



Jamaica Civil Service Association



91st Annual General Meeting 2009 Annual Report

“JCSA Building Strong Bridges
for an effective change in Service Delivery”



Annual Report 2009

Jamaica Civil Service Association

presented to the

91st

Annual General Meeting

May 27- 28, 2010

Theme:

“JCSA Building Strong Bridges
for an effective change in Service Delivery”





NOTICE CONVENING THE 91st ANNUAL GENERAL MEETING

The Ninety First Annual General Meeting of the Jamaica Civil Service Association will be held on 27th-28th May, 2010, commencing with the Official Opening on Thursday May 27, 2010 at 3:00 p.m. at the Knutsford Court Hotel, 11Ruthven Road, Kingston 10.

The meeting will continue on Friday, May 28, 2010 with the Business Session at JACISERA Park, 31 Molyneux Road, Kingston 10 commencing at 10.00 a.m.

Voting for the posts of First Vice President, Third Vice President and Honorary Treasurer, is scheduled as follows;

- Rural Areas - May 19, 2010 - 8:00 a.m. - 4:00 p.m.
- Kingston & St. Andrew - May 28, 2010 - 8:00 a.m. - 4:00 p.m.

Notice is hereby given that the incumbents in the following positions of Third Vice President and Honorary Treasurer have been returned by acclamation.

Dated this 22nd day of March 2010.

Signed: Denham Whilby
Honorary Secretary





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.



Organizational Structure

List of Executive Officers 2009-2010

President	Bro. Wayne St. A. Jones O.D.
1st Vice President	Bro. Robert St. F. Chung
2nd Vice President	Bro. Kiddo Smith
3rd Vice President	Sis. Sharon Anderson
Honorary Secretary	Bro. Denham A. Whilby
Honorary Treasurer	Bro. O'Neil Grant
Auditors	Mr. Nehemiah Ramdon Mr. Fred Manderson
Bankers	Bank of Nova Scotia Jamaica Ltd

Secretariat Staff

Mrs. Ruth Clayton	Associate Secretary (Actg)
Mr. Junior Latibeaudiere	Administration Coordinator (Actg)
Mr. David Sutherland	Training and Research Coordinator
Mr. George Thorpe	Field Officer
Mr. Kelvin Thomas	Field Officer
Miss Tifonie Powell	Executive Secretary
Miss Patrice Porter	Secretary
Mrs. Shornette Duncan	Accounting Technician
Miss Joy Tucker	Member Service Officer
Miss Joy Gordon	Records Management Clerk (Temp)
Miss Alecia Duckworth	Telephone Operator
Mrs. Claudette Walcott	Attendant
Mr. Ashanti Ross	Messenger
Miss Jodene Walsh	Records Management Clerk (resign)

Registered Office:

10 Caledonia Ave, Kingston 5, Jamaica
Telephone: (876) 968-7087 Fax #: (876) 926-2042
Email: jacisera@cwjamaica.com



Agenda

Opening Session: Thursday May 27, 2010 at 3:00 P.M.

Call to Order	Bro. Wayne St. A. Jones OD, President
Convening Notice	Bro. Denham Whilby, Honorary Secretary
Invocation	Canon Ralston Smith
Welcome/Introduction/Apologies	Bro. Robert Chung, 1st Vice President
Greetings	Cabinet Secretary JCTU
Item	
Official Opening	Minister of Finance & the Public Service
President's Address	
Introduction of Guest Speaker	Sis Delita McCallum
Keynote Address	Honourable Prime Minister Bruce Golding
Presentation of Awards	
Vote of Thanks	Bro. O'Neil Grant, Honorary Treasurer
Benediction	Canon Ralston Smith
National Anthem	
Adjournment	

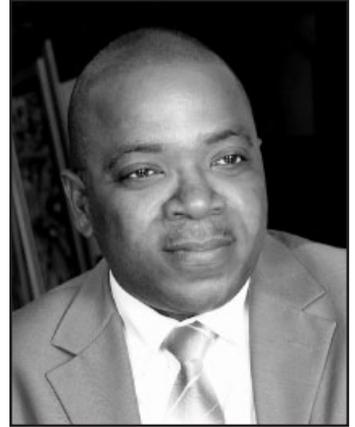
Business Sessions: Friday May 28, 2010 at 10:00 am

Resumption
Prayer
Workshops
Lunch
Confirmation of Minutes (90th 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





From the President's Desk



During the year under review, the Association was called upon constantly by its members for reassurance and support as they tried to respond to the many challenges that confronted them. While this call on the organisation is not new, it comes at a time when given the general economic situation, the resources of the union were themselves stressed. With our members being subjected to another year of wage freeze, their ability to contribute more to the activities of the union was significantly impaired. Nonetheless we struggled on and closed the year with some success stories.

As President, my duty of leading the organisation took on greater importance and my own skills of organising and managing were severely tested. I must therefore place on record my gratitude to my Officers, staff and volunteers who afforded me their counsel, advice and support which contributed to me being able to conclude the year successfully.

Notwithstanding the demands on the Office of President, it is always important that time be found for participation in the various non-core activities many of which bring value and visibility to the work of the organisation and as such my schedule accommodated media and other appearances. These included my participation in the Human Resource Training programme for public sector employees conducted by MIND as an adjunct Lecturer, Lecturer in Industrial

Relations in the Ministry of Health In-Service training programme and as presenter in various trade union Education training programmes.

The organisation's public education and public relations efforts continue to lag behind what is required, however during the review year our presence was enhanced through appearances by the President as Guest Speaker at a number of events. This included the Jamaica Observer Business Leaders Award 2009 Luncheon. Letters to the newspapers and articles published in the print media were frequently used to highlight the views and positions of the union, some of which were awarded the "Letter of the Day" title by the Daily Gleaner.

As General Secretary of the Jamaica Confederation of Trade Unions (JCTU), the need to balance my schedules was quite evident. The JCTU's demands were no less than they were the year before and thus I had to ensure that neither office suffered. This required skillful time management and focused attention, a feat achieved even with dwindling resources.



Once again my busy local schedule did not prevent my execution of duties at the regional and hemispheric levels. As titular representative for Public Services International (PSI) in the Caribbean, I had to lead the sub region in various activities including co - chairing the Sub regional Advisory Committee and leading the delegation to the Regional Conference on the treatment of Labour in Trade agreements in Barbados. The main focus of the conference was to look at the Canada/CARICOM trade Negotiations, its impact and the treatment of labour in trade agreements.

As a member of the Inter American regional executive committee of PSI, my duties took me to Santiago de Chile where I represented the English speaking Caribbean and Haiti.

During the year, the government announced the formation of the Public Sector Transformation Unit in the Office of the Prime Minister. Its mandate being 'to lead, monitor, evaluate and facilitate the implementation of the restructuring of the public sector for efficient, effective and economical government.' Unfortunately,

the context of a Supplementary Budget Debate in which it was announced served to divert the focus from the true intent and led to much apprehension about job safety and security. As the trade union representative in the process, it became my task to constantly remind the workers of the objective of improving the quality of the service they provide and not the wanton reduction of the public sector labour force as was initially touted by some persons.

The work of the Unit continues and we await the directives of the Cabinet on the next steps.

As we close out another year, it is imperative that we do not relent on the advancement we have made and the development recorded. The environment is turbulent but the challenges are not insurmountable. Let us continue to be optimistic and positive knowing that together we can and we must if we are to survive.

Wayne St. A. Jones, OD
President





Governor-General's Message

His Excellency the Most Hon. Patrick Allen

A strong and vibrant public service is an important factor as Jamaica strives to achieve the 2030 Vision of being the choice place to raise families, live, work and do business. At your 91st Annual General meeting, you will have the opportunity to revisit, rethink and realize all you can to attain this vision. In addition, it will facilitate a forum for devising strategies and best practices geared toward even better service delivery.



The focus by the JCSA on “Building Strong Bridges for effective change in Service Delivery” is timely, and is in tandem with the move of public service associations worldwide to improve the quality of work and services that are provided. Quality work and services will only foster a deeper relationship with both internal and external customers, as well as boost confidence in the public sector.

I extend my best wishes for a successful Annual General Meeting, and hope that this year's meeting will help to guide the way forward as the Association seeks to build strong bridges through excellence in service.

His Excellency the Most Hon. Patrick Allen
Governor-General

91



Hon. Prime Minister's Message

Bruce Golding

The Jamaica Civil Service Association (JCSA), for the last ninety-one (91) years, has stridently sought to advance and promote the interests of the nation's civil servants. The civil service remains a critical 'arm' of Government and its national agenda, as it is the channel through which Government's policies and plans are implemented. This brings to the fore, the critical need to ensure that our civil servants are adequately educated, trained and equipped to carry out their mandate - as they can in part, determine the success or failure of Government.

This year's Annual General Meeting of the JCSA, sees the Government confronted by challenges of a magnitude, never before experienced. It has now become even more important that the country demonstrates fiscal discipline, increased productivity and manages its 'out of control' debt burden. The Government's public sector reform programme will seek to address these concerns. Some crucial components of the programme, involve the rationalization of public bodies and entities, in order to streamline operations, remove waste and duplication; as well as reducing the public sector wage bill, which ekes out a considerable chunk of the national budget, outside of debt payments. We are seeking to transform the traditional practices of the public sector, to align responsibility, authority and accountability. The objective is that each and every civil servant is made fully aware of what his or her responsibilities are and

how they relate to our national goals; be vested with the requisite authority to discharge them effectively; and be held accountable for his or her performance.



I sympathize with the many civil servants who are experiencing considerable difficulties at this time. I understand also your concerns about the impending reform programme; and the impact it will have on your own job security. While I cannot allay all the fears; I can promise that at the end of the reform process, we will have a leaner, more efficient and effective Government service, that will augur well for us all and the future of this country. We must return to the days of old, when the civil service enjoyed pride of place amongst young professionals and was seen as the employer of choice. We must seek to restore the civil service to its former lofty place of prominence.

I take this opportunity to laud the sterling service of the many civil servants who have served and continue to serve our country with distinction; and urge you to always give of your best to your country and its people.

Bruce Golding
Hon Prime Minister



Leader of the Opposition's Message

The Most Hon. Portia Simpson-Miller O.N., MP

The Civil Service represents the core of professionals in a society who diligently and proficiently seek to ensure the delivery of critical services to all members of the society irrespective of the political persuasion of those who form the government or of the recipients of these critical services.

Jamaica and Jamaicans are fortunate in that we have been able to rely on the Jamaican Civil Service for maintaining this primary standard in carrying out their roles and for doing so professionally and responsibly.

In this regard the Jamaica Civil Service Association must be commended for providing the requisite oversight and professional development support to its membership to ensure that only the highest standards are the guide posts for the carriage of their duties.

The theme chosen for the 91st Annual General Meeting: "JCSA Building Strong Bridges for effective change in Service Delivery" affirms the association's commitment to remaining at pace with the changes in modern society and the expectation for better and fairer service delivery that comes with development.

I have always found that the Leadership of the Civil Service Association and our Civil Servants themselves are generally and genuinely up to those tasks. I wish

for you a successfully AGM as I express my personal commendations and gratitude to the Civil Servants of Jamaica for your dedicated and patriotic commitment to Jamaica's development. I also pledge the continued support of the Parliamentary Opposition (and indeed the People's National Party) for the provision of adequate resources, including remuneration and access to personal and professional training opportunities to the professionals within Jamaica's Civil Service.



Portia Simpson Miller
Leader of the Opposition



Solidarity Messages

Dominica Public Service Union (DPSU)

In order to bring about desired changes in service delivery, bridges need to be built. The Jamaica Civil Service Association being the proactive organization that it has proven to be recognizes this and has selected as the theme for its 91st Annual General Meeting "JCSA Building Strong Bridges for Effective Change in Service Delivery".

In choosing the theme, there is no doubt that particular attention was paid to every word which forms part of it.

Your Union has time and time again demonstrated its ability to initiate action and get involved in activities which have impacted positively on the public service even under difficult circumstances.

Your 91st Annual General Meeting provides yet another opportunity for discussions and decisions which will enable the JCSA to influence necessary changes in service delivery.

The Executive Committee, General Membership and Staff of the Dominica Public Service Union extend best wishes for a successful general meeting.

In solidarity

THOMAS LETANG
GENERAL SECRETARY





Solidarity Messages

Grenada Public Service Union

The Grenada Public Workers' Union salutes the President, Executive Council and the entire membership of the Jamaica Civil Service Association (JCSA) on the occasion of its 91st Annual General Meeting.

Your Theme" JCSA Building Strong Bridges for Effective Change in Service Delivery" is indeed a very timely and proactive one, given the challenging period under which we exist.

The present economic situation is one which demands that the delivery of service must be effective and efficient, in order that workers can provide the high quality of services that are expected on them by the public.

In addition, the marketing strategies being effectuated dictate that customers are expecting a higher and better quality of service. The fact that most of our customers travel freely in the diaspora and are much more aware of the service delivery in those countries and by extension the level of serv-

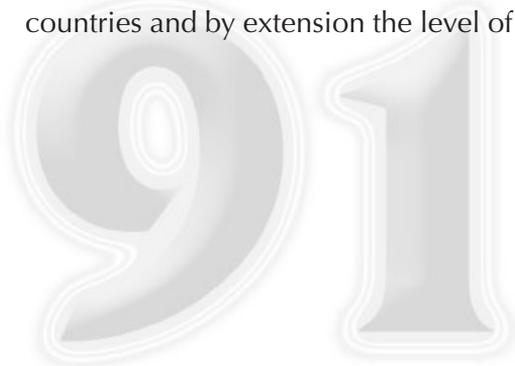
ice they should be receiving in their own countries.

Effective change in service delivery is critical for the survival of jobs in the Public Service. As such, Public Officers ought to become more attuned to the needs of our customers and to ensure that they need to serve with professionalism.

Public Sector Unions must ensure that the image of the Public Service be improved through the work of its members who are Public Officers. Public Sector Unions must also take a stand in respect of the quality of service delivery and productivity in our Public Service.

The Grenada Public Workers' Union takes this opportunity to wish the entire membership of the Jamaica Civil Service Association a very successful and rewarding 91st Annual General Meeting and may God continue to bless each and everyone.

In Solidarity.





From the Secretary's Desk

"Take chances, make mistakes. That's how you grow. Pain nourishes your courage. You have to fail in order to practice being brave."

During the year in review the leadership has taken chances and made some mistakes but it has helped the organization to instill the courage to take bold steps in protecting the rights of its members.

I must thank God for his grace and mercies and for being my strength throughout the year.

Gratitude must also be extended to the Officer Corps, the members of the Executive and General Council, the very dedicated management and staff of the Secretariat, as well as the wider membership of the Association, for their valuable cooperation, support and patience during my tenure.

I also wish to extend a very special welcome to all the new members who have joined our ranks.

As the Administrative year 2009-2010 becomes a part of history, it is appropriate that I present this report on our stewardship for the period.

The Association has been actively engaging

in programmes, nationally, regionally and internationally geared towards the upliftment of our members.



National Activities

General Council Retreat 2009

The Annual General Council Retreat 2009 was held on June 11-12, 2009 at the Bay View Hotel in May Pen Clarendon.

The delegates and staff members headed by President Wayne Jones OD, showed that they were committed to the continued strengthening of the organization and upward mobility, met and discussed a host of issues and made decisions on the way forward.

The retreat was a success and the analysis of the retreat shows that the participation level was very high and the delegates came out with much satisfaction and more rejuvenated to take on the challenges ahead.

Sub-Committees

Emanating from General Council Retreat a



number of sub-committees were established to ensure that the goals and objectives of the Association are achieved. The sub-committees have been working assiduously through this administrative year to achieve the goals and objectives mandated. They have achieved success in a number of areas.

HUMAN RESOURCE DEVELOPMENT

Financial Assistance for Tertiary Studies

For the Academic Year 2009/ 2010 a total of Three Hundred and Sixty Two (362) applications were received from Members in respect of the Education Grant. Twenty-nine (29) of these were for Post-Graduate Courses while the remaining Three Hundred and Thirty Three (333) were in relation to Undergraduate Programmes.

Of this amount a total of Two Hundred and Fifty Nine (259) applicants were successfully awarded grants totaling \$3,333,000.00. The breakdown consists of:

- 16 Post-graduates amounting to \$170,000.00
- 243 Under-graduates amounting to \$3,163,000.00

Training

During the period June 2009 to March 2010 a total of ten (10) training Courses and

workshops were conducted for 28 General Council Members and 5 members of Staff in the areas of;

- HIV/STI Treatment and Prevention
- Training of Trainers Programme
- Exploring Labour Issues in the Global Economy
- The IMF and its impact on the Jamaican Workers
- Training Needs Analysis
- Decent Work on ILO Core Standards
- Information Technology; Platform for Efficient Work
- Professional Conduct and Protocols for the Workplace

MOU between JCSA/MIND

The Jamaica Civil Service Association (JCSA) and the Management Institute for National Development (MIND) signed a Memorandum of Understanding (MOU) on Monday, March 1, 2010 for the development and delivery of a training Course in Industrial Relations on behalf of JCSA for its members.

The subsequent details are being worked on, including expected starting dates and updates will be provided as soon as they are available.

Secondary School Quiz

The Human Resource Development Committee (HRD) once again staged the 10th Secondary School Quiz Competition



of the Jamaica Civil Service Association (JCSA). A total of nine (9) schools namely: Champion College; Merl Grove High; Calabar High; Edwin Allen High; Excelsior High; Bridgeport High; Clarendon College; McGrath High and Green Pond High, participated in this event which was held at the Medallion Hall Hotel, 53 Hope Road, Kingston.

