deputy Head (Junior Secondary)	Asst. Lecturer Asst. Curriculum Designer	Asst. Lecturer	
9	Headmaster Higher Primary Leader Teacher	Teacher (STC)			
8	Headmaster, Lower Primary Higher Primary Teacher				
7	Primary Lower Teacher				
6	Unqualified Teacher	Unqualified Teacher			

Chart A

RECOMMENDED JOB LEVELS

4. Car Advances and Kilometre Allowances

Para 407 of the Wamalwa report recommends that "the posts of Headmasters of Primary and Secondary Schools, and Principals of Teacher Training Colleges be classified as "duty posts" and thus be eligible for car advance and kilometre claim facilities in the same way as holders of "duty posts" in the Civil Service".

It is recommended that:

Recommendation 18

this recommendation of the Wamalwa Report be implemented with effect from 1 January 1978

5. Loans

The Teaching Service, though a part of the large group serving the public have been subject to differing conditions in many cases. The availability of loans to teachers for housing purchase should be on exactly the same terms and conditions as available to the Public Service. It is therefore recommended that:

Recommendation 19

the Government extend the housing loan scheme to teachers desirous of availing themselves of this assistance

6. Teaching Service Commission

Many representations have been made over a period of years regarding the establishment of this Commission. The availability of some avenue of appeal regarding discipline action is necessary for the smooth functioning of the Teaching Service. This is the major issue at this time and the one that should be of immediate concern. With the present situation of diverse appointment authority it would be folly to bar the appeals and grievance machinery necessary, while trying to determine the appropriate appointment authority. It is therefore recommended that:

Recommendation 20

a Teaching Service Commission be established empowered to hear appeals and grievances regarding discipline action. The said Teaching Service Commission to have a separate secretariat but be composed of a Chairman, who shall be initially the Chairman of the Civil Service Board, and two part time members

7. Primary Teacher Distinction

The grouping of all primary teachers in one grade poses one of the most severe problems in the Teaching Service. Due to the previous prevailing practice clear distinctions exist in teachers' minds between Primary Higher and Primary Lower teachers. Though this distinction should fall away with the new Primary Teaching Certificate, presently there is a definite difference in the field. In the secondary schools there is a distinction into two levels.. It is therefore recommended that:

Recommendation 21

with effect from 1 April 1977 all teachers with a Primary Higher Certificate and all teachers with a Primary Lower Certificate plus a special diploma (such as woodwork) be paid in Grade 8.

POLICE AND PRISONS SERVICE

Police and Prison Services in the Kingdom of Swaziland form a large employee block comprising about 12% of the total public employment posts. The Prisons Service distinctions are blurred and posts with some hierarchical relationships have been placed within the same grade. There are not enough grades to reflect the rank structure prevalent in the Prison Service. A careful examination of the work performed by prison officers does not indicate major differences in job levels at the lower grades. However, a major issue at this time is the direction the Prison Service is to take in the future. Will the emphasis continue to be on punishment? Will the direction shift to a correctional-rehabilitative emphasis? The emphasis needs to be reflected in the hiring standards set for entry as a trainee. Working conditions are difficult and the hours of work long with rare day off and nearly constant on-call requirements. The present shift system has not allowed leave to be taken by many officers, and makes any relaxation in off-duty hours nearly impossible. Coupled with crowded housing conditions these factors make it very difficult to have rested, alert prison officers during duty hours. It is therefore recommended that:

Recommendation 22

the Government commission a report recommending the direction the Prison Service is to take in the treatment of offenders

Recommendation 23

with immediate effect a study be made by the Management Services Unit of alternative methods of shift rotation in the Prison Service to allow sufficient leave and off-duty rest time to maintain an efficient and effective prison service.

The need to hire holders of Junior Certificate as a trainee was stressed continuously during the review of the Prison Service. If this is to be the future practice rigorously followed, having in view the general work and conditions of service it is recommended that:

Recommendation 24

Warder/Wardress posts be paid in Grade 7 with effect from the formal adoption of this hiring standard

In the Royal Swaziland Police Force the job evaluation system is effectively applied and makes appropriate distinctions in almost all cases. The carefully planned and executed training programme leads to efficient and effective development of officers. The major exception present in the system from a job evaluation standpoint is that of Constable. The trainee is paid at the same rate as the fully trained Constable and, with the necessary compression of rates due to conversion to new scales, will continue to progress to the same notches. A distinction can and should be made between the fully operating trained Constable and the trainee. It is therefore recommended that:

Recommendation 25

constables who have passed the Standing Orders examination after approximately three years satisfactory service, at the discretion of the Commissioner of Police, be paid in Grade 8 with effect from 1 September 1977.

Recommendation 26

the Cobbler/Tailor job in the Royal Swaziland Police Force be paid in Grade 7.

In both the Prison Service and the Royal Swaziland Police Force representations have been made for conversion to full military ranks for various reasons. Though there may be many sound reasons for the conversion, and equally sound reasons opposing the change, this matter is clearly a matter for other authorities to decide. If the conversions are made then each rank would need re-evaluation to ascertain the appropriate grade for salary purposes.

Recommendation 27

if military ranks are adopted in the Royal Swaziland Police and in the Prison Service, all posts be re-evaluated.

AGRICULTURE AND VETERINARY SERVICES

In general the appropriate job relationships in the Ministry of Agriculture are accurately reflected in the existing gradings. A careful review was conducted of most posts and, as a result of this, the specific changes are proposed with the reason given in each case. Veterinary Education Officer - this post is considered to be interchangeable with Veterinary Officers in charge of Districts. It is therefore recommended that:

Recommendation 28

with effect from 1 April 1977, Veterinary Education Officer be paid in Grade 13.

Assistant Veterinary Education Officer - this job carries a heavy responsibility to train future Animal Health Inspectors. It is therefore recommended that:

Recommendation 29

with effect from 1 April 1977, Assistant Veterinary Education Officer be paid in Grade 11.

Chief Animal Health Inspector - this post is responsible for the overall planning control and staffing of the Animal Health Inspectorate Division. It is therefore recommended that:

Recommendation 30

with effect from 1 April 1977, Chief Animal Health Inspector be paid in Grade 12.

Fattening Ranch Officer - this post is responsible for the supervision of all fattening ranches, run by Ranch Manager presently in Grade 11. It is therefore recommended that:

Recommendation 31

with effect from 1 April 1977, Fattening Ranch Officer be paid in Grade 12.

Senior Ranch Manager-- this is a new post, based at headquarters, responsible to the Senior Veterinary Officer for the overall supervision of six Ranch Managers, Grade 11 each in charge of breeding ranches. It is therefore recommended that:

Recommendation 32

with effect from 1 April 1977, Senior Ranch Manager be paid in Grade 12.

Senior Poultry Officer - this is a new post to take charge of poultry extension throughout the country, supervising the Poultry Extension Officers in Grade 10. It is therefore recommended that:

Recommendation 33

with effect from 1 April 1977, Senior Poultry Officer be paid in Grade 11.

Poultry Field Officer - this is a new function requiring a Certificate in Veterinary Training plus specialist training in poultry extension. It compares favourably with other field officers in the Ministry of Agriculture. It is therefore recommended that:

Recommendation 34

with effect from 1 April 1977, Poultry Field Officer be paid in Grade 7.

Cordon Inspector - this is a promotional post from Assistant Animal Health Inspector (Grade 8), which supervises Cordon Guards and Assistant Animal Health Inspectors. It is therefore recommended that:

Recommendation 35

with effect from 1 April 1977, Cordon Inspector be paid in Grade 9.

Cordon Guards - the comparison of this job to the Industrial Labourer job indicates a higher degree of responsibility is required. It is therefore recommended that:

Recommendation 36

with effect from 1 April 1977, Cordon Guard be paid in Grade 5.

Home Economics Officer - this post has the responsibility for the management of the division in the Ministry of Agriculture, and must hold a senior degree in home economics. It is therefore recommended that:

Recommendation 37

with effect from 1 April 1977, Home Economics Officer be paid in Grade 12.



Assistant Home Economics Officer, Domestic Science Supervisor - these posts carry the same responsibility and qualification requirements as the Assistant Nutrition Officer in Grade 10. It is therefore recommended that:

Recommendation 38

with effect from 1 April 1977, Assistant Home Economics Officer, and Domestic Science Supervisor be paid in Grade 10.

Senior Rural Youth Leader - this post compares favourably in all respects with the Extension Officer presently paid in Grade 10. It is therefore recommended that:

Recommendation 39

with effect from 1 April 1977, Senior Rural Youth Leader be paid in Grade 10.

Rural Youth Leader - this post compares favourably in all aspects with Agricultural Field Officer presently paid in Grade 7. It is therefore recommended that:

Recommendation 40

with effect from 1 April 1977, Rural Youth Leader be paid in Grade 7.

Agricultural Labourer - all aspects of this job appear to be nearly identical to those of most Industrial Labourers paid in Grade 2. It is therefore recommended that:

Recommendation 41

with effect from 1 April 1977, Agricultural Labourer be paid in Grade 2.

The recommended changes are diagrammed in Chart B and Chart C following

VETERINARY SERVICES

AGRICULTURAL SERVICES

GRADE	ANIMAL HEALTH	ANIMAL PRODUCTION	AGRICULTURAL EXTENSION
15	Director of Veterinary Services		
14	Senior Veterinary Officer (AE)	Senior Veterinary Officer (AP)	
13	Veterinary Officer Veterinary Inv. Off. Veterinary Education Off.		Senior Agricultural Officer
12	Chief Animal Health Inspector	Animal Husbandry Off. Range Management Off. Senior Ranch Manager Fattening Ranch Off.	Agricultural Officer
11	Senior Meat Inspector Assistant Veterinary Education Officer	Ranch Manager Senior Dairy Officer Senior Poultry Officer	Senior Extension Off. Farm Manager
10	Laboratory Technologist Senior Animal Health Inspector Meat Inspector Senior Smear Examiner	Dairy Extension Off. Poultry Extension Off. Livestock Extension Off.	Extension Officer Training Officer Assistant Home Economist Officer
9	Animal Health Inspector Cordon Inspector	Assistant Ranch Manager Assistant Poultry Ext. Officer Assistant Livestock Extension Officer	Assistant Extension Officer
8	Assistant Animal Health Inspector Smear Examiner	Poultryman	Agricultural Inspector
7	Senior Veterinary Assistant	Poultry Field Officer Dairy Field Officer	Farm Foreman
6	Veterinary Assistant Recorder		
5	Abattoir Attendant		
4			
3	Cordon Guard		
2			Agricultural Labourer
1	Dip Tank Assistant		

Chart B

RECOMMENDED JOB LEVELS

AGRICULTURE

GRADE	LAND DEVELOPMENT RURAL DEVELOPMENT	FISHERIES FORESTRY HOME ECONOMICS
15	Director of Agriculture	
14		
13	Senior Land Valuation Officer	
12	Rural Development Supervisor Irrigation Officer Mechanization Officer Land Valuation Officer Earth Moving Transport and Maintenance Officer Workshop Manager	Home Economics Officer Forestry Officer Fisheries Officer
11	Land Development Unit Manager Project Manager	
10	Land Development Unit Supervisor Rural Development Officer Senior Rural Youth Leader	Assistant Nutrition Officer Assistant Home Economics Officer Domestic Science Supervisor
9	Mechanization Foreman	Assistant Fisheries Officer Assistant Forestry Officer
8		
7	Rural Youth Leader	Domestic Science Demonstrator
6		Fisheries Assistant Forestry Assistant

Chart C

RECOMMENDED JOB LEVELS

HEALTH AND RELATED

There are many problems in the health services in Swaziland. The changes in salaries as a result of the implementation of Circular No.6 of 1976 created many internal pressures that had not existed, though resolving some others. By placing all staff nurses with double qualifications in one grade, and all staff nurses with single qualifications in another grade, many of the differences previously existing were removed. The enrolled nurse is now grouped with the state-registered nurse. This destroys the incentive for the present upgrading programme, which seeks to improve the quality of the qualifications in the nursing service such that all staff nurses will be recognised as the equivalent of state registered. Though enrolled staff nurses and state-registered nurses do essentially the same work, to continue improving the service, the results of upgrading need to be recognised. Further, the part played in the nursing service by Nursing Assistants is not adequately recognised by the present grading. It is therefore recommended that:

Recommendation 42

- a) Enrolled Nurse (single qualified) be paid in Grade 8
  - b) Enrolled Nurse (double qualified) be paid in Grade 9
  - c) State Registered Nurse (single qualified) be paid in Grade 9
  - d) State Registered Nurse (double qualified) be paid in Grade 10
  - e) Nursing Sister be paid in Grade 11
  - f) Nursing Assistant be paid in Grade 7
- with effect from 1 April 1977

Recommendation 43

Medical Assistant be paid in Grade 11 effective 1 April 1977

The recommended job levels in Chart D are related to these recommended changes having in mind the close relationships of technical and ancillary posts to the nursing posts.

The Senior Medical Officers of Health post creates a major problem in grading. Perhaps, it should be paid on the same basis as the Pathologist and Specialist, having in mind the overall responsibilities of each post. Also, it should be paid more than the Senior Medical Officer when carefully analysed. Yet when one tries to reflect these comparisons, the only grade available is Grade 15, the same grade as the Director of Medical Service. The compulsion to place all of these posts in the same grade is created by a previously stated issue - the lack of sufficient number of grades in the pay structure to adequately reflect all of the difference desirable. It is therefore recommended that:

Recommendation 44

the Senior Medical Officer of Health be paid in Grade 15, with effect from 1 April 1977 if the prevailing administrative relationships and grading of a subordinate post remain in effect.

GRADE	ADMIN & PROF	NURSING	TECHNICAL & ANCILLIARY	SOCIAL SERVICES
15	Specialist Director Pathologist Sr. M.O.H.			
14	Sr. Medical Off.	Chief Nursing Officer		
13	Medical Off. Dental Off	Matron I		
12	Pharmacist	Matron II		
11		Sister Tutor Nursing Sister	Sr. Health Insp. Lab. Technician Medical Asst.	Principal Social Welfare Officer Food Officer
10		Registered Staff Nurse DQ	Sr. Dispenser Health Inspector Sr. Radiographer Physiotherapist	Director, Sports and Culture Social Welfare Officer
9	Hospital Secretary	Registered Staff Nurse SQ Enrolled Staff Nurse DQ	Sr. Lab. Asst. Radiographer Dispenser Orthopaedic Tech.	Asst. Social Welfare Officer
8	Warden Boarding Master Matron	Enrolled Staff Nurse SQ	Lab. Assistant Sr. Microscopist Sr. Health Asst. Dental Tech.	Sports Officer
7		Nursing Asst. Medical Att. Mortuary Att.	Asst. Physiothera- pist Health Assistant Orthopaedic Asst.	Asst. Sports Officer
6		Homemother	Microscopist Visual Aid Asst. Sr. Orderly Sr. Seamstress Sr. Cook	Field Officer
5			Sr. Laundress Cook	
4			Darkroom Att. Seamstress	
3			Orderly Laundress	

Chart D RECOMMENDED JOB LEVELS

TRADE, LABOUR AND RELATED

The large number of tradesmen and labourers employed throughout the Government Service, though principally in the Ministry of Works, Power and Communication, were extensively studied. The evidence indicates that generally, within the framework of the present plan, the jobs are adequately dealt with. It has been deemed necessary to propose some changes (See Chart E). However, a more concerning problem in the trade tested group in particular is the considerable length of the salary grade and the time required to progress through each notch. This is all the more emphatic when the fact is observed that a tradesman who has passed the Grade III test may only need two or three years to pass the Grade II test, and perhaps a similar amount of time to pass the Grade I trade test. The salary grades have too many notches, and have too large differences between minimums for sound salary administration. Another problem in this area is the very few number of notches in the lower grades such as Grades 2, 3, 4, 5 where the unskilled workers most likely will remain most of their working life. It is therefore recommended that:

Recommendation 45

a set of salary grades be developed specifically for the trades, labour and related group of employees which reflects the opportunities for improving qualifications through trade tests, and adequately considers the lack of opportunity for promotion beyond specific levels for the unskilled employees.

Recommendation 46

with effect from 1 April 1977

- a) Painter I be paid in Grade 9
- b) Painter II be paid in Grade 8
- c) Painter III be paid in Grade 7
- d) Welder I be paid in Grade 9
- e) Welder II be paid in Grade 8
- f) Welder III be paid in Grade 7
- g) Spray Painter I be paid in Grade 9
- h) Spray Painter II be paid in Grade 8
- i) Spray Painter III be paid in Grade 7.

