

## Vacancy - Training Assistant



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Applications are invited from suitably qualified persons to fill the post of Training Assistant, in the Ministry of the Public Service, Energy and Public Utilities. Application submission deadline 16 March, 2018.

**More details available on attached PDF file.**

Attachments

Attachment

 **vacancy\_trainins\_assistant\_2march2018.pdf**

Download

# CIRCULAR MEMORANDUM

## NO. 5 OF 2018

**Ref.:** GEN/5/03/18(37) Vol. IX

**From:** Chief Executive Officer, Ministry of the Public Service, Energy and Public Utilities

**To:** Office of the Governor General, Chief Justice, Auditor General, Solicitor General, Financial Secretary, Cabinet Secretary, Chief Executive Officers and Head of Departments.

**SUBJECT: VACANCY NOTICE – TRAINING ASSISTANT - MINISTRY OF THE PUBLIC SERVICE, ENERGY AND PUBLIC UTILITIES**

**Date:** 2<sup>nd</sup> March, 2018

Applications are invited from suitably qualified persons to fill the post of Training Assistant, in the Ministry of the Public Service, Energy and Public Utilities (MPSEPU).

**Basic Purpose of Position:**

The Training Assistant is the first point of contact for many officers directly enquiring about a learning service. The Training Assistant is expected to assist in organizing and implementing training activities and to be responsive to learning clients.

**Analysis of Position:**

**Essential Duties and Responsibilities**

- Maintain electronic and manual information systems to ensure accurate records required for training purposes
- Provide support (including troubleshooting tasks) in the planning, coordination and delivery of a full range of learning activities.
- Provide the first point of contact for clients using telephone, face-to-face and e-mail queries
- Undertake general clerical duties related to training
- Maintain and updating training activities into the HRMIS Database.
- Assist with the preparation, marketing and circulation of learning resources.

- Assist in monitoring learning services, learner profile, attendance rates and the evaluation of training activities.
- Liaise with Ministries, /Department and other stakeholders as required
- Any other duties assigned from time to time.

**Skills and Competencies:**

- Time management
- Very good written and oral communications skills
- Research and Analytical techniques and skills
- Excellent public relations
- ability to work with a team and independently with limited supervision
- Proficient with MS Office software packages as well as the use of other applications such as HRMIS Databases and the internet.

**Qualifications required:**

- (a) Be in minimum possession of a Bachelor's Degree in Education, Public Sector Management, Business Management /Administration, Tourism Management, Project Management, General Management Studies or relevant field;

**AND**

- (b) Have a minimum of three (3) years related experience in training or teaching.

**Salary:**

Payscale 14 of \$27,403 x 1,137 - \$49,006 per annum.

Interested officers in possession of the required qualifications and who have the aptitude for the post are to submit their application, with copies of qualifications, resume, two (2) recent references, through their respective Chief Executive Officers/Head of Department to the Ministry of the Public Service, Energy and Public Utilities, no later than 16<sup>th</sup> March, 2018.



**JULIA LEWIS (Mrs.)  
For Chief Executive Officer**



# CIRCULAR MEMORANDUM NO. 20 OF 2018

**MY REF:** GEN/5/03/18 (49) Vol. IX

**FROM:** Chief Executive Officer, Ministry of the Public Service, Energy and Public Utilities

**TO:** Office of the Governor General, Chief Justice, Auditor General, Solicitor General, Financial Secretary, Cabinet Secretary, Chief Executive Officers and Heads of Department

**SUBJECT:** VACANCY NOTICE – SPECIAL EDUCATION OFFICER – MINISTRY OF EDUCATION, YOUTH, SPORTS AND CULTURE

**DATE:** 25<sup>th</sup> April, 2018

Applications are invited from suitably qualified Public Officers to fill the vacant position of Special Education Officer, National Resource Center for Inclusive Education (NaRCIE), in the Ministry of **Education**, Youth, Sports and Culture.

**Position Purpose:**

The aim of the position is to improve the quality of educational services being offered to children with exceptional learning needs in that district, providing assistance to schools in developing an inclusive education program, to inform and confirm with the Manager of the NaRCIE on the progress of schools, in order for the Center to provide necessary support (e.g. Training Workshops), to contribute to improving the sensitivity of School Managers, Principals, Teachers, Parents and the general community towards students with exceptional learning needs by promoting the "Rights of the Child" within the community and to provide support to the development of the NaRCIE, in view of current development plans

**Essential Duties and Responsibilities:**

1. To provide assistance to schools in the following areas:
  - A. Develop programs to effectively improve the education of children with exceptional learning needs along with their peers
  - B. Training of teachers in learning how to assess children's level of performance
  - C. Training of teachers in learning specialized techniques and teaching methods to help children with exceptional learning needs succeed at their own levels
  - D. Supporting principals/ teachers with necessary information, skills and materials to support the integration of students with exceptional learning needs
  - E. Developing networks among schools to aid the process of integration
  - F. Training resource person/s within each school to guide programs, and assist in coordinating training sessions
  - G. Empowering the school to think and work independently of the NaRCIE, as is necessary
  - H. Developing parent and volunteer associations/groups
2. Assisting schools to utilize their community resources

3. To maintain cooperative working relationships and effective liaison with principals, teachers, BCVI, Inspiration Center and other relevant partners
4. To prepare and submit monthly itineraries and reports to the Education officer, NaRCIE
5. To carry out other tasks within the broad framework of the job description when and as required by the Education Officer, NaRCIE

**Skills and Knowledge:**

- At least three years' experience as a classroom teacher
- Knowledge of various types of special needs
- Some experience in the assessment of children with exceptional learning needs
- Some experience in conducting workshops, training and leading adults
- Initiative, leadership skills, willingness to be trained, good time management, accountability, resourcefulness
- Good team player, yet able to work independently
- Computer literate

**Minimum Required Qualification:**

- Be in Possession of:

Bachelor Degree in Education or related field and at least 3-5 years' experience in teaching and/or teacher education and training

**Salary:**

Pay Scale 17 of \$32,186 x 1,360 – \$58,026

Interested Public Officers in possession of the required qualification and have the aptitude for the post of this nature, are requested to submit an application and two (2) references and copies of qualifications, through their respective Chief Executive Officer/Head of Department to the Ministry of the Public Service, Energy and Public Utilities, Sir Edney Cain Building, Belmopan no later than 11<sup>th</sup> May, 2018.

  
GLENDA VALDEZ (MS.)  
for CHIEF EXECUTIVE OFFICER

c. Director, CITO  
POS/1/01



# CIRCULAR MEMORANDUM NO. 19 OF 2018

**MY REF:** GEN/5/03/18 (48) Vol. IX  
**FROM:** Chief Executive Officer, Ministry of the Public Service, Energy and Public Utilities  
**TO:** Office of the Governor General, Chief Justice, Auditor General, Solicitor General, Financial Secretary, Cabinet Secretary, Chief Executive Officers and Heads of Department

**SUBJECT:** VACANCY NOTICE – EDUCATION OFFICER – MINISTRY OF EDUCATION, YOUTH, SPORTS AND CULTURE

**DATE:** 25<sup>th</sup> April, 2018

Applications are invited from suitably qualified Public Officers to fill two (2) vacant positions of Education Officer, Quality Assurance Development Services (QADS), in the Ministry of Education, Youth, Sports and Culture.

**Position Purpose:**

The purpose of the position is to contribute to the development, revision and implementation of the national curriculum and to the development and delivery of continuous professional development training for teachers.

**Essential Duties and Responsibilities:**

Reporting to the Director of QADS, the Education Officers will assist with the development of national curriculum documents and supporting guidance, train teachers and others in curriculum implementation and strengthening the capacity of the school system to provide meaningful experiences for students.

- 1) Adhere to public service regulations
- 2) Participate in staff meetings and training sessions
- 3) Keep a record of own professional activities and provide monthly, quarterly or annual plans and reports, as required
- 4) Ensure office area and work-related equipment are well-maintained and secure
- 5) Ensure work-related documents are secure and appropriately accessible
- 6) Provide appropriate, relevant, meaningful and accurate information to supervisors, colleagues and member of the public in a timely manner upon request
- 7) Engage in continuing professional development activities
- 8) Upon request, represent the Ministry of Education on school and other advisory, governing or supervisory boards, and in local, national and international forums, meetings, conferences and so on
- 9) Interact with members of the public professionally and courteously
- 10) In accordance with the Belize Constitution (Public Service) Regulations, 2014, respond affirmatively to requests for assistance from the Ministry of Public Service, especially in relation to national emergencies and the conduct of local and national elections.

- 11) Plan, organize and deliver training workshops for teachers, principals, education officers and others.
- 12) Draft, edit and revise materials for workshops and in support of the implementation of the curriculum and other work related areas.
- 13) Contribute to the development, revision and dissemination of pre-, primary and high school curriculum documents.
- 14) Assist schools with the development and implementation of school improvement plans.
- 15) Contribute, through participation in technical working groups, to the development of policies, strategies, methodologies and other concepts.
- 16) Participate in monitoring and evaluation activities by collecting, providing, analysing or reporting on appropriate information.
- 17) Upon request, assist projects, consultancies and other agencies in their work.
- 18) Upon request, contribute to the work of the examinations unit, including in the development and validation of examinations and in CSEC and CAPE supervision.
- 19) Promote the work of QADS and the wider Ministry of Education by organizing and participating in public awareness raising activities.
- 20) Liaise with other service areas and district education centres within the Ministry of Education.
- 21) Upon request from a supervisor, carry out any other duty that can be reasonably construed as consistent with the roles and functions of an education officer.

**Minimum Required Qualification:**


- Be in Possession of:

Bachelor Degree in Education or related field with a minimum of 3-5 years' experience in teaching and/or teacher education and training

**Salary:**

Pay Scale 17 of \$32,186 x 1,360 – \$58,026

Interested Public Officers in possession of the required qualification and have the aptitude for the post of this nature, are required to submit an application and two (2) references and copies of qualifications, through their respective Chief Executive Officer/Head of Department to the Ministry of the Public Service, Energy and Public Utilities, Sir Edney Cain Building, Belmopan no later than 11<sup>th</sup> May, 2018.

  
GLENDA VALDEZ (MS.)  
for CHIEF EXECUTIVE OFFICER

- c. Director, CITO  
POS/1/01



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**MINISTRY OF FINANCE  
CIRCULAR NO. 2 OF 2017**

**MY REF:** GEN/12/01/17(35) VOL V

**FROM:** Financial Secretary, Ministry of Finance

**TO:** Office of the Governor General, Chief Justice, Auditor General, Solicitor General, Cabinet Secretary, Chief Executive Officers, Heads of Department, Accountant General, Clerk of the National Assembly and other Accounting Officers

**SUBJECT:** 2017 SALARY INCREASE – NEW PAYSCALES

**DATE:** March 3, 2017

In accordance with the Proposed Framework Agreement for salary adjustment dated February 1, 2013, agreement has been reached for a salary increase for the fiscal year 2017/2018 of 3% (3.0%).

The increase takes effect April 1, 2017.

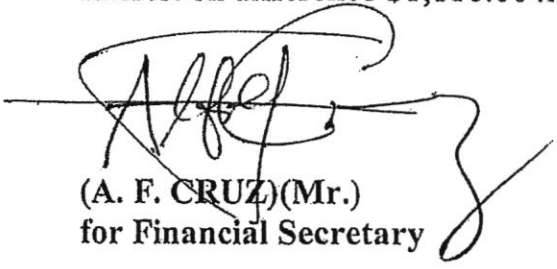
Attached are the New Salary Scales for Permanent Public Officers, Teachers, Open Vote Workers, the Belize Police Department, the Belize National Coast Guard Service as well as new daily rates for the Belize Defence Force. The increase also extends to Pensioners.

Please note that officers being paid on a fixed salary who are not pensioners are entitled to the salary increase.

Accounting officers are reminded that this salary increase **does not** apply to officers who are on contract.

As agreed all officers employed as at April 1, 2016 will receive a one time 5% interest. Calculation should be as follows:-

Salary as at 1/4/16 – Payscale 21	-	\$36,996.00
New salary with 3%	-	\$38,106.00
Difference	-	\$ 1,110.00
Interest on difference \$1,110.00 x 5%	-	\$ 55.50

  
(A. F. CRUZ)(Mr.)  
for Financial Secretary

Day 9/3/17



N.B.

Using the rates at the 4 decimal places will ensure that the above formulae return the annual rates as were calculated in note 1.

(1) TRAINEE TECHNICIANS	WEEKLY RATES (1/4/2015)	WEEKLY RATES (1/4/2017)
	216.9231	223.4423
	222.9231	229.6154
	233.0769	240.0769
	243.0000	250.3077
	253.1538	260.7500
	258.0000	265.7500
	267.9231	275.9615

(2) BUILDING SECTION	HOURLY RATES (1/4/2015)	HOURLY RATES (1/4/2017)
Carpenters, Masons, Plumbers, Steel Benders, Painters and Electricians		
Sub Foreman	6.1846	6.3705
Charge Hand	5.8410	6.0167
1st Class	5.7487	5.9214
2nd Class	5.2667	5.4248
3rd Class	4.9487	5.0974

(3) MECHANICAL SECTION	HOURLY RATES (1/4/2015)	HOURLY RATES (1/4/2017)
Mechanics, Machinists, Electricians, Spray painters, Welders and Technicians		
Specialist	7.5487	7.7752
Sub Foreman	6.8051	7.0094
1st Class	6.1846	6.3705
2nd Class	5.7487	5.9214
3rd Class	5.2667	5.4248
Assistant I	4.9487	5.0974
Assistant II	4.7538	4.8966
Janitor	4.1590	4.2838

(4) DRIVERS AND OPERATORS	HOURLY RATES (1/4/2015)	HOURLY RATES (1/4/2017)
Lowboy Operator	6.2769	6.4654
Heavy Duty Operator	6.1846	5.8957
Grader, Scraper, Bulldozer Operator	6.1846	5.8957
Loader Operator	6.1846	5.8957
Roller, Bushhog Operator	5.7487	5.4812
Tractor Operator	5.7487	5.4812
Soil Testing Drill Operator	5.7487	5.4812
Asst. Heavy Duty Operator I	5.2667	5.0226
Cement Mixer Operator	4.9487	4.7167
Compressor Operator	4.9487	4.7167
Jack Hammer Operator	4.9487	4.7167
Asst. Heavy Duty Operator II	4.8000	4.5748
Driver Mechanic	5.7487	5.4812
Driver Grade I	5.3692	5.1209
Driver Grade II	5.0872	4.8479

(5) ROAD, QUARRY, SOIL, AND SURVEY WORKERS

Gang Captains	Same as (1)
Soil Technicians	Same as (1)
Survey Assistants	Same as (1)
Trainee Technicians	Same as (1)

	WEEKLY RATES 01/04/2015	WEEKLY RATES 01/04/2017	HOURLY RATES 01/04/2015	HOURLY RATES 01/04/2017
Sub-Captain	207.69	213.92	4.6154	4.7538
Quarrier	207.69	213.92	4.6154	4.7538
Chainman	206.08	212.27	4.5795	4.7171
Rakeman	220.62	227.25	4.9026	5.0500
Helper	187.15	192.77	4.1590	4.2838

