

Jamaica Civil Service Association

2016-2017 Annual Report

98th Annual General Meeting

***Persistent and Consistent, Advocating for the Worker:
Young Workers and the Decent Work Agenda***

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98th

Annual General Meeting

May 25 - 26, 2017

Annual Report
2016-2017

Theme:

*“Persistent and Consistent, Advocating for the Worker”
Young Workers and the Decent Work Agenda*

Mission Statement

The Jamaica Civil Service Association seeks to uphold the highest qualities of professional service to the nation, through the guarantee of a highly trained workforce of competent and committed persons whose legitimate interests are safeguarded and affirmed through membership in the organization.

NOTICE

convening the

98th Annual General Meeting

The Ninety-Eighth Annual General Meeting of the Jamaica Civil Service Association will be held on **25th – 26th May, 2017**, commencing with the **Official Opening on Thursday May 25, 2017 at 3:00 p.m.** at JACISERA Park, 31 Molynes Road, Kingston 10

The meeting will continue on **Friday May 26, 2017 with the Business Session at JACISERA Park**, commencing at 9:00 a.m.

All members are being encouraged to be in attendance and to participate in the proceedings.

Signed: 
Tifonie Powell-Williams (Mrs)
General Secretary

RETURN BY ACCLAMATION

Take notice that Mr. O'Neil Grant and Ms. Gillian Corrodus have been returned to the positions of President and Second Vice-President respectively. All other nominees declined. Therefore Mr. O'Neil Grant is duly returned as President for the electoral cycle 2017-2019 and Ms. Gillian Corrodus as Second VicePresident for the electoral cycle 2017-2019.

Take notice and be guided accordingly.

Dated this 3rd day of May 2017.

Pauline Welsh (Ms.)
Honorary Election Officer
Electoral Office of Jamaica

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Agenda

Opening Session

- | | |
|---------------------------------|---|
| Call to Order | – Sis. Shawna-Kay Reeves & Bro. Herbert Gray
<i>(Young Worker Representative)</i> |
| Reading of Convening Notice | – Sis. Tifonie Powell-Williams, <i>General Secretary</i> |
| Invocation | – Reverend Astor Clarke |
| Welcome/Introduction/ Apologies | – Bro. O’Neil Grant, <i>President</i> |
| Greetings | |
| • Cabinet Office | – Ambassador Douglas Saunders, <i>Cabinet Secretary</i> |
| • HLSTUEI | – Bro, Danny Roberts, <i>Head, HLSTUEI</i> |
| • JCTU | – Sis. Helene Davis - Whyte, <i>President, JCTU</i> |
| Declaration/Official Opening | – The Hon. Rudyard Spencer, MP
<i>Minister with Responsibility for the Public Sector</i> |
| Item | – Jamaica Customs Choir |
| President’s Address | – Bro. O’Neil Grant, <i>President</i> |
| Introduction of Keynote Speaker | – Sis. Natalie James,
<i>Executive Committee Member (Young Worker Representative)</i> |
| Keynote Address | – |
| Item | – JCSA Ensemble |
| Presentation of Awards | |
| Vote of Thanks | – Bro. Artery Gordon, <i>Young Worker Representative</i> |
| Benediction | – Reverend Astor Clarke |
| National Anthem | |
| Adjournment | |

Business Session:

Resumption

Prayer

Workshops

Lunch

Confirmation of Minutes (97th AGM)

Matters Arising

Presentation of Annual Report

Financial Statement

Motions/Resolutions

Awards of Honoraria

New and other Business

Appointment of Auditors

Declaration of Officers

Termination

President's Message

98th Annual General Meeting

Persistent and Consistent, Advocating for the Worker

The Jamaican public sector is under a continuous improvement. As an MBA Alumnus from the Mona School of Business and Management, this is not an abstract theme. To me this is called Kaizen, the practice of continuous improvement. Kaizen was originally introduced to the West by Masaaki Imai in his book *Kaizen: The Key to Japan's Competitive Success* in 1986. Today Kaizen is recognized worldwide as an important pillar of an organization's long-term competitive strategy. This is the philosophy that the Jamaica Civil Service Association (JCSA) subscribes to when we think of Public Sector transformation.

There may be a slight difference in our perspective when compared to the government. The GoJ may be pursuing Kaizen purely from a fiscal viewpoint while we perceive this as a means of improving the delivery of public services, quality public services, to all Citizens. We believe that the provision of public goods and services is the investment that the government makes to ensure that we have a well-structured, ordered society where the rule of law is evident; where there is no corruption; where the young and



8-Step Process for Leading Change



the old are protected by the state; where lesser abled persons can strive and reach their full potential; where businesses can thrive. In essence we believe that it is the provision of quality public service that will make Jamaica the Place of choice to live, work raise families and do business.

This vision cannot be achieved if we pursue improvements as we have done in the past. There must be a practice of continuously looking at what we do, how we do it, where we do it and when we do it. It is a long-term approach to work that systematically seeks to achieve small, incremental changes in processes in order to improve efficiency and quality. It is achieved by institutionalizing those changes by getting total buy-in from all stakeholders; business, government (including employees) and society.

As a country we have failed at steps 7 and 8 and so the quick wins have been lost. The current approach to Public Sector Transformation is a more aggressive approach than Kaizen or the 8 Step Process dictates and requires more investment in time and money. To avoid missing steps 7 and 8 and to achieve Kaizen, managers must develop and promote a culture of change within their entities or within their spheres of influence. They must understand and appreciate the types of change and the associated costs of change.

Ackerman (1997) has distinguished between three types of change:

- Developmental – May be either planned or emergent; it is first order, or incremental. It is change that enhances or corrects existing aspects of an organisation, often focusing on the improvement of a skill or process

- Transitional – Seeks to achieve a known desired state that is different from the existing one. It is episodic, planned and second order, or radical. Much of the organisational change literature is based on this type
- Transformational – Is radical or second order in nature. It requires a shift in assumptions made by the organisation and its members. Transformation can result in an organisation that differs significantly in terms of structure, processes, culture and strategy. It may, therefore, result in the creation of an organisation that operates in developmental mode – one that continuously learns, adapts and improves.

The Transformational Change as defined by Ackerman is what we are pursuing but how many of us understand this this type of change and can we pursue this change without causing the psychological stress that the GoJ change process oftentimes creates.

Over its 98 years, the JCSA has been persistent and consistent in our pursuit of the provision of quality public services and has been an active stakeholder at the many points in the consultative process both at the local and national level. As we execute the many plans to transform the Jamaican Public Sector the JCSA will continue to partner with the GoJ to safe guard and affirm the legitimate interest of public officers even as we ensure the guarantee of a highly trained workforce of competent and committed persons in our public service.

Bro. O'Neil Grant, MBA
President

Message from His Excellency the Governor-General The Most Hon. Sir Patrick Allen ON, GCMG, CD, KSt.J,

Since inception, the Jamaica Civil Service Association has faithfully represented public sector workers. Locally, that representation largely relates to conditions of service, including wage negotiations. However, the JCSA must be commended for its representation in regional and international forums which have redounded to the benefit of Jamaica and the Jamaican worker.

To have successfully accomplished its mission over these past 98 years is indicative of the solid foundation on which the Union was established, as well as the ability of successive leaders to build on that legacy. Now as the Association approaches its one hundredth anniversary, it is commendable that emphasis is not only being placed on advocating for the 'worker,' but that consideration is being given to the promotion of higher levels of growth through productivity.

There is no denying that our journey towards developed nation status will be significantly impacted by worker productivity, creativity, innovativeness, and that indomitable 'can do' Jamaican spirit. Indeed, Jamaica's quest for economic growth and national development will require the combined effort of everyone working together to achieve those goals. The JCSA's collaboration as a partner to the national development agenda signed earlier this year at King's House, is a step in the right direction.

This year's focus on younger members of the public sector workforce, as outlined by the theme: "Young Worker and the Decent Work Agenda," speaks to the engagement that must be had with our young people to secure sustainability in our development goals. Our young people have a lot to contribute to the present as well as the future in which they will live. Embrace and mentor them, as you give them the space in which to realize their full potential.

I commend the JCSA for its unwavering commitment to the Jamaica and the workers who you continue to represent with distinction.



Message From

The Most Hon. Andrew Holness, ON, MP Prime Minister

Our civil servants continue to work assiduously to ensure the smooth operation of public administration. I therefore take this opportunity to thank our men and women who provide vital services in the various Ministries, Departments and Agencies of Government.

For almost a century, the Jamaica Civil Service Association has provided astute leadership in advocating for the rights of its members and ensuring a highly trained workforce.

I therefore whole heartedly endorse the theme for this year's Annual general meeting "Persistent and Consistent, Advocating for the Worker" which aptly denotes the Association's stewardship over the past 98 years.

In order to attract investments and grow our economy, government services must be efficient. Therefore, we are moving swiftly to transform the public sector to boost productivity and create greater levels of efficiency within government.

As we take the requisite steps to address deficiencies which impedes government processes and stifles growth, it is important that that every civil servant recognizes that he/she has a critical role in ensuring the country's growth and development.

As you deliberate at the 98th session of your General Meeting, I wish for you fruitful discussions and welcome your continued support as we move Jamaica forward on its path to sustainable economic development.



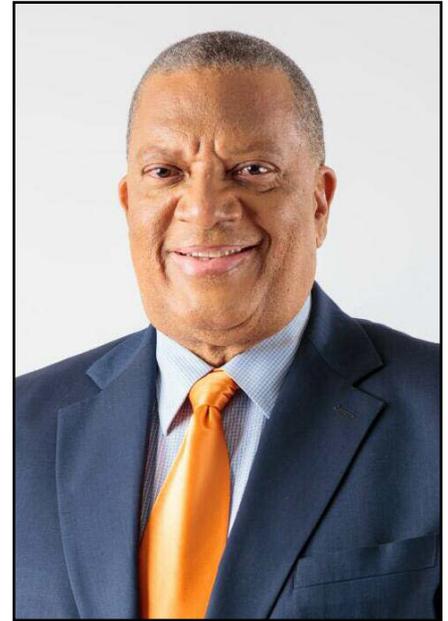
Message from Dr. Peter Phillips MP Leader of the Opposition

It is with a profound sense of solidarity that I salute the Jamaica Civil Service Association as you convene for your 98th Annual General Meeting. In acknowledging the pivotal role that you play in representing your membership, which comprises a substantial portion of the national workforce, I note, especially, your sub-theme for this year's session, "Young Workers and the Decent Work Agenda", which will shed the spotlight on a most critical issue.

High unemployment remains a sad fact of life among our youth, while many who are fortunate enough to find work, remain trapped in low-paying, unskilled jobs. Still, even those young people who find themselves in a better position in their careers are not exempt from difficulties. Your advocacy for all youth to have a voice and a meaningful future in the workplace must therefore be commended.

As the torch bearer for Government's administrative workers, the Jamaica Civil Service Association has had a long and proud history of championing the rights and interests of its members, many times in a climate where the work of civil servants is often under-appreciated and undervalued. I therefore welcome this opportunity to recognize the contribution your members have made to this country, and to applaud the sense of pride and duty that motivates thousands within your association, many of whom work quietly in the shadows and out of the public eye.

Best wishes as you face the challenges and embrace the opportunities in the coming year.



Solidarity Messages

Bermuda Public Services Union

Fraternal greetings and solidarity to the Officers and members of the Jamaica Civil Service Association, as you celebrate your many successes in advocating for the workers and citizens of Jamaica.

JCSA, in its 98th year, not only reflects on the Union's impressive history and achievements but is focusing on this year's strategic theme of "Persistent and Consistent, Advocating for the Worker".

JCSA has embraced Jamaica's Young Workers, who are challenged with living and working in a global economy of decent work. These challenges are powered by consistent changing technology which will strengthen and sustain the Union on the eve of its 100th Annual General membership meeting.

Congratulations and best wishes for a successful 98th Annual General Membership Meeting

Yours sincerely

Edward Ball, Jr. JP, LLB, FCMI
General Secretary
Bermuda Public Services Union

The Grenada Public Workers' Union

Brothers and Sisters of the Jamaica Civil Service Association (JCSA) I bring you fraternal and solidarity greetings from the Executive Council, Staff and entire membership of the Grenada Public Workers' Union (GPWU) as you commence your 98th Annual General Meeting scheduled for 25th to 26th May 2017.

Your theme and sub theme – "Persistent and Consistent, Advocating for the Worker" And 'Young Workers and the Decent Work Agenda' respectively is very appropriate for Public Sector workers particularly the young ones who are an asset to socio-economic development if their talents and energies are harnessed appropriately.

The Grenada Public Workers' Union urges your Association to continue to participate in the efforts to strengthen trade union Networks which can help to facilitate the exchange of experiences and sharing of information through harmonized actions by trade unions for the defense and promotion of the rights and interests of young workers.

Being cognizant that Public Sector Workers are a major part of the engine for economic growth and social Development then young workers must not be left outside of productive work, given the potential negative impact on development efforts. Therefore, despite the challenges, Trade Union movements across the Region are called upon to ensure that proposed policies and strategies commit to improve employment creation, quality of jobs and respect for fundamental values and rights at work.

The struggles of our forefathers must always remain foremost in our minds, we are therefore duty bound to continue their legacy, always seeking to improve the standard of living for members/workers

With these few words I extend congratulations to you and the entire GPWU wish you every success with your 98th Annual Conference as you strive for improved policies and strategies that can propel the decent work agenda for young workers.

Alison Miller
Executive Secretary

Solidarity Messages

National Union of Government and Federated Workers

Dear Comrades,

The National Union of Government and Federated Worker's (NUGFW) wish to congratulate the Jamaica Civil Services Association (JCSA) as you gather for your 98th annual general meeting which highlights the theme, "Persistent and Consistent, Advocating for the Worker."

The National Union of Government and Federated Workers would like to express full and unstinting support to the Jamaica Civil Services Association (JCSA) as the union strive to meet and surpass the expectation of the workers which you serve. In regard to Young Worker's and the Decent Work Agenda, decent work is the underpinning of all trade union actions and upon which unions build their ideology and young workers are the future leaders of all trade unions and our nations.

In this light of the importance of decent work and young workers your sub-team, "Young Workers and the Decent Worker Agenda," is aptly-suited for your 98th annual general conference and beyond.

On behalf of the President General, the National Executive Committee, staff and members of the National Union of Government and Federated Workers we salute the Jamaica Civil Service Association recognizing the yeoman service to the members and the citizens of Jamaica and wish you a successful general membership meeting.

Solidarity Forever,

Jillian Joy Bartlett –Alleyne
General Secretary
National Union of Government and Federated Workers

Organizational Structure

Officer Corps

From left:

- Sis. Sharon Anderson,
Third Vice President;
- Sis. Gillian Corrods;
Second Vice President
- Bro. O'Neil Grant,
President;
- Bro. Robert St. F. Chung,
First Vice President;
- Sis. Paulette Bruce-Williams,
Honorary Treasurer



Executive Committee

Back Row from Left:

Michael Thompson,
Patricia Jackson,
Natalie James,

Techa Clarke-Griffiths,
Angela Burrell-Rodney.

Front Row from Left:

Clarence Frater,
Ann Marie Campbell-Bell,
Charmaine Gillette-McLellan,
Sandra Cameron,
Onydeen Lawrence,
Denham Whilby.

Missing:

Noel Miller, Kevin Cornwall,
Dave Williams, Khadrea Folkes



Secretariat Staff



General Secretary
Mrs Tifonie
Powell-Williams



Administration
Coordinator
Mr. George Thorpe



Administrator (South Central
Regional Office)
Miss Claudette Parker



Administrator (Western
Regional Office)
Miss Sydney Brackett



Industrial Relations Officer
Mr. Junior Latibeaudiere



Industrial Relations Officer
Miss Joy Tucker



Industrial Relations Officer
Miss Keisha James



Training & Research
Coordinator
Miss Patrice Porter



Executive Assistant
Mrs. Helen
Hutchinson-Mason



Secretary
Miss Racquel Stephenson



Accountant (Acting)
Miss Crystal Lee



Accounting Clerk
Miss Shenieka Scott



Member Service Officer
Miss Mellissa Woolcock



First Impression Officer
Mrs. Claudette Walcott



Clerical Officer
(Western Regional
Office) Marilyn Hines



Records
Management Clerk
Miss Candice
Dennis



Data Entry Clerk
Miss Nadine
Robinson



Office Attendant
Miss Shanna Dee
McDonald



Messenger
Mr. Howard
Hutchinson



JACISERA Park -Caretaker
Mr. Radcliffe Anderson



JACISERA Park-
Part Time Cleaner
Miss Barbara Haughton

General Secretary's Overview

Tifonie Powell-Williams

“Persistent and Consistent, Advocating for the Worker” is the strategic theme that has been chosen leading up our 100th year anniversary. The Jamaica Civil Service Association is privileged to be celebrating 98 years of serving you our valued members.

“Persistent and Consistent, Advocating for the Worker” is the strategic theme that has been chosen leading up our 100th year anniversary. The Jamaica Civil Service Association is privileged to be celebrating 98 years of serving you our valued members.

The number 98 represents the idea of building for humanity’s benefit which the Association through its aims and objectives have sought to:

- Improve the standards of the public service of Jamaica;
- Promote programs for organizational and staff reform necessary in the public interest so as to secure, improve and maintain efficiency in the service;
- Make representation on behalf of all members of the Association;
- Seek to improve the social and economic conditions of its members;
- Foster the establishment of the Chapters and Groups;
- Establish and maintain a center where members may pursue social activities, indoor and outdoor recreation, educational and cultural programmes;
- Affiliate with other organizations of like aims and objects, whether local or international, if deemed in the best interest of members;
- Do all lawful things that are conducive to the advancement of the general welfare of its members

As an advocate for the worker, the Jamaica Civil Service Association remains steadfast in its approach to worker representation and to promoting positive change by driving national development policies to advance the lives of people which results in Jamaica being a better place to live, raise families and do business. Nelson Mandela once wrote, “To deny any person their human rights is to challenge their very humanity” and so our role as advocates for the worker touches on all aspects of life, as we promote the calls for improvement to working conditions, fairer taxes, access to public services for all, improvements in wages, decent work and human rights.

The act of being persistent, calls for one to be resolute, determined and purposeful. It requires one to have the ability to be determined to do or



achieve something regardless of any obstacles and that is what the JCSA is about. We are motivated to accomplish our mission and we say to our members, patience and endurance will be necessary in achieving our goals.

As part of our strategic focus we have sought to relook our approach to Industrial Relations. This has come at a time where the landscape of the public sector has been modified and continues to see changes in the name of reform and transformational change; and so in order to effectively respond to these changes which saw variations in labour relations practices in the public sector, the Association had to review its approach to industrial relations and stakeholder involvement.

The changes in the public sector, occasioned by varied authorities and governance structures have created the need for a sector focus approach in terms of representation.

We believe that in order to be able to better represent our members we had to ask ourselves the following questions:

- Do we understand the organization and the context in which the members operate?
- Can we adequately serve the member in the various locations?
- Do we understand the specific issue and have the capabilities to address it?
- Can we meet the members' requirements regarding performance, service delivery and value?
- Can we deliver more effectively and efficiently than other unions?

We have during the period under review geared our efforts aimed at creating value for our membership, by improving our services, representing and advocating for you our members and continuing to negotiate for improvements in working conditions and remuneration.

I say thank you wholeheartedly for your continued support of this organization, your union of choice.

Gratitude must also be extended to the Officer Corps, the Executive Committee, General Council and the dedicated staff, for their invaluable support and dedication and to the JCSA family, the Jamaica Civil Service Mutual Thrift Society, the JCS Housing Company Limited and the JCSA Limited for their support during the year.

In marking another milestone in the life of the JCSA, let us continue to advocate with a view to building for humanity's benefit. Our efforts today will ultimately bear fruit tomorrow. As the scripture of 1st Corinthians 15 verse 58 states "Therefore, my beloved brethren, be ye steadfast, unmovable, always abounding in the work of the Lord, for as much as ye know that your labour is not in vain in the Lord".

As the Administrative year 2016-2017 becomes a part of history, it is befitting for me to present this report on our stewardship for the period and we will remain "Persistent and Consistent, Advocating for the Worker"

HUMAN RESOURCE MANAGEMENT AND ADMINISTRATION

The main operations were carried out in keeping with the Strategic Plan 2016-2020.
Strategic Plan 2016-2020

To achieve the Aims and Objectives of the JCSA the following were identified as Strategic Priorities for the next 5 years;

1. Improved Access to JCSA services
2. Optimized Financial Performance
3. Improved Operation Efficiency and Service Delivery
4. Improved People and Performance Management for Results

Strategy	Major Task	Update/Progress
Secretariat Strengthening	Communication Policy to guide how the JCSA interacts with internal and external stakeholders	Work in progress
	Field Services to be expanded and reshaped along sector lines to include additional field staff and support staff in the regions	Work in progress
Strengthening the role of the Departmental Reps	Training of staff and Departmental Representatives to be projected for greater impact and reach	Ongoing
	Quarterly Meetings by Departmental Representatives to be standardized with the attendance and participation of Officers, Executive Members and Field staff	Completed
Chapters	Quarterly Meetings by Regions to be standardized with the attendance and participation of Officers, Executive Members and Field staff	Completed
Revise JCSA offerings to reflect the needs of the membership	Complete research aimed at informing a menu of benefits and services for members	Research started
	Enhance and promote strategic partnerships for members benefits	Research started
	Conduct an annual Member Satisfaction Survey	Work in progress
Implement a comprehensive representative developmental model	Explore the feasibility of implementing a small entity programme to improve the JCSA's relevance to agencies with small numbers	Work in progress
Implement measures that will increase the subscription compliance rate to 100%	Review the subscription collection process to leverage the benefit of the proposed GoJ Centralized payroll	Work in progress
Review and revise the organization's use of resources to yield improved financial performance	upgrade the JCSA accounting platform and host this on the JCSA server for multiple user access	Software being acquired
	Develop and implement a loss prevention and cost recovery programme	Work in progress
	Review JCSA Finance and Accounts Policies and Procedures Manual with a strict focus on compliance	Work in progress
Revise processes and provide technological solutions aimed at improving cost and transactional efficiency	Complete the establishment of a case management software	Procurement process in train
	Revise JCSA Policies to improve on our corporate governance	Completed
	Develop and implement a JCSA system to provide remote access by field staff to base for Case Management	Work in progress

Strategy	Major Task	Update/Progress
Implement a staff engagement programme to support the JCSA's Strategic direction	Develop and implement a staff engagement action plan	Work started
	Develop and implement the JCSA strategic Staffing programme	Work started
	Implement a staff training programme to support the strategic thrust of the JCSA	Work started
	Implement measures to improve the physical environment of the JCSA Offices	Not yet started
Implement a performance management programme	Implement a Performance Management and Rewards Programme at the Organizational, Unit and Individual Levels	Work started

Acquisition of a Membership Database Management System

This initiative was born out of gaps in the information bank on our membership. The Association did not know who members were, where those members were and how many members there were. A membership database would assist the JCSA in engaging with its membership in a focused and deliberate way thus enhancing the membership experience. An attempt to finalize the acquisition of a database management system is being done. The Members Services Unit continues to gather data on membership which will allow for Know Your Member (KYM) and improve Member Relationship Management (MRM).