- j) Coach Trimmer I be paid in Grade 8
- k) Bricklayer I be re-designated Builder I in Grade 9
- l) Bricklayer II be re-designated Builder II in Grade 8
- m) Bricklayer III be re-designated Builder III in Grade 7
- n) Heavy Duty Driver be paid in Grade 7
- o) Untested Tradesman be paid in Grade 6



GRADE	C.T.O.	BUILDINGS & ROADS	MISC.
10	Static Plant Mechanic I Heavy Plant Mechanic I		
9	Static Plant Mechanic II Heavy Plant Mechanic II Mechanic I Welder I Storekeeper (Mech.) Auto-Electrician I Electrician I Fitter and Turner I Spray Painter I Panel Beater I	Painter I Carpenter I Builder I Joiner I Plumber I Drainlayer	
8	Static Plant Mechanic III Heavy Plant Mechanic III Mechanic II Welder II Driver Low Loader Recovery Storekeeper Auto-Electrician II Electrician II Spray Painter II Fitter and Turner II Panel Beater II Coach Trimmer I	Painter II Carpenter II Builder II Joiner II Plumber II	
7	Mechanic III Welder III Auto-Electrician III Electrician III Fitter and Turner III Spray Painter III Panel Beater III Heavy Duty Driver	Painter III Carpenter III Builder III Joiner III Plumber III	Chauffeur Driver/Librarian Senior Ambulance Driver
6	Progress Control Clerk Driver Untested Tradesman		Messenger/Driver Housekeeper (PMO) Housekeeper (FA) Ambulance Driver
5		Road Line Painter Signwriter Storeman	
4	Tractor Driver Chief Labourer Steward/Caretaker		Groundsman Laundry Supervisor Nduna
3	Doorkeeper Nightwatchman Caretaker Handyman		Gardener Land Ranger
2	Pump Attendant Tyreman Petrol Attendant Serviceman Firemaker Gate Keeper	Assistant Leveller	Industrial Labourer Waiter Messenger
1			Asst. Housekeeper (PMO)

PROFESSIONAL AND TECHNICAL

At the professional and technical levels of posts in the Public Service, there is a proliferation of singleton posts which create a large number of job titles. The evidence indicates that though the individual titles may mean a great deal in some cases, common job titles could be utilised in many cases and give a better indication of the job evaluation comparisons made. It is further recognised that many professional posts have been set out requiring considerable experience for the appointed officer to carry the full responsibility of the post. For this reason the age pay concept was introduced. This concept creates the invidious situation of accepting that the appointed officer is not able to do the full job, yet grading the post at the full professional level. This apparently provides an advantage to the appointee to this post over other university graduates hired for posts such as Assistant Secretary. It is therefore recommended that:

Recommendation 47

if the recommendation for revising the number of grades from seventeen to twenty-five is accepted, a careful review of all posts requiring professional training be conducted, with a view to developing common treatment for the new graduate entry insofar as is feasible, and at that time the age pay concept be discontinued

The following changes in grading are recommended with the reason given in each case.

Recommendation 48

Senior Geologist has administrative responsibility as well as professional duties: Recommended Grade 14.

Recommendation 49

Electrical Engineer has a post that carry country-wide responsibilities for the programme of work: Recommended Grade 13.

Recommendation 50

Electrical Clerk of Works carries country-wide duties and responsibilities: Recommended to be redesignated Senior Clerk of Works

Recommendation 51

Electrical Inspector of Works, be redesignated Clerk of Works.

Recommendation 52

Higher Technical Officer, air transport and air traffic services each have broader responsibility than other higher technical officer posts, and are accountable for issue of air worthiness certificates and related licences: Recommended Grade 11

Recommendation 53

Hydrological Technician requires special training and is responsible for country-wide duties: Recommended Grade 10

Recommendation 54

Roads Overseer has a supervisory function and is essentially the same level as a Building Foreman: Recommended Grade 9

Recommendation 55

Roads Construction Foreman is responsible for a major area, and also responsible for inspectorate duties: Recommended Grade 10

Recommendation 56

Water Guard is a good comparison, in most respects, to the Hydrological Assistant and should be so graded: Recommended Grade 6.

Recommendation 57

Meteorological Assistant is also a good comparison, in most respects, to the Hydrological Assistant and should be so graded: Recommended Grade 6.

GRADE	ROADS	CIVIL AVIATION	WATER	DESIGN	BUILDINGS
15	Chief Professional Officer				
14	Senior Roads Engineer	Director			Principal Buildings Officer
13	Roads Engineer	Airport Manager	Senior Water Engineer	Senior Architect	Electrical Engineer Planning and Construction Engineer
12			Water Engineer Waterworks Construction Engineer Hydrologist Water Control Off.	Architect	Structural Engineer Senior Clerk of Works
11	Roads Clerk of Works	Higher Tech. Off (Air Transport Operations) Higher Tech. Off. (Air Traffic Services)		Senior Architectural Assistant	Buildings Clerk of Works Electrical Inspector of Works
10	Roads Construction Foreman	Air Traffic Control Officer	Hydrological Tech.	Architectural Assistant	Buildings Inspector
9	Roads Overseer Engineering Asst.	Communicator (Airport)	Water Bailiff	Draughtsman	Building Foreman
8					
7					
6			Water Guard Meteorological Assistant Hydrological Asst.		

Chart F

RECOMMENDED JOB LEVELS

GRADE	SURVEYING	GEOLOGY	PHYSICAL PLANNING	OTHER
15		Director		
14	Surveyor-General	Senior Geologist Govt. Mining Engineer	Senior Physical Planning Officer	
13	Deputy Surveyor- General	Inspector of Mines	Physical Planning Officer	Township Engineer Senior Land Planning Off. Senior Mechanical Engineer
12	Quantity Surveyor Land Surveyor Soil Surveyor	Hydrologist Geologist Geological Chemist		Land Planning Officer Soil Conservation Engineer Engineer (SBS) Mechanical Superintendent
11	Chief Draughtsman	Drilling Superintendent		Senior Technical Officer
10				Cartographer Driver Examiner Higher Technical Officer Workshop Foreman Production Controller Senior Draughtsman
9				Assistant Cartographer (new) Technical Officer
8	Quantity Surveying Assistant	Geological Driller Geochemical Analyst		Tracer Technical Extension Officer
7				Senior Printing Machine Operator
6				Lab. Asst. (William Pitcher College)

Chart G

RECOMMENDED JOB LEVELS

SECRETARIAL CADRE

As in many other areas, the implementation of Establishment Circular No.6 of 1976 removed long standing distinctions in many of the jobs. Due to general dissatisfaction, and the loss of secretarial staff to other employers, very careful attention was given to problems in this area. The absence of any monetary incentive to improve typing and shorthand speeds has contributed to the general malaise in this important area of employment. In many cases the review found shorthand typists doing the work expected of a Personal Secretary. The difference in standards of work between a Shorthand Typist and Personal Secretary, Grade II apparently is one of shorthand speed basically. There is an apparent lack of any planned upgrading and staff development programme in such things as secretarial practice. The general opportunity through a testing programme for improved typing and shorthand speeds exists, but staff should be released for short courses on a regular basis on a variety of topics to make them more competent in general office practice, and more knowledgeable about the public relations aspects of their work.

Several very competent Senior Personal Secretaries are employed in Government presently. These officers can be utilised for short periods of time to assist in the general upgrading of the standard of all employees in this cadre. It is therefore recommended that:

Recommendation 58

a comprehensive programme of short seminars for members of the Secretarial cadre be initiated covering aspects of general office practice and public relations

Recommendation 59

the Personal Secretary Grade I and Personal Secretary Grade II jobs be consolidated into one job Personal Secretary paid in Grade 9

Recommendation 60

the Shorthand Typist job presently paid in Grade 7 be paid in Grade 8

Recommendation 61

the Typist job be broken into two job levels, Typist Grade II paid in Grade 5 and Typist Grade I paid in Grade 6 with the distinction being made on acquired typing speed and the continuous nature of the typing duties

### ADMINISTRATIVE AND CLERICAL

The Administrative cadre, as yet, has many differing job levels paid in the same grade. With the practice of transferability in effect, many very responsible posts are paid the same as posts of considerably lesser responsibility. The progression through the levels is very limited and considerable frustration exists at the basic level due to the lack of promotional opportunities. It is therefore recommended that:

#### Recommendation 62

there be established grades of Assistant Secretary II paid in Grade 10, and Assistant Secretary I paid in Grade 11 with progression from one level to another being determined by the nature and level of the responsibilities, along with successful performance, and passing a comprehensive examination in Public Administration

#### Recommendation 63

Senior Assistant Secretary be paid in Grade 12

The Clerical cadre, in practice is using a mixed hiring standard. Junior Certificate holders are being employed as Junior Clerical Officers, and "O" level graduates are employed as Clerical Officers. On examination, most of the work in the two levels, is the same, whether it should be or not. The differential of two grades between the jobs is considered too large, and it is therefore recommended that:

#### Recommendation 64

the Junior Clerical Officer job be paid in Grade 5

### ACCOUNTANCY CADRE

Modest changes have been proposed in the grading in the accountancy group, as an interim measure. Later in the report (P.51 - 52) a programme of training and development is recommended. Until the training is implemented, most of the problems will remain and money spent on salaries will do little to improve the situation. Indeed money spent on training should reduce the number of accountancy posts in the Public Service and provide a return on the investment. However some immediate changes in gradings should be made. It is therefore recommended that:

Recommendation 65

Accountant General be paid in Grade 15

Recommendation 66

Principal Accountant be paid in Grade 12

Recommendation 67

Principal Accountant (Computer Co-ordinator) be redesignated  
Computer Co-ordinator

Recommendation 68

Assistant Controller of Government Stores be paid in Grade 12

Recommendation 69

the formal hiring standard to the accountancy cadre be "O" levels  
and the entry level be Accounts Officer paid in Grade 6

Recommendation 70

Assistant Accounts Officer job be abolished

Economics and Statistics

The changes recommended in this area are to bring the jobs into line with the proposals for all professional posts - an entry level for new graduates and a fully professional operating level, in place of the age pay concept. It is therefore recommended that;

Recommendation 71

a Senior Statistician job be paid in Grade 13

Recommendation 72

Economist be re-designated Economist I paid in Grade 12

Recommendation 73

Statistician be re-designated Statistician I paid in Grade 12

Recommendation 74

Economist II and Statistician II jobs be created paid in Grade 10

Recommendation 75

Statistical Officer, presently in Grade 10 be paid in Grade 9

Customs and Excise

The post of Chief Customs Officer, on review, compares favourably with many other posts as head of a department. Further, when compared to the Accountancy cadre, it is clearly a more responsible post than that of the Principal Accountant, and a better comparison to the Controller of Government Stores. It is therefore recommended that:

Recommendation 76

Chief Customs Officer be paid in Grade 13

All of the forgoing relationships are depicted in Chart H



GRADE	SECRETARIAL	ACCOUNTS	PERSONNEL	ADMINISTRATIVE AND CLERICAL	ECONOMICS & STATISTICS	CUSTOMS
15		Accountant-General			Chief Economic Planning Officer	
14				Under Secretary	Govt. Statistician	
13		Controller of Govt. Stores  Dep. Acc. Gen.			Senior Economist Senior Statistician	Chief Customs Officer
12		Asst. Controller of Govt. Stores Principal Accountant	Principal Personnel Off.	Senior Assistant Secretary	Statistician I Economist I	
11				Assistant Secretary I		Senior Customs Officer
10	Senior Personal Secretary	Senior Accountant	Senior Personnel Officer	Asst. Secretary II	Economist II Statistician II	
9	Personal Secretary	Accountant	Personnel Off.		Statistical Off.	Customs Officer
8	Shorthand Typist	Assistant Accountant	Assistant Personnel Off.		Statistical Asst.	Asst. Customs Off.
7				Senior Clerical Off.		
6		Accounts Off.		Clerical Officer		
5	Typist II			Junior Clerical Off.		

Chart H

## RECOMMENDED JOB LEVELS

## THE PERSONNEL FUNCTION

Para 102 and Para 116 of the Wamalwa Report highlight the basic issues present in the personnel function in the Public Service of Swaziland.

- a) no clearly stated personnel policy
- b) inadequate staffing

These issues must be faced immediately, and with diligence, if there is to be any modification of basic management performance in Public Service employment. There are these principal activities in the personnel function

- a) appointments, promotions, transfers
- b) wage and salary administration
- c) staff development and training

These activities must be supplemented by

- a) adequate appeal and grievance machinery
- b) monitoring capability

Unequivocal directions in the form of comprehensive personnel policy statements are needed in all areas of personnel management. The development of such statements is best achieved at the top management level of the Public Service. From this stage policy statements can be evaluated, approved and promulgated by the Council of Ministers. It is therefore recommended that:

### Recommendation 77

the Public Service Reconstruction Committee develop a set of comprehensive policy statements covering employment in the public sector, and submit these to the Council of Ministers for approval and promulgation.

Concurrent with the development of clear policy direction, a precise delineation of responsibility and authority in personnel management field is needed. Presently the Civil Service Board is responsible for appointments, promotions and transfers. Also vested in the Civil Service Board is the ultimate authority on discipline action. The Department of Establishments and Training carries the responsibility for, inter alia, general personnel administration activities, training and staff development, grading and complement control, and management services. Individual Ministries and Departments have very little

clear authority and responsibility in personnel management, and rarely exercise what authority they have. This may be due to lack of certainty in what action to take, or may be due to reluctance to implement adequate known staff controls.

Effective personnel management in the Public Service requires an integrated programme of all activities affecting the individual employee in the post. Principal activities that directly affect all employees need to be very closely co-ordinated and directed by a single authority. The logical choice for the assignment of this authority is the proposed Director of Personnel Management. It is therefore recommended that:

Recommendation 78

the proposed Director of Personnel Management be vested with authority, delegated from His Excellency, the Prime Minister for all personnel activities, including appointments, promotions and transfers, wage and salary administration, and training and staff development;

Recommendation 79

the Civil Service Board be vested with the authority to hear all grievances and appeals, except job evaluation appeals, and to audit and monitor personnel actions and training and development activities

Recommendation 80

Ministries and Departments have clearly defined authority to take discipline action in specific cases, up to a specified level of officer with appeals outside the Ministry or Department being made first to the proposed Director of Personnel Management and then, if not resolved, to the Civil Service Board.

These recommendations, which change the authority for aspects of personnel management should be phased in over time as the staffing of the personnel function is improved qualitatively and quantitatively. The qualitative improvement is dependent on the implementation of the recommendations in the following paragraphs.

A long range plan for the development of adequate numbers of staff with competence at a basic level in all fields affecting staff attraction, retention and motivation is an urgent and high priority requirement for the Public Service of Swaziland. The use of third country training to develop skills in these areas is needlessly expensive in terms of both time and money. In addition, the setting utilised for third country training is often so far from the context of the situation in Swaziland that the training becomes irrelevant and/or inapplicable.

Third country training and education can be far better absorbed and utilised if the candidate has a framework of experience and training from the work setting in Swaziland. This framework then provides a structure in which the candidate can interpret and adapt new information and skills, and make meaningful application on return to Swaziland.

In the meantime, it is possible to develop highly practicable training and planned experience outlines that accurately reflect the conditions existing in Swaziland, both to meet immediate urgent needs and to build a base for third country training where necessary.

With these principles in mind, the following recommendations are made:

Recommendation 81

the approach, outlined following, for training officers for the total personnel, manpower development and management services functions be adopted with effect from 1 October 1977.

Recommendation 82

that totally new schemes of service be developed for these functional areas, incorporating the needs, training opportunities and planned experiences available in Swaziland or available subsequent to training and experience in Swaziland.

Recommendation 83

that, where practicable, training activities and planned experience be detailed to complete the individual's training and development within the country; failing this, within the region ;failing both, within Africa; and only then should overseas development plans be considered and/or utilised.

Training for Personnel, Management Services, and Manpower Development Specialists

Basic client group to be mixed

$\frac{1}{2}$  experienced with "O" level education or equivalent

$\frac{1}{2}$  university graduates with no experience or equivalent

Total:	Personnel Management	- 16
	Training and Development	- 8
	Management Services	- 8
		<u>32</u>

Format: 2 year programme leading to a Diploma in the specialty field.

24 weeks of intensive workshop training with 72 weeks of selected on-the-job assignments on a basis of a 2 week workshop followed by 6 weeks of on-the-job assignments, to be conducted continuously over the two years.

Special information sessions are to be conducted on such areas as the existing standing orders and regulations and basic communication skills.

Programme Content

The programme will consist of workshops basic to all areas, supplemented by specialised workshops for each of the areas. The common workshops total sixteen weeks and the specialty workshops total eight weeks.

Common Workshops

1. Basic Management Concepts - Accounting and Personnel Controls
2. Human Relations and Organisation Behaviour - Discipline and Grievance Handling
3. Objective Setting and Performance Review - Financial Quality Control
4. Training and Development Concepts
5. Performance Assessment - Standard Setting and Measurement

6. Basic O & M techniques
7. Job Analysis and Job Evaluation
8. Manpower and Succession Planning

#### Speciality Workshops

##### Personnel Management

1. Interviewing and Selection
2. Salary Determination and Administration
3. Personnel Records Administration
4. Organization Development and Personnel

##### Manpower Development

1. Analysis of Training needs and Evaluation of Training
2. Pre- and Post-Training Design and Practices
3. Developing Manpower Inventories
4. Training, Manpower and Organisation Development

##### Management Services

1. Report writing and Presentation
2. Network Techniques
3. Cost Benefit Analysis
4. P.P.B.

#### Recommendation 84

The staffing of the personnel function is centralised at present. As the previously proposed training plan is implemented, the incumbents of present posts of Executive Officer performing personnel work in the Ministries and Departments should be drawn into the training, and re-designated appropriately in the Personnel Cadre. Priority should be given to staffing the Ministry of Agriculture, the Ministry of Works, Power and Communications, the Ministry of Health, and the Ministry of Education with fully trained Personnel Officers. The present Senior Inspector, Personnel in the Ministry of Education should be included in the training programme. Special emphasis should also be given to developing competence in handling the Daily Paid personnel problems

in the present Department of Establishments and Training. Solutions to other problems in the general field of Personnel Management, are contingent on the adoption and development of the above proposals.