The competition was designed to;

- Increase the students awareness and knowledge of the role and functions of the Public Sector
- Provide an opportunity for the Association to forge greater links with the School population
- Enhance the research skills of students to broaden their knowledge of the Public Sector.

The results were as follows:

1st Place: Champion College: This team received \$50,000.00 compliments of the Jamaica National Building Society (JNBS) and \$30,000.00 compliments of the Medallion Hall Hotel.

2nd Place: Merle Grove High School. This team received \$30,000.00 compliments of the Jamaica National Building Society (JNBS) and \$20,000.00 compliments of the Jamaica Civil Service Mutual Thrift Society

(JCSMTS)

3rd Place: Edwin Allen Comprehensive High. This team received \$15,000.00 compliments of Covenant Insurance Brokers and \$15,000.00 compliments of the Jamaica National Building Society (JNBS)

4th Place: Calabar High School. This team received \$10,000.00 compliments of the Jamaica Civil Service Mutual Thrift Society (JCSMTS)

The coach for the first prize winning school received a Day Pass for four(4) from the Breezes Hotel & Spa (Starfish Trelawny) while the Second Place Coach received a Weekend for two (2) from the Jamaica Pegasus Hotel. All the other team participants received a token courtesy of the JCSA.

The eight (8) Sponsors that have contributed to the event were Jamaica Pegasus, Breezes Resort & Spa (Starfish), Medallion Hall Hotel, Covenant Insurance Brokers, RST Industries (Home Style-Juices), JCSA Mutual Thrift Society (JCSMTS), Jamaica National Building Society (JNBS) and Juici Beef Patties.

The Secondary School's Quiz initiative continues to be well received by the school community and would not have been a success without the participation of the schools



and to each we say thanks for being a part of this event.

Secondly and very importantly the gifts, cash awards, venue and accommodation were only made possible through the generosity and corporate spirit of companies partnering with the JCSA.

We want to express our sincere gratitude to all the sponsors for their support, contribution and continued loyalty throughout the years and we are looking forward to their continued support.

MEMBERS BENEFIT COMMITTEE

In February 2010 the Committee embarked on a Discount House Drive to increase the number of Providers to offer our members discounts on a wide variety of items.

The Committee was successful in increasing the amount of providers, and presents them with their stickers.

In carrying out the mandate of recruiting ten thousand (10,000) members during the period 2009-2011, the Committee conducted a recruitment drive to enhance the growth of the JCSA and recruit a number of new members.

Membership

Despite the many challenges faced by the Union during the period under review, the membership in the Union continued to experience growth.

Membership	No.
New Members 2009/2010	477
Resignations 2009/2010	22

The numbers of persons who joined and separated from our ranks for the period June 2009 to February 2010 are as follows:

WOMEN'S COMMITTEE

The Women's Action Committee and the Young Workers Cadre continued their outreach project to the communities in and around Jacisera Park. Thirty (30) children have been participating in our Reading Programme held the fourth Saturday of each month.

A proposal for fund-raising activities was submitted and approved by the Executive Committee. Funds raised are to be used exclusively in sponsoring a women's delegation to CPSA.

- Benefit Play- "MI AND MI CHAPSIE" was held on October 30 ,2009 which was very successful
- Fish Fry was held on December 4, 2009 with all its challenges it was also a successful venture.
- The JCSA Celebrity Concert which will be held on June 26 ,2010

Children's Treat

The 2009 Children's Treat which was held at Jacisera Park was a resounding success. We feted over 200 children as well as adults



from the community. All the children received gifts. Special packages were presented to the children from the Reading Programme. Contributions in kind were received from JCSA members and other sponsors.

Eliminating Gender Violence and ending Violence against Women Campaign

In celebration of the 16 Days recognizing the need to support the cause of "Eliminating Gender Violence and ending Violence against Women", the JCSA Women's Action Committee (WAC) promoted the Theme "Commit. Act. Demand - We can End Violence against Women" by designing a button which was worn by all throughout the days.

We participated in the National Activity spearheaded by the Bureau of Women's Affairs. The launching of the "Male Desk" in the Bureau marked the event and this was done by the Minister with portfolio responsibility for women the Honourable Minister Olivia Grange. The Monitoring Officer for WAC pinned the Minister on the occasion. Many other women were pinned to commemorate the day

Safer Sex Week

February 8-12, 2010 was celebrated as "Safer Sex" week. We mounted a display from the 10th - 12th in the lobby of the Secretariat. There were demonstrations of

proper condom use and the distribution of condoms.

International Women's Day

In recognition of International Women's Day our women participated in a forum put on by the Women's Committee of the Jamaica Confederation of Trade Unions.

National Peace Day

The National Peace Day Committee invited JCSA members, in particularly women and youth to participate in a peace march at Emancipation Park on March 9, 2010.

YOUNG WORKERS

The Jamaica Civil Service Association Young Workers Cadre was established ten years ago to mold and empower young workers to become future leaders within the JCSA and the wider public sector. During this administrative year, the main aim of the Committee was to focus on the process of grooming and nurturing young leaders within the union.

PSI & Friedrich Ebert Stiftung (FES), Jamaica Workshop

In June 2009 two young workers attended the workshop. These workshops are scheduled to run over a three year span; Phase 1 was held in 2008, Phase 2 in 2009 and Phase 3 to be held in 2010.

The objective of the workshop is to contribute to:



- a stronger, more effective and sustainable women's movement in Caribbean trade unions;
- increasing women's participation and action in Caribbean trade unions;
- the development of a closer working relationship between women, their unions and civil society organizations that work on gender, trade and sustainable development issues.
- Phase 1 - 2008 - Kingston, Jamaica at Christar Villas Hotel
- draft education material
- histories of trade union women
- gender proofing of documents
- Phase 2 - 2009 - Kingston, Jamaica
- research projects
- Phase 3 - 2010 review
- finalization and publication of outputs
- future plans

CPSA Conference

In July 2009 the Young Worker Cadre Chairman Sister Denise Henry attended the 39th CPSA Conference which was held at the Flamboyant Hotel & Villas, Grand Anse, Grenada.

The format of the forum was changed to include the Young Workers and the Women's Forum. The combined session was aimed at highlighting the main concerns from the standpoint of women and young trade union members. The format adopted provided opportunities to build joint understanding and networks around

the theme.

In attendance were 21 young workers representing 10 CPSA affiliates, namely:

- Bahamas Public Service Union,
- National Union of Public Workers - Barbados,
- Bermuda Public Service Union,
- Guyana Public Workers Union,
- Grenada Public Service Union,
- Jamaica Association of Local Government Officers (JALGO),
- Jamaica Civil Service Association (JCSA),
- Montserrat Civil Service Association,
- St Lucia Civil Service Association and
- NUGFW Trinidad & Tobago.

The forum used a number of methods: plenary sessions including panel presentations and small group sessions on various topics such as:

- Understanding Trade Union Organisation:

Participants learnt about the aims, objectives and structure of the CPSA and also included information on the roles of the CPSA Young Workers' Secretariat and the CPSA Women's Committee, the international trade union movement and the various trade union organisations in this hemisphere and the Caribbean in particular. The presentations sought to highlight the linkages between Caribbean trade unions and trade union organisations in the Americas.



- A Gender Perspective on the Impact and Responses to the Crises:
- Methodology for Gender Analysis of Crisis
- General Discussion of the features and responses
- Global Economic and Financial Crisis and its impact on Collective Bargaining in the Public Sector

Recommendations

That all participants call on their affiliates to re-energise their trade union education and training programmes by using the various methods available (web sites, blogs, trade union education & training programmes, brochures) to especially educate members.

That participants also call on the CPSA Secretariat to make efforts to establish a presence on the Internet. A relatively simple and cost effective option is to use UnionBook (www.unionbook.org). The Young Workers' Secretariat may be approached to provide the necessary skills, talents and expertise.

- Caribbean leaders need to review our model of development
- Women and men of all classes and ages must be consulted in public policy making
- Women must have a voice in shaping an alternative development model
- A gender approach takes care of everyone (women are care givers).

1. In addition to the annual conference it was recommended that PSI continues to

hold more seminars throughout the year that will benefit young workers.

2. That PSI should offer more financial support and assistance that would benefit young workers in trade union related education.
3. Work towards having young workers make up at least one- third of those involved in all union activities such as negotiations, education/training and recruitment.
4. A mandatory mentorship programme in all affiliates, linked to a succession planning programme. The future of our unions will rely heavily on the strength and knowledge of young workers coming through the ranks.
5. PSI needs to push to get more exposure to the region through the PSI website.
6. No more "talk shop" more visible actions
7. Adapt and adopt the proposal on mentoring programme from PSI SUBRAC Meeting April 2009.

Philanthropy

In October 2009 & February 2010, as part of this year's philanthropic efforts, members of the Young Workers Cadre made visits to the Sir John Golding Rehabilitation Centre.

SPORTS



The much anticipated 2009/2010 sports activities of the Jamaica Civil Service Association (JCSA) got off to a late start this year as a result of the many challenges facing the Sports Committee. However with all that behind us a new Sports Calendar has been formatted.

January - May: Football and Netball
May - August : Domino and Cricket
October - December: Basketball and Table Tennis

November (during Civil Service week): Track and Field.
The annual Sports Rally was held on Friday February 5th 2010, which recorded a low turn out of participants compared to the number of team registered for the football and netball competitions at this event. Despite the lower numbers, Jacisera Park was buzzing with excitement from persons who turned out to support their various teams in netball.

At the end, the defending champions, Jamaica Defence Force (JDF) came out vic-

torious over the Department of Correctional Services second, and Airport Authority finishing third.

The regular football and netball competitions started on Monday March 8, and March 12, 2010 respectively and continues until the end of May. All remaining activities is scheduled to begin thereafter

HOUSING

Union Estate Development

The Union Estate Housing Development, Twickenham Park, St. Catherine currently under construction near the Jose Marti High School will consist of 767-units; Two and Three Bedrooms apartments, and townhouses and is a gated community. It is situated approximately 2 km east of Spanish Town.

Phase one which consists of 176 units of 80 two bedroom townhouses and 96 two bedroom and three bedroom apartments; 110 of these units were completed in September 2009 and successful applicants have begun





to occupy their homes.

Phase 2, 3 & 4 which consists of 591 units of 2-Bedroom Apartments & Townhouses; 3-Bedroom Apartments commenced construction in December 2009

BURSARY

COMPUTER LOANS

One of the benefits agreed with the govern-

Loans Awarded for 2009	
# Loans Approved	129
# Loans Disbursed	113
Cost of Disbursed Loans	\$5,618,200

ment for the contract period 1996-1998 for workers to access loans to purchase computers continues to be a success.

During the year in review the following awards were released from the Ministry of Finance and the Public Service:

CIVIL SERVICE WEEK 2009

Civil Service Week 2009 was celebrated during the week of November 15-21 under the theme "Civil Servants, Resolute despite Challenges"

The week of celebrations commenced with the customary Church services Island wide.

- Sunday 15th - The National Church Service was held at the Open Bible Standard Churches of Jamaica, 12

Washington Boulevard Kgn.

- Monday 16th - A Public Lecture on Modernization was held at MIND and the presenter was Mrs. Helene Davis-Whyte General Secretary JALGO
- Tuesday 17th - Launch and EXPO was held at the Emancipation Park
 - JCSA Courtesy call on the Governor General
- Wednesday 18th- Long Service Awards Ceremony held on the Lawns of the King's House.
- Thursday 19th- Quiz Competition was held at the Medallion Hall Hotel and the Customer Appreciation Day/Exhibition held in selected Ministries Departments.
- Friday 20th - Brain Games Competition at Eden Gardens, 39 Musgrave Road.
- Saturday 21st – National Church Service at the North Street Seventh Day Adventist Church
 - the week of activities culminated with a Dinner at the Altamont Court Hotel.

The week's events were a success.

REMODELING OF THE SECRETARIAT

It's important to feel comfortable and relaxed while you work. So your office must be conducive to you in getting your work done.



In November 2009, with the growth of the staff from 10 to 13, the Management of the JCSA saw the need for the office space to be expanded. The remodeling of the Secretariat saw office space being increased from 3 to 9 including a sick bay for the staff.

INDUSTRIAL RELATIONS

Heads of Agreement concluded between the Ministries of Finance and the Public Service and the Jamaica Civil Service Association signed August 5, 2009

1. **Period of Agreement:**
April 1, 2008 - March 31, 2010
2. **Standardization of Posts**
Government will undertake a post audit with effect from April 1, 2009
3. **Pension Administration**
Pension payment immediately after retirement

Government is committed to making pension payment in the shortest possible time.
4. **Leave**
A review of the Staff Order has commenced which include all leave arrangements.
5. **Motor Vehicle Policy**

5.1 **Loan Fund**

Government is proposing to inject into the Motor Vehicle Revolving Loan Fund a sum of money which will allow for increases in the loan provision.

5.2 **Loan Provision**

- i. New Cars - to be increased from \$800,000 to \$1,100,000 w.e.f July 1, 2009
- ii. Used Cars - to be increased from \$500,000 to \$800,000 w.e.f July 1, 2009
- iii. Repairs - to be increased from \$50,000 to \$60,000 over the contract period

5.3 **Travelling Allowance**

- a) Full Upkeep - \$420,000 per annum with effect from April 1, 2008.
- b) Commuted Upkeep - \$280,200 per annum with effect from April 1, 2008.
- c) Mileage - \$30.00 per kilometer with effect from April 1, 2008.

Officers who receive Commuted Upkeep Allowance will be eligible to claim mileage from the first kilometer travelled with effect from July 1, 2008.

6. **Transportation of Government Officers**
The fleet of buses have been augmented by five (5) additional buses
7. **Computer Acquisition Fund**
An additional \$2M to be applied to the



Computer Revolving Loan Fund.

8. Shift Premium

- a) **Swing Shift: 2:00 p.m. - 10:00 p.m. and 6:00 p.m. - 10:00 p.m.**

An increase from \$8.35 per hour to \$11.00 per hour with effect from April 1, 2008 for the contract period.

- b) **Graveyard Shift:**

10:00 p.m. - 6:00 a.m.

An increase from \$12.50 per hour to \$16.00 per hour with effect from April 1, 2008 for the contract period.

- c) **Night Premium:**

11:00 p.m.- 7:00 a.m

An increase from \$12.50 per hour to \$16.00 per hour with effect from April 1, 2008 for the contract period.

9. Subsistence Allowance

An increase from \$1,002 per 24 hour to \$1,600 per 24 hour with effect from April 1, 2008 for the contract period.

10. Meal/Supper Allowance

An increase from \$345 per occasion to \$550 per occasion with effect from April 1, 2008 for the contract period.

11. Refreshment Allowance

An increase from \$700 per day to \$1000 per day with effect from April 1, 2008 for the contract period.

12. Taxi Allowance

Round Town

An increase from \$345 per occasion to \$550 per occasion with effect from April 1, 2008 for the contract period.

Out of Town

A payment of \$900 per. occasion with effect from January 1, 2009. Payment to be made for traveling to Portmore, Spanish Town and Rural areas 15km and beyond.

13. Occupational Health & Safety

- a) **Occupational Health & Safety Policy**

A policy is currently with the Cabinet Office. However, the national policy should inform that of the Public Service.

- b) **Wellness Facilities to Employees**

Government is examining those areas of wellness for implementation.

14. JCSA Secretariat

Subvention: An increase from \$400,000 per annum to \$500,000 per annum with effect from April 1, 2008

15. Funding for Jacisera Park

An increase from \$400,000 per annum to \$500,000 per annum with effect from



April 1, 2008.

16. Long Service Awards:

Executive Agencies

Statutory Bodies which are fully funded out of the Consolidated Fund can be included in the Central Government's Long Service Award Exercise. However, Statutory Bodies should seek to establish their own Long Service Award to take into account time worked in Central Government by those employees. The Ministry of Finance and the Public Service will issue the relevant directives.

17. Cuba/Jamaica Agreement -Provision of Eye Care

The Ministry of Finance and the Public Service will facilitate the discussions with the Ministry of Health and the JCSA on the matter.

18. New Items to the claim

JCSA reserves the right to introduce or withdraw claims during the negotiations.

GRIEVANCE

During the year under review 2009/2010, one hundred and thirty (130) grievances were registered at the Secretariat. Thirty-one (31) were brought forward from the previous year bringing the total to one hundred & sixty-one (161) grievances.

Sixty (60) were settled by written correspondences and meetings with management functionaries. Most of the grievances dealt with the non-appointment, non-payment of acting, disagreement with appraisals, classification and tardiness in the payment of pensions

Thirty five (35) were successful through Hearing /Appeals, most of which were with a view to dismissal.

Eleven (11) are outstanding and yet to get attention owing to the fact that we are awaiting further documentation from the members in order to process their grievances.

Thirty-eight (38) are awaiting the outcome of disciplinary hearings.

Seventeen (17) will be carried forward into the next administrative year.

Numerous other matters were resolved by telephone.

RURAL FOCUS

The JCSA has embarked on the representation of members Islandwide by ensuring that the mechanisms are in place.