It is the intent of the Association to leverage Information and Communications Technology to deliver soft services to members such as recognition of milestones, birthdays, anniversary etc. coupled with the development of an email alert system that sends email blasts to membership on successes and challenges along with general updates which will result in process and content enhancement, better service delivery, improved communication, improved visibility and heightened brand JCSA recognition. The database management system will factor all these components.

Strengthening of the Secretariat and Regional Offices

There is need for the addition of key skills and competencies within the Secretariat in three critical areas of the organization. It requires the hiring of an Accountant for the Finance and Accounts Department, increase the complement of Industrial Relations Officers and the additional resources to be applied to this area to follow up on application and dues tracking in the Member Services Section. Miss Crystal Lee, is the Acting Accountant and Miss Shenieka Scott was employed as Accounts Clerk in April 2017, following on the resignation of Mrs. Shornette Walker-Duncan, Accounting Technician. The Accounts Department is resourced by the Honorary Treasurer, Mrs. Paulette Bruce-Williams, Miss Sandra Cameron and Mr. Denham Whilby Honorary Assistant Treasurers who are all volunteers and Miss Lee and Miss Scott as staff.

The Industrial Relations Unit currently operates with four members of staff, Mr. Junior Latibeaudiere, Mr. George Thorpe, Miss Joy Tucker and Miss Keisha James.

From time to time General Council members who have been trained in Industrial Relations and would have received Bursary and Scholarship, are required to give back their time in treating with cases and working alongside the IR staff. This model was aimed at strengthening the IR Unit, however it has not borne

much fruit as Departmental Representatives have challenges in committing their time. As such the organization will be seeking to have an additional staff engaged to the IR unit.

Our regional offices are designed to give the organization more reach outside of Kingston Metropolitan Region to serve the members in the respective regions and to secure the membership of potential members. It would benefit the Association by giving greater control and management of JCSA Finances, as well as having a more robust and responsive Industrial Relations arm and a more responsive Member Services.

Establishment of Self-Accounting Facilities

The Jamaica Civil Service Mutual Thrift Society (JCSMTS) has been the collecting agent for the Jamaica Civil Service Association (JCSA) membership subscription. The JCSA has been encountering significant challenges over the years verifying the correct dues for members as well as having the dues remitted to us despite deduction orders sent to the various pay stations in the Ministries, Departments and Agencies (MDAs). As such the Executive Committee made the decision that for the JCSA to become self-accounting which would offer greater control and accountability for JCSA revenue also more control over JCSA expenditure.

Ministries/Departments and Agencies have been formally advised of the JCSA's move towards self-accounting. The main objective is for the dues/subscription for the JCSA to be separated from the shares/loan amount for the JCSMTS and for the subscription dues to be remitted to the Jamaica Civil Service Association. We have asked that all payments be supported by a deduction listing with each member of the JCSA.

The Ministry of Finance and the Public Service has been advised of the self-accounting plans.

In January 2017, the Association rolled out its new membership application forms. This offered greater control of the processes for application between the

Association and the Pay stations at the various MDAs. There has been significant increases in receipts of subscription through direct banking and the Accounts Department along with Member Services are working together to ensure that MDAs remit deductions in a timely manner and for the correct dues to be remitted.

97th Birthday Celebration

The Jamaica Civil Service Association (JCSA) 97th Birthday Celebration was held on Friday, May 6, 2016 at JACISERA Park, 31 Molyneux Road, Kingston 5. The event saw a number of Ministries, Departments and Agencies partnering by showcasing their products and services.

As part of the celebration, the Santa Cruz Chapter had an Open Day at the Social Development Commission. The Manchester Chapter celebrated the anniversary inviting MDAs and private sector entities to participate. The event was successful as members participated in the different activities such as, cutting of the JCSA 97th birthday cake, games and spot prizes.

Website

The website has been redone and can now be accessed at: www.jacisera.org. The JCSA's Facebook page is also linked to the website. A Twitter account has been established and can be accessed at @Jacisera10

Member Satisfaction Survey

A member satisfaction survey was conducted to gauge how satisfied members are and the areas that required improvements.

Membership Check Off

The Membership Check-off was done in March 2017. This process is ongoing and will be done quarterly in order to capture relevant details on our membership. The Departmental Representatives are required as part of their role to conduct annual membership check-off.

Information and Communication Technology

Staff has been introduced to the new JCSA email system which is used as one of the means of communication amongst stakeholders. The email facilitates an individual email address which is one's firstname.lastname@jacisera.org.

This has improved instant communication amongst staff, officers and the wider membership.

Development of a Sector Focus

In accordance with the agreed new approach to the management of members' service the introduction of the Sector Focus was implemented in July 2016. Areas of responsibility were assigned to the Officer Corps with assistance from the Executive Committee and staff.

The Sector Focus was designed as supporting management system that allows for:

1. Specialization
2. Time management
3. Resource management
4. Widens scope of the Association
5. Allow for better organizing the activities of the organization according to priorities.

This approach should see the JCSA being better positioned to leverage decision making, have information to better market its services, do better representation and forecasting in addition to managing financial information.

JCSA End of Year Event

The Jamaica Civil Service Association End of Year event was held on Friday December 9, 2016, at JACISERA Park. The event was led by the Culture and Entertainment Committee with approximately 115 persons in attendance who experienced an awesome performance by the JCSA Ensemble.

MEMBERSHIP

In order for better control/ accountability, the Jamaica Civil Service Association has embarked on the self-accounting where all monies for that JCSA for the first time were separated from the Jamaica civil Service Mutual Thrift Society Ltd.

Since the change the organization has seen improvement in the amount of money collected from the members as dues.

Membership Report of the Jamaica Civil Service Association For the Period of June 2016-April 2017				
Months	# of Applications Processed	Calculated Dues	# of New Members	Incoming Revenue
Jun-16	43	\$12,848.25	2	\$ 452.00
July	66	\$19,799.76	55	\$16,547.04
August	40	\$11,092.30	21	\$7,479.66
September	130	\$38,118.41	81	\$20,535.62
October	40	\$32,584.89	31	\$ 9,161.23
November	85	\$63,929.88	40	\$17,998.87
December	42	\$11,804.96	17	\$8,769.14
Jan-17	26	\$5,769.47	56	\$18,949.33
February	76	\$22,134.01	42	\$12,432.00
March	72	\$19,094.45	63	\$18,558.55
April	201	\$25,125.00	40	\$12,153.30
May	-		-	-
Total	821	\$262,301.38	448	\$143,036.74

We are currently working on a data base and a website where our workers can apply for membership online. New application forms have been in effect since January 2017

For the year 2016-2017 Please see the Breakdown of the Membership collection from the list below

Industrial Relations

For the administrative year 2016/2017 it was observed that a few Human Resource Managers were not following guidelines given as stipulated by the Staff orders (2004), Grievance Procedure manual, LRIDA, Public Service Regulations (1961) and the FAA Act which the Jamaica Civil Service Association IROs advise them to adhere to in respect of grievance procedures. They are now consistently seeking our advice on work related matters.

Number of Grievances Brought Forward as at June 2016	126
Number of New Grievances	214
Total Grievances	340
Grievances Settled	188
Grievances Pending as at May 2017	152

A number of hearings have been attended and the Association has been successfully representing members, in that approximately 50 cases have been successfully represented and three appeals were won.

Industrial Relations Climate

Most of the grievances received during the period were non-appointment, non-payment of fringe benefits, lack of effective communication between management and line-staff, non-payment of tuition refund, deplorable working condition, occupational health and safety matters and injury on the job. Most of which constitute a breach of the Staff Orders and 2015/2017 Heads of agreement. The outstanding items from the previous claim were among the main concerns from the members and pension reform.

Outstanding Items of Claim

Professional and Skills Training

The item listed under section 4.8 of the Heads of Agreement 2012-2015 and 2015 -2017 where partners had agreed that twenty (20) million dollars will be provided for a refocused skill training programme and further expansion to include professional training is yet to be implemented.

Healthy lifestyle 1.3 2015-2017 HOA

The partners agreed that the Ministry of Health will enhance the promotion of a healthy lifestyle programmes across the public sector within one month of the signing of the said agreement. This is yet to be implemented.

TRAINING AND DEVELOPMENT

Grievance Handling

A workshop in grievance handling, the tripartite processes was held on July 21, 2016 at the Jamaica Confederation of Trade Unions. Thirty (30) members from General Council participated. Presentations were made on Jamaica’s Labour Laws, Local Level Disputes, Conciliation, the role of the Industrial Dispute Tribunal (IDT) and the role and function of the Ministry of Labour and Social Security.

ID Production

On Wednesday, November 2, 2016 three members of staff were trained in the production of IDs. To date six (6) members of staff have been trained.

Customer Service

A presentation in Customer Service Excellence was conducted with members of staff on Friday November 4, 2016. The following areas were covered: Key points to customer service, what are some of the expectations from customer/members, why customer/members complain, Identifying ways to treat with angry members/customers, how to provide excellent customer/member service, work ethics and team work.

Additionally two members of staff attended the Customer Service Techniques Workshop held on June 29, 2016, at the Jamaica Pegasus Hotel.

Public Sector Staff Order

Sis. Joy Tucker Industrial Relations Officer attended a one day workshop on the Public Sector Staff Orders.

Professional Certificate in Industrial Relations (PCIR) Eight (8) participants received the fifty percent Wayne St. A. Jones Bursary in June 2016 at the Kingston Campus, approximately fifty (50) participants enrolled in the course. The successful participants were presented with their certificates by the Management Institute for National Development (MIND) at the Graduation Ceremony held on Saturday December 10, 2016

The course was introduced in the western region on October 20, 2016. Twenty-four (24) participants enrolled. Nine (9) participants received the fifty percent Wayne St. A. Jones Bursary.

Case Management Procedures

The second session of the Case Management Workshop was held on September 2, 2016.

The Workshop Objectives were:

- To conduct a SWOT analysis of the existing arrangements for case management in the Jamaica Civil Service Association (JCSA).
- Review the proposal for implementing Standard Operating Procedures (SOPs) for case management in the JCSA.
- Provide recommendations on resource requirements to support the strengthening of JCSA's case management system

The session highlighted areas that needed strengthening particularly updates to members about their case.

The Case Management System will have the involvement of Departmental Representatives, Chapter Representatives, Staff, Officers all at different levels.

The session highlighted the need for a review of the

internal processes, to be better equipped and being able to effectively and efficiently meet the growing demands of the wider membership.

Communication

A presentation was conducted with members of staff on February 6, 2017 on effective communication.

Occupational Safety and Health Workshop

A workshop on Occupational Safety and Health was held on February 16, 2017.

Labour Market Forum 2017

The Association was represented at the Labour Market Forum 2017, which was held under the theme "Apprenticeships for XX1 Century: A model for Latin America and the Caribbean?" The forum was conducted in partnership with the Inter-American Development Bank and the Heart Trust/NTA during the period February 14-15, 2017.

General Council Retreat

The Annual General Council Retreat was held on June 9-10, 2016, at JACISERA Park, 31 Molyneux Road, Kingston 10. Eighty-Nine Council members were in attendance.

The objectives of the Retreat were to orientate and train General Council members on their role as Departmental and Chapter Representatives. More importantly the organization's move towards a sectorial approach was discussed and contributions were received from the General Council on the vision for the organization's modus operandi in the new model.

The Strategic Plan for the period 2016-2020 was presented and discussed. The three main focus areas were Industrial Relations, Communication, Training and Research.

Several suggestions were obtained from the General Council at the Retreat which were used to improve and strengthen the operations of the organization. The suggestions included improvements in Benefits, training in Industrial Relations, online application, JCSA

Awareness and Information Sheet as well as JCSA Newsletter/Information Sheet on topical issues.

Members of General Council were appreciative of more involvement in the planning of the Association's future operations. The General Council also ratified the move towards a sector focus approach as part of the advocacy work. Arising from the Retreat several portfolios have been assigned for the next year.

Public Sector Pension Reform

A Press Briefing was held on Thursday March 9, 2017, at the Jamaica Confederation of Trade Unions where the JCTU sought to place on public record its position on the Reform of Public Sector Pension.

The Jamaica Civil Service Association have over the years been advocating for appropriate arrangements to be put in place for Pension Reform. The unions under the Jamaica Confederation of Trade Unions had reached agreements on many elements relative to the Pension reform, some of which have been captured in the draft pension Bill of 2016.

Steering Committee – Organizational Review of the Jamaica Fire Brigade (JFB)

The JFB has embarked on a review of the organization and have established a Steering Committee. The Steering Committee was tasked to monitor and review the output and deliverables from the consultant and other critical functions. Sis. Patricia Jackson is the JCSA's Representative on the Steering Committee.

Meeting with Staff at Ministry of Education – Old Harbour, St. Catherine

A meeting was held with staff at the Ministry of Education, (MOE) Old Harbour, St. Catherine on October 24, 2016.

The meeting was requested by the members in the Technical Services Department at MOE Region 6. The members are recommending that in addition to the

reclassification of post, Regional Building Officers be renamed Regional Projects Managers and reclassified to GMG/SEG5 and also Chief Building Officer be renamed Chief Project Manager and reclassified to GMG/SEG6, in order to accurately reflect the positions in the department and so that they can be compensated accordingly. The members have written to their HR and are awaiting a response. The Association will be working with the Ministry in an effort to resolve the issue.

Tax Administration Jamaica (TAJ) Island-wide visits – July 4-7, 2016

Visits were made to most TAJ offices during July 4-7, 2016. The visits were aimed at identifying the concerns from the staff regarding the transformation of TAJ to a Semi-Autonomous Revenue Authority.

One of the major concerns was the slow pace at which non-managerial staff were being placed in the new structure. This has caused an increased level of uncertainty and anxiety amongst staff.

Since the Association's intervention, TAJ announced to its employees that all placements will be completed by October 31, 2016.

Other concerns that arose were the lack of adequate resources, poor working conditions, (no working air condition units (fans are provided), no proper ventilation, limited work areas, no lunch room facility, no sick bay).

President Grant has been having continuous discussions with the Management and staff at TAJ with a view to working through the issues and ensuring that the working environment remains harmonious.

As Tax Administration goes through its reform to become a Semi-Autonomous Revenue Agency, several focus group meetings have been held with President Grant, and General Council Members employed to TAJ. Several of the issues discussed in these meeting are currently being resolved.

REGIONAL REPORTS

SOUTH CENTRAL REGION

The Regional Administrator, Sis. Claudette Parker has been working assiduously along with the four Chapter Chairs, Sis. Fayann Mitchell, - Black River, Sis. Stephanie Lewis Brown – Santa Cruz, Sis. Paulette Ferguson – Manchester, Sis. Shauna Robinson – Clarendon and Sis. Sardia Morris, St. Catherine, to ensure that the objectives of JCSA is realized to its fullest.

New Members

One Thousand Five Hundred and Thirty Two (1532) members have been recruited since inception of the South Central Region Office. See breakdown as follows:

Chapters	Reporting Period	To date
St. Catherine	177	260
Clarendon	20	555
Manchester	142	608
Black River	33	49
Santa Cruz	6	60

Grievances

Two (2) grievances have been reported to the office, one of which resulted in a hearing. The other is being addressed.

Site Visits

Two Hundred and Seventy One (271) site visits have been made to various departments in the Region to date. These visits continue to play an integral role in membership growth, sustainability, efficient and effective means of communication, dealing with membership concerns and recruitments within the Association.

All the Chapters within the region had their Annual General Meetings and the membership attendance at meetings has improved.

See breakdown as follows:

Chapters	Attendance
St Catherine	137
Clarendon	46
Manchester	56
Black River	25
Santa Cruz	7

Thirty-seven (37) presentations were made throughout the region during the reporting period.

Chapters	No.
St Catherine	20
Clarendon	1
Manchester	9
Black River	4
Santa Cruz	3

Training

A workshop on Occupational Safety and Health was held in March 2017.

Resignations

Chapters	Resignations
Clarendon	2
St Elizabeth	Nil
St Catherine	Nil
Mandeville	4
Total	6

ID Processed for the Period:

Chapters	No
St Catherine	144
Clarendon	92
Manchester	77
Black River	48
Santa Cruz	nl

JCSA Desk for a day Installed

Chapters	No
St Catherine	5
Clarendon	3
Manchester	2
Black River	3
Santa Cruz	1
Total	14

Parish Chapter Reports

• **CLARENDON CHAPTER**
Chapter Chairman – Sis. Shauna Robinson

The 2016 year saw the addition of Sis. Sebrena Aikens from the Ministry of Labour and Social Security to the Clarendon Chapter Executive in the Post of Asst. Secretary. Although it has been a challenge to carry out the various activities such as site visits, discount house drives etc. The executive ensured that communication to its members via email was sustained throughout the year.

Activities

One quarterly meeting and an ID session was held in August 2016 at the RADA Office in May Pen. Another ID session was held at the May Pen Hospital in October 2016.

Representation

The Chapter Chairman attended three (3) of Four General Council Meetings held in 2016 and also participated in the Annual General Council Retreat held at JACISERA Park.

A few members from the Chapter also attended the 97th Annual General Meeting held May 26-27, 2016.

• **ST. CATHERINE CHAPTER**
Chapter Chairman – Sis. Sardia Morris

The year 2016 started out with the Chapter’s Annual General Meeting, held on January 18, 2016. The Executive Body, the St. Catherine Chapter Executive is listed:

- Chairman - Sis. Sardia Morris,
- Vice Chairman - Bro. Carl Campbell
- Secretary - Sis. Cadeen Maye-Graham
- Treasurer - Sis. Anesha Campbell
- P.R.O. - Sis. Carol Clayton

Three (3) Chapter Executive meetings were held for the year under review.

The Chapter Chairman participated in a number of activities such as the Annual General Meeting, General Council Meetings, training sessions and committee meetings.

Four (4) submissions were made for new membership. The Chapter’s project was carried out at the Irish Pen Basic School, Jobs Lane, Spanish Town, where the bathrooms were fitted with two (2) complete toilets and two (2) face basins in time for the re-opening of the new academic school year – September 2016.

• **MANCHESTER CHAPTER**
Chapter Chairman – Sis. Paulette Ferguson

The Manchester Chapter Executive participated in most of the events planned for the past calendar year. The Chapter held its first meeting in the RADA Board Room on March 2016 where they discussed the calendar year activities.

The Chapter Chair has been to several quarterly delegates' sessions, where matters were discussed such as the Claim for the contract period 2017-2019. Information was gathered and dispatched to members. The Chapter has identified a project to create a Library at the Windsor Lodge Children Home, in Royal Flat, Manchester. The project has been put on hold as we await correspondence to take to the Children's Home Board of Management for approval to start project. The implementation of the project will continue for this calendar year and members will be informed of the progress on a timely basis.

Newsletters- Two JACISERA South Central newsletters were compiled and circulated in the region with information and activities that happened throughout the year.

• **ST. ELIZABETH CHAPTER**

Santa Cruz

Chapter Chairman – Sis. Stephanie Lewis-Brown

The year began with the Chapter's Annual General meeting which was held at the RADA Conference Room, Santa Cruz on Wednesday, January 20, 2016.

The new Executive comprised Stephanie Lewis Brown Chapter Chairman, Rehka Stanley-Gooden, PRO, Michael Ebanks Treasurer, Lorna Scarlett Vice Chair and Karene Tate Secretary.

During the year, the following persons were added to the Chapter Executive.

- Yanique Thompson –Assistant Secretary
- Pamela Moxam- Brown –Assistant Treasurer

The Santa Cruz Chapter was awarded Chapter of the Year at the Jamaica Civil Service Association (JACISERA) Annual General Meeting held on May 26, at the Jamaica Conference Centre.

The Chapter held its first meeting on February 5, 2016 and it was decided that a calendar of events be disseminated in the region. The calendar was included in the first issue of the JACISERA SANTA CRUZ NEWS for the year.

Among the functions carried out was conducting a check off of the members to more accurately reflect their job status, salaries (to deduce whether the correct fees are being paid to the JCSA), their contacts.

The Chapter Chairman attended General Council meetings.

The South Central Region organized a Fun Day at the Social Development Commission which was attended by members from Clarendon, Black River, Manchester and Santa Cruz. The day included fun races, a domino tournament, pop quizzes and provided a fun way for civil servants in the Region to interact.

• **PORTLAND CHAPTER**

Chapter Chairman – Sis. Tamara Lawrence

The year 2016 commenced with the Annual General Meeting on January 28, 2016 at the Portland Parish Council's Chambers. Sis. Tamara Lawrence was elected Chapter Chairman and two (2) new members were elected to the Chapter Executive, namely Sis. Denise Simpson-Webley as Vice-Chairman and Sis. Marja-Gaye Smith-Charles as Treasurer.

Two (2) Executive Meetings were held during the period and also one General Meeting. The Chapter Executive attended two regional meetings held in Port Maria, St. Mary.

All four (4) General Council Meetings were attended by the Chapter Chairman as well as the General Council Retreat. Sis. Zanique Adiansingh attended the Annual General Meeting held in May 2016.

Recruitment has been ongoing in the parish; visits were made to the Port Antonio Hospital and also the Forestry Department where the Chapter Chairman presented on aspects of the Staff Order.

The Chapter has donated several items of clothes, shoes and toiletries to the Salvation Army.

On November 25, 2016, the Chapter observed International Day for the elimination of violence against women by wearing something purple in solidarity and recognition of the day.

• ST. MARY CHAPTER

Chapter Chairman – Sis. Karen Coleman-Clarke

The Annual General Meeting of the Chapter was held on Thursday, January 28, 2016.

The members of the Chapter Executive retained their positions.

- Chairman - Sis. Karen Coleman-Clarke
- Vice-Chairman - Sis. Nicole Hamilton
- Public Relations Officer - Sis. Marsha Harriott
- Secretary - Sis. Daician Thompson-Burrell

Sis. Kesha Ann Gray was elected Treasurer and Sis. Simone Granston, Assistant Treasurer.

Presentation of Chapter Project

The 2016 Project for the Chapter was an Art Competition highlighting the various careers and job functions within the Public Sector. The competition saw a total of 14 entrants in the following age groups overall:

8 years & under

- 1st Place winner was Zara Jonas, she was awarded a trophy and a tablet
- 2nd Place winner Tre-Hugh Gordon, he was awarded a trophy and a one day pass to Dunn’s River Waterfalls and Park

9 – 12 years

- 1st Place winner was Ebony Wauph, she was awarded a trophy and a tablet
- 2nd Place winner Kaleem Burrell, he was awarded a trophy and a one day pass to Dunn’s River Waterfalls and Park
- 3rd Place winner was Tavaugh Jackson, he was awarded a trophy and a gift basket

13 – 17 years

- 1st Place winner was Sha-Ann Saunders, she was awarded a Huawei Android phone and a trophy

- 2nd Place winner Sheniave Grizzle, she was awarded a trophy and a one day pass to Dunn’s River Waterfalls and Park
- 3rd Place winner was Kalia Rhoden, she was awarded a trophy and a gift basket

Presentation Of Awards

Members of the various departments were recognized for their efforts and contribution to the Chapter and they were presented with trophies and certificates. The Ministry of Labour & Social Security was recognized for their continued support to the chapter over the years and awarded as the department of the year.