Recommendation 85

A progress review should be conducted by the Public Service Reconstruction Committee one year after the commencement of the activities.

## ACCOUNTING REVIEW AND TRAINING PLAN

The accounting function in many Ministries and Departments is in a highly disorganised state, with little or no real control being exercised and little use being made of the financial information available. Indeed, it is only in rare cases that the function, and the available information, are clearly understood.

The cadre consists of some 250 posts presently designated Assistant Accounts Officer, Accounts Officer, Assistant Accountant, Accountant, Senior Accountant, Principal Accountant, Deputy Accountant-General and Accountant-General. The most serious observable problem is the lack of comprehensive training and staff development programme within the cadre. Training presently consists of a pre-service course conducted by the Staff Training Institute at the Assistant Accounts Officer/Accounts Officer level. Progression through the ranks thereafter is largely a matter of serving a given number of years.

The present situation indicates the need for immediate action to gain effective performance from the accounting service in the Public Service. It is therefore recommended that:

### Recommendation 86

a careful study of the organisation, methods and staffing of the accounting activities in each ministry/department be conducted with a view to improving the work flow and utilisation of information. The method of implementing this recommendation is set out in Annex 1.

### Recommendation 87

a comprehensive staff development and training programme be initiated with a view to an overall upgrading of the staff in the accountancy cadre and the definition of standard technical qualification for all officers at the accountant grade. The method of implementing this recommendation is set out in Annex 2.



Annex 1 : Study of Organisation and Staffing of Accounting Activities

1. A team of two management services specialists, supplemented by two public service accountants to commence a study of each Ministry/Department accounting activity.
2. The studies commence with the Ministry of Education and finish with the Department of the Accountant-General.
3. The terms of reference of each study to include, inter alia:
  - a) accounting information requirements
  - b) the work flow
  - c) forms design
  - d) staffing requirements
  - e) training requirements
  - f) any special considerations of work load

Note: This study is not intended to include semi-commercial or commercial accounting operations of government and para-statal agencies.

Annex 2 : Accountancy Training and Staff Development Programme

Accountancy training in Government Service is presently limited to the preservice course in basic accounting extending over several months. The heavy class load over an extended period of time, prior to any substantive work assignment, is questionable training design. Short periods of instruction on basics followed by a longer period of work assignments usually provides a more competent and confident employee. It is recommended that:

Recommendation 88

the basic training design recommended for the Personnel group be followed for the Accountancy Cadre

Recommendation 89

the content of the two-week modules be defined by the Accountant-General in conjunction with the Permanent Secretary, Establishments and Training.

Recommendation 90

the programme commence 1 January 1978

GENERAL IMPLEMENTATION AND MAINTENANCE PROBLEMS

- A. While this study has been as thorough and comprehensive as possible, there are many problem areas that were not fully explored in any great detail. These, for the most part, are administrative and the resolution of the issues depends, to a great extent, on which recommendations are accepted and implemented and, to a lesser extent, on the effective dates and implementation plan. Throughout the study officers have been plagued with statements such as "that is not the way it is supposed to be", or "that is not the work that is required in the job". Nevertheless on reviewing jobs it has been found that employees were performing work for which they were not fully rewarded. Perhaps it is true that that work is not necessarily assigned according to the job descriptions. On the other hand, perhaps the job descriptions, in some cases, do not fully reflect the work done, particularly in common cadres.

In any event the need for careful attention to the work actually done and the content of job descriptions which purport to describe this work cannot be overstressed. In most cases of dispute about job evaluation, the basic issue is accurate job information and the consistent interpretation of that information. One case in point is the present job of Economist. Some posts are doing work which is more accurately described by the job of Senior Economist. Some posts are doing work which may be better encompassed in the present Assistant Secretary job. These cases do not necessarily indicate a changed standard for the Economist job, nor the other two jobs. They merely point up the need for careful continuous review of posts to make certain that the post itself is allocated to the proper job level, and thence appropriately graded. The work performed in a post changes over time, as the incumbent gains experience. No job evaluation standards can see far enough into the future to predict all of the changes. Periodic review and re-allocation of some posts within a job family is required to keep a job evaluation plan up to date. For these reasons, it is strongly recommended that:

Recommendation 91

a planned maintenance programme for the job evaluation system be initiated, which guarantees the review of the job content of every post each three years and, at the same time provides for

special requests for review to be initiated by the employee, the proposed Directorate of Personnel or by Ministerial and Departmental officers.

- B. The present grading plan allows little flexibility for differential rates, on appointment, within a grade for higher than minimum qualifications such as improved typing or shorthand speed, or more than basic educational qualifications. The existing orders governing employment in the Public Service make provision for these differences. This sets up an inherent conflict in some occupational groups. In the Teaching Service, due to the compressed grading structure, many desirable if not mandatory differences, can not be made. Even with the proposals so far recommended, some apparent anomalies in rates of pay are going to remain. Pending the updating of the General Orders, a flexible set of practices is needed to maintain the necessary relationships by utilising different notches within the assigned grade. It is therefore recommended that:

Recommendation 92

authority be assigned to the Chairman of the Civil Service Board to modify the specific appointment rate, and adjust the rate of pay for improved qualifications, on the recommendation of the proposed Director of Personnel Management, or for the Teaching Service, on recommendation of the Permanent Secretary of Education through the proposed Director of Personnel Management.

- C. Establishment Circular No.18 of 1976 sets the rates to be paid "Training Grade Posts" as Grade 7, with particular reference to the pre-Wamalwa grades of G5 and H9. In most posts in the Public Service, the grading accepts that new entrants will be placed on the first notch, and incumbents promoted to jobs at a higher level will be rewarded at the appropriate notch. All jobs with a new incumbents, whether by new appointment, by transfer or by promotion require a period of familiarisation and training. This is true of the professional and technical posts as well as the lower paid jobs. It follows that there should be no difference in standards for any post in the Public Service

The present practice implies that there is a penalty attached to the act of undergoing training. It is therefore recommended that:

Recommendation 93

Establishment Circular Number 18 of 1976 be rescinded forthwith, and employees subject to the provisions of the circular be substantively appointed to the appropriate grade, subject to the usual probationary conditions.

- D. A proposal is advanced for modification of the Assistant Secretary job to two distinct levels. This proposal envisages a barrier examination prior to promotion to Assistant Secretary I. In general the proposal is envisaged as a method to improve the quality of administrative practices in all Ministries and Departments. The present practice of appointing new graduates as Assistant Secretary in a specific Ministry or Department, and then having the incumbent tend to specialise in the work of the assigned area, without exposure to many other administrative areas tends to minimise the impact that this very competent group of employees can make on the improvement of the Public Service.

If new graduate entrants, or promoted officers, planning a career in administration could be exposed to all administrative problems of the Public Service early in their development, a much greater contribution is possible. Substantive appointment to a post in a Ministry or a Department can continue to be made. Thence the new appointee should be required to undertake assignments in the finance personnel, foreign affairs and legal areas to develop a full understanding of the total administrative process of the Government of Swaziland. This rotation of assignments must be supplemented by induction courses and short seminars on specific topics in development administration. At the end of a suitable period of time promotional examinations should be written, and depending on performance on the job, the top candidates selected for promotion. It is therefore recommended that:

Recommendation 94

a planned programme of job rotation and training for Assistant Secretaries be initiated for all new entrants to this job, concurrently with the implementation of the Assistant Secretary II category.

Throughout the report a great deal of emphasis has been put on training and training standards. This emphasis is of very great importance to the Kingdom of Swaziland at this time. The supply of new entrants to the Public Service, Teaching Service and Industrial Class is improving very quickly in recent times. Proposals have been advanced for improvement in the training for officers in finance, personnel and general administration. These are specific proposals and are not meant to ignore the overall massive effort that is needed to convert the available manpower resources to an effective and efficient force in the development of Swaziland. At present, there are many expatriate officers in Swaziland. Many hold substantive posts while others hold principally advisory posts. The substantive appointments often have no person allocated to train for take over of the post. This situation cannot be allowed to continue if Swaziland is to continue to develop. Very clear direction must be given on the nature of the duties of technical assistance posts. The basic responsibility of all such posts must be specifically set out as a training and development responsibility. This would require the officers, as a regular and high priority duty, to hold seminars and short courses and participate in training activities for Public Servants. These activities need the insistence and support of all Permanent Secretaries. To initiate action in this area clear commitment to a programme is required. It is therefore recommended that:

Recommendation 95

a top level seminar on manpower development policies and practices be convened in Swaziland for Permanent Secretaries, Heads of Departments and Under Secretaries.

Recommendation 96

job instruction training for supervisory staff be commenced immediately.

Recommendation 97

the specific activities detailed on Annex 1 be implemented as recommended.

AVAILABLE TRAINING FACILITIES

The present emphasis on training, as a performance improvement tool, in the Public Service is so little as to be hardly discernable. Varying reasons have been advanced for this lack of concern. The Wamalwa Commission Report states that the first step in management training must be the consideration of the physical facilities (Para 164). Evidence indicates that perhaps there is no real commitment to local training. Efforts are conserved until an external course is mounted. Then candidates are "sent".

Whatever reason is ascribed to the present situation, the facts are:

1. Classroom capacity for approximately 100 officers at the Staff Training Institute
2. Residence capacity for approximately 75 officers at the Staff Training Institute
3. Seven established instructional posts at the Staff Training Institute.
4. Two competent instructors can offer one two-week course in management every month, particularly if the two-week courses are repeated several times.

An analysis of the above facts leads to the inescapable conclusion that the Staff Training Institute, adequately staffed, can offer a minimum twenty-four two-week modules of training in any one year, utilising four instructional posts. These modules can be offered with no assistance from serving Government Officers, a major source of assistance in most jurisdictions.

The evidence clearly indicates that:

1. The Staff Training Institute can offer 12 modules of two weeks in Accountancy Training in any calendar year, and
2. The Staff Training Institute can offer 6 modules of two weeks in Personnel Training in any calendar year, and
3. The Staff Training Institute can offer 6 modules of two weeks of Induction for junior staff in any calendar year.

It is therefore recommended that:

Recommendation 98

the foregoing programmes of training be implemented with effect from 1 January 1978.

the lack of understanding of job evaluation in particular, and wage and salary administration practices in general, has led to a great deal of unnecessary animosity and tension. Circulars and reports help to alleviate the situation but are in no way a substitute for face-to-face discussion about standards and implementation practices and procedures. For this reason, it is imperative that a full programme of discussion and explanation be commenced concurrent with the adoption of any recommended changes. Further, it may be far more feasible to phase in many of the recommendations over a period of time, thus necessitating full and frank explanations for delays. At the discretion of the Public Service Reconstruction Committee, consultations should be held between officers in Treasury, the proposed Directorate of Personnel Management and those responsible for implementation activities in Ministries and Departments i.e. executive and accounting officers. These discussions should take place prior to the issue of implementation instructions, and each officer fully briefed on the practices and procedures to be followed in every case. It is therefore recommended that:

Recommendation 99

prior to implementation of recommendations, the Public Service Reconstruction Committee direct a full briefing process for all officers participating in the implementation procedures.

Recommendation 100

a programme to explain the total process, and the implications of various activities, to all Public Servants be initiated concurrently with the implementation procedures.

G. Many requests for review and modifications to gradings reached the project team late in the project. Some requests were different from requests for review made to SJEC during its deliberations. Some concerns were due to the lack of implementation of Wamalwa recommendations. In many of these cases, it is difficult to determine the appropriate course of action, or an appropriate effective date. Where these cases did not apparently affect the overall standards, or where the issue was clearly an administrative problem, the case was set aside and will be subject to review by the machinery set up to monitor job evaluation on a long term basis, or subject to specific individual reporting to the Public Service Reconstruction Committee.

H. The generally restive nature of the Public Sector in Swaziland requires decisive, and immediate announcements about future actions in the salary field. Expectations are high in most employees. Indeed most employees see the project as the pay review expected at an earlier date. This has not been the purpose of the project. However, due to misunderstanding, the anticipation of general salary increases exists. Further, the application of common job evaluation factors throughout all jobs, continued to the present seventeen grades, create very strong resistance to the total programme. For these reasons, if the pertinent previous recommendations are accepted, it is recommended that an immediate announcement be made that:

Recommendation 101

the next major pay review will be made effective 1 April 1978

Recommendation 102

a qualification-based pay plan for the Teaching Service will be implemented effective 1 April 1978

Recommendation 103

a modified grading structure will be implemented effective 1 April 1978

Recommendation 104

no employee will suffer loss of income due to any recommendations of this report.



APPENDIX I

REVISED AND NEW GRADE ALLOCATIONS

Notes: NC indicates no change recommended  
 x indicates excluded from job evaluation  
 new indicates not evaluated under Wamalwa Commission

NUMBER	JOB TITLE	PRESENT	RECOMMENDATION
1	Head of Civil Service and Secretary to Cabinet	17x	NC
6	Permanent Secretary	16x	NC
12	Under Secretary	14	NC
380	Principal	11	12
46	Senior Assistant Secretary	11	12
428A	Assistant Secretary I	new	11
428B	Assistant Secretary II	10	NC
407	Senior Executive Officer	10	NC
442	Executive Officer	8	NC
489	Senior Clerical Officer	7	NC
504B	Clerical Officer	6	NC
504A	Junior Clerical Officer	4	5
PRIVATE SECRETARIES, SECRETARIAL, TYPING TELEPHONE OPERATORS AND MESSENGERS			
414	Private Secretary	7	NC
50	Senior Personal Secretary	10	NC
51	Personal Secretary I ) new Personal Secretary	9	NC
52	Personal Secretary II) new Personal Secretary	8	9
55	Shorthand Typist	7	8
56A	Typist I	new	6
56	Typist II	5	NC
237	Senior Telephone Operator	4	NC
254	Telephone Operator	3	NC
249	Messenger	2	NC
DRIVERS			
DP5	Driver Low Loader and Recovery	8	NC
DP33	Grader Operator	7	NC
DP4	Plant Operator	7	NC
197	Senior Ambulance Driver	7	NC
207	Ambulance Driver	6	NC
184	Chauffeur	6	7
241A	Driver/Operator - Heavy Vehicles	6	7
241B	Driver - Light Vehicles	6	NC
208	Messenger/Driver - Justice	6	NC
255	Tractor Driver	4	NC
209	Driver, Librarian - Local Administration	6	7
ACCOUNTS, PERSONNEL AND STORES			
19	Accountant-General	14	15
39	Deputy Accountant-General	13	NC
372A	Principal Accountant (Computer Co-ordinator)	12	NC
372A	Principal Accountant	11	12
401	Senior Accountant	10	NC
443A	Accountant	9	NC
443B	Assistant Accountant	8	NC
502A	Accounts Officer	6	NC

367	Principal Personnel Officer	12	NC
402	Senior Personnel Officer	10	NC
433	Personnel Officer	9	NC
469	Assistant Personnel Officer	8	NC
47	Controller of Government Stores	13	NC
388	Assistant Controller of Government Stores	11	12
408	Senior Stores Officer	10	NC
475	Storekeeper	8	NC
509	Storeman	5	NC

SECURITY GUARDS, COOKS, WAITERS, LAUNDRESSES AND GARDENERS

236	Senior Security Guard	5	NC
242	Security Guard	4	NC
247	Nightwatchman	3	NC
234	Senior Cook	6	NC
243A	Cook	4	5
253	Waiter	2	NC
DP34	Dishwasher/Waiter	2	NC
251	Laundress	2	3
252	Groundsman	4	NC
248	Gardener	3	NC
245	Caretaker	3	4

SKILLED TRADESMEN GRADE I TRADE TEST

DP50	Mechanic I	9	NC
DP10	Bricklayer I - recommend Builder I	9	NC
DP8	Plasterer I - recommend Builder I	8	9
DP24	Painter I	8	9
DP42	Plumber I	9	NC
DP6	Carpenter I	9	NC
DP9	Welder I	8	9
DP70	Auto-electrician I	9	NC
136	Electrician I	9	NC
605	Spraypainter I	8	9
606	Panel Beater I	9	NC
DP5	Joiner I	9	NC
DP65	Coach Trimmer I	7	8
DP80	Fitter and Turner I	9	NC

SKILLED TRADESMEN GRADE II TRADE TEST

DP54	Mechanic II	8	NC
DP59	Bricklayer II - recommend Builder II	8	NC
DP61	Plasterer II - recommend Builder II	7	8
DP67	Painter II	7	8
DP44	Plumber II	8	NC
DP36	Carpenter II	8	NC
DP64	Welder II	7	8
DP71	Auto-electrician II	8	NC
DP74	Electrician II	8	NC
DP66	Spraypainter II	7	8
DP69	Panel Beater II	8	NC
DP78	Joiner II	8	NC
DP79	Fitter and Turner II	8	NC

