

## Personnel Administration Designing the Pay Structure and Formulating the Pay Plan

by A B M S Zahur

*One of the most useful tools to begin the formulation of the pay plan is a chart of comparative rankings indicating the highest present rates for each class and the range of pay for benchmark classes produced by the pay survey. Alternatively, a separate set of such charts showing only the present minimum and maximum rates for each class and those of the pay survey for related benchmark classes can be prepared.*

DESIGNING pay structure is as much an exercise of defining the purposes to be served by the compensation system as it is in devising suitable pay tables in response to them. This inter-relationship is important to avoid having a rigid pay structure or one which defeats the original goals. One can construct a compensation system where each class or position is priced at a single pay rate. Except for employment contracts or official positions for which salaries are fixed by law, the single rate structure has been found to be administratively unwieldy and too inflexible to respond to changes in a personnel system. As such many public and private employers have a modest shift from single pay rates to several pay rates or pay range for a given job or class of work. In such manner differences in work performance can be recognised, the retention of workers improved, and the multiplicity of case-to-case pay adjustments can be reduced.

In some government settings the formation of different ranges and range schedules has been controlled by one or more master schedules which not only serve to standardise pay ranges for large segments of the service but are also designed for long-term retention of career employees. This is done by the compression of increments into relatively small percentage amounts by providing for long terms of service at the high pay steps. Standardisation of pay scales for a large segment may indicate the ratios within pay ranges or grades and between them. It is difficult to decide whether there should be one or many salary schedules. Small organisations may operate with flat or single rates requiring the managing authority to effect changes on a case-to-case basis. Even in such case it may be desirable to have standard pay rates for simplifying pay-roll administration and provides at least an implied incentive for employees. In middle-size organisations a single schedule from which all salary ranges are derived may be desirable. But here, too, flexibility may be appropriate in assigning ranges of varying sizes to different occupational groupings or in providing a separate compensation scheme for the executive and

management group. As the size and complexity of the organisation increase the pressures between uniformity and diversity become stronger. It is difficult to decide as to which is more appropriate, one or many schedules. To provide a degree of flexibility in the size and number of pay steps (which should be assigned to define classes), it is possible to compute a basic progression of pay rates from which suitable pay ranges can be drawn. In settings where this approach has been taken it is usual to fix ranges of certain lengths (such as 9, 12 or 15 steps) for application to the various classes.

Flexibility in the size of pay increases is reflected in part by the increased monetary value that a fixed percentage progression provides as one ascends the pay scale. In addition, because of the small percentage progressions policy guidelines can be developed for increases of two or three pay steps in recognition of special performance or the attainment of special training and skills. Single increment increase can be used to reward continued good service or longevity. In settings where such flexibility is allowed it has sometimes been necessary to a maximum number of percentage or employees in an organisation who can be granted 'accelerate' pay increases or to regulate this through budgetary controls.

It is useful to decentralise certain authority on pay administration. It may be done by identifying a rate in the middle of assigned range as a 'median' or 'normal' rate. Progression to that rate can be administered on a decentralised basis.

Between the 'ceiling' and the 'floor' as fixed by policy the following three criteria may be followed in assigning pay levels to classes:

- comparative degree of difficulty and responsibility of work
- necessary hierarchic or administrative and supervisory levels
- community or national standards

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the pay survey. Alternatively, a separate set of such charts showing only the present minimum and maximum rates for each class and those of the pay survey for related benchmark classes can be prepared.

\* If heavy reliance is placed on community standards the new rate should closely approximate the pay level shown by the pay survey. Where government service is customarily above or below the general market rate, a comparable relationship to the pay survey data should be established. Where official policy is to subscribe to an outside prevailing rate, but there is a wide discrepancy between pay survey rates and present rates it may be necessary to fix the new rate somewhere between them covering the pay survey data.

\* The pay scales of the lowest class or classes of the occupational family should then be fixed in relation to the prescribed 'bottom' of the plan as fixed by policy.

\* The pay scales for the top positions of the occupational family should then be fixed in relation to the prescribed 'ceiling' of the pay plan as fixed by policy.

