

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

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**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

The Top Books of the Year Civil Service Grade 7 Military Equivalent The year 2023 has witnessed a remarkable surge in literary brilliance, with numerous compelling novels captivating the hearts of readers worldwide. Lets delve into the realm of bestselling books, exploring the engaging narratives that have charmed audiences this year. The Must-Read : Colleen Hoover's "It Ends with Us" This heartfelt tale of love, loss, and resilience has captivated readers with its raw and emotional exploration of domestic abuse. Hoover expertly weaves a story of hope and healing, reminding us that even in the darkest of times, the human spirit can prevail. Uncover the Best : Taylor Jenkins Reids "The Seven Husbands of Evelyn Hugo" This spellbinding historical fiction novel unravels the life of Evelyn Hugo, a Hollywood icon who defies expectations and societal norms to pursue her dreams. Reids compelling storytelling and compelling characters transport readers to a bygone era, immersing them in a world of glamour, ambition, and self-discovery. Discover the Magic : Delia Owens "Where the Crawdads Sing" This evocative coming-of-age story follows Kya Clark, a young woman who grows up alone in the marshes of North Carolina. Owens spins a tale of resilience, survival, and the transformative power of nature, entrancing readers with its evocative prose and mesmerizing setting. These top-selling novels represent just a fraction of the literary treasures that have emerged in 2023. Whether you seek tales of romance, adventure, or personal growth, the world of literature offers an abundance of captivating stories waiting to be discovered. The novel begins with Richard Papen, a bright but troubled young man, arriving at Hampden College. Richard is immediately drawn to the group of students who call themselves the Classics Club. The club is led by Henry Winter, a brilliant and charismatic young man. Henry is obsessed with Greek mythology and philosophy, and he quickly draws Richard into his world. The other members of the Classics Club are equally as fascinating. Bunny Corcoran is a wealthy and spoiled young man who is always looking for a good time. Charles Tavis is a quiet and reserved young man who is deeply in love with Henry. Camilla Macaulay is a beautiful and intelligent young woman who is drawn to the power and danger of the Classics Club. The students are all deeply in love with Morrow, and they are willing to do anything to please him. Morrow is a complex and mysterious figure, and he seems to be manipulating the students for his own purposes. As the students become more involved with Morrow, they begin to commit increasingly dangerous acts. The Secret History is a exceptional and gripping novel that will keep you speculating until the very end. The novel is a cautionary tale about the dangers of obsession and the power of evil.

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