SKILLED TRADESMEN GRADE III TRADE TEST AND UNTESTED

DP55	Mechanic III	7	NC
DP58	Bricklayer III - recommend Builder III	7	NC
DP61	Plasterer III - recommend Builder III	6	7
DP62	Painter III	6	7
DP45	Plumber III	7	NC
DP39	Carpenter III	7	NC
DP72	Auto-electrician III	7	NC
DP75	Electrician III	7	NC
DP68	Spraypainter III	6	7
DP76	Panel Beater III	7	NC
DP63	Joiner III	7	NC
DP80	Fitter and Turner III	7	NC
	Untested Tradesman	5	6
	Handyman	3	NC

PARLIAMENT - OFFICE OF PRIME MINISTER AND CABINET OFFICE

Parliament

29	Clerk to Parliament	12	NC
399	Clerk at Table	10	NC
413	Senior Interpreter	10	NC
53	Hansard Typist	6	NC
503	Steward/Caretaker	4	NC
263	Doorkeeper	3	NC

Office of the Prime Minister and Cabinet Office

11	Senior Liaison Officer	14	NC
30	Private Secretary (to the Prime Minister)	12	NC
400	Personal Assistant	11	NC
235	Housekeeper	6	NC
246	Assistant Housekeeper	1	NC

Cabinet Office

31	Senior Government Security Officer	13	NC
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ESTABLISHMENTS AND TRAINING

23	Staff Development Officer	12	NC
25	Career Programme Officer	13	NC

Staff Training Institute

32	Principal	13	NC
368	Senior Staff Training Officer	12	NC
415	Staff Training Officer	11	NC
473	Senior Matron	8	NC
488	Warden	7	NC

Management Services Unit

13	Director	14	NC
33	Senior Management Services Officer	13	NC
369	Management Services Officer	12	NC
	Assistant Management Services Officer	new	10

FOREIGN AFFAIRS

340	Legal Adviser	13	NC
490	Senior Telex Operator	7	8
506	Telex Operator	6	NC
507	Documentation Officer	5	NC
255	Housekeeper	6	NC

Political and Protocol Section

14	Chief of Protocol	12	13
613	Protocol Officer	11	NC

Missions Abroad

16	High Commissioner	13x	14x
15	Ambassador	13x	14x
34	Counsellor	12	13
370	First Secretary	11	NC
371	Trade Attache	11	NC
434	Third Secretary	9	NC
337	Economist	12	NC

ROYAL SWAZILAND POLICE

7	Commissioner of Police	16x	NC
17	Deputy Commissioner of Police	15	NC
281	Assistant Commissioner of Police	14	NC
551	Senior Superintendent of Police	13	NC
552A	Superintendent of Police	12	NC
553A	Assistant Superintendent of Police	11	NC
554	Inspector	10	NC
555	Sub-Inspector	9	NC
560	Constable I	7	8
	Constable II	new	7
186	Cobbler/Tailor	6	7
88	Motor Vehicle Examiner	12	NC
58	Force Communications Officer	12	NC
69	Senior Technical Officer	11	NC
95	Higher Technical Officer	10	NC
86	Band Master	11	NC
165	Senior Technical Assistant (Communications)	new	9

DEPUTY PRIME MINISTER'S OFFICE

Labour Relations

18	Labour Commissioner	13	14
580	Deputy Labour Commissioner	12	NC
342	Factory Inspector	12	NC
341	Inspector of Machinery	12	NC
	Labour Representative (Secondment Post)	new	12
373	Senior Labour Officer	10	11
416	Labour Officer	9	10
444	Labour Inspector	8	NC

National Employment Service

725	Director	new	14
726	Senior Measurement Officer	new	13
727	Senior Guidance Officer	new	13
728	Measurement Officer	new	11
729	Guidance Officer	new	12

730	Senior Placement Officer	new	11
731	Placement Officer	new	8
732	Placement Assistant	new	7
733	Measurement Assistant	new	7
734	Test Administrator	new	6
442	Executive Officer (NES)	new	6
504	Clerical Officer	new	6
249	Messenger	new	2
241C	Driver (Light Vehicle)	new	6
DP52	Cleaner	new	2

Archives, Museum, Public Records

301	Director	13	NC
326	Archivist	12	NC
374	Superintendent of Records	9	10
445	Assistant Superintendent of Records	8	9
651	Librarian	new	11

Industrial Training (College of Technology)

282	Controller of Industrial Training	14	NC
327	Vice Principal	13	NC
60	Senior Lecturer	12	NC
92	Lecturer	11	NC
93	Trade Test Officer	11	NC
94	Controller of Apprenticeship	10	11
126	Assistant Lecturer	9	10
474	Boarding Master	8	10
473	Senior Matron	8	10
491	Matron (Double Qualified Nurse)	9	NC
491	Matron (Single Qualified Nurse)	7	8
188	Technical Assistant	5	6

Immigration

28	Chief Immigration Officer	13	14
375	Deputy Chief Immigration Officer	12	NC
429	Senior Immigration Officer	10	NC
446	Immigration Officer	8	NC

Broadcasting and Information

24	Director SBS and Information Services	13	14
403	Public Relations Officer	9	10

Engineering Maintenance

343	Engineer	12	NC
69	Senior Technical Officer	11	NC
95	Higher Technical Officer	10	NC
127	Technical Officer	8	9
164	Senior Technical Assistant	7	8
188A	Technical Assistant	6	7

General Broadcasting Service

35	Deputy Director SBS	12	13
377	Head of Programmes	11	NC
404	Senior Programme Director	10	NC
435	Programme Director	9	NC
476	Assistant Programme Director	6	7
447	Officer i/c Tapes and Records	7	NC
	Studio Operator	5	6
	Programme Secretary	6	NC

Information Services

38	Head of Information Services	12	13
378	Deputy Head of Information Services	11	NC
405	Senior Photographer	8	NC
406	Senior Information Officer	9	10
436	Information Officer	8	9
436A	Assistant Information Officer	new	8
440	Photographer	7	NC
486	Assistant Photographer	6	NC
188	Technical Assistant	5	6

Educational Broadcasting

379	Organiser	10	NC
417	Assistant Organiser	8	9
448	Producer/Announcer	8	NC

MINISTRY OF AGRICULTURE

345	Agricultural Officer (Extension)	12	NC
345A	Agricultural Officer (Training)	12	NC
760	Rural Development Supervisor	new	12
418	Senior Rural Development Officer - delete		
449	Rural Development Officer	9	10
635	Publications Officer	9	NC
128	Visual Aids Officer	7	NC
172A	Photographer	7	NC
173B	Field Officer	7	NC
188/4	Technical Assistant	6	NC
191	Projectionist	7	NC
492	Farm Broadcaster	8	NC

Land Use Planning

294	Senior Land Planning Officer	13	NC
254	Land Planning Officer	12	NC
366A	Soil Surveyor	12	NC
343	Engineer	12	NC
355	Soil Conservation Engineer	12	NC
350	Irrigation Engineer	12	NC
353	Land Surveyor	12	NC
73	Cartographer	11	NC
119	Draughtsman	9	NC
166	Tracer	5	NC

Economics and Farm Management

283	Senior Agricultural Economist	13	NC
344A	Agricultural Economist	12	NC
344B	Economist (Marketing)	12	NC
114	Farm Manager	11	NC
164	Senior Technical Assistant	8	NC

Land Valuation

284	Senior Land Valuation Officer	13	NC
357	Land Valuation Officer	12	NC

Land Control Board

381	Principal/Secretary	11	12
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Home Economics and Nutrition

352	Home Economics Officer	11	12
111	Assistant Nutrition Officer	10	NC
160B	Assistant Home Economics Officer	9	10
150	Domestic Science Supervisor	8	10
160	Domestic Science Demonstrator	7	NC

Fisheries Development

351	Fisheries Officer	12	NC
550	Assistant Fisheries Officer	9	NC
181	Fisheries Assistant	6	NC

Forestry Development

319	Forestry Officer	12	NC
617	Assistant Forestry Officer	9	NC
598	Forestry Assistant	6	NC

Crop Development

269	Director of Agriculture	15	NC
291	Senior Agricultural Officer	13	NC
345	Agricultural Officer	12	NC
366B	Irrigation Officer	12	NC
358	Mechanisation Officer	12	NC
71	Senior Extension Officer	11	NC
117	Extension Officer	10	NC
148	Assistant Extension Officer	9	NC
149	Assistant Lecturer	9	NC
181A	Mechanical Foreman	9	NC
473	Senior Matron	8	NC
491	Matron	7	NC

Land Development

328	Land Development Officer	13	NC
72	Workshop Manager	12	NC
88E	Land Development Unit Manager	11	NC
99	Heavy Plant Mechanic	10	NC
125	Land Development Unit Supervisor	10	NC
634	Earthmoving Transport and Maintenance Officer	12	NC

Rural Development Areas and Settlement Scheme

356	Project Manager	11	NC
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Young Farmers Clubs

590	Senior Rural Youth Leader	9	10
591	Rural Youth Leader	5	7

Livestock Development

270	Director of Veterinary Service	15	NC
286	Senior Veterinary Officer	14	NC
346	Veterinary Officer	13	NC
347	Veterinary Education Officer	12	13
348	Animal Husbandry Officer	12	NC
88D	Fattening Ranch Officer	11	12
70	Senior Dairy Officer	11	NC
88A	Assistant Veterinary Education Officer	10	11
74	Chief Animal Health Inspector	11	12
122	Senior Animal Health Inspector	10	NC
	Senior Poultry Officer	new	11

152	Animal Health Inspector	9	NC
167	Assistant Animal Health Inspector	8	NC
182	Senior Veterinary Assistant	7	NC
194	Veterinary Assistant	6	NC
90	Senior Meat Inspector	11	NC
121	Meat Inspector	10	NC
98	Laboratory Technologist	10	NC
116	Training Officer	10	NC
117	Poultry Extension Officer	10	NC
112	Ranch Manager	11	NC
113	Livestock Extension Officer	10	NC
115	Dairy Extension Officer	10	NC
592	Senior Smear Examiner	10	NC
153	Smear Examiner	8	NC
144	Assistant Ranch Manager	9	NC
146	Assistant Dairy Extension Officer	9	NC
100A	Assistant Poultry Extension Officer	9	NC
145	Assistant Livestock Extension Officer	9	NC
154	Cordon Inspector	8	9
172	Driving Instructor	7	NC
175	Poultryman	8	NC
174	Farm Foreman	7	NC
178	Dairy Field Officer	7	NC
176	Recorder	6	NC
206	Abattoir Attendant	5	NC
510C	Assistant Matron	6	NC
179	Veterinary Demonstrator	8	NC
190	Laboratory Orderly	4	NC
147	Agricultural Inspector	8	NC
652	Range Management Officer	12	NC

MINISTRY OF COMMERCE AND CO-OPERATIVES

450	Public Relations Officer	9	NC
<b>Handicraft Development</b>			
62	Commercial Art Officer	10	NC
81	Assistant Commercial Art Officer	9	NC
96	District Handicraft Officer	9	NC
142	District Handicraft Field Officer	6	NC
<b>Development of Co-operatives</b>			
37	Commissioner for Co-operative Development	12	13
382	Deputy Commissioner for Co-operative Development	11	12
419	Senior Co-operative Officer	9	NC
451	Co-operative Officer	8	NC
452	Co-operative Auditor	8	NC
453	District Marketing Officer	8	9
511	Assistant Co-operative Officer	7	NC
<b>Co-operative Development Centre</b>			
721	Head of Co-operative Marketing and Credit Branch	new	10
722	Head of Consumers Co-operative Branch	new	10
383	Assistant Commissioner (Education)	9	NC
384	Assistant Commissioner (Audit)	9	NC
454	Bursar	8	NC
491	Matron	7	NC
188	Technical Assistant	5	6



Commercial and Retail Operations

36	Chief Commercial Officer	12	13
420	Commercial Officer	10	NC
455	Assistant Commercial Officer	8	NC
512	Assistant Commercial Field Officer	5	NC
456	Assize Officer	8	NC

MINISTRY OF INDUSTRY, MINES AND TOURISM

Small Scale Industries

385	Principal Small Enterprises Promotion Officer	12	NC
400	Small Enterprises Promotion Officer	10	NC
411	Marketing and Research Officer	9	NC
139	Technical Extension Officer	8	NC

Tourism

386	Tourist Officer	10	11
432	Assistant Tourist Officer	9	NC

DEPARTMENT OF GEOLOGICAL SURVEY AND MINES

271	Director	15	NC
308	Government Mining Engineer	14	NC
361	Inspector of Mines	12	13
287	Senior Geologist	13	14
302	Hydrologist	12	NC
360	Geologist	12	NC
363	Geologist/Geochemist	12	NC
362	Chemist	12	NC
61	Drilling Superintendent	11	NC
75	Senior Draughtsman	10	NC
100	Geochemical Analyst	8	NC
130	Driller	8	NC
583	Geological Assistant	8	NC
164	Senior Technical Assistant	7	NC
188B	Technical Assistant - Geology	6	NC
188A	Technical Assistant - Drilling	2	NC
	Assistant Cartographer	new	9

MINISTRY OF EDUCATION

272	Director of Education	15	NC
364	Education Planner	12	NC
575	Chief Inspector of Secondary Schools	14	NC
576B	Senior Inspector of Secondary Schools	13	NC
578	Inspector (Examinations)	11	12
109	Nutrition Officer	10	NC
104	Inspector of Works	10	NC
164	Senior Technical Assistant	8	NC
188	Technical Assistant	6	NC
190	Laboratory Assistant	6	NC

Secondary Schools

745	Headmaster Senior Secondary	12	NC
745A	Deputy Headmaster Senior Secondary	11	NC
746	Senior Master/Mistress (Head of Department)	10	11
747	Secondary Teacher I (Approved Degree or Degree + CCE)	10	NC
749	Secondary Teacher II (STC)	9	NC
750	Secondary Teacher III (Unqualified)	6	NC
751	Headmaster Junior Secondary School	11	NC
454	Bursar	8	NC
474	Boarding Master	8	10
471	Assistant Librarian	9	NC
473	Matron (formerly Senior Matron)	8	10
491	Matron (Single or Double Qualified Nurse)	7	9
520	Assistant Matron	6	NC
244	Laundry Supervisor	4	NC
	Deputy Headmaster Junior Secondary	new	10

Primary Education

752	Head Teacher (Higher Primary)	9 & 7	9
754	Head Teacher (Lower Primary)	7	8
753	Deputy Head Teacher (Higher Primary)	7	8
755	Primary Teacher Grade I (PHC or PLC + Dip)	7	8
756	Primary Teacher Grade II (PLC)	7	NC
757	Primary Teacher Grade III (Unqualified)	6	NC
576A	Chief Inspector of Primary Schools	14	NC
577	District Education Officer	12	NC
579	Inspector of Primary Schools	10	11

Teacher Education

735	Principal (Post "O" level)	13	14
736	Vice Principal (Post "O" level)	12	13
737	Curriculum Developer (Director of PCU)	12	13
738	Senior Lecturer (Head of Department)	11	12
739	Lecturer/Curriculum Designer	11	NC
740	Assistant Lecturer/Assistant Curriculum Designer	11	10
742	Leader Teacher	10	9
743	Principal (Post JC)	new	13
744	Vice Principal (Post JC)	new	12

School Gardens Scheme

117	Extension Officer	10	NC
501	Assistant Extension Officer	9	NC

Swaziland International Education Centre

704	Principal	new	12
706	Tutor	new	11
707	Assistant Tutor	new	10
608	Editor	new	11
709	Marker	new	9
710	Student Adviser	new	9
711	Senior Printer	new	7
712	Assistant Printer	new	5
509A	Storeman	new	5

713	Registration Clerk	new	6
714	Records Clerk	new	6
715	Despatch Clerk	new	6
716	Instructor Vocation	new	9
491A	Matron	new	7
717	Senior Cook/Assistant Matron	new	6
243A	Cook	new	5
718	Assistant Housekeeper	new	2
DP52	Scullion	new	2
502A	Assistant Accountant	new	6
502B	Assistant Accounts Officer	new	4
719	Head - Service Department	new	4
208A	Messenger/Driver	new	6

University of Botswana and Swaziland

665	Senior Domestic Bursar	new	11
666	Domestic Bursar	new	10
667	Assistant Domestic Bursar	new	9
671	Senior Chef	new	8
672	Senior Cook/Chef	new	6
243A	Cook	new	5
253A	Waiter	new	4
670	Headwaiter	new	5
761	Scullion	new	2
762	Vegetable Attendant	new	2
763	Cleaner	new	2
251A	Laundry Assistant/Seamstress	new	3
244	Household/Laundry Supervisors	new	4
763A	Household Assistant/Cleaner	new	2
671	Stores Clerk	new	7

University of Botswana and Swaziland (Research Unit)