The Chapter’s main highlights for the period under review were:

- Labour Law’s Training
- Bake Sale
- After Work Social
- Beach Fun day
- Civil Service Week
- Tag Drive

WESTERN REGIONAL OFFICE

The Regional Administrator, Ms. Sydoney Brackett, and Office Clerk, Ms. Marilyn Hines, have been working assiduously along with the four Chapter Chairs, Ms. Lielleth James - Trelawny, Mrs. Dellaceta Drummond – Westmoreland, Mr. Adrian Kerr – Hanover and Ms. Charmaine Gillette – St. James, to ensure that the objectives of JCSA is realized to its fullest.

New Members

One Thousand One Hundred and Twenty Nine (1129) members have been recruited since inception of the Western Region Office. See breakdown as follows:

Chapter	Reporting Period	To date
St. James	76	595
Hanover	11	239
Westmoreland	2	95
Trelawny	27	200

Grievances

Ninety nine (99) grievances have been reported to the office since its inception. Seventy nine (79) have been resolved and twenty (20) continues to be processed.

Site Visits

Over seven hundred & thirty one (731) site visits have been made to various departments in the Region to date. These visits continue to play an integral role in membership growth, sustainability, efficient and effective means of communication, dealing with membership concerns and recruitments within the Association.

Thirteen (13) presentations were made throughout the region during the reporting period.

Chapter	No
St. James	6
Hanover	4
Westmoreland	0
Trelawny	3

Training

The Professional Certificate in Industrial Relations (PCIR) was held for the first time in the Region; commencement date October 20, 2016.

Twenty five participants were registered.

Discount Houses

Discount Houses continue to be identified in the Region. Members continue to utilize the discount at the various establishments. Businesses are advertised via Discount Brochures. To date 51 discount providers have been identified and have been providing discounts to the members in the region.

Community Involvement

The Office was invited to participate in one community outreach activity; namely: Watford Hill Primary Graduation Ceremony– July 12, 2016

JCSA Thrift Applicants

The Jamaica Civil Service Mutual Thrift (JCSMTS) Membership continues to grow steadily throughout the region to date 183 members have joined the JCSMTS.

Parish Meetings

Twelve (12) Parish Meetings were held throughout the region during the reporting period. Breakdown as follows:

To date 68 meetings have been held.

Office Walk Through

A new approach for membership reach was organized and implemented in the Western Region in July 2016. The objective was to have direct dialogue with members within their workspace; the Zonal Chairman along with Chapter Chairs and staff have participated in such visits.

To date nineteen (19) offices have been visited.

Jcsa Information Corner

Status of established Information Corners is as follows:

- Depts. Installed to date: 50
- Depts. Pending Installation: 8
- Depts. Not able to accommodate due to lack of space availability: 3
- Depts. Contacted to date: 66

Information Desk

Four (4) Information Desks were setup for the annual reporting period. To date the status of established Information Desks are as follows:

Number of Information Desk established to date: 21
 Number of departments contacted re Information Desk to date: 22

- **ST. JAMES CHAPTER**
- **Chapter Chairman –**
Sis. Charmaine Gillette-McLellan

The Annual General Meeting of 2016 ushered in a new period in the Chapter whereby the term of office for the Executive is now two years. Last year has been an eventful one for the Chapter as the Chairman and the

Executive members have continued to maintain the flagship quality of its representation of the Association here.

Regular monthly meetings of the Executive were held to make plans and put into action activities that would continue to enhance the representation and motivation of our members as well as improving our public image. Two quarterly meetings of the Chapter were held and the attendance of members at these meetings has been steadily increasing.

The Chapter was represented by its Chairman at all quarterly meetings of the General Council. Issues raised at quarterly parish meetings were vigorously brought to the agenda there, matters such as housing solutions for members, subsidised public transportation and a recreational facility on our leased parcel of land at Bay Roc. The Chapter Chairman was again elected in June to the Executive Committee of the Association and also attended all meetings.

The AGM of the Association was attended by approximately 15 members from various Ministries, Agencies and Departments including the Chapter Chairman. The Chapter was again presented with a special award for Outstanding Contribution for the Administrative Year 2015. Special thanks to sister Claudette Coombs and the Customs Department for assisting with providing transportation for members.

The Association was represented by the Chapter at the St. James Parish Council's 2016 Labour Day activities. The Chapter Chairman was able to attend planning meetings, lay a wreath at the ceremony to commemorate the Worker in Sam Sharpe Square and offer moral support at the project site.

The fifth staging of the JACISERA Kids for Change summer camp was held in August. A total of 44 campers were in attendance. This was approved by the Executive Committee as an annual event of the Association.

One social was held in the Conference room at the RADA office.

On January 6, 2017 the Chapter visited the Melody Home for Girls in Fairfield, Irwin with gifts and refreshments for the residents.

Twenty Acre Per Parish Agreement

Members continue to inquire about the lands in the following areas

- May Day - Manchester
- Albion - St. Thomas
- Hague - Trelawny

Efforts continue with the JCSA through its Housing Company (JCS Housing) and the Ministry of Finance and the Public Service to see to the development of these lands for housing for civil servants.

SUB-COMMITTEE REPORTS

Trade Union Education and Training (TUET)

- **Chairman: Kevin Chambers**

The Association was allocated Three Million seven Hundred Thousand Dollars (\$3.7m) by the Ministry of Finance and the Public Service to be used for grant awards as per Heads of Agreement 2015-2017; to members of the JCSA who were pursuing their studies for the academic year 2016-2017. The Association received one hundred and eighty five (185) Education Grant applications.

Based on the allocation by the Ministry of Finance and the Public Service, the committee decided to set aside Five Hundred Thousand Dollars (\$500,000) to assist with the funding of the Professional Certificate in Industrial Relations course at Management Institute for National Development and to grant applicants between Twenty Five Thousand Dollars (\$25,000) and Thirty Thousand Dollars (\$30,000) to assist with their tuitions. The committee approved one hundred and thirty eight (138) representing 74.6% applications. The total amount in monetary value is Three Million Four Hundred and Sixty-Five Thousand Dollars (\$3,465,000.00). Table 1 gives the breakdown in term of

institutions and the number of persons who are pursuing their studies at these institutions. Table 2 represents the type of certifications being pursued by the applicants.

Table 1. Institution of Choice of Applicants

Institution	Number of Applicants	Amount Granted (\$)
International University of the Caribbean (IUC)	13	325,000
Management Institute for National Development (MIND)	11	280,000
Other	18	450,000
Community College	19	480,000
University College of the Caribbean (UCC)	22	550,000
Northern Caribbean University (NCU)	10	250,000
University of the West Indies (UWI)	20	505,000
University of Technology (UTECH)	25	625,000
Total	138	3,465,000

Table 2. Type of Certification being pursued

Type of Certification	Number of Applicants
Diploma	8
Associate of Science Degree	12
Bachelor of Science Degree	110
Post Graduate Diploma	3
Master of Science Degree	5
Total	138

The total amount remaining after completion of the processing of the applications was Two Hundred and Thirty-Five Thousand Dollars (\$235,000). This amount was used to assist with the funding of the Professional Certificate in Industrial Relation course at the Management Institute for National Development (MIND).

Secondary School Quiz Competition

The 17th staging of the Jamaica Civil Service Association Secondary School Quiz competition was held at the Medallion Hall Hotel on November 24, 2016. There were twelve (12) participating High Schools from across Jamaica in attendance; each had a team of four (4) students, along with their coaches as well as other students for moral support.

Campion College was declared the winner, the 1st place runner up was Holy Childhood High School and the 2nd runner up was Camperdown High School.

The winning team received The Jamaica Civil Service Association Quiz first place trophy, the Overseas Examination Commission trophy and Thirty Thousand Dollars (\$30,000) cash prize. Team members received gift certificates from Western Sports valued at Six Thousand Dollars (\$6,000) each. The teacher of the winning school was given a gift basket and a scholarship to the Management Institute for National Development (MIND).

The first runner up was given the Jamaica Civil Service Association Quiz Competition 2nd place trophy, a trophy courtesy of the Overseas Examination Commission and cash prize of Twenty Thousand Dollars (\$20,000). Team members also received gift certificates from Western Sports valued at Four Thousand Dollars (\$4,000) each. The teacher of the winning school was given a gift basket.

The second runner up was given cash prize of Ten Thousand Dollars (\$10,000) and gift baskets. The teacher was given a gift basket.

The members of the remaining teams were presented with tokens.

The competition was sponsored by Petro Caribe Fund. First and Second place trophies were sponsored by the Overseas Examination Council.

Sam Stewart Scholarship

The Samuel E. Stewart Scholarship commenced in September 2016 with the recipient being Ms. Ayanna Cameron a first year student of the University of the West Indies, Mona. This is a scholarship that is awarded to members' children who are pursuing tertiary studies in the field of Business Administration/ Management Studies. Miss Latoya Campbell, mother and member from the National Land Agency accompanied Ms. Cameron to officially receive her award on January 17, 2017 at the Association.

Sports

The JCSA Sports Competitions for the 2016 season officially started on March 4, 2016 with the Opening Ceremony taking place at JACISERA Park, 31 Molynes Road. The season saw a number of Ministries, Departments and Agencies actively participating in the various disciplines.

Competitions were held in three (3) disciplines namely football, netball and domino. A total of fifteen (15) teams participated in one or more of the season's competitions:-

Football

Jamaica Customs Agency
 Jamaica Defence Force (JDF)
 Tax Administration Jamaica
 Ministry of Justice/Ministry of National Security
 Bellevue Hospital
 Post and Telecommunication Department
 Registrar Generals Department
 Ministry of Education
 Court Management Services
 Institute of Jamaica/National Library of Jamaica
 National Land Agency
 Office of the Prime Minister
 Department of Correctional Service

Domino

National Land Agency
 Ministry of Finance and the Public Service
 Houses of Parliament
 Post and Telecommunications Department
 Registrar Generals Department
 Institute of Jamaica
 Jamaica Customs Agency
 Ministry of Health
 Department of Correctional Service
 Ministry of Education
 Office of the Prime Minister

Netball

Jamaica Defence Force
 Tax Administration Jamaica
 Ministry of Education
 Ministry of health
 National Land Agency
 Office of the Prime Minister
 Houses of Parliament

Participating teams in all the disciplines were divided into two (2) zones and the top four (4) teams from each zone contested the semi-finals. The top two teams from the first round moved on to play the finals for each discipline. The two (2) losers from each semi-finals played for third place.

The Jamaica Defence Force (JDF) and Jamaica Customs Agency contested the finals for Football where Jamaica Customs stripped the title from JDF. Third place was Tax Administration Jamaica (TAJ). The finals for domino saw National Land Agency (NLA) going against Ministry of Finance and the Public Service. The National Land Agency won the competition. Houses of Parliament was third place. The Netball final was an exciting affair as Jamaica Defence Force and Tax Administration Jamaica contested the final. Jamaica Defence Force won the competition. Third place was won by Ministry of Education.

The curtains came down on the season's competitions with the Closing Ceremony at JACISERA Park on June 17, 2016. All sporting disciplines were aired by Television Jamaica (TVJ).

YOUNG WORKERS

International Youth Day 2016

An article was published commemorating the celebration of International Youth Day on August 12, 2016 under the theme: The Road to 2030: Eradicating Poverty and Achieving sustainable consumption and Production. The article was circulated to the membership of the Association.

The Caribbean Youth Day 2016

Sis. Natalie James Co-chair, Young Workers Committee submitted an article in observance of Caribbean Youth Day celebrated on September 30, 2016. In the article, Sis James encouraged young workers to observe and value the importance, work and achievement of young people across the Caribbean and to work together to achieve what is deemed the unattainable.

Sagicor Sigma Corporate Run

For the seventh year, the Jamaica Civil Service Association Young Workers Committee led a team 50 participants from the JCSA at the Sagicor Sigma Corporate Run on Sunday February 19, 2017. The team included members of the Association, members of staff and committee members. This is an annual event organized to raise funds for charity focused on providing vital support for children and health related initiatives in Jamaica. The targeted organizations for 2017 were:

- The Bethlehem Home for Abandoned children
- The Spanish Town Hospital Special Care Unit
- The Mandeville Hospital Neonatal Intensive Care Unit

The Committee was awarded a basket from The National Bakery for its early registration for event.

March for the Elimination of Violence against Women and Children

The committee members in collaboration with the Jamaica Household Workers Union participated in a march on March 11, 2017 to raise the awareness for the elimination of violence against women and children.

The march commenced at 3:00 p.m. at the Covenant Moravian Church located at 127 Molynes Road and

continued on the Molynes Road route to its final destination at the Half Way Tree Square.

National Youth Council

The National Youth Council was approached by the Young Workers' Committee to obtain affiliation to the Association. This NYC indicated that they want to ensure that there is trade union participation in the review of the National youth Policy.

Future Leader 5th Annual Workshop

The Young Workers Committee will be hosting the 5th Annual Caribbean Public Services Association Future Leaders Workshop in Kingston, Jamaica in February 2018 under the theme "Young Workers Contributing to the 2030 Agenda for Sustainable Development". Arrangements for the hosting of the event are in place.

WOMEN'S ACTION COMMITTEE

Breast Cancer Awareness Month

Breast Cancer Awareness is acknowledged internationally in the month of October by an annual campaign to increase awareness of the disease. The Women's Action Committee organized an awareness march on Saturday, October 29, 2016. Pink ribbons, the most prominent symbol of breast cancer awareness as well as leaflets were distributed. The team of (35) participants also took the time to explain the information to individuals.

International Day for the Elimination of Violence Against Women

The Committee hosted a Candlelight Vigil to commemorate International Day for the Elimination of Violence Against Women at the JCSA Head office on November 25, 2016.

Candles were lit to honour victims of domestic violence and a minute of silence was observed for Nicholas Francis, a student of Jamaica College who was fatally stabbed a few weeks before the event.

Community Service

The Reading Program/Back to School Treat was held

on Saturday August 20, 2016. Forty-eight (48) children were in attendance. The children were presented with gift bags containing back to school items.

MEMBERSHIP COMMITTEE

An Affiliation Policy has been drafted and will be finalized in the new administrative year.

GOVERNMENT EMPLOYEE BUS COMMITTEE

Most of the reported concerns were related to mechanical problems. This gave rise to frequent mergers and hireage of buses to service the affected routes, as a result, there have been complaints from passengers of overcrowding on some routes and the late arrival to work. Several requests have been made for additional buses and for the routes to be expanded to include May Pen and Linstead.

In order to improve the service delivery, a training session was conducted with all the bus drivers on November 3, 2016. The drivers were also exposed to First Aid Training.

A new service vehicle was handed over in December 2016 to Bloomfield Jamaica Limited. Minister Rudyard Spence, and Deputy Financial Secretary, Mr. Wayne St. A. Jones along with the Bus Management Committee members witnessed this special occasion. In addition to that that general repairs and renovations were done on all buses.

Accidents involving GETS buses remain at the minimal and this can be attributed to the ongoing training that the drivers received.

JACISERA PARK COMMITTEE

The Kitchen, Bar, Restrooms, and one of the meeting rooms have been renovated. Renovation continues in other areas of the facility.

The Association will be seeking the assistance of government entities to complete the renovation.

CIVIL SERVICE WEEK ACTIVITIES

Civil Service Week was celebrated during the week of November 20 – 26, 2016. The celebration commenced with the Official Launch on November 18, 2016 at the Terra Nova Hotel.

Church Services

Church services were held in all parishes and members participated by reading the messages from the Governor General, Prime Minister, Leader of the Opposition, The Cabinet Secretary and the President of the Association. The services were held on November 20, 2016.

Civil Servant of the Year 2016 Winners

There were twelve (12) nominees for Civil Servant of the Year Award, of that number there were nine finalists (Two (2) men & seven (7) women).

The Civil Servant of the Year 2016 Award went to Mrs. Yvette Ferguson from the Social Development Commission. The 1st Runner up was Ms. Rose-Marie Lammie Shirley of Ministry of Science, Energy, Technology and Mining and the 2nd Runner up was Ms. Sharon Pitter of Jamaica 4H Clubs.

The Civil Service Week Exposition was held at Emancipation Park, on November 22, 2016. The Association participated in the Exposition. The winner for the Best Booth Competition was Sagicor with Passport, Immigration and Citizenship Agency being the runner up.

After-Work Lyme

An After-Work Lyme was held at the NHT Clubhouse on November 25, 2016. Attendees were treated to dominoes and Spin-off competitions. The winners were:

Spin-off Competition

- Winner - Jamaica Customs Agency
- Runner-up - Forestry Department

Domino Competition

- Winner - Ministry of Finance & the Public Service

Runner-up - Registrar General's Department

Long Service Awards

Jamaica Civil Service Long Service Awards Ceremony was held at Kings House, November 30, 2016. The Civil Servant of the Year was presented with a trophy during the event. Over five hundred (500) Officers who had been working with Government of Jamaica for a minimum of 25 years were presented with awards.

National Honours and Award Recipients

Sis. Sharon Anderson Third Vice President, Sis. Georgia Mogg former Second Vice President and Bro. Glendon Watson Departmental Representative were awarded in October 2016, with the Badge of Honour for Long and Faithful Service.

Glen Bromfield/JCSA Education Trust Fund Scholarship

Nineteen (19) applications were received for the Glen Bromfield/Jamaica Civil Service Association Education Trust Fund Scholarship for the 2016/2017 academic year and five were short listed for consideration.

Three new scholarships have been granted while three have continued from last year bringing the total number of awards to six. Three of the awards were valued at one hundred thousand dollars (\$100,000.00) each and three were valued at seventy thousand dollars (\$70,000.00) each.

The awardees must maintain an annual average of eighty percent in order to continue receiving the scholarship.

Below is the list of awardees along with the value of each scholarship.

JAMAICA CONFEDERATION OF TRADE UNION 5TH GENERAL CONGRESS

The Jamaica Confederation of Trade Unions held its fifth General Congress on July 2, 2016, in the Jamaica Teachers Association Board Room, 97 Church Street, Kingston.

The Congress was held under the theme: "Trade Union Working towards a secure and sustainable future for Jamaica".

Child's Name	Parents/ Legal Guardian	Ministry/ Department/Agency	Duration of Scholarship	School	Aggregate Score	Value of Scholarship
New Awardees						
Rumaurio Nickolai Bryan	Kimbrellea Fields	Tax Administration Jamaica/St. Mary Parish Council	3 years	Munro College	78.77	\$100,000.00
Jeniella Daniella Ewans	Nicola Gray	Passport, Immigration, Citizenship Agency	5 years	The Queen's School	82.89	\$70,000.00
Jason Jeremy Alear Brown	Nyandra Francis	Tax Administration Jamaica	5 years	St. Jago High School	85.61	\$70,000.00
Returning Awardees						
Sarah Camelita Campbell	Rachael Elis	Post and Telecommunications Department	1year	Old Harbour High School	78.00% (annual academic average)	\$70,000.00
Soleil Trevina Farquharson	Sandra Walters	Ministry of Health, Critical Care	3 years	Wolmer's High School For Girls	85.27% (annual academic average)	\$100,000.00
Lukie-Ann Samara Peart	Coleen Walfall	Tax Administration Jamaica	1 year	Hampton High School	83.1% (annual academic average)	\$100,000.00

Mr. Richard Byles, was Guest Speaker and he provided information on the current happenings within Jamaica's economy and encouraged the trade union movement to continue to advocate for sustainable development.

Sis. Helene Davis Whyte was elected to serve as President. The following persons were elected to serve as Vice Presidents for the Confederation.

- Bro. Wesley Nelson – Bustamante Industrial Trade Union
 - Bro. Lambert Brown – University and Allied Workers' Union
 - Bro. St. Patrice Ennis – Union of Technical Administrative and Supervisory Personnel
 - Bro. O'Neil Grant – Jamaica Civil Service Association
 - Sis. Lorraine Brown – Jamaica Workers' Union
- Bro. Granville Valentine – National Workers' Union

Outstanding Items of Claim

The Members at the meeting agreed that they would agitate for the implementation of all those outstanding items of the claim in the JCTU HOA 2015-2017 and to further seek a meeting with the Minister with a view to having a commitment to the implementation.

The Economic Growth Council

An Emergency Board Meeting was held on October 13, 2016, where discussion was held on the Partnership for a Prosperous Jamaica and the Economic Growth Council's Intent.

While there was a general acceptance of the tenets, the unions expressed that workers' rights and right to representation must be a main tenet of the agreement. It was also pointed out that there must be employment of nationals first before non-nationals are brought in to fill any gaps

REGIONAL/INTERNATIONAL ACTIVITIES

Caribbean Public Service Association (CPSA) Matters

Bro. Thomas Letang, CPSA General Secretary was elected to the position of First Vice President, of the Caribbean Congress of Labour (CCL) and Sis. Jillian Bartlett-Alleyne, General Secretary of the National Union of Government and Federated Workers of Trinidad and Tobago (NUGFW TT) was elected Second Vice President of the CCL.

CPSA EXCO Meeting was held during October 11-13, 2016 in Grenada. The leaders from the various unions discussed the actions taken on the decision/resolutions coming out of CPSA Conference held in July 2016.

A work plan was developed for January –December 2017. The CPSA Executive Committee have formalized their mentoring programme and now have a CPSA Young Leaders Mentoring Programme. This programme will seek to:

1. build trade union leadership in the Caribbean,
2. guide young trade union leaders to establish strong career paths
3. build lasting friendships and partnerships
4. develop social, cultural and human rights values among future leaders
5. share experiences that shape a stronger more cohesive trade union movement in the Caribbean

The mentorship programme will be for a three year cycle.

Public Service International (PSI) Matters

Congress will take place during October 31 to November 3, 2017 at the Geneva Conference Centre. There will be pre-meetings during the period October 29 and 30. These will be for members of the Regional Executive Committees (RECs), World Women's Committee (WOC) and the Executive Board (EB).

A Programme of Action was developed (PoA 2017-

2022) and will be adopted at the Congress. This provides an opportunity to embrace partners and recommit to action for a better world. Thus Congress 2017 themes are positive, provide a broader political explanation for our activities and are action focussed. The areas of focus in the PoA are:

- Trade Union Rights
- Tax
- Quality Public Services
- Pensions
- Privatisation
- Economic development
- Organising PSI Sectors (x5)
- Migration
- Trade Union Development
- Women and Equalities
- Trade
- Young workers

The PSI Executive Board (EB) 149 met on November 22-23, 2016 to assess progress since last EB meeting, decide on further priorities and prepare for the PSI World Congress to take place from 31st October to 3rd November 2017 in Geneva.