A team headed by President Jones, 1st Vice President Bro. Robert Chung, Honorary Treasurer, Bro. O'Neil Grant 2nd Vice



President Bro. Kiddo Smith, 3rd Vice President Sis. Sharon Anderson and Field

Bro. Alexander Chambers	St. Ann
Sis. Lillieth James	Trelawny
Bro. Anthony Cameron	St. James
Sis. Delleceta Drummond	Westmoreland
Sis. Rekha Stanley	St. Elizabeth
Sis. Michelle Graham	Clarendon
Sis. Ann-Marie Nicholas	St. Catherine
Sis. Tamara Lawrence	Portland
Bro. Tyrone Foster	Manchester
Sis. Charlene Edwards-Butler	St. Mary

Officer; Bro. Junior Latibeaudiere and other members of the Executive Committee, continued to ensure that all the chapters elected their executives and given the autonomy already established to carry out the mission of the JCSA.

The following are the Chairmen and their constituencies:-

St. Ann Chapter

In keeping with the Association's commitment to fund outreach project in the respective parishes, the Executive of the St. Ann Chapter facilitated the St. Christopher's School for the Deaf situated in Browns Town St. Ann. by donating a sewing machine and materials to assist the girls in

the home to acquire sewing skills.

JCSA Western Regional Office

Many times in the life of an organization there are many visions and so the reality of JCSA in its ninetieth years of service is bearing fruit with the setting up of a Branch in the Western end of the Island.

The Western Regional Office commenced operations on June 01, 2009 with the aim of reaching out to the wider membership in the western end of the Island. It was not until September 3, 2009 the JCSA launch the opening of the office which is situated at 46,Market Street, U&I Plaza ,shop# 5 Montego Bay St. James.

Since its inception the single staff member Miss Sydoney Brackett, Administrator is carrying out her duties efficiently and effectively in servicing the members in those parts of the island.

In the first year of its operations the highlight of the many achievements are as follows:

- NEW MEMBERS: One hundred and seventeen (117) members have been recruited through the offices.. James 60, Hanover 48 and Westmoreland 9
- TRAINING: Three Trainings were conducted on Customer Service. The Success Primary & Junior High School in Hanover was the recipient of one day



training on the Association and “Effective Office Administrative Skills”.

- REGIONAL MEETINGS: Seven Regional Meetings were held and the participatory parishes were Trelawny, Hanover, St. James and Westmoreland
- DISCOUNT HOUSES: Twenty new Discount Houses were identified in the Region. Members continue to utilize the discount at these establishments.
- COMMUNITY INVOLVEMENT: The Office was invited to participate at a World AIDS Day Fair in Hanover on November 25, 2009; and displayed our services at our booth and patrons were enthused of the Western Regional Office's establishment.

The office and staff continue to give valuable service to the members in many other areas such as grievance handlings and have regular meetings.

REGIONAL / INTERNATIONAL ACTIVITIES

Public Service International (PSI) Inter-Americas (IA) Young Workers

On November 4-5 2009, the Public Service International (PSI) Inter-Americas (IA) Young Workers' Committee Meeting was held in Jamaica and hosted by the Public Service International Inter-Americas(PSI-IA) at Eden

Garden, Kingston. Eleven 11 participants from Argentina, El Salvador, Jamaica, Puerto Rico and Venezuela were in attendance.

The issues discussed are as follows;

- Organization of Young Workers at IA Regional Level
- Communication Methods for Young Workers in IA Region
- Responsibilities/roles of IA Young Worker Titular and substitutes
- World Young Worker Form preceding Global MDG Conference in 2010
- PSI Communications

The emphasis of the meeting was to prepare for the 3rd Young Workers Regional Meeting in Cartagena, Colombia on “Decent Work”. There is also the need to have guidelines on integrating young workers in the DWCPs, Communications: improvements to PSI web site and development of blogs (in al languages of the sub-region)**** PSI's Inter-Americas Region consist of Canada, Caribbean, Central America, South America and the USA.

Sub-Regional Advisory Committee (SUBRAC)

PSI 2010 Caribbean Sub-Regional Advisory Committee Meeting

Sis Denise Henry, Chairman of the Jamaica Civil Service Association (JCSA) Young Workers Cadre attended the PSI Caribbean Sub-Regional Advisory Meeting that was held in St. John's Antigua, over the period March 15-17, 2010.



During the three day period the meeting examines the some critical issues affecting the Caribbean public sector workers across the region such as ;(electricity sector in Belize and water sector in St. Lucia). The meeting also had the opportunity to hear from the Haitian affiliate on the conditions affecting the people in Haiti. After the deliberations the meeting made its recommendation to the Inter-Americans Regional Body on the issues discussed.

and members of staff would also like to extend condolences to the trade union movement in this time of bereavement

Inter-American Regional Conference (IAMRECON)

The Conference is scheduled to be held in Cartagena, Colombia during the period September 8-12, 2010.

This Conference is being organized by Public Service International (PSI)and his the Conference for the Inter Americas Region(which includes North and South America, Latin America Canada and the Caribbean.

OBITUARIES

During the year under review the JCSA learnt of the death of union members and families of members. We would like to take this opportunity to express condolence to the families who experienced tragic loss.

The General Council, Executive Committee





RESOLUTION

WHEREAS the Jamaica Civil Service Association (“the Association”) now operates with the office of Honorary Secretary as one of the elected offices of the Association:

AND WHEREAS the duties of this office have been undertaken in a voluntary capacity and this has attendant challenges in providing timely and relevant services to the Association's members:

AND WHEREAS the introduction of the office of General Secretary with the holder being a full time employee of the Association will allow for the Association to be more accountable for providing efficient and high quality services to the members:

NOW, THEREFORE, BE IT RESOLVED that the Constitution, Rules and Regulations of the Association (“the Rules”) be amended as follows, firstly in Rule 8(a) by deleting the words “Honorary Secretary” and substituting therefor, the words “General Secretary”:

BE IT FURTHER RESOLVED that the words “Honorary Secretary” be deleted from Rules 20(i):

BE IT FURTHER RESOLVED that Rule 22 be amended by deleting the duties specified in relation to the Honorary Secretary and relocating them as the duties of the proposed General Secretary.

BE IT FURTHER RESOLVED that the words “Associate Secretary” and “Honorary Secretary” be deleted from Rule 23: and substituting therefore, the words “General Secretary”:

BE IT FURTHER RESOLVED that Rule 23 be amended to read; “The General Council shall have the power to employ a paid Secretary who shall be designated “General Secretary” and who shall perform such secretarial and administrative duties as the Executive Committee may from time to time determine.” and

BE IT FURTHER RESOLVED that the words “Honorary Secretary” be deleted from Rules 58.

Moved by: Seconded by:

As amended and adopted at Annual General Meeting held on May 28, 2010.



Official opening of the JCSA's Western Office



Upgraded offices at the Secretariat



Members of the JCSA Executive paid a courtesy call on the Governor General Sir Patrick Allen as part of the Civil Service Week activities



JCSA and MIND signed a Memorandum of Understanding for a training Course in Industrial Relations





Minutes of the 90th Annual General Meeting

Held on 2009 May

Day One: Opening Session -
Kingston

OPENING CEREMONY

Call to Order

The Chairman Bro. Wayne Jones Called the meeting to order and invited Bro. Denham Whilby, Honorary Secretary to read the Notice convening the meeting.

Invocation

Minister Franklyn James from the Kingston Church of Christ invoked the Lord's Presence on the proceedings.

Welcome and Opening Remarks

The Chairman extended special welcome to those present. He stated that it was the pleasure of the Association to be able to enjoy the company of those present at the annual event after a challenging year. The Association looked forward to the opportunity to meet in this setting and to reflect on all the experiences of the past twelve months or so, and for this instance on the 90 years existence of this very important organization. He stated that the Association is preparing for many more years to come, so has a century draws closer it will be celebrated in grand style.

The Chairman then acknowledged members on the platform, guest presenter Professor Neville Ying, Minister with responsibility for the Public Service Senator the Hon. Arthur Williams, Cabinet Secretary Ambassador Douglas Saunders, President of the Jamaica Confederation of Trade Union, Bro. Lloyd Goodleigh, Minister Franklyn James from the Kingston Church of Christ and Honorary Secretary, Bro. Denham Whilby.

He then recognized and extended special welcome to the Officers of the Jamaica Civil Service Association, 1st Vice President Bro. Robert Chung, 2nd Vice President Sis. Marcia Higgins, 3rd Vice President Sis. Sharon Anderson, Honorary Treasurer Bro. O'Neil Grant and his wife Mrs. Grant.

He then welcome the Past officers of the Jamaica Civil Service Association Past Honorary Secretary Mrs. Thelma White, Past President Mr. Winston Clarke, Past Vice President Marva Ximinis, Past Honorary Secretary Janet Mitchell, Past Vice President Georgia Mogg, Past Vice President Ms Cecile Claire, Members of the Executive Committee, General Council, and Departmental Representatives. Welcome was extended to all.

Further welcome was extended to



Permanent Secretary in the Office of the Prime Minister Mrs. Patricia Sinclair McCalla, Chief Personnel Officer Mrs. Jacqueline Hinkson, Miss. Millicent Hinds-Brown from Public Service Establishment Division of the Ministry of Finance and the Public Service, CEO Administrator General of Jamaica Mrs. Lona Brown.

Brothers and Sisters from the trade union movement; Sis. Marva Phillips and our researcher Bro. Doyen from the Hugh Lawson Shearer Trade Union Educational Institute at the University of the West Indies Mona. Bro. George Fyffe General Secretary of the BITU, Bro. Keith Comrie from USSAW, President of the Jamaica Teachers Association, representative from the Police Association, Bro. Welsh from JUPOPE and other Union representatives. Our colleagues from industry and business, Mr. Glen Bloomfield, Medallion Hall Hotel, Mr. Ferris Zadie Sports Playaz and from Red Cross. Mr. Victor Williams who provide us with Insurance Service, to all our friends from corporate Jamaica and other such entities that continues to support the Jamaica Civil Service Association we say thanks very much, and welcome.

Apologies

Apologies were tendered on behalf of Mrs. Norma Kerr Clarke, Mrs. Sonia Jackson Director General Statistical Institute of Jamaica, the Cuban Ambassador and Past President Samuel Stewart.

Acknowledgement of the General Council for the year 2009-2010

The Chairman acknowledged the presence of the General Council for the period 2009-2010. The General Council comprised Departmental Representatives, Members of the National Staff Council and Chairmen of the various Parish Chapters.

Greetings

Ambassador Douglas Saunders Cabinet Secretary

Ambassador Saunders thanked the President for a fulsome welcome to everyone and he expressed appreciation on behalf of everyone. He then acknowledged members at the head table and pause to recognize Senator the Honourable Arthur Williams who the president described as a new kid on the block. He commented that Senator Williams may be new on the block, but he can assure the AGM that he is no kid. He further stated that in time everyone will come to recognize that.

Ambassador Saunders said that he is confident that in addition to putting his heart into the new responsibility that he will be found to be a trustworthy partner in our joint endeavors. He said that he felt honoured to be given the opportunity to bring greetings on this very special occasion, the 90th Annual General Meeting of the Jamaica Civil Service Association and he extended warm



congratulations to the successive executives and all the membership over the years.

He commended the Association for its endurance and growth through good times and bad times. The achievement of the Association had not only been in relation to the successful advancement of the exhibit of the membership of the Association and by extension members of the public service in general. But it had also been effective in adapting to the different demands and environments in which it has had to operate over these many years.

He made mention of a more recent case in point where the Association was involved in a constructive and responsible ongoing process of transformation of the public service into a modern and effective vehicle. He stated that the transformation was imperative for progress and called for the area to be tackled with more urgency because the financial crisis that currently confronted the entire global community of which Jamaica is a part, and hence the deep relevance of theme for this Annual General Meeting. "Reinventing Government and Governance while Creating Public Value".

He spoke of the uncertainty that surrounds the duration of the crisis with respect to the architecture and framework which will emerge at the end of it. Noting that what is certain, is "that this country of ours must move forward with imagination, creativity, innovation and confidence, with a view to much needed progress and development".

In this regard the goals of modernization and efficiency in the public service are more important. Saunders stated that essential to the process is genuine and effective partnership across all sectors of the society and on this occasion he said, he should include the media.

He stated that unfortunately the attainment of such partnership is not assisted by attempts at sensational reporting of the kind which had emerged recently. He said we should accept that identification of specific short-comings or deficiencies is always important to any reform process but general broadbrush and none specific criticism is not particularly helpful. He said he was sure that there must have been much more to the luncheon meeting of leading business persons which was reported in the media last Thursday 21st May than what was reflected in the press report, because it is impossible to contemplate that such a gathering could be imbued with the lack of understanding and appreciation of the Westminster system on which our democracy is based, than the report would leave us to believe.

He said the following day we saw an editorial which questioned whether the Public Sector Modernization programme was still in progress. He noted from today's media that the honourable Minister of State for the Public Service had most appropriately weighed in on that debate and he thanked him for that. Mr Saunders said he could



only conclude that there was inadequate communication, not only across sectors, but also within sectors, because it was somewhat disconcerting and puzzling that the reports or the media items in question surfaced in the very week that the Public Sector Customer Service Awards took place.

He stated that the event was supported by entities in the private sector and such entities have provided such support over the years with respect to that award ceremony. The main focus of those awards is precisely recognition of significant improvement and achievement in the delivery of Government services to the public. He said that this was neither the occasion nor the time to detail achievement of the modernization programme, ample opportunity for that will arise; we need to acknowledge honestly that progress has not been even across the board. In addition, in some cases regulatory and legislative changes may even be required. These have to be informed by careful objective analysis and not by knee jerk reaction.

He continued "Indeed such processes of analysis and prescription in relation to some key areas of public service delivery have enjoyed the benefit of significant ongoing participation and involvement of important private sectors." He said that each sector should compliment the other .

He remarked that, no doubt many of us

would have been sympathetic to and supportive of the letter published on 25th May addressed to the Editor of the Observer by Donald Heinz, except in one respect that letter was on target and to the point. But he can confidently state for the public consumption that public servants in general do not shy away from reasonable constructive criticism. And although there are obvious and logical differences in culture between the public and private sector, this was not the time to engage in what one might refer to as a "culture confrontation". He said that each sector compliments the other. Instead, we clearly needed to advance and deepen the engagement, dialogue, communication and collaboration between the two sectors as well as within a view to dynamic equitable and balanced development of this beautiful and potentially prosperous country to ours. He continued "in so doing that we must always remember that the obligations of the public servants who are all the citizens the Country and not to one or other party".

He concluded by saying he was confident that as it moved into its next decade, the Jamaica Civil Service Association would continue increasing the dynamic path contributing to the process of modernization of the public institutions in which its members function. He congratulated and thanked the Association for the opportunity and wished for a most successful AGM.



The Chairman thanked the Cabinet Secretary. He also expressed the wish to be Associated with the comments that were made by him, particularly in relation to what he considered to be an attack by some business leaders. He stated that a response was made promptly. He said the Association characterized the outburst as being insulting and counter productive. The Association would continue to maintain the partnership which would result in improvements that everyone desired and not join in condemnation of the Public Officers.

The Chairman then invited Mr. Lloyd Goodleigh to the podium after he acknowledged the arrival of his wife Andrea and daughter Tisha.

The Chairman also welcomed Brother James Francis the President of the United Union of Jamaica, Mrs. Rose Mckay, Deputy Accountant General, Jamaica Civil Service Mutual Thrift Society, and Mrs. Darby Salmon, the Secretary Manager and the team. Members of the management were also acknowledged.

Message

Lloyd Goodleigh, JCTU

Bro. Goodleigh acknowledged the President; officers of the Associations, Mr. Ambassador and other members at the head table, Senator Williams, and distinguished guests, members of the audience. In his opening remarks he stated that he was

aware that there are many complex and perplexing issues on the agenda, however the Confederation will handle all of these complex and of perplexing issues in the interest of the Jamaican human resources and in the national interest. He then congratulated the Association the occasion of its 90th General Meeting.

He said the Confederation valued the critical role and the constructive contributions that the Association made to the work of the Confederation. He also commented on the controversial attack on public sector workers. He said he thought the ambassador was reasoned and calm and he wished to make no further comments.

He stated that he wished to indicate a whole range of challenges, that in the midst of our concerns about other things, as workers and Jamaicans we would have to pay attention to. He stated that in the current crisis, we had to put into three categories the question of Jamaica's ongoing inability to develop socially and economically. The financial crisis and the Government's fiscal dilemma in another category, then the question is, how do we move forward? and at the end, where are we going as Jamaicans? and where is Jamaica going?

He pointed out that we have literally exhausted a lot of post-colonial institutions and post-colonial thinking. He said Jamaica needed new paradigms, a new vision and new kinds of leadership. And it was the



responsibility of the trade union movement just like with Independence, to point out what is the path, what are the visions and what are the new paradigms? With accelerated globalization and the current world financial crisis, it demands that all of us take new courses. "The Jamaican economy and the world's economy is in recession; you are public sector workers. In my own union over a thousand bauxite alumina workers have lost their jobs. These are young men who graduated from CAST and these are older men who have spent most of their life in the industry".

He stated that the parishes of Clarendon, Manchester and Saint Elizabeth are going to be devastated and we had to face these issues as Jamaicans. He also noticed there was no debate on what we do with our young people. "What is going to happen to them? This is what Jamaican workers normally do, they migrate and you are going to lose their skills. So that even if the industry recovers, you won't have a pool of skilled workers to restart the industry, so somebody better very quickly start to say how do we handle that crisis".