668	Farm Director	new	12
673A	Experiments Officer I	new	11
673	Experiments Officer II	new	10
674	Laboratory Technician	new	9
675	Senior Farm Manager	new	12
114A	Farm Manager	new	11
676	Assistant Farm Manager	new	10
677	Chief Research Recorder	new	10
678	Senior Research Recorder	new	9
779	Research Recorder	new	8
680	Laboratory Assistant	new	8
681	Junior Research Recorder	new	6
682	Junior Laboratory Assistant	new	6
630A	Server Attendant	new	4
174A	Farm Foreman	new	7
683	Dairyman/Maid	new	4
684	Fencer	new	2
685	Sprayer	new	2
686	Sign Painter	new	3
687	Stores Assistant/Workshop Assistant	new	3
688	Research Plot Supervisor	new	4
689	Stores Officer/Storeman	new	5
764	Messenger (UBS)	new	2
690	Junior Library Assistant	new	6
765	Accounts Clerk (UBS)	new	4
691	Cashier (UBS)	new	6
742	Executive officer (UBS)	new	6
	Accountant (UBS)	new	8
	Assistant Accountant (UBS)	new	6
	Student Records Officer	new	6

569	Physical Administrative Officer	new	11
241C	Driver (Light Vehicle)	new	6
758	Untested Artisan	new	6
DP51	Labourer	new	2
159A	Foreman	new	10
693	Assistant Workshop Manger (Working Foreman)	new	10

MINISTRY OF FINANCE AND ECONOMIC PLANNING

478	Senior Machine Operator	8	NC
494	Machine Operator	7	NC

Computer Operation

43	Manager	12	13
720	Senior Computer Programmer/Analyst	new	11
457	Computer Programmer/Analyst	10	NC
458	Computer Operator	8	NC
470	Senior Keypunch Operator	7	8
479	Quality Control Officer	7	8
499	Keypunch Operator	6	7

Income Tax

273	Commissioner of Taxes	14	15
288	Assistant Commissioner of Taxes	13	14
300	Accountant (Investigation)	13	NC
329	Principal Tax Inspector	12	NC
311	Principal Tax Inspector (Training)	11	NC
331	Senior Tax Inspector	11	NC
332	Tax Inspector	10	NC
389	Principal Tax Officer	11	NC
409	Senior Tax Officer	10	NC
441	Tax Officer	9	NC
495	Tax Assistant	7	8
513	Tax Clerk	5	6
330	Legal Officer	11	12
333	Trainee Tax Inspector	8	NC

Economic Planning and Statistics

267	Chief Economic Planning Officer	15	NC
280	Senior Economist	13	NC
337	Economist I	12	NC
	Economist II	new	10
338	Manpower Planner	12	NC
268	Government Statistician	13	14
339	Statistician I	12	NC
	Statistician II	new	10
437	Statistical Officer	10	9
480	Statistical Assistant	8	NC
	Senior Statistician	new	13

Customs and Excise

44	Chief Customs Officer	12	13
410	Senior Customs Officer	11	NC
438	Customs Officer	9	NC
481	Assistant Customs Officer	8	NC
256	Customs Guard	3	NC

MINISTRY OF HEALTH

274	Director of Medical Services (Chief Medical Officer)	15	NC
390	Food Officer	11	NC
514	Field Officer	6	NC

General Services

279	Pathologist	15	NC
366C	Pharmacist	12	NC
91	Laboratory Technician	11	NC
162	Dispenser	9	NC
163	Laboratory Assistant	8	NC
170	Microscopist	6	NC

Preventive Services

290	Senior Medical Officer of Health	14	15
289	Senior Medical Officer	14	NC
313	Medical Officer	13	NC
76	Senior Health Inspector	11	NC
103	Health Inspector	10	NC
171	Senior Health Assistant	8	NC
198	Health Assistant	6	7
169	Senior Microscopist	8	NC
195	Visual Aids Assistant	6	NC

Curative Services

275	Specialist	15	NC
314	Dental Officer	13	NC
101	Physiotherapist	10	NC
102	Senior Radiographer	10	NC
132	Radiographer	9	NC
133	Medical Assistant	10	11
584	Senior Laboratory Assistant	9	NC
585	Senior Dispenser	10	NC
155	Orthopaedic Technician	9	NC
156	Dental Technician	8	NC
196	Orthopaedic Assistant	6	7
459	Hospital Secretary	9	NC
482	Catering Officer	9	NC
496	Mortuary Attendant	7	NC
497	Housekeeper	9	NC
498	Homemother	7	6
234	Senior Cook	6	NC
238	Senior Seamstress	6	NC
239	Senior Laundress	5	NC
240	Darkroom Attendant	4	NC
243	Cook	5	NC
258	Orderly	3	NC
259	Seamstress	4	NC
251	Laundress	2	3
213	Chief Nursing Officer	14	NC
214	Matron Grade I	13	NC
215	Matron Grade II	12	NC
216	Nursing Sister	10	11
217	Staff Nurse (Registered - Double Qualified)	9	10
	Staff Nurse (Registered - Single Qualified)	8	9

	Enrolled Staff Nurse (Double Qualified)	9	NC
	Enrolled Staff Nurse (Single Qualified)	8	NC
220A	Nursing Assistant (Previously Nurse Auxilliary /Nurse Aids)	5	7
219	Medical Attendant	7	NC
220	Assistant Physiotherapist	6	7
234A	Senior Orderly	6	NC
257	Orderly (includes Housemaid, Wardmaid)	3	NC
724	Handyman (Health) - Trade Tested	3	7
216	Sister Tutor	new	11

MINISTRY OF JUSTICE

Judiciary

264	Chief Justice	17x	NC
265	Puisne Judge	15	NC
293	Registrar of the High Court	13	NC
304	Master of the High Court	13	NC
318	Deputy Master of the High Court	12	NC
307	Principal Magistrate	14	NC
310	Senior Magistrate	13	NC
319	Magistrate	12	NC
317	Legal Training Officer	13	NC
421	Senior Clerk of Court	10	NC
422	Senior Interpreter	10	NC
460	Interpreter	9	NC
461	Clerk of Court	9	NC
515	Assistant Clerk of Court	6	NC

Attorney-General

285	Attorney-General	15x	16x
277	Deputy Attorney-General	14	15
292	Senior Crown Counsel	13	NC
309A	Crown Counsel	12	NC
309B	Pupil Crown Counsel	10	11

Public Prosecution

266	Director of Public Prosecution	15x	NC
276	Deputy Director of Public Prosecution	14	NC
411	Senior Crown Prosecutor	11	NC
462	Crown Prosecutor	10	NC

Deeds Office and Registrar General

316	Registrar of Deeds	13	NC
423	Assistant Registrar of Deeds	11	NC
483	Examiner of Deeds	8	NC
398	Registrar General	12	13
463	Assistant Registrar General	8	11
650	Conveyancer Notary Public	new	12

DEPARTMENT OF PRISONS

8	Commissioner of Prisons	15	NC
21	Deputy Commissioner of Prisons	14	NC
561	Senior Superintendent of Prisons	13	NC
562	Superintendent of Prisons	12	NC
563	Assistant Superintendent of Prisons	11	NC
564	Welfare/After Care Officer	10	NC
565	Chief Officer	10	NC
566	Probation Officer	9	NC
567	Principal Officer	9	NC
568	Pump Superintendent	7	NC
569	Foreman/Builder	9	NC
570	Chief Warder	8	NC
571	Sergeant	8	NC
572	Corporal	7	NC
573	Lance Corporal	7	NC
574	Warder/Wardress	6	7
77	Clerk of Works	11	NC
80	Industries Manager	10	11
78	Farm Manager	11	NC
95	Higher Technical Officer	10	NC
89	Assistant Farm Manager	9	NC
122	Senior Animal Health Inspector	10	NC
140	Blacksmith/Mechanic Instructor	9	NC
218	Medical Attendant	7	NC

MINISTRY OF LOCAL ADMINISTRATION

District Administration

41	District Commissioner	13	14
391	Senior District Officer	11	NC
424	District Officer	10	NC
464	District Assistant	8	NC
465	Land Supervisor	9	NC
261	Land Ranger	3	NC

National Library Services

365	Director	13	NC
471	Assistant Librarian	9	NC
516	Library Assistant	6	NC

Urban Development

305	Senior Physical Planning Officer	14	NC
321	Physical Planning Officer	13	NC
334	Township Engineer	13	NC
392	Local Government Officer	11	NC
466	Land Officer	9	NC
104	Inspector of Works	10	NC
123	Draughtsman	9	NC
134	Construction Foreman	9	NC

Community Development and Social Welfare

40	Principal Community Development Officer	13	NC
393	Senior Community Development Officer	11	NC
425	Social Welfare Officer	10	NC
426	Community Development Officer	9	10
84	Assistant Community Development Officer	8	9
	Principal Social Welfare Officer	11	NC

485	Assistant Social Welfare Officer	9	NC
517	Community Development Assistant	5	7
164	Senior Technical Assistant	8	NC
<b>Sport Culture and Recreation</b>			
48	Director of Sports and Culture	9	10
395	Sports Officer	8	NC
396	Celebrations Officer	9	10
467	Assistant Sports Officer	5	7
<b>National Fire and Emergency Service</b>			
63	Chief Fire Officer	12	NC
602	Assistant Chief Fire Officer	11	NC
68	Divisional Officer	10	NC
104	Inspector of Works	10	NC
161	Leading Fireman	8	NC
183	Fireman	7	NC
<b>Aided Self Help Housing</b>			
366	Housing Officer	12	NC
77	Clerk of Works	11	NC
119	Draughtsman	9	NC
159	Building Foreman	9	NC
<b>Gcina Youth Centre</b>			
653	Commandant	new	11
655	Chief Instructor	new	9
656	Deputy Chief Instructor	new	8
657	Instructor	new	7
243A	Cook	new	5
509	Storeman	new	5
656A	Farm Manager (new title - Farm Supervisor)	new	8
<b>National Housing Corporation</b>			
658	Senior Draughtsman	new	10
659	Senior Building Inspector (new title - Clerk of Works)	new	11
660	Building Supervisor (new title - Building Inspector)	new	10
661	General Manager	new	14
662	Chief Housing Officer	new	13
664	Administrative Manager	new	10
509	Storeman	new	5
55	Personal Secretary (new title - Shorthand Typist)	new	8
52	Personal Secretary (to General Manager)	new	9
254	Telephone Operator	new	3
242	Security Officer (new title - Security Guard)	new	4
502A	Accounts Officer (Rents)	new	6
502A	Accounts Officer	new	6
159	Maintenance Foreman (new title - Building Foreman)	new	9
DP52	Cleaner	new	2
249	Messenger	new	2
247	Nightwatchman	new	3
241B	Driver (Light Vehicle)	new	6
443B	Assistant Accountant	new	8
443A	Accountant	new	9
401	Senior Accountant	new	10



MINISTRY OF WORKS, POWER AND COMMUNICATIONS

278	Chief Professional Officer	15	NC
<b>Construction and Maintenance of Roads</b>			
295	Senior Roads Engineer	14	NC
325	Roads Engineer	13	NC
66	Engineering Assistant	10	9
134	Construction Foreman	9	10
157	Roads Overseer	8	9
	Clerk of Works, Roads	11	NC
<b>Licensing and Inspecting of Public Service Vehicles</b>			
49	Secretary	11	NC
427	Senior Road Transport Inspector	10	NC
468	Road Transport Inspector	9	NC
97	Driver Examiner	10	NC
<b>Operation and Maintenance of Airports and Land Fields</b>			
298	Director of Civil Aviation	13	14
26	Airport Manager	12	13
107B	Higher Technical Officer - Air Traffic Services	10	11
107C	Higher Technical Officer - Air Transport Operations	10	11
107A	Higher Technical Officer - Radio	10	NC
108	Air Traffic Control Officer	9	10
110	Superintendent Air Rescue Services	10	NC
141	Communicator	8	9
158	Leading Fireman	8	NC
203	Fireman	7	NC
518	Teleprinter Operator	5	6
<b>Power , Water and Sewerage</b>			
335	Hydrologist	12	NC
597	Hydrological Technician	8	10
201	Hydrological Assistant	6	NC
200	Meteorological Assistant	4	6
91	Laboratory Technician	10	NC
190	Laboratory Assistant	6	NC
336	Water Chemist	12	NC
105	Water Bailiff	8	9
202	Water Guard	4	6
296	Senior Water Engineer	13	NC
359	Water Engineer	12	NC
	Water Construction Engineer	new	12
<b>Construction and Maintenance</b>			
312	Electrical Engineer	12	13
315	Planning and Construction Engineer	13	NC
	Senior Clerk of Works	12	NC
	Clerk of Works, Buildings	11	NC
	Building Inspector	10	NC
106	Mechanic I - Static Plant	10	NC
	Mechanic II - Static Plant	new	9
	Mechanic III - Static Plant	new	8
587	Electrical Design Draughtsman	9	NC
137	Building Inspector	10	NC
586	Workshop Foreman	9	10
159	Building Foreman	9	NC
	Electrical Inspector of Works	10	11

Design Services

299	Senior Architect	13	
322	Architect	12	
83	Senior Architectural Assistant	10	
124	Architectural Assistant	9	10
164	Senior Technical Assistant	8	NC

Building Branch

306	Principal Building Officer	14	NC
324	Quantity Surveyor	12	NC
138	Quantity Surveying Assistant	8	NC

Land and Engineering Services

297	Surveyor General	14	NC
45	Deputy Surveyor General	13	NC
65	Chief Draughtsman	11	NC
67	Surveyor	12	NC
75	Senior Draughtsman	10	NC
123	Draughtsman	9	NC
582	Senior Printing Machine Operator	7	NC
210	Printing Assistant	5	NC
	Cartographer	11	NC

Training Division

79	Training Officer	11	NC
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Structural and Water Division

323	Services Engineer	12	NC
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AUDIT DEPARTMENT

3	Auditor General	15 <del>x</del>	16 <del>x</del>
22	Deputy Auditor General	13	14
42	Principal Auditor	12	NC
597	Senior Auditor	11	NC
412	Auditor	10	NC
439	Senior Audit Examiner	9	NC
472	Audit Examiner Grade I	8	NC
500	Audit Examiner Grade II	7	NC

CIVIL SERVICE BOARD

27	Secretary	14	NC
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CENTRAL TRANSPORT ORGANISATION

9	General Transport Manager	14	NC
303	Senior Mechanical Engineer	14	13
637	Government Transport Officer	11	NC
59	Mechanical Superintendent	12	NC
612	Training Manager	11	12
72	Workshop Manager	11	NC
376	Personnel Manager	11	NC
82	Production Controller	10	NC
84	Mechanical Store Manager	10	NC
104B	Inspector of Works (Workshop Foreman)	10	NC
99	Mechanic I - Heavy Plant	10	NC
	Mechanic II - Heavy Plant	new	9
	Mechanic III - Heavy Plant	new	8
614	Senior Driver Inspector	9	NC
604	Mechanical Storekeeper	9	NC

172	Driving Instructor	7	NC
P56	Progress Control Clerk	6	NC
POSTS AND TELECOMMUNICATIONS			
10	Director of Posts and Telecommunications	15	NC
20	Assistant Director of Posts, Finance and Telecommunications	14	NC
519	Chief Postal Controller	13	NC
520	Postal Controller	12	NC
521	Senior Postmaster I	12	NC
522	Senior Assistant Postal Controller	11	NC
523	Senior Postmaster II	11	NC
524	Assistant Postal Controller	10	NC
525	Postmaster I	10	NC
526	Postal Training Officer	10	NC
527	Postmaster II	9	NC
528	Postmaster III	8	NC
529	Postal Assistant	7	NC
537	Chief Engineer	13	NC
530	Senior Technician	11	NC
531	Technician I	10	NC
532	Technician II	9	NC
546	Senior Assistant Technician	7	8
536	Assistant Technician	6	7
539	Manager (Traffic)	11	12
539A	Manager (Sales)	12	NC
694	Sales Officer (Trainee)	8	NC
635	Senior Sales Assistant	7	NC
648	Sales Assistant	5	NC
608	Manager (Training)	11	12
540	Traffic/Sales Superintendent	10	11
695	Draughtsman (Trainee)	8	NC
549	Linesman	5	6
538	Manager (Telephones)	12	NC
541	Senior Supervisor	10	NC
607	Senior Telegraph Supervisor	10	NC
533	Telephone/Telegraph Supervisor	9	NC
542	Telephone Training Officer	9	NC
534	Assistant Telegraph Supervisor	8	NC
545	Assistant Telephone Supervisor	8	NC
535	Telegraphist	6	NC
547	Telephonist	5	NC
696	Trainee Technician	new	8
697	Senior Telephonist	new	8
698	Postal Executive Officer	new	9
699	Sorter (Mail)	new	5
700	Cadet Engineer	new	10
701	Sales Officer II	new	9
702	Chief Accountant	new	12
703	Assistant Financial Controller	new	12
	Senior Telegraphist	new	8

WATER AND SEWERAGE BOARD

594	Director	14	NC
599	Financial Controller	13	NC
626	Senior Water Engineer	13	NC
624	Structural Engineer	12	NC
625	Engineering Assistant	10	NC
595	Laboratory Chemist	10	NC
628	Drainlayer	9	NC
135	Water Works Supervisor I	9	NC
600A	Water Works Supervisor II	8	NC
600B	Water Works Supervisor III	8	NC
629	Senior Sewerage Attendant	6	NC
601	Water Attendant	5	NC
598	General Assistant	4	NC
623	Registry Clerk	4	NC
630	Sewerage Attendant	4	NC
518A	Meter Reader	4	NC