(6) DREDGE AND DOCKYARD WORKERS

Shipwright Foreman	362.08	372.94	8.0462	8.2876
Operator	330.92	340.87	7.3538	7.5748
Shipwright Assistant Operator	330.92	340.87	7.3538	7.5748
Asst. Operator & Mechanic I	300.69	309.73	6.6821	6.8829
Asst. Operator & Mechanic II	0.00	0.00		-
Blacksmith	300.69	309.73	6.6821	6.8829
Gang Captain	300.69	309.73	6.6821	6.8829
Sub-Captain	233.31	240.31	5.1846	5.3402
Operator Assistant	202.15	208.23	4.4923	4.6274
Watchman	202.15	208.23	4.4923	4.6274
Cook	202.15	208.23	4.4923	4.6274

New payscale 3 as it applies to Clerical Assistants, Stores Clerks and Typists employed on an Open Vote basis but are paid weekly wages on par with the salaries of officers on Permanent Establishment

	ANNUAL RATE 01/04/2015	WEEKLY RATE 01/04/2015	ANNUAL RATE 01/04/2017	WEEKLY RATE 01/04/2017
	10,584	203.5385	10,902	209.6538
	11,256	216.4615	11,594	222.9615
	11,928	229.3846	12,286	236.2692
	12,600	242.3077	12,978	249.5769
	13,272	255.2308	13,671	262.9038
	13,956	268.3846	14,375	276.4423
	14,628	281.3077	15,067	289.7500
	15,300	294.2308	15,759	303.0577
	15,972	307.1538	16,452	316.3846
	16,644	320.0769	17,144	329.6923
	17,316	333.0000	17,836	343.0000
	18,000	346.1538	18,540	356.5385
	18,672	359.0769	19,233	369.8654
	19,344	372.0000	19,925	383.1731
	20,016	384.9231	20,617	396.4808
	20,688	397.8462	21,309	409.7885
	21,360	410.7692	22,001	423.0962
	22,032	423.6923	22,693	436.4038
	22,716	436.8462	23,398	449.9615
	23,388	449.7692	24,090	463.2692

SALARY REVISION - PERMANENT ESTABLISHMENT  
EFFECTIVE 1ST APRIL 2017

Government of Belize  
07/03/2017

<b>NEW PAY SCALE 1</b>		<b>8059 x 531 - 18148</b>																		
NPS 1	8,059	8,590	9,121	9,652	10,183	10,714	11,245	11,776	12,307	12,838	13,369	13,900	14,431	14,962	15,493	16,024	16,555	17,086	17,617	18,148
OPS 1	7,824	8,340	8,856	9,372	9,888	10,404	10,920	11,436	11,952	12,468	12,984	13,500	14,016	14,532	15,048	15,564	16,080	16,596	17,112	17,628
<b>NEW PAY SCALE 2</b>		<b>9740 x 606 - 21254</b>																		
NPS 2	9,740	10,346	10,952	11,558	12,164	12,770	13,376	13,982	14,588	15,194	15,800	16,406	17,012	17,618	18,224	18,830	19,436	20,042	20,648	21,254
OPS 2	9,456	10,044	10,632	11,220	11,808	12,396	12,984	13,572	14,160	14,748	15,336	15,924	16,512	17,100	17,688	18,276	18,864	19,452	20,040	20,628
<b>NEW PAY SCALE 3</b>		<b>10902 x 692 - 24050</b>																		
NPS 3	10,902	11,594	12,286	12,978	13,670	14,362	15,054	15,746	16,438	17,130	17,822	18,514	19,206	19,898	20,590	21,282	21,974	22,666	23,358	24,050
OPS 3	10,584	11,256	11,928	12,600	13,272	13,944	14,616	15,288	15,960	16,632	17,304	17,976	18,648	19,320	19,992	20,664	21,336	22,008	22,680	23,352
<b>NEW PAY SCALE 4</b>		<b>11928 x 729 - 25779</b>																		
NPS 4	11,928	12,657	13,386	14,115	14,844	15,573	16,302	17,031	17,760	18,489	19,218	19,947	20,676	21,405	22,134	22,863	23,592	24,321	25,050	25,779
OPS 4	11,580	12,288	12,996	13,704	14,412	15,120	15,828	16,536	17,244	17,952	18,660	19,368	20,076	20,784	21,492	22,200	22,908	23,616	24,324	25,032
<b>NEW PAY SCALE 5</b>		<b>13152 x 791 - 28181</b>																		
NPS 5	13,152	13,943	14,734	15,525	16,316	17,107	17,898	18,689	19,480	20,271	21,062	21,853	22,644	23,435	24,226	25,017	25,808	26,599	27,390	28,181
OPS 5	12,768	13,536	14,304	15,072	15,840	16,608	17,376	18,144	18,912	19,680	20,448	21,216	21,984	22,752	23,520	24,288	25,056	25,824	26,592	27,360
<b>NEW PAY SCALE 6</b>		<b>15117 x 865 - 31552</b>																		
NPS 6	15,117	15,982	16,847	17,712	18,577	19,442	20,307	21,172	22,037	22,902	23,767	24,632	25,497	26,362	27,227	28,092	28,957	29,822	30,687	31,552
OPS 6	14,676	15,516	16,356	17,196	18,036	18,876	19,716	20,556	21,396	22,236	23,076	23,916	24,756	25,596	26,436	27,276	28,116	28,956	29,796	30,636
<b>NEW PAY SCALE 7</b>		<b>17675 x 902 - 34813</b>																		
NPS 7	17,675	18,577	19,479	20,381	21,283	22,185	23,087	23,989	24,891	25,793	26,695	27,597	28,499	29,401	30,303	31,205	32,107	33,009	33,911	34,813
OPS 7	17,160	18,036	18,912	19,788	20,664	21,540	22,416	23,292	24,168	25,044	25,920	26,796	27,672	28,548	29,424	30,300	31,176	32,052	32,928	33,804
<b>NEW PAY SCALE 8</b>		<b>19641 x 952 - 37729</b>																		
NPS 8	19,641	20,593	21,545	22,497	23,449	24,401	25,353	26,305	27,257	28,209	29,161	30,113	31,065	32,017	32,969	33,921	34,873	35,825	36,777	37,729
OPS 8	19,068	19,992	20,916	21,840	22,764	23,688	24,612	25,536	26,460	27,384	28,308	29,232	30,156	31,080	32,004	32,928	33,852	34,776	35,700	36,624
<b>NEW PAY SCALE 9</b>		<b>20024 x 964 - 38340</b>																		
NPS 9	20,024	20,988	21,952	22,916	23,880	24,844	25,808	26,772	27,736	28,700	29,664	30,628	31,592	32,556	33,520	34,484	35,448	36,412	37,376	38,340
OPS 9	19,440	20,376	21,312	22,248	23,184	24,120	25,056	25,992	26,928	27,864	28,800	29,736	30,672	31,608	32,544	33,480	34,416	35,352	36,288	37,224
<b>NEW PAY SCALE 10</b>		<b>20407 x 976 - 38951</b>																		
NPS 10	20,407	21,383	22,359	23,335	24,311	25,287	26,263	27,239	28,215	29,191	30,167	31,143	32,119	33,095	34,071	35,047	36,023	36,999	37,975	38,951
OPS 10	19,812	20,760	21,708	22,656	23,604	24,552	25,500	26,448	27,396	28,344	29,292	30,240	31,188	32,136	33,084	34,032	34,980	35,928	36,876	37,824
<b>NEW PAY SCALE 11</b>		<b>21445 x 989 - 40236</b>																		
NPS 11	21,445	22,434	23,423	24,412	25,401	26,390	27,379	28,368	29,357	30,346	31,335	32,324	33,313	34,302	35,291	36,280	37,269	38,258	39,247	40,236
OPS 11	20,820	21,780	22,740	23,700	24,660	25,620	26,580	27,540	28,500	29,460	30,420	31,380	32,340	33,300	34,260	35,220	36,180	37,140	38,100	39,060

<b>NEW PAY SCALE 12</b>		<b>22557 x 1014 - 41823</b>																		
NPS 12	22,557	23,571	24,585	25,599	26,613	27,627	28,641	29,655	30,669	31,683	32,697	33,711	34,725	35,739	36,753	37,767	38,781	39,795	40,809	41,823
OPS 12	21,900	22,884	23,868	24,852	25,836	26,820	27,804	28,788	29,772	30,756	31,740	32,724	33,708	34,692	35,676	36,660	37,644	38,628	39,612	40,596
<b>NEW PAY SCALE 13</b>		<b>23670 x 1063 - 43867</b>																		
NPS 13	23,670	24,733	25,796	26,859	27,922	28,985	30,048	31,111	32,174	33,237	34,300	35,363	36,426	37,489	38,552	39,615	40,678	41,741	42,804	43,867
OPS 13	22,980	24,012	25,044	26,076	27,108	28,140	29,172	30,204	31,236	32,268	33,300	34,332	35,364	36,396	37,428	38,460	39,492	40,524	41,556	42,588
<b>NEW PAY SCALE 14</b>		<b>27403 x 1137 - 49006</b>																		
NPS 14	27,403	28,540	29,677	30,814	31,951	33,088	34,225	35,362	36,499	37,636	38,773	39,910	41,047	42,184	43,321	44,458	45,595	46,732	47,869	49,006
OPS 14	26,604	27,708	28,812	29,916	31,020	32,124	33,228	34,332	35,436	36,540	37,644	38,748	39,852	40,956	42,060	43,164	44,268	45,372	46,476	47,580
<b>NEW PAY SCALE 15</b>		<b>29689 x 1187 - 52242</b>																		
NPS 15	29,689	30,876	32,063	33,250	34,437	35,624	36,811	37,998	39,185	40,372	41,559	42,746	43,933	45,120	46,307	47,494	48,681	49,868	51,055	52,242
OPS 15	28,824	29,976	31,128	32,280	33,432	34,584	35,736	36,888	38,040	39,192	40,344	41,496	42,648	43,800	44,952	46,104	47,256	48,408	49,560	50,712
<b>NEW PAY SCALE 16</b>		<b>30171 x 1310 - 55061</b>																		
NPS 16	30,171	31,481	32,791	34,101	35,411	36,721	38,031	39,341	40,651	41,961	43,271	44,581	45,891	47,201	48,511	49,821	51,131	52,441	53,751	55,061
OPS 16	29,292	30,564	31,836	33,108	34,380	35,652	36,924	38,196	39,468	40,740	42,012	43,284	44,556	45,828	47,100	48,372	49,644	50,916	52,188	53,460
<b>NEW PAY SCALE 17</b>		<b>32186 x 1360 - 58026</b>																		
NPS 17	32,186	33,546	34,906	36,266	37,626	38,986	40,346	41,706	43,066	44,426	45,786	47,146	48,506	49,866	51,226	52,586	53,946	55,306	56,666	58,026
OPS 17	31,248	32,568	33,888	35,208	36,528	37,848	39,168	40,488	41,808	43,128	44,448	45,768	47,088	48,408	49,728	51,048	52,368	53,688	55,008	56,328
<b>NEW PAY SCALE 18</b>		<b>32470 x 1409 - 59241</b>																		
NPS 18	32,470	33,879	35,288	36,697	38,106	39,515	40,924	42,333	43,742	45,151	46,560	47,969	49,378	50,787	52,196	53,605	55,014	56,423	57,832	59,241
OPS 18	31,524	32,892	34,260	35,628	36,996	38,364	39,732	41,100	42,468	43,836	45,204	46,572	47,940	49,308	50,676	52,044	53,412	54,780	56,148	57,516
<b>NEW PAY SCALE 19</b>		<b>34979 x 1446 - 62453</b>																		
NPS 19	34,979	36,425	37,871	39,317	40,763	42,209	43,655	45,101	46,547	47,993	49,439	50,885	52,331	53,777	55,223	56,669	58,115	59,561	61,007	62,453
OPS 19	33,960	35,364	36,768	38,172	39,576	40,980	42,384	43,788	45,192	46,596	48,000	49,404	50,808	52,212	53,616	55,020	56,424	57,828	59,232	60,636
<b>NEW PAY SCALE 20</b>		<b>35770 x 1644 - 67006</b>																		
NPS 20	35,770	37,414	39,058	40,702	42,346	43,990	45,634	47,278	48,922	50,566	52,210	53,854	55,498	57,142	58,786	60,430	62,074	63,718	65,362	67,006
OPS 20	34,728	36,324	37,920	39,516	41,112	42,708	44,304	45,900	47,496	49,092	50,688	52,284	53,880	55,476	57,072	58,668	60,264	61,860	63,456	65,052
<b>NEW PAY SCALE 21</b>		<b>38106 x 1644 - 69342</b>																		
NPS 21	38,106	39,750	41,394	43,038	44,682	46,326	47,970	49,614	51,258	52,902	54,546	56,190	57,834	59,478	61,122	62,766	64,410	66,054	67,698	69,342
OPS 21	36,996	38,592	40,188	41,784	43,380	44,976	46,572	48,168	49,764	51,360	52,956	54,552	56,148	57,744	59,340	60,936	62,532	64,128	65,724	67,320
<b>NEW PAY SCALE 22</b>		<b>39206 x 1644 - 70442</b>																		
NPS 22	39,206	40,850	42,494	44,138	45,782	47,426	49,070	50,714	52,358	54,002	55,646	57,290	58,934	60,578	62,222	63,866	65,510	67,154	68,798	70,442
OPS 22	38,064	39,660	41,256	42,852	44,448	46,044	47,640	49,236	50,832	52,428	54,024	55,620	57,216	58,812	60,408	62,004	63,600	65,196	66,792	68,388