He said workers were losing their jobs, companies were in crisis and economies were in decline. "In this darkness, distress and the strains and the signs of the time, you cannot see what is going to happen in the future". He said the Confederation had to join in a new search, to find and imple-

ment new social and economic policies in which Jamaican workers and their families will survive and be competitive. He noted that we have to state the objectives; our macro-economic policy has always been about meeting targets. "It has never been about the human resources in Jamaica. In a world that is complex, ambiguous and uncertain if you do not put your human resources at the heart of your macro-economic planning we cannot solve even the past problems, the current problems or future problems"

Mr. Goodleigh stated that the new paradigm had to be not meeting IMF targets and IMF conditionalities. "We did that for nineteen years and it got us nowhere". He admitted that we had to borrow money from the IMF, but that it cannot be 'macro-economic policies'. We have to put human beings at the heart, whether it is the education and training system, or it is the social protection system, that has to be at the heart of macro-economic policies. We can accept the view that the following macro-economic policy we need to keep our eyes on employment, growth and living standards. "Economics is not a physical science, it is a natural science, it is a social science. Economists talk as if it is not a social science. They talk as if you can predict fiscal and monetary things". He maintained "it's not true, it is a social science, It is an opinion ad some opinions are more valid than some". He said that all of us need new



responsibilities and new dispensations. He suggested that Government and politicians in a globalized world must aim at a more egalitarian and compassionate society to give the population the education and the training, the safety net that will allow Jamaicans to compete against other labour forces, to lift themselves up and contribute to the development of the nation. He said the Unions must pursue strategies designed to achieve fundamental transformation in employment relations and in the economy, by way of stressing efficiency, productivity, equity, growth and social justice, because those are the only values that are going to survive in a world that is complex and ambiguous. He said the Confederation is confident that with the support of the Civil Service Association we can offer Jamaica the new paradigm. And he was sure that what President Jones told you, is that in the talks we had we are stressing the new paradigm. He thanked everyone and he wished the Association a successful AGM

The Chairman thanked Bro. Goodleigh.

The Chairman invited Senator the Honourary Arthur Williams, Minister with responsibility for the Public Service to bring greeting.

Greetings:

Senator Arthur Williams

Senator Williams thanked the President of the Association and Chairman of the evening's function. He then acknowledged

the gathering.

In his opening remarks he stated that it was a pleasure for him to be at the Annual General Meeting of the Jamaica Civil Service Association having only a few weeks ago been assigned responsibility for the public service in the Ministry of Finance and the Public Service. He extended an apology on behalf of Minister Audley Shaw who was off the island on Government business. And conveyed Minister Shaw's best wishes on the AGM.

He then expressed sincere thanks to the members of the Ministry of Finance and particularly to those in the Public Service Enterprise Division who worked closely with him over the last three and a half weeks to make his initiation and his work a very smooth one.

He then commented on some of the recent criticisms that have been leveled against the Public Service in general. He shared a saying (referring to politicians) "When you are in public life you have to take what you get, you will get criticisms you will get praises. But we must take them all together. And in a democratic society you will get this. Sometimes justified, sometimes not". He stated that he wanted to place on the record his own view that the Civil Service has served Jamaica well over many years. He also wanted to place on the record the government's thanks to the Public Servants in



Jamaica for indeed holding the society together and for continuing to give Jamaica true and dedicated service.

“This Annual General Meeting is taking place at a difficult time for the entire world and also for Jamaica our own country”. He said that he believed that how we emerge from the crisis that we face will depend to a large extent on the work and performance of the public servants of Jamaica. He noted that there are many constraints placed on Civil Servants and the fact that the government had asked that you accept a wage freeze. He said that he was not going to resile from everything and that he will face everything head on. He said that he understood, and he did not want anybody to believe that he and the Government did not understand the difficult times that we all face in this country. “But the fact is that most of us in this room if not all, Jamaica is the place that we want to live in, to work in and to raise our children, and from that perspective we must partner, join hands, in ensuring that we emerge from this crisis a stronger and better nation and one that we all feel comfortable to live in, in the years to come.”

He said that he wanted to make one other remark before he carried out his official duties. He also mentioned the editorial that appeared in the newspaper last Friday. That asked the question “Is the Modernization Reform programme Dead”. He said he

wondered why the editorial should ask him such a question, because to the best of his knowledge the reform programme had been in the forefront of discussion in many fora across the country, and so there should not be any question in the mind of the editorial writer.

He mentioned his brief response in the newspapers that last week Wednesday the Prime Minister summoned a meeting of very small group of key personnel to outline his own view of how we can take the public sector reform programme to an even higher level.

He wanted to assure everyone that any future programme or any changes to the programme would be considered after consultation with all the stakeholders. He noted, as was said by Mr. Goodleigh and the President that partnership is clearly the way for the future to build our country, and that the Government is committed to that. He then wished for a successful conference and declared the 90th Annual General Meeting of the Jamaica Civil Service Association officially open.

The Chairman thanked the Minister and stated that it was always good to hear from the Minister and that the employer continues to believe in the relationship between the employer and employee, and we are looking forward to the continued fruitful engagement at the bargaining table on mat-



ters of importance to us all.

SOLIDARITY MESSAGE

The Public Service International (PSI) sent a solidarity greeting which was read by the chairman at the AGM which stated: "Sisters and brothers, it is with the greatest pleasure that PSI congratulates the JCSA on the occasion of your 90th Anniversary. As one of the oldest public sector unions in the English speaking Caribbean, you have played an important role in helping to shape and influence public policy in Jamaica and indeed the wider Caribbean.

In a new era filled with an ever changing political and economic landscape, we are all grappling with various crises all happening at the same time, economic, financial, food, energy, environmental, employment, and poverty. The International Trade Union Movement sees these as a distributive justice crisis, an inequality crisis and potentially a political crisis. Particularly in this text PSI applauds your choice of theme and recommends the following quote: 'People want to be citizens, not merely voters and consumers. They want their rights to be respected and they also want to fulfill their obligations. Citizens now demand a greater say in shaping their lives, they want to participate in discussions and decisions, they want to know why some policies are not implemented, and they want to know why some people, political leaders and public officials are above the law. They demand

information and transparency from the Government.'

Taken from Regeesh Tandon "Attempts to improve governance is an exercise in which we all as citizens must take part". As you deliberate on the role of the JCSA in this process, you will be compelled to look to and invent your future without negating the lessons of the past. How does the union conceptualize or define governance? What are your members' perspectives on governance? What are their views on the role and value of public services, role of the state, privatization, decentralization, and social inequities? What do you propose as principles of good governance, and what are the tools that must be used and how do we use them to promote and ensure citizens' participation in governance? All these and perhaps even more questions need to be debated and answered.

The discussions surrounding your theme promise to be stimulating thought provoking, contentious and enriching. PSI welcomes your contribution to the debate on Governance, Citizens' Participation and Quality Public Services.

On behalf of the President Eva Thorne, General Secretary Peter Waldolf and regional Secretary Juscillio Drummond, and along with the 20 million members of PSI, I wish you a successful and highly productive Annual General Meeting.



In Solidarity, Sister Sandra Messiah,
Public Services International.
Sub-Regional Secretary for the English
speaking Caribbean."

Item (Entertainment)

Tijarie Rose from the Bread of Life Preparatory School gave a very vibrant presentation.

The chairman thanked Tijarie for his presentation.

President's Address

The President addressed the 90th Annual General Meeting:

"On matters of importance and relevance to the organization and the public sector, it is usually challenging to speak more explicitly about these issues, especially when the President of the Confederation of Trade Unions Bro. Lloyd Goodleigh speaks before. Lloyd is blessed with that ability to just put his finger on the button, and we want to thank him for that. In this our 90th year of existence there is the need for us to take stock and to do some amount of reflection. I will not be very long this afternoon, but I am honoured to be in the position that I occupy this afternoon, simply because when I looked back at what has transpired over the past 90 years I felt a sense of pride and obligation to those persons who for more than 90 years ago -because the mission and the pilgrimage started before 1919, so many years ago probably even closer to 100 years ago. Some public offi-

cial thought that they wanted a voice in the corridors of decision making and authority and they huddled somewhere in Kingston and they came up with the formation of the Jamaica Civil Service Association. Today, and at this precise moment in this room, are many persons who have taken the baton at different stages of the 90 years of existence and have carried it with pride, and in paying tribute to all of you without identifying by name or office, I ask all the persons who have served in the Jamaica Civil Service Association whether as an elected official or member of staff to stand and be acknowledged. Thank You

"This is a job not for any one or two individuals, it is a job for a big team and it has always been so and it will not change. The JCSA has evolved with the public sector of Jamaica from that pre-colonial start to post-colonial, and now to what some people call modern Jamaica. We have been an organization, through all the developmental stages of this society: Before universal adult suffrage when we all got that opportunity to mark our 'X', to when we got political independence in 1962, to when globalization took us all over, to when we were characterized as a country, as the murder capital of the world, to when we boast the two fastest men on earth, to when we have a number of Olympic champions and world champions, to when we made it in 1998 to the World Cup Football, to when we are ranked in the top 3 in netball in the



world; the Jamaica Civil Service Association have been there carving out a public sector and helping to contribute to the society.

“It has not been easy, it has been a challenge for the public officer whose characteristics have got to change as the public sector evolves. The Jamaica Civil Service Association was there when the public administrative machinery was made up of departments mostly, ministries. The Jamaica Civil Service Association was there when we 'statutorized' the public sector under the guise that if you create statutory corporations and bodies, things will move faster because the bureaucracy is too slow. The Jamaica Civil Service Association was there at the creation of executive agencies and other performance based institutions. The Jamaica Civil Service Association is there when the public officer is now taking their pride of place in the work force.

“The Jamaica Civil Service Association's boost has something to do with the fact that a significant number of our officers are tertiary trained today. The Association continues to seek to improve the environment in which our people work. We are there helping to shape the new public officer, the one who travels around with a laptop computer, the one who travels around with a Blackberry phone, the one who drives in a Mercedes Benz, the one who swipes a gold credit card, the one who wears an Escada suit and carries a Prada bag. I say these things because I take pride in the role of the Jamaica

Civil Service Association and improving the lives of the people we represent.

“This organization is not one of those that is going to shy away from admitting the progress that we have made in the public sector. And so when you have those who seek to suggest that public sector reform and modernization is on pause or has not contributed, we come out in opposition to those views.

“The struggles that the public sector has gone through, and how much public servers have sacrificed so that this country can be as responsive as we were after a natural disaster. We know the commitment of public officers who when they are called at 2 o'clock in the morning to say that a road somewhere around the Junction is blocked, and our colleagues in the National Works Agency lace their boots and get out there and clear it so that movement can take place in the society. We know that when the little lady from down in some remote part of St. Ann, goes to the NIS office and says, 'listen I am hungry, I did not get my pension book', everyone knows how committed our officers are in making sure that the lady can eat.

“We are in an era where openness and accountability is not a choice it's not optional. Everybody wants to hear public officials on the radio; they want to see in the print media. Talk show hosts now have ascribed on to themselves the authority to tell you that you must speak when they call.



I remember the days when it was not fashionable to speak on radio or even to write in the newspapers. We have been there and we have gone through that evolution and we intend to continue it. We are in an era when there is what we call 'idea champions'. We are in an era where you have watch dogs that are gaining significant support and acceptance by society. But I am happy to note that public officers represented by the Jamaica Civil Service Association have made it possible for the office of the Contractor General only this week to commend your compliance with the reporting requirements under the OCG Act.

"I am excited about it because there is a school of thought that public officer did not want to do it. That was the message that was coming out through three years ago when the OCG introduced its zero tolerance and some names went down to the DPP's office. Hopefully director Llewellyn won't send for you. But certainly it is a remarkable step that we have taken to show to the world that we have nothing to hide, whatever we are doing is open book and knowing how the OCG operates, we can rest assured that the world will know about what it is that we have reported.

"The Jamaica Civil Service Association, like being in cricket, when you get into this part of innings it is said that you are in the nervous 90's, and that nervousness can come both from within and from the opponents.

On the cricket field those who do not stop the ball from getting into the boundary and those who do not take the catches put pressure on you, the team that is trying to get the batsman out in the nervous 90's. But we also have the opponents closing in on that batsman, setting more attacking fields and so on. So we have almost a double jeopardy in the public sector. Because, the fact is that, whilst we commend those who have stayed the course and are doing well, there still are some among us that need to pull up their bootstrap somewhat. We are not going to do like business officials and condemn them, we are going to say to them, walk with us, those of us who are interesting in improving the quality of public service.

"The turbulence, economic and social turbulence. The world is in a recession but guess what? In a recession there is no room for regression. This recession has adversely impacted the public sector that resulted in significant resource constraints. You who do the numbers in your respective agencies, you know how much more pressure has come up on you when you cannot find the resources to procure the items and the services your entity needs and to pay people according to the work that they have done. You know how difficult that is. At the same time you have to be concentrating your own personal lives.

"Over the past number of months beginning in January as we went across the island to



elect our Chapter Executives and Department Representative for the administrative year, beginning on Monday, we have had one message: 'This recession will end'. The question is when? But we cannot sit down and wait for that end to come upon us. We have to prepare for that end. We have to be prepared for any opportunities that will come with the end of this recession. There are some who suggest that it is in another couple of months; there are those who suggest years. None of us, as Lloyd says, knows what the future holds. But, one thing is certain, if you intend to be around beyond the recession, prepare for that new era, don't wait on it to come upon you. And so we have been sharing some ideas with public officers while they prepare for the turn around that we know is going to come. And this afternoon I am going to repeat for those who have heard it before and for those who haven't heard. Just four areas, all of which are linked... very quickly.

"First and foremost, those who make it in life financially, tell you that it is during the difficult times that they do the soul searching and they plan when things are up and moving, they don't have time to think how they are making money. It is when the chips are down they have some time to sit down and they think. We have an opportunity as public officers now to stop, think and prepare. Education and training is something that once you acquire it, it cannot be taken away from you. This difficult

world economy in which we operate says that if you are not educated and you are not trained you are not competitive. You therefore must put yourself in a position where you can command some of the more decent jobs and better paying jobs that are out there. And so, the opportunities available to you under the MOU for you to acquire multiple skills that give you an opportunity to earn more in addition to what you are now earning we recommend them to you, we encourage you to go out and acquire these skills. The opportunity is available to you under the Tertiary Education Assistance Programme where you can borrow money and go and get your tertiary qualification. We say to you, access it and put yourself in a position where you can become competitive.

"Tied to that is the question of career planning. Unfortunately, many would have joined the public sector years ago, would have joined simply looking for a job, and nothing is wrong with that, food has to be placed on the table; the bills have to be paid. But, there has to come a time when we now start to think career, where do I intend to be, in terms of my career, five years time. It can't be that we continue to want to have 'a job', what we must be looking for is employment which is sustainable and so we encourage people, to start thinking about their careers. There was a time when the classification system in the public sector was of such that it didn't give you any guidance as to where you wanted to take



your career, so clerical officers were doing cashiering work, people in PMA, people in secretarial were working in personnel doing leave administration. We have worked very hard in the public sector over the past decades to ensure that at least the classification system gives people a guide, and we encourage everyone to engage in career planning.

“Financial Planning: poor people have a tendency to believe because they don't have a lot of income they can't do a simple thing like budget. A Budget is a simple exercise; expense on one side, income or revenue on the other side, simple. I should not be taken wrongly, there is no way I would be suggesting that your expenses are going to be totally covered by income. You are a public sector worker, that can't be possible. But what we are discouraging is the continued practice month after month, we slip the debit card in the machine and draw out a \$1,000.00 here and a \$2,000 here until when we get the last slip that says balance, and we ask ourselves the question “A wehy wi do wid the likkle pay?” We have to get beyond that. We must know what we do with our income, and that is what we are talking about. There is much more by way of financial planning that we can engage in.

“The fourth and last one that I wanted to share, just to keep it simple, is the question of an activity that I must confess many years ago I never thought it was going to be rele-

vant in my life, and that is retirement planning. Young people don't like to talk about retirement, because they think you are calling down age on them. Some of you remember when I was a young worker, I qualified under the United Nations' definition as young worker just a few years ago, those experts in this field will tell you, the earlier you start the better, but none of them tell you, you are too old to start planning your retirement, and so all of us have an opportunity to start doing something.

“Whilst we have worked to improve the salaries Mr. Minister, so that people's pensions can get a little better, as members of the public sector we have to do something for ourselves. The fact is, the pension is never ever going to be able to 100 percent take care of us after work life. And so I submit that we do something to enhance the pension, buy something, an insurance product. Some of us buy these things and call them our pension and forget about them. Some people get into some economic activities, it is critical, we must do something for ourselves to augment that which we are going to be able to get by our employment. If we don't do that we are going to continue in this mad rush down, down, down the hill. And so, we are trying to get on those other ten runs to achieve the maiden century of this organization.

“We continue to commit ourselves to Reinventing Government and Governance



while creating Public Value. And our theme was very deliberate because as we review the landscape, we came to the recognition once again, nothing new, that it is the public service that is going to make some people keep their heads above water. The majority of persons in this country rely on a daily basis for quality public services to get by. If we have to buy the water, when it is fully privatized some of us wouldn't be able to drink, wouldn't be able to wash our clothes, diseases would set in and we would have major health problems. If we all had to pay every step of the way for education for our children, our literacy rate would continue to nosedive. It is "Quality Public Services" my friend that is certainly going to keep us above the poverty line. So as an organization representing public sector workers, we say to you, work with us, partner with us as we set off on this last ten runs to achieve that maiden century.

"Thanks again to all who have supported the Jamaica Civil Service Association not just over the past year but certainly over the past 90 years and we look forward to seeing you as a member of the team as we go forward. God bless you."