The EB noted that PSI Congress 2017 is a major opportunity for public sector unions to confront the rapidly changing global political environment and provide vision and leadership to workers across the globe and:

- Endorsed the proposed Congress slogan “*People over Profit*”.
- Approved the proposed *Congress logo*.
- Approved the release of the amended draft *Programme of Action (PoA)* to affiliates for consultation at SUBRAC and REC meetings during the first quarter 2017.
- Endorsed the draft *constitutional amendments* for release to affiliates, noting that the changes enhance regional democracy, strengthen the equality and diversity provisions; highlight the role of sectors in EB; empower young workers through a doubling of their representatives on the EB and abolish the minimum affiliation fee.
- Inspected the Congress venue and facilities, which are located close to the United Nations.

EB endorsed an emergency resolution condemning systematic violations of trade union and human rights in the public sector in Liberia where health, education and airport workers have recently been targeted and leaders of a PSI affiliate have been unjustly dismissed because of their trade union activities.

EB-149 noted work in the following PSI priority areas:

- **Health:**

PSI General Secretary was appointed to the UN High Level Commission on Health Employment and Economic Growth (UN COMHEEG) to represent the global health workforce. PSI advocated for public provision of health care and the rights of health care workers.

<http://www.world-psi.org/en/final-report-expert-group-high-level-commission-health-employment-and-economic-growth>

- **UN Habitat III**

Ecuador, October, adopted a new urban agenda. PSI attended to strengthen ties with local government leaders and further develop PSI work on the rights and role of public sector workers at municipal level.

<http://www.world-psi.org/en/habitat-iiiis-new-urban-agenda-will-not-deliver-unless-it-creates-decent-work-and-fully-includes>

- **Anti-Privatisation**

Following the Privatisation Summit in 2015 PSI is developing a web-based platform, which will also use the Congress slogan: People over Profit (PoP) to provide affiliates with tools to share information and coordinate campaign activities. The platform will build on expertise from PSI, PSIRU, affiliates and civil society. Subscribe to the Privatization Watch newsletter:

<http://www.world-psi.org/en/e-mail-news-subscriptions>

- **Trade**

PSI's longstanding leadership in opposing harmful trade agreements at country, regional and global level has recently shifted both the global labour

movement's position on trade and contributed to a mainstream shift in popular opinion as witnessed by the resistance to signing the CETA, the collapse of the TTIP and now the TPP. PSI continues its global leadership in warning about the TiSA.

<http://www.world-psi.org/en/issue/Trade>

- **Sustainable Development Goals (SDGs)**

PSI continues its work on the SDGs and has recently begun discussions with Education International to determine the role the ILO can play in SDG implementation. A training program to assist affiliates on SDG implementation is being developed in the regions.

- **Tax**

PSI and EPSU campaigns continue to place the issue of fair taxation to finance quality public services on the global agenda.

<http://www.world-psi.org/en/issue/public-fundingtaxation>

Friedrich Ebert Stiftung (FES) and Public Services International (PSI) National Tax Justice Workshop – June 27-29, 2016

Friedrich Ebert Stiftung (FES) in cooperation with Public Services International (PSI) hosted a national tax justice workshop during the period June 27-29, 2016, at the Four Seasons Hotel, Kingston. This is one of the activities in PSI's global campaign on tax justice. The workshop had participants from Jamaica CSA and Jamaica Association of Local Government Officers (JALGO).

The broad aim of the campaign was to build capacity in unions in key selected countries to effectively influence national, regional and international tax policy.

The workshop was targeted to union activists and those in leadership positions as well as key members who work in the Tax Reform and Tax Administration Units, who have strong influence.

- **Gender and Tax Justice**

Sis. Judith Wedderburn, Institute of Law and Economics (ILE) presented on Gender and Tax Justice. As part of her presentation she highlighted a key aspect of the tax justice campaign which was the strong gender dimension. She explained that economic inequality is strongly gendered and women and girls disproportionately use public services and social protection floors. Questions that arose from the discussions were: Is there a fair tax system? And a follow up to that was food for thought Taxing men and women: why gender is crucial for a fair tax system?

It was noted that Development strategies that ignore gender are likely to be less successful. The workshop's aim was to strengthen the debate about tax and gender.

- **Jamaica's Tax Policy and Tax System**

Representatives from the Ministry of Finance and Planning and Tax Administration Jamaica, were invited to present on the Tax System in Jamaica.

This gave participants the opportunity to have an understanding of the Tax Reform in Jamaica and also to give their own perspectives. With Jamaica's current arrangement with the International Monetary Fund, Tax and tax issues feature prominently in the debates on high debt and low growth across the wider Caribbean. The big question is where will the money come from to fund public services?

Twenty one participants were in attendance and included representatives from Barbados, Anguilla, Canada, Curacao and Jamaica.

The following links can be downloaded for further reading on Tax Justice.

<https://www.treasury.gov/resource-center/tax-policy/treaties/Pages/FATCA.aspx>

<http://www.world-psi.org/en/issue/public-fundingtaxation>

<http://www.globaltaxjustice.org/wp->

content/uploads/2014/11/taxing-men-and-women-gender-analysis-report-july-2014.pdf
<http://policy-practice.oxfam.org.uk/publications/working-for-the-many-public-services-fight-inequality-314724>

PSI Capacity Building Workshop for JCSA Women Activists

Gender equality is more than a goal in itself. It is a precondition for meeting the challenge of reducing poverty, promoting sustainable development and building good governance. ~Kofi Annan~

PSI conducted a one-day capacity building workshop for JCSA women activists on Thursday, June 30, 2016, at the Secretariat. The presenters were Sisters Sandra Massiah, PSI Sub-Regional Secretary for the Caribbean and Sis Jillian Bartlett, PSI Caribbean's women's titular.

Focus of the workshop and expected outcomes

The workshop follows up on the discussions at the sub-regional women's advisory committee meeting (SUBWOC) held in Guyana, as well as decisions taken by PSI's Inter-American Women's Committee (IAMWOC) and its World Women's Committee (WOC).

Specifically, the workshop helped participants to develop the JCSA's responses and actions in the following broad areas:

- Regional and global governance and gender equality
- Making gender equality and gender mainstreaming a reality
- Labour and trade union rights for public service sector workers
- Deepening the work of trade union women's networks and women's committees

UN Commission: New Investments in Global Health Workforce Will Create Jobs and Drive Economic Growth

PSI General Secretary Rosa Pavanelli joined the Presidents of France and South Africa calling for urgent public investments globally to create new jobs in the health sector in order to prevent a projected shortfall of 18 million health workers primarily in low- and lower-middle-income countries, and help countries to maximize the social and economic benefits of increased health employment.

The Commission concluded that investing in the health workforce is needed to make progress towards the Sustainable Development Goals, including gains in health, global security and inclusive economic growth. The commission made 10 recommendations for realizing those gains, through appropriate investments in health employment that can power economies, move countries closer to universal health coverage and act as a bulwark against outbreaks such as Ebola.

On the 61st Session of the United Nations Commission on the Status of Women

13-24 March 2017, New York, United States

The priority theme of Session 61 of the United Nations Commission on the Status of Women (UNCSW61) is "the economic empowerment of women in the changing world of work".

The current situation is as follows:

I. Political position

The international trade union movement has a six-point position on Economic Justice for Women:

- Decent work;
- Right to quality education for women and girls;
- Closing the gender pay gap: living minimum wage and social protection, raising the social value of women's work (historical female occupations, jobs and sectors) and labour segregation;
- Investing in the care economy: financing and

providing gender responsive quality public services;

- Stop gender-based violence in the world of work: campaign for a binding ILO standard on violence against men and women in the world of work;
- Supply Chains: ensure freedom of association, living minimum wage and social protection.

The trade union coalition held a preparatory meeting at the end of 2016, at which it agreed the following strategic objectives for UNCSW61:

- Greater UN Women commitment to increase trade union participation in the CSW and information on trade union movement representation at UN Women’s consultative bodies. At the moment, all we know is that our colleague Barbara Byers, of the CLC, has been appointed as a member of the Civil Society Advisory Group (CSAG);
- Early access to the “Zero Draft of the Agreed Conclusions”, through direct contact with key governments: Germany, United Kingdom, Canada and others;
- Work closely with the ILO to ensure the trade unions are recognised as effective partners: publicise trade union priority policies, attend official events and organise an official event involving the ILO and the trade union movement;
- Use the media and social networks to publicise trade union priorities and our position on the “Zero Draft”.

- Sis. Patrice Porter whose aunt and uncle passed away in June 2016.
- Sis. Sandra Cameron on the passing of relatives.
- The family of Sis. Thelma White, who served as Honorary Secretary between the periods 1980 - 1990.
- Sis. Janet Mitchell, Past Honorary Secretary on the passing of her mother in November 2016.
- Bro. Denham Whilby, Past Honorary Secretary on the passing of his father in December 2016.
- Sis. Gillian Corrodus on the passing of her father in January 2017.
- Bro. Boan Wood on the passing of his wife in March 2017.
- The family of Sis. Sonja Jacqueline Moriah, Former Associate Secretary and Education & Research Officer who passed away in March 2017.
- Sis. Tamara Lawrence on the passing of her father.

The JCSA offers its sincere condolences to the families and friends of all the deceased and to remind them that death leaves a heartache no one can cure and a memory no one can steal . Our prayers are with them all.

May their soul rest in peace and light perpetually shine on them.

OBITUARIES

During the administrative year, the Association said farewell to some of our members as well as close family members of our General Council and staff.

The family of Bro. Royston Johnson who was member and former employee of the JCSA. Bro. Johnson served has Chapter Chairman and was later employed as Administrator for the JCSA North East Regional Office.

Minutes of the 97th Annual General Meeting

*Opening Ceremony, held on Thursday, May 26, 2016
at the Jamaica Conference Centre, Kingston*

THURSDAY, MAY 26, 2016

The Master of Ceremony, Sister Geraldine Miles invited the Chairman, Bro. O'Neal Grant, to call the meeting to order.

CALL TO ORDER

The Chairman Bro. O'Neal called the meeting to order at 3:24p.m.

He acknowledged the presence of attendees at the head table, Mr. Danny Roberts of HLSTUEI, Sister Tifonie Powell General Secretary, Brother Wayne Jones Deputy Financial Secretary Ministry of Finance, Pastor George Kamalu, Professor Alvin Wint UWI, the CEO of the Companies Office of Jamaica, from the Public Service Union of Belize, Ms. Jacqueline Willoughby; the Director of Benefits from the Ministry of Finance Miss Erica Barnes. Mrs. Ruth Clayton, the family of the late Samuel Stewart, Capt. Delano Thomas, representing Major General Anthony Anderson, Chief of Defense, JDF; Ms. Tameka Estick, Personnel Manager from the Bellevue Hospital; Deputy Commissioner Joy Stone from the Department of Correctional Services, Ms. Claudette Coombs from the Jamaica Customs Agency, Mr. Rudolph Sewell from Mico, Sister Georgia Mogg from our National Staff Relations Council and Directory Secretary of the JCSA Limited. We also have the winners of the Essay Competition from the Tarrant Primary School.

He also recognized the Officers of the JCSA, 1st Vice President Robert Chung, 2nd Vice President; Sister Gillian Corrodus; 3rd Vice President, Sister Sharon Anderson; Honorary Treasurer Paulette Bruce Williams.

The Chairman recognised the presence of our partners Mr. Glen Bromfield from the Bloomfield Jamaica

Limited, Mr. Dwight Bromfield and his wife, Mrs. Bromfield, from Damark and Ms. McCauley also from Damark.

Notice Convening the 97th Annual General Meeting

The Chairman invited the General Secretary to read the Notice Convening the Meeting.

Invocation

This was done by Pastor George Kamalu.

Apologies

The Chairman announced those who had tendered apologies for absence:

Minister Rudyard Spencer, Minister without Portfolio for the Public Sector; Ambassador Douglas Sauders, Cabinet Secretary; Minister Audley Shaw, Minister of Finance, Mrs. Chelsea Shelly Vernon from the Solid Waste Management Authority; Mr. Hibbert Anderson, Secretary Manager of the Jamaica Civil Service Mutual Life Society; Mr. Narry William Singh, Director General of the Civil Aviation Authority; Ambassador Paul Robothom, Permanent Secretary in the Ministry of Foreign Affairs and Foreign Trade, the Honourable Delroy Chuck, Ministry of Justice; Mr. Nicholas Dallas, Departmental Representative from the Companies Office of Jamaica, Mr. Levaughn Wilson, Departmental Representative from, Tax Administration Jamaica, Mr. Debbie Shark Departmental Representative from the Criminal Investigation Bureau, Sister Onydene Lawrence, member of our National Staff Relations Council, and Ms. Rose Perrine Greenwood, Departmental Representative from the Ministry of Economic Growth and Job Creation.

Greetings

Brother Wayne Jones, Deputy Financial Secretary.

Thank you very much Sister Chair. Brother President, Sister Gen Sec. I'd like to say Brother Alvin, who is my friend and colleague and brother in other areas of public life; Pastor; leadership of the Jamaica Civil Service Association including your past officers, members of your Executive, your General Council, members generally, friends all of the Jamaica Civil Service Association, good afternoon.

Please allow me, President, to bring very special greetings and apology from both the Cabinet Secretary and the Financial Secretary, both of whom have asked me to personally indicate to you how sorry they are that they are not able to be with you this year, and to wish for you a very successful two days of deliberations.

On my own behalf I take the opportunity to congratulate the Union on the attainment of 97 years of existence. That's no easy feat for any organization, and I think that is something you must continue to be very proud about.

It's very, very important too, sir, to congratulate you on being able to continue to have your annual general meetings. There are many organizations in this country and elsewhere in the world that are not able to host an accounting session like this to its members, and that's a very important aspect of your being in a democratic organization.

When I was asked by Minister Spencer to do this, because he had to be out of town today, I insisted that his PR and Communications people present me with a written script so that I could stay on message, because anything I say that doesn't meet with your approval I want to make sure it is the minister's responsibility, not mine. And so I read, it says:

It gives me great pleasure to bring greetings to this

august body of civil servants, as you as a body celebrate 97 years of the establishment of the Jamaica Civil Service Association. This achievement is not to be taken lightly as the Association represents a level of maturity in democratic societies where public officers can caucus and petition the Government, negotiate terms and conditions of work and negotiate salaries and other compensation benefits. This power that civil servants have been vested is not to be squandered or treated wantonly. Rather, it must be guided by emotional intelligence and maturity.

The Government of Jamaica is the largest employer of people in this country, and as such the JCSA's role as we are in the modality of public sector transformation, is one that reaffirms the commitment to the highest level of service delivery and efficiency, which will favourably impact productivity.

The JCSA membership must continue to join with us as it relates to its role in nation building and in improving the private sector investment experience when they interface with your members.

Mr. President, the JCSA is critical to the economy's ranking on the World Bank Doing Business Index, which measures the ease of doing business in Jamaica and particularly the Government entities. I am, therefore, duty bound to underscore this point, as too often we find ourselves at the negotiating table and we speak to wages and benefits and yet we seem to overlook the connection with productivity and the Government's ability to improve benefits and increase wages and salaries.

Ladies and gentlemen, as we are about to embark upon the negotiations for the next contract period, I am inviting us to renew our commitment to the highest level of service delivery and to seek to ensure that as we bargain for the best benefits for public officers, we continue to focus on the developmental benefits, even as we improve the bread and butter ones.

As a critical plank in the GOJ Public Sector Transformation Agenda, human resource transfor-

mation continues to take on significance and indeed relevance. Many of you would have heard of the Human Capital Management Enterprise System, HCMES, the software being designed to help ministries, department and agencies in the delivery of far better human resource management services, which will help all to conduct human resource management activities with greater efficiency, including timeliness, fairness, and the equitable utilization of the resources available to us in this sector.

The system is projected to begin roll out in January 2017 across 15 ministries, departments and agencies. Of course, compensation review is underway, and we expect to deliver recommendations to the Cabinet by the end of December 2016. A human resource operating model is also in the works, and your Union will soon be invited to begin discussions on this proposal. These initiatives we know are condition precedent to any successful transformation process, as without a focus on the people; all other efforts are doomed to failure. It is an exciting journey that I am asking you to take with the Government. It is a journey littered with much hope and expectations. And as the guardians of public sector machinery, your task is a special one of keeping the bureaucracy steady and focused and the JCSA has a distinct role in this regard. As Minister Shaw says, in the drive to economic growth and job creation, this Government seeks a close partnership with the hardworking Jamaicans. We believe, as do I, and I now quote from the Finance Minister in his opening budget presentation.

"Jamaicans must believe that prosperity is possible and achievable in Jamaica and we must believe that this will be achieved in our time."

The JCSA must partner with Government to make this reality. The mind shift that will result in increased productivity and efficiency which will ultimately result in fewer delays in the bureaucracy, and as such favourably impact our doing business ranking.

My friends, and I can take this part, as a trade unionist at heart, I understand the plight of civil servants, I understand and commiserate with the working conditions, wages and salaries, and I do believe, as I speak

to you from a very special place in my heart, that I want more for you and I want more for all Jamaicans. When the civil servants are prosperous, the multiplier effect is significant, as your consumerism will touch many lives and jump start economic activities that were otherwise dormant or moving at a less than desirable pace. So as you celebrate your 97th Anniversary, let us reaffirm our commitment to improving our best. We can all better our best. It was Elton Mayo who said, "Productivity increases when workers are psychologically stimulated." So I extend my hand to you, this august body of sterling civil servants and public officers, to join me now in making that mental shift towards what will see us improving how we execute our daily task. And my friends in so doing, when we sit at the bargaining table it will not be you making demands, rather it will be me and the team saying well done, our faithful and hardworking civil servants, come forward and claim your piece of the success that you have helped to create. Let us all be on one accord as you remain persistent and consistent while advocating for the Jamaican public sector.

All success, God bless you in your two days of deliberations, and it is my very special pleasure to now declare your 97th Annual General Meeting open. Thank you.

Greetings:

Mr. Danny Roberts, head Hugh Lawson Shearer Trade Union Education Institute

President Grant, Professor Alvin Wint, guest speaker; Brother Wayne Jones, other members, Sister Powell and George Kamalu. Brothers and Sisters, good afternoon again.

Wayne said something earlier and you all chuckled, but it is serious. We are into exciting times over the next three to four years. The projection on the state of the economy is that wages are suppose to be 9% of GDP come next year 2017/2018, and continue to 2020/2021. That is predicated on a GDP growth of about 2.5% per annum beginning also the next financial year. Already the IMF has projected a growth of about 1.7% for next

year, not the 2.5 that it has forecast for the next five years in its review of the Jamaican economy, but 1.7%. It has also caused to have to down grade the projected growth in the world economy, because the world economy is not moving as robust as the World Bank and the IMF and others had anticipated. But needless to say, our forecast, our projection which was set about three, four years ago, has not been adjusted, save and except for the primary surplus which has moved from 7.5 down to 7.0 and really should be about 4.5, but we will get to that.

So the next three years will mean that if civil servants who are said to present the greatest risk, or let me put it how the IMF put it, the public sector wage bill is said to represent the greatest threat to the success, the quote unquote "success" of the IMF programme, because as the IMF in its last report says if you don't bring it down to 9% of GDP, we are either going to have to cut non wage spending or we are going to have to cut capital spending. We are already sacrificing capital spending, so that we can meet the 7% of the primary surplus. But I am not the guest speaker so I bring you greetings and thank you very much and hope you enjoy the rest of your conference.

Entertainment

Entertainment was provided by the Tarrant Primary School Choir.

President's Address

I will acknowledge persons who have tendered apologies for absence, Ms. Helene Davis Whyte the Interim President of the Jamaica Confederation of Trade Union, Brother Denham Whilby, member of our National Staff Relations Council and past Honourary Secretary of the Union, and Brother Errol Miller, Chairman of the Jamaica Civil Service Mutual Thrift Society and past Honorary Secretary of the Jamaica Civil Service Association. We have with us, since the last announcements, Mrs. Lona Brown of the Administrator General's Department. We have Mrs. Jean Menzie Hasting, past officer of the Association and a past Commissioner of the Public Service Commission, Mrs. Sonia Campbell of the JCS Housing Company

Limited and past Honourary Treasurer. And seated beside Mrs. Campbell is one of the Deputy Commissioners of Tax Administration Jamaica Limited, Tax Administration Jamaica; and Sister Marva Ximannes, past officer and member of the committee of management of the Jamaica Civil Service Mutual Thrift Society. As a trade union we have to acknowledge the persons who are working assiduously to ensure that the moment is properly captured. Our videographer, who is standing right in the midst of us, and our stenographer who is capturing every single word, phrase, comments and gesture that is made, so be very, very careful.

Good afternoon. Madam, General Secretary Professor Alvin Wint; Deputy Financial Secretary Wayne Jones, Pastor Kamalu, Brother Danny Roberts, CEOs, Heads of Agencies, my Vice Presidents, members of the Stewart family, past officers, members of our executive, members of our National Staff Relations Council, members of our General Council, members, brothers and sisters all gathered here this afternoon I bid you welcome again to this our 97th Annual General Meeting. If I sound as if myself and Minister Rudyard Spencer traded notes, then it's mere coincidence and it simply says to you that there is a commonalty of purpose. But the purpose that I seek rests with the interest and the rights of my members whilst the purpose that the Minister seeks is the interest of the Government of Jamaica. Let us see how we can get those two interests to reconcile.

The Jamaica Civil Service Association was created to address poor working conditions and the compensation of public officers in the economy after the ravages of World War 1. Some of the things that we have fought hard for and won were relevant to that era; such as pay and promotion based on seniority and benefits, recognizing that we had English men as the specialists and leaders in our civil service.

Currently we use a scalar system and have a policy on seniority. However, pay and promotion is no longer heavily weighted by seniority but by competence and merit. The compensation of public officers must recognize that seniority is not a major factor anymore, and

you must also recognize that civil service wages are lower than they were in the year 2000 in real terms.

The lack of an all encompassing compensation policy or philosophy in the public service means that there are more losers than winners, and the Ministry of the Public Service, Ministry of Finance and the Public Service is constantly trying to fix the problem by doing upgrading of posts, reclassifications and realignments. A comprehensive compensation policy is absolutely necessary, and where there is consistency in the compensation of public officers there will be the benefit that we are all trying to reap. This we feel will cause higher retention rates in the public sector, due to a competitive wage.

In regards to compensation, many persons don't seem to remember that the Jamaica Civil Service Association bargained and won for public sector wages to go to 80% of what the market pays for certain jobs. During that cycle only the lower level staff in ministries, departments and agencies came close to that 80%, and the wages of middle and senior managers of the public sector continue to remain at about 60% of market, using the average of Jamaica Employers Federation Annual Survey as the basis for the comparison.

This must also be seen in the context that the posts in the central civil service were reduced by 7,112 posts, between 2010 and 2015, moving from 41,751 to 34,639. However, we have seen where the overall posts in the public service have been increased. In National Security by 4,562, with an additional 4,068 in the Police Department and 494 in the Correctional Services. These posts were realigned and hence we see an increase in the wages for these uniformed groups that take them closer to market. But the administrative staff unfortunately have been left behind.

