

CONFIDENTIAL



Treasury Chambers, Parliament Street, SW1P 3AG
01-233 3000

2 September 1983

cc. PS/CST
PS/MST
Mr Middleton
Mr Wilding
Mr Kemp
Mr Pearce
Mr Mountfield
Mr Gilmore
Mr N J King
Mr Carter
Miss Sinclair
Mr Gilbert (D
Mr Hawken (C&
Mr Gracey (IR

Lord Gowrie
Minister of State, Privy Council Office
Management and Personnel Office
Old Admiralty Building
Whitehall
LONDON SW1A 2AZ

John Gray

THE EXTENSION OF UNIFIED GRADING IN THE CIVIL SERVICE

You wrote to me on 8 August, seeking views on the proposal that unified grading at Assistant Secretary and Senior Principal level should be implemented with effect from 1 January 1984. I have also seen the subsequent comments from other colleagues.

Coming fresh to this issue, I am struck by the fact that the costs of unified grading are easy to perceive, while the benefits are necessarily less tangible. I understand that the employing departments believe the benefits are there but the step must be to some extent an act of faith. The Inland Revenue is the only one of my own Departments to be much affected by the change. They consider that unified grading at AS/SP level should bring some modest management benefits, but no more than that.

Moreover, one effect of unified grading would be to give a number of individual civil servants a sudden and uncovenanted increase in their pay. We have now devised assimilation procedures which will help to smooth the jump in pay. Nevertheless, increases of around £1,500 for individuals, however phased, could be politically contentious. We shall obviously take the full year cost of unified pay into account in next year's pay settlement but it is almost certain that the costs of Civil Service pay in 1984-85 will be higher with unified grading than they would have been without it.

Janet Young's letter of 21 January suggested that the long term aim should be to extend unified grading down to Principal level. The cost of unified grading increases with each downward step and needs to be weighed very carefully against

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the less obvious benefits. I therefore think we should be wise to assess the benefits which stem from unified grading at Assistant Secretary and Senior Principal level before we proceed any further.

Arthur Cockfield has expressed concern in his letter of 16 August lest unified grading leads to grade dilution. Such job evaluation evidence as we have would support bringing the grades together at these levels. But the Treasury will in any case be producing grading guidance designed to maintain standards after unification. Taken together with the normal process of grading audit through staff inspection, this should help to avoid grade dilution.

You invite colleagues to note that we may need to impose the unified pay scales at Assistant Secretary and Senior Principal level. We may also need to impose the unified grading itself. I see that the proposal has been received less than enthusiastically by some of the major Civil Service unions. It would be helpful if you could confirm that you do not regard this as a major problem, as your letter implies. I should also be interested to hear the views of other colleagues on this point. We shall not want to go ahead with our improved offer on the unified pay scales, unless we are certain that they will form part and parcel of unified grading.

NIGEL LAWSON

*Yours
Nigel*

Civil Service
Comp Terms
pg 13





With the Compliments
of the
Chancellor of the Exchequer's
Private Secretary

Treasury Chambers,
Parliament Street,
S.W.1.

✓ NO



CABINET OFFICE

From the Minister of State

Lord Gowrie

MANAGEMENT AND PERSONNEL OFFICE

Old Admiralty Building

Whitehall

London SW1A 2AZ

Telephone 01-273 4400

The Rt Hon Nigel Lawson MP
Chancellor of the Exchequer
HM Treasury
Parliament Street
London SW1P 3AG

8 August 1983

✓
9/8

Sta Nigel,

THE EXTENSION OF UNIFIED GRADING IN THE CIVIL SERVICE

9/12— Janet Young wrote to Geoffrey Howe and other members of the Cabinet on 21 January proposing an early initiative to extend unified grading below the Open Structure down to and including the Senior Principal and equivalent grading levels.

Ministers were agreed that this was an important reform offering a major contribution to efficiency in the Service, and that we should press ahead with it. Geoffrey Howe accordingly made provision for aligning the pay of the staffs concerned in this year's pay offer. The initiative is included in the list of priority areas for personnel work which I announced on 14 July.