The Chairman announced that a donation of US \$1,500.00 was donated by Mr. Glen Bloomfield of Bloomfield Jamaica Limited to start a Fund in the Civil Service Association towards the Education of the children of the members of the Association.

Sister Vanessa Shaw from the Ministry of Transport and Works was invited to introduce the Keynote speaker Professor Neville Ying.

KEYNOTE ADDRESS: PROFESSOR NEVILLE YING

PROFESSOR NEVILLE YING acknowledged the President, distinguished members on the platform, and distinguished ladies and gentlemen in the audience.

"It's a pleasure for me to be at your Annual General Meeting this afternoon. Your President invited me to speak, late last year at the launch of Civil Service Week, and he has invited me back to address you. So what conclusion should I draw from this, as a member of the Jamaica Civil Service Association, is he giving me a chance, second chance to make a second impression? I don't know, but I will find out shortly. What I will tell you is that he has asked me to give a special lecture this afternoon because he has been trying very hard to get some of you to come to a lecture and you wouldn't, and what better way to give you a lecture than at the Annual General Meeting.

"He also indicated to me that some tempers might flare, my role is to calm you down, ease the tension and allow me to think more seriously about analysis and solutions. His other charge to me was, that I should preach the same Sermon on the Mount for "Public Management in Changing Times" that I did the last time. Let me assure those



of you who were present at my last address, that I do in fact have a new message this evening, but some of the hymns that we sang the last time I will keep to the end of my presentation when I have the altar call.

“At the outset I want to join the previous speakers in acknowledging once again, the central and critical role that members of the Civil Service play in the development of our country through their dedicated work and their expertise. Consideration of the theme, "Reinventing Government and Governance while Creating Public Value," by the JCSA is very timely. This is so because the current international crisis has forced us to take a serious look at the existing paradigms. This evaluation is important to determine if they are still relevant and whether they will move us out of this period of recession. Paradigms relating to Government, Governance and Public Value, must therefore of necessity, come at this time, come under the microscope during this period of crisis.

“You have heard reference to the recent comments of the press. "Replace Sloppy Civil Servants" Daily Observer May 21, 2009. The role of Government -- Letter of the Day, Daily Gleaner, May 22, 2009. Is the Public Sector Reform Programme Off? Daily Observer, May 22, 2009. "JCSA Head unhappy with Flak from Business Leaders", Sunday Observer, May, 24, 2009. What I will assure you, is that this is not

going to end. But take heart, Mr. President and members of the Jamaica Civil Service Association, these comments are just indicative of the debate that is taking place worldwide concerning the role that the state should play in taking us through this crisis.

“In tackling this task, therefore, in this debate, it is going to be action rather than words which are going to win the battle for you for the day. When cricket teams get criticism for their batsmen they answer with the number of runs they make. If you are an athlete and you are Usain Bolt, you respond by the times you run. So if you go back to the old adage of the Latin, it's going to be 'facta non verba', deeds, not words.

“The Handbook of ideas entitled “Responses to Global Crisis Charting a Progressive Path – Progressive Governance”, which was prepared for a conference in Chile in March this year, had two pertinent comments to provoke further debate on your theme. The first comment suggests that the new global crisis signals the return of the state and here I quote, ‘Clearly, the state is back, it emerges as the only reliable response to economic irrationality of the free-market system.’ Second set of comments, however, introduces a cautionary note. And here I quote: ‘It is not clear, however, how the state will be able to sustain a more active role in the face of rising public debt and budget deficits.’ So, as we enter this debate in Jamaica and



go through this soul searching period, we must first of all, be clear about what 'Government' and 'Governance' are about and what 'Public Value' is. Since you are the experts on this topic, I will draw your attention to comments made by different writers on these areas. Gianluca Misuraca in 2007 indicates that Government in its broadest sense is defined as: 'a body that has authority to make and the power to enforce laws within a civil, corporate, religious, academic and other organization.'

"We apply governance in our daily lives to manage our relationships and interactions and activities between corporations and companies. I also like the metaphor which Misuraca used in relation to governance to a steering ship, and as he notes, both the word 'Governance' and the word 'Government' come from the same Greek word which means to steer, and here is what he says about Government and Governance: 'Steering a ship, in fact, is not only a matter of keeping the ship afloat and in forward, backward, or sideways motion; it is knowing the direction to be taken and ensuring that the ship is constantly on course in that direction. Above all, for everyone in this ship and those waiting for its arrival, a captain can claim good seamanship only when the ship gets to where it is expected. As an act of steering people's development, governance is about processes not about ends.' The international financial crisis and its impact on us will require us in Jamaica to focus on effective

Government and Governance, it is steering the ship for Jamaica through the storm with these turbulent economic and financial waters.

"In relation to Public Value: Manuel Baptista in his paper in 2005, e-Government and State Reform: Policy Dilemmas for Europe reminds us of three things: First: Public value is created by the delivery of high quality services. Secondly: Public value is the achievement of outcomes that are seen as desirable by the public such as the improvements in health, reduction in poverty or environmental improvements. And thirdly, public value is the ultimate goal of the government. Having wrapped your minds around the concepts and reality of Government and Governance and Public Value, let me now excite your minds around some other very important considerations.

"In this period of the international financial crisis, there are three issues surrounding the theme that you have selected which needs to be examined and choices made in charting the way forward for Government and Governance in Jamaica. The first issue is the difference between public and private value. In particular the extent to which private sector approaches should be integrated in the reinventing of Government and Governance. The second issue is the use of Information Communication Technologies (ICT) as a key driver for creating public value. And the third issue is trust, as a key



component of public value.

“Let me now make some comments about Private Sector and Public Value. There is a diversity of views on public-private value in Jamaica. What we need to do is to examine these and make a reasoned choice in relationship to Government and Governance while creating public value. I have picked a few of these views to share with you this afternoon. First, Batista, op cit, purports that: ‘Whether it is the British New Public, Management, (NPM) Movement, the Clinton-Gore attempt to Reinvent Government in the U.S.A. or World Bank and OECD Reports on Public Management Reform, the same principles return.’ So, in examining these models we need for instance to determine whether in Jamaica we are going with the Clinton-Gore Administration Model and what Bonina and Cordella (2008) reminds us, this model simply says, we should be created and committed. We should be committed to create the Government that works better and costs less. We also need to determine if we will utilize some interesting positions raised by Baptista (2005) in charting the way forward for Government and Governance. These positions are concerned with the mix of Private and Public Sector approaches, and I highlight to you three of these considerations.

“The first is a Public Sector that is less bureaucratic, more transparent, productive and cost effective. Secondly, reconsidering

the services and processes provided and not provided in order to facilitate a partnership with the Private Sector. And thirdly, an increased use of Private Sector intermediaries to carry out certain Public Sector Service. There are also views by other writers that caution, that in determining this Private Value/Public Value mix, it is important to note that it is easier to measure Private Value rather than Public Value. The Handbook of ideas for the Progressive Governance Conference, 2009, as I have mentioned before, have two other positions which are useful to note. The ideal for a new model for Public Administration is proposed on a premise that it is now evident that neither the privatisation of public administration nor excessive reliance on bureaucracies works.

“In conclusion: Now is the time to introduce a new model of Public Administration, which enables holistic and integrated policies that respond to the needs of people. I made references to these models and diversity of the views on the private-public mix to make to your Association the following recommendation. In Jamaica we should choose a model based on the best features of these plus our own creative strategies. This approach is important for us for our survival and growth as a small and vulnerable country but it also takes into consideration the fact that, while we try to create Public Value for our people, especially in this time of crisis, we must be mindful of the



fact that we do this in a manner which enable us to coexist in a global marketplace.

“In Jamaica, we have used the Private Sector oriented approaches through the establishment of Executive Agencies. What we are recommending is that we continue the process of Governance while Creating Public Value; we should use the opportunity to evaluate the Executive Agency Model. Two important aspects of this evaluation should be: One: The extent to which these agencies have influenced the management culture of their parent ministries. And secondly: The extent to which these agencies have improved the creation of Public Value. “Next, I comment on the use of ICTs as a Key Driver for Creating Public Value. The global economy has been referred to as a "network" as a result of ICT advancements and inclusion of Non-Governmental actors in policy making through consultancy and participatory approaches. (Misuraca 2007, p.1) Consequently, Bonina and Cordella (2008) States that, ‘ICTs are perceived as powerful tools to rationalize, streamline and re-engineer organization procedures.’ However Baptista give us caution, think carefully about: ‘How much privacy should be sacrificed for additional security or personalized e-services; how best to use information and communication technologies and how to best manage funds, technology policy and procurement of software by the Public Sector’.

“The Vienna Declaration 2007, for the

United Nation Headquarters puts forward the position which is encouraging countries to take the following action: ‘Improve Access to ICTs - E-government has tremendous potential to improve transparency, by enabling better coordination within Public Sector and between Public Sector and Governmental Agencies, improving efficiency, permitting improvements in service delivery, enabling better response time to citizens and strengthening the effectiveness of e-Government initiatives.’ (UN 2007, p.2) ICTs have been the centre piece of efforts to transform Public Sector Institutions in Jamaica such as the Registrar's General Department (RGD), Inland Revenue and Customs Department. The use of information and communication technologies in the Public Sector is costly but we have no choice if we are to achieve local and international connectivity, a prerequisite for competitiveness. Nonetheless, it is important that we immediately assess the return on investment in ICTs in relation to the provision of Public Value.

“It is therefore important that we now evaluate the extent to which these Ministries and Agencies, which have had significant investment in ICTs, have a corresponding contribution to Public Value. This analysis and evaluation is important to inform our approaches to the consolidation and expansion and use of ICTs across the entire Public Sector as we move forward through this crisis.

“Next, I now invite your attention to 'trust'



as a Key component of Public Value. Trust is the single most important component of reinventing Government and Governance while creating Public Value. This is reinforced by Baptista. 'Trust in public institutions is an important source of Public Value making citizens more likely to accept Government action and feel a sense of Association with it.' The Vienna Declaration is based on the following premise, "building trust in Government is a worldwide concern. When people do not see themselves and their interests represented by their political leaders and their Government, trust is compromised and the General Public interest is undermined. When citizens' expectations are not satisfied with how the State operates and what it delivers, a dissonance may result which can be heightened in the context of globalization. This leads to distrust and apathy.

"The recommendations in the Vienna Declaration put forward a number of points which we should look at in Jamaica as we move forward through this period. One is, Secure Legitimacy of Government to strengthen the confidence of citizens in their Governments, the State must be and be seen to be legitimate, fair and institutionally strong. Secondly, prioritize Service Delivery and Access -- Public Sector performance creates trust in Government by delivering Public Value via reliable Public Services that are not only addressing market failures but produce value while creating equity, equality and social capital. Thirdly, the Vienna Declaration proposes "Increase

in Transparency and Accountability to Combat Corruption".

"Fourthly, the Declaration proposes 'support for Effective Civil Society Engagement, meaningful dialogue and face-to-face involvement in civil society.' Organizations are the most direct and effective ways of building trust and trusting in communities. Fifth recommendation was to engage the constructive Interest of a Free Press or Media. (6) "Bringing Government closer to the People". (7) "Enable Public-Private Partnerships. And (8) Innovations in the Public Sector Reforms. After examining these three issues and positions related to Government and Governance and Public Value, our task in Jamaica is now to distill all of these viewpoints into an operational framework that will work in Jamaica and will work for Jamaica in international arena. "To provoke the thinking of your Association a bit further, I will make some recommendations about what I have distilled as the six (6) elements of that framework which I encourage you to debate after your Annual General Meeting or even during your Annual General Meeting and here are your six parts: Create an Operational Model for reinventing Government and Governance creates Public Value. First, create a model of Public Administration with holistic and integrated economic, social and environmental policies which respond to the needs of the local, regional and international stakeholders like the Public Sector



Service. Secondly, focus on productivity, service orientation, policy, accountability, transparency and less bureaucracy. Three, make operations and processes cost effective while focusing on performance and obtaining the desired results. Results should be aimed at customer satisfaction and improving the population's perception about the Public Sector performance and its ability to provide Public Value. Four, use information and communication technologies to improve customer satisfaction build trust in Government and Governance. Five, encourage public-private partnerships in the development policies and the delivery of services. And six, encourage creativity and innovation in the Public Sector for the development and implementation of policies and the delivery of services.

“Now, having examined those models and make those recommendations to you, I will now ask you to focus your attention on two other things, employability and social protection as areas which need urgent attention in creating Public Value. While examining models for reinventing Government and Governance, we must deal immediately and strategically in Jamaica with a major concern internationally. This can be summed-up in two words 'job losses'. Internationally, the single most important issue which affects all of us is the heightened job losses or impending job losses from the current financial Crisis.

“The Report of the Director General of the

ILO, 2009, which is entitled, 'Tackling Global Jobs Crisis: Recovery through Decent Work Policies draws our attention to this very important issue. And here I quote: 'Compared to 2007, by the end of 2009 there could be an increase in global unemployment of more than fifty (50) million and that some two (200) hundred million workers could be pushed back into extreme poverty.' Locally, in Jamaica redundancies, for example from the closure of the Bauxite Companies, coupled with job losses in the major Jamaican diaspora, locations such as United Kingdom, USA and Canada and the negative impact on remittances and tourism may affect our major Foreign Exchange earners, have serious implications for reinventing Government and Governance.

“In order to focus your attention on our response as a country, let me draw your attention to three important components resulting from the international discussions on job losses. These are job creation and employment, social protection and policy coherence. In relation to the first two items, the Director General's paper, “tackling the Global Crisis”, being a proposal for a Global Job Pact which addresses the immediate needs of formal and informal workers, families and enterprises-- And I must interject this here, ILO Conference, reorganized the agenda for the Conference to include a special item for this in the conference this year and some of us will be departing next week to participate in that discussion. In



Jamaica, the Ministry of Labour established a Multi-sector Committee including major social partners, Government, Trade Unions and Employers to develop mitigation strategies for dealing with job losses resulting from the worldwide financial meltdown.

“This committee used the Decent Work framework, promoting ILO to establish recommendations focusing on Job Creation, Employment and Social Protection and your President is a member of that committee. One important recommendation from this committee is a National Training and Re-skilling Programme focused on Employability during this crisis and for job opportunities after the crisis. This Programme is targeted to three important groups: (a) Displaced workers; (b) Unemployed youths in the age group 18-25; (c) And persons to be prepared for job opportunities.

“Related to major National Development Projects and Overseas Employment. Why do I refer to this example? I refer to this example to make the following points, especially in this time of crisis; our local strategies must have resonance with key countries and agencies in the regional and international arena. This is why the third component, as I have mentioned, “Policy Coherence” is important, especially coherent to countries like Jamaica. We are speaking about the international level which deals in an integrated manner with macro-economic, fiscal, social and envi-

ronmental policies. These are important pillars for supporting sustainable development. In particular, we will need the development of both the ILO and International Financial Institutions to successfully deal with the financial crisis and economic and social repercussions. It was therefore important to cast our mitigation strategies for job losses in Jamaica along the lines of the Decent Work Agenda because this is something that was developed by the ILO and which the ILO has promoted with International Agencies and important bodies such as, United Nation, the World Bank and the IMF. There are some important lessons to be learnt from the international discussions on the financial crisis, especially those related to effective strategies for dealing with job losses.

“The first and you have heard that theme through the previous speakers, in order to develop quality Public Service that is geared towards creating Public Value and sustainable development. The Public Service must be flexible enough to adjust to the ever-changing global environment to meet the needs of the stakeholders. The second lesson is that the solutions to problems relating to international crisis will require partnerships and strategic alliances and already you have heard that theme going through all the comments that are made by the previous speakers.

“Next I come to the hymns they mentioned



before, which are some of the hymns which we raised during the last time that we met. What I am saying to you today, Reinvent Government and Governance while Creating Public Value, if this is to be a reality, partnerships, strategic alliances and social contracts are significant imperatives for Public Management.

“Next, Conversational Competencies must be important elements of the toolkit of leaders in Government, Public Sector, Private Sector, Trade Unions and Civil Society. These components will enable us to engage in social dialogue that will help to build and sustain the network of social relationships which are so very critical when we are engaged in social dialogue. There are some important action points which I mentioned the last time which I would like to repeat.

“First is, Strategic Thinking, next Inter-ministry Collaboration and third Strategic Initiatives. First I will comment again on Strategic Thinking. It's very important in the Public Sector that we engage in the process of reflecting and analyzing items of information and converting them to creative strategies and again I propose a public service in order to do this. So, Minister, in your next thirty days, that's something I will encourage you to get started and hear Permanent Secretaries, Director General and Director in the Public Sector Leadership Role, Strategic Thinking.

“And here are six things again that I would

suggest that this Public Sector can focus on. The first is Crime and the Rule of Law. Second is Macro Economic and Fiscal Policies, stimulus packages. Third is Job Creation and Employment with special focus on a range of skills levels, from high to low and on what they call recession resistant jobs in the areas of Education, Health, Information and Communication Technologies and Occupational and Environmental Safety.

“I think Robert will be glad to hear that the fourth is Education and Training linked to Employability, Productivity, Research and Development. The fifth is Social Protection and Social Safety Nets for both employed and unemployed persons. And six, Health and Healthcare which focus on pandemics such as HIV/AIDS and Swine Flu, and I know Robert was happy to hear about HIV/AIDS, he is very fearful of Swine Flu. In the area of Inter-ministry collaboration, again the Handbook of Ideas, Protective Governance; this financial crisis has shown that there is a great interdependence among countries globally. While in Jamaica we are trying to ask countries in collaboration, we must start at home to have collaboration here amongst our Ministries and Agencies that we operate and this collaboration must be based on the mindset and behaviours that we must not operate in silos. Instead as a Public Sector team we should combine our resources in a synergistic manner to reduce cost and to maximize impact in creating public value and the following were



some areas that I referred to the last time.