SALARY REVISION - PERMANENT ESTABLISHMENT  
EFFECTIVE 1ST APRIL 2017

Government of Belize  
07/03/2017

<b>NEW PAY SCALE 23</b>		<b>40615 x 1644 - 71851</b>																		
NPS 23	40,615	42,259	43,903	45,547	47,191	48,835	50,479	52,123	53,767	55,411	57,055	58,699	60,343	61,987	63,631	65,275	66,919	68,563	70,207	71,851
OPS 23	39,432	41,028	42,624	44,220	45,816	47,412	49,008	50,604	52,200	53,796	55,392	56,988	58,584	60,180	61,776	63,372	64,968	66,564	68,160	69,756
<b>NEW PAY SCALE 24</b>		<b>42000 x 1644 - 73236</b>																		
NPS 24	42,000	43,644	45,288	46,932	48,576	50,220	51,864	53,508	55,152	56,796	58,440	60,084	61,728	63,372	65,016	66,660	68,304	69,948	71,592	73,236
OPS 24	40,776	42,372	43,968	45,564	47,160	48,756	50,352	51,948	53,544	55,140	56,736	58,332	59,928	61,524	63,120	64,716	66,312	67,908	69,504	71,100
<b>NEW PAY SCALE 25</b>		<b>47624 x 1644 - 78860</b>																		
NPS 25	47,624	49,268	50,912	52,556	54,200	55,844	57,488	59,132	60,776	62,420	64,064	65,708	67,352	68,996	70,640	72,284	73,928	75,572	77,216	78,860
OPS 25	46,236	47,832	49,428	51,024	52,620	54,216	55,812	57,408	59,004	60,600	62,196	63,792	65,388	66,984	68,580	70,176	71,772	73,368	74,964	76,560
<b>NEW PAY SCALE 26</b>		<b>50133 x 1644 - 81369</b>																		
NPS 26	50,133	51,777	53,421	55,065	56,709	58,353	59,997	61,641	63,285	64,929	66,573	68,217	69,861	71,505	73,149	74,793	76,437	78,081	79,725	81,369
OPS 26	48,672	50,268	51,864	53,460	55,056	56,652	58,248	59,844	61,440	63,036	64,632	66,228	67,824	69,420	71,016	72,612	74,208	75,804	77,400	78,996
<b>NEW PAY SCALE 27</b>		<b>57524 x 1644 - 83828</b>																		
NPS 27	57,524	59,168	60,812	62,456	64,100	65,744	67,388	69,032	70,676	72,320	73,964	75,608	77,252	78,896	80,540	82,184	83,828			
OPS 27	55,848	57,444	59,040	60,636	62,232	63,828	65,424	67,020	68,616	70,212	71,808	73,404	75,000	76,596	78,192	79,788	81,384			
<b>NEW PAY SCALE 28</b>		<b>60021 x 1644 - 86325</b>																		
NPS 28	60,021	61,665	63,309	64,953	66,597	68,241	69,885	71,529	73,173	74,817	76,461	78,105	79,749	81,393	83,037	84,681	86,325			
OPS 28	58,272	59,868	61,464	63,060	64,656	66,252	67,848	69,444	71,040	72,636	74,232	75,828	77,424	79,020	80,616	82,212	83,808			
<b>NEW PAY SCALE 29</b>		<b>62530 x 1644 - 88834</b>																		
NPS 29	62,530	64,174	65,818	67,462	69,106	70,750	72,394	74,038	75,682	77,326	78,970	80,614	82,258	83,902	85,546	87,190	88,834			
OPS 29	60,708	62,304	63,900	65,496	67,092	68,688	70,284	71,880	73,476	75,072	76,668	78,264	79,860	81,456	83,052	84,648	86,244			
<b>NEW PAY SCALE 30</b>		<b>65014 x 1644 - 91318</b>																		
NPS 30	65,014	66,658	68,302	69,946	71,590	73,234	74,878	76,522	78,166	79,810	81,454	83,098	84,742	86,386	88,030	89,674	91,318			
OPS 30	63,120	64,716	66,312	67,908	69,504	71,100	72,696	74,292	75,888	77,484	79,080	80,676	82,272	83,868	85,464	87,060	88,656			

BELIZE POLICE DEPARTMENT  
SALARY SCALES EFFECTIVE 1ST APRIL 2017

<b>NEW PAY SCALE P1</b>		49,997 x 1,718 - 82,639																		
Job title		Commissioner of Police																		
<b>NPS P1</b>	49,997	51,715	53,433	55,151	56,869	58,587	60,305	62,023	63,741	65,459	67,177	68,895	70,613	72,331	74,049	75,767	77,485	79,203	80,921	82,639
<b>OPS P1</b>	48,540	50,208	51,876	53,544	55,212	56,880	58,548	60,216	61,884	63,552	65,220	66,888	68,556	70,224	71,892	73,560	75,228	76,896	78,564	80,232
<b>NEW PAY SCALE P2</b>		47,710 x 1,718 - 80,352																		
Job title		Deputy Commissioner of Police																		
<b>NPS P2</b>	47,710	49,428	51,146	52,864	54,582	56,300	58,018	59,736	61,454	63,172	64,890	66,608	68,326	70,044	71,762	73,480	75,198	76,916	78,634	80,352
<b>OPS P2</b>	46,320	47,988	49,656	51,324	52,992	54,660	56,328	57,996	59,664	61,332	63,000	64,668	66,336	68,004	69,672	71,340	73,008	74,676	76,344	78,012
<b>NEW PAY SCALE P3</b>		43,372 x 1,718 - 76,014																		
Job title		Assistant Commissioner of Police																		
<b>NPS P3</b>	43,372	45,090	46,808	48,526	50,244	51,962	53,680	55,398	57,116	58,834	60,552	62,270	63,988	65,706	67,424	69,142	70,860	72,578	74,296	76,014
<b>OPS P3</b>	42,108	43,776	45,444	47,112	48,780	50,448	52,116	53,784	55,452	57,120	58,788	60,456	62,124	63,792	65,460	67,128	68,796	70,464	72,132	73,800
<b>NEW PAY SCALE P4</b>		39,713 x 1,508 - 68,365																		
Job title		Senior Superintendent of Police																		
<b>NPS P4</b>	39,713	41,221	42,729	44,237	45,745	47,253	48,761	50,269	51,777	53,285	54,793	56,301	57,809	59,317	60,825	62,333	63,841	65,349	66,857	68,365
<b>OPS P4</b>	38,556	40,020	41,484	42,948	44,412	45,876	47,340	48,804	50,268	51,732	53,196	54,660	56,124	57,588	59,052	60,516	61,980	63,444	64,908	66,372
<b>NEW PAY SCALE P5</b>		34,349 x 1,372 - 60,417																		
Job title		Superintendent of Police																		
<b>NPS P5</b>	34,349	35,721	37,093	38,465	39,837	41,209	42,581	43,953	45,325	46,697	48,069	49,441	50,813	52,185	53,557	54,929	56,301	57,673	59,045	60,417
<b>OPS P5</b>	33,348	34,680	36,012	37,344	38,676	40,008	41,340	42,672	44,004	45,336	46,668	48,000	49,332	50,664	51,996	53,328	54,660	55,992	57,324	58,656
<b>NEW PAY SCALE P6</b>		29,702 x 1,038 - 49,424																		
Job title		Assistant Superintendent of Police																		
<b>NPS P6</b>	29,702	30,740	31,778	32,816	33,854	34,892	35,930	36,968	38,006	39,044	40,082	41,120	42,158	43,196	44,234	45,272	46,310	47,348	48,386	49,424
<b>OPS P6</b>	28,836	29,844	30,852	31,860	32,868	33,876	34,884	35,892	36,900	37,908	38,916	39,924	40,932	41,940	42,948	43,956	44,964	45,972	46,980	47,988
<b>NEW PAY SCALE P7</b>		25,821 x 1,001 - 44,840																		
Job title		Inspector of Police																		
<b>NPS P7</b>	25,821	26,822	27,823	28,824	29,825	30,826	31,827	32,828	33,829	34,830	35,831	36,832	37,833	38,834	39,835	40,836	41,837	42,838	43,839	44,840
<b>OPS P7</b>	25,068	26,040	27,012	27,984	28,956	29,928	30,900	31,872	32,844	33,816	34,788	35,760	36,732	37,704	38,676	39,648	40,620	41,592	42,564	43,536

**NEW PAY SCALE P8**

22,904 x 989 - 41,695

Job title Assistant Inspector of Police

<b>NPS P8</b>	22,904	23,893	24,882	25,871	26,860	27,849	28,838	29,827	30,816	31,805	32,794	33,783	34,772	35,761	36,750	37,739	38,728	39,717	40,706	41,695
<b>OPS P8</b>	22,236	23,196	24,156	25,116	26,076	27,036	27,996	28,956	29,916	30,876	31,836	32,796	33,756	34,716	35,676	36,636	37,596	38,556	39,516	40,476

**NEW PAY SCALE P9**

22,829 x 976 - 41,373

Job title Sergeant

<b>NPS P9</b>	22,829	23,805	24,781	25,757	26,733	27,709	28,685	29,661	30,637	31,613	32,589	33,565	34,541	35,517	36,493	37,469	38,445	39,421	40,397	41,373
<b>OPS P9</b>	22,164	23,112	24,060	25,008	25,956	26,904	27,852	28,800	29,748	30,696	31,644	32,592	33,540	34,488	35,436	36,384	37,332	38,280	39,228	40,176

**NEW PAY SCALE P10**

19,220 x 927 - 36,833

Job title Corporal

<b>NPS P10</b>	19,220	20,147	21,074	22,001	22,928	23,855	24,782	25,709	26,636	27,563	28,490	29,417	30,344	31,271	32,198	33,125	34,052	34,979	35,906	36,833
<b>OPS P10</b>	18,660	19,560	20,460	21,360	22,260	23,160	24,060	24,960	25,860	26,760	27,660	28,560	29,460	30,360	31,260	32,160	33,060	33,960	34,860	35,760

**NEW PAY SCALE P11**

14,232 x 864 - 30,648

Job title Police Constable (Recruits)

<b>NPS P11</b>	14,232	15,096	15,960	16,824	17,688	18,552	19,416	20,280	21,144	22,008	22,872	23,736	24,600	25,464	26,328	27,192	28,056	28,920	29,784	30,648
<b>OPS P11</b>	13,812	14,652	15,492	16,332	17,172	18,012	18,852	19,692	20,532	21,372	22,212	23,052	23,892	24,732	25,572	26,412	27,252	28,092	28,932	29,772

High School graduates with two (2) or more CXC passes enter at \$15,960 after passing out

Police Recruits enter at \$12,132 and after passing out are moved to P11

<b>E-1 Recruit</b>																					
NPS	12,126																				
OPS	11,772																				
<b>E-2 Seaman Apprentice</b>																					
12991 - EB - 13856 x 865 - 29426																					
NPS	12,991	EB	13,856	14,721	15,586	16,451	17,316	18,181	19,046	19,911	20,776	21,641	22,506	23,371	24,236	25,101	25,966	26,831	27,696	28,561	29,426
OPS	12,612	EB	13,452	14,292	15,132	15,972	16,812	17,652	18,492	19,332	20,172	21,012	21,852	22,692	23,532	24,372	25,212	26,052	26,892	27,732	28,572
<b>E-3 Seaman</b>																					
14227 - EB - 15092 x 865 - 30662																					
NPS	14,227	EB	15,092	15,957	16,822	17,687	18,552	19,417	20,282	21,147	22,012	22,877	23,742	24,607	25,472	26,337	27,202	28,067	28,932	29,797	30,662
OPS	13,812	EB	14,652	15,492	16,332	17,172	18,012	18,852	19,692	20,532	21,372	22,212	23,052	23,892	24,732	25,572	26,412	27,252	28,092	28,932	29,772
<b>E - 4 Petty Officer 3rd Class</b>																					
16810 x 865 - 19405 - EB - 20270 x 865 - 33245																					
NPS	16,810	17,675	18,540	19,405	EB	20,270	21,135	22,000	22,865	23,730	24,595	25,460	26,325	27,190	28,055	28,920	29,785	30,650	31,515	32,380	33,245
OPS	16,320	17,160	18,000	18,840	EB	19,680	20,520	21,360	22,200	23,040	23,880	24,720	25,560	26,400	27,240	28,080	28,920	29,760	30,600	31,440	32,280
<b>E - 5 Petty Officer 2nd Class</b>																					
19220 x 927 - 22001 - EB - 22928 x 927 - 36833																					
NPS	19,220	20,147	21,074	22,001	EB	22,928	23,855	24,782	25,709	26,636	27,563	28,490	29,417	30,344	31,271	32,198	33,125	34,052	34,979	35,906	36,833
OPS	18,660	19,560	20,460	21,360	EB	22,260	23,160	24,060	24,960	25,860	26,760	27,660	28,560	29,460	30,360	31,260	32,160	33,060	33,960	34,860	35,760
<b>E - 6 Petty Officer 1st Class</b>																					
22829 x 976 - 25757 - EB - 26733 x 976 - 41373																					
NPS	22,829	23,805	24,781	25,757	EB	26,733	27,709	28,685	29,661	30,637	31,613	32,589	33,565	34,541	35,517	36,493	37,469	38,445	39,421	40,397	41,373
OPS	22,164	23,112	24,060	25,008	EB	25,956	26,904	27,852	28,800	29,748	30,696	31,644	32,592	33,540	34,488	35,436	36,384	37,332	38,280	39,228	40,176
<b>E - 7 Chief Petty Officer</b>																					
25771 x 976 - 28699 - EB - 29675 x 976 - 44315																					
NPS	25,771	26,747	27,723	28,699	EB	29,675	30,651	31,627	32,603	33,579	34,555	35,531	36,507	37,483	38,459	39,435	40,411	41,387	42,363	43,339	44,315
OPS	25,020	25,968	26,916	27,864	EB	28,812	29,760	30,708	31,656	32,604	33,552	34,500	35,448	36,396	37,344	38,292	39,240	40,188	41,136	42,084	43,032
<b>E - 8 Senior Chief</b>																					
26748 x 976 - 30652 - EB - 31628 x 976 - 45292																					
NPS	26,748	27,724	28,700	29,676	30,652	EB	31,628	32,604	33,580	34,556	35,532	36,508	37,484	38,460	39,436	40,412	41,388	42,364	43,340	44,316	45,292
OPS	25,968	26,916	27,864	28,812	29,760	EB	30,708	31,656	32,604	33,552	34,500	35,448	36,396	37,344	38,292	39,240	40,188	41,136	42,084	43,032	43,980
<b>E - 9 Master Chief</b>																					
29664 x 976 - 33568 - EB - 34544 x 976 - 48208																					
NPS	29,664	30,640	31,616	32,592	33,568	EB	34,544	35,520	36,496	37,472	38,448	39,424	40,400	41,376	42,352	43,328	44,304	45,280	46,256	47,232	48,208
OPS	28,800	29,748	30,696	31,644	32,592	EB	33,540	34,488	35,436	36,384	37,332	38,280	39,228	40,176	41,124	42,072	43,020	43,968	44,916	45,864	46,812
<b>Officer Cadet</b>																					
NPS	19,220																				
OPS	18,660																				
<b>O - 1 Ensign</b>																					
19690 x 1001 - 20691 - EB - 21692 x 1001 - 38709																					
NPS	19,690	20,691	EB	21,692	22,693	23,694	24,695	25,696	26,697	27,698	28,699	29,700	30,701	31,702	32,703	33,704	34,705	35,706	36,707	37,708	38,709
OPS	19,116	20,088	EB	21,060	22,032	23,004	23,976	24,948	25,920	26,892	27,864	28,836	29,808	30,780	31,752	32,724	33,696	34,668	35,640	36,612	37,584
<b>O - 2 Lieutenant Junior Grade</b>																					
21173 x 1174 - 22347 - EB - 23521 x 1174 - 43479																					
NPS	21,173	22,347	EB	23,521	24,695	25,869	27,043	28,217	29,391	30,565	31,739	32,913	34,087	35,261	36,435	37,609	38,783	39,957	41,131	42,305	43,479
OPS	20,556	21,696	EB	22,836	23,976	25,116	26,256	27,396	28,536	29,676	30,816	31,956	33,096	34,236	35,376	36,516	37,656	38,796	39,936	41,076	42,216