INDUSTRIAL GRADE JOBS

(not otherwise included in earlier pages)

DP1	Dip Tank Assistant (Part Time) <sup>⌘</sup>	1	NC
DP2	Laboratory Technician - Agriculture	5	NC
DP3	Cordon Guard	2	3
DP7	Industrial Labourers	2	NC
DP12	Nduna (Industrial)	4	NC
DP13	Road Line Painter	4	5
DP18	Chief Labourer	4	NC
DP19	Gatekeeper CTO Manzini	2	NC
DP20	Pump Attendant C.T.O.	2	NC
DP21	Petrol Attendant CTO	2	NC
DP29	Fish Hatchery Assistant	1	NC
DP30	Tyreman CTO	2	NC
DP35	Firemaker SCOT	2	NC
DP51	Agricultural Labourer	1	2
DP52	Office Cleaner (Part Time) <sup>⌘</sup>	2	NC
DP48	Soil Laboratory Technician	8	NC
DP17	Assistant Leveller	2	NC
DP27	Milkman Agriculture	1	2
DP49	Serviceman CTO	2	NC
DP28	Kitchenmaid - Agriculture	1	NC
DP15	Sign Writer WPC	5	NC
DP16	Survey Assistant WPC	2	NC
DP14	Plant Attendant WPC	2	NC
DP38	Assistant Cable Jointer P&C	2	NC

⌘

Part time staff should be paid a pro-rata amount of the wage for a full time worker in the grade (e.g. half-time worked = halfpay)

APPENDIX II - ALLOCATION OF NEW JOBS

SEBENTA NATIONAL INSTITUTE

	<u>Recommended Grade</u>
Director	13
Assistant Director	11
Training Co-ordinator	10
Audio Visual Centre Administrator	10
Regional Officer	9
Liaison Officer	8
Assistant Regional Officer	6
Publications Officer	8
Publications Assistant	6
Cinematographer	8
Photographer	7
Artist	7
Senior Printer	8
Printer	7
Assistant Printer	5
Housekeeper/Storekeeper	8
Assistant Storekeeper	6
Cook	5
Cleaner	2
Groundsman	4
Driver	6
Bursar	9
Assistant Bursar	8
Internal Auditor	8
Clerical Officer	6
Typist/Telephonist	5

COMMERCE AND CO-OPERATIVES

Inspector of Weights and Measures	9
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MINISTRY OF JUSTICE

Senior Examiner of Deeds	10
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CENTRAL TRANSPORT ORGANIZATION

Financial Controller	13
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MINISTRY OF LOCAL ADMINISTRATION

Sub-Officer, National Fire and Emergency Service	9
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MINISTRY OF AGRICULTURE

Director of Research and Planning	15
Deputy Project Co-ordinator, R.D.A.	13

WAMALWA SALARY STRUCTURE

Grade	E		Grade	E		Grade	E	
17.	10 000	Fixed		4 056			1 380	
16.	9 480			3 912			1 308	
	9 240			3 768			1 236	
	9 000	2 x 240		3 624			1 164	
15.	8 760			3 480			1 092	10 x 72
	8 520			3 336		6.	1 248	
	8 280	2 x 240		3 192			1 200	
14.	8 280			3 048			1 152	
	8 040			2 904			1 104	
	7 800	2 x 240		2 760	10 x 144		1 056	
13.	7 560		9.	3 264			1 008	
	7 380			3 144			960	6 x 48
	7 200			3 024		5.	1 014	
	7 020			2 904			984	
	6 840	4 x 180		2 784			954	
	(Age Pay)			2 664			924	
12.	6 720			2 544			894	4 x 30
	6 540			2 424		4.	888	
	6 360			2 304			864	
	6 180			2 184			840	
	6 000			2 064	10 x 120		816	
	5 820		8.	2 580			792	4 x 24
	5 640			2 484		3.	804	
	5 460	7 x 180		2 388			780	
	(Age Pay)			2 292			756	
11.	5 280			2 196			732	
	5 124			2 100			708	4 x 24
	4 968			2 004		2.	732	
	4 812			1 908			708	
	4 656			1 812			684	
	4 500			1 716			660	3 x 24
	4 344			1 620	10 x 96	1.	708	
	4 188		7.	1 812			672	x 36
	4 032			1 740			648	
	3 876			1 668			624	
	3 720	10 x 156		1 596			600	
10.	4 200			1 524			576	4 x 24
				1 452				

Appendix III

PROPOSED GRADING AND PAY FOR 1978

Grade 1

Office Cleaner  
Assistant Housekeeper  
Kitchen main  
Scullion  
Vegetable Attendant  
Cleaner  
Household Assistant  
Milkman  
Fencer  
Sprayer  
Fish Hatchery Attendant

Labourer  
Serviceman  
Plant Attendant  
Tyreman  
Firemaker  
Gatekeeper  
Pump Attendant  
Petrol Attendant  
Assistant Leveller  
Technical Assistant - Drilling  
Diptank Assistant

Grade 2

Messenger  
Survey Assistant  
Sign Painter  
Assistant Cable Jointer

Laundry Assistant/Seamstress  
Stores Assistant/Workshop Assistant  
Cordon Guard

Grade 3

Gardener  
Laundress  
Handyman  
Customs Guard  
Darkroom Attendant  
Nightwatchman

Orderly  
Seamstress  
Land Ranger  
Telephone Operator  
Waiter  
Server/Attendant

Grade 4

Caretaker  
Security Guard  
Steward/Caretaker  
Tractor Driver  
Groundsman  
Dairyman  
Laundry Supervisor  
Senior Laundress  
Registry Clerk (W.S.B.)

Chief Labourer  
Nduna (Industrial)  
Road Line Painter  
Research Plot Supervisor (UBS)  
Head, Service Dept., (SIEC)  
Sewerage Attendant (W.S.B.)  
Meter Reader (W.S.B.)  
Household/Laundry Supervisor (UBS)  
General Assistant (W.S.B.)

Grade 5

Senior Security Guard  
Storeman  
Junior Clerical Officer  
Tax Clerk  
Tracer  
Signwriter  
Assistant Printer (SIEC)  
Printing Assistant  
Assistant Printer (Sebents)

Cook  
Laboratory Technician, Agric.  
Headwaiter (UBS)  
Stores Officer/Storeman (UBS)  
Accounts Clerk (UBS)  
Teleprinter Operator  
Sorter  
Water Attendant  
Assistant Accounts Officer (SIEC)

Grade 6

Teacher (J.C. unqualified)	Ambulance Driver
Typist II	Telephonist ( P & T)
Housekeeper	Linesman
Senior Cook	Sales Assistant
Assistant Matron	Meteorological Assistant
Documentation Officer	Hydrological Assistant
Senior Seamstress	Untested Tradesman
Senior Orderly	Abattoir Attendant
Senior Cook/Chef (UBS)	Technical Assistant SBS
Assistant Commercial Field Officer	Water Guard
Jr. Library Assistant (UBS)	Typist/Telephonist (Sebenta)
Messenger/Driver	Untested Artisan (UBS)
Driver (Light Vehicle)	Senior Sewerage Attendant

Grade 7

Field Officer - Health	Assistant Clerk of Court
Teacher ("O" level, unqual.)	Constable II
Typist I	Telex Operator
Hansard Typist	Executive Officer UBS
Clerical Officer	Cashier UBS
Library Assistant	Assistant Accountant UBS
Accounts Officer	Student Records Officer UBS
Recorder	Jr. Research Recorder UBS
Registration Clerk (SIEC)	Jr. Laboratory Assistant UBS
Records Clerk (SIEC)	Studio Operator SBS
Assistant Accountant (SIEC)	Assistant Photographer
Progress Control Clerk	Publications Assistant (Sebenta)
Telegrapher	Assistant Regional Officer (Sebenta)
Assistant Storekeeper (Sebenta)	Programme Secretary SBS
Dispatch Clerk (SIEC)	

Grade 8

Warder/Wardress	Machine Operator
Senior Ambulance Driver	Technical Assistant
Chauffeur	Laboratory Assistant
Grader Operator	Technical Assistant (Geology)
Plant Operator	Microscopist
Driver/Operator (Heavy Vehicles)	Assistant Physiotherapist
Driver/Librarian (Local Admin.)	Visual Aids Assistant - Health
Health Assistant	Postal Assistant
Homemother	Assistant Technician (P & T)

Grade 9

Teacher - Primary Lower	Builder III
Warden S.T.I.	Painter III
Senior Clerical Officer	Plumber III
Private Secretary	Carpenter III
Lance Corporal (Prisons)	Electrician III
Cobbler/Tailor	Mechanic III
Projectionist	Joiner III
Photographer	Fitter and Turner III
Visual Aids Officer	Spray Painter III
Fisheries Assistant	Panel Beater III



Grade 9

Forestry Assistant  
Veterinary Assistant  
Senior Printing Machine Operator  
Keypunch Operator  
Community Development Assistant  
Assistant Sports Officer  
Orthopaedic Assistant  
Nursing Assistant  
Medical Attendant  
Instructor, Gcina

Auto-Electrician III  
Handyman - Trade Tested  
Senior Printer SIEC  
Stores Clerk  
Farm Foreman  
Photographer (Sebenta)  
Artist (Sebenta)  
Printer (Sebenta)  
Fireman

Grade 10

Teacher - Primary Higher  
Audit Examiner II  
Tax Assistant  
Shorthand Typist  
Domestic Science Demonstrator  
Rural Youth Leader  
Field Officer - Agriculture  
Dairy Field Officer  
Poultry Field Officer  
District Handicraft Field Officer  
Senior Veterinary Assistant

Corporal (Prisons)  
Constable I  
Farm Foreman  
Driver Low Loader and Recovery  
Assistant Programme Director SBS  
Officer i/c Tapes & Records SBS  
Mortuary Attendant  
Pump Superintendent (Prisons)  
Driving Instructor  
Senior Sales Assistant (P & T)  
Postal Officer

Grade 11

Teacher (Primary Higher + 1 yr)  
Enrolled Staff Nurse (S.Q.)  
Matron  
Assistant C-operative Officer  
Assistant Commercial Officer  
Senior Health Assistant  
Trainee Tax Inspector  
Quality Control Officer  
Senior Keypunch Operator  
Senior Telex Operator  
Storekeeper  
Matron (SIEC)  
Dental Technician  
Senior Technical Assistant  
Senior Assistant Technician (P & T)  
Trainee Technician (P & T)  
Waterworks Supervisor III  
Sergeant (Prisons)  
Housekeeper/Storekeeper (Sebenta)  
Assistant Bursar (Sebenta)  
Leading Fireman

Builder II  
Painter II  
Plumber II  
Carpenter II  
Mechanic II  
Welder II  
Electrician II  
Joiner II  
Fitter and Turner II  
Spraypainter II  
Panel Beater II  
Auto Electrician II  
Coach Trimmer I  
Heavy Plant Mechanic III  
Static Plant Mechanic III  
Soil Laboratory Technician  
Laboratory Assistant (Health)  
Senior Microscopist  
Internal Auditor (Sebenta)  
Geological Assistant  
Laboratory Assistant (UBS)

Grade 12

Statistical Assistant	Deputy Chief Instructor (Gcina)
District Assistant	Farm Broadcaster
Assistant Accountant	Technical Extension Officer
Assistant Personnel Officer	Geochemical Analyst
Assistant Customs Officer	Geological Driller
Executive Officer	Foreman/Builder (Prisons)
Audit Examiner I	Farm Supervisor (Gcina)
Computer Operator	Senior Telephonist
Bursar	Senior Telegraphist
Deputy Headmaster - Primary	Waterworks Supervisor II
Accountant (UBS)	Sub-Officer (Fire Services)
Examiner of Deeds	Liaison Officer (Sebenta)
Sports Officer	Publications Officer (Sebenta)
Co-operative Officer	Senior Printer (Sebenta)
Co-operative Auditor	Cinematographer (Sebenta)
Assistant Information Officer	Producer/Announcer (Ed. Broadcasting)
Research Recorder (UBS)	Senior Photographer
Chief Warder (Prisons)	Senior Machine Operator
Senior Chef (UBS)	Assistant Organiser (Ed. Broadcasting)

Grade 13

Immigration Officer	Asst. Community Development Officer
Tax Officer	Assistant Social Welfare Officer
Labour Inspector	Interpreter
Principal Officer (Prisons)	Water Bailiff
Sub-Inspector (Police)	Quantity Surveying Assistant
Agricultural Inspector	Drainlayer
Assistant Animal Health Inspector	Static Plant Mechanic II
Headmaster - Lower Primary	Heavy Plant Mechanic II
Teacher (STC)	Builder I
Assistant Librarian	Painter I
Enrolled Staff Nurse (D.Q.)	Plumber I
Registered Staff Nurse (S.Q.)	Carpenter I
Matron (Nurse, S.Q. or D.Q.)	Welder I
Probation Officer	Mechanic I
Communicator	Electrician I
Waterworks Supervisor I	Joiner I
Assistant Telegraph Supervisor	Fitter and Turner I
Assistant Telephone Supervisor	Spraypainter I
Postmaster III	Panel Beater I
Inspector of Weights and Measures	Auto Electrician I

Grade 14

Information Officer	Personal Secretary
Senior Audit Examiner	Publications Officer
Assistant Extension Officer	Leader Teacher
Assistant Dairy Extension Officer	Teacher (STC + 4 courses)
Assistant Poultry Extension Officer	Headmaster - Higher Primary
Assistant Livestock Extension Officer	Third Secretary
Asst. Lecturer (Farmer Trng. Centre)	Programme Director, SBS
Poultryman	Hydrological Technician
District Marketing Officer	Architectural Assistant
Asst. Superintendent of Records	Senior Technical Asst. (Communic.)
Public Relations Officer	Technical Officer
Clerk of Court	Draughtsman

Grade 14

Regional Officer (Sebenta)  
Assistant Commercial Officer  
District Handicraft Officer  
Marker (SIEC)  
Student Adviser (SIEC)  
Instructor Vocational (SIEC)  
Senior Laboratory Asst. - Health  
Laboratory Technician - UBS  
Dispenser  
Orthopaedic Technician  
Technician II (P & T)  
Telegraph Supervisor  
Telephone Supervisor  
Telephone Training Officer  
Sales Officer II

Assistant Cartographer  
Mechanical Foreman  
Asst. Farm Manager - Prisons  
Blacksmith/Mechanic Instructor  
Land Supervisor  
Land Officer  
Roads Overseer  
Road Transport Inspector  
Senior Driver Inspector  
Mechanical Storekeeper  
Postmaster II  
Housekeeper - Health  
Senior Research Recorder (UBS)  
Asst. Domestic Bursar (UBS)  
Chief Instructor (Gcina)

Grade 15

Accountant  
Customs Officer  
Personnel Officer  
Chief Officer (Prisons)  
Inspector (Police)  
Postal Executive Officer  
Hospital Secretary  
Catering Officer  
Statistical Officer  
Teacher (Approved degree)  
Matron (SCOT, Education)  
Boarding Master  
Registered Staff Nurse (D.Q.)  
Radiographer  
Engineering Assistant  
Workshop Foreman  
Cordon Inspector

Senior Information Officer  
Commercial Art Officer  
Asst. Commissioner CDC (Educ.)  
Asst. Commissioner CDC (Audit)  
Senior Co-operative Officer  
Marketing and Research Officer  
Welfare/Aftercare Officer  
Community Development Officer  
Celebrations Officer  
Social Welfare Officer  
Sales Officer I  
Assistant Farm Manager UBS  
Foreman UBS  
Assistant Workshop Manager UBS  
Construction Foreman  
Heavy Plant Mechanic I  
Static Plant Mechanic I

Grade 16

Assistant Secretary II  
Economist II  
Statistician II  
Auditor  
Computer Programmer/Analyst  
Asst. Management Services Officer  
Labour Officer  
Senior Personal Secretary  
Health Inspector  
Dairy Extension Officer  
Poultry Extension Officer  
Livestock Extension Officer  
Extension Officer  
Training Officer  
Animal Health Inspector  
Rural Development Officer  
Senior Rural Youth Leader  
Nutrition Officer  
Asst. Nutrition Officer (Agric.)  
Asst. Home Economics Officer  
Domestic Science Supervisor

District Officer  
Senior Examiner of Deeds  
Superintendent of Records  
Senior Executive Officer  
Tax Inspector  
Senior Tax Officer  
Training Co-ordinator (Sebenta)  
A.V.C. Administrator (Sebenta)  
Postal Training Officer  
Postmaster I  
Assistant Postal Controller  
Senior Programme Director SBS  
Higher Technical Officer  
Air Traffic Control Officer  
Supt. Air Rescue Services  
Cadet Engineer  
Telegraphic Superintendent  
Senior Telephone Supervisor  
Technician I (P & T)  
Production Controller (CTO)  
Mechanical Store Manager (CTO)