The inter-departmental Steering Group of officials set up for the purpose has been pressing on with the task, and I am glad to say that it has made good progress as the attached report shows. The key features are:-

- a) the new unified structure will reduce approximately 100 existing grades to 3 comprising some 6000 staff. Two of these grades would correspond to the present Assistant Secretary and Senior Principal levels and the third would encompass the small group of grades which lie between Under Secretary and Assistant Secretary;
- b) posts at this new third level would, as now, be subject to Treasury control. Work establishing job weight standards and criteria for each of the unified grades is in hand and will be available by the end of the year;

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c) the Steering Group have devised a framework within which departments can manage, post, and promote their staff. This is at Annex C to the attached note. It will need to be shown to the Civil Service unions, since in a matter which directly affects the way staff are managed, it is obviously sensible to try to carry their representatives with us so far as possible.

A good deal of detailed work remains to be done to carry through this major structural change, but officials in the Steering Group now consider that matters are sufficiently advanced to enable the new structure to take effect from 1 January 1984.

An important factor in all this is the need to settle the basis on which pay will be aligned in the unified grades (we cannot have unified grading without unified pay). This is discussed in paragraphs 7-10 of the note by officials below. Essentially the Treasury are already in negotiation with the unions in an attempt to agree new unified pay scales (a process begun in the main 1983 pay negotiations when a sum of money was set aside for this purpose). The negotiations have not gone well because of inter-union differences of opinion and interest and it may be necessary at the end of the day to impose new scales - a procedure which we are perfectly free to adopt for these grades. The Treasury also envisage some staging of increases to the new scales partly to reduce the cost and partly to reduce the size of the immediate increases to some of those affected. The cost this year will, so I understand, be contained within the notional sum set aside for this purpose in the 1983 pay settlement. the full year cost will be taken into account in next year's pay negotiations.

I am writing now to ask you and other colleagues to endorse the proposal that the new unified grading arrangements should take effect from 1 January 1984; and to ask you to note that the unified pay scales needed to make this major reform possible may need to be imposed on staff.

I am sending copies of this letter to the Prime Minister and other members of the Cabinet, and to Sir Robert Armstrong.

Yours,
G. G. G.

LORD GOWRIE

UNIFIED GRADING DOWN TO SENIOR PRINCIPAL LEVEL: PROGRESS REPORT
Note by Officials

Introduction

1. The initiative to extend unified grading down to Senior Principal level was launched in the Lord Privy Seal's letter of 21 January 1983 to the Chancellor of the Exchequer. Ministers strongly endorsed the case for the extension of unified grading as an important step towards improving the management and efficiency of the Service. It would remove artificial barriers which have hitherto restricted the development and selection of staff for jobs on the basis of merit alone. A Steering Group of Principal Establishment Officers from the major employing departments has directed work on extending the unified structure, and this note summarises the progress made.

Coverage

2. Annex A sets out the grades currently intended for inclusion in the unified structure at the Assistant Secretary and Senior Principal levels. They cover some 5700 staff. Exclusions are set out in Annex B. As that indicates, some of those might be later candidates for inclusion, eg, when certain structural problems have been resolved. Annex A has been sent to the CCSU which has not commented. Annex B has been prepared for management information.

3. The Steering Group has agreed that unification of grades between the Assistant Secretary and Under Secretary levels (known as Area K) should be on the basis of a single unified grade. The grades to be assimilated to this unified Area K grade are currently being identified.

4. The overall effect will be to reduce about 100 existing grades to 3 encompassing some 6000 staff.

Grading Guidance

5. The Treasury are beginning the preparation of grading criteria and guidance for the new unified grades. Departments will be consulted on the posts to be evaluated and job descriptions prepared by the Treasury. The aim is to have the grading guidance available by the end of this year. In respect of the Area K grade the guidance would limit its use to cases where there is a clear need for a management level in this area above Assistant Secretary level. The Treasury would retain control over the creation of posts in Area K.