\* The pay scales of intermediate classes should be determined by the ranking relationships shown on the chart of comparative rankings of the classification group.

The pay relationships between allied class families of sub groupings of each major occupational group should then be fixed. After completing the above tasks for the occupational groups the entire structure should be reviewed. The lower level classes should be reviewed to determine whether the relationships established within their particular occupational family continue to be consistent with their counterpart lower classes in other occupational groups. A similar analysis should be made of the higher classes so that one views the top administrators in relation to top engineers, in relation to top doctors and so on. Finally, the middle groups should similarly be compared in the light of inter-occupational pay relationships.

On completion of the above task - specific monetary amounts may be assigned to

each class after detection and adjustment of inconsistencies. The job essentially involves assignment of specific ranges of pay to each class. In assigning ranges there are inevitably questions regarding interpretation of the charts of comparative ranking wherein pay data or traditional pay relationships differ significantly from the classification rankings. Where precise information about present pay is not easily available it will be necessary to resort to a sampling method to obtain present pay levels.

The extent to which a detailed and precise budget effect can be computed depends on the degree to which the classification process has been carried to the allocation of individual positions. If all positions have been classified and allocated to one of the classes, all of which are priced, it is only a matter of setting forth some basic formulae from present rates to the proposed rates. They are (i) rates exceeding the proposed range maximum, (ii) rates within the proposed range, and (iii) rates below the proposed minimum of the range.

If the classification work is carried out up to detailed allocations, one can calculate reasonably accurate estimates of installation costs. It is important to carry the pay plan work up to computing estimated cost of installation. Without such estimates policy makers are faced with too many uncertainties regarding cost, impacts, and general feasibility.

In compiling a pay plan report the following elements may be included:

- a. A general discussion of present pay practices identifying their strengths and weaknesses.
- b. A statement of basic principles of the new pay plan
- c. A brief description of the methodology and results of the pay survey if community standards are among these principles.
- d. The proposed pay plan indicating present and proposed pay rates, proposed pay range and assignments, budget effect estimates for installation, proposed rules and regulations for pay administration and analysis of pay related benefits and allowances.

The author is a former Joint Secretary.

## Madam Albright: Has Her Childhood Experience Any Impact on US Foreign Policy?

by Barrister Harun ur Rashid

*A view prevails that Madam Albright needs to keep the US foreign policy in correct perspective because it is perceived to be pre-occupied with American safety and has its roots in a concept that the US society is better than others.*

MADAM Madeleine Albright (62) is the 63rd United States Secretary of State (Foreign Minister). She migrated to the US from Czechoslovakia when she was only 11 years old. Her appointment demonstrates the diversity of the make-up of President Clinton's administration. The President recently appointed a Bangladeshi-American to be the US Ambassador to Fiji. These appointments illustrate how the vibrant, dynamic multi-ethnic democracy works in the US.

Prior to this position, Madam Albright was US Ambassador to the UN in New York with the rank and status of a cabinet Minister. In that capacity she participated in the most powerful body within the administration, National Security Council. At the UN, she pursued the US policies with determination and firm resolve. She has been perceived as the most 'sharp-beaked hawk' within the US administration and a person who calls 'a spade a spade' without batting an eye-lid.

Madam Albright was born in 1937 in Czechoslovakia as Marie Jana Korbel. Her father was a Czech diplomat and a writer. Korbel family fled to London in 1939 when Marie was two years old and thereafter returned. Her father was the Czechoslovakian Ambassador to Marshal Tito's Yugoslavia. She was tutored by a governess in Belgrade which kept her away from contacts with the communists. However she learnt Serbian language and during Kosovo conflict she was able to utilise it to influence the Serbian population to appreciate the reasons for NATO's bombing.

At a later date Marie was sent to a Swiss boarding school where she adopted the name Madam Albright. By 1948 when the communists took over Czechoslovakia, the family fled for good to the United States. Ambassador Korbel was an academic in the University of Denver in International Relations. He wrote books on Yugoslavia and Kashmir. Madeleine was involved in her father's work.