<b>O - 3 Lieutenant</b>																					
<b>25029 x 1335 - 29034 - EB - 30369 x 1335 - 50394</b>																					
<b>NPS</b>	25,029	26,364	27,699	29,034	EB	30,369	31,704	33,039	34,374	35,709	37,044	38,379	39,714	41,049	42,384	43,719	45,054	46,389	47,724	49,059	50,394
<b>OPS</b>	24,300	25,596	26,892	28,188	EB	29,484	30,780	32,076	33,372	34,668	35,964	37,260	38,556	39,852	41,148	42,444	43,740	45,036	46,332	47,628	48,924
<b>O - 4 Lieutenant Commander</b>																					
<b>35783 x 1508 - 43323 - EB - 44831 x 1508 - 64435</b>																					
<b>NPS</b>	35,783	37,291	38,799	40,307	41,815	43,323	EB	44,831	46,339	47,847	49,355	50,863	52,371	53,879	55,387	56,895	58,403	59,911	61,419	62,927	64,435
<b>OPS</b>	34,740	36,204	37,668	39,132	40,596	42,060	EB	43,524	44,988	46,452	47,916	49,380	50,844	52,308	53,772	55,236	56,700	58,164	59,628	61,092	62,556
<b>O - 5 Commander</b>																					
<b>52011 x 1718 - 60601 - EB - 62319 x 1718 - 84653</b>																					
<b>NPS</b>	52,011	53,729	55,447	57,165	58,883	60,601	EB	62,319	64,037	65,755	67,473	69,191	70,909	72,627	74,345	76,063	77,781	79,499	81,217	82,935	84,653
<b>OPS</b>	50,496	52,164	53,832	55,500	57,168	58,836	EB	60,504	62,172	63,840	65,508	67,176	68,844	70,512	72,180	73,848	75,516	77,184	78,852	80,520	82,188
<b>O - 6 Captain</b>																					
<b>55979 x 1718 - 62851 - EB - 64569 x 1718 - 88621</b>																					
<b>NPS</b>	55,979	57,697	59,415	61,133	62,851	EB	64,569	66,287	68,005	69,723	71,441	73,159	74,877	76,595	78,313	80,031	81,749	83,467	85,185	86,903	88,621
<b>OPS</b>	54,348	56,016	57,684	59,352	61,020	EB	62,688	64,356	66,024	67,692	69,360	71,028	72,696	74,364	76,032	77,700	79,368	81,036	82,704	84,372	86,040
<b>O - 7 (ADM.LH)</b>																					
<b>60132 x 1718 - 67004 - EB - 68722 x 1718 - 92774</b>																					
<b>NPS</b>	60,132	61,850	63,568	65,286	67,004	EB	68,722	70,440	72,158	73,876	75,594	77,312	79,030	80,748	82,466	84,184	85,902	87,620	89,338	91,056	92,774
<b>OPS</b>	58,380	60,048	61,716	63,384	65,052	EB	66,720	68,388	70,056	71,724	73,392	75,060	76,728	78,396	80,064	81,732	83,400	85,068	86,736	88,404	90,072
<b>O - 8 (IADM.CBCG)</b>																					
<b>88795 x 1644 - 98659 - EB - 100303 x 1644 - 120031</b>																					
<b>NPS</b>	88,795	90,439	92,083	93,727	95,371	97,015	EB	98,659	100,303	101,947	103,591	105,235	106,879	108,523	110,167	111,811	113,455	115,099	116,743	118,387	120,031
<b>OPS</b>	86,208	87,804	89,400	90,996	92,592	94,188	EB	95,784	97,380	98,976	100,572	102,168	103,764	105,360	106,956	108,552	110,148	111,744	113,340	114,936	116,532

RANK	ENTRY	1 YR	2 YRS	3 YRS	4 YRS	5 YRS	6 YRS	7 YRS	8 YRS	9 YRS	10 YRS	11 YRS	12 YRS	13 YRS	14 YRS	15 YRS	16 YRS	17 YRS	18 YRS	19 YRS	20 YRS	21 YRS
<b>RECRUIT</b>																						
<b>NEW RATE</b>	32.61																					
<b>PRESENT RATE</b>	31.65																					
<b>PRIVATE</b>			<b>35.54 x 0.92 - 54.81</b>																			
<b>NEW RATE</b>	35.54	36.45	37.37	38.29	39.21	40.13	41.04	41.96	42.88	43.80	44.72	45.63	46.55	47.47	48.39	49.30	50.22	51.14	52.06	52.98	53.89	54.81
<b>PRESENT RATE</b>	34.50	35.39	36.28	37.17	38.06	38.95	39.84	40.73	41.62	42.51	43.40	44.29	45.18	46.07	46.96	47.85	48.74	49.63	50.52	51.41	52.30	53.19
<b>LANCE CORPORAL</b>			<b>43.04 x 0.80 - 58.30</b>																			
<b>NEW RATE</b>			43.04	43.85	44.65	45.45	46.25	47.06	47.86	48.66	49.47	50.27	51.07	51.87	52.68	53.48	54.28	55.08	55.89	56.69	57.49	58.30
<b>PRESENT RATE</b>			41.79	42.57	43.35	44.13	44.91	45.69	46.47	47.25	48.03	48.81	49.59	50.37	51.15	51.93	52.71	53.49	54.27	55.05	55.83	56.61
<b>CORPORAL</b>			<b>51.74 x 0.80 - 65.38</b>																			
<b>NEW RATE</b>					51.74	52.54	53.34	54.15	54.95	55.75	56.55	57.36	58.16	58.96	59.76	60.57	61.37	62.17	62.98	63.78	64.58	65.38
<b>PRESENT RATE</b>					50.23	51.01	51.79	52.57	53.35	54.13	54.91	55.69	56.47	57.25	58.03	58.81	59.59	60.37	61.15	61.93	62.71	63.49
<b>SERGEANT</b>			<b>57.91 x 0.64 - 67.48</b>																			
<b>NEW RATE</b>						57.91	58.55	59.18	59.82	60.46	61.10	61.74	62.38	63.01	63.65	64.29	64.93	65.57	66.21	66.84	67.48	
<b>PRESENT RATE</b>						56.22	56.84	57.46	58.08	58.70	59.32	59.94	60.56	61.18	61.80	62.42	63.04	63.66	64.28	64.90	65.52	
<b>STAFF SERGEANT</b>			<b>59.06 x 0.75 - 68.82</b>																			
<b>NEW RATE</b>						59.06	59.81	60.56	61.31	62.06	62.81	63.56	64.32	65.07	65.82	66.57	67.32	68.07	68.82			
<b>PRESENT RATE</b>						57.34	58.07	58.80	59.53	60.26	60.99	61.72	62.45	63.18	63.91	64.64	65.37	66.10	66.83			
<b>WARRANT OFFICER 2</b>			<b>61.42 x 0.87 - 70.08</b>																			
<b>NEW RATE</b>										61.42	62.28	63.15	64.02	64.88	65.75	66.61	67.48	68.35	69.21	70.08		
<b>PRESENT RATE</b>										59.63	60.47	61.31	62.15	62.99	63.83	64.67	65.51	66.35	67.19	68.03		
<b>WARRANT OFFICER 1</b>			<b>66.52 x 1.18 - 74.75</b>																			
<b>NEW RATE</b>													66.52	67.69	68.87	70.04	71.22	72.39	73.57	74.75		
<b>PRESENT RATE</b>													64.58	65.72	66.86	68.00	69.14	70.28	71.42	72.56		
<b>OFFICERS</b>																						
<b>OFFICER CADET</b>																						
<b>NEW RATE</b>	37.85																					
<b>PRESENT RATE</b>	36.75																					
<b>SECOND LIEUTENANT</b>			<b>53.93 x 2.77 - 56.70</b>																			
<b>NEW RATE</b>	53.93	56.70																				
<b>PRESENT RATE</b>	52.36	55.05																				

**LIEUTENANT**  
NEW RATE 57.92 61.13 64.35 67.56  
PRESENT RATE 56.23 59.35 62.47 65.59

**57.92 x 3.21 - 67.56**

**CAPTAIN**  
NEW RATE 68.56 72.18 75.79 79.41 83.02 86.64 90.26  
PRESENT RATE 66.56 70.07 73.58 77.09 80.60 84.11 87.62

**68.56 x 3.62 - 90.26**

*per day x 365 days per yr to get per annum rate*

**MAJOR**  
NEW RATE 97.99 102.20 106.40 110.60 114.81 119.01 123.21 127.41  
PRESENT RATE 95.14 99.22 103.30 107.38 111.46 115.54 119.62 123.70

**97.99 x 4.20 - 127.41**

**LIEUTENANT COLONEL**  
NEW RATE 142.48 149.67 156.87 164.06 171.25  
Revised Rate: 2015 138.33 145.31 152.30 159.28 166.26  
Revised Rate: 2014 128.08 134.55 141.02 147.48 153.95  
2005 120.83 126.93 133.03 139.13 145.23

**142.48 x 7.19 - 171.** \*Adjusted to correct errors in 2014 and 2015 publications.

**COLONEL**  
NEW RATE 153.32 160.94 168.56 176.18 183.81  
PRESENT RATE 148.85 156.25 163.65 171.05 178.45

**153.32 x 7.62 - 183.81**

**BRIGADIER GENERAL**  
NEW RATE 164.73 172.74 180.76 188.77 196.78  
PRESENT RATE 159.93 167.71 175.49 183.27 191.05

**164.73 x 8.01 - 196.78**



# The Commonwealth

Commonwealth Fund for Technical Cooperation  
Technical Assistance Unit  
Six Monthly Progress Report - 4<sup>th</sup> Period

Name of Expert:	Malcolm H. Monplaisir
Project Number:	Ref. NGCW90921
Project Title:	Public Sector Modernisation; Job Classification and Compensation System for the Belize Public Service
Project Location:	Belmopan, Belize
Period of Report:	01 December 2016 to 31 May 2017

Reporting Officer Endorsement:

Name:	Dr. Peter Allen
Position:	Chief Executive Officer - Ministry of the Public Service, Energy and Public Utilities
Signature:	
Date:	28 June 2017

For Commonwealth Secretariat use only:

Date received:		Approved:	
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Report to be submitted to:  
Technical Assistance Unit  
Commonwealth Secretariat, Pall Mall, London, SW1Y 5HX, UK  
Fax: + 44 (0) 20 7747 6515/6335  
[name]@commonwealth.int



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Commonwealth Fund for Technical Cooperation  
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Six Monthly Progress Report - 4<sup>th</sup> Period

Name of Expert:	Malcolm H. Monplaisir
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*[name]@commonwealth.int*

Please describe the main activities that were undertaken, outputs delivered and outcomes achieved.

The Job Analysis Data gathering phase having been declared completed at the end of the third six-month period, this fourth six-month period was designed to move on to the following two main activities:

- 1) Conclude the gathering of Compensation Survey data begun in the third six-month period and begin the analysis of the data collected.
- 2) Utilise the home Ministry of the Public Service as a pilot in correcting the grave organizational design weaknesses that need to be corrected as a precursor to any meaningful classification.

**Compensation Survey**

The compensation survey was officially brought to a close at the end of February, after an extended duration of three months, although tangential contact continued to be made over the following month with a few hopeful procrastinators. **This being the first compensation survey of its kind in Belize places the Commonwealth in a position to have made a significant impact.**

After accounting for those comparators that either flatly declined or were dropped from the survey for various reasons the overall maximum realisable response rate from the original 187 was determined to be 51.9 percent. Thus the final response rate of 43.3 percent of the original 187 represents **83.5 percent** of what was realisable. By both measures of economic sector and geographic dispersion the survey data are quite representative of Belize's labour market.

The compensation survey data collected have already been collated and preliminary analysis done. The full report will be available in the next six-month report, but a firm scientific basis for developing the compensation phase of the project has already been established. It is a milestone to be proud of, one that seemed improbable at the start given the expressed reservations that it had never been done before.

**Ministry of the Public Service, Energy and Public Utilities - Charts (Organization & Line), Job Descriptions and Ministry Report**

A.1

The approach to fixing the critical organizational design weaknesses identified during the project was to go through each government Ministry, root and branch, fixing the organizational design weaknesses.

It was decided to commence this process with the home-based Ministry of the Public Service, Energy and Public Utilities and in this regard the Chief Executive Officer was formally written on 27 February 2017 and put on notice to prepare for possible 'Round-Two' discussions on or about 20 March. Team members, who were made aware of the fact that their ability to apply all the skill and knowledge imparted, were assigned to work in three pairs on the following Departments/Sections of the Ministry:

- 1) Minister's Secretariat; CEO's Secretariat; Human Resource Management Information System (HRMIS); Human Resource Management
- 2) Energy & Public Utilities; Customer Service Quality; Job Classification and Compensation Unit (JCCU)
- 3) Elections and Boundaries

The establishment of the Strategic Overlay of the Ministry (i.e. its Purpose, Vision, Mission, legal underpinning) was worked on as a team exercise and the Expert pulled the various strands together into a single document. With respect to the assignments, as each team-pair progressed with their analysis of current organization structures they utilised the electronic projector to present to the entire assembled team their findings and proposals for addressing structural weaknesses. In this way the Expert was able to bring to bear his own expertise on the exercise and help to guide it along the right path. Held during the first week of March, these sessions demonstrated, *inter alia*, how the prior training in MS-Visio was put to good use for designing organization charts. **Indeed, had early project execution not taken a detour into MS-Visio training it would have been impossible to execute this phase of the project.**

Unfortunately this activity got derailed somewhat after the project team became involved in assisting in the planning process for the Commonwealth Mission of 3-5 April and afterwards by the uncertainty that surrounded the very continuation of the project itself. The Project Team Coordinator was taken off of her organizational development assignment and became totally immersed in activities having to do with

justifying the continuation of the project and identifying internal sources of funds. **It should be recalled that the Commonwealth Secretariat's two-year assistance was scheduled to end on 31 May.** At the end of the reporting period (31 May) things had started to settle back down as the project seemed to still be alive and the Project Team Coordinator could then return to her assignment.

#### **Commonwealth Assessment Mission of 3-5 April and Project Uncertainty**

A Commonwealth Mid-Term Review Mission was planned for 22-26 August 2016 but by way of letter dated 10 August 2016 it was postponed to a date to be announced. The six-month project report for period ending November 2016 alluded to the fact that because of several unavoidable slippages the project objectives could not be achieved by the scheduled project end date of May 2017 and that a necessary extension was needed. However, the submission of that report coincided with the sudden departure from the Commonwealth Secretariat of Mrs. Olatoyin Job and therefore its timely consideration was affected. Eventually, seeking a way forward, Ms. Pauline Campbell was emailed on 28 February 2017 and in her response of 1 March 2017 she indicated that funds were tight but there was a favourable disposition towards an extension.

The Government of Belize despatched an official letter on 03 March 2017 to Deputy Secretary General of the Commonwealth, Mr. Deodat Maharaj, requesting a one-year extension. His response dated 17 March, approving a six-month extension on a cost-shared basis, was not seen at the Ministry of the Public Service until 17 May when it was possible to craft a response accepting the offer. In the meantime project execution was badly affected by the uncertainty that hung thick in the air.