Grade 16

Nursing Sister  
Teacher (Degree + CCE)  
Asst. Lecturer/Asst. Curric. Design  
Assistant Tutor (SIEC)  
Senior Radiographer  
Senior Dispenser  
Physiotherapist  
Laboratory Chemist  
Head, Co-op Marketing & Credit Branch  
Head, Consumer Co-operatives Branch  
Crown Prosecutor  
Senior Clerk of Court

Inspector of Works  
Building Inspector  
Senior Draughtsman  
Driver Examiner  
Sr. Road Transport Inspector  
Divisional Officer - Fire  
Administrative Manager - NHC  
Domestic Bursar UBS  
Experiments Officer II UBS  
Chief Research Recorder UBS  
Senior Interpreter  
Commercial Officer

Grade 17

Senior Accountant  
Senior Personnel Officer  
Senior Immigration Officer  
Senior Stores Officer  
Sister Tutor  
**Senior Master/Mistress**  
Head of Programme (SBS)  
Deputy Head of Information Services  
Small Enterprise Promotions Officer  
Inspector of Primary Schools  
Director of Sports and Culture  
Clerk at Table

Bandmaster (Police)  
Assistant Superintendent (Police)  
Assistant Superintendent (Prisons)  
Laboratory Technologist  
Medical Assistant  
Higher Technical Officer - Air Traffic  
Higher Technical Officer - Air Transport  
Laboratory Technician - Health  
Senior Architectural Assistant  
Pupil Crown Counsel  
Asst. Registrar of Deeds  
Assistant Registrar General

Grade 18

Protocol Officer  
Assistant Secretary I  
Staff Training Officer  
Training Officer, WPC  
Senior Labour Officer  
Personal Assistant  
Trade Attache  
First Secretary  
Principal Social Welfare Officer  
Local Government Officer  
Senior Health Inspector  
Senior Dairy Officer  
Senior Poultry Officer  
Senior Extension Officer  
Project Manager  
Land Development Unit Manager  
Deputy Headmaster - Secondary  
Measurement Officer NES  
Senior Placement Officer NES  
Lecturer/Curriculum Designer  
Trade Test Officer  
Controller of Apprenticeship  
Senior Technical Officer  
Tutor (SIEC)  
Editor (SIEC)  
Librarian  
Commandant Youth Centre

Senior Crown Prosecutor  
Senior Auditor  
Sr. Computer Programmer/Analyst  
Principal Tax Inspector (Training)  
Senior Tax Inspector  
Principal Tax Officer  
Food Officer  
Senior Community Development Officer  
Senior District Officer  
Ranch Manager  
Sr. Animal Health Inspector  
Meat Inspector  
Sr. Smear Examiner  
Farm Manager  
Experiments Officer I UBS  
Physical Administrative Officer UBS  
Deputy Commissioner, Co-op Development  
Assistant Director, Sebenta  
Traffic Superintendent (P & T)  
Sales Superintendent (P & T)  
Senior Postmaster II  
Sr. Assistant Postal Controller  
Senior Technician (P & T)  
Drilling Superintendent  
Government Transport Officer  
Secretary, Vehicle Licensing  
Assistant Chief Fire Officer

Grade 19

Principal  
Principal Accountant  
Principal Personnel Officer  
Computer Coordinator  
Principal Tax Inspector  
Senior Customs Officer  
Asst. Controller, Government Stores  
Management Services Officer  
Matron II  
Headmaster - Junior Secondary  
Postal Controller  
Senior Postmaster I  
Asst. Financial Controller (P & T)  
Training Manager, CTO, P & T  
Senior Domestic Bursar, UBS

Traffic Manager (P & T)  
Sales Manager (P & T)  
Telephone Manager (P & T)  
Labour Representative  
Senior Meat Inspector  
Asst. Veterinary Education Officer  
Senior Ranch Manager  
Fattening Ranch Officer  
Workshop Manager  
Chief Draughtsman  
Cartographer  
Clerk of Works  
Industries Manager (Prisons)  
Senior Farm Manager, UBS  
Farm Director, UBS Research

Grade 20

Senior Assistant Secretary  
Principal Auditor  
Economist I  
Statistician I  
Manager Planner  
Accountant (Investigation)  
Legal Officer, Tax  
Private Secretary to Prime Minister  
Superintendent (Police)  
Superintendent (Prisons)  
Deputy Labour Commissioner  
Senior Staff Training Officer  
Senior Management Services Officer  
Deputy Chief Immigration Officer  
Deputy Director SBS  
Head of Information Services  
Inspector of Machinery  
Factory Inspector  
Motor Vehicle Examiner  
Force Communication Officer  
Chief Animal Health Inspector  
Princ. Small Enterprise Promotions Off.  
Senior Engineer (P & T)  
Senior Clerk of Works  
Chief Fire Officer  
Mechanical Superintendent  
Earthmoving Transport Maint. Officer  
Mechanization Officer  
Quantity Surveyor  
Soil Surveyor  
Land Surveyor  
Housing Officer  
Forestry Officer  
Fisheries Officer  
Animal Husbandry Officer  
Agricultural Officer

Financial Controller, CTO, P&T, WSB  
Chief Accountant P & T  
Education Planner  
Guidance Officer  
Archivist  
Senior Lecturer/Curriculum Designer  
Principal SIEC  
Matron I  
Pharmacist  
Crown Counsel  
Conveyancer Notary Public  
Deputy Master of the High Court  
Magistrate  
Inspector Examinations  
Headmaster - Senior Secondary  
District Education Officer  
Vice Principal Nazarene TTC  
Land Planning Officer  
Soil Conservation Engineer  
Geological Chemist  
Geologist  
Hydrologist  
Chemist  
Water Chemist  
Services Engineer  
Structural Engineer  
Water Control Officer  
Water Construction Engineer  
Water Engineer  
Hydrogeologist  
Engineer (SBS)  
Home Economics Officer  
Rural Development Supervisor  
Land Valuation Officer  
Irrigation Officer  
Range Management Officer

Grade 21

Senior Statistician  
Senior Economist  
Deputy Accountant General  
Chief Customs Officer  
Controller of Government Stores  
Senior Government Security Officer  
Senior Superintendent (Police)  
Senior Superintendent (Prisons)  
Director of Management Services  
Principal, SIMPA  
Counsellor  
Chief of Protocol  
Legal Adviser  
Director, National Library Services  
Director, Archives, Museum & Public  
Records  
Senior Crown Counsel  
Registrar of Deeds  
Registrar General  
Legal Training Officer  
Senior Magistrate  
Master of the High Court  
Registrar of the High Court  
Senior Guidance Officer  
Senior Inspector of Schools  
Director of Curriculum Development  
Vice Principal, SCOT  
Principal - Nazarene TTC  
Vice Principal - WPTC

Medical Officer  
Dental Officer  
Principal Community Development Off.  
Director of Sebenta  
Chief Postal Controller  
Chief Housing Officer  
Computer Manager  
Chief Nursing Officer  
Commissioner for Co-op Development  
Deputy Project Coordinator RDA  
Chief Engineer P & T  
Senior Land Planning Officer  
Physical Planning Officer  
Sr. Land Valuation Officer  
Sr. Agricultural Officer  
Veterinary Officer  
Veterinary Education Officer  
Veterinary Investigation Officer  
Township Engineer  
Sr. Mechanical Engineer  
Sr. Water Engineer  
Inspector of Mines  
Roads Engineer  
Airport Manager  
Electrical Engineer  
Senior Architect  
Planning & Construction Engineer  
Chief Commercial Officer

Grade 22

Under Secretary  
Government Statistician  
Senior Liaison Officer  
Labour Commissioner  
Ambassador  
High Commissioner  
Asst. Commissioner (Police)  
Senior Physical Planning Officer  
Surveyor General  
Director of Civil Aviation  
Senior Roads Engineer  
Principal, WPTC  
Chief Inspector Primary Schools  
Senior Medical Officer of Health  
Controller of Industrial Training  
Principal Magistrate  
Deputy Director, Public Prosecutions

District Commissioner  
Asst. Commissioner of Taxes  
Chief Immigration Officer  
Director, SBS and Information Services  
Deputy Commissioner (Prisons)  
Assistant Director (P & T)  
Government Mining Engineer  
Senior Veterinary Officer  
Senior Geologist  
General Manager NHC  
Principal Buildings Officer  
Director, NES  
Chief Inspector Secondary Schools  
Senior Medical Officer  
Director, Water & Sewerage Board  
Deputy Auditor General  
General Transport Manager

Grade 23

Accountant General  
Commissioner of Prisons  
Deputy Commissioner of Police  
Chief Professional Officer  
Director of Education  
Director of Medical Services  
Puisne Judge  
Deputy Attorney General  
Director of Posts & Telecommunications

Chief Economic Planning Officer  
Director of Veterinary Services  
Director of Agriculture  
Director of Geologic Survey  
Pathologist  
Specialist  
Director of Public Prosecutions  
Director of Research & Planning (Agric.)  
Commissioner of Taxes

Grade 24

Permanent Secretary  
Attorney General

Commissioner of Police  
Auditor General

Grade 25

Head of Civil Service and Secretary  
to Cabinet

Chief Justice

GRADE								
25	10560	10920	11400	11880	12360	12840	13320	13920
24	9480	9840	10200	10560	10920	11400	11880	12360
23	8460	8760	9120	9480	9840	10200	10560	10920
22	7560	7860	8160	8460	8760	9140	9500	9860
21	6660	6960	7260	7560	7860	8160	8460	8760
20	5940	6180	6420	6660	6960	7260	7560	7860
19	5220	5460	5700	5940	6180	6420	6660	6960
18	4680	4860	5040	5220	5460	5740	5980	6220
17	4140	4320	4500	4680	4860	5040	5220	5460
16	3636	3780	3960	4140	4320	4500	4680	4860
15	3252	3372	3492	3636	3780	3960	4140	4320
14	2892	3012	3132	3252	3372	3492	3636	3780
13	2580	2676	2772	2892	3012	3132	3252	3372
12	2316	2400	2484	2580	2676	2772	2892	3012
11	2064	2148	2232	2316	2400	2484	2580	2676
10	1836	1908	1980	2064	2148	2232	2316	2400
9	1620	1692	1764	1836	1908	1980	2064	2148
8	1428	1488	1548	1620	1692	1764	1836	1908
7	1272	1320	1368	1428	1488	1548	1620	1692
6	1140	1176	1224	1272	1320	1368	1428	1488
5	1032	1068	1104	1140	1176	1224	1272	1320
4	924	960	996	1032	1068	1104	1140	1176
3	816	852	888	924	960	996	1032	1068
2	732	756	780	816	852	888	924	960
1	660	684	708	732	756	780	816	852
NOTCH	1	2	3	4	5	6	7	8

Proposed Salary Grid  
**Incorporating 25 Grades and pay modification for 1 April 1978**  
 Conversion rules to be developed following formal approval  
 and adoption.



SWAZILAND GOVERNMENT'S MEMORANDUM

RELATING TO THE

I.D.M. REVIEW TEAM VIS-A-VIS

THE WAMALWA AND THE S. J. E. C. REPORTS ON

SALARIES AND CONDITIONS OF SERVICE

IN THE

KINGDOM OF SWAZILAND PUBLIC SECTOR

MEMORANDUM RELATING TO THE I.D.M.  
REVIEW TEAM VIS-A-VIS THE WAMALWA  
AND THE S.J.E.C. REPORTS ON SALA-  
RIES AND CONDITIONS OF SERVICE IN  
THE KINGDOM OF SWAZILAND PUBLIC  
SECTOR

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The Institute of Development Management Review Team's assignment on the Wamalwa and the S.J.E.C. Reports has taken much longer to complete than it had been estimated. The reasons for the delay are fully appreciated by His Majesty's Government considering that:

- (a) there was need for a thorough investigation as to the methodology employed in respect of each of the two reports;
- (b) it became necessary for the Team to interview a cross-section of the Public Service; and to gather as well as collate additional information;
- (c) not all the IDM Team members expected did arrive in Swaziland for the study;
- (d) His Majesty's Government has not, at any stage, wished or considered it desirable to give its employees anything which is half-baked.

The Review Team has now completed its study; and its Report has been carefully considered by His Majesty's Government.

One of the major features of the Report is that because of the weaknesses of the existing 17-Grade structure, there is a need to introduce a 25-Grade structure operative from 1st April, 1978.

Furthermore Government appreciates that the 25-Grade structure incorporates a rise (approximately ten percent (10%)) to take into account increases in the cost of living.

Government, having duly considered each of the recommendations contained in the Report, and feeling quite confident that the majority of public servants will find that - overall - the Report has been worth waiting for, is now in a position to react as follows:

#### Common Job Evaluation Standards

##### Recommendation 1

The Government of Swaziland commence a programme of converting existing job evaluation standards to "Position Classification Method" with specific applications to be developed for major job families where appropriate.

Government accepts the recommendation in principle fully conscious that some of the job evaluation methods may not be wholly relevant to the Public Service; and that it may be necessary to explore the possibility of merging the point system with the position classification method.

Inconsistency in Increments

Recommendation 2

With effect from 1 April 1978, new common salary structure with seventh-five interlocking rates distributed over twenty-five salary scales be adopted, providing, as far as is practicable, eight notches of 4% in each grade, and, as far as is practicable a consistent 12% difference between the starting notch of succeeding salary scales.

Government accepts the recommendation as realistic and practicable.

Disruption of Seniority Relationships

Recommendation 3

With effect from 1 April 1977, all officers serving in a given post for the past seven years be awarded one increment within grade, and further that all officers serving in a given post for the past twelve years be awarded two increments within grade, insofar as the recommended action does not exceed the present maximum for the grade, this recommendation to have effect only for these specific officers and to in no way imply that this recommendation be carried into the future and award additional increments at the seven and twelve year points of service for any other officer.

This is agreed.

Abolition of Special Allowances

Recommendation 4:

All special allowances be terminated.

The recommendation is under review.

Pensions Requirements

Recommendation 5

Technical assistance be sought to analyse the total pension requirements of the Kingdom of Swaziland on a long-term basis, having due regard for all areas of employment in the Kingdom, and special concern for public and para-statal sector requirements.

Approved.

Housing Requirements Inventory

Recommendation 6

Study of detailed Government housing requirements be commenced immediately, concurrently with a complete inventory of all publicly owned housing.

Approved.

Increases in Rental Charges

Recommendation 7

Any increases in rental charges for presently occupied Government housing be deferred indefinitely.

Government has decided that instead of deferring implementation indefinitely, the position should be reviewed in 1979.

Housing Priorities

Recommendation 8

A system of priorities be developed for allocation of available houses, and housing construction funds, such that the priorities identified in the study of needs be clearly reflected in this allocation.

This is approved.

Unutilised Leave

Recommendation 9

The deadline for the use of accumulated leave be extended to 1 July 1978, and that by 1 January 1978 leave plans to clear the back log be submitted to the Permanent Secretary, Establishments and Training from every area of the Public Service. The said leave plans are to be endorsed by the responsible controlling officer and rigorously enforced by Establishments and Training.

Agreed.

Central Personnel Records

Recommendation 10

A computer-based system of job and post control be developed, identifying every post with its respective responsibility centre and linking the individual employee with the said post.

Accepted.

Annual Increment for 1976

Recommendation 11

The 1976 annual increment be awarded with retrospective effect to 1 April 1976.

Government accepts the reasoning behind the recommendation and notes with satisfaction that, in this regard, necessary action has been taken already.

Exclusion Criteria for Job Evaluation

Recommendation 12

The following posts be excluded from the job evaluation plan:

Secretary to the Cabinet and Head of Civil Service  
Permanent Secretary  
Commissioner of Police  
Ambassador  
High Commissioner  
Chief Justice  
Director of Public Prosecutions  
Attorney-General  
Auditor-General  
Chairman, Civil Service Board

Government approves.

Recommendation 13

The salary range for the Secretary to Cabinet and Head of Civil Service be one grade above the salary range for Permanent Secretary, which in turn be one grade above the top posts included in the job evaluation plan; all other excluded posts be equated to these salary ranges or to salary ranges for posts included in the job evaluation plan, as deemed appropriated.

Accepted.

The Teaching Service

Recommendation 14

With effect from 1 April 1978 a job evaluation system for the payment of teachers and closely related posts be implemented with principal emphasis being placed upon qualifications and training, experience, and responsibilities with sufficient administrative safeguards to guarantee the allocation of teachers to appropriate levels of schools and maximum salary controls to assist optimum allocation.

Government accepts the recommendation.

Payment of Primary Headmaster Posts

Recommendation 15

A programme for training Headmasters of Primary Schools be implemented in the summer break with a view to completing the programme by the end of the calender year 1979.

Approved.

Recommendation 16

With effect from 1 April 1975 all Headmasters of lower primary schools be paid the appropriate rate in Grade 8, and all Headmasters of higher primary schools be paid the appropriate rate in Grade 9; further that Deputy Headmaster of higher primary schools be paid the appropriate rate in Grade 8 provided however that no Headmaster or Deputy Headmaster may progress more than two notches prior to successful completion of the second phase of

the programme, nor more than four notches prior to successful completion of the final phase of the programme.

Agreed.

### Special Responsibility Posts

#### Recommendation 17

The proposed relative pay levels in Chart A. posts in the teaching and related field be adopted.