As a child she saw conflict with Hitler who pursued the 'final solution of the Jews.' She knew personally of ethnic cleansing and her grand parents were persecuted in the Holocaust. (She knew her Jewish origin only after she was appointed as Secretary of State as her parents kept it secret). She finally left her country when Stalinism was creeping in the communist ideology. At the Senate Foreign Relations Committee, she said: 'I arrived in America when I was 11 years old. My ambition at that time was only to speak English well, please my parents, study hard, and grow up to be an American.'

From 1972 she became in-



US Secretary of State Madeleine Albright addresses the journalists following her talks with moderate ethnic Albanian leader Ibrahim Rugova (R) and Kosovo Liberation Army (KLA) commander Hashim Thaci 08 June 1999 in Cologne. —AFP

involved in Democratic Party's politics while she was Professor at the Georgetown University. The location of the University was perfect as she was able to cultivate the Democratic elite in Washington. She was appointed by her thesis supervisor Zbigniew Brzezinski, President Carter's National Security Adviser, in his office in the Capitol Hill. Subsequently she became one of the foreign policy advisers to senior party leaders, such as Walter Mondale and Michael Dukakis. During the Presidential campaign of Dukakis, she is known to have met Mr. Clinton.

President Clinton appointed her the UN Ambassador in New York and both of them became closer and their views were compatible. She is a strong feminist and she was reported to have jokingly said: 'It used to be that the only way a woman could truly make her foreign policy views felt was by marrying a diplomat.' At his second term, President Clinton appointed her as the Secretary of State, a formidable global trotting position. At the confirmation-hearing of her appointment, the Republican Chairman of Senate Foreign Relations Committee, Senator Jesse Helms called her a 'tough and courageous lady' and the Committee endorsed her appointment.

Madam Albright is a forceful foreign policy maker. It was reported that she pushed President Clinton to make the decision to launch the NATO attack on Yugoslavia for the deliberate policy of ethnic cleansing — an abominable act of violation of human rights in Kosovo. Some political analysts maintain that her fight against injustice, ethnic cleansing, dictatorship and violation of human rights is fired by her personal experiences. She knows fully what refugee life is. She said: 'We came to America after being driven twice from our home in Czechoslovakia, first by Hitler and then by Stalin.' She cannot erase her memory of the genocide of the Jews under Nazism as the Jews were perceived the mortal enemy of 'the Aryans' by the Nazi leaders.

She is known to be responsible for the US-led invasion of Haiti and urged President Clinton in 1993 to strike against Bosnian Serbs. In his memoir General Colin Powell recalled Albright arguing: 'What's the point of having this superb military you're always talking about if we can't use it?' In 1999 she was able to use it against Yugoslavia in Kosovo. She is happy about NATO's future role in Europe. She is

strong on China and Latin America.

Her perceived aggressive and up front style in foreign relations has earned both friends and foes. Her hawkish inclinations put her in direct conflict with Powell doctrine which holds that US military action requires an overriding threat to US interests. Her critics say that she has less understanding of the traditions in Asia which are different from those in Europe and the US. Furthermore there is a view that her appreciation of the role of US economic ties in foreign relations is not strong. Human rights and poverty are interlinked and deprivation in basic amenities of life can neither protect nor promote human rights.

Some maintain that the State Department's push towards deregulation and dismantling of all barriers to trade and finance may have undermined Russia's economy, blown up the South East Asian economies, de-stabilised some of its Latin American countries and angered its major trade partners, from Japan to Europe. Madam Albright's role is perceived to be minimal in economic area.

The US is the overwhelming economic and military power in the world today. The American people expect decisive victory and no unnecessary casualties. They prefer quick resolution of conflicts with its mighty power. As a directional underpinning to foreign and security policy, it is effectively a principle which guarantees supremacy in the world. After its debacle in Vietnam and Somalia, the US has often turned away from direct involvement in conflicts in many parts of the world.

President Clinton appears to embrace 'Star Wars' (anti-missile defence system) together with Japan in the Far East where war will be kept on the other side of the world, with few US casualties. He could argue with Madam Albright's description of the US as 'the indispensable nation.' But the US which wants much but risks little could find the leadership difficult in the days ahead.

