

| Rank | Short name | Full name | Other depts | CO | DCMS | DfID | DWP | FCO | HMRC | HMT | MoD | MoJ |
|-------------|-------------|---|-------------|--|------|------|-----|-----|---------|-----|-----|-----|
| Most senior | SCS | Senior Civil Service | SCS4 | Permanent Secretary | | | | | | | | |
| | | | SCS3 | Second Permanent Secretary, Director General | | | | | | | | |
| | | | SCS2 | Director | | | | | | | | |
| | | | SCS1 | Deputy Director | | | | | | | | |
| | G6&7 | Grades 6 and 7 | G6 | Band A | AU | A1 | G | D7 | G6 | E2 | B1 | A |
| | | | G7 | Band A | A | A2 | F | D6 | G7 | E | B2 | A |
| | SEO/ HEO | Senior Executive Officer, Higher Executive Officer | SEO | B2 | B | A2L | E | C5 | SO | D | C1 | B |
| | | | HEO | B2 | C | B1 | D | C4 | HO | D | C2 | C |
| | EO | Executive Officer | EO | B1 | D | B2 | C | B3 | Officer | C | D | D |
| Most junior | AO/ AA | Administrative Officer, Administrative Assistant | AO | C2 | | C1 | B | A2 | AO | B | E1 | E |
| | | | AA | C1 | | | A | A1 | | | E2 | F |

Civil Service Grade 7 Military Equivalent

**United States. Congress. Senate.
Committee on Appropriations.
Subcommittee on Department of
Defense**

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Department of Defense Appropriations for Fiscal Year 1978 United States. Congress. Senate. Committee on Appropriations. Subcommittee on Department of Defense, 1977 **China's Entrepreneurial Army** Tai Ming Cheung, 2001

China's Entrepreneurial Army offers a fascinating insight into the complex interwoven relationship between state power military burden and economic prosperity in today's China. From the early 1980s to the end of the 1990s the People's Liberation Army went into business to make up for falling defence spending. It established the world's largest military business complex comprising thousands of army-owned enterprises stretching into virtually every corner of the Chinese economy and overseas. This participation in business gave the military substantial economic strength and allowed it to adapt to the changing locus of power and authority in China in the reform era which was increasingly measured through economic might. But the rapid ascent of the military commercial juggernaut also sowed the seeds of its ignominious demise. Corruption, smuggling and profiteering became so rampant that the political reliability of the military and the health of the Chinese economy began to be undermined. In 1998 the armed forces were ordered to get out of business. Tai Ming Cheung traces the origins, examines the participation and details the demise of the Chinese military business complex. This path-breaking study is a uniquely comprehensive and in-depth account of this Byzantine and opaque institution and provides a vivid portrait of the corporations, military units, personalities and other entities that were at the heart of this commercial powerhouse. Based upon extensive research of primary source Chinese publications and field work, *China's Entrepreneurial Army* looks at the role of the military business complex from a number of different perspectives: its success as a commercial venue, the impact on civil-military relations and the broader benefits and drawbacks of this commercialism on military professionalism and economic modernization in China and elsewhere.

Department of Defense Appropriations for Fiscal Year ... United States. Congress. Senate. Committee on Appropriations. Subcommittee on Department of Defense, 1978 **Can Civilianization Save on Costs?**, 1998 The Classification of the Civil Service of Canada Setting Forth Classes of Positions and Rates of Compensation for Each Class Civil Service Commission of Canada, 1919 *Department of Defense Appropriations* United States. Congress. Senate. Committee on Appropriations, 1984 Minutes of Evidence Taken Before the Royal Commission on the Civil Service (1929-31) Great Britain. Royal Commission on the Civil Service, 1929-1931, 1929 **Department of Defense Appropriations for Fiscal Year 1982: Manpower** United States. Congress. Senate. Committee on Appropriations. Subcommittee on Department of Defense, 1981 Draftees Or Volunteers? A. L. Haenni, 1969 **Sessional Papers** Great Britain. Parliament. House of Commons, 1901 Veterinary Medicine, 1921 **Parliamentary Papers** Great Britain. Parliament. House of Commons, 1913 Report Commonwealth Shipping Committee, 1910 Parliamentary Debates (Hansard). Great Britain. Parliament. House of Commons, 1918. Contains the 4th session of the 28th Parliament through the session of the Parliament *Army, Navy, Air Force Journal*, 1961 **Proceedings** New York (N.Y.). Board of

Aldermen,1920 **Aircraft Journal** ,1919 **The City Record** Cleveland (Ohio),1924 *Proceedings of the Board of Aldermen* New York (N.Y.). Board of Aldermen,1920 Problems in the Growth and Efficiency of Administrative and Service Functions John E. Ullmann,1978

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