So, colleagues, brothers and sisters, if we had had the visions in salaries in the health sector as a result of the health sector reclassification; in the of Ministry of Education, predominantly through the increase in teachers' salaries to move them to 80 percent of market, and in the National Security Ministry to take care of the

realignment of police officers, correctional officers and also in the finance services, why is it that we have this notion that there continues to be a lack of productivity in the public sector? Whilst individual productivity among public sector workers may be high, the total factor productivity in the public sector is low, and has implication for Gross Domestic Product. This is not because of the people, but due to the fact that as a country they have not invested enough in our public sector. So you have some public sector entities that are highly productive and efficient and some that are not. Just make a comparison between the National Insurance Scheme, the National Housing Trust and the Accountant General's Department. The NHT is a star. The National insurance Scheme is struggling, and the Accountant General Department is on the rise. What differentiates these three entities is the level of investments made in the total factor productivity apparatus. The total factor productivity apparatus. This means the investment in technology, business processes, facilities, and last but not least, the people. And it is the people that will make a difference in the public sector. And we are asking that total factor productivity be something that underlines investment in the public sector, and if this is done you will see a significant rise in our Gross Domestic Product.

This lack of productivity can in some instances be addressed by collective bargaining. And to some extent stakeholder participation. Collective bargaining, my brothers and sisters isn't just about pay raises. It also includes matters to do with staff welfare and motivation. Collective bargaining is about securing and protecting the rights of both the employees and employers as they seek to balance those rights and interests. If it was only about wages and not about balancing interests, we would not have had wage agreements that spoke to wage freeze on the straight that spanned 12 years from 2004. If you look at the persons being employed and promoted in the public sector, it is not just about seniority, brothers and sisters, it's about merit.

The problem that we have in the public sector is that public sector jobs are not seen as attractive if there are

alternatives. And as more jobs are created in the private sector, you will see more public sector brain drain. Right now the number of JCSA members who have resigned from the service, shows that the overriding cause of the drain in the public sector is migration, but we anticipate that as the economy grows and more jobs are created, and if the public sector compensation systems are not fixed in the timeline that DFS Jones highlighted, then we are likely to see an expansion of this drain in the public sector.

It is not lost on the JCSA that there are cross cutting issues that have caused persons to leave the sector. But the gravamen of my position is that there is a brain drain in the public sector and some public commentators postulation is that this is due to a lack of compensation based on performance versus compensation based on position and seniority. In my earlier part of my presentation you would have seen that we no longer use seniority as the basis to treat with person's promotion in the public sector. In my humble opinion all compensation systems recognize position and seniority, but not all systems recognize performance and productivity, and that is part of the challenge that we have in the public sector. This is due to the fact that while we have good individual productivity from labour, again I say that the total factor productivity is low, due to a lack of investment in facilities, systems and processes and, of course, people. This results in low organizational output manifested by inefficiency and ineffectiveness. Imagine this if you will: If you feed an animal with the wrong type of feed, then the output in terms of feed conversion will be poor, the animal will just not get fat and will pass out more waste than desired. But if you invest in the right type of feed, it might be more expensive, might be more expensive up front, but in terms of output in relation to conversion rates and the reduction of waste, the investment can be justified. So it is with the public sector and the lack of investment and why we see the phenomenon of low total factor productivity and waste in our public sector.

Once we apply a systems approach to any challenge and not a transactional approach, we will achieve total

factor productivity that satisfies the demand for better quality public services, including higher levels of health care, better education and crime reduction. While these are not the focus of public sector transformation, we hope that the pervasive nature of the transformation programme will lead to an impact on these three areas which account for 60% of the employed labour force in the public sector and accounts for the largest share of the annual expenditure budget, but are not in of themselves revenue centres for the Government of Jamaica.

So you will see, colleagues that the task ahead for the Jamaica Civil Service Association is not going to be a very easy one, having taken the picture painted by DFS Jones, through the Minister's address to us this afternoon and my address to you. The challenge that we have in the next negotiating cycle, which is underway, is to see how we can reconcile the interest of the state versus the interest of the worker. With those words my brothers and sisters, I close my presentation. Thank you.

Introduction of Keynote Speaker

Ms. Regina Bell introduced the keynote speaker.

Keynote Speaker

Professor George Alvin Wint, CD.

Thank you very much Sister Bell. Sisters and brothers it's a pleasure to be here. I'd like to acknowledge the individuals at the head table. You've heard all of them and I'd like to make special mention of three of my friends and colleagues at the head table. Your President, with whom I have worked for quite a while now, and my presentation is actually going to focus on two sets of issues. One is the whole issue of partnership for the betterment of Jamaica and the other is the issue of public sector reform. O'Neal and I have served together on the Public Sector Transformation Committee for the last several years that has been looking at reform of the public sector, and has also been a part of a partnership initiative that we have in Jamaica that really in many respects has gone back close to 20 years now in terms of dialogue across the

groups, the private sector, civil society, the Trade Union Movement; So too with Wayne Jones, who I have had the pleasure of serving with on the Consultative Monitoring Group that was established by the Golding Administration in 2009. Then again, that was seeking to focus on reform of the public sector. And then my friend and colleague Danny Roberts who is with me at the University of the West Indies in the capacity of Head of the Hugh Lawson Shearer Institute. So it's my pleasure to be here. I see other friends and colleagues in the audience and it's really good to be here to talk with you.

I do want to start off by congratulating both the Civil Service Association and more importantly yourselves, because we have, I think, some jewels in the country that go unrecognized. And I have long been of the view that one of the jewels of Jamaica or two, one has being our Trade Union Movement. The Trade Union Movement in the country has been exceptional, truly exceptional.

You know, I pointed out that we have been having these interactions. About 20 years ago a group was formed called the Acorn Group, and that group has been meeting consistently over the last 20 years, and it has comprised individuals from the Trade Union Movement from the private sector and from civil society, and we just don't have any disagreements. Am I incorrect, sir? We have long united in the process of having moved the country forward, and I think that really is a tribute to the Trade Union Movement and to our private sector and to how we have combined as a country.

And then, the other jewel that often goes unrecognized is the quality of dedication that we get from our public sector workers. It is absolutely incredible.

Across the length and breadth of the country, against all of the odds, and there are many odds, and I am going to speak to some of them, but that is a resource that we have that we need to value better, and I really want to congratulate you for the work that you have done in and out and over many years, and I think we

have to recognize in the country when we have these jewels, and we have to understand how better to ensure they are appropriately rewarded and recognized.

So it's because of all of these factors that when your President asked me to speak at this function I unhesitatingly said, yes, although I actually feel that in a number of these ceremonies there are just too much talking, and it does get to be too boring. And so I ask your patience as you go through presentation after presentation. But I said, yes, because I wanted the opportunity to say thank you to you personally and also to share with you some of my thoughts in terms of the role that we need to move forward on in the country; which takes me then to the topic of my presentation, and certainly within the broader context of your theme for the meeting, but I think I did get some liberty in using the topic that would be subsumed in that broader theme.

So my topic is "How do we induce growth in Jamaica, and is the role of the public sector partner in inducing growth in Jamaica?" And why are we concerned about issues of growth? But they are obvious. But let's state the obvious. There is no more pressing policy issue in Jamaica than the fact that we have had for so many years very low levels of growth. And so the policy issue has to be how do we overcome a history decades of poor growth performance? And I don't know how well you can see these figures, but I can indicate them to you and they are figures with which everybody is familiar.

What these figures are trying to do is to tell us where a number of countries were in 1960 in terms of the average income per person and where those same countries were in 2012 and what has been the average growth rate over the period. This differs from what you often hear about, because this is what we call nominal growth, it is not accounted for inflation. I have just done that so we can see the comparison of where it is the country started in 1960. So, for example, you have heard this before, but it bears repeating, because we need to understand why we haven't grown as rapidly as we could have.

So the classic case of Singapore that had an income per person of US\$396 in 1960, and St. Kitts was 242. Bermuda was very high then and it is important to understand that. Barbados was 379, the Dom Rep was 203, Panama was 368, and you see where those countries got to in 2012. But where is Jamaica? Jamaica was 429 in 1960. That was higher than Costa Rica and higher than Singapore, the same level of Hong Kong, higher than St. Kitts, higher than Barbados, higher than the Dom Rep and higher than Panama.

By the time we get to 2012 Jamaica is at \$5,464 person; Bahamas \$22,000, Costa Rica is \$9,000, and if we go back Singapore is 5,451; Hong Kong is 36, Hong Kong is the same place that we were in 1960. St. Kitts is 13,000. Again St. Kitts in 1960 was 242. In 2012 they are almost 14,000, we are still at 5,000, and so on. Barbados was less than us in 1960, in 2012 it's 15,000.

These figures we are all familiar with them. I do want to make the point that when you go back to the Jamaican situation, our average rate of growth over that period from 1960 to 2012 was 5% a year. Again this is in nominal terms. There were countries that grew much more than we did, and it's important to understand that. Because with you haven't down tier that in the Jamaican analysis.

So, for example, Argentina has grown at 4.3% over that period. So in 1960 Argentina was almost three times as rich as Jamaica in 2012. It's still richer than we are but twice as rich, because it has grown more slowly, even though it's only .7 of a percentage point. When you look at that over 42 years you see what the impact is. Venezuela, the President of the Venezuela was here this week end. In 1960 Venezuela was twice as rich, or more than twice as rich as Jamaica. It's still richer than Jamaica but only one and a half times, because Venezuela's growth rate has been lower than Jamaica, it's at 3.6%. Again in nominal, terms. Guyana has grown more slowly than we have. Haiti has grown more slowly than we have and, of course, one of the really poor cases of growth is Zimbabwe, which was a little bit poorer than Jamaica in 1960, but is massively poorer than Jamaica in 2012, growing by only 2% per

year over that period. Jamaica hasn't done well in growth in terms of relative to some countries it has done better than other countries. The key thing, of course, is what has caused the differences? Why have some countries grown more rapidly than others? There is so much research that has been done on this subject. I am trying to capture this research into a number of key points that are important in understanding why it is that countries grow at different paces, at different rates.

Where countries protect their property rights well that has a positive relationship to growth. So if you get into a situation where there is improper property right protection and where people can't feel confident that the land that they own or the assets that they have acquired or the intellectual property that they have generated; where those are protected you get growth. Where those are not protected you don't get growth for obvious reasons. If people don't feel their assets are going to be protected, they are not going to invest in creating new assets.

The rule of law: Again obvious but it is important. Where there is strong rule of law in a country where people can feel confident that laws will be upheld; that is conducive to growth. Where that doesn't take place it is not conducive to growth. Macro stability, whether it's economic or political or social, where there are high levels of macro stability this leads to growth, where there are low levels it doesn't.

Infrastructure developments: Again it's obvious the link is there. The quality of institutions, it's obvious. Where there is national cohesiveness, where a country is cohesive, this leads to growth. Where it is not cohesive it doesn't. Where educational levels are high and improving this leads to growth, the obvious is true. Democracies tend to grow more rapidly than countries that are not democratic, and where there is freedom in foreign transactions, where people can engage in foreign activities easily, this also is conducive to growth. Where the Government consumes a high proportion of a country's product and income level, that's not conducive to growth, and where there are high

levels of inflation that's also not conducive to growth.

So we have a sense of what factors are important in helping countries to become high or low growths countries. Now, these are all factors over which a country has direct control. There are other factors that are important to growth, where a country is located, the kind of climate it has, for example. That have implications on growth levels, but you don't have any control over those. So there is no point in saying you could grow more rapid if you could move Jamaica to another part of the world. That's kind of a pointless statement. But, luckily, the factors over which countries have direct control are actually more important to their growth prospects than some of these other factors. And almost all of these factors lie within the realm of policy making and the work of the public sector.

Now, the point to be made, and it's an important point, is that when you are looking at issues of growth, and I talked awhile ago about the consumption ratio, there are some people who can conclude from that, that you need to have public sectors that can be properly adjusted and properly calculated. One of the points that I have been making for some time now, is that Jamaica has one of the leanest public sectors in the world. This is something that is not well understood, not well recognized, but it's also one of the reasons why I come here today to thank you very much. There is a very good reason why public sector workers in Jamaica feel harried and tired, and many times exhausted. And what is that reason? Look at the data there, look at the data there. In Norway 33% of the labour force works in the public sector. In Barbados 20% of the country's labour force works in the public sector; in Mauritius 20%, in the United Kingdom 19 percent; in the U.S. 16%; in New Zealand, which is held up as the paragon of public sector efficiency. 9.5 percent of the labour force works in the public sector. What is the rate in Jamaica?

RESPONSE: *Nine percent.*

I have not discovered a lower rate in any country in the world, in terms of the number of people working in the

public sector relative to the number of people who are in the labour force. Now, we actually could only make these calculations after some good work that was done in the Consultative Monitoring Group, because to be quite frank with you, before that exercise, several years ago we weren't quite sure how many people work in the public sector. One of the activities that we engage in was a very wide sweeping census of the public sector to identify very, very clearly how many people worked in the public sector. The figure that we got to, DFS Jones, was about 120,000, which is the figure that I am using in this calculation. And when you take the total labour force in Jamaica, which is just about a million people, and you divide it by the 120,000, or you divide the 120,000 into it you get that 9%. It is amazing. Look at Norway, our public sector is doing all the things that the Norwegian public sector is doing, except that the Norwegians are doing it with one third of their labour force, Jamaica is doing it with 9% of their labour force. That's why you feel tired in the evenings.

But it's important I think for this message to be conveyed across the society because it is a surprise. The Public Sector Transformation Committee had to give a presentation to the most recently appointed Cabinet four weeks or so ago, and I made that point there and there was astonishment, quite frankly, because it is not well understood. There is this notion that we have a lot of fat in our public sector; we don't. It's a very lean public sector. And so we need to understand this, and we need to understand the work that has been done and, of course, there has been a process over the years of trying to calibrate the public sector.

The only point I want to make here is that the size of the Jamaican public sector is not an important policy issue, unless we are going to expand it,

It is not affecting our growth issues. But we do have a problem; the cost of the public sector isn't as good as the size, and from the perspective of policy issues, because our public sector is relatively expensive. Why? It's relatively expensive because when you look at calculations of public sector cost, the standard way to do this is to look at it as a proportion of the country's

Gross Domestic Product. And so when you look at our wage to GDP bill, this has been discussed, this has been mentioned, it was 11% in 2011 and 2012. It is now about 10% coming down over the period. It was 11% in 2012, 2013 and we heard talk about the IMF programme seeking to get it to 9%.

The question is, what is important about this 9 percent and why are we trying to bring that wage bill down? We are trying to bring that wage bill down as a proportion of GDP, not because absolute public sector wages are high. If I came here and told you that the absolute public sector wages are high you would laugh me to scorn, because you have evidence that you collected yesterday, that is completely contrary to any such suggestion. The problem in Jamaica is that because we have grown so slowly over the last 40 years, that when you look at our wage bill as a proportion of our GDP, it hasn't grown, it is high on a relative scale.

Just to give you an indication of it. Across the entire European Union the public sector wage to GDP bill is 11%, just like ours was in 2012. The difference is that the Europeans on average have 16% of their labour force employed in the public sector, whereas we have nine. So the 9% of our labour force is costing the country the same as the 16% of an average European labour force. But again the problem is because our GDP is very, very low relative to where it should be, and I just want to go back. Remember where we said it should be? Even Costa Rica which was lower than us in 1960 is twice our level of income almost today, and Bahamas was higher than us, but Bahamas is still much higher. But if you go back to Singapore, because that is not so ridiculous, they were lower than us and now they are ten times our income level, but take St. Kitts and Nevis which is not half way around the world. When people talk about the Singapore, Jamaica, example they have a different culture and they don't have a democratic tradition, and if you drop chewing gum on the ground you can be imprisoned, and we wouldn't want a situation like that. But St. Kitts had half Jamaica's income level in 1960 and has almost twice, almost three times Jamaican's income level in 2012. That is not an example of half way around the world, that's an example of a few hundred miles away in

the Caribbean Sea. So what has St. Kitts done that Jamaica hasn't been able to do? And this is where we need to focus our attention and effort.

Now, when you look at some of our Caribbean peers, they haven't done anything overly dramatic. They have just been much better at some of these growth influences, like the rule of law, like macro stability. I just give you one example of macro stability: the Eastern Caribbean, the Organization of Eastern Caribbean States, in terms of their currency, as you know they adopt the Eastern Caribbean dollar. They had that dollar and the exchange rate was EC\$2.7 to US\$1 in the early 1980s. Guess what the exchange rate of the EC dollars to U.S. dollar is in 2016? EC\$2.7 to US\$1. Now, I am not suggesting that the dollar rate is the best example of macro economic stability, but it ties into issues like the level of inflation and what is happening to your Balance of Payments position and some of those kinds of issues.

The other issue that we now have to look at is when have we seen significant economic growth in Jamaica? Well, the first thing we have to say is that any significant growth in Jamaica has to reduce the growth inhibitors that had limited the expansion of Jamaica's international competitive sectors in particular. Why? Because when we look at the instances where we have had high levels of growth in Jamaica, they have all taken place when our international competitive sectors were doing well. And so we quote, for example, that in the 1960s Jamaica was growing quite rapidly and it was five, six, seven, 8% growth. What was happening in the 1960s, we had a dramatic expansion in our tourism and bauxite aluminum sectors. What is significant about those sectors, those are sectors that compete on an international scales. And that international competition when you are a small country is essential, because small countries find it very, very difficult to grow rapidly, based upon an internal dynamic, because they are so small. So small countries in particular, they grow particular links, the ability to be hospitable to the world. Hospitable to the world for tourist or residence or international capital, that is in the form of individuals or technologies. But that is the way in which small economies grow. That's what we haven't done well at.

So historically, high levels of growth are also true in the 1980s. The first part of the 1980s we had very little growth. The second part of the 1980s again was accompanied by high rates of growth in tourism, and we also had some expansion of the garment sector and others have been competing internationally.

I just want to give you one example of the differences across the Caribbean that helps to explain why we didn't have Caribbean space. Jamaica hasn't done so well as our peers.

This is an example of tourism, and tourism is a clear example of what we do very well as a region. I am just taking these countries. Let's take Aruba. For every resident of Aruba, residents and citizens, 8.6 tourists come into the country every year. In Cayman, 8 tourists per person; in Anguilla 4.7; Bermuda 4 or 3.9; Bahamas 3.9, St. Kitts 3.5, Jamaica 0.75. So we haven't done as well in relation to our population as attracting tourist as these other countries. Now, the first thing that you will tell me is, 'Yes but those are tiny countries compared to Jamaica.' This is why I have France up there, right above Jamaica. Because you can't say that about France. France generates 1.3 tourists per every French citizen. France has a population of 60 million people.

Now, let me be fair. And by being fair, I will tell you that France gets the most tourists of any country in the world. So I am using an extreme example there, but it's an example I think that is making the point. Because when you look at those countries above Jamaica there is not a single country there that has a better set of natural assets than Jamaica. Jamaica is the most beautiful country in the world. And not just talking about beauty from the perspective of the geography and the flora and fauna. Most people will tell you that you can't find a warmer welcome from people than you can find from Jamaicans.

Now look at the per capita income levels there, and this is a different measure of per capita income, which is why you see something different from what I showed you before which was the 5,000 for Jamaica. This per capita income is measured on what economists call a Purchasing Parity Basis. In other words, what the per capita income can buy in the country. And again you

see Cayman is 44,000; Jamaica is 9,000; Bahamas is 12,000. Bermuda which is an astonishing place is 86,000. So what is driving income in those countries is the ability to attract tourists and also some of them have done very well in attracting capital in the form of financial service centres.

So we have to say why aren't we attracting more tourists to Jamaica? Well there is an obvious reason. Homicide rate per hundred thousand people. Now, Jamaica is at the top of the list. When you take the period from 2002 to 2013, we have been murdering 39 people per hundred thousand. United States contributes very significantly to Jamaica's high murder rate, because all the guns that are used to murder people in Jamaica comes from the U.S. So they are a major contributor. But they don't kill each other nearly as dramatically as we do. Their murder rate per hundred thousand is 3.8. Look at the bottom one there. Mauritius, and this is where it is so unfortunate, and I show you Mauritius has 20% of their work force in the public sector versus nine in ours. And so that not necessarily is a good thing. But they don't murder each other. I was in Mauritius a few years ago, and I asked the taxi driver how many murders have there been in Mauritius over the last year. And he said about 20. And he said, you know, "What is the figure in Jamaica?" And my response was I prefer not to say. There is no point giving away information that could be used to indict you. I am taking the 5th Amendment as the Americans would say.

But a wonderful country, a beautiful country like Jamaica but they are murdering their people at the rate of 2.7, we are murdering ours at the rate of 39.3.

So that is the problem, the key problem that has been, you know, really affecting our ability to compete in some of these areas, in dragging down the country's growth rate. We have not been able to get a grip on our issues of law and order, especially related to murder.

Now Jamaica's law and order problem is not that bad, outside of murder. And I show you another statistic, which is also very surprising to people. This is the

prison population per 100,000. Jamaica is at the bottom of the list. Whereas St. Kitts and Nevis they have 714 people per 100,000 in prison, we have only 152. Part of the reason is to put people in prison you first have to secure conviction. We are not doing that as well as we should. We have a major problem with our justice system, and we have been hearing calls about speeding up the justice process, of making the justice process fair. We have a fundamental problem with our justice system. We are delaying justice and people are not being caught in their crimes. This discussion has come about; we need to hang more people, but of course the response has been hanging is only deterrent if you feel you are going to be caught. If you are not going to be caught for your murdering activities then you don't even worry about the deterrent of hanging because you can't hang people who have not been convicted of the crime. There is a positive spin though on Jamaica's low prison population, which I do think it is important for us to recognize, and I was saying that before. Jamaica has been seeing a significant reduction in virtually all categories of crime apart from murder. So acquisitive crimes in terms of theft and those kind of things, those have been coming down. And I think the other reason why our prison population can be low, even while our murder rate is high, murderers will always occupy a very small proportion of your population. So we don't have a problem with over crowded prisons. I am telling you, I have that statistics as well. But it's interesting.