A view prevails that Madam Albright needs to keep the US foreign policy in correct perspective because it is perceived to be pre-occupied with American safety and has its roots in a concept that the US society is better than others. Furthermore after the collapse of communism, the US appears to have no firm direction because of lack of ideology. There is a view that its absence indicates that the US policy may not be driven by politicians and electorates, but big multinational corporations.

Madam Albright is sincere and passionate about democratic values and freedom. Some analysts maintain that her childhood experiences and her feelings on the past have a definite imprint on the US foreign policy. The jury is still out on the effectiveness of US foreign policy pursued by Madam Albright.

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## Pakistan's 'No' to NGOs

Muhammad Najeeb writes from Islamabad

*Most of the foreign NGOs doing relief work in Afghanistan are stationed in Pakistan and are not allowed to enter Afghanistan*

PAKISTAN'S Interior Ministry is planning action against foreign non-governmental organisations (NGOs) that were established for relief work in Afghanistan but are alleged to be engaged in 'undesirable activities' in this country.

Sources in the ministry said there had been high-level official discussions concerning the NGOs which were allegedly working in violation of their mandate. The NGOs, mostly from the West, but are also manned by foreign nationals.

The government claims to have received reports that representatives of several foreign NGOs stationed in Pakistan were involved in spying, doing Christian missionary work and supplying arms and ammunition to anti-Taliban groups in Afghanistan.

"We don't intend to disturb any genuine foreign NGO, but will evolve a strategy to wind up all those which are operating in violation of their mandate and against our national interest," an Interior Ministry source told IANS.

On receiving reports against certain NGOs, the ministry took up the matter with the missions concerned but it has not been decided whether these organisations should be wound up or shifted to Afghanistan.

"There is actually great pressure on the government to ensure the continuation of these foreign NGOs in the country," a source said, adding that although Pakistan had decided against giving visas to several representatives of the NGOs on account of their controversial activities, many of them had succeeded in getting visas following western pressure on Islamabad.

One western diplomat, in his meeting with a Pakistani official, had even threatened to stop issuing visas to Pakistanis for his country if the NGOs were not allowed to operate in Pakistan, the source claimed.

He alleged that a French NGO called MADERA was found to be involved in supplying arms and ammunition to the Northern Alliance in Afghanistan led by Ahmed Shah Masood. On the basis of that report the Interior Ministry was directed to reduce

the staff of the NGO and ensure the return of personnel under suspicion.

Some American NGOs, like SNI (Shelter Now International) and SERVE, were also asked to wind up their operations in Pakistan because of 'suspicious' activities. The Americans first refused to wind up their NGOs but later took up the matter with the government of Afghanistan and persuaded it

to let them shift to that country.

Most of the foreign NGOs doing relief work in Afghanistan are stationed in Pakistan and are not allowed to enter Afghanistan. As many as 300 foreign NGOs are registered by the ACPAR (Agency Coordinating Body for Afghan Relief), but only 30-35 are allowed to work in Afghanistan.

—India Abroad News Service

## The Genesis of UN Drug Control in South Asia

by Dr. M. Emdadul Haq

*An international summit could facilitate the adoption of unvaried laws on narcotics and introduce a strict international monitoring system on cross-border and cross-regional drug trafficking.*

THE anatomy of the UN anti-drug abuse measures in the late twentieth century has a complex historical background with cross-regional connections. Through the dealings of the British East India Company, the traditional use of medicinal opium had become a non-medicinal business commodity during the late eighteenth and throughout the nineteenth centuries. At the time of growth and development of the opium monopoly in Bengal from 1773 to 1856, the economic condition

of the poppy ryots had deteriorated and tension had erupted between the local zamindars and the colonial authorities. In an attempt to further control the private cultivation of opium, poppies and the free trade in opium, the government adopted the Opium Act of 1857 and the Opium Act

of 1878. The colonial drug laws applied a double standard as they allowed the colonial authorities to appropriate revenue from the state-run opium monopoly, while pushing the private traders to become involved in the contraband trade. The Indian opium trade flourished until the late nineteenth century, when China had emerged as a major market for the supply of opium from India. To control opium traffic the Chinese authorities in the late 1830s implemented the death penalty for local offenders, however, in India at that time the production and supply of opium was legal and sent to China by traffickers in violation of Chinese laws. By the end of the century, the colonial rulers progressively increased local consumption of intoxicating drugs in South Asia through the establishment of an official distribution system.