Consultation with the CCSU

6. The unified grading proposals at Assistant Secretary and Senior Principal levels were put to the CCSU and discussed at a meeting on 28 April. The agreed record of that meeting has been circulated to Establishment Officers. A subsequent letter from

the CCSU has revealed divided views. Of the three unions directly concerned, the IPCS has declared itself in favour of unified grading; the SCPS is opposed; and the FDA are agnostic. Further discussions with the CCSU will be arranged shortly (see paragraph 12 below).

Pay Alignment

7. For grades to be unified pay alignment is required. This has a cost, since it is not possible to worsen the pay prospects for existing staff in the grades concerned, and difficult to worsen the prospects of future entrants.

8. Following rejection by the unions of the initial proposals for pay alignment which were put to them, further ideas have been worked out which seem likely to be acceptable to the staff (even though it is probable in the last resort that the Government will need to impose them by administrative action). The essence of the scales now proposed is that they would avoid worsening the pay position of existing staff who do not stand to gain from pay alignment; but the assimilation terms would defer the full application of the improved scales to those who gain.

9. The cost in 1983-84 of pay alignment on this basis, taking effect from 1 January 1984, is £77,000 which is within the notional sum set aside for pay alignment as part of the 1983 non-industrial pay settlement last April. The cost in 1984-85 would be around £½ million. The eventual full year cost might be something over £1 million. This cost would be taken into account in considering the level of next year's pay settlement.

10. The Steering Group judge that this expenditure is necessary in order to get unified grading off to a smooth start and is justified in terms of the benefits to be gained.

Management of the Unified Structure

11. The personnel management of the staff in the proposed unified grades is primarily a matter for the departments in which they are employed. Unified grading does not require, nor should it lead to an enlargement of the area of central prescription or involvement in the direct management of staff. But the Steering Group agreed that a broad framework of principles should be drawn up, within which departments could develop procedures suited to their own circumstances in consultation with their own union sides. The principles should not be such as to entail the fundamental change of existing procedures which work satisfactorily, but should enable them to be adapted to reflect the objectives of unified grading.

12. A framework is attached at Annex C, which the Steering Group has agreed as a basis for consultation with (but not the veto of) the CCSU. Subject to any changes which it might be agreed to make in the light of CCSU comments, it would then provide the basis for departments to pursue detailed

adjustments to their own procedures with their union sides.

Centrally Managed and other Specialist Groups

13. Initial discussions have been held with most of the Management Committees concerned. Those for the Statistician and Legal Groups have expressed some reservations, but the proposals have been otherwise generally welcomed. Unified grading will not alter the need for the Management Units' central advisory role in the promotion and deployment of certain specialist groups, but the final decision will, as now, rest with the department concerned. The MPO will be considering with the Management Units, any necessary modifications in the operation of the central management arrangements to reflect the circumstances of unified grading.

Time-table

14. Taking account of the position on pay alignment and the time-table for production of grading guidance, the Steering Group propose that the unified structure should be introduced on 1 January 1984. It would be for departments to carry through changes needed to departmental personnel management procedures from that date.