The other example below is Haiti, which also is not been locking up people and that's some of the reasons we are talking about. Those are some our problems. How we trying to deal with those problems? And now I come to the issue of partnership, because I think the important point to be made here is that the growth in Jamaica has been so challenging because of the fundamental growth constraints, where it's the stability issues or the law and order issues or others. Those have been so challenging, that what I say today and what many of us have been saying for many years, is that no one sector alone can solve Jamaica's, growth problems. And this is why so many of us have been talking for many years about the importance of partnership. We

have to partner as a society. The most recent version of this process came in a national partnership effort that I have started under the administration of Prime Minister Golding in 2011, when he created a National Partnership Council, 2009 and 2011. We actually signed a Partnership Code of Conduct. It was picked up under the Prime Minister ship of Mrs. Simpson Miller, and in 2013, for the first time in Jamaica's history we signed a National Social Partnership. And who was the "we" here: Trade unions, Mr. Lloyd Goodleigh signed on behalf of the Trade Union Movement. The private sector, Mr. Chris Zacca signed as President of the PSOJ and on behalf of the private sector. Mrs. Simpson Miller signed on behalf of the Government, and we had a civil society representative in the form of Tanesha Kelly, who was representing our youth in the country as a part of the civil society, signed on behalf of civil society. And we had what we call the Partnership for Jamaica. And the Partnership for Jamaica was recognizing the importance of a partnered approach, but not in a defused way, so what the partnership for Jamaica did was to say, what are the key growth inhibitors in Jamaica. And we have said the four big issues that we have to deal with in the country, because these are the areas in which Jamaica is an international outlier. What is our murder rate, massive outlier. That point in time we were within the top four in the world in terms of the highest levels of murder per capita. Our levels of the cost of our electricity, we were one of the most expensive electricity producers in the world and, of course, this was having an impact on another of our international competitive sector, which is our Bauxite and Alumina Sector. Our Bauxite and Alumina Sector had no chance to continue to be successful at the cost of energy.

And then we also had concerns about our debts, and this is where you get into the IMF Programme. The IMF is not here because we love the IMF. The IMF is here because over the last many decades what we have done in Jamaica, as we have not grown, but at the same time as we have wanted to try to maintaining the standard of living of Jamaicans. We just borrowed the money, we just borrowed the money, we just borrowed the money. First we used to print it, which led to high

levels of inflation, and we stopped the printing, instead of the printing we started to borrowed. We borrowed on the International Capital Market to the point where at the time when we were looking at this issue in 2013, Jamaica's debt level relative to it's Gross Domestic Product had grown to be one, two or three in the World, certainly the top three in the world.

As a country, countries can't go bankrupt, but we are on the verge of bankruptcy, because we were at the point where nobody was going to lend the country anymore money because they were saying you just can't pay it back, you can't pay it back. When you have a situation where 70 percent of the Government's revenue was going to service debt you mean, I used to say to my class at the time, can you go any higher? Obviously you were at a break through point. And we were going to have a massive collapse in our financial system, across the entire country, that's what we were looking at, because the Government of Jamaica was about to default on its debt. It would have had no choice because it had no money to pay. So that's the context in which we went into the IMF Programme in 2013. And again to the tremendous credit of the Trade Union Movement, as you know, you know this history, the IMF said we not beginning a programme until you assure us that there is going to be stability in the wage bill, because in the previous several years there had been an expansion in the wage bill in U.S. dollar terms. So anyway, that was the part of it and we had very sensible negotiations that recognized that there was no point in holding out for more wages at the expense of the country collapsing, because obviously that would be what you call a pyrrhic victory. It wouldn't be a victory that would be sustainable. So we had the partner approach, and that focused on the debt history. And then the fourth area of focus was our doing business environment, trying to make sure that the environment for doing business in Jamaica was the best it possibly could be. And this is where as DFS pointed out in reading the Minister's, presentation to this body, there was an attempt to see if we could improve our rankings in Global Doing Business spheres. Why was that important? Because remember what I said earlier, it is so important for small countries to be hospitable to

international capital. We don't have it ourselves and they don't have to come. They don't have to come. They can go anywhere in the world. So if you want them you have to be welcoming. Not because you necessarily love international capital, but because it is the basis upon which you get the investment. You can't invest without money. And so that was the fourth area.

And then what we did, so again the Partnership of Jamaica focused on reducing the inhibitors, and macroeconomic stability which would affect all investment; energy cost which affects all investments but more so in particular investment in the bauxite and alumina sector. And this is the bureaucracy and civil disorder which would affect all things but also have an impact on our tourism.

And then what we also did was create partnership structures to bring credence to these efforts, and so the Economic Programme Oversight Committee was created to monitor our macroeconomic programme. And, again, in something that really was a first in any country in the world, we had this Partnership Committee that wasn't just the Government or just the private sector or just the Trade Union Movement, it was everybody. We just got an apology from Mrs. Helen Davis Whyte who is the interim President of JCTU, Jamaica Confederation of Trade Unions, and Mrs. Davis Whyte represented the Trade Union Movement and has represented the Trade Union Movement since it started on EPOC, and very well also.

And so what EPOC was essentially doing is saying that we understand this problem of macroeconomic stability; we understand instability, we understand the importance of dealing with it, but we want to deal with it in a partnered way that's very transparent. And so what you are seeing, as the Managing Director of the IMF said, she has never seen anywhere in a country where there was an IMF Programme and the IMF Programme was at its ninth test or sixth test or whatever it is when she came, and EPOC had already given 15 press reviews and press conferences and say this is absolutely unprecedented. What it did, it allowed the entire country to see where Jamaica was

going. In other words, is the exercise that we are involved in, are the sacrifices that we are all making, as public sector workers, I am one of the public sector workers that was making the sacrifice, is the sacrifice that we are making, is it leading to the goal that we want to see.

I am pleased to tell you that we have seen important progress, and you have the Electricity Sector Enterprise Team and what they were charged to do was let's see if we can find a way once and for all to bring lower cost energy to Jamaica, to bring Jamaica's energy cost down by doing two things: (1) Ensuring that we have new investment to refurbish electricity generating facilities that are in some cases 30 year old. Now they have a life of 30 years, you know. Some of us are 50 years old, what does that mean? At any point in time you could have a collapse in our electricity generating system that could affect the entire country. It wouldn't just be a matter of high cost energy, we would be faced with no energy, because you are using equipment that's 20 years beyond its . . . So the idea was, can we rebuild our electricity generating infrastructure, but can we do so in a way that will sustain lower levels by diversifying fuel sources to include more from renewable energy and more from some sources that are lower and less unstable in price and so, for example, energy from liquid natural gas instead of heavy fuel oil or automotive diesel oil. And so this organization which is a part of the organization that includes the Government, it's supported by the Cabinet office, reports directly to Cabinet; it includes the Trade Union Movement, it includes civil society, it includes the private sector. Again we need more hands on deck in this country, and that was really the argument. And ESET has actually made some progress in diversifying our fuel sources and in a couple months time the Bogue Plant, the JPS scheme in Montego Bay will be operating on LNG for the first time in Jamaica's history, and you are all aware that the Jamaica Public Service Company is about to install almost 200 megawatts of brand new generating capacity and also we are seeing some important initiatives in the bauxite and alumina sector, and one of those initiatives, I could see one of our bauxite alumina firms moving into the top ten in the world in terms of its cost structure, because of a

new energy initiative that it has been work through with ESET.

And then we sought to improve the climate for doing business by really trying to deal with some of the challenges, and again as you have been made aware there has been a significant improvement in Jamaica's ranking in the World Bank's Doing Business Index.

The biggest problem we have had in our partnered approach is that we haven't been able to make any inroads into our homicide rate, and that remains disturbingly problematic. We are going to continue in this process as a country, and you have heard Prime Minister Holness talk about the partnership for prosperity, moving Jamaica from poverty to prosperity in a partnership approach. And you have also heard him designate an Economic Growth Council. What we haven't heard yet is who are going to be the members of that Growth Council and how that Growth Council is going to interact with the rest of the society. But what I am here to say is that I have no question that that Council is going to interact in a partnered approach with the rest of the society. I have a lot of confidence in the Chair, having worked with him for many years, and what I am here to tell you is that the public sector is going to have to play an absolutely critical role if that initiative is to be successful.

The private sector alone cannot change Jamaica's growth problem. I want to say that again, because some people think that the private sector alone can do it, I am here to say it cannot. And the reason for that is when you look at the growth inhibitors to a large extent all of them involve the work of the public sector. You can't deal with Jamaica's problems by simply saying, hoping, the private firms are going to invest more, because the conditions under which entities invest relate to the challenges that can only be dealt with by the public sector. And I go further, you are not going to have improved investments in any country, including Jamaica if the Trade Union Movement is not involved. Because who are the people who are going to do the work? There are employees who are tied in for very good reasons into the Trade Union Movement

and that is the basis on which Acorn has worked over the last 20 years, you have to partner as a country. Any entity, any sector trying to do it alone – the Trade Union Movement can't do it alone either, because the Trade Union Movement can't do it without investing capital, it has to be a partnered approach, and that is what we have been pushing and that is what is key.

So, ladies and gentlemen, this is where we come now to the role of the current reform initiative in the public sector and what the committee on which President Grant and myself sat on for seven years. What we concluded was that there really has to be a tripartite focus to our public sector reform initiative. That initiative can't be about cutting jobs, and the consultative monitoring group that DFS now, not DFS then, was on at the time, understood that. We had long discussions with Peter Moses. It's not a job cutting effort, because we knew intuitively that Jamaica's problem is not that we had too many workers in the public sector, that wasn't the problem. So if that's not the problem, how can cutting jobs be the solution? It can't be.

And so we understood that. And so none of those initiatives were about cutting jobs, they were about how do we transform the public sector and we capture it now by saying there are three areas. One, the public sector has to become a more effective investment and trades facilitator, because it's the investment and trade that is going to take our small country forward.

(2) Every person in the country that is interfacing with the public sector needs to feel that they are valued, that they are getting good customer service, that it is an efficient organization. And I tell you, we are seeing significant improvement in that area and I can name so many agencies in the public sector that you go to today and you come away with a feeling that wow, that was a really pleasant customer service feeling. And I tell you, I won't name the company because I don't want to be invidious, but there is a telecommunication supplier that I recently had to frequent and I say to myself, but the customer service in this place is way, way worse than the customer service you can get from key public sector entities, and I can name many of them.

The Police Records Unit on Duke Street where you get your police record, it's become quite a wonderful customer experience. You are in and out in 40 minutes.

So we are making progress in that area. We have to continue to work on that. We do have to manage the cost to the public sector, because we can't disturb the economic stability of the country, we have to make sure that the country is stable, so we can't pay what we don't have. And, of course, many of you are family heads and you know that's a recipe for disaster in the family. You start spending money that the family doesn't have, that's not the way to go. And so the focus really is on how do we improve the work. I have gone beyond my time, but what I do want to end with is a quote from a publication that is actually quite influential. In last week's edition of the Economist, the Economist is read around the world by individuals who have an interest in investment. So any story about Jamaica in the Economist has an important impact. And the economist has had some unpleasant stories about Jamaica in the past. If there is an increase in crime, et cetera, et cetera, it would be highlighted. But this story is called the "Island Story", and it's the Economist of May 14 28, and the caption is "Globalisation may be out of favour: Jamaica provides a surprising example of its value." And it goes on to make the point that Jamaica has produced a striking number of global super stars, and global brands, including Blue Mountain coffee, Jamaican line marijuana.

I am quoting now.

"The weather is warm, the beaches are idyllic, a brand new toll road built by a Chinese company links the south with the north."

We all talk about infrastructure development. I've often said there was no more significant manifestation of Jamaica's lack of development than the fact that the link between our capital in the south and our resort capital in the north had to be navigated along a bridge that was built by the Spanish. It's not the English built Flat Bridge, you know, but the Spanish, in the 16th Century. No greater manifestation of that. Over 400 years, we couldn't create a reasonable link between our North and our South Coast. That is now happening.

So the tolls are worth it, believe me. But then it goes on to say, there is a darker story.

"Over the past 30 years Jamaica's growth rate per person has averaged just 1 percent, that's the real growth. A third of the young people unemployed. One of the island's most famous product, marijuana is illegal and controlled by gangs. The murder rate is ten times that of the United States."

Then it goes on to make the point that when the author of the article arrived in Jamaica, the dumped bodies of two American missionaries were discovered, so it does get into that negative.

It goes on to make the point that Jamaica has now reduced its public sector debt to 126% of GDP down from 140%, trimmed its public sector wage bill from 11% to 10%, and learning from global models in dealing with its two biggest problems, poverty and crime. And it finishes by saying

"Turning around the country with a history mismanagement and violence will be painful. The Government need to resist resorting to its old bad ways, It should not abandon the IMF Programme just when it's beginning to work, that would be disastrous."

It then makes the point that globalisation doesn't guarantee a boost in the growth rate, but if it bet against globalisation it will guarantee sclerosis and a very, very negative future for us. And I must tell you that Manley research over the years supports the notion that if you are small there is no other way to prosperity than engaging with the world effectively. And I have said to people, give me an example of a small country that is prosperous that doesn't effectively engage with the rest of the world. If you can give to me that example, please give it to me before I leave. I know of none. And so that to my mind is how we have to grow out of our problems, so that my sisters and brothers you can get what the Minister had said, which is "Well done. You faithful servants you have been faithful in all things and now I will give you what is your due". The chal-

lenge is that we have to be a part of the process in Jamaica to create that improved pie from which we can all eat, because if the public sector is not a part of that process my brothers, sisters, ladies and gentlemen, it will not happen. I want to thank you again.

Entertainment

Entertainment was provided by Tarrant High School.

Presentation of the General Council for the Administrative Year 2016/2017

The Chairman presented the General Council for the administrative year 2016/2017.

Presentation of Awards

The Chairman in partnership with the family of the late Samuel Stewart launched the Samuel E. Stewart Memorial Scholarship Fund.

Chapter of the Year Award

Santa Cruz Chapter.

Most Improved Chapter

Black River Chapter.

Committee of the Year

Sports Committee and the Jacisera Park Management Committee

Special Award

St. James Chapter

Sister Suzette Grant and Brother Rolando Noble for their commitment and support to the Jamaica Civil Service Association Mini Mart

Outstanding Contribution to JCSA

Brothers Boan Wood and Oliver Morris; and Sister Patricia Jackson

General Council Long Service Award – 5 Years

Brothers Trevor Codner, Herbert Gray, and Noel Miller

JCSA Staff Long Service Award – 5 Years

Sidonne Bracket and Brother George Thorpe.

JCSA Staff Long Service Award – 10 Years

Sister Joy Tucker.

JCSA Staff Long Service Award – 16 Years

Junior Latibeaudiere

JCSA Women's Action Committee Essay Competition

Winners from Tarrant Primary School

Category – Grade 1-3

1st Place –Shennel Allen, Grade3

2nd Place – Davaugie Smikle

3rd Place – Abigola Leebert , Grade 3

Category- Grade 4-6

1st Place- Selvin Laird, Grade 6

2nd Place- Ronaldino Laird, Grade 6

3rd Place - Shennell Daley, Grade 5.

Departmental Representative of the Year

Sandra Cameron

President's Award

Michael Thompson

President's Closing Remarks

The Chairman invited the audience to attend the Business Session.

Vote of Thanks

Sister Natalie James was invited to give the vote of thanks.

Good evening. Thank you Mr. President. There is no duty more urgent than that of saying thanks. It gives me great pleasure to offer the vote of thanks for what has been a very successful 97th Annual General Meeting. First and foremost I'd like to express our gratitude to Prof. Alvin Wint for providing the keynote address and for graciously accepting our request to deliver the address despite his busy schedule.

Thanks to Mr. Wayne Jones in your capacity as Deputy Financial Secretary. To Brother Danny Roberts for offering greetings on behalf of the Hugh Lawson Shearer Trade Union Education Institute.

Special thanks to our partners, Management Institute for National Development; first Heritage Cooperative Credit Union Limited, Jamaica Civil Service Mutual Thrift Society, Damark Limited, National Housing Trust, Jamaica Government Pensioners Association, Medallion Hall, Bloomfield Jamaica Limited, the Conference Centre, the Bank of Jamaica for offering parking, and to our caterers.

Our greatest appreciation to our Master of Ceremony Sister Geraldine Miles. A special thanks to the students of Tarrant High school who have actively participated in our function.

My thanks to the dignitaries in attendance for taking the time to join us today. The volunteers and members of staff of the Union for staging the Annual General Meeting. We thank the media for carrying the AGM to the public at large.

Finally I would like to place on record my gratitude to the members of the audience. Thanks to all who have taken the time to celebrate with us. We thank you and look forward to your continued support to take the Jamaica Civil Service Association even further in the years to come. Thank you again.

NATIONAL ANTHEM

ADJOURNMENT

Business Session of the 97th Annual General Meeting

Day Two, JACISERA Park
May 27, 2016

RESUMPTION

The meeting reconvened with the Business Session on Friday, May 27, 2016 at 10:38 A.M.

PRAYER

Prayer was offered by Bro. Robert Chung

WELCOME

The President welcomed all to the meeting and proceeded to hand over to Bro Chung who chaired the session on the GOJ policy on transition and Heads of Agreement negotiations for 2017 to 2019.

Bro. Chung indicated that last year presented some challenges for the Association it was however appropriate for the membership to respond with solutions in dealing with a rapidly changing public administration. The policy of the Government from 2000 onwards saw the formation of executive agencies, and it is their position that executive agencies are better able to perform, because they were performance driven. We have found that the standards initially set in relation to performance reward are not currently being maintained by these said Agencies. The central civil service itself underwent some form of transition and there was the implementation of Performance Management Appraisal System (PMAS) in some ministries and departments. That too has proven to be not working very well. Members were asked to share their experiences and where necessary provide documentary evidence.

The members expressed their experiences as requested by VP Chung. Further discussion ensued on matters relating to staff transition from Central Government to Executive Agencies, staff being apprehensive about joining the Association, standardised work contracts,

and the role of the Department Representative in the changing public administration system. The discussion also went into items which should be included in the 2017/2019 claim document for submission to our employer, such as changing the wholesale contracting of jobs within the public sector, pursuing an increase in the Establishment, the implementation of our heads of Agreement, the realignment of the administrative staff within the Government service, increase of education grant, retooling of members, increase of mileage and interest free loans for homes.

CONFIRMATION OF MINUTES

The Minutes of the meeting held Friday May 27, 2016 having been circulated was taken as read, the amendments were recorded and a motion was moved by Bro. Gary Mowatt and seconded by Sis. Paulette Ferguson.

MATTERS ARISING

1. Heads of Agreement

The President indicated that a team would be put in place that is going to be pursuing the implementation of our Heads of Agreement.

2. Devolution of Authority

The President advised the members that there had been no further development. Discussions are being held and concerns have been raised in relation to devolution and what it means for the distillation of discipline and we are following through on those concerns.

3. Tax Administration Jamaica (TAJ)

The President reported that several meetings have been held and a focus group has been established. The team was given an assignment to get back to the Association on matters relevant to their benefits so that we can craft a claim that is to be laid on the

new TAJ.

The President updated the members stating that the TAJ is no longer able to accommodate the JCSA on the Employee Relationship Management Team. However in the interim we have been having dialogue with TAJ in relation to some infrastructure concerns at the May Pen, Cross Roads, King Street, St. Ann, Hanover, Constant Spring, Montego Bay and East Street locations. For staffing, the TAJ is going through a filling out of its structure, and are moving now towards the third tier where they are going to be using a merit based assessment methodology to determine how persons are put on to the new structure. The union has registered some concerns with the TAJ in relation to the use of this methodology. The President asked that members of TAJ who had grounds of appeal should do so on the basis of fairness, equity, facts and process.

4. Accountant Generals Department

The President informed that the department continues to strengthen its system and processes. There are still some challenges with Human Resource Management. Discussions are to be held with the Ministry of Finance, the Services Commission and the Accountant General's Department to treat with the transitioning and the mergers that will take place between the Internal Audit Departments of both the Ministry of Finance and the Accountant General's Department.

5. Post and Telecommunications Department

The transformation and reclassification continues. Members have reported some level of comfort with what has been done and what has happened so far.

6. Fiscal Management Group

Continuous work is being done on how persons in this Group are treated whenever their posts are upgraded, re-titled or reclassified. Some interventions have been held with the Services Commission on the issues.

7. Occupational Safety and Health Legislation

The President advised that the Public Sector Monitoring Committee is to send a concept paper to the Ministry of Finance as it relates to a policy for

the Government of Jamaica, Ministries, Departments and Agencies for Occupational Safety and Health. We are awaiting the reconvening of the PSMC for further discussions to be held on the subject to have a Occupational Safety and Health Policy for the Government of Jamaica.

8. Comprehensive Labour Market Reform

The President advised that some reports have been done by the various subcommittees of the Labour Market reform Commission; those committees have made their submission to the Cabinet. A number of laws will be amended, a number of laws will be repealed and some new laws might come on stream.

9. Communication within the Organisation

The President advised that there is a draft communications policy which will be addressed in the new administrative year.

10. Unions Estate (Twickenham Park)

The President advised that residents of Unions Estate have asked the JCSA to consider giving management services to the property. The request is being reviewed.

11. Twenty Acres Per Parish

The President advised that the funding of development of Irwin in St. James would be put to the new Board of the NHT.

GENERAL SECRETARY'S REPORT

The report having been circulated was taken as read and adopted on a motion moved by Sis. Charmaine Gillette McLellan and seconded by Sis. Maxine Schrouder.

The President applauded the recruitment work of the Association. He advised that the membership of the Organisation currently stands at twenty five thousand (25,000) and over one thousand new members have been recruited in this administrative year.

FINANCIAL REPORT

Sister Paulette Bruce-Williams Honorary Treasurer

invited the Auditor to highlight her report on the financial statements.

Sister Karen McPherson, JCSA's Auditor stated that the Auditors were focusing on their opinion. She stated that the accompanying financial statements were presented fairly in all material respects. The financial position of the Jamaica Civil Service Association as at November 30, 2015 and the results of its operations and its cash flow for the year ended in conformity with accounting principles and generally accepted accounting principles.

Sister Bruce-Williams reported on the financials of the Organisation. In her outlook she indicated that there continues to be challenges but strategies will be formulated for the Organisation to become self accounting by 2016/2017.

She thanked the Officer Corps, the staff of the Secretariat, and her team for their support.

The Treasurer's Report was accepted on a motion moved by Sis. Techa Clarke Griffiths and seconded by Bro. Patrick Ferguson

AWARD OF HONORARIA

A recommendation was made by the Honorary Treasurer for the Honoraria to be fixed at \$1.5 million.

The motion for the approval of the amount was moved by Sis. Edwards and seconded by Bro. Livinston Burnett. All were in favour.

APPOINTMENT OF AUDITORS

Sis. Karen McPherson was recommended for reappointment. Her responsibility is to pick a team that can expedite the auditing process. All were in favour.

ELECTION OF OFFICERS

The Honorary Election Officer Sis. Pauline Walsh reported that Officers Bro. Robert Chung, Sis. Sharon Anderson and Sis. Paulette Bruce Williams were returned by acclamation there being no other candidates nominated.

The Officer Corps was presented to the membership.

President	-	O'Neil Grant
First Vice President	-	Robert Chung
Second Vice President	-	Gillian Corrodus
Third Vice President	-	Sharon Anderson
Honorary Treasurer	-	Paulette Bruce Williams.

PRESIDENT'S CLOSING REMARKS

The President remarked that the previous day was well spent as we had a wonderful time and that the presentations were very interesting. He thanked the members for their support and commitment to the JCSA.