“One area is energy. Conservation and diversification of energy sources is a critical problem for Jamaica and all ministries and agencies should have a combined-thinking on that. Food Security is another very important area that is not only under the purview of the Ministry of Agriculture, it is something that all Ministries and Agencies should focus on, Science, Technology, Agricultural Practices, Training and Education. Training on improved productivity should not only be the province of the Ministry of Education but all youth employment must be the concern of all of us. Youth employment for our youths at risk in relation to crime and violence.

“Our number one problem in Jamaica, money. The concern of all Ministries and Agencies. Among the things that we do best are in the area of our creative industries. We all felt very wonderful when we saw our athletes performing in Beijing. We rejoice when our people in music get Grammy Awards. We have natural talent going for us in Jamaica in the creative industries, all Ministries and Agencies should collaborate in maximizing the benefits we can get from supporting the Visual and Performing Arts. The next area, specific, an attention is given to the Diaspora Affairs.

“We should not only look to benefit from remittances from the Diaspora. When

remittance starts to fall, all Ministries and Agencies must be engaged in the drive for a more structured engagement of the Jamaican Diaspora Development of Jamaica. Building key Diaspora Groups in areas such as Education, Health, Culture, Investment and Community Development. This is critical to sustain the flow of remittances and maximize financial investment and the use of the intellectual capital of Diaspora members in Jamaica's development.

“Finally I will make comments on strategic Initiatives. The point I am making here, why we are inventing these models for Government and Governance and finding Mitigation Strategies for Job Losses? We must continue to take action on critical items so that the general public feels that we are creating Public Value, and here are five things. You notice just as I go along it moves from six to five. One, reducing turnaround time for approvals relating to Investment and Development Projects, very important concern. Secondly, reducing the waiting time for patients at hospital and clinics. Third, improving turnaround time for customs documentation and clearance of goods. And fourth, energy audits and reduction of energy cost in different Ministries and Government Agencies. And fifth, reducing turnaround time for obtaining or renewing passports locally and in the Jamaican Diaspora. You are happy to hear the next set of words in conclusion.



“In some of what I have been saying for the last number of minutes, I have been saying to you, the key imperatives for Reinventing Government and Governance while Creating Public Value must revolve around partnerships and strategic alliances. The strategies for addressing these imperatives must have as their central objectives; building public confidence and support, motivating staff and nurturing and sustaining trust, teamwork and team spirit. Next, in the Development of Operational Framework for Reinventing Government and Governance for Public Value, we must find the optimum blend for Public and Private Sector approaches. Social dialogue and Conversational Competencies must be important elements of the toolkit of leaders in Government, Public Sector, Private Sector, Trade Unions and Civil Society.

“These competencies must focus on communicating a vision of hope and transformation to a better situation than the present communication that empathizes with the current needs and hardships of people while at the same time inspiring them towards teamwork and a synergistic effort towards a future of common goal of sustainable development and communication based on mutual respect for self and others. After all, these are important attributes of the type of transformational leaders that we need in the Public Sector and in Government, especially in this period of

International Financial Crisis. The public service think tank can be useful and effective facilitator for Strategic thinking leading to creative and innovative ideas, policies and actions for creating Public Value. Inter-ministry collaboration and the implementation of specific strategic initiatives are important items that you should consider.

“In closing, there are three points that I will urge you to keep in sharp terms. First, members of the Public Sector and in particular the Civil Service, you are attempting to satisfy various stakeholders locally, regionally and internationally. You are attempting to do this in a very challenging time but the world financial crisis requires creative thinking and new paradigms to find effective solutions for national survival and growth. To create Public Value, you need to value customers, their needs and what they experience from the service you provide; and the challenge for you, is that the needs of your customers vary from the need for contribution to the development and implementation of Government Policies, the need for actions for you to facilitate investment, the need for people to receive Social Security Benefit in a timely manner, the need for a simple, easy and speedy way to pay our taxes, or to get a Birth Certificate or Passport.

“Customer satisfaction is necessary so that people have a positive feeling and perception about the Civil Service and the Public Sector and hence you will get different



deadlines from the one you are seeing. The common elements that I am talking about are summed-up in the words customer satisfaction. Hence, the challenge for you, as Members of Public Sector, and in particular, the Civil Service, is to be continuously and consistently be productive, rather than just being merely efficient. To be caring rather than being merely routine in your transactions and to be transformative. Rather than just going to work you should also be result-oriented in carrying out your functions. There is need for you to combine self-motivation and motivation provided by the organizations for which you work.

“Third and final point is, that in building the social capital and social networks of relationships between the State and Society and between countries must be upper most in your minds as you seek to give reality to the theme, “Reinventing Government and Governance While Creating Public Value”.

The Chairman thanked Professor Ying for his presentation. He said certainly, the JCSA will utilize a whole lot of extremely and instructive portion of the recommendation. He also encouraged the members to take time out to look at these recommendations. They are extremely valuable and as we seek to give value to the theme that we have chosen to guide our work over the next day.

Acknowledgement of the General Council for the year 2009-2010

The Chairman acknowledged the members of the 2009-2010 General Council. The General Council comprised of Departmental Representatives, members of the National Staff Relations Council and Chairmen of the various Parish Chapters.

The Chairman indicated that the General Council totaled 123 so far appointed, 60 are female and 63 male.

Presentation of Prizes

Sis. Marcia Higgins 2nd Vice President was asked to draw the early bird prize for someone who arrived before 3 p.m. The winner was Bro. Dohewn Cotterell, Sis Marcia make the presentation.

Mr. Ferris Zadie was asked to draw the gate prize and make the presentation. The winner was Bro. Corvel Banton from the Ministry of Education.

Presentation of Awards

This session was conducted by Sis. Christine Sutherland and Bro. Michael Thompson they announced the recipient for awards.

Mr. Roy McNeil, Chief Food Storage Officer of the Food Storage and Prevention of infestation Division of the Ministry of Industry and Commerce was invited to present the award to the General Council Members who serve for five years:

- Bro. Vivian Kildare
- Bro. O'Neil Grant
- Sis. Christine Keene



- Sis. Fay Tomlinson
- Bro. Rohan Henry
- Sis. Janice McKenzie

Presentation of Certificates

Mrs. Lona Brown, Chief Executive of the Administrator's General Department was invited to present certificates to awardees.

The following certificates were awarded for dedicated and committed service to the membership and the Association:

- Bro. Neville Atkinson from the Ministry of Water and Housing
- Sis. Charmaine Creary-Beckford Police Traffic Headquarters
- Bro. Michael Thompson from Statistical Institute
- Sis. Keisha James from Kingston Public Hospital
- Bro. Godfrey Jones from the Health Corporation Limited
- Sis. Tamara Lawrence from the Ministry of Labour and Social Security
- Sis. Denise Henry from the Jamaica Cultural Development Commission

Sis. Marva Phillips, Head of the Hugh Lawson Shearer Educational Institution (HLSEI) was invited to present certificates for dedicated and committed service to the membership and the Association:

- Bro. Ricardo Johnson from the Health Corporation Limited
- Bro. Kelvin Thompson

- Sis. Patricia Jackson from the Registrar General's Department
- Bro. Ervin Miller from the Police Department
- Sis. Delleceta Drummond from the Sav-lar-mar Hospital
- Bro. Glendon Dunkley from the National Environment and Planning Agencies
- Sis. Rosemarie West- Webb from the Rural Agriculture Department
- Bro. Dohewn Cotterell from the Inland Revenue Department
- Sis. Sharon Chambers-Hinds from the Tax Administration Service
- Bro. Senatra Lewis from the Inland Revenue Department
- Bro. Leon Wright from the Ministry of Health and Environment
- Bro. Earl Hemans from the Office of the Prime Minister
- Bro. Richard Hutchinson from the Cabinet Office
- Bro. Michael Palmer from the National Land Agencies Estate Division
- Bro. Eban Hutton from the Food Storage and Infestation Division
- Bro. George Thorpe's Name was inadvertently left off the first list.

Certificates to Parish Chapters

Bro. Robert Chung was invited to present the certificates to the parish chapters in recognition of their outstanding stewardship in fulfillment of the Association's mission



for the administrative year 2009-2010.

- St. James Chapter- Chairman Bro. Anthony Cameron
- Hanover Chapter- Chairman Sis. Gloria Grant
- Westmorland Chapter - Chairman Sis. Delleceta Drummond
- St. Catherine Chapter- Chairman Bro. Kiddo Smith
- Clarendon Chapter - Chairman Sis. Michelle Graham
- Manchester Chapter- Chairman Bro. Tyrone Foster

3rd Vice President Sharon Anderson was invited to make the presentation to the following:

- Portland Chapter - Collected by Sis. Tamara Lawrence
- St. Ann Chapter- Collected by Bro. Alexander Chambers
- St. Thomas Chapter- Collected by Bro. Aston Smith

Departmental Representative for the Administrative year 2009-2010

President Wayne Jones was asked to present the award to the Departmental Representative for the Year. The award was shared by two persons Sis. Beverly Edwards and Sis Claudette Parker in recognition of their enthusiasm, commitment and dedication

President's Award

This was presented by President Jones to Sis. Michelle Dawn-Marie Graham in recognition of the commitment and enthusiasm with which she served.

Vote of Thanks

Sis Techa Clarke-Griffiths from the Department of local Government delivered the vote of thanks.

Day Two - Held on 2009 May 29 JACISERA PARK

Resumption

The meeting reconvened at 10:13a.m with the Business Session on Friday May 29, 2009

Welcome

The Chairman, Bro Wayne Jones welcomed all to the Business Session of the Annual General Meeting . He stated that the delegates would be breaking out into workshops to look at various topics, including the very important questions of our Constitution, which since the 2007 Annual General Meeting we had been trying to review, to make it more relevant to today's experiences.

Bro. Jones handed over to the First Vice President, Robert Chung who would be



leading the workshops. Bro Chung informed the delegates that the 2007 Annual General Meeting took the decision to install in the Association a General Secretary to replace the post of Honorary Secretary and consequentially the post of Associate Secretary.

The delegates then broke out into three groups:

Group 1 focussed on the restructuring of the Union

Group 2 focussed on the recommendation from the Constitution & Policy Committee

Group 3 examined the Purpose of the Executive Committee and its relevance.

The Standing Orders were resumed

The meeting was called to order at 2:11 pm by Mr. Robert Chung, who asked the group leaders to make their presentations.

Both groups were in agreement with the appointment of a General Secretary to replace the Honorary Secretary and the Associate Secretary.

Group 3 recommended that there be an increase in the number of Executive Members.

Minutes

The Minutes of the meeting held on May 28

& 29, 2009, having circulated were taken as read with the following amendments:-

Page 48 - fourth line from the Family Benefits Scheme the word "as" was inserted to read: As it provide benefit for family dependents.

Page 49 - Under Grievance Sister Williams "representation" should be replaced to read "Sister Williams was receiving assistance from her employer".

There being no further amendments, the minutes were confirmed by Mr. Alexander Chambers and seconded by Mrs. Angella Burrell-Rodney.

Matters Arising

South East Regional Health Authority

Mrs. Angela Burrell-Rodney of National Land Agency requested an update on the position of the South East Regional Health Authority.

Vice President Chung informed the meeting that there were a lot of issues with the South East Regional Health Authority, one such issue he said were the lack of appointment of members which he had been in dialogue with the Ministry of Health about. Another Issue he said was that of non-payment of Relocation Incentive and Secondment of staff members. He said that those were seri-



ous issues which he would continue to have dialogue with the Ministry of Health on. He told members who were present with other issues to have them documented so they too could be added to the list.

JAMOMES

Mr. Mowatt requested an update on the JAMOMES issue.

Mr. Chung responded by stating that they were satisfied with the responses of the contact person and they recommended that contact should be made to the CEO Mr. Errol Hanchard instead.

Computer Loan

Mr. Williams asked if there would be an increase on the computer Loan to which Vice President Chung assured that they would look into it.

VP Chung said that he was in dialogue with the Ministry of Finance on the decision that was taken to have Statuary Bodies and Agencies provide their own computer and miscellaneous loans scheme. He noted that some were finding it difficult.

Pension Scheme

Miss Denise Henry noted that deductions were taken from her salary for the Widows and Orphan Fund, now classified as a pension scheme was unclear. She also requested that a statement be issued each year. Additionally, she said that the government should invest those monies into high yield

investment Funds.

The Chairman informed the meeting that the Family benefit scheme was not for the contributors, but for the dependent of contributors. He stated that it was not a pension fund, that 1/2 of 4% goes into the consolidated fund; therefore there were no accruals to be made from it.

Twickenham Park

The Chairman said that the housing cost ranged from 5.5M to 7.18M depending on the size of the unit.

He said while he recognized that the cost for the houses to public sector workers were high, the National Housing Trust did not make a profit on them. He also stated that Negotiations were being made for persons to access 100% financing, where they would be placed into a house without a deposit, so they would start with the payment of mortgage.

Passley Gardens

The National Land Agency was reissuing possession letter to those persons in Passley Gardens and other areas that had been affected and the National Housing Trust would then be able to start the planning development.

Hague

The JCSA and the NHT would move forward with the planning exercise for Hague.



Education Grant

Application Forms for the Education Grant for 2009 would be available in June for approximately thirty (30) to thirty five (35) days.

Tuition Refund

Some members like the NEPA were already benefiting from tuition refund.

Civil Service Week

The Chairman expressed disappointment at the level of participation at the Civil Service Week activities. He said that Civil Service Week was an achievement by the Association which provided us with an opportunity to showcase ourselves to both internal and external publics.

He was also disappointed with the number of awardees who did not turn up for their awards at the ceremony. He said persons should be proud of their positions as Civil Servants.

Sports Expenses

There was an increase in Sports expenses up from \$198,000 to \$333,000 that he said were as a result in increased interest in sports activities by the members.

Donations

The Financial Assistance policy was implemented to assist persons within the public sector who were experiencing financial difficulty.

Loan investment

Excess Funds were placed in investments and an increase of 182,000 units was realized.

Award of Honorarium

An annual figure of 1M was approved for Honorarium.

Any Other Business

Children of members will now benefit from a fund set up in collaboration with a past





benefactor who donated US\$1,500.00 to assist with their educational needs.

Electoral Representatives

For position of Honorary Secretary, Bro. Denham Whilby received 290 votes over Bro. Gary Mowatt and was declared the winner.

For position of 2nd Vice President, Bro. Kiddo Smith received 317 votes more than Bro. Clarence Frater and was declared the winner.

For Position of President, Wayne Jones received 427 votes more than Bro. Edward Bailey and was declared the winner.

Closing Remarks

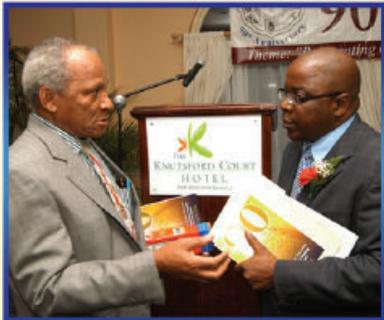
The President congratulated Bro. Denham Whilby who was re-elected and welcomed the newly elected Bro. Kiddo Smith. He also thanked all for re-electing him to the office of President and assured them of his commitment.

He extended best wishes to Sis. Marcia Higgins, 2nd Vice President, who had retired.