Management and Personnel Office
Whitehall
LONDON SW1A 2AZ

GRADES PROPOSED FOR INCLUSION IN A UNIFIED STRUCTURE

A.		Assistant Secretary Level	
		General Service Grades	
		Grades	Occupants
		Assistant Secretary	1103
		Senior Economic Adviser	65
		Chief Statistician	70
		Chief Information Officer (A)	21
		Deputy Chief Scientific Officer	198
		Assistant Solicitor	180
		Chief Research Officer	4
		P&T Directing B	147
			<u>1788</u>
		Departmental Grades	
MAFF		ADAS Regional Officer	4
MAFF		Regional Agricultural Officer/Senior Advisory Officer/Controller of Experiments	13
MOD		Deputy Director, Defence Intelligence	4
MOD		Chief Civil Hydro Officer	1
MOD		Professors RMCS/RNC	9
MOD		Director of Marine services	1
DES/WO		Staff and Divisional Inspectors of Schools	61
DEn		Chief Engineering Inspector (Elec)	1
DEn		Controller, Gas Standards	1
DOE		Assistant Chief Planner	12
DOE/Tp		Assistant Chief Planning Inspector	8
DHSS		Deputy Chief Pharmaceutical Officer	2
HO/SO		Assistant Controller, Prisons	8
HO		Chief Probation Inspector	1
IR		Principal Inspector of Taxes	143
IR		Superintending Valuer/Assistant Chief Valuer (Scotland)	34
IR		Deputy Controller, CTO	3
IR		Registrar CTO, Scotland	1
ODA		Principal Adviser	4
DTP		Deputy Surveyor General	3
DTP		Assistant Chief Engineer	13
Treasury		Deputy Treasury Valuer	1
SO		Deputy Chief Social Work Adviser	1
SO		Deputy Chief Inquiry Reporter	2
SO		Chief Inspector of Schools	10
SO		Chief Industrial Pollution Inspector	1
SO		Keeper, Scottish Record Office	1
WO		Chief Social Work Service Officer	2
Scots. Courts Admin.		Chief Court Administrator	1
Crown Office		Assistant Solicitor/Procurator Fiscal	26
			<u>372</u>
B.		SENIOR PRINCIPAL LEVEL	
		General Service grades	
		Grades	Occupants
		Senior Principal	658
		P&T Superintending Grade	646
		Chief Information Officer B	35
		Senior Principal Librarian	2
		Senior Principal Research Officer	6
		Senior Principal Scientific Officer	708
			<u>2055</u>
		Departmental Grades	
MAFF		Chief Patstock Officer	1
MAFF		Supt. Horticultural Market Inspector	1
MAFF		Chief Plant Health and Seeds Inspector	1
MAFF		Chief Inspector Sea Fisheries	1
MAFF		Divisional Officer ADAS	6

B. (Contd.)

Departmental Grades		Occupants
	Grades	
MOD	Prof. Survey Officer: Deputy Director	1
MOD	Assistant Chief Hydro Officer	3
MOD	Assistant Professor RMCS/RNC	12
DES/WO	Inspector of Schools	372
DEn	Deputy Chief Engineering Inspector (Elec)	1
DOE	Baliff, Royal Parks	1
DOE	Superintending Planner	13
FCO	Deputy Director, Wiston House	1
DHSS	Envrionmental Health Officer	2
DHSS	Chief Officer, Ambulance	1
DHSS	Chief Officer, Catering	1
DHSS	Superintendent Pharmaceutical Officer	5
DHSS	Chief Domestic Services Management Officer	1
HMSO	Senior Principal (Technical)	2
HO	Chaplain General, Prisons	1
HO	Chief Farms Gardens Manager	1
HO	Deputy Chief Immigration Inspector	2
HO	Co-ordinator of CD Volunteers	1
HO	Assistant Chief Probation Inspector	4
IR	Inspector of Taxes (SP)	710
IR	First Class Valuer	258
IR	Controller of Stamps	1
IR	Assistant Controller CTO	11
IR	Deputy Registrar CTO (Scotland)	1
ODA	Senior Adviser	32
DTP	Chief Surveyor	21
DTP	Chief Coastguard	1
DTP	Inspecting Officer, Railways	4
Treasury	Assistant Chief Valuer	1
SO	Deputy Chief Industrial Pollution Inspector	1
SO	Chief Inspector Sea Fisheries	1
Scots Courts Admin	SP Administrator	1
		1478

TOTAL PROPOSED FOR INCLUSION IN UNIFIED GRADING = 5693

PRES EXCLUSIONS FROM UNIFIED GRADES AT AS AND SP LEVELS

A. GP WHOSE TREATMENT REMAINS UNDER CONSIDERATION

General Service Grades

Grades
Museums - Curatorial A
Museums B (Conservation and Curatorial)
SP Psychologist
Senior Legal Assistant
Principal Actuary
Actuary

Occupants
24) Some departments would welcome the inclusion of these
24) grades
10 This grade was excluded from pay alignment but the Psychologists Management Committee would welcome inclusion in the longer term
541 There are structural difficulties, which are being investigated. Departments, eg DOE and DHSS, have welcomed incorporation
6) Covered by pay alignment, but also by a separate pay claim.
11) Unified grading can be considered once pay is decided
<u>616</u>