As public opinion in the US, UK, India, Ceylon (Sri Lanka), Burma (Myanmar) and China started to rally against the colonial opium trade, the adoption of international control on the supply of drugs from India, Hong Kong and elsewhere became imperative. Many domestic and cross-regional pressures contributed to the initial direction of international control of South Asian opium in the first decade of the twentieth century.

Driven by its socio-economic objectives, the US Government initiated an international move to regulate the opium trade in South Asia. The US attempt connected the Indian opium trade more than ever with global politics. Besides the US push, a political demand for

amending the colonial drug policies had persisted in South Asia from the late nineteenth century. Finally, the anti-opium battle launched by Christian missionaries, especially in England, compelled the British Government to set up a Royal Commission on Opium in 1893. The British Government, the most powerful imperial government on earth at that time, eventually joined in the US sponsored initiative at the expense of its Indian opium revenue and risked the efficacy of the Royal Commission.

To retort the US-led international actions, the Government of British India pursued a 'one step forward and two steps backward' policy on drug control during the early twentieth century. As a result of the Shanghai requirements, the government gradually reduced opium exports by the 1920s, however, its heavy reliance on excise revenue accelerated the dispersal of stupefying drugs for local consumption. After its initial disappointment in Shanghai, the Government of British India boycotted the Hague Conferences during 1912-14, and launched repressive measures during the early 1920s against the Non-Co-Operation workers who agitated against the distribution of drugs from government stores. Under political pressure at home, and due to diplomatic strain abroad, the colonial authorities ratified the Geneva Convention of 1924-25, yet refrained from introducing any uniform anti-drug legislation.

As a result of the varied laws at the provincial level, the distribution of drugs continued both

from licit and illicit channels during the 1930s and 40s. To elude further pressure against drug trafficking, the Government of India convened an anti-opium summit in 1927, while contraband trade in harmful drugs persisted after the waning of the formal opium trade in 1935.

The Government of British India emerged as an important player during the early twentieth century, when South Asian opium trade became a focal point in international narcotics diplomacy. During all the major international summits in Shanghai, The Hague and Geneva, the British delegates from UK and India played diplomatic chess against their revenue interests in India. It was through a delicate process of collective bargaining, especially amongst three key players — the US, the UK and China — international agreements were reached about the role of the British Government in the South Asian opium trade. These agreements laid the foundation for nearly all the international measures that compelled the Government of India to reduce the size of its century old opium industry and its opium traffic to China.

However, due to financial dependence on revenue from drugs, and constitutional arrangements for collecting 'maximum revenue' from opium export, the pursuit of a wholehearted anti-drug policy was almost impossible for the Government of British India. In the absence of harmonious policies, the prohibition of intoxicating drugs failed in India during the 1940s, and also after in-

dependence. Due to a variation in provincial anti-narcotics laws, a similar affliction occurred in the post-independence Pakistan.