ADJOURNMENT

The President thanked all the members for making the meeting a success.

National Anthem was sung.

There being no other business the President adjourned the meeting at 5:30 p.m.

Pictorial Highlights of the 97th Annual General Meeting



Pictorial Highlights of the 97th Annual General Meeting



Executive Committee Meetings

For the period June 2016 – May 2017

OFFICERS	OFFICE	SPECIAL	REGULAR	EXEC. COM. RETREAT	REMARKS
		1	11	1	
O'Neil Grant	President	1	9	1	2 excused
Robert St. F. Chung	First Vice President		8	1	3 excused
Gillian Corrodus	Second Vice President	1	10	1	1 excused
Sharon Anderson	Third Vice President	1	10	1	1 excused
Paulette Bruce-Williams	Honorary Treasurer	1	11	1	-
Angela Burrell-Rodney	National Land Agency	1	11	1	-
Sandra Cameron	Post & Telecom	1	8	1	3 excused
Ann Marie Campbell Bell	Jamaica Custom Dept.	1	11	1	-
Techa Clarke-Griffiths	Local Govt. Dept.	-	11	1	-
Clarence Frater	Min. of Industry & Comm.	1	11	1	-
Charmaine Gillette	Min. of Lab. & Soc. Sec.	1	11	1	-
Kevin Cornwall	PICA	1	10	1	1 excused
Natalie James	PICA	-	9	1	2 excused
Noel Miller	Min. of Agri. & Fisheries	1	6	1	2 excused
Dave Noel Williams	Office of the Prime Minister	1	7	1	3 excused
Michael Thompson	STATIN	1	11	1	-
Khadrea Folkes	Nat. Staff Relations Council	-	6	-	2 excused
Onydeen Lawrence	Nat. Staff Relations Council	-	7	1	3 excused
Patricia Jackson	Nat. Staff Relations Council	-	10	-	-
Denham Whilby	Nat. Staff Relations Council	1	9	1	1 excused

General Council Attendance

for period May 2016 – February 2017

Officers	Ministry/Department/Agency	Special (1)	Regular (4)	Remarks
O'Neil Grant	Rural Agricultural Development Authority	1	4	
Robert St. F. Chung	Min. of Labour & Social Security	1	2	2 excused
Gillian Corrods	Institute of Jamaica	1	3	1 excused
Sharon Anderson	Retired	1	3	1 excused
Paulette Bruce Williams	Retired	1	4	

Departmental Representatives	Ministry/Department/Agency	Special	Regular	Remarks
Vincent Allen	Department of Correctional Services	1	3	
Nageree Allison	Department of Correctional Services	0	0	As at Jun 2016
Yanique Ameir Cummings	Min. of Foreign Affairs & Foreign Trade	0	2	
Paula Beach	Companies Office of Jamaica	1	1	
Regina Bell	Court Management Services	1	1	
Churton Bellamy	Tax Administration Jamaica	0	3	
Carole Brown	Office of Disaster Preparedness Emergency Mgmt	0	0	As at Jun 2016
Kevin Brown	Min. of Industry, Commerce, Agriculture & Fisheries	1	2	As at Jun 2016
Latoya Brown	National Public Health Laboratories	1	3	1 excused
Othneil Brown	Min. of Finance & The Public Service	1	2	1 excused
Sandra Brown	South East Regional Health Authority	1	1	2 excused
Jacqueline Brown-Kinghorn	Kingston & St. Andrew Health Dept.	1	4	
Millicent Brown-Thompson	Bellevue Hospital	1	2	
Camelia Bryson	Tax Administration Jamaica	1	1	3 excused
Camille Buford	Registrar General's Department	-	2	As at Aug 2016
Livingston Burnett	National Chest Hospital	1	3	1 excused
Angela Burrell-Rodney	National Land Agency	1	4	
Leo Byfield	Min. of Labour & Social Security	1	3	As at Jun 2016
Sandra Cameron	Post & Telecommunications Dept.	1	2	
Racquel Campbell	Min of Local Government & Community Development	1	3	
Ann Marie Campbell Bell	Jamaica Customs Agency	1	4	
Kevin Chambers	.Water Resources Authority	1	3	
Golda Clarke	Auditor General's Department	1	2	1 excused
Kevin Clarke	Statistical Institute of Jamaica	1	4	
Clarke-Cole, Anastasia	National Council for Senior Citizens	1	3	As at Jun 2016
Techa Clarke-Griffiths	Min. of Local Government & Community Development	1	2	
Sandra Clemmings	Houses of Parliament	1	2	
Trevor Codner	Food Storage & Prevention of Infestation Division	1	3	1 excused
Karen Coleman-Clarke	St. Mary Parish Library	1	3	

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Departmental Representatives	Ministry/Department/Agency	Special	Regular	Remarks
Kmar Coombs	JCDC	-	0	To May 2016
Kevin Cornwall	Passport, Immigration & Citizenship Agency	1	4	
Roshele Cummings-McLaughlin	Kingston & St. Andrew Health Dept.	1	0	
Nicholas Dallas	Companies Office of Jamaica	1	3	
Dellaceta Drummond	Savanna-La-Mar Hospital	1	4	
Annette Edwards	Shortwood Teachers' College	0	1	
Charlene Edwards	Jamaica 4-H Clubs	-	1	As at Jan 2017
Ingrid Edwards	Min. of Transport & Mining	1	4	
Kayanna Edwards	Kingston Public Hospital	1	3	
Patrick Ferguson	Min. of Economic Growth & Job Creation	0	3	
Paulette Ferguson	Jamaica 4-H Clubs	0	2	1 excused
Erlett Findlay	Ministry of Education	-	1	As at Jan 2017
Khadrea Folkes (NSRC)	Min. of Labour & Social Security	-	0	As at Jul 2016
Suzette Forbes	Min. of Transport & Works	-	0	To May 2016
Heather Francis	Min. of Water, Land, Environment & Climate Change	-	0	To May 2016
Clarence Frater	Min. of Industry, Commerce, Agriculture & Fisheries	1	4	
Ronald Frue	Administrator General's Dept.	1	2	As at Jun 2016
Richard Gibson	National Land Agency	1	3	
Charmaine Gillette	Min. of Labour & Social Security	1	4	
Sheldon Graham	Post & Telecommunications Dept.	1	0	
Suzette Grant	Forestry Department	1	4	
Herbert Gray	Department of Correctional Services	1	1	1 excused
Melva Green-Livingston	Bustamante Hospital for Children	0	3	1 excused
Llewellyn Hall	Min. of Labour & Social Security	1	4	
Andre Hardy	National Works Agency	0	0	
Rahja Harrison	Accountant General's Dept.	1	2	
Sheryl Haye	Accountant General's Dept.	0	3	
Ann Marie Henry	Ministry of Education	1	3	
Oshane Henry	National Land Agency	-	0	To May 2016
Natanish Hines	Jamaica 4-H Clubs	-	0	To May 2016
Cleveland Holding	Post & Telecommunications Dept.	-	1	Retired
Kingsley Henry	Jamaica Customs Agency	0	1	As at Jun 2016
Clayon Hutchinson	Department of Correctional Services	1	0	Resigned
Richard Hutchinson	Cabinet Office	1	3	As at Jun 2016
Patricia Jackson (NSRC)	Registrar General's Department	-	4	
Lillieth James	Rural Agricultural Development Authority	1	3	
Natalie James	Passport, Immigration & Citizenship Agency	1	3	1 excused
Anthony Johnson	Jamaica National Heritage Trust	1	2 (1 excused)	As at Jun 2016
Ashella Fletcher-Johnson	Min. of National Security	0	3	
Rolforde Johnston	Ministry of Education	1	1	As at Jun 2016
Anthony Jones	Mines & Geology	1	0	As at Jun 2016
Adrian Kerr	Hanover RM Court	0	4	
Michael Kerr	Jamaica Information Service	1	4	

Departmental Representatives	Ministry/Department/Agency	Special	Regular	Remarks
Natoya Knight	Jamaica Library Service	-	0	To May 2016
Onydeen Lawrence (NSRC)	Min. of Local Government & Community Development	1	2	
Tamara Lawrence	Min. of Labour & Social Security	1	4	
Dwight Lee	Ministry of Education	-	0	To May 2016
Stephanie Lewis-Brown	Social Development Commission	1	3	
Sheryl Loague	Bellevue Hospital	1	2	
Devon Manahan	Jamaica Customs Agency	-	0	To May 2016
Josein Marshall-Baker	National Council on Drug Abuse	-	1	To May 2016
Avis Matthias	Min. of Industry, Investment & Commerce	-	0	To May 2016
Harold McCurbin	Bustamante Hospital for Children	1	3	As at Jun 2016
Faith McDonald	Ministry of National Secretary	0	3	
Tsahai McGrath-Burke	Registrar General's Department	1	3	
Sandra Mendez Williams	Kingston Public Hospital	1	2	
Ervin Miller	JCF Finance Branch	1	4	
Junior Miller	Kingston & St. Andrew Health Dept.	-	0	To May 2016
Noel Miller	Min. of Industry, Commerce, Agriculture & Fisheries	1	2	2 excused
Fayann Mitchell	Tax Administration Jamaica	1	2	1 excused
Shawn Mitchell	Tax Administration Jamaica	1	2	-
Stacey Morant	Min. of Industry, Commerce, Agriculture & Fisheries	1	2	-
Ethel Morgan	Department of Correctional Services	1	1	-
Oliver Morris	Administrator General's Dept.	-	0	To May 2016
Sardia Morris	Jamaica Police Academy	1	4	
Melaini Mullings-Arnold	Tax Administration Jamaica	1	4	
Rayburne Myers	Department of Correctional Services	-	1	To May 2016
Dionne Newman	National Works Agency	0	0	
Rolando Noble	Min. of Labour & Social Security	1	3	1 excused
Michael Palmer	National Land Agency	1	3	
Xarra Parker	National Environment & Planning Agency	-	0	To May 2016
Dona Pellington	Tax Administration Jamaica	1	3	
Rose Perrin Greenwood	Min. of Water, Land, Environment & Climate Change	-	0	To May 2016
Carmelita Pessoa-McGregor	Jamaica Dental Nurses Association	1	3	
Peter Plummer	Jamaica Defence Force	1	3	As at Jun 2016
Claudia Powell	Ministry of Justice	-	1	To May 2016
Nadine Powell	Ministry of Education	-	1	To May 2016
Raymond Poyser	Min. of Economic Growth & Job Creation	0	3	
Felecia Pratt	Court Management Services	1	2	
Rhonda Pryce	Tax Administration Jamaica	0	1	As at Jun 2016
Odel Reece	Child Development Agency	1	3	As at Jun 2016
Shawna-Kay Reeves	Min. of Science, Energy & Technology	0	0	As at Jun 2016
Christine Regent	Tax Administration Jamaica	1	2	
Ann-Marie Reid	Min. of Foreign Affairs & Foreign Trade	0	3	As at Jun 2016
Lloyd Reid	Jamaica Defence Force	1	4	

Jamaica Civil Service Association • Annual Report 2016-2017

Departmental Representatives	Ministry/Department/Agency	Special	Regular	Remarks
Arlene Reynolds	Auditor General's Department	-	0	To May 2016
Laurel Rudd-Russell	Ministry of Health	1	0	
Alrington Roberts	Min. of Finance & The Public Service	1	4	
Shauna Robinson	Tax Administration Jamaica	1	3	
Courtney Ruddock	Department of Correctional Services	1	4	
Christopher Scott	Department of Correctional Services	1	2	1 excused
Debbie Sharpe	Criminal Investigation Bureau	1	3	
Jullia Sharpe-Scott	Tax Administration Jamaica	-	0	To May 2016
Maxine Shrouder	Jamaica Information Service	1	3	
Robert Simpson	National Library of Jamaica	1	4	
Tracy-Ann Sinclair-Stewart	Institute of Jamaica	1	3	
Mitzie Street	Auditor General's Department	1	1	1 excused
Michael Thompson	Statistical Institute of Jamaica	1	3	1 excused
Andrea Townsend	Administrator General's Dept.	-	0	To May 2016
Angella Toyloy	National Council for Senior Citizens	-	0	To Jun 2016
Faith Walker	National Environment & Planning Agency	1	0	2 excused
Glendon Watson	JCDC	-	0	To Jun 2016
Rose-Marie West-Webb	Rural Agriculture Development Authority	1	1	
Denham Whilby (NSRC)	Retired	1	2	1 excused
Camille Whyte	Supreme Court	-	0	To May 2016
Dave Noel Williams	Office of the Prime Minister	1	4	
Lemuel Williams	Forestry Department	1	3	
Michelle Williams	Ministry of Justice	-	1	To May 2016
Vaughn Wilson	Tax Administration Jamaica	1	3	
Boan Wood	Institute of Jamaica	1	4	
Kenisha Wray	Min. of Science, Energy & Technology	1	1	As at Jun 2016
Leon Wright	Ministry of Health	1	4	

SUB COMMITTEES

JUNE 2016 – MAY 2017

Committee Listing	Monitoring Officer	Committee Chair, Co- Chair/Vice Chair	Staff Assigned
Jacisera Park	O'Neil Grant	Noel Miller/ Angela Burrell-Rodney	George Thorpe
Finance and Planning	O'Neil Grant	Paulette Bruce-Williams	Tifonie Powell
Sports	Robert Chung	Melaini Mullings- Arnold/ Michael Thompson	George Thorpe
Young Workers'	Robert Chung	Natalie James/ Camelia Bryson	Racquel Stephenson
Policy, Constitution and Member Education	Gillian Corrodus	Dave Noel Williams/ Denham Whilby	Patrice Porter
Culture and Entertainment	Gillian Corrodus	Kelvin Thomas	George Thorpe
Women's Action Committee	Sharon Anderson	Onydeen Lawrence/ Latoya Brown	Patrice Porter
Trade Union Education and Training	Sharon Anderson	Kevin Chambers/ Techa Clarke-Griffiths	Patrice Porter
Consumer Group Committee	Sharon Anderson	Rolando Noble/ Suzette Grant	Shornette Walker- Duncan
Member Services and Affiliation	Paulette Bruce-Williams	Ann Marie Campbell Bell	Kalesha Fogarthy
Legislation, Regulations and Industrial Relations	Robert Chung	Khadrea Folkes/ Kevin Cornwall	Junior Latibeaudiere
JCSA Centenary Committee	O'Neil Grant	Robert Chung	Not yet assigned

HONORARY TREASURER'S REPORT

It is with great pleasure that I present to the 98th Annual General Meeting of the Jamaica Civil Service Association, the Audited Financial Statements for the year ending November 30, 2016.

Financial Overview

The Association's financial position continues to trend upward reporting a surplus for the consecutive year. Surplus for the period ending November 30, 2016 stood at J\$6.7M, which represents a 367% increase over the previous financial year. Our financial year started on a positive note, due to an increase in subscriptions. This was as a result of:

- (i) Public Sector wage increase
- (ii) Increase in Membership

We continued the strategy of cost containment, resulting in total expenses growing marginally by 7%. The main drivers were:

- i. Social and Community Outreach- increased by 87%, (\$3,076,817.00.)
- ii The Sports Competition, benefit to members and Mannish Water Fridayz were the significant activities which caused the increase in this category.
- iii Annual General Meeting - increased by to \$4,220,576.00, which is 68%. This is as a result of costing all the associated cost to these activities, which includes the Chapters AGM.
- iv Jacisera Park- increase of \$3,02,824, represents renovations done to improve the facility for the members.

The Association's total assets decreased by \$3,804,950, or 9.3%. This was due to the settling of the share price for the RJR investment, an aftermath to the merger between RJR Group and The Jamaica Gleaner Company.

The Mini-Mart was created as a benefit to the members. It was heavily subsidized by the Association. Presently, the business format is being reviewed regarding the distribution channel to our members, access to wider product line and making the venture more cost effective.

Outlook for 2017/2018

Jamaica will continue to implement its grow agenda for FY 2017/2018, despite the visible economic challenges, Jamaica continues to show positive signs through improvements in the fiscal accounts and confidence being garnered from the business community. The Planning Institute of Jamaica's latest report projects Jamaica to grow by 1.9% for FY 2017/2018. These projections are based on:

- (i) the anticipated utilization of current and projected productive capacity for all industries(ii.)
- (ii) the implementation of capital projects included in the Public Sector Investment Programme (PSIP)
- (iii) the implementation of major private sector capital projects that are already identified and under development.

We continue to encourage public sector workers, members and non-members to be a part of the solution and the process in making Jamaica achieve 5% growth in 4 years.

We will continue to systematically engage the entities which are failing to use the approved rate for subscriptions and to pay over subscriptions in a timely manner. To continue to formulate strategies and action plans to become self-accounting by 2019.

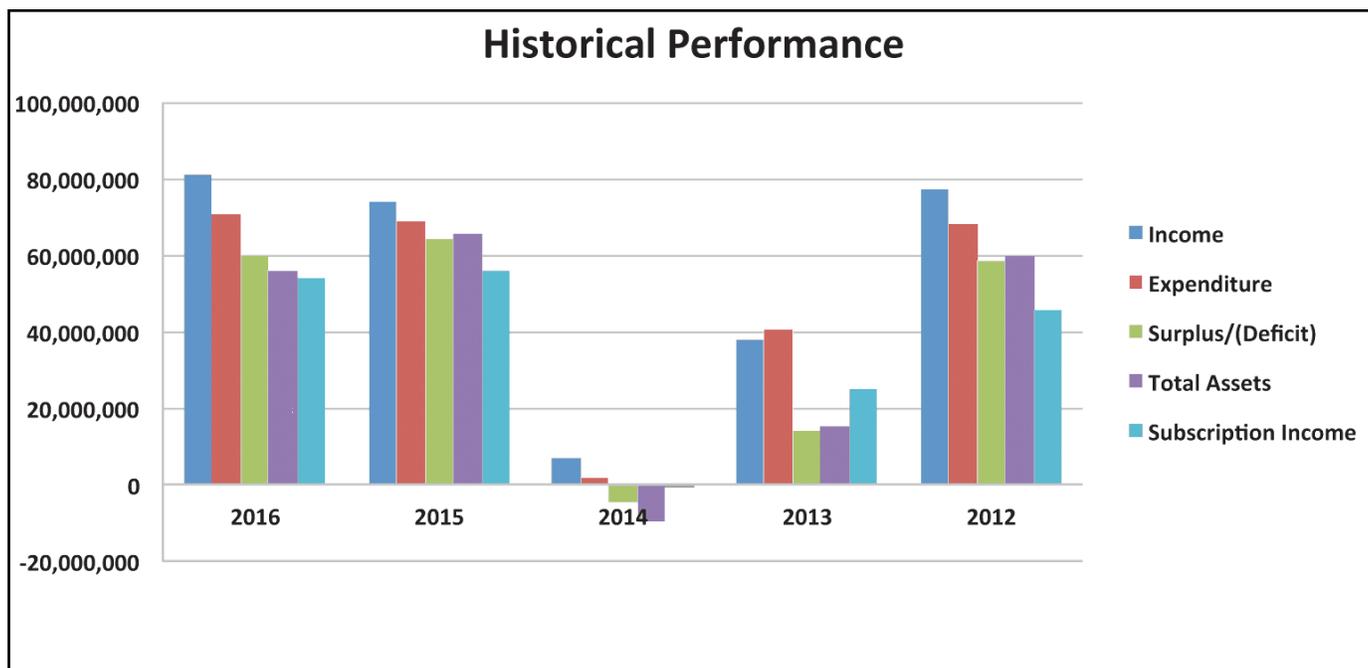
A big thank you for the support I received from the Officers, members of EX-CO, the staff of the Secretariat especially the accounting team - Shornette Walker-Duncan, and Crystal Lee; Assistant Honorary Treasurers- Denham Whilby, Suzette Grant and Sandra Cameron and the auditors- Karen McPherson, Yvette Roberts, Aundrey Green and Shanique Parks.

Solidarity,



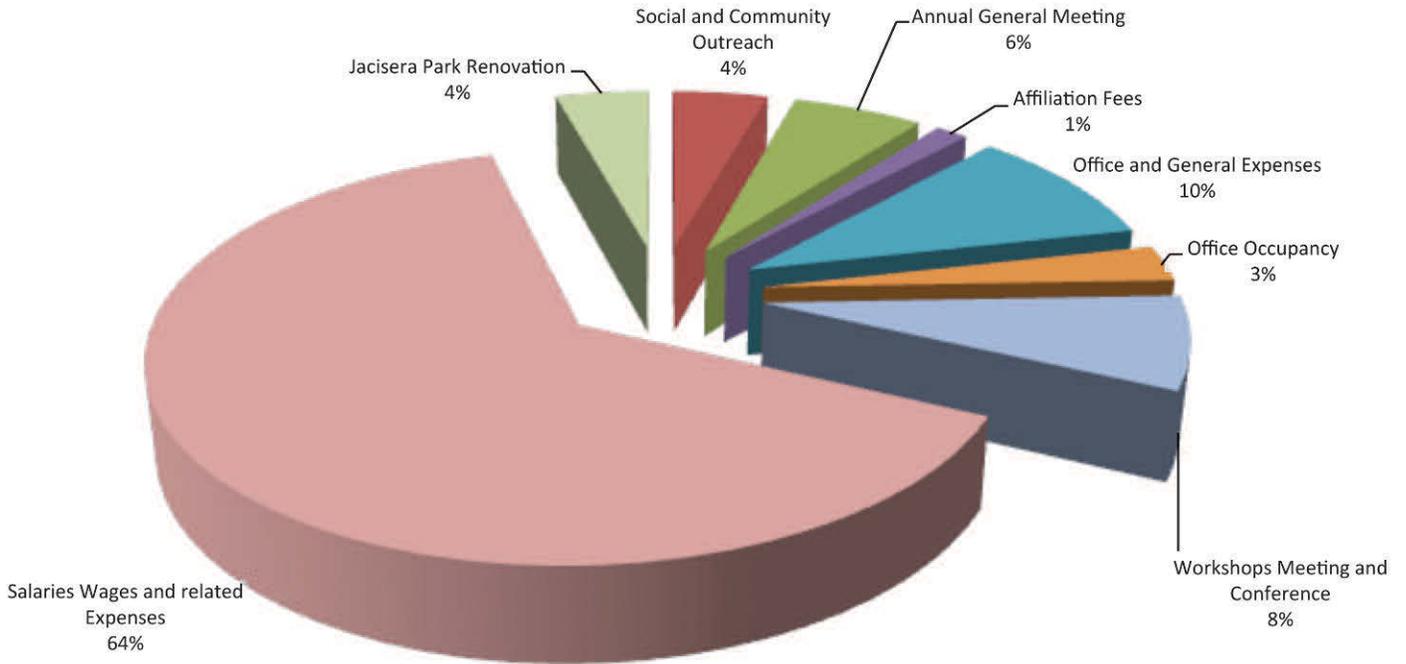
Paulette Bruce Williams, BSs, MSc
Honorary Treasurer

Summary of Financial Performance				
Category	2015/2016	2014/2015	Change	
	\$	\$	\$	%
Income	81,046,152	70,826,938	10,219,214	14.42842835
Expenditure	74,093,080	68,818,810	5,274,270	7.663994771
Surplus/(Deficit)	6,953,072	2,008,128	4,944,944	246.2464544
Total Assets	38,011,848	40,573,148	-2,561,300	-6.312795842
Subscription Income	77,280,956	68,461,598	8,819,358	12.88219711



Historical Performance					
Category	2016	2015	2014	2013	2012
Income	81,046,152	70,826,938	59,586,965	55,854,084	54,047,796
Expenditure	74,093,080	68,818,810	64,153,048	65,836,270	56,098,981
Surplus/(Deficit)	6,953,072	2,008,128	(4,566,083)	(9,982,187)	(867,970)
Total Assets	38,011,848	40,573,148	14,017,493	15,072,992	25,026,792
Subscription Income	77,280,956	68,461,598	58,654,351	59,586,965	45,852,134

Significant Expenses 2016



Significant Expenses 2016	
Social and Community Outreach	\$3,081,817
Annual General Meeting	\$4,220,576
Affiliation Fees	\$1,048,046
Office and General Expenses	\$6,810,801
Office Occupancy	\$2,060,215
Workshops Meeting and Conference	\$5,291,122
Salaries Wages and related Expenses	\$45,008,422
Jacisera Park Renovation	\$3,012,824

Independent Auditor's Report

INDEPENDENT AUDITOR'S REPORT

To the Members
The Jamaica Civil Service Association
10 Caledonia Avenue
Kingston 5

Report on the Financial Statements

I have audited the accompanying Statement of Financial Position of the Jamaica Civil Service Association as of November 30, 2016, and the related statements of income, and cash flows for the year then ended.