Departmental Grades

MOD	Assistant Director of Defence Intelligence
MOD	Directors of Museums
SO	Director of the Royal Scottish Museum
SO	Inspector of Schools (Higher grade)
SO	Inspector of Schools

4	Excluded from pay alignment, but to be included in unified grading as soon as possible, with pay adjustment accordingly
2)	Treatment will need to follow that of General Service
1)	museums grades
38)	These are structural difficulties which are under consideration. The Chief Inspector is in the AS unified grade.
61)	
<u>106</u>	

B. GRADES PROPOSED FOR PAY ALIGNMENT BUT EXCLUDED FROM UNIFIED GRADING

Departmental Grades

MAFF	Regional Veterinary Officer
MAFF	Senior Research Officer I
MOD	Director of Studies RMAS/BRNG
DOE	District Auditor
DOE	Deputy District Auditor
FCO	Diplomatic Service 4
FCO	Legal Counsellor
HO	Principal, Home Defence College

22	AS alignment
15	SP alignment
2	SP alignment (though omitted from first list sent to CCSU)
12	AS alignment)
27	SP alignment) Grades to be 'hived off'
290)	
8)	AS alignment. Diplomatic Service grades
1	Not a grade; post currently held by a Senior Prin. Shown in pay alignment list as a grade.

Cab Off (w/o) Director of Management Studies

1	AS alignment
<u>378</u>	

C. GRADES EXCLUDED FROM BOTH PAY ALIGNMENT AND UNIFIED GRADING

i. Medical Grades

General) Service)	Senior Medical Officer	186
	Medical Officer	387
MOD	Senior Medical Officer (Research)) Numbers in grades not known
MOD	Medical Officer (Research)	
FCO	Medical Adviser	1
HSE	Senior Employment Medical Adviser	14
HSE	Employment Medical Adviser	54
DHSS/SO/wO	Senior Dental Officer	9
DHSS/SO/wO	Dental Officer	34
HO	Superintendent Inspector of Cruelty to Animals	2
HO	Inspector of Cruelty to Animals	12
ODA	Assistant Medical Adviser	1
		<u>700</u>

ii. Patents Grades

MOD	Director of Patents A&B	2
MOD	Assistant Director of Patents	4
MOD	Senior Patent Officer	28
MOD	Principal Patent Officer	4
DTI	Superintending Examiner, Patents	12
DTI	Principal Patents Examiner	47
DTI	Senior Patents Examiner	303
		<u>400</u>

iii. Other Departmental Grades

MAFF	Deputy Regional Veterinary Officer	21	
MAFF	Senior Agricultural Officer/Senior Horticultural Officer	3	Likely to move to Area K
MOD	Director BFBS	1	Obsolescent grade
MOD	Director of Security (Army and Navy)	2	
DEn	Petroleum Specialist II	3	
DEn	Reservoir Evaluation Specialist I & II	3	
DOE/TP	Principal Planning Inspectors	23	
DOE/TP	Senior Planning Inspectors	119	
DOE/NO	Chemical/Engineering Inspectors	3	
DOE	House Governor/Medical Superintendent	1	
DOE	Chief Inspector AM/HE	1	
DOE	Assistant Chief Inspector AM/HE	2	
FCO	Assistant Legal Adviser	18	Diplomatic grade. Pay as for Senior Legal
FCO	Overseas Police Adviser	1	Adviser
HSE	Inspectorate grades (Factories, Mines and Quarries, Agricultural, Air Pollution, Explosives, Nuclear Installations)	376	Excluded pending possible restructuring HSE Inspectorates
DHSS/NO	Principal Social Work Services Officer	17	
HMCA&E	Senior Inspectors	10	Obsolescent grade
HO	Chief Education Officer, Prisons	1	
HO	Deputy Chief Probation Inspector	1	
HO/SO	Prison Governor I	36	
HO/SO	Prison Governor II	64	
Cab Off (MPC)	Senior Assistant Parliamentary Counsel	4	
Cab Off (MPC)	Assistant Parliamentary Counsel	7	
DTI	Insolvency Grade A	11	
DTp	Deputy Chief Inspector of Accidents	1	
DTp	Principal Inspector of Accidents (Ops)	1	
DTp	Principal Inspector of Accidents (Eng)	1	
DTp	Chairman of Traffic Commissioners	11	
DTp	Chief Driving Examiner	1	
SO	Principal Inquiry Reporter	2	
SO	Inquiry Reporter	6	
SO	Senior Social Work Adviser	8	
SO	Senior Industrial Pollution Inspector	3	
Lord Adv.	Assistant Legal Secretary	3	