Termination

The meeting was terminated at 6:36 pm









EXECUTIVE COMMITTEE 2009 - 2010

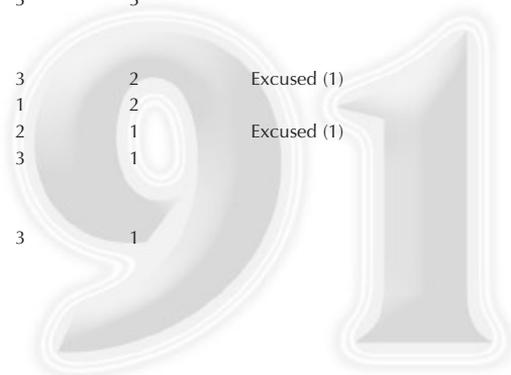
For the Administrative Year June 2009 - May 2010

OFFICERS	OFFICE	SPECIAL	REGULAR	REMARKS
		1	11	
Bro. Wayne St. A. Jones	President	1	9	Excused (2)
Bro. Robert St. F. Chung	1st Vice President	1	6	Excused (5)
Bro. Kiddo Smith	2nd Vice President	1	9	
Sis. Sharon Anderson	3rd Vice President	1	11	
Bro. Denham Whilby	Hon. Secretary	1	7	Excused (2)
Bro. O'Neil Grant	Hon. Treasurer	1	10	Excused (1)
Sis. Paulette Bruce-Williams	Honorary Asst. Treasurer	1	9	Excused (1)
Bro. Earl Hemans	Honorary Asst. Treasurer			
Sis. Denise Henry	(Young Worker)/ Honorary Asst. Secretary	1	4	Excused (3)
Sis. Margaret James- Freeman	Honorary Asst. Secretary	1	7	Excused (4)
Bro. Edward Bailey	Immediate Past President	1	7	Excused (1)
Sis. Rachel Solomon		-	1	Excused (1)
Sis. Georgia M. Mogg		-	9	Excused (1)
Sis. Charmaine Creary-Beckford		-	2	Excused (2)
Sis. Lillieth James		1	9	Excused (1)
Sis. Lelieth Hamilton		1	8	
Sis. Beverly Edwards		1	8	Excused (1)
Sis. Rita Clarke		1	4	Excused (3)
Sis. Patricia Jackson		1	9	
Sis. Claudette Parker		1	9	
Sis. Angella Burrell-Rodney		1	11	
Bro. Cebert Mitchell		1	8	Excused (1)
Bro. Glendon Dunkley		1	8	Excused (1)

GENERAL COUNCIL 2009 - 2010

For the Administrative Year June 2009 - May 2010

OFFICERS	OFFICE	SPECIAL	REGULAR	EMERGENCY	REMARKS
		3	3	-	
Bro. Wayne St. A. Jones OD	President	3	2		Excused(1)
Bro. Robert St. F. Chung	First Vice President	3	3		
Bro. Kiddo Smith	Second Vice President	3	3		
Sis. Sharon Anderson	Third Vice President	3	3		
Bro. Denham Whilby	Honorary Secretary	3	3		
Bro. O'Neil Grant	Honorary Treasurer	3	3		
Assistant Honorary Secretaries / Treasurers					
Sis. Margaret James-Freeman	Ministry of Agriculture & Lands	3	2		Excused (1)
Sis. Denise Henry	Jamaica Cultural Dev. Commission	1	2		
Sis. Paulette Bruce-Williams	Transport Works Dept	2	1		Excused (1)
Bro. Earl Hemans	Office of Prime Minister	3	1		
Immediate Past President					
Bro. Edward Bailey	Blue Cross of Jamaica	3	1		

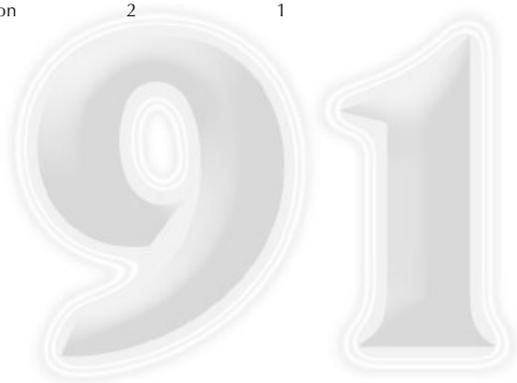




NATIONAL STAFF RELATIONS COUNCIL	MINISTRY/DEPARTMENT	SPECIAL	REGULAR	REMARKS
Sis. Georgia M. Mogg	Inland Revenue	2	1	
Sis. Charmaine Creary-Beckford	National Security	-	-	
Sis. Rachel Solomon	Finance and Planning	-	-	
DEPARTMENTAL REPRESENTATIVES		SPECIAL	REGULAR	REMARKS
Bro. Garfield Clarke	Accountant General	1	-	
Sis. Sheryl Haye	Accountant General	1	2	
Bro. Oliver Morris	Administrator General	2	2	
Sis. Andrea Townsend	Administrator General	2	1	
Bro. Dave Wright	Agriculture	2	1	
Sis. Sharon Virgin-Wright	Agriculture	1	3	
Sis. Karen Forrester	Auditor General	2	-	
Bro. Fred Manderson	Auditor General	3	3	
Sis. Nadine Woodhouse-Osbourne	Bellevue Hospital	1	3	
Sis. Claudette Parkes-Lewis	Bellevue Hospital	1		
Sis. Marcia Wentt-Hyman	Cooperatives & Friendly Societies	1	3	
Sis. Beverley O'Meally	Correctional Services	-	-	
Bro. Peter Jarrett	Correctional Services	-	1	
Bro. Rayburne Myers	Correctional Services	-	1	
Bro. Leonard C Smith	Correctional Services	1	2	
Bro. Garfield Allen	Correctional Services	3	3	
Bro. Raymond Clarke	Companies of Jamaica	2	3	
Bro. Nicholas Dallas	Companies of Jamaica	2	3	
Bro. Carvel Banton	Education	3	1	
Sis. Nadine Powell	Education	1	2	
Bro. Alrington Roberts	Finance and Public Service	2	3	
Bro. Nicholas Issacs	Finance and Public Service	1	1	(resigned)
Sis. Beverley Bogle-	Finance and Public Service	-	-	
Bro. Eban Hutton	Food Storage & Infestation	1	2	
Sis. Claudette Parker	Forestry	3	3	
Sis. Suzette Grant	Forestry	3	1	
Sis. Avis Williams	Foreign Affairs&ForeignTrade	1	2	
Sis. Delita McCallum	Foreign Affairs&ForeignTrade	-	1	
Sis. Christine Keene	Health	3	1	
Bro. Leon Wright	Health	3	2	
Bro. Golfrey Jones	Health Corporation Ltd.	2	2	
Bro. Richardo Johnston	Health Corporation Ltd.	1	-	
Sis. Sandra Clemmings	Houses of Parliament	3	1	
Bro. Dohewn Cotterell	Inland Revenue	2	2	
Bro. Senatra Lewis	Inland Revenue	1	3	
Sis. Julia Sharpe- Scott	Inland Revenue	3	3	
Bro. Clarence Frater	Industry, Investment& Commerce	3	3	
Bro Clifford Spencer	Industry, Investment& Commerce	1	-	
Sis. Vazelyn Bennett	Institute of Jamaica	2	2	
Bro. Keron Campbell	Institute of Jamaica	3	1	
Bro. Glendon Watson	JamaicaCultural Dev.Commission	1	-	
Bro. Cebert Mitchell	Jamaica Customs	1	3	
Bro. Christopher Wilson	Jamaica Customs	2	3	
Bro. Orion Brown	Jamaica Defence Force	1	1	
Bro. Rohan Henry	Jamaica Defence Force	1	-	
Bro. Milton Billett	Jamaica 4H Club	1	-	
Bro. Oscar Brown	Jamaica Library Service	1	1	
Sis. Joan Gayle	Jamaica Information Service			
Sis. Maxine Shrouder	Jamaica Information Service			



DEPARTMENTAL REPRESENTATIVE	MINISTRY/Dept	SPECIAL	REGULAR	REMARKS
Sis. Keisha James	Kingston Public Hospital	3	3	
Sis. Lelieth Barrett-Hamilton	Labour and Social Security	3	1	
Sis. Marcia Sewell	Labour and Social Security	3	1	
Bro. Gary Mowatt	Local Government	3	1	
Bro. Techa Clarke-Griffiths	Local Government	1	-	
Sis. Beverly Edwards	National Council for Senior Citizens	2	1	
Bro. Glendon Dunkley	NEPA	2	1	
Sis. Christine Sutherland	NEPA	3	1	
Bro. Leo Byfield	National Insurance Scheme	2	1	
Sis. Vincynette Coke	National Insurance Scheme	-	3	
Sis. Angela Burrell-Rodney	National Land Agency	3	-	
Bro. Michael Palmer	National Land Agency	1	-	
Sis. Pauline Grace	National Land Agency	3	1	
Sis. Lotoya Brown-Vernon	National Public Health	3	3	
Bro. Ervin Miller	National Security	1	-	
Sis. Jeanette Abraham	National Security	1	-	
Sis. Carol Davis	National Security	1	-	
Sis. Coleen Donaldson-McClean	National Security	-	1	
Sis Yvonne Jackson	National Works Agency	1	1	
Sis. Karen Arscott-Powell	National Works Agency	1	1	
Bro. Richard Hutchinson	Office of the Prime Minister	3	1	
Bro. Kevin Cornwall	Passport,Immigration&Citizenship	2	-	
Sis. Rita Clarke	Passport,Immigration&Citizenship	1	1	
Bro. Anthony Brock	Post and Telecommunications	2	-	
Bro. Cleveland Holding	Post and Telecommunications	2	1	
Sis. Patricia Jackson	Registrar General	2	1	
Bro. Alvin Morris	Registrar General	-	1	
Sis. Rosemarie Webb-West	Rural Agriculture Dev. Auth.	1	1	
Bro. Michael Thompson	Statistical Institute of Ja	2	1	
Bro. Kevin Clarke	Statistical Institute of Ja	2	1	
Sis. Nalrose Chin	Taxpayers Audit & Assessment			
Sis. Judith Chin	Taxpayers Audit & Assessment	2	1	
Sis. Sharon Chambers-Hinds	Taxpayers Audit & Assessment	3	1	
Bro. Paul Wallacey	Taxpayers Audit & Assessment	-	1	
Sis. Dona Pellington	Taxpayers Audit & Assessment	3	1	
Sis. Nadine Smith- Grant	Taxpayers Audit & Assessment	-	1	
Sis. Shermaine Clemenson	Taxpayers Audit & Assessment	-	1	
Bro. Conrad Ainsworth	Transport & Works	-	-	
Bro. Leo McEwan	Transport & Works	1	-	
Sis. Maxine Cummings	Victoria Jubilee Hospital	3	3	
Bro. Neville Atkinson	Water and Housing	1	1	
Sis. Claudette Smith	Water and Housing	2	1	
Bro. Kevin Chambers	Water Resource Authority	2	1	
Bro. Junior Dunn	Post& Telecomm/Inspectors Assoc.	2	1	
Sis. Lorna Laing-Hill	Jamaica Dental Nurses Association	2	1	





PARISH CHAPTERS Year January 2009 -Dec 2009

CHAIRMEN	CHAPTER	SPECIAL	REGULAR	REMARKS
Bro. Alexander Chambers	St. Ann	2	-	
Sis. Lillieth James	Trelawny	3	1	
Bro. Anthony Cameron	St. James	3	1	
Sis. Delleceta Drummond	Westmoreland	3	1	
Sis. Gloria Grant	Hanover	3	1	
Sis. Rekha Stanley	St. Elizabeth	-	-	
Sis. Michelle Graham	Clarendon	2	-	
Sis. Ann-Marie Nicholas	St. Catherine	1	1	
Sis. Tamara Lawrence	Portland	-	1	
Bro. Aston Smith	St. Thomas	2	2	
Bro. Tyrone Foster	Manchester	2	1	
Sis. Charlene Edwards-Butler	St. Mary	2	1	

Committees

Women Action Committee

Sis. Sharon Anderson	- Monitoring Officer
Sis. Michelle Graham	- Chairman
Sis. Sheryl Haye	- Vice Chairman
Sis. Sandra Clemmings	
Sis. Claudette Parker	
Sis. Zandra Gabbidon	
Sis. Onydeen Mowatt	
Sis. Sonia Campbell	
Sis. Denise Henry	
Sis. Julette DaCosta	
Sis. Nadine Powell	

Members Benefit and Feasibility

Sis. Sharon Anderson	- Monitoring Officer
Sis. Claudette Parker	- Co-Chairman
Bro. Oliver Morris	- Co-Chairman
Sis. Suzette Grant	
Sis. Julia Sharp-Scott	
Sis. Sharon Virgin-Wright	
Sis. Pauline Grace	
Bro. Sinatra Lewis	
Bro. Orlando Williams	
Bro. Broncraft Thomas	

Young Workers

Bro. O'Neil Grant	- Monitoring Officer
Sis. Tifonie Powell	- Inter-Americas Young Worker Representative on PSI Executive Board
Sis. Denise Henry	- Chairman
Bro. Kelvin Thomas	- Co-Chairman
Bro. Richard Hutchinson	
Bro. Earl Hemans	
Bro. Oscar Brown	
Sis. Nahemia Blackwood Lusan	
Sis. Sharon Chambers Hinds	

Sis. Stacey Ann Robinson
Sis. Julie Ann Forbes
Sis. Shelly Ann Brown
Sis. Patrice Porter
Sis. Melicia Davis
Sis. Leola Bailey
Sis. Nadine Powell
Sis. Vinyette Coke

Sports Committee

Bro. Robert Chung	- Monitoring Officer
Bro. Leon Wright	- Co- Chairman
Bro. Glendon Dunkley	- Co- Chairman
Bro. Rohan Henry	
Bro. George Thorpe	
Bro. Wayne Stoddart	

Claims Cadre

Bro. Denham Whilby	- Monitoring Officer
Bro. Michael Thompson	- Chairman
Bro. O'Neil Grant	
Bro. Henry Anglin	
Bro. Michael Palmner	
Bro. Wayne Robertson	
Bro. Kevin Clarke	
Sis. Dona Pellington	

Constitution and Policy

Bro. Kiddo Smith	-Monitoring Officer
Sis. Rita Clarke	- Co-Chairman
Bro. Gary Mowatt	- Co- Chairman
Sis. Lilieth Barrett-Hamilton	



Public Education Committee

Bro. Kiddo Smith
 Sis. Christine Sutherland
 Sis. Sandra Clemmings
 Sis. Ann-Marie Nicholas (Co-opt)

- Monitoring Officer
 - Co-Chairman
 - Co-Chairman

Jacisera Park Management

Bro. Robert St. F. Chung
 Bro. Fred Manderson
 Bro. Glendon Dunkley

- Monitoring Officer
 - Chairman

Human Resource Development

Sis. Sharon Anderson
 Sis. Patricia Jackson
 Sis. Gillian Corrodus
 Sis. Colleen Donaldson-McLean
 Sis. Beverley Edwards
 Bro. Orion Brown

- Monitoring Officer
 - Chairman

Finance & Planning Committee

Bro. Wayne St. A. Jones
 Bro. O'Neil Grant
 Bro. Robert St. F. Chung
 Bro. Kiddo Smith
 Bro. Denham Whilby
 Sis. Sharon Anderson
 Sis. Paulette Bruce-Williams
 Bro. Earl Hemans

- Monitoring Officer
 - Chairman

Human Resource Management

Bro. Denham Whilby
 Sis. Charmaine Creary-Beckford
 Sis. Margaret Freeman

REPRESENTATION ON BOARDS/ COMMITTEES

Bus Committee

Bro. Erell Crooks
 Bro. Gary Mowatt

Computer Acquisition Loan Committee

Bro. Henry Anglin
 Bro. Alrington Roberts

JCS Housing Company

Bro. Wayne St. A. Jones - Director 2008-2011
 Bro. Robert Chung - Director 2009-2012
 Bro. Edward Bailey - Director 2008-2010
 Sis. Sonia Campbell - Director 2007-2010
 Bro. Samuel Stewart - Director 2009-2011

JCSA Limited

Bro. Wayne St. A. Jones - Chairman 2009-2012
 Bro. Edward Bailey - Director 2008-2011
 Sis. Georgia Mogg - Director 2009-2012
 Sis. Jean Menzie-Hastings - Director 2008-2011
 Bro. O'Neil Grant - Director 2007-2010

Jamaica Confederation of Trade Unions

Executive Council

Bro. Wayne St. A. Jones
 Bro. Robert Chung
 Sis. Sharon Anderson

Public Sector Committee

Bro. Denham Whilby
 Bro. Clarence Frater
 Bro. Orion Brown

Blue Cross of Jamaica

Government Employees Administrative Services Only (GEASO)

Sis. Sonia Campbell

Government Pensioners Administrative

Services Only (GPASO)

Sis. Sonia Campbell





Honorary Treasurer's Report

I place before you at this the 91st Annual General Meeting of the Jamaica Civil Service Association, the Audited Balance Sheet and the Income and Expenditure Account for the year ended November 30, 2009, notes to the Financial Statements and the accompanying schedules (I to V).

Financial Overview

The Association achieved a surplus in contrast to the marginal deficit suffered last year on its income statement for the financial year 2008-2009. While we experienced increased operating expenses we were able to grow revenues in a climate of economic uncertainty.

We were able to grow Subscription Income by 18.79% the growth in expenditure was below the growth in income at a smaller percentage of 17.75% compared to 21% in the previous year. The Association was able to reduce the growth of expenses however this increase is above the level of inflation which indicates that there was real growth in both income and expenses. We will continue with the long term strategy to decrease the reliance on subscription income and at the same time contain certain costs while ensuring that the service to the general membership is kept at a sufficiently high level.

November 30 2009 saw the beginning of our second three year strategic plan and the focus has moved away from relying on committees to the human capital component of the Secretariat and the Western Office. This has yielded positive results as indicated by the growth in revenue with staff doing a significant amount of recruiting, answering the challenge given to them by the Officer Corps

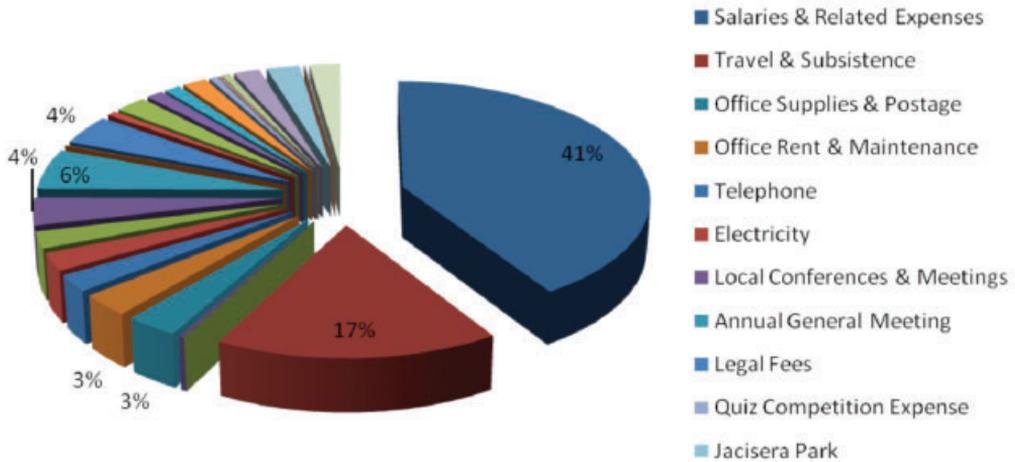
Decline in committee activity continues to be inimical to the achievement of the broad targets set. Putting it bluntly, we have not met the targets set in the plan. The new plan will center on the broad areas of Membership, Worker Empowerment and Capacity Strengthening as we continue to focus on the vision of the Association, which is, to ultimately become the leading Civil Service Association in the Caribbean.