Management Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Generally Accepted Accounting Principles. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement.

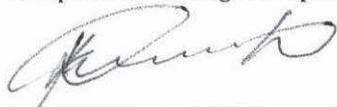
Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on the audit. I conducted the audit in accordance with International Standards on Auditing. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement. An audit includes examining, on test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

I believe that the audit provide a reasonable basis for my opinion.

Opinion

In my opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Jamaica Civil Service Association as of November 30, 2016 and the results of its operations and its cash flows for the year then ended in conformity with accounting principles and Generally Accepted Accounting Principles

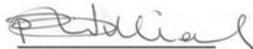


Karen McPherson, MBA, FCA
Auditor

JAMAICA CIVIL SERVICE ASSOCIATION
STATEMENT OF FINANCIAL POSITION
AS AT NOVEMBER 30, 2016

		2016	Restated 2015
		\$	\$
CURRENT ASSETS			
Cash and Bank	4	3,104,437	1,595,228
Accounts Receivable	5	2,562,383	2,422,637
Minimart Assets	17 a	240,951	318,134
Investment Securities	6	<u>28,499,411</u>	<u>32,996,457</u>
Total Current Assets		<u>34,407,182</u>	<u>37,332,456</u>
NON-CURRENT ASSETS			
Fixed Assets	7	<u>2,888,763</u>	<u>2,963,182</u>
Total Non-Current Assets		<u>2,888,763</u>	<u>2,963,182</u>
TOTAL ASSETS		<u>37,295,945</u>	<u>40,295,638</u>
EQUITY AND LIABILITIES			
<i>Equity attributable to members:</i>			
Retained Earnings		(4,287,801)	(5,737,048)
Net Income		6,767,899	1,449,247
Fair Value on Assets held for Resale		<u>26,081,026</u>	<u>30,436,127</u>
Total Equity		<u>28,561,124</u>	<u>26,148,326</u>
Current Liabilities:			
Payables		8,631,286	9,748,757
Mini-Mart Liabilities	17 b	103,535	218,433
Loan		<u>0</u>	<u>4,180,122</u>
Total Current Liabilities		<u>8,734,821</u>	<u>14,147,312</u>
Total liabilities		<u>8,734,821</u>	<u>14,147,312</u>
Total Equity and Liabilities		<u>37,295,945</u>	<u>40,295,638</u>

Authorised by:



**JAMAICA CIVIL SERVICE ASSOCIATION
INCOME STATEMENT FOR YEAR ENDED
NOVEMBER 30, 2016**

	Notes	2016 \$	2015 \$
INCOME			
Subscription		77,280,956	68,461,598
Fundraising		44,050	63,812
Jacisera Park		2,077,000	535,000
Minimart Gross Profit/(loss)	16	56,935	(173,631)
Other Income	8	1,378,543	1,766,528
TOTAL INCOME		80,837,484	70,653,307
EXPENSES			
Social and Community Outreach	8	3,076,817	1,645,773
Fees and Charges		364,161	1,188,981
Annual General Meeting	10	4,220,576	2,507,445
Affiliation Fees		1,048,046	1,028,703
Office and General Expenses	9	6,321,771	5,500,395
Office Occupancy Expense		2,025,215	1,898,511
Printing Expenses		193,157	509,108
Workshops Meeting and Conference		5,906,605	6,820,611
Salaries Wages and related Expenses		45,008,422	41,253,451
Legal Fees	11	82,500	-
Competition and Other Expense		515,490	512,715
Advertising		593,832	734,321
Depreciation Expenses		884,441	834,113
Annual Retreat		383,578	3,541,711
Jacisera Park Expense	12	3,041,463	814,673
Exchange Loss		-	55,207
Minimart Expenses		343,510	298,342
Business Tax		60,000	60,000
TOTAL EXPENSES		74,069,584	69,204,060
NET INCOME		6,767,899	1,449,247

JAMAICA CIVIL SERVICE ASSOCIATION
STATEMENT OF CHANGES IN EQUITY FOR YEAR ENDED
NOVEMBER 30, 2016

	Accumulated Profit/(Loss)	Fair Value of asset for Sale	Total
Balance at 1.12.14	(5,737,048)	5,720,323	(16,725)
Net Profit for year	1,449,247		1,449,247
Increase in Fair Value		24,715,804	24,715,804
Balance at 30.11.15	(4,287,801)	30,436,127	26,148,326
Net Profit for year	6,767,899		6,767,899
Decrease in Fair Value		(4,355,101)	(4,355,101)
Balance at 30.11.16	2,480,098	26,081,026	28,561,124

**JAMAICA CIVIL SERVICE ASSOCIATION
STATEMENT OF CASH FLOWS
FOR YEAR ENDED NOVEMBER 30, 2016**

CASH RESOURCES WERE PROVIDED BY/USED IN:	\$	\$
	2016	Restated 2015
Profit for Year	6,767,899	1,449,247
Adjusted For:		
Depreciation	<u>884,441</u>	<u>834,113</u>
Net Operating Profit	7,652,341	2,283,360
Increase in Accounts Receivable	(62,563)	(1,389,475)
Increase in Payables	<u>(1,232,369)</u>	<u>(74,429)</u>
Net Cash Flow from Operating Activities	<u>6,357,409</u>	<u>819,456</u>
Cash Flow from Investing Activities		
Net decrease in Investment	141,944	(160,970)
Increase in Fixed Assets	<u>(810,022)</u>	<u>(907,204)</u>
Net Cash Flow from Investment	<u>(668,078)</u>	<u>(1,068,174)</u>
Cash Flow from Financing Activities		
Loan Proceeds	-	5,000,000
Loan Repayment	<u>(4,180,122)</u>	<u>(5,084,695)</u>
Net Cash Flow from Investment	<u>(4,180,122)</u>	<u>(84,695)</u>
Net decrease in Cash in cash and Cash equivalent	1,509,209	(333,413)
Cash at Beginning of Year	<u>1,595,228</u>	<u>1,928,641</u>
Cash at End of the Year	<u>3,104,437</u>	1,595,228

**JAMAICA CIVIL SERVICE ASSOCIATION
NOTES TO THE FINANCIAL STATEMENTS
FOR YEAR ENDED NOVEMBER 30, 2016**

1. Activity:

The main activity of the Jamaica Civil Service Association(JCSA) is to safeguard and affirm the legitimate interest and concerns of Public Sector workers who are members of the JCSA as legitimized by the payment of subscription of one half of 1% (0.5%) of the member’s basic pay.

2. Summary of significant accounting policies

a) Basis of preparation

These financial statements have been prepared under the historical cost convention and are expressed in Jamaican dollars, based on the accrual concept of accounting, except for membership income which is accounted for on a cash basis. The financial statements have been prepared in accordance with and comply with Generally Accepted Accounting Principles (GAAP).

b) Use of Estimates

The preparation of statements in accordance with GAAP requires management to make estimates and assumptions that affect the reported amount of revenue and expenses during the reporting period. Actual results could differ from those estimates.

c) Cash and Cash equivalents

Cash and cash equivalents are carried in the balance sheet at cost. For the purpose of the cash flow statement, cash and cash equivalents comprise cash at bank and in hand.

d) Depreciation of Fixed Assets

Depreciation is calculated on the straight line basis by reference to cost/valuation at rates estimated to write off the relevant assets over their expected useful lives. Depreciation is charged as follows:

Computers	20%
Furniture, Fixtures and Fittings	10%
Office Equipment	10%

A full month’s depreciation is charged in the month of acquisition of all fixed assets and none in the month of disposal.

An asset is deemed to be acquired when it is received by the Association.

Fully depreciated assets are reflected in the balance sheet at their historical cost/valuation less accumulated depreciation. Repairs and maintenance costs are charged to the income statement during the financial year.

e) Fair Value Estimates

The amounts included in the financial statement for stocks of publicly traded companies have been determined using available market price of the stocks as at year end.

f) Foreign currency translation

Transactions during the year are converted into Jamaican dollars at the appropriate rates of exchange ruling on transaction dates. Assets and liabilities denominated in foreign currency are translated in Jamaican dollars at the appropriate rates of exchange ruling on the balance sheet date. Gains or losses arising from fluctuation in exchange rates are reflected in the statement of income and expenditure.

g) Financial Instruments

In accordance with IAS 39 Financial instruments are recognized at their fair value. Directly attributable cost are deducted from or added to the carrying value of those financial instruments that are not subsequently measured at fair value through profit or loss. Fair value is the price that would be received from the sale of an asset or to transfer a liability in the normal course of business between market participants. See note (6) Investment securities

h) Comparative Information

Comparative information have been reclassified to conform with changes in presentation in the current year

i) Income Recognition

Revenue represents subscription fee received from members and grant received from the Government of Jamaica.

j) Interest income is recognised in the income statement for all interest bearing instruments on an accrual basis unless collectability is doubtful.

k) Taxation

The Association is subjected to flat rate business tax under the Income Tax Act.

3 Financial Risk

(i) Market Risk

Market risk is the risk that the value of the financial instrument will fluctuate as a result of changes in market prices. The JCSA has significant holding in stocks which is held as a long term investment. The investment does not have a significant impact JCSA operations.

(ii) Currency Risk

Currency risk is the risk that the value of a financial instrument will fluctuate because of changes in foreign exchange rates. The JCSA exposure to this risk is minimal as most transactions are denominated in local currency.

(iii) Interest Rate Risk

Interest rate risk is the risk that the value of a financial instrument will fluctuate due to changes in market interest rates. The JCSA has no significant interest bearing assets or liabilities, income and operating cash flows. They are substantially independent of changes in market interest rates. The JCSA interest rate risk arises from deposits.

(iv) Credit Risk

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss. The JCSA has limited concentration of credit risk. This risk is managed through adherence to staff loans policy as well as maintaining good relationship with suppliers.

(vi) Operational Risk

Operational risk is the risk of direct or indirect loss arising from a variety of causes associated with the JCSA processes, personnel, technology and other external factors, other than financial risks. The JCSA manages operational risk to avoid financial loss and damage to its reputation by adhering to good corporate governance practices.

**JAMAICA CIVIL SERVICE ASSOCIATION
NOTES TO THE FINANCIAL STATEMENTS
FOR YEAR ENDED NOVEMBER 30, 2016**

4 Cash and Bank

	2016	2015
	\$	\$
General	499,171	433,783
Salaries	1,295,736	191,518
Savings	763,996	299,397
EMED	364,711	301,705
Mini-Mart Cash and Bank	171,440	189,913
Cash	9,382	178,913
Total Bank and Cash	3,104,437	1,595,229

5 Accounts Receivables

	2016	2015
	\$	\$
General Receivables	139,403	9,072
Employee Advances	161,216	146,159
Other Advances	108,228	139,331
Staff Loan	439,487	189,393
JCSMT Subscription Receivable	1,212,570	1,938,682
Subscription Receivable	498,396	-
Taxation Recoverable	3,081	-
Total Receivables	2,562,383	2,422,637

JAMAICA CIVIL SERVICE ASSOCIATION
 NOTES TO THE FINANCIAL STATEMENTS
 FOR YEAR ENDED NOVEMBER 30, 2016

6 Investment Securities

<u>Name</u>	<u>Units</u>	<u>30.11.16</u>	<u>30.11.15</u>
Instruments Held for Resale			
RJR	21,229,158	27,597,905	6,265,407
Scotia Group	13,009	412,645	13,009
		<u>28,010,550</u>	<u>32,365,652</u>
Shares in Institutions			
JPS	30,000	60,000	30,000
JCSMTS	5,620	11,240	5,620
JCSA Ltd		106	106
JCSA Housing	8	16	8
NHT		755	755
		<u>72,117</u>	<u>72,117</u>
		<u>28,082,667</u>	<u>32,437,769</u>
Investment			
JMMB		416,744	558,688
		<u>416,744</u>	<u>558,688</u>
		<u>28,499,411</u>	<u>32,996,457</u>

JAMAICA CIVIL SERVICE ASSOCIATION
 NOTES TO THE FINANCIAL STATEMENTS
 FOR YEAR ENDED NOVEMBER 30, 2016

7 Fixed Assets

	Furniture &Fixtures	Equipment	Computer	Total
	\$	\$	\$	\$
As at 1.12.15	1,697,513	3,885,451	4,491,247	10,074,211
Additions/ (Disposals)	542,169	267,853	-	810,022
As at 30.11.16	<u>2,239,682</u>	<u>4,153,304</u>	<u>4,491,247</u>	<u>10,884,233</u>
Depreciation				
As at 1.12.15	1,469,208	2,097,224	3,544,597	7,111,029
For Year	151,746	294,812	437,883	884,441
As at 30.11.16	<u>1,620,954</u>	<u>2,392,036</u>	<u>3,982,480</u>	<u>7,995,470</u>
NBV as at 30.11.16	<u>618,728</u>	<u>1,761,268</u>	<u>508,767</u>	<u>2,888,763</u>
NBV as at 30.11.15	<u>228,305</u>	<u>1,788,227</u>	<u>946,650</u>	<u>2,963,182</u>

JAMAICA CIVIL SERVICE ASSOCIATION
 NOTES TO THE FINANCIAL STATEMENTS
 FOR YEAR ENDED NOVEMBER 30, 2016

8 Social and Community Outreach-

	<u>2016</u>	<u>2015</u>
Civil Service Week	288,921	612,860
President's Luncheon	174,286	45,854
Committee Project	213,261	354,784
Member's Benefit	896,390	410,000
Anniversary Celebration	224,226	155,010
Donation	30,218	41,195
Sports	842,000	-
Manish Water	274,607	
Gifts/ Cards	132,908	26,070
	<hr/> 3,076,817	<hr/> 1,645,773

JAMAICA CIVIL SERVICE ASSOCIATION
NOTES TO THE FINANCIAL STATEMENTS
FOR YEAR ENDED NOVEMBER 30, 2016

9 Office and General Expense

	2016	2015
Office/Computer Supplies	1,410,535	696,748
Repairs and Maintenance	924,585	684,193
Food and Drink	206,713	562,073
Water Charges	228,166	277,480
Telephone Expense	1,534,816	1,523,634
Electricity	1,742,510	1,605,199
Other	274,446	151,068
Total	6,321,771	5,500,395

**JAMAICA CIVIL SERVICE ASSOCIATION
NOTES TO THE FINANCIAL STATEMENTS
FOR YEAR ENDED NOVEMBER 30, 2016**

10 Annual General Meeting

	2016	2015
Regular AGM	2,893,585	1,823,378
Chapter AGM	1,326,991	684,067
	4,220,576	2,507,445

11 Contingent Liability

The JCSA has engaged a Lawyer to explore the possibility of taking a suit to court to seek remedy for a selected category of public servants. As at November 30, 2016 the lawyer was paid a retainer of \$82,500. It is expected that future cost will result from this engagement, however, there is currently no reasonable estimate of future costs neither can the timing of these costs be ascertained.

12 Jacisera Park

	2016	2015
Security	120,578	14,563
Electricity	294,732	370,587
Internet & Cable	157,677	54,383
Water	374,816	208,763
Maintenance and Sanitation	194,592	166,377
Renovation Works	1,899,070	-
	3,041,463	814,673

Note 16

**JAMAICA CIVIL SERVICE ASSOCIATION MINI-MART
INCOME AND EXPENDITURE STATEMENT
FOR YEAR ENDED NOVEMBER 30, 2016**

	2016	2015
	\$	\$
Sales	807,991	952,420
Opening Stock	303,554	542,628
Purchases	610,893	886,977
Total	<u>914,447</u>	<u>1,429,605</u>
Less Closing Stock	<u>(163,391)</u>	<u>(303,554)</u>
Cost of Sales	751,056	1,126,051
Gross Profit/(Loss)	<u>56,935</u>	<u>(173,631)</u>
Expenses		
Stationery and Supplies	10,065	4,330
Selling and distribution	187,007	187,074
Subsistence	79,277	23,300
Bank Charges	55,831	53,839
Donation (Gift Vouchers)	4,000	6,180
Food and Drink	7,330	23,619
Depreciation	<u>,2,213</u>	<u>2,213</u>
Total Expenses	<u>345,723</u>	<u>300,555</u>
Net Profit/(Loss)	<u><u>(288,788)</u></u>	<u><u>(474,186)</u></u>

Note 17

JAMAICA CIVIL SERVICE ASSOCIATION MINI-MART
FINANCIAL POSITION
AS AT NOVEMBER 30, 2016

	2016	2015
	\$	\$
Current Assets		
Bank and Cash	171,440	189,913
Receivables	77,560	14,581
Stock	<u>163,391</u>	<u>303,554</u>
Total Current Asset	<u><u>412,391</u></u>	<u><u>508,048</u></u>
Non- Current Assets		
Fixed Asset	<u>17,929</u>	<u>19,921</u>
Total Non-Current Asset	<u>17,929</u>	<u>19,921</u>
Total Assets	<u>430,320</u>	<u>527,969</u>
EQUITY AND LIABILITIES		
Net Income	(288,567)	(474,186)
Retained Earnings	<u>(495,942)</u>	<u>(21,756)</u>
Total Equity	<u>(784,509)</u>	<u>(495,942)</u>
Current Liabilities		
Trade Payables	103,535	218,433
JCSA	<u>1,111,294</u>	<u>805,478</u>
Total Liabilities	<u>1,214,829</u>	<u>1,023,911</u>
Total Equity and Liabilities	<u>430,320</u>	<u>527,969</u>

**JAMAICA CIVIL SERVICE ASSOCIATION MINI-MART
NOTES TO THE FINANCIAL STATEMENT
FOR YEAR ENDED NOVEMBER 30, 2016**

17 (a) Mini-Mart Current Assets

JCSA combined financial position reflects Mini-mart current assets are as follows:

	2016	2015
	\$	\$
Receivables	77,560	14,581
Stock	163,391	303,554
	240,951	318,315

(b)Mini –Mart Liabilities

JCSA combined financial position reflects Mini-mart liabilities as Minimart trade payables only.

- 17 (c)** In May 2014, the Jamaica Civil Service Association established a Mini Mart to sell selected grocery items at reduced cost to its members. The Mini Mart operates from the Jacisera Park and is staffed by volunteers.

i. Bank and Cash

	2016	2015
Bank	111,284	189,913
Cash	60,156	0
	171,440	189,913

ii. Stock

Stock is valued at the lower of cost and net realizable value.



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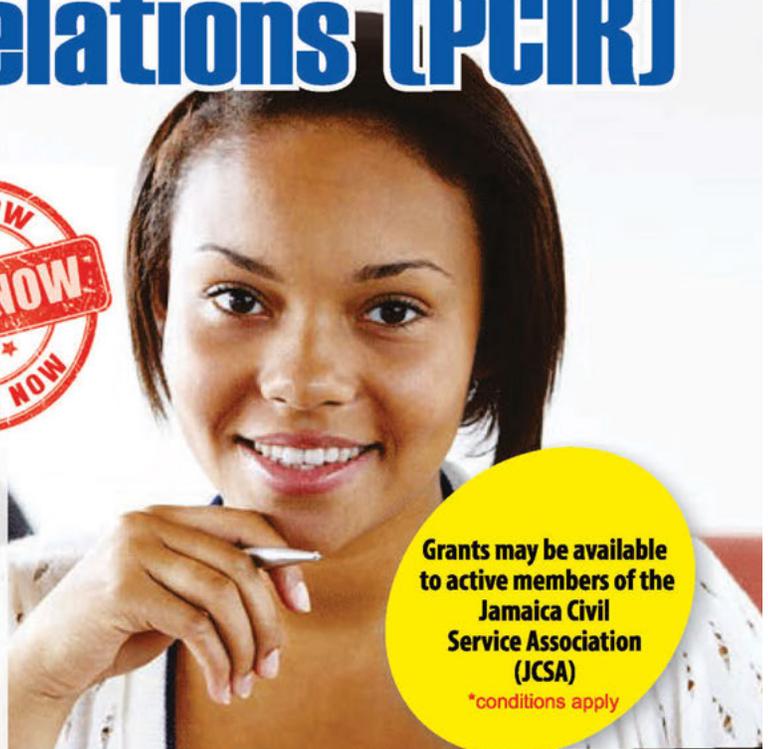


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Grants may be available
to active members of the
**Jamaica Civil
Service Association
(JCSA)**
**conditions apply*

Entry Requirements

- **Minimum 5 years work experience**
- **Diploma from a recognized institution**

Note: (Applicants may be subjected to an
interview if they do not meet the
normal entry requirements)

Target Groups

- **Public and Private Sector Professionals**
- **Members of the Jamaica Civil Service Association (JCSA)**
* Scholarship Grants may be available to active members
- **Union delegates and persons with interest in
Industrial Relations & Human Resource Management**

Location: **MIND Kingston Campus** Days: **Mondays &
Wednesdays**
Date: **Jul. 17 - Dec. 6, 2017** Time: **5:30 pm - 8:30 pm**
Cost: **\$80,000**

Location: **Montego Bay** Days & Time:
Venue: **Electoral Office of Jamaica
Unit 25 Fairview, Office Park
Montego Bay** **To be Announced**
Date: **Sept. 11, 2017 - Feb. 19, 2018** Cost: **\$80,000**

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NOTES



The Jamaica Civil Service Mutual Thrift Society Limited

Promoting Thrift Amongst our Members



The Jamaica Civil Service Mutual Thrift Society Limited

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