 765

THE MANAGEMENT OF THE UNIFIED STRUCTURE

Introduction

1. This memorandum establishes a general framework for personnel management of the new unified grades down to Senior Principal level, including promotion from groups and classes whose higher grades are in the unified structure.

Objectives

2. The objective of unified grading is to contribute to efficiency and effectiveness in the Civil Service, by:-

a) providing flexibility in the organisation of work and the deployment of staff, unimpeded by artificial barriers in the structure;

b) providing wider opportunities for individual development on merit irrespective of method of entry into the Civil Service or former occupational group.

Management Framework

3. Within the unified area, the grading system will no longer make lateral distinctions according to occupation or job type. Each unified grade will contain jobs which, though of equivalent weight, will be of differing types. Jobs will have their own differing requirements in terms of skills, qualifications and experience. Staff will not necessarily be interchangeable across the whole of the unified grade. The framework for personnel management of the unified structure will need to take account of these characteristics and the continued existence of occupational groups and classes below the unified grades

4. The personnel management of staff in the unified structure will remain a matter primarily for each department in accordance with procedures developed in consultation with its trade union side.

5. The unit of promotion at the levels concerned will continue to be each department (subject to cases where central management arrangements apply); and the Permanent Secretary's ultimate responsibility for promotions will remain unimpaired.

6. Unified grading does not affect the continued need for central management arrangements for certain skills and specialisms. The relevant management units will continue to have the role of advising departments on promotion and postings to posts requiring those skills and specialisms.

Principles

7. Bearing in mind the objective of unified grading, the framework within which it will operate and the need for economy, and within the general principles of personnel management in the Service, the arrangements made in respect of the grades in the unified structure, and promotions to it should observe the following principles:-

a) posts should be filled on the basis of merit, taking into account as appropriate, skills, qualifications, experience and potential, but without formal limitation as to the manner in which individuals enter the Service, or the occupational groups or classes to which they have belonged or the work hierarchy in which the post is found;

b) arrangements made for the management of particular skills and specialisms should reflect that the unified grade is an entity with all that implies for equality of treatment and access to jobs for all those who are qualified for them;

c) the procedures adopted should therefore enable consideration to be given on an equal footing to all staff who are eligible in accordance with sub-paragraph a) of this paragraph.

Procedures

8. Within these basic principles, it is for each department to determine, in consultation with its trade union sides, the personnel procedures which will economically and efficiently meet the aims of unified grading and satisfy the needs of their organisation and their staff. Where it is convenient to operate different procedures according to the type of post to be filled, each such procedure should be consistent with the basic principles. Procedures governing promotion into the unified structure direct to the Assistant Secretary level grade should similarly observe these principles (the incidence of such grade skipping promotion reflects the requirements of different work structures and is not affected by unified grading).

Civil Service! Longterm All Pt B

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Chancellor of the Duchy of Lancaster

2PP
CABINET OFFICE,
WHITEHALL, LONDON SW1A 2AS

16 August 1983

Dear Mary,

EXTENSION OF UNIFIED GRADING IN THE CIVIL SERVICE

The Chancellor of the Duchy has seen Lord Gowrie's letter of 8 August to the Chancellor of the Exchequer. Lord Cockfield has commented that there is always a danger in schemes of this kind of something analogous to grade drift - ie a tendency for posts to be graded up rather than down. It is important to know whether MPO feel that a proper balance has been struck, and that the £1m quoted in paragraph 9 of the Officials' report as the cost of pay alignment also reflects this element. Lord Cockfield has also commented that it would be interesting to know whether there are any instances of exceptional pay increases emerging in individual cases. with TF