In the midst of this uncertainty, Ms. Pauline Campbell wrote on 9 March informing of a Review Mission planned for 3-5 April and the project team was immediately drafted into the process to plan the itinerary and associated logistics in order to make it successful (see **Appendix 2** for Itinerary). The Mission came and left and was deemed to be successful, but the uncertainty surrounding the continuation of the project continued right up to the end of May.

#### **Please describe the key achievements of the project to date.**

To date the key achievements of the project can be summarized as follows:

- 1) Commencing the process of building and strengthening the capacity within the Belize Public Service (residing in the Job Classification and Compensation Unit within the Ministry of the Public Service) to establish and maintain a new and objective Job Classification System and an associated Compensation System. This is a work-in-progress as the capacity of the Unit continues to be strengthened in practical ways with each passing week of project implementation.
- 2) Conducting an analysis of the existing main Public Service salary scale and sensitizing Executive Management to the serious structural defects that have crept in over the years - such as scale compression, unacceptably deep adjacent grade overlap (double and triple), small and uneven mid-point differences, uneven range spreads - as well as the implications for the overall wage-bill when these defects are inevitably corrected after the new classification is done. As a corollary, Executive Management is now more sensitized to the salary administration challenges presented by such a defective salary structure and to how employee morale is adversely affected when salary differentiation becomes so blurred.
- 3) Initiating discussion on, and enhancing awareness of, various Job Evaluation Methodologies, bringing into focus the subjectivity of the existing system of 'Whole Job Ranking' versus the objectivity of the proposed 'Point Factor/Factor Comparison' methodology.
- 4) Unearthing severe fundamental weakness across the Public Service in the area of 'Effective Organizational Design' that results in lack of clarity of roles and responsibilities as well as lines of reporting. The Project has already made a contribution towards addressing this weakness by conducting training in the use of computer software (MS-Visio) to develop organization charts, but it will take much more intense management training and practical demonstration to fix this problem. The desired Organizational Efficiency that is a key output of the Project cannot be achieved if the various Ministries are not designed for efficiency.
- 5) Placing Job Analysis on the agenda as employees at all levels have been forced to describe their job functions and responsibilities and account for time spent. Naturally, this process has unintentionally led to fears and apprehension in some quarters but it is a necessary precondition for achieving organizational efficiency and effectiveness.

A.2

The purpose of the project is to implement a new Classification and Compensation System for the Belize Public Service and in the process strengthen the institutional and human capacities of the Job Classification and Compensation Unit within the Ministry of the Public Service, Energy and Public Utilities to do the following:

- Conduct proper Job Analysis
- Conduct Organization Analysis and develop Organization Charts
- Develop Job Descriptions
- Establish internal equity throughout the Governmental structure through the application of Job Evaluation methodology
- Develop a proper Job Classification Structure through Job Evaluation methodology
- Develop a Compensation Structure linked to the Job Classification Structure
- Establish external competitiveness through a Compensation Survey
- Link Compensation to Performance Measurement

*Please describe the general progress towards this*

Generally, progress has been made in conducting the Job Analysis, the longest and most tedious part of the Project, although it has proven to be much more protracted than planned partly due to insufficient management involvement and partly due to widespread unfamiliarity with a process that was not undertaken in over 30 years. Job Analysis is the support base for the entire study and now that it has come to an end all the other aspects will begin to fall into place.

A.3

The objective of strengthening the Job Classification and Compensation Unit, whose four permanent team members were selected ahead of the Project start date, has been partially achieved through the development of a Training Manual and its deployment in conducting intensive classroom training sessions and role play. The latter was particularly necessary for three team members who were starting from scratch. However, the full achievement of this objective is dependent on putting the theory into practice, and this has been designed to take place *pari passu* with Project Implementation in a hands-on or interactive approach to learning (the heuristic method). Now that the data gathering phase is at an end, the team will be required to work on their own in developing organization charts and job descriptions according to a strict schedule. This would require long hours of concentrated and focused effort that would ultimately determine suitability.

## B. Project Implementation

### *Performance against required outputs*

#### **Output 1: Compensation Data obtained from Comparators in the Survey**

The compensation survey package was circulated in hard copy to 187 identified comparators in the Belize labour market by hand, and by registered mail in a few instances, over the period spanning 23-28 November 2016. An electronic fillable format was also emailed to some comparators upon request and also as replacement for misplaced hard copies in some instances. The full Compensation Survey Package, shown as **Appendix 1**, was made up of the following five distinct items:

B.1

- Letter of Introduction
- Instruction Set for completing the Survey
- Spreadsheet to collect Total Cash data for Benchmark Jobs
- A self-explanatory general Compensation Questionnaire
- Thumbnail Job Descriptions for Benchmark Jobs (*not included in Appendix 1 because of large file size*)

The Belize Chamber of Commerce and Industry (BCCI), whose support was solicited as early as July 2016, issued a release dated 18 November 2016 to the membership endorsing the survey. However, it soon became clear that many of the identified comparators, not having been exposed to this kind of survey before, needed help in completing the package and hence the project team was pressed into full-time follow-up action via phone and site visit. The Consultant made several phone calls to clarify issues and also



visited a number of comparators to help with the completion of the package.

The response to the survey by economic sector is summarised in **Figure B1.1** which indicates broad cross-sectoral coverage. After accounting for those comparators that either flatly declined or were dropped from the survey for various reasons the overall maximum realisable response rate from the original 187 was determined to be 51.9 percent. Thus the final response rate of 43.3 percent of the original 187 represents **83.5 percent** of what was realisable. In **Figure B1.2** the same response data are presented by geographic location to give an indication of the dispersion across the country. Hence, by both measures the survey data are quite representative. **Figure B1.3** displays the same data graphically where the realisable and actual response rates are juxtaposed for maximum effect. The various sectors have been sorted and presented in descending order, from the highest to the lowest response rate.

**Figure B1.1 - Summary of Response to Compensation Survey by Economic Sector**

ECONOMIC SECTOR	NUMBER CIRCULATED				RESPONSE STATUS								RESPONSE RATE	
	Hard		Soft	Total	Completed & Returned			Declined	Dropped from Survey	Lost in Mail	Out-standing	Max Realisable	Final	
	By Hand	By Mail			Hard	Soft	Total							
Agriculture	10	3	3	13	7	1	8	4	1	0	0	61.5%	61.5%	
Agro-Processing	7			7	1		1	4			2	42.9%	14.3%	
Aqua-Culture	0	2	2	2		1	1	0			1	100.0%	50.0%	
Architects	3	4	1	7	2		2	2	1	1	1	42.9%	28.6%	
Commercial	2	0	0	2	1		1	1			0	50.0%	50.0%	
Construction	7	3	0	10	2		2	5	1		2	40.0%	20.0%	
Education	5	0	1	5	2	1	3	2			0	60.0%	60.0%	
Embassy	2	0	1	2		1	1	0	1		0	50.0%	50.0%	
Engineering	7	0	0	7	4		4	1			2	85.7%	57.1%	
Financial	16	2	4	18	5	2	7	6	5		0	38.9%	38.9%	
ICT	4	0	0	4		1	1	1	1		1	50.0%	25.0%	
Manufacturing	37	1	5	38	12	2	14	16	4	2	2	42.1%	36.8%	
Non-Governmental	6	3	2	9	1	4	5	2	1	1	0	55.6%	55.6%	
Quasi - Government	8	0	4	8	3	3	6	1			1	87.5%	75.0%	
Regional/International	7	0	4	7	2	5	7	0			0	100.0%	100.0%	
Retail/Wholesale	9	0	1	9	4		4	3			2	66.7%	44.4%	
Services	32	5	6	37	9	3	12	20	3		2	37.8%	32.4%	
Utilities	2		2	2		2	2	0			0	100.0%	100.0%	
<b>Totals</b>	<b>164</b>	<b>23</b>	<b>36</b>	<b>187</b>	<b>55</b>	<b>26</b>	<b>81</b>	<b>68</b>	<b>18</b>	<b>4</b>	<b>16</b>	<b>51.9%</b>	<b>43.3%</b>	
<b>% of Total</b>	<b>87.7%</b>	<b>12.3%</b>	<b>19.3%</b>		<b>29.4%</b>	<b>13.9%</b>	<b>43.3%</b>	<b>36.4%</b>	<b>9.6%</b>	<b>2.1%</b>	<b>8.6%</b>			

The compensation survey was officially brought to a close at the end of February, after an extended duration of three months, although tangential contact continued to be made over the following month with a few hopeful procrastinators. The experience was in keeping with the general rhythm of the project from inception whereby extra effort is required to move the activities along. However, in mitigation, it must be said that the unplanned impact of the compensation survey was to expose key external economic players to a completely new paradigm with which to assess labour market forces. **This being the first compensation survey of its kind in Belize places the Commonwealth in a position to have made a significant impact.**

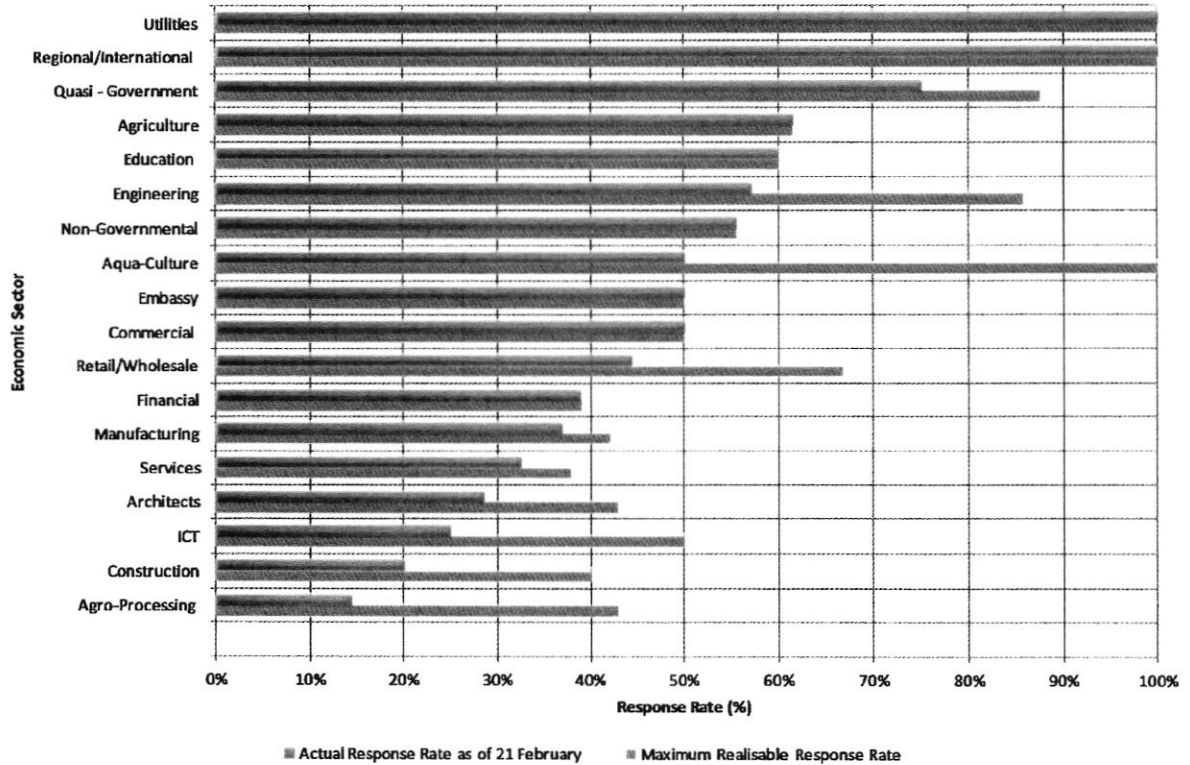
The compensation survey data collected have already been collated and preliminary analysis done. The full report will be available in the next six-month report, but a firm scientific basis for developing the compensation phase of the project has already been established. It is a milestone to be proud of, one that seemed improbable at the start given the expressed reservations that it had never been done before.

Figure B1.2 - Summary of Response to Compensation Survey by Geographic Location

GEOGRAPHIC LOCATION	NUMBER CIRCULATED				RESPONSE STATUS								RESPONSE RATE	
	Hard		Soft	Total	Completed & Returned			Declined	Dropped from Survey	Lost in Mail	Out-standing	Max Realisable	Final	
	By Hand	By Mail			Hard	Soft	Total							
TOWNS	Belmopan	23	2	7	25	7	7	14	7	3		1	60.0%	56.0%
	Belize City	101	12	20	113	34	13	47	41	13	2	10	50.4%	41.6%
	Corozal	3			3	1		1	2			0	33.3%	33.3%
	Orange Walk	4		1	4	1	1	2	0	1	1	0	50.0%	50.0%
	San Ignacio	5	1		6	2	1	3	2		1	0	50.0%	50.0%
	San Pedro			0	0							0	0.0%	0.0%
	Dangriga	6	2	3	8	2	2	4	2	1		1	62.5%	50.0%
	Punta Gorda		2	2	2		1	1	1			0	50.0%	50.0%
DISTRICTS	Other - Corozal				0			0				0	0.0%	0.0%
	Other - Orange Walk	4			4	2		2	2		0	0	50.0%	50.0%
	Other - Belize				0	0		0				0	0.0%	0.0%
	Other - Cayo	17		1	17	6	1	7	10			0	41.2%	41.2%
	Other - Stann Creek	1	3	2	4			0	1			3	75.0%	0.0%
	Other - Toledo		1		1			0				1	100.0%	0.0%
<b>Totals</b>	<b>164</b>	<b>23</b>	<b>36</b>	<b>187</b>	<b>55</b>	<b>26</b>	<b>81</b>	<b>68</b>	<b>18</b>	<b>4</b>	<b>16</b>	<b>51.9%</b>	<b>43.3%</b>	

B.1

Figure B1.3 - Graphical Summary of Response to Compensation Survey for Belize Public Service by Economic Sector



## Output 2: Ministry of the Public Service, Energy and Public Utilities - Charts (Organization & Line), Job Descriptions and Ministry Report.