Staff cost as a percentage of total expenditure increased to 41% representing a growth of \$3.4M when compared to the previous year. This was more than covered by growth in Subscription Income income by approximately \$6.4M

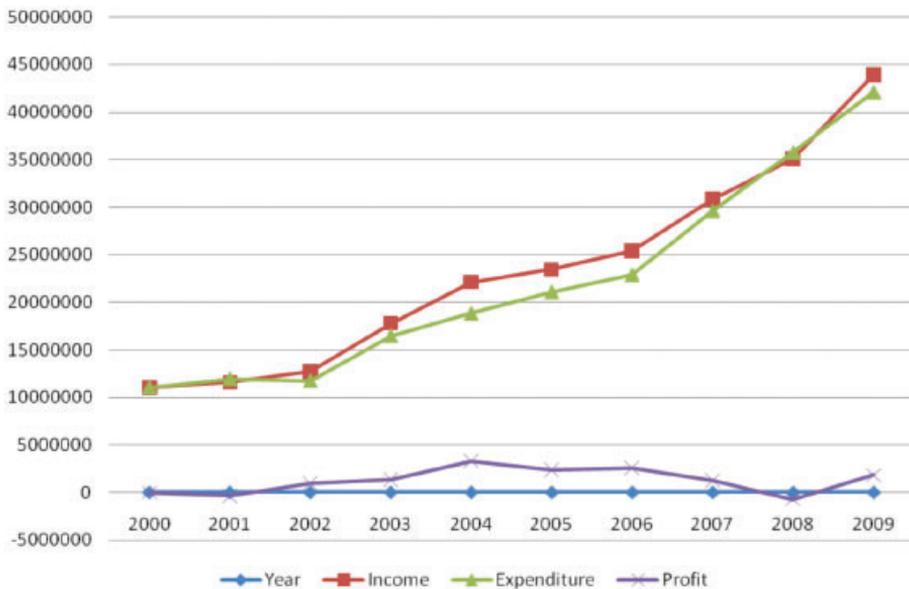
All other expenditure areas except Annual General Meeting (6%) was below 5% of Total Expenses



Major Expense Areas



PERFORMANCE TRENDS



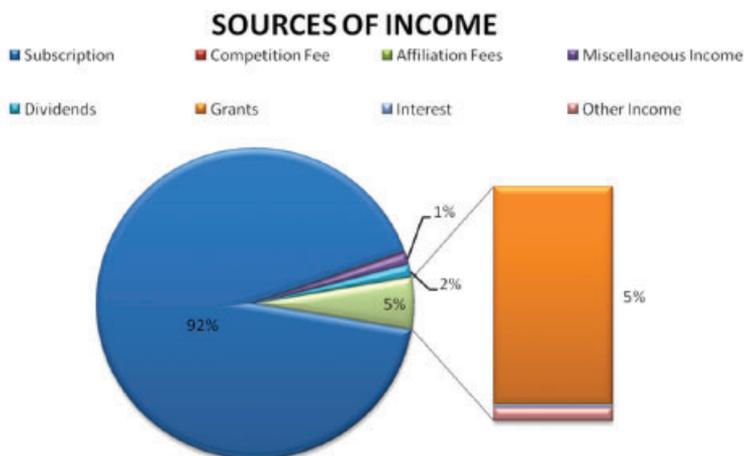


Investment is a major part of the focus of the Association as we continue to move to diversify the income base. We were able to increase our investments in RJR Communications Group by units valued at. The income stream of the Association continues to be dominated by Subscription income and will continue to be that way for the foreseeable future as we continue to focus on income diversification

Outlook 2009/2010

The outlook for 2008/2009 is stable. Any growth achieved will be marginal. However we are positioning the base for increased capacity both from the administrative and from the Financial side as we recognise that to meet our targets our financial base must be strong.

We have put in place performance targets for all aspects of the activities of the JCSA. This will redound to more and speedier service delivery to the members the



Summary of Financial Performance				
Category	2009	2008	Change	
	\$	\$	\$	%
Income	43,935,900.37	35,041,691.15	8,894,209.22	25%
Expenditure	42,114,403.65	35,766,246.44	6,348,157.21	18%
Surplus	1,821,496.72	-724,555.29	2,546,052.01	351%
Net Total Asset	13,924,449.19	12,102,942.48	1,821,506.72	15%
Subscription Income	40,421,639.56	34,027,678.50	6,393,961.06	19%



establishment of more benefits covering a wider cross section of the membership.

The membership is experiencing some amount of uncertainty and we are refocusing our activities and programs to assist members who may be in need

We still see the current climate as an opportunity to ensure that the Association is properly directed to capitalize on any boom that may arise. We will continue with the strategy of increasing the asset base of the organization while we strengthen the institution and further improve the service delivery to members. This will involve additional costs but the effect of these should be mitigated by increased revenues from income collection as was the case in the year 2008 /2009.

O'Neil W. Grant
Honorary Treasurer





Auditor's Report

We have examined the Balance Sheet, Schedules (I-V) and Accounts of the Jamaica Civil Service Association together with the Books, Vouchers and other relevant documents for the year ended November 30, 2009.

We have received the information and explanations sought and are of the opinion, as a result of the Audit that the Balance Sheet, Income and Expenditure Account and Schedules reflect a true and fair view of the transactions and state of affairs of the services to which they relate.

Signed Auditors


Nehemiah Ramdon


Fred Manderson





Jamaica Civil Service Association Significant Accounting Policies

a) Basis

These financial statements have been prepared under the historical cost convention and are expressed in Jamaican dollars, based on the accrual concept of accounting

b) Accounting Period

The annual accounting period of the JCSA runs from December 1 of any given year to November 30 of the succeeding year.

c) 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	10%
Furniture, Fixtures and Fittings	10%
Motor Vehicles	20%
Office equipment	10%

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

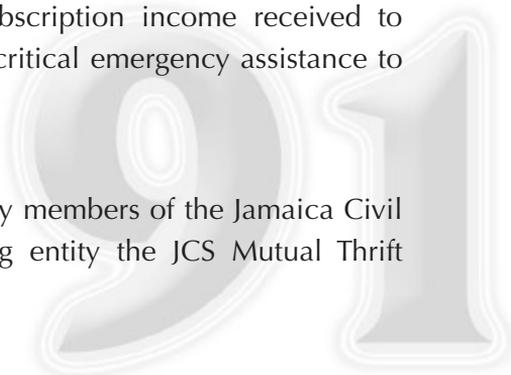
An asset is deemed to be acquired when it is received by the Association. Fully depreciated assets are reflected in the balance sheet at their historical cost/valuation less accumulated depreciation and no further depreciation will be charged in relation to these assets.

d) Financial Assistance Policy

The JCSA is required to remit 2% of subscription income received to the JCSA Care Fund account at JMMB for critical emergency assistance to members

e) Income

Income is derived from subscription paid by members of the Jamaica Civil Service Association through our collecting entity the JCS Mutual Thrift Society





f) **Revaluation Policy**

The value at which assets are included in the balance sheet will be reviewed periodically and where an asset's value has changed materially the valuation should be adjusted accordingly. The economic useful life of revalued assets will be determined and depreciation applied on a straight line basis.

A Revaluation Reserve shall be created in these instances to reflect the unrealized increase in the value of fixed assets. Where there is devaluation, the first charge is against the revaluation reserve. Where this reserve is depleted, any permanent reduction in value shall be shown as a charge in the profit and loss account.





FINANCIAL STATEMENTS

JAMAICA CIVIL SERVICE ASSOCIATION

BALANCE SHEET

Y/E 30 NOVEMBER 2009

	<u>2009</u>		<u>2008</u>	
Fixed Asset & Investments	7,239,758		6,105,944	
Current Assets	<u>7,088,802</u>	14,328,560	6,131,928	12,237,872
Long Term Liabilities	34,705	34,705		
Current Liabilities	<u>369,406</u>	<u>404,111</u>	100,224	<u>134,929</u>
		<u>13,924,449</u>		<u>12,102,942</u>

JAMAICA CIVIL SERVICE ASSOCIATION

INCOME AND EXPENDITURE

Y/E 30 NOVEMBER 2009

	<u>2009</u>	<u>2008</u>
Receipts	43,935,900	35,041,691
<u>Less Operating Expenses</u>		
General	<u>42,114,404</u>	<u>35,766,246</u>
Surplus/(deficit)	1,821,497	-724,555
Add Balance b/f	<u>12,102,942</u>	<u>12,827,498</u>
Balance c/f	<u>13,924,439</u>	<u>12,102,942</u>





JAMAICA CIVIL SERVICE ASSOCIATION
SCHEDULE 1: SOURCES OF INCOME
Y/E 30 NOVEMBER 2009

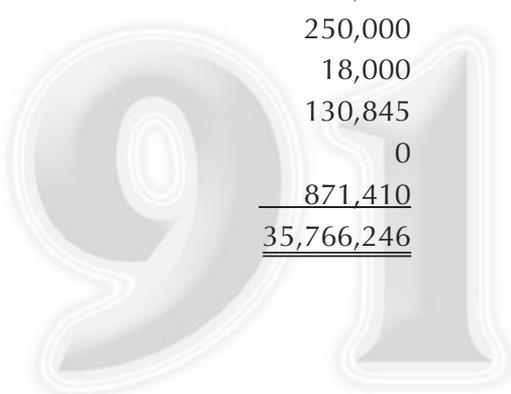
	<u>2009</u>	<u>2008</u>
Subscription	40,421,640	34,027,679
Competition Fee	56,000	205,000
Affiliation Fees	1,800	3,400
Miscellaneous Income	534,010	458,865
Dividends	581,132	129,978
Grants	2,185,504	0
Interest	27,364	144,769
Other Income	<u>128,450</u>	<u>72,000</u>
	<u>43,935,900</u>	<u>35,041,691</u>

91



JAMAICA CIVIL SERVICE ASSOCIATION
SCHEDULE II: GENERAL OPERATING EXPENSES
Y/E 30 NOVEMBER 2009

	<u>2009</u>	<u>2008</u>
Salaries & Related Expenses	17,258,799	13,811,647
Travel & Subsistence	7,045,830	6,052,870
Anniversary Celebrations	7,840	5,320
Training	130,000	365,686
Office Supplies & Postage	1,321,350	1,250,407
Office Rent & Maintenance	1,274,974	574,376
Telephone	987,328	574,002
Electricity	1,042,146	1,034,795
Honoraria	970,000	915,000
Local Conferences & Meetings	1,608,794	3,249,611
Annual General Meeting	2,361,976	1,562,958
Civil Service Week	28,800	29,200
Legal Fees	1,722,995	0
Public Relations	278,362	1,153,708
Foreign Conferences & Meetings	971,049	1,552,664
Repairs to Furniture & Equipment	521,533	549,190
Sports Expenses	489,606	333,173
Donations	735,577	667,213
Quiz Competition Expense	249,657	70,601
Fundraising	77,000	0
Election Expenses	260,824	0
Affiliation Fees	795,573	743,569
Jacisera Park	1,013,700	250,000
Miscellaneous Expenses	-	18,000
Bank Charges & Interest	35,787	130,845
Consultancy	4,488	0
Depreciation	<u>920,416</u>	<u>871,410</u>
	<u>42,114,404</u>	<u>35,766,246</u>





**JAMAICA CIVIL SERVICE ASSOCIATION
SCHEDULE III: FIXED ASSETS & INVESTMENT
Y/E 30 NOVEMBER 2009**

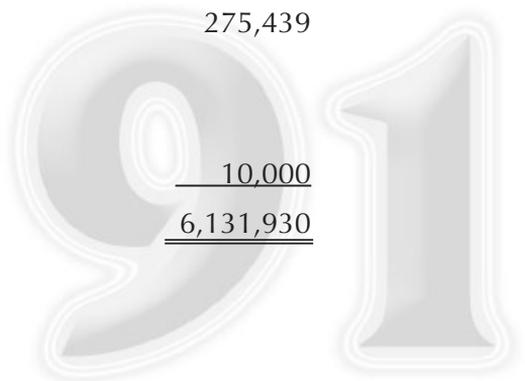
	<u>2009</u>	<u>2008</u>
Fixed Assets Less Depreciation	2,732,739	3,163,097
GoJ Debenture	500,000	0
NCB Capital Markets 11.75% Preference Shares	1,098,000	1,098,000
5620 Shares JCSMTS	11,240	11,240
8 Shares JCSA Housing	16	16
5 Shares JCSA Ltd	100	100
JCSA Ltd	6	6
Shares RJR	1,832,852	1,768,680
Interest Free Loan - JCSA Ltd	3,007	3,007
REPO	1,000,000	0
National Housing Trust	755	755
Deposits JCSMTS Ltd	1,043	1,043
30,000 Shares- Jamaica Printing Services Ltd	<u>60,000</u>	<u>60,000</u>
	<u>7,239,758</u>	<u>6,105,944</u>





JAMAICA CIVIL SERVICE ASSOCIATION
SCHEDULE IV: CURRENT ASSETS
Y/E 30 NOVEMBER 2009

	<u>2009</u>	<u>2008</u>
JCSMTS-Subscription	188,457	1,997,188
Other Advances	2,382,053	1,640,381
Rental Deposit	56,000	56,000
<u>Savings account</u>		
General	1,519,365	765,567
Foreign Exchange	296,872	109,798
<u>Fixed Deposit</u>		
Contingency Fund	56,497	52,779
Investment a/c	32,562	30,419
Education Fund	89,316	83,439
Conference Fund	254,057	237,336
JCSA Care Fund	620,864	387,580
Legal Fund	14,933	262,496
<u>Current Account</u>		
General	1,639,782	223,506
Salaries	-71,956	275,439
<u>Cash Balance</u>		
Office Imprest	<u>10,000</u>	<u>10,000</u>
	<u>7,088,802</u>	<u>6,131,930</u>



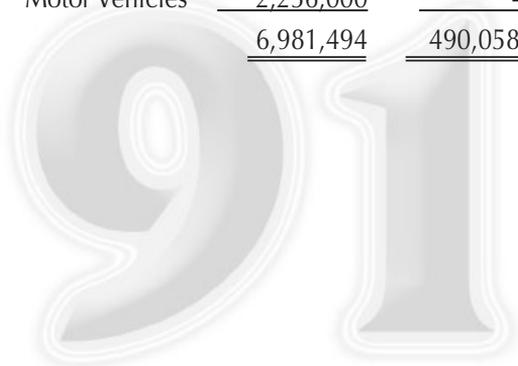


**JAMAICA CIVIL SERVICE ASSOCIATION
SCHEDULE V: LIABILITIES
Y/E 30 NOVEMBER 2009**

	<u>2009</u>		<u>2008</u>	
<u>Long Term Liabilities</u>				
JCSA Ltd	34,705	34,705	34,705	34,705
 <u>Current Liabilities</u>				
Civil Service Week	31,884			31,884
Dedicated Funds	269,182			-
Deposits	1,654			1,654
Contingency Fund	<u>66,687</u>	<u>369,406</u>	<u>66,687</u>	<u>100,224</u>
		<u>404,111</u>		<u>134,929</u>

**SUMMARY OF FIXED ASSETS BY LOCATION
Y/E 30 NOVEMBER 2009**

ASSETS LOCATION	Original Cost	Additions/ (Disposal)	Total	Depreciation Charge	Accumulated Depreciation	Book Value 11/30/2007
Secretariat	3,963,943	248,070	4,212,013	416,746	2,451,815	1,760,198
Jacisera Park	544,342	-	544,342	6,550	414,558	129,784
Western Branch Office	217,209	241,988	459,197	45,920	67,641	391,557
Motor Vehicles	<u>2,256,000</u>	-	<u>2,256,000</u>	<u>451,200</u>	<u>1,804,800</u>	<u>451,200</u>
	<u>6,981,494</u>	<u>490,058</u>	<u>7,471,552</u>	<u>920,416</u>	<u>4,738,813</u>	<u>2,732,739</u>





Jamaica Civil Service Association Notes to the Financial Statements

A. Activity:

The main activity of the Jamaica Civil Service Association is to safe guard 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% (or 0.05%) of the member's basic pay.

B. Public Relations

This includes:

President's Luncheon

Children's Treat

Printing Expense

Total

C. Investments





Equity Investments								
Company	Stock type	Opening balance		Additions		Total		Income received
		Units	Cost	Units	Cost	Units	Cost	
RJR	Ord. Shares	6,059,400	1,138,301	182,007	630,379.06	6,241,407	1,768,680	
NCBJCM	Pref. Shares	360,000	1,098,000			360,000	1,098,000	129,978
JPS (1992) Ltd	Ord. Shares	30,000	60,000			30,000	60,000	
JCSA Limited	Ord. Shares	5	100			5	100	-
JCSA Housing	Ord. Shares	8	16			8	16	-
JCSMTS	Shares	5,620	11,240			5,620	11,240	
Loan JCSA Ltd	Loan	-	3,007			-	3,007	
Deposit JCSMTS	Deposits	-	1,043			-	1,043	
NHT		-	755			-	755	
JCSA Limited		-	6			-	6	
		2,312,468		-		2,942,847	129,978	





91