I am sending copies of this letter to the Private Secretaries to the Prime Minister and other members of the Cabinet and to Richard Hatfield.

yours ever,

Alex Galloway

A K GALLOWAY
Private Secretary

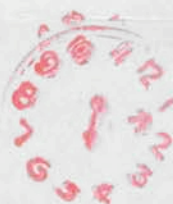
Mrs Mary Brown
PS to the Minister of State
Management and Personnel Office
Old Admiralty Building
Whitehall
London SW1

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CIVIL SERVICE - L-T Management

P 13

16 AUG 1983



CONFIDENTIAL

FC 20



MINISTRY OF AGRICULTURE, FISHERIES AND FOOD
WHITEHALL PLACE, LONDON SW1A 2HH

From the Minister

Lord Gowrie
Minister of State, Privy Council Office
(Minister for the Arts)
Management and Personnel Office
Old Admiralty Building
Whitehall
London SW1 2AZ

WJ
19/8

19 August 1983

THE EXTENSION OF UNIFIED GRADING IN THE CIVIL SERVICE

Thank you for sending me a copy of your letter of 8 August to Nigel Lawson about the extension of unified grading in the Civil Service.

My people have been very much involved in the preparation of this package since MAFF is one of the Departments where the benefits of moving towards unified pay and grading are likely to be most marked. I therefore support the proposal that new unified grading arrangements should take effect from 1 January 1984; and, insofar as pay unification is a necessary prior step, I accept that it may well be necessary to impose the new unified scales.

I am sending copies of this letter to the Prime Minister, other members of the Cabinet, and to Sir Robert Armstrong.

MICHAEL JOPLING

Civil Service
Long Term
PTB

119 AUG 1983



✓ NO



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WELSH OFFICE
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Wm
25/8

From The Minister of State

Oddi wrth y Gweinidog Gwladol
CONFIDENTIAL

CT/1/83

24 August 1983

Dear Gray.

THE EXTENSION OF UNIFIED GRADING IN THE CIVIL SERVICE

Thank you for copying your letter of 8 August about the extension of unified grading in the Civil Service to Nicholas Edwards. I am replying in his absence.

We fully support your proposal to introduce the new arrangements from 1 January 1984, if necessary by the imposition of unified pay scales.

I am sending copies of this letter to the Prime Minister, other members of the Cabinet and Sir Robert Armstrong.

Yours ever,
John.

JOHN STRADLING THOMAS

The Lord Gowrie
Minister of State
Management & Personnel Office
Whitehall
LONDON

Civil Service Long Term Policy PFB.

25 AUG 1983





NO

MINISTRY OF DEFENCE WHITEHALL LONDON SW1A 2HB

TELEPHONE 01-218 9000
DIRECT DIALLING 01-218 2111/3

MO 20/17/6

24th August 1983

John G. [unclear]

A
25/8

Thank you for the copy of your letter dated 8th August to the Chancellor of the Exchequer giving a progress report on this subject. As I said in my letter of 11th February 1983 to Janet Young, I welcome this reform and I am pleased at the progress made. The consolidation of 100 grades into 3 is a useful step in abolishing artificial barriers and improving management flexibility. The introduction of pay alignment will be a welcome simplification of administration.

I am also pleased that the progress report recognises that it is for the Departments to manage their staff and I endorse the sentiment that unified grading should not lead to an enlargement of the area of central prescription or involvement in the direct management of staff. It is our intention in MOD to continue with much the same personnel management arrangements as before, modified suitably to take advantage of the benefits of unified grading. This is not to say that we are complacent but we recognise here that many officials will continue to follow much the same career patterns that they would have done had unified grading not been introduced. This is a reflection of the complexity of so much of MOD's work which does

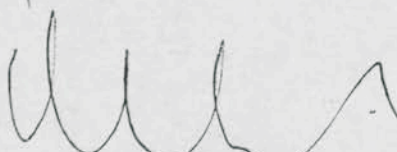
Lord Gowrie



not allow easy interchange between specialisms. What we are concerned to do is to ensure that the machinery for career development encompasses those with the highest potential regardless of original occupational grouping and that there is equality of opportunity and consistency of selection and development of such individuals.