The approach to fixing the critical organizational design weaknesses identified during the project was to go through each government Ministry, root and branch, conducting the following activities:

- studying purpose, vision, mission of Ministry
- analyzing existing organization chart(s) for relevance to mission and for proper design metrics
- re-designing organization chart to build in proper metrics
- developing proper Job Descriptions associated with the organization structure
- compiling report (Round-two report) laying out rationale for proposed new design
- discussing proposed new organizational design changes with CEO of Ministry and Department Head(s) and drive consensus with a view to obtaining buy-in
- making agreed amendments to Round-two report and obtaining final sign-off

It was decided to commence this process with the home-based Ministry of the Public Service, Energy and Public Utilities and in this regard the Chief Executive Officer was formally written on 27 February 2017 and put on notice to prepare for possible 'Round-Two' discussions on or about 20 March. On the same day a project team meeting was held to discuss this assignment which in a practical sense brought together all the various elements that were taught and demonstrated over the past year and half. Team members, who were made aware of the fact that their ability to apply the skill and knowledge would be assessed, were assigned to work in three pairs on the following Departments/Sections of the Ministry:

- 1) Minister's Secretariat; CEO's Secretariat; Human Resource Management Information System (HRMIS); Human Resource Management
- 2) Energy & Public Utilities; Customer Service Quality; Job Classification and Compensation Unit (JCCU)
- 3) Elections and Boundaries

The establishment of the Strategic Overlay of the Ministry (i.e. its Purpose, Vision, Mission, legal underpinning) was worked on as a team exercise and the Expert pulled the various strands together into a single document. With respect to the assignments, as each team-pair progressed with their analysis of current organization structures they utilised the electronic projector to present to the entire assembled team their findings and proposals for addressing structural weaknesses. In this way the Expert was able to bring to bear his own expertise on the exercise and help to guide it along the right path. Held during the first week of March, these sessions demonstrated, *inter alia*, how the prior training in MS-Visio was put to good use for designing organization charts. **Indeed, had early project execution not taken a detour into MS-Visio training it would have been impossible to execute this phase of the project.**

Unfortunately this activity got derailed somewhat after the project team became involved in assisting with planning the arrangements for the Commonwealth Mission of 3-5 April and afterwards by the uncertainty that surrounded the very continuation of the project itself. The Project Team Coordinator was taken off of her organizational development assignment and became totally immersed in activities having to do with justifying the continuation of the project and identifying internal sources of funds. **It should be recalled that the Commonwealth Secretariat's two-year assistance was scheduled to end on 31 May.**

At the end of the reporting period (31 May) things had started to settle back down as the project seemed to still be alive and the Project Team Coordinator could then return to her assignment.

## Output 3: Circulation of Questionnaires to Teachers

It would be recalled that this activity was reported to have slipped so badly during the last four months of 2016 that it was considered to be beyond the point of retrieval. However, it was revived during the Commonwealth Mission of 3-5 April. Firstly, when the Mission met with the Project Steering Committee (3 April) the representative of the Teachers' Union (BNTU) in the person of the President abstained from endorsing the continuation of the project if a way could not found to involve the teachers in the Job Analysis phase. Secondly, when the Mission met the following day with the full Executive of the BNTU a proposal was put on the table to have the electronic version of the Job Analysis questionnaires circulated belatedly to all teachers with the full support of the Union. Thirdly, on the final day of the Mission (5 April) the opportunity was taken to arrange a special meeting with the new Chief Executive Officer of the Ministry of Education even while the briefing of the Caucus of Chief Executive Officers was in progress. At the meeting the CEO of the Ministry of Education pledged her full support for a renewed effort to distribute the questionnaires. Thus this activity was put back on the agenda.

A circular was drafted by the Project Team Coordinator and emailed on 7 April to the CEO of Ministry of Education to be officially disseminated to all the District School Managements signaling the roll-out of the Job Analysis questionnaires. After the intervening Easter Holidays (14-17 April) a second email was sent to the CEO impressing the urgent need to officially roll-out the questionnaires. Eventually, on 8 May, The Expert decided to walk over to the CEO's office and held a brief face-to-face discussion after which the official circular was disseminated. By the end of the reporting period (31 May) completed questionnaires had begun to trickle in.

**Output 4: Ministry of Education, Youth and Sports - Charts (Organization & Line), Job Descriptions and Ministry Report.**

B.4 The second Ministry identified for organization development is the Ministry of Education, Youth and Sports and in keeping with the stipulated approach the project team started to look at its purpose, vision and mission toward the end of the reporting period.

**C. Indicators and Benefits**

**Please provide a summary of relevant indicators (quantitative and qualitative) that will demonstrate the progress and impact of the project during its lifetime.**

The purpose of these indicators is to provide a precise definition of what the project will achieve, and show the process of these achievements as the project progresses. Consequently the Baseline (set in the Inception Report), Current Level (updated at each Six-Monthly Report) and Target should be comparable over the course of the project, and where possible be incremental (demonstrating the process of change). Additionally, some indicators will highlight the 'value' of your work specifically, and may require you to include specific way to capture these indicators such as feedback questionnaires from training events.

**Please provide a final assessment of the relevant indicators (quantitative and qualitative) that demonstrate the progress/success of the project.**

The relevant indicators that will be used in a final assessment of project progress and success are tabulated below and will be updated continuously:

C.1

Relevant Indicators (Qualitative)	% Complete
Redesigned Organization Chart for each Ministry on the basis of proper Organizational Design principles using MS-Visio	8 %
Authorised Staffing Level set for each Ministry based on Purpose and Mission	8 %
Standardised Job Descriptions for each Ministry, dated and signed-off by CEO/Department Head	8 %
Jobs evaluated and awarded points based on their relative value	0 %
Cohort of Sensitized Managers as a result of planned 'Round-2' consultation sessions	0 %
Report linking each Ministry's Mission to the Organizational Design and staffing level	8 %
Analysis of compensation in the Belize Labour Market and positioning of Belize Public Service therein;	100 %
Job Evaluation Manual detailing customised Factor Comparison Evaluation Methodology to be used in the Study and for future maintenance of the system	45 %
Trained Project Team in the application of the Point Factor Job Evaluation Methodology	0 %
New compensation structure for the Public Service	10 %
Continuity and Sustainability of Job Classification and Compensation Unit	50 %

**Please highlight key changes which have occurred as a result of this project (i.e. reforms, key decisions, policy change, behavioural change, skills transfer, etc.).**

C.2

The major changes that this project will bring about will come at the end after the Classification and Compensation designs are completed. In the interim, however, the Job Analysis phase that required a close

	<p>examination of existing job content and organization design has already introduced a new paradigm to the Public Service.</p> <p>Skills transfer has occurred on an ongoing basis to the Job Classification and Compensation Unit, but it is envisaged that skills transfer of an even more impactful nature will occur when the design of the various Departments are optimised for efficiency.</p>
C.3	<p><b>Please provide an analysis of the overall long term benefit that this project will help to achieve.</b></p> <p>The overall long-term benefit that this project will achieve is to provide the Belize Public Service with a scientifically defensible Classification system that will ensure that there is internal equity in terms of the valuing of jobs and the assignment of compensation, which will redound to the lifting of employee morale and productivity. It will also form the basis for identifying clear career ladders and training deficits that will assist in better management and deployment of the available human resources. Finally, it will help to support and bring about a performance-based or results-oriented culture with the establishment of absolutely clear roles, responsibilities and reporting lines for all jobs.</p>
<b>D. Recommended Remedial Measures (if any)</b>	
<b>Recommendations for adapted delivery</b>	
D.1	<p><b>Organizational Design and Development</b></p> <p>The last report highlighted the following <b>alarming</b> findings that came out of the Interview Phase in relation to basic Organizational Design and Development and they bear repeating:</p> <ul style="list-style-type: none"> <li>• Not all Departments have readily available organization charts</li> <li>• Where organization charts exist their basic design is mainly flawed, ignoring such principles as 'span of control', undesirable one-to-one reporting, built-in career ladders, etc.</li> <li>• In many of the existing organization charts it is not possible to see a clear superstructure and sub-structure</li> <li>• Much confusion exists on the ground where roles, responsibilities and reporting lines are not clear</li> <li>• Many Departments deploy what are in effect functional charts as against organization charts and hence it is impossible to drill down to the level of vital human resources needed to run them</li> <li>• The concept of 'Authorized Staffing Level' is absent</li> <li>• Many Departments seem to be in a state of flux as the organization charts are being redesigned</li> </ul> <p><i>Proper Organization Design is a precondition for Job Description Writing and Job Classification. This problem is so severe as to require urgent remedial attention. It is recommended that an approach be taken whereby the Organization Design is first fixed with agreement of the Chief Executive Officer and Department Head before the Job Descriptions are developed. This would add considerable time to the Project and in addition would require a lot of reorientation and training.</i></p>
D.2	<p><b>Retrieval of Missed Job Analysis Data Gathering Amongst Teachers</b></p> <p>It would be recalled that this activity was reported to have slipped so badly during the last four months of 2016 that it was considered to be beyond the point of retrieval. However, a way has been found with the support of the Ministry of Education and the Belize National Teachers' Union (BNTU) to circulate electronic questionnaires to all teachers via the School District structure and have them returned by email. Because this is an adaptive measure hard copies cannot be sent out. However, the School District personnel may print copies of the electronic questionnaires for circulation where computer facilities and access to Internet are limited.</p>
<b>E. Cross Cutting Issues</b>	
E.1	<p><b>Please give details of any significant developments in the internal (host organization/government) environment that have effected or may affect project implementation</b></p> <p>The host government environment has changed little from what was last reported.</p>
E.2	<p><b>Please give details of any significant developments in the external (donors, private sector, etc) environment that have effected or may affect project implementation</b></p> <p>There is no major issue in the external environment that is foreseen to have an adverse impact on project implementation. One area of exposure was the conduct of the compensation survey in the external labour market which required the cooperation of the Private Sector in particular. A meeting was held with the</p>

	<p>Belize Chamber of Commerce and Industry at which it was pointed out that this kind of survey is novel and would require hand-holding as well as persuasion of businesses to divulge compensation data that are seen as confidential. Now that the compensation survey is over it can be said that the major draw-back was the length of time and investment of effort it took to gather the data, 3 months as against the planned 6 weeks.</p>
<p>E.3</p>	<p><b>Please comment on the sustainability of the project including appropriate succession planning (where appropriate)</b></p> <p>Job Classification Systems in all organizations have to be carefully maintained or else they soon become overtaken by the same anomalies that they are designed to correct and prevent. The establishment of the Job Classification and Compensation Unit within the Ministry of the Public Service and its strengthening during project execution are steps designed for sustainability. However, since the Coordinator of the Unit is scheduled to go into retirement as soon as the project ends, it is necessary for the next in line to progress rapidly along a learning curve.</p> <p>The capacity of the staff to achieve this critical function has been under continuous assessment, but now more-so given the need to work independently and apply everything previously taught, from organizational design of an entire Department to development of Job Descriptions. During this six-month period the staff was assigned work in pairs, largely because they still needed some guidance on the practical application of the principles of sound organizational design. During the next period they will be assigned work on an individual basis and this will really test their capacity and capability as Job Analysts. Nonetheless, above and beyond capacity is attitude to work and the following need to be pointed out:</p> <ul style="list-style-type: none"> <li>• A few staff members have displayed the attitude of ‘working in a cocoon’ despite being in pairs.</li> <li>• Too many staff members display an attitude that negates working in project mode and are resistant to the very suggestion of any work outside the regular hours. Further, payment is advanced as a precondition. Thus there is a ‘no-give and take-all’ attitude, despite the fact that the Government of Belize has made it possible for the acquisition of new, important and far-reaching skills by a select few. And these skills extend far beyond the technical to advanced computer usage, the starting point for the latter having been quite rudimentary.</li> </ul> <p>Another key element of sustainability will hinge on the extent to which the Unit is allowed to perform its Job Classification and Salary Administration function for the entire Public Service. The application of the Point Factor system of Job Evaluation will be the preserve of the Unit only and hence all Departments will have to submit their requests for organizational changes and job modifications.</p>
<p>E.4</p>	<p><b>Please provide details of significant issues and challenges that may affect project implementation</b></p> <p>As with all Classification and Compensation Studies, the major challenges that are foreseen to affect implementation are:</p> <ul style="list-style-type: none"> <li>• Determining authorized numbers of staff that each Department requires to function effectively. The concept of “Authorized Strength” does not exist in the Public Service and hence it is difficult to analyze the current workforce that is sub-divided into permanent, contract and open-vote. The permanent members of staff are appointed by the Constitutional Public Service Commission, whereas the other categories are appointed outside of it. The Classification Study will go root-and-branch through the Public Service establishing in the process required staffing levels and this fundamental shift may present challenges.</li> <li>• Once authorized staffing levels are set then there would have to be a recalculation of the wage bill. Affordability and sustainability may present challenges.</li> <li>• Open-vote staff is currently hired through an opaque system. Once there is a streamlining of the permanent numbers and there is pressure to do likewise for the open-vote category this can present a challenge.</li> <li>• Implementation of the findings of the Compensation Survey may present challenges if found to apply any competitive pressure for increasing the wage bill in any significant way. <b>Conversely, if Public Service Compensation is found to be the market leader then the implications would have to be carefully explained to the Unions and their membership, particularly in light of the recent agitation for salary increases.</b></li> <li>• A new Classification system by and in itself could result in some jobs losing value and others gaining. This can also present challenges to implement.</li> <li>• Once new Job Descriptions are written and Job Specifications are set then there will have to follow an exercise of Job Placement, whereby matching of incumbents will take place. Where deficits are identified there will be a challenge to retrain and re-equip staff appropriately.</li> </ul>

	<ul style="list-style-type: none"> <li>Finally, one major challenge would be the summoning of the political will to implement all of the foregoing.</li> </ul>
E.5	<p><b>Please comment on the sense of ownership and political support for this project within the host organization/government</b></p> <p>With respect to the issue of political support for the project it must be said that the meeting with the Prime Minister by the recent Commonwealth Mission revealed unstinting support at the very top of government. Indeed, the Prime Minister was very unequivocal in his support for the project extension and opined that he hoped that the results of the project would assist the government in finding a way to rationalise the numbers of public officers currently employed. The decision by the Government of Belize to have the project extended on a cost-shared basis is also evidence of continuing political support.</p> <p>During the Commonwealth Mission of 3-5 April a meeting was scheduled with the Heads of Department across the government service because it is amongst this group that a deep sense of ownership has to be fostered. The project plan going forward to fix the organizational design flaws requires that this group be sensitized to the technical issues and be empowered to sign-off on all the necessary changes.</p>
E.6	<p><b>Please comment on the impact this project is having (or will have) on issues such as gender, youth and environment</b></p> <p><b>Gender</b> - The existence of a gender wage gap is now universally recognised whereby women in the workforce often suffer wage discrimination vis-à-vis their male counterparts who earn more for the same job. A project such as the one now embarked upon for the Belize Public Service is ideal to unearth instances of such discrimination where they exist and to apply necessary corrective measures. Moreover, gender-based pay discrimination is often structural in that the system that values jobs in an organization (Job Evaluation System) can be skewed in favour of male-centric jobs. This Project will ensure that gender neutrality is built into the design of the Job Evaluation System.</p> <p><b>Youth</b> - This Job Evaluation and Compensation project will establish the basic specifications for all entry level positions into the Belize Public Service, an issue of much significance and importance to youths. Further, one of the outputs of the Study will be the delineation of clear career paths which will provide youths with clear incentives to qualify themselves appropriately for upward mobility and career-building in the Public Service.</p> <p><b>Environment</b> - Responsibility for environmental matters falls under the Ministry of Forestry, Fisheries and Sustainable Development. The opportunity will therefore be presented during project execution to review all the related jobs and staffing.</p>
<b>F. Forward Plan</b>	
<b>Please list expected activities for the next 6 months under each output</b>	
F.1	<p><b>Output 1: Ministry of the Public Service, Energy and Public Utilities - Charts (Organization &amp; Line), Job Descriptions and Ministry Report.</b></p> <p>This output is about 75 percent complete on 31 May and will be concluded in the next 6-month period</p>
F.2	<p><b>Output 2: Education, Culture, Youth &amp; Sports - Charts (Organization &amp; Line), Job Descriptions and Ministry Report.</b></p> <p>This output is about 5 percent complete on 31 May and will be concluded in the next 6-month period. Group work has commenced on putting together the Purpose, Vision, Mission and Legal Authority. Thereafter, individual assignments will be handed out to team members.</p>
F.3	<p><b>Output 3: Compensation Survey Report</b></p> <p>All the compensation survey data collected have already been collated and subjected to preliminary analysis. Regression trend lines have already been plotted to indicate the market positioning of the Government of Belize. A separate compensation survey report will be compiled and held in abeyance until such time that it can be combined with the results of the job evaluation aspect which will underpin the compensation development phase of the project.</p> <p>Compensation is a very sensitive aspect of the project and all care will be taken to limit circulation.</p>