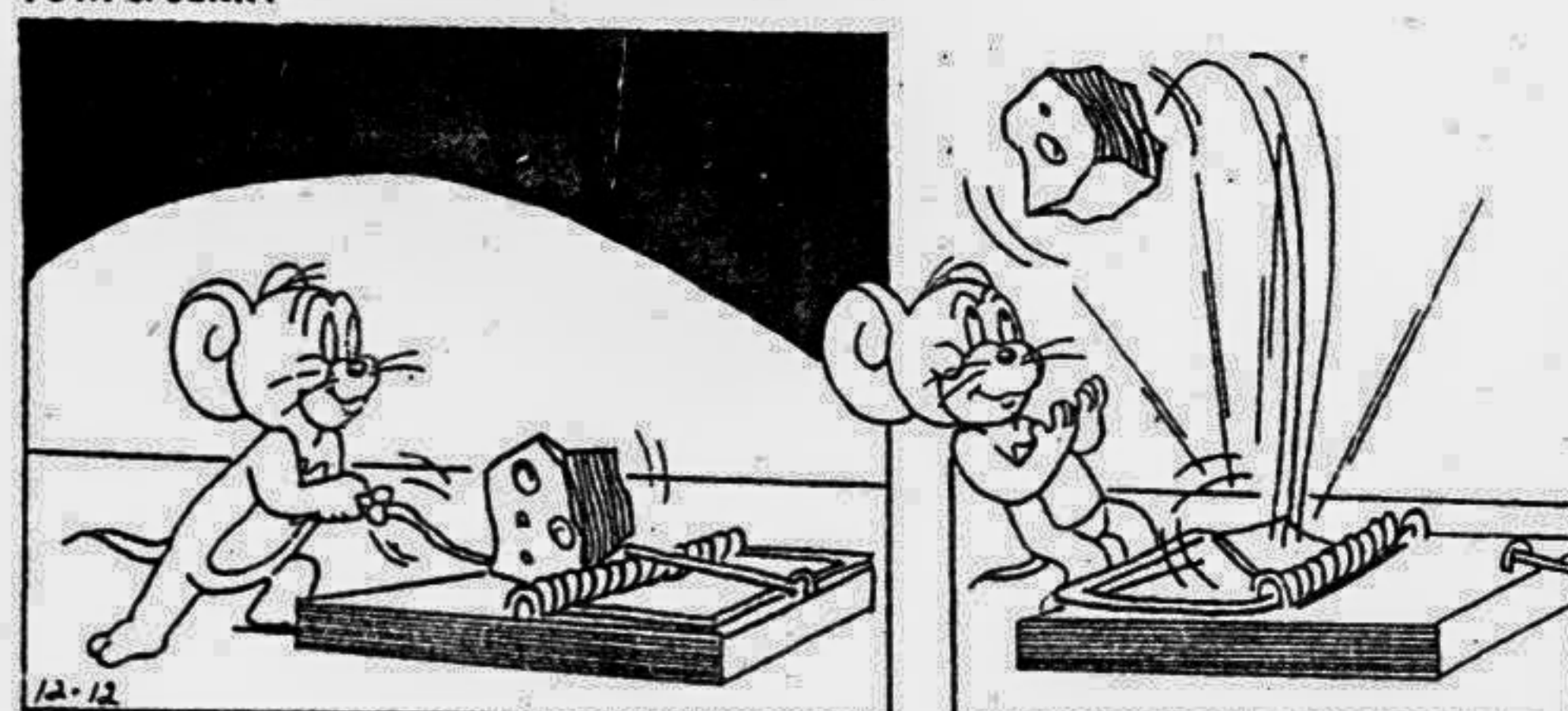
The variation in the ratification of international protocols and conventions continued after the UN had assumed the drug control programmes in 1946. As a result of the varied legislation, the problem of drug trafficking and drug abuse continued to persist across the globe. While the countries in South Asia have recently adopted tougher drug laws, some western countries still prefer to undertake alternative 'trials' of particular hard drugs.

With meager resources, South Asian countries can not afford such gigantic costs. Moreover, the differences in legal provisions, which vary from region to region, have always been favourable for underground traffickers.

Despite the differences between countries within the region, and the uniqueness of each country's situation, the pains of drug addiction and illicit trafficking have become common to each, and are intensifying. Without the application of unvaried laws, it will be difficult to handle such a gigantic problem with such complex global connections. An international summit could facilitate the adoption of unvaried laws on narcotics and introduce a strict international monitoring system on cross-border and cross-regional drug trafficking. The summit could also extract reparations from countries for past misdeeds in the drug trade and present a quota system for medicinal opium, which would help reduce global drug problem in the next millennium.

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TOM & JERRY



By Hanna-Barbera



James Bond  
BY IAN FLEMING  
DRAWING BY MORAK



BUT THE MAN WHOSE NOSE HE BROKE IS ALREADY FOLLOWING HIM OVER THE BALCONY!



WH-WHERE AM I? NEVER MIND, JUST RUN! MUST GET AWAY! ...GET HELP FOR ME!