Finally, in my letter of 11th February I stated that we would want to see the principle of unified grading extended below Senior Principal level in the light of experience. I am told that the extension to Principal level is being considered. I am sure that this work should continue. Extension below Senior Principal is however more complex and I hope enough time will be allowed to enable a carefully considered recommendation to be made.

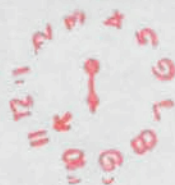
Copies of this letter go to the recipients of yours.

Yes

Michael Heseltine

Civil Service

Longterm Roll Pt 13

22 AUG 1988



gno

CONFIDENTIAL



QUEEN ANNE'S GATE
LONDON SW1H 9AT

30 August 1983

Dear Grey,

DB
7/8

EXTENSION OF UNIFIED GRADING IN THE CIVIL SERVICE

Your letter of 8 August to the Chancellor of the Exchequer asked for endorsement of the proposal that the new unified grading arrangements should take effect from 1 January 1984.

It is clearly important that the impetus of this initiative should be maintained, and, in the light of your letter, and the annex to it, I agree that the unified structure should be formally introduced on 1 January 1984.

Copies of this letter go to the Prime Minister and other members of the Cabinet, and to Sir Robert Armstrong.

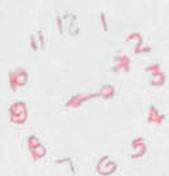
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The Earl of Gowrie

CONFIDENTIAL

Civil Service,
Long Term,
Pt 13

30 APR 1983





2 MARSHAM STREET
LONDON SW1P 3EB
01-212 3434

My ref: J/PSO/14352/83

Your ref:

25 SEP 83

6/9

Dear Grey,

THE EXTENSION OF UNIFIED GRADING IN THE CIVIL SERVICE

In your letter to Nigel Lawson of 8 August you invited my endorsement of these proposals.

I am glad progress has been made. The extension of unified grading will assist management by giving them the flexibility that they need to break down the more inhibiting attitudes and practices which have grown up over the years. It should make it much easier to bring on officers with potential by a series of planned postings which are not constrained by occupational labels.

Unified grading will help in breaking down barriers and I hope it will be achieved in the time scale you have indicated.

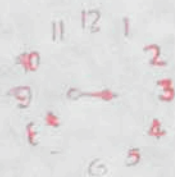
/ Copies of this letter go to the recipients of yours.

*Yours
Patrick*

PATRICK JENKIN

Civ Service long term policy A
13.

SEP 6 1983



EXNO



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ST. JAMES CENTRE
EDINBURGH EH1 3SX

NBPM

MMS 9/9

CONFIDENTIAL

Lord Gowrie
Minister of State
Management and Personnel Office
Old Admiralty Building
Whitehall
LONDON
SW1A 2AZ

8 September 1983

Dear Gray,

THE EXTENSION OF UNIFIED GRADING IN THE CIVIL SERVICE

Thank you for copying to me your letter of 8 August to Nigel Lawson.

I still have some reservations about the time scale for the introduction of unified grading. These stem from the particular difficulties we will face in the Scottish Office, which has a very wide range of professional groups. We will be faced with considerable efforts on the Personnel Management front and in dealing with future structural questions even though many of our professional staff are in the excluded category.

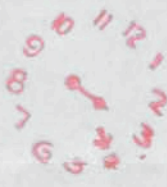
However, I accept the importance of this reform and the wide agreement of departments about the benefits to be gained from its early introduction. I am content that the unified grading arrangements should take effect from 1 January 1984.

Given the current pressures on salaries votes, not least in my own department, I strongly support staging the increases in order to reduce the cost this year.

I am copying this to the recipients of your letter.

Yours truly,
George

SEP 1983



Credit Service: Long Term
Randy R. B.