F.4	<p><b>Output 4: Job Evaluation Manual</b></p> <p>Manual defining selected Compensable Factors, their degree statements and weighted points will be advanced beyond the stage of 'work-in-progress' to 'final'. Benchmark Jobs will be used to test the efficacy of the Point Factor Scale.</p>
F.5	<p><b>Output 5: Job Coding System</b></p> <p>Develop a system of unique job codes for each distinct job for identification and establishment control purposes.</p>
F.6	<p><b>Output 6: Trained Project Team in Correct Application of Point Factor Methodology</b></p> <p>The selected Benchmark Jobs will be used to train the Project Team in the correct application of the Point Factor Evaluation Methodology.</p>

**G. Other Observations**

*Please provide any other comments you feel are relevant*

**Project Steering Committee**

The following two documents were circulated to the Steering Committee for information purposes:

- 1) Third six-month Project Progress Report (despatched 21 March)
- 2) Itinerary of Commonwealth Assessment Mission of 3-5 April

The Commonwealth Mission met with the Steering Committee and a lively discussion ensued around the need for project extension and additional measures to help accelerate the execution of related activities going forward. The following key points were placed on the table:

- Consideration ought to be given to the payment of an honorarium to project team members for the extension of the regular working hours and the extra effort required to meet deadlines. The alternative course available under Public Service Regulations of payment for accumulated overtime hours was prohibitive.
- Consideration ought to be given to drafting in Administrative Officers from the various Ministries to assist in the organizational re-design exercise.
- The Steering Committee ought to be called to order more frequently.
- The Teachers' Union is displeased over the fact that its members were not afforded the opportunity during the latter part of 2016 to participate in the Job Analysis data gathering phase.

**Honorarium for Extra Effort by Project Team**

The idea of an honorarium has been around since the Expert joined the Project. However, even at the time of writing a firm decision, one way or the other, has not been made on implementing it.

**Bereavement in Project Team**

On 6 February the project team received the sad news of the death of the mother of one team member, only to be followed almost immediately by the death of a brother on 15 March. Such deep personal loss naturally required some amount of processing at both the individual and group levels and, as the affected team member continued to make her work contribution, it served to bring out the latent attribute of strength coupled with perseverance that was taken note of. As if that were not enough the Expert also suddenly lost the taxi driver who moved him around since his arrival in Belize on 11 March 2017 and there was some minor disruption while a reliable replacement was being identified.



**APPENDIX 1**

**COMPENSATION SURVEY PACKAGE  
(MINUSTHUMB-NAIL JOB  
DESCRIPTIONS)**



**Re. Compensation Survey in the Belize Labour Market**

Dear Respondent:

The Government of Belize has embarked on a two-year Classification and Compensation Project for the Public Service with technical support from the Commonwealth Secretariat in London.

While the Project primarily seeks to ensure that there is internal equity for comparable jobs across the Public Service, it will also establish external equity through a compensation survey – ‘compensation’ defined here in its widest sense to encompass base salary and all associated benefits, both cash and non-cash. Against this background the decision has been taken to conduct a compensation survey of selected comparators in the Belize labour market.

Pivotal to the success of the Compensation Survey will obviously be the collection of accurate and reliable data on the Compensation Packages offered by selected comparators. After much careful consideration, your Organization was identified to participate in the Study and a full Survey Package is being sent to you. It would very much be appreciated if you could complete and return the Survey Package **within the next two weeks** in order to allow enough time for the collation and analysis of the data and preparation of reports.

The Commonwealth Consultant to the Project, **Mr. Malcolm Monplaisir**, is tasked with the responsibility of conducting this survey and will therefore be calling on you during the next two weeks of data gathering to ensure that the Survey Package is fully understood and to answer any questions that may arise.

Please note the address and telephone numbers to the established Project Office:

**Attention: Mr. Malcolm Monplaisir**  
Job Classification and Compensation Unit  
Ministry of the Public Service, Energy and Public Utilities  
Sir Edney Cain Building, Belmopan  
*Telephone:* 501-822-2204 or 2205 Ext: 84211 or 85197 or 84234  
*Fax:* 501-822-0929  
*Email:* [admin.officer@mps.gov.bz](mailto:admin.officer@mps.gov.bz) or [consultant.jccu@mps.gov.bz](mailto:consultant.jccu@mps.gov.bz)

Your participation in this Survey would be very much appreciated and we would be only too pleased to **place at your disposal a summary of the final results of our analysis**. Please be assured that all data supplied will be treated in the strictest confidence and only summary reports with encrypted organization names will be produced.

Yours Sincerely,

.....  
**M. Monplaisir**  
COMMONWEALTH CONSULTANT

## ANNEXE 1

### COMMONWEALTH TECHNICAL ASSISTANCE - JOB CLASSIFICATION & COMPENSATION STUDY FOR BELIZE PUBLIC SERVICE COMPENSATION SURVEY – OCTOBER 2016

#### \*\*\* SURVEY INSTRUCTION SET \*\*\*

The full Compensation Survey Package is made up of the following five distinct items:

- Letter of Introduction
- Instruction Set for completing the Survey – Annexe 1
- Spreadsheet to collect Total Cash data for Benchmark Jobs - Annexe 2
- A self-explanatory general Compensation Questionnaire - Annexe 3
- Thumbnail Job Descriptions for Benchmark Jobs - Annexe 4

Please follow the steps detailed below to complete the package:

- 1) Read the Letter of Introduction to become conversant with the background and purpose of the survey.
- 2) Read the Instruction Set (**Annexe 1**) to obtain information on how to complete the package.
- 3) **Job Matching** - Refer to the spreadsheet of Benchmark Jobs in **Annexe 2** that is designed to capture cash compensation data – i.e. Basic Salary and Cash Allowances. Listed in the left-hand column is a sample of jobs representative of the low, middle and high end of the Belize Public Service (called Benchmark Jobs) that were selected to be compared with similar jobs within the Comparator Organizations. Since this comparison cannot be made on the basis of **Job Title** alone, brief Thumbnail Job Descriptions (**Annexe 4**) have been provided in order to allow respondents to compare the job content. Read each brief Thumbnail Job Description carefully to be sure that the job content substantially matches the equivalent one in your Organization. To assist in this exercise a "Degree of Fit" scale has been included on the Thumbnail Job Descriptions as follows: **1 = Poor Fit; 2 = Slight Fit; 3 = Moderate Fit; 4 = Considerable Fit; 5 = Identical Fit**. Repeat this exercise for all Benchmark Jobs, one at a time, and fill in your equivalent Job Title and the number of incumbents you currently employ in that position.
- 4) **Base Salaries (Annexe 2)** – Fill in the Base Salary against each matching jobs in your organization. The following additional points should be noted:
  - Pay Rates may be reported in hourly, weekly, monthly or annual units for any job, provided that the unit used is made expressly clear.
  - The rates reported should be those in effect at the time of filling the questionnaire. However, a note should be made of any imminent or projected salary increase and its intended effective date.
  - The established range, i.e. minimum and maximum, is required for all the jobs in the Survey. However, if your structure has a single rate for any of the jobs, please report that rate as the established maximum for the job.
- 5) **Cash Benefits and Allowances - Annexe 2** is also designed to capture the Cash Benefits and Allowances paid for each Benchmark Job. Please fill in the data for matching jobs in your organization.
- 6) **Compensation Survey Questionnaire (Annexe 3)** - This self-explanatory Compensation Questionnaire seeks to gather more detailed data under the following sub-headings:
  - Section 1 - General Information on Organization
  - Section 2 - Job Evaluation and Salary Administration
  - Section 3 - Composition of Basic Salary Package
  - Section 4 - Cash Benefits and Allowances
  - Section 5 - Benefits in Kind or Non-Cash Perquisites
  - Section 6 - Welfare and General Benefits
  - Section 7 - Annual Vacation Leave

ANNEXE 3  
**JOB CLASSIFICATION AND COMPENSATION STUDY FOR BELIZE PUBLIC SERVICE**  
 Commonwealth Technical Assistance  
Compensation Survey Questionnaire - October 2016

**SECTION 1 - GENERAL INFORMATION ON ORGANIZATION:**

1.1 NAME AND MAILING ADDRESS OF ORGANIZATION:

\_\_\_\_\_

\_\_\_\_\_

1.2 YEAR INCORPORATED/REGISTERED: \_\_\_\_\_

1.3 PERSON TO CONTACT REGARDING THIS QUESTIONNAIRE:

Name: \_\_\_\_\_ Desig.: \_\_\_\_\_

Email: \_\_\_\_\_ Tel.: \_\_\_\_\_ Fax: \_\_\_\_\_

1.4 PRINCIPAL PRODUCT(S) AND/OR SERVICE(S) PROVIDED BY ORGANIZATION:

\_\_\_\_\_

1.5 ANNUAL GROSS REVENUES FROM BUSINESS ACTIVITY LAST YEAR (Bz\$): \_\_\_\_\_

1.6 TOTAL GROSS ASSETS (Bz\$): \_\_\_\_\_

1.7 OWNERSHIP STRUCTURE: Privately Held \_\_\_\_\_ % Publicly Held \_\_\_\_\_ %  
 Multinational Branch  State-owned \_\_\_\_\_ %  
 Other (Specify) \_\_\_\_\_

1.8 STAFF STRENGTH OF ORGANIZATION:

Senior Management	_____	Unionized?	<input checked="" type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Junior Management	_____	Unionized?	<input checked="" type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Supervisory	_____	Unionized?	<input checked="" type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Non-Management	_____	Unionized?	<input checked="" type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
<b>TOTAL:</b>	_____			

1.9 BARGAINING UNIT:

Name of Major Union: \_\_\_\_\_

**ANNEXE 3**  
**JOB CLASSIFICATION AND COMPENSATION STUDY FOR BELIZE PUBLIC SERVICE**  
**Commonwealth Technical Assistance**  
**Compensation Survey Questionnaire - October 2016**

**SECTION 2 - JOB EVALUATION & SALARY ADMINISTRATION:**

**2.1 WHAT MINIMUM NO. OF HOURS CONSTITUTE A NORMAL WORK WEEK?**

CATEGORY/LEVEL OF STAFF	WORK-WEEK (Hrs)

**2.2 OVERTIME AND SHIFT DIFFERENTIALS:**

To which level of staff is overtime paid? \_\_\_\_\_

Number of hours after which overtime is paid \_\_\_\_\_

Overtime rate per hour in excess of regular work	1-1/2 Times	<input type="checkbox"/>	2 Times	<input type="checkbox"/>	3 Times	<input type="checkbox"/>
Overtime rate per hour for weekends (Saturdays)	1-1/2 Times	<input type="checkbox"/>	2 Times	<input type="checkbox"/>	3 Times	<input type="checkbox"/>
Overtime rate per hour for weekends (Sundays)	1-1/2 Times	<input type="checkbox"/>	2 Times	<input type="checkbox"/>	3 Times	<input type="checkbox"/>
Overtime rate per hour for public holidays	1-1/2 Times	<input type="checkbox"/>	2 Times	<input type="checkbox"/>	3 Times	<input type="checkbox"/>

Night shift/shift differentials (if applicable) \_\_\_\_\_

**2.3 SALARY MOVEMENT/PROGRESSION:**

**2.3.1 (a) Are there any fixed salary review dates?** Yes  No

**(b) If yes, please specify below:**

ORG. LEVEL	ONCE PER YEAR (State Month of Review)	TWICE PER YEAR (State Months of Review)
Senior Management		and
Junior Management		and
Non-Management		and

**2.3.2 (a) What triggers a salary review/increase?** Inflation/C.O.L.  Union negotiation   
 Salary survey  Competition   
 Other (specify) \_\_\_\_\_

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 Commonwealth Technical Assistance  
Compensation Survey Questionnaire - October 2016

**SECTION 2 (CONT'D) - JOB EVALUATION & SALARY ADMINISTRATION:**

2.3.2 (b) If a salary survey is used, which mix of organizations are surveyed? Please list.

Private Sector: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Public Sector: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

2.3.3 (a) When did your current salary scale go into effect? .....  
 (b) What is the effective date of your previous scale? .....  
 (c) What is the expected date of the next revision of your salary scale?

Day	Month	Year
15		

2.3.4 What is the expected average percentage increase in the next revision?

Non-Management: \_\_\_\_\_ % Junior Management: \_\_\_\_\_ % Senior Management: \_\_\_\_\_ %

2.3.5 Are individual salary increases for a given grade the same for all employees?

Yes  No

2.3.6 (a) Are individual salary increases for a given grade variable according to individual merit and performance?

Yes  No

(b) If yes, what was the avg. increase for last year? Snr. Mgt. \_\_\_\_\_ % Jnr. Mgt. \_\_\_\_\_ % Non- Mgt. \_\_\_\_\_ %

2.3.7 As a general rule, how many years does it take an employee to advance from the minimum to the maximum salary in the same grade? \_\_\_\_\_

2.3.8 What are the criteria for promotion to the next higher grade? \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**ANNEXE 3**

**JOB CLASSIFICATION AND COMPENSATION STUDY FOR BELIZE PUBLIC SERVICE  
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**SECTION 2 (CONT'D) - JOB EVALUATION & SALARY ADMINISTRATION:**

- 2.3.9 (a) Does your organization have a job classification/evaluation system? Yes  No
- (b) If yes, what is the nature of the system? Factor Comparison  HAY   
Decision Banding  Job Ranking   
Other (specify) \_\_\_\_\_

**SECTION 3 - COMPOSITION OF BASIC SALARY PACKAGE:**

- 3.1 (a) DOES A FORMAL SALARY SCALE EXIST? Yes  No
- (b) IF YES, PLEASE PROVIDE A COPY OF THE SALARY SCALE(S) ALONG WITH THE JOB CLASSIFICATIONS ASSOCIATED WITH THE VARIOUS PAY GRADES
- 3.2 (a) ARE THERE ANY JOBS EXCLUDED FROM THE ABOVE PAY GRADE STRUCTURE? Yes  No

(b) IF YES, PLEASE GIVE DETAILS \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**SECTION 4 - CASH BENEFITS AND ALLOWANCES**

**4.1 ENTERTAINMENT ALLOWANCE:**

What Organizational level(s) attract entertainment allowances and what are the amounts paid?

Organizational Level (i.e. Pay Grade/Classification)	Amount (Bz\$/Mth)	Organizational Level (i.e. Pay Grade/Classification)	Amount (Bz\$/Mth)

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**SECTION 4 (CONT'D) - CASH BENEFITS AND ALLOWANCES**

**4.2 TRAVELLING ALLOWANCE:**

What Organizational level(s) attract travelling allowances and what are the amounts paid?