Government approves.

### Car Advances and Kilometre Allowances

#### Recommendation 18

This recommendation of the Wamalwa Report be implemented with effect from 1 January 1978.

Accepted.

### Loans

#### Recommendation 19

The Government extend the housing loan scheme to teachers desirous of availing themselves of this assistance.

Approved.

### Teaching Service Commission

#### Recommendation 20

A Teaching Service Commission be established empowered to hear appeals and grievances regarding discipline action. The said Teaching Service Commission to have a separate secretariat but be composed of a Chairman, who shall be initially the Chairman of the Civil Service Board, and two part time members.

Agreed.

Primary Teacher Distinction

Recommendation 21

With effect from 1 April 1977 all teachers with a Primary High Certificate and all teacher with a Primary Lower Certificate plus a special diploma (such as woodwork) be paid in Grade 8.

Approved.

Police and Prisons Service

Recommendation 22

The Government commission a report recommending the direction the Prison Service is to take in the treatment of offenders.

Accepted.

Recommendation 23

With immediate effect a study be made by the Management Services Unit of alternative methods of shift rotation in the Prison Service to allow sufficient leave and off-duty rest time to maintain an efficient and effective prison service.

Approved.

Recommendation 24

Warder/Wardress posts be paid in Grade 7 with effect from the formal adoption of this hiring standard.

Government accepts the recommendation and directs that the grade be operative with effect from 1 April 1977.

Recommendation 25

Constables who have passed the Standing Orders examination after approximately three years satisfactory service, at the discretion of the Commissioner of Police, be paid in Grade 8 with effect from 1 September 1977.

Approved with operative date of 1 April 1977.

Recommendation 26

The Cobbler/Tailor job in the Royal Swaziland Police Force be paid in Grade 7.

Agreed.



Recommendation 27

If military ranks are adopted in the Royal Swaziland Police and in the Prison Service, all posts be re-evaluated.

Government to appoint a committee to carefully examine the issue and to recommend the course of action

Agriculture and Veterinary Services

Recommendation 28

With effect from 1 April 1977, Veterinary Education Officer be paid in Grade 13.

Accepted.

Recommendation 29

With effect from 1 April 1977, Assistant Veterinary Education Officer be paid in Grade 11.

Agreed.

Recommendation 30

With effect from 1 April 1977, Chief Animal Health Inspector be paid in Grade 12.

Approved.

Recommendation 31

With effect from 1 April 1977, Fattening Ranch Officer be paid in Grade 12.

Approved.

Recommendation 32

With effect from 1 April 1977, Senior Ranch Manager be paid in Grade 12.

Agreed.

Recommendation 33

With effect from 1 April 1977, Senior Poultry Officer be paid in Grade 11.

Agreed.

Recommendation 34

With effect From 1 April 1977, Poultry Field Officer be paid in Grade 7.

Accepted.

Recommendation 35

With effect from 1 April 1977, Cordon Inspector be paid in Grade 9.

Accepted.

Recommendation 36

With effect from 1 April, 1977 Cordon Guard be paid in Grade 3.

Agreed.

Recommendation 37

With effect from 1 April 1977, Home Economics Officer be paid in Grade 12.

Approved.

Recommendation 38

With effect from 1 April 1977, Assistant Home Economics Officer, and Domestic Science Supervisor be paid in Grade 10.

Approved.

Recommendation 39

With effect from 1 April 1977, Senior Rural Youth Leader be paid in Grade 10.

Government approves.

Recommendation 40

With effect from 1 April 1977, Rural Youth Leader be paid in Grade 7.

Government agrees.

Recommendation 41

With effect from 1 April 1977, Agricultural Labourer be paid in Grade 2.

Accepted.

Health and Related

Recommendation 42

- (a) Enrolled Nurse (Single qualified) be paid in Grade 8
  - (b) Enrolled Nurse (double qualified) be paid in Grade 9
  - (c) State Registered Nurse (single qualified) be paid in Grade 9
  - (d) State Registered Nurse (double qualified) be paid in Grade 10
  - (e) Nursing Sister be paid in Grade 11
  - (f) Nursing Assistant be paid in Grade 7
- with effect from 1 April 1977

The recommendation is approved.

Recommendation 43

Medical Assistant be paid in Grade 11 effective 1 April 1977.

Agreed.

Recommendation 44

The Senior Medical Officer of Health be paid in Grade 15. with effect from 1 April 1977 if the prevailing administrative relationships and grading of a subordinate post remain in effect.

Agreed.

Trade, Labour and Related

Recommendation 45

A set of salary grades be developed specifically for the trades, labour and related group of employees which reflects the opportunities for improving qualifications through trade tests, and adequately considers the lack of opportunity for promotion beyond specific levels for the unskilled employees

Accepted.

Recommendation 46

With effect from 1 April 1977

- a) Painter I be paid in Grade 9
- b) Painter II be paid in Grade 8
- c) Painter III be paid in Grade 7
- d) Welder I be paid in Grade 9
- e) Welder II be paid in Grade 8
- f) Welder III be paid in Grade 7
- g) Spray Painter I be paid in Grade 9
- h) Spray Painter II be paid in Grade 8
- i) Spray Painter III be paid in Grade 7.
- j) Coach Trimmer I be paid in Grade 8
- k) Bricklayer I be re-designated Builder I in Grade 9
- l) Bricklayer II be re-designated Builder II in Grade 8
- m) Bricklayer III be re-designated Builder III in Grade 7
- n) Heavy Duty Driver be paid in Grade 7.
- o) Untested Tradesman be paid in Grade 6.

Approved.

Professional and Technical

Recommendation 47

If the recommendation for revising the number of grades from seventeen to twenty-five is accepted, a careful review of all posts requiring professional training be conducted, with a view to developing common treatment for the new graduate entry insofar as is feasible, and at that time the age pay concept be discontinued.

Government accepts.

Recommendation 48

Senior Geologist has administrative responsibility as well as professional duties: Recommended Grade 14

Approved (Corrigendum/Errata to be noted.)

Recommendation 49

Electrical Engineer has a post that carry country-wide responsibilities for the programme of work: Recommended Grade 13.

Accepted. (Corregendum to be noted.)

Recommendation 50

Electrical Clerk of Works carries country-wide duties and responsibilities: Recommended to be redesignated Senior Clerk of Works.

Agreed.

Recommendation 51

Electrical Inspector of Works has a broad regional area of responsibility and should be redesignated Clerk of Works.

Approved (Corrigendum to be noted).

Recommendation 52

Higher Technical Officer, air transport and air traffic services each have broader responsibility than other higher technical officer posts, and are accountable for issue of air worthiness certificates and related licences: Recommended Grade 11.

Approved.

Recommendation 53

Hydrological Technician requires special training and is responsible for country-wide duties: Recommended Grade 10.

Agreed.

Recommendation 54

Roads Overseer has a supervisory function and is essentially the same level as a Building Foreman: Recommended Grade 9.

Agreed.

Recommendation 55

Roads Construction Foreman is responsible for a major area, and also responsible for inspectorate duties: Recommended Grade 10.

Accepted.

Recommendation 56

Water Guard is a good comparison, in most respects, to the Hydrological Assistant and should be so graded: Recommended Grade 6.

Approved.

Recommendation 57

Meteorological Assistant is also a good comparison, in most respects, to the Hydrological Assistant and should be so graded: Recommended Grade 6.

Approved.

Secretarial Cadre

Recommendation 58

A comprehensive programme of short seminars for members of the Secretarial Cadre be initiated covering aspects of general office practice and public relations.

Government accepts the recommendation.

Recommendation 59

The Personal Secretary Grade I and Personal Secretary Grade II jobs be consolidated into one job Personal Secretary paid in Grade 9.

Recommendation accepted.

Recommendation 60

The Shorthand Typist job presently paid in Grade 7 be paid in Grade 8.

Recommendation approved.

Recommendation 61

The Typist job be broken into two job levels, Typist Grade II paid in Grade 5 and Typist Grade I paid in Grade 6 with the distinction being made on acquired typing speed and the continuous nature of the typing duties.

Government accepts.

Administrative and Clerical

Recommendation 62

There be established grades of Assistant Secretary II paid in Grade 10, and Assistant Secretary I paid in Grade 11 with progression from one level to another being determined by the nature and level of the responsibilities, along with successful performance, and passing a comprehensive examination in Public Administration.

Approved.

Recommendation 63

Senior Assistant Secretary be paid in Grade 12.

Approved.

Recommendation 64

The Junior Clerical Officer job be paid in Grade 5.

Accepted.

Accountancy Cadre

Recommendation 65

Accountant General be paid in Grade 15.

Agreed.

Recommendation 66

Principal Accountant be paid in Grade 12.

Agreed.

Recommendation 67

Principal Accountant (Computer Co-ordinator) be re-designated Computer Co-ordinator.

Government is satisfied that the Principal Accountant (Computer Co-ordinator) designation does not need any alteration. Consequently, the agreed respective salary grade will be:

- (a) Principal Accountant - (Computer Co-ordinator) Grade 12;
- (b) Manager (Computer): Grade 13.



Recommendation 68

Assistant Controller of Government Stores be paid in Grade 12.

Approved.

Recommendation 69

The formal hiring standard to the accountancy cadre be "O" levels and the entry level be Accounts Officer paid in Grade 6.

In view of the fact that for the foreseeable future, the services of nationals with the J.C. qualification will still be required, Government does not agree. At the appropriate moment, however, the position will be reviewed.

Recommendation 70:

Assistant Accounts Officer job be abolished.

Government does not agree.

Economics and Statistics

Recommendation 71

A Senior Statistician job be paid in Grade 13.

Approved.

Recommendation 72

Economist be re-designated Economist I paid in Grade 12.

Recommendation 73

Statistician be re-designated Economist I paid in Grade 12

Recommendation 74

Economist II and Statistician II jobs be created paid in Grade 10.

Recommendation 75

Statistical Officer, presently in Grade 10 be paid in Grade. 9.

With respect to recommendations 72 to 75 Government prefers, for several practical reasons, the existing designations and gradings.

Customs and Excise

Recommendation 76

Chief Customs Officer be paid in Grade 13

Approved.

The Personnel Function

Recommendation 77

The Public Service Reconstruction Committee develop a set of comprehensive policy statements covering employment in the public sector, and submit these to the Council of Ministers for approval and promulgation.

Government regards this as essential and, accordingly, approves.

Recommendation 78

The proposed Director of Personnel Management be vested with authority delegated from His Excellency, the Prime Minister for all personnel activities, including appointments, promotions and transfers wage and salary administration, and training and staff development.

Whilst it is appreciated that the Director of Personnel Management should have the necessary authority to handle personnel matters, it is not intended at the present time to transfer the Civil Service Board's functions to his office.

Recommendation 79

The Civil Service Board be vested with the authority to hear all grievances and appeals, except job evaluation appeals, and to audit and monitor personnel actions and training and development activities.

Government recognises the need for a clear, unambiguous appeals procedure which should be part of a new Civil Service Code; and notes that the existing machinery permits the processing of appeals and grievances at the Civil Service Board level.

Recommendation 80

Ministries and Departments have clearly defined authority to take discipline action in specific cases, up to a specified level of officer with appeals outside the Ministry or Department being made first to the proposed Director of Personnel Management and then, if not resolved, to the Civil Service Board.

Government accepts and directs that this - properly delineated authority - should form part of a new Civil Service Code.

Recommendation 81

The approach, outlined following, for training officers for the total personnel, manpower development and management services functions be adopted with effect from 1 October 1977.

Approved, however the effect date will be 1 January 1978

Recommendation 82

That totally new schemes of service be developed for these functional areas, incorporating the needs, training opportunities and planned experiences available in Swaziland or available subsequent to training and experience in Swaziland.

Approved.

Recommendation 83

That, where practicable, training activities and planned experience be detailed to complete the individual's training and development within the country; failing this, within the region; failing both, within Africa; and only then should overseas development plans be considered and/or utilised.

Accepted.

Recommendation 84

The staffing of the personnel function is centralised at present. As the previously proposed training plan is implemented, the incumbents of present posts of Executive Officer performing personnel work in the Ministries and Departments should be drawn into the training, and re-designated appropriately in the Personnel Cadre. Priority should be given to staffing the Ministry of Agriculture, the Ministry of Works, Power and Communications, the Ministry of Health, and the Ministry of Education with fully trained Personnel Officers. The present Senior Inspector, Personnel in the Ministry of Education should be included in the training programme. Special emphasis should also be given to developing competence in handling the Daily Paid personnel problems in the present Department of Establishments and Training. Solutions to other problems in the general field of Personnel Management are contingent on the adoption and development of the above proposals.

Approved.

Recommendation 85

A progress review should be conducted by the Public Service Reconstruction Committee one year after the commencement of the activities.

Agreed.

Accounting Review and Training Plan

Recommendation 86

A careful study of the organisation, methods and staffing of the accounting activities in each Ministry/Department be conducted with a view to improving the work flow and utilisation of information. The method of implementing this recommendation is set out in Annex 1.

Accepted.

Recommendation 87

A comprehensive staff development and training programme be initiated with a view to an overall upgrading of the staff in the accountancy cadre and the definition of standard technical qualification for all officers at the accountant grade. The method of implementing this recommendation is set out in Annex 2.

Accepted.

Recommendation 88

The basic training design recommended for the Personnel group be followed for the Accountancy Cadre.

Agreed.

Recommendation 89

The content of the two-week modules be defined by the Accountant-General in conjunction with the Permanent Secretary, Establishments and Training.

Approved.

Recommendation 90

The programme commence 1 January 1978.

Accepted.

General Implementation and Maintenance Problems

Recommendation 91

A planned maintenance programme for the job evaluation system be initiated, which guarantees the review of the job content of every post each three years and, at the same time provides for special requests for review to be initiated by the employee, the proposed Directorate of Personnel or by Ministerial and Departmental officers.

Approved.

Recommendation 92

Authority be assigned to the Chairman of the Civil Service Board to modify the specific appointment rate, and adjust the rate of pay for improved qualifications, on the recommendation of the proposed Director of Personnel Management, or for the Teaching Service, on recommendation of the Permanent Secretary of Education through the proposed Director of Personnel Management.

Government would prefer to have such authority assigned to the Civil Service Board as a whole. Nevertheless, Government accepts the recommendatory role of the Director of Personnel Management. The Director of Personnel Management should, however, submit recommendations based on the findings of job evaluation specialists.

Recommendation 93

Establishment Circular No. 18 of 1976 be rescinded forthwith, and employees subject to the provisions of the circular be substantively appointed to the appropriate grade, subject to the usual probationary conditions.

Government has decided that the provisions of Establishment Circular No.18 of 1976 are adequate for the time being.

Recommendation 94

A planned programme of job rotation and training for Assistant Secretaries be initiated for all new entrants to this job, concurrently with the implementation of the Assistant Secretary II category.

Approved.

Recommendation 95

A top level seminar on manpower development policies and practices be convened in Swaziland for Permanent Secretaries, Heads of Departments and Under Secretaries.

The recommendation is acceptable to Government save that, for practical reasons, separate seminars should be organised for:

- (a) Permanent Secretaries;
- (b) Heads of Departments and Under Secretaries.

Recommendation 96

Job instruction training for supervisory staff be commenced immediately.

Accepted.

Recommendation 97

The specific activities detailed on Annex 1 be implemented as recommended.

Agreed.

Recommendation 98

The foregoing programmes of training be implemented with effect from 1 January 1978.

Agreed.

Recommendation 99

Prior to implementation of recommendations, the Public Service Reconstruction Committee direct a full briefing process for all officers participating in the implementation procedures.

This is necessary; and Government is of the view that, for convenience, there should be the following categories for the initial briefing exercise:

- (a) Controlling Officers
- (b) Personnel Officers
- (c) Executive Officers
- (d) the Accountancy Cadre

The rest should be handled as seen fit by the Public Service Reconstruction Committee.

Recommendation 100

A programme to explain the total process, and the implications of various activities, to all Public Servants be initiated concurrently with the implementation procedures.

Approved; and Government directs that the P.S.R.C. works out the relevant procedures and the mechanics.

Recommendation 101

The next major pay review will be made effective 1 April 1978

Agreed. The review should, commencing on 1 April 1978, be undertaken biennially.

Recommendation 102

A qualification-based pay plan for the Teaching Service will be implemented effective 1 April 1978.

Approved.

Recommendation 103

A modified grading structure will be implemented effective 1 April 1978.

Approved.

Recommendation 104

No employee will suffer loss of income due to any recommendations of this report.

Agreed.

General Government Directives on the Report

Finally, Government wishes to make it clear that the effective date of retrospective payments - where this is applicable - will be as follows:

- (a) Primary School Headmasters who did not benefit from the Wamalwa Grade 9, will be paid in accordance with Recommendation 16 of this report;
- (b) Those who were not covered by the Wamalwa job evaluation exercise but were in post on 1st April, 1975, will be paid with effect from 1st April, 1975.
- (c) Those who were not in post on 1st April, 1975 will be paid as from the date of assumption of duty;



- (d) All other officers who were in post between 1st April, 1975 and 1st April, 1977 and whose posts have been up-graded will be paid with effect from 1st April, 1977.



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