Organizational Level (i.e. Pay Grade/Classification)	Amount (Bz\$/Mth)	Organizational Level (i.e. Pay Grade/Classification)	Amount (Bz\$/Mth)

**4.3 HOUSING ALLOWANCE:**

What Organizational level(s) attract housing allowances and what are the amounts paid?

Organizational Level (i.e. Pay Grade/Classification)	Amount (Bz\$/Mth)	Organizational Level (i.e. Pay Grade/Classification)	Amount (Bz\$/Mth)

**4.4 TELEPHONE ALLOWANCE:**

What Organizational level(s) attract telephone allowances and what are the amounts paid?

Organizational Level (i.e. Pay Grade/Classification)	Amount (Bz\$/Mth)	Organizational Level (i.e. Pay Grade/Classification)	Amount (Bz\$/Mth)



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**SECTION 4 (CONT'D) - CASH BENEFITS AND ALLOWANCES**

**4.5 OUT-OF-TOWN ALLOWANCE:** (Please state how out-of-town allowances are applied and the amounts paid)

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**4.6 RISK ALLOWANCE:** (Please state how risk allowances are applied and the amounts paid)

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**4.7 BONUS/PROFIT SHARE/INCENTIVE** (Indicate the average percentage of annual base salary paid in cash towards the following)

Bonus \_\_\_\_\_ % Profit Share \_\_\_\_\_ % Incentive \_\_\_\_\_ %

**4.8 ANY OTHER CASH BENEFITS (Please specify)**

(a) \_\_\_\_\_

Organizational Level (i.e. Pay Grade/Classification)	Amount (Bz\$/Mth)	Organizational Level (i.e. Pay Grade/Classification)	Amount (Bz\$/Mth)

(b) \_\_\_\_\_

Organizational Level (i.e. Pay Grade/Classification)	Amount (Bz\$/Mth)	Organizational Level (i.e. Pay Grade/Classification)	Amount (Bz\$/Mth)

(c) \_\_\_\_\_

Organizational Level (i.e. Pay Grade/Classification)	Amount (Bz\$/Mth)	Organizational Level (i.e. Pay Grade/Classification)	Amount (Bz\$/Mth)

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<b>SECTION 5 - BENEFITS IN KIND OR NON-CASH PERQUISITES:</b>		
<b>BENEFIT</b>	<b>ORGANIZATIONAL LEVEL AND/OR ELIGIBILITY CRITERION</b>	<b>AVERAGE ANNUAL COST TO ORGANIZATION (Bz\$ per Employee)</b>
5.1 Company Car		
5.2 Chauffeur		
5.3 Company Transportation		
5.4 Company House		
5.5 House Keeper		
5.6 Security Guard		
5.7 Electricity Bills		
5.8 Telephone Bills		
5.9 Business Entertainment		
5.10 Company Canteen		

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<b>SECTION 5 (CONT'D) - BENEFITS IN KIND OR NON-CASH PERQUISITES:</b>		
<b>BENEFIT</b>	<b>ORGANIZATIONAL LEVEL AND/OR ELIGIBILITY CRITERION</b>	<b>AVERAGE ANNUAL COST TO ORGANIZATION (Bz\$ per Employee)</b>
5.11 Company Stock		
5.12 Club/ Professional Membership		
5.13 Overseas Seminar		
5.14 Uniform		
5.15 Footwear		
5.16 Employee Discounts (Product/Service)		
5.17 Recreational Facilities (Company-owned)		
5.18 Tertiary Level Scholarships		
<b>5.19 ANY OTHER BENEFITS IN KIND OR NON-CASH PERQUISITES:</b>		

ANNEXE 3

**JOB CLASSIFICATION AND COMPENSATION STUDY FOR BELIZE PUBLIC SERVICE**  
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**SECTION 6 - WELFARE AND GENERAL BENEFITS:**

**6.1 MEDICAL INSURANCE/HEALTH PLAN:**

Eligibility Criterion \_\_\_\_\_  
\_\_\_\_\_

Portion of Premium paid by: Employee \_\_\_\_\_ Employer \_\_\_\_\_

Does the plan include?	Major Surgery	<input type="checkbox"/>	Overseas Medical Treatment	<input type="checkbox"/>
	Dental	<input type="checkbox"/>	Optical	<input type="checkbox"/>
	Hospitalization	<input type="checkbox"/>	Physician's Charges	<input type="checkbox"/>
			Drugs	<input type="checkbox"/>

Maximum Benefits Payable (Bz\$): Annual \_\_\_\_\_ Life-time \_\_\_\_\_

Percent of Costs reimbursed under plan \_\_\_\_\_

**6.2 GROUP LIFE INSURANCE:**

Eligibility Criterion \_\_\_\_\_  
\_\_\_\_\_

Portion of Premium paid by: Employee \_\_\_\_\_ Employer \_\_\_\_\_

Amount of Insurance \_\_\_\_\_

Does the plan cater for?: Dependent Coverage  ADD clause

**6.3 PENSION/RETIREMENT PLAN**

Eligibility Criterion \_\_\_\_\_  
\_\_\_\_\_

Portion of Premium paid by: Employee \_\_\_\_\_ Employer \_\_\_\_\_

Benefit Formula \_\_\_\_\_  
\_\_\_\_\_

Normal Retirement Age \_\_\_\_\_ Early Retirement Age \_\_\_\_\_

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**SECTION 6 (CONT'D) - WELFARE AND GENERAL BENEFITS:**

**6.4 LOW INTEREST STAFF LOAN**

Eligibility Criterion \_\_\_\_\_  
\_\_\_\_\_

Type/Purpose of Loan \_\_\_\_\_  
\_\_\_\_\_

Loan Ceiling Bz\$: \_\_\_\_\_ Interest Rate \_\_\_\_\_ % Repayment Period \_\_\_\_\_ Mth/Yr

**6.5 EMPLOYEE PERSONAL DEVELOPMENT**

Is there any separate allowance paid, or special benefit derived, for the attainment of any professional or academic qualification by employees?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**SECTION 7 - ANNUAL VACATION LEAVE:**

**7.1 WHAT IS THE MINIMUM SERVICE TO QUALIFY FOR VACATION LEAVE?** \_\_\_\_\_

**7.2 HOW IS UNUSED VACATION LEAVE TREATED?**  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

ANNEXE 3  
**JOB CLASSIFICATION AND COMPENSATION STUDY FOR BELIZE PUBLIC SERVICE**  
**Commonwealth Technical Assistance**  
Compensation Survey Questionnaire - October 2016

<b>SECTION 7 (CONT'D) - ANNUAL VACATION LEAVE:</b>			
<b>7.3 PLEASE INDICATE BELOW THE QUANTUM OF ANNUAL VACATION LEAVE GRANTED, THE ELIGIBILITY CRITERION AND THE LEAVE PASSAGE/ALLOWANCE PAID</b>			
<b>YEARS OF SERVICE REQUIREMENT</b>	<b>ORGANIZATIONAL LEVEL OF STAFF</b>	<b>ANNUAL LEAVE PASSAGE ARRANGEMENT OR ANNUAL LEAVE ALLOWANCE (Bz\$)</b>	<b>ANNUAL LEAVE ENTITLEMENT (Working Days)</b>
	<b>A: NON-MANAGEMENT</b>		
	<b>B: SUPERVISORY</b>		
	<b>C: JUNIOR MANAGEMENT</b>		
	<b>D: SENIOR MANAGEMENT</b>		
	<b>E: EXECUTIVE MANAGEMENT</b>		

**ANNEXE 2**

**JOB CLASSIFICATION AND COMPENSATION STUDY FOR BELIZE PUBLIC SERVICE – COMMONWEALTH TECHNICAL ASSISTANCE  
BASIC SALARY AND CASH ALLOWANCES FOR BENCHMARK JOBS**

JOB TITLE WITHIN BELIZE PUBLIC SERVICE	EQUIVALENT JOB IN YOUR ORGANIZATION		MONTHLY GROSS TAXABLE SALARY (Bz\$)		MONTHLY CASH ALLOWANCES (Bz\$)											OTHERS (Please Specify)	
	JOB TITLE	No. Of Employees	Minimum	Maximum	Housing	Entertainment	Telephone	Electricity	Travelling	Transportation	Bicycle	Motor Cycle	Clothes	Footwear	Risk	OTHERS (Please Specify)	
1 Janitor																	
2 Office Assistant																	
3 Receptionist																	
4 Store Keeper																	
5 Security Officer																	
6 Accounting Clerk																	
7 Records Clerk																	
8 Secretary																	
9 Driver																	
10 Mechanic																	
11 Electrician - Automotive																	
12 Electrician - Building Maintenance																	
13 Foreman																	
14 IT Technician																	
15 Customer Service Quality Assistant																	
16 Draughtsman																	

**ANNEXE 2**

**JOB CLASSIFICATION AND COMPENSATION STUDY FOR BELIZE PUBLIC SERVICE -- COMMONWEALTH TECHNICAL ASSISTANCE  
BASIC SALARY AND CASH ALLOWANCES FOR BENCHMARK JOBS**

JOB TITLE WITHIN BELIZE PUBLIC SERVICE	EQUIVALENT JOB IN YOUR ORGANIZATION		MONTHLY GROSS TAXABLE SALARY (Bz\$)		MONTHLY CASH ALLOWANCES (Bz\$)											OTHERS (Please Specify)	
	JOB TITLE	No. Of Employees	Minimum	Maximum	Housing	Entertainment	Telephone	Electricity	Travelling	Transportation	Bicycle	Motor Cycle	Clothes	Footwear	Risk	OTHERS (Please Specify)	
17 Laboratory Technician, Medical																	
18 Registered Nurse																	
19 Administrative Officer																	
20 Public Relations Officer																	
21 Procurement Officer																	
22 Project Manager																	
23 Finance Officer																	
24 Database Administrator																	
25 Director, Human Resource Management																	
26 Civil Engineer																	
27 Computer Systems Coordinator																	
28 Medical Officer																	
29 Legal Officer																	
30 Accountant General																	
31 Chief Executive Officer																	



**APPENDIX 2**

**ITINERARY FOR ASSESSMENT  
MISSION - PERIOD: 3<sup>RD</sup> TO 5<sup>TH</sup>  
APRIL 2017**

## CLASSIFICATION AND COMPENSATION STUDY FOR BELIZE PUBLIC SERVICE

### SCHEDULE OF MEETINGS FOR ASSESSMENT MISSION FROM THE COMMONWEALTH SECRETARIAT - PERIOD: 3<sup>RD</sup> TO 5<sup>TH</sup> APRIL 2017

#### DAY 1: MONDAY, 03 APRIL 2017

- 09:00 a.m. to 10:00 a.m.: Initial Meeting with key stakeholder group to include: 1. Minister of the Public Service, Energy & Public Utilities (Hon. Frank Mena); 2. CEO and Point of Contact, (Ms. Yvonne Hyde); 3. Consultant (Mr. M. Monplaisir); and 4. Coordinator, JCCU (Ms. R. Saldivar), (*VENUE: MINISTER'S OFFICE*).
- 10:00 a.m. to 12:00 a.m.: Presentation to and inter-active session with members of Project Steering Committee. (*VENUE: CONFERENCE ROOM, MINISTRY OF THE PUBLIC SERVICE*)
- 12:10 p.m. to 12:30 p.m.: Meeting with Speaker and Clerk of the National Assembly, Ms. Laura Tucker-Longworth and Mr. Eddie Webster, respectively. (*VENUE: SPEAKER'S OFFICE*)

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12:30 p.m. to 01:45 p.m.: LUNCH BREAK

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- 02:00 p.m. to 02:15 p.m.: Meeting between Rt. Hon. Dean Barrow, Prime Minister and Commonwealth Mission Advisers Messrs. Omar Mowlana and Steven Malby accompanied by (a) Senator the Hon. Michael Peyrefitte, Attorney General, (b) the Hon. Frank Mena, Minister State responsible for the Public Service, Energy and Public Utilities, (c) the two Commonwealth Experts on the ground, Messrs. Edwards and Monplaisir (d) CEO Dr. Peter Allen of Ministry of the Public Service, Energy and Public Utilities, (e) Ms. Rosalie Saldivar, Coordinator of Job Classification and Compensation. (*VENUE: PRIME MINISTER'S OFFICE, BELMOPAN*)
- 02:15 p.m. to 04:00 p.m.: Presentation to and inter-active session with Heads of Departments across the Public Service. (*VENUE: NEMO TRAINING ROOM, BELMOPAN*)

E-N-D O-F D-A-Y O-N-E

#### DAY 2: TUESDAY, 04 APRIL 2017

- 08:30 a.m. to 09:30 a.m.: Meeting with executives of the Public Service Union. (*VENUE: CONFERENCE ROOM, MINISTRY OF THE PUBLIC SERVICE*)
- 09:40 a.m. to 10:40 p.m.: Travel to Belize City
- 11:00 a.m. to 12:00 a.m.: Meeting with executives of Association of Public Service Senior Managers (*VENUE: MAGISTRATE'S COURT 2, BELIZE CITY*)

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12:00 a.m. to 01:30 p.m.: LUNCH – CELEBRITY RESTAURANT

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- 02:00 p.m. to 03:00 p.m.: Meeting with executives of Belize National Teachers' Union (*VENUE: BNTU HEADQUARTERS*)
- 03:15 p.m. to 03:45 p.m.: Meeting with Hon. Chief Justice, Mr. Kenneth Benjamin. (*VENUE: CHIEF JUSTICE'S OFFICE*)
- 04:00 p.m. Travel back to Belmopan

E-N-D O-F D-A-Y T-W-O

#### DAY 3: WEDNESDAY, 05 APRIL 2017

- 09:00 a.m. to 10:45 a.m.: Inter-active Session with Job Classification and Compensation Project Team. (*VENUE: PROJECT OFFICE*)
- 11:00 a.m. to 11:20 a.m.: Meeting with Caucus of CEOs. (*VENUE: CABINET ROOM*)

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12:00 a.m. to 02:00 p.m.: WORKING LUNCH WITH PROJECT TEAM

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- 02:00 p.m. to 02:30 p.m.: Meeting with Management Team, Ministry of the Public Service. (*VENUE: CONFERENCE ROOM, MINISTRY OF THE PUBLIC SERVICE*)
- 02:30 p.m. to 03:30 p.m.: Close-out Meeting with CEO, Consultant and Coordinator, JCCU to present and discuss findings and chart the way forward. (*VENUE: CEO'S OFFICE, MINISTRY OF THE PUBLIC SERVICE, ENERGY AND PUBLIC UTILITIES*)
- 03:30 p.m. to Meeting with Chief Executive Officer, Ministry of Education (Mrs. Debra Domingo). (*VENUE: CEO'S OFFICE, MINISTRY OF EDUCATION*)

*NOTE: Commonwealth Mission accompanied at meetings by Dr. Peter Allen (CEO), Ms Rosalie Saldivar (Coordinator, Job Classification and Compensation Unit) and Mr. Malcolm Monplaisir (